



Rapid Recovery Plan

2021

Town of Barre

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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Businesses of South Barre

Barre Mill Restaurant

Wildwood Reload

JC Pools

Barre General Store

Yummy Garden

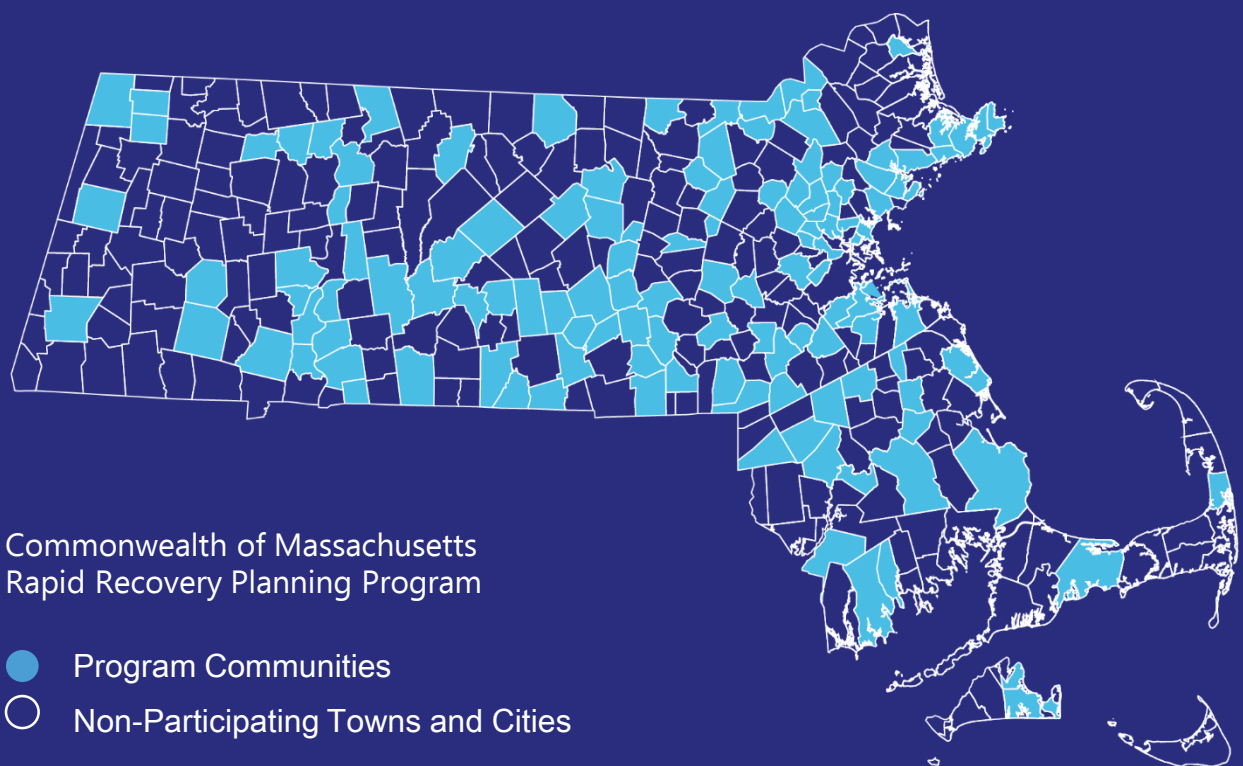
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125 communities participated in the Rapid Recovery Plan Program

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.



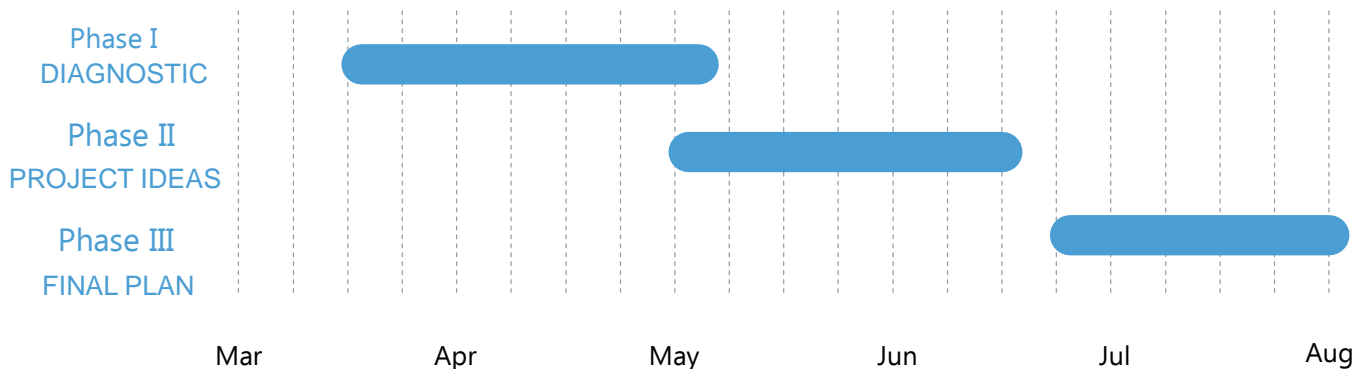
Rapid Recovery Plan (RRP) Program

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

Building Better Connections In South Barre

The COVID-19 pandemic was, and continues to be, an unprecedented experience for all of us. It's economic and personal impact are ongoing and have been felt across the Central Massachusetts region. In April 2020, the unemployment rate for the region reached 15.4%, up 12.5% from April 2019 (MA Department of Unemployment Assistance, Statewide Report Labor Force and Unemployment Rate, April 2020). Small and locally owned business faced the brunt of the economic impact in many places, including the Town of Barre.

To address the hardships facing many small businesses, the Massachusetts Department of Housing and Community Development (DHCD) launched the Local Rapid Recovery program. As part of this program, the Central Massachusetts Regional Planning Commission (CMRPC) and the Town of Barre and various Town stakeholders worked together to identify a section of town most in need of support and develop short-, medium-, and long-term recommendations to help business in this area begin the process of recovering from the COVID-19 pandemic.

The Local Rapid Recovery Program in the Town of Barre focused on the South Barre neighborhood. This area has limited business development and the businesses that do find their home here have faced significant challenges as a result of the COVID-19 pandemic. South Barre lacks connectivity, making it a difficult place for residents and business alike. By building an identity for the South Barre area and focusing on placemaking, wayfinding and highlighting the area's history, South Barre could become more appealing to residents and visitors. Connecting the village center to the existing outdoor gathering places and parks and improving sidewalks and pedestrian infrastructure will encourage people to stay in South Barre once they've arrived. Getting visitors out of their cars and onto the sidewalks of South Barre will encourage business growth and help restore the lost customer base. This Plan outlines a series of action steps, to help South Barre re-envision itself as it recovers from the COVID-19 pandemic.

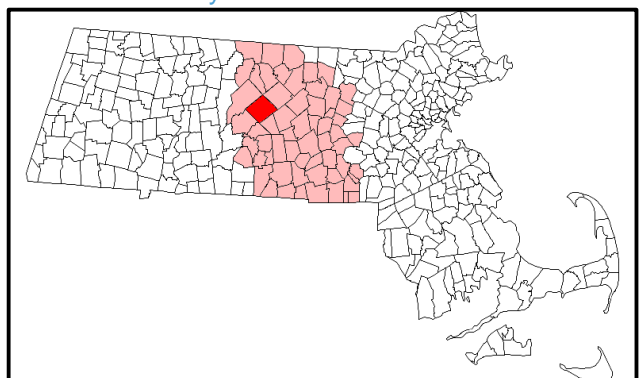
This planning process was aimed around providing support to Towns using the following principles:

RESOURCE-DRIVEN. The Planning Team focused on strengthening and leveraging local assets, knowledge, capacities, and relationships, rather than focusing on limitations or weaknesses.

RELEVANT. To ensure recommendations were data-driven and locally pertinent, the Planning Team helped promote and distribute the DHCD business impact survey to organizations within the Study Area to gain a better understanding of opportunities and challenges facing local businesses. The survey responses and results are summarized throughout this plan with full results in Appendix A.

RAPID. The Planning Team concentrated on developing recommendations that can be implemented and acted upon within a short-to-intermediate time frame. Some recommendations call upon action by residents while others call upon action by employers and private and public sector leaders. Potential partners and resources are identified throughout the Plan.

RESILIENT. The Planning Team evaluated project recommendations through a lens of public health, inclusion, and resilience included in the Plan. These considerations provide a basis for nurturing Barre's long-term recovery and economic stability.



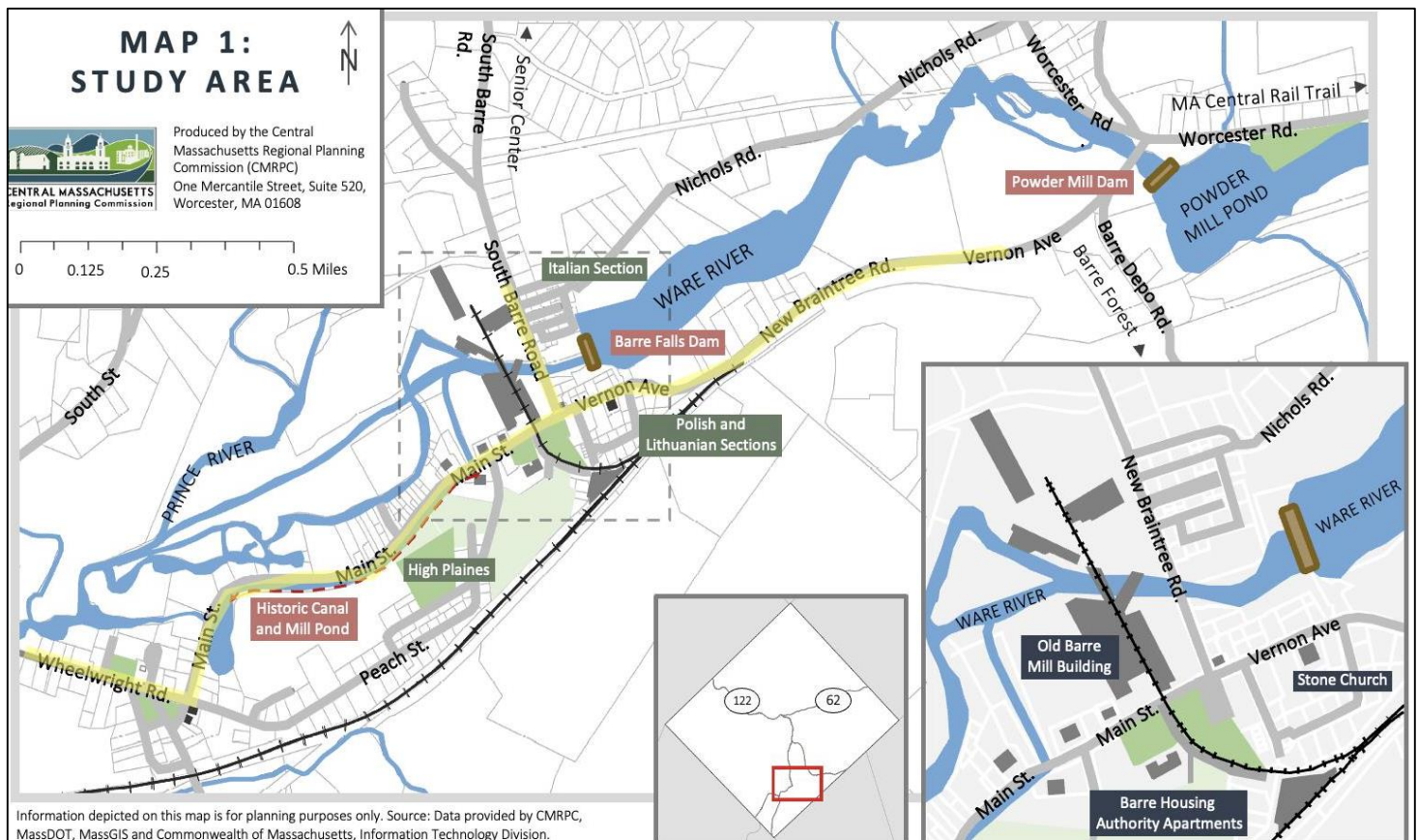
Regional context map for Barre. Barre is highlighted in dark red. Source: <https://images.app.goo.gl/STyK4twakn4aiday8>

Study Area

The Local Rapid Recovery Program in the Town of Barre focused on the South Barre neighborhood. This Study Area can be seen in the map below and stretches from the Wheelwright Rd and Main St intersection to where Vernon Ave meets Worcester Rd. This area has many historic elements, including the Barre Falls Dam, the Powder Mill Dam, the Canal and Mill Pond and the old Mill Building. The part of Barre is also home to the Town's Italian neighborhood and its Polish and Lithuanian neighborhood.



Ariel view of a section of the Study Area



This map shows the Study Area in South Barre, highlighted in yellow. Other features are marked on the map to show points of interest in the Study Area.

Community Engagement

The LRRP process involved a variety of community engagement and outreach opportunities. The Rapid Recovery Program developed a survey to gather input from business owners and managers in the Study Area. The survey focused on respondents' satisfaction with storefront locations, the impacts of COVID-19 on business operations, and their opinion regarding potential strategies to support local businesses and improve the commercial district. The survey was available online as well as distributed to businesses in the study area.

In addition to the survey, CMRPC held several meetings in the Town to discuss the planning process and the results of the diagnostic phase. Because of Covid-19 all the stakeholder meetings were held outside and almost all of them were held in Nornay Park which made it easy for neighborhood residents to attend and provide feedback. Photos below show two separate outdoor meetings. One held in the beautiful gazebo and the second took place gathering around a picnic table in the same park.

Stakeholder meetings were posted as public meetings, social media posts were shared, and notices were posted at the local post office. The residents are committed to growth and prosperity in South Barre.

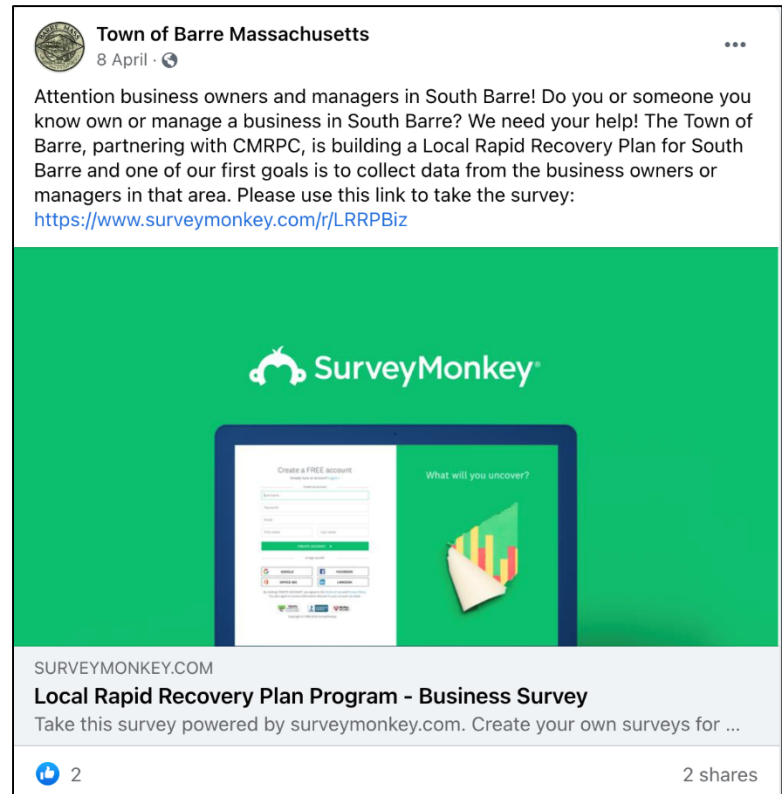


Photo of a Town of Barre Facebook post advertising the Business survey



Above and bottom right: photos of community meetings about the South Barre LRRP process.

The Village of South Barre will recover by collectively implementing the following projects developed by the LRRP stakeholder group:

1. WALKABILITY: STREETScape AND SIDEWALK IMPROVEMENTS
2. INTRODUCE PLACEMAKING INITIATIVES TO CREATE A VIBRANT VILLAGE CENTER
3. ESTABLISH PUBLIC RESTROOMS FOR VISITORS AT NORNAY PARK
4. UPGRADE MILLERS BEACH PUBLIC ACCESS
5. CREATE WARE RIVER ACCESS/BOAT LAUNCH
6. ACTIVATE A WINTER SNOW PARK!
7. REINVESTMENT IN THE HIGH PLAINS PLAYGROUND
8. EXPLORE THE CREATION OF AN ECONOMIC DEVELOPMENT COMMITTEE



Example of small business hours of operation Barre, MA



Photo of children walking safely on sidewalks

Diagnostic

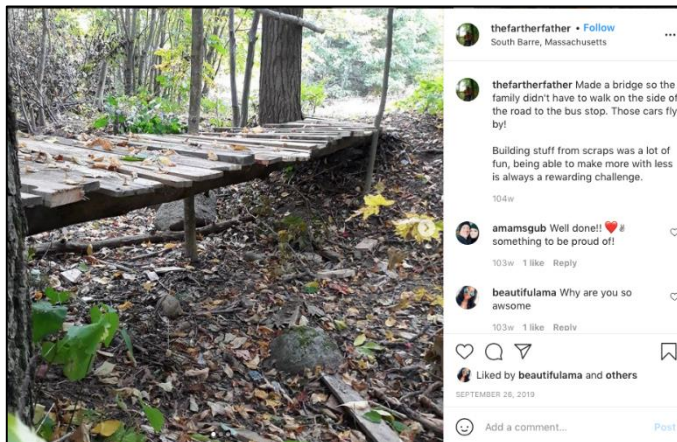


South Barre

An assessment of the physical environment in the Town of Barre highlights many opportunities for the improvement of these town services. South Barre could focus on wayfinding and signage, for which it “failed” the assessment. The Town received a “C” in the Street Trees and Benches assessment and Sidewalk assessment and a “B” in the lighting assessment. The Study Area contains a total of 13 storefronts and 5,749 sq ft of ground floor retail space. The assessment of the physical features of the study area received a “C” or “Fail” grade in all categories.



Sidewalk along a road in South Barre



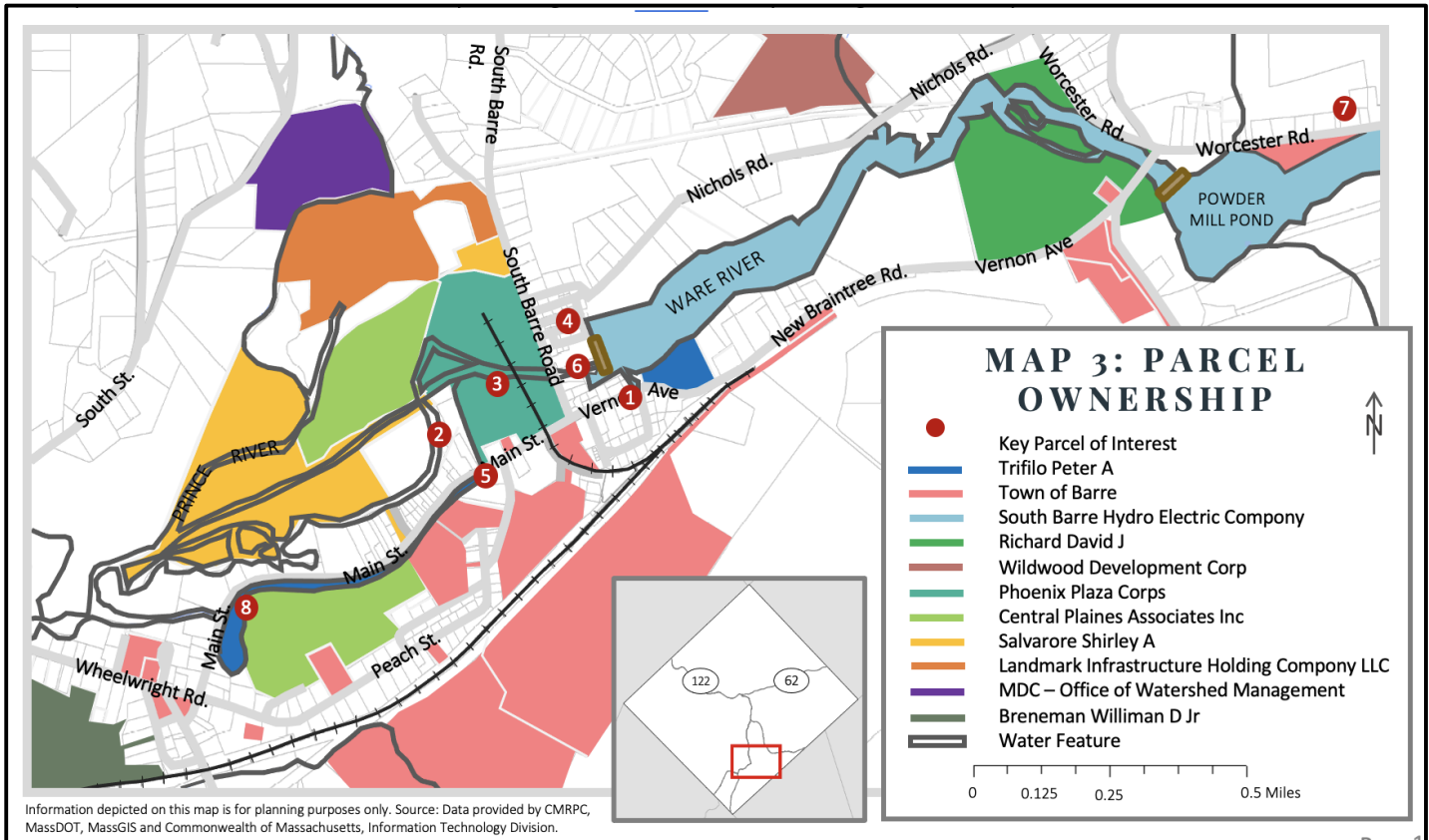
Screenshot of an Instagram post of a Barre resident who built a bridge to avoid walking on the side of the road where there is no sidewalk to a bus stop.

	Study Area	Municipality
Sidewalk Grade	C	1
Street Trees and Benches Grade	C	1
Lighting Grade	B	2
Wayfinding and Signage Grade	FAIL	0
Roadbed and Crosswalks Grade	N/A	N/A

Table showing the assessed grade of public features in the Town.

	Study area	Municipality
Total no. Of storefronts	13	N/A
Total ground floor retail space	5,749	N/A
Total ground floor office space	40,998	N/A
Total ground floor manufacturing space	39,498	N/A
Window grade	C	N/A
Outdoor display/ dining grade	Fail	N/A
Signage grade	C	N/A
Awning grade	Fail	N/A
Facade grade	C	N/A
Lighting grade	C	N/A

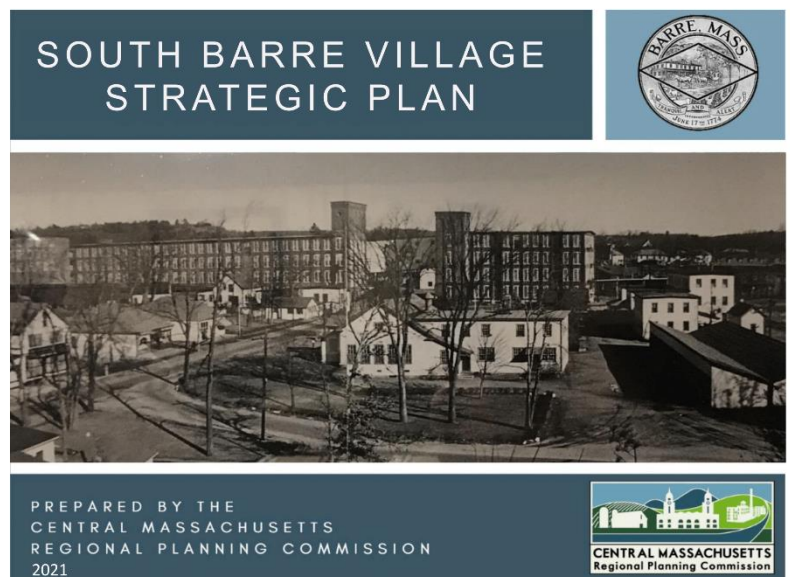
Table showing assessment information for Barre’s private realm



Map showing eight identified priority parcels and large property owners in town.

South Barre: Village Center Strategic Plan

In early 2021, CMRPC completed a Village Center Strategic Plan with the Town of Barre that was also focused on South Barre. During the process, the Town and CMRPC identified eight (8) property parcels that are a priority for the Town. These locations that the Town wants to focus efforts to support existing uses or encourage the development of new ones. Except for parcel #7, all of the parcels are located within the Study Area for the LRRP. The map above shows their location and the current owner of the property as well as other large property owners in town. Detailed information about each parcel is included on the following page.



South Barre Village Strategic Plan. The Plan can be read in full here:
<https://www.dropbox.com/s/pflev8u5w1s8493/South%20Barre%20Village%20Strategic%20Plan.pptx?dl=0>



Priority Parcels

The Stone Church



Owner: Cormier Gregory S

Lot Size: 0.46 Acres

Status: Unused – On the Market

Opportunity: Community Center/ Arts or Cultural Space, Housing, Co-working Space, Shop, Antique Store, Religious Use, Non-Profit

Barre Mill Restaurant



Owner: Coppolino Dominic Frank

Lot Size: 9.88 Acres

Status: Operating Restaurant – On the Market for sale

Opportunity: Restaurant, Dinner/ Café, Community Space, Non-Profit, Housing

Old Barre Mill



Owner: Phoenix Plaza Corps

Lot Size: 9.88 Acres

Status: Plans to demolish the old mill building and put up a corrugated structure

Opportunity: Preserve elements of old mill in a memorial, mural on new structure, improved landscaping

South Barre Road Barre



Owner: L&B Realty LLC

Lot Size: 1.10 Acres

Status: Vacant On the Ware River

Opportunity: Create a public access point to the Ware River, Boat Launch, River Side Business or Restaurant, Food Trucks or Sessional Dining, Farmers Market Pavilion

Yummy Garden



Owner: Zou Chang Wen

Lot Size: 0.20 Acres

Status: Operating Restaurant

Opportunity: Ideally continued use as a restaurant, Dinner/ Café etc. Potential Sign Improvement Property

540 Vernon Ave



Owner: Ankita LLC

Lot Size: 0.08 Acres

Status: Operating Corner Store

Opportunity: Ideally continued use as a corner store/ Dinner/ Café etc.

Kozy Kabin Restaurant



Owner: Denesha Susan M

Lot Size: 0.34 Acres

Status: Unused – On the Market

Opportunity: Restaurant, Dinner/ Café, Housing, Equipment Rental

Mill Pond & Canal

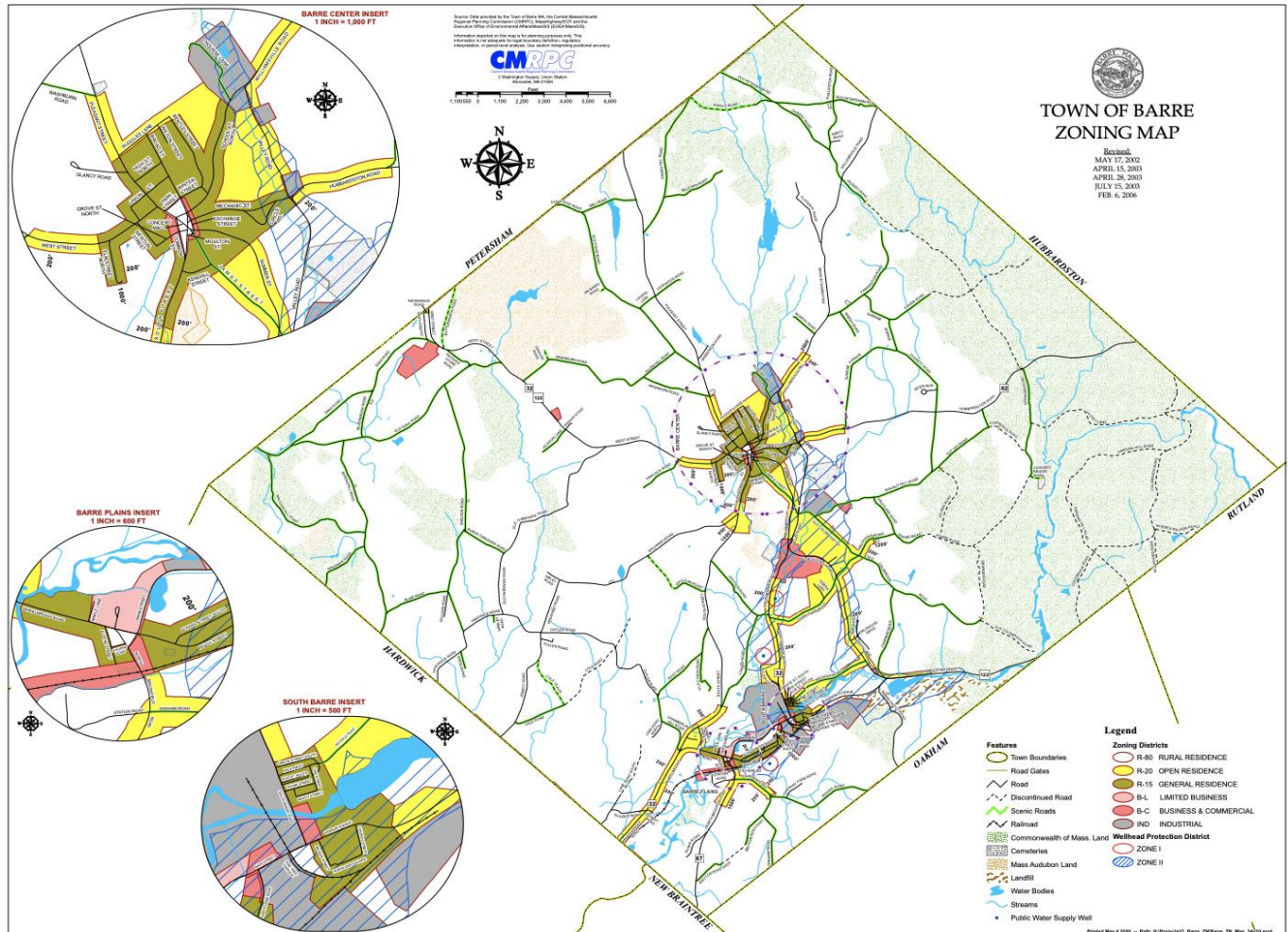


Owner: Trifilo Peter A

Lot Size: 4.60 Acres

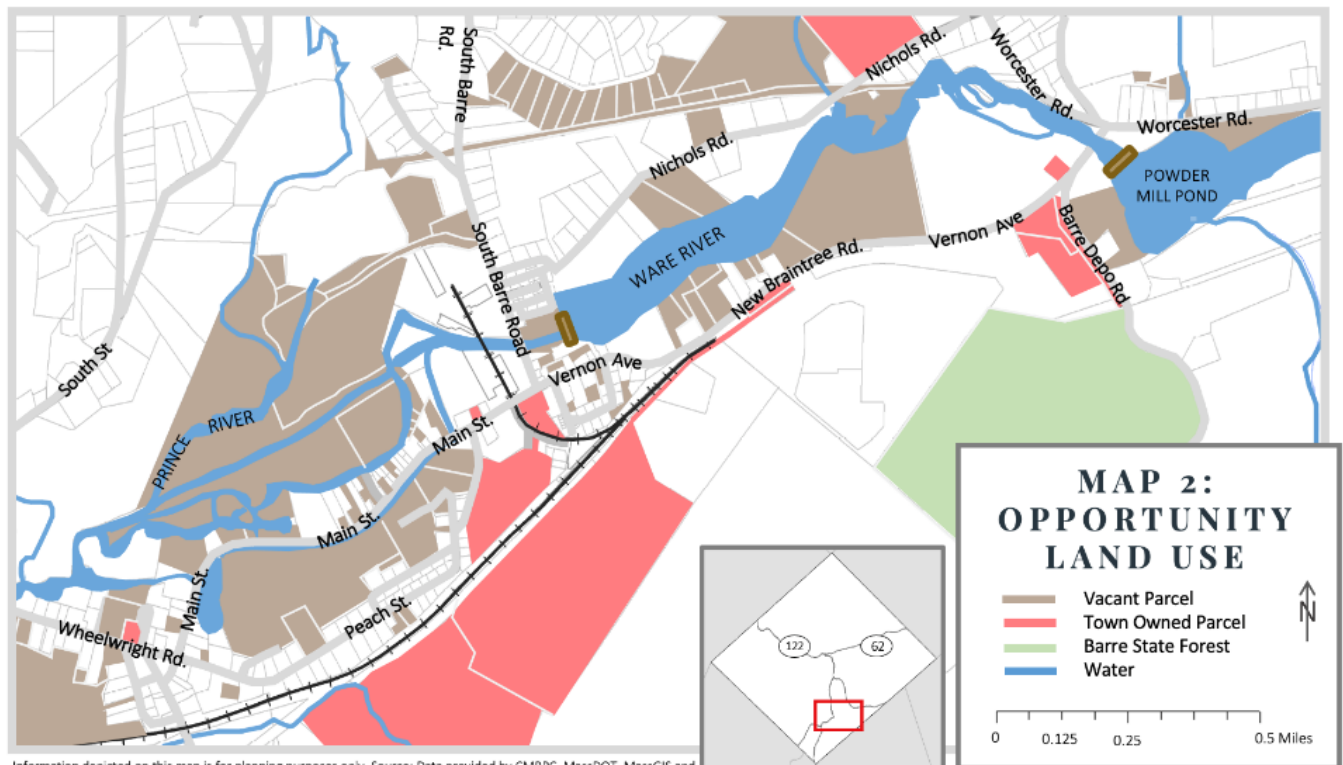
Status: Historic Canal and Pond

Opportunity: In-fill old canal to create alternative pedestrian path from the High Plains neighborhood



Town of Barre Zoning Map

08 - 15 - 2009



Land Use map of LRRP Study Area



Business in South Barre

South Barre has a limited number of existing businesses. The 13 businesses documented in the study area offer a variety of services but also leave room for new business opportunities in the area. The table below shows that the highest number of businesses are in public admin and the next is retail trade.

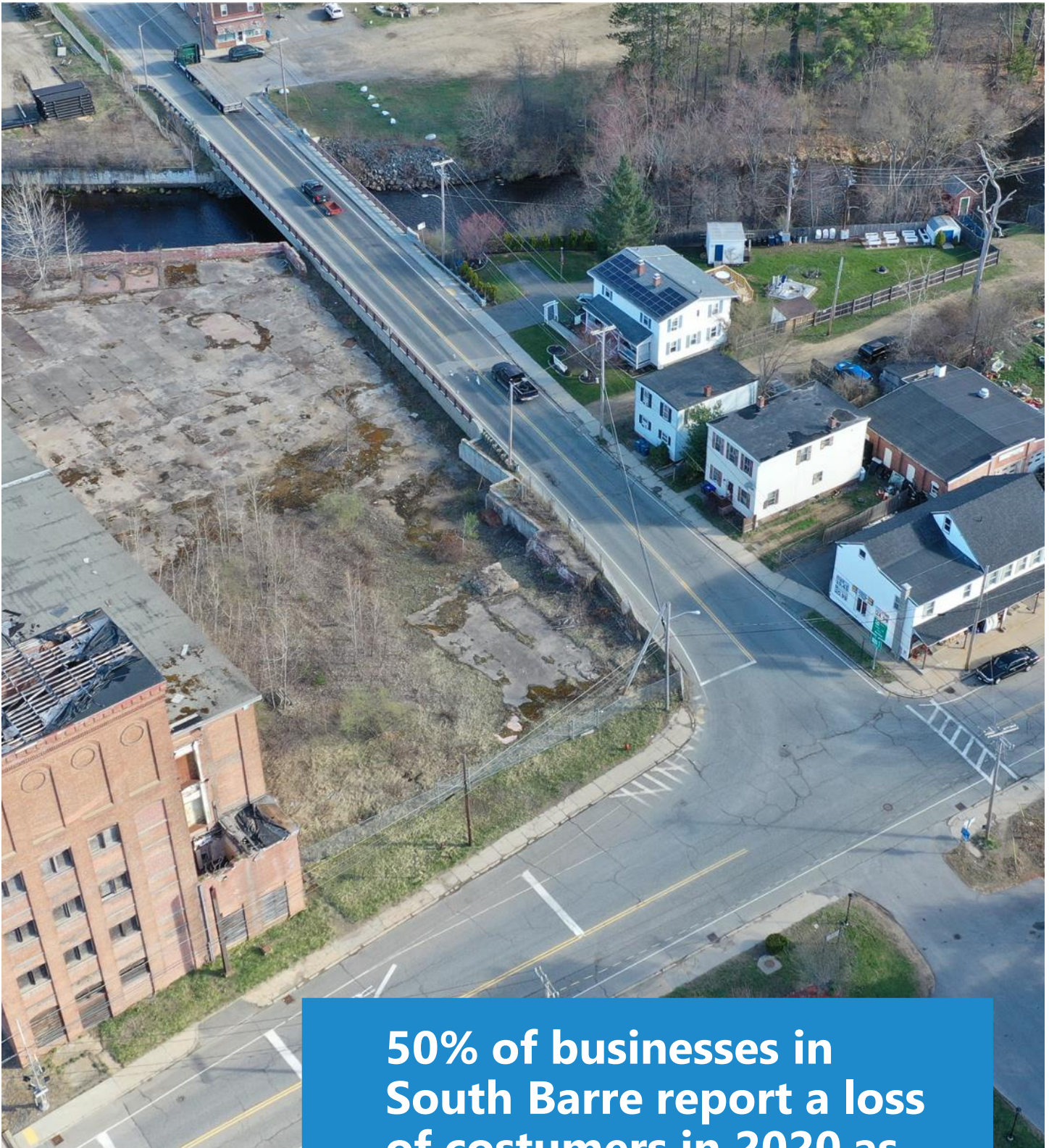
2020 Total (NAICS11-99) Businesses	13	2020 Transportation/Warehouse (NAICS48-49) Businesses	1
2020 Agric/Forestry/Fish/Hunting (NAICS11) Businesses	0	2020 Information (NAICS51) Businesses	0
2020 Mining (NAICS21) Businesses	0	2020 Finance & Insurance (NAICS52) Businesses	0
2020 Utilities (NAICS22) Businesses	1	2020 Central Bank/Crdt Intermediatn(NAICS521-522) Businesses	0
2020 Construction (NAICS23) Businesses	1	2020 Securities/Commodity Contracts (NAICS523) Businesses	0
2020 Manufacturing (NAICS31-33) Businesses	1	2020 Insur/Funds/Trusts/Other (NAICS524-525) Businesses	0
2020 Wholesale Trade (NAICS42) Businesses	0	2020 Real Estate/Rental/Leasing (NAICS53) Businesses	0
2020 Retail Trade (NAICS44-45) Businesses	2	2020 Prof/Scientific/Tech Srv (NAICS54) Businesses	0
2020 Motor Vehicle/Parts Dealers (NAICS441) Businesses	0	2020 Legal Services (NAICS5411) Businesses	0
2020 Furniture/Home Furnishings (NAICS442) Businesses	0	2020 Mgmt of Companies/Enterprises (NAICS55) Businesses	0
2020 Electronics/Appliances (NAICS443) Businesses	0	2020 Admin/Support/Waste Mgmt&Remediatn (NAICS56) Businesses	0
2020 Bldg Material/Garden Equip&Suppl (NAICS 444) Businesses	0	2020 Educational Services (NAICS61) Businesses	0
2020 Food & Beverage Stores (NAICS445) Businesses	1	2020 Health Care/Social Assistance (NAICS62) Businesses	0
2020 Health/Personal Care (NAICS446) Businesses	1	2020 Arts/Entertainment/Recreation (NAICS71) Businesses	0
2020 Gas Stations (NAICS447) Businesses	0	2020 Accommodation/Food Services (NAICS72) Businesses	1
2020 Clothing/Accessories (NAICS448) Businesses	0	2020 Accommodation (NAICS721) Businesses	0
2020 Sports/Hobby/Book/Music (NAICS451) Businesses	0	2020 Food Srv & Drinking Places (NAICS722) Businesses	1
2020 General Merchandise Stores (NAICS452) Businesses	0	2020 Other Srv excl Public Admin (NAICS81) Businesses	4
2020 Misc Store Retailers (NAICS453) Businesses	0	2020 Automotive Repair & Maint (NAICS8111) Businesses	1
2020 Nonstore Retailers (NAICS454) Businesses	0	2020 Public Administration (NAICS92) Businesses	1
		2020 Unclassified Establishments (NAICS99) Businesses	1



Business Survey Results

As part of the Diagnostic Phase of the LRRP, CMRPC conducted a survey to assess the impact of COVID-19 on local businesses in the Study Area. Many businesses in South Barre report a loss of on-site customers in 2021 as compared to Pre-Covid and site the need for improvements in all realms, especially with recruitment of new businesses and implementation of Marketing Strategies for the Commercial District. Highlights from the survey results are shown below:





Aerial photo of South Barre showing the Mill River, several businesses and the larger vacant property adjacent to the commercial center.

50% of businesses in South Barre report a loss of costumers in 2020 as compared to 2019.



Market Information

	Study Area	Municipality
Total Secondary/Post Secondary Student Population (2019 or more recent)	N/A	N/A
Total Annual Visitors (2019 or more recent)	N/A	N/A

South Barre does not have information on the number of Secondary or Post-Secondary Students or the Total Annual Visitors. In all demographic categories in the Market Information diagnostic, the Study Area received a “C” grade.

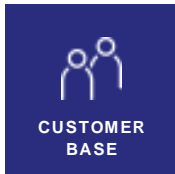
Above: Table of total secondary and post secondary students in Barre.

Below: Table showing demographic information of Town residents.

	Study Area	Municipality
Total Resident Population (Current/2021 estimates)	C	N/A
Median Household Income (Current/2021 estimates)	C	N/A
Median Age (Current/2021 estimates)	C	N/A
Average Household Size (Current/2021 estimates)	C	N/A
Total Workforce/Employees (2018 or more recent)	149	3,284



Photos of the Barre General Store.



Consumer Demographics

The Study Area focuses on a subsection of the Town of Barre that contains 5% of its population. The Study Area has a lower median age and household income but a larger household size. The Study Area's population also has a slightly lower level of educational attainment than the rest of the Town.

2020 Total Population	Study Area	Municipality
Age 0-19 (Esri)	91	1321
Age 20-24 (Esri)	19	301
Age 25-34 (Esri)	43	796
Age 35-44 (Esri)	39	642
Age 45-54 (Esri)	38	821
Age 55-64 (Esri)	34	944
Age 65-74 (Esri)	23	663
Age 75-84 (Esri)	10	254
Age 85+ (Esri)	3	106

Table showing the age breakdown in the Study Area and in the Town.

2020 Key Demographic Indicators	Study Area	Municipality
2020 Total Population (Esri)	300	5,848
2020 Median Household Income (Esri)	\$75,000	\$79,715
2010 Median Age (U.S. Census)	31.8	40.4
2020 Median Age (Esri)	34.3	42.6
2020 Total Population Age 18+ (Esri)	218	4,646
2020 Average Household Size (Esri)	2.72	2.62
2020 Educational Attainment Base (Esri)	190	4,226
2020 Population Age 25+: Graduate/Professional Degree (Esri)	10	634
2020 Population Age 25+: Bachelor's Degree (Esri)	33	805
2020 Population Age 25+: Associate's Degree (Esri)	12	386
2020 Population Age 25+: Some College/No Degree (Esri)	35	694
2020 Population Age 25+: High School Diploma (Esri)	72	1,385
2020 Population Age 25+: GED/Alternative Credential (Esri)	15	133
2020 Population Age 25+: 9-12th Grade/No Diploma (Esri)	13	177
2020 Population Age 25+: Less than 9th Grade (Esri)	0	12

Table showing a variety of demographic data for the Study Area and the Town of Barre.

Key Findings



Physical Environment Observation Results

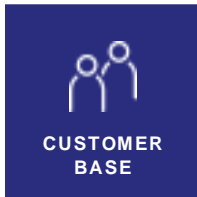
South Barre received the highest grade for its Lighting but received C or Failing grades for all other aspects of the assessment. Wayfinding/ Signage, Outdoor Display/Dining and Awning were the categories that failed so thus, present the greatest opportunity for improvement.



Transportation

In 2019, a traffic study in Barre found the average traffic to be 2,528 cars per day with a peak of 3,311 cars per day.





Demographics

The Study Area contains 5% of the Town's population. It has a lower median age and household income but a larger household size than the Town overall. The Study Area's population also has a slightly lower level of educational attainment than the rest of the Town.



Organizing Body

There is not viable group acting as a steward for this area. Businesses in the area could benefit from a unifying organization, offering resources, support, and an information network



Business Survey Results

Many businesses in South Barre observed a decrease in costumers after the COVID-19 pandemic began. These businesses also expressed the need for more resources of all types, ranging from assistance with marketing strategies to a desire for more public events to draw visitors.



Photo of an empty parking lot near businesses in the study area



Bridge over the Warre River

Strengths

- Strong rural character, including nearby farms and several home vegetables gardens
- A rich immigrant history that is reflected in the built environment and memorialized by Nornay Park
- Historic neighborhood surrounding a central town common with amenities such as a gazebo, residential trees, and parking
- New partnership with the Barre Housing Authority and the Montachusett Opportunity Council to improve access to services in public housing locations
- Community planning efforts – the Town has a long history of strong planning efforts
- Young population: lots of children and families in this area

Assets

- Active and industrious community members who are highly engaged (Lions Club, Nornay Park Committee)
- Natural Amenities, including Norway Park, the Massachusetts Central Rail Trail, and the Warre River
- Regular events at Nornay Park, such as barbeques, concerts, and weddings advertised on www.nornaypark.com and Facebook
- The Barre Food Bank, which is located on Barre Common about 6 minutes from South Barre by car (but a one-hour walk for those lacking transportation options)
- Large lots that are vacant or Town-owned for development



Photo of train that passes through South Barre

Opportunities

- Tell the story of South Barre's past through placards, tours, living history events and partnership with the Barre Historical Society
- Improve pedestrian and bike infrastructure within to make roads safer and draw visitors to the area.
- Fill in gaps in the sidewalk network and MCRT so that all South Barre is safely reachable
- Improved accessibility with Americans with Disabilities compliant ramps and grading
- Street trees to improve walkability in the summer, calm traffic, and improve landscaping
- Safe routes to school and parks assessment at school bus drop off spots and on key routes walked and biked by children and teens

Weaknesses

- Limited administrative capacity
- Location- Lack of Highway Access
- Funding opportunities for improvements
- Lack of safe pedestrian and bike infrastructure and public transit options



Paul and Hiram Wadsworth established a woolen mill in the area now known as South Barre in 1834 and started the Wadsworth Woolen Company.

Early in the LRRP process, the stakeholder discussion often revolved around the reuse or the removal of the building. There is an enormous amount of history and cultural pride in this area of Barre. It would be a gift to the residents if there was a commemorative monument placed somewhere on the property.

The former Barre Wool Mill demolition began in September 2021. This vacant mill offered immense potential for community led development but the lack of funding to renovate has led to the destruction of the historic structure.

Aerial view of the Barre Woolen Mill



Photos of Barre Wool Mill prior to demolition



Project Recommendations

Project 1: Walkability: Streetscape & Sidewalk Improvements

Category



Public Realm

Location

Various: South Barr Road Sidewalk (Cedar Street to Grove Street South), South Barr Road (Vernon Ave to Oak Street), Vernon Avenue to Church Street, Main Street/Florence Hall, Main Street/Yummy Garden.

Origin

South Barr LRRP Study Group; CMRPC; Barre DPW

Budget



High Budget (>\$200,000)

Timeframe



3-5 months per area for construction

Risk



Barre completed a Complete Streets Prioritization Plan in 2017 with extensive stakeholder engagement.

Key Performance Indicators

Number of sidewalk improvements completed

Partners & Resources

MassDOT Complete Streeting Funding Program; Barre DPW; CDBG



Pedestrians attempt to cross a street with no sidewalk and no crosswalk.



Square in photo indicates location of photo on left.

Diagnostic

South Barre received a “C” grade for its sidewalks and street trees and benches, highlighting the need for improvements to the pedestrian infrastructure. Creating a more pedestrian friendly area will encourage residents and visitors to leave their cars and explore the area, often leading to increased business traffic. Improving the quality of sidewalks in South Barre and adding some streetscaping elements can help make the area more walkable. South Barre has already completed a Complete Street Prioritization Plan, which includes many of the streets in South Barre.

Action Item

Action Items:

South Barre Road Sidewalk (Cedar Street to Grove Street South): Sidewalk construction to fill existing gaps in the pedestrian network, providing ADA accessibility and overall pedestrian safety, includes ramp improvement on Cedar Street

South Barre Road from Vernon Ave to Oak Street: Sidewalk rehabilitation and restriping of crosswalks at T intersection, plus ramp improvements to enhance access while providing safety improvements for pedestrians and ADA accommodations.

Vernon Avenue to Church Street: Sidewalk rehabilitation to improve access and provide safety improvements for pedestrians and ADA accommodations.

Main Street/Florence Hall (South Barre Road to Florence Hall): Sidewalk rehabilitation improvements on both sides of road to provide safety and ADA benefits, plus repair of ADA ramp at end of sidewalk. Project will fill in minor gaps in existing network.

Main Street/Yummy Garden (North side from Florence Hall to Yummy Garden): Sidewalk rehabilitation plus repainting of crosswalk in front of U.S. Post Office to improve access and provide safety improvements for pedestrians and ADA accommodations. Project will improve pedestrian access to post office, local church, and small businesses

Process

Phase 1: Identify key project goals and project scope. Identify beginning and end locations where sidewalk improvements are needed. Note any areas that were identified in the Barre Complete Streets Prioritization Plan. Host a site visit with the Highway Department to ensure everyone is on the same page. Devise a plan of action.

Phase 2: Notify all the residents and business owners in the area. Communication is imperative for a successful project. Safety and accessibility are also important in the study area because of the location of the Post Office and the fact that all mail in South Barre is picked up and not hand delivered.

Phase 3: Complete final design plan. Hire contractor or coordinate with Highway Department depending on who is doing installation. Complete project construction.

Streetscape & Sidewalk Improvements



Location

South Barre Renderings

Smart Growth



Smart Growth of America has put together a useful toolkit for small and rural communities looking to build better pedestrian infrastructure that still suits the scale of their town. More information here: <https://smartgrowthamerica.org/implementing-complete-streets-small-towns-rural-communities/>






Rendering of streets in South Barre

Both renderings above illustrate bicycle and pedestrian improvements that could be made on Mill Street as part of the Complete Streets program. Adding a bicycle lane and improving the sidewalk and crosswalks would make the area safer for all users.

Project 2:

Introduce placemaking initiatives to create a vibrant village center

Category	 Public Realm
Location	South Barre LRRP Study Area
Origin	South Barre LRRP Stakeholders Group; CMRPC
Budget	 Medium Budget (> \$25k)
Timeframe	 Medium Term (1-3 years)
Risk	 Low Risk: Stakeholders agree this is needed and priority project
Key Performance Indicators	Number of placemaking locations; Increased foot traffic in study area; Gateways into South Barre
Partners & Resources	Town of Barre, Barre DPW, MDI (Mass Downtown Initiative)



Example of existing wayfinding in South Barre.



Example of existing wayfinding in South Barre.

Diagnostic

Kickstarting placemaking initiatives in South Barre will help build an identity for the area. This will create a more “main street” like feel for the area, help businesses market their location and potentially draw visitors to the area. Some starting points for this project include:

- Enhancing gateways to the village center
- Integrating uniform signage and wayfinding to clearly convey information to visitors and encourage exploration
- Utilizing placemaking to create an inviting, inclusive atmosphere
- Creating a facade improvement program with design guidelines to promote high quality design focused on the pedestrian experience
- Telling the story of South Barre's heritage through placards, tours, living history events, public art, etc.

Action Item

Installation of welcoming signage and amenities to residents and visitors to the area increases a sense of community pride, appeal to potential customers and increase functionality and flow in the study area.

-Identify a ‘hit list’ of where you would like to see the improvements

-Consider a range of amenities that include signage, streetlights, public seating, historic references, educational opportunities and public art.

-Create a survey that includes all the items discussed above and solicit feedback from the community.

-Send out social media messages asking for local artists that may have an interest in participating in the process.

-Set up a sub-committee that is tasked with obtaining funding sources for the potential projects

-Purchase the amenities

-Install the amenities

-Maintain the amenities

Process

Phase 1: Planning Phase is where the locations and the desired amenities are agreed are listed out and public survey is opened for feedback. This is also the phase where the funding source is determined.

Phase 2: Design Phase begins once the funds have been secured. This phase is where the creatives get together and decide what the amenities should look like. This would be the time to include the business owners in the area for their feedback, as well.

Phase 3: Installation Phase follows the design phase and is when the procurement process takes over. Once funding is established, the designs have been vetted and drawn up then the project can go out to bid, if needed or contractors can be hired for installation.

Placemaking Examples



Location

Turner's Falls, Wellesley and Clinton

Clinton



The Town of Clinton's marketing plan attracts a visitor's attention because of its colorful nature. Simultaneously, it highlights several of its main attractions: its historic buildings and the reservoir. By choosing the phrase "a cultural reservoir", the Town draws attention to the reservoir that many visitors come to enjoy and suggests that the town is open and welcoming to all as a 'cultural reservoir'.

Turner's Falls

Turner's Falls has a series of memorials (pictured upper right), plaques and informational signs (pictured lower right) that tell the history of a former knife factory in the Town.



Wellesley

The Town of Wellesley launched a wayfinding and branding project that focused on developing signage throughout the town. Installing consistent signage throughout the area both provides visitors and residents with helpful guidance and information and give the town a coherent feel.

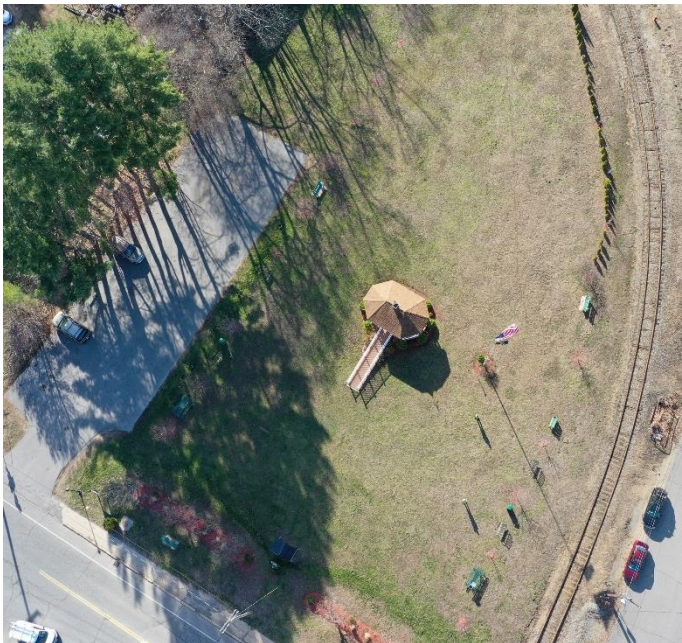
Wellesley Square Wayfinding and Branding Project



Project 3:

Establish public restrooms and historic information for visitors of Nornay Park

Category	 Public Realm
Location	Nornay Park
Origin	South Barre LRRP Stakeholders Group; Barre DPW, Barre Historic Commission, Barre Parks Department
Budget	 Medium Budget (> \$100-\$200K)
Timeframe	 Medium Term (approximately 1 year)
Risk	 Medium Risk: Need to secure water source; Town buy-in; DPW approval; Security
Key Performance Indicators	DPW approval, completion of various project pieces.
Partners & Resources	Barre DPW Superintendent, PARC Grant, Town of Barre, Lion's Club



Aerial view of Nornay Park



Photo of public restrooms in park similar to Nornay in South Barre, MA

Diagnostic

Stakeholder meetings for the LRRP program revealed that Nornay Park, in the heart of South Barre, is the gathering spot for the residents in this area. The park is spacious and beautiful and within walking distance to every business in the study area. Utilizing this asset to continue to host events for residents and guest who become potential customers to these businesses is a strategic way to show support. The park has recent updates to provide ample lighting. The landscaping is well maintained. There is enough parking in and around Nornay to host events with 100+ people.

With multiple civic and community engaging events happening year-round in the park they have found that the duration of the events have to be respectful of time since there are no lavatories in the vicinity. Nornay Park lacks a water source, limiting what it can offer as a community gathering space.

The addition of a water source and bathroom would improve accessibility and allow the Town to expand the types of event offerings, and length of events that could be held in this park. These updates will require approval from the Town's DPW in order to ensure that it's possible to connect the park to a water source

Action Item

The location, ample parking, recent lighting upgrades and accessibility of this park make it an idea space for a restroom facility. Other locations in South Barre like Millers Beach, the Rail Trail and the soon to be Ware River Boat Launch visitors would also be served by this amenity.

- Meet with Town of Barre Water Superintendent
- Identify suitable locations for the structure
- Determine adequate water source
- Research potential aesthetic options, accessibility and uses
- Obtain funding source (s)
- Put project out to bid, if necessary
- Create a project timeline
- Determine ongoing maintenance and monitoring of new facility

Process

Phase 1: Friends of Nornay Park should meet to discuss the details of the potential project to determine the action items listed above.

Phase 2: Develop a concept plan and design of structure and research potential project funding sources

Phase 3: Begin procurement process and contractors, if necessary. Manage the implementation of the construction and continue to maintain and monitor depending on usage. Keep dialogue open with Town so that all parties remain on the same page moving forward.

Project 4: Upgrade Millers Beach Public Access





Category	 Public Realm
Location	Miller Beach, South Barre, MA
Origin	LRRP Stakeholder Group
Budget	 Medium Budget (\$150,000)
Timeframe	 1-3 years
Risk	 Medium Risk
Key Performance Indicators	
Partners & Resources	Town of Barre, Barre DPW, Barre Conservation Commission, Massachusetts Department of Conservation Recreation, Mass Office of Travel and Tourism, America Rescue Plan



Photo of waterfront recreation area

Diagnostic

Millers Beach is a historic swimming spot on the Ware River (Off Rte. 122S) offering scenic views of the river, barbeques, a fire pit, and is within walking distance from the entrance to the MA Central Rail Trail.

Updating the Miller Beach public access will improve residents' access to nearby, covid-safe, outdoor recreation opportunities and provide a place to cool-off on hot summer days. Making the public beach more accessible could also draw visitors to the town, which in turn can support local business growth.

Action Item

- Identify town staff that will participate in this project
- Define project goals and scope
- Conduct an initial assessment of beach and surround recreation area
- Possible reconstruction of Miller WWII Monument Millers Beach, Route 122 & Vernon Ave; part of South Barre
- Meet with Conservation Commission for input on project
- Meet with abutters (if any) to ensure open communication
- Provide outreach to community and obtain feedback to ensure support
- Research funding opportunities for project
- Consider winter activities for the area and include them in the scope for year-round usage

Process

Phase 1: Connect with DCR regarding possibly collaborating with the agency on beach upgrade- (DCR's Lakes and Ponds Program works with local groups and municipalities to protect, manage and restore these valuable aquatic resources. They provide technical assistance to communities and citizen groups, help to monitor water quality at various public beaches to ensure public safety, and provide educational materials to the public about a range of lake issues.) Meeting with DCR could open a host of possibilities for this area; including funding.

Phase 2: Funding source is obtained, and community support has been driven

Project 5: Create Ware River Access/Boat Launch

Category	 Public Realm
Location	Barre Plains and South Barre
Origin	Ware River Location
Budget	 Medium Budget (depending on materials used)
Timeframe	 Short Less than 1 year
Risk	 Low to Medium Risk
Key Performance Indicators	

Partners & Resources	Town of Barre DPW; Town of Barre Conservation Commission, Friends of the Ware River; Local Boating Clubs;
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Kayak Boat Launch example (above) and universal boat launch in Rangeley, Maine (below)



Ware River in South Barre

Diagnostic

Creating public river access can improve residents' access to nearby, Covid-safe, outdoor recreation opportunities as well as draw visitors to the town, which in turn can support local business growth. There are multiple locations throughout Barre Plains and South Barre that could serve as access points for paddlers along the river that currently lack the infrastructure to enable public access.

Action Item

Establishing a safe and useful small boat launch along the Ware River would be another example of a project that boosts appeal to this study area and has the potential to bring several guests to the area that may enter the river at other locations currently.

- Identify town staff that will participate in this project

- Decide on the launch area and build local support for project.

- Collaborate with current small craft users in area/region as they are well versed on this topic and will know the best locations and materials to use. This step will save you valuable time and energy researching.

- Coordinate with local organizations that work to promote or clean up the Ware River to inform them of the project.

- Develop a concept plan for the launch

- Build out a budget for this project

Process

Phase 1: Connect with town staff; develop a concept plan; research funding opportunities;

Phase 2: Obtain funding; gather materials needed; Choose a project launch date;

Phase 3: Communicate with all parties of interest of installation date; coordinate with contractors or volunteers who are helping on the project; install project; enjoy nature.

Bonus Project!

Activate a Winter Snow Park!

Category	 Public Realm
Location	"Italian Section"
Origin	Property Sale
Budget	 Low Budget
Timeframe	 > (Less than 5 years)
Risk	 Low Risk
Key Performance Indicators	Increased tourism during winter months (dec-march) ,
Partners & Resources	Barre Recreation Committee, Barre Cultural Council







Winter setting in on the Ware River in Barre



Example of snow park sledding fun in the winter months

Bonus Project!

Reinvestment of the High Plains Playground

Category	 Public Realm
Location	High Plains Playground
Origin	LRRP Stakeholders, Friends of Nornay Park
Budget	 \$150,000
Timeframe	 1-3 years
Risk	 Low Risk:
Key Performance Indicators	Number of families that visit the recreation area
Partners & Resources	Barre Parks and Recreation, Barre DPW, KABOOM! , PARC



Photos of the High Plains playground.

Additional Projects

As part of the planning process, the Town generated many promising project and partner ideas that were not included in the limited project recommendation section. These are included here:

Project Ideas:

- Community Gardens
- Expanding the Car Show into South Barre
- Landscaping ideas for color/brightness
- Public Art projects/Murals/Hidden Art
- More winter events for children and adults
- Updating Historic Monuments
- Reactivate the Housing Rehab Program in South Barre

Possible Partners:

- Town of Barre
- Neighboring towns
- ALL the schools in town/region (all ages)
- Boys/Girls Club
- Police and Fire Departments
- Churches in the area
- All local community-based organizations
- Boy Scouts/Girl Scouts

Project Ideas Continued:

- Craft annual special events calendar to bring residents together
- Foster relationships between Town and Business Owners (closed Facebook group where they can network)
- Business directory- continue the work done from the study area list started through LRRP
- Add business directory to the town website
- Build Economic Development Capacity with ARPA funds
- Send press releases to Barre Gazette to let people know all the work that is being done in Barre



. Middle: Children tubing. Example of a potential winter event. Bottom: a community garden.

Potential Funding Sources

District Local Technical Assistance (DLTA):

Recognizing the tremendous need area planners, town board and commission volunteers, and municipal officials have to continually stay up to date on ever-changing topics related to planning, CMRPC offers technical assistance through its District Local Technical Assistance (DLTA) program. Since 2006, this program has enabled CMRPC to provide technical assistance to member communities on eligible projects. Typically, proposed projects must fall into one of the following four general priority categories to be considered eligible for technical assistance: 1. "Planning Ahead for Housing" 2. "Planning Ahead for Growth"; 3. Technical Assistance to support Community Compact Cabinet Activities; and 4. Technical Assistance to support Regional Efficiency.

EEA Planning Assistance Grants

The Executive Office of Energy and Environmental Affairs (EEA) offers Massachusetts cities and towns technical help to improve their land use practices. Grants are available to the Commonwealth's municipalities, and Regional - Planning Agencies acting on their behalf to support their efforts to plan, regulate (zone), and act to conserve and develop land consistent with the Massachusetts' Sustainable Development Principles. These Planning Assistance Grants are part of an effort to encourage municipalities to implement land use regulations that are consistent with the Baker-Polito Administration's land conservation and development objectives including reduction of land, energy, and natural resource consumption, provision of sufficient and diverse housing, and mitigation of/preparation for climate change. Funds help communities retain appropriate technical expertise and undertake the public process associated with creating plans and adopting land use regulations.

Community One Stop for Growth

[Massachusetts Downtown Initiative \(project limit \\$25,000\)](#)

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 could include creating the program, developing the design guidelines, and providing conceptual designs for improvements, depending on the complexity of the project. Can be used to fund development of design guidelines.

Potential Funding Sources

Community One Stop for Growth

Underutilized Properties Program

This funding source is for a much larger project. It could be used to help address larger buildings in a target area that have more significant issues. Bundling this program and a few of the other more specialized grants could help a municipality address smaller properties with the façade improvement program and larger ones with these more targeted funds.

Community One Stop for Growth

Rural and Small Town Development Fund Capital Grant Program

This new grant program to provide communities funding for capital projects in Rural and Small Towns - towns with populations less than 7,000 or with a population density of less than 500 persons per square mile (measured by the 2010 US Census). This program funds capital projects exclusively for qualifying Rural and Small Towns. Eligible expenditures are detailed below under the “Use of Funds” section. Grants in this category will likely be \$50,000-\$400,000.

Collaborative Workspace Program

This grant provides another option to address both the exterior and the interior of this space while also helping to support local jobs and job creation.

Community Preservation Act

This source only applies in those communities that have adopted the CPA. CPA funds may be used to acquire, preserve and rehabilitate and/or restore historic assets. A municipality could tie this to the design guidelines for a façade improvement program and consider, for example, acquiring a downtown historic building, updating the façade and ground floor for commercial use, and adding an elevator to allow for housing on the upper floors.

Massachusetts Historic Rehabilitation Tax Credit

This is available for significant rehabilitation of historic buildings and may help supplement a larger project in a downtown. This is included in this best practice sheet because the guidelines developed for the municipal façade/storefront improvement program could be incorporated into the review of larger projects.

Potential Funding Sources

Business Improvement District (BID) or other Downtown District

Fund from a BID may be used for a façade improvement program.

Municipal Vacant Storefront Programs

Economic Assistance Coordinating Council

This program will not fund façade improvements. The municipality would need to form a district and then, businesses in the district then apply for the funds to address vacant storefronts. This could help reduce the number of vacant storefronts, while the façade improvement program addresses accessibility, deferred maintenance and design issues on the exterior of the site.

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. Possible impacts are addressed in the sections on Key Performance Indicators and Diagnostic.

Hometown Grants

T-Mobile:

This program will fund up to \$50,000 per town and may be used to rebuild or refresh community spaces, including historic buildings. <https://www.t-mobile.com/brand/hometown-grants>

Local Banks and other Community Development Financial Institutions

Local banks with a community development financing program for small businesses may be able to help provide low or no interest loans to small businesses for their share of the improvements, especially for a storefront or sign upgrade. The focus of the program at each bank is different; contact your local bank(s) and discuss how they could participate in investing in the community.

Potential Funding Sources

Massachusetts Preservation Projects Fund

Massachusetts Historical Commission (project limit \$3,000-\$100,000, depending on project type)

This is a 50% reimbursable matching grant for preserving properties, landscapes, and sites listed in the State Register of Historic Preservation. Applicants are limited to municipalities and nonprofits. Many downtown and village centers include nonprofit and municipal anchors. This grant could be used to ensure that all properties in a target area are brought, over time, to the same standard of repair. The program does have limitation on allowable costs. A preservation restriction is required.

Community Compact Cabinet Efficiency and Regionalization Program

The purpose of the Efficiency and Regionalization (E&R) competitive grant program was to provide financial support for governmental entities interested in implementing regionalization and other efficiency initiatives that allow for long-term sustainability. These grants provided funds for one-time or transition costs for municipalities, regional school districts, school districts considering forming a regional school district or regionalizing services, regional planning agencies and councils of governments interested in such projects. The application period for the FY22 E&R Grant program opens on January 10, 2022.

Appendix

Complete Business Survey Results

Massachusetts DHCD Rapid Recovery Plan Program BUSINESS SURVEY REPORT



This report provides the results of a business survey conducted during March and April of 2021. The survey is part of a program launched by the Massachusetts Department of Housing and Community Development to help communities develop Rapid Recovery Plans for downtowns and commercial districts. The survey was directed to owners or other appropriate representatives of business establishments located in the targeted commercial areas. (For Data Tables, see page 9.)

Barre

South Barre

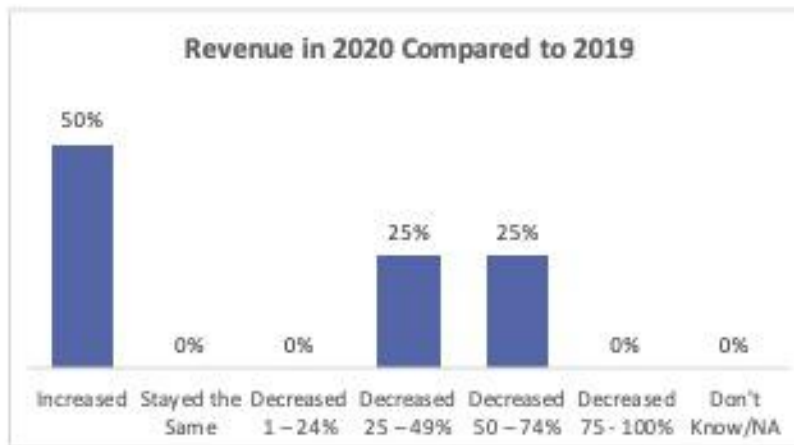
Responses: 4

Impacts of COVID-19

Decline in Business Revenue

50% of businesses generated less revenue in 2020 than they did in 2019.

For 50% of businesses, revenue declined by 25% or more.



Less Foot Traffic in Commercial Area

50% of businesses had less on-site customers in January and February of 2021 than before COVID.

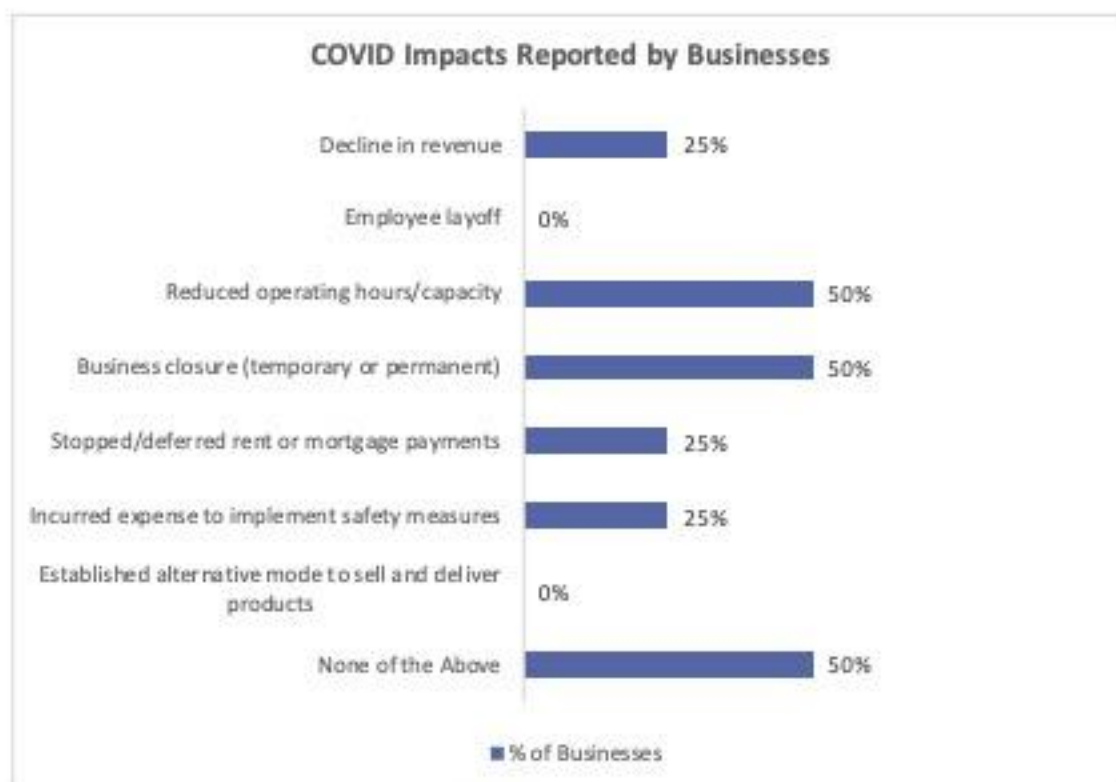
50% of businesses reported a reduction in on-site customers of 25% or more.



Impacts of COVID-19 (cont'd)

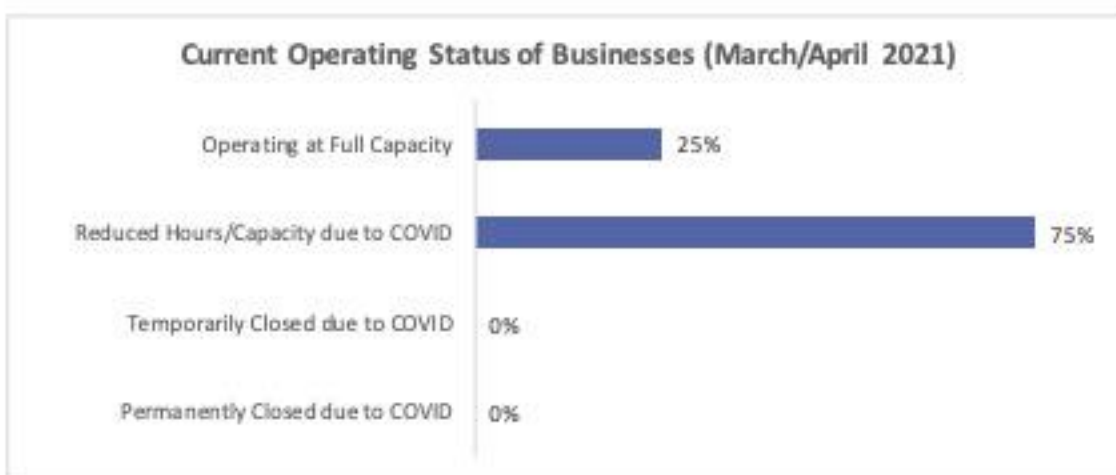
Reported Impacts

50% of businesses reported being impacted by COVID.



Operating Status

At the time of the survey, 75% of businesses reported they were operating at reduced hours/capacity or closed.



Business Satisfaction with Commercial District

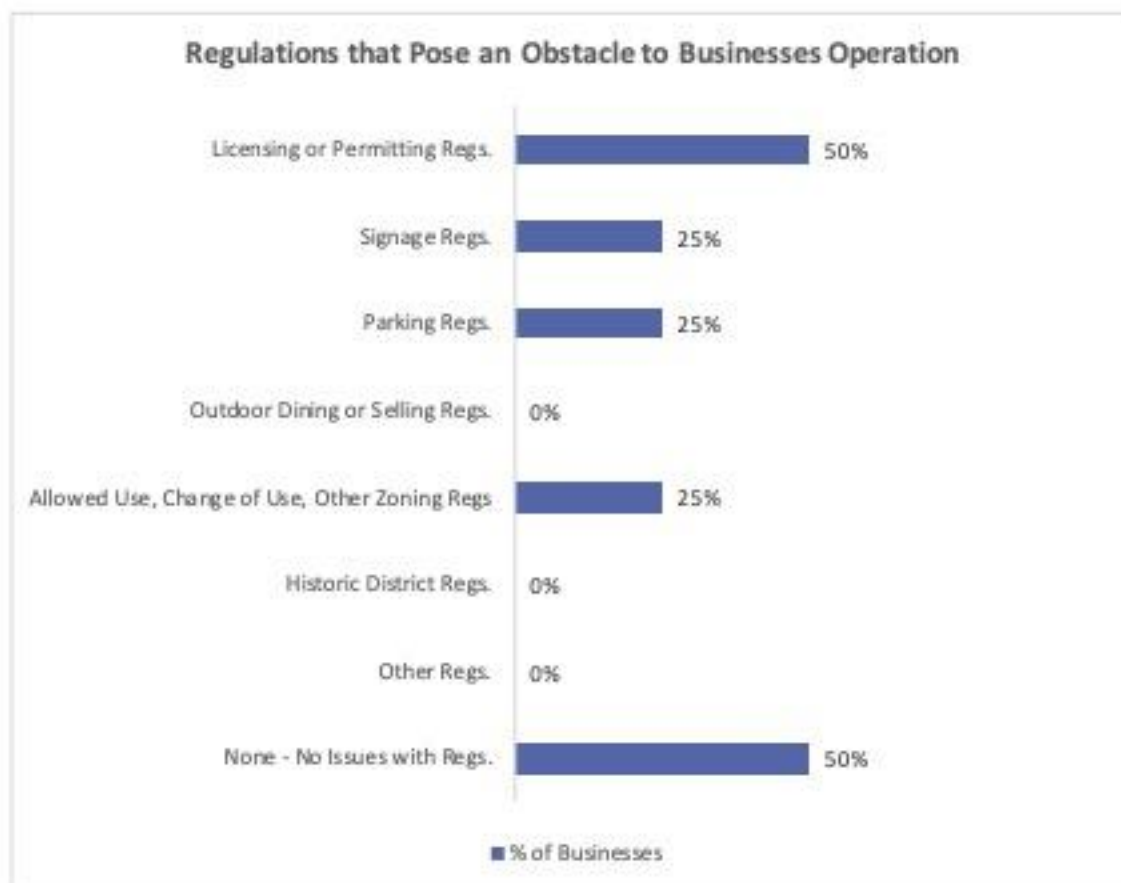
The charts below illustrate the average satisfaction rating among respondents regarding various elements.



Business Satisfaction with Commercial District (cont'd)

Regulatory Environment

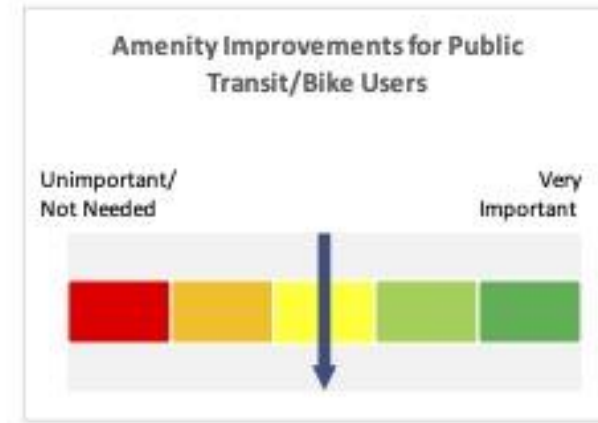
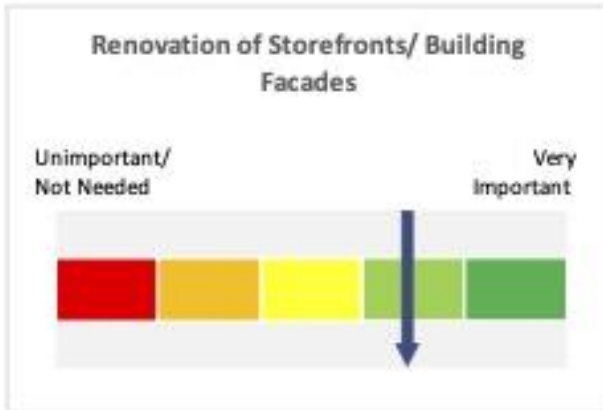
50% of businesses indicated that the regulatory environment poses an obstacle to business operation.



Business Input Related to Possible Strategies

Physical Environment, Atmosphere and Access

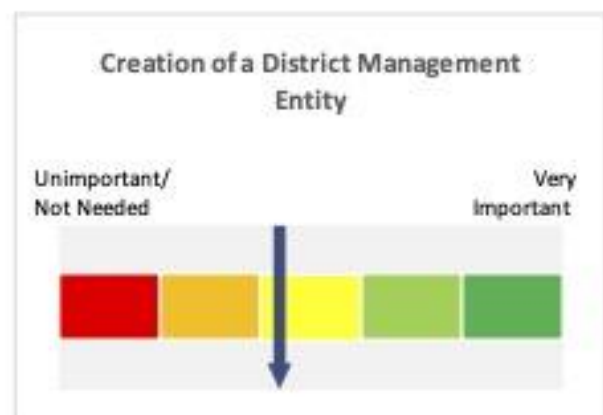
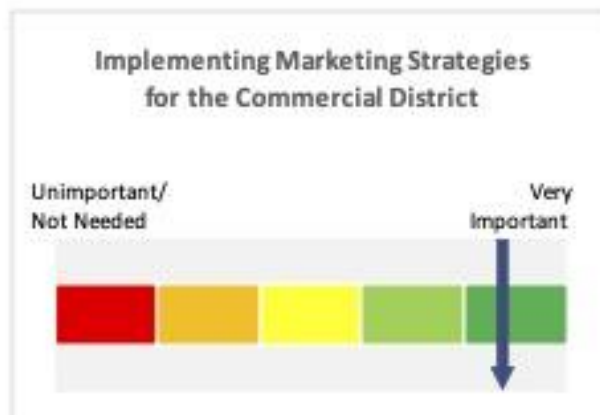
The charts below illustrate the average rating among respondents regarding importance of various strategies.



Business Input Related to Possible Strategies (cont'd)

Attraction/Retention of Customers and Businesses

The charts below illustrate the average rating among respondents regarding importance of various strategies.



Business Input Related to Possible Strategies (cont'd)

Businesses Support

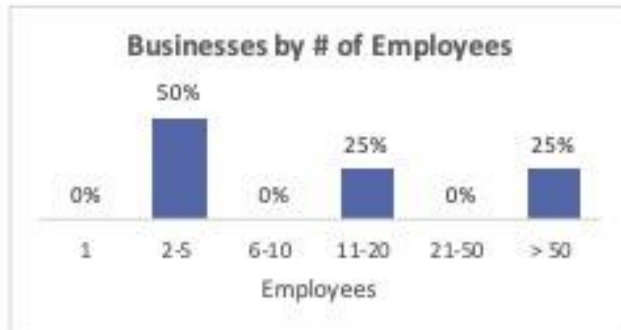
50% of businesses expressed interest in receiving some kind of assistance.



Business Characteristics

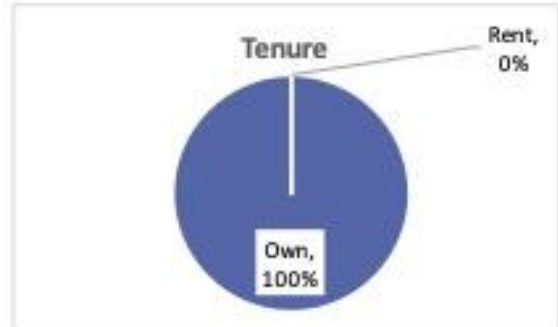
Business Size

50% of businesses are microenterprises (≤ 5 employees).



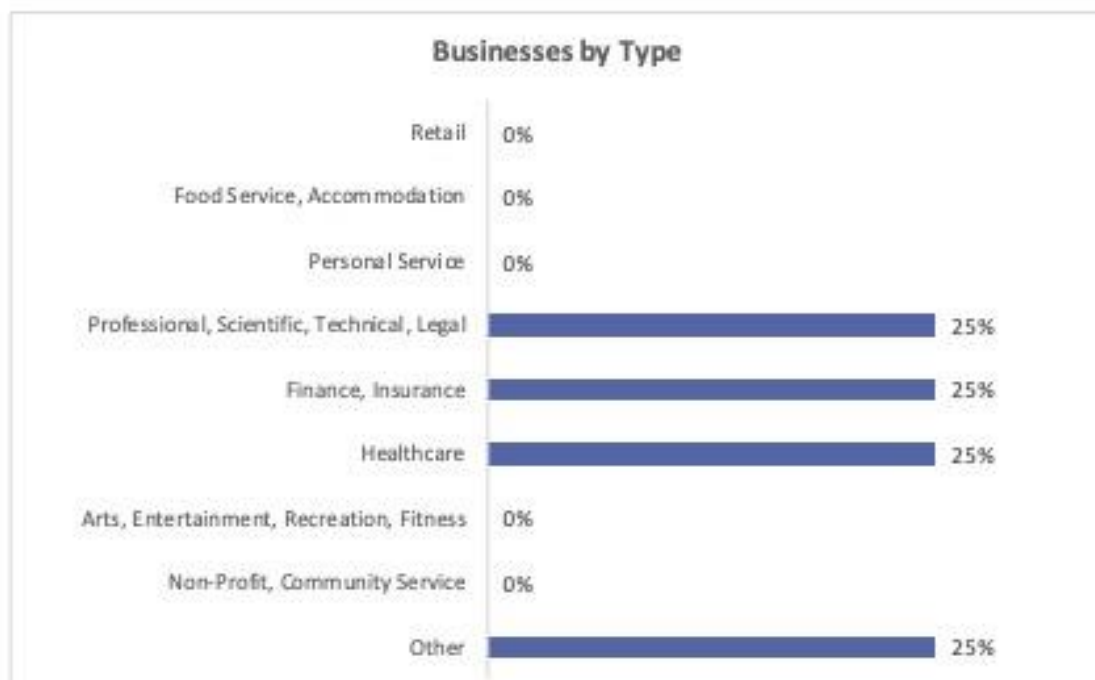
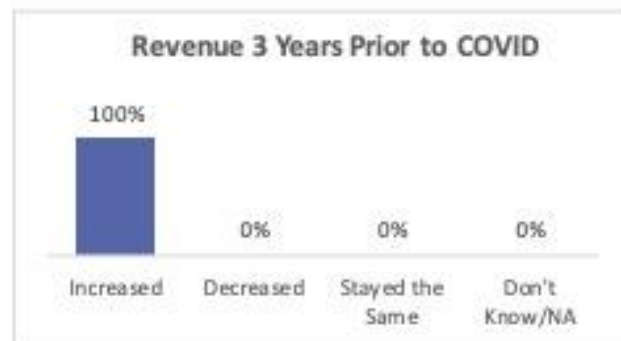
Business Tenure

0% of businesses rent their space.



Revenue Trend Prior to COVID

100% of businesses reported increase in revenue during the 3 years prior to COVID.



Business Survey Results - Data Tables

Community Where Targeted Downtown or Commercial District is Located

1. Please select the community where your business is located.

Barre	4
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Business Characteristics & Satisfaction with Commercial Area

2. Including yourself, how many people did your business employ prior to COVID (February 2020), including both full-time and part-time?

1	0	0%
2 to 5	2	50%
6 to 10	0	0%
11 to 20	1	25%
21 to 50	0	0%
More than 50	1	25%
Total	4	100%

3. Does your business own or rent the space where it operates?

Own	4	100%
Rent	0	0%
Total	4	100%

4. During the 3 years prior to COVID, had your business revenue . . . ?

Increased	4	100%
Decreased	0	0%
Stayed about the Same	0	0%
Don't Know/Not Applicable	0	0%
Total	4	100%

5. Please select the category that best fits your business.

Retail (NAICS 44-45)	0	0%
Food Service (restaurants, bars), Accommodation (NAICS 72)	0	0%
Personal Service (hair, skin, nails, dry cleaning) (NAICS 81)	0	0%
Professional Scientific, Technical, Legal (NAICS 54)	1	25%
Finance, Insurance (NAICS 52)	1	25%
Healthcare (medical, dental, other health practitioners) (NAICS 62)	1	25%
Arts, Entertainment, Recreation, Fitness (NAICS 71)	0	0%
Non-Profit, Community Services	0	0%
Other	1	25%
Total	4	100%

6. Please rate your satisfaction with the following aspects of the Downtown or Commercial District where your business is located.

Condition of public spaces, streets, sidewalks

Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	2	50%
Satisfied	1	25%
Very Satisfied	1	25%
Total	4	100%

Condition of Private Buildings, Facades, Storefronts, Signage

Very Dissatisfied	0	0%
Dissatisfied	1	25%
Neutral	1	25%
Satisfied	0	0%
Very Satisfied	2	50%
Total	4	100%

Access for Customers & Employees

Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	2	50%
Satisfied	0	0%
Very Satisfied	2	50%
Total	4	100%

Safety and Comfort of Customers & Employees

Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	1	25%
Satisfied	1	25%
Very Satisfied	2	50%
Total	4	100%

Proximity to Complementary Businesses or Uses

Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	2	50%
Satisfied	0	0%
Very Satisfied	2	50%
Total	4	100%

7. Do any local regulations (not related to COVID) pose an obstacle to your business operation?

Licensing or permitting regulations	2	50%
Signage regulations	1	25%
Parking regulations	1	25%
Outdoor dining or selling regulations	0	0%
Allowed uses, change of use or other zoning regulations	1	25%
Historic District regulations	0	0%
Other regulations (not related to COVID)	0	0%
None - No Issues with regulations	2	50%

Impacts of COVID

8. Did your business experience any of the following due to COVID? Select All that apply.

Decline in revenue	1	25%
Employee layoff	0	0%
Reduced operating hours/capacity	2	50%
Business closure (temporary or permanent)	2	50%
Stopped/deferred rent or mortgage payments	1	25%
Incurred expense to implement safety measures	1	25%
Established alternative mode to sell and deliver products (on-line platforms, delivery, etc.)	0	0%
None of the Above	2	50%

9. How did your 2020 business revenue compare to your 2019 revenue?

Increased compared to 2019	2	50%
Stayed about the same as 2019	0	0%
Decreased 1 – 24% compared to 2019	0	0%
Decreased 25 – 49% compared to 2019	1	25%
Decreased 75 - 100% compared to 2019	1	25%
Decreased 50 – 74% compared to 2019	0	0%
Don't Know/Not Applicable	0	0%
Total	4	100%

10. Please estimate how the number of customers that physically came to your business in January and February 2021 compares to before COVID.

More customers than before COVID	0	0%
About the same number as before COVID	1	25%
1 – 24% less customers than before COVID	0	0%
25 – 49% less customers than before COVID	1	25%
50 – 74% less customers than before COVID	0	0%
75 – 100% less customers than before COVID	1	25%
Don't Know/Not Applicable	1	25%
Total	4	100%

11. At the current time, what is the status of your business operation?

Operating at full capacity	1	25%
Operating at reduced hours/capacity due to COVID	3	75%
Temporarily closed due to COVID	0	0%
Permanently closed due to COVID	0	0%
Total	4	100%

Strategies for Supporting Businesses and Improving the Commercial District

12. A few approaches to address Physical Environment, Atmosphere and Access in commercial districts are listed below. Considering the conditions in your commercial area, in your opinion, how important are each of the following strategies?

Renovation of Storefronts/Building Facades

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	2	50%
Important	1	25%
Very Important	1	25%
Total	4	100%

Improvement/Development of Public Spaces & Seating Areas

Unimportant/Not Needed	1	25%
Of Little Importance or Need	0	0%
Moderately Important	1	25%
Important	1	25%
Very Important	1	25%
Total	4	100%

Improvement of Streetscape & Sidewalks

Unimportant/Not Needed	1	25%
Of Little Importance or Need	0	0%
Moderately Important	1	25%
Important	2	50%
Very Important	0	0%
Total	4	100%

Improvements in Safety and/or Cleanliness

Unimportant/Not Needed	1	25%
Of Little Importance or Need	0	0%
Moderately Important	1	25%
Important	1	25%
Very Important	1	25%
Total	4	100%

Changes in Public Parking Availability, Management or Policies

Unimportant/Not Needed	1	25%
Of Little Importance or Need	2	50%
Moderately Important	0	0%
Important	1	25%
Very Important	0	0%
Total	4	100%

Amenity Improvements for Public Transit Users and/or Bike Riders

Unimportant/Not Needed	0	0%
Of Little Importance or Need	2	50%
Moderately Important	0	0%
Important	2	50%
Very Important	0	0%
Total	4	100%

13. A few approaches to address Attraction and Retention of Customers and Businesses in commercial districts are listed below. Considering the conditions in your commercial area, in your opinion, how important are each of the following strategies?

More Cultural Events/Activities to Bring People into the District

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	1	25%
Important	2	50%
Very Important	1	25%
Total	4	100%

More Opportunities for Outdoor Dining and Selling

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	0	0%
Important	3	75%
Very Important	1	25%
Total	4	100%

Implementing Marketing Strategies for the Commercial District

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	0	0%
Important	2	50%
Very Important	2	50%
Total	4	100%

Recruitment Programs to Attract Additional Businesses

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	0	0%
Important	2	50%
Very Important	2	50%
Total	4	100%

Changes to Zoning or Other Local Regulations (not related to COVID)

Unimportant/Not Needed	1	25%
Of Little Importance or Need	0	0%
Moderately Important	1	25%
Important	2	50%
Very Important	0	0%
Total	4	100%

Creation of a District Management Entity (Business Improvement District or other organization)

Unimportant/Not Needed	1	25%
Of Little Importance or Need	0	0%
Moderately Important	2	50%
Important	1	25%
Very Important	0	0%
Total	4	100%

14. Are you interested in receiving assistance for your business in any of the following areas? Select All that Apply.










Setting up an online store or other online selling channel	2	50%
Creating new services such as delivery	1	25%
Participating in shared marketing/advertising	1	25%
Low-cost financing for storefront/façade improvements	1	25%
Low-cost financing for purchasing property in the commercial district	1	25%
Training on the use of social media	2	50%
None of the above	2	50%

15. Please list any specific suggestions or ideas for possible projects, programs or actions that could help support businesses and improve the commercial district. (Optional)

Comments

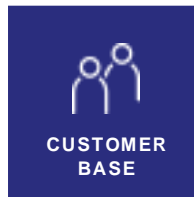
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Budget			
	Low	Medium	High
Timeframe			
	Short	Medium	Long
Risk			
	Low	Medium	High

Other

Diagnostic
Category



Project
Category



Public Realm



Private Realm



Tenant Mix



Revenue/Sales



Admin Capacity



Cultural/Arts



Other