



Rapid Recovery Plan

2021

Auburn, MA



This plan has been made possible through technical assistance provided by the Baker-Polito Administration's Local Rapid Recovery Planning program.



The Local Rapid Recovery Planning (RRP) program is a key part of the Baker-Polito Administration's Partnerships for Recovery Plan, the strategy established to help communities stabilize and grow the Massachusetts economy as a result of the economic impacts brought on by COVID-19. The plan invests \$774 million in efforts to get people back to work, support small businesses, foster innovation, revitalize downtowns, and keep people in stable housing.

In addition to the planning program, recovery efforts include a Small Business Relief Program administered by the Massachusetts Growth Capital Corporation. This program, which concluded in May 2021, provided more than \$687.2 million to over 15,000 businesses across the Commonwealth, with a focus on businesses located in Gateway Cities, among demographic priorities, or operating in sectors most impacted by the pandemic. Cities, towns, and non-profit entities are using Regional Pilot Project Grant Program funding for recovery solutions that seek to activate vacant storefronts, support regional supply chain resiliency, and create small business support networks. To promote recovery in the tourism industry and support the ongoing My Local MA marketing initiative encouraging residents to support their local economies by shopping, dining and staying local, another \$1.6 million in grants were awarded through the new Travel and Tourism Recovery Grant Pilot Program. Through April 2021, MassDOT's Shared Streets and Spaces Grant Program has invested \$26.4 million in municipal Shared Streets projects to support public health, safe mobility, and renewed commerce.

In support of the overall recovery strategy, the Administration made \$9.5 million in awards for 125 communities to create Local Rapid Recovery Plans, through the MA Downtown Initiative Program. These plans address the impacts of COVID-19 on local downtowns and small businesses by partnering with Plan Facilitators and Subject Matter Experts to pursue locally-driven, actionable strategies.

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Acknowledgements



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The Planning Team would also like to thank the following individuals for participating as key stakeholders throughout the planning process:

| | |
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| Town Staff | Shannon Regan, Economic Development Coordinator and Energy Manager Adam Menard, Town Planner |
| Biscotto Café | Barbara Anton, Owner |
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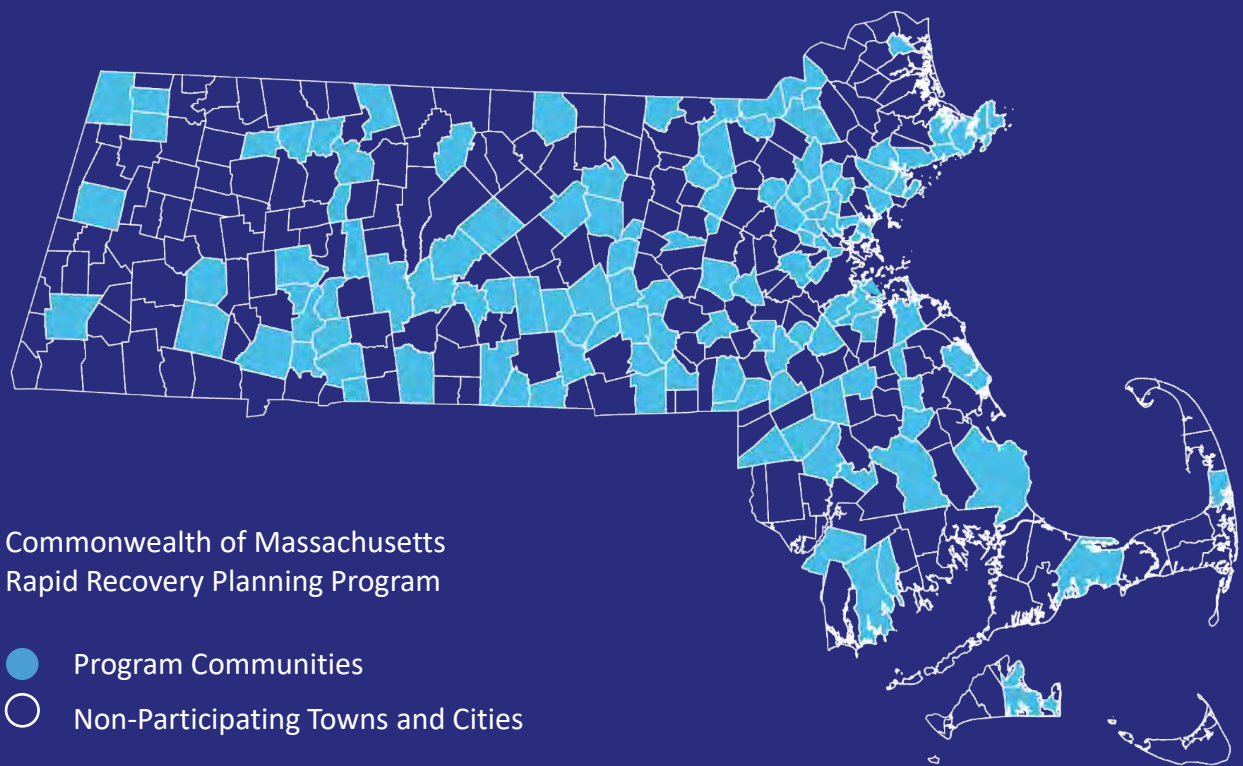
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125 communities participated in the Rapid Recovery Plan Program

52 Small Communities
51 Medium Communities
16 Large Communities
6 Extra Large Communities

Mass Downtown Initiative distributed nearly \$10 million across 125 communities throughout the Commonwealth to assess impacts from COVID-19 and develop actionable, project-based recovery plans tailored to the unique economic challenges in downtowns, town centers, and commercial districts.



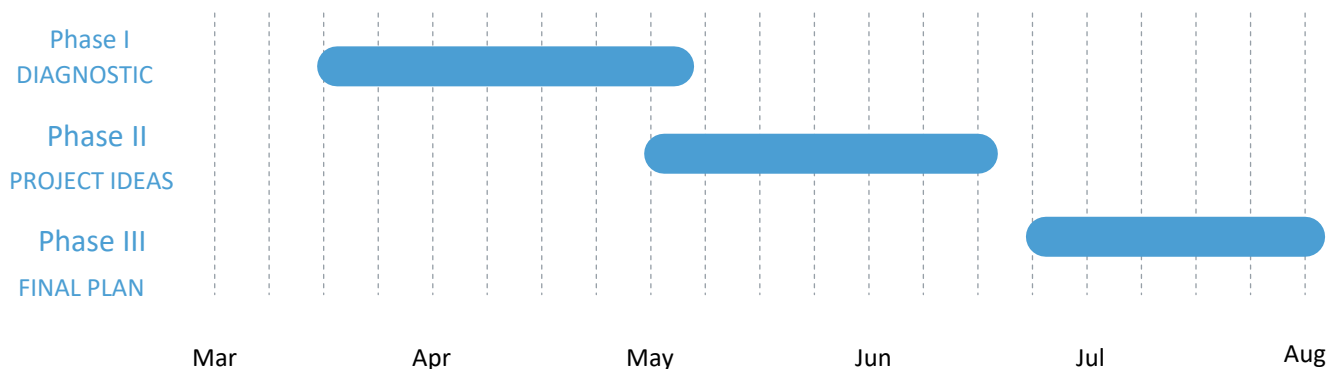
Rapid Recovery Plan (RRP) Program

The Rapid Recovery Plan (RRP) Program is intended to provide every municipality in Massachusetts the opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts to downtowns, town centers, and commercial areas across the commonwealth.

The program provided technical assistance through Plan Facilitators assigned to each community applicant (e.g., city, town, or nonprofit entity) and Subject Matter Experts who supported the development of ideas for project recommendations and shared knowledge through best practice webinars and individual consultations.

Communities and Plan Facilitators were partnered through the program to assess COVID-19 impacts, convene community partners to solicit project ideas and provide feedback, and develop project recommendations. The following plan summarizes key findings from the diagnostic phase of the program and includes a range of priority project recommendations for the community.

Each Rapid Recovery Plan was developed across three phases between February-August 2021. Phase 1 - Diagnostic, Phase 2- Project Recommendations, Phase 3 - Plan.



In Phase 1: Diagnostic, Plan Facilitators utilized the Rapid Recovery Plan Diagnostic Framework that was adapted from the award-winning Commercial DNA approach as published by the Local Initiative Support Corporation (LISC) in “Preparing a Commercial District Diagnostic”, and authored by Larisa Ortiz, Managing Director, Streetsense (RRP Program Advisor).

The framework was designed to ensure methodical diagnosis of challenges and opportunities in each community, and to identify strategies and projects that aligned with the interests and priorities of each community. The framework looks at four areas of analysis: Physical Environment, Business Environment, Market Information, and Administrative Capacity - each equipped with guiding questions to direct research conducted by Plan Facilitators.

Rapid Recovery Plan Diagnostic Framework



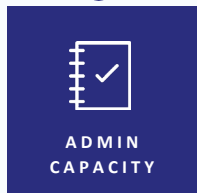
Who are the customers of businesses in the Study Area?



How conducive is the physical environment to meeting the needs and expectations of both businesses and customers?



What are the impacts of COVID-19 on businesses in the Study Area? How well does the business mix meet the needs of various customer groups?



Who are the key stewards of the Study Area? Are they adequately staffed and resourced to support implementation of projects? Are the regulatory, zoning, and permitting processes an impediment to business activity?

Following the diagnostic in Phase 1, Plan Facilitators, in close coordination with communities, developed and refined a set of recommendations that address priority challenges and opportunities. These project recommendations are organized in clear and concise rubrics created specially for the Rapid Recovery Plan Program. Project recommendations are rooted in a set of essential and comprehensive improvements across six categories: Public Realm, Private Realm, Revenue and Sales, Administrative Capacity, Tenant Mix, Cultural/Arts & Others.



Public Realm



Private Realm



Tenant Mix



Revenue/Sales



Admin Capacity



Cultural/Arts



Other

Executive Summary

Executive Summary

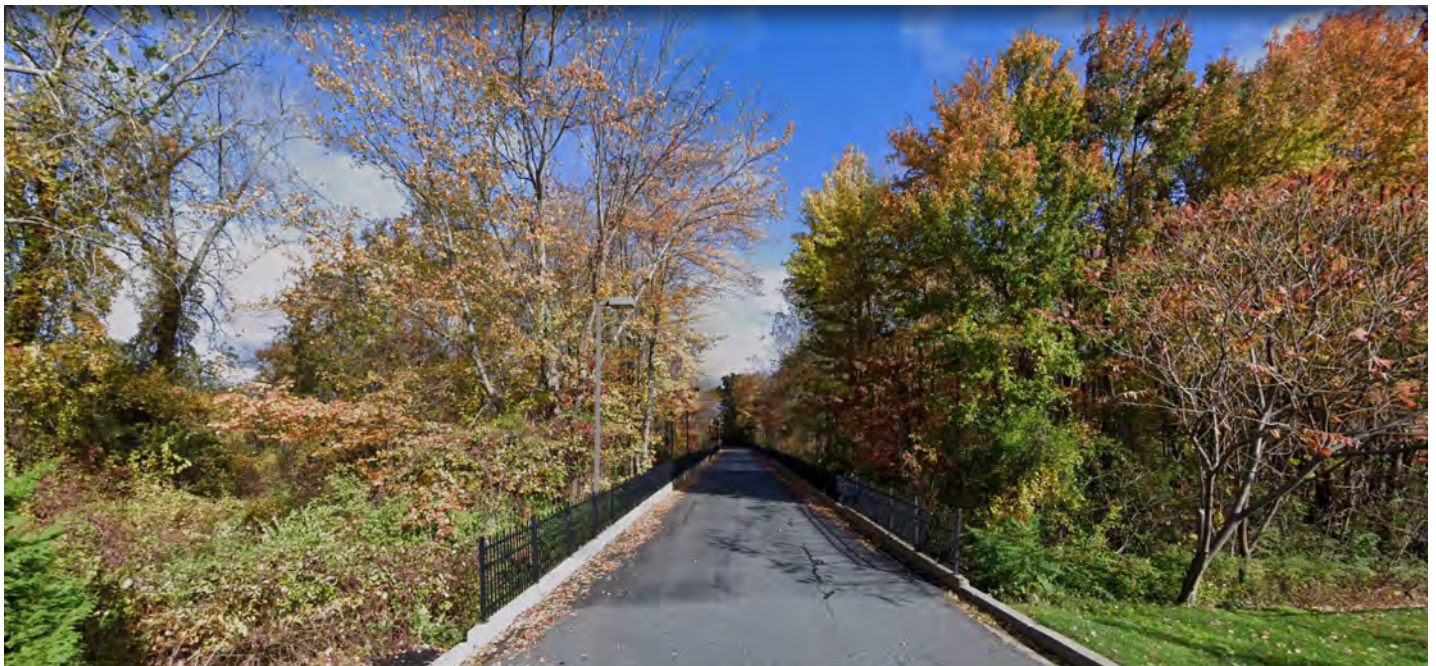
A Town at the Crossroads.

The Route 12 and 20 roadway corridors are highly valuable, visible and accessible commercial areas in the Town of Auburn. These commercial corridors are located directly off the interchange of two main highways, the Massachusetts Turnpike (Route 90) and Route 290/395, and as such, the area has great vehicular access and high visibility .

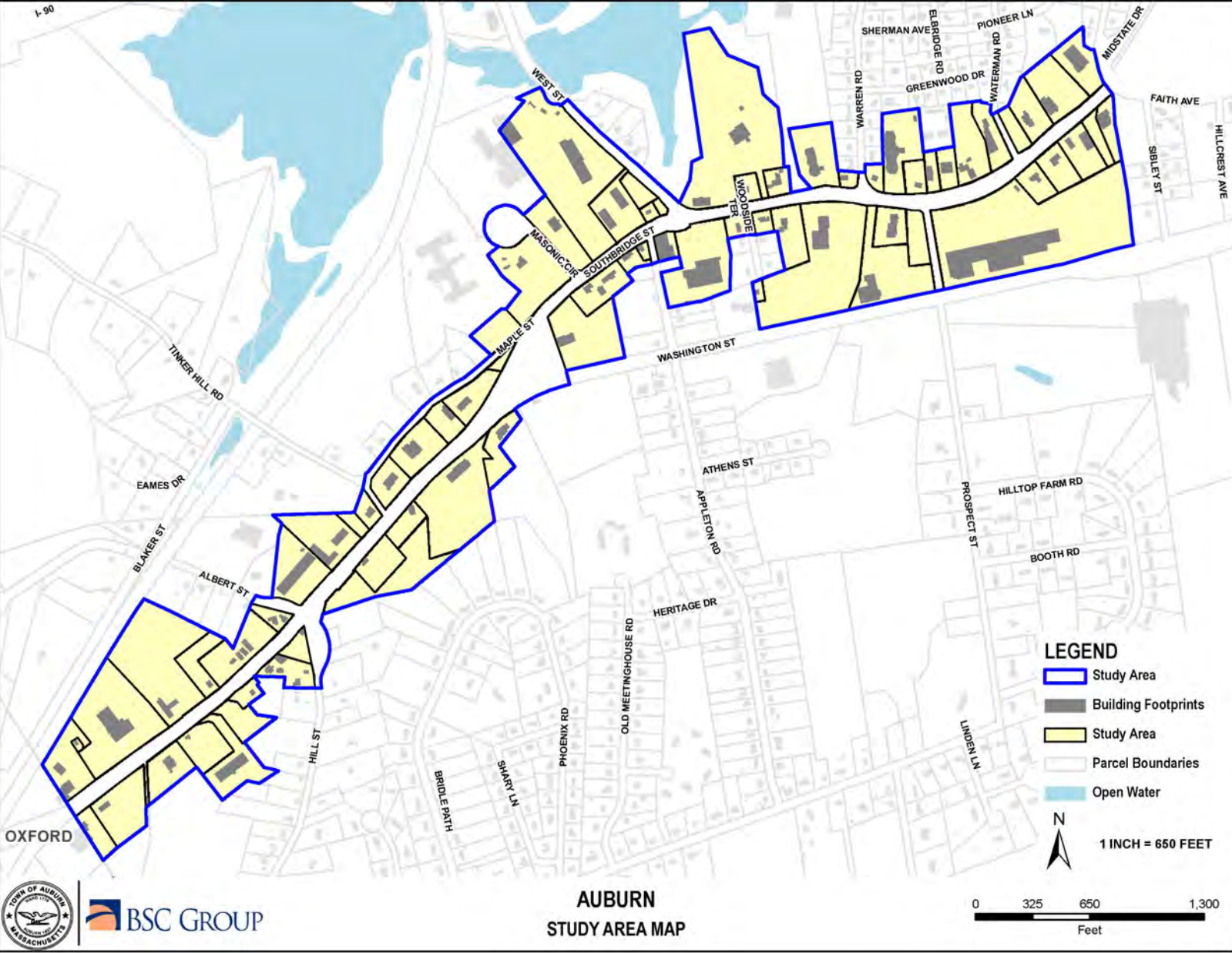
The LRRP planning process included an analysis of the commercial conditions along these two primary commercial routes,, and proposes actions to strengthen the commercial activity along these corridors as the businesses and community recover from the impacts of COVID. These actions are intended to supplement and enhance the areas current strengths and attributes. The recommendations also include a mix of actions that can be: completed administratively by current staff, such as updating signage requirements; addressed as funding become available through grants or other sources, such as a new rail trial; and some that may require an increased local administrative capacity such as developing an arts and culture program for the area.

Taken wholistically, these recommendations provide an achievable and comprehensive approach to improving the economic conditions along the corridor, enhancing these corridors as community assets, and resulting in a healthier area of the community to work, live, prosper and recreate.

The boundary of the project area is shown on the following map, and a summary of the proposed actions are listed on the following table. The actions are listed in priority order as identified by the Town. However, as opportunities arise, funding comes available and conditions change, so may the priorities. A more complete description of the recommendations, proposed actions and implementation processes are described later in this report.



Driveway to Hampton Inn; Source: Google Maps



Map of Auburn project area ; Source: BSC Group

Project Recommendations

| Recommendation | Description | Project Category |
|---|---|------------------------------|
| Establishing a Rail Trail for Improved Pedestrian Connections in the District | Rail trail & pedestrian connections along an abandon railroad bed | Public Realm |
| Increasing Public Art in the Study Area | Conduct arts and culture needs assessment and add public art where appropriate. | Public Realm |
| Calmer Streets Pilots | Evaluate and implement actions to calm traffic speeds and improve pedestrian safety | Public Realm |
| Zoning for Pedestrian Safety and Comfort | Evaluate and recommend site development guidelines or zoning language to encourage a pedestrian friendly experience | Public Realm |
| Update Municipality's Sign Code | Evaluate and propose guidelines or zoning language to improve signage along the corridors | Public Realm/ Admin Capacity |
| Benefits of Outdoor Dining | Provide information and processes to encourage more outdoor dining. | Public Realm |
| Branding and Marketing | Develop a Placemaking Brand for the route 12 and 20 commercial corridors to highlight it as a commercial destination | Private Realm/ED |
| Develop and permit pop-up activations | Develop a process to encourage and permit pop-up activities on vacant parcels and within larger parking lots. | Private Realm |
| Establish a Business Recovery Task Force | Put in place actions and a framework that encourages the creation of a business partnership to promote the economic activities along routes 12 and 20 | Revenue / Sales |
| Restaurant Technical Assistance & Funding Opportunities | Prepare a packet that identifies various types of assistance available to the many restaurants located along routes 12 and 20. | Tenant Mix |



View of Crystal Caves Family Entertainment Center from Southbridge Street.

The Town's Recovery will depend on a mix of Branding, Placemaking and Administrative Capacity

The LRRP project area identified by Auburn includes the key commercial corridors of Route 12 (Southbridge Street) and Route 20. These commercial corridors carry high traffic volumes providing great access to and visibility of the various businesses along the roadways. The Town's recent Economic Development Strategic Plan, 2017, by Hodge Economic Consulting states that the Town should:

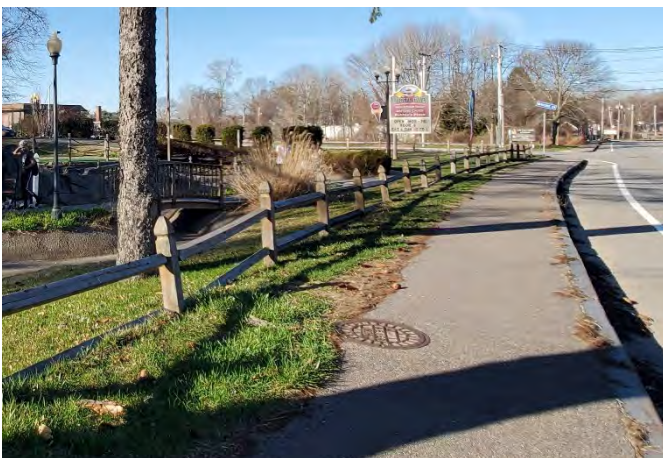
- *Continue to redevelop and fill empty properties on Rt. 12 and Rt. 20. Interviewees generally acknowledge that there has been noticeable improvement along the town's two key highway business corridors (Rt. 12 and 20). But even though there are fewer vacancies and empty buildings than there was 5-10 years ago, there remain multiple sites and buildings (small to large) that could be filled with business users to further boost the town's economic vitality. Current uses vary from a mix of auto-focused retail, restaurant, auto dealers and services to more industrial users (light manufacturing, warehousing and distribution, auto repair). One challenge, noted earlier, is that the town's retail market is fairly fragile and broader retail industries point to a challenge in expecting a big retail industry surge to fill empty properties.*

Due to COVID related economic challenges that started in late 2019, many businesses along the Route 12 and 20 corridors suffered, and the actions described LRRP plan will help with their recovery and put them in a position to be even stronger commercial corridors. A few of the key overarching elements that will help the corridor's recover will be to provide a unified identity of this commercial area, improve the visual appeal of the area, and market it as an appealing commercial destination.

Auburn benefits from being at the crossroads of major highways and state routes including the Massachusetts Turnpike(Route 90), with an interchange with Route 290/395, and more local access via Route 20 and Route 12. this highway access has made the Route 12/20 corridor appealing for businesses that appeal to travelers, such as chain restaurants, but also provides a convenient location for local residents traveling though town as the commute to and from job locations.

With all these attributes, the properties abutting these corridors have great access and visibility. However, the area lacks an identity, and unified approach to marketing, branding and identifying it as a destination as a commercial "whole" versus a destination for a number of individual businesses.

The recommendations of the LRRP report identify a number of actions to address branding and other recommendations to help identify the route 12/20 corridors as a unified destination. This can be achieved through unified branding, public art for placemaking, unified signage, visible outdoor activities and services such as dining and pop-up retail spaces, and the like.



View of Crystal Caves Family Entertainment Center from Southbridge Street.



Source: Google Maps

Diagnostic

Key Findings



CUSTOMER BASE

Sparse residential development surrounding the study area

According to local data, this study area in Auburn is home to only 14 residents, while the total population in Auburn is home to 16,710 residents. Though it is a small sample, the population in the study area is classified as somewhat well-educated with 36% of residents age 25+ having earned an bachelors degree or higher, and all residents age 25+ at least having completed high school or GED equivalent. When looking at the entire population in Auburn, the town is classified as somewhat educated with 42% of residents age 25+ having earned an bachelors degree or higher, and 94% residents age 25+ at least having completed high school or GED equivalent.

Median household income in the study area is \$120,000, placing it much higher than the rest of Auburn and neighboring communities of Worcester, Leicester, Oxford, and Millbury. Median household income in all of Auburn is \$81,400, placing it on the higher end of neighboring communities. In the study area, the median age is 40, and 46.6 in Auburn overall. 25% of the population in the study area is under age 19 and 19% is 65 years or older. 20% of the population in all of Auburn is under age 19 and 23% is 65 years or older. This makes the town have a slightly younger and older population than its neighbors Worcester, Leicester, Oxford, and Millbury.

The study area of Auburn was established along the major route 20 and route 12 corridors, making it a highly trafficked area with many businesses and restaurants built along the main thoroughfare. There are no what are considered “anchor” institutions or destinations within the area, but there are several chain restaurants and local restaurants located here, as well as the Auburn Middle School and Fire Department. There are a few local businesses that have a strong following, such as Ronnie’s Seafood and Ice Cream, the Crystal Caves Family Entertainment Center, and a few car dealerships which attract additional visitors to the area.

Source: ESRI Demographic Indicators, 2020



PHYSICAL ENVIRONMENT

The high speed or travel and lack of identity can result in it being overlooked

Southbridge Street is somewhat well-traveled with nearly 7,900 vehicles traveling the route daily (*MassDOT, 2019 Traffic Counts*). The design and function of routes 12 and 20 encourage a fast and efficient flow of traffic. In addition, with the route 90/290 interchange and exit ramps, traffic is exiting from high-speed highways onto these roadways, and in many cases these vehicles to do lower their speed of travel appropriately. Through the roadways do have sidewalks, the roadways are designed more for vehicular circulation and the movement of traffic efficiently. Therefore, the pedestrian environment is secondary, and bicycle accommodation is almost non-existent.

The center of the study area is defined at the intersection of Southbridge Street (where Route 20 becomes Route 12) and Washington Street (where Route 20 continues). There is a veteran’s memorial here with a wall, flags and landscaping located at the corner. The intersection is slightly confusing with multiple turning lanes and a U-turn lane designed to accommodate larger trucks. This gives the intersection a feeling of being in a vast sea of pavement, which is not especially pedestrian friendly.

Due to the roadway dominance of the area, a lack of a cohesive commercial environment, and no unique character of the area, its physical environment can be considered non-descript from a community perspective.

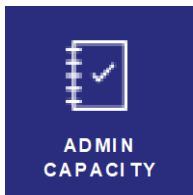


The area needs a commercial identity to bring more people into the study area and encourage them to stay longer

The study area is predominantly a commercial district that includes retail, restaurants, banks, and offices. Upper floors of buildings are often occupied by professional services. The ground-floor storefronts represent approximately 270,000 square feet of retail space and 21,700 square feet of office space according to the Town's Assessor's database. Eight of the 57 storefronts were identified as being vacant during April 2021 site visits. Following a survey to businesses in the area, 93% of respondents said the business had been affected by COVID-19, and 73% were still operating but under reduced hours, reduced capacity, or remained temporarily closed. 53% of respondents experienced either a temporary or permanent closure of their business due to COVID-19.

101 businesses operate within the study area of Auburn. Accommodation and Food Services represent the highest proportion of businesses in the study area at 38%, followed by retail trade (17%), professional services including personal care, legal, accounting, architecture, and engineering (16%), and health care and social assistance at (12%).

There is some desire to use public art to help identify an identity for the area, and to attract more people to the area. New signage and branding could also help to identify the area and make pedestrian traffic more attractive. It would also be important to create additional attractions to the study area such as live music events and food trucks. There is also a strong desire to develop residential options in the area due to high demand.



Time and capacity to implement recovery efforts

Auburn has professional staff for economic development, planning, public works and recreation, all who may play a role in implementing the recommendations of this report.

The Town's Economic Development Coordinator played a major role in the completion of this study and will most likely play a major role in the implementation of its recommendations. With that being said, the recommendations do add a lot to the current responsibilities of the Economic Development Coordinator, and additional assistance will be necessary.

The Town Planner also actively participated in the preparation of this plan. Some of the regulatory changes and guideline development may become the responsibility of the Planner. The town does have an active Planning Board with five active members, which is supported by the Town Manager and Planning Division. Their involvement will also help. Other actions, such as complete street improvements, rail trail and other infrastructure recommendations will require involvement by DPW and recreation staff.

The Auburn Chamber of Commerce is also active within the community and is supported by a volunteer Board of Directors. Among the Chamber's activities are business networking opportunities as well as community events such as the Health and Business Expo, Town Cleanup Day, and the Annual Golf Tournament. The Chamber of Commerce also partners with schools and teachers in the area, as well as providing scholarships to students in the Auburn area. Their active involvement with businesses along the corridor and business organizational activities will be helpful.



Highlights from the Physical Environment

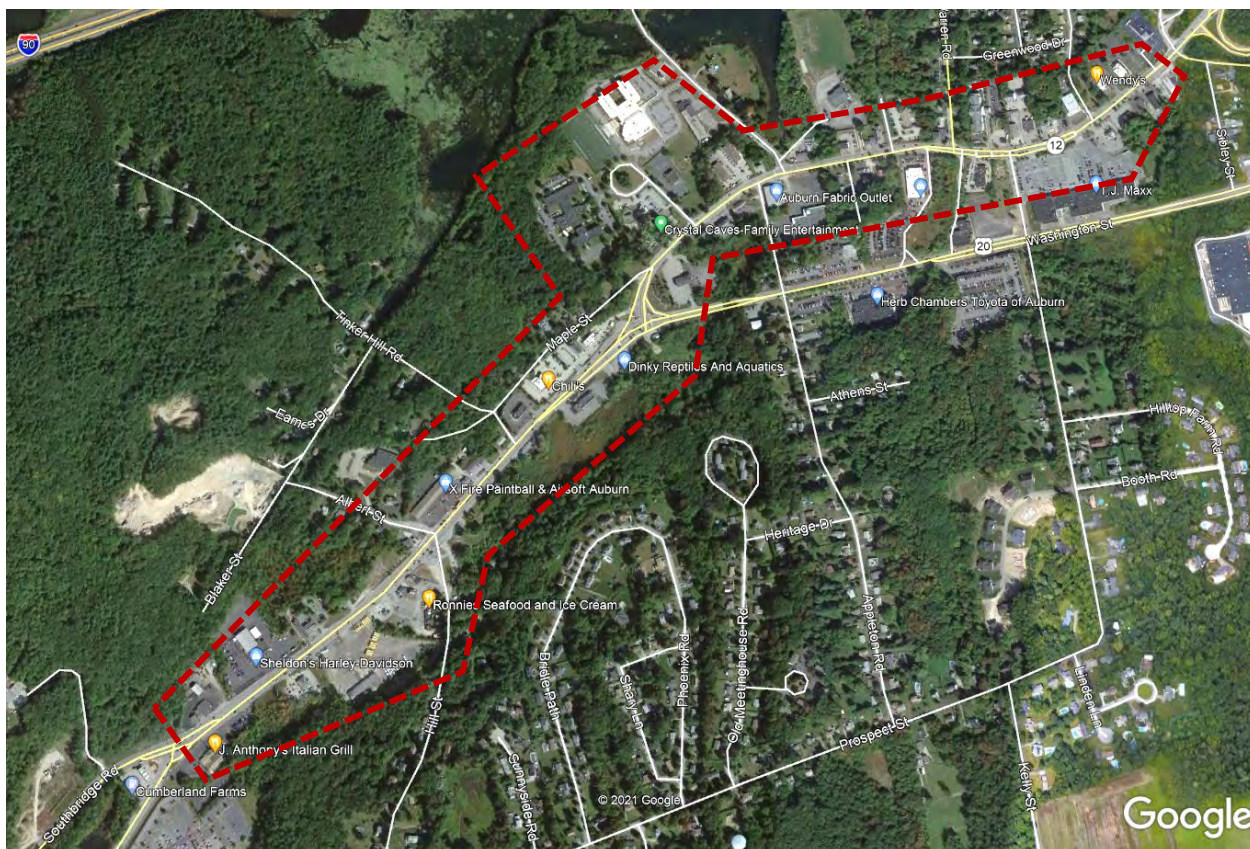
THE STUDY AREA HAS GREAT ACCESS BUT LACKS IDENTITY

The route 12 and 20 corridors in Auburn is very accessible which creates both a strength and a weakness. It is located on Route 20 and Route 12 connecting it to Worcester in the north and North Oxford in the south. This area is also easily accessible from I-90, I-290 and I-395 which allows many to drive through the corridor to avoid traffic on these major routes. While this level of traffic has the potential to support businesses, it also results in a “drive-through” feel to the area as people head to other destinations.

Despite the study area’s accessibility, the volume of visitors in the area does not attract people to stop, and people tend to use the as a “drive-through” corridor to get to where they are going but do not stop. There are also few amenities for pedestrians and bicyclists in the study area, which encourages vehicular traffic (often at high speeds).

Contributing to this challenge is minimal branding in the area, which may result in visitors not realizing they are in an area where they can stop and explore.

These observations present opportunities for improvements in wayfinding, branding, business mix, and bike and pedestrian connections into the study area.



Map of the Study Area in Auburn, MA
Earth

Source: Google



Prospect Street Veterans' Memorial Park

The area has few parks and open spaces

PARKS

There are not many parks or green spaces available to pedestrians and other visitors in the study area. There are two official park areas; the Veterans' Memorial Corridor Wall, and the Prospect Street Veterans' Memorial Park. The Veterans' Memorial Corridor Wall does not accommodate pedestrians, and it's more of a gateway feature than a park. Currently there are no sidewalks on this side of Southbridge Street. If sidewalks were built on this side of the road, it would be good to include access to this small open space and perhaps add a seating area.

The Prospect Street Veterans' Memorial Park does have pedestrian access and benches. Therefore, it is inviting for pedestrian use. There are sidewalks providing access to the park, but as previously stated, the sidewalks along these roadway corridors are not particularly inviting nor appealing to pedestrians. This pedestrian friendly park would benefit from improved access to the park from the abutting streets.

OPEN SPACE OPPORTUNITIES

There are several opportunities to create open space or pedestrian amenities along the corridor. Where Hill Street was recently realigned, there is some green space that may be used as a small park. Across the street there is a vacant lot which could also be used to create a small park. This location would be a great space for a pedestrian refuge area, which would help make the pedestrian experience more comfortable.

Another good opportunity would be at the intersection of West Street and Southbridge Street. This location's proximity to the Auburn Middle School makes it another good candidate for a small pocket park.

PEDESTRIAN AND BICYCLE EXPERIENCE

The pedestrian and bicycle experience along the corridor in the study area is poor. With inadequate, inaccessible, or missing sidewalks in the area, pedestrians are not inclined to walk between shops and other destinations. The lack of green open spaces or pedestrian refuge areas further reduces the comfort of the pedestrian experience. There are very few places a pedestrian can take a break or sit, making the experience tiring and unappealing.

There are currently no accommodations for bicyclist in the study area. The width of the road and speed of vehicular traffic discourages riders from attempting to ride here. For much of the study area, there is not enough room to add more than a sidewalk, so a bicycle path or shared use path would be difficult to implement. If there was a demand for bicyclist traffic, the Town would need to figure out a different solution.



Highlights from the Business Environment

ANCHORS/DESTINATIONS

Most of buildings along Southbridge Street in the study area are used for commercial activities. As we know from the breakdown stated earlier, nearly 40% of the businesses in the study area are accommodation and food services. This creates a situation where people come into town to eat at the chain restaurants and local businesses such as (A) J. Anthony's and Ronnie's Seafood and Ice Cream. There are also two motels (E) Fairfield Inn & Suites by Marriott and Hampton Inn Auburn.

For entertainment and nightlife there is not much available besides the (B) Crystal Caves Family Entertainment Center and Halligan's Bar and Function Hall. There are municipal buildings such as the (C) Auburn Middle School and Fire Department. Finally, there are also a (D) few car dealerships which attract additional visitors to the area.



Anchors and Destinations

NODES/CLUSTERS

The first node could be considered the area south of High Street to the town line with Oxford. This node is defined by the large parking areas, Sheldon's Harley Davidson business and local restaurants. Sheldon's as well as Halligan's Bar and Function Hall frequently host special events, which draw many residents and visitors to the area.

The next node would be north of Hill Street to the intersection at Washington Street. This section is comprised of smaller separated businesses which require you to leave the plaza of one building and navigate the separated highway to get to the plaza of your next destination. This section has health services, financial services, and fast-food restaurants.

The third section would be from the intersection of Southbridge Street and Washington Street to the end of the study area. This section can be defined by the large parking lots of chain restaurants, car dealerships, and the strip malls. There is a Masonic Lodge and the Auburn / Webster Elks Lodge, the Crystal Caves Family Entertainment Center, and the Auburn Middle School and Fire Department.



Project Recommendations

| Recommendation | Project Category |
|---|------------------------------|
| Establishing a Rail Trail for Improved Pedestrian Connections in the District | Public Realm |
| Increasing Public Art in the Study Area | Public Realm |
| Calmer Streets Pilots | Public Realm |
| Zoning for Pedestrian Safety and Comfort | Public Realm |
| Update Municipality's Sign Code | Public Realm/ Admin Capacity |
| Benefits of Outdoor Dining | Public Realm |
| Branding and Marketing | Private Realm/ED |
| Develop and permit pop-up activations | Private Realm |
| Establish a Business Recovery Task Force | Revenue / Sales |
| Restaurant Technical Assistance & Funding Opportunities | Tenant Mix |

Establishing a Rail Trail for Improved Pedestrian Connections in the District

| | |
|----------------------------|---|
| Category |  Public Realm |
| Location | Old abandon rail bed that abuts the study area north of Route 12 and Route 20 |
| Origin | Town staff, LRRP facilitator, Open Space and Recreation Plan |
| Budget |  Large Budget (>\$200,000) – Planning & Design: \$50K - \$150K; Construction - \$500,000 - \$1 million depending on trail treatment and length |
| Timeframe |  Mid-Term (5 – 10 years) |
| Risk |  Medium Risk – requires coordination with the Water Department who owns part of the old rail bed, and Eversource who owns another portion |
| Key Performance Indicators | Obtain agreements with Water Department and Eversource to allow a trail along their land; obtain funding for a feasibility study |
| Partners & Resources | Town Administrator, Planning, Economic Development, Recreation Department, Water Department |



Diagnostic

Route 12 and Route 20 traverse through the project corridor and carry a lot of daily traffic, creating many challenges for pedestrians and bicyclists. Land use within the corridor is primarily commercial with some residential.

Although Route 12 & 20 recently received roadway and pedestrian improvements including new sidewalks, ADA compliance and traffic signal upgrades, walks are positioned very close to the travel way with no buffer between the sidewalks and roadways which are still experiencing high vehicular speeds.

These conditions have created an environment where pedestrians do not feel comfortable or safe. As a result there is less foot traffic to/from abutting neighborhoods to the businesses along the corridors, very little walking between the businesses. As a result, unless folks are willing to drive, local businesses are beginning to suffer from lack of foot traffic.

In addition, with the construction of new housing units along Tinkerhill Street there will likely be an increase in pedestrian activity and the demand for safe, more attractive and enjoyable walking facilities. Improved pedestrian infrastructure will promote a healthy living environment and economic vitality along this corridor including restaurants, food stores, hardware stores, pharmacies, etc.



Existing Rail trail, view from Tinkerhill Road. Source: google maps

Action Item

Explore the feasibility of converting the existing abandoned rail bed as a multi-use trail using the following approach:

Stakeholders: form a committee of partners to help promote the feasibility of a multi-use trail that will connect Blaker Street to West Street. Committee members would include, but not be limited to, representatives from the Parks Department, Conservation Commission, Planning, Economic Development, Senior Housing, Public Works, Fire Department, Police Department, local bicycle advocates, the business community and a local resident

Right-of-Way: Reach out and coordinate with the Auburn Water District and Eversource to present and advocate the benefits of converting the abandoned rail bed into a multi-use trail. In addition to establishing a trail that would provide a safe and enjoyable experience for users, DPW and Parks would be able to maintain the corridor, Police to enforce illegal behavior and the Water District and Eversource clear access to maintain their infrastructure.

Recommendation: Obtain approval from the Water District and Eversource to complete a Feasibility Study of the abandoned rail bed corridor to determine the possibility of converting to a multi-use trail including surface type, access points, costs and funding options.



Existing Rail trail, view from West Street. Source: google maps

Process

Upon completion of the Feasibility Study, initiate the following:

Access Agreements: Following completion of the Feasibility Study, prepare an agreement between the Town, Water District and Eversource that outlines the details of converting the existing abandoned rail bed to a multi-use trail including access, safety and hazardous material liability and mitigation and maintenance. This agreement will require the assistance of legal counsel.

Funding: Obtain funding for the preparation of design and bid-ready documents for the construction of the trail. This may require topographic survey, wetland delineation, environmental permitting, preparation of preliminary/final designs, approvals from various local, state and/or federal agencies, bidding and construction including oversight and record drawings.





Potential funding sources for the feasibility study, trail design, and trail construction may include, but are not limited to:

- Highway Safety Improvement Program (HSIP)
- Fixing America's Surface Transportation Act (FAST)
- State Transportation Improvement Program (STIP)
- Congestion Mitigation and Air Quality Improvement Program (CMAQ)
- Chapter 90
- Complete Streets Program
- Community Preservation Act (CPA)
- Shared Streets and Spaces Grant Program
- Mass Trails Grant
- Town Funding



Additional detail on this recommendation can be found in the Appendix

Increasing Public Art in the Study Area

| | |
|----------------------------|--|
| Category |  Public Realm, Culture/Arts |
| Location | Study Area |
| Origin | Planning Staff |
| Budget |  Low Budget – Contracting with local artists, artist fee, materials, installation, event planning. Funding: grant programs |
| Timeframe |  Short Term (<5 years) – Hire a consultant / expert to design and implement strategy, identify funding, and coordinate with local artists |
| Risk |  Low Risk – the initial public art would be somewhat low budget / low risk, with high potential gain |
| Key Performance Indicators | Increased foot traffic or interest by residents and visitors; increased visibility through print / visual / social media |
| Partners & Resources | Town staff, local artists, DPW, Auburn Cultural Council, Chamber of Commerce |
| Diagnostic | <p>As part of the town’s desire to help brand the commercial corridors of Routes 12 and 20, the Town would like to introduce public art as part of a more comprehensive branding process.</p> <p>Along the Route 12 and 20 corridors, there are a number of locations where public art could be added.</p> <ul style="list-style-type: none"> • The Town of Auburn has several underutilized open spaces. There are two veterans’ parks that go unnoticed by most visitors and residents. There may be opportunities to add public art in these locations if done appropriately within the veteran themes for both parks. • There are a number of large parking lots along the corridor that could potentially accommodate art installations along with pop-up retail or food vendors. • Many of the buildings along the corridor are set back from the roadway and could accommodate public art in the “front yards”. The Town would like to experiment with placemaking initiatives to draw back people to this area of Town • There are a few empty lots that could accommodate temporary art installations with the owner’s approval. • There are a few very visible exterior walls of some businesses that would be great locations for wall murals. |

Action Item

Identify potential locations:

- Installations in Veterans Parks
- Painting Park Benches
- Painting Planters in Medians
- Installations in parking lots and front yards

Issue a Call for Public Art through a Request for Qualifications or Request for Proposal or accept applications.

Calls for Public Art is a pro-active approach which requires an organization to define the project, timeline, and budget. Then, the organization releases a defined project to receive submissions from artists.

Applications would be submitted by an artist to an overseeing group (e.g. Auburn Cultural Council) to be reviewed and approved. The approach is more open to a variety of sites, projects, types, and may/ may not have a defined timeline or budget set by the overseeing group.

What to Include in a Call for Public Art:

It is important to clearly outline the project details such as a project description, deadline, implementation timeline, budget, location, and overall project goals. Below is a list of what to include:

- Project description and goals
- Partner organizations
- Site description
- Project budget: materials and artist fee
- Eligibility
- Insurance requirements
- Application guidelines/requirements
 - Artist information: artist contact information, resume, references
 - Work Samples: portfolio, website, and/or social media links
- Project timeline
- Installation details and dates
- Scoring and evaluation
- Application submission
- Contact person and how to ask additional questions



Benches on display at the [Great Highwood Pumpkin Festival](#). The Midwest Artist Initiative, an artist collective based in Highwood, was founded by brothers Kevin and Tim Loesch, along with Joel Morgan.



Planter in City of Thunder Bay, California

Process

What to Include in a Call for Applications:

Artist applications can be completed through an online portal, submitted by email or by paper. Post on the Town's website how to apply and provide a contact person to answer any questions.

- Applicant contact information, name, email, phone number
- Project location: address and scale drawing (optional)
- Project concept description: short description of the project concept that includes key details the color and materials
- Work Samples: portfolio, website, and/or social media links
- Implementation timeline
- Insurance: this should be a checkbox that the artist will agree to get insurance if approved.

Evaluation & Scoring:

An evaluation and scoring process should be determined by the group receiving submissions. Evaluation and scoring elements should be outlined in the Call for Art or application.

- Submissions must be complete
- Artists must provide work samples to ensure the project is within their ability

Where to Post Calls for Public Art:

- www.ArtCall.org
- [Call for Artists – Art New England](#)
- [call to artists Archives - Massachusetts Cultural Council \(massculturalcouncil.org\)](#)



2022 Embracing Our Differences International Art Exhibit Celebrating Diversity



Dates:

Jul 6, 2021, 12:00:00 AM GMT through

Oct 6, 2021, 12:00:00 AM GMT

Call Website:

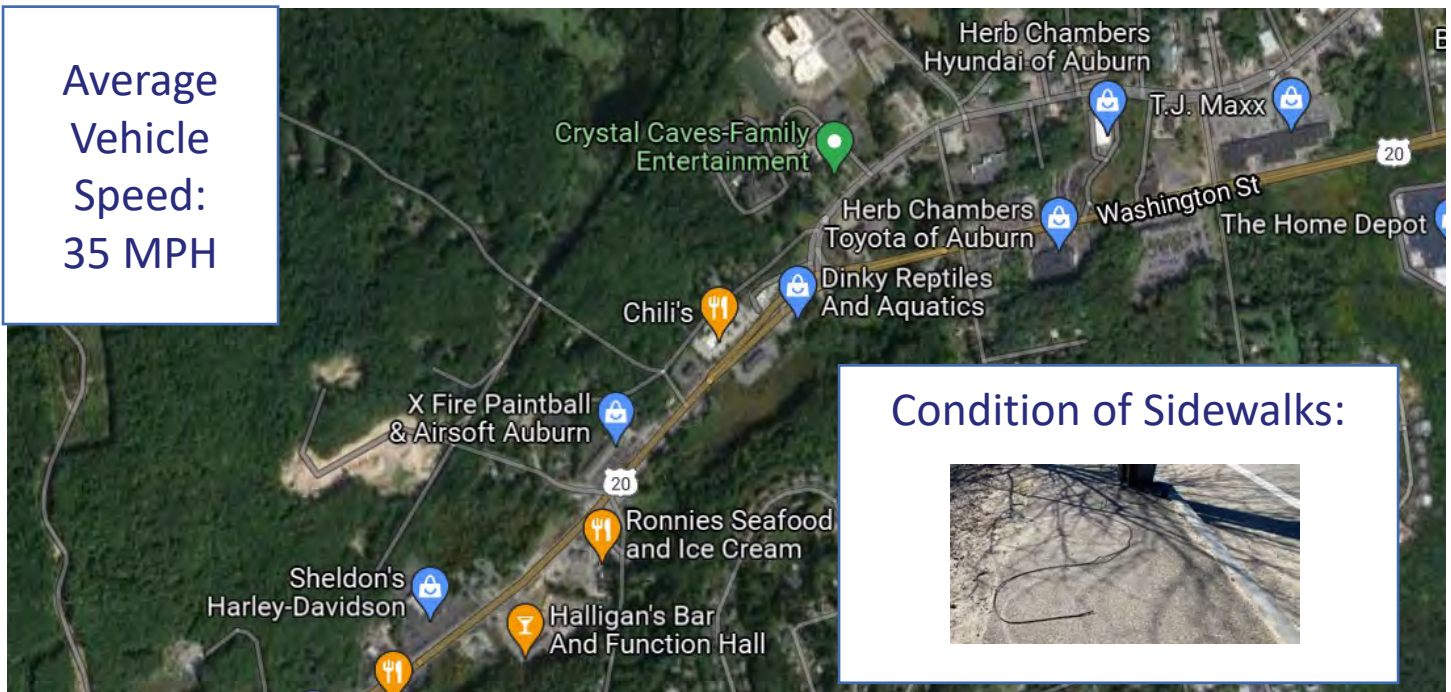
[View Call Website](#)

[Florida](#)

Calmer Streets Pilots

| | |
|----------------------------|---|
| Category |  Public Realm |
| Location | Study Area: Route 12/20 Corridor |
| Origin | Town Staff |
| Budget |  Medium (\$50k - \$200k): Intermediate intersection improvements related to pedestrian upgrades may include new signal equipment, reconstructed curb ramps and sidewalks, new crosswalks, and curb extensions. The cumulative budget to install or upgrade these items can range from a low budget to into the hundreds of thousands of dollars, depending on the specific scope of work to be undertaken. |
| Timeframe |  Short Term (Less than 5 years) |
| Risk |  Medium risk: Risks to this project include the political will of the state, the process to design and construct the improvements, and available funding for the project. |
| Key Performance Indicators | Create an Inviting Pedestrian Retail Environment (Measures: Speed of Cars Before and After, Number of Crashes, Perception Survey), Support Social-Distance-Safe Local Dining and Spending (Measures: Number of Seats Added, Sales) |
| Partners & Resources | MassDOT Shared Streets and Spaces Grant Program, A Greener Greater Boston (AGGB) program of the Solomon Foundation and Barr Foundation |

Average
Vehicle
Speed:
35 MPH



Map of Study Area

Diagnostic

Overly-large intersections and wide travel lanes are contributing to higher speeds of travel through this corridor. In order to create a more comfortable and attractive walking and biking environment, lane and intersection diets could be deployed to achieve safer operations while sustaining the same vehicle throughput.

The real challenge is the convergence of two state-controlled highways: Route 20 and Route 12. Route 20 is the old Boston Post route and has a divided median to ensure cars do not turn left without a light. Route 12 does not have a divided median, but with multiple wide lanes of traffic travelling up to 50 MPH, it is not safe to cross as a pedestrian without a signal.

Although there are sidewalks along the corridor, they are inconsistent, not maintained, and are too close to the vehicular traffic.

Driveways and parking lot entrances also contribute to an uninitiated and unsafe pedestrian environment. The pedestrian. There is no reminder that a person could be on foot as cars turn into these areas.



Intersection near the entrance to I-90 and I-290. Photo Source: BSC Group

Action Items

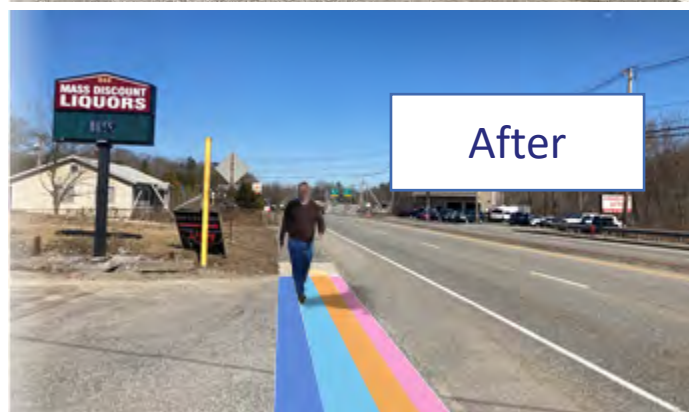
The process for developing a safer corridor and gateway intersection improvements includes a planning and design process to introduce and implement complete streets principles that enhance safety and efficiency for motorists, pedestrians, and bicyclists.

A steering committee should be organized to include Town and State officials and stakeholders including abutting businesses, bicycle advocates, senior center and the local DA advisory group. The steering committee will help guide the process to identify existing issues and potential improvements.

The corridor and the intersections are under MassDOT jurisdiction, which requires the state to implement any improvements.

Possible initial actions:

- A kickoff meeting with all department officials to confirm project goals
- Site analysis and issues identification
- Business owner outreach
- Design concept development
- Traffic calming testing in the field
- Confirming longer-term trial design and installing materials



Example break in the sidewalk that could benefit from pedestrian improvements

Processing feedback and engagement

Process

Improvements to this corridor should include improved pedestrian facilities, the addition of bicycle infrastructure, and enhanced safety features. The following are recommendations to consider for improvements to the corridor and at the gateway intersections:

- 1. Road diet:** Review operations of the corridor and consider implementing a road diet for the entire length of the corridor. The cross section of the road can be reduced from two lanes per direction to a single lane per direction with additional turn lanes or a center turn lane to serve turning movements into driveways. A reduction in the number of vehicular lanes will also help to reduce speeds and eliminate conflicts related to left-turns and lane-changing maneuvers by vehicles. A road diet will provide additional width for bicycle facilities and/or widened sidewalks.

A road diet should be considered after conducting a study of operations. The study should review existing traffic volumes and vehicular speeds to determine if it is feasible while maintaining efficient operations.

Review whether it is possible to reduce the segment of Route 12 on Southbridge Street to one lane in each direction with a dedicated shared turning lane. This could create more space to widen the sidewalk area or put in buffers between the modes.

- 2. Intersection improvements:** Upgrade traffic signal equipment at the three signalized intersections within the Project area. Signals should have backplates to improve visibility. Although there was pedestrian signals at most intersections, the timing takes longer than it should to prioritize the pedestrian, and the length of time given to cross is insufficient given the width of the travel lanes.

- 3. Pedestrian improvements:** Install ADA-compliant curb ramps with detectible warning panels for all crosswalks. Repaint crosswalks to improve visibility. The continental or ladder style design should be considered. Install new pedestrian signal equipment with audible indications at the three signalized intersections. Reconstruct and upgrade sidewalks on both sides of the corridor.

- 4. Access management:** Reduce number of curb cuts and the overall widths of curb cuts. Require any future development or redevelopment to install/improve curb cuts. Require future development to provide internal connections with adjacent parcels to provide better connectivity between commercial properties.





- 5. Corridor study:** This segment of Route 12/20 should be evaluated in more detail through the preparation of a corridor study. A study can be implemented as part of one of the “actions items to consider” listed above and will provide the framework for a comprehensive evaluation of issues and development of implementable measures that go beyond improving safety at the gateway intersections.

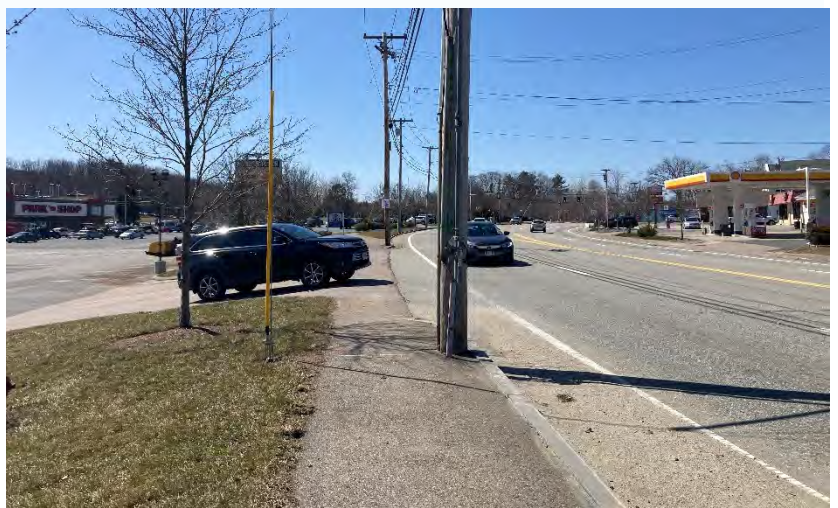
- 6. Streetscape elements:** Additional streetscape elements such as landscaping and pedestrian-scale street lighting should be considered in combination with other improvements to the corridor. These types of elements will improve the pedestrian environment and may contribute to a reduction in vehicular speeds along Route 12/20.



Southbridge Street near Town of Oxford line. Photo Source: BSC Group

Zoning for Pedestrian Safety and Comfort

| | |
|----------------------------|---|
| Category |  Public Realm |
| Location | Study Area |
| Origin | Town staff, LRRP facilitator |
| Budget |  Low Budget (<\$50,000) – additional language to be added to the zoning bylaws either by Town staff and/or a zoning consultant, fee range would be \$10,000 - \$20,000. |
| Timeframe |  Short Term (<5 years) – One year to develop new zoning language, and one year for local approvals and adoption at a Town Meeting |
| Risk |  Low Risk |
| Key Performance Indicators | Preparation of new zoning language, endorsement by Planning Board, Adoption at Town Meeting |
| Partners & Resources | Planning Department, Economic Development Department, Planning Board, business community. Funding: Town staff, CMRPC |
| Diagnostic | <p>Currently, pedestrian circulation within the Route 12/20 study area consists of sidewalks running alongside the busy roadways. In most cases where there is a sidewalk, it is located directly back of the roadway curbing, so there is no buffer between vehicular traffic traveling along the roadway and pedestrians walking along sidewalks. In addition, neither of the roadways have on-street parking, which could also act as a buffer if it was allowed.</p> <p>Furthermore, the sidewalks are interrupted by many curb cuts. Most of these curb cuts are needed to provide access to abutting businesses and parking lots. However, some of the curb cuts are excessively wide, and some parcels have more curb cuts than are needed to support business operations.</p> |



Source: BSC Group

Action Item

Consider amendments to the Zoning Bylaw to encourage a safer and more appealing pedestrian environment along the roadway.

Suggested changes to the zoning bylaws could consider:

- Requiring storefronts to be closer to the roadway to allow more interaction between pedestrians and storefronts
- Require parking to be located beside of behind commercial buildings to minimize sidewalks that have busy roadways on one side and large paved parking lots on the other side of the sidewalk
- Require that commercial development provide protected and attractive pedestrian space on their property between their building façade and sidewalk. Doing so will allow pedestrians to step away from the roadway and into a more protected and hospitable space for shopping, resting, browsing, seating, etc.
- Encourage landscaping, benches, and outdoor seating to provide a more inviting pedestrian environment along the roadway.
- Minimize the width and number of curb cuts that a business is allowed to have from the roadway into their property.

Process

- 1) Develop a working group to explore potential zoning changes for improved pedestrian accommodation along these corridors. This group should include representatives from Planning, Economic Development, Planning Board, DPW and others.
- 2) Review examples from other towns and zoning bylaws that have provided successful solutions in other communities with similar conditions
- 3) Draft suggested zoning bylaw changes to encourage or require certain site treatments that improve the pedestrian environment along the corridor.
- 4) Review the zoning amendment with the Planning Board to obtain their support for submission for Town Meeting approval.
- 5) Prepare a package to submit to Select Board, Finance Committee and others prior to placing the zoning changes on the Town Warrant to take the Zoning Amendment changes to Town Meeting. The packet should include recommended zoning language, diagrams, and examples from other communities to show the success of such changes elsewhere.
- 6) Inform the working group of the Town Meeting approval process and encourage their participation at various meetings and the Town Meeting itself.



Source: BSC Group

Update Municipality's Sign Code

| | |
|----------------------------|---|
| Category |  Public Realm, Admin Capacity |
| Location | Study Area |
| Origin | Innes Associates Ltd. On behalf of the Rapid Recovery Program sponsored by the Commonwealth of Massachusetts |
| Budget |  Low Budget (\$20,000-\$40,000) – grant funding, Town, business community |
| Timeframe |  Short Term (<5 years) – Town can work with a consultant to develop a plan and present to Town Meeting |
| Risk |  Medium Risk – Political will, creating a new code that is too restrictive |
| Key Performance Indicators | Sales will increase, pedestrians will be safer, less light pollution, a streamlined process for approvals, replacement of inefficient signage |
| Partners & Resources | Town of Auburn and businesses / stakeholders, property owners, land use board / ZBA |



Source: BSC Group

Diagnostic

Updating a sign code and combining the update with financial assistance to small businesses to bring their signs into compliance can help address negative impacts due to COVID-19. Signs are critical information to identify active businesses to customers. Outdated signs may suggest that a business is no longer in operation. Signs in disrepair may be dangerous or may contribute to a perception that a business area is not safe, potentially discouraging customers from shopping in the area.

Challenges across municipalities include the following:

- Existing signage is outdated, inconsistent, or in disrepair
- The sign code is inconsistent with current best practices, new sign technology, or legal decisions related to signage regulations (ex. Reed v. Town of Gilbert)
- The approval process is perceived as onerous / arbitrary, especially for a small business
- Enforcement has become an issue / sign permits are regularly approved with waivers
- Sign code decisions are regularly appealed



Example of existing signage; Source: BSC Group

Action Items

Goal 1: Hire consultant

- Decide if consultant is needed to assist town staff
- Redevelop zoning guidelines

Goal 2: Redevelop sign code

- Understand limitations of current code
- Identify funding sources
- Identify organizations to be included in process
- Engage community

Goal 3: Implementation

- Educate community about new code
- Create an enforcement process



Example of existing signage; BSC Group

Process

The timeline for implements changes will depend if proposed actions require Town Meeting approval. If may be that guidelines can be prepared that do not require Town Meeting approval because they will not become part of the Zoning Bylaw or a Town Ordinance. However, if signage requirements are to become part of a bylaw or ordinance, then the timeframe will vary depending on when town meeting(s) are schedule. From the kick-off to beginning the municipal approval process, the project should take approximately 8-12 months.

- **Month 1-2:** Review existing code, develop sign inventory; interview municipal staff, approval boards, former applicants, and local land use lawyers
- **Month 3-4:** Research precedents, develop outreach
- **Month 5-7:** Engage business / property owners on options and concerns; develop draft code and illustrations; consider meeting with approval boards for feedback
- **Month 8-9:** Revise code to final draft and publicize to City Council for review and approval



Example of existing signage; Source: BSC Group

Benefits of Outdoor Dining

| | |
|----------------------------|--|
| Category |  Public Realm |
| Location | Study Area |
| Origin | Town staff, stakeholder interviews, LRRP facilitator |
| Budget |  Low budget (< \$50,000) – consultant and/or staff time |
| Timeframe |  Short Term (<5 years) |
| Risk |  Low Risk |
| Key Performance Indicators | More restaurants and cafes finding ways to accommodate outdoor seating on their property |
| Partners & Resources | Economic Development Department, Planning Department, Planning Board; Building Department; Board of Health |



Restaurants using sidewalk; Source: <https://la.eater.com/2020/5/29/21275280/la-alfresco-outdoor-dining-sidewalks-parking-lots-coronavirus>

Diagnostic

Pre-COVID only a couple restaurants and cafes within the study area had accommodations for outdoor dining. However, with the on-set of COVID, many restaurants understood the health benefits associated with outdoor dining and a few created areas where tables could be placed outside.

Outdoor dining and retail options in commercial districts throughout the state blossomed during the early days of the COVID-19 Pandemic as towns and cities made a quick pivot to respond to the needs of businesses and residents. Understanding potential benefits to long-term community and economic development, many businesses and communities now seek to make permanent the temporary outdoor dining and retail options that have sprouted up in their commercial areas

More restaurants need to be encouraged to provide outdoor dining, and the Town needs to promote the benefits of outdoor dining. Outdoor dining can create a healthier atmosphere for eating and socializing due to free-flowing air and the space where social distancing may be better accommodated compared to an indoor confined area. Furthermore, outdoor dining may also allow a restaurant of café to have more seating, or at least the same amount of seating if indoor tables and seats become more separated.

Due to the auto-centric character of the 12/20 corridors, actions and improvements that can be more pedestrian scaled will help make the area more appealing to customers. The visual attractiveness of outdoor umbrellas, tents and dining spaces will draw more attention to the abutting restaurants. Furthermore, the Town should ensure outdoor dining and retail options are created with some semblance of aesthetic order and meeting safety standards. The semblance of aesthetics needs to work in harmony with branding, placemaking, public art and streetscape improvements that the town also wants to promote. All these elements need to work harmoniously.

Action Item

Key components of this recommendation include:

The State's Local Rapid Recovery Program stimulated many questions of outdoor dining and retail, such as enacting permanent ordinances, providing clear design guidelines, offering assistance on use of materials and perhaps even bulk purchasing, compliance with ADA, and navigating local and state regulations. In response to these concerns, the LRRP program assembled a Toolkit that presents the most common questions in the LRRP and provides a guide for each community to move forward in creating its own set of guidelines for businesses and internal streamlining of requirements

Some of the actions from this toolkit that are most relevant in helping Southbridge encourage restaurant and café owners provide outdoor seating are:

Page 51 – explain how outdoor dining areas can help revitalize both restaurants as well as larger business districts. Explain the benefits of offering outdoor dining. Explain that as more restaurants provide outdoor seating in commercial districts it benefits the economic vitality of the entire district, not just their business. Show how the Town can help with permitting and actions to minimize business investment.

Pages 36, 49 and 53 – explore and promote funding sources to help businesses invest in any additional materials and improvements that may be needed to provide outdoor dining. Bulk purchasing may be something a Business partnership could help with.

Cross-support actions – outdoor dining, branding, placemaking, public art, murals, streetscape improvements and new public open spaces should all work cooperatively to cross support each other, outdoor dining can certainly benefit from incorporating and taking advantage of all these other actions being contemplated and acted on by Auburn.

Process

Assemble information to provide to businesses to explain the benefits of offering outdoor dining and how to go about implementing it. The information could be the attachments noted within this LRRP topic or a summary prepared by the Town.

The Town should determine the resources it can provide relative to helping restaurants or cafes create outdoor dining and seating areas. This includes guidelines of how to use sidewalks, public spaces, parking spaces, and yard space around buildings. for seating, etc.

Provide recommendations of funding sources and group purchasing that may help businesses finance their needs to provide outdoor dining.

Integrate outdoor dining into actions for branding, placemaking, murals and public art, and visa-versa.

Define the process to obtain permit(s) for outdoor dining.

Make a presentation to the Southbridge Business Partnership to explain all the above.

Attempt to get all these items in place over the winter of 2021-2022 so that business can prepare to open in early spring 2022 with outdoor dining as an option.

Reference Material

<https://www.abettercity.org/assets/images/Tactical%20Public%20Realm%20Case%20FINAL%20Reduced.pdf>



Pop-up parklet in Mattapan Square Source: A Better City , Tactical Public Realm Report Case Studies



Source: A Better City , Tactical Public Realm Report Case Studies

Outdoor Dining/Retail Community Toolkit



REVENUES
& SALES

Toolkit made available by MA Department of Housing and Community Development, MA Executive Office of Housing and Economic Development and prepared by Civic Moxie

Toolkit available at: <https://www.mass.gov/doc/outdoor-dining-retail-toolkit/download>

Outdoor dining and retail options in local commercial districts blossomed during the early days of the COVID-19 Pandemic as towns and cities made a quick pivot to respond to the needs of businesses and residents. Understanding potential benefits to long-term community and economic development, many businesses and communities now seek to make permanent the temporary outdoor dining and retail options that have sprouted up in their commercial areas.

This Toolkit responds to this need. In the Local Rapid Recovery Program, questions of outdoor dining and retail – enacting permanent ordinances, providing clear design guidelines, offering assistance on use of materials and perhaps even bulk purchasing, compliance with ADA, and navigating local and state regulations – have been among the most common issues raised during the planning process. Businesses want certainty before investing capital in furniture, construction, and equipment. Communities want to ensure outdoor dining and retail options are created with some semblance of aesthetic order and that they meet safety standards. This Toolkit presents the most common questions in the LRRP and provides a guide for each community to move forward in creating its own set of guidelines for businesses and internal streamlining of requirements.

We want to...

STREAMLINE THE PROCESS FOR BUSINESSES TO CREATE OUTDOOR DINING/RETAIL UNDER EXISTING STATE REGULATIONS.





When we say “streamline the process,” it can include all or some of the following goals:

- A** Offer a **single application** for businesses to apply for permits and licenses to provide outdoor dining and retail.
- B** Offer an **online application** to help businesses save time.
- C** Provide a **checklist of all requirements**.
- D** Provide a **liaison at City or Town Hall** to guide businesses through the outdoor dining and retail rules and requirements.
- E** Create a **short-track or condensed timeline** for permitting and approvals by coordinating Town or City inspections and reviews.
- F** Provide **clear design guidelines and other requirements** that take the guesswork out of providing outdoor dining and retail.
- G** Offer **bulk purchasing** of common items needed for outdoor dining and retail to get better prices for businesses and standardize select items that may be hard or confusing to source.



Outdoor Dining/Retail Toolkit | 9

Branding and Marketing

| | |
|----------------------------|--|
| Category |  Private Realm/ED |
| Location | Route 12/20 Commercial Corridor |
| Origin | Planning Staff |
| Budget |  Medium - to engage a marketing and branding advisor and costs to cover the scope of the marketing/branding strategies, and initiatives on an ongoing basis. |
| Timeframe |  Short-term – Engaging a consultant or professional to develop a branding and marketing plan will be short-term; implementing the strategy and identifying funding needed will require ongoing efforts. |
| Risk |  Medium - requires ongoing Town support, dedicated funding, and business participation |
| Key Performance Indicators | Increased sales and economic development activity in the area ,Tracking the sustainability of businesses – i.e., the number of businesses open in 2019-2021 that remain open 5-10 years later and the number of new businesses openings, Use of web analytics to measure online aspects of a social marketing campaign. |
| Partners & Resources | Town Planning & Economic Development Department, DPW, businesses, Chamber of Commerce and regional organizations, media |
| Diagnostic | <p>This commercial corridor remains a challenge as it is at the conversion of two state highways that lacks cohesion or a sense of identity.</p> <p>The corridor has a few vacant storefronts that have remained vacant through the pandemic, however the restaurants and family-focused activities in the area were particularly hard hit by Covid-19.</p> <p>There is a wide variety of businesses that draw people into the area from car dealerships to locally-owned small businesses– focus should be placed on getting the consumers to further explore and visit more businesses in the corridor and growing new business opportunities in the area.</p> <p>On a positive note, the area has 300 new apartments being built which will add to the customer base of the commercial corridor and should be seen an opportunity since they are</p> <p>In addition to branding and marketing the corridor other project focus should be placed on streetscapes, greenspace, art, banners, events and parks in the area. This total package approach is what will give this area an identity.</p> |

Action Items

Through improved branding, marketing and cooperation between businesses, the goal is to increase retail activity, sales and visitation to the commercial corridor.

Create a brand identity – based on identity or theme of district; build off branding from other parts of the Town

Develop a marketing/branding campaign that utilizes promotion, social media, visual media (advertising, art, murals, lighting, signage/wayfinding, banners, etc.)

Develop marketing opportunities that focus on what the area has and what does well in the area and those that will increase business participation.

Create a brand identity – based on identity or theme of district; build off branding from other parts of the Town

Develop marketing opportunities that focus on what the area has and what does well in the area and those that will increase business participation.

Process

Funding - Budget Development – Determine your funding sources for this effort, keeping in mind that this will be an ongoing effort that will need long-term funding. Year 1 will require more funding as the brand and marketing plan are developed.

Branding Efforts

Select a team to work on this effort – it should be comprised of key stakeholders from the town - officials, cultural representatives, Chamber and business owners. The Town of Auburn has a Chamber of Commerce that has started to brand other sections of Town.

Hire branding & marketing professional(s) – consider using a local designer firm that knows the area and can reflect that in the design that this is a special and unique area, keeping in mind that the design/images used should build off any efforts the Town and perhaps the Chamber has started.

The designer should also be able to apply this new look to your marketing efforts – for various applications and for use by the area businesses.

To get stakeholder and community buy in hold a community meeting with the business owners to review the branding and marketing strategy.

Branding Efforts

Hire branding & marketing professional(s) – consider using a local designer firm that knows the area and can reflect that in the design that this is a special and unique area, keeping in mind that the design/images used should build off any efforts the Town and perhaps the Chamber has started.

To get stakeholder and community buy in hold a community meeting with the business owners to review the branding and marketing strategy.



Process (continued)

Brand Uses & Recognition – Once the brand is established and guidelines have been developed it can be used in various applications – this should be seen as a starting point for other projects that were proposed through the LRRP initiative – i.e., wayfinding signage, banners, events, advertising, economic development, and communications, as they work together in the promotion and recognition of the area.

Marketing Efforts

Engage a consultant to design, review and recommend a multi-year marketing plan and strategy (this may be the same professional that helped to develop your brand); hold community meeting to get buy in from stakeholders and build on marketing initiatives that are already in place (holiday lighting). This plan should include marketing the area to focus on what you have that would encourage patrons to explore the area.

Keep in mind that funding to brand and market the commercial district will also include utilizing the brand to create signage, banners and physical assets for the district.

Build on and complement what has been done in the area – New and current businesses, culture and amenities of the area should be highlighted in marketing and social media efforts – social media, geo-targeted advertising, sales and events marketing programs will serve to enhance promotion of the district.

Utilize and populate existing social media sites and regional websites (DiscoverCentralMA.org) and the Town website. The Visitors section on the Town website can be enhanced visually – perhaps adding a business listing, restaurant guide & events calendar. (See examples below.) Utilizing existing sites will help to solidify the new brand and is more cost-effective than creating a new website.

Concentrate on the Excitement in the area – Focus should be on new and existing businesses, not what’s wrong with the area, but what’s great and unique about it and its businesses.

What’s new, what’s here and what’s to come. The restaurants and businesses serve as draws for the commercial area. Focus on drawing people to the District from the other areas in the town and region, paying attention to who’s driving through the area and their destinations. You may want to conduct a geo-fencing study to determine this.

Provide training and support for local businesses for marketing their businesses individually and in a shared format

Enabling businesses with the ability to self-promote and better market their businesses will serve to draw more traffic to the area. Business workshops are a great tool not only for the businesses, but a way to form a sense of cohesiveness within the business community. If there are local businesses that can be used to host these – all the better. The Chamber may be able to facilitate some sessions/webinars for district businesses on social media and marketing/promotion.

Evaluation

Evaluate your marketing efforts through tracking and analytics – each effort should be critiqued for effectiveness. You should have a plan in place to pivot, delete or add.

Develop and permit pop-up activations

| | |
|----------------------------|---|
| Category |  Private Realm |
| Location | Study Area |
| Origin | LRRP Application; Planning Staff |
| Budget |  Low cost – Municipal staff participation / training; development of regulations; possible investment in permitting software or website updates |
| Timeframe |  Short term – Will require changes to municipal review and permitting processes |
| Risk |  Low risk – Voluntary for businesses to use, administrative capacity |
| Key Performance Indicators | Number of requests submitted, reviewed and permits issued, length of permitting and approval process, collaborator level of satisfaction |
| Partners & Resources | Municipal departments, to include, but not limited to Planning, Police, Fire, Building, DPW, Health, and Town / City Administration, District Local Technical Assistance (DLTA) funding to assess permitting; local businesses; local non-profits and community groups |
| Diagnostic | The Route 12/20 corridor has several retail parcels with large parking lots or unoccupied land. In addition, the Town of Auburn is located in a central part of the state where two Interstate highways converge. These large lots with easy access provide opportunities for expanded retail in an outdoor settings. These parcels could accommodate pop-up activations that would help draw new visitors to the area or incentivize current traffic to pull in and shop in an outdoor setting. Local businesses with regular foot traffic will be the primary beneficiaries of the project. |



OPEN UP, Darling Quarter's Civic Connector, Sydney, Australia

Action Items

Permitting a pop-up event requires municipal staff to differentiate permitting processes for permanent versus temporary events. A user-friendly municipal website is an important prerequisite for an efficient and user-friendly pop-up permitting process. This may also require an electronic application system, new software, staff training, and updates to the existing municipal and internal approval processes (e.g., DPW, Fire, etc.). The Town will need to appoint municipal staff, or a committee charged with helping applicants navigate the process. Creating a flow chart or other visual display of the process will be helpful.

Permits + Licenses

Below is a list of several permits and licenses that may be needed for pop-up events depending on the type of events, location, and food/beverages that are being served. In the appendix is a compilation of many of the PDF forms. See Appendix A for many of the Town of Auburn permits related to pop-up events.

- Application For A Permit To Operate A Food Establishment – including mobile permits (Health Department)
- Ice Cream Vendor Permit (Health Department)
- Frozen Dessert License (Health Department)
- Common Victualer (Office of the Licensing Authority)
- Open Air License and Liability Waiver (Office of the Licensing Authority)
- Outdoor Entertainment License (Office of the Licensing Authority)
- One Day Beer and Liquor License (ABCC)
- Alcoholic Beverage License (ABCC)
- Auburn Recreation and Culture Craft Fair Vendor Registration (Park Department)
- Parks Reservation (Park Department)

Observations

- There may be one to four departments required to approve and permit food, beverages, vendors, music, and reserving spaces.
- Many of the forms do not have a department or staff member's email address that they may contact.
- Processing time for approvals is not included on Town's webpage nor on the forms.
- For Organizations, business, or individuals new to event planning, the permits needed are not clear, as are points of contact and permitting timelines. This unclear process may discourage events from happening.

Recommendations

- Identify one department or staff person to field questions and support interested groups with pop-up event planning. Add the contact information to the Town of Auburn's website and forms.
- Review existing permits with stakeholders who have planned events and those who may be interested in event planning to help identify ways that the permits and licenses applications could be improved.
- Review permits processes and permits for additional comments to evaluate what might work to improve Auburn's process. See appendix B for examples for website content outline the process and permits from Boston, Somerville, Cambridge, and Northampton. Many of these communities have a page that outlines the process with a web portal to fill out the application. However, the permit cannot be viewed prior to creating an account.
- Create a one-stop application webpage on the Town's website that outlines the events permitting process and who to contact with questions.
- Create an online submission form and/or create an editable PDF form where applicants can fill in the data fields and submit via e-mail. Or
- Create a pop-up event application also collect the following information. Event location address, Private or public property, Event duration, One day or recurring event, types of activities such as vendors, servicing food and beverages, music, etc. This will help applicants and the town better identify what additional permits are needed.
- Create a list of other permits they are submitting.

Process

1. Phase 1 – Review and Update Permits:

- Identify what information is required for the Town (various departments / boards) to permit pop-up use events and uses. Compile existing permits into a packet for review, evaluate and share with stakeholders. Permits may include but not limited to the following
 - Auburn Recreation and Culture Craft Fair Vendor Registration (Parks Department)
 - Application for a permit to operate a food establishment (Health Department)
 - Frozen Dessert License (Health Department)
 - General Application (Health Department)
 - Common Victualer (Office of the Licensing Authority)
 - Outdoor Air License and Liability Waiver (Office of the Licensing Authority)
 - Outdoor Entertainment License (Office of the Licensing Authority)
- Convene a group of stakeholders to discuss the current permitting process. Below are a few questions to consider.
 - Are your collaborators and municipal staff happy with the existing process?
 - Identify “pain points” and where improvements are needed, such as incomplete applications, confusion about permits and licenses needed, ability to complete and submit PDF forms, approval process timeline
 - Who makes decisions and why? Who is missing?
 - What can you learn from COVID innovations that can become permanent?
- Update permits forms and application process based on stakeholder feedback.
- Identify a pop-up event coordinator: A municipal staff person, department, or committee needs to be identified as the primary contact for pop-up permits. The staff person assists the applicant with ensuring the review process is comprehensible and efficient and that all the requirements of the application are met. This person’s contact information or a general permits email address should be added to the applications and the webpages.
- Provide sample documents like a site plan and offer a sample version on the permit website to make it easier for applicants to understand what is needed.

2. Phase 2 – Streamline Application Process:

- Add “Pop-up event” permitting to the Town website; new pages should be a user-friendly municipal application where users can easily find all documents and requirements needed for special events. The permitting link can be placed on the “HOW DO I....” webpage under the “Apply For” list as well as the Planning, Health Department, and Recreation webpages. Additionally, link(s) to Town ordinances, regulations and bylaws which provide information on permitting requirement and the requirements to follow. At a minimum accept applications via email, and consider investing in e-permitting software, especially after the pandemic as such investments by municipal government are an approved use of federal COVID recovery funds. Other municipalities have programs such as Submittable and Citizenserve for online applications and permitting.

3. Phase 3 – Publicize and Promote:

- Publish and promote the new events permit: Share the new permitting process in Town Communications such as eNewsletters and social media, as well as writing a press release.
- Conduct direct outreach to local community groups and leaders: Share the permitting link and updated permitting link in an email to community leaders. If possible, set a short permitting over session to help answer their question in the winter before the spring and summer programming starts.
- Meet with existing event planners in the study area to discuss how their events could expanded to include additional nearby sites and other types of event programs. A few ideas mentioned the LRRP included.
 - Vendor fairs such as holiday, art, craft, and flea markets
 - Expanding existing programming at Harley-Davidson
 - Combining art programs with pop-up events along the corridor

4. Phase 4 – Evaluate and Update:

- One year after launching the new permitting system convene the group of stakeholders to reflect, evaluation, and update the process as needed.

Pop-Up Models



Location

Ashland, Newton, Needham, Melrose, and Worcester, MA

The Corner Spot

<https://thecornerspotashland.com/>

Project: Pop-Up

www.project-pop-up.com

JMAC

www.jmacworchester.org

The Corner Spot is a place in downtown Ashland where businesses can test-drive their market and residents can come together. This space was created as a shared, sustainable community gathering place and incubator for pop up businesses. The Corner Spot is intended to stimulate economic activity, attract new developers and business owners, and increase foot traffic downtown to help support existing and future business.

The Corner serves as the home for new businesses to "pop up" every week (or more), allowing residents to enjoy a variety of potential additions to the Ashland business community. Local sponsors provide donations for upkeep and may donate equipment or other amenities for the space. The Corner Spot is run by a volunteer committee and organized by the Town Economic Development Director.

The Corner Spot is a small park space with a shed / bathroom that is open from dawn to dusk, and wifi is available. Rental to use the space is \$100 a week to cover utility and rental fees. Residents can also rent the space for the day at \$50 (outdoor use), or \$100 (use of 300 sqft space with bathroom).

Project: Pop-Up is a partnership piloted in [Newton](#) and [Needham](#), powered by [UpNext](#) (organizes / rents spaces) to support local innovation and entrepreneurship. Thanks to its immediate traction, Project: Pop-Up is expanding to Melrose and beyond.

UpNext has a variety of Pop-Up spaces available throughout Massachusetts for daily, seasonal, or longer-term rentals. Spaces may be anywhere from 300 sqft to 4,000 sqft, and rentals vary depending on location, duration, or may include a percentage of sales.





- <https://patch.com/massachusetts/melrose/melrose-launches-pop-pilot-project-support-local-businesses>
- <https://poppingupnext.com/projectpopup>

The Jean McDonough (JMAC) Arts Center is a public-private partnership with the Worcester Cultural Coalition, and runs two programs that foster art and culture in Worcester.

The BrickBox is a performance venue which is rented four hours, one day, four day, or weekly. Prices vary for members, nonprofits, and corporate / commercial rates, with additional \$350 fee per public performance, \$350 streaming / recording fee, a 10% facility fee, and a 10% handling fee. The exclusive use of the PopUp space may be rented at the same time for an additional \$100 per hour.

The PopUp space is available for free public events or classes thanks to sponsorships. A refundable \$100 security deposit must be placed to secure the date and use the space. 25% of proceeds of any event which sells products or tickets and 15% of food items or small arts / crafts sold go to the Worcester Cultural Coalition. The space also available for private rental.

Establish a Business Recovery Task Force

| | |
|----------------------------|--|
| Category |  Revenue & Sales |
| Location | Study Area: Route 12/20 Corridor |
| Origin | Town Staff |
| Budget |  Low Budget (<\$50,000) |
| Timeframe |  Short Term (<5 years) |
| Risk |  Medium Risk – long-term sustainability |
| Key Performance Indicators | # Businesses Participating; # initiatives organized each year; increased activity; decreased vacancies |
| Partners & Resources | Auburn Planning & Economic Development, Property Owners, Business Owners, Funding: Massachusetts Downtown Initiative, MassDevelopment Real Estate Technical Assistance Program, or ARPA funds (if tied to implementing COVID recovery activities). |
| Diagnostic | <p>Despite its strategic location, the Route 12/20 Corridor in Auburn does not have any formal business group. This study area is home to many successful retail and national chain restaurants. There are less vacancies in this study area than many of their peer communities, however, the lack of activities to draw visitors into the space could create challenges in the years ahead.</p> <p>A formal group, such as a Business Recovery Task Force, might be able to build relationships between businesses, especially the local independent shops such as Biscotto Café or the Auburn Fabric Outlet and encourage collaboration with larger, more established chains, such as the Harley Davidson dealership, Chili's, T.J. Maxx, or CVS.</p> <p>This area of Auburn is growing. As of the time of this diagnostic, there are few residents within the study area. With the proposed housing development off Albert Street, that number will increase. Now is the time to coordinate activities and identify opportunities to work together to build back stronger.</p> |

Action Items

The Town of Auburn Economic Development would like to see a formal business organization form in this study area in order to centralize resources for businesses and to provide assistance during the pandemic. A Task Force could provide information on available assistance and programs, develop partnerships, leverage resources, and organize events that draw people to the area.

This corridor has a high number of restaurants. To assist restaurants, the Task Force could initiate a Restaurant Week program that would encourage visitors of one restaurant to visit another. Or a national chain could partner with one of the local shops to carry one featured item from their menu or store, such as baked goods or coffee.

The Town of Auburn is also pursuing a branding and marketing strategy for this corridor. A Task Force would be an ideal partner to get a consensus from the business community as to what the best strategy might be.

Last summer, outdoor dining became the hot new trend. However, despite having a high number of restaurants and plenty of outdoor space, only two or three businesses took advantage of this initiative. A Task Force could help to facilitate the misconceptions, how to file the paperwork, or to get the word out that this concept is available.

The first step is to recruit businesses to participate in a formal organization to get them talking to one another and to show them the benefits of collaboration. The Town could host an initial kick off meeting to discuss the upcoming initiatives that businesses many not be aware. Once business leaders hear from other business leaders who are facing the same challenges, there may be a team that forms in order to tackle some of these shared challenges.



Massachusetts Business Improvement Districts, A Guide for Establishing BIDs Source: MA DHCD;
<https://www.mass.gov/doc/2020-revised-business-improvement-district-manual/download>

Consider a Voluntary Based Downtown Organization

An alternative to forming a BID may be to start building support for a downtown organization by forming a 501c3 to cultivate stakeholder involvement around the concept of creating a downtown organization. The community and stakeholder engagement process described at left would apply to identify priorities, budget, and revenue sources to begin the work of a downtown organization.

Process

- Identify the needs of the business community.
- Establish the Business Recovery Task Force utilizing the partnerships and resources appropriate for meeting identified needs.
- Create a web page and communication strategy using multiple platforms and languages to effectively reach businesses in need of assistance.
- Provide training to local businesses owners and managers on social media and online marketing.
- Leverage local government and business partnerships to meet unprecedented business needs relative to outdoor dining, curbside pickup and implementation of public health measures.
- Use local cable television resources to market local businesses through videos launched on a local shopping network.
- Advertise available resources, such as local, state and federal grant programs and assistance available from area financial institutions, to struggling businesses. Assist businesses with the application process.





SMALL BUSINESS EMERGENCY RELIEF PROGRAM, ROUND TWO

Grants of up to \$5,000 available to Lowell small businesses that have encountered financial hardship due to the COVID-19 pandemic.



Photos: Lowell's Business Recovery Task Force Initiatives

Best Practice

Establish a Business Recovery Task Force



REVENUES
& SALES

Location

Lowell

LOWELL

During the pandemic, many Lowell businesses have struggled to survive. A clear need for support, technical assistance, and enhanced communication, in multiple languages and across various platforms, was identified by the Lowell Economic Development Office and its partners. It became evident that many business owners and managers did not have the resources or capacity to track and interpret the state and federal guidelines that were issued on a continual basis. In addition, the emergency stay at home order had a detrimental impact on their revenues. Several businesses shuttered their operations, reduced hours, or went into hibernation.

A diverse cross-collaborative effort was needed to facilitate a meaningful recovery during this crisis. The Lowell Business Recovery Task Force came together to spearhead local interventions, assisting businesses with accessing working capital and personal protective equipment for employees, improving business presence on social media, and assisting restaurants in pivoting their business models to take-out and curbside service. The goal of the task force was to ensure that all businesses in Lowell had the support that they needed to survive during this unprecedented period.

The Lowell Economic Development organized the Lowell Business Recovery Task Force to centralize resources for businesses and to provide assistance during the pandemic. The Task Force launched a web page to document their work and provide information on available assistance and programs. Language assistance in Spanish, Portuguese and Khmer was made available to ensure that the program was widely available to all City businesses.

To assist restaurants, the Task Force developed the Creative Restaurant Marketing during COVID-19 program. In partnership with Susu Wong of Tomo360, they hosted two free webinars on Creative Restaurant Marketing in 2020 that focused on online marketing and social media:

4/1/2020 - [Creative Restaurant Marketing - Online Marketing](#)

4/1/2020 - [Creative Restaurant Marketing - Social Media](#)

The City also created a marketing grant program available to Lowell's small, independently owned businesses that were most significantly impacted by the COVID-19 pandemic. Grant awards of up to \$2,000 were available to eligible businesses.



Specialized Technical Assistance Teams

If you are a Lowell-based retail business or restaurant, **FREE** help is available in these areas:



MARKETING
Our consultants will aid you with content creation, videography, product and/or food photography.



OPERATIONS
Get help building or adapting systems, documentation, or trainings to boost productivity and efficiency.



FINANCE
Get specialized support with your accounting or bookkeeping needs.







WELLNESS
From massages and hair styling, to nail or skin care, let us provide you with the self-care you deserve. No strings attached!



If you have existing staff that fit any of these focus areas, we will provide compensation up to 40 hours
Email Ani Vong, Program Coordinator at avong@commteam.org by May 1st
or visit growyourbusinessatcity.org for more info.

Restaurant Technical Assistance & Funding Opportunities

| | | |
|----------------------------|--|--|
| Category |  Tenant Mix | Tenant Mix |
| Location | Study Area: Route 12/20 Corridor | |
| Origin | Business Owners | |
| Budget |  | Medium (\$70,000) - Fund sources: Majority from CDGB. Some are from the Neighborhood Development Fund (NDF). Workshops can range from \$1000+ (single workshops) to tens of thousands for workshop series. One-on-one TA costs vary depending on the nature of work and number of hours. |
| Timeframe |  | Short Term (<5 years) |
| Risk |  | Low Risk |
| Key Performance Indicators | Sales generation, business recovery and growth | |
| Partners & Resources | Auburn Planning & Economic Development, Property Owners, Business Owners, Customers, Residents, Visitors | |
| Diagnostic | <p>As previously mentioned, Auburn has a high number of restaurants along this corridor. There are many national chain restaurants, such as KFC, Applebee's, 99 Restaurant, but there are also local restaurants, such as Ronnie's Seafood and Ice Cream, Halligan's Bar, and Biscotto Café (interviewed during Phase I of LRRP).</p> <p>There is a lack of outdoor dining despite the number of restaurants in this corridor. The local restaurants would benefit greatly from this feature. Biscotto Café, for instance, shared their indoor space could not accommodate the social distancing requirements, so they had to pivot to curbside pick up only for most of 2020.</p> <p>Restaurant sales, like other small businesses, were non-existent, down over 50%, mandated to or voluntarily closed, switched to take-out, only 25%...only 50% capacity with social distancing – for some it was an impossible model to work and survive through.</p> <p>The importance of an ongoing effort to support our small businesses and in particular, restaurants is critical post-COVID as in many of our communities' restaurants represent 40-50% of the Town's businesses and employ many that live in the local community.</p> | |

Action Items

- Develop a Communication Plan to communicate with the restaurants
- What forms of communication will be utilized?
- Messaging strategies – keeping in mind that you are helping them to thrive – keep it positive and supportive
- Get Input – Survey, calls
- Create Contact Lists – with EMAILS
- Develop a Marketing Plan to support the restaurants
- Host Webinars – Industry experts and local restaurateurs
- Keep businesses informed on programs, informational webinars, funding, and policy updates. In one case, the restaurant owner did not understand the differences between SBA loans, PPP funding, and grants.
- Share resources & knowledge – Share ideas and best practices
- if it works for another restaurant or community chances are it will work in yours.
- Be accessible – virtual, by phone or in-person
- Offer one-on-one business support consultations
- Work with the owners through town policies and regulations – this was critical when the outdoor seating issues came up – regulations were changed swiftly, and fees were waived to accommodate a quick response – in CT municipalities were given 7 days to approve outdoor dining requests from restaurants. Before COVID this type of approval could have taken months.
- Towns have recognized that this is the new normal for restaurants and have begun to enact long-term regulations to embrace outdoor dining and other zoning issues that have arose from the pandemic.



Process

Recognizing that many small businesses and restaurants, are family run is important. They are working 60–80-hour work weeks, leaving little time for extras such as marketing, promotions and social media.

If they did have personnel handling their marketing, most likely during the pandemic many were forced to lay-off staff or relegate them to other positions in order to accommodate the change in how they were doing business.

This is where community-wide support of the local restaurants is key as it will supplement any recognition programs they may or may not have.

Communication is key – not only for the restaurant’s patrons, but to their landlords, vendors and suppliers. How your restaurants are messaging & targeting customers is vital. Some examples of the messages for the restaurants were:

- Safety is key and top of mind – expect this consumer behavior to continue.
- The importance of supporting “Local” is important to your customers now more than ever
- Earning back your customers trust –loyalty bonuses for eating in; thank you on menu
- Creative specials at off hours to spread out business
- Stay Upbeat – Thank yous are important; staff attentiveness
- Consistent Hours
- Monitoring of online search engines(yelp, google updates)
- Online Ordering Capabilities were critical – Door Dash, Resy, ChowNow –some subscription-based
- Internal & External Communications – Utilize Facebook pages such as The Real Auburn
- Signage - welcoming





THE BLOOMFIELD ECONOMIC DEVELOPMENT COMMISSION ANNOUNCES

Bloomfield Eats Local – To Win Local

Bloomfield Community Called to Support Bloomfield Restaurants

BLOOMFIELD, CONNECTICUT April 6, 2020 - The Bloomfield Economic Development Commission in partnership with the Bloomfield Chamber of Commerce and the Bloomfield Messenger is launching a campaign called **Bloomfield Eats Local – To Win Local** and is asking community members to show their Bloomfield Pride by supporting local restaurants and eateries by ordering takeout/curbside pick-up and then promoting their favorite eateries on social media.

The purpose of **Bloomfield Eats Local – To Win Local** is to get residents and businesses out

Photos: Town of Bloomfield, Connecticut Marketing Campaign to support Restaurant Initiatives

Best Practice

Restaurant Technical Assistance & Funding Opportunities



REVENUES
& SALES

Location

Lowell

Bloomfield

BLOOMFIELD MEANS BUSINESS

Information from
Bloomfield Business COVID-19 Recovery Team

New study focuses on the
The Restaurant of the Future

The restaurant of the future arrives ahead of
schedule - Detailed study focuses on customer
and industry trends from over 100 respondents.

Labels:
What customers are saying
How restaurants are responding, and
How restaurants will look in the post-COVID era.

We are looking in three dimensions with you to
shape the study and see a single restaurant
highlight document. Check the link to view them.

Detailed summary of Customer and Industry trends - Shareboard document
Link to document: [Shareboard document](#)

2021 SHOP, DINE & SUPPORT LOCAL

BLOOMFIELD MEANS BUSINESS

Small Business Update:
Navigating & Applying for PPP

Friday, February 19
3pm - 4:30pm

Small Business Owners
please join

Sen. Derek Step
Sen. Douglas McCrory
&
Stephen R. Vaughan
Sr. Commercial Relationship Manager, Liberty Bank

**Restaurant
Revitalization
Fund**

**Get the Facts
It's a Grant Not
a Loan**

This Monday, Tuesday & Wednesday!

The restaurant industry has been
among the hardest-hit sectors during the
economic downturn caused by the
COVID-19 pandemic. To help bring jobs
back and revive the industry, the
American Rescue Plan established the
\$29.6 billion Restaurant Revitalization
Fund (RRF) spearheaded by the U.S.
Small Business Administration (SBA).

The RRF seeks to provide non-
repayable funds to eligible food service
businesses. Join us to learn about the
Restaurant Revitalization Fund (RRF).

Click these links to get more information
about the program

[Learn More About the
RRF](#)

[RRF Program Guide](#)

[RRF Sample](#)

Restaurant Revitalization Fund

[sba.gov/restaurants](#)

Communicating with Your Landlord During the COVID-19 Pandemic

BLOOMFIELD, CONNECTICUT (April 29, 2020) - In times of uncertainty, it is important to keep the Landlord/Tenant lines of communication open. We are here to help you with that.

Adjusting to the "New Normal" is on everyone's mind as tenants are faced with the uncertainty of how to conduct business, when they can reopen and rehire, and how to pay expenses.

Landlords have to think about their businesses in the same way. If you need to ask your landlord for more time to pay your rent or are considering

Appendix

MEMORANDUM

| | |
|---------|---|
| To | Jef Fasser, AICP, RLA, LEED AP, Vice President, BSC Group Heather Hamilton, Project Manager, BSC Group Plan Facilitators for Auburn |
| From | Emily Keys Innes, AICP, LEED AP ND, Principal |
| Date | August 27, 2021 |
| Project | RRP – Town of Auburn |
| Subject | SME Request for Signage Regulations and Guidelines |
| Cc: | |

The following information is intended to enhance and/or supplement the Project Rubric you submitted in your request for SME services for Signage Regulations and Guidelines. I have followed the structure of the rubric and provided a best practices project sheet with this memorandum. The intent is to allow you to cut and paste information directly into your report for the Town of Auburn.

Based on our conversation and our subsequent meeting with Shannon Regan and Adam Menard, I understood the following concerns:

- The Town/Building Commissioner is looking for guidance on signage, including color schemes and sizes.
- Pedestrian signage and wayfinding could also be incorporated into the signage along Routes 12 and 20.
- Cool, small businesses are hidden behind buildings and lack visibility.
- Some signs are tucked behind others.
- Some businesses are set back significantly from the street.
- The bylaw was updated in 2012, but the permitting process needs to be easier.
- The ability to have creative signs is of interest and could tie into desires for public art and branding for the corridor.
- Signs could differ by area to reinforce the identity of the corridor.
- The corridor includes both residential and commercial uses.

As suggested, I reviewed Section 7.3 of the Zoning Bylaws. The Town last updated their sign bylaw in 2012 and it should be reviewed to address the issues we discussed and changes to the law regarding signage codes (specifically Reed v. Town of Gilbert). The code has a few provisions that will need to be updated.

The Town could consider an illustrative code that provides more guidance on the design of the styles. The illustrations could be included within the code, as in the example from Arlington given in the best practices sheet, or as a separate document, as in the example from Dedham.

The Town should also consider its approval and waiver process. The approval process could be streamlined and perhaps allow for a sign permit that does not require full site review. The waiver process could be made more explicit, with criteria for conditions under which a waiver may be granted.

Finally, the signage design and dimensions along a corridor may be different from that of a downtown because of the different speeds of travel. A review of the existing dimensional standards for sign area, height, and placement, including where the sign is placed along the lot, would be appropriate during this review process. The Town mentioned having the ability to approve creative signs to reinforce placemaking. The criteria for the approval of such signs could be added to the sign approval process.

Project Rubric: Sign Code Update

I am providing you with three documents. The table and images below are tailored to the draft project rubric – I am providing additional comments based on the specific needs we identified for the Town.

I am also providing you with two best practices sheets that can also address the Town's concerns, including signage and design guidelines. These sheets have more general information that will supplement the comments below.

| | |
|--------------------|--|
| Budget | Depending on the level of illustrations, the budget might be a little higher than suggested – perhaps \$30,000-35,000. See the best practices sheets for some funding options. |
| Timeframe | Agreed – this could be done in 12-18 months, depending on the timing of the project relative to Town Meeting. |
| Risks | I agree with the risk levels. |
| KPI | Agree with the stated KPIs. I've added a few more KPIs in the best practices sheets. |
| Partners | I'd add property owners and land use boards, especially the ZBA. |
| Action Item | I'd add ensuring an engagement process to bring businesses owners, property owners, and the public into the process. This will help at Town Meeting with approval of a revised sign code. See other actions in the best practices sheet. |

| | |
|-----------------------|---|
| Process | Although the draft sheet suggests that one possibility would is just creating an illustrative guide for sign design, the code does need to be updated to address legal changes since its last update. I would recommend the full process – and review of the code and update, with illustrations. |
| Best Practices | Either Dedham or Arlington would be good models for Auburn. |



Newburyport

Create or update design guidelines for a downtown, village center, or commercial corridor.






Provided by SME Consultant

Emily Keys Innes, AICP, LEED AP ND, Innes Associates Ltd.

Location

Any downtown, commercial corridor, or village center.

| | | |
|---------------|--|--------------------------|
| Origin | Innes Associates Ltd. on behalf of the Rapid Recovery Program sponsored by the Commonwealth of Massachusetts | |
| Budget |  | Low (less than \$50,000) |
| Timeframe |  | Short Term (1-5 years) |
| Risk |  | Medium |
| Budget: Costs | <ul style="list-style-type: none">Costs will include the consultant’s time, if a consultant is used. If the design guidelines are fully incorporated into the municipal zoning bylaw or ordinance, review by municipal counsel is recommended.The range for the consultant’s time is between \$20,000-\$50,000, depending on the level of public engagement and how illustrative the code is. Review by municipal counsel may be covered by the municipal on-call agreement or may need to be added to the cost of the project. | |

In addition to municipal funds, the following are appropriate sources:

American Rescue Plan Act (ARPA)

Assistance to small businesses includes loans, grants, in-kind assistance, technical assistance, or other services. These funds should cover assistance with the design of façade, storefront, or site improvements when tied to a specific impact of the COVID-19 pandemic. Creating or revising design guidelines may be linked to a façade/storefront improvement program. Possible impacts are addressed in the sections on Key Performance Indicators and Diagnostic.

Commonwealth of Massachusetts One Stop for Growth
Massachusetts Downtown Initiative (project limit \$25,000)
Department of Housing and Community Development (DHCD)

All communities are eligible to apply. Some of the funding for this program is reserved for non-entitlement Community Development Block Grant (CDBG) communities. MDI staff will assign a consultant to assist the community with the technical services, which would include developing the design guidelines. The MDI grant should be sufficient for the full project for a smaller community unless the community is looking for a more extensive set of illustrations or a significant public engagement process. A larger community may need additional funding.

Community Planning Grants (project limit \$25,000-\$75,000)
Executive Office of Energy and Environmental Affairs

A Community Planning Grant may be used for Zoning Review and Updates, which could include design guidelines if it is part of the municipality's zoning bylaws or ordinance. In 2021, the priorities for this grant included mitigation of climate change through zoning and other regulations; design guidelines and standards integrated into the municipality's zoning and incorporating elements to reduce the impact of climate change would qualify.

District Local Technical Assistance Grant
Regional Planning Agencies (RPAs) and DHCD

Funds for this program are allocated to the regional planning agencies. These funds may be used for planning projects. Each RPA has a different focus on how these funds may be used to meet the state's funding goals.

All municipalities are eligible to apply directly to their RPA. The RPA will work with the municipality on the program; a separate consultant is not usually required.

Survey and Planning Grant Program
Massachusetts Historical Commission

This grant is a 50/50 matching program that support planning activities that help preserve significant historic resources. For communities, whose target area contains significant resources, this source may help fund design guidelines that include specific requirements for the preservation of significant historic resources. Interested communities are encouraged to reach out to the Massachusetts Historic Commission directly about this grant; it may be tied to the creation of a local historic district.

Complete Streets Funding Program
Massachusetts Department of Transportation

Design guidelines do not have to be limited to the private realm. Creating consistency in a downtown, village, or corridor is an important part of defining its identity both within and beyond the community. As part of a Complete Streets Project, a municipality should identify the specific materials, street furniture, trees, and public signage (including wayfinding) that will be used in the target area. These choices can be incorporated into the overall design guidelines to address both public and private realms.

| | |
|-----------------------------------|--|
| <p>Risk: Explanation</p> | <p>The risk for this project is in part dependent on the form of government and whether the design guidelines will be an advisory document or incorporated into the zoning bylaw/ordinance as specific standards.</p> <p>The highest risk would be a Town form of government in which the design guidelines become part of the zoning bylaws and municipal regulations have been controversial in the community.</p> <p>In general, experienced developers and builders like the predictability of a clear set of design guidelines which is consistently applied by a municipality. Property owners with less development experience are likely to have more concerns.</p> <p>A second risk category is creating design guidelines that are too restrictive. This sends a negative message to those who are considering investing in the community. Guidelines that are too subjective send a similar negative message in that applicants cannot be certain as to how the guidelines will apply to them.</p> |
| <p>Key Performance Indicators</p> | <p>Design guidelines help reinforce a community's identity and provide a clear message that the municipality is balancing the needs of the community with a streamlined approval process for new development. Codifying community values about the physical environment into the guidelines allows applicants to present proposals for new construction, rehabilitation, or adaptive reuse that are consistent with those values.</p> <p>KPIs for this project could include the following:</p> <ul style="list-style-type: none"> • Successful adoption of the new design guidelines. • Increase in the number of applications that are consistent with the design guidelines. • Decrease in the number of meetings dedicated to design in the site plan or special permit approval process. • Increase in the number of buildings constructed, renovated, or rehabilitated that meet the design guidelines. <p>If this project is accompanied by a façade/storefront improvement project, additional KPI related to the number of façades or storefronts improved under the program could be added. Without such a program, changes will take more time as they will be dependent on applications for approval process that trigger the use of the guidelines. Without an application for site plan, special permit, and/or PUD approval, property owners are not obligated to meet the design guidelines.</p> |
| <p>Partners & Resources</p> | <ul style="list-style-type: none"> • Municipal staff (planning and economic development, building and/or zoning inspector) • Municipal boards (City Council/Board of Selectmen, Planning Board, Zoning Board of Appeals, Design Review Board, Economic Development Committee) • Property/business owners • Downtown organizations |

Creating or updating design guidelines and combining the update with financial assistance to property owners to update buildings and sites to be consistent with the new guidelines addresses several negative economic impacts of the COVID -19 pandemic.

Design guidelines can sometime be seen primarily as an aesthetic requirement. However, they can also have significant impacts on the economic and public health of an area, both of which are directly related to the continuing impacts of the pandemic:

- Small businesses in deteriorating downtowns, villages, and corridors are less likely to recover quickly because of a perception of a lack of safety or viability. Design guidelines that are responsive to community identity will reinforce a revitalized, vibrant area.
- Design guidelines that include landscape requirements can help improve air quality and reduce the heat island effect, improving public health for people who live, work, and shop in the target area.
- Design guidelines can also address accessibility for people with physical disabilities by requiring appropriate access that is well-integrated into the building and the site.
- Tools such as outdoor dining, outdoor retail display, serving windows, and upgraded HVAC systems can be integrated into the design guidelines to encourage permanent solutions that address the health and safety of the target area.

| | |
|--------------------|---|
| <p>Action Item</p> | <p>Key actions include the following:</p> <ul style="list-style-type: none"> • Understand why the municipality feels that design guidelines are necessary. Is this part of a façade/sign improvement program, a new local historic district, and/or to control new development in an existing area? What are the areas of greatest concern? • Decide whether this is a project that can be done in-house or requires a consultant with appropriate expertise. • Decide which funding source is appropriate and, if the source is a grant program, apply for funds. • If a consultant is deemed appropriate, go through the Commonwealth’s procurement process (unless the grant program has an on-call consultant). • Identify the people/organizations who need to be part of this process. • Develop an engagement process appropriate for the municipality and the required approval process. • Once the design guidelines have been approved, consider a public education program to inform people on a regular basis about the new requirements and their implications. Key targets for this campaign include property owners and real estate brokers. |
| <p>Process</p> | <p>The timeframe will vary depending on whether the municipality has a city form of government or requires Town Meeting to approve bylaw changes (and of course, whether the design guidelines are specifically incorporated into the zoning). From the kick-off to entering the municipal approval process, the project should take 8-12 months.</p> <ul style="list-style-type: none"> • Months 1-2: Review existing zoning bylaws for embedded design guidelines and standards; develop inventory of historic and current buildings and site treatments; interview municipal staff, boards with approval responsibility, former applicants, local land use lawyers, others with relevant experience and concerns. • Months 3-4: Research appropriate precedents; develop public outreach/engagement program. Consider a public kick-off/charrette, depending on the needs of the community. Discuss the thresholds for use and the appropriate review body and process. • Months 5-7: Engage with business/property owners and public on options and concerns; develop draft guidelines; develop illustrations. Decide (with municipality) whether design guidelines are a separate, advisory document or part of the zoning bylaw/ordinance. If the guidelines are integrated into the zoning, decide whether illustrations are part of the zoning or a separate document. Consider meeting with the appropriate boards to introduce the draft design guidelines and receive feedback. • Months 8-9: Revise the design guidelines to its final draft prior to the municipal approval process. Publicize the final draft prior to City Council/Town Meeting review and approval. |

Example 1: Town Center Design Guidelines

Sterling, Massachusetts

Town Contact

Domenica Tatasciore

Town Planner

dtatasciore@sterling-ma.gov

Consultant

Innes Associates Ltd./Harriman

Cost

\$15,000 (Massachusetts Downtown Initiative)

Characteristics

- Advisory
- Applicable to Town Center only
- Includes discussion of design elements for public right-of-way
- References historic buildings as context for new development.



Courtesy of the Town of Sterling, Innes Associates, and Harriman

Example 2: Residential Design Guidelines

Arlington, Massachusetts

Town Contact

Jenny Raitt

Director

Department of Planning and

Community Development

jraitt@town.arlington.ma.us

Consultant

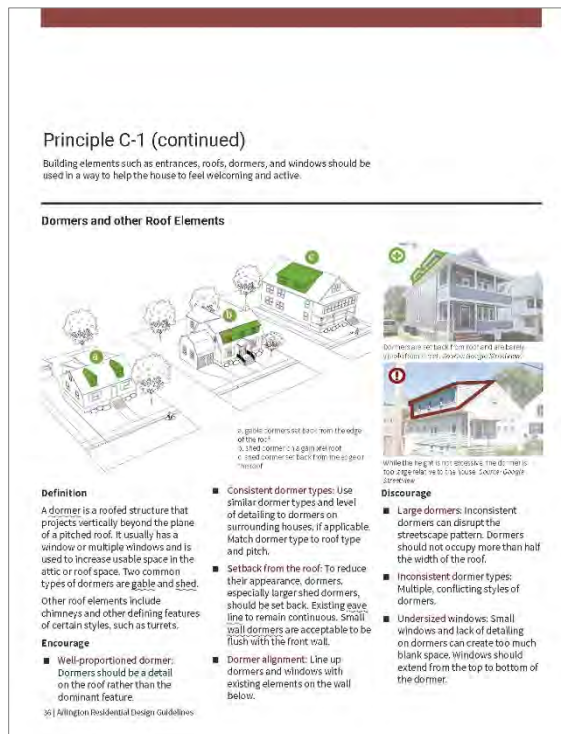
Harriman

Cost

\$49,000

Characteristics

- Advisory
- Applicable to Residential zoning districts
- Included analysis of neighborhood characteristics
- Included in-depth public outreach



Courtesy of the Town of Arlington and Harriman

Example 3: Dedham Square Design Guidelines

Dedham, Massachusetts

Town Contact

Jeremy Rosenberger

Town Planner

jrosenberger@dedham-ma.gov

Consultant

Gamble Associates

Cost

\$30,000

Characteristics

- Advisory
- Applicable to Dedham Square and gateway streets
- Includes discussion of design elements for pocket parks and connections to open spaces.
- References historic development patterns.



Courtesy of the Town of Dedham and Gamble Associates

Example 4: Kendall Square Design Guidelines

Cambridge, Massachusetts

City Contact

Jeff Roberts

Zoning and Development Director

Community Development Department

jroberts@cambridge.gov

Consultant

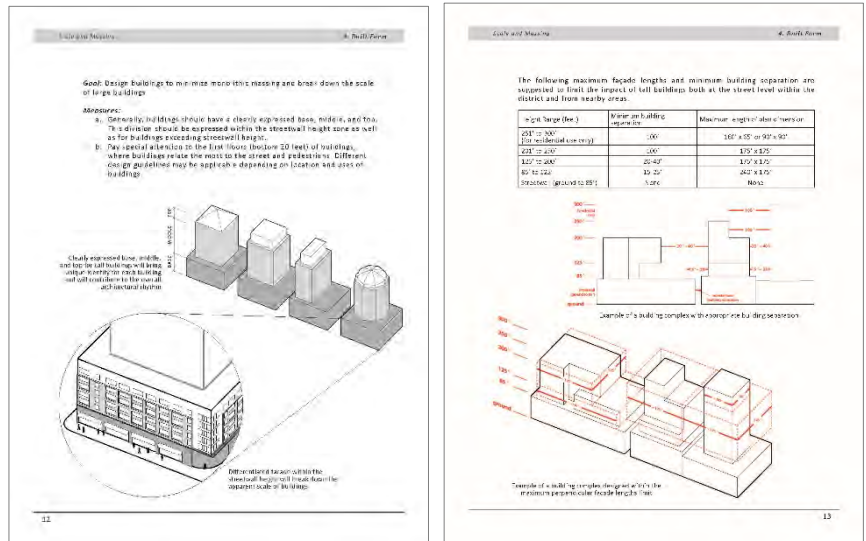
Goody Clancy

Cost

Unknown (part of larger project)

Characteristics

- Tied to zoning, including special permit and PUD applications
- Applicable to Kendall Square
- Addresses different building uses, including residential and academic buildings.



Courtesy of the City of Cambridge and Goody Clancy



Lenox



Marblehead



Methuen

Develop or update the municipality's sign code.



Provided by SME Consultant

Emily Keys Innes, AICP, LEED AP ND, Innes Associates Ltd.

Location

Any downtown, commercial corridor, or village center.

| | | |
|---------------|---|---|
| Origin | Innes Associates Ltd. on behalf of the Rapid Recovery Program sponsored by the Commonwealth of Massachusetts | |
| Budget |  Low (less than \$50,000) |  Medium (\$50,000-\$200,000) |
| Timeframe |  Short Term (1-5 years) | |
| Risk |  Medium | |
| Budget: Costs | <ul style="list-style-type: none"> Costs will include the consultant's time and legal review by the municipality's counsel. The range for the consultant's time is between \$35,000-\$60,000, depending on the level of public engagement and how illustrative the code is. Review by municipal counsel may be covered by the municipal on-call agreement or may need to be added to the cost of the project. | |

Budget: Sources

In addition to municipal funds, the following are appropriate sources:

American Rescue Plan Act (ARPA)

Assistance to small businesses includes loans, grants, in-kind assistance, technical assistance, or other services. These funds should cover assistance with the design of façade, storefront, or site improvements when tied to a specific impact of the COVID-19 pandemic. Creating or revising the sign code may be linked to a façade/storefront improvement program. Possible impacts are addressed in the sections on **Key Performance Indicators** and **Diagnostic**.

Commonwealth of Massachusetts One Stop for Growth Massachusetts Downtown Initiative (project limit \$25,000) Department of Housing and Community Development (DHCD)

All communities are eligible to apply. Some of the funding for this program is reserved for non-entitlement Community Development Block Grant (CDBG) communities. MDI staff will assign a consultant to assist the community with the technical services, which would include developing the sign code. The MDI grant may be sufficient for the full project for a smaller community unless the community is looking for a more extensive set of illustrations or a significant public engagement process. A larger community may need additional funding.

Community Planning Grants (project limit \$25,000-\$75,000) Executive Office of Energy and Environmental Affairs

A Community Planning Grant may be used for Zoning Review and Updates, which could include the sign code if it is part of the municipality's zoning bylaws or ordinance. All Massachusetts communities are eligible to apply for this grant.

District Local Technical Assistance Grant Regional Planning Agencies (RPAs) and DHCD

Funds for this program are allocated to the regional planning agencies. These funds may be used for planning projects. Each RPA has a different focus on how these funds may be used to meet the state's funding goals.

All municipalities are eligible to apply directly to their RPA. The RPA will work with the municipality on the program; a separate consultant is not usually required.

Diagnostic

Updating a sign code and combining the update with financial assistance to small businesses to bring their signs into compliance can help address negative impacts from the COVID-19 pandemic. Signs are critical information to identify active businesses to customers. Outdated signs may suggest that a business is no longer in operation. Signs in disrepair may be dangerous or may contribute to a perception that a business area is not safe, discouraging potential customers.

Challenges across municipalities include the following:

- Existing signage is outdated, inconsistent, or in disrepair.
- The sign code is inconsistent with current best practices, new sign technology, or legal decisions related to signage regulations (ex. Reed v. Town of Gilbert).
- The approval process is perceived as onerous and/or arbitrary, especially for a small business.
- Enforcement has become an issue and/or sign permits are regularly approved with waivers.
- Sign code decisions are regularly appealed.

| | |
|-----------------------------------|--|
| <p>Risk: Explanation</p> | <p>The risk for this project is in part dependent on the form of government and whether the design guidelines will be an advisory document or incorporated into the zoning bylaw/ordinance as specific standards.</p> <p>The highest risk would be a Town form of government in which the design guidelines become part of the zoning bylaws and municipal regulations have been controversial in the community.</p> <p>In general, experienced developers and builders like the predictability of a clear set of design guidelines which is consistently applied by a municipality. Property owners with less development experience are likely to have more concerns.</p> <p>A second risk category is creating a sign code that is too restrictive. This sends a negative message to those who are considering investing in the community. Guidelines for sign design that are too subjective send a similar negative message in that applicants cannot be certain as to how the guidelines will apply to them.</p> |
| <p>Key Performance Indicators</p> | <p>Sign codes are important for several reasons:</p> <ul style="list-style-type: none"> • Visibility of businesses who wish to attract customers/clients. • Pedestrian and vehicular safety (reduce distractions). • Community aesthetics. • Reduction in light pollution. <p>KPI for this project could include the following:</p> <ul style="list-style-type: none"> • Successful adoption of the new/updated code. • Compliance of code with legal precedents. • Implementation of streamlined process for approvals. • Number of noncomplying/ nonconforming signs replaced. <p>If this project is accompanied by a façade/storefront improvement project, additional KPI related to the numbers of signs upgraded to meet the new code could be added. Without such a program, new applications will be dependent on changes in tenants or on enforcement of noncomplying/ nonconforming signs.</p> |
| <p>Partners & Resources</p> | <ul style="list-style-type: none"> • Municipal staff (planning and economic development, building and/or zoning inspector) • Municipal boards (City Council/Board of Selectmen, Planning Board, Zoning Board of Appeals, Design Review Board, Economic Development Committee) • Property/business owners • Downtown organizations |

| | |
|--------------------|--|
| <p>Action Item</p> | <p>Key actions include the following:</p> <ul style="list-style-type: none"> • Understand why the sign code should be created/updated/replaced. What are the areas of greatest concern? • Decide whether this is a project that can be done in-house or requires a consultant with appropriate expertise. • Decide which funding source is appropriate and, if the source is a grant program, apply for funds. • If a consultant is deemed appropriate, go through the Commonwealth's procurement process (unless the grant program has an on-call consultant). • Identify the people/organizations who need to be part of this process. • Develop an engagement process appropriate for the municipality and the required approval process. • Once the code has been approved, consider a public education program to inform people on a regular basis about the code and its implications. Key targets for this campaign include business and property owners and commercial real estate brokers. • Consider aligning the enforcement process with the new regulations to ensure the effort leads to the anticipated improvements. |
| <p>Process</p> | <p>The timeframe will vary depending on whether the municipality has a city form of government or requires Town Meeting to approve bylaw changes. From the kick-off to entering the municipal approval process, the project should take 8-12 months.</p> <ul style="list-style-type: none"> • Months 1-2: Review existing code; develop sign inventory; interview municipal staff, boards with approval responsibility, former applicants, local land use lawyers, others with relevant experience and concerns. • Months 3-4: Research appropriate precedents; develop public outreach/engagement program. • Months 5-7: Engage with business/property owners and public on options and concerns; develop draft code; develop illustrations and decide whether illustrations are part of code or a separate document. Consider meetings with appropriate boards to introduce the draft code and receive feedback. • Months 8-9: Revise the code to its final draft prior to the municipal approval process. Publicize the final draft prior to City Council/Town Meeting review and approval. |

Example 1: Sign Code Bylaw Study

Dedham, Massachusetts

Town Contact

Jeremy Rosenberger

Town Planner

jrosenberger@dedham-ma.gov

Consultant

Innes Associates Ltd., Harriman, and Steven Cecil Design & Planning

Cost

<\$50,000

Status

Draft code will go to Town Meeting in Fall 2021.

Characteristics

- Sign Code is part of the General Bylaws.
- Code is text-based and will be hosted on eCode
- Illustrations are in a separate document.

Illustrations of Selected Sign Standards in the Dedham Signage Code

To assist in understanding some of the specific standards within the Dedham Signage Code, these illustrations indicate how typical circumstances may be applied. As illustrations, they are not intended to replace or alter the design standards or their interpretation; in every instance, the text of the Signage Code and its interpretation by the Town will govern reviews and approvals.

1. Calculating the Area of Individual Signs
2. Calculating the Maximum Area for Window Signs
3. Calculating the Maximum Sign Area: Length of Principal Facades along Streets
4. Calculating the Maximum Sign Area: Length of Tertiary Facades along Parking Areas or Private Ways
5. Identifying and Using Sign Bands
6. Awning Sign Area Standards
7. Incorporating Wall Signs within Parapets and Facade Architecture
8. Awnings: Exempt Signs

1. CALCULATING THE AREA OF INDIVIDUAL SIGNS



For signs with borders or backing surface integral to the sign, the sign area is calculated by including them.

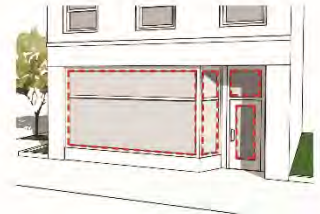
Dedham Coffee Cafe

For signs with individual letters, the calculation is based on an outline that encompasses them.



For complex sign shapes, the sign area is calculated by adding together the areas of simple geometries that encompass the sign text and graphics.

2. CALCULATING THE MAXIMUM AREA FOR WINDOW SIGNS



The maximum area of window signs may not exceed 25% of the total window and door glazing area of a business or establishment. The total window area is the sum of the glazing of the components of a storefront.

For any business or establishment and as part of this maximum sign area, one window sign may consist of a Digital Display Sign or Edge Lit Sign up to a maximum area of 2 square feet, or 1 Neon-Type Sign with a maximum area of 6 square feet.

Courtesy of the Town of Dedham, Innes Associates, Harriman, and Steven Cecil Design & Planning

Example 2: Sign Regulations Update

Arlington, Massachusetts

Town Contact

Jenny Raitt

Director

Department of Planning and Community Development

jraitt@town.arlington.ma.us

Consultant

Lisa Wise Consulting, San Luis Obispo, CA

Cost

<\$50,000

Status

Bylaw adopted by Town Meeting in 2019.

Characteristics

- Sign Code is part of the Zoning Bylaws.
- Code is primarily text-based but includes illustrations.
- The Zoning Bylaws are provided in a stand-alone PDF.

3-40 STANDARDS

D. Standards for All Permanent Building-Mounted Sign Types. The following sign types are allowed, subject to the criteria listed under each sign type.

(1) Awning Sign: Awning signs must comply with the standards provided in the table below.

| Standard | Requirements |
|---------------------------|--|
| Sign Area ¹ | 1 sq. ft. of sign area per linear foot of awning width. |
| Mounting Height | Min. of 8 ft. from the bottom of the awning to the sidewalk. |
| Sign Placement | Only above the doors and windows of the ground or second floor of a building. Must not project above, below, or beyond the edges of the face of the building wall or architectural element on which it is located. Sign width shall not be greater than 60% of the width of the awning face or valance on which it is displayed. |
| Setback from back of curb | Min. 2 ft. |
| Illumination | Non-Illuminated or Illumination under the awning. |
| Permitting | Sign permit required. See Section 6.2.2(A). |

¹ This diagram is included for illustrative purposes only. It is not part of the Arlington Zoning Bylaw.

(2) Bracket Sign: Bracket signs must comply with the standards provided in the table below.

| Standard | Requirements |
|-----------------|--|
| Number of Signs | Max. 1 per business. |
| Sign Area | Max. 12 sq. ft. |
| Mounting Height | Min. of 8 ft. from the bottom of the sign to the sidewalk. |
| Sign Placement | Must be mounted perpendicular to the building face or corner of the building. If mounted below the underside of a walkway or overhanging structure, must not extend beyond the edge of the structure on which it is located. |
| Sign Projection | Max. 2 feet from the building facade. |
| Illumination | Non-Illuminated or externally illuminated. See Section 6.2.4(C). |
| Permitting | Sign permit required. See Section 6.2.2(A). |

¹ This diagram is included for illustrative purposes only. It is not part of the Arlington Zoning Bylaw.

Town of Arlington Zoning Bylaw

Courtesy of the Town of Arlington and Lisa Wise Consulting

Example 3: Sign Audit & Recommendations Report

Portland, Maine

City Contact

Christine Grimando, AICP
Director, Planning & Urban
Development Department
cdg@portlandmaine.gov

Consultant

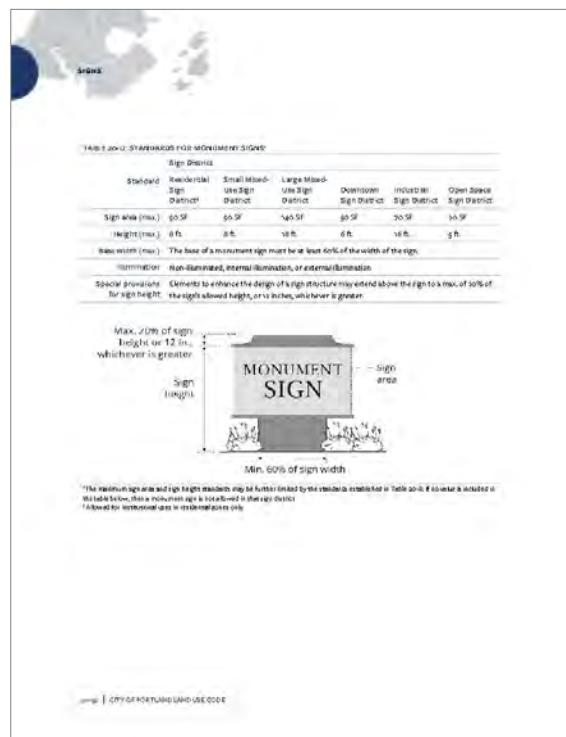
ReCode and Lisa Wise Consulting, Inc.

Cost

\$50,000

Characteristics

- Sign Code is part of the Zoning Bylaws.
- Code is primarily text-based but includes illustrations.
- The Zoning Bylaws are provided in a stand-alone PDF.



Courtesy of the Town of Dedham and Gamble Associates

Selected Resources

Signage Foundation, Inc. ([the signagefoundation.org](http://www.signagefoundation.org)) has a great research library of articles. Some of the links are broken, but you may be able to search for the articles on another search engine.

These non-Massachusetts model sign codes are helpful but should be reviewed by municipal counsel first to make sure the provisions are compatible with Massachusetts General Laws.

- The Pennsylvania chapter of the APA has a model sign code. The current link is <https://planningpa.org/wp-content/uploads/Model-Sign-Plan-2.pdf>
- Also in Pennsylvania is the Model Sign Ordinance from the Montgomery County Planning Commission (Pennsylvania), 2014. The current link is <http://www.montcopa.org/DocumentCenter/View/7070>
- Scenic Michigan produced the Michigan Sign Guidebook: The Local Planning and Regulation of Signs. The second edition, published in 2021, is available here: <https://scenicmichigan.org/sign-regulation-guidebook/>

Branding and Marketing of the Auburn Commercial District

Prepared by Goman+York

| | |
|------------------------------|---|
| Project Title | Branding and Marketing of the Auburn Commercial District |
| Origin | Planning Staff |
| Location/Census Tract | Route 12/20 Commercial Corridor |
| Budget & Sources of Funding | <p>Medium - to engage a marketing and branding advisor and costs to cover the scope of the marketing/branding strategies, and initiatives on an ongoing basis. The first year will require a higher budget as you engage design professionals to develop the brand and marketing plan. Coordination efforts for the program will require determining if a outside consultant is hired to execute the program or if this role is delegated to a Town part-time staff person.</p> <p>Funding of this initiative can be derived from sources such as ARPA, EDA and MassDevelopment grants and funding that supports small business sustainability and economic development for growing new businesses and business awareness.</p> |
| Timeframe | Short-term – Engaging a consultant or professional to develop a branding and marketing plan will be short-term; implementing the strategy and identifying funding needed will require ongoing efforts. |
| Risks | Medium - requires ongoing Town support,dedicated funding, and business participation |
| Key Performance Indicators | <ul style="list-style-type: none"> Increased sales and economic development activity in the area Tracking the sustainability of businesses – i.e., the number of businesses open in 2019-2021 that remain open 5-10 years later and the number of new businesses openings Use of web analytics to measure online aspects of a social marketing campaign. |
| Partners & Resources | Town Planning & Economic Development Department, DPW, businesses, Chamber of Commerce and regional organizations, media |
| Diagnostic/ COVID-19 Impacts | <p>This commercial corridor remains a challenge as it is at the conversion of two state highways that lacks cohesion or a sense of identity.</p> <p>The corridor has a few vacant storefronts that have remained vacant through the pandemic, however the restaurants and family-focused activities in the area were particularly hard hit by Covid-19.</p> <p>There is a wide variety of businesses that draw people into the area from</p> |

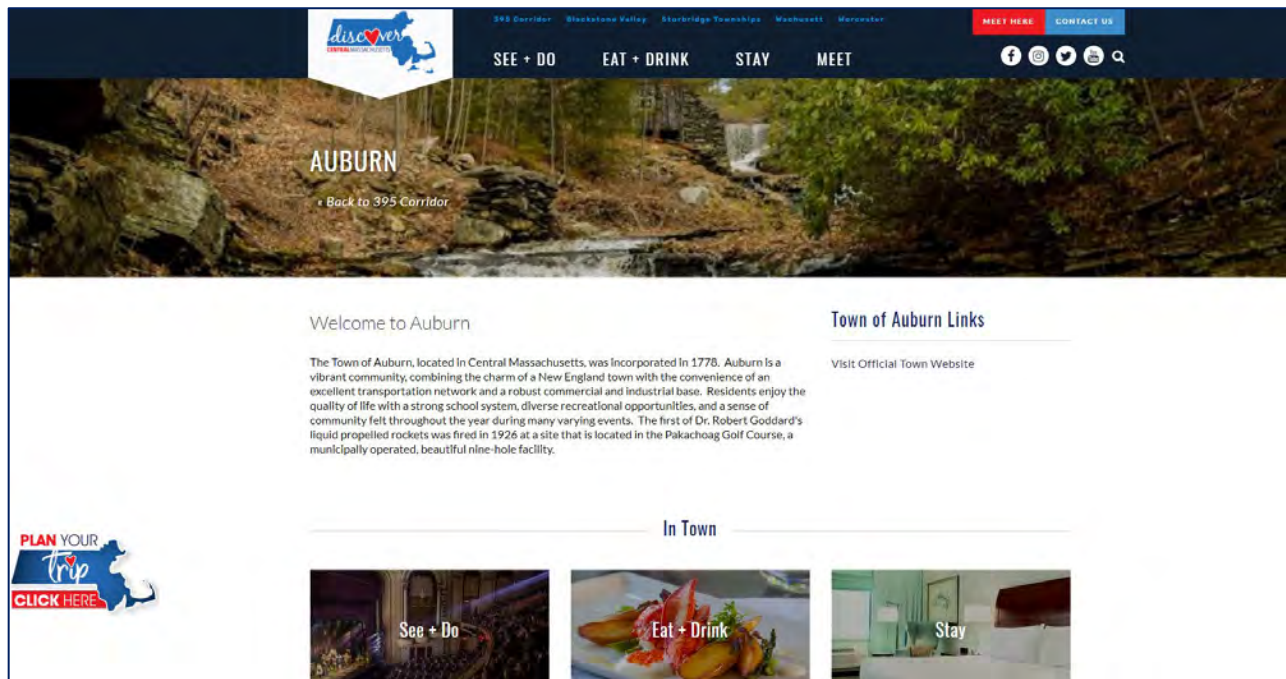
| | |
|--|--|
| | <p>car dealerships to locally-owned small businesses– focus should be placed on getting the consumers to further explore and visit more businesses in the corridor and growing new business opportunities in the area.</p> <p>On a positive note, the area has 300 new apartments being built which will add to the customer base of the commercial corridor and should be seen an opportunity since they are</p> <p>In addition to branding and marketing the corridor other project focus should be placed on streetscapes, greenspace, art, banners, events and parks in the area. This total package approach is what will give this area an identity.</p> |
|--|--|

| | |
|--------------|--|
| Action Items | <p>Through improved branding, marketing and cooperation between businesses, the goal is to increase retail activity, sales and visitation to the commercial corridor.</p> <p>Create a brand identity – based on identity or theme of district; build off branding from other parts of the Town</p> <p>Develop a marketing/branding campaign that utilizes promotion, social media, visual media (advertising, art, murals, lighting, signage/wayfinding, banners, etc.)</p> <p>Develop marketing opportunities that focus on what the area has and what does well in the area and those that will increase business participation.</p> |
| Process | <p>Funding - Budget Development – Determine your funding sources for this effort, keeping in mind that this will be an ongoing effort that will need long-term funding. Year 1 will require more funding as the brand and marketing plan are developed.</p> <p>Branding Efforts Select a team to work on this effort – it should be comprised of key stakeholders from the town - officials, cultural representatives, Chamber and business owners. The Town of Auburn has a Chamber of Commerce that has started to brand other sections of Town.</p> <p>Hire branding & marketing professional(s) – consider using a local designer firm that knows the area and can reflect that in the design that this is a special and unique area, keeping in mind that the design/images used should build off any efforts the Town and perhaps the Chamber has started.</p> <p>The designer should also be able to apply this new look to your marketing efforts – for various applications and for use by the area businesses.</p> <p>To get stakeholder and community buy in hold a community meeting with the business owners to review the branding and marketing strategy.</p> <p>Brand Uses & Recognition – Once the brand is established and guidelines have been developed it can be used in various applications – this should be seen as a starting point for other projects that were proposed through the LRRP initiative – i.e., wayfinding signage, banners, events, advertising, economic development, and communications, as they work together in the promotion and recognition of the area.</p> <p>Marketing Efforts Engage a consultant to design, review and recommend a multi-year</p> |

| | |
|--|---|
| | <p>marketing plan and strategy (this may be the same professional that helped to develop your brand); hold community meeting to get buy in from stakeholders and build on marketing initiatives that are already in place (holiday lighting). This plan should include marketing the area to focus on what you have that would encourage patrons to explore the area.</p> <p>Keep in mind that funding to brand and market the commercial district will also include utilizing the brand to create signage, banners and physical assets for the district.</p> <p>Build on and complement what has been done in the area – New and current businesses, culture and amenities of the area should be highlighted in marketing and social media efforts – social media, geo-targeted advertising, sales and events marketing programs will serve to enhance promotion of the district.</p> <p>Utilize and populate existing social media sites and regional websites (DiscoverCentralMA.org) and the Town website. The Visitors section on the Town website can be enhanced visually – perhaps adding a business listing, restaurant guide & events calendar. (See examples below.) Utilizing existing sites will help to solidify the new brand and is more cost-effective than creating a new website.</p> <p>Concentrate on the Excitement in the area – Focus should be on new and existing businesses, not what’s wrong with the area, but what’s great and unique about it and its businesses.</p> <p>What’s new, what’s here and what’s to come. The restaurants and businesses serve as draws for the commercial area. Focus on drawing people to the District from the other areas in the town and region, paying attention to who’s driving through the area and their destinations. You may want to conduct a geo-fencing study to determine this.</p> <p>Provide training and support for local businesses for marketing their businesses individually and in a shared format Enabling businesses with the ability to self-promote and better market their businesses will serve to draw more traffic to the area. Business workshops are a great tool not only for the businesses, but a way to form a sense of cohesiveness within the business community. If there are local businesses that can be used to host these – all the better. The Chamber may be able to facilitate some sessions/webinars for district businesses on social media and marketing/promotion.</p> <p>Evaluation Evaluate your marketing efforts though tracking and analytics – each effort should be critiqued for effectiveness. You should have a plan in place to pivot, delete or add.</p> |
|--|---|

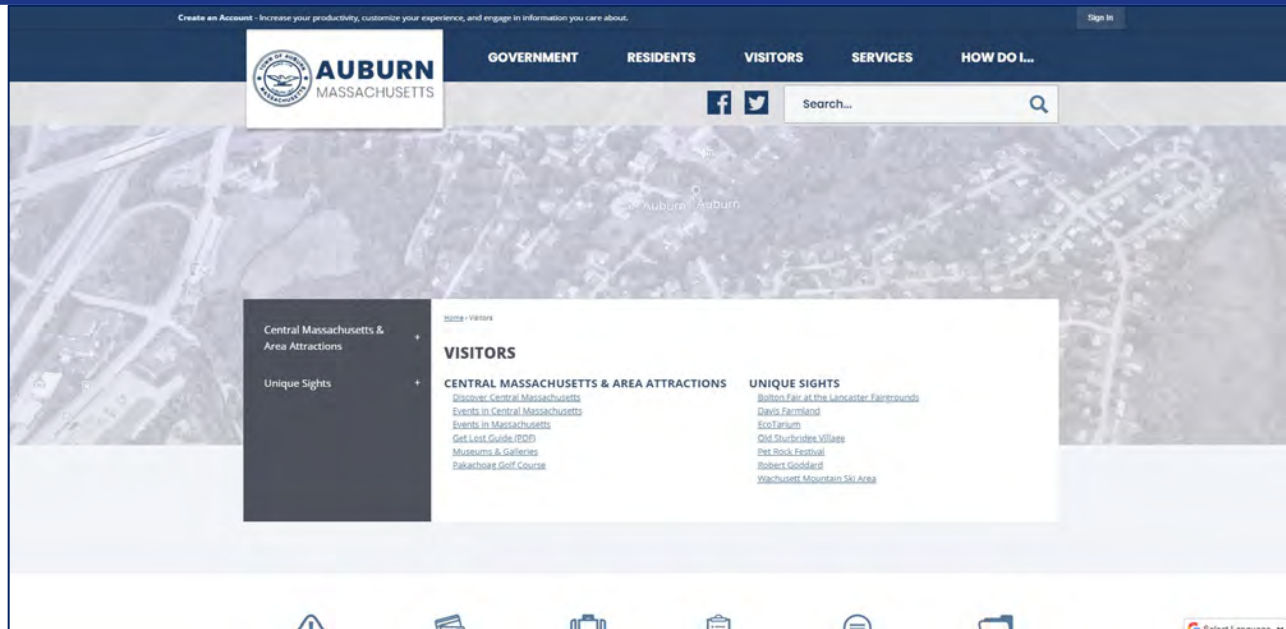
| | |
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| | |
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Add examples of the branding currently used in Auburn or the one in development by the Chamber.

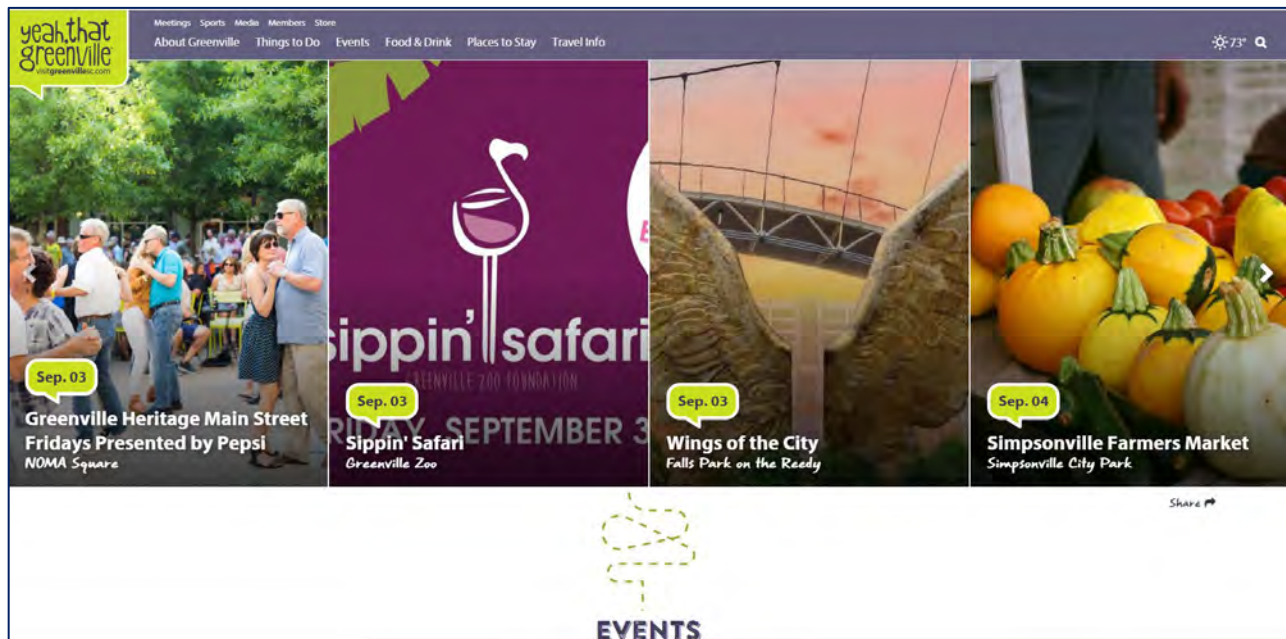


Populate this website with the Commercial District businesses

Credit: discovercentralma.org/395-corridor/auburn



Enhance the current Town Visitors tab to promote businesses, restaurants and Auburn first, before you send them to regional sites. The link to Discover Central Massachusetts should land on the Auburn page.
Credit: Auburn Town Website



Example of a Events Calendar the can be added to the website.
Credit: VisitGreenvilleSC.com

AUBURN

MEMO: Pop-Up Event Permitting

TO Jef Fasser, BSC Group
FROM Michelle Moon, Civic Space Collaborative
DATE September 15, 2021

As part of the Local Rapid Recover Planning process Civic Space Collaborative (CSC), the Subject Matter Expert (SME) consultant, was engaged to provide expertise on event pop-up permitting for the Town of Auburn.

Civic Space Collaborative collected and reviewed a number of permits and licenses that may be needed to permit events in Auburn. Below is a summary of the possible permits and licenses related to events, observations, and recommendations.

Permits + Licenses

Below is a list of several permits and licenses that may be needed for pop-up events depending on the type of events, location, and food/beverages that are being served. In the appendix is a compilation of many of the PDF forms. See Appendix A for many the Town of Auburn permits related to pop-up events

- Application For A Permit To Operate A Food Establishment – including mobile permits (Health Department)
- Ice Cream Vendor Permit (Health Department)
- Frozen Dessert License (Health Department)
- Common Victualer (Office of the Licensing Authority)
- Open Air License and Liability Waiver (Office of the Licensing Authority)
- Outdoor Entertainment License (Office of the Licensing Authority)
- One Day Beer And Liquor License (Office of the Licensing Authority)
- Alcoholic Beverage License (ABCC)
- Auburn Recreation and Culture Craft Fair Vendor Registration (Park Department)
- Parks Reservations (Park Department)

Observations

- There may be one to four departments required to approve and permit food, beverages, vendors, music, and reserving spaces.
- Many of the forms do not have a department's or staff member's email address that they may contact.
- Processing time for approvals is not included on Town's webpage nor on the forms.
- For organizations, business, or individuals new to event planning, the permits needed are not clear, as are points of contact and permitting timelines. This unclear process may discourage events from happening.

Recommendations

- Identify one department or staff person to field questions and support interested groups with pop-up event planning. Add the contact information to the Town of Auburn's website and forms.
- Review existing permits with stakeholder who have planned events and those who may be interested in event planning to help identify ways that the permits and licenses applications could be improved.
- Review permits processes and permits for additional comments to evaluate what might work to improve Auburn's process. See Appendix B for examples for website content outline the process and permits from Boston, Somerville, Cambridge, and Northampton. Many these communities have a page that outlines the process with a web portal to fill out the application. However the permit cannot be viewed prior to creating an account.
- Create a one-stop application webpage on the Town's website the outlines the events permitting process and who to contact with questions.
- Create an online submission form and/or create an editable PDF form where applicant can fill in the data fields and submit via email. Or
- Create a pop-up event application also collect the following information.
 - Event location address
 - Private or public property (check-boxes)
 - Event duration
 - One day or recurring event (check-boxes)
 - types of activities, such as vendors, servicing food and beverages, music, etc. (check-boxes) This will help applicants and the Town better identify what additional permits are needed.
 - Create a list of other permits they are submitting. (check-boxes)

APPENDIX A:

Existing Auburn Permits and Licenses



Town of Auburn, Massachusetts
Office of the Licensing Authority

Date

To the Auburn Board of Selectmen:

Name of Applicant _____

Address _____

Partnership _____

Corporation Name _____

Hereby apply to the Auburn Licensing Authority for a

_____ License

at _____

Premises owned by _____

Hours of Operation _____

Remarks: _____

Signature of Representative

Social Security Number or
Federal Identification Number

Business

Telephone

Email Address



2019-Auburn Recreation and Culture Craft Fair

Vendor Registration

Town of Auburn, 15 Upland St, Auburn, Ma 01501
Saturday and Sunday, March 9th and 10th
At the Auburn High School, 99 Auburn St
9:00 AM- 3:00 pm

Submittal deadline is February 23th for this event.

Space will be assigned on a first come first served basis.

Vendors are responsible for their own tables, chairs, etc. We provide space only.

Please indicate your choice of space below

10 X 10 space: \$35 one day ☐ \$60 for 2 days ☐ 8X6 space: \$25 one day ☐ \$40 for 2 days ☐
10 X 8 space: \$30 one day ☐ \$50 for 2 days ☐ Nonprofit one day ☐ two days ☐

Business Name: _____

Contact Person: _____

Street Address _____

City, State, Zip: _____

Business Phone: _____ Cell phone: _____

Email Address: _____

Description of the food, products or goods that you are selling or exhibiting:

Please indicate one of the following and initial

1. I will not be serving or selling, serving or offering any food products. _____
2. I will be selling, serving or offering food products and have contacted the Board of Health. _____

If # 2 is selected, please see below

Please note food sales or giveaways may require a food permit from the Auburn Board of Health; please contact the Health Department at **508-832-7703** for more information and guidance. All food Vendors must be ready for inspections by 8:30 AM on the day of the event.

* No food permit applications accepted after deadline.

* One space per vendor

*Crafts that display drugs, alcohol or tobacco items will not be permitted

Please make checks payable to: Town of Auburn-Mail to: Auburn Recreation and Culture
Department: Attn: Kristen M. Pappas-15 Upland Street, Auburn, Ma 01501 *No Refunds

You can enter the Auburn High School for set up at or after 8:00 am. Please do not hesitate to call or email with questions at 508-755-3291 or kpappas@town.auburn.ma.us

We will be celebrating hosting the Special Olympics Basketball Massachusetts for 11 years!

**BOARD OF HEALTH
TOWN OF AUBURN**

104 Central Street
Auburn, MA 01501
(508) 832-7703 Fax: (508) 832-4219



Raymond E. Gauthier, Chairman
Marion D. Howard, Vice-Chairman
Mary V. Paglio, Vice-Chairman

APPLICATION FOR A PERMIT TO OPERATE A FOOD ESTABLISHMENT

ESTABLISHMENT

| | |
|------------------------|----------------------|
| Name: _____ | E-Mail address _____ |
| Address: _____ | Fax: _____ |
| _____ | Phone: _____ |
| Mailing Address: _____ | Phone: _____ |
| _____ | _____ |

OWNER

| |
|--|
| Owning entity is a(n): _____ Corporation _____ Partnership _____ Association _____ Individual _____ Other legal entity |
| Name of owning entity: _____ |
| Responsible person: _____ Title: _____ |
| Address: _____ |
| _____ Phone: _____ |
| Emergency phone number: _____ |

TYPE OF FACILITY

| | |
|--|--|
| <input type="checkbox"/> Food service (less than 75 Seats) | <input type="checkbox"/> Bakery |
| <input type="checkbox"/> Food Service (75 Seats or more) | <input type="checkbox"/> Caterer |
| <input type="checkbox"/> Mobile Food Server | <input type="checkbox"/> Residential Kitchen |
| <input type="checkbox"/> Temporary | <input type="checkbox"/> Non profit organization |
| <input type="checkbox"/> Retail Food (_____ sq. ft) | <input type="checkbox"/> Food storage warehouse |
| <input type="checkbox"/> Retail vending | |
| TOTAL DUE: _____ | |

HOURS OF OPERATION

| | |
|---------------------------|--------------------------|
| Monday: _____ to _____ | Friday: _____ to _____ |
| Tuesday: _____ to _____ | Saturday: _____ to _____ |
| Wednesday: _____ to _____ | Sunday: _____ to _____ |
| Thursday: _____ to _____ | |

PLEASE SEE REVERSE

PERSON IN CHARGE

Name: _____ Age: _____
Food handler training provider (if applicable): _____
Date of training/ refresher: _____
(Please include a copy of Food Handler Certification Training)

PERSON CERTIFIED IN ANTI CHOKING PROCEDURES (If establishment seats over 25)

Name: _____
Anti choking training provider: _____ Date of training _____
Name: _____
Anti choking training provider: _____ Date of training _____

Number of food service employees: _____

MAINTENANCE

Potable water source ☐ Municipal ☐ On site well (requires DEP approval) ☐ Other
Sewerage disposal: ☐ Municipal ☐ Approved on site ☐ Other
Chemical sanitizer used: _____
Rodent/ insect control company: _____
Solid waste disposal company: _____
Grease trap maintenance/ pumping: _____

Copies of 105 CMR 590.000 can be obtained at the State House Book Store at the State House, Boston, MA 02133 (617) 727-2834

I, the undersigned, attest to the accuracy of the information provided in this application and I affirm that the food establishment operation will comply with 105 CMR 590.000 and all other applicable law.

I, as applicant, assure agents of the Board of Health access to the licensed/ permitted facility and applicable records at all reasonable times to inspect the premises for purposes of investigating communicable diseases, investigating into complaints and otherwise protecting public health.

I have been instructed by the Board of Health on how to obtain copies of 105 CMR 590.000 and the Federal Food Code.

Signature of Applicant: _____ Date: _____

Pursuant to MGL Chapter 62C, § 49A, I certify under penalty of perjury that I, to the best of my knowledge, have filed all state tax returns and paid state and local taxes required under law.

Social security number or federal ID number: _____

Signature: _____ Date: _____

Print: _____

Town of Auburn, Massachusetts

Julie A. Jacobson
Town Manager

Board of Selectmen

Tristan J. Laliberte, Chairman
Scott C. Wrenn, Vice Chairman
Daniel S. Carpenter
Lionel R. Berthiaume
Sara K. Rufli

Town of Auburn, Massachusetts
Office of the Licensing Authority

Date

To the Auburn Board of Selectmen:

Name of Business _____

Location of Business _____

Partnership or Corporation Name _____

Hereby apply to the Auburn Licensing Authority for a _____ License

Property Owned by _____

Property Owner's Signature _____

Days and Hours of Operation _____

Signature of Representative

Social Security Number or Federal Identification Number

Owner's Name and Address

Legal Notice (If required)

Telephone Number

E-Mail Address

Brief Narrative of what is being done at this address

Have you had or currently operate a business in another town? If so, please state name of business & address.

Have you had a license in Massachusetts that was revoked? YES/NO

Building Division Sign-Off

102 Central Street
Auburn, MA 01501
Telephone (508) 832-7720 Fax (508) 832-4270

Policy for Issuance of Seasonal Open Air Licenses on Town Property

For seasonal sales and events held outdoors at the Lorraine Gleick Nordgren Senior Center, the Town of Auburn Library or the Town of Auburn Fire Station(s), the Board of Selectmen may grant an Open Air License, as identified in Chapter 7, Section 7D of the By-Laws, for a period not to exceed thirty (30) days to either a 501(c)(3) corporation with a principal place of business in Auburn, Massachusetts or a community organization with a principal place of business in Auburn, Massachusetts. Prior to such licensing, an applicant seeking a Seasonal Open Air License for use on public property at the Lorraine Gleick Nordgren Senior Center, the Town of Auburn Library or the Town of Auburn Fire Station(s) shall demonstrate to the Board of Selectmen that it is a registered 501(c)(3) corporation with a principal place of business in Auburn, Massachusetts, or provide verification that it is a legitimate community organization with a principal place of business in Auburn, Massachusetts. Prior to the issuance of such license, the applicant shall be required to indemnify the Town of Auburn for any damages or injuries that may occur during the licensed event. The Board of Selectmen may vote to waive the Open Air License fee for such licensee if the Board of Selectmen determines that such fee creates a hardship. This policy shall not be applicable for Auburn community "sign-up" events held at the Lorraine Gleick Nordgren Senior Center, the Auburn Library, or Auburn Fire Station.

LIABILITY WAIVER

I hereby release the Town of Auburn, its representatives, agents, employees, successors and assigns from all claims, demands, suits, damages, actions, causes of actions and liabilities whatsoever of every name and nature both in law and equity on account of or in any way resulting from injuries, accidents, illnesses or loss sustained while present, or participating in, any activity at the licensed event, except in the event such injuries are sustained due to the negligence of the Town of Auburn.

Signature

Print Name

Date

Initial Here

Nonprofit organization requesting a Seasonal Open Air License fee waiver.

Town of Auburn, Massachusetts

Julie A. Jacobson
Town Manager

Board of Selectmen

Tristan J. Laliberte, Chairman
Scott C. Wrenn, Vice Chairman
Daniel S. Carpenter
Lionel R. Berthiaume
Sara K. Rufli

Town of Auburn, Massachusetts
Office of the Licensing Authority

OUTDOOR ENTERTAINMENT LICENSE

Date

To the Auburn Board of Selectmen:

Name of Business _____

Location of Business _____

Partnership or Corporation Name _____

Hereby apply to the Auburn Licensing Authority for a _____ License

Property Owned by _____

Property Owner's Signature _____

Days and Hours of Operation _____

Signature of Representative

Social Security Number or
Federal Identification Number

Owner's Name and Address

Legal Notice (if required)

Telephone Number

E-Mail Address

Brief Narrative of what is being done at this address

Have you had or currently operate a business in another town? If so, please state name of business & address.

Have you had a license in Massachusetts that was revoked?

Additional Questions for Outdoor Entertainment Licenses

Was an event(s) calendar provided? Yes/No

Have abutters been notified? Yes/No

If so, when? _____

Do you plan on having Sunday events?

If so, are you aware of the state regulations? Yes/No

Please provide a brief description of the proposed events:

Expected Attendance: _____

Location of Event: _____

Will Police Details be provided for the event? _____

Will parking be provided onsite? _____

Will overflow parking be provided? _____

CHECKLIST

_____ **Site Plan**

_____ **Certificate of Liability Insurance**

Town of Auburn, Massachusetts

Julie A. Jacobson
Town Manager

Board of Selectmen

Tristan J. Laliberte, Chairman
Scott C. Wrenn, Vice Chairman
Daniel S. Carpenter
Lionel R. Berthiaume
Sara K. Rufli

Town of Auburn, Massachusetts
Office of the Licensing Authority

Date

To the Auburn Board of Selectmen:

Name of Business _____

Location of Business _____

Partnership or Corporation Name _____

Hereby apply to the Auburn Licensing Authority for a _____ License

Property Owned by _____

Property Owner's Signature _____

Days and Hours of Operation _____

Signature of Representative

Social Security Number or
Federal Identification Number

Owner's Name and Address

Legal Notice (If required)

Telephone Number

E-Mail Address

Brief Narrative of what is being done at this address

Have you had or currently operate a business in another town? If so, please state name of business & address.

Have you had a license in Massachusetts that was revoked?

Section 300

One Day Liquor License Policy

Any applicant requesting the issuance of a one day liquor license shall be required to:

- 1) Meet with the Development Coordinating Group (DCG).
- 2) The applicant must provide a liquor liability insurance certificate.
- 3) The applicant must provide verification of server training certification.
- 4) The applicant shall also show on a two-scale diagram where the liquor sales set up will be held.
- 5) In accordance with MGL Chapter 10, Section 74 no license shall be issued before obtaining a valid certificate of inspection.
- 6) The fee for the one day liquor license shall be set annually by the Board of Selectmen.

Accepted by Vote of the Board of Selectmen: 1/14/13

APPENDIX B:

Examples Website Content, Permits and Licenses for Events

TEMPORARY FOOD EVENT INFORMATION

Temporary food permits are good for the length of the event no more than 14 days. The application needs to be turned into the Health Department Office 10 business days prior to the event with all supporting documentation and fees.

A late fee of \$100.00 in addition to the permit fee will be charged to any vendor who returns the permit and fee after the 10 business days.

Temporary Food Establishment means a food establishment that operates for a period of no more than 14 consecutive days (excluding Farmers' Market participation) in conjunction with a single event or celebration. A temporary food establishment includes at least the following:

- [Temporary Food Establishment Permit Application \(PDF\)](#)
- [Food Protection Manager Certification \(ServSafe\)](#)
- [Allergen Awareness Training Certification](#)
- [Temporary Handwashing Station \(PDF\)](#)
- [Workers Compensation Insurance Affidavit \(PDF\)](#)

Temporary permit application, Food Protection Manager Certification (ServSafe), Allergen Awareness Certificate, and Workers Compensation Affidavit and the permit fee are required for a successful application.

Temporary Food Permit Fees: License Fee \$100.00 Northampton Based Business Fee \$50.00 Late Fee \$100.00

[Fire Department](#) and or [Building Department](#) permits may be necessary.

More Information on Temporary Food Permits

- [Food Safety](#)

Chapter 303

TEMPORARY EVENTS

GENERAL REFERENCES

General penalty — See Ch. 1, § 1-17.

Fees — See Ch. 174.

§ 303-1. Permit criteria.

The City Council shall have the authority to grant a permit for a temporary event on a parcel or parcels of land notwithstanding the fact that said temporary event constitutes a use or uses which are not permitted in the zoning district in which the parcel(s) is/are located. The following criteria shall apply:

- A. The permit shall be valid for such period as the City Council may determine. The authorized permit period shall include the time required to set up and remove any structures, accessory equipment, fences, or other paraphernalia and to remove same. All such activities must be completed within the specified time period.
- B. The event must be sponsored and managed by a governmental, civic, nonprofit, not-for-profit, religious, or public/nonprofit educational organization or institution. The organization or institution need not be the owner of the property on which the event is to take place.
- C. The event must be for the benefit or purposes of the sponsoring organization/institution or for the benefit of a charity, charitable cause, or any other purpose which contributes to the public welfare. An event intended to raise funds for or further the political candidacy of any incumbent or candidate for public office shall not be eligible to receive a permit under this chapter.
- D. Any permit issued shall specify a maximum attendance allowed for the permitted event.
- E. The Council shall have the right to limit the number of temporary events permitted under this chapter to be held at any one site in a calendar year.

§ 303-2. Determination of need for permit; application information.

- A. Preliminary to filing an application for a temporary event permit, the sponsoring organization shall file a Zoning Request Form and receive a determination from the Building Commissioner on whether a temporary event permit is required. If a temporary event permit is deemed as needed, the Building Commissioner will also provide a list of the other City departments from which the applicant must secure permits before final action on the application will be taken by the City Council.
- B. Any applicant for a temporary event permit under this chapter shall submit a written request for said permit to the City Clerk's office at least 120 calendar days prior to the date of the event. The application shall be on the form provided by the City

Clerk and shall include the following information:

- (1) The name and address of the sponsoring organization.
- (2) Status (government agency, civic organization, etc.) and proof of status of the organization.
- (3) Names, addresses, and telephone numbers of three representatives of that organization.
- (4) All names under which the event and tickets will be promoted, publicized, or sold; indication whether the name of the sponsoring organization will appear on the tickets.
- (5) Names, addresses, and telephone numbers of promoters or other organizations, local and outside of region, engaged, subcontracted, or hired to manage or organize the event on behalf of the sponsoring organization, and a list of the last five event sites at which such promoters managed or organized a comparable event.
- (6) The dates and operating hours of the event, including setup and breakdown times.
- (7) An accurate and detailed description of the event including a detailed site plan.
- (8) Any other nonprofit or for-profit events or activities to be held concurrently, during all or part of the time of said event and on same or contiguous property for which the permit is sought, as well as names, rubrics, or titles under which said other activities will be publicized including:
 - (a) Activities involving tickets.
 - (b) Concessions.
 - (c) Other aspects of the event involving payment or exchange of funds.
- (9) Names of all headliners which may attract crowds larger than 500 people; names of any groups which are part of a tour.
- (10) Attendance projected; attendance at prior events organized by the sponsoring group in Northampton; if there are regional or national promoters, attendance figures at similar events in other locations.
- (11) If similar events have been held by any groups involved, documentation or copies of previous programs and publicity.
- (12) If this is a fund-raising activity or an activity with entrance fees:
 - (a) A statement of ticket fees or any other charges;
 - (b) Names of companies, groups, and vendors who will be making a profit off the event;
 - (c) Projected gross revenues to be generated by the event;

- (d) Rental fees associated with the use of the site;
 - (e) Projected net revenues to the sponsoring organization;
 - (f) Projected use of anticipated revenues by the sponsoring organization;
 - (g) A final report indicating actual gross revenues generated by the event and actual revenues to the sponsoring organization from the event, to be submitted to the City Council within 120 days after the event.
- (13) If the sponsoring organization is not the owner of the property on which the event is to take place, written permission of the owner of said property for such use; dates and names of any other special events which have already been held at this property in the calendar year.
- (14) Safety and sanitary provisions for the event, including provisions for crowd control.
- (15) Plans for traffic control and parking provisions associated with the event.
- (16) A statement of projected impact on the surrounding neighborhood.
- (17) Estimated noise level affecting abutters and neighborhood.
- (18) Name, position in sponsoring organization, address, and telephone number of the person to contact regarding problems that may arise while the event is in progress.
- (19) Proof of insurance to be provided for the event in an amount acceptable to the City Council, but in no event less than \$100,000/\$300,000.

§ 303-3. Forwarding of application to Council.

After receipt of the application, the City Clerk shall forward the application to the City Council for preliminary consideration at the next regular meeting of the Council. Representatives of the sponsoring organization shall be present to answer any questions that may arise.

§ 303-4. Public hearing.

The City Council may, upon majority vote of those Councilors present and voting, vote to hold a public hearing on the application. If the Council votes to hold a public hearing, it shall cause notice of said hearing to be posted at the City Clerk's office and published, at the applicant's expense, in a newspaper of general circulation in the community at least seven days prior to the date of said public hearing. The notice shall contain the name of the applicant, the location where the event will be held including the name and address of the owner of the property if the applicant is not the owner, a description of the event, and the dates and times of the event. Abutters shall be notified of this hearing, also at the applicant's expense; proof of notification shall be provided.

§ 303-5. Securing of other permits required. [Amended 12-4-2014]

The applicant shall secure all necessary permits pertaining to the event from City offices

and departments, including but not limited to police, fire, Building Inspector, Board of Health, Conservation Commission, and Department of Public Works.

§ 303-6. Bond required for certain events.

If the event is to attract more than 3,000 people, or if there is any other reason for special concern, upon a majority vote of those Councilors present and voting, the applicant shall be required to post a bond to the City in a form acceptable to the City Solicitor sufficient to cover any damages, expenses, or liability to the City that might result from the event.

§ 303-7. Issuance or denial of permit by Council.

When the foregoing requirements have been completed, but in any case no later than 75 calendar days before the event, the City Council shall, by a two-thirds vote of the City Council, vote to issue or deny the permit. If it issues the permit, the Council may impose any conditions which it feels reasonable and necessary to protect the interests of the City, the participants, and the neighborhood in which the event is to be held. These conditions shall include, but not be limited to, the following:

- A. Limitations of days and/or hours of operation.
- B. Parking restrictions.
- C. Signage. (Signs may be permitted to be erected for periods exceeding 72 hours, provided that it is explicitly stated in the permit granted.)
- D. Provisions for police or other security personnel.
- E. Provisions for temporary sanitary facilities.
- F. Noise levels.

§ 303-8. Applicability of other regulations.

Any temporary events granted a permit hereunder shall still be subject to all other applicable state and local codes and ordinances.

§ 303-9. Fee. [Amended 2-1-2007]

A nonrefundable filing fee as set forth in Chapter 174, Fees, shall be required to cover expenses associated with the application process for a temporary event permit. This filing fee is to be paid to the City Clerk when the application is filed.

§ 303-10. Waiver of requirements.

The City Council may, by a two-thirds vote of the City Council, waive any of the foregoing requirements stated in §§ 303-2 through 303-8.



Board of Health
212 Main Street
Northampton, MA 01060
Tel: (413) 587-1214 • Fax: (413) 587-1221
Director of Public Health: Merridith A. O'Leary, R.S.

**FOR BOARD OF HEALTH
USE ONLY**

Date: _____
Amt Received: _____
Cash/Check No: _____
Received by: _____
Workers Comp Affidavit ☐
Food Protection Manager ☐
Allergy Certificate ☐
Base of Operation ☐

ALL FEES PAID ARE NON-REFUNDABLE

PERMIT FEE: \$100.00: Northampton Based Fee \$50.00

2021 TEMPORARY FOOD ESTABLISHMENT PERMIT APPLICATION

Completed form, payment and supporting documentation **MUST** be submitted at least 10 business days before event or a \$100.00 late fee will apply **Make Checks Payable to the City of Northampton**

EVENT INFORMATION

EVENT NAME: _____ EVENT LOCATION: _____
EVENT DATE (S): _____ EVENT TIME: _____

VENDOR INFORMATION

NAME OF ORGANIZATION/DBA: _____
Applicant's Name: _____
Address: _____
City: _____ State: _____ Zip Code: _____
Phone #: () _____ Phone #: Day of Event () _____
Email Address: _____
Structure: Booth () Mobile Unit () Other (please describe) _____

1. It is required that the **person-in-charge** is **Food Protection Certified**, and has completed **Food Allergy Awareness Training** and is on-site during operation.

Name of Certified Food Protection Manager: _____

Name of Food Allergen Awareness Trained Employee: _____

A COPY OF THE FOOD MANAGERS CERTIFICATION AND FOOD ALLERGY AWARENESS CERTIFICATE IS REQUIRED WITH EVERY APPLICATION

2. Allergy notice is printed on all menus and menu boards Yes ☐ No ☐

3. Will all foods be prepared at the temporary food service booth?

____ **YES** (Any food that produces grease laden vapors – you **must contact Fire Prevention @ (413) 587-1081**. Failure to meet fire code requirements set in 527 CMR 1.00, 50.2.1.9 and NFPA 96, 4.1.9 will result in no food permit being issued.) (see attached)

____ **NO** Attach a copy of the food permit for the approved commercial kitchen and agreement for use of approved kitchen giving dates and times.

Menu: Attach or list **all** items below

List all **potentially hazardous foods** being served*:

List all **non-potentially hazardous** foods being served*:

*Any changes must be submitted in writing to the Board of Health at least seven days prior to the event

4. I am providing the following hot temperature control for the hot holding of all potentially hazardous foods above 140*f. Reheated potentially hazardous foods, which are reheated for hot holding, shall be discarded if not used or sold by the end of the day.

Describe hot holding equipment:

5. **YES**_____ I am providing the following cold temperature control for the cold holding of potentially hazardous foods. ***Describe cold holding equipment:***

6. **A) YES**_____ I am providing a metal stem-type thermometer (0-220*f) to measure the hot and cold holding of potentially hazardous food.

B) YES_____ I am providing a thermometer for every refrigerator unit. This includes all coolers.

7. **YES**_____ I am providing alternative means to bare hand contact with ready-to-eat (RTE) foods. Please describe:

8. Hand washing facilities: _____ **Plumbed sink** or _____ **Gravity flow container with catch basin**
(At minimum you need a 5 gallon insulated container with a spigot, a bucket for the collection of waste water, pump soap, paper towels, and a lined trash receptacle.)

9. Utensil washing facilities: _____ **Three compartment sink.** or _____ **Three deep tubs/basins**
(one for soapy water, one for rinse water and the other for sanitizing solution.)

10. Food source(s): _____

Source and storage of water/ice: _____

Storage and disposal of wastewater: _____

Storage and disposal of garbage: _____

11. I am protecting my unpackaged food and food preparation areas from flies, dust, and the public by the following methods:

12. Please use attached form drawing a sketch of your booth.

- a) Draw in the location and identify all equipment including hand wash facilities, dish wash facilities, ranges, refrigerators, worktables, food/single service storage, etc.
- b) Describe floor, wall and ceiling surfaces:_____

*Food cooking, preparation and service area **SHALL** have overhead protection.

I certify that I am familiar with 105 CMR 590.000 Minimum Sanitation Standards for Food Establishments, Federal 1999 Food Code. The above described establishment will be operated and maintained in accordance with the regulations and I consent to inspection by the Northampton Health Department. I acknowledge that issuance and retention of this permit is contingent upon satisfactory compliance with local temporary food service requirements.

Applicants Signature: _____ **Date:** _____

Health Department Comments:

Temporary Food Establishment Guideline

Introduction

A temporary food establishment is defined by the 1999 Food Code as a food establishment that operates for a period of no more than 14 consecutive days (excluding Farmers' Market participation) in conjunction with a single event or celebration. Temporary food establishments (TFE) are licensed and inspected by the Northampton Health Department in accordance with Massachusetts Regulation 105 CMR 590.09 Minimum Sanitation Standards for Food Establishments – Special Requirements.

A temporary food event is one where food is served to an open-ended number of participants over a period of time. Event planning is driven by the desired hours of operation and the estimated number of attendees. Having a food booth or table, where no specific invitation is given, and where people can stop and receive food or drink, is one example of a temporary food event.

Definition

“Temporary Food Establishment” means a food establishment that operates for a period of no more than 14 consecutive days (excluding Farmers' Market participation) in conjunction with a single event or celebration. A temporary food establishment includes at least the following:

- A restaurant with a Permit to Operate a Food Establishment issued by the Northampton Health Department or other health jurisdiction that is participating as a food vendor (the restaurant permit does not extend to off-premises operation at a temporary event);
- A mobile food unit without a permit issued by the Northampton Health Department.
- A food vendor who offers packaged/and or unpackaged samples of their product to the public;
- A demonstration cooking booth where samples are offered to the public; and
- A church, fraternal organization, social organization, or volunteer fire department (and the auxiliary organizations) that is not sponsoring the event and/or is not preparing all food items in its premises or in the homes of its members.

Please contact the Northampton Health Department if you are not sure your operation meets the definition of a temporary food establishment.

Permit Requirements

Please read the requirements carefully. They are intended to answer questions regarding the operation of a temporary food establishment.

NOTE: THE APPLICANT SHALL COMPLY WITH ALL REQUIREMENTS OF THE NORTHAMPTON HEALTH DEPARTMENT. IF VIOLATIONS ARE FOUND, THE OPERATOR MUST TAKE CORRECTIVE ACTION IMMEDIATELY OR AS OTHERWISE SPECIFIED BY THE HEALTH OFFICIAL. FAILURE TO CORRECT THE VIOLATION(S) WILL RESULT IN THE REVOCATION OF THE HEALTH DEPARTMENT PERMIT AND IMMEDIATE CESSATION OF THE FOOD SERVICE OPERATION. FAILURE TO COMPLY MAY ALSO AFFECT HEALTH DEPARTMENT ISSUANCE OF A PERMIT AT FUTURE EVENTS.

PERMIT APPLICATION PROCESS:

- a) Submit to the Northampton Health Department an “Application for Permit to Operate a Temporary Food Establishment”, Food Protection Certificate, Allergen Awareness Certification, Workers' Compensation Insurance Affidavit, and the application fee.
 - b) The completed application fee must be received at least ten (10) business days prior to the event. Applications shall be signed acknowledging agreement to comply with applicable requirements.
- Permits are not transferable to another operator or event and are valid only for the period of time specified.

PHYSICAL FACILITIES:

- a) Food booths shall have overhead protection and a cleanable floor surface. The preferred floor surface is asphalt or concrete; however, plywood, tarp or a similar non-slip surface may be used if the booth is located on grass, loose gravel or dirt. **Overhead protection where there is cooking must be approved by the Northampton Fire Department.**

- b) An adequate supply of potable water must be available at each booth. Water must be from an approved source.
- c) Containers with tight-fitting lids shall be provided for liquid waste. Wastewater (i.e. wash water, rinse water, sanitizing water, drained ice water, etc.) may not be disposed of on the ground surface. Sewage connections shall be sanitary, non-leaking, inaccessible to insects and rodents, and approved by the health department prior to the event.
- d) Adequate and sanitary toilet facilities must be available and conveniently located for food employees.
- e) The person in charge is responsible for keeping the preparation and service areas and the surrounding grounds free of litter, trash and garbage. All garbage/refuse shall be containerized and properly disposed of during and after the event.

PERSONAL HYGIENE:

- a) Persons having open cuts or sores on his/her hands or arms may not prepare or serve food.
- b) Persons with acute respiratory infections such as colds or flu, or persons with communicable diseases involving organisms that can be transmitted by food are not allowed in food service operations and are subject to immediate exclusion if found handling food in a temporary food establishment.
- c) No eating, drinking, or smoking shall take place in the food preparation area, serving area, or cleaning and storing area of a temporary food establishment.
- d) Food handlers that use the toilet facilities, smoke, eat or drink must wash their hands before returning to work.
- e) Hands must be washed frequently and fingernails kept trimmed and cleaned. A plumbed sink or a clean container with a spigot, a container to catch wastewater, liquid hand soap, and paper towels must be provided at each booth. Gloves or chemically treated towelettes are not a substitute for hand washing.
- f) Hair restraints are required for all food handlers. Hair nets, caps, visors, etc. are acceptable means of hair restraint, but hairspray alone is not acceptable.
- g) The outer garments of food handling employees shall be clean. Jewelry should be limited. Excessive hand jewelry may not be worn.

FOOD AND BEVERAGE:

- a) Only those food items listed on the application may be offered for sale, sample, or service unless changes are approved in advance by the Health Department.
- b) All food products including beverages, ice and water shall come from an approved source. The use of HOME CANNED or HOME PREPARED FOOD is strictly prohibited.
 - Food temperatures shall be maintained safe for perishable (potentially hazardous) foods as follows:
 - Cold foods - maintain food temperature of 41°F or below.
 - Hot foods - maintain food temperature of 135°F or above.
 - Food in transit must be protected from contamination and must meet the temperature requirements noted above.

Note: Sufficient equipment is essential for cooking foods and maintaining temperatures of all perishable foods (i.e. steam tables, chafing dishes, refrigerators, ice chests, etc.)

- c) Potentially hazardous foods that have been cooked, cooled and refrigerated must be reheated for hot holding to 165°F within 2 hours.
- d) Foods and single service items shall be stored at least six (6) inches off the floor.
- e) The manager, operator, or person in charge shall provide and use a properly calibrated metal stem bayonet thermometer or digital thermometer with a range of (0 - 220°F) in +/-2°F increments for checking internal food temperatures. The thermometer shall be properly sanitized prior to each use and periodically calibrated.
- f) Food and utensils must be protected from contamination.
- g) Ice for human consumption shall be stored in cleanable, covered, self draining containers and dispensed with handled scoops, tongs, or other approved methods.
- h) Food condiments such as mustard, ketchup, relish, etc. must be served in individual packets, squeeze bottles, or pump type dispensers. Cream and sugar shall be served in individual packets only. Milk products or non-dairy creamers shall be refrigerated to 41°F or below. In instances where dispensers or individual packets are not available, food handlers must add condiments or ingredients requested by the patron.
- i) Foods that are contaminated, adulterated in any way or held at improper temperature are subject to immediate condemnation and discarding.

FOOD PREPARATION, HANDLING, DISPLAY, AND SERVICE:

- a) Bare hand contact with ready-to-eat foods is prohibited. Provide disposable gloves, tongs, spatula, tissue paper or other utensil(s) for use to prevent bare hand contact with ready-to-eat foods.
- b) Food preparation is to be kept to a minimum and prepared in small quantities.
- c) Holding of cooked food is not allowed unless proper hot holding equipment is available.
- d) Prepackaged food must be used where possible.
- e) Food preparation and cooking must be separated from public access.
- f) Adequate counter protection devices (sneeze guards or shielding) must be provided to protect non-packaged displayed foods from contamination.
- g) Food containers must be labeled to properly identify their contents.
- h) Canned or bottled drinks and packaged food shall not be stored in contact with water or undrained ice.
- i) Toxic items such as cleaners must be labeled and stored away from food and food preparation surfaces. The use of pesticides is prohibited without prior approval from the Health Department.
- j) An adequate number of leak proof and fly proof garbage containers shall be provided and serviced as needed. Plastic garbage bags should be used to line the garbage containers. Arrangements must be made for clean up and final disposal of all solid waste.

EQUIPMENT AND UTENSILS:

- a) Sufficient refrigeration and/or hot holding facilities shall be provided which are capable of maintaining potentially hazardous food at proper temperature of 41°F or below and 135°F or above. Ice chest with adequate ice may be used for keeping foods cold.
- b) Storage containers, single service items, equipment and utensils shall be stored at least six (6) inches off the floor.
- c) Only single service utensils may be provided for use by the consumer. If wrapped single service utensils are not provided, then the utensils must either be handed to each consumer by the food worker, or stored in a manner where the food contact surface is not exposed and handles are presented to the consumer.
- d) Hoses used for potable water must be food grade and labeled to indicate that they are commercial grade or NSF approved. Back-flow prevention devices must be provided also if deemed necessary.
- e) Metal banded paint-type brushes are prohibited. Plastic banded brushes are approved. Trash bags are not acceptable for food storage. Lead, lead glazed, cadmium (plating on gray enamelware) or enameled utensils / equipment are prohibited.
- f) If slicing, chopping, cutting, mixing, or any other type of food handling at the event site, a properly plumbed three-compartment sink with hot and cold running water or three containers of adequate size (i.e. 5-gallon buckets or 3-gallon dish pans) shall be provided for washing, rinsing and sanitizing food contact surfaces of equipment and utensils.
- g) Equipment and utensils shall be cleaned and sanitized after each possible contamination (i.e. dropped on ground, working with different products, etc.).
- h) Appropriate chemical test kit or strips shall be provided by the operator or person in charge and used to check sanitizing concentration strengths.

[COVID-19 INFORMATION](#) [\(HTTPS://WWW.BOSTON.GOV/NEWS/CORONAVIRUS-DISEASE-
COVID-19-BOSTON\)](https://www.boston.gov/news/coronavirus-disease-covid-19-boston)

HOW TO APPLY TO HOST A PUBLIC EVENT IN BOSTON

You may need permits from several departments to host an event in Boston. You start the process online, and then meet with us.

Online

hide



BEFORE YOU GET STARTED

Anyone hosting an event on public property or on outdoor private property needs to apply. Whether the event is free or ticketed, open to the public, or invitation only, it doesn't matter — you still have to apply.

Public events include road races, block parties, festivals, and parades. Some events may include entertainment, games, food, and beverages.

To hold a public event, you may need to get permitted through several departments at the City. Give yourself plenty of time to apply. You must apply at least 30 days before a big event, or two weeks before a smaller one.

Anyone approved to hold a public event must follow the City's rules and regulations. [Learn about the rules for hosting a public event \(/departments/tourism-sports-and-entertainment/rules-and-regulations-public-events\).](#)

PLEASE NOTE:

Applicants must submit a [health, safety, and operations plan \(https://www.mass.gov/info-details/reopening-massachusetts\).](#)

Parades and festivals may be permitted as part of the state's and the City's Phase 4 Reopening Plan.

The dates below need pre-approval before submitting new public event applications. The City has numerous events scheduled. Please contact specialevents@boston.gov (<mailto:specialevents@boston.gov>).

July 4 and 25

August 22, 28

September 25

October 2, 3, 10, 11, and 16

STEP
2

APPLY TO HOST A PUBLIC EVENT ONLINE

Please submit a public event application. If this is your first event with the City, you will need to set up an online account. Remember to write down your username and password.

PUBLIC EVENT APPLICATION
([HTTPS://ONLINEPERMITSANDLICENSES.BOSTON.GOV/SPECIALEVENTS/](https://onlinepermitsandlicenses.boston.gov/specialevents/))

When you apply online, you need to give us some general information about your event and include some other documents:

If you're holding your event on private property, we need to see a copy of your rental agreement.

If you will be using a cleaning contractor at your event, please give us a copy of your contract.

If you need insurance for your event, we also need a copy of the insurance policy.

After you apply online, you'll get a call from us on how to move forward with your event. We'll also let you know about any other permits or services you might need. We'll also either set up a meeting with the public event committee, or you'll have to meet with individual departments at the City.

STEP
3

GET YOUR INFORMATION TOGETHER

You need to get some additional information about your event for your meeting. At a minimum, you need to produce a detailed site plan that clearly indicates all components of your event. The site plan should consist of:



the sizes of stages or tents you plan to use

the type of equipment and generator you will use, and

the location of outdoor vendors and toilets.

You'll also need to show us that you have permission to use the site, depending on the location of your event:

If your event is on private property, we need a letter from the landlord allowing you to use the site.

If your event is in a public park, you need a [permit from the Parks Department](https://apm.activecommunities.com/cobparksandrecdepart/Home)
(<https://apm.activecommunities.com/cobparksandrecdepart/Home>).

If you would like to host an event on City Hall property, you will need [permission from Property Management](/departments/property-management/how-hold-event-near-city-hall).
(</departments/property-management/how-hold-event-near-city-hall>)

If you need to close off a City street, you must apply for a [street closing permit](/street-closing-permit-application) (</street-closing-permit-application>).

If this is the first time you are holding the event, we need to see letters of support from the local community and businesses. You may reach out to the [Office of Neighborhood Services](https://www.boston.gov/departments/neighborhood-services)
(<https://www.boston.gov/departments/neighborhood-services>) for assistance with setting up the community meeting. We also created a page that details some of the permits you may need from City departments for a public event:

COMMON PUBLIC EVENT PERMITS (</NODE/47891>)



GO TO YOUR MEETING

Please bring all your event documents to your meeting. If you have to meet with the public event committee, the committee holds meetings at:



1 CITY HALL SQUARE, ROOM 802
BOSTON, MA 02201



OFFICE HOURS

Monday through Friday, 9 a.m. - 5 p.m.



APPLY FOR PERMITS AND SUBMIT YOUR APPLICATION

At your public event committee meeting, you will be given a checklist of permits and documents you need to get for your event. After you get your permits together, you need to submit your public event application with copies of the permits listed on the checklist to:

[Mayor's Office of Consumer Affairs and Licensing \(/departments/consumer-affairs-and-licensing\)](/departments/consumer-affairs-and-licensing)

1 City Hall Square, Room 809

Boston, MA 02201

Monday through Friday, 9 a.m. - 5 p.m.

You can also email us at: MOCAL@boston.gov (<mailto:MOCAL@boston.gov>).

If you have any questions regarding the special events process, please email

Joyce.judge@boston.gov (<mailto:Joyce.judge@boston.gov>) or call [617-635-2673](tel:617-635-2673) (<tel:617-635-2673>).

The Consumer Affairs and Licensing Office issues the final permit for your event. Please keep in mind:

You must submit your public event application and permits at least five days before the event.

Before you submit your public event application, the application must be signed by the Police Captain listed on your checklist.



NEED TO KNOW:

[Guidelines for hosting a public event \(/departments/tourism-sports-and-entertainment/rules-and-regulations-public-events\)](/departments/tourism-sports-and-entertainment/rules-and-regulations-public-events)

[Common permits for public events \(/departments/tourism-sports-and-entertainment/common-permits-public-events-boston\)](/departments/tourism-sports-and-entertainment/common-permits-public-events-boston)

[Apply for a Parks permit](#)

(https://apm.activecommunities.com/cobparksandrecdepart/Create_Account)

We are no longer accepting applications for the following date:

August 28, 2021

August 29, 2021

September 26, 2021

CONTACT:

[CONSUMER AFFAIRS AND LICENSING \(/NODE/146\)](/NODE/146)



[617-635-2673 \(TEL:617-635-2673\)](tel:617-635-2673)



1 CITY HALL SQUARE, ROOM 817
BOSTON, MA 02201
MONDAY THROUGH FRIDAY, 9 A.M. - 5 P.M.

SUGGESTED CONTENT

We're testing out suggested content on Boston.gov below. If you see anything out of place, let us know at [feedback@boston.gov \(mailto:feedback@boston.gov\)](mailto:feedback@boston.gov).

[How to apply to host a public event in Boston](#)

[Anyone hosting an event on public property or on outdoor private property needs to apply. Whether the event is free or ticketed, open to the public...](#)

<https://www.boston.gov/how-apply-host-public-event-boston>

[How to apply to host a public event in Boston](#)

[Anyone hosting an event on public property or on outdoor private property needs to apply. Whether the event is free or ticketed, open to the public...](#)

<https://www.boston.gov/departments/consumer-affairs/how-apply-host-public-event-boston>

[Common permits for public events in Boston](#)

[To host a public event in Boston, you need to apply to host a public event. Then, you'll meet with Consumer Affairs and Licensing. When you meet with...](#)

<https://www.boston.gov/departments/consumer-affairs/common-permits-public-events-boston>

[PRIVACY POLICY \(/DEPARTMENTS/INNOVATION-AND-TECHNOLOGY/TERMS-USE-AND-PRIVACY-POLICY\)](#)

[CONTACT US \(/DEPARTMENTS/MAYORS-OFFICE/CONTACT-BOSTON-CITY-HALL\)](#)

[JOBS AND CAREERS \(HTTPS://WWW.BOSTON.GOV/CAREER-CENTER\)](#)

[ALERTS \(/DEPARTMENTS/EMERGENCY-MANAGEMENT/CITY-BOSTON-ALERTS-AND-NOTIFICATIONS\)](#)

[PUBLIC RECORDS](#)

[https://bostonma.gov/qa.us/webapp/_RS/\(S\(DEN310HNRPQZ2RZH5LGBGSBY\)\)/SUPPORTHOME.AS](https://bostonma.gov/qa.us/webapp/_RS/(S(DEN310HNRPQZ2RZH5LGBGSBY))/SUPPORTHOME.AS)

[Public Events](#)[Portal Home](#)[Application Home](#)[Apply for an Application](#)[My Saved Applications](#)[My Applications](#)[Modify Account](#)

Please contact
SpecialEvents@boston.gov
if you need assistance with
this form.

Public Event Portal

New Application for Michelle Moon

| <i>Applicant Information</i> | <i>Additional Contacts</i> | <i>Permit Type</i> | <i>Address Location</i> | <i>Job Description</i> | Details | <i>Attachments</i> | <i>Application Confirmation</i> |
|------------------------------|----------------------------|--------------------|-------------------------|------------------------|----------------|--------------------|---------------------------------|
|------------------------------|----------------------------|--------------------|-------------------------|------------------------|----------------|--------------------|---------------------------------|

Application Details

- ☐ Enter in the details.
- ☐ Click "Next"

Location, Route(s) and Date Times

Name of Event *

Property Type Private ☐ Public ☐

Property Description *

Start Date/Time *

End Date/Time *

Location or Route *

Games and Activities

Vending ☐ Food

Will you be cooking food? *

Total Vendors

Are you having any entertainment?

If yes please explain:

Ex. disc jockey, radio, instrumental/vocal music, speakers, microphone, dance performances, karaoke, theater performance, movie screens, jukebox, etc...

Will there be a stage? *

Are you having any carnival operated games, rides, or live animals?

If yes please explain:

Ex. inflatables, moon bounce, kiddie rides, adult rides, ring toss, balloon darts, pony rides, petting zoo and etc...

General Information

Attendees
Expected *

Admission fee?

If yes fee
amount

Advertisement?

Where

Groups
Targeted by
Event

Abutters
Notified *

Who was
Notified

Notification
Method

Additional Information

Security Personnel #

How will they be
Identified

Pyrotechnics/Fireworks*

Will there be tents?*

Number of Tents

Will there be generators?
*

Will there be barriers?*

Trash Receptacles

Cleanup Method Steam ☐ Sweeper ☐

Cleaning Contractor

Portable Toilets

Handicapped Toilets

Cancel Previous Next

Save For Later

COME MEET YOUR NEIGHBORHOOD!

THIS IS EAST

Somerville



HOME

MARKET

BUSINESSES

SUPPORT US

OUR IMPACT

EVENTS

INFO



How To Get Permits For Our Events

ENGLISH:

Temporary Food & Alcohol Permit Applications (You will need a permit if you sell or give away food samples!)

Food:

If you will provide the food in front of your business fee will be waived. If food is served away from your business it will be \$25 application fee.

Confirm with Jen that you will be serving food at the festival or any public event

GO TO: <http://www.somervillema.gov/citizenserve>

-Click on: CitizenServe

-Create an account (if you don't have one)

-Fill out temporary food permit

As part of the application you must include:

-A copy of your Serve Safe Certification and Allergen Awareness Certification, both with the same person's name on them

-A drawing of your set-up at the event showing how you will keep your food cold or hot, and how you will dispose of trash

Alcohol:

For Alcohol license, fee is \$100. This is a fairly involved process. Do not wait until the last minute!

GO TO: <http://www.somervillema.gov/citizenserve>

-Click on: Special Alcohol license. You need to print and fill in paper application and take it to different city departments for signatures.

-The licensing committee only meets once per month, usually on the third Monday

-They must receive your application 10 business days before the meeting

-You must attend the meeting

SPANISH:

Documentación para obtener permisos para vender alcohol y comida (Necesitara un permiso tanto si vende la comida como si la regala)

Para permisos de comida:

Confirmar con Jen de que van a servir comida durante el festival

IR A: <http://www.somervillema.gov/citizenserve>

-Hagan un click en : CitizenServe

-Crear una cuenta (si no tienen una)

-Rellene el formulario para obtener un permiso temporal para vender comida

Debe incluir la siguiente documentación:

-Copia de su certificación "Serve Safe" y su certificación de "Allergen Awareness" (conocimiento de alergias). Las dos certificaciones tienen que estar a nombre de la misma persona.

-Un dibujo explicando como va a organizar la comida durante el evento mostrando como va a mantener la comida fría y la caliente a las temperaturas apropiadas y como va a deshacerse de la basura.

Para los permisos para servir alcohol:

Entrar en: <http://www.somervillema.gov/citizenserve>

Haga un click en "Special Alcohol Licence"

El comité de licencias solo se reúne una vez al mes, normalmente el tercer lunes de cada mes. Deben recibir la aplicación 10 días antes de la reunión. **IMPORTANTE: USTED TIENE QUE ATENDER LA REUNION PARA OBTENER EL PERMISO.** El proceso para pedir una licencia temporal de alcohol es bastante largo. No espere al ultimo momento.

Applying for a Public Event License and/or a Special Alcohol License

Submitting a Public Event and/or Special Alcohol license application:

- “Reserves” the time, date, and location you request.
- Prevents conflicts with other nearby events.
- Enables appropriate city assistance to enhance your event’s success and safety.

EVENTS REQUIRING A PUBLIC EVENT LICENSE:

- Events that close a public sidewalk, square, park, school playground, or other area.
- Events that physically occupy a public sidewalk, square, park, school playground, or other area with one or more tables, stages, displays, tents, or other stationery equipment.
- Events that travel through public spaces, including parades, road races, walks, or other processions.
- Events that significantly affect nearby residents or public spaces.

These events don’t require a Public Event license:

- Gatherings of people in a public sidewalk, square, park, or other area with no stationery equipment. The City requests that you apply for a license if the size of the gathering will affect pedestrian or vehicular traffic, or if you would like city assistance with the event.
- Sporting events in a public park (Contact the Recreation Department for a license).
- Private events in a public park (Contact the Recreation Department for a license).
- Events inside a school building (Contact the School Department for a license).
- Soliciting money or conducting canning/boot drives (Contact the Police Department for a license).

EVENTS REQUIRING A SPECIAL ALCOHOL LICENSE:

- Events in which alcohol is served inside a facility that doesn’t have an alcohol license.
- Events in which alcohol is served outside (licensed outdoor patios excepted).

These events don’t require a Special Alcohol license:

- Events in which alcohol is not served.
- Events in which alcohol is served on an outdoor patio that is licensed for alcohol service.
- Events at which alcohol is served by an ABCC-licensed “12C Caterer.” You can find 12C caterers using the instructions at <https://www.mass.gov/media/2301/download>. If you don’t have time to apply for a Special Alcohol license, a 12C Caterer can be a useful alternative.

TIMELINE AND TERM:

- Plan on 4-6 weeks for processing, especially for first-time events, road races, or complex events.
- A complete Public Event license application must be submitted at least 13 days before the next City Council meeting. The City will not begin processing an application until all questions are answered and all requested documents are uploaded. Depending on your event, the City cannot guarantee that the application will be ready for the City Council if submitted 12 days or less in advance.
- A complete Special Alcohol license application must be submitted at least 17 days before the next Licensing Commission meeting. The City will not begin processing an application until all questions are answered and all required documents are uploaded. Depending on your event, the City cannot guarantee that the application will be ready for the Licensing Commission if submitted 16 days or less in advance.

APPLICATION CONDITIONS:

- You must apply online.
- The license is valid only at the approved location and on the approved date(s), time(s), and rain date(s). Be sure to include any necessary rain date(s) in your application.

- The license is not modifiable. Any changes require approval through the submission of a new application.
- The license is not transferable.
- Incorporated organizations may apply for a Special Alcohol license to serve wine and malt beverages only.
- Nonprofit organizations may apply for a Special Alcohol license to serve wine and malt beverages or all forms of alcohol.
- Individuals may apply for a Special Alcohol license to serve wine and malt beverages. They may apply to serve all forms of alcohol only if their event has a defined group of invited guests, is not advertised to the public, and will not generate revenues in excess of expenses.

FEES:

- There is no charge for a Public Event license.
- There is a \$100 charge per day for a Special Alcohol license, payable when the license is approved.

ADDITIONAL DOCUMENTS REQUIRED:

The City requires that you upload the following documents as part of your application:

- Maps, flyers, brochures, or other explanatory material.
- A detailed street route or map for any road race, walk, or other event that travels through public spaces.
- If some or all of your event is on private property, evidence that you have the approval of the property owner, such as a lease or a letter of support.
- If you are a corporation or nonprofit organization applying for a Special Alcohol License, a Workers' Compensation Insurance Affidavit (downloadable when you apply) or proof of WC Insurance.
- If you are a nonprofit organization applying for a Special Alcohol License, proof of your tax-exempt status.

HOW TO APPLY:

Go to <http://www.somervillema.gov/citizenserve>.

- Click the **citi~~se~~ns~~er~~ve** logo.
- Click "MY ACCOUNT."
- Log in, or, if this is your first online application, click "REGISTER NOW" to create an account.
- Scroll down and click "APPLY FOR A LICENSE."
- At Application Type, select "PUBLIC EVENT/SPECIAL ALCOHOL LICENSE."
- At Business Name, enter the name of your group and/or event.
- At "IS THIS APPLICATION FOR A NEW OR EXISTING BUSINESS LOCATION?":
 - Select "A NEW BUSINESS LOCATION" if this is your first application. Then enter your home or business address, and click on "FIND ADDRESS. If CitizenServe doesn't identify your address, select "USE THIS ADDRESS."
 - OR
 - Select "AN ADDITIONAL LICENSE FOR AN EXISTING BUSINESS" if you've already been licensed before. At "LICENSE #" select a license you've received before.
- Answer the remaining questions and upload the required documents.
- Review the terms and conditions. Don't proceed until you are ready to accept all of the terms and conditions.
- Before you click "SUBMIT", note that once you submit the form, you may not be able to re-open it to edit it. If you're not ready to submit the form, click "SAVE FOR LATER", so you can come back to finish it.
- If you're ready, "SUBMIT" the form.

LICENSE CONDITIONS:

Conditions for All Licenses

1. Any fees charged by the city are your responsibility and must be paid in full prior to the event.
2. This license is valid only for the listed location and time, and is subject to all of the license's terms, conditions, and limitations, as well as the Somerville Code of Ordinances, Federal and State law, and the City Council for

public events and/or the Licensing Commission and the ABCC for special alcohol events. Failure to adhere to all conditions may result in revocation of the license and cancellation of the event.

3. You and your officers, employees, agents, and representatives hereby agree to release, discharge, indemnify and hold harmless, the City of Somerville and its officers, employees, agents and servants from all actions, causes of action, claims, demands, damages, costs, loss of services, expenses and compensation associated with this event or your conduct arising from the event, for any damages to the City's personal and real property resulting from the use, and any expenses the City incurs in restoring the property to its condition prior to the use.
4. This license is subject to additional conditions and/or modifications whenever city officials determine that such conditions and/or modifications are required to advance public purposes.
5. If you find more attendees signing up for or attending your event than you indicated on the application, notify the Police Department immediately.

Block Parties

6. Notify ALL residents at least one week prior to the event and provide them with someone to contact if they have questions. Make sure that any resident can get to or from their home by car if necessary.
7. Keep a fire extinguisher available near any grille in use.
8. Don't consume or carry alcohol on any public street or sidewalk.
9. Adhere to the conditions in the STREET CLOSURES section.

Street Closures

10. Your event must not obstruct or inhibit the flow of vehicles or pedestrians except for any street/sidewalk closures or detours described in this application or conditions.
 - a. All street closures or detours must be created with devices supplied by the DPW, or specified by the Parking Department.
 - b. Vehicles must not be used to block streets.
 - c. Anything placed on any street must leave at least 12 feet of clearance on the street, so a fire truck, ambulance, or car can get by when necessary.
11. If any streets on an MBTA bus route are closed, you must contact the MBTA so they can review and adjust the bus route(s) as needed. Contact the city's Parking Department if you need MBTA contact information.
12. Provide at least one week's written notice to each resident and business that abuts the area, on both sides of the street, to notify them of the date and time of the event and provide them with a way to contact the event organizer(s) in case they have questions.
13. Unless your license specifically allows it, do not make permanent markings on a public street or sidewalk using paint or other indelible materials, or you will be held liable for the cost of removing those markings. You may use chalk for street or sidewalk markings.

Raindates

14. If you request a rain date, you may use it only if you notify the City no later than 12 Noon on the day before the event. Notify the City by emailing raindate@somervillema.gov or by calling 311. If you do NOT notify the city by 12 Noon on the day before the event, the rain date will be canceled, and you will have to submit a new application for City Council and/or Licensing Commission review and approval to reschedule the event.

Alcohol

15. You must purchase any alcohol that is sold or consumed at the event from a supplier that is licensed by the Mass. ABCC (<https://www.mass.gov/doc/authorized-sources-of-alcohol-for-1-day-licenses/download>).
EXCEPTION: Registered nonprofit organizations (NOT individuals) are permitted to use donated alcohol. If you are not a 501(c)(3) nonprofit, you can't use alcohol purchased from a package store or restaurant, or donated by anyone.
16. The Manager you have designated must be on-site at all times.

QUESTIONS?

- If you have questions about your public event application, contact the City Clerk at cityclerk@somervillema.gov.
- If you have questions about your Special Alcohol application, contact the Licensing Commission Secretary at licensing@somervillema.gov.

Apply for a One-Day Alcohol and Entertainment License

The License Commission issues one-day alcohol, one-day entertainment and one-day alcohol and entertainment licenses pursuant to and in accordance with Massachusetts General Laws c. 138, § 14, and/or c. 140, §§ 181 and 183A. One-day licenses can be issued for up to 30 consecutive days.

The applicant who applied for the One-Day License MUST come in person to pick-up license prior to event once approved.

One Day licenses should be submitted **two weeks in advance** to allow enough time to be processed and approved by the Board of Commissioners.

How to Start

Step 1:

Fill out the application [online](#), and submit the application to the License Commission at least 2 weeks prior to the event. The application will be reviewed for accuracy by staff and reviewed by the police detail office to verify whether a police detail is required. If the event location is on university or DCR property you will be required to upload a police sign offs from the regulating authority. You must provide any further information or documentation, if requested by the Board.

Requirements

Harvard and MIT On-Campus Events

One Day licenses for Harvard or MIT need to be initiated with the University.

The Dean's Office must approve the event and sign-off on the Party Request/Event Registration form. This form must be uploaded with your application.

MIT:

One day licenses for MIT need to be initiated with the Institute. To begin the process, you must register your MIT event through the Atlas event registration system. For more

Useful Documents & Resources

- > [One Day Alcohol and/or Entertainment License Application](#)
- > [One Day Alcohol License Application](#)
- > [One Day Entertainment Application](#)
- > [One Day Hawker-Peddler Application](#)

[View Document Library](#)

Related Departments

✓ [License](#)

Contact

617-349-6140
831 Massachusetts Ave.
Cambridge, MA 02139

Hours of Service

Mon: 8:30AM - 8PM
Tue - Thu: 8:30AM - 5PM
Fri: 8:30AM - 12PM

[View Website](#)

- > [Cambridge Police](#)
- > [Public Works](#)

Step 2:

You can pay for the license once staff have reviewed it for accuracy. You can pay online via credit card or e-check (there is a processing fee set by the vendor). You can also pay at our office 831 Massachusetts Avenue via check or cash (no processing fee).

Step 3:

If the Board grants the license, and payment has been made, you will be required to come into pick up the license in person if it is alcohol related or you may print online if it is an entertainment only license.

Step 4:

If the one-day alcohol license is granted, the licensee must purchase the alcohol from an authorized source licensed under G. L. c. 138, § 18, 19, 19B, or 19C or from a holder of a special permit to sell issued under G. L. c. 138, § 22A. You can obtain a list of authorized sources from the [ABCC One Day Authorized List](#).

Fees:

All Alcoholic Beverages:

- > \$100.00 (1-100 attendees)
- > \$120.00 (>101 attendees)

Wine/Malt Only:

information please see the [MIT event registration page](#).

Harvard:

Contact the Harvard University on-campus police department in person or at Scheduling@hupd.harvard.edu to obtain the Event Registration forms. The applicant should complete this form and submit it to the college police department for approval. For more information please see the [Harvard Event Registration Page](#)

Please Note:

- > The completed application with police sign-off must be submitted to the License Commission at least **two weeks** prior to the event.
- > Alcohol licenses may only issue to a natural person who is 21 years old or older. The applicant **must** present proof of age with either a passport, MA driver's license, MA liquor identification card, MA identification card, or active US military identification card upon submission of the application or pick-up of the license. **Student ID cannot be used as an acceptable form of ID.**

> [Traffic, Parking, and Transportation](#)

> \$55.00 (1-100 attendees)

> \$75.00 (>101 attendees)

Entertainment \$50.00

Additional Information

- > Submit the completed application to the License Commission at least two weeks prior to the event.
- > Alcohol licenses may only issue to a natural person who is 21 years old or older. The applicant must present proof of age (passport, MA driver's license, MA liquor identification card, MA identification card, or active US military identification card) upon submission of the application or pick-up of the license.
- > All alcohol licenses will only issue to non-profit applicants unless a for-profit applicant submits proof that the event is a not-for-profit event.
- > Non-profit applicants must submit proof of non-profit status.
- > Certificates of Inspection and Place of Assembly permits may be required before Licenses are issued.
- > The application will be voted upon by the Board during a public hearing. The applicant's attendance at the hearing is not necessary unless informed otherwise in writing by the License Commission. Applicants may be required to submit further information or documentation in support of their application.

Page was last modified on 7/26/2021 6:08 PM

 [Provide feedback on this page](#)

Have a project #?

Step 5 of 11 ·

Save Draft and Exit

Event Information

Type of Event (i.e. banquet/concert/fundraiser/party)

Details of Event

Event Location *

Is this Location *

Select your option

▼

Does the event location hold a common victualler, alcohol, entertainment or any other type of license issued by the Cambridge License Commission? *

Select your option

▼

Date(s) of Event *

Rain Date(s) *

MM/DD/YYYY

Owner of Event Location *

Hours (start and end times/This includes sound check times) *

Total # of Days the Event will take place *

Maximum Number of Expected People *

Maximum Number of People Allowed in Space *

Admission Charge *

Age Groups Expected *

Is Event Open to the Public *

Select your option

▼

Is Event Advertised? This includes advertisement on Social Media *

Select your option

▼

Is the Event Indoors, Outdoors or Both? *

Select your option

▼

Security Arrangements (including # of persons working event) *

<

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Next

AUBURN

Project Rubric: Pop-up Event Permitting

Updated September 2021

| | |
|--|---|
| Project Title | Permitting Pop up Activations |
| Origin | Planning Staff |
| Location/Census Tract | Route12/20 Corridor |
| Budget & Sources of Funding | Low cost Medium cost municipal staff participation/training; development of regulations; and possible investment in permitting software <u>or website updates</u> |
| Timeframe | Short-term Medium Term - will require changes to municipal review and permitting processes |
| Risks | Low Risk - voluntary for businesses to use <u>administrative capacity</u> |
| Key Performance Indicators | Number of requests submitted, reviewed and permits issued, length of permitting and approval process, collaborator level of satisfaction |
| Partners & Resources | Municipal departments, to include, but not limited to Planning, Police, Fire, Building, DPW, Health, and Town/City Administration; District Local Technical Assistance (DLTA) funding to assess permitting <u>Local businesses</u> <u>Local nonprofits and community groups</u> |

Commented [MM1]: The LRPR guidelines said medium was \$50 to \$200. This could easily be under \$50k depending internal capacity and existing web contracts

Commented [MM2]: The LRRP guidelines said medium was 5-10 years.

| | |
|------------------------------------|---|
| Diagnostic/COVID-19 Impacts | The Route 12/20 corridor has a number of retail parcels with large parking lots or unoccupied land. In addition, the Town of Auburn is located in a central part of the state where two <u>Interstate</u> highways converge. These <u>large</u> lots with easy access provide opportunities for expanded retail in an outdoor environment <u>settings</u> . These parcels could accommodate pop up activations that would draw new visitors into the area or incentivize current traffic to pull in and shop in an outdoor setting. <u>There local businesses that host events that are attract lots of visitors, which demonstrate the interest in this.</u> <u>Local businesses with regular foot traffic will be the primary beneficiaries of the project.</u> |
| Action Items | Permitting a pop-up event <u>efficiently</u> requires municipal staff to differentiate permitting processes for permanent versus temporary events. An important pre-requisite for <u>an</u> |

| | |
|---------|--|
| | <p><u>efficient and</u> user-friendly efficient pop-up permitting process is a user-friendly municipal website. Such a user friendly website, which to create may require an electronic application system, new software, staff training, and updates to the existing municipal permitting <u>and internal approval</u> processes <u>(e.g. DPW, Fire, etc.)</u>. The Town will need to appoint ment of municipal staff person or a committee charged with helping applicants to navigate the process. <u>Creating and including</u> a flow chart or other visual display of the process <u>will be helpful</u>. <u>Identify the required approvals: DPW, Planning, Building, Police, Fire, Health, Legal, Licensing.</u></p> |
| Process | <p><u>Phase 1: Review and Update Permits</u></p> <ol style="list-style-type: none"> 1. Identify what information is required in order for the Town (various departments/boards) to permit pop-use events and uses. <u>Compile existing permits into a packet to review, evaluate, and share with stakeholders. Permits may include but are not limited the following.</u> <ul style="list-style-type: none"> • <u>Auburn Recreation and Culture Craft Fair Vendor Registration (Parks Department)</u> • <u>Application For A Permit To Operate A Food Establishment (Health Department)</u> • <u>Ice Cream Vendor Permit (Health Department)</u> • <u>Frozen Dessert License (Health Department)</u> • <u>General Application (Health Department)</u> • <u>Common Victualer (Office of the Licensing Authority)</u> • <u>Open Air License and Liability Waiver (Office of the Licensing Authority)</u> • <u>Outdoor Entertainment License (Office of the Licensing Authority)</u> 2. <u>Assess current permitting processes: Convene a group a stakeholders to discuss the current permitting process. Below are a few key questions to consider.</u> <ul style="list-style-type: none"> • <u>Are your collaborators and municipal staff happy with the existing process?</u> • <u>Identify 'pain points' and where improvements are needed, such as incomplete applications, confusion about permits and licenses needed, ability to complete and submit PDF forms, approval process timeline.</u> • <u>Who makes decisions and why? Who is missing?</u> • <u>And What can you learn from COVID innovations that can become permanent?</u> 3. <u>Update permits forms and application process based on stakeholder feedback.</u> 4. Identify and publicize a <u>pop-up</u> event coordinator: A municipal staff person, department, or committee needs to be identified as the primary contact for pop-up permits. The staff person assists the applicant with ensuring the review process is comprehensible and efficient and that all the requirements of the application are met. <u>This person's contact information or a general "permits" email address should be added to the applications and the webpages.</u> 5. Provide sample documents like a site plan and offer a sample version on the permit website to make it easier for applicants to understand what is needed. <p><u>Phase 2: Streamline Application Process</u></p> <ol style="list-style-type: none"> 3. Add "pop-up event" permitting to the Town website: <u>The new page</u> should be a user-friendly municipal application where users can easily find the all the documents and requirements of what was is needed for special events. <u>The permitting link can be placed on the "HOW DO I..." webpage under "Apply For" list as well as the Planning, Health</u> |

Commented [MM3]: Not sure if these are 100% relevant for events if it would fall under the mobile operations. So feel free to remove them.

Department, Recreation webpages. Additionally, link(s) to Town ordinances, regulations and bylaws which provide Information on permitting requirement and the requirements to follow. At a minimum accept applications via email, and consider investing in e-permitting software, especially after the pandemic as such investments by municipal government are an approved use of federal COVID recovery funds. Other municipalities have programs such as Submittable and Citizenserve for online applications and permitting.

Phase 3: Publicize and Promote

1. Publish and promote the new events permit: Share the new permitting process in Town Communications such as eNewsletters and social media, as well as writing a press release.
2. Conduct direct outreach to local community groups and leaders: Share the permitting link and updated permitting link in an email to community leaders. If possible, set a short permitting over session to help answer their question in the winter before the spring and summer programming starts.
3. Meet with existing event planners in the study area to discuss how their events could expanded to include additional nearby sites and other types of event programs. A few ideas mentioned the LRRP included.

- Vendor fairs such as holiday, art, craft, and flea markets
- Expanding existing programming at Harley-Davidson
- Combining art programs with pop-up events along the corridor
- ~~xx~~

Phase 4: Evaluate and Update

1. One year after launching the new permitting system convene the group of stakeholders to reflect, evaluation, and update the process as needed.

Commented [MM4]: I know there were others we discussed, but I'm blanking on them now.

AUBURN

Project Rubric: Public Arts

Updated September 2021

| | |
|-----------------------------|--|
| Project Title | Public Art |
| Origin | Planning Staff |
| Location/Census Tract | Route 12/20 Corridor |
| Budget & Sources of Funding | Low Budget – (\$25,000) <u>(Less than \$50k)</u> Contracting with local artists; artist fee ; materials; installation; event programming <ul style="list-style-type: none">• Mass Tourism• Mass Cultural Council• New England Foundation for the Arts (NEFA)• MassDevelopment: Commonwealth Places• Patronicity: Crowdfunding• MassDOT: Shared Streets and Spaces• Mass Cultural Council – Festival Grant• Mass Humanities |
| Timeframe | Short Term <u>(Less than 5 years)</u> – Onboard consultant or expert to devise strategy will be short-term; implementing strategy and identifying funding will require more time |
| Risks | Low Risk – the initial type of public artwork being anticipated would be relatively low budget and low risk with a high potential gain to start. |
| Key Performance Indicators | Increased foot traffic or interest by residents and visitors; increased visibility through print/visual and social media. |
| Partners & Resources | Planning Department, local artists, Parks & Recreation Department, DPW Auburn Cultural Council Chamber of Commerce |

Commented [KA1]: Not sure this needs to be listed here...

| | |
|------------------------------------|---|
| Diagnostic/COVID-19 Impacts | <p>The Town of Auburn has a number of underutilized open spaces. There are two veterans' parks that go unnoticed by most visitors and residents. There are a number of large parking lots along this corridor that could accommodate installation-art <u>art installations</u> along with pop up retail or food vendors. Mmany of the buildings along the corridors are set back from the roadway and could accommodate public art in their "front yards." The Town would like to experiment with placemaking initiatives to draw people back to this area of Town.</p> |
| Action Items | <p>Devise system for identifying parcels for pop up artwork; other opportunities for public art; opportunities to engage with local artists</p> |
| Process | <p>Engage with community to generate ideas; identify funding sources; draft request for proposals; hire local artists; schedule event to unveil</p> <p>UPDATED PROCESS SECTION - FROM CIVIC SPACE</p> <p>Phase 1: Planning</p> <ul style="list-style-type: none"> • Engage key stakeholders: Convene local stakeholders to engage with community to generate ideas for types public art; identify funding sources, select sites, and review public art application process. A few locations and types of materials to painted that were mentioned in the LRRP process included: <ul style="list-style-type: none"> • Veterans Park, • painting benches, and • adding and painting planters for median. • Create a process for artist selection. Typically there are three approaches for public art projects. <ul style="list-style-type: none"> • Identify an artists or a couple of artists that may be interested in working on a project at a specific site. Discuss the logistics, fees, and timeline to determine if it's a good fit. • Draft and release a Call for Art that outlines key project details such as location, timeline, funding for the artist fees, materials costs, insurance requirements, etc. Typically calls for art request artist contact information, statement of interest, past project examples, resume, and references. Sometimes Calls for Art request art concept sketches for the new artwork, however this typically is not preferred since the artists is asked to do work and is not compensated for their time to develop the art concept. • Create an online application where an artist can submit their application to reviewed and approved by the Art Council. This process is used on other cities and allows for artists and community groups to initiate their own public art projects. • Review and Approval: Discuss with Parks and the Art Council about the review and approval of the art installation. If there is no process in place, clarify the approvals process before issuing a call for art and/or selecting the artist. <p>Phase 2: Design Process</p> <ul style="list-style-type: none"> • Contracting: Prior to the artist beginning work, execute contracts which outline the terms and conditions of the scope of work between the artist |

and the property owner. The contract should include who determines the content of the mural, how much and when payment will be made, insurance responsibilities, timeline expectations, ongoing maintenance, copyright, and acknowledgements.

- o **Insurance:** Commercial general liability insurance is the most common type of insurance for public artwork, and cost is variable based on the size, duration, and risk associated with the installation.
- **Artwork Creation:** Once the contract has been signed, the artist can begin development of the art concept. Often the artist produces early concept sketches before finalizing the design. The artist's portfolio should provide a clear sense of the type and style of artwork that will be produced. The artwork deliverables, process for review and approval should be clearly outlined in the contract to ensure a smooth process.

Phase 2: Fundraising

Art projects are often funded through a combination of grants and donations. With fundraising this may happen simultaneously with the first phase of the process.

- **Grants:** In the budget section, there is a list of potential grants that may be a good fit for public art installations in Auburn.
- **Sponsorship:** Events typically maintain sponsorship programs to fund the organization and implementation of large events. Develop a sponsorship guide with three tiers of sponsorship for local businesses and organizations to consider. Offer opportunities for both passive sponsorship opportunities (e.g. logos on event materials) and active sponsorship opportunities (e.g. promotional events and programming). Consider match-funding opportunities to help incent sponsors to partner.

Phase 3: Implementation and Evaluation

- **Installation preparation:** Convene event stakeholders weekly in the month leading up to each event to discuss day-of operations and contingency plans.
- **Marketing:** Create a marketing campaign leveraging social media, local media outlets, leveraging Town Hall community connections and reaching out to adjacent communities. Promotional pushes should begin one month prior and recur two weeks out, one week out and daily the week of the event.
- **Implementation:** Host a successful installation day by creating a checklist of materials needed for the implementation day and week of-timeline.
- **Artwork unveiling:** Host an unveiling event to showcase the new artwork.
- **Evaluation:** Capture measures listed in the Key Performance Indicators section, administer surveys as needed, and capture lots of photos and videos.



Abridged Call for Artists Guidelines

A Publication of the Public Art Network

2009

Contents

What is a Call for Artists?

Call Elements: Definitions and Descriptions

Getting the Word Out: Where to Advertise Your Call for Artists

Sample Request for Qualifications (RFQ)

Sample Request for Proposals (RFP)

Whether your public art program has been writing calls for artists for years or your organization is just getting started with commissioning public art, the *Call for Artists Resource Guide* contains information that will help you announce opportunities that clearly describe your projects and give artists the information they need to submit applications.

The *Call for Artists Resource Guide* was originally developed by the Public Art Network (PAN), a program of Americans for the Arts in 2003 and is updated herein. PAN provides services to the diverse field of public art develops strategies and tools based on best practices to improve communities through public art. Its key constituents are public art professionals, visual artists, design professionals, as well as communities and organizations planning public art projects and programs.

Copies of this resource guide may be downloaded free of charge on the Public Art Network section of the Americans for the Arts website, www.Americansforthearts.org/PAN.

For more information about PAN or Americans for the Arts, email pan@artsusa.org or visit www.Americansforthearts.org/PAN.

What is a Call for Artists?

Public art programs and organizations commissioning public art projects enlist artists to be considered for their projects in a variety of ways. These include calls for artists, juried slide registries, and direct invitations. On-line calls for artists have grown in use over the past few years and represent a significant cost savings for both artists and organizations using the on-line submittal and review of artists' credentials.

A Call for Artists is an opportunity notice that gives artists the information they need to know in order to apply to be considered for the project. Issuing a Call for Artists is a standard practice of the public art field.

There are currently over (#) public art programs in the United States. They can be rural or urban; government agencies based in municipalities, counties or states; or private nonprofit or for-profit organizations run independently or as part of a local arts agency.

Types of Calls

There are two traditional types of Calls for Artists: Requests for Qualifications (RFQ) and Requests for Proposals (RFP). Current best practices supported by PAN endorse payment to the artist for any creative work related to the development of a concept, so that an RFP specifically and routinely incorporates a fee for the artist in addition to the reimbursement of travel expenses. There has been discussion within the field of public art about the appropriateness of RFPs versus RFQs, including the possibility that a Call for Artists may include a request for brief comment (rather than a full proposal) on the artist's approach to the project.. PAN's issue paper, Methods of Artist Selection: best Practices, discusses this topic online at www.AmericansfortheArts.org/PAN.

All versions of Calls for Artists can take place on-line and can use one method or a combination thereof. Variations include open or limited competitions, invitationals, or direct purchases. An open competition is broadly promoted to encourage numerous applicants; a limited competition is directed to a specific group of artists, sometimes narrowed by discipline, often by geographic location (only the state of...) On occasion the size of the project budget for art dictates limiting the reach of a call and the selection process to direct purchase.

It is less costly for artists to digitally document their art and respond to on-line calls for artists. The cost of the review process is borne by the agency sponsoring the call for artists.

An RFQ invites artists to send their qualifications to be reviewed by the selection panel but does not require a specific proposal to be submitted. RFQs are used to choose artists based on their past and current art and achievements.

Before an artist or artists begin their research to develop a proposal or proposals – their ideas – they are placed under contract and paid to work on the project.

Organizations use RFPs when they choose to work with a small pool of artists, or a single artist, based on their qualifications, to develop a detailed proposal for the site or project based on limited exposure to the project. An RFP does not guarantee the artist(s) will be selected to implement their ideas or proposed art but PAN advocates that each artist is paid a stipend and travel expenses for proposal development and presentation, beyond a request for a brief comment on the artist's initial thoughts on an approach to the commission. Some governmental regulations require the solicitation of proposals for selection and prior to contracting for implementation of a proposal.

Selection committees using RFPs willingly spend proposal funds upfront to be able to review a few proposals prior to selecting an artist to work on a project from design development through installation and dedication.

Call Elements: Definitions and Descriptions

Below is a list of content typically found in a Call for Artists, with advice on how to clearly convey your information.

Call Summary

A brief project summary.

The Call Summary helps artists quickly decide whether they are interested or eligible for the call and lets organizations posting the call decide how it should be promoted. Include the project name, commissioning organization, application deadline, project timeline, budget, geographic eligibility requirements, and whether it is an RFQ or RFP.

Project Description

An overview of the artist's scope of services

Discuss whether it is a design-team project, a commission of new work, integrated art, functional art replacing functional items, a master plan, an artist residency, a purchase of existing art, or another type of opportunity. Include a description of the organization overseeing the project.

Art goals or criteria

A list of any predetermined objectives for the art established by the commissioning organization, funder, or community.

The specificity of list will vary by commissioning organization and to reflect the characteristics of each project.

The list can be broad – e.g., create a sense of place within the community – or specific – e.g., design streetscape elements that reflect the industrial history of the neighborhood.

Art Location Description

A description of where the art will be within the project site.

Sometimes the location for art is predetermined by the funder, commissioning organization, or community before a *Call for Artists* is distributed. If this applies to your project, provide a highly detailed description of where the art will be located within the site, especially for an RFP. The description should include, but not be limited to:

Engineering and architectural information about the location's structure, materials used at the location, visibility within the site, and lighting information.

If the art location is not predetermined, state whether or not the artist will be free to participate in selecting the art site.

Site or Art Location Plans

Plans, photographs, or other visual information of the site or art location.

Describe the site's function, include what activities will happen there and who uses it. Be sure to include whether or not the site is open to the public, or if the public can see but not enter the site. Include a description or history of the site and community where the art will be and list additional resources for the artist to research.

Budget

The amount of funding allocated to art for the project.

Clearly state the budget for art and what is expected to be covered (not all projects have the same expectations of project costs covered by the art budget).

For instance, in a design-team project, the budget may include only the costs of artists' fees and travel.

In the commissioning of art, project costs may include the artist's fee, travel, engineering, materials, fabrication, transportation, documentation, and oversight of installation but not actual installation costs.

Often costs for insurance, taxes, studio overhead, and miscellaneous items are not included in an artist's budget by the artist or commissioning agency. It should be clear from the beginning which costs may legitimately be included in the artist's budget and which are covered by others.

Finally, in some cases an actual art or project budget has not been set at the time an artist is selected. It is important to determine the amount that is secured for the project and art and what has to be raised to realize each.

Artist Eligibility

The qualifications that an artist must meet in order to be eligible for a project.

Questions to consider include:

Must the artist live/work in a certain geographic area or is the call open to artists nationally?

Is the call open to professional artists or are students eligible?

Are artist teams eligible for the project?

Must the artist have completed a project with a similar budget, scale, and scope?

If you are seeking to reach out to certain types of artists, include a sentence encouraging artists that meet those objectives to apply. For example, if the commissioning organization is seeking to reach out to emerging artists, include a statement such as “professional artists who are new to the field of public art are encouraged to apply.” Or if the project is one that will involve a high level of community interaction in a specific setting, include a statement such as “artists who have experience interacting with community are encouraged to apply.”

This is also the place to include an equal opportunity statement that may be required by the commissioning organization, local municipality, funder, or owner.

Application Requirements

The list of materials artists should send by mail or online with their applications.

Be very specific about the information artists should include with their application since it determines how it is presented to the panel reviewing applicants and selecting artists.

Typical application requirements include:

Number and type of visuals (on-line should include exact dpi etc)

(Isn't this section redundant with paragraph below starting “Visual support materials...?”)

Annotated lists

Statement of interest (often restricted to number of words)

Resume or short biography

Self-addressed stamped envelope (SASE) for the return of hardcopy materials

Project proposal (for RFPs)

Visual support materials can include digital images in exact formats, slides, videos, CDs, or prints. If requesting digital images or slides, list the number of images artists may submit and how they should be labeled. If a panel is reviewing digital images, CDs or video, in addition to the number of images be specific about length of time for moving images and the formats the panel will be capable of viewing.

If prints are solicited, list the number of prints the artist is to include. (Should power points be mentioned specifically?)

The annotated list allows the artist to describe the visual support material and usually includes: description, material, location, budget, client or commissioning organization, and any other relevant project information.

The statement of interest allows artists to introduce themselves and describe their specific interest in a project, their potential approach to the project or creating public art, and any past relevant experience. If there is a specific question you would like the artist to address in the statement, be sure to include it in the Call for Artists.

If artist teams may apply, clearly state if you require additional visual support materials, resume, and references for each team member.

If you are inviting and paying artists to develop proposals, clearly list the types of materials you would like the artist to submit to best present their work to the review panel. Typical proposal submission materials include: project description, drawings, renderings, model, photographs, materials list, budget, timeline, references, fabrication, installation, and maintenance information.

Deadline

The date when an application must be either received or postmarked.

List the date by which an application must be either received at the mailing or on-line address or postmarked. Be sure to state if overnight or express delivery is NOT permitted.

Submission Address

The address to which application is submitted or mailed.

Include the online address or mailing address. If overnight or express shipping is allowed, be sure that the address is not a post office box or supply an alternate address for this type of delivery. If only on-line submissions are acceptable, clearly state that there will be no mailed submissions accepted.

Selection Process

A description of how the applications will be reviewed and an artist selected.

Include the types of people who are on the selection panel, e.g., art professionals, community representatives, agency representatives, and funders. Include the number, or range, of finalists that will be selected and what will be required of the finalists, including interviews, proposals, dates for presentations, and travel.

If finalists are subject to interview, state if a fee and travel expenses are covered as well as timeline for interviews and who will participate in the interview process and make the final artist selection.

If proposals are required, provide artists with information about what is included in a proposal, timeline, budget, etc., and fee for proposal, travel, and presentation, and decision-making schedule.

Selection Criteria

A list of the criteria established by the commissioning agency or artist selection panel that will guide the evaluation of applications.

Listing the selection criteria establishes the priorities of the artist selection panel. The list also assist artists when considering whether they should apply for a project. For example, if the criteria for the RFQ includes artistic excellence, evidence of working in the field of public art for more than five years, and experience working in community settings, artists new to public art will be informed that their qualifications are not a good fit for the project.

Project Timeline

The timeline the project will follow from artist selection to project completion

The timeline includes dates for the following milestones, as they apply:

Submission deadline, panel review, finalist notification, interview schedule, proposal presentations, final artist selection, contract, design review phases, fabrication and installation schedule for art coordinated with project construction, and completion date.

Sources for Additional Information

A list of resources the artist may consult for additional project information on the project, site, commissioning organization, community, area history, etc.

Providing artists a list of resources they can consult about different aspects of the project can help them decide if they want to apply and if their work is a good fit with the project parameters. In the case of an RFP, the list can be a launching point for research. Include website addresses, publications, contact information for organizations, and other information that would be helpful and relevant to artists as they research the project.

Resources for Questions

The contact information for the person or organization to be called if the artist has questions or needs additional information.

Be clear about whether telephone calls or email inquiries are accepted or if questions may only be submitted by fax or email. Also state if there is a deadline by which questions must be submitted.

Getting the Word Out:

Where to Promote Your Call for Artists

The Public Art Network suggests the following resources for posting artists opportunities:

Public Art Network Listserv

Available to Americans for the Arts/PAN members, this networking tool connects colleagues and acts as a research engine, newsletter, and stage for critical dialogue. Artists opportunities are frequently posted on the listserv as well as in the PAN e-mail broadcast. To join, visit: www.Americansforthearts/PAN or e-mail membership@artsusa.org. E-mail pan@artsusa.org to submit opportunities.

Public Art Review

Sculpture Magazine

NYFA Source/NYFA Current

ArtistsRegister.com

ArtsOpportunities.org

(this list needs updating, checking....)

Sample Request for Qualifications (RFQ)

We need to select a recent (excellent) sample Call for Artists

One hardcopy and one electronic (CAFÉ?)

Suggestions?

Sample Request for Paid Proposals (RFP)

A Request for Proposals should include the following elements:

- **Project Summary**

An overview of the history, site, commissioning agency or institution, and goals of the project

- **Profile of commissioning institution**

A more detailed overview of the history, character, and mission of the agency that is sponsoring the commission

- **Site Description**

As detailed as possible summary of the site proposed, including size and layout, proposed placement of work or integration of work into the site, access, use of the site by the public or audience now and after the projected commission, any related planning activities, and the relevant surrounding context for the site and the work

- **Design Criteria**

All physical and conceptual elements expected in the design program, including the character and experience of the work, lighting, maintenance, sight lines, and required design practices (such as sustainability).

- **Budget**

Including total budget, breakdown of what the budget does and does not include (artist fees, landscaping and/or engineering consultants, site preparation, installation, maintenance, etc.)

- **Proposal Development Fee**

Honorarium or fee for the artists' development and preparation of the proposal, as well as compensation for travel expenses incurred in any site visits agreed upon

- **Project Timeline**

Including dates for site visits, presentation to committee and/or public, committee decision, design development, construction drawings, permitting, fabrication, installation, and dedication

- **Proposal Requirements**

Formats for digital and hard-copy materials, delineation of proposal documents (artist statement of intent, description of project, concept and approach, proposed schedule or timeline for design and fabrication, budget), site plan or analysis, schematic drawings or sketches, models or CAD presentations, video formats, material and maintenance proposals

- **Presentation**

Date, time, and location of presentation to committee or agency

- **Contacts**

Names and contact information for project consultant, commissioning agency or institution, and as appropriate, engineers, managers and consultant involved in the project

- **Lists of documentation and appendices related to the site and the project (included in RFP package or available through the commissioning institution and/or the project website or other sources)**

Wednesday, April 28, 2021

CALL TO ARTISTS: Northampton Public Arts Festival 2021 Application Guidelines



The Northampton Arts Council is looking for artists to submit work for consideration for the Traffic Light Utility Box Mural Program. The Traffic Light Utility Box Mural Program is designed to encourage community pride and beautify the streets of Northampton, Massachusetts. Murals will be installed in public places and must be suitable for viewing by all ages. The Commission anticipates selecting artwork for up to 7 utility boxes and The Northampton Arts Council will fund \$350 per utility box, inclusive of all artist's fees, paints and materials.

The deadline for the application is Monday May 3rd, 2021

Eligibility

This project is open to all artists. The Commission encourages applications from both new and established artists. Artists may apply as an individual artist or as a group. Group submissions may be for a single utility box.

Selection Process & Criteria

Submissions will be reviewed by a selection committee from the Northampton Arts Council. Once the artwork is selected, the committee will send a notification by email.

Criteria used to select artists will be:

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Fund
Resources
About**

- Evaluation of artistic excellence including quality of the art and artist originality;
- Creative and innovative concepts; and
- Appropriate regard for the nature of the space and the audience.

Selected artists will be notified by May 8th, 2021

Mural Specifications:

- The artwork that is included on the application must resemble the art that will be painted on the box.
- Because the size of the box may vary slightly, be prepared to adjust your artwork to the size of the box.
- The City of Northampton, or its contractors, must have access to the components in the box at all times.
- Some boxes may have safety stickers, locks, and control panels that will have to remain free of any art image.
- Artists may want to block off the box to keep the public from brushing against wet paint, but care should be given to leave at least five (5) feet of the sidewalk open for pedestrians and compliance with ADA requirements.
- The levers/handles/keyholes on the boxes should not have any coating over them.

Painting & Materials

Artists are responsible for their own materials and for painting the utility boxes. The Northampton Arts Council will contract to have the boxes cleaned and one coat of metal primer applied before Thursday May 13th, 2021.

Artists are responsible for cleanup of their area and safe disposal of all paint materials.

Below is a comprehensive checklist of highly recommended supplies for the best painting outcome and your personal comfort. This may not be a complete list as all artists work differently:

- Paint Stool or chair for comfort
- Bucket to hold water for paint brushes
- Paint brushes
- Painters tape, masking tape
- Drop cloth or plastic sheeting, newspaper for protecting surrounded area
- Biodegradable cleanser
- Rags and/or paper towels
- Shade/umbrella

Prepping Utility Box:

The boxes will be cleaned and one coat of metal primer will be applied onto the boxes before Thursday, May 13th, 2021.

Insurance & Indemnification

Selected artists must sign a Release of Liability and Indemnity Agreement.

Installation

Artists may begin painting utility boxes on Thursday May 13th, 2021. Painting must be completed by Sunday, May 16th, 2021.

Repair and Removal

Artists will be contacted if graffiti is discovered to discuss options for graffiti removal. The Council cannot be held responsible for damage caused by graffiti removal.

Staff
Council and Board
Members
Conflict of Interest
Policy
Contact
Resources for Local
Writers
Past Grant Recipients
BJ Goodwin Fund
LCC Grant
Reimbursement
How Are Grants
Reviewed?
Public Art
ArtsEZ Grant
Reimbursement
Volunteer
History
Northampton Arts
Council Community
Award Recipients
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BLOG ARCHIVE

April (22) ▼

The Council may remove a mural from a Traffic Utility Box, at any time, for any one or more of the following reasons:

- The mural or any part of it:
 - Requires excessive or unreasonable maintenance;
 - Is damaged irreparably (including vandalism or graffiti), or to an extent that restoration is unreasonable or impractical;
- The utility box is damaged or needs maintenance, repair, modification, or replacement.

How to Apply

All materials should be submitted through the [2021 Public Arts Fest Application](#). Proposals will be reviewed by the Northampton Arts Council. All items must be included as part of the submission package or applications will not be reviewed.

[APPLICATION CLOSED](#)

Posted by Northampton Arts Council at 2:00 AM

Labels: call

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ADDRESS

Northampton Arts Council
240 Main Street #1
Memorial Hall
Northampton, MA 01060
[map]
+1 (413) 587-1069 (phone)
arts@northamptonma.gov



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ABOUT BEYOND WALLS (/)
BEYOND WALLS MURALS
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ARTISTS (/ARTIST)
INTERACTIVE MAP (/MURAL-MAP)
MURAL TOUR SIGNUP (/MURAL-TOUR-SIGNUP)
BEYOND WALLS PROJECTS
WASH AND FOLD (/WASHFOLD)
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YOUTH INTERN PROGRAM (/NEW-PAGE-12)
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Call for Artists: Downtown Lowell Murals

This season, Beyond Walls and Project LEARN are planning site-specific street art installations in Lowell, Massachusetts, USA and we want to hear from local, regional, national and international artists who are interested in collaborating with us! Be a part of prioritizing Lowell's creative and culturally enriched ecosystem. Submit to this Call for Artists to be added to our Artist Registry for consideration across our 2021 - 2022 seasons.

DIRECTIONS: Please submit by 5pm EST on **August 18, 2021**. To apply via Google Forms, please visit **bit.ly/lowellcallforartists** (<https://bit.ly/lowellcallforartists>) — or click the button below to submit your application. If you don't have a Google account, please review the questions below and email your responses to **admin@beyond-walls.org** (<mailto:admin@beyond-walls.org>). Thank you!

SUBMIT HERE ([HTTPS://BIT.LY/LOWELLMURALSAPPLICATION](https://bit.ly/lowellmuralsapplication))

PROCESS

For these murals, we're seeking applicants with strong conceptual skills and innovative, effective approaches in their past projects. When reviewing your applications, we will consider the artistic merit of the work featured in your online portfolios, as well as the potential for your work to enrich the Lowell community. We're also considering the probability of completing murals in the proposed timeframe, as well as effective communication, organizational skills, and completeness of this application.

Submissions will be reviewed by an Artist Review Committee, which consists of Lowell residents, business owners, educational professionals and public art/placemaking enthusiasts. The group will review each artist's (or group's) application and work samples.

Once the artists are selected, they will be notified via phone or email. Selected artists will be contacted by August 31, 2021 to discuss next steps around paid stipends, wall options, and production logistics for the September installation series.

APPLICATION QUESTIONS:

- **Artist Name:**
- **Address:**
- **Phone Number:**
- **Email Address:**
- **Website:**
- **Instagram:**
- **Gender:**

Please describe your street art practice in 10 words or less. *Have fun with it! Describe your style and what you stand for. Individual words or playful phrases are welcome.*

What is one of the most impactful mural or street art pieces you've created, and why? *Please attach a photo of the piece.*

Feel free to attach your portfolio or work samples that cannot be found on your website. *(Optional)*

Please share any cultural or ethnic identities you associate with that show through your work. *(Optional)*

As always, THANK YOU artists, and the Lowell community for your enthusiasm around bringing more murals to Downtown Lowell. Any questions, please reach out to admin@beyond-walls.org.

Beyond Walls, 18 Mount Vernon Street, Lynn, MA, 01901, United States (781) 309-7551

admin@beyond-walls.org (<mailto:admin@beyond-walls.org>)

[Our Team \(/team\)](/team) [History \(/history\)](/history) [Supporters \(/volunteer\)](/volunteer) [FAQ \(/faqs\)](/faqs) [Privacy Policy \(/privacypolicy\)](/privacypolicy)

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Fig 1. 554 Main Street - Storefront Sites A - D

Interactive Storefronts Art Campaign – Call for Art/Creatives

DEADLINE August 14, 2020 + Info Zoom Session Monday Aug.10 @7-8pm
for more details > > downtownworcester.org/placemaking

The Downtown Worcester Business Improvement District in collaboration with Worcester PopUp at the JMAC, The Menkiti Group, and Civic Space Collaborative is pleased to announce new opportunities for local artists to engage residents in feedback for the Downtown Worcester Placemaking Plan and enliven downtown storefronts in anticipation of the Creative Commons at 554 Main Street.

INTERACTIVE STOREFRONTS ART CAMPAIGN

From August through November, these interactive storefronts will pioneer civic art for public engagement in a creative and safe manner according to current COVID-19 best practices for public safety as part of the Placemaking Plan and the new City of Worcester Cultural Plan.

Four prominently located storefronts, at 554 Main Street, across from Hanover Theatre will feature temporary installations over the course of several months with a rotation of three phased installations:

- **Phase 1: Placemaking Survey Engagement to prompt people to take the online survey (QR code) + respond to a question through safe interaction.**
- Phase 2: Survey Results to communicate primary survey results.
- Phase 3: Placemaking Proposals to illustrate primary placemaking interventions coming to Downtown.

Note that the center storefront will feature a semi-permanent installation by Ivy Orth for the duration of all three phases of the project.

Placemaking (n.) a process to engage people, of all ages and backgrounds, in the transformation of their public spaces

Downtown Worcester Placemaking Plan (n.) a comprehensive effort to engage input from locals through surveys, interviews, focus groups, and public art!

Fig 2. Term Definitions



Phase 1: August 21-September 21
 CHOOSE & Illustrate ONE compelling survey question TO APPLY!
 Innovate a way to get people to safely interact / respond.

A. What type of beautification elements would you like to see in Downtown?

Planters - Street trees - Benches - Bike racks - Garbage, recycling, and compost bins - Seasonal Decorations - Wayfinding signs - Lighting

C. What locations would you like to see transformed by public art or placemaking?

B. What types of placemaking and public art do you think Downtown Worcester needs the most?

Outdoor seating - Parklets - Plazas - Beer gardens - Murals - Outdoor sculpture - Pavement paintings and crosswalk art - Performances - Events

D. Who is downtown really for? How can downtown be welcoming to everybody?

Fig 3. Placemaking Plan Survey Excerpt for Phase 1 Interactive Storefronts Art Campaign

ELIGIBILITY

- Worcester-based artists in any phase of their career, from emerging to established
- Civic minded artists keen to elevate their craft in using art as a creative tool for public participation
- Artists with a focus on diversity and inclusion are encouraged to apply

Hank von Hellion, Managing Director at Worcester PopUp; a program of the Worcester Cultural Coalition in partnership with The Hanover Theatre, will serve as mentor for those artists with less experience. We will support you in developing your design and encourage you to apply!

APPLICATION GUIDELINES

Preference will be towards proposals that support gathering feedback for the Placemaking Plan as detailed in Fig. 3. Possible examples are shown in Fig. 4.

For the purpose of the application, artists only need to address Phase 1 of the three project phases. Phases 2 and 3 will be developed during the fall with city staff and public art consultants.

DEADLINE TO APPLY

Application materials must be received on **FRIDAY, AUGUST 14, 2020, 5PM EST**



Fig 4. Interactive Public Art Examples (credit left to right: Anna Dugan 2020, Claudia Paraschiv 2015, Creative Blocks 2020)



PROJECT TIMELINE

August 14: Submission Deadline

August 17: Selection Announcement via email / phone

August 21: Phase 1: Survey Engagement Installation

September 25: Phase 2: Survey Results Installation

November 6: Phase 3: Placemaking Proposal Installations

Dates subject to change based on Placemaking Plan schedule and/or Covid-19.

INSTALLATION

All murals / installations must be installed on established date for each phase. See Project Timeline above.

HONORARIUM

\$900 stipend for each storefront + up to \$300 in materials (at \$300 + up to \$100 in materials per each installation)

SELECTION PROCESS

Submissions will be reviewed by an Artist Review Committee which consists of Downtown Worcester Business Improvement District staff; Courtney Truex, Commercial Real Estate Manager at The Menkiti Group; Hank von Hellion, managing director of Worcester PopUp at the JMAC; and staff from Civic Space Collaborative.

The group will review each artist's (or group's) application and select four artists (or groups) by August 17. Once the artist(s) are selected, they will be notified via phone or email. **The first installation will take place from August 21-23, as determined with artist and support staff.**

FURTHER INFORMATION

Phase 1: Placemaking Plan Survey will be available at downtownworchester.org/placemaking for your reference.

Phase 2: Artist(s), together with staff, will review and select relevant results to incorporate into a Phase 2 illustration, such as the answers for a particular Survey Question.

Phase 3: Artist(s), together with staff, will review and select the most compelling placemaking interventions based on Plan results

SELECTION CRITERIA

Artist applications will be reviewed on (including but not limited to) the following criteria:

- Preference will be given to Worcester artists
- Preference will be given to civic minded artists using art as a creative tool for public participation
- Design concepts supporting the Placemaking Plan and Covid19 safe innovations for interactive participation
- Probability of successful execution and completion of project within the proposed time frame
- Content must be "family friendly" (No nudity, pornography, profanity or symbols of hate)
- All experience levels are welcome to apply; we will help support those with less experience

APPLICATION

1. Name (first and last)
2. Artist Group Name (If applicable)
3. Mailing Address
4. Email Address
5. Phone Number
6. Website (if applicable)
7. Instagram and/or Facebook Profile—Where we can see your artwork (if applicable)
8. Encouraged but not necessary: Work Samples. Limit five pdf or jpg files, 1 MB each.
(Samples to show artistic style.)
9. **Sketches of your Interactive Storefront concept**
See Fig 3 for description
10. **Describe your concept for this project:** What do you want to create for this project? How does this fit with your previous artwork and/or interests? (max 200 words)

Send request for ZOOM Info Session (Aug 10) / complete application (Aug 14) to:
claudia@civicspacecollaborative.org

Note: If, after your submission is selected, we determine you cannot complete the commission, we reserve the right to choose a runner up artist(s).

CONTACT

claudia@civicspacecollaborative.org
hank@jmacworchester.org
andrew@downtownworchester.org





PO Box 302712
670 Centre St. Suite 7
Jamaica Plain, MA 02130

(617) 942-2439
jpcentresouth.com
info@jpcentresouth.com

Request for Proposals

Proposals open: September 6 – October 1, 2021
Applicant will be informed: Friday, October 8, 2021

Overview:

JP Centre/South Main Streets is requesting proposals for a Winter Light Show that utilizes projection mapping on a public building in the vicinity of the Centre and South Streets business district. The artist or team will create a dynamic, graphic, and artistic light show that reflects the culture and residents of Jamaica Plain, and celebrates the spirit of the winter season and holidays. The projection show will run from December 3 to January 10, 2022.

About Us:

JP Centre/South Main Streets is a volunteer-driven, 501(c)(3) non-profit organization that seeks to guide the growth of Jamaica Plain's Centre and South Streets' business district through the active collaboration of residents, business owners, and others committed to a community-led initiative. In partnership with Boston Main Streets, we provide a direct conduit to the City of Boston and can provide industry assistance to help new businesses succeed. JP Centre/South Main Streets endeavors to sustain our lively community with economic vitality, placemaking, and advocacy. Learn more at jpcentresouth.com.

Project Description:

JPCSMS seeks an artist or team who will create an animated light show with projection mapping that projects onto a building or façade within the Centre and South Street business district. The artist/team will work closely with JPCSMS to identify a potential location, and gather ideas and content for the 9-11 minute, repeating animation. The content of the show should reflect the values and diversity of the Jamaica Plain community and highlight celebration of the various faiths and cultures of the residents, as well as the winter season. The projection show should also make use of the outline and shape of the building.

The content of the show may include art contributions from the community. In the past, we have used children's drawings and vintage photographs. We would like this year's show to include recognition of our businesses and their owners.



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- The projector is provided by JPCSMS: Panasonic DLP Projector and Panasonic lens ET-DLE250 (zoom).
- The show will be projected each night between December 3, 2021, and January 10, 2022, from 5:00 – 9:00 PM for public viewing.
- The show will be a repeating animation with a maximum run time of 11 minutes.
- The artist/team must provide a weather-proof and secure housing/enclosure for the projector, as part of the project. The projector housing/enclosure must include theft prevention measures for the projector and locking mechanisms, as well as a stable base to prevent the projector from falling, dropping, or damage. Finally the housing/enclosure must safeguard the projector and equipment from inclement weather.
- The show must include recognition of our sponsoring organizations and donors, as well as JPCSMS branding.
- JPCSMS will work closely with the artist/team and surrounding businesses or buildings to provide electricity for the projector.
- The show will not include amplified music outdoors, but may include an online or broadcast musical accompaniment.

Budget:

There is a \$10,000 budget for the project. This amount must cover all associated costs and compensation, including: content creation and design, installation and de-installation, labor, materials, supplies, projector housing and security, emergency maintenance, insurance coverage, all required permits, and fees.

Ownership:

JPCSMS requests a digital file of the Winter Light Show at the conclusion to preserve for our archives.

How to Apply:

Proposals must be sent via email to Ginger Brown, Executive Director of JP Centre/South Main Streets by October 1, 2021 at director@jpcentresouth.com and include the following:

- Artist statement and contact information. If applying as a team, use the lead's name and contact information.
 - Concept proposal
-



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jpcentresouth.com
info@jpcentresouth.com

- Portfolio with at least two (2) examples of past animations/work/projects that demonstrate proficiency with projection mapping.
- 2-3 references
- Proof of insurance (General Liability and Worker's Comp) for any aspect of creation, installation, exhibition, etc.
- Estimated production timeline
- Plan and budget for repair or restoration, if needed.
- Special preference will be given to artists/teams from the Jamaica Plain community.

Specific questions may be sent to Ginger Brown via email: director@jpcentresouth.com or call (617) 942-2439. If your question is pertinent to all artists who are invited to submit, the question may be shared anonymously with all interested parties, so that everyone will have the same information while applying.

Timeline:

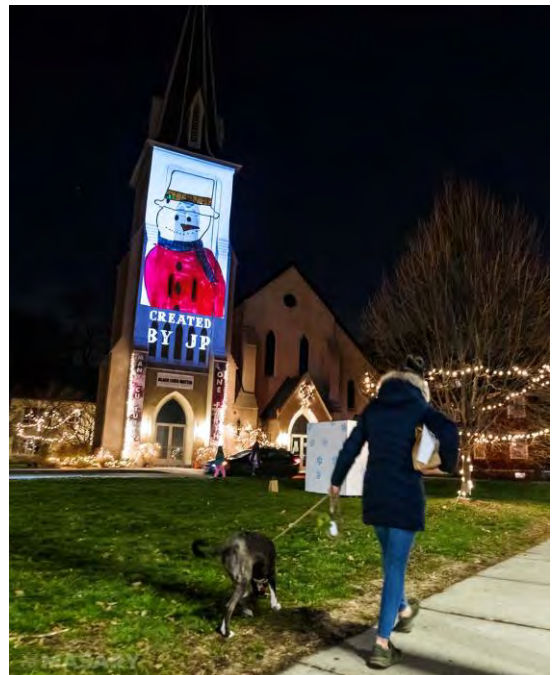
| | |
|---------------------|--|
| September 6, 2021 | Proposals open |
| October, 1, 2021 | All submissions due to Ginger Brown |
| October 4-8, 2021 | Committee deliberation and selection |
| October 8, 2021 | Artist/team notified of selection |
| October 11, 2021 | Artist/team schedule consultations and tour of district for locations and content ideas. |
| November 8, 2021 | Artist/team and JPCSMS evaluate content and progress. |
| December 1-2, 2021 | Installation and testing |
| December 3, 2022 | Winter Light Show debut |
| January 10-14, 2022 | De-installation of projector and projector housing. |



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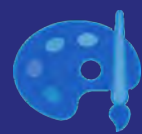
(617) 942-2439
jpcentresouth.com
info@jpcentresouth.com

Examples of previous projection shows with JPCSMS:





Interactive Storefronts: Engage Residents Through Artistic Installations in Storefronts






CULTURAL/
ARTS

Provided by SME Consultant

Civic Space Collaborative

Location

Creative Commons storefronts at 554 Main St, Worcester, MA

| | | |
|----------------------------|---|--|
| Origin | During the Downtown Worcester Placemaking Plan (2020), Interactive Storefronts was created by Claudia Paraschiv, Adrienne Schaeffer-Borego, and Michelle Moon (Civic Space Collaborative), with Evelyn Darling and Andrew McShane (Worcester BID) and Hank Van Hellio (Worcester PopUp at the JMAC), and Courtney Truex (Menkiti Group). | |
| Budget |  | Low Budget (\$4,800): Full installation, including \$900 artist stipend and \$300 material budget for each artist/storefront |
| Timeframe |  | Short Term (6-9 months) |
| Risk |  | Low Risk |
| Key Performance Indicators | Transformation of empty storefronts; Increased foot traffic; Ongoing implementation of the storefront program | |
| Partners & Resources | Funding by Downtown Worcester BID and the storefront space's owner, the Menkiti Group, with instrumental support from Hank Van Hellion of Worcester PopUp at the JMAC. The Downtown Worcester BID oversaw the installation days and coordinated directly with the artists. | |
| Diagnostic | <p>Interactive Storefronts were a direct response to the shifting COVID-19 landscape, where social distancing was a key factor to maintain public health, yet engaging the community in public processes remained an important goal.</p> <p>The Interactive Storefronts operated simultaneously with an online survey and the development of a Downtown Placemaking Plan. Interactive Storefronts enabled civic art for public engagement in a creative and safe manner according to current COVID-19 best practices for public safety. Staggered installation times and viewing art through a storefront was a COVID-friendly activity. The use of photography, social media, and QR codes were engaged. The project helped bring art to a diminished Downtown, support a local artist community, and engage residents in a planning process while maintaining public health.</p> | |
| Action Item | <p>Interactive Storefronts enlisted local artists to engage residents in feedback for the Downtown Worcester Placemaking Plan and enliven downtown storefronts in anticipation of the Creative Commons at 554 Main Street. Residents and Downtown visitors were able to view the public process of the placemaking and beautification survey unfold in-person. Over several months the Interactive Storefronts traced the survey progress from survey questions, to community answers, and finally to proposed public space placemaking interventions. The goals of the project included:</p> <ul style="list-style-type: none"> • Engaging residents to enjoy public art in Downtown Worcester. • Encouraging residents to provide input toward the Downtown Worcester Placemaking Plan in a real physical space, and to interact with the installations through photography and social media. • Motivating residents to access the full placemaking survey via QR codes. • Supporting the local artist community, especially emerging artists, while keeping opportunities for engagement alive during COVID-19. • Prototype Interactive Storefront Art for future iterations. • Creating public art while maintaining safety during the COVID-19 pandemic. | |

Action Item (Continued)

The storefronts featured temporary installations from August to December 2020 with a rotation of three phased installations:

Phase 1: Placemaking survey engagement to prompt people to take the online survey (with a QR code) and respond to a question on site through safe interaction.

Phase 2: Survey results to communicate primary survey results to the public.

Phase 3: Placemaking proposals to illustrate primary placemaking interventions coming to Downtown Worcester.

Artists creatively brought empty storefronts to life and engaged residents to participate in a placemaking survey with such novel artistic strategies as creating a “mirror” to show who Downtown Worcester is and encouraging viewers to take a photo for themselves and post on social media.



Interactive Storefront Installation Phase 1 (Survey Questions) by Joshua Croke

Process

Planning

In Worcester, the Interactive Storefronts served multiple purposes: engaging the community to participate in the Downtown Worcester Placemaking Plan, activating empty storefronts, supporting the local artists community, and keeping public health as a priority during Covid-19. The Interactive Storefront Committee emerged from these desired outcomes. Our Interactive Storefront Committee met weekly for several weeks and communicated by email to get from concept to implementation efficiently.

It is important to engage the community around a common issue: Identify a local policy, public realm / placemaking, or community / environmental issue that would benefit from creative community engagement. For Worcester Interactive Storefronts, the project engaged residents to participate in a survey for the Downtown Worcester Placemaking Plan.



Interactive Storefront Installation Phase 2 (Survey Answers) by Joshua Croke

Process (Continued)

Create an Interactive Storefront Committee:

Identify one to three local groups to help shepherd the project. In Worcester, the collaborative efforts between Civic Space Collaborative, the Downtown BID, the building owner, and local Worcester PopUp covered all the necessary needs for a successful project. Local groups should have expertise, connections, and missions around local placemaking, creative endeavors, community building, or particular issues as they relate to the policy issue to be addressed. For instance, if the goal is to inform residents about sea level rise, then a local nonprofit focused coastal clean-up may be a good partner.

Identify a Project Lead, clarify roles for the Committee members, and create a project implementation timeline, and clear budget. The Project Lead is responsible for overseeing the Call for Art, shepherding the selection process, and aiding the implementation. The Lead can be a member from the Committee, or a hired local with an interest in civic and/or artistic engagement and can themselves be an artist. Civic Space Collaborative led the initial process including the Call for Art, and up until the artist selection, and then wrote the artist prompts for Phases 2 and 3 based on survey responses and selected projects. For implementation, the local Worcester team (Downtown BID and Worcester PopUp) took over to support on the project on the ground. This was a successful transition of leadership that strengthened the relationship between local institutions and individual artists and built local capacity to create similar projects in the future.

Identify location(s): Identify visible and accessible empty or underused storefronts for the art-work. Note that underused means that, while the space may have a tenant, the tenant might not have the ability or inclination to outfit their public facing storefront and may benefit from the artistic installation. In Worcester, the Interactive Storefronts served the plans of the building owner to create an artistic hub in the future, Creative Commons, as well as the goals of the rest of the Committee. Ideally, finding shared goals is important, but equally effective is using a storefront activation to serve multiple discrete goals.

Build and support the local artist community: One of the goals of the project is to help build up the local artist community. To create a more supportive and inclusive process, the Call should clearly favor local artists, and it should be accessible to artists at different levels of their career, especially beginning, and of varying degrees of proficiency in English, technology, or other barriers to applying. The Committee Members should be comfortable acting as support to the artists. In Worcester, four artists participated over the course of seven months as they activated the storefronts and were involved in the civic process of the Downtown Worcester Placemaking Plan, the Covid-19 response of bringing art Downtown, and building community with each other.



Artist: John Vo, Phase 3 (Public Space Interventions)



Artist: Pamela Stolz, Phase 1 (Survey Questions)

Process (Continued)

Call for Art + Artist Selection

Issue a Call for Storefront Art: Gather all the partners and create a mutually beneficial plan outlined through a “Call for Storefront Art.” Choose an agreed upon digital space such as Google Drive or email to collect the information. The Project Lead should keep all discussions, drafts, and ideas in one organized space. Translate the Call into different languages to reach immigrant communities. Determine a feasible schedule that keeps momentum but is do-able for artists and the Storefront Art Committee. Distribute important technical information to aid artists in their application regarding any restriction on materials or media (for example: specify only non-toxic, sustainable, recyclable materials), whether the installation would be on the exterior of the storefront (as a painted mural) or on the interior (as either a painted mural or a multi-media installation), availability of electricity, and dimensions of the storefront window and space for the installation.

Support artistic freedom in public art: Art is meant to hold up a mirror to society, to lead the viewers to question assumptions, and to provoke. Too often, art that is curated by a committee becomes a watered-down version of itself. Make a commitment to each other and to artists that they have artistic freedom and will be judged on excellence of vision and craft, rather than on an unspoken censorship of pleasing the least common denominator.

Distribute the Call for Art: Distribute the call through all available channels such as: email networks of partners, municipal networks, social media, e-newsletters, newspapers, targeted emails and phone calls to specific artists, and flyers at schools, libraries, coffee shops, and other hubs of foot traffic. Create an opportunity for an online information session where artists seeking to submit applications can go over the Call step by step and ask questions. In Worcester, the information session was well attended by over a dozen artists who asked clarifying questions about the Call for Art and better understood the requirements and the process. Even during times where in-person gathering is safe, an online information session is convenient and can be viewed on people’s own schedules. Ensure the info session is recorded for those who cannot attend.

Select the artist(s): Determine a Selection Committee, review and selection process, and timeline to select the artist(s). A good process includes allowing each committee member to review the submissions before coming together to review and select. For Worcester, the Committee was able to efficiently and unanimously select artists over an online meeting. Immediately following the meeting, email every applicant whether they were selected based on clear selection criteria.



Detail of artist: Pamela Stolz, Phase 1 (Survey Questions)



Detail of artist: Eamon Gillen, Phase 1 (Survey Questions)

Process (Continued)

Installation + Removal

Preparing for Installation: The client and artist should sign contracts and be clear about expectations soon after selection that outlines the deliverables, time, and payment amount. In addition, discuss need and coverage of insurance. In the case of Worcester, the building owner provided insurance coverage for the artists during installation, as well as for the artwork.

Publicize and promote the installation: Distribute press releases, post in eNewsletters, and on social media about the installation. The Worcester BID and Civic Space Collaborative worked to develop the materials and publicize the project.

Installation day and events: Determine appropriate times and a timeline for installation. If social distancing is required, then stagger installations of multiple storefronts. If the installation is entirely from the interior, then public viewing on the installation day can still follow public health social distancing guidelines. If social distancing is no longer required, then installation day is a good opportunity to engage the local community by providing a local ambassador to speak with the public about the goals of the project. In the case of Worcester, we maintained social distancing as was necessary for public health. Each artist had a set time for the installation and a BID staff member met the artist on site. The installation is also a good opportunity to hire a local photographer to document the process and any events.

Help visitors view and understand the storefront art: Provide simple, legible information about the purpose of the installation and a bio of the artist(s) on site, and to translate the information as appropriate. A QR code is an effective way to connect interested viewers with more information. At the Worcester Storefronts their signs about the survey with QR code and website links posted for the Phase 1 installation.

Removal of installation: In few cases, the artist can save the installation for another purpose; however, in most cases, the installation will need to be removed and properly disposed. Recycle as much as possible, for instance in the case of fabric art installation, use textile recycling. In the case of paint on glass, use a bladed paint scraper to remove all paint without getting it into the storm drain system. If the paint is stubborn, spray the on the glass mural/paint with a mixture of warm water and acetone at a 1:1 ratio, soaking the scraper in the mixture prior to scraping. Keep a trash barrel close by to toss the paint chips and a broom and dust pan to sweep up and properly dispose of paint dust.

Following this Storefront Installation the BID installed a snowflake installation in winter 2020-2021 and is working on larger storefront installation in 2021.



Artist: Eamon Gillen, Phase 1 (Survey Questions)



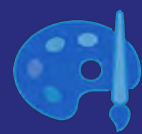
Artist: Eamon Gillen, Phase 2 (Survey Answers)



Artist: Eamon Gillen, Phase 2 (Survey Answers)



RisingEMOTIONS: Integrating Technology & Art to Visualize Climate Change






CULTURAL/
ARTS

Provided by SME Consultant

Civic Space Collaborative

Location

East Boston Branch of the Boston Public Library

| | | |
|----------------------------|--|---|
| Origin | <p>Lead Artist: Carolina Aragón, Asst. Prof. of Landscape Architecture & Regional Planning UMass Amherst's College of Social and Behavioral Sciences</p> <p>Research + Support: Narges Mahyar, Asst. Prof. at UMass Amherst's College of Information and Computer Sciences; Students for design and installation</p> <p>Project Management + Community Engagement: Michelle Moon, Civic Space Collaborative</p> | |
| Budget |  | Low (\$12,000): Reused installation materials, sourced inexpensive materials and volunteer labor |
| Timeframe |  | Short Term (6 months: August 2019 - January 2020) |
| Risk |  | Low Risk: Temporary installation requiring no major construction, engaging citizens in meaningful but difficult conversations about climate change |
| Key Performance Indicators | Digital Bilingual Survey: 150 responses; Community members engaged in art creation and community event, including 50 adults and 30 youth | |
| Partners & Resources | Funded was provided by a grant from the Barr Foundation to the Friends of the Mary Ellen Welch Greenway. Collaborators and partners included the Boston Society of Landscape Architects, Excel Academy, the East Boston Branch of the Boston Public Library and East Boston residents. | |
| Diagnostic | <p>RisingEMOTIONS was used as inspiration for The Trustees' One Waterfront Ambassadors youth employment program and Climate Change Visualization workshop, where students created their own mini art installations that visualized coastal flooding or urban heat island statistics for their neighborhoods.</p> <p>Although the art installation was removed one month before the COVID-19 global pandemic was declared, the installation was outdoors, and people were spaced out in a manner compliant with protocol for social distancing. If reinstalled, materials could be prepared in kits by volunteers in their homes. A bilingual survey was posted online, and events were held virtually.</p> <p>In addition, there have been many conversations about the how to plan for the next pandemic or big disruption to daily life, and there have been many comparisons drawn to the existential crisis of climate change. In the next few decades, East Boston will experience sea level rise and coastal flooding from an increase in extreme storm events. The City of Boston has led many planning processes and studies, including <i>Climate Ready East Boston</i> and <i>Plan East Boston</i>. Located in a prominent location adjacent public buildings, parks, a school, and Logan Airport, RisingEMOTIONS provided onlookers with a visual reference for the real impacts of climate change.</p> | |
| Action Item | <p>The project was coordinated to expand the awareness and outreach of local planning efforts by the City of Boston Planning & Development Agency, the City of Boston Environment Department, as well as local grassroots efforts by organizations Harborkeepers and GreenRoots, related to climate change.</p> <p>Survey participants were given the opportunity to provide their contact information to get connected with these organizations, as well as inviting participants to come help install the artwork.</p> <p>RisingEMOTIONS was used as inspiration for The Trustees' One Waterfront Ambassadors youth employment program Climate Change Visualization workshop, which was led by Lead Artist Carolina Aragón and Consultant Claudia LaFontaine. The workshop was held in August 2020, making it an entirely remote project due to pandemic closures. They met virtually with Boston-area high school students in The Trustees youth employment program and discussed the effects of climate change in Boston. Students were guided in creating their own mini art installations, where they chose between visualizing coastal flooding or urban heat island statistics that were provided for their neighborhoods.</p> | |

Planning + Design

- **Concept Development (August):** University of Massachusetts Amherst Assistant Professor Carolina Aragón and PhD student Mahmood Jasim brainstormed “visual emotions”, that rise to flood levels on a napkin sketch. UMass Boston Sustainable Solutions Lab provided local data for the 1% annual chance flood for the Library site.
- **Design (September):** Using recycled materials from a previous installation, Carolina Aragón and students designed a metal frame to rise to the height of 1% annual chance flooding at 3.8 feet. The bands of color coordinated to survey responses travel over the frame, across the patio, and up the building windows. The height reflected on the frame and on the building were meant to make viewers think about how high 3 feet from flooding is.
- **Online Bilingual Survey (October):** PhD Student Mahmood Jasim created an online bilingual survey to collect East Boston residents’ feelings about climate change. The Friends of the Mary Ellen Welch Greenway (FoMEWG) and other East Boston nonprofits distributed the survey by email and on social media. On the printed flyers and business cards there were QR codes. Over 150 East Boston residents responded, and responses were color coded based on varying levels of sentiment towards climate change.
- **Site + Site Visits (October):** Project collaborators conducted an on-site visit to City of Boston property in front of the East Boston Library by Bremen Street Park. The site is located near Logan Airport, the MBTA Airport Blue Line Station, and commercial areas in East Boston. The artist and student team did several site visits to take measurements, test materials, and do community outreach by engaging library patrons and Excel Academy students.
- **Approval Process (October - November):** This art installation was located on City of Boston property and therefore required the approval of the Boston Art Commission. The artists submitted the project to the Art Commission with the required information, including project description, a list of team members, rendering, scale site map, insurance information, and resume. A City staff member the Mayor’s Office of Arts and Culture reviewed the application to ensure that the application package was complete. The project team attended a monthly Art Commission meeting to answer any additional questions and were granted approval for the project with the condition that the project team would provide some additional information about the removal of the project materials (duct tape).

Creating + Installing RisingEMOTIONS

- **Community Making Sessions (November):** Community members and East Boston Library patrons, who were mostly youth, transcribed survey comments on to each ribbon in one session and helped assemble the final installation as well. For the installation day, adults volunteered to hammer staples into ribbons, and people of all ages helped extend the bands of color with duct tape onto the pavers. Instructions were provided on site.
- **Installation (November):** Carolina Aragón and the UMass Amherst students prepared the ribbons before site installation, which required cutting the ribbons and sewing loops to attach them to the frame. Robert Gilmore and his crew assisted on site with leveling the ground and assembling the framework, and community members participated intermittently with tasks such as transcribing onto ribbons, sliding ribbons into place, securing ribbons to the ground with staples, and taping the patio.
- **Community Event (December):** Funding partners and community members attended a presentation about the installation and conducted a press statement, where the artist and city officials spoke about the significant impact of climate change.
- **Removal (January):** The project team removed the art installation in half a day.



I am worried that the neighborhood will be wiped out. We are just hurting the world and that is only going to effect us in the future.

Climate change needs serious attention. But I believe programs like these could help in making a change. Its sad to see this is happening.

I'm frustrated that policy makers and politicians still don't recognize this as an urgent problem. It's getting cold.

It is very disappointing and very disgusting. I spend more time online I see many videos on climate change and how it is effecting us.

This is very worrying since we live on an area in which is near to a sea land, and a flooding could destroy the whole city.

I feel despair that so many people refuse to think about the consequences of their actions and how their inaction will harm the next generation.

I have been moved what I have seen in the past few months. I believe in climate change and we should take action. I feel pretty terrified.

It's going to bring regret to people and it will be to late. It's saddening and people don't take it so serious bc humanity is being wiped out.

I believe that there is not much action that people are taking ... it isn't their biggest priority. I feel like climate change is getting worse.

It is weird because it was so warm. I feel like it's ignored way to much when people should be talking about it.

Everyone is littering everywhere and it changes the climate change. Also nobody is doing nothing about it which is very unfortunate and very sad.

I hate climate change. The corporations should also come forward. We can't just leave everything to the government or personal practices.

It makes me worried since I've never moved in my life, and don't know where I am going to end up in the future.

I don't really know about climate change but I know it's bad. I just hope it won't be too late before we start taking actions.

Examples of East Boston resident responses to the survey questions



Making Sessions at UMass Amherst and at the East Boston Library

RisingEMOTIONS Installation



Volunteers installing RisingEMOTIONS (Photo: Civic Space Collaborative)



View of RisingEMOTIONS from the Library patio (Photo Credit: Matt Conti)



The RisingEMOTIONS Project Team and volunteers at the Library (Photo Credit: Matt Conti)

Rapid Recovery Plan

Outdoor Dining/Retail Community Toolkit

*A guide for communities seeking to assist business owners
in creating outdoor dining and retail options*



September 2021

This Toolkit has been made possible through technical assistance provided by the Baker-Polito Administration's Local Rapid Recovery Planning program.



The Local Rapid Recovery Planning (RRP) program is a key part of the Baker-Polito Administration's Partnerships for Recovery Plan, the strategy established to help communities stabilize and grow the Massachusetts economy as a result of the economic impacts brought on by COVID-19. The plan invests \$774 million in efforts to get people back to work, support small businesses, foster innovation, revitalize downtowns, and keep people in stable housing.

In addition to the planning program, recovery efforts include a Small Business Relief Program administered by the Massachusetts Growth Capital Corporation. This program, which concluded in May 2021, provided more than \$687.2 million to over 15,000 businesses across the Commonwealth, with a focus on businesses located in Gateway Cities, among demographic priorities, or operating in sectors most impacted by the Pandemic. Cities, towns, and non-profit entities are using Regional Pilot Project Grant Program funding for recovery solutions that seek to activate vacant storefronts, support regional supply chain resiliency, and create small business support networks. To promote recovery in the tourism industry and support the ongoing My Local MA marketing initiative encouraging residents to support their local economies by shopping, dining and staying local, another \$1.6 million in grants were awarded through the new Travel and Tourism Recovery Grant Pilot Program. Through April 2021, MassDOT's Shared Streets and Spaces Grant Program has invested \$26.4 million in municipal Shared Streets projects to support public health, safe mobility, and renewed commerce.

In support of the overall recovery strategy, the Administration made \$9.5 million in awards for 125 communities to create Local Rapid Recovery Plans, through the MA Downtown Initiative Program. These plans address the impacts of COVID-19 on local downtowns and small businesses by partnering with Plan Facilitators and Subject Matter Experts to pursue locally-driven, actionable strategies.

For more information, contact DHCD:
100 Cambridge St, Suite 300
Boston, MA 02114
617-573-1100
mass.gov/DHCD

Toolkit prepared by:

CivicMoxie
Brookline, MA

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Getting Started...

Why this Toolkit

Outdoor dining and retail options in local commercial districts blossomed during the early days of the COVID-19 Pandemic as towns and cities made a quick pivot to respond to the needs of businesses and residents. Understanding potential benefits to long-term community and economic development, many businesses and communities now seek to make permanent the temporary outdoor dining and retail options that have sprouted up in their commercial areas.

This Toolkit responds to this need. In the Local Rapid Recovery Program, questions of outdoor dining and retail – enacting permanent ordinances, providing clear design guidelines, offering assistance on use of materials and perhaps even bulk purchasing, compliance with ADA, and navigating local and state regulations – have been among the most common issues raised during the planning process. Businesses want certainty before investing capital in furniture, construction, and equipment. Communities want to ensure outdoor dining and retail options are created with some semblance of aesthetic order and that they meet safety standards. This Toolkit presents the most common questions in the LRRP and provides a guide for each community to move forward in creating its own set of guidelines for businesses and internal streamlining of requirements.

How to use this Toolkit

Think of this LRRP Toolkit as a guide for your own local government outdoor dining and retail decisions, regulations, and assistance to businesses. Every community is different, and some are further along than others in thinking through their outdoor dining and retail process. This Toolkit responds to the need for each community to take it's own unique approach by offering suggestions for design guidelines, asking a series of questions for municipalities, and providing examples from other communities. It's all about offering you flexibility and multiple options.

To this end, this Toolkit can be used by communities in three ways:

1

YOU NEED HELP ON A FEW INDIVIDUAL ITEMS FROM THE MUNICIPAL SIDE

- things such as writing and passing bylaws and ordinances to make outdoor dining and/or retail permanent; streamlining permitting/licensing; creating design and material standards, etc.

2

YOU WISH TO PROVIDE USEFUL INFORMATION

AND ASSISTANCE TO BUSINESSES - things such as space guidelines for setting up socially distanced dining in a standard parking space; information on ADA requirements; suggestions or requirements on materials to be used, etc.

3

YOU WANT TO CREATE A FULL OUTDOOR DINING/RETAIL STEP-BY-STEP TOOLKIT FOR BUSINESSES

- a pdf/packet and perhaps online, with all the information a business needs to create an outdoor space, including municipal requirements and guidelines, as well as suggestions for space, materials, aesthetics, and more.

Toolkit Checklist

Use this checklist to understand what you need and how this Toolkit can be most useful to you.

Part 1: Guidelines for Communities

You will find a list of topics that your community may want to address regarding outdoor dining/retail. Each topic includes possible solutions and, in some cases, examples from other communities (in the understanding that you don't necessarily want to reinvent the wheel but you do want to tailor it for your needs).

- | | | |
|--------------------------|---|--------------|
| <input type="checkbox"/> | We want to streamline the process for businesses to create outdoor dining/retail under existing State regulations. | p. 9 |
| <input type="checkbox"/> | We want to make our temporary/emergency outdoor dining/retail regulations permanent. | p. 21 |
| <input type="checkbox"/> | We want to provide design and materials guidelines to businesses. | p. 24 |
| <input type="checkbox"/> | We are interested in facilitating bulk purchasing of materials and equipment to help businesses and to get better prices for them. | p. 36 |
| <input type="checkbox"/> | We want to consider clustered public spaces for outdoor dining | p. 39 |
| <input type="checkbox"/> | We are concerned about costs and impacts, including loss of public parking and/or parking revenue, and noise. | p. 44 |
| <input type="checkbox"/> | We want to encourage winter outdoor dining. | p. 48 |
| <input type="checkbox"/> | We want to enable outdoor dining in parks. | p. 50 |

Part 1: Guideline for Communities (continued)

- | | | |
|--------------------------|---|--------------|
| <input type="checkbox"/> | We would like guidance to conduct a robust public process to get community feedback on outdoor dining/retail ordinances. | p. 51 |
| <input type="checkbox"/> | We want help identifying funding for implementing a Business Toolkit and for providing help to businesses in other ways. | p. 53 |
| <input type="checkbox"/> | We want a template for our own complete outdoor dining/retail Toolkit. – See Part 2 for this information! | p. 55 |

Part 2: Putting It Together

Part 2 of this Toolkit provides an outline for your very own community outdoor dining/retail Toolkit and offers ready-to-use design guidelines to insert in any document or online resources you offer businesses.

- | | | |
|--------------------------|---|--------------|
| <input type="checkbox"/> | Suggested Outline for a Toolkit/Resource Guide for Businesses | p. 57 |
| <input type="checkbox"/> | Sample Design Guidelines | p. 59 |
| <input type="checkbox"/> | State Outdoor Dining/Seating Fact Sheet for Accessibility Requirements | p. 85 |



Part 1:

Guideline for Communities

Choose the critical sections to get started! To do this, we recommend that you gather all the relevant Town or City staff to discuss how to ease the process for businesses to extend their dining and retail to outdoor spaces. You might give staff a copy of this Toolkit and then discuss what elements you want to provide. Collaboration and cooperation are key here. Those communities that acted quickly during the early days of the Pandemic and made the process work best for staff and businesses where those that brought municipal departments and staff together to problem-solve and communicate constantly. That same spirit of cooperation and collaboration applies here...

We want to...

STREAMLINE THE PROCESS FOR BUSINESSES TO CREATE OUTDOOR DINING/RETAIL UNDER EXISTING STATE REGULATIONS.

When we say “streamline the process,” it can include all or some of the following goals:

- (A)** Offer a **single application** for businesses to apply for permits and licenses to provide outdoor dining and retail.
- (B)** Offer an **online application** to help businesses save time.
- (C)** Provide a **checklist of all requirements**.
- (D)** Provide a **liaison at City or Town Hall** to guide businesses through the outdoor dining and retail rules and requirements.
- (E)** Create a **short-track or condensed timeline** for permitting and approvals by coordinating Town or City inspections and reviews.
- (F)** **Provide clear design guidelines and other requirements** that take the guesswork out of providing outdoor dining and retail.
- (G)** **Offer bulk purchasing** of common items needed for outdoor dining and retail to get better prices for businesses and standardize select items that may be hard or confusing to source.



The choices on the previous page aren't mutually exclusive and you may choose to combine various methods of streamlining applications. For instance, some communities will offer a single, online application and also provide a short-tracked permitting and inspections process. If they offer design guidelines and a complete Toolkit for businesses (using this Toolkit as a guide, of course!), that's one more way to streamline the entire process for businesses. We cover these scenarios in various places in this Toolkit.

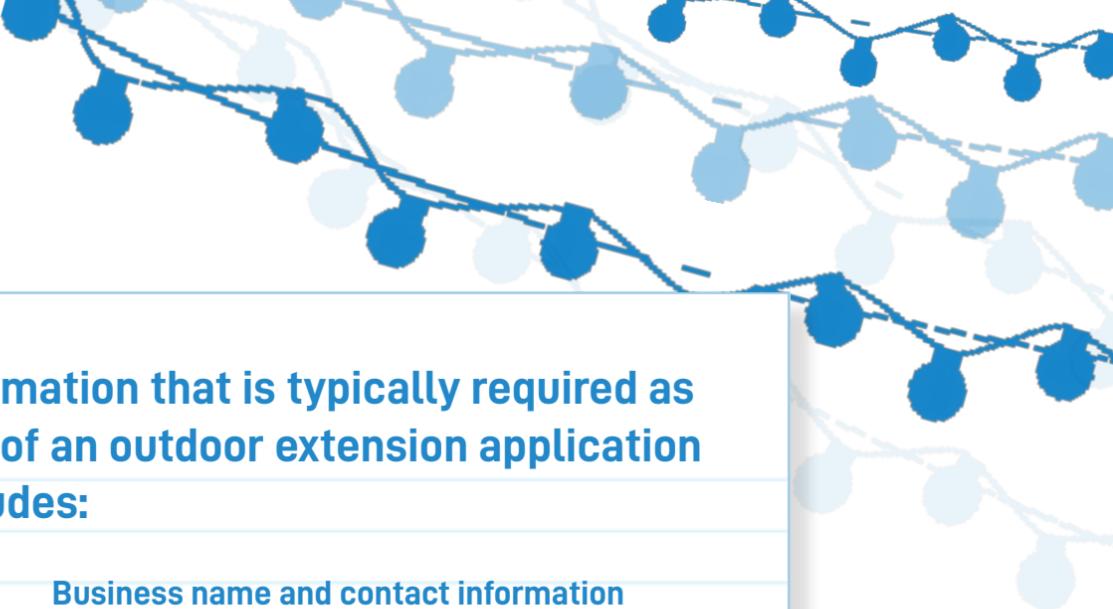
A Offer a single application for businesses to apply for permits and licenses to provide outdoor dining and retail.

Creating a single application makes a simple process for businesses and municipal staff. A single application replaces all other permit and license forms that would typically be required for outdoor dining or retail. One required application also gives assurances to businesses that they are not missing any key steps.

Elements to include in a single application:

- ☐ Offer application by seating type/location/space ownership
- ☐ Offer an online option
- ☐ Provide a checklist of all requirements
- ☐ List any separate permits that may be required
- ☐ Provide design guidelines
- ☐ Offer guidance regarding alcohol sales and service
- ☐ Provide key dates and timeline for review and approvals

Information about each of these elements is provided on the following pages.

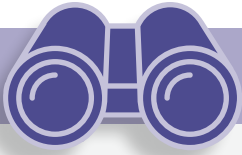


| | |
|--|--|
| | Information that is typically required as part of an outdoor extension application includes: |
| | |
| | <input type="checkbox"/> Business name and contact information |
| | <input type="checkbox"/> Business manager and property owner |
| | <input type="checkbox"/> ABCC license # (if applicable) |
| | <input type="checkbox"/> Proposed hours of operation |
| | <input type="checkbox"/> Location of outdoor seating (parking lot, sidewalk, etc.) |
| | <input type="checkbox"/> Proposed number of tables and chairs and seating capacity |
| | <input type="checkbox"/> Site plan and materials list |
| | <input type="checkbox"/> Proof of Occupancy/Control of Premises" - usually a lease or a deed or written permission from property owner if not the licensee. |
| | |
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- ☐ **Business name and contact information**
- ☐ **Business manager and property owner**
- ☐ **ABCC license # (if applicable)**
- ☐ **Proposed hours of operation**
- ☐ **Location of outdoor seating (parking lot, sidewalk, etc.)**
- ☐ **Proposed number of tables and chairs and seating capacity**
- ☐ **Site plan and materials list**
- ☐ **Proof of Occupancy/Control of Premises" - usually a lease or a deed or written permission from property owner if not the licensee.**

Application by seating type/location/space ownership

Some municipalities opt to incorporate all types of outdoor seating into a single application and others have a different application depending on the type. For example, Brookline, MA has a single application on which the applicant selects their proposed outdoor dining type classified by location. As illustrated in Part 2 of this Toolkit, categorizing applications by the proposed location or by ownership of the space (public or private) makes good sense as different considerations (and different municipal permits and review) come into play if seating is proposed for the street or a sidewalk.

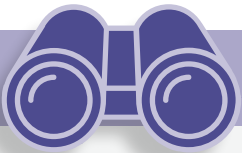


How others are doing it...

Brookline, MA

[Single application](#) requiring outdoor dining type by location

- 1) **What type of outdoor dining configuration are you proposing?** (See Outdoor Seating Configurations section of the Town of Brookline's Outdoor Dining Program Regulations and Guidelines effective April 1, 2021 for reference.)
- ☐ **Façade Seating:** Outdoor seating located on the sidewalk immediately adjacent to a building
 - ☐ **Curbside Seating:** Outdoor seating located on the sidewalk along the curb
 - ☐ **On-Street Seating:** Outdoor seating located in parking spaces in front of a restaurant storefront.
 - *Protective concrete jersey barriers required for on-street seating. Contact Todd Kirrane, Transportation Administrator, to request review of your location and installation of the jersey barriers.*
 - ☐ **Combination Façade & Roadway Seating**
 - ☐ **Combination Curbside & Roadway Seating**



How others are doing it...

Separate applications — private and public property

Northampton, MA

Two applications, one for seating on [private property](#) and one for seating on [public property](#).

Worcester, MA

A [general application](#) that all applicants must fill out for outdoor dining, plus a [supplemental application for use of a public sidewalk](#), which is in lieu of the Sidewalk Use permit that would typically be require

Saco, ME

[Three separate applications](#) for proposals on private property, public sidewalk, and public parking. Applications can be submitted for both outdoor dining and outdoor retail.

What's happening at the State...

Per [An Act relative to extending certain COVID-19 measures adopted during the state of emergency](#), a municipality's local licensing authority (LLA) can approve applications for an extension of outdoor table service until April 1, 2022 without the need to provide advance notice to abutters or hold a public hearing on the application. The State has not explicitly allowed this bypass for other forms of outdoor business, such as retail, other than table service.

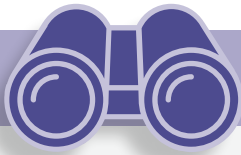
At present, businesses that have been granted an outdoor extension of their premises through this expedited process will revert to their pre-approval status after April 1, 2022.



B Provide a checklist of all requirements

To help businesses organize all of the materials and information they will need to successfully apply for an outdoor dining or retail permit, it is useful to provide a checklist of required items. A clearly defined checklist will decrease chances for confusion and enable the applicant to organize the proper materials in advance, rather than having to start and stop the application to seek out necessary documentation. The checklist should be as succinct and easy to understand as possible.





How others are doing it...

Boston, MA The City of Boston has a good example of an [application checklist](#)

CITY of BOSTON

2021 Outdoor Dining Program: Application Checklist

Before you submit your application, please review the following checklist. This checklist provides an overview of the documents that you will need to prepare and upload with your application. Please reach out to 2021outdoordining@boston.gov if you have any questions after reviewing.

Documents required from every applicant:

- ☐ **Copy of Licensing Board License:** Please have ready a copy of your Licensing Board License (example [here](#)) to upload. You will also be required to enter your license number.
- ☐ **Site Plan:** A site plan drawing of the proposed outdoor dining extension will be required. This may be hand drawn. It will need to include square footage, access to and from the licensed premise, and location and number of tables and chairs. See the [2021 Guidance document](#) for more information on site plan and site set-up requirements.
- ☐ **Recent Photo(s) of Proposed Location:** You will be required to upload at least one and up to three recent photos of the proposed location of the outdoor dining extension. These photos will be used to give reviewers a better understanding of the location, so please upload clear photos from several angles to assist with review.
- ☐ **Photo of Proposed Barrier(s):** You will be required to upload a cut sheet, diagram or image of the proposed type of barrier to be used to create separation from traffic (e.g. planters, water filled barriers, wooden barriers). Please note: Barriers are needed for both sidewalk seating and on-street seating.
- ☐ **Legal Right to Occupy:** If you are applying for an extension on private property, you are required to submit a letter from the landlord granting the right to utilize the space. If you are applying for an extension on public property, legal right to occupy will be granted if your application is approved through the 2021 program application. See the [2021 Guidance document](#) for more information
- ☐ **Certificate of Inspection:** Please have ready a copy of your most recent Certificate of Inspection (example [here](#)), whether current or expired.
- ☐ **Health, Safety and Operation Plan:** Please have ready a Health, Safety and Occupation Plan that adheres to the information outlined [here](#). These plans should include the following:
 - ☐ Description of proposed service (including staffing levels, days of the week, hours of operation)
 - ☐ Overview of how the extension will be separated from the non-licensed area & supervised
 - ☐ COVID-19 precautions for employees and patrons & a social distancing plan
 - ☐ Structures separating patrons from traffic
 - ☐ ADA accessibility
 - ☐ Maintenance and storage plan (will tables and chairs be removed when not in operation)
 - ☐ Safety plan (what steps are being taken to ensure materials do not enter the travel path)

Source: <https://docs.google.com/document/d/1LoOFKnBwFAyn7LwhymFI-eCY25Dtlvkf2J3ZYarzkWA/edit>

List any separate permits that may be required

It is important to explicitly identify any required or optional elements that need a separate permit application from the business. It is up to the discretion of the municipality to decide which elements to include as part of the primary application and which require separate permitting. When possible, streamline the process by designating pre-approval for certain equipment and models that have been vetted to remove uncertainty on the part of the businesses. Common examples of things that may require separate municipal approval/permitting include:

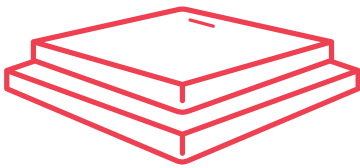


Tents/Canopies

Shrewsbury: All tents need a permit from the Building Dept.

Brookline: Tents or canopies exceeding 120 sq. ft. need a permit from the Building Dept.

Boston: Tents and canopies are not permitted in public outdoor dining spaces (umbrellas allowed). Tents on private property need approval from the Fire Dept. and Inspectional Services Dept.



Platforms (for parklets)

Boston: For a parklet-style deck, a photo of the proposed deck location and sketch of the proposed deck, including materials, dimensions, and drainage clearance, are required.

Worcester: Decks, platforms, and other structures may require a building permit.



Outdoor Heaters

Northampton: Provides [guidance for use of heaters](#) and requires inspection by the Fire Rescue Dept. and Building Dept. before operation.

Brookline: Temporary use of propane heaters must be approved by the Fire Dept. Electric heaters must be permitted by the Town's Electrical Inspector.



Sidewalk Use/Obstruction

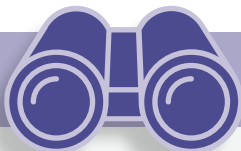
Worcester: [Supplemental application for sidewalk dining](#) required in lieu of normal Sidewalk Use permit

C Offer an online application

Online applications help ease the process for businesses and can be done two ways:

- **If your municipality already has an online form center or portal for submitting permit applications**, this is a streamlined way to allow applicants to attach any necessary uploads directly to their application and submit all in one place.
- **If you don't have a public portal for applications and other submittals.**, an alternative option is to provide fillable PDFs that applicants can submit by email along with any other necessary attachments.

Hard copy applications should also be available upon request for applicants who may lack internet access or proficiency.



How others are doing it...

Northampton, MA [Online portal](#) and form center for business applications.

Worcester, MA [Fillable PDFs](#) that are emailed by applicants with required attachments.

D Provide a liaison at City or Town Hall

Designating someone as the single point person at City or Town Hall can help ease the process for businesses that have questions about outdoor dining permitting and provide one stop shopping. This liaison can also serve as the coordinator of staff and department requirements...providing a consistent presence and source of information. The liaison can also report back on barriers or challenges in the permitting process and initiative changes in response to real time feedback from businesses and public sector collaborators.





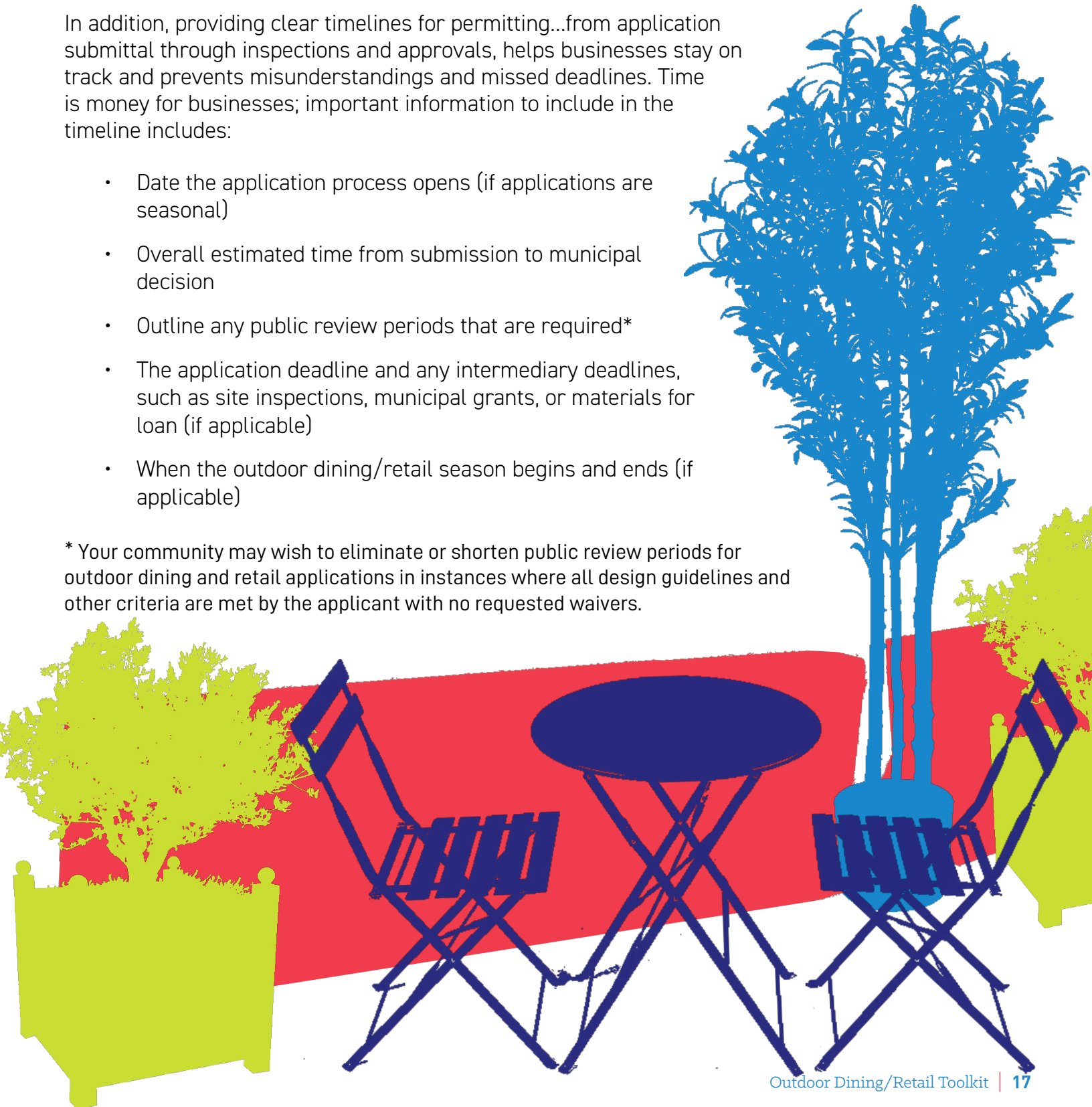
Create a short-track or condensed timeline for permitting and approvals

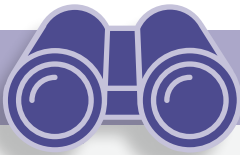
By coordinating Town or City inspections and reviews, and possibly eliminating or shortening some public review processes,* the overall timeline from application to permit approval can be shortened, helping restaurants make quick pivots to retain customers and staff.

In addition, providing clear timelines for permitting...from application submittal through inspections and approvals, helps businesses stay on track and prevents misunderstandings and missed deadlines. Time is money for businesses; important information to include in the timeline includes:

- Date the application process opens (if applications are seasonal)
- Overall estimated time from submission to municipal decision
- Outline any public review periods that are required*
- The application deadline and any intermediary deadlines, such as site inspections, municipal grants, or materials for loan (if applicable)
- When the outdoor dining/retail season begins and ends (if applicable)

* Your community may wish to eliminate or shorten public review periods for outdoor dining and retail applications in instances where all design guidelines and other criteria are met by the applicant with no requested waivers.





How others are doing it...

Boston, MA

An example of a timeline of key dates from [Boston's 2021 Outdoor Dining Pilot Program website](https://www.boston.gov/departments/licensing-board/2021-outdoor-dining)

KEY DATES

DECEMBER 9, 2020:

The 2021 Outdoor Dining Pilot program announced. Our [online application](#) opens for Licensees on this date.

JANUARY 18, 2021:

The initial deadline for licensees to submit an application to receive a decision or follow-up questions from our team by **February 19, 2021**. Licensees may also submit an application after this date to participate. We review these applications on an ongoing basis.

FEBRUARY 19, 2021:

We will notify licensees of approvals or requests for more information by this date if they submitted their application by **January 18, 2021**.

Key Dates as shown on the City of Boston's Website,

Source: <https://www.boston.gov/departments/licensing-board/2021-outdoor-dining>





Provide clear design guidelines and other requirements including alcohol licensing checklist of all requirements

Businesses have expertise in menus, food, dining experiences for customers, service, and in the case of outdoor retail, displays and signage. The design and construction of outdoor dining and retail can stymie the most sophisticated business owner...it's just not part of their expertise and experience. Guidelines can help! If you wish to provide guidelines for businesses, see the separate section on this topic below and actual guidelines in Part 2.

What's happening at the State...

The Massachusetts Alcoholic Beverages Control Commission (ABCC) has the following general regulations for licensed establishments to serve alcohol on patio and outdoor areas:

- i. Alcoholic beverages cannot be served outside of a licensed establishment unless and until an application to extend the licensed premises has been approved.
- ii. An application to extend the premises must describe the area in detail, including dimensions, seating capacity, and maximum occupancy.
- iii. The premises must be enclosed by a fence, rope, or other means to prevent access from a public walkway.
- iv. The outdoor area must be contiguous to the licensed premises with either (a) a clear view of the area from inside the premises, or, alternatively (b) the licensee may commit to providing management personnel dedicated to the area.
- v. The applicant must have a lease or documents for the right to occupy the proposed area.
- vi. The licensing authorities should consider the type of neighborhood and the potential for noise in the environs.
- vii. Preferred are outdoor areas where alcohol is served to patrons who are seated at the tables and where food is also available.



Previously, an application to extend the licensed premises to serve alcohol in a new outdoor area had to be approved by both a municipality's local licensing authority (LLA) and the ABCC. However, per [Bill S.2475, An Act relative to extending certain COVID-19 measures adopted during the state of emergency](#), LLA's have been granted the authority to approve the extension of licensed premises until April 1, 2022 without the need for ABCC approval. This means allowing alcohol service in a public outdoor space, including a space across the sidewalk, is fully at the discretion of the LLA. After approval, the LLA must notify the ABCC of the amended license.

As with outdoor dining in general, businesses that have been granted an outdoor extension of their premises for alcohol service through this expedited process are presently scheduled to revert to their pre-approval status after April 1, 2022. If a business is seeking to extend their premises for outdoor alcohol service beyond April 1, 2022, they must follow the ABCC's usual regulations for [Alteration of Premises/Change of Location](#). This consists of submitting an application to the LLA for approval, which then gets forwarded to the ABCC for approval.

Businesses that wish to serve alcohol in an outdoor space that does not fit the regulations above, such as in a non-adjacent space or without table service, can apply for a [One-Day Special Permit](#) through their LLA. Restrictions on the type of alcohol that can be sold vary depending on the type of business and the nature of the event. For-profit events may only sell wine and/or malt beverages under the One-Day Special Permit. This permit can only be utilized for a single day, but there is no limit to the number of permits a business can apply for, only that they cannot be granted to an individual person more than 30 times in one calendar year.

Offer bulk purchasing of common items needed for outdoor dining and retail

Some equipment or materials may be specialized and also need to meet safety requirements. Items such as outdoor heaters have to meet fire safety or electrical codes, and the storage of propane fuel, if used, can be complicated. Additionally, items such as platforms to raise on-street parking spaces to sidewalk height are fairly standardized but require construction knowledge and structural design. To get better prices for businesses and standardize select items that may be hard or confusing to source, towns and cities may choose to bulk purchase items on behalf of businesses. If you are interested in doing this, see page 36 for additional information.

We want to...

MAKE OUR TEMPORARY/ EMERGENCY OUTDOOR DINING/ RETAIL REGULATIONS PERMANENT

Communities are now considering the next steps to shift from temporary/emergency outdoor dining and retail measures to permanent zoning and bylaw changes. The cost of a small outdoor seating area in a public parking space can be well over \$25,000, including materials, construction costs, and new furniture and equipment. For many small businesses, this size of capital investment is a challenge, and even more so if there is no certainty regarding the ability to continue outdoor operations post-Pandemic. Instituting permanent zoning and bylaw changes provides certainty for everyone involved.

Zoning Code Changes

Zoning code and bylaw changes can make outdoor dining and retail options permanent throughout a municipality or in selected geographic areas or zones. Some considerations should be:

What boards and committees must review any proposed changes, and what time is needed to do that? Examples can include: economic development committee; business district committee; planning board; city council or town selectboard, etc.

Allow enough time to enact permanent changes before any municipal emergency/COVID-19 outdoor dining and retail programs expire. We recommend six months, if possible. Your community may have to extend its emergency COVID-19 program in order to keep something in place until a permanent program can be adopted.

Consider any limitations you currently have on the length of time outdoor seating is allowed at any one time. Some communities limited outdoor seating to six months, or to actual dates. Should these be lifted? Do you wish to encourage year-round dining? See the section on winter outdoor dining below for additional information.

Which temporary outdoor dining/retail measures or program elements do you wish to retain? What additional guidelines or elements do you wish to add to a permanent program? We hope this Toolkit provides useful information to answer these questions.

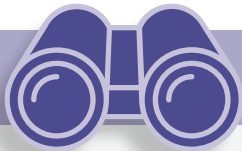
What are the benefits and costs for a permanent program? See the separate section below for information on what to consider.

The Importance of Local Voices

Some key temporary changes that were made to streamline the outdoor dining permitting process in response to the COVID-19 Pandemic were done at the state level. This included eliminating some public process requirements that can slow implementation, such as holding a public hearing and giving advance notice to all abutters, and forgoing the need for the ABCC to approve outdoor extensions of premises to serve alcohol.

While individual municipalities may not have the power to make permanent changes to these state laws, they can be influential voices to advocate for permanent adoption of temporary changes that have proven beneficial to their business communities. Local business organizations, chambers of commerce, and municipal leaders and staff should make their preferences known and provide stories of the positive benefits they have seen from COVID-19 temporary changes to their state Representatives.





How others are doing it...

Haverhill, MA

In 2004, the City of Haverhill, MA enacted an [Outdoor Dining Permit Ordinance](#) that defined and streamlined the outdoor dining process within their Commercial Center zoning district. In response to higher demand during the COVID-19 Pandemic, they streamlined the permit approval process further by moving initial permit application review from the License Commission to Inspectional Services. Using [OpenGov](#), after Inspectional Services gives approval, it automatically triggers the application to be sent to the City's other regulatory bodies that need to review.

Brookline, MA

Brookline, MA is seeking to adopt new General and Zoning Bylaws to create permanent outdoor dining in the town by:

Extending the outdoor dining season from a 6-month maximum to year-round

- Allowing outdoor seating in parking space parklets and privately-owned areas adjacent to restaurants
- Streamline the application process by replacing Planning Board review with Planning and Community Development Department staff review

At [2021 Spring Town Meeting](#) the Brookline Select Board voted in favor of these changes, following a presentation of rationale delivered by the Department of Planning and Community Development.

New York, NY

New York City is working on a permanent [Open Restaurants](#) program that would change zoning text to remove geographic restrictions on where in the city sidewalk cafes can be located and consolidate all applications under one agency.

We want to...

PROVIDE DESIGN AND MATERIALS GUIDELINES TO BUSINESSES

Design Guidelines

Perhaps the greatest positive impact a municipality can provide to businesses is to offer design guidelines for outdoor dining and retail spaces. These guidelines can save time – for research, design, codes compliance, ADA requirements, etc. Strong guidelines can also be critical to convince municipalities that they can allow uses by right, if the guidelines are met, and eliminate or reduce discretionary review.

Part 2 of this Toolkit contains sample design guidelines for a variety of outdoor dining and retail situations. Municipalities may distribute relevant samples to businesses in their communities as guides or use these samples as a resource to create their own guidelines. All outdoor dining and retail must meet state accessibility requirements; [Outdoor Dining/Seating Fact Sheet for Accessibility Requirements](#) is attached to this Toolkit at the end of Part 2.

When establishing guidelines for outdoor spaces adjacent to the curb, whether on the sidewalk or in on-street parking, it is important to identify existing curbside uses that prohibit the implementation of outdoor dining or retail.

Materials Guidelines

Materials guidelines can help provide an overall aesthetic framework while allowing businesses to express their individual brand/style and meet any code or other municipal requirements. There are several categories of materials that must be considered for an outdoor dining or retail space:



Barriers



Furniture



Heating

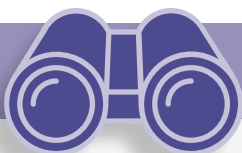


Parklets

Barriers

There are two categories of barriers that a business may need to use: protective barriers and separation barriers.

Protective Barriers are used when an outdoor space overlaps/abuts with motor vehicle space, with the most typical scenario being the use of a parking space in the street or in an active parking lot. Protective barriers are sturdy and heavy and must meet any requirements of local Department of Public Works or Transportation Department. A common practice is for the municipality to provide and install these barriers and remove them at the end of the outdoor dining/retail season, if applicable. Examples include concrete and water-filled jersey barriers and heavy planters, such



How others are doing it...

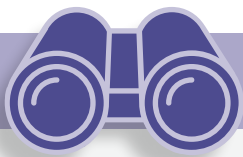
Boston, MA

In its [outdoor dining guidance document](#), the City of Boston has identified the following curbside uses where conflicting outdoor dining requests will not be approved:

- 10' clearance on either side of a fire hydrant
- Handicap accessible parking
- No stopping
- Travel lane
- Bike lane
- Bus lane
- Crosswalk
- Fire access lane
- Bus stop
- Bike share station
- Car share space

as those weighted with sandbags. Protective barrier height minimums and maximums vary by municipality, though these are typically at least 30" high. The required extent of protective barriers varies by municipality, but at a minimum they should be placed where there are potential conflicts with forward-moving traffic.

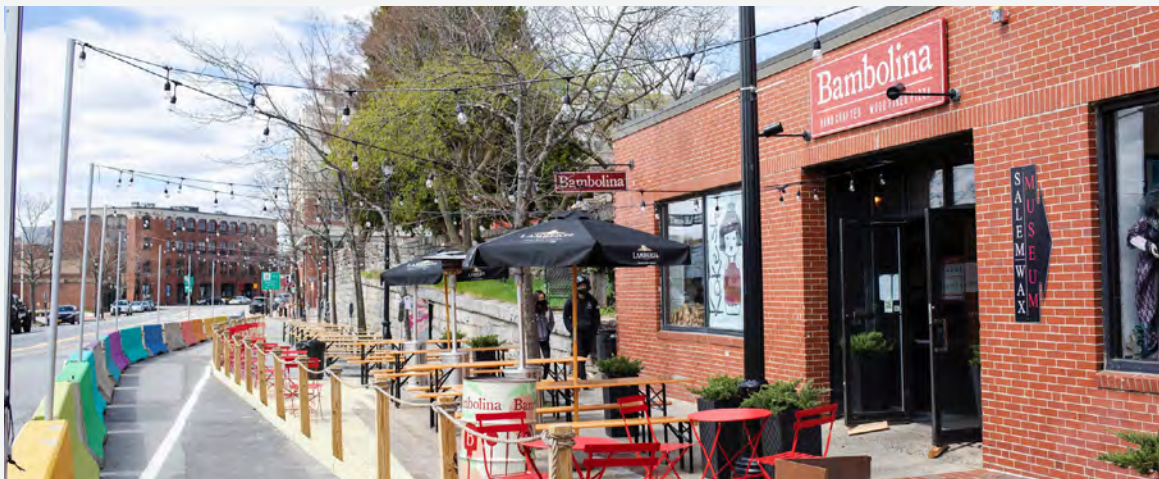
Jersey barriers and water-filled barriers lack aesthetic appeal, and various strategies exist to beautify these enclosures, including treating the jersey barriers as a canvas for paint (see example below). We suggest another strategy which could benefit from municipal coordination: at 24" wide, jersey barriers take up considerable room and restaurants often then add another material or screen on the dining side of the barrier for aesthetic reasons and to support planter boxes, lattice, etc. Combining the aesthetic treatment with the barrier itself could reduce the space needed and provide a good solution to beautifying the barriers. A standard enclosure for this barrier consisting of a box, constructed of marine-grade plywood, with a planter space built in at the top could improve aesthetic appeal and regularity while allowing for individualization for each outdoor dining or retail area through the paint and details used.



How others are doing it...

**Beverly, MA
Salem, MA**

Some businesses are paying artists directly to paint jersey barriers around their outdoor dining spaces. In other cases, cities and nonprofits are covering costs and providing a framework for a larger beautification effort around outdoor dining and retail barriers. In downtown Beverly and Salem, the Creative Collective's "Jersey Barrier Beautification Project" has used \$35,000 to pay approximately two dozen artists to paint jersey barriers. Artists' payments run \$200 per barrier and up.



Colorfully painted protective barriers outside of Bambolina Restaurant in Salem, MA.

Source: Karl Alexander

In most cases the appearance and maintenance of barriers is the responsibility of the business using them, and allowing businesses to paint or decorate barriers can create a more inviting and visually pleasing space or streetscape. An optional program add-on could be a public art project through competition or general matches of artists with businesses. Municipalities might consider providing grants to pay artists to paint jersey barriers and other protective barriers along the public street or right-of-way.

Separation Barriers are not intended to provide protection but are used to demark outdoor dining or retail space from pedestrian or public space. Planters, fencing, and lattice are commonly-used separation barriers. For spaces in parking areas, separation barriers are used where protective barriers are not present to create a full enclosure with no gaps leading to vehicular circulation areas.



Wood and screens are used to create separation barriers for a sidewalk café outside of a New York City restaurant.

State Regulation

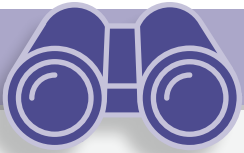
Per ABCC state regulations, any outdoor space where alcohol is being served, whether public or private, must also be enclosed by barriers to prevent access from a public walkway. For outdoor spaces not in a parking area and without alcohol service, separation barriers are not universally required, and it is up to the discretion of the municipality to decide when they are needed.



Regardless of the type of barriers used, they should not be bolted down or fastened to the ground or other objects without municipal approval. The outside of barriers in a parking area may also need reflective strips if they do not already have reflective surfaces.

It should be noted that while the use of jersey barriers and other protective barriers has been implemented as standard operating procedure for outdoor dining in communities across Massachusetts, this standard was designed as part of rapidly rolled out programs using available equipment and is not based on universal best practices. In other parts of the country and the world, outdoor dining has been implemented with minimal or no protective barriers, which has certain benefits including sleeker and more attractive design and easier setup and removal, particularly in preparation for snow storms in areas where outdoor dining operates year-round. As municipalities are formulating permanent regulations to allow outdoor dining, additional research is needed on the value of protective barriers, including providing real safety benefits as well as customer perception of safety.

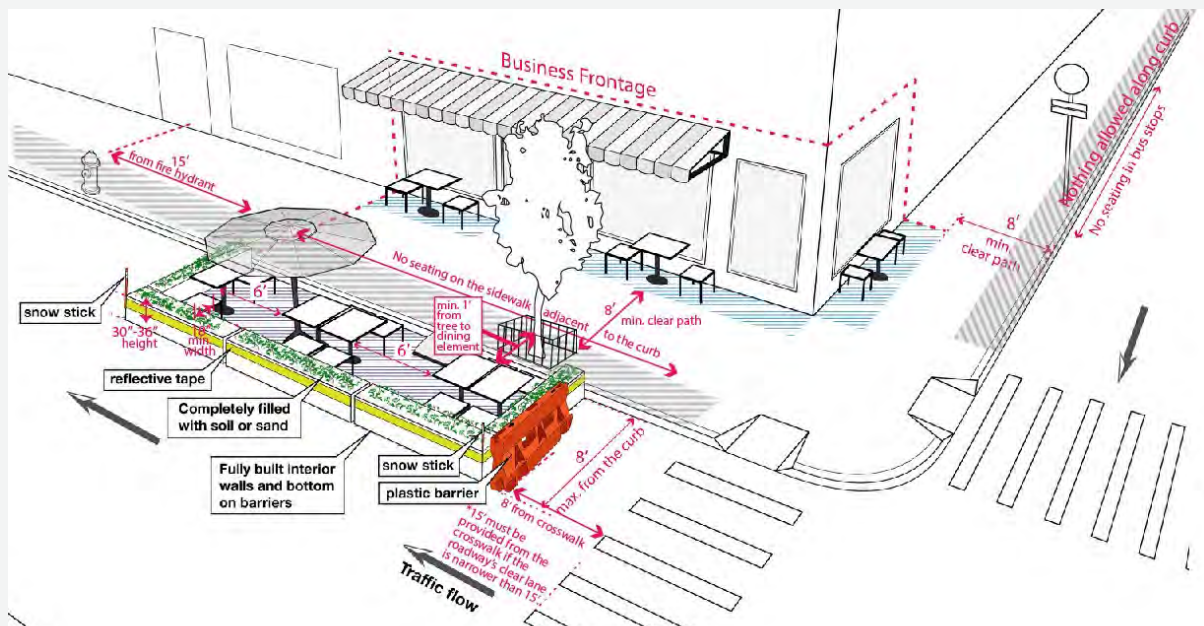




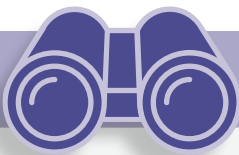
How others are doing it...

New York, NY

Protective barriers at least 18" wide are required on the side of the outdoor dining enclosure facing forward-moving traffic. As an alternative to jersey barriers, businesses are allowed to use barriers that are completely filled with soil or sand. The City has standardized the enclosure required for all outdoor dining in public parking spaces on the roadway to include planter boxes which, while having set dimensions, can be decorated and filled as each business desires. This is an effective approach to creating some visual order while allowing individual creativity at each business.



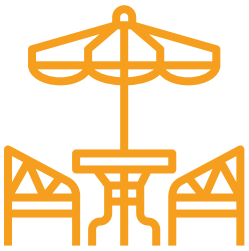
Source: [Open Restaurants, New York City Department of Transportation](#)



How others are doing it...

Portland, OR

Outdoor dining areas in [parking spaces](#) on streets with speed limits of 25 MPH or less do not require protective barriers (separation barriers are required). On streets with speed limits higher than 25 MPH, a traffic control plan is created in coordination with the City's transportation department.



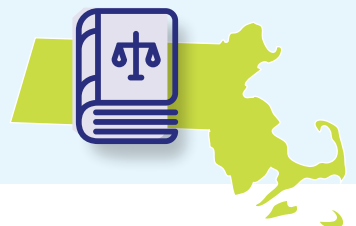
Furniture

For outdoor dining spaces, furniture typically consists of tables, chairs, benches, and bike parking, and perhaps a type of overhead covering, such as umbrellas, tents, or awnings. Outdoor retail furniture can include racks, tables, merchandise stands, and shelving. Access within the space and access to, and use of, the furniture must comply with the state accessibility requirements, included in Part 2. Individual municipalities may have additional accessibility requirements or guidelines that affect furniture placement and considerations. If this is the case, we strongly recommend your municipality specify that your requirements are inclusive of state requirements OR combine your local requirements and the state requirements into one document...including the most stringent, as applicable, so that businesses do not have the confusion of comparing and choosing between the two.

When not in use, furniture should be brought inside or secured and locked together to prevent any possible obstruction of the public right-of-way. Furniture should not be stacked outside or secured to any other objects, such as trees, streetlights, or barriers. As with barriers, businesses are responsible for maintenance, and furniture should be easily movable and not bolted or fastened to the ground.

State Regulation

Per the [Governor's COVID-19 Order No. 35](#), overhead covering must have at least 50% of the perimeter open and unobstructed by siding at all times. For example, if a tent is used, at least two sides must be open to the air without walls or siding. As mentioned earlier in Part 1, tents or canopies often require separate permitting to ensure they are set up and secured properly, that they are not fire hazards, and that they don't obstruct sightlines for road users. Umbrellas are normally allowed without separate permitting granted they meet the same conditions.

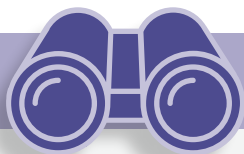




Heaters

Heaters are an important consideration for outdoor dining, especially to extend the outdoor dining season or when allowing all-season outdoor dining. Like canopies, separate permitting is often required for heaters to ensure they are in compliance with regulations and not fire or safety hazards. The two types of commonly used heaters are propane heaters and electric heaters. Municipalities are encouraged to continue adhering to their existing permitting and regulations for heaters.

While portable heaters are often less expensive than installing electric heaters (which require building permits and a licensed electrician), a particular obstacle for the use of propane heaters is the requirement for storage of propane tanks, which should not be stored inside buildings but only in approved structures or cages.



How others are doing it...

Brookline, MA

As a resource, the Town of Brookline, MA established a [pilot program for permitting portable propane patio heating equipment](#) to support businesses in establishing outdoor dining.



Parklets

Accessibility of Spaces – Ramps and Parklets

The common scenario of outdoor dining in an on-street parking space presents a challenge for accessibility. The difference in grade level between the sidewalk and street is typically a 6" curb height. To meet accessibility requirements, a ramp to access the lower street level from the sidewalk or a full platform (also known as a parklet) to bring the street level space up to sidewalk level must be constructed.



Platform parklet with a ramp, Portland, Maine

Ramp

Accessible ramps must have a maximum slope of 1:12 which means for every 1" in grade difference the ramp must be 12" long. This requires a 6' long ramp for a 6" curb height. Ramps should be a minimum of 4' wide and must have 4' of clear space at the bottom and top. The size requirements for a ramp cuts into usable outdoor dining and retail space and while less expensive to construct than a full platform, may be impractical for smaller outdoor areas. Part 2 has more information about ramps.

Platform/Parklet



Diners eat on a parklet in New York City.

A parklet is an extension of the sidewalk into an on-street parking space made from temporary materials; the platform brings the street space level with the sidewalk. The construction of parklets to create new outdoor dining spaces became a popular and important tool during the COVID-19 Pandemic for restaurants that otherwise would not have had access to outdoor seating. A platform eliminates the need to provide a ramp to the dining or retail space and can also provide a level surface over a street that may have an uneven surface (cobblestones) or be sloped. The platform used for a parklet also allows the adjacent sidewalk to be an extension of the outdoor dining or retail space, if there is sufficient room.



Platform dining, Portland, Maine

The disadvantage of parklets is that they can be expensive and challenging for a business to build on its own, as even simple parklets can cost thousands or tens of thousands of dollars when factoring in the expense of design, materials, labor, and permitting. The change in level from the platform to the street requires a continuous barrier and railing around the space and also requires posts at corners to make this platform visible to vehicles. This Toolkit provides the basics for design and construction in Part 2, and any funding resources the municipality can provide will make this process easier for businesses.

The National Association of City Transportation Officials (NACTO) has created a short [design guide for parklets](#), including the critical, recommended, and optional elements to consider. Among the most important things to keep in mind is that parklets must not interfere with the water drainage in the street, and they must be consistent with the state's [outdoor dining/seating accessibility requirements](#). Another useful resource is Parkade's [parklet guide](#), which includes design tips and options, materials options, and suggestions for constructing an affordable parklet.

CRITICAL

1 To ensure visibility to moving traffic and parking cars, parklets must be buffered using a wheel stop at a desired distance of 4 feet from the parklet. This buffer may also serve as a space for adjacent property owners to accommodate curbside trash collection.

2 Parklets should have vertical elements that make them visible to traffic, such as flexible posts or bollards.

[+ More Info](#)

3 Parklets have a desired minimum width of 6 feet (or the width of the parking lane). Parklets generally entail the conversion of one or more parallel parking spaces or 3–4 angled parking spaces, but may vary according to the site, context, and desired character of the installation. Where a parklet stretches the length of an entire curb, accessibility and sightlines must be taken into account.

[+ More Info](#)

The design of a parklet should not inhibit the adequate drainage of stormwater runoff. Small channels between the base and the platform facilitate drainage.

4 Parklets should have a flush transition at the sidewalk and curb to permit easy access and avoid tripping hazards.

[+ More Info](#)

RECOMMENDED

Parklets should avoid corners and are best placed at least one parking space away from the intersection corner. Where installation of a parklet is under consideration for a site near an intersection, volumes of turning traffic, sightlines, visibility, and daylighting should be taken into account.

Parklets should be heavy enough to make theft impossible or unlikely. Site selection should consider the level of surveillance both during the day and at night.

5 Incorporate seating into the parklet. Seating may be integrated into the design itself or made possible with moving tables and chairs.

[+ More Info](#)

6 Designs for the sub-structure of a parklet vary and depend on the slope of the street and overall design for the structure. The sub-structure must accommodate the crown of the road and provide a level surface for the parklet. "Bison pedestals" spaced under the surface and of different heights are a common application. Another method is to provide steel sub-structure and angled beams.⁴

[+ More Info](#)

Parklets should use a slip-resistant surface to minimize hazards and should be accessible to wheelchair users.

Parklet floor load-bearing weight standards vary by agency. At a minimum, design for 100 pounds per square foot.⁵

7 Include an open guardrail to define the space. Railings should be no higher than 3 feet and be capable of withstanding at least 200 feet of horizontal force.⁶

Parklet siting should avoid obstructing underground utility access and electrical transformer vaults.

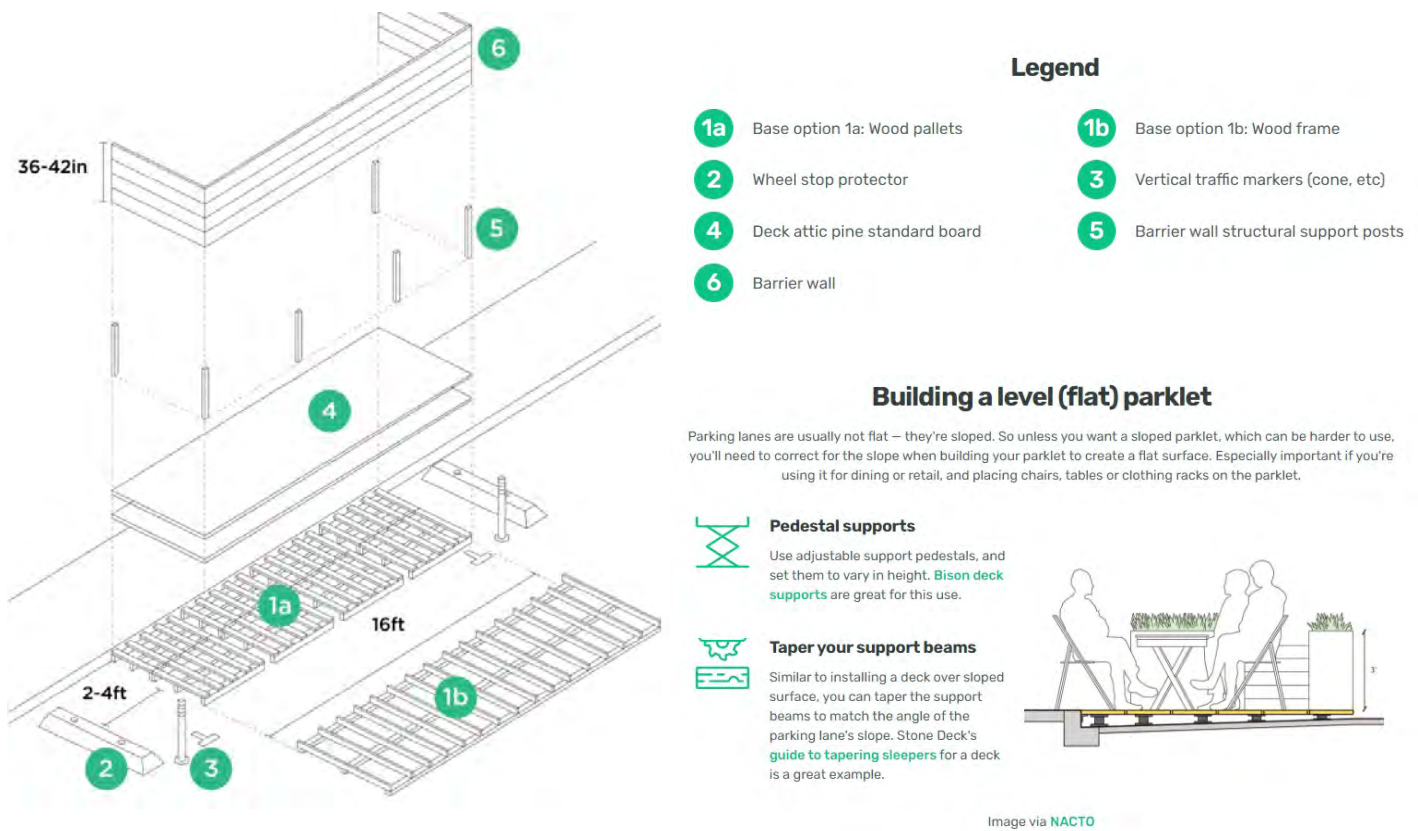
OPTIONAL

The design of any individual parklet may vary according to the wishes of the primary partner or applicant. Designs may include seating, greenery, bicycle racks or other features, but should always strive to become a focal point for the community and a welcoming public gathering place. Cities may opt to have a standard design template to reduce design and construction costs for applicants.

[+ More Info](#)

Bicycle parking may be incorporated into or adjacent to the parklet.

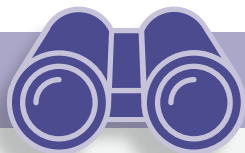
Source: NACTO Parklet Design Guidelines. Source: National Association of City Transportation Officials



Parkade's guide includes a diagram of how to construct an affordable wooden parklet. Source: Parkade Complete Guide to Parklet and Streeteries. <https://parkade.com/parklet-guide-and-how-to-build-a-parklet>.

All in all, the design, permitting, and construction of outdoor dining and retail is expensive. Materials, design drawings, construction, and purchasing tables, chairs and other equipment are not insignificant capital investments. Municipalities and businesses associations can play a role in making parklet construction more affordable (see the next section on bulk purchasing). The state also offers several funding opportunities that municipalities and businesses can take advantage of to support parklet construction, such as:

- [Complete Streets Funding Program](#)
- [Commonwealth Places](#)
- [Community One Stop for Growth](#)
- [Shared Streets and Spaces Program](#)
- [Massachusetts Growth Capital Grants and Loans](#)



How others are doing it...

Haverhill MA

In 2018, the City of Haverhill adopted a [parklet ordinance](#) into its General Bylaws.

Arlington, MA

The Town of Arlington [launched a Parklet Program](#) and installed three public parklets in 2020 with the support of a state Shared Streets and Spaces grant. Following the success of these parklets, the Town took advantage of another Shared Streets and Spaces grant to [improve upon its Parklet Program](#) in 2021.



We are interested in...

FACILITATING BULK PURCHASING OF MATERIALS AND EQUIPMENT TO HELP BUSINESSES.

The costs for buying materials and constructing and maintaining outdoor dining can be prohibitive for a small business. Municipalities may consider instituting a bulk purchase policy for reimbursement by businesses to get better prices and to help assure businesses that equipment such as heaters meet code and requirements. In addition, municipalities can offer delivery, pick-up, and provision of other materials, if desired.

Bulk Purchase Program

This process should start with an in-house assessment of resources and capabilities, as well as mechanisms for repayment of equipment costs by businesses (or grants to cover costs, if applicable). Municipalities should also consider coordinating efforts with multiple businesses through a business association or a Business Improvement District (BID) to investigate the most viable option for a bulk purchasing program. The most feasible items for bulk purchasing include equipment that must meet stringent code or permitting requirements, such as:

- Portable heating equipment
- Fuel (propane) storage equipment
- Outdoor communal storage for inclement weather
- Umbrellas
- Parklet platforms (constructed to building code and available in modular components the size of a standard on-street parking space)

Recommended steps to institute a bulk purchasing program:

- ☐ What are the resources and capabilities of your municipality?
- ☐ Is there a staff member who can oversee a bulk purchase program?
- ☐ What department can best do this (DPW, Parks, Planning, Transportation, Facilities)?
- ☐ What are the mechanisms for payment by the businesses for equipment procured by the municipality? Can this be incorporated into an existing online fee payment structure (used by building department, tax clerk, etc.)?
- ☐ Can your municipality apply for a grant(s) to cover the cost of the program?
- ☐ Is there a business association, chamber of commerce, or BID with whom you can partner? Can they take on oversight of the program with collaboration from your municipality?
- ☐ Take a survey of businesses to assess interest and develop a list of needed furniture and/or equipment that would be good candidates for bulk purchasing.
- ☐ Get prices for bulk purchase based on the items identified in the business survey.
- ☐ Arrange for payment for items/payment commitment from businesses

Resources

There are a host of restaurant supply companies that offer a range of heating products. Municipalities interested in bulk purchasing should investigate online sources for outdoor heating equipment and tables/chairs as well as talk to business owners who have made equipment purchases to identify possible bulk purchase options. We also encourage contacting area trade schools and trade unions about contracting for construction of platforms for parklets. Finally, using portable storage pods and placing them in a common area in a remote section of a public parking lot or extra alley space could help solve winter storage of equipment for multiple businesses if outdoor dining is seasonal.



We want to...

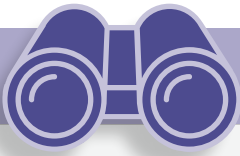
CONSIDER CLUSTERED PUBLIC SPACES FOR OUTDOOR DINING

Clustering outdoor dining spaces on public property may be a desirable option. If several businesses along a stretch of commercial area are interested in creating outdoor dining, it may be more space- and cost-effective to coordinate these efforts together. Creating a larger coordinated outdoor dining zone could also be an effective strategy to activate a public space and attract more visitors. Clustered outdoor dining can be operated in two ways: business-managed and municipality-managed.

Business-managed

In this scenario, your municipality would provide a general outdoor dining area that can be used by adjacent restaurants only (this would allow liquor service as per current State regulations).

- Space is used by multiple designated adjacent restaurants. Each restaurant is allocated a specific space.
- Municipality provides overall protective barriers for the entire space, if needed by local regulations.
- Restaurants are responsible for providing tables and chairs and for sectioning off their designated area.
- Cleaning of tables, maintenance, and movement of furniture, if required, is the responsibility of individual restaurants.
- Adjacency of space allows restaurants to serve alcohol.



How others are doing it...

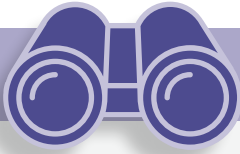
Cambridge, MA

The City of Cambridge, MA has provided a number of these larger dining areas in business districts including in Central Square, Harvard Square, Kendall Square, and Inman Square. These **flexible spaces** have offered increased opportunities for outdoor dining where adjacent sidewalk or parking areas aren't available for every business. On a section of Cambridge Street in Inman Square, the City has temporarily closed vehicular traffic in one direction to allow outdoor dining to expand into the street.

From the City of Cambridge website: "At permitted locations across the city, restaurants will be responsible for providing tables and chairs according to social distancing guidelines and sectioning off their outdoor dining areas each day. Due to liquor license requirements and to ensure that the tables are cleaned between each use, these new outdoor dining areas will be designated for use by the adjacent restaurants. Where possible, the outdoor dining areas may be used for loading or parking when they are not being used for dining."



A business-managed outdoor dining cluster in Cambridge's Central Square. Source: CivicMoxie



How others are doing it...

Northampton, MA

Northampton, MA temporarily closed Strong Avenue in its downtown to implement “Summer on Strong,” a collaboration between the City and businesses on the street to offer expanded outdoor seating and musical performances during the summer. Funding for the effort largely came from sponsors, including some local businesses¹.



“Summer on Strong” outdoor dining. Source: Karl Alexander

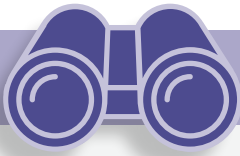
1: Feldman, Luis. “A little alfresco’: Strong Avenue makeover provides new outdoor dining experience in Northampton.” *Daily Hampshire Gazette*. May 26, 2021. <https://www.gazettenet.com/StrongAvenue-hg-05252021-40642962>.

Municipality-managed

In this scenario, your municipality would provide a general outdoor dining area that can be used by anyone who is bringing their own food or who purchases takeout from a nearby restaurant, similar to a food court.

- Space is used by anyone. There are no allocated spaces for individual restaurants.
- Space can be as small as one table with benches or chairs, or larger.
- Municipality provides overall protective barriers for the entire space, and all tables and chairs.
- Municipality provides overall maintenance and upkeep of space (furniture, signage, major sweeping and trash removal) if needed by local regulations.
 - Table cleaning can be accomplished three ways:
 1. Municipality provides cleaning/sanitizer stations
 2. Nearby restaurants provide general cleaning (understanding that the space benefits their takeout business)
 3. Signage indicating that users of tables are responsible for own cleaning/sanitizing
- No alcohol is allowed in the space.

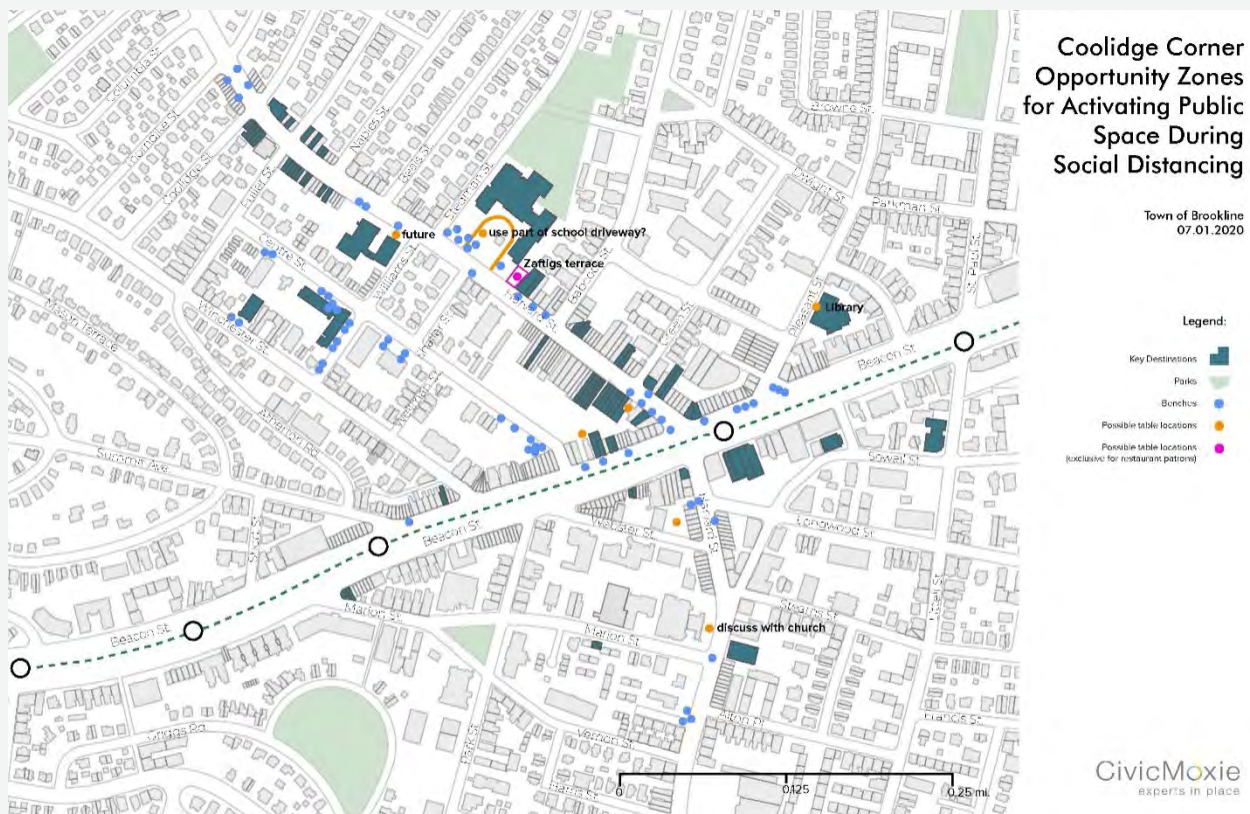
It is recommended that your municipality look at an overall plan for providing seating and tables throughout your commercial district to ensure you are making the best use of public space and offering the most support possible to local businesses.



How others are doing it...

Brookline, MA

During the 2020 COVID-19 shutdown, the Town of Brookline sought opportunities to provide as much seating and table space in the Coolidge Corner commercial district to help businesses that had no adjacent usable public space for outdoor dining and retail or that didn't have the resources for quick buildout of outdoor dining. By identifying all possible locations for different opportunities for resting locations, seating, and eating spots, the Town was able to have a larger plan about which public spaces should be prioritized for seating and dining locations. These spaces were meant to supplement any business efforts to provide outdoor dining.



Source: Town of Brookline and CivicMoxie, LLC.

We are concerned about...

COSTS AND IMPACTS, INCLUDING LOSS OF PUBLIC PARKING AND/OR PARKING REVENUE, AND NOISE

There are municipal costs involved in permitting outdoor dining and retail, as well as community benefits. Being clear about the costs and benefits, as well as potential negative impacts, can help your community make educated decisions and tailor an outdoor dining and/or retail program to fit your needs and resources.

Loss of parking spaces

Enabling expanded outdoor dining or retail often involves the conversion of parking, both on-street and surface lots, into dining and retail spaces. The loss of these spaces is a concern, both for merchants and the customers who frequent these business districts. This concern is especially pertinent if the business area is not easily accessible by walking or public transit, so vehicle trips cannot be replaced. While loss of street parking to parklets can contribute to a parking shortage, this is more likely to result from the conversion of private business parking lots into larger outdoor dining or retail spaces. Without parking alternatives, such as a garage or public lot, an unintended consequence could be the use of nearby residential streets as overflow parking, especially if there are no parking restrictions in those neighborhoods. It is important for planners and those granting permits for outdoor dining and retail to consider the transportation options and capacities of their business areas and neighborhoods when making permitting decisions.

When possible, advance notice of the planned removal of parking spaces should be posted both physically at the parking spaces and online. It is also important to emphasize that decisions to remove parking were made in collaboration with and with the support of the local business community.

Loss of parking revenue

Loss of metered on-street parking or parking spaces in municipal pay lots translates to a loss of revenue for the municipality. Quantifying this expected loss is an important first step in addressing concerns (see example below from Brookline, MA). Support of the entire business district is a public good and benefits residents by helping retain local businesses and services. A robust commercial district also contributes to property tax revenue and the jobs base. The loss of parking revenue is

often more than offset by higher property, meals, and rooms taxes.

However, if a municipality wants to make up expected lost revenue from the conversion of a metered space to a parklet, there are several possible strategies that can be employed:

- Replace lost meters by converting existing free parking spaces to new metered spaces.
- Increase the fees at the remaining parking meters to cover expected losses.
- Charge a fee to the business that will be using the metered space. One way to determine this fee is to calculate the expected lost revenue from the loss of the parking space.
- Implement or increase a [local meals tax](#) to generate new revenue.

Administrative and material costs

Administering an outdoor dining and retail program takes staff time from a number of departments and costs should be considered for:

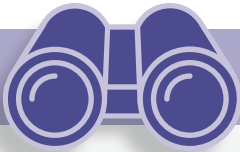
- Permit application review
- Assistance to businesses (and staff to aid in streamlined processes)
- Materials such as jersey barriers (cost of materials and delivery/pick-up/re-positioning)

Noise

Another common concern of municipalities about expanded outdoor dining and retail is an increase in ambient noise, particularly in the evening, that disrupts residents. Despite the concern, investigation into this issue suggests that most communities who have implemented temporary outdoor dining have received few noise complaints, if any at all. This is likely because outdoor dining tends to be located in more commercial or dense areas where there are fewer residents, and residents living in those areas are accustomed to ambient noise into the early evening.

Since the most likely source of complaint is disturbance in the later evening, one solution is to set an earlier cut-off for hours of operation for outdoor dining or retail. For example, the Cities of Boston and Haverhill have restricted hours of operation for outdoor dining to 10 PM Sunday through Thursday and 11 PM Friday and Saturday, though restaurants may stay open later than this for indoor dining. If a city or town wishes to set more restrictive hours of operation for businesses in more residential zoning districts, this can be built directly into an outdoor dining or retail ordinance.

Another potential source of noise concern is from outdoor entertainment, such as music or televisions, as this is often louder and travels farther than patron conversations. If this is a major concern in the short-term, one option is to ban outdoor entertainment, as the City of Boston did for their 2021 temporary outdoor dining season. However, this is likely not a good solution for communities that are seeking to create permanent outdoor dining regulations. If your municipality has a permitting process for outdoor entertainment licenses, it may be desirable to keep this separate from the outdoor dining or retail permitting process to streamline approval for dining or retail, while maintaining the ability to look more closely at outdoor entertainment on a case-by-case basis.



How others are doing it...

Northampton, MA

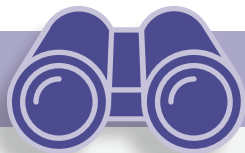
One of the lessons learned from the COVID-19 Pandemic is that municipalities, businesses, and residents must be willing to be creative and adapt to new situations. In response to noise complaints from neighbors regarding loud music at one restaurant, the Northampton License Commission voted to [add pertinent restrictions](#) to the restaurant's entertainment permit, including ending outdoor performances one hour earlier and banning the use of amplifiers. This solution allowed the restaurant to continue to offer outdoor entertainment while addressing the neighbors' needs.

It is good practice to be explicit in your materials to businesses that they should be considerate of neighbors regarding noise, and to provide information about reporting concerns (noise and otherwise) in a logical and accessible location. For example, the City of Worcester has contact information and instructions for reporting concerns on their [Temporary Outdoor Dining Program](#) webpage, shown below.

REPORT A CONCERN

Adherence to operating requirements and safety standards is an important component of the Temporary Outdoor Dining Program. To report a concern regarding the operation of a Temporary Outdoor Dining installation, please contact License Commission staff at License@worcesterma.gov.

- Describe the location, date/time and nature of the complaint.
- Provide your name and contact info (optional, but recommended).



How others are doing it...

Brookline, MA

In its efforts to extend temporary outdoor dining to a permanent zoning bylaw change, the Town of Brookline quantified the estimated costs of the program for a typical outdoor dining space using on-street parking. This information allowed Town Meeting, the Planning Board, Selectboard, and others, to weight the benefits and costs when making decisions.

Estimated Costs

Expanded Outdoor Dining Program Expenses:

| | |
|-------------------|--|
| \$ 5,040/\$8,640 | 7 month/12 month Est. parking revenue loss per outdoor seating parking space parklet* |
| \$ 4,400 | Value of 4 concrete jersey barriers (\$1,100.00 each) (applicable only to restaurants with outdoor seating parking space parklets) |
| \$ 350 | Installation and removal of protective concrete jersey barriers (applicable only to restaurants with outdoor seating parking space parklets) |
| \$ 150 | DPW Permit Review, Coordination, Administration, Site visit |
| \$ 75 | Site inspection, ADA Compliance, Safety Inspection |
| \$ 25 | Town Administrator's Office Licensing Administrative Fee |
| \$10,040-\$13,640 | TOTAL ESTIMATED VALUE |

*Parking revenue loss estimate assumes that meters in 3 parking spots were fully paid for eight (8) out of twelve (12) hours a day.

Source: Warrant Articles 29 & 30 May 21, 2021 Town Meeting presentation by Meredith Mooney, Economic Development Planner, Town of Brookline Planning and Community Development Department.

We want to...

ENCOURAGE WINTER OUTDOOR DINING

Extending the outdoor dining season can provide significant support for restaurants, enabling them to operate throughout the year. While snow removal on public streets is often cited as the major barrier to winter outdoor dining, there are other considerations as well. Your community should consider the following when deciding how to support winter outdoor dining:

Snow removal

In the case of snow, street plowing and sidewalk clearance are the major concerns in allowing businesses to operate outdoor dining in on-street parking spaces in the winter months. Sidewalk clearance is generally the responsibility of the business. In the case of street plowing and winter weather precautions, there are a few possibilities that you should consider when crafting a policy about all-season dining:

- Allow winter outdoor dining only where there are continuous strips of dining or where there is sufficient gap between dining spaces to allow for plowing.
- Allow winter outdoor dining for all outdoor dining spots and create a system of requirements depending on storm severity:
 - Advisory: light snow (under 1" or 2"), ice, or sleet – restaurants may continue operations but must clear sidewalks and hydrants of all snow and ice.
 - Alert: over 2" of snow – outdoor dining suspended during storm event. Municipality may require removal of overhead elements including roofs, awnings, etc.

Snow removal need not block outdoor dining options. Some municipalities, including NYC, have smaller snow removal plows and blowers that are used in denser areas that can maneuver between spaces to clear parking and pathways. If you are considering permanent changes in your zoning bylaws to allow outdoor dining, you should consider year-round options and ways your DPW purchases and equipment can accommodate the new "normal." Additional research and insight into the value of protective barriers could also affect snow removal procedures and influence all-season outdoor dining rules; if fewer or no heavy barriers are used in the future, this would make it easier to disassemble outdoor dining materials in advance of heavy snow events.

Furniture and equipment storage

In inclement weather, some equipment and furniture may need to go into storage. For an operating restaurant, storage inside may be impractical. One consideration may be that municipalities provide common storage for restaurants (which may also be needed if no winter outdoor dining is allowed). Purchase and installation of pod-type storage containers for use by area businesses can help solve storage issues. These pods might be placed in public parking areas or other common areas with easy business access.

Heating and comfort

Clarity on heating equipment and where they may or may not be used is important.

Resources needed to “winterize” dining spaces

In addition to the costs for building outdoor dining spaces, businesses face additional expenses to winterize spaces for use all year. Those additional costs include:

- Heaters and fuel/electricity
- Storage for inclement weather

Municipalities might consider grants for businesses to help them winterize their outdoor dining spaces.



How others are doing it...

Boston, MA

The City of Boston created a [Reopen Boston Fund](#) in the Fall of 2020 to provide financial assistance to restaurants to provide winter outdoor dining. Grants of up to \$3,000 helped restaurants cover the costs of equipment needed for cold weather operations. Businesses were required to provide receipts for purchases of things such as heaters, fuel, and outdoor storage, as well as any additional purchases for winter seating and tables.

Brookline, MA Falmouth, MA

For winter 2020-2021, the Towns of [Brookline](#) and [Falmouth](#) launched temporary winter outdoor dining programs that can serve as references

We want to...

ENABLE OUTDOOR DINING IN PARKS

In addition to public sidewalks and streets, outdoor dining can be located in public parks. The process will likely be similar in many ways, although parks typically fall under the jurisdiction of a different department than roadways and require a different permitting process to reserve. If a municipality anticipates a number of requests to use park space for outdoor dining from individual businesses, they may want to coordinate with the parks department to build this option into the streamlined permitting application and review process. If requests to use park space will be minimal or will be restricted to larger efforts coordinated with multiple businesses, it may be simpler to treat these requests on a case-by-case basis. Either way, there are several things that should be considered when planning outdoor dining in public parks:

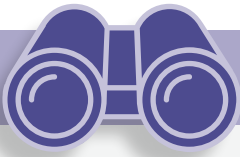
What are the other uses of the park? If the park is well-used by the community for other purposes, such as by families and children, exercise, or leisure, it is important to determine how much of the park space to preserve and if it is appropriate to use any of the space for outdoor dining.

Are there additional restrictions? A municipality may have stricter local regulations for parks than other public spaces, including alcohol service or live music, that require supplemental policies to allow desired uses.

How should the space be laid out? Dining on the sidewalk or in parking spaces is directly adjacent to transportation facilities, and so must have specific design guidelines to make sure accessibility is not impeded. Accessibility in parks is much less defined, other than not blocking formal pedestrian pathways. Therefore, it may be most useful to use the design guidelines for a full street closure provided in Part 2 when thinking about park spaces.

Is the outdoor dining space itself accessible? Outdoor dining areas in parks must still abide by the state's outdoor dining accessibility regulations, provided at the end of this Toolkit. This includes having an accessible route and a level, flat surface. Because parks are typically grass surfaces, temporary pathways and/or platforms may need to be used to meet accessibility requirements.

Is the park under municipal or state jurisdiction? If the park is under state jurisdiction, use for outdoor dining cannot be permitted through the local permitting system and would have to be done in coordination with the Massachusetts agency responsible for oversight.



How others are doing it...

Needham, MA

The Town of Needham, MA created several outdoor dining spaces on Town-owned property, including the Town Common, for restaurant-goers to enjoy takeout from local restaurants. Needham also adopted a [temporary policy](#) allowing to-go alcohol to be consumed in the designated public outdoor spaces.

We want suggestions for...

GAINING PUBLIC AND POLITICAL SUPPORT

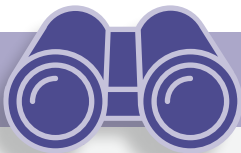
Implementing outdoor dining and retail is not just about designing a robust and streamlined program; municipalities need the support of residents and local political leaders to turn proposals into actions, especially if the goal is to make these changes permanent once the State's temporary orders expire. While there will always be opponents, especially surrounding already controversial topics like the removal of parking, there are a few positions advocates can focus on to help garner general support.

Outdoor dining has quickly revitalized restaurants and business districts. Outdoor dining was a major financial lifeline for restaurants during shutdowns and the peak of the COVID-19 Pandemic in Massachusetts. There is still much uncertainty surrounding the timeline of the Pandemic and emergence of variants, as well as cautioning from the scientific community about being indoors without face coverings, even for vaccinated individuals. Even when the Pandemic eventually subsides, there is uncertainty about the level of comfort much of the population will have about returning to indoor public settings. Outdoor dining and retail can continue to be a revenue boost for businesses, while removal of outdoor dining could be a large financial burden for those who are currently benefiting from it. Additionally, research has shown that investment in placemaking and public spaces, like outdoor dining or retail zones, [indirectly benefits local businesses](#) by increasing foot traffic to the surrounding area.

Outdoor dining has changed the way we think about public spaces. In addition to benefits for businesses, outdoor dining positively activated public spaces during a time when anti-urban and anti-density sentiments were spiking. Activated public spaces generate activity and opportunities for arts and culture that make commercial areas more vibrant, attractive, and economically healthy.

There are strategies for making up lost parking revenue. As discussed above, loss of metered parking revenue may be a concern for some municipalities, but there are strategies to replace much or all of the projected lost revenue. These include raising the price of other free or metered parking spaces, or charging a fee to business utilizing parking spaces, though this may be a less attractive option if the goal is to encourage outdoor dining. The Town of Brookline has also broached the idea of offsetting lost parking revenue with additional meals tax revenue.

Outdoor dining and retail is generally supported by the business community. Perhaps most importantly and influential, outdoor dining programs and process for making implementation easier have largely been supported by the business community. Local businesses play an important role in fostering the culture, activity, and sense of community in downtowns and neighborhoods, and can be influential advocates for outdoor dining and retail.



How others are doing it...

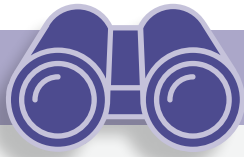
Outdoor dining and retail zones can enhance downtown spaces to attract new visitors and economic activity. Research by the [Brookings Institution](#) on downtown revitalization and recovery found that investment in public spaces and placemaking supported the development and success of local small businesses. This happens both directly by providing physical spaces for businesses to operate, and indirectly, by increasing foot traffic to the surrounding areas.

We want help...

IDENTIFYING FUNDING FOR IMPLEMENTING A BUSINESS TOOLKIT AND FOR HELPING BUSINESSES IN OTHER WAYS

In addition to the funding resources provided above for parklet construction, the [Massachusetts Rapid Recovery Plan \(RRP\) Program](#) has compiled a crowdsourced list of funding resources, many of which are applicable to the implementation of outdoor dining and retail. These include a mix of municipal, for-profit, and non-profit funding opportunities related to the [public realm](#), [private realm](#), [revenue and sales](#), and [arts and culture](#), as well as grants that support [administrative capacity](#) to help municipalities and non-profits fund the creation and roll-out of their own Toolkit.

Other non-grant strategies include pursuing sponsorship from local businesses and larger companies and collaborating with local non-profits and business associations to conduct community fundraising.



How others are doing it...

New York, NY

Assembly for Chinatown, launched by New York City non-profit Think!Chinatown and design studio A+A+A Studio, is an initiative to build outdoor dining spaces for Chinatown businesses at no cost. Buildouts are 100% funded by donations from individual contributors and organizations, and designs and materials are sourced from local vendors. Artists beautify the spaces with the help of volunteers. As of 2021, they've been able to create nine outdoor dining sites that serve 13 businesses.



Source: Assembly for Chinatown led by Think!Chinatown and A+A+A Studio. Design: A+A+A Studio, Contractor: Chaos Built, Art: Channel Miller, Photography: Trudy Giordano.

We want...

A TEMPLATE FOR OUR OWN COMPLETE OUTDOOR DINING/RETAIL TOOLKIT

In [Part 2](#), we provide a suggested Table of Contents for your own community outdoor dining/retail Toolkit and also offer design guidelines to take the guesswork out of the design and construction of spaces and furniture quantities needed.





Part 2:

Building Your Own Toolkit or Resource Guide

This Toolkit is primarily intended to be a resource for municipalities in their outdoor dining and retail decision-making and implementation. However, once your municipality designs your outdoor dining or retail program, you may want to assemble the regulations, resources, and instructions specific to your community in a guide for your businesses. This could take the form of a webpage or a community-specific business Toolkit in the form of a downloadable and paper-copy pdf. In this Part 2 of the Toolkit, we provide some resources to help structure such a resource guide for your businesses.

2.1 Suggested Outline for a Toolkit/Resource Guide for Businesses

Below is a suggested outline for your resource guide, along with some questions to help you think about how to build it out.

i. Introduction

a. What is the purpose of this resource guide?

b. How will the guide help businesses establish outdoor dining or retail?

ii. Eligibility

a. Who is eligible to apply? Restaurants? Retailers? Others?

iii. Types of outdoor dining or retail permitted

a. Private space?

b. Public space?

c. Curbside uses not allowed?

iv. How to apply

a. Where/how are applications submitted?

b. What steps need to be taken to complete an application?

c. What documents are necessary?

v. Key dates/timeline

a. When does the application open and close? Any intermediary deadlines?

b. When does outdoor dining/retail season begin and end? Or is it year-round?

c. Estimated time for application review and approval?

vi. List of additional permits needed

- a. Separate permit needed for tents? Heaters? Entertainment? Others?**

vii. Materials guidance

- a. What will the municipality provide?**
- b. What is the business responsible for?**
- c. Are there any resources for acquiring materials including municipal bulk purchase programs?**

viii. Accessibility requirements

- a. What are the minimum state requirements?**
- b. Are there any additional accessibility requirements specific to your municipality?**

ix. Site plan/design guidelines for different types of dining/retail spaces

- a. What are sample layouts for the types of outdoor dining or retail permitted in your municipality?**

x. Alcohol guidelines

- a. What are the ABCC requirements?**
- b. What does a business need to do to get an extension of premises from your Local Licensing Authority?**

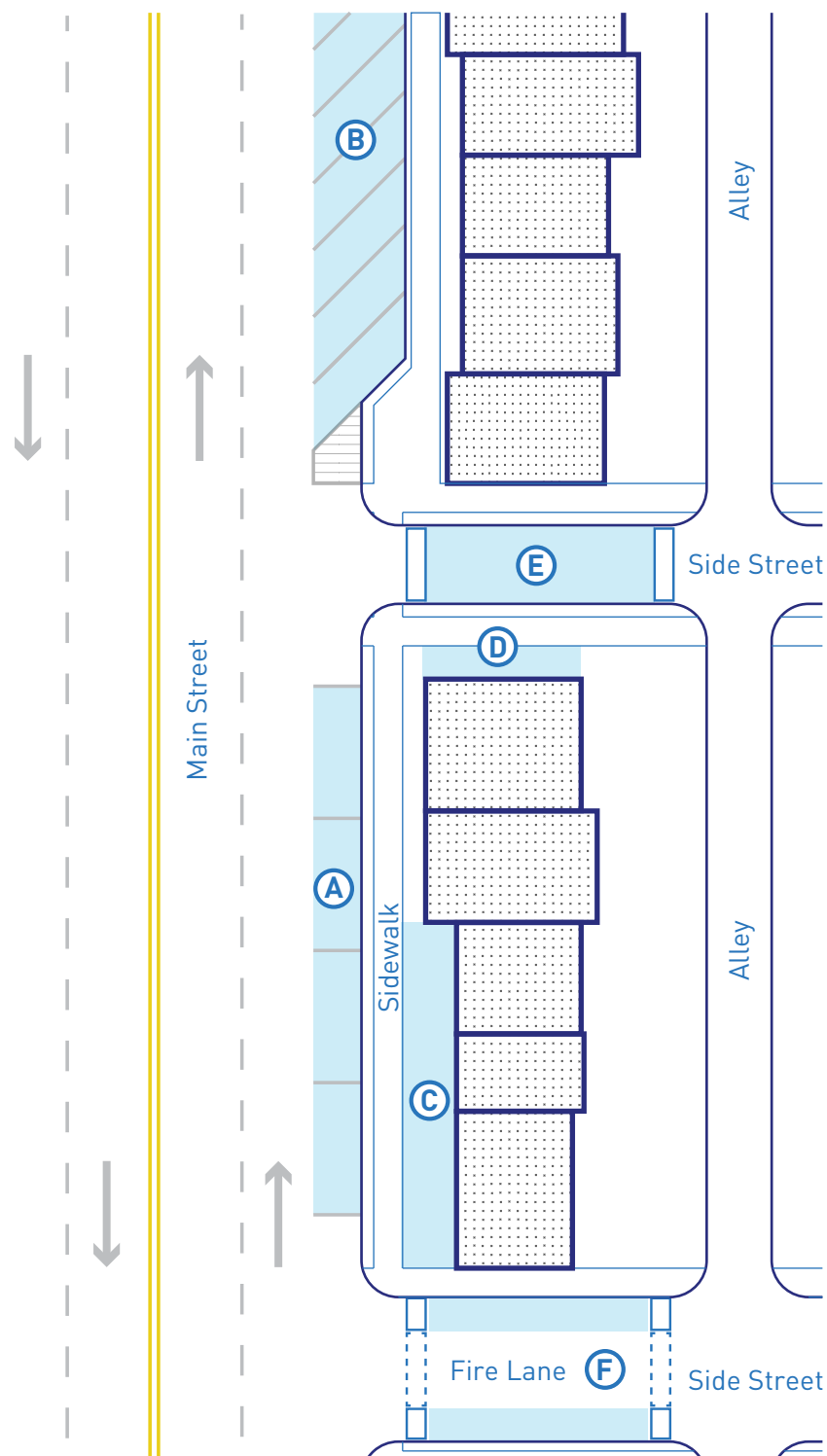
xi. Contact/support available

- a. Who should a business reach out to if they have questions or are having difficulty with the application process?**
- b. What types of issues can you help a business work through?**

2.2 Sample Design Guidelines

The types of outdoor dining and retail offered will vary from community to community, depending on street layouts, space availability and requirements, other individual regulations. Below are a number of potential design scenarios; municipalities may take relevant scenarios to include in their resources to the businesses in their community.

Site Selection and Set up Options



TRAFFIC SPEED NOTICE

It is advised that outdoor dining in parking spaces and roadways be implemented only on streets with speeds under 25-30mph.

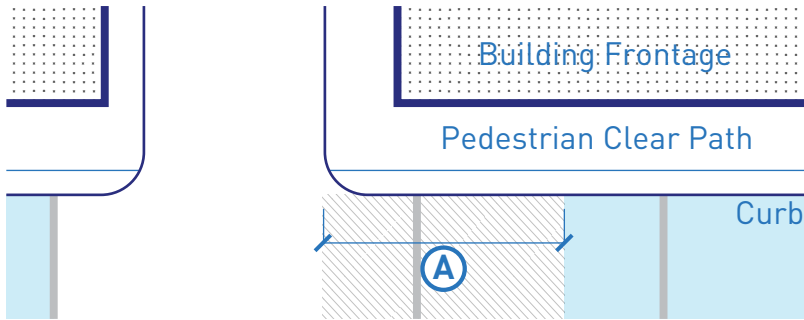
PATIO EXTENT

Proposed patio spaces should not extend beyond the host frontage / lateral property line without written permission from neighboring business except for multi-business shared parklets and street plazas.

CONVERTIBLE SPACES:

- Ⓐ Parallel Parklet
- Ⓑ Angled Parklet
- Ⓒ Large Sidewalk Patio
- Ⓓ Small Sidewalk Patio
- Ⓔ Full Closure Street Plaza
- Ⓕ Street Plaza with Fire Lane

Site Selection and Set up Options



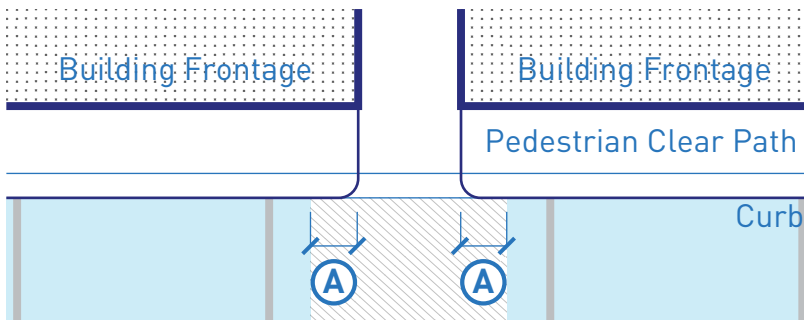
CORNER

(A) Corner setback:

On-street dining areas should be setback from intersection corners and stop signs by 20ft or one parking spot.



Brookline, MA



ACTIVE DRIVEWAY AND CURB CUT

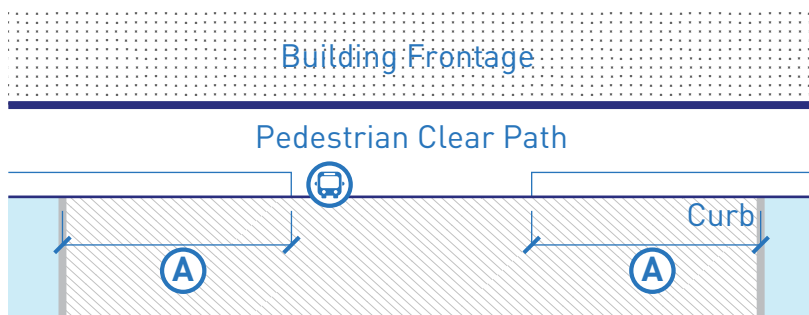
(A) Driveway setback:

On-street dining areas should be setback from active driveways and curb cuts by 2ft.

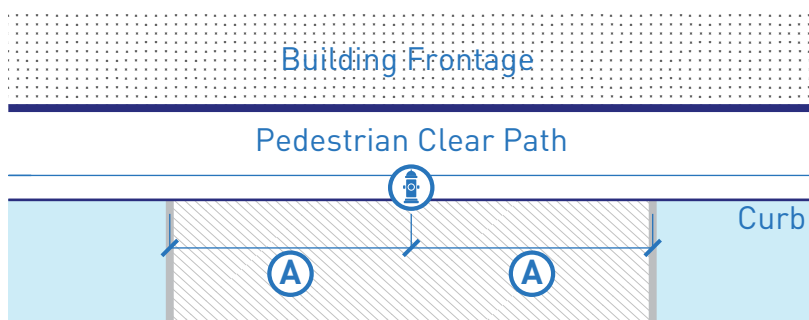


Cambridge, MA

Safety and Access Setbacks



Brookline, MA



Brookline, MA

BUS STOP

(A) Bus Stop setback:

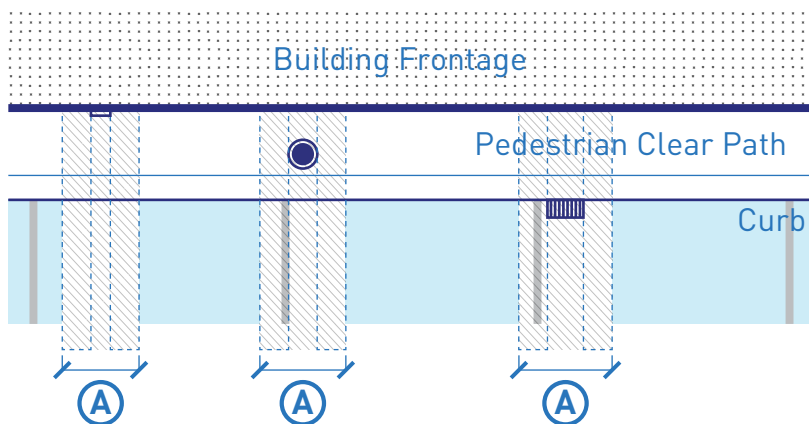
On-street dining areas should be setback from active bus stops and other similar public transportation access points by 15ft on both sides.

FIRE HYDRANT

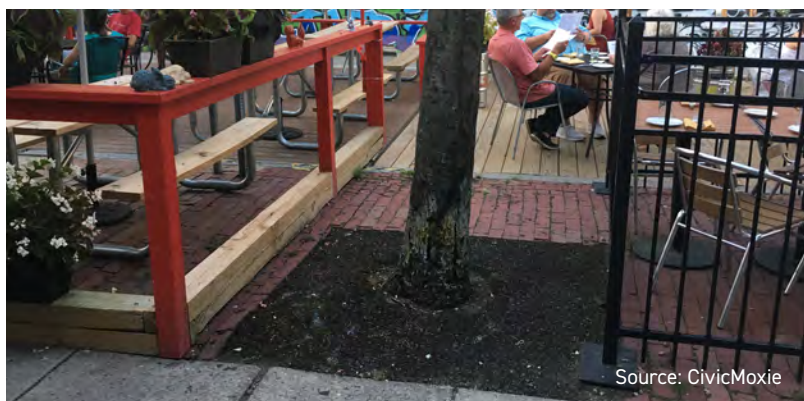
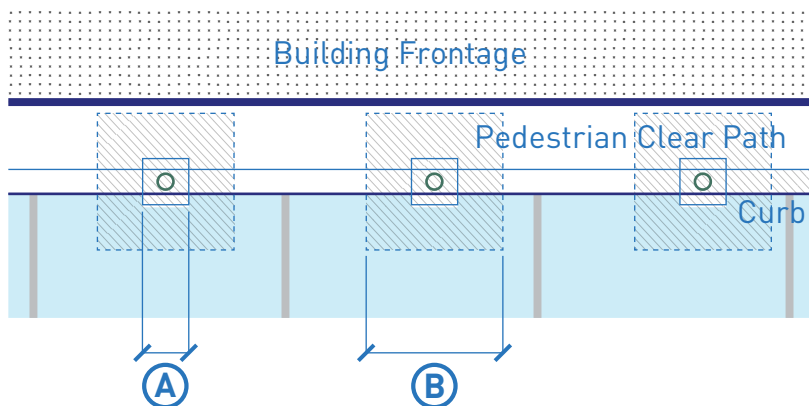
(A) Fire Hydrant setback:

On-street dining areas should be setback from fire hydrants by 5ft to 15ft depending on local fire code.

Safety and Access Setbacks



Brookline, MA



Cambridge, MA

UTILITIES ACCESS POINTS

(A) Utilities setback:

All outdoor dining areas should be setback from utility access points and connections by 2ft on both sides to allow unobstructed access from the street.

TREES AND STREET LIGHTING

(A) Tree and Street Lighting setback:

All outdoor dining and retail areas should be setback from trees and street lighting by 1ft-2ft on all sides.

(B) Tree buffer for heating elements:

A separate 5ft buffer applies to outdoor heating elements such as heaters and open flames (such as candles), if such elements are approved.

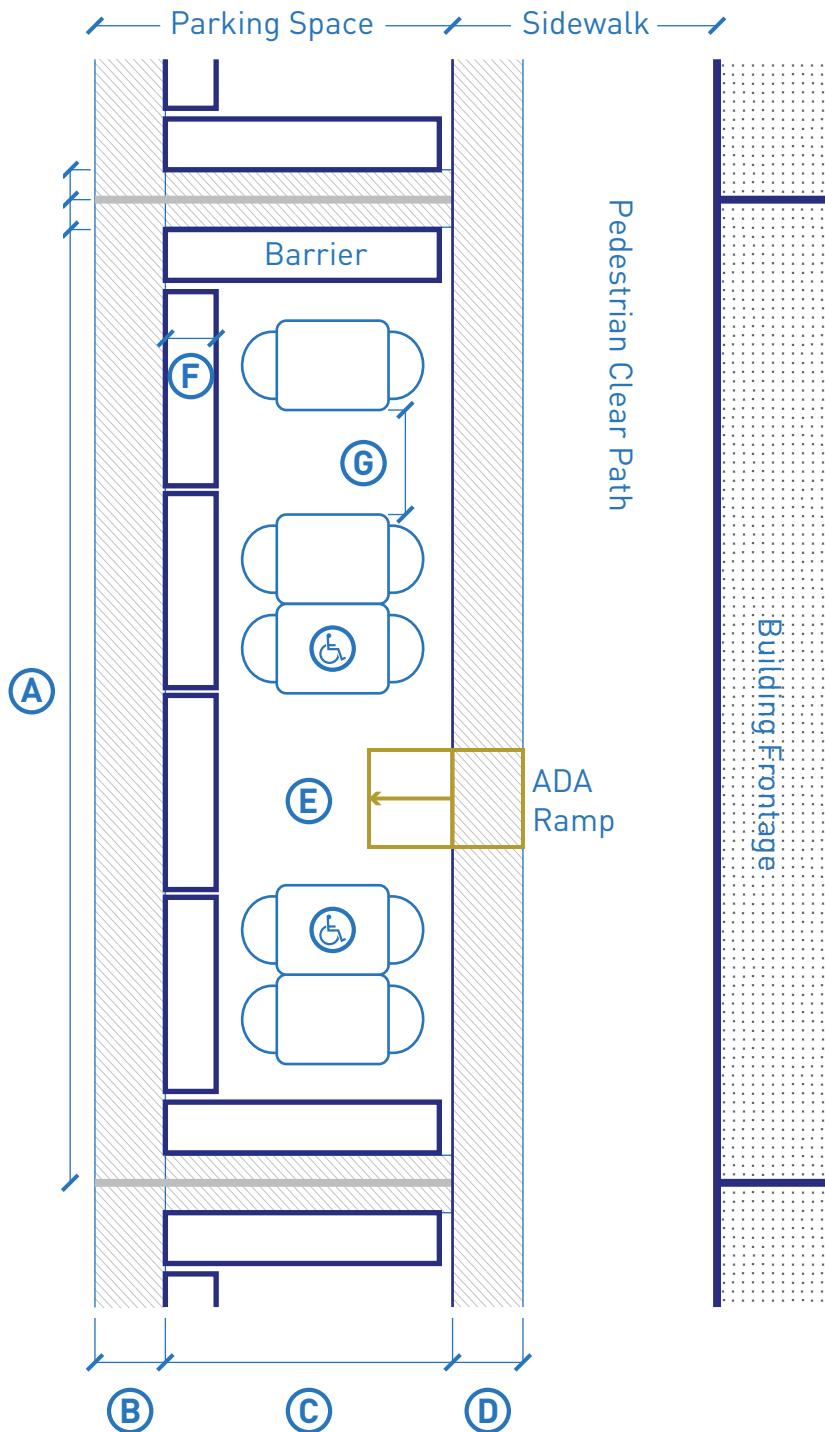


Source: CivicMoxie

A. Parallel Parklet

Typical Parallel Parklet Layout (Dining)

Parklets can occupy one or more parking spots. Parklet width on the sidewalk edge should not exceed the lateral property line of the host business without permission.



A Typical Parklet Size

A typical parallel parklet size is about 8ft x 22ft.

B Roadside Buffer

Buffer (0ft - 2ft) between outdoor dining areas and adjacent roadways and/or bicycle lanes for safety.

C Parklet Width

Parklet width is typically 6ft - 8 ft. The parklet should not exceed the width of the parking space.

D Pedestrian Path Buffer

Buffer (0.5ft - 4ft) between Parklet and Pedestrian Clear Path

E ADA Access

Where the parklet is not level with the sidewalk, an ADA Ramp (width 3ft - 5ft and maximum slope of 1:12) is required.

F Separation Barrier

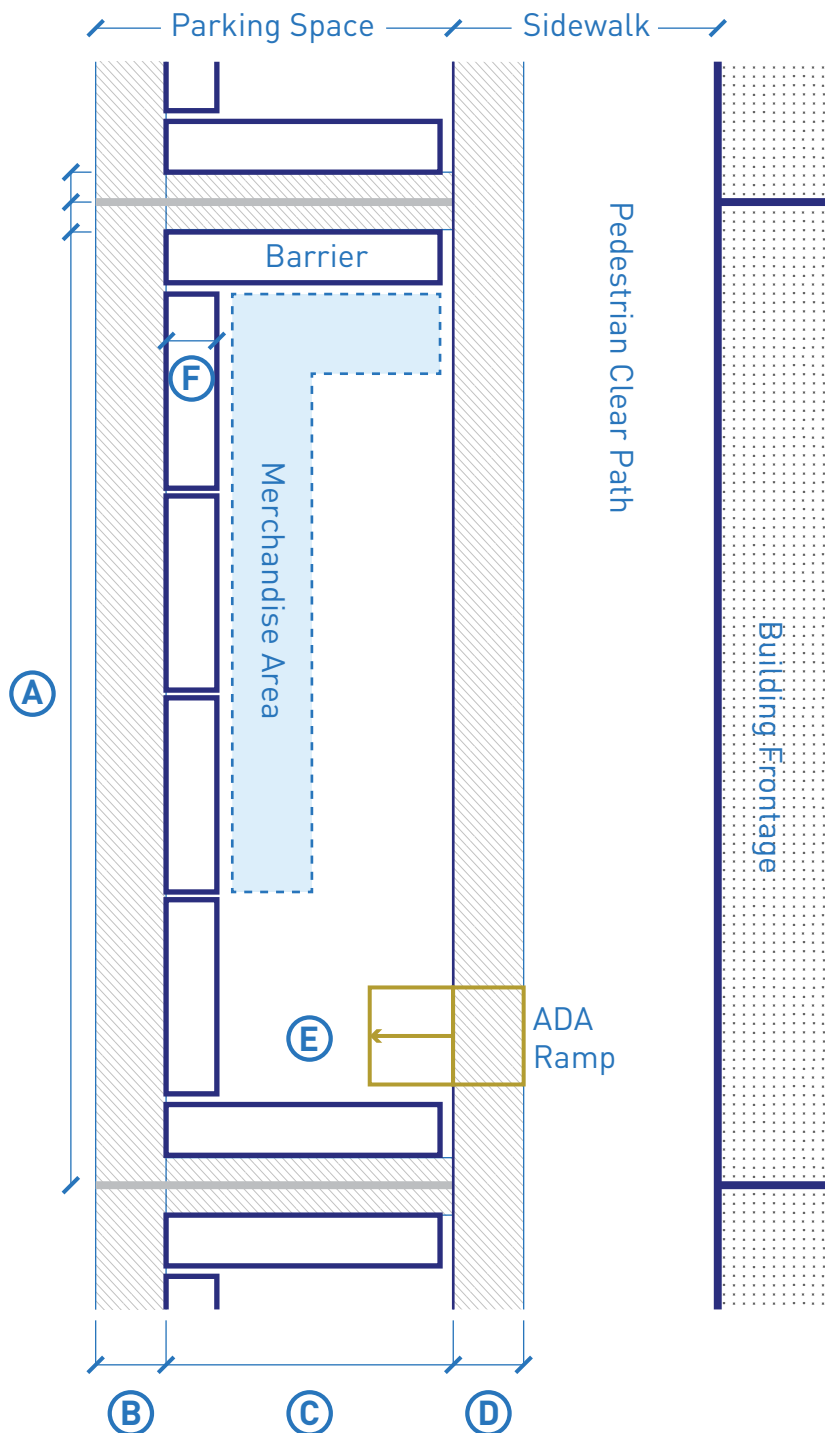
Non-protective separation barriers 12in - 18in wide.

G Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft - 3ft of separation or follow local guidelines.

Typical Parallel Parklet Layout (Retail)

Parklets can occupy one or more parking spots. Parklet width on the sidewalk edge should not exceed the lateral property line of the host business without permission.



A Typical Parklet Size

A typical parallel parklet size is about 8ft x 22ft.

B Roadside Buffer

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D Pedestrian Path Buffer

Buffer (0.5ft - 4ft) between Parklet and Pedestrian Clear Path.

E ADA Access

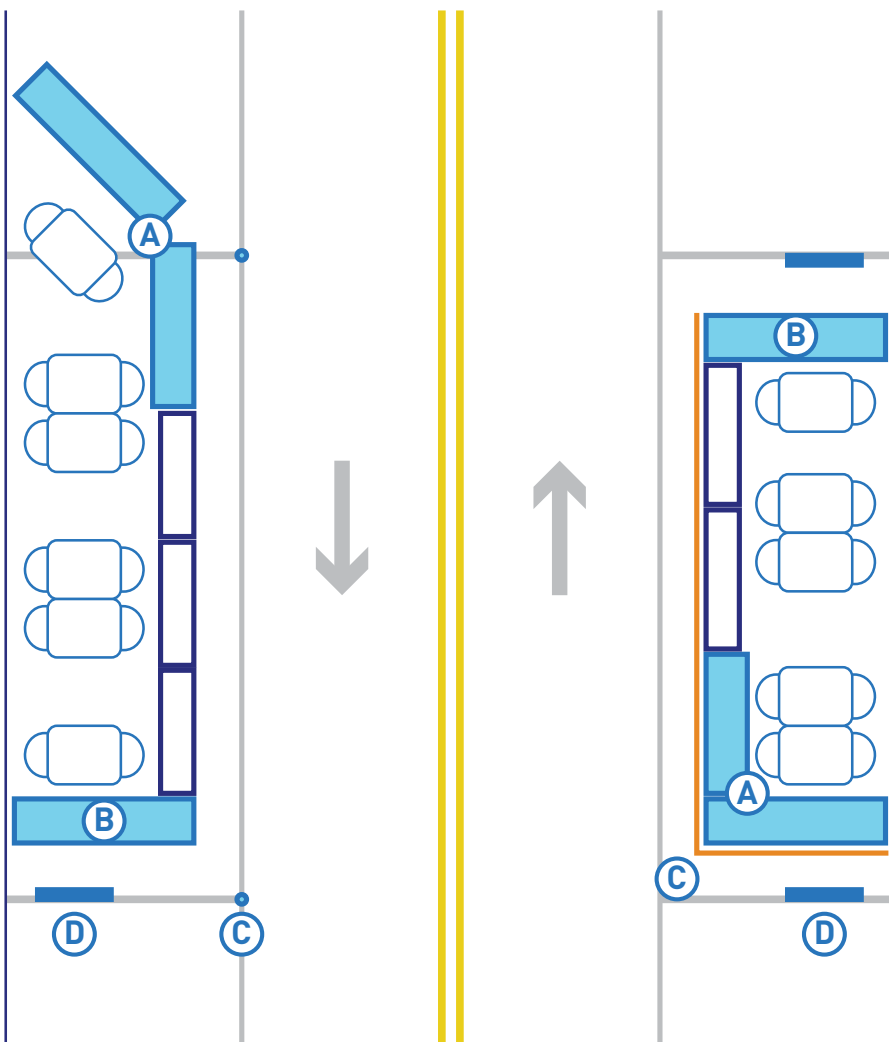
Where the parklet is not level with the sidewalk, an ADA Ramp (width 3ft - 5ft and a maximum slope of 1:12) is required.

F Separation Barrier

Non-protective separation barriers 12in - 18in wide.

Protective Barriers and Equipment

Below are examples of different protective barriers equipment that can be used for parklets. Requirements for protective barriers will vary by municipality.



A Front Protective Barriers

A protective barrier at the traffic facing corner if adjacent to an active parking spot.

B Back Protective Barriers

A protective barrier at the end of the parklet if adjacent to an active parking spot.

C Reflective Surface

A safe-hit post at the corner or reflective tape on the barrier on traffic facing edge.

D Wheel Stop

Wheel stops if adjacent to an active parking spot.



Source: CivicMoxie

Brookline, MA

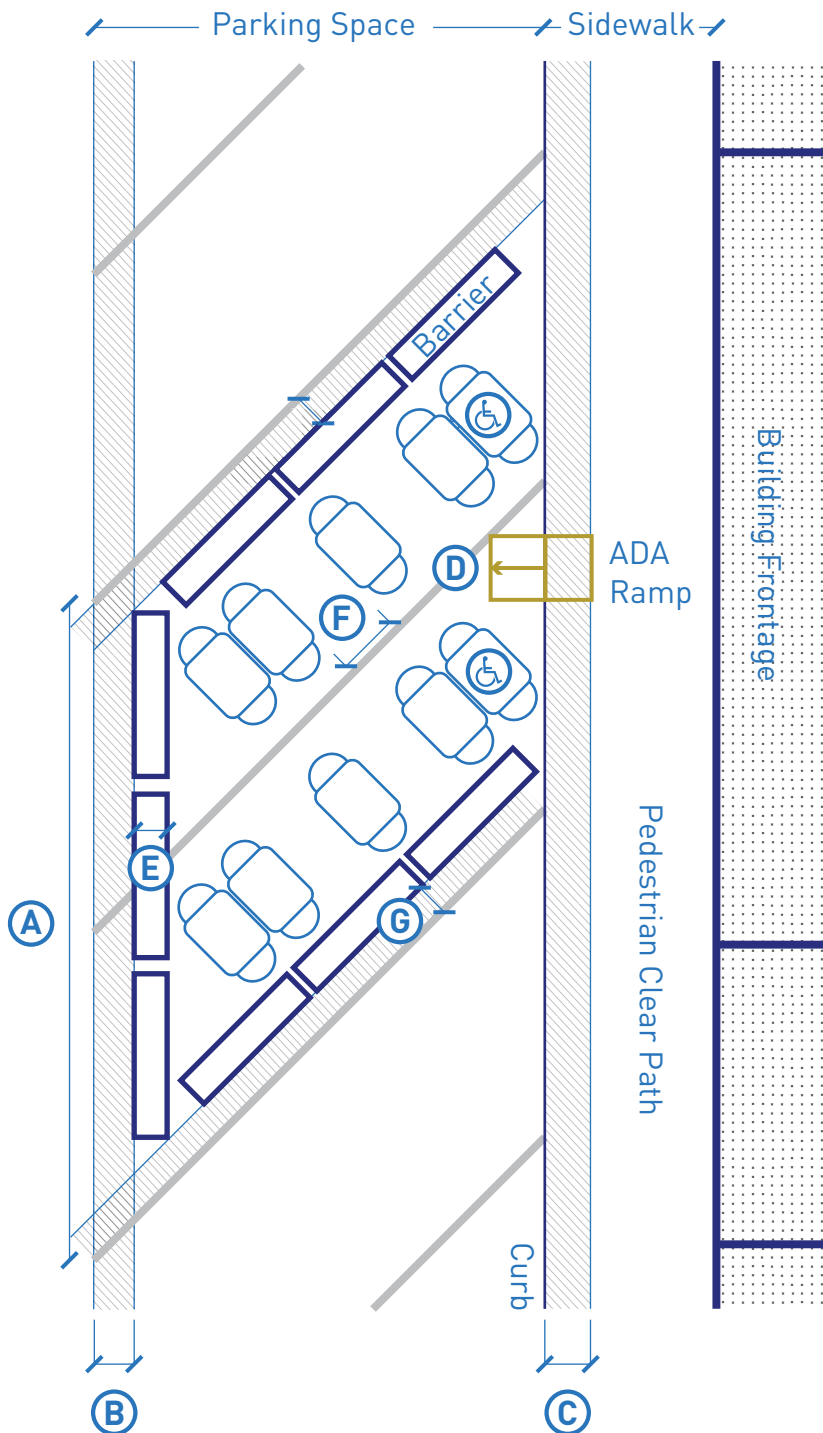


Source: www.propelstudio.com/project/wine30-parklet

B. Angled Parklet

Typical Angled Parklet Layout (Dining)

Angled parklets typically occupy two or more parking spots. Parklet width on the sidewalk edge should not exceed the lateral property line of the host business without permission.



A Typical Angled Parklet Size

A typical angled parklet size varies depending on angle and depth. However, using two or more spots is recommended for material efficiency.

B Roadside Buffer

Buffer (0ft - 2ft) between outdoor dining areas and adjacent roadways and/or bicycle lanes for safety.

C Pedestrian Path Buffer

Buffer (0.5ft - 4ft) between Parklet and Pedestrian Clear Path.

D ADA Access

Where the parklet is not level with the sidewalk, an ADA Ramp (width 3ft - 5ft and maximum slope of 1:12) is required.

E Separation Barrier

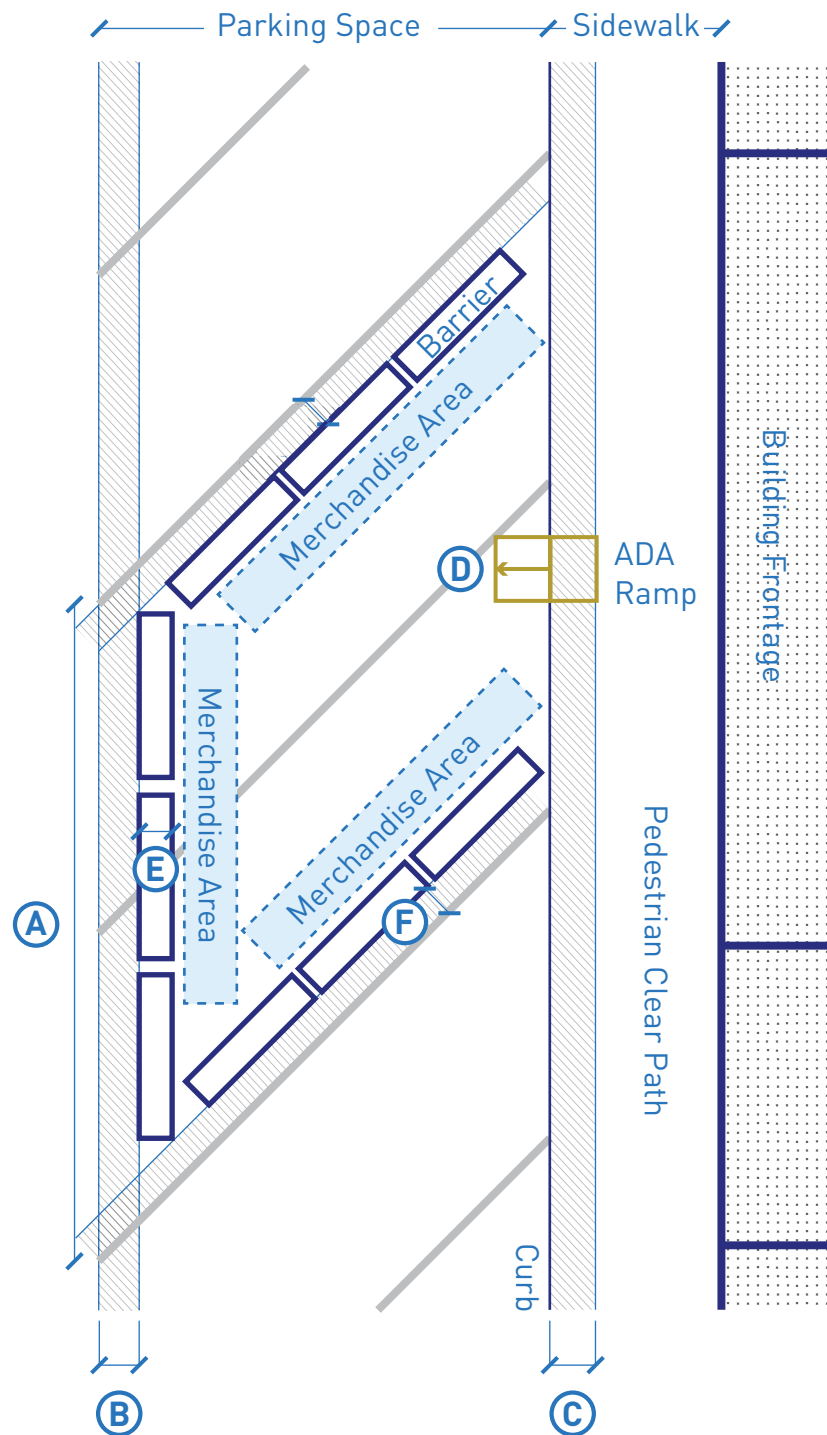
Non-protective separation barriers 12in - 18in wide.

F Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft - 3ft of separation or follow local guidelines.

Typical Angled Parklet Layout (Retail)

Parklets can occupy two or more parking spots. Parklet width on the sidewalk edge should not exceed the lateral property line of the host business without permission.



A Typical Angled Parklet Size

A typical angled parklet size varies depending on angle and depth. However, using two or more spots is recommended for material efficiency.

B Roadside Buffer

Buffer (0ft - 2ft) between outdoor dining areas and adjacent roadways and/or bicycle lanes for safety.

C Pedestrian Path Buffer

Buffer (0.5ft - 4ft) between Parklet and Pedestrian Clear Path.

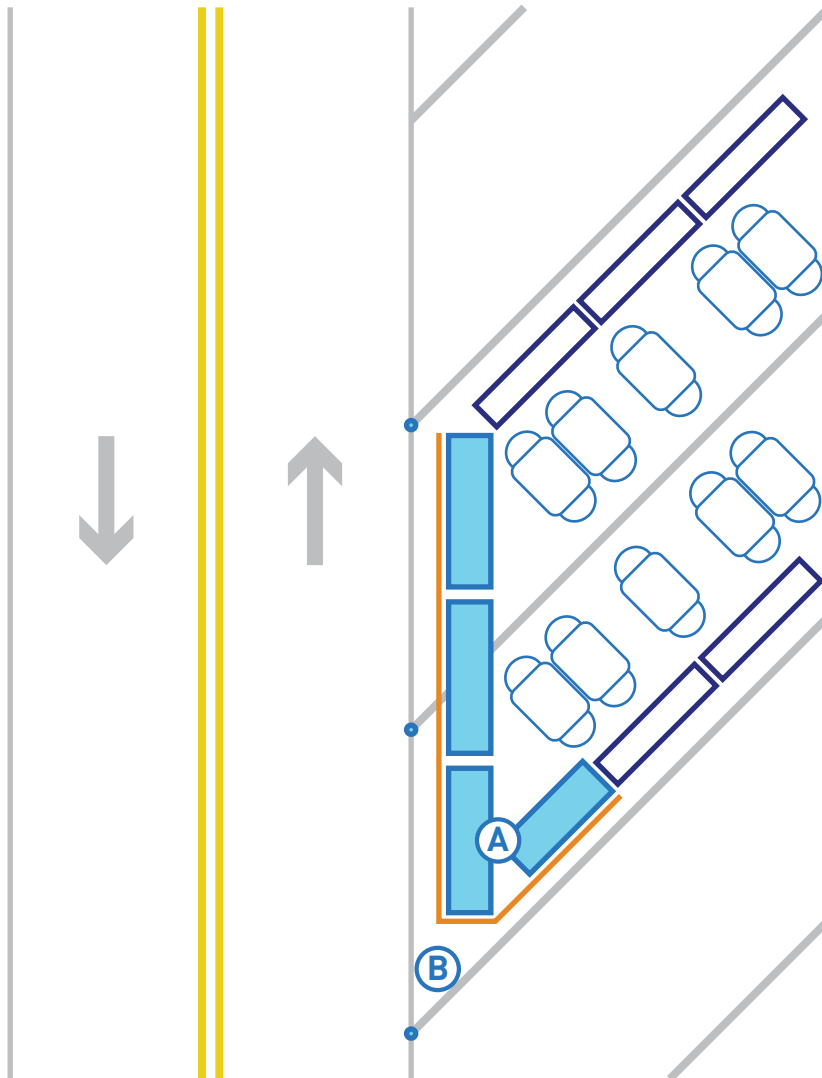
D ADA Access

Where the parklet is not level with the sidewalk, an ADA Ramp (width 3ft - 5ft and maximum slope of 1:12) is required.

E Separation Barrier

Non-protective separation barriers 12in - 18in wide.

Typical Angled Parklet Barrier and Safety.



(A) Front Protective Barriers

A protective barrier at the traffic facing corner if adjacent to an active parking spot.

(B) Reflective Surface

A safe-hit post at the corner or reflective tape on the barrier on traffic facing edge.



Walla Walla, WA

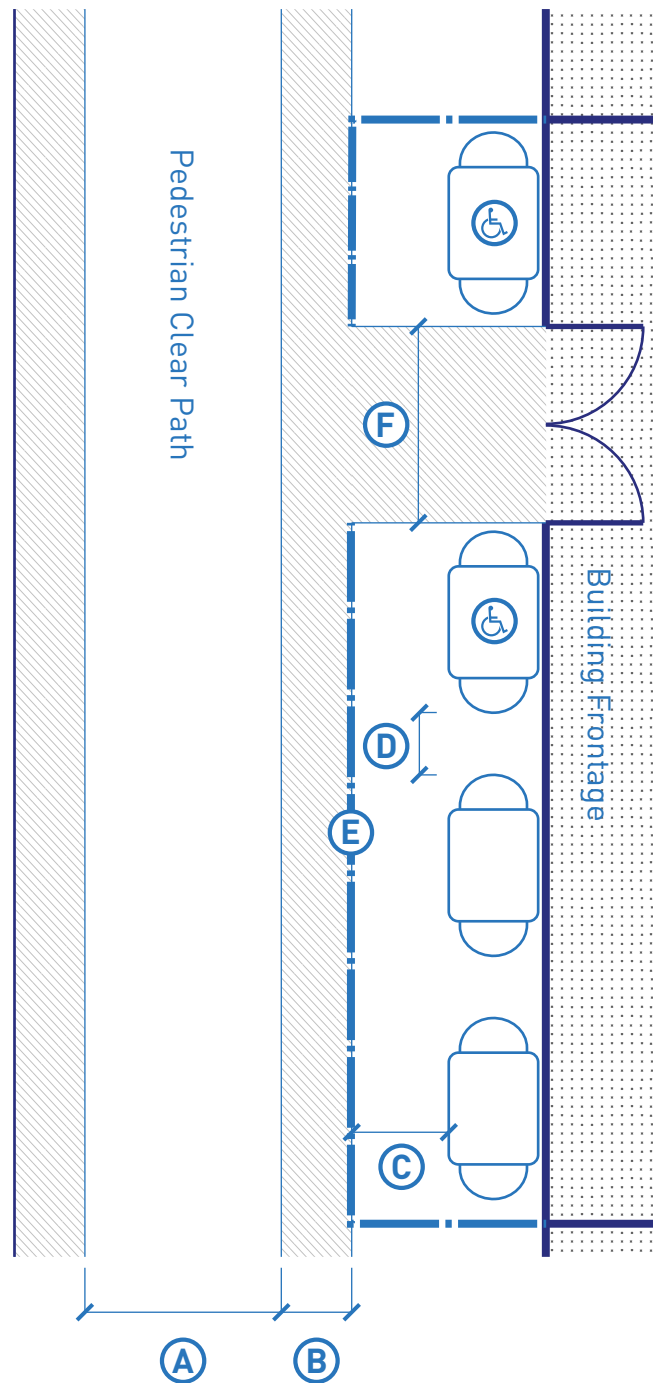


Source: CivicMoxie

C. Large Sidewalk Patio

Typical Large Sidewalk Patio Layout (Contiguous)

Large sidewalk patio width should not exceed the lateral property line of the host business without permission.



A Pedestrian Clear Path

Sidewalk patio feasibility is contingent on the preservation of a Pedestrian Clear Path of 5ft - 10ft depending on districts and visitor volume.

B Pedestrian Path Buffer

Buffer (2ft) between Patio and Pedestrian Clear Path.

C Service and Access

Provide a clear path 2ft - 3ft depending on accessibility requirements for service and access. If sufficient dedicated accessible tables are available near entrance, path need not be accessible.

D Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft - 3ft of separation or follow local guidelines.

E Verticle Separation and Boundary

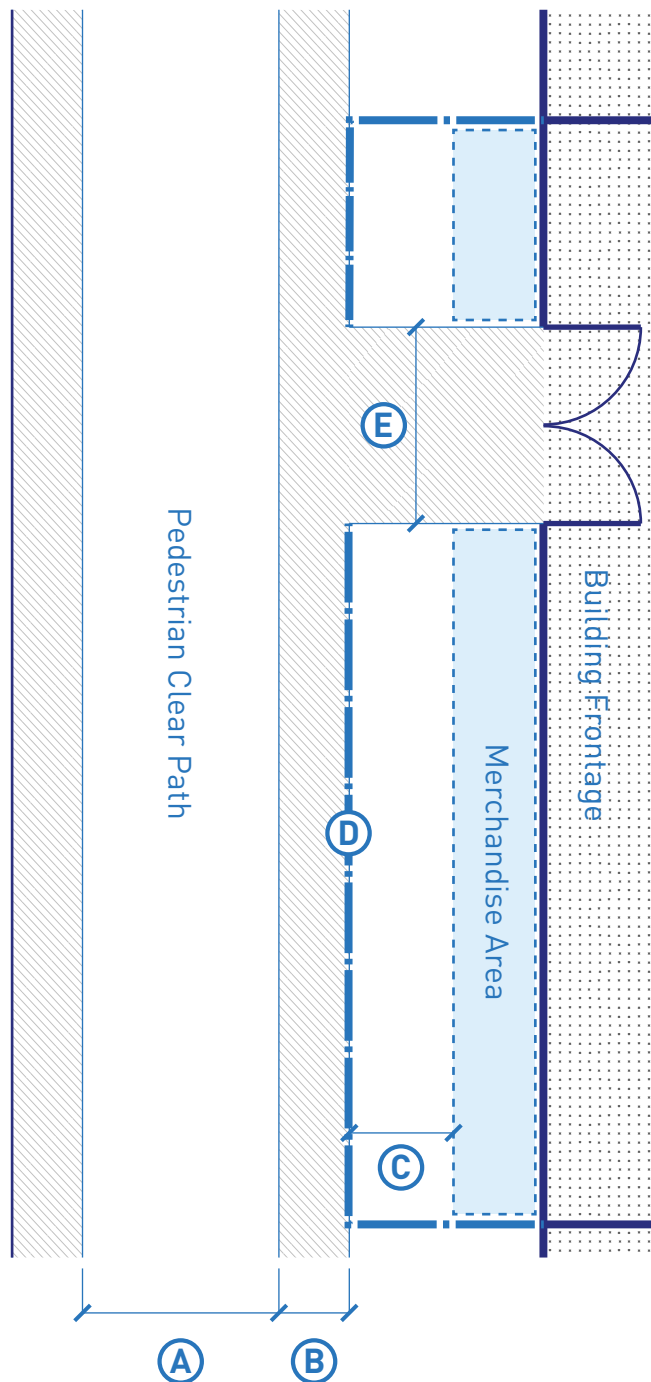
A clearly indicated enclosure in the form of a fence, or cordoned area allows for the service of alcohol.

F Entrance Clear Path

Entrance to the premises must not be obstructed by enclosures, tables, seating, or patrons.

Typical Large Sidewalk Patio Layout (Retail)

Large sidewalk patio width should not exceed the lateral property line of the host business without permission.



A Pedestrian Clear Path

Sidewalk patio feasibility is contingent on the preservation of a Pedestrian Clear Path of 5ft - 10ft depending on districts and visitor volume.

B Pedestrian Path Buffer

Buffer (2ft) between Patio and Pedestrian Clear Path.

Service and Access

- C Provide a clear path 2ft - 3ft depending on accessibility requirements for service and access.

Vehicle Separation and Boundary

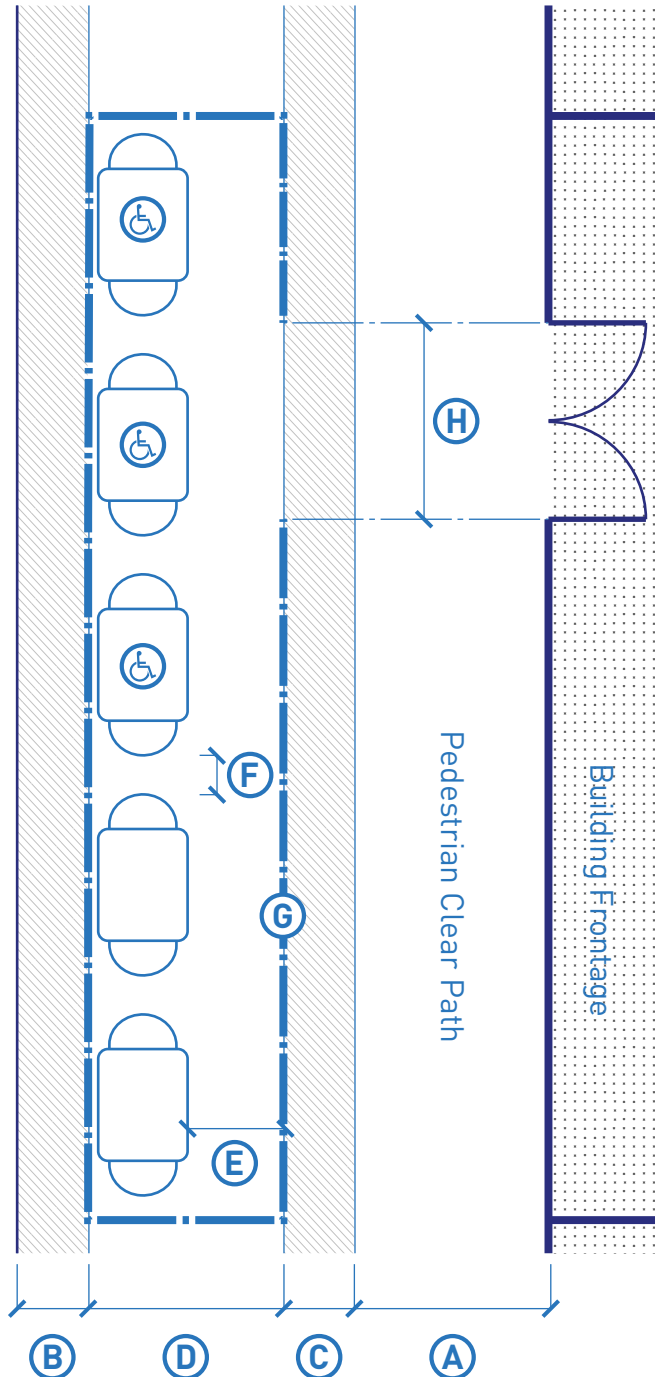
- D A clearly indicated enclosure in the form of a fence, or cordoned area.

Entrance Clear Path

- E Entrance to the premises must not be obstructed by enclosures, merchandise, or patrons.

Typical Large Sidewalk Patio Layout (Non-Contiguous)

Large sidewalk patio width should not exceed the lateral property line of the host business without permission.



(A) Pedestrian Clear Path

Sidewalk patio feasibility is contingent on the preservation of a Pedestrian Clear Path of 5ft - 10ft depending on districts and visitor volume.

(B) Roadside Buffer

Provide an 18in buffer between curb and sidewalk dining area.

(C) Pedestrian Path Buffer

Buffer (2ft) between Patio and Pedestrian Clear Path

Width

- (D) Non-contiguous large sidewalk patio width contingent on providing a service and access path per E. Service and Access.

Service and Access

- (E) Provide a clear path 2ft - 3ft depending on accessibility requirements for service and access. If sufficient dedicated accessible tables are available near entrance, path need not be accessible.

Table Separation

- (F) Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft - 3ft of separation or follow local guidelines.

Verticle Separation and Boundary

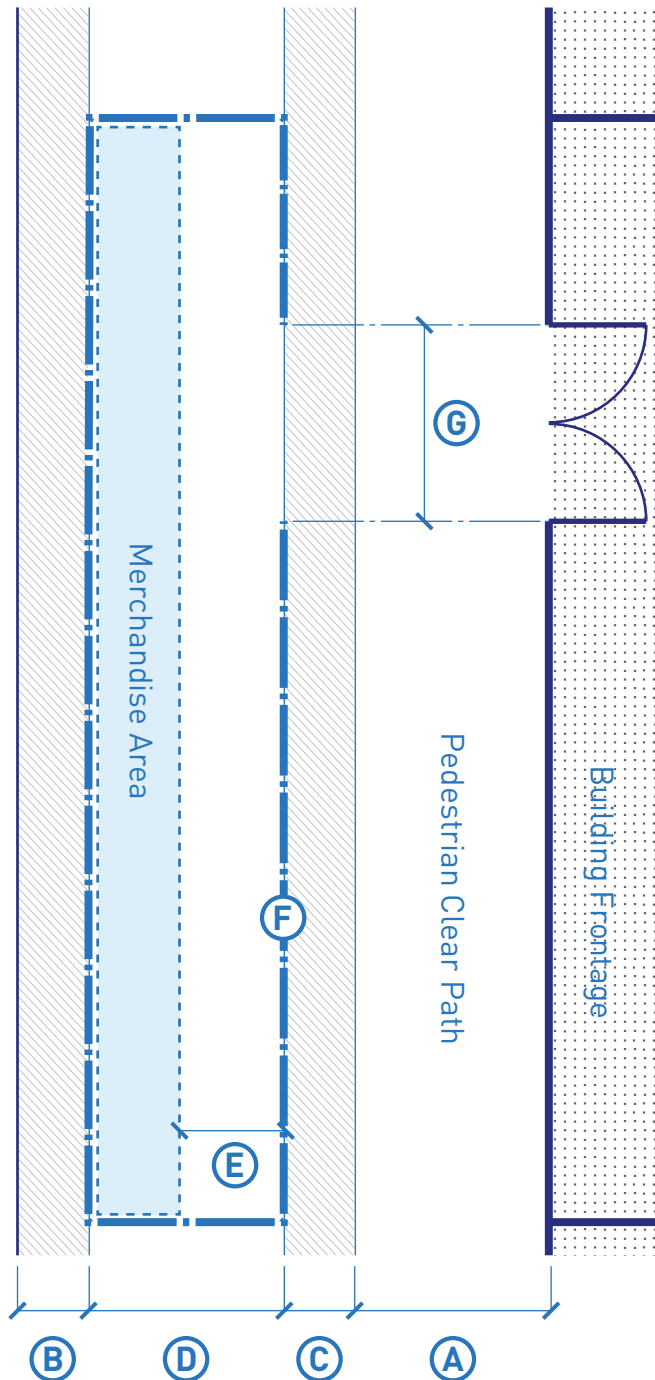
- (G) A clearly indicated enclosure in the form of a fence, or cordoned area, allows for the service of alcohol.

Entrance Clear Path

- (H) Entrance to the premises must not be obstructed by enclosures, tables, seating, or patrons.

Typical Large Sidewalk Patio Layout (Retail)

Large sidewalk patio width should not exceed the lateral property line of the host business without permission.



A Pedestrian Clear Path

Sidewalk patio feasibility is contingent on the preservation of a Pedestrian Clear Path of 5ft - 10ft depending on districts and visitor volume.

B Roadside Buffer

Provide an 18in buffer between curb and sidewalk dining area.

C Pedestrian Path Buffer

Buffer (2ft) between Patio and Pedestrian Clear Path.

Width

- D Non-contiguous large sidewalk patio width contingent on providing a service and access path per E. Service and Access.

Service and Access

- E Provide a clear path 2ft - 3ft depending on accessibility requirements for service and access.

Verticle Separation and Boundary

- F A clearly indicated enclosure in the form of a fence, or cordoned area.

Entrance Clear Path

- G Entrance to the premises must not be obstructed by enclosures, tables, seating, or patrons.

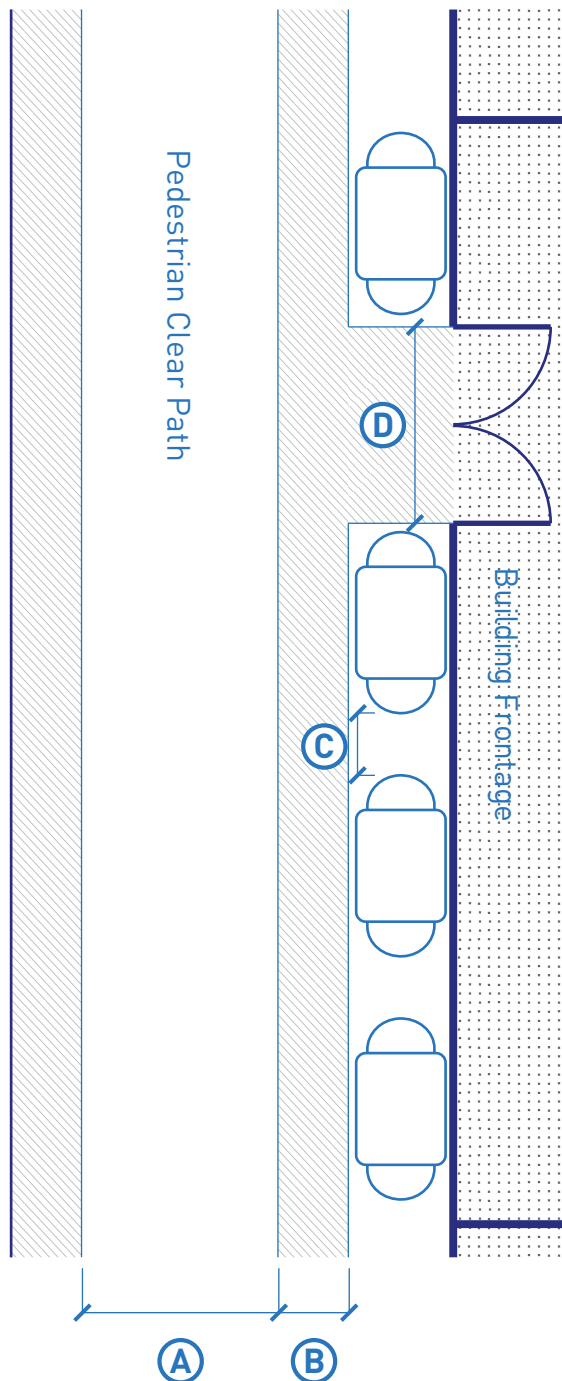


Source: CivicMoxie

D. Small Sidewalk Patio

Typical Small Sidewalk Patio Layout

Small sidewalk patio width should not exceed the lateral property line of the host business without permission.



A Pedestrian Clear Path

Sidewalk patio feasibility is contingent on the preservation of a Pedestrian Clear Path of 5ft - 10ft depending on districts and visitor volume.

B Pedestrian Path Buffer

Buffer (2ft) between Patio and Pedestrian Clear Path to accommodate moving patrons, chairs, and services.

C Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft - 3ft of separation or follow local guidelines.

Entrance Clear Path

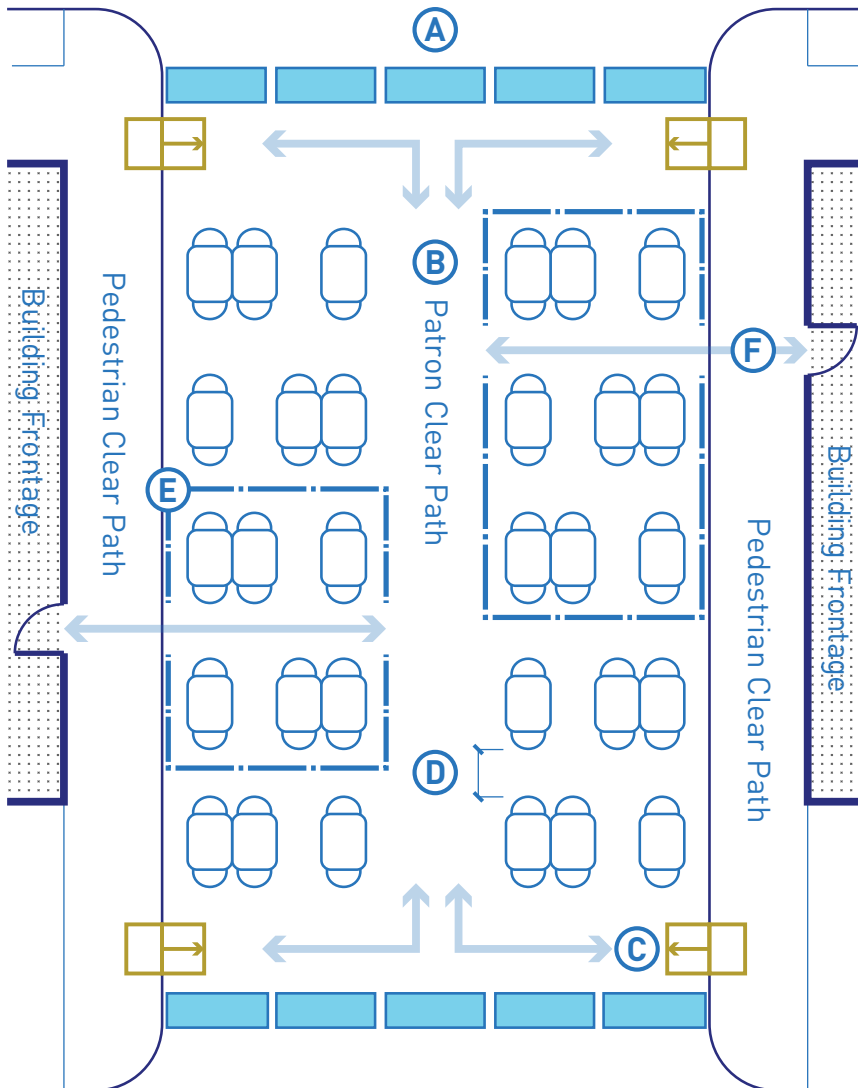
- D Entrance to the premises must not be obstructed by enclosures, tables, seating, or patrons.



E. Full Closure Street Plaza

Typical Full Closure Street Plaza

Street Plaza outdoor seating may be hosted by individual businesses or shared amongst multiple participating businesses.



(A) Barriers

Protective barriers (filled with sand or water, or as directed by local guidelines) should be placed in front of the outdoor dining plaza on both ends. Suggested barrier width: 12in - 18in

(B) Pedestrian Clear Path

Provide a Pedestrian Clear Path of 5ft - 10ft depending on visitor volume.

(C) ADA Access

Provide an ADA Ramp (width 3ft - 5ft) on both sides of the plaza unless existing curb cuts into designated dining area are available.

(D) Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft - 3ft of separation or follow local guidelines.

(E) Hosted Outdoor Dining Area

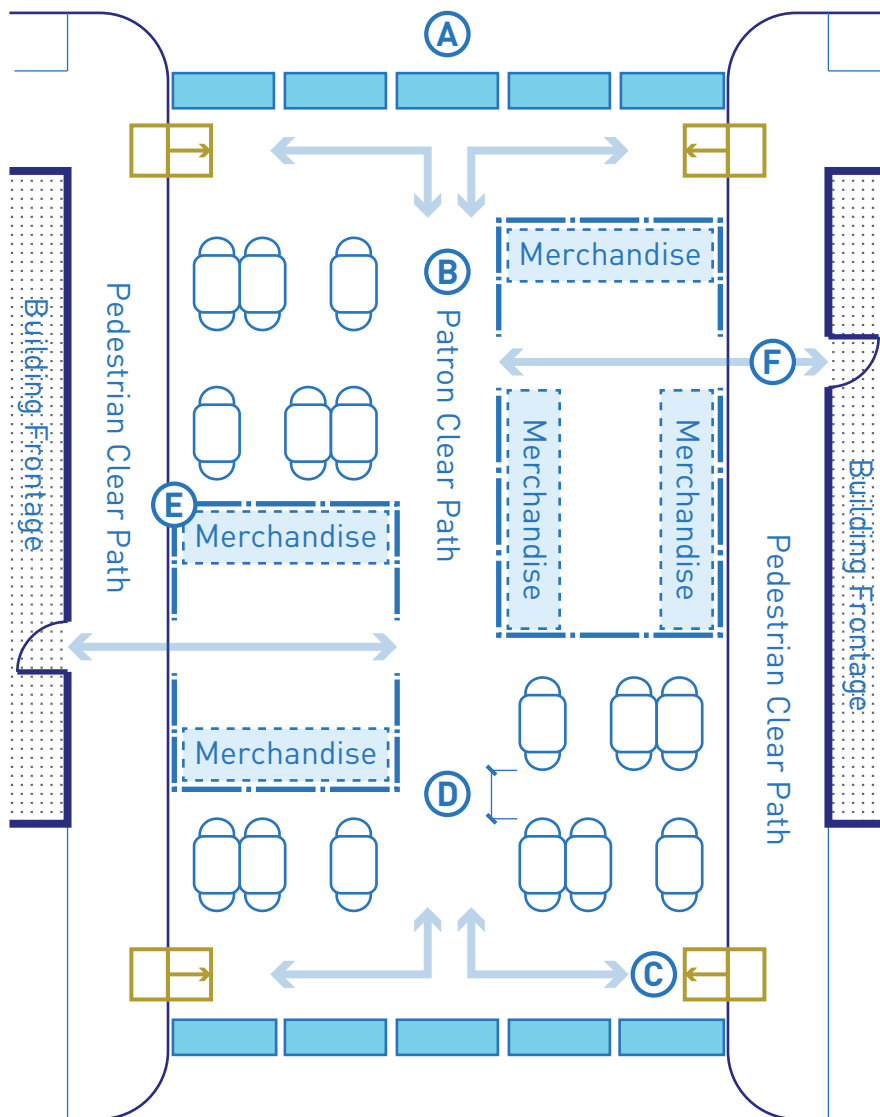
Certain areas may be privately hosted by adjacent businesses and reserved for their patrons. These areas must be clearly indicated and separated with verticle separators such as fences and cordons.

(F) Service and Access

A direct, straight service path should be provided between the host business and outdoor dining area. An additional access should be provided at road level for patrons requiring wheel chair access.

Typical Full Closure Street Plaza

Street Plaza outdoor seating may be hosted by individual businesses or shared amongst multiple participating businesses.



A Barriers

Protective barriers (filled with sand or water, or as directed by local guidelines) should be placed in front of outdoor retail plaza on both ends.

Suggested barrier width: 12in - 18in

B Pedestrian Clear Path

Provide a Pedestrian Clear Path of 5ft - 10ft depending on visitor volume.

C ADA Access

Provide an ADA Ramp (width 3ft - 5ft) on both sides of the plaza unless existing curb cuts into designated retail area are available.

D Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft - 3ft of separation or follow local guidelines.

E Hosted Outdoor Retail Area

Certain areas may be privately hosted by adjacent businesses and reserved for their patrons. These areas must be clearly indicated and separated with verticle separators such as fences and cordons.

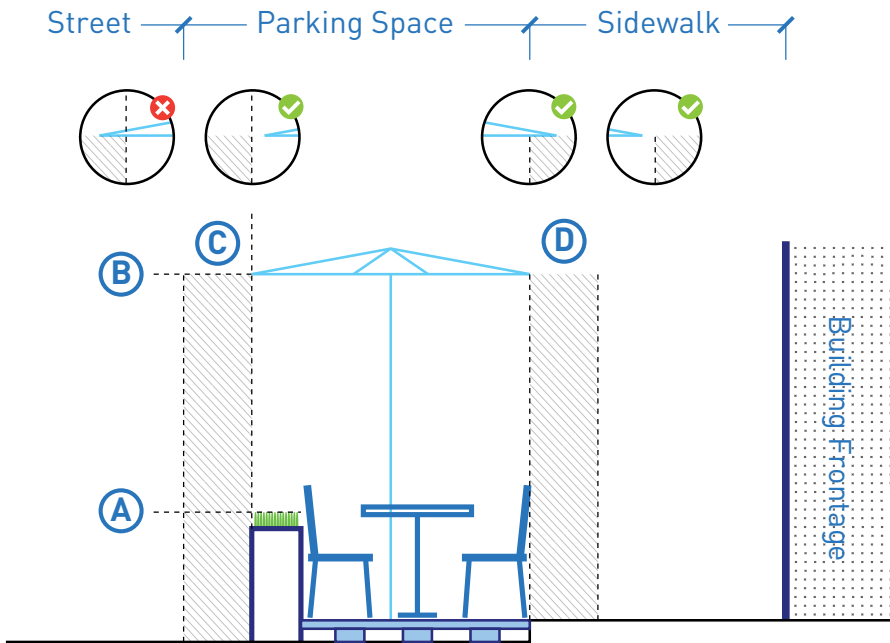
F Service and Access

A direct, straight service path be provided between the host business and outdoor retail area.

An additional access should be provided at road level for patrons requiring wheel chair access.

Typical Full Closure Street Plaza

Street Plaza outdoor seating may be hosted by individual businesses or shared amongst multiple participating businesses.



(A) Barriers

Barriers and vegetation should be limited to a total height of 36".

(B) Overhead Clearance

Provide a min. 7ft - 8ft clearance of overhead coverings, including umbrellas, trellises etc.

(C) Roadside Clearance

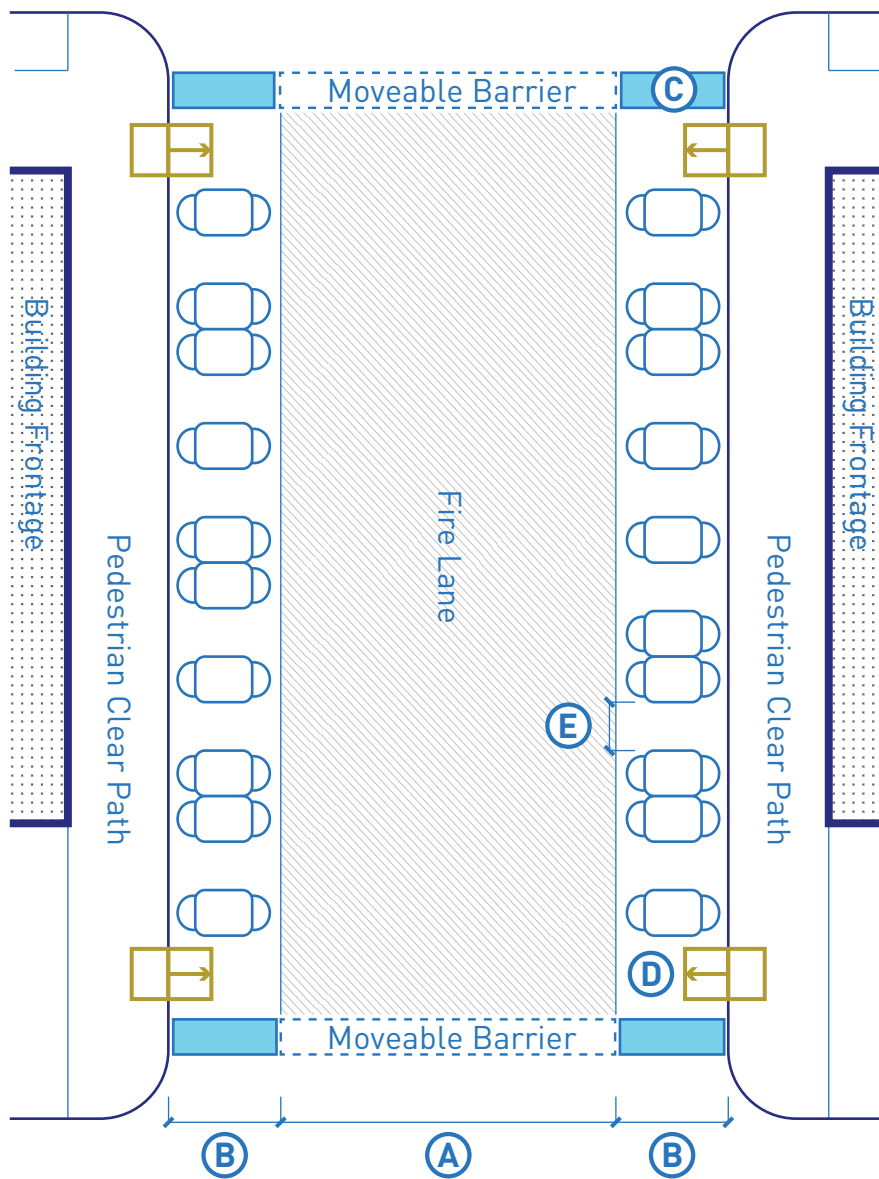
Overhead coverings may not extend beyond the barriers into the road.

(D) Sidewalk Clearance

Overhead coverings may extend beyond the barriers into the sidewalk, providing the overhead clearance of 7ft - 8ft is maintained.

Typical Partial Closure Street Plaza with Fire Lane

Street Plaza outdoor seating may be hosted by individual businesses or shared amongst multiple participating businesses.



A Fire Lane

Partial closure plazas must maintain a 20ft clear emergency fire lane.

B Outdoor Dining Area Width

Remaining area (approx. 3ft - 5ft on both sides on a two-lane road) may host outdoor dining set ups that may not enter into the fire lane. Set up may spill over onto sidewalk given that a Pedestrian Clear Path of 5ft - 10ft be maintained.

C Barriers

Protective barriers (filled with sand or water, or as directed by local guidelines) should be placed in front of the outdoor dining strip on both ends.

Moveable barriers to block off Fire Lane, to be removed as necessary.

Suggested barrier width: 12in - 18in

D ADA Access

Provide an ADA Ramp (width 3ft - 5ft) on both sides of the plaza unless existing curb cuts into designated dining area are available.

E Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft - 3ft of separation or follow local guidelines.

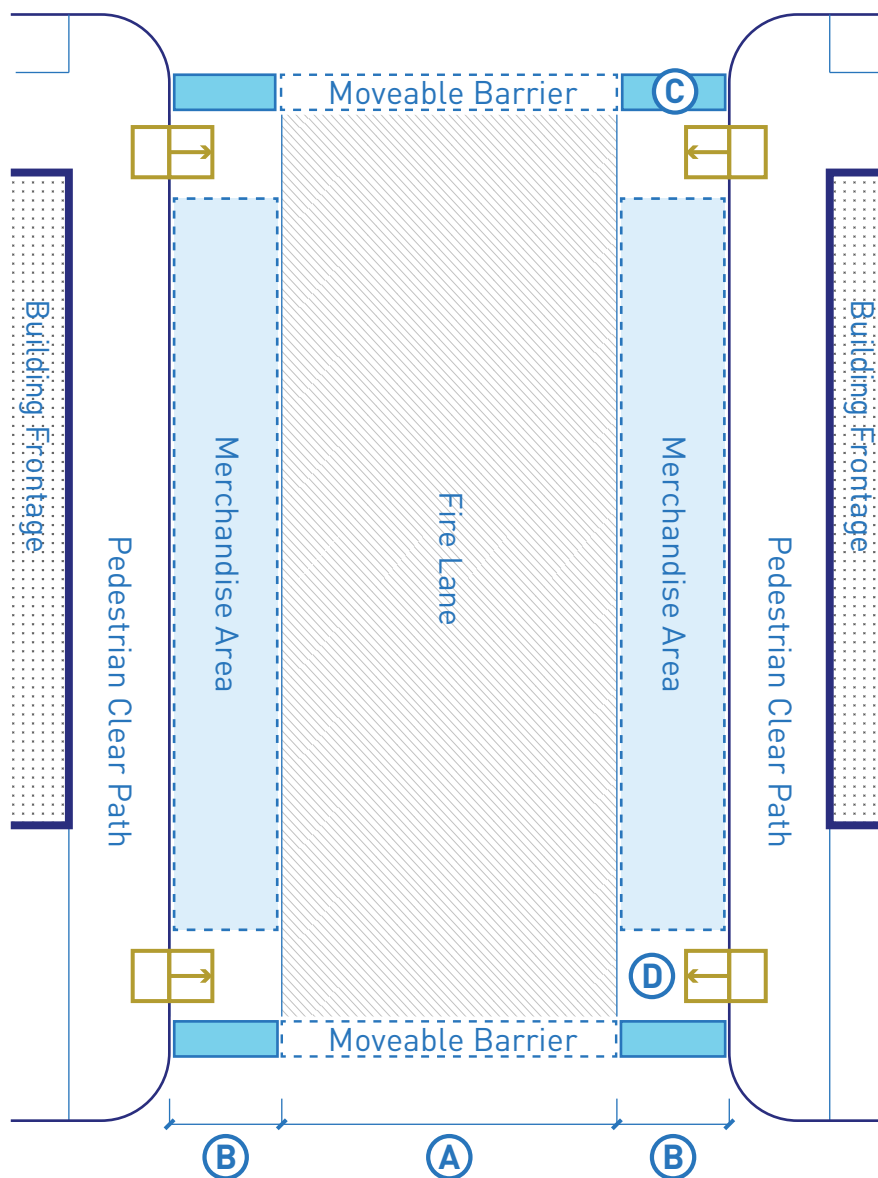


Source: City of Waltham

F. Street Plaza with a Fire Lane

Typical Partial Closure Street Plaza with Fire Lane

Street Plaza outdoor seating may be hosted by individual businesses or shared amongst multiple participating businesses.



A Fire Lane

Partial closure plazas must maintain a 20ft clear emergency fire lane.

B Outdoor Merchandise Area Width

Remaining area (approx. 3ft - 5ft on both sides on a two-lane road) may host outdoor retail set ups that may not enter into the fire lane. Set up may spill over onto sidewalk given that a Pedestrian Clear Path of 5ft - 10ft be maintained.

C Barriers

Protective barriers (filled with sand or water, or as directed by local guidelines) should be placed in front of outdoor retail strip on both ends.

Moveable barriers to block off Fire Lane, to be removed as necessary.

Suggested barrier width: 12in - 18in

D ADA Access

Provide an ADA Ramp (width 3ft - 5ft) on both sides of the plaza unless existing curb cuts into designated retail area are available.

2.3 State Outdoor Dining/Seating Fact Sheet for Accessibility Requirements

On the following pages are the minimum accessibility requirements for outdoor dining as designated by the Commonwealth of Massachusetts. They can also serve as guidance for minimum space requirements for outdoor retail. This document can be shared with businesses or used as a resource for designing accessibility documentation for your municipality. While these are the minimum requirements, some municipalities may have additional local accessibility requirements, which should also be made explicit in your materials to businesses.



OUTDOOR DINING/SEATING

FACT SHEET FOR ACCESSIBILITY CONSIDERATIONS (COVID-19 EDITION)

The primary focus of this guidance is to provide eating establishments with an understanding of the requirements of the rules and regulations of the Massachusetts Architectural Access Board (MAAB), Massachusetts' state building code 521 CMR, that addresses architectural accessibility in the built environment. It will also reference anti-discrimination obligations under the Americans with Disabilities Act (ADA) and its associated Architectural Design Standards (ADADS).

As Massachusetts begins to re-open and restaurants and cafes are establishing outdoor seating areas for customers, entities must consider accessibility obligations that ensure a safe, equitable, and accessible experience for all visitors.

Accessible Route

An accessible route must be provided on site that coincides with the route the general public uses from arrival destination points to the receiving area such as the host station. An accessible route must also connect to accessible seating, restrooms/portable toilets, and to other unique amenities such as a bar, firepit, fans, or heat lamps. The additional listed amenities may also have their own obligations.

Components of an Accessible Route

- **Width of the Accessible Route:**

The minimum width of an accessible route is 36 inches (MAAB 20.4). The use of separation devices such as, bollards, cones, planters, chairs, or chains attached to stands intended to delineate the dining area must not be placed in a way that reduces the width of the accessible route.

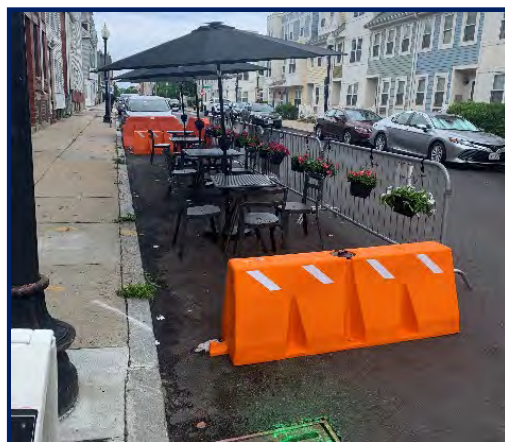
- **Surface:**

The surface of the accessible route must provide a running slope measuring between 0%-5% to remain a walkway. If the slope reaches 5.1% the route will be classified as a ramp and be required to stay under 8.33% (MAAB 20.9). The surface must also be stable, firm, slip resistant (MAAB 20.9), free from changes in level exceeding ½ inch and unbeveled (MAAB 29.2), and free from protruding objects that extend into the accessible route (MAAB 20.6).

Please Note

If you would like to increase the level of accessibility being provided along an accessible route, we suggest increasing the width to 48 inches, allowing for additional maneuvering space.

Additionally, although landscaping is commonly used to be aesthetically pleasing, grass is not considered an accessible route under the regulations. Surfaces such as rocks, sand, and loose gravel are similarly not considered accessible. Businesses are welcome to include these surfaces on their property; however, these must not be used on the accessible route.



Accessible Tables and Seating

As restaurant seating is added or created compliance with MAAB Section 17.0 is required. Routes to all dining areas must be accessible, including outdoor seating areas (MAAB 17.5). A specific number of accessible seating must be provided on an accessible route, must be distributed based on size and location, and must follow detailed dimensions regarding clear floor space and table and counter heights.

Components of Accessible Tables and Seating

- **Seating:**

At least 5%, but not less than one of the tables provided shall be accessible and be on an accessible route (MAAB Section 17.2). Seating at the accessible tables must be movable and not be fixed to the table like a picnic bench or school cafeteria table (MAAB Section 35.1).

Example:

A restaurant provides 45 tables outside in a park and are all similar in their location and seating capacity. Two tables, out of the 45 would need to be accessible and located along an accessible route.

- **Distribution:**

Accessible tables must be distributed by the size and locations of the space being offered. Tables that are provided for large or small groups, in different locations, or for different services would all be required to meet the 5% obligation (MAAB Section 17.2).

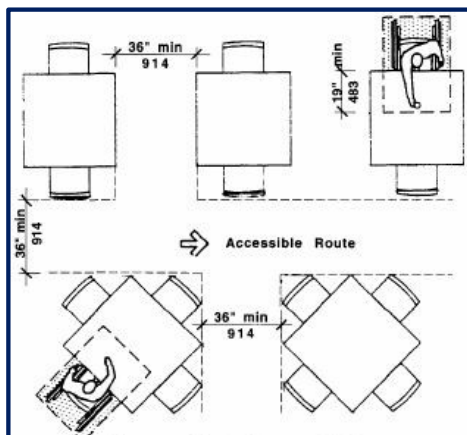
Example:

A restaurant has 62 tables. 10 of the tables offer light dining on the sidewalk while the remaining 52 tables are reserved for fine dining and are located on a closed street. In this scenario, 3 accessible tables would need to be provided. One accessible table would be in the light dining area and one accessible table would need to be provided in the fine dining area. The third accessible table could be provided in either area.

Remember, in this scenario someone may need to transition from the sidewalk to the street, so ensuring the accessible route is critical.

- **Accessible Aisle Between Accessible Tables:**

A 36-inch clearance (access aisle) is required between accessible tables. No seating or any other obstruction shall overlap the access aisle. (MAAB Section 17.2.2).



- **Clear Floor Space at Accessible Tables:**

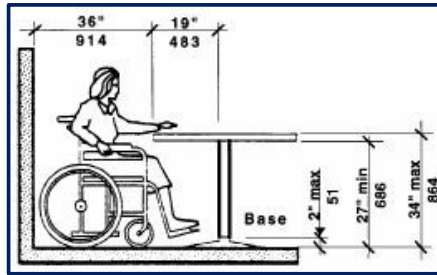
At each accessible table, a clear floor space measuring 36-inches by 48-inches should be provided to allow for an individual to easily set themselves at the table. This space should not overlap with the knee space depth under the table by more than 19-inches (MAAB Section 17.2.3). See graphic below.

- **Knee Clearances at Accessible Tables:**

Knee space of at least 27-inches high, 30-inches wide, and 19-inches deep must be provided to allow for an individual using a mobility device to maneuver and use the table (MAAB Section 17.2.4).

- **Height of Tables and Counters:**

The tops of the accessible tables shall be from 28-inches to 34-inches above the floor or ground (MAAB Section 17.2.5).



Note on Accessible Routes and Utilizing Parklets or On-Street Parking for Dining:

If a restaurant decides to offer outdoor dining using a parklet or on-street parking space, it is important to note that all of the aforementioned laws and regulations continue to apply even though technically the parklet may be in the vehicular lane. Parklets tend to be the size of an on-street parking space and often do not provide sufficient clear width between seating areas and the barrier that protects customers from vehicles. Since these types of areas are typically located on the street, consider how a customer with a disability can access the street from the curb. If no curb cut is provided, it could be extremely difficult for one to get to that location without a mechanism to either reduce or eliminate the change in level. Often businesses will use a temporary or portable ramp; however, in order to use such device, the building owner must apply for and be granted a variance from the MAAB. One cannot install a portable and/or temporary ramp without seeking permission from the MAAB. Since these types of spaces can quickly become a complicated subject, we strongly suggest reaching out to our office directly if you have additional questions or concerns regarding the use of parklets or on-street parking spaces.

Other Access Considerations

There are additional “dining” requirements under the MAAB that involve dining counters without service, counters and bars with service, and food service lines. These additional requirements can be found under MAAB Section 17 – Restaurants.

- If outdoor dining is occurring on a sidewalk, a 36-inch path of travel is required to allow for pedestrians to pass by or access an entrance.
- If portable toilets are provided in multiple locations on the same site, an accessible portable toilet (5%, but not less than 1) should be provided in each location. If portable toilets are all provided in one single location, the 5%, but not less than 1 must be provided (MAAB 30.1.2).
- If parking is affected by the provision of outdoor dining, it is important to remember that accessible parking is based on the number of parking spaces within a particular parking lot. If all parking is removed entirely then there would be no requirement to provide accessible parking. If parking is reduced, modified, or re-located there would be an obligation to provide the appropriate number of accessible parking spaces as required (ADADS 208.2 and/or MAAB 23.2.1).
- Ensure the accessible route is free from Protruding Objects, such as lights, umbrellas, signs, or other fixtures provided (MAAB 20.6)

If any of the above requirements cannot be met as prescribed by the MAAB rules and regulations, a variance would be required from the MAAB. Further information related to that process can be found on the [Massachusetts Architectural Access Board’s website](https://www.mass.gov/orgs/architectural-access-board)¹.

¹ <https://www.mass.gov/orgs/architectural-access-board>

Effective Communication

The Americans with Disabilities Act requires businesses that are open to the public, such as eating establishments, to communicate effectively with people who have vision, hearing, or speech disabilities to ensure that they can communicate with, receive information from, and convey information to the business.

A business is obligated to provide auxiliary aids and services when necessary to communicate with a person with a disability unless doing so would create an undue burden, which is defined as significant difficulty or expense.

Examples of Auxiliary Aids and Services at a Restaurant:

- Providing a menu in Braille or large print
- Reading menu items to a customer
- Communicating with pen and paper
- Speaking slowly and clearly

We hope you find this fact sheet a useful tool as dining re-opens in Massachusetts. If there are any questions related to this fact sheet, please contact MOD by reaching out to MOD's Community Services Unit by email at either Jeff.Dougan@mass.gov or Jakira.Rogers@mass.gov, or by phone at 617-979-7316.



**Massachusetts Office on Disability
One Ashburton Place, Room 1305
Boston, MA 02108**

Contact MOD

Phone: 617-727-7440

Toll Free: 800-322-2020

Fax: 617-727-0965

Send MOD a Question Online²

Visit MOD on the Web³

Twitter: @MassDisability⁴

Blog: blog.mass.gov/mod⁵

YouTube⁶

² <https://www.mass.gov/forms/contact-the-massachusetts-office-on-disability>

³ <http://www.mass.gov/mod>

⁴ <https://twitter.com/massdisability>

⁵ <https://blog.mass.gov/mod>

⁶ <https://www.youtube.com/channel/UCoS5kUnBGto7NW-pK24MrDg/>