



Rapid Recovery Plan

2021

Belmont, 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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Erin Brown, Vice Chair EDC

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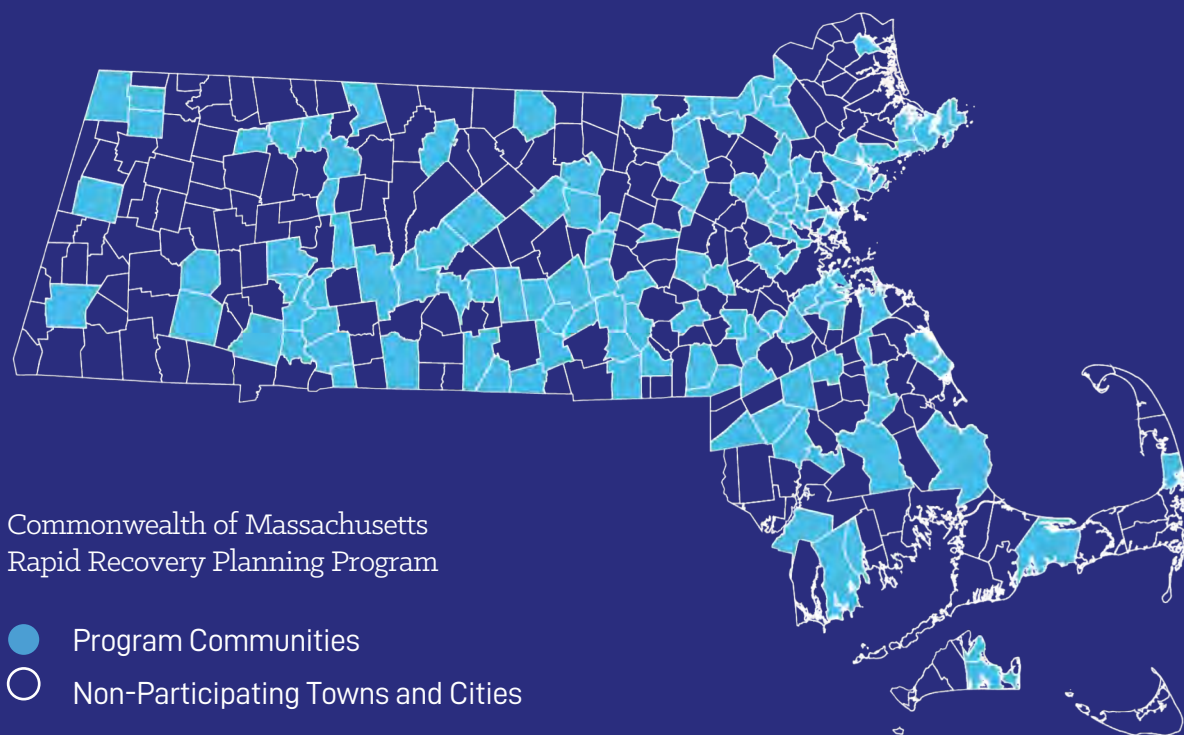
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125 communities participated in the Rapid Recovery Plan Program

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.



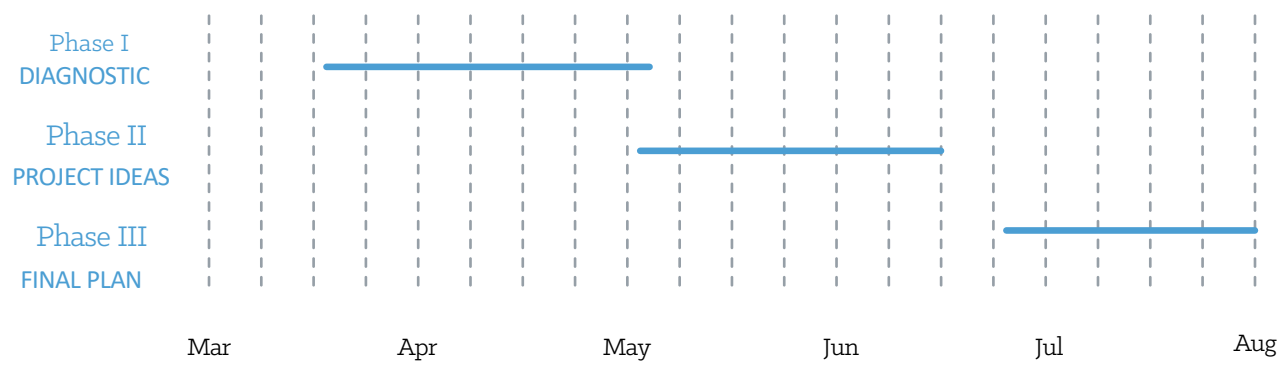
Rapid Recovery Plan (RRP) Program

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



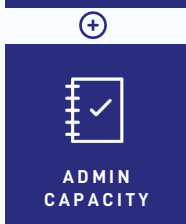
Who are the customers of businesses in the Study Area?



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

Trapelo Road : Supporting a Corridor of Nodes

Belmont, Massachusetts is a residential suburb located 6 miles northwest of Boston, MA. With a total population of 25,945 and quaint historic neighborhoods, Belmont retains a small town feel with lots of charm. Though primarily residential, there are three main commercial districts in Town – Belmont Center, Waverly Square and Cushing Square. Waverly Square and Cushing Square, along with a smaller commercial node, Beech Street, are situated along the Trapelo Road Corridor. These areas are all surrounded by residential land uses with higher density bordering along Trapelo Road.

The Trapelo Road Corridor is unique in that it contains three distinct commercial districts along the 1.3 mile stretch of roadway. As such, one of the biggest challenges is lack of connectivity between the nodes, making them feel isolated and disconnected, while at the same time not having a distinct sense of place or character. Despite the fact that the corridor is over a mile long, 62% of customers do walk to shopping areas along Trapelo Road. However only 17% indicated they will shop at more than one shopping area in a single trip. Since COVID, 72% of businesses experienced less on-site customers in January and February 2021 than before COVID, further underscoring the importance of improving connectivity along the corridor to bring back that local foot-traffic.

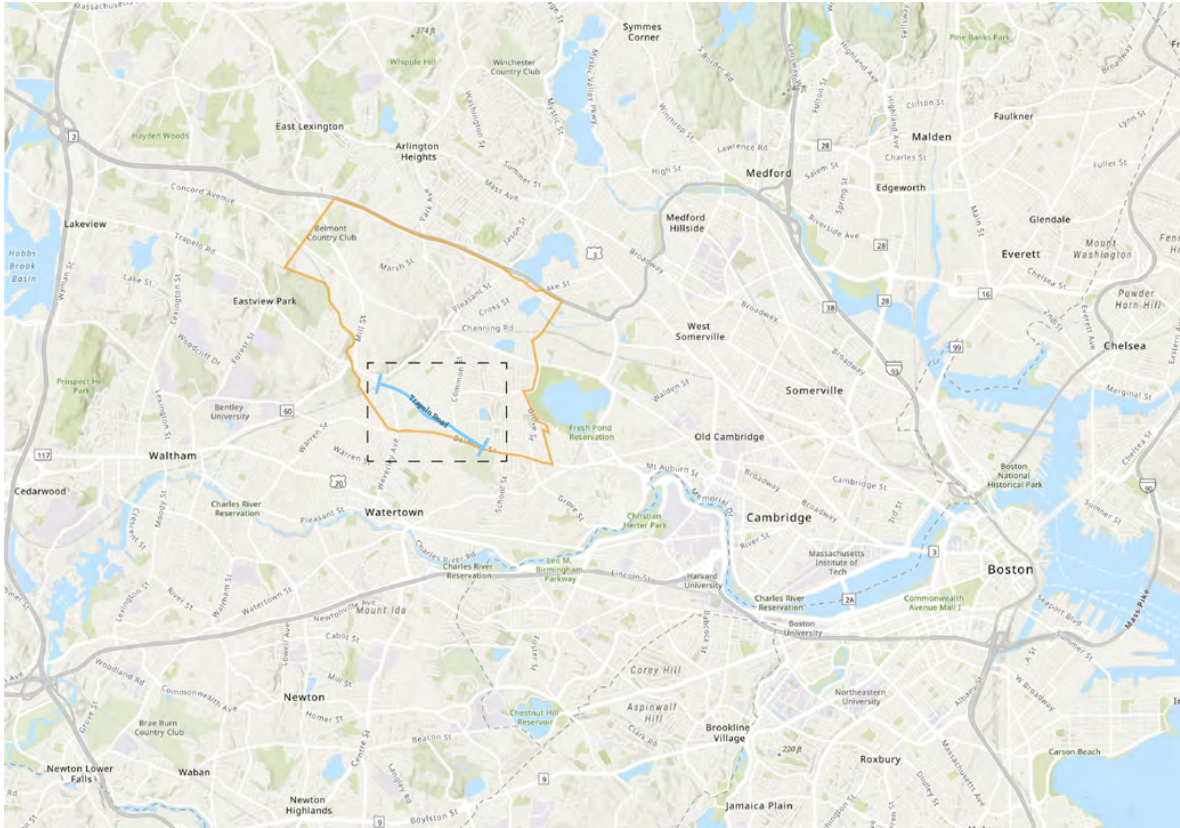
To support recovery efforts and attract more visitors to Trapelo Road, the Project Team has identified three main themes for COVID-19 Recovery:

Improving Connectivity: The Town should implement solutions that improve connectivity through the corridor. This includes deploying interventions to improve that will shift the narrative of the district feeling disconnected, to a cohesive, easily navigable, and attractive destination that gives visitors a sense of place. This should include measures to improve wayfinding, pedestrian and bicycle safety and placemaking to make the corridor a more comfortable and vibrant place to walk, bike and gather.

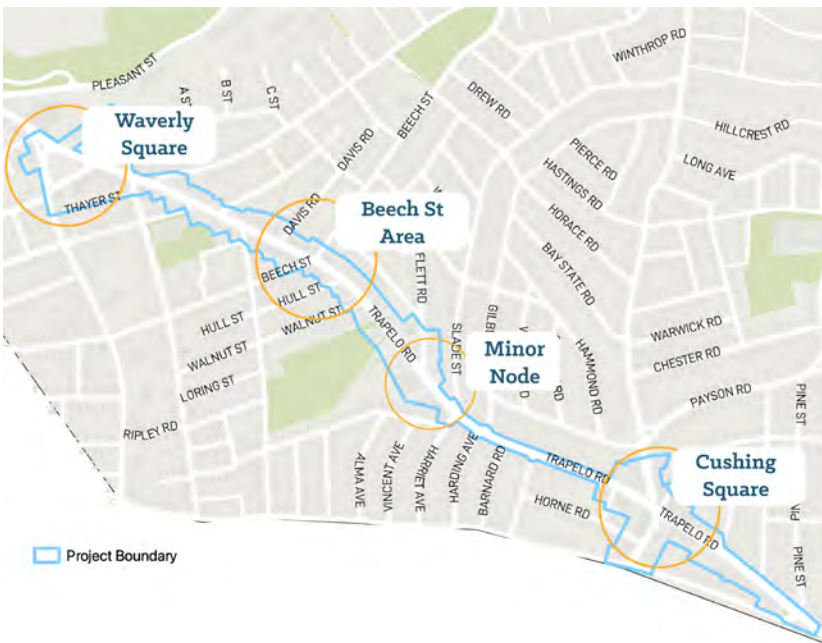
Small Business Support: There is opportunity to provide a holistic approach to business support for Trapelo Road businesses. Thinking of it as an outside-in approach, assistance should be provided to encourage improvements to the physical spaces, such as the exterior or interior of their storefronts, or to internal operations such managing their online presence through the creation of a new website/management of existing website or digital marketing including the use of social media.

Marketing/Attraction of the District: The Town should leverage creative solutions that will attract more visitors to the corridor. This includes strategies related to creative placemaking, taking advantage of outdoor dining/selling opportunities, and creating more events or activities for visitors to experience.

A map of the corridor and nodes can be seen on the following page.



Trapelo Road Corridor and Regional Context



Trapelo Road Corridor Nodes

Diagnostic

Diagnostic Process

As part of Phase 1, one of the goals for the Project Team was to identify the impacts businesses experienced as a result of COVID-19, along with challenges related to recovery efforts. At the same time, the Project Team felt it was necessary to understand the shopping habits of customers as it relates to COVID-19, while also gaining insight as to what they would like to see for the Trapelo Road Corridor moving into recovery. The following is a summary of the process in which this information was gathered from the business and customer community.

1. **Business Survey:** The Project Team administered a Business Survey to businesses along Trapelo Road*. The survey was administered primarily through email communication, was posted on the Town of Belmont EDC webpage, and flyers were handed out in-person to businesses along Trapelo Road.
2. **Focus Groups:** The Project Team then invited the businesses to participate in a small group discussion as a follow-up to the survey. Participants were asked about COVID-19 impacts on their business and what ideas they would like to see moving forward to help with recovery efforts.
3. **Customer Survey:** The Project Team administered a community-wide survey to residents seeking input on their past and current shopping habits. This survey also asked participants questions related to future wants/desires which would encourage them to visit Trapelo Road more frequently.
4. **Data Collection:** The Project Team also collected various data points, including required data points for the RRP program.

The Phase 1 Diagnostics, was then presented to the community via Zoom Meeting on June 10, 2021. The presentation included a summary of findings within the Diagnostic Framework along with some initial project recommendations.

**Business Survey was designed and standardized by the Department of Housing and Economic Development*

TRAPELO ROAD CORRIDOR BUSINESSES

WE NEED YOUR INPUT

The Town of Belmont is participating in the Massachusetts LRRP Program to help communities develop Local Rapid Recovery Plans for targeted commercial districts.

An initial component of this program includes a 5-minute survey of owners (or managers) of business establishments located along the Trapelo Road Corridor including for-profit and non-profits, and even if your business is temporarily closed.

Your input will help develop a plan that meets the needs of local businesses and inform future policy decisions.

The survey will ask a few questions about your satisfaction with your business location, impacts of COVID on your business and your opinion regarding potential strategies to support your business and improve the commercial district.

Please take a few minutes to tell us about your business and what would support your success!

ACCESS THE SURVEY
Use this link or QR Code
www.surveymonkey.com/r/LRRPBiz

QUESTIONS
jmarshall@belmont-ma.gov
Jon Marshall,
Assistant Town Administrator

TRAPELO ROAD SHOPPING SURVEY!

WE NEED YOUR INPUT

The Town of Belmont is participating in the Massachusetts Local Rapid Recovery Program to help communities develop projects to support targeted commercial districts. As part of this project, we are seeking feedback through this 8-minute survey, from Belmont's consumer base as it relates to shopping habits along the Trapelo Road Corridor.

Your input will be extremely valuable in developing a plan to identify projects and seek out funding that will help create a more desirable shopping and activity along the Trapelo Road Corridor.

We appreciate your time in taking this survey.

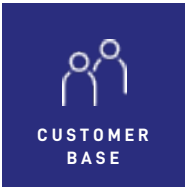
ACCESS THE SURVEY

OR BY USING THIS LINK
<https://forms.gle/F4EwlvkYweQ2G4U6>

PAPER COPIES
Paper copies of the survey will be available after June 1st, at the Town Administrator's Office during normal business hours.

QUESTIONS
Email Jon Marshall, Assistant Town Administrator; jmarshall@belmont-ma.gov

Key Findings



The Town's customer base is young, well-educated, and high earners

Belmont residents are young, well-educated and have a household incomes above the state average. The median age of Belmont residents is 41 and the average household includes 2.54 persons. Over a quarter of the population is aged 20 or younger while 32% is 55+. The median household income is \$133,356.

These customers are visiting Trapelo Road at least once a week, and about half the time they are bringing their kids and/or their spouse or partner. While many customers drive to Trapelo Road, we learned that about 36% walk to shop along the corridor (Customer Survey, May/June 2021).

According to the 2019 Belmont Business Study (Metropolitan Area Planning Council [MAPC], 2019), customers are more likely to go out to dinner than lunch and spend more than the national average at restaurants. When it comes to retail shopping, they are less concerned with brand names, but do have a preference for high quality, environmentally friendly/organic products.

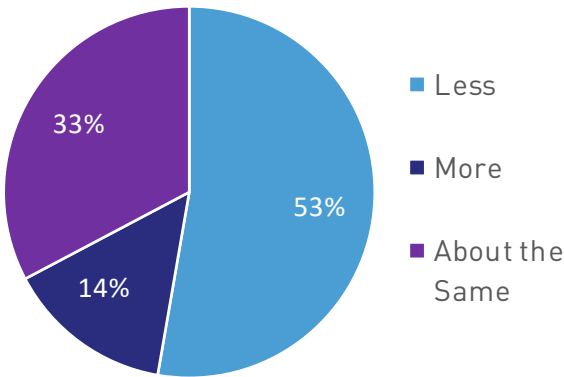
When it comes to COVID-19, the Trapelo Road Corridor was not immune to the impacts from the pandemic, and this was reflected in customer shopping habits. According to the customer survey, they were shopping less at businesses along the corridor since March of 2020, but continued to show local support by shopping online with local businesses. At the time the survey was administered (May-June 2021), customers were most comfortable visiting retail businesses and restaurants that offered takeout and outdoor dining an indicated that continued mask requirements, lower cases of COVID along with outdoor dining and shopping options would make them feel more comfortable to shop locally.

Looking into the future, customers are hoping to see a better variety and more selection of outdoor shopping and dining options. They would also like to see more cultural and arts activities, and beautification efforts.

Demographic	Town of Belmont
College Educated or Higher	87%
Ages 0-20	26%
21-24	5%
25-34	12%
35-44	12%
45-54	14%
55+	32%
Race (Non-White)	26%
Average Household Size	2.54

US Census, 2021 Estimates

In -Person Shopping Frequency Since COVID



Customer Survey, May/June 2021



Trapelo Road Corridor is in good condition

The Trapelo Road corridor was reconstructed in 2016 and remains in overall good condition. The corridor consists of wide sidewalks, dedicated bike lanes and safe pedestrian accommodations. There are also several streetscape amenities throughout the 1.30 mile corridor including street trees, bike racks and benches at main commercial nodes.

There is opportunity to leverage these public realm amenities to support local business activity. Wide sidewalks have the ability to create storefront activation, additional outdoor dining opportunities or temporary, more tactical interventions.

There are approximately 170 storefronts along the corridor, most of which are located within one of the commercial nodes. However, in between the main nodes, there are stretches of residential properties, some of which have been converted to first floor commercial uses. Overall these buildings are in good condition with a few areas that could be improved upon.

Public Realm Elements	Rating*
Sidewalks	A
Street Trees and Benches	A
Lighting	B
Wayfinding & Signage	B
Roadbed and Crosswalks	A

*Ratings: See appendix for rating scale

Private Realm Elements	Rating*
Windows	B
Outdoor Display/Dining	F
Signage	A
Awnings	C
Façade	B
Lighting	B

*Ratings: See appendix for rating scale



Physical Environment, Trapelo Road Corridor. Photo Credit: Favermann Design

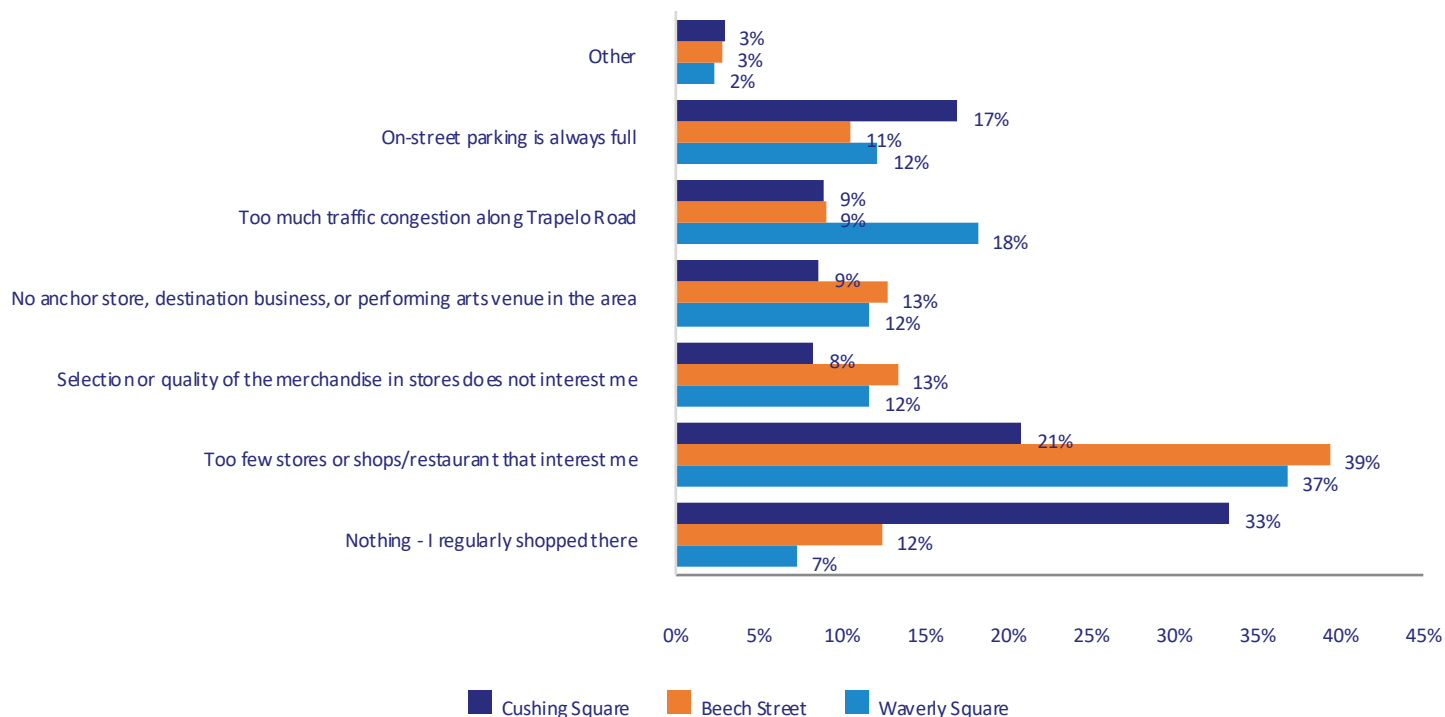


Customers and Businesses Want More

Businesses along Trapelo Road were not immune to impacts of COVID-19. According to the business survey, they experienced less on-site customers in January and February 2021 than before COVID. Prior to COVID, it was discovered that, with the exception of Cushing Square, customers rarely visited more than one business (or shopping area) during a single trip. With 72% of businesses reporting less revenue in 2020 than 2019 this it is important to understand how these shopping habits limit the spending potential along the corridor.

When it comes to the Trapelo Road customers, the Project Team learned they want more when it comes to offerings. Many of them feel there are too few stores or shops and restaurants that interest them. Most of the businesses along Trapelo Road are within the retail trade or personal care (hair/nail salons, barber shop, medical aesthetics/spas) industries. About 12% were in food and accommodation while 13% are in the health care sector. It is important to ensure there is a robust and strong business retention and marketing strategy to attract a diverse, ideal and complementary tenant mix will allow for more dollars to be spent during a single trip.

Prior to COVID, what prevented you from regularly shopping/dining/running errands in these areas?



Customer Survey, May/June 2021



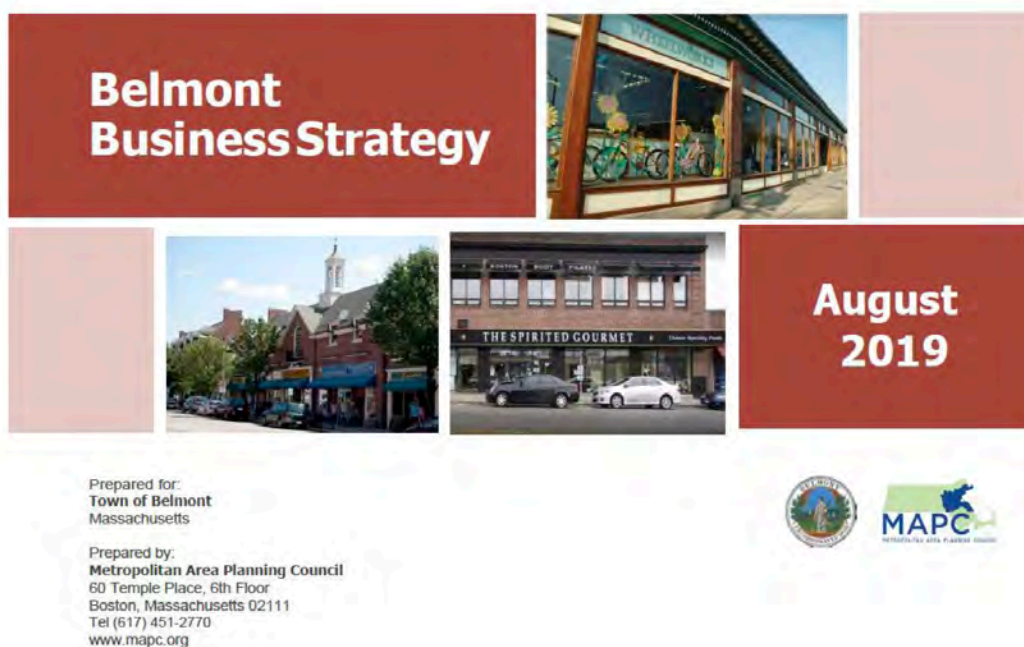
The Trapelo Road Corridor needs organizing

The Trapelo Road corridor has been without a coordinated or organized effort to support economic and COVID-19 recovery. This is in part a reflection of the physical conditions of Trapelo Road being a corridor of three different shopping districts (Waverly Square, the Beech Street area and Cushing Square) rather than a single destination. Belmont Center on the other hand has a very strong sense of place and established character, and has been supported by the Belmont Center Business Association since the mid 1980s.

In the past, Cushing Square was supported by the Cushing Square Merchants Association. This organization was comprised of business owners in Cushing Square. It dissolved in 2019 as members either closed their Cushing Square businesses or did not wish to continue their role with the association.

In 2019 the Town worked with the Metropolitan Area Planning Council (MAPC) to develop a business strategy that would identify economic development opportunities for the Town of Belmont. One of the recommendations in that 2019 strategy was to establish an Economic Development Committee (EDC). In 2020 the Board of Selectmen formed the EDC. Their main mission is to develop, implement and update the recommendations in the 2019 Belmont Business Strategy. The EDC is working to serve as a steward for economic and COVID-19 recovery, but is limited by their capacity and lack of budget to support these efforts.

Moving forward, it will be important to continue to build capacity for many of the projects and goals outlined in the 2019 Business Strategy and within this Rapid Recovery Plan.



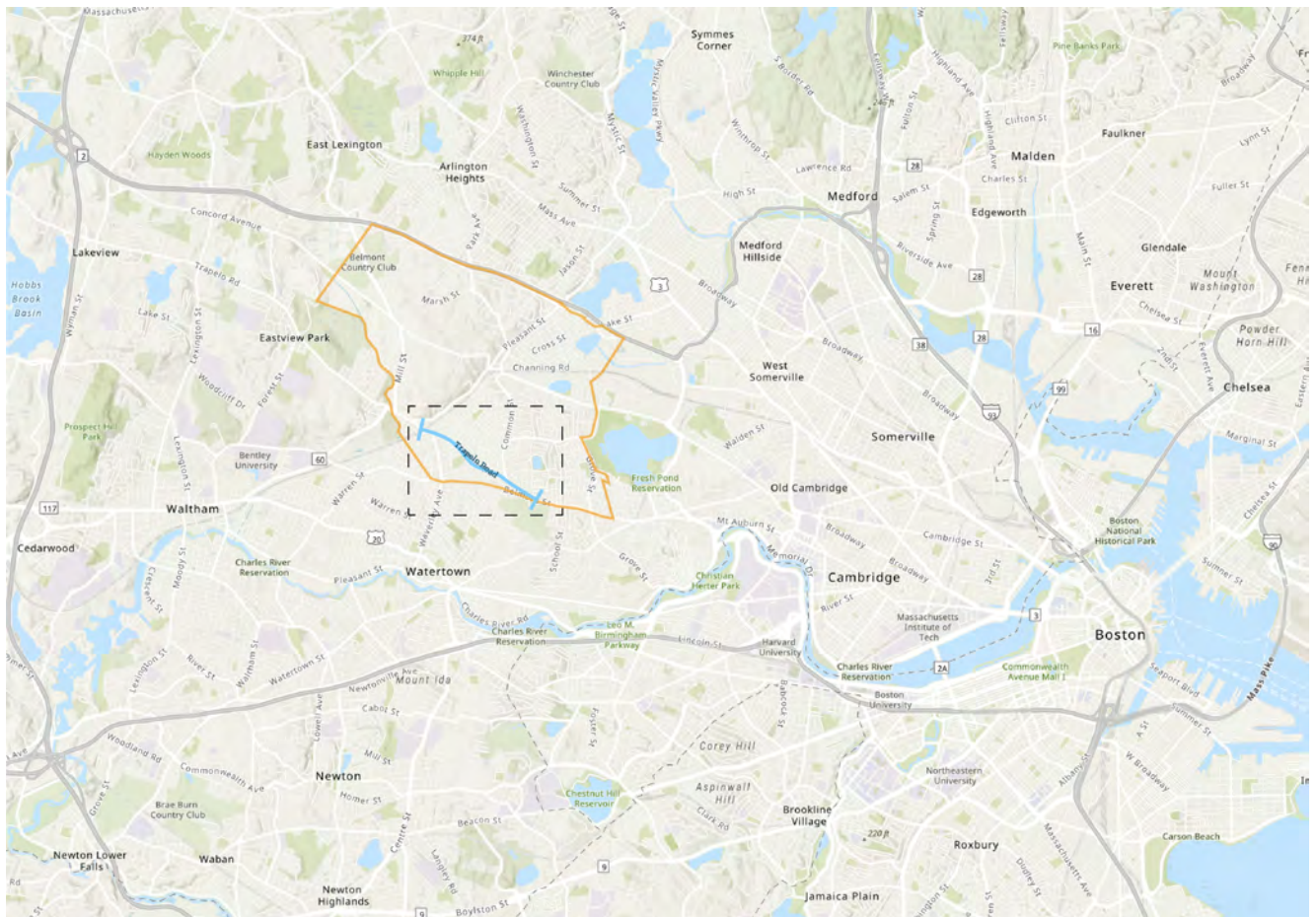


Highlights from the Physical Environment

ACCESS

The Trapelo Road Corridor is located along the southern boundary of the Town. The western end of the corridor is bounded by the Waverly Square shopping node, while the eastern square ends just past the Cushing Square shopping node. The entire corridor is approximately 1.30 miles long.

Access to the corridor is via local roads, including Route 60 at the north/western section of the corridor limits, and via the MBTA Commuter Rail and Bus Systems. The corridor also provides access to nearby Cambridge and City of Boston.



Regional Map of Town of Belmont and Project Area/Boundaries

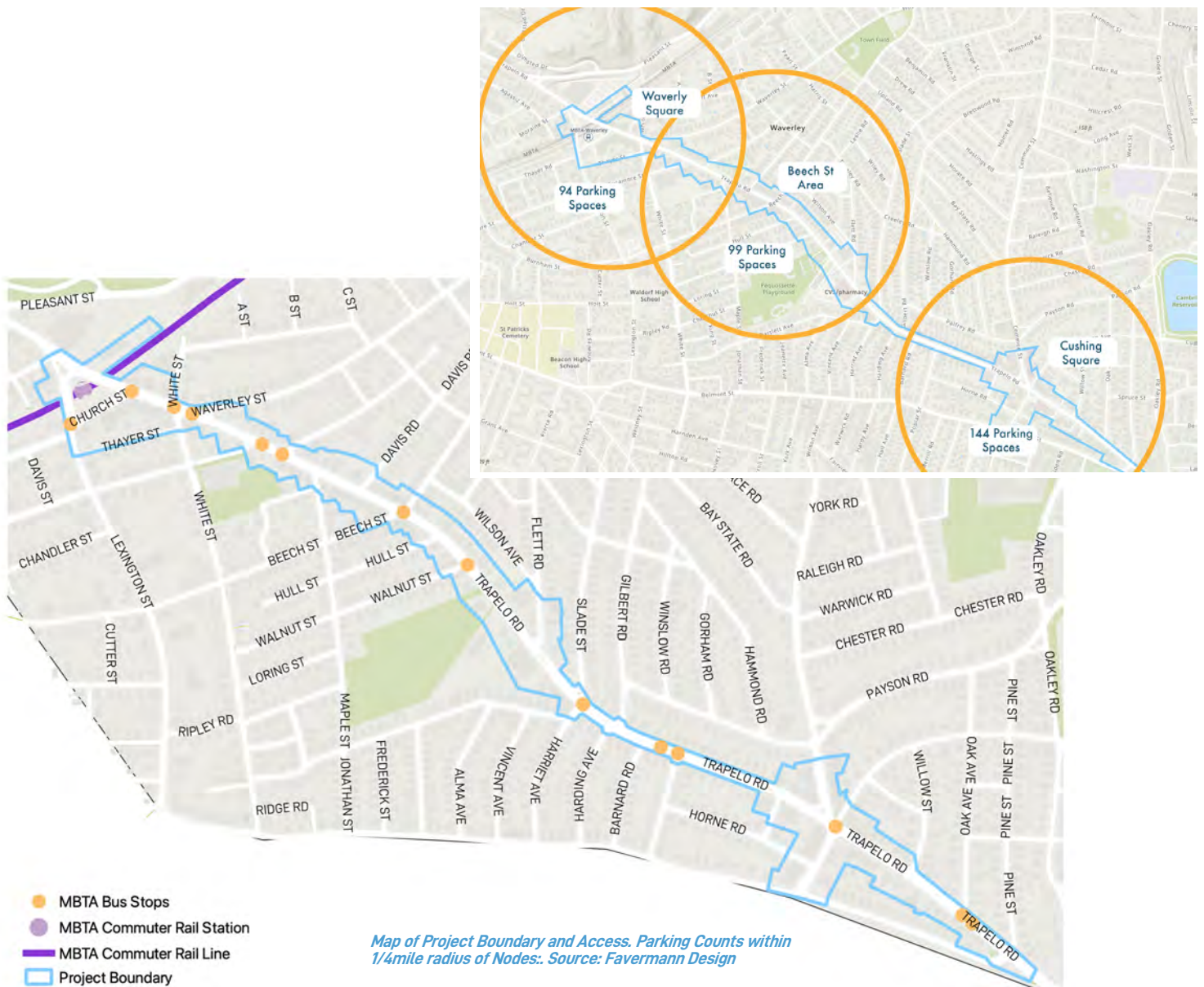
ACCESS (continued)

The Trapelo Road Corridor is served by the MBTA Commuter Rail system with a station located in the heart of Waverly Square. The corridor is also served by a MBTA Bus Route with several stops along the 1.30 mile corridor.

The entire corridor was reconstructed in 2016 and provided for upgraded pedestrian and bicycle amenities including dedicated bike lanes. Bike racks were found throughout the corridor with at least one rack at each main node.

There are approximately 360 public parking spaces within the project boundary. The majority of parking is on-street and free, but with time constraints.

Businesses are generally satisfied with access for their customers and employees. Despite the number of parking spaces within walking distance (1/4 mile) of each node, customers and business owners did expressed dissatisfaction with parking availability in the Cushing Square area and traffic congestion in the Waverly Square area. While much of the on-street parking closest to businesses was observed during the project team site walk (Wednesday, March 23rd 2-5PM) to be full there was usually parking available within a short walk.





Highlights from the Physical Environment

VISIBILITY

With limited wayfinding and signage, the corridor is not only is challenged with providing customers and visitors a sense of arrival, but has no way of helping those navigating to various destinations. Only a few signs were observed in the project area and they were difficult to see and provided little information.

Despite this, business visibility along the corridor is good. Businesses appear to be well signed and visible to customers walking, driving or biking, but many could benefit from repairs or updates to their sign or awning features. While a number of blade signs were observed throughout the corridor, many businesses could consider this type of signage, which would allow for greater visibility at the pedestrian scale.

Street lighting is available throughout the corridor, with an emphasis of lighting in the commercial districts. Being a corridor of nodes, with residential uses adjacent and between these areas, there is a need to for lighting to support safety without being a nuisance to adjacent residential properties.

Improving visibility to and within corridor with a wayfinding system and updated/well maintained business signage would improve the user experience, increase foot-traffic and business awareness throughout the district.



Example of Business Signage, Trapelo Road Corridor. Photo Credit: Favermann Design



Existing Sign, Trapelo Road Corridor. Photo Credit: Favermann Design



Existing Wayfinding Signage, Trapelo Road Corridor. Photo Credit: Favermann Design



Highlights from the Physical Environment

PUBLIC REALM

Trapelo Road underwent a \$17.1 million dollar roadway reconstruction project and was completed in 2016. The project extended from Mill Street, through Waverly, Beech Street, Cushing Square and continued to Arlington Street and included streetscape elements that improved the pedestrian experience with new sidewalks and landscaping. The project also improved intersection geometry, upgraded pedestrian crossings and included a marked bike lane along the length of the corridor.

Since the completion of the project, pedestrians now experience a comfortable and safe walking environment within each of the nodes. In some cases the sidewalks widths could accommodate more activity to better engage and activate the pedestrian experience.

In light of improvements and upgraded amenities the corridor remains challenged with creating a cohesive experience between the main commercial nodes. While the distance is only approximately $\frac{1}{2}$ between these nodes, the change in land use (from commercial to residential) between nodes creates a sense of disconnect and can give users the sense of a long and/or uncomfortable walk.



New sidewalk treatments. Waverly Square. Photo Credit: Favermann Design



Pedestrian amenities. Cushing Square. Photo Credit: Favermann Design



Residential land use in between nodes. Photo Credit: Favermann Design



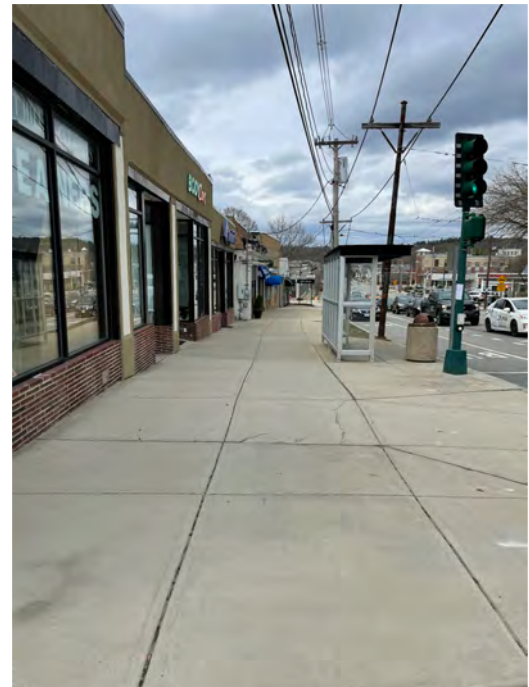
The Bradford, Cushing Square. Photo Credit: Favermann Design

Highlights from the Physical Environment

PRIVATE REALM

The Project Team noted private properties were overall in good condition. There were several properties and/or storefronts that could benefit from minor improvements, such as upgrades to signage, windows, fresh paint, while a few properties were observed to require more significant improvements or repairs. Future improvements to these properties, would create a more pleasant and comfortable shopping environment for pedestrians, add to the overall attractiveness of the corridor and encourage more business to the district.

When it comes to new development, there has been a number of private investments in recent years along Trapelo Road. Most notable is the Cushing Village Development, known as The Bradford, in Cushing Square. This project, which is completed includes 38,000 square feet of retail space and 112 housing units. Currently only a small portion of the retail space is leased due to on-going litigation.



Wide sidewalk and Storefronts. Trapelo Road. Photo Credit: Favermann Design



Waverly Square MBTA Station. Source: Google Street View

Trapelo Road requires creative solutions for open space

PARKS & PLAZAS

Within the immediate corridor boundaries, there are no formal public parks or plazas. Adjacent to the Waverly Square MBTA Station there is a small gathering space which is owned by the MBTA. On the other side of the railroad tracks there is a small area of green space, but it does not have great visibility. Nearby, and outside the LRRP project limits, are a few parks including Pequossette Park, which provides for programmed recreation and sports activities. Beaver Brook Reservation (operated and maintained by the Massachusetts Department of Conservation & Recreation) is located just outside the LRRP western limit. This park has a variety of offerings including walking and biking trails and splash pad.

PARKLETS & OUTDOOR RETAIL

There is only one operating parklet within the Trapelo Road corridor which serves Savino's Restaurant in Cushing Square. The Board of Selectman have an outdoor dining policy that regulates dining on public sidewalks which was adopted in 2017. To aid with COVID-19 recovery and allow flexibility in using outdoor space, the EDC helped inform businesses of updated Selectboard requirements as it relates to COVID safety and distancing protocols for dining and displays on public sidewalks and parking lanes. This has allowed businesses the option of creating parklets and outdoor retail displays with certain restrictions.



Savino's Parklet, Common Street, Belmont MA. Photo Credit: Favermann Design



Highlights from the Business Environment

ANCHORS/DESTINATIONS

Unlike Belmont Center, which is seen by customers as a go-to destination, the Trapelo Road corridor is made up of several nodes. We learned through the Customer Survey (May/June 2021) that customers are not strolling or visiting multiple businesses during a trip as they feel there are not enough shops and restaurants that interest them.

However within each node there seems to be one or two anchors or destination points which serve as an attractor to each of these areas. It will be important to leverage those anchors in ways that could help build a stronger, more experiential shopping experience that encourages customers to stay and shop in the node longer, or perhaps visit another node along the corridor.

NODES/CLUSTERS

As mentioned, the Trapelo Road Corridor is comprised three main nodes, all separated by mixed residential uses.

Waverly Square: This node is at the western most end of the corridor and contains the Waverly Square MBTA Station. Businesses in this area consist of financial institutions and professional services. Retail and restaurant uses are limited with the main destinations being Dunkin Donuts and a local bicycle shop – Wheelworks.

Beech Street Area: This node has also been called Central Square but for the purposes of this report will be called the Beech Street area. This area has a number of restaurants and retail uses along with personal care services. However, three of the seven restaurants are pizza establishments and another Dunkin Donuts.

Cushing Square: The most diverse of all the nodes, Cushing Square has been transformed over the recent years with the redevelopment of a major parcel to a mixed-use project – The Bradford. There are a number of restaurants, retail shops and personal care and professional services within this node with the main destinations being Starbucks, Vickilee's and Savino's.

A minor commercial node also exists at the between Flett Road and Bartlett Street. It was discovered that this area has been previously identified as Palfrey Square, noted as such with a small wayfinding sign. While not as prominent as the other three nodes, there are approximately 15 first floor businesses in this node. The major destination being the CVS.



Trapelo Road Corridor Nodes



Belmont Center Business Association

[HOME](#) [ABOUT](#) [EVENTS](#) [DIRECTORY](#) [MAP](#) [HOW TO JOIN](#)



Belmont Center Business Association, Source: Belmontcenterbusiness.com

The need for capacity & organizing

BUILDING CAPACITY THROUGH PARTNERSHIPS

Trapelo Road remains without a formal business organization, unlike Belmont Center which is supported by the Belmont Center Business Association. As such, the Belmont EDC has been instrumental in providing Town support to these businesses as they recover from COVID-19 impacts.

The EDC is still in its infancy, only recently been established and working towards building their own capacity within the committee. In order to support economic and recovery efforts along the Trapelo Road Corridor, including, more outdoor events and arts & culture activities, the EDC should build partnerships with existing organizations and explore opportunity to work together to implement some of the recommended projects to the district. Partnering organizations could also serve as a financial conduit for seeking out and raising funding for future projects or apply to available grant, to support recovery and bring economic activity to the Trapelo Road businesses.

However, with future partnerships the Town has recognized there may be the need for more support internally. One of the goals in the Belmont 2019 Business Strategy is to create a position to support economic development activities while also serving as a point of contact with the business community and other business organizations. This position could support the efforts of the EDC, the Belmont Business Strategy and the project recommendations contained within this report.



Belmont Center Banners, Source: Belmontcenterbusiness.com

Project Recommendations

Trapelo Community Hubs

Category	 Public Realm
Location	Exact location TBD. Initial ideas include Davis Street at the corner with Trapelo Road, the sidewalk bump-out in Cushing Square, and leveraging public space near the Waverly Square MBTA Station.
Origin	Belmont EDC, LRRP Advisory Group
Budget	 Low Budget (\$10K-\$15) – per solution. Potential funding sources include: <ul style="list-style-type: none"> • Shared Streets and Spaces Program (MassDOT) – for elements to support outdoor programming • T-Mobile Hometown Grant • Solomon Foundation – Streets for Recovery • National Association of Realtors Placemaking Grant • ARPA Funding
Timeframe	 Short Term (1-3months)
Risk	 Low Risk – lack of business support, engagement and collective marketing and low use of intervention
Key Performance Indicators	<ol style="list-style-type: none"> 1) Increased foot-traffic as observed by merchants 2) User Survey for feedback 3) Use of space by groups
Partners & Resources	Trapelo Road Businesses, Economic Development Committee, Local Contractors, Town DPW, Consultant Services for planning and community engagement



Eagle Street, North Adams, Photo Credit: iBerkshires.com2018

Diagnostic

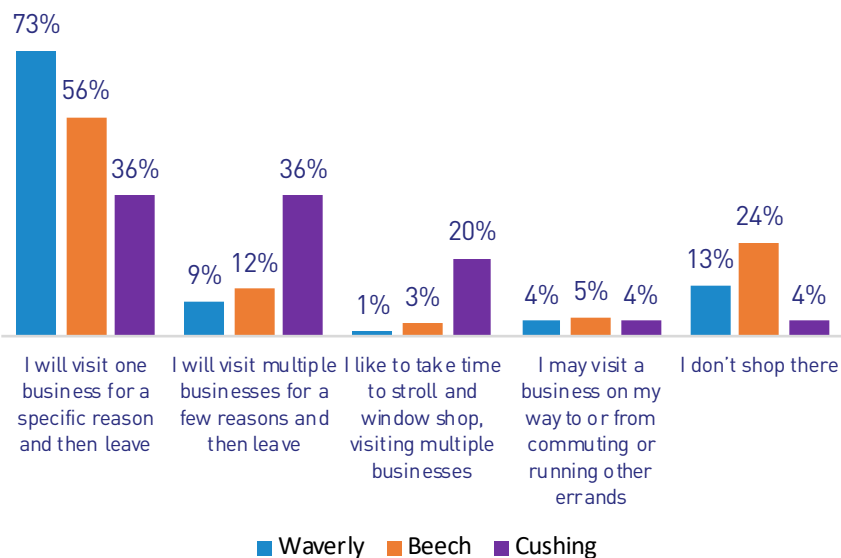
Trapelo Road is 1.3 mile linear corridor that travels through the commercial nodes of Waverly Square, Beech Street area, and Cushing Square. Surrounded by residential uses, it was no surprise that approximately 62% of shoppers indicated they walk to their shopping destination along Trapelo Road. However, despite the ease of access by adjacent residents, we learned that very few will visit multiple shopping areas in one trip, even though distances between nodes are about ½ mile (or a 10 minute walk).

As a result of COVID-19, businesses experienced a 72% decrease in on-site customers in January and February 2021 than before COVID. We also learned that 72% of businesses generated less revenue in 2020 than they did in 2019, even though most businesses were showing increasing revenues in the 3 years prior to COVID.

Customers are wanting to see more connectivity between Waverly Square, Beech Street and Cushing Square. Furthermore, improving general connectivity to the businesses districts was identified in the 2019 Belmont Business Strategy.

Given the willingness to walk to Trapelo Road, along with the opportunities in the public way, there is opportunity to improve connectivity throughout the corridor, through community hubs that will start to create a sense of place, while connecting the various nodes through iterative interventions.

What best describes your shopping habits prior to COVID?



Customer Survey, May/June 2021

Action Item

To create "Trapelo Road Community Hubs," that would include individual, tactical parklets or pocket parks gradually introduced to each section of the corridor, providing a relaxed neighborhood outdoor space for customers to bring take out food and drink, or for area residents to sit and meet up with friends adjacent to the commercial district and area retail options.

The project would encourage activation of these spaces through partnerships with area organizations, non-profits and community groups to offer it as a free meetup space. The goal is to encourage visitors to come for recreational activities as opposed to just one errand and encourage them to stay longer, exploring more of the district more often.

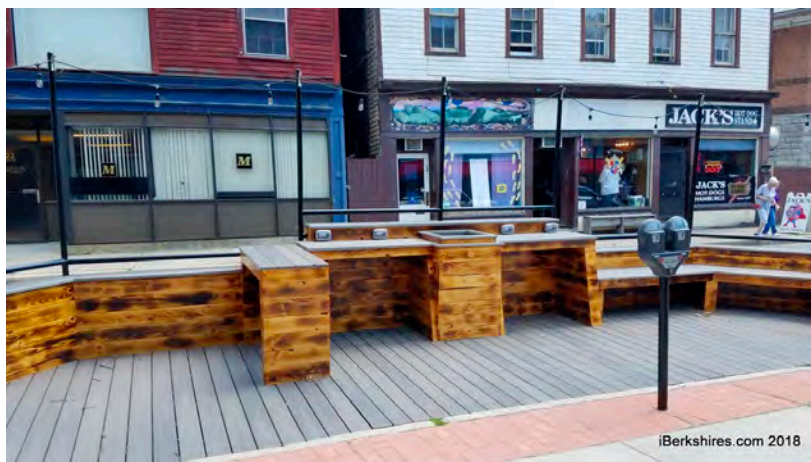
Steps for implementation are outline on the following page.



Image Provided by Bench Consulting

Process

1. **Establish a Team:** Identify a Team to be the champion for the Community Hubs. In addition to Town Staff and the Economic Development Committee, look to Trapelo Road business owners, residents and other stakeholders and partners to engage them early in the planning process. They'll be more apt to stay engaged long term if they're there from the start.
2. **Identify a Location:** Review possible locations along the Trapelo Road Corridor to determine all potential locations ripe for intervention within the along the corridor. Three possible locations include Davis Street at the corner with Trapelo Road, the sidewalk bump-out in Cushing Square, and leveraging any public space near the Waverly Square MBTA Station. If a location is considered on private property, it is important to work with the property owner regarding liabilities and any necessary insurance requirements.
3. **Plan:** Consider a phased approach (or pilot) starting with one location which to build upon. Consider starting at Davis Street adjacent to East Savings Cambridge Bank located in the Beech Street Area. Develop a project concept and design elements that would also identify how the space will be used or potential programmed. The design should consider these potential uses including options for seating and relaxing and flexible solutions to fit the needs of groups who may use the space creatively.
4. **Create a Maintenance Plan:** Identify a plan for maintenance of the space. This should include identifying:
 - who will be responsible for securing any materials
 - who will be responsible for ensuring the space is clean and well kept – including trash removal
 - If the space is seasonal, identify how the items will be stored and who will be responsible for storage
5. **Implementation:** Seek funding for materials through partnership, grant opportunities or donations. Leverage the power of local contractors to help supply materials to reduce costs and volunteers to help construct.
 - To encourage use of the space, develop a system for groups to sign-up and utilize the space. This could include meetups and small events. This will help make the space appear active and encourage further use of the space.
6. **Feedback:** It is important to collect feedback for phased projects (or pilot projects) like this. Some valuable ways to collect this feedback include in-person discussion with adjacent business owners and residents along with users of the space. There is also opportunity to seek feedback via online surveys which could also be implemented with the use of QR codes placed within the location itself. While many times the feedback may be from those who have had a negative experience with the space, it is important to also collect feedback from those who have enjoyed the space.
7. **Iterate:** It is important to understand what worked and didn't work with the first project. Future projects should incorporate solutions to address any concerns and lessons learned from the initial project. It is also important to continue to communicate with business owners, residents and users to ensure success and sustainability into the future.



Eagle Street, North Adams, Photo Credit: iBerkshires.com2018



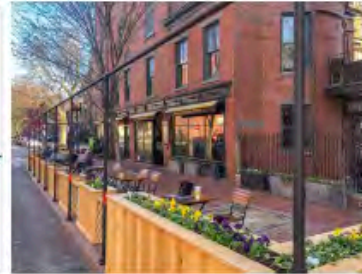
Image from Park(ing) Day in Florence, MA, Photo Credit: Unknown

Project Locations

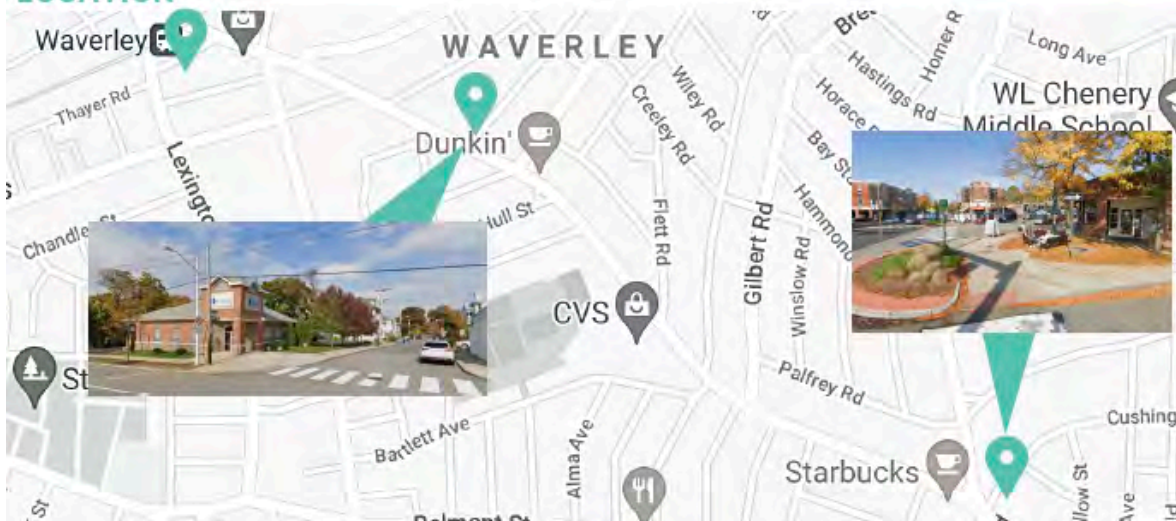
Bench Consulting provided some ideas for project locations as their role as a Subject Matter Expert (SME) for this proposed project. Below are the locations they identified to be explored further by the Team.

MATERIALS & COST ESTIMATE

PROJECT TYPE:	Parklets & Outdoor Seating Areas
BUDGET:	\$10,000– \$15,000 each section (\$30k – \$45k total)
IMPLEMENTATION:	2 weeks each section
TIMELINE:	3– 5+ Months (with iterations and improvements beyond)
MATERIALS:	Tables, chairs, deck platforms, planter boxes, umbrellas or shade sails, paint & equipment, wifi
MAINTENANCE:	Medium including cleaning, securing if necessary and repairs.



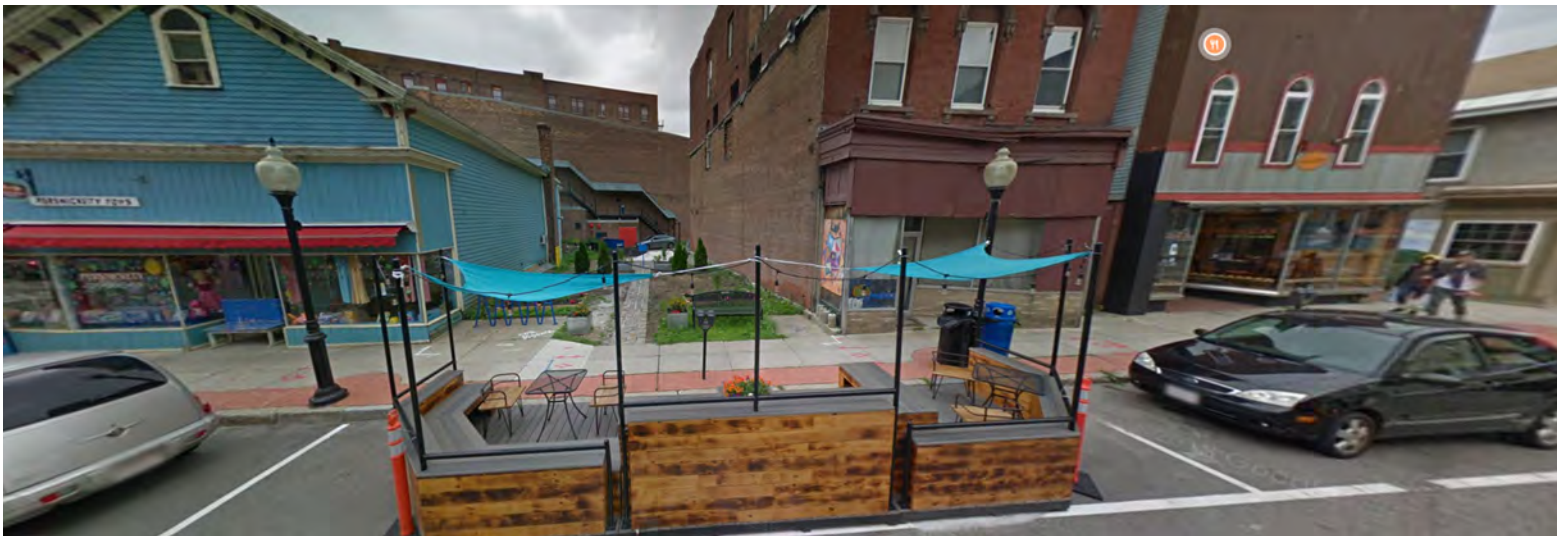
LOCATION



Project Cost Estimates

Based on the recommendations by Bench Consulting, here is an estimate of project costs.

Item	Cost Estimate	Source
Tables	\$108.98/table, 2 chairs	Steel Tables http://tacticalurbanismguide.com/
Umbrellas	\$420 for umbrella + base with wheels	Moveable Umbrella Tactical Urbanist Guide http://tacticalurbanismguide.com/
Lighting	\$40 for 48ft of Outdoor String Lights	https://www.amazon.com/Outdoor-Shatterproof-Bulbs-UL-Commercial-Backyard/dp/B073PWBMPI
Planters/Barriers	\$90/4ft or \$150 /6ft	Galvanized Steel Planters Tactical Urbanist Guide http://tacticalurbanismguide.com/
Plants/Landscaping	\$50-\$200 for small trees \$10-\$40 for small/medium plans	Small Trees – Tactical Urbanist Guide http://tacticalurbanismguide.com/
Deck/Platform	\$600-\$800 for materials	Parkade https://parkade.com/parklet-guide-and-how-to-build-a-parklet#parklet-construction-guide



Best Practice

Eagle Street Parked Pocket Park



PUBLIC
REALM

Location

North Adams, MA

Project Summary

The town of North Adams, Massachusetts was seeking to create a sense of place on a forgotten commercial street near Downtown.

The space is a combination park and parklet that is designed to provide a social gathering spot. Elements of the space included uniform signage, park installations and a new parklet on two parking spaces on Eagle Street. The parklet space was designed and constructed by a local builder and features seating and lighting.

The project was funded through Patronicity which raised a total of \$35K (\$10K over the \$25K goal) in donations. The Town also received a \$25K matching donation grant through Mass Development.


Since implementation, the space has been heavily utilized by area groups hosting weekly coffees, meetings and other events in an effort to increase foot traffic onto the half-mile long corridor.

Key Takeaways

The Eagle Street Parked Pocket Park is a good example in creating a gathering spot along a commercial. Belmont can consider integrating a few similar hubs to create connectivity and much needed public space between the various nodes along the corridor.

- Leveraging existing community partners to help secure or create the space – such as local builders or contractors to provide materials or elements
- Allow the space to be used for meet-ups by local groups and organizations
- Consider a crowd-funding campaign to fund the project. This will create excitement and ownership in the project and provide a way for businesses to get involved early on in the process

Wayfinding & Branding for Trapelo

Category	 Public Realm
Location	Trapelo Road Corridor
Origin	Belmont EDC, LRRP Advisory Group
Budget	  <p>Low budget for Design (\$25,000) and up to high budget for implementation (\$20,000-\$150,000) Potential Funding Sources/Grants include:</p> <ul style="list-style-type: none"> • Shared Streets and Spaces Program (MassDOT) • Massachusetts Travel and Tourism Recovery Grant Program (only non-profits can apply) • Partnerships or donations • ARPA Funding
Timeframe	 <p>Short Term (6-12 months) for design and implementation (implementation can be phased)</p>
Risk	 <p>Low Risk – risks are generally low but could include lack of political will and community transparency</p>
Key Performance Indicators	<ol style="list-style-type: none"> 1) Number of wayfinding elements installed 2) Foot-traffic increase observed by merchants 3) Positive community feedback & press-media coverage
Partners & Resources	Town of Belmont Economic Development Committee, Trapelo Road Businesses, Town of Belmont Staff, including DPW, Public Safety, Building, creative/cultural/historical organizations



Family of Elements, Wayfinding, Wellesley, MA. Photo Credit: Favermann Design

Diagnostic

The Trapelo Road Corridor is a 2-lane roadway which extends through the commercial nodes of Waverly Square, Beech Street, and Cushing Square, while also serving as a cut-through for many heading into adjacent Cambridge or nearby City of Boston. The entire corridor is approximately 1.3 miles long, with residential uses separating the three commercial nodes by approximately ½ mile.

While on-site the Project Team observed very little wayfinding signage to help drivers and pedestrians navigate the project area or understand what to expect in their journey.

Furthermore, we learned through the focus groups that businesses would like to see more wayfinding signage along the corridor. In implementing a wayfinding system it would give visitors a sense of arrival, help them navigate to various destinations and begin to give a sense of place. This system would also be leveraged as a way to connect the various shopping districts along the corridor.

It is important to note that wayfinding has been previously identified as a priority in the 2019 Belmont Business Strategy as a way to guide visitors to Belmont's commercial districts.



Existing Sign, Trapelo Road Corridor. Photo Credit: Favermann Design

Action Item

To create a wayfinding & branding program for Trapelo Road that will better direct users to their destination but also create a sense of place for the commercial nodes along the corridor. The project will involve:

The project would involve:

1. Creation of a Team to guide the project
2. Review of relevant project limits, points of interest, destinations and businesses
3. Design of a brand theme, logo and optional tagline
4. Identification of locations for wayfinding elements
5. Implementation of wayfinding and branding elements



Existing Sign, Trapelo Road Corridor. Photo Credit: Favermann Design

Process

1. Establish an Team of Town Staff and representatives from the EDC, business community and cultural organizations to coordinate the project.
 - Team members should include staff from Community Development, Public Safety, Engineering & DPW and representative from the EDC, the business community and cultural organizations
 - This group will guide the project and ensure concerns within each Department are met early on in the process
2. Review relevant project limits, points of interest, designations and businesses.
 - The team would review project limits, points of interest, destinations, and businesses
3. Design a brand theme, logo and optional tagline
 - The team would work to ideate themes around Trapelo Road as it relates to community branding which would support strategic placemaking
 - Review any historical experiences, local symbols both physical and non-physical, and aspirations for the corridor
 - Translate potential themes into branding and wayfinding concepts along with optional tagline
 - The team would then select a final brand design and optional tagline
 - Develop a final Family of Elements which would identify wayfinding opportunities for various applications
4. Identify locations for wayfinding elements
 - The team will work to identify location for wayfinding elements. (see opportunities next page)

- Create a sign schedule identifying the location of the signs and quantity needed
- Create a map that identifies the sign locations

5. Implementation
 - Seek quotes from sign fabricators
 - Fabricate and install the wayfinding elements (see cost estimates on page 36)
 - Consider phasing implementation if financial resources are limited
 - Translate the branding across other Town applications such as Town Letter Head, logo, newsletters, etc. to begin telling the brand story Town-wide



Wayfinding Banners, Reading, MA. Photo Credit: Favermann Design

Family of Element Opportunities

The map identifies some opportunities for wayfinding elements. During the process, the Team would want to refine these locations, taking into account sight lines and visibility factors. NOTE: The examples below use the wayfinding elements from Reading, MA. Locations are not approved at this time and should be internally reviewed/selected as part of the process.



Wayfinding Element Cost Estimates

The following are cost estimates that are based on the Wayfinding System shown below. These estimates are based on recent costs from various vendors. Due to supply chain challenges and delays (aluminum and steel shortages) actual costs may vary along with installation/fabrication lead times.



Item	Cost Estimate
"A" (Post/Panel)	\$1,650-\$1875
"B" (Post/Panel)	\$1,450-\$1,625
"C" (Traffic Sign with post)	\$475-\$625
"D" (Traffic Sign with post)	\$375-\$425
"D" (Sign Panel ONLY)	\$90-\$150
"E" (Monument)	\$3,250-\$3,575
"F"(Directional with Arms)	\$1,025-\$1,350
"H" (Printed Banner)	\$75-\$135
"I" Directory Sign with post)	\$600-\$735
Kiosk	\$8,000-\$12,000

Example of Wayfinding System. Photo Credit: Favermann Design



Best Practice

Wakefield & Reading, MA

Wayfinding & Branding





Best Practice

Wakefield & Reading, MA

Wayfinding & Branding



Location

Wakefield & Reading, MA

Project Summary - Wakefield

The Town of Wakefield, located north of Boston, lacked a universal brand and wayfinding system in Town. Although the Town has a great mix of restaurants and retail shops and a major regional attraction (Lake Quannapowitt) there was no connection between these assets. As such, the Town saw an opportunity to leverage wayfinding and branding to better connect those coming to Wakefield to enjoy Lake Quannapowitt and attract them to the downtown.

The Town allotted funding to design a wayfinding and branding system which included the development of a wayfinding system and brand guide. Since then, the Town has phased implementation beginning with adapting the visual branding to internal and external town communication along with installation of several kiosks along the Lake and Downtown.

Project Summary - Reading

Reading, on the other hand, was primarily interested in implementing a wayfinding system that would help drivers and pedestrians better navigate the downtown. This would help address the less-visible parking areas while also helping drivers navigate through the downtown's challenging circulation pattern that consists of several one-way streets.

The Town received a grant through the Massachusetts Downtown Initiative to implement the design of the wayfinding program. Since then, the Town has used town funding to replace parking signage and install new lightpost banners. The Town also partnered with a local bank who help fund two new directional signs in the center of Town.

Process

In both communities the Town established a working group to implement the project.

In Wakefield, this included the creation of a large Advisory Group consisting of 24 representatives. In Reading, a smaller group was created consisting of Town Staff, representatives from the business community, historical organizations and other engaged community groups.

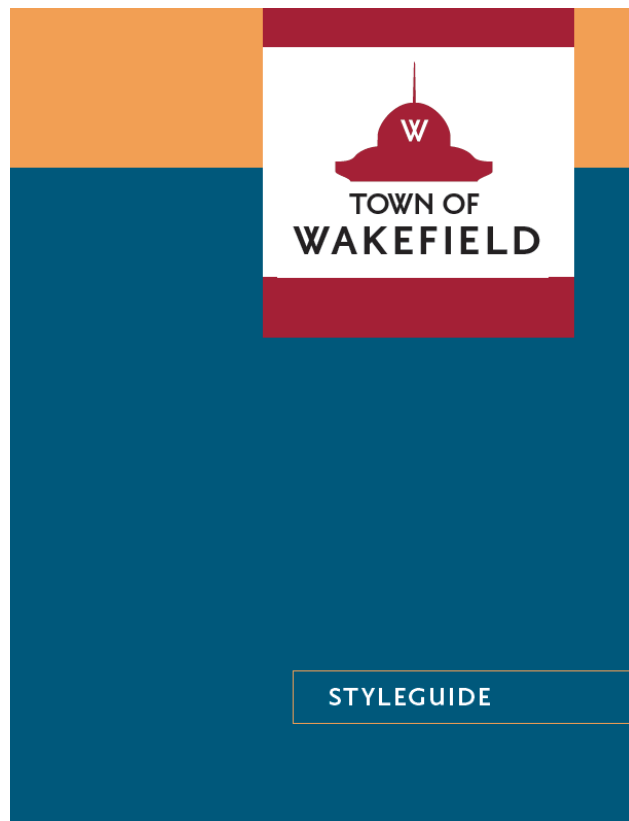
While each community had their own timeline, the advisory groups worked with Favermann Design to develop a wayfinding system which included sign designs for various applications – including parking signs, gateway signs, lightpost banners, and various options for directional signage.

The overall process includes:

1. Assessing existing conditions, including assessment of existing wayfinding/signage infrastructure and key civic, commercial, cultural and educational facilities
2. Identifying stakeholders and coordinate a stakeholder engagement and a public community process. This will lead to community ownership of the brand.
3. Developing graphic designs for all necessary wayfinding signs and messages that:
 - Explain parking zones and regulations
 - Direct visitors to town parking facilities
 - Create a hierarchy of sign elements into a family of elements
 - Assist with commercial areas wayfinding, including:
 - Sense of arrival and place
 - Improvement of the visitor experience
 - Highlight area attractions and points of interest
 - Other transportation systems (bus, bike, etc.), and the town's business and cultural institutions
4. Present design options for review
5. In the case of Wakefield, the design was then adapted from the Wayfinding Program into a Brand Style Guide which includes:
 - Color
 - Logo
 - Fonts
 - Guidelines for Usage including: business cards, letterhead, envelopes, flyers, vehicle graphics, photo & icon usage, tone, writing style



Public Engagement, Wayfinding. Source: Favermann Design

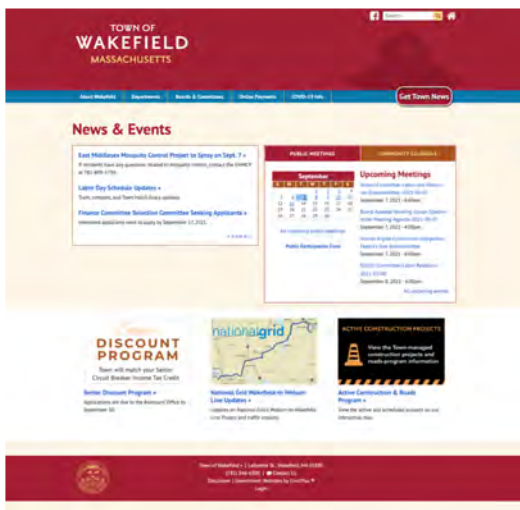


Wakefield Style Guide. Source: Favermann Design

Examples of Use/Implementation



Kiosk Directory. Source: Favermann Design



Town of Wakefield Website. Photo Source: <https://www.wakefield.ma.us/>



Wakefield Flyer. Source: Town of Wakefield







Town of Reading Wayfinding Banners. Photo Source: Favermann Design



Town of Reading Parking and Directional Signage. Photo Source: Favermann Design

Storefront Improvement Program

Category	 Private Realm
Location	Serving Businesses along the Trapelo Road Corridor
Origin	Belmont EDC, LRRP Advisory Group
Budget	 <p>Low Budget \$35-\$50K for design fee and program set-up + any subsidy for improvements</p> <p>Potential Funding Sources/Grants include:</p> <ul style="list-style-type: none"> • Massachusetts Downtown Initiative Program • Massachusetts Travel and Tourism Recovery Grant Program (only non-profits can apply) • ARPA Funding
Timeframe	 <p>Short Term (3-6) on-going depending on program length</p>
Risk	 <p>Low Risk – risks are limited to low participation</p>
Key Performance Indicators	<ol style="list-style-type: none"> 1) Program participation rates 2) Quality of streetscape/perception of the district 3) Increased foot-traffic reported by merchants
Partners & Resources	Trapelo Road Businesses, Economic Development Committee, Property Owners, Local Designers/Contractors.



Storefront Guidelines, Everett, MA. Source: Favermann Design

Diagnostic

There are three distinct commercial nodes along the Trapelo Road Corridor. In total there are approximately 170 storefronts which are occupied by a various business types. Most of the businesses along Trapelo Road are in the retail or personal care services, followed by medical and food services.

While many of the storefronts along Trapelo Road are well-maintained there are several that could benefit from new signage, updated awnings and improvements to the building structure or façade. This observation is echoed by 23% of business owners (95% of which rent their space) who said they would be interested in some assistance to improve their storefront or façade.

This need is not only being seen by business owners. Shoppers of Trapelo Road were asked what would bring them to Trapelo Road more in the future and 27% of indicated that beautification of storefronts would encourage more visits.

A storefront improvement program would be the vehicle to encourage businesses and property owners to make improvements to their businesses, while also making the district more attractive to potential new tenants. This project recommendation is also supported by Goal 9 of the 2019 Belmont Business Study.

Action Item

To create a Storefront and Façade Improvement program that will offer business owners and property owners the opportunity to access funding to improve their façade, signage, awnings or other storefront elements.

The project would include:

1. Creation of a Team that will be responsible for guiding the project
2. Determine program focus and goals
3. Establish program/design guidelines
4. Develop program eligibility & process
5. Determine program funding
6. Determine if outside assistance is required
7. Create program materials/documents
8. Launch the program
9. Highlight successes



Downtown Melrose Storefront. Photo Credit: Favermann Design

Process

1. Establish a Team: Identify a Team which would include the Belmont Economic Development Committee (EDC), Town Staff including representatives from the Community Development Department and Building Department.
2. Determine program focus and goals: The Team would discuss whether program would focus on the entire storefront/façade or specific elements such as lighting or signage. Ultimately this decision will guide what project types would be eligible for the program.
3. Establish program/design guidelines: The Team would work with a designer/consultant to establish the Storefront Program, including any design guidelines that will need to be achieved and development of the application/approval process. The Team should work with Community Development Staff and Building Division Staff to ensure the process is streamlined and meets all permitting requirements.
4. Develop program eligibility & process: The Team will want to identify the eligibility for the program. Would it be open for to all business owners/property owners? Will all improvements be eligible or just specific components like signage or lighting? During this stage the Team will also want to review the program process including how business owners/property owners can apply, who will review the application, the approval requirements and award amounts. The Team should also discuss any timeline requirements for project implementation and/or maintenance needs.
5. Determine program funding: The Team will need to determine how the program will be administered and how funding or monies will be available to applicants (or at all). There are a number of ways the program can deliver financial subsidies to business owners and property owners. Some options include:
 - Grants
 - Forgivable loans after a certain time
 - Grants through a lottery process
 - Instead of grants, offer low-interest loan options (also via partnership with local financial institutions)
 - A combination of the above
6. Determine if outside assistance is Required: The project team may want to seek outside help in creating the program and design guidelines.



Biltmore & Main, Downtown Reading. Photo Credit: Favermann Design

Process (continued)

7. Create program materials/documents: The Team will then create program materials. This would include:
 - Design Guidelines
 - Application Guidance which should include the overall application and review process along with Eligibility Requirements
 - Application Forms
 - Program Marketing Material - which would include materials to help promote and launch this program to the businesses
8. Launch the program: The team should consider promoting the program prior to launch to inform business and property owners of this new project. Then, once ready to launch the program, the Team should put together a campaign to encourage applicants. To make it easy for a 'post and share option' the Team should provide and create easily shareable marketing materials. Then distributing this information to: local business and property owners, leveraging local media including local press and Belmont Media, and partnering with local financial institutions to get the word out.
9. Highlight successes: The Team should highlight successful projects. Collecting before and after images and feature these case studies on the EDC webpage.



Public Kitchen, Wakefield, MA. Photo Credit: Favermann Design

Mission

Economic Results

Why Ashland

Starting a Business

Home › Doing Business › Economic Development › Business Incentive Programs

Business Incentive Programs

Sign and Facade Improvement Program

The Sign & Facade Program was established to provide technical and financial assistance to Ashland businesses making external improvements to their establishments. This program matches up to half of the project's cost or \$5,000 (whichever is less) for facade and/or sign improvements with town funding through the Ashland Economic Development Incentive Program. In doing so, the Town seeks to promote local merchants and enhance the physical appearance of Ashland.

Best Practice

Sign & Façade Improvement Program



PRIVATE
REALM

Location

Ashland, MA

Program Summary

The Town of Ashland established a Sign and Façade Improvement Program to provide technical and financial assistance to businesses looking to make improvements to the exterior of their storefronts. The program matches 50% of the project costs or \$5,000 for façade and/or sign improvements. Ashland also designated a target area for project priority but allows all business to apply.

Eligible Improvements Include:

- Accessibility improvements (i.e. handicapped accessible ramps)
- Exterior signs
- Awnings
- Lighting energy conservation for windows & doors
- Painting
- Surface Parking lots
- Planters and landscaping
- Correction of building code issues
- Program funds may not be used for improvements to the interior of the business or to sidewalks or public walkways.

Key Takeaways

There are several key takeaways in which Belmont can leverage as they create their own Storefront Improvement Program including:

- Targeting and prioritizing an area – Belmont could create this program town-wide and target Trapelo Road
- Is flexible with eligible improvements – considering many businesses along Trapelo Road could benefit from a wide range of improvements it is recommended to be flexible with eligible improvements
- Also includes site improvements (parking and landscaping) – allowing these eligible improvements would encourage more broad beautification efforts
- Program application is simple and does not require a lot of information by the business owner/property owner – keeping it simple will encourage application to the program



Best Practice

Storefront Improvement Program



Program Summary

The City of Cambridge, MA administers a Storefront Improvement Program for property owners or tenants seeking to renovate or restore their commercial building exterior façade.

The program provides access to financial resources in the form of grants ranging from \$2,500 to \$35,000 based on the scope and scale of the projects. The program also includes improvement or replacement of doors or windows to accommodate COVID-19 restrictions.

The financial assistances includes:

- 90% matching grant up to \$20,000 for ADA improvements to entrance, including ramps, lifts, doors hardware and automatic openers, accessible parking, and signage.
- 50% matching grant up to \$15,000 for other façade improvements, including better windows, paneling, architectural details and restoration of historic features.
- 50% matching grant up to \$2,500 for signage, lighting and awning improvements.

Applicants are required to submit an application and review the Program Guidelines, including adhering the the Design Principles and Guidelines.

Key Takeaways

Key takeaways from the Cambridge, MA Storefront Improvement Program are:

- Funded by municipal capital funds – Belmont should review town funds to see if there is a way to program this type of project
- Grants are awarded on a tiered system based on the type of improvements – this would encourage certain improvements as a priority
- The program extends eligibility to improvements related to COVID-19 safety protocols and operating requirements – since Trapelo Road businesses did incur expenses related to COVID-19 requirements, including these types of improvements would help directly with COVID-19 recovery
- Program application is simple and does not require a lot of information by the business owner/property owner – encourages applicants
- Includes simple design guidelines and principals to encourage projects that will enhance the overall appearance and aesthetic of the storefront/façade – Belmont should consider implementing design standards to achieve a more aesthetically pleasing corridor. However, the guidelines should be clear and simple for businesses to understand and achieve



Completed Storefront Project, Cambridge, MA . Photo Credit: Cambridge MA Website



Completed Storefront Project, Cambridge, MA . Photo Credit: Cambridge MA Website

Small Business Technical Assistance






Category	 Revenue/Sales  Private Realm
Location	Serving the Businesses along the Trapelo Road Corridor
Origin	Belmont EDC, LRRP Advisory Group
Budget	 <p>Low Budget \$2,000-\$3,000 per store/business. Funding opportunities include:</p> <ul style="list-style-type: none">• Massachusetts Downtown Initiative Program• Massachusetts Growth Capital Growth Corporation Small Business Technical Assistance Program (only non-profit organizations can apply)• ARPA Funding
Timeframe	 <p>Short Term 3-4 months for program development then 1-day site visit, consultation & report for each store</p>
Risk	 <p>Low Risk – risks include lack of follow-through and implementation of recommendations by store owner/business owner</p>
Key Performance Indicators	<p>KPIs will be based on the type of technical assistance.</p> <ol style="list-style-type: none">1) Number of participants for 1:1 consultations & workshop attendees & actions taken2) Store foot-traffic, Number of Sales (online/in person)3) Website visits, social media metrics
Partners & Resources	Town of Belmont Economic Development Committee, Trapelo Road Businesses, Town Staff/Departments, Local Media



Image of Storefront along Trapelo Road Photo Credit: Favermann Design

Diagnostic

The Trapelo Road corridor is home to approximately 160 business and 170 storefronts. While there were limited business closures as a result of COVID-19, we learned that 72% of businesses experienced decline in revenue between 2019 and 2020, despite the fact that most of them were showing increasing revenues in the 3 years prior to COVID.

As a result, businesses experienced less foot traffic and had to quickly pivot their business models – many of which took advantage of the online space.

But many businesses are still struggling to recover. According to the Business Survey 62% said they were interested in receiving some form of assistance.

This was echoed during the LRRP focus groups, where a few business owners said that technical assistance would be beneficial to helping their businesses recover. Programs for technical assistance to include a mix of workshops and 1:1 Consultations for:

- Exterior storefront assessments
- Interior storefront assessments
- Social Media/Digital Marketing assistance

Action Item

To create a small business technical assistance program that would provide a mix of 1:1 consultations and workshops to Trapelo Road Businesses in a variety of topics that could include: storefront exterior and inside window display assessments, social media technical assistance and support with digital marketing efforts. The project would include:

1. Program development
2. Program launch
3. Consultations and/or workshops
4. Feedback & adjustment
5. Showcasing successes



Storefronts on Common Street off of Trapelo Road Photo Credit: Favermann Design

Process

1. Program Development

- Establish a Team: Identify a Team which would include representatives from the Belmont Economic Development Committee (EDC), Town Staff including representatives from the Community Development Department and Building Department.
- Determine Program Funding: The Team will need to determine how the program will administer the technical assistance and whether the town will offer grants or a number of available consults each year.
- Determine Program Elements: What types of technical assistance will the program include? Based on initial discussion with businesses and the LRRP Advisory Group this could include:
 - Exterior Storefront Assessments
 - Interior Storefront Assessment on design/flow/access
 - Social Media/Digital Marketing/Website Assessment

2. Program Launch

- Launch the Program: The team should consider promoting the Small Business Technical Assistance Program prior to launch to inform business and property owners this new program.
- Then, once ready to launch the program, the Team should put together a campaign to encourage applicants
- To make the campaign widely distributed the Team should provide and create easily shareable marketing materials that can be distributed to: local business and property owners, leveraging local media including local press and Belmont Media and partnering with local financial institutions to get the word out.

3. Consultations and/or Workshops

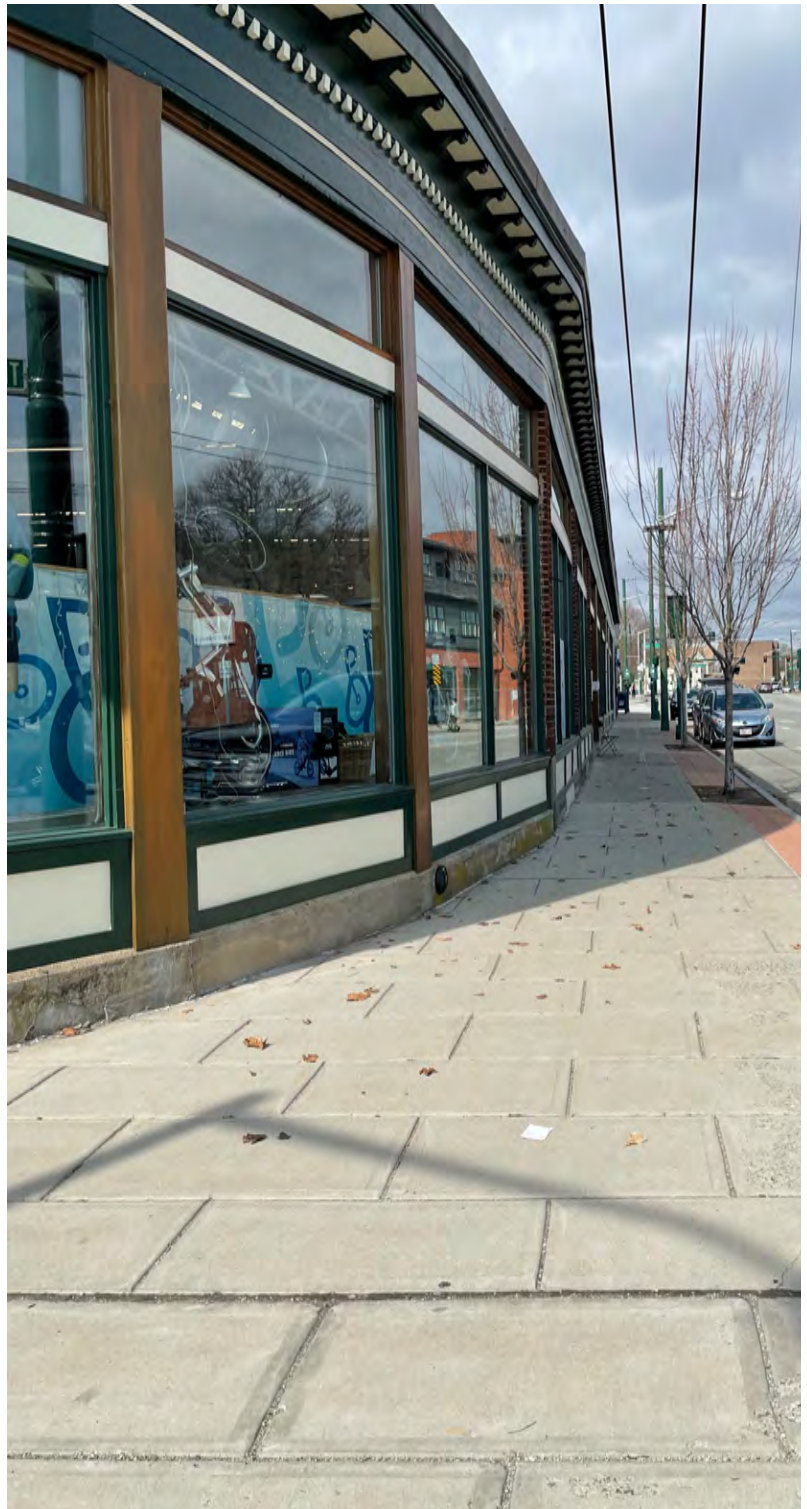
- Consider having a workshop element to this program which would allow the consultant to reach multiple businesses and save time & also inform businesses on how they can apply for 1:1 consultations
- The consultant will then hold 1:1 assessments with storefront/business owners

4. Feedback & Adjustment

- The Team should establish a way to collect feedback from business owners
- Adjust future programs as needed

5. Highlight Successes

- The Team should highlight successful projects. Collecting before and after images and/or testimonials from business owners and feature these case studies on the EDC webpage.



Storefront along Trapelo Road. Photo Credit: Favermann Design



Best Practice

Retail Reboot: Updating retail store design



Project Summary

Retail Visioning provided technical assistance to business owners re-opening after the initial mandated shut-down in Massachusetts. Due to the opening requirements to account for new safety protocols, this technical assistance program helped businesses implement design improvements that would allow them to be able to operate within the realm of COVID-19 requirements. This included assistance with the following:

- Interior store design for COVID and maximizing sales
- Window display design to attract customers
- Outdoor display design
- Assistance with COVID safety protocols such as acrylic panels or sanitation requirements

Process

- Secure grant funding to provide consultant and help private businesses with improvements
- Retain a store design consultant
- Schedule one-on-one meetings with retailers who have been approved for the program
- Provide recommendations for improvements
- Assure compliance and implementation within timeframe prescribed in application
- Reimburse expenses for making improvements

Key Takeaways

Key takeaways in which Belmont can leverage as it developed it's own technical assistance program include:

- Support for re-opening requirements for COVID-19
- Funding provided through a grant – Belmont should consider grant opportunities to help offset the cost of this project
- Businesses were offered 1:1 consultations with the expert and a report for recommended actions - this 1:1 support is very valuable and Belmont should consider this element along with a workshop available to many participants
- Encourage implementation with financial incentive – while not necessary, it would be something to ensure applicant's follow through with consult recommendations



Product Display. Photo Credit: Retail Visioning



Outdoor Shopping Display. Photo Credit: Retail Visioning

DIGITAL MARKETING TRAINING &



Best Practice

Wakefield Digital Marketing Program



Location

Wakefield, MA

Project/Program Summary

The Town of Wakefield established a Digital Marketing Training and Grant Program in 2020 to support the new way in which businesses are operating more online in light of the COVID-19 pandemic.

To help support their local businesses, the Town created a digital marketing training and grant program for small, independently owned, brick-and-mortar retailers, restaurants and personal service businesses in the community.

Grants of up to \$2,000 were made available to eligible businesses to implement digital marketing services.

In addition the Town worked with a consultant to create two online trainings 1) Creating a Marketing Plan and Social Media Marketing and 2) Intro to Website and Search Engine Optimization. In order to apply for the grant, businesses were required to view the trainings.

Wakefield Digital Marketing Program



Location

Wakefield, MA

Process

Using only Town funds, the Town established a simple application process for businesses to apply.

1. Outline the program and process including eligibility for grant funding
2. Secure funding for a consultant to create online workshops
3. Set up the application process
4. Launch the program and promote it to local businesses through various channels including Town owned social media and leveraging outside media outlets
5. Receive applications and issue funding to applicants
6. Seek feedback report from business owners on use of funds

Key Takeaways

- Town funded which allowed for flexibility in program delivery
- Applicants were allowed to use the funding towards any form of digital marketing needs including: digital ads, hiring a consultant, creating a website, etc.
- Eligibility criteria and program details clearly identified on the Town's website along with online application to the program
- The program included an online workshop available to all Wakefield businesses and made available for replay



Town of Wakefield Website and Facebook Page

Trapelo Road Online Directory

Category	 Revenue/Sales
Location	Serving the Businesses along the Trapelo Road Corridor
Origin	Belmont EDC, LRRP Advisory Group
Budget	 <p>Low Budget (\$5K-\$15K) – with ongoing costs and fees. Potential funding opportunities:</p> <ul style="list-style-type: none"> Massachusetts Travel and Tourism Recovery Grant Program (only non-profits can apply) ARPA Funding
Timeframe	 Short Term (3 months) with ongoing maintenance and support
Risk	 Low Risk – there are limited risks with this type of project but include lack of use and requirement for on-going support so information remains relevant
Key Performance Indicators	<ol style="list-style-type: none"> 1) Total sales (\$), total online sales (\$), total number of transactions 2) Number of bought online, pickup in store (BOPIS), bought online, pickup at curbside (BOPAC), and local deliveries 3) #of customers, # of new customers
Partners & Resources	Trapelo Road Businesses, Economic Development Committee
Diagnostic	<p>Trapelo Road Businesses experienced a number of impacts related to COVID-19 including reduced operating hours/capacity, temporary closures (or permanent), and increased expenses to implement safety measures. These impacts resulted in 72% of businesses generating less revenue in 2020 than they did in 2019. This is unfortunate as many businesses were experiencing increasing revenues the 3 years prior to COVID.</p> <p>Customer shopping was also impacted, including a major pivot to online shopping and delivery. Information collected from our customer survey indicated that since March of 2020, they have ordered food takeout more, and over 50% indicated they shopped online with a Trapelo Road Business.</p> <p>We also heard that in addition to standard safety protocols, customers would be more likely to shop locally if their menu, service, and products were made available online. Customers are also wanting to see more options for curbside pickup for their takeout and online retail orders.</p> <p>The creation of a collective, online directory for the Trapelo Road businesses will not only support the change in customers habits (shopping more online), but will ensure those shopping dollars are captured by local businesses. This directory would also support Goal 11 of the 2019 Belmont Business Strategy in allowing more more visibility of Belmont’s businesses.</p>

Action Items:

To create an online marketplace or online directory for Trapelo Road businesses that will establish a stronger, collective online presence. This would be coupled with marketing campaign to the community to inform them of the online marketplace and a campaign to businesses to encourage participation. The project would include:

1. Establishing a point person or group to manage and guide the project
2. Engage a developer and establish a project timeline
3. Create and/or update the existing database of businesses along Trapelo Road
4. Collect interest from local businesses
5. Begin outreach to businesses for use of the platform
6. Identify platform elements and needs
7. Development of the platform
8. Creation of a marketing campaign to encourage listing on the platform
9. Solicit feedback and make changes as needed

Note, additional information regarding this project can be found in Appendix 6.c.

Process

1. Establish a point person or group to manage and guide the project. This should include a person tied to the ownership of the website and/or other community stakeholder representatives.
2. Engage the developer and establish a project timeline for implementation and directory launch. The developer would be responsible for platform development but also in administering workshops and/or trainings for retailers to understand what is required to participate in this form of marketplace for online sales within their regular business operations.
3. Create and/or update the existing database of businesses along Trapelo Road.
4. Establish a way to collect interest from local businesses. This could be done via electronic survey and boots-on-the-ground approach.
5. Begin outreach process starting with an informational campaign to businesses regarding the project leveraging the database of business contact information or survey form. At the same time leverage outreach and project promotion through local traditional media, social media and regular town communication.
6. Work with the developer to incorporate desired services which could include but not limited to: business database, marketplace, jobs, calendar, directories, etc.
7. The developer would then create the platform (see SME Report from Mondofoa in Appendix 6.c for more information regarding platform design) including populating the services and data, performing QA tests and collecting feedback from beta testers.
8. Create a marketing campaign to both businesses for participation and the customer base informing them of this newly launched directory to help them support local business.
9. Solicit feedback regularly from businesses and shoppers to further enhance the platform.

Search Here North Reading & Reading Businesses

Choose Business Type

Additional Options to Narrow Your Search



GO!

Best Practice

Shop the Readings


REVENUES
& SALES

Location

Reading & North Reading, MA

Project Summary

Shop the Readings is an online directory that contains a listing of participating businesses in Reading and North Reading Massachusetts. The idea behind the platform was to establish a way for businesses to be featured collectively and encourage shopping local, even if it's online.

The project was lead by the Reading-North Reading Chamber of Commerce and funded by a \$25K grant from the State Travel & Tourism Recovery Grant.

The grant helped fund the development of the platform and will also include some additional funds to the Chamber for on-going support/maintenance.

Key Takeaways

Shop the Readings is a simple but powerful platform meant to encourage shop local in the digital world. While this platform was custom developed primarily serves as a directory, rather than a marketplace(as opposed to leveraging alternative solutions), Belmont can consider some of the following takeaways from the Shop the Reading's example:

- Funding opportunities – consider similar funding opportunities such as the State Travel & Tourism Recovery Grant. Note, these grants are only available to any public, nonprofit agency, 501(c)3, or 501(c)6 that has been in operation in Massachusetts for at least two consecutive years since January of 2019 and is in good standing with all state taxes, licenses, and registrations.
- Partnering with an existing business organization to develop the platform. In the case of Shop the Readings, the project was led by the Reading-North Reading Chamber of Commerce who already had experience with local businesses. It is important to note that all business (not just Chamber members) are able to participate in the online platform.
- Budget should include time needed for on-going maintenance and support for the platform.

Walk the Corridor

Category	 Revenue/Sales
Location	Exact location/path to be determined along the Trapelo Road Corridor
Origin	Belmont EDC, LRRP Advisory Group
Budget	 <div>Low Budget \$10K-\$50K depending on programming. Potential funding sources include:<ul style="list-style-type: none">• Shared Streets and Spaces Program (MassDOT) for certain elements• T-Mobile Hometown Grant• ARPA Funding</div>
Timeframe	 Short Term 3 months for planning, 1 day event
Risk	 <div>Low Risk – regulatory restrictions or ability to easily program events. Establishing a strong campaign to draw people to the one-day event. Low participation by businesses</div>
Key Performance Indicators	<div>1) Number of attendees of the event</div> <div>2) Number of partners working together</div> <div>3) Daily revenues from businesses during the event</div>

Partners & Resources	Town of Belmont Economic Development Committee, Trapelo Road Businesses, Town Staff/Departments including DPW, Recreation, and Planning, Local Press/Media, local artists and community groups
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Project Mapping for The Loop. Source: Civic Moxie

Diagnostic

Trapelo Road is surrounded by residential uses, therefore it was no surprise that approximately 62% of shoppers indicated they walk to their shopping destination along the corridor. However, despite the ease of access by adjacent residents, we learned that very few will visit multiple shopping areas in one trip, even though distances between nodes are about ½ mile (or a 10 minute walk).

During COVID, businesses experienced a 72% decrease in on-site customers in January and February 2021 than before COVID. We also learned that 72% of businesses generated less revenue in 2020 than they did in 2019, even though most businesses were showing increasing revenues in the 3 years prior to COVID.

Customers are wanting to see more connectivity between Waverly Square, Beech Street and Cushing Square. We also heard that 35% are hoping for more outdoor events as a way to encourage them to visit more often. Given the willingness to walk to Trapelo Road, along with the existing corridor facilities, there is opportunity to show the walkability *between* nodes by improving connectivity and giving shoppers a fun and entertaining way to explore the corridor.

This project recommendation is also supported by Goal 8 of the 2019 Belmont Business Strategy to improve general connectivity to the business districts in Belmont.

Action Item

To create a one-day attraction event along the length of Trapelo Road which would connect customers to businesses with programming and activities.

The project would include:

1. Event concept and development
2. Event planning & marketing
3. Marketing
4. Implementation
5. Evaluation & next Steps



B

Bike Rack



C

Parklet



D

Public Art



E

Seating

Example Stop Points from The Loop. Photo Credit: Civic Moxie LLC

Process

1. Event Concept Development

- Establish a Steering Committee for the event that would include a mix of stakeholders to guide the project - including partners such as local artists, retailers, restaurants, and media outlets.
- Discuss key event details such as themes (e.g. fitness – see next page), budget, marketing, event operations (e.g. staffing, traffic and parking, materials storage), and potential obstacles to implementation.
- From the planning phase, treat the event as a demonstration for testing potential placemaking and programmatic features that could become permanent for the corridor. How can this 1-day event lead to lasting activation for Trapelo Road in Belmont?
- Which other recovery planning project recommendations tie into such an event?

2. Event Planning and Marketing

- Promote a request for programming to local businesses and residents.
- Identify the location of stations that would serve as stops along the length of the corridor during the event, including locations in both economic nodes and residential stretches so as to connect the entire length of the corridor.
- Consider taking over parking spaces for the day (in a manner operationally consistent with a Parking Day event) in order to provide enough space for both pedestrian passage (on sidewalks) and programming (in parking spaces).
- Non-material programming (e.g. exercise classes, storytelling, etc.) which can be donated by local residents and businesses should be considered due to their low cost and ease of implementation for a one-day event.
- Consider wayfinding and station signage, as well as event content (e.g. flyers, websites with QR code, events schedule), to ensure an effective flow of attendees throughout the event.
- Finalize key performance indicators, survey questions to administer, and capture during the event.

3. 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.

4. Implementation

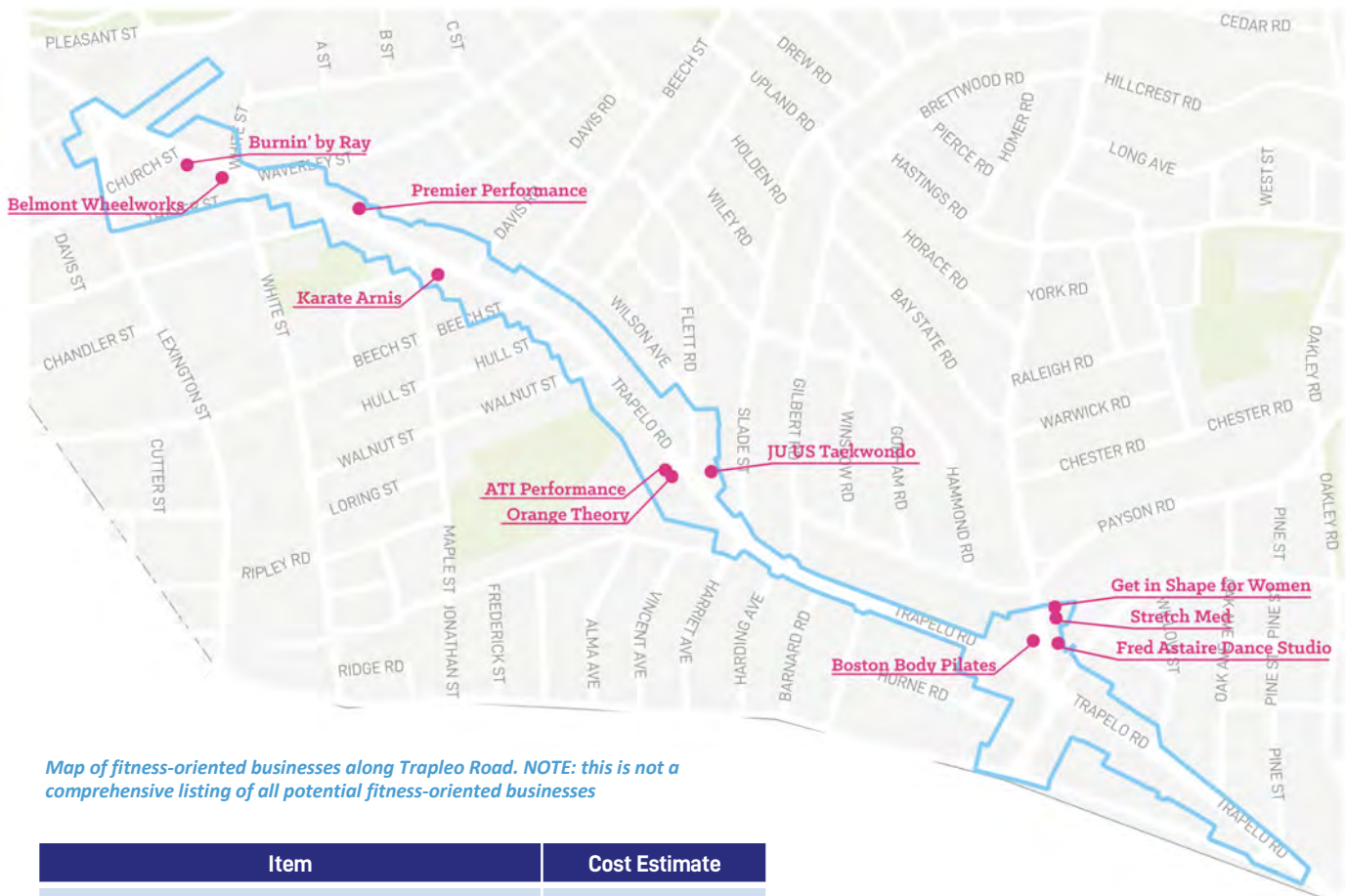
- Host a successful event by checking in frequently with volunteers and vendors, as well as monitoring for changes needed to program locations and attendee orientation.
- Capture your key performance indicators, administer your survey, and capture lots of photos and videos!

5. Evaluation and Next Steps

- Process results from qualitative and quantitative data captured.
- Meet as a Steering Committee to share findings and begin to populate a set of recommended next steps to iterate upon the event. *Which event programming could become permanent placemaking or cultural arts features? What will be the most effective way to follow-up with local businesses and encourage future activations?*
- Determine the best way to share results from the event with members of the public (e.g. public meeting, infographics on Town website, etc.)

Theme & Budget Opportunities

As part of the LRRP process, the Project Team engaged Subject Matter Experts from the firm Civic Collaborative (see SME Report in Appendix 6.b for full summary). The Project Team, along with the LRRP Advisory Committee and the SME convened to discuss initial ideas for a walking tour along Trapelo Road. One of the potential themes discussed was centered around fitness, as there are several fitness-oriented businesses and services along the corridor. The map below identifies some of the potential partners of a fitness-themed walking tour. However, complementary businesses should also be included such as restaurants, sports medicine, therapy, mental health professionals, apparel shops, etc.



Map of fitness-oriented businesses along Trapelo Road. NOTE: this is not a comprehensive listing of all potential fitness-oriented businesses

Item	Cost Estimate
Artist Fee for any creative or temporary art	\$800-\$1500
Print Fee for Route Signage (doesn't include design fee if not done in-house)	\$250/sign
Participants to provide/donate their participation time and services. This would include activities provided by participants or active programming, including seating, landscaping elements, activities, etc.	\$ in-kind donations



A

Bike Lane



B

Bike Rack



C

Parklet



D

Public Art



E

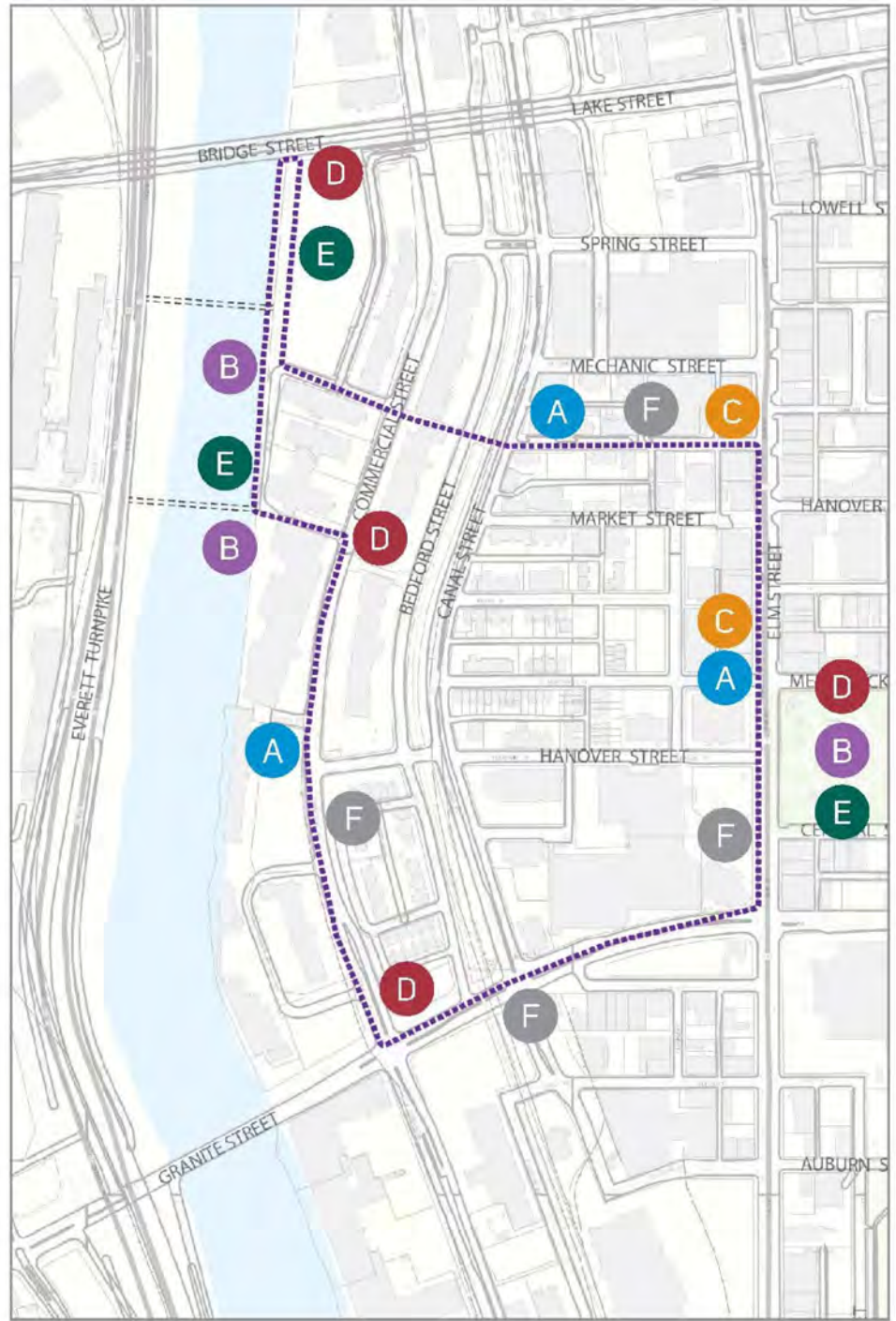
Seating



F

Sidewalk Art

Sources, top to bottom: www.peopleforbikes.org, www.forms-surfaces.com, www.stlmag.com, www.veryprivateart.com, www.homemydesign.com, www.weburbanist.com



Source: CivicMoxie

Best Practice

The Loop Walking Tour



REVENUES
& SALES

Location

Manchester, NH

Belmont, MA

Project Summary

Manchester, NH is home to thousands of high-tech workers and university students in the Amoskeag Millyard. These potential customers are separated from downtown by wide streets, a rail line, and a change in topography that necessitates stairs at some connecting street.

To help potential customers reach downtown and help reduce the perceived distance between the Millyard and downtown, the goal is to physically break up this distance by leveraging public art and programmed spaces via an designated route.

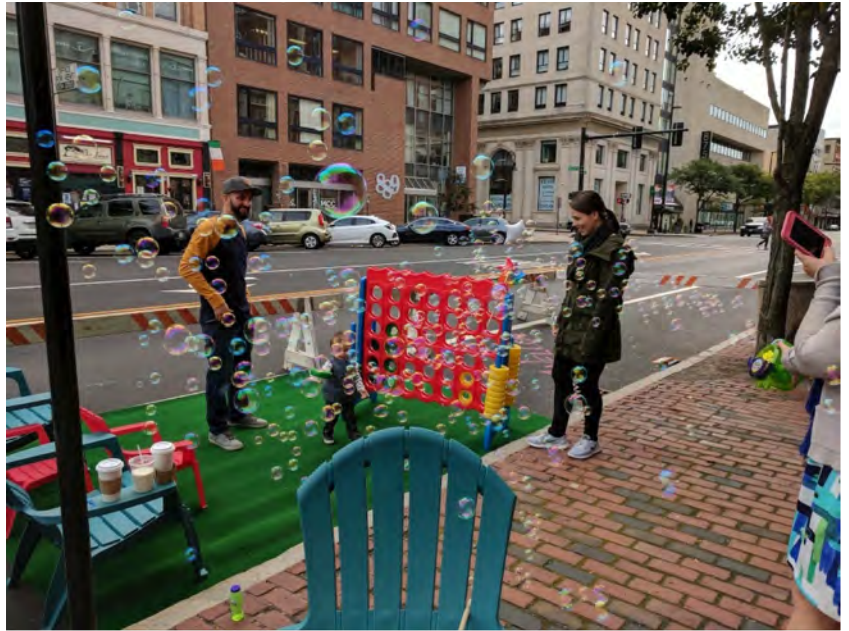
With the help of consultants, and guided by a steering committee of stakeholders, a series of programmed events and coordinated public art projects along with spaces of seating and gathering (all temporary) were identified to be implemented along the designated route which connected downtown to the riverfront and Millyard.

The Loop event was a way of testing the validity of the concept that an interesting and pedestrian friendly route, filled with public art, and pleasant public spaces, would encourage connectivity between the two areas and would support downtown businesses and provide amenities and activities for Millyard employees.

Process

The Loop event was a pilot project that grew from recommendations in the Manchester Connects plan for the Millyard and downtown. Seen as a way to demonstrate that Manchester Connects was about action, Loop Event Planning began with conceptual brainstorming with the entire project steering committee. Their goal was to create better connectivity between downtown and the Millyard. The steps to plan and execute this type of event include:

1. The consultant team identified the challenge of physical connectivity and created a suggested map of the easiest route to and from the two disconnected areas.
2. A few members of the steering committee volunteered to lead the effort and began planning.
3. Partners were approached, including the City of Manchester, the Public Art Commission, some local retailers, the Millyard Museum, and others.
4. Local graphic designers offered their services to design promotional literature and a major social media campaign was launched, building on the thousands of followers on the Manchester Connects Facebook page.
5. Collaborators planned for three months, garnering good press and many attendees the day of the event.



The Loop, Manchester, NH. Photo Credit: Manchester Connects

Key Takeaways

The Loop is a great example of a way in which Belmont can similarly change the narrative regarding walking distances between nodes along the Trapelo Road Corridor. Some key takeaways include:

- Engage stakeholders early on to help identify the route and destinations – this also gets business owners and tenants excited about the project and more likely to participate in interventions
- Take into account the physical environment and elements (shade, space, amenities) – work with DPW and public safety to ensure their concerns are addressed
- Leverage existing partners to help build upon the theme identified – using partners early on will help build support and capacity for the project
- Leverage local designers to help create promotional material and marketing campaign
- Create excitement for the event in advance to ensure good participation – leverage local media for press around the event while also encouraging businesses to build excitement through social media channels



Best Practice

Wayfinding on the Fairmount Greenway



REVENUES
& SALES

Project Summary

Boston's nine-mile Fairmount Greenway is a life-changing development, connecting Dorchester, Roxbury, Mattapan, and Hyde Park with a route that links parks, green space, on-street bike routes, trails, transit stations, and city squares. Since 2008, the Greenway's 10-member task force have been working with the City of Boston and multiple other organizations on this long-term vision to connect the Fairmount communities to the heart of Boston. More than 1,000 residents have joined in planning, designing, and implementing Greenway park, streets, and greenway projects.

In 2021, the Fairmount Greenway installed wayfinding signs to mark a 1.5-mile on-street route of the Fairmount Greenway in Dorchester near Four Corners and Codman Square. The wayfinding signs were updated to include key neighborhood destinations and mark the on-street route in February 2021. Twelve signs were printed on corrugated plastic and installed with residents in May 2021.

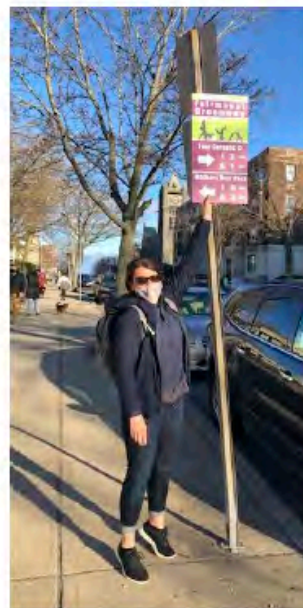
Key Takeaways

Even though the Traplo Road Corridor is not being considered as a greenway, there are several elements that can be leveraged and adopted by Belmont in implementing the Walking Tour for Traplo. This includes:

- Using wayfinding signage which were designed for 12x18-inch corrugated plastic sheets for \$250 – these are low-cost and easily printed
- Using a local print shop to print the materials – Belmont should leverage a local print shop to continue to support local businesses
- Identifying locations/destinations for your interventions first, then create signage that will point to 'what's ahead' – This is key to really changing the narrative around the corridor
- Signs should also include walking distance + times along with biking distance + times – Again, this information will set the expectation for participants and allow them to experience how long it actually takes them to walk the corridor



Key spaces to connect and a Fairmount Greenway map



Fairmount Greenway. Images provided via Best Practice by Civic Moxie

Branding & Attraction for Trapleo Road






Category	 Revenue & Sales
Location	Serving the Businesses along the Trapelo Road Corridor
Origin	Belmont EDC, LRRP Advisory Group
Budget	 <p>Low Budget (\$2,000-\$5,000 for toolkit creation) (\$500 - \$2,000 for workshop). Potential funding sources include:</p> <ul style="list-style-type: none"> • Massachusetts Downtown Initiative Program • Massachusetts Travel and Tourism Recovery Grant Program (only non-profits can apply) • ARPA Funding
Timeframe	  <p>Short Term and Medium Term Phases</p>
Risk	 <p>Low Risk – risks are limited to volunteer and staff capacity limits and low ROI</p>
Key Performance Indicators	<ol style="list-style-type: none"> 1) Marketing Toolkit: Use by Business Owners, Event Attendance Rates 2) Visual Brand for Trapelo Road: Public Perception of Trapelo Road, Increased Foot-traffic, Vacancy Rates
Partners & Resources	Town of Belmont Economic Development Committee, Trapelo Road Businesses, Town Staff/Departments, Local Media, Local Artists, Belmont Center Business Association



Photo of Common Street Business, Belmont, MA. Photo Credit: Favermann Design

Diagnostic

Due to COVID-19 businesses along the Trapelo Road Corridor experienced a 72% decline in on-site customers in January and February 2021 than before COVID. This is not surprising as over 50% of customers had reported they are shopping less along Trapelo Road. The Project Team also learned that about 30% of customers are visiting once a week while another 30% are visiting even less frequently.

Through the LRRP Focus groups with a small number of Trapelo Road Business owners, the Project Team learned there is a need to help market and promote the corridor and its offerings with the goal of increasing the frequency of shopper visits and raise awareness of district happenings.

Additionally, the 2019 Belmont Business Strategy recommended that a community brand and marketing program be created, while also creating marketing campaigns around events to further attract residents to shop locally.

Given this, there is opportunity to create a resource/program to give businesses an easy method to leverage the power of collective marketing for regular shopping and holiday events.



Sample of Branding from North Flatbush BID. Graphic Provided by: Perch Advisors

Action Item

To create a marketing toolkit for district-wide marketing of Trapelo Road. The project involves the creation of a toolkit in which businesses can use to collaborate on marketing efforts, leveraging existing shopping events and holidays and to begin connecting the corridor through district-wide marketing. This project would include:

- Establish a Team to guide the project
- Business workshop to identify the current challenges when it comes to district-wide marketing
- Creation of a Marketing Toolkit which businesses can use collectively to help promote existing shopping events and holidays along with newly created events.
- Solicit Feedback and update as needed

NOTE: Additional recommendation for district marketing provided by Perch Advisors in Appendix 6.d.

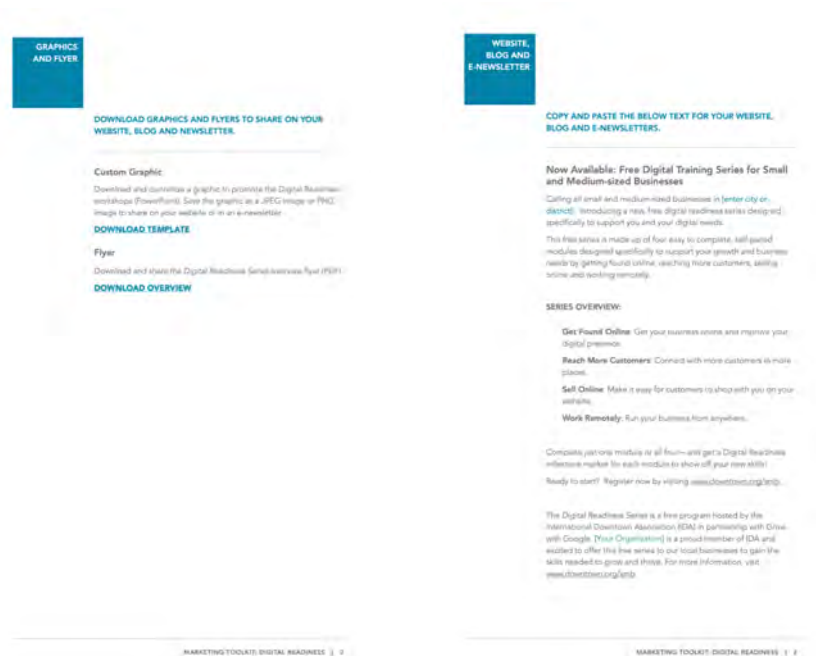


Marketing Toolkit, IDA. Photo Source: downtown.org

Process

1. Establish a Team: Identify a Team which would include the Belmont Economic Development Committee (EDC), Local Business owners from each Node.
2. Hold a Marketing Workshop for Trapelo Road Businesses to 1) better understand the challenges business experience with marketing efforts and 2) begin to educate the businesses on ways in which they can work collaboratively with district-wide marketing campaigns. This workshop should also encourage businesses to organize while identifying someone who could 'lead' or 'champion' district-wide marketing efforts.
3. Create a Marketing Toolkit with the help of a consultant or local marketer, leveraging insights gained from the Marketing Workshop. Toolkit should include:
 - An easily accessible list of events or calendar that Trapelo Road Businesses will create campaigns around. This should be a document that is easily accessible and updated by businesses.
 - How to co-brand or pair up with complementary businesses to create additional offers.
 - A step-by-step path for creating a marketing campaign around a holiday or shopping event.
 - Templates for businesses to grab and promote as part of the larger District including: email newsletter templates and social media graphics and swipe files/copy bank.
 - Creation of social hashtags for use of district businesses to promote the event or holiday.
 - A marketing checklist and timeline that can be applied to each campaign. This checklist could also include a way to designate certain activities to various individuals among the business community. The timeline should include promotion periods for promotion including social media, newsletters and sharing with other organizations and media outlets.

4. Make the Toolkit Available on the Town's EDC Webpage.
5. Solicit Feedback and Success
 - Establish a method for measuring KPIs and success/implementation of the Toolkit.



Pages from the IDA Marketing Toolkit: Source: Downtown.org

Best Practice

2021 Capital Arts Fest Marketing Toolkit



Location

Concord, NH

Program Summary

The Greater Concord Chamber of Commerce, which serves the business community in Concord, NH offers a marketing toolkit for members to help promote various events and offerings.

The toolkit resides on the Greater Concord Chamber of Commerce website and is easily accessible by it's members.

The current toolkit is for the marketing of the 2021 Capital Arts Fest, and includes a variety of tools that businesses can use to collectively support the event.

Some of the resources available to members include:

- Sample Social Media Posts – including dates on when to post
- Downloadable Graphics
- Printable Graphics
- Email copy

Key Takeaways

Even though there is not a Chamber of Commerce within Belmont, there is opportunity for the EDC to create resources and make them available to Trapelo Road businesses. Some of the key takeaways from this example include:

- Online access to the materials – Belmont could easily include a similar page on the EDC webpage of the Town's website
- Ease in implementation by business owners – businesses can easily access and use the templates with little effort
- Inclusion of event hashtags to promote on social media which helps create a buzz around the event
- Easily downloadable graphics to create a consistent visual brand to the event
- Website:
<https://www.concordnhchamber.com/2021-capital-arts-fest-marketing-toolkit>

Block Party | Street Festival

Category	 Revenue & Sales
Location	Cushing Square, Common Street from Palfrey Road to Trapelo Road
Origin	Belmont EDC, LRRP Advisory Group
Budget	 Low budget (\$20,000) for event costs. Potential funding sources include: <ul style="list-style-type: none">• In-Kind Donations
Timeframe	 Short Term (4-6 months) for planning, 1 Day Event
Risk	 Low Risk – reduction in parking for the day, ensuring access is maintained, weather permitting, low attendance
Key Performance Indicators	<ol style="list-style-type: none">1) # of business who participate, foot-traffic2) Revenue/sales from the event3) # of vendors4) Increased awareness for the square

Partners & Resources

Town of Belmont Economic Development Committee, Cushing Square Merchants, Trapelo Road Businesses, Town of Belmont Staff, including DPW, Public Safety, Building & Health Department, local artists and musician groups, Belmont Media, community non-profit groups



Fall Festival Cushing Square. Photo Source: Cushing Square Belmont Facebook Page

Diagnostic

During COVID, businesses along the Trapelo Road Corridor generated 72% less revenue in 2020 than they did in 2019, even though most businesses were showing increasing revenues in the 3 years prior to COVID. This is not surprising, given the state mandated shut-down and safety protocols required upon reopening. In fact, businesses also reported a 72% decrease of on-site customers in January and February of 2021 than before COVID, of which 54% of reported a reduction of on-site customers of 25% or more.

Since re-opening, businesses are still recovering. At the time of the Business Survey (April 2021) only half of businesses were operating at full capacity. Similarly, not all customers were back to shopping in-person. About 66% indicated they were comfortable shopping at businesses at the time of the survey (May-June 2021) and that they were most comfortable visiting take-out restaurants, followed by retail shops and sit-down restaurants that were outdoors. When asked what would make them more comfortable shopping at a local business, 66% indicated more outdoor shopping and dining options.

In addition to wanting more outdoor shopping and dining options, many customers would also be encouraged to visit these areas if there were more arts/culture activities and more outdoor events (LRRP Customer Survey, May-June 2021).

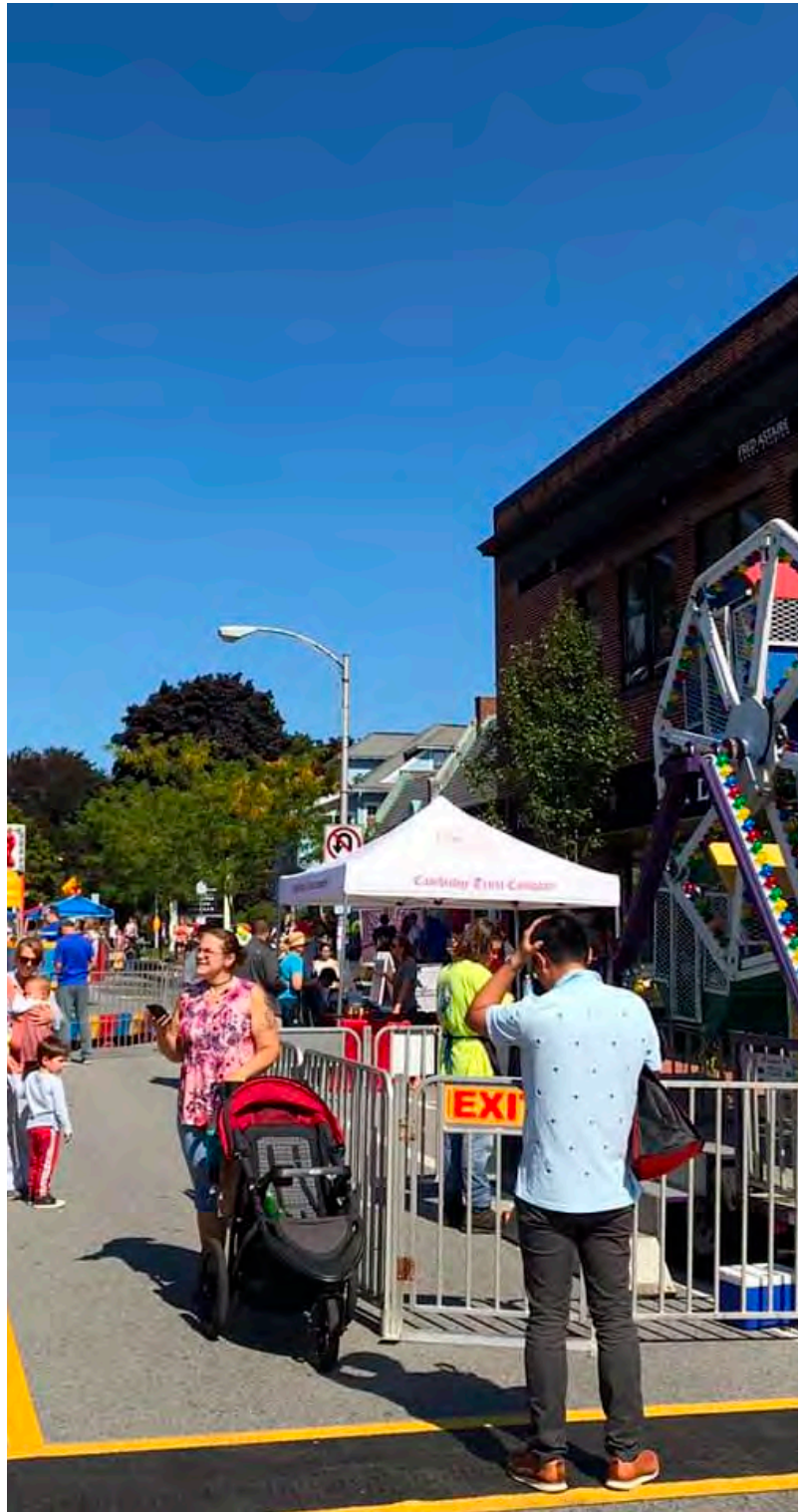
In the past, the former Cushing Square Merchant's Association would host an annual fall festival. This event was widely attended and supported by merchants in the Cushing Square area. Bringing back an annual event similar to this fall festival would encourage visitors back to the district and continuing to encourage shopping locally.

This project recommendation is also supported by Goal 7 of the 2019 Belmont Business Study to further promote and expand upon special events and shopping experiences that encourage residents to shop local and develop support for the business community.

Action Item

To bring back the annual fall festival or similar to Cushing Square. The project would involve:

1. Establish an Team consisting of representatives Town Government and the EDC to coordinate the project.
2. Identify initial goals/theme of the event and potential partners to assist with fundraising and event organizing
3. Outline roles & meeting schedule
4. Create event and programming
5. Pre-Event prep
6. Event date & track KPIs
7. Debrief and share successes



Cushing Square Fall Festival. Photo Source: Cushing Square Belmont Facebook Page

Process

1. Establish an Team consisting of representatives Town Government and the EDC to coordinate and ideate the project.
 - The team should include any staff members that have stake in the event – including Town Leadership, DPW, Public Safety and Health Departments
 - Members from the EDC should be involved and provide direct connection/communication with merchants and other community groups
2. Identify Goals/Theme and Partners for Event Coordination and Fundraising
 - The team will want to discuss some goals for the event – will it be about entertainment? Shopping? Centered around a holiday or existing shopping event? Will there be a theme like Oktoberfest or a Holiday stroll? Is it to encourage shopping local? What sort of activities should be included?
 - Consider reaching and/or including those who were involved in past Fall Festivals in Cushing Square to understand their process and timeline
 - In the absence of fundraising capabilities, the team and EDC should identify and reach out to potential partners who could support the event and be the primary financial conduit
 - Secure partners and identify funding sources
3. Outline Roles & Meeting Schedule
 - Together, the Team and Partners should outline the roles and responsibilities of each member along with a meeting schedule to create the event
 - Take into any lessons learned from discussions with those who were involved with the former Fall Festival in Cushing Square



Winterbridge, Fall River. Photo Credit: Best Practice, Civic Moxie



Block Party, Worcester. Photo Credit: Best Practice, Susan Silberbery, Civic Moxie

Process (continued)

4. Create Event & Programming

- Create and name the event. This should take into consideration any themes identified by the Team along with who the event is targeted to. Will it be for families? For adults? For everyone? Will there be a holiday or seasonal theme?
- Identify event programming and list of activities and vendors that will support the goals? Can vendors from Waverly Square and Beech Street be included? What about local artists and musicians? Ensure vendors and activities will complement one another
- Create a budget for the event and for each activity
- Identify Event Date and Time

5. Pre-Event Prep

- Create an implementation plan with a timeline of tasks and responsible parties
- Secure 3rd party vendors and/or performers & sponsorships
- Ensure they secure proper permits (if any, such as electric or food permits)
- Put out a call for volunteers to help with the event
- Create an event map on where vendors will be located and where activities will occur
- Consider logistics when it comes to loading, set-up, access to utilities/eclectic and complementary vendors/services.
- Coordinate with relevant Town Staff for feedback on the event plan/layout
- Create promotional materials that can be used in e-newsletters and social media
- Distribute and promote the event
- Hold a series of pre-event meetings with relevant stakeholders and ensure vendors/performers are well informed of event details

6. Event Date

- Execute the event and track KPIs

7. Debrief and Share Successes

- The Team and Partner to meet to discuss what worked/didn't work
- Create a list of successes and prepare a press release
- Identify a list of improvements which will be leveraged at the following annual event or other similar events in the future



Block Party, Worcester. Photo Credit: Best Practice, Susan Silberbery, Civic Moxie



Best Practice

Winterbridge Event



REVENUES
& SALES

Location

Fall River, MA

Belmont, MA

Winterbridge Event



Location

Fall River, MA

Program/Event Details

Winterbridge was a recurring event, running Fridays and Saturdays for 6 weeks in the Winter of 2021 in downtown Fall River. The goal of these events was to build on MassDevelopment TDI work on South Main Street and to showcase the collaborative power of FRACC, a 40-member diverse group of arts and culture, business, community nonprofit, philanthropic, and public sector stakeholders.

The goals of the event were to:

- Bring the community together and engender city pride
- Demonstrate the power of collaboration (put the power of FRACC to work)
- Provide community activities and spaces during the winter under COVID -19 guidelines

The event included a variety of activities and experiences including:

- Music
- Fire pits
- Evergreen trees
- Living panting
- Dancing/Zumba sessions
- Live entertainers
- Window display competition

Key Takeaways from that Process

Key Takeaways from the program/event which can be leveraged by Belmont:

- Collaborating with existing organizations that have a large presence in the community
- Clearly defining what the goals of the event will be and who the event will be for
- Identifying vendors, performers and activities that support the goals of the event and will serve as attraction points for those looking to attend
- Identifying the Team and who will be responsible for what – including coordination with vendors, performers and volunteers
- Creation of an implementation plan with a timeline of tasks
- Identify what elements can be incorporated to make the event sustainable for the long run
- Debrief immediately after the event to improve upon future efforts – seek feedback from vendors, performers, volunteers and merchants



Best Practice

Block Party in Worcester



REVENUES
& SALES

Location

Worcester, MA

Belmont, MA

76

Block Party in Worcester



Location

Worcester, MA

Program/Event Details

The Block Party in Worcester stemmed from a project that was to address the need for ground floor and vacant storefront activation through creative and tactical placemaking. As part of that project, it was identified that holding a block party was a way to attract new business but also attract customers to existing uses in the downtown while also shifting the perceptions around the district.

To leverage the most out of attendance, The Block Party was planned in conjunction with a ribbon cutting ceremony for the new Hanover Theatre Conservatory. The event was attended by over 500 people and included:

- Food trucks
- Live music
- Beer garden
- Interactive activities which allowed users to share their ideas for downtown

Key Takeaways from that Process

Key Takeaways from the program/event which can be leveraged by Belmont:

- Identifying a theme that can have a true shift in narrative (for Worcester it was shifting the perception of safety for nighttime activities) for Cushing Square and Trapelo Road
- Identifying ways to solicit feedback from attendees on what they would like to see in the future – this was done through a series of interactive activities such as a chalk wall or raffle that requires them to submit certain information
- Leveraging a partner with a large audience – in the case of The Block Party, the event was planned in conjunction with the ribbon cutting for the Hanover Theatre Conservatory
- Debrief immediately after the event to improve upon future efforts – seek feedback from vendors, performers, volunteers and merchants



Block Party, Worcester. Photo Credit: Best Practice, Susan Silberbery, Civic Moxie

Bring the Inside Out

Category	 Administrative Capacity
Location	Serving Businesses along Trapelo Road Corridor
Origin	Belmont EDC, LRRP Advisory Group
Budget	 Low budget (under \$50,000) for consultant service. Potential funding sources include: <ul style="list-style-type: none">• Massachusetts Downtown Initiative Program• ARPA Funding
Timeframe	 Short Term (6-12 months) for implementation
Risk	 Low Risk – reduction in parking, ensuring access is maintained, encouraging use
Key Performance Indicators	<ol style="list-style-type: none">1) # of business who participate2) Foot-traffic and activity as observed by merchants3) Increased revenue to businesses
Partners & Resources	Town of Belmont Economic Development Committee, Trapelo Road Businesses, Town of Belmont Staff, including DPW, Public Safety, Building & Health Department and Community Development



Parklet, Winchester, MA. Photo Source: Favermann Design

Diagnostic

As a result of COVID-19, businesses along Trapelo Road experienced a decline in revenue, decline in foot-traffic, and reduction in operating hours and staff. During re-opening, many businesses had to incur expenses to implement safety measures and quickly pivot their businesses to establish alternative methods to sell or deliver their product. And in some cases, businesses had to close completely due to the capacity limitations imposed by the state.

Customers also had to adapt to these changes, while also navigating their comfort levels when visiting business establishments. At the time the Customer Survey was administered (May/June 2021), customers reported feeling most comfortable visiting take-out restaurants and at sit-down restaurants that were outdoors. Customers were less comfortable at hair/nail salons or other personal service establishments like spas or skin treatments.

The Project Team also learned that customers indicated the desire for more outdoor dining and shopping options as a way to increase comfort levels when it comes to business operations and the situation with COVID-19.

Recognizing this need, the Board of Selectman, with the support and help of the EDC established a policy for outdoor dining which includes requirements to address safety protocols for COVID-19 and also expands the use for retail displays and allowing dining in a parking lane.

Even with a more flexible approach to outdoor dining and retail displays, only a handful of businesses have taken advantage of this type of operation. There is opportunity for businesses to leverage the existing wide sidewalks and potential use of parking spaces for their business spillover activity.

This project recommendation is also supported by the 2019 Belmont Business Strategy, Goal 3, which is to review zoning and permitting procedures that will help streamline business regulations and expedite permitting.

Action Item

To create a clear and streamlined policy and guide for outdoor dining and sales on public sidewalks and parking lanes that would encourage spillover activity for the district. The project would involve:

1. Establish an Team of Town Staff and representatives from the EDC to coordinate the project
2. Stakeholder feedback & engagement
3. Review of existing regulations
4. Review peer communities for additional ideas
5. Creation of updated & streamlined regulations including design standards
6. Promotion of regulations to encourage use by business owners
7. Review & iterate



Outdoor Seating, Belmont Center. Photo Credit: Favermann Design

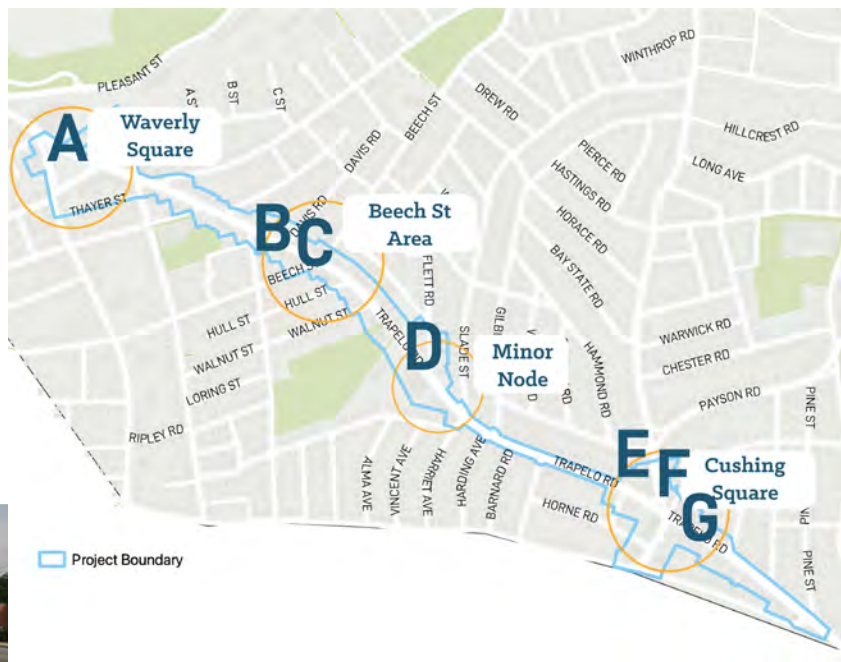
Process

1. Establish an Team of Town Staff and representatives from the EDC to coordinate the project
 - Team members should include staff from Community Development, the Building Department, Public Safety & DPW, Health Department and representative from the EDC
 - This group will guide the project and ensure concerns within each Department are met early on in the process
2. Stakeholder Feedback & Engagement
 - Identify what is currently working/not working when it comes to current regulations
 - Consider reaching out to businesses directly with boots on the ground to talk about outdoor opportunities
 - Alternatively offer a survey to the businesses to seek this information
 - Follow-up with those businesses who currently leverage sidewalk and parking lane space – such as Savino's, Dunkin Donuts in Waverly Square, Vicki Lee's and the businesses along Common Street
3. Review Existing Regulations/Policies and Zoning + Assess the Physical Environment
 - Review the regulations to see where there is need on improvement based on feedback from the business community
 - Identify any necessary zoning changes needed
 - Assess the physical environment for limitations or opportunities (see opportunities next page). Are there areas where sidewalk and parking lane use should be encouraged or not allowed? Are there areas where sidewalk widths are not conducive to additional activation?
4. Review peer communities for additional ideas
 - Investigate what other peer communities are doing for outdoor activation for restaurants and retailers
 - Interview other communities for lessons learned
5. Create or update existing regulations/policies and zoning requirements
 - Determine if a consultant or designer should be engaged to create to convey any desired design standards or guidelines for use of outdoor sidewalks and parking lanes
 - Consider a programmatic approach where certain uses can easily be permitted if they meet certain standards and requirements
 - Test projects to see if the proposed regulations/policies will actually meet the needs of property owners and merchants
 - Finalize the regulations/zoning/policies and create a Toolkit or Guide for businesses to understand the requirements or design standards for use of sidewalk or parking lane space
6. Promote the program to Business owners and feature successes
 - Promote the program to businesses by including information on the website along with an email announcement
 - Highlight success stories with photos of 'before & after'
 - Consider partnering with Belmont Media to feature businesses "Bringing the Inside Out" and interview willing participants of the space on what they like about it
7. Review and Iterate
 - Review what worked/didn't work each year. Update and adjust the program as needed.

Opportunities

Trapelo Road offers opportunity to encourage outdoor selling and dining. Many of the sidewalks throughout the corridor are wide and in good condition. There is also opportunity to consider leveraging the parking lane to encourage expansion of dining in certain areas. This map and photos below some initial locations that could be considered for outdoor dining/selling opportunities.

Note: These are for identification purposes only and have not been approved by the Town



A: Leverage sidewalk bumpout for seating



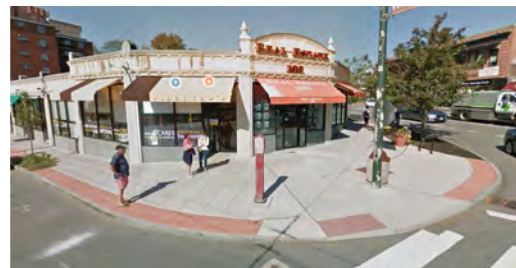
B: Several restaurants could develop a single shared parklet



C: Sidewalks have space for outdoor retail opportunities



D: Potential to leverage parking lane for any future restaurant use parklet



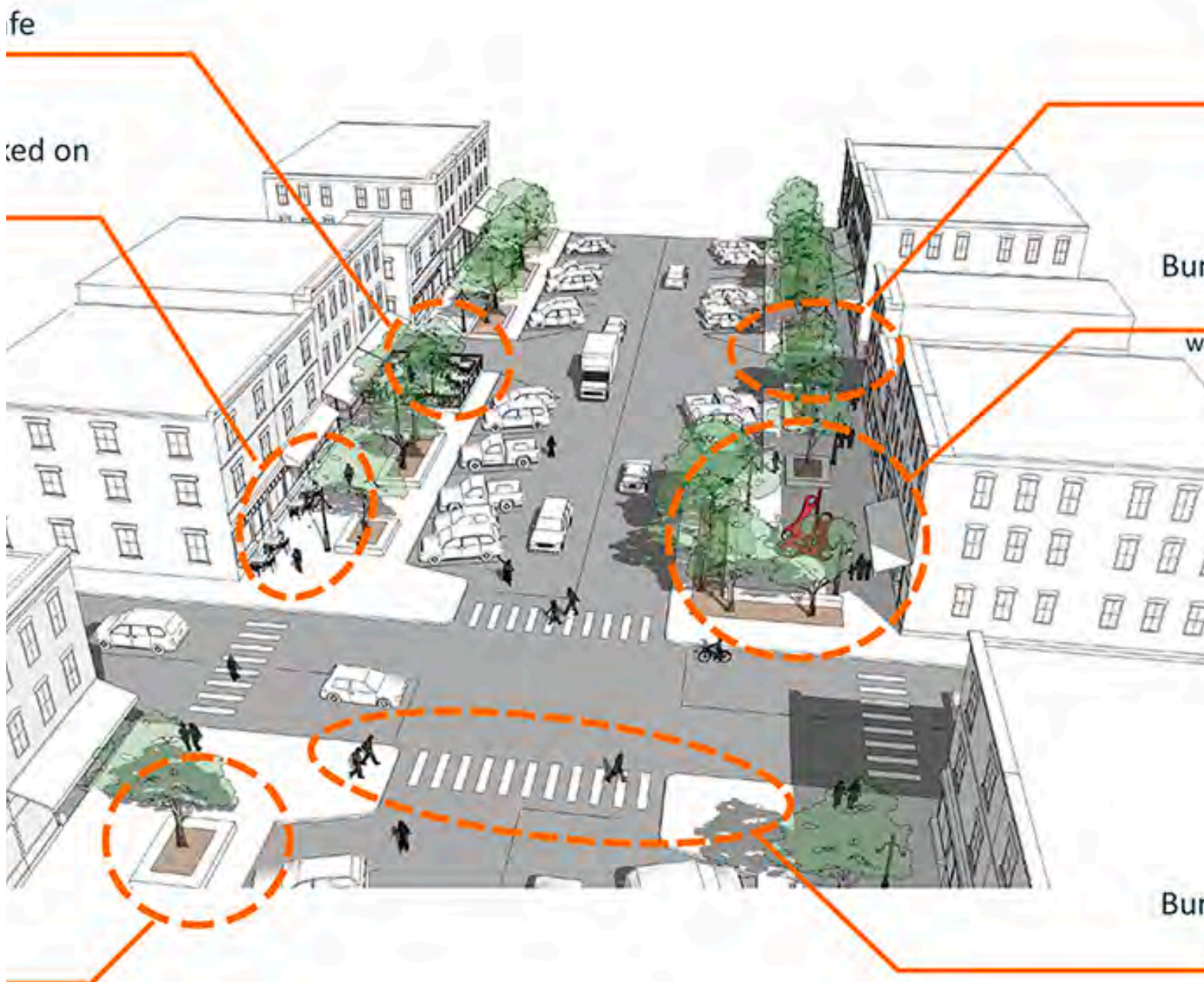
E: Opportunity for seating in the curb-bumpout



F: Opportunity for seating near the landscaped edge



G: Sidewalks may be wide enough for retail display



Typical
ard/Stein-Hudson | June 2013

Avenue A

Best Practice

Undertake a Public Planning & Visioning Process for the Public Realm



Project Summary

Undertaking a planning and vision is a common process prior to implementing any zoning, regulatory or public policy changes. The City of Northampton (Florence), Turner Falls and Williamsburg all underwent a public visioning process to address a desire to improve the physical and aesthetic conditions of their respective study areas. The purpose of these plans was to bring together a diverse group of stakeholders and have an open conversation that would eventually lead to a consensus on the future vision for the study area.

While visioning processes can be undertaken for small and large study areas and projects, the key takeaways as it relates to increasing outdoor uses in Belmont are identified below.



Community Engagement, Best Practice, Dodson & Flinker. Photo Credit: Dodson & Flinker

Key Takeaways

Key takeaways from this example includes leveraging the public engagement process as a way to define the final elements, along with a thorough analysis of current and future conditions.

Specific takeaways include:

- Identify and document existing conditions, including developing an understanding as to what's working and what's not working – take note of past projects and current projects that have resulted in poor or good outcomes
- Consider walking tours of the study area with stakeholders to get an on-the-ground sense of opportunities - invite businesses to complete a walking tour of the study area to point out areas of interest while also understanding concerns
- Identify future trends by engaging businesses and property owners to understand their needs and wants from the public realm – take note of business needs – do they need more space? Are they interested in participating in outdoor dining options?
- Review and analyze existing regulations and zoning requirements – follow up with businesses on their experience with the regulatory framework
- Test alternatives and get public feedback – prior to implementation, consider testing projects to ensure the new regulations meet the needs of the businesses



Participants engage in discussion and activities at three of the six topical stations at the public workshop.

Community Engagement, Best Practice, Dodson & Flinker. Photo Source: Turner Falls Livability Plan



Best Practice

Social Zones & Shared Streets



Project Summary

Downtown Grand Rapids piloted a number of outdoor “social zones” last year on a rapid implementation basis in response to the impacts of the pandemic. The goal was to get visitors downtown and provide a safe outdoor space for people to spend time and consume food and beverages. With the success of last years installations, the City and State pushed forward with language allowing broader outdoor social zones which allow patrons to purchase AND consume alcohol in these designated areas, some of them being as long as the City block itself.

Through pre-defining “social zones” the city has identified areas in which are suitable for outdoor, open-air seating and make it easier for restaurants, bars and coffee shops to leverage this extension of their business. As part of this program the city has adopted streamlined permitting which includes the ability to apply online.



Best Practice, Social Zones. Photo Credit: Bench Consulting (From Patronicity)

Process

1. **LOCATE:** These types of interventions are best suited to commercial settings. Typically they will involve reclaiming some street space for people and you'll want to be strategic about the type of street treatment that makes the most sense for your community, whether that's shared street, or a full open street or a part time open street.
2. **PARTNER:** In Grand Rapids the downtown BID was the project lead while city officials supported with municipal resources and area pedestrian and cycling organizations stepped up to ensure these spaces were fully adopted and supported by the community with “adopt a social zone” campaigns. In addition, more than 150 artists were paid a stipend to paint the barricades, support the creative economy during a difficult time.
3. **PLAN:** Planning for an initiative like this involves an extensive array of program partners, from the state level to change the liquor licensing laws to local partners to close the street and support of businesses and restaurant community to ensure all changes work well for everyone and police to ensure security for attendees and the City.
4. **IMPLEMENT:** DPW and other local contractors supported the installation while area restaurants were given the ability to spruce up their shared spaces. In addition “adopt a social zone” programs created volunteer groups able to clean and maintain the spaces, taking some of the onerous off the City, BID and restaurant.
5. **ITERATE:** After a very rapidly deployed year 1 of the Social Zone experiment which occurred during the pandemic, year two features some changes to the layout and demarcation of the downtown social zones as well as an expansion into over a dozen social zones across the rest of Grand Rapids to encourage support of other neighborhood business districts without drawing too much business away from those districts by focusing on Downtown only.

Key Takeaways

While this project focuses primarily on restaurants, bars and coffee shops, Belmont can leverage several takeaways for this program when implementing a more streamlined process for sidewalk and public space activation for their own restaurants and merchants:

- Pre-define suitable locations for use of sidewalks and/or parking lanes along with the type of interventions possible at each location.
- Ensure proper planning upfront to address concerns from Town Staff and businesses. This includes any issues relating to safety and alcohol consumption.
- Maintenance for these spaces were required by the coordinating organization (in this case the BID). However, Belmont could consider publicly sponsored spaces which are then maintained and ‘adopted’ by the adjacent businesses.
- Review and Iterate – with any change in the public realm, the Town should review the program each year for necessary changes or improvements.

Pop-Up Permitting for Trapelo

Category	 Administrative Capacity
Location	Trapelo Road Corridor
Origin	Belmont EDC, LRRP Advisory Group
Budget	 Low budget (under \$35,000-\$50,000 for policy/zoning review & recommendations + design of guide). Potential funding sources include: <ul style="list-style-type: none">• Massachusetts Downtown Initiative Program• ARPA Funding
Timeframe	 Short Term (6-12 months)
Risk	 Low Risk – use of pilot projects to test pop-ups
Key Performance Indicators	<ol style="list-style-type: none">1) Number of pop-up permits reviewed/approved2) Increased foot-traffic observed by Downtown Merchants3) Improved perception of Downtown – survey to residents
Partners & Resources	Town of Belmont Economic Development Committee, Trapelo Road Businesses, Town of Belmont Staff, including DPW, Public Safety, Building & Health Department and Community Development, local community organizations and artists



Paint Day Block Party, Somerville MA. Photo Credit: Neighborways Design

Diagnostic

As a result of COVID-19, businesses along Trapelo Road experienced a decline in revenue, decline in foot-traffic, and reduction in operating hours and staff. During re-opening, many businesses had to incur expenses to implement safety measures and quickly pivoted their businesses to establish alternative methods to sell or deliver their product. And in some cases, businesses had to close completely due to the capacity limitations imposed by the state.

Customers also had to adapt to these changes, while also figuring out their comfort levels when visiting business establishments. At the time the Customer Survey was administered (May/June 2021), customers reported feeling most comfortable visiting take-out restaurants and at sit-down restaurants that were outdoors.

The Project Team also learned that customers indicated that more outdoor dining and shopping options would make them more likely to shop at a local business, when it comes to business operations and the situation with COVID-19. While many others indicated that more outdoor activities along with cultural and art events would bring them to the commercial district more often in the future.

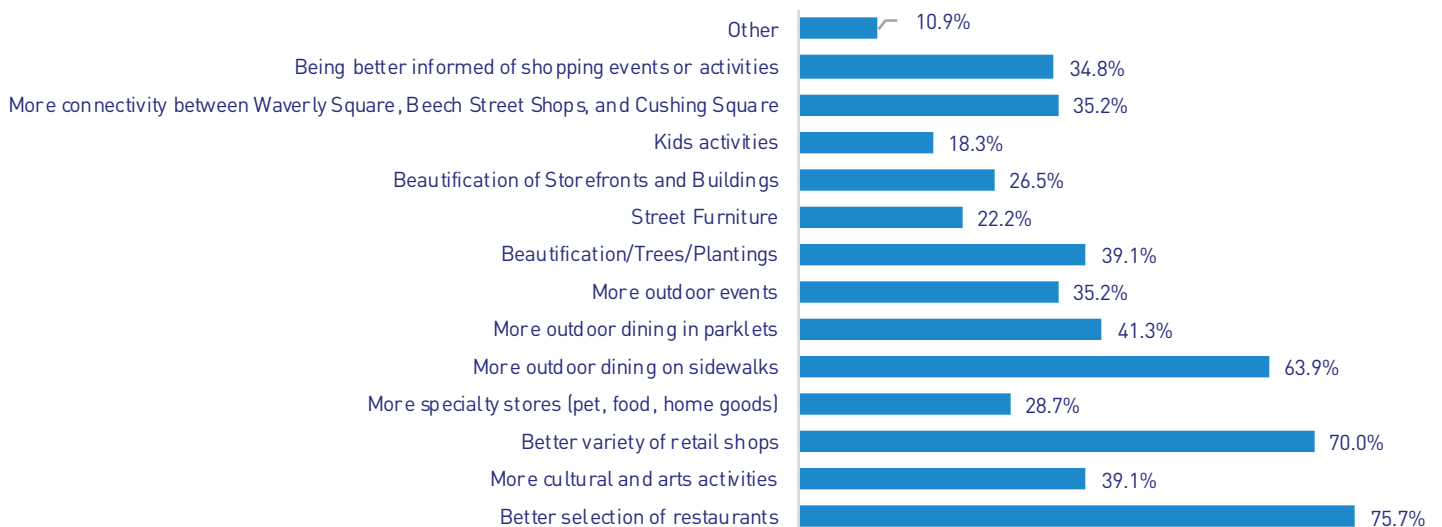
Recognizing this need to be flexible while also creating an environment that attracts more visitors to commercial districts, businesses and communities are beginning to think creatively in developing solutions that can easily be implemented and permitted in the midst of any COVID related safety protocols. These sort of solutions, or, Pop-up events have been able to serve this need, as they tend to be flexible, easily implemented and temporary in nature.

However, these types of projects can quickly be stifled due to challenging and unclear permitting/approval processes. As part of the 2019 Belmont Business Study one of the goals was to streamline business regulations and permitting. As such, creating streamlined permitting and approvals for pop-up events will encourage the use of these interventions with the goal of increasing the corridor's visibility, attract more people to Waverly Square, Beech Street and Cushing Square and continue to improve upon COVID-19 recovery efforts.



Outdoor Seating, Common Street. Photo Credit: Favermann Design

Customer Survey: What would bring you to these areas more in the future?



Note: Percentages are based on multiple option responses from a 230 respondents.

Action Items

To develop a pop-up event and tactical urbanism guide for the Town of Belmont.

The project would involve:

1. Establish an Team of Town Staff and representatives from the EDC to coordinate the project
2. Implementation of pilot projects (see Trapelo Community Hubs & Walk the Corridor)
3. Review of pilot projects & existing regulations/permitting requirements
4. Development of a pop-up permitting guide
5. Promotion of guidelines and awareness campaign to encourage use
6. Evaluate and revise as needed

Process

1. Establish an Team of Town Staff and representatives from the EDC to coordinate the project.
 - The team should include any staff members that have stake in the approval or review process – including Town Leadership, DPW, Public Safety (Fire/Police) and Health Departments.
 - Members from the EDC should be involved and provide direct connection/communication with merchants and other community groups.
2. Implementation of pilot projects (see Trapelo Community Hubs & Walk the Corridor)
 - At this point, the team would have implemented some pilot projects for testing.
3. Review of pilot projects & existing regulations/permitting requirements
 - After each pilot project the team would want to assess what worked and what didn't work. This would include gathering feedback from those partners that installed the project, users of the projects and adjacent property owners/businesses.
 - At the same time the team would review existing regulations as it pertains to event permitting. This would include the existing outdoor dining regulations, Block Party requirements, zoning bylaws, etc.

4. Development of a pop-up permitting guide
 - The Team would then create the pop-up event guide in-house or with the assistance of a consultant.
 - Allow for stakeholder feedback in the guide, leveraging the success of pilot projects.
 - The guide should include elements like:
 - Permitting Flow Chart
 - Permitting lead-times including time for staff review
 - Notification requirements
 - Identification of projects that could qualify for expedited approval
 - Application requirements
 - Criteria for approval – including design & location requirements, considerations for safety, access and street closures
 - Project Examples or list of project types (include real pilot projects)
 - Any debrief or reporting requirements
5. Promotion of guidelines and awareness campaign to encourage use
 - Create an awareness campaign around the new guidelines – this could include press-release, inclusion in town-wide email newsletter, emailing out to local community organizations and business owners.
 - Publish the guidelines on the Town's EDC webpage including a link to apply.
6. Evaluate and revise as needed
 - Implement a process to track projects and permitting pit-falls.
 - Regularly update the guide to address these issues or challenges.

COMMUNITY-LED DEMONSTRATION PROJECT POLICY + GUIDE

City of Burlington, VT | January 2018



Best Practice

Community-Led Demonstration Project Policy & Guide



Program Summary

The City of Burlington, VT created a guide for tactical urbanism projects with the goal to streamline short-term projects, demonstrations or temporary events. The city built upon this idea from past tactical projects along with the existing pilot ordinances adopted by the city.

The Guide Includes:

- An overall description of the permitting process
- How to get started with the application
- Project Types – including photograph examples
- Ideas for materials
- Project Planning & Evaluation
- Follow-Up
- Demonstration Project Policy
- Permit & Application Requirements
- Additional Resources

The guide was prepared by Street Plans Collaborative and was funded in part by the City of Burlington, VT and Local Motion.

Key Takeaways

This guide allows for ease in implementing pop-up events and projects/demonstrations that will engage and attract visitors to Trapelo Road, while also providing a mechanism to explore ideas before implementing them as full, more permanent design. Key takeaways from this example include:

- Leveraging past pilot projects to inform many of the guidelines within the plan
- Includes the official policy along with eligible proponents
- Worked with stakeholders directly involved in the approval review process – including Fire and Police Departments
- Included a permitting flow chart to easily help applicants understand the process and timeline for approvals
- Specifies design and location requirements
- Includes examples of project types, location + design considerations and materials
- Project planning tips for project proponents
- The guide includes a process for Project Evaluation



PROJECT TYPES

The following pages outline recommended project types. If you have something in mind that is not listed here, then use a generalizing idea. Additional project types will be considered on a case-by-case basis, and may be included in future editions of the Guide. Please consult meeting and outreach to learn more about the process on page 10. For more details and images of how to design these projects, visit www.burlingtonvt.gov/DPW/Tactical-Urbanism-and-Demonstration-Projects.



Wayfinding Signs

Definition: Wayfinding signs help people know where they are, where they are going, and how to get there from a specific location.

Location Considerations: Wayfinding signage should be placed at key decision points, where the direction will be used most frequently, including, but not limited to, intersections, roundabouts, and other points where a driver or pedestrian must make a decision. Signs should be placed at key decision points, where the direction will be used most frequently, including, but not limited to, intersections, roundabouts, and other points where a driver or pedestrian must make a decision.

Design Considerations: Signs should be placed at key decision points, where the direction will be used most frequently, including, but not limited to, intersections, roundabouts, and other points where a driver or pedestrian must make a decision.

Components and Materials:

- Reflective signs, with lettering in white on a dark background
- The following signs are recommended:

Signs up to 18" x 24" (or larger) for use in the street. Signs up to 18" x 24" (or larger) for use in the street. Signs up to 18" x 24" (or larger) for use in the street.

Curb Extensions

Definition: Curb extensions are temporary extensions of the curb that create a temporary bike lane or pedestrian zone.

Location Considerations: Curb extensions should be placed at key decision points, where the direction will be used most frequently, including, but not limited to, intersections, roundabouts, and other points where a driver or pedestrian must make a decision.

Design Considerations: Curb extensions should be placed at key decision points, where the direction will be used most frequently, including, but not limited to, intersections, roundabouts, and other points where a driver or pedestrian must make a decision.

Components and Materials:

- Concrete or stone blocks, painted in white
- Reflective paint, with lettering in white on a dark background

Signs up to 18" x 24" (or larger) for use in the street. Signs up to 18" x 24" (or larger) for use in the street. Signs up to 18" x 24" (or larger) for use in the street.

Parklets

Definition: A parklet is a temporary extension of the curb that creates a temporary bike lane or pedestrian zone.

Location Considerations: Parklets should be placed at key decision points, where the direction will be used most frequently, including, but not limited to, intersections, roundabouts, and other points where a driver or pedestrian must make a decision.

Design Considerations: Parklets should be placed at key decision points, where the direction will be used most frequently, including, but not limited to, intersections, roundabouts, and other points where a driver or pedestrian must make a decision.

Components and Materials:

- Concrete or stone blocks, painted in white
- Reflective paint, with lettering in white on a dark background

Signs up to 18" x 24" (or larger) for use in the street. Signs up to 18" x 24" (or larger) for use in the street. Signs up to 18" x 24" (or larger) for use in the street.

Bike Corals

Definition: Bike corals are temporary extensions of the curb that create a temporary bike lane or pedestrian zone.

Location Considerations: Bike corals should be placed at key decision points, where the direction will be used most frequently, including, but not limited to, intersections, roundabouts, and other points where a driver or pedestrian must make a decision.

Design Considerations: Bike corals should be placed at key decision points, where the direction will be used most frequently, including, but not limited to, intersections, roundabouts, and other points where a driver or pedestrian must make a decision.

Components and Materials:

- Concrete or stone blocks, painted in white
- Reflective paint, with lettering in white on a dark background

Signs up to 18" x 24" (or larger) for use in the street. Signs up to 18" x 24" (or larger) for use in the street. Signs up to 18" x 24" (or larger) for use in the street.

Where?

What makes a good project site?

Look for a project site that has:

- High traffic volume and high visibility
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Pages and Photos from Burlington, VT Demonstration Project Policy + Guide. Source: <https://www.burlingtonvt.gov/DPW/Tactical-Urbanism-and-Demonstration-Projects>

Illuminating Trapelo

Category	 Arts & Culture
Location	Various Locations along the Trapelo Road Corridor
Origin	Belmont EDC, LRRP Advisory Group
Budget	 <p>Low for simple addition of string lighting (\$10,000) to Medium for a variety of interventions (\$100,000). Potential funding sources:</p> <ul style="list-style-type: none">• Local Cultural Council Funding• Shared Streets and Spaces Program (MassDOT) – for elements to support outdoor programming• Massachusetts Travel and Tourism Recovery Grant Program (only non-profits can apply)• ARPA Funding
Timeframe	 Short Term (3-6) depending on level of interventions
Risk	 Low Risk – stakeholders have found consensus on brand positioning and brand pillars
Key Performance Indicators	<ol style="list-style-type: none">1) Evening foot-traffic activity observed by merchants2) Increased seasonal revenue3) Perception of the district
Partners & Resources	Town of Belmont Economic Development Committee, Trapelo Road Businesses, Town of Belmont Staff, including DPW, Belmont Media, Local Artists

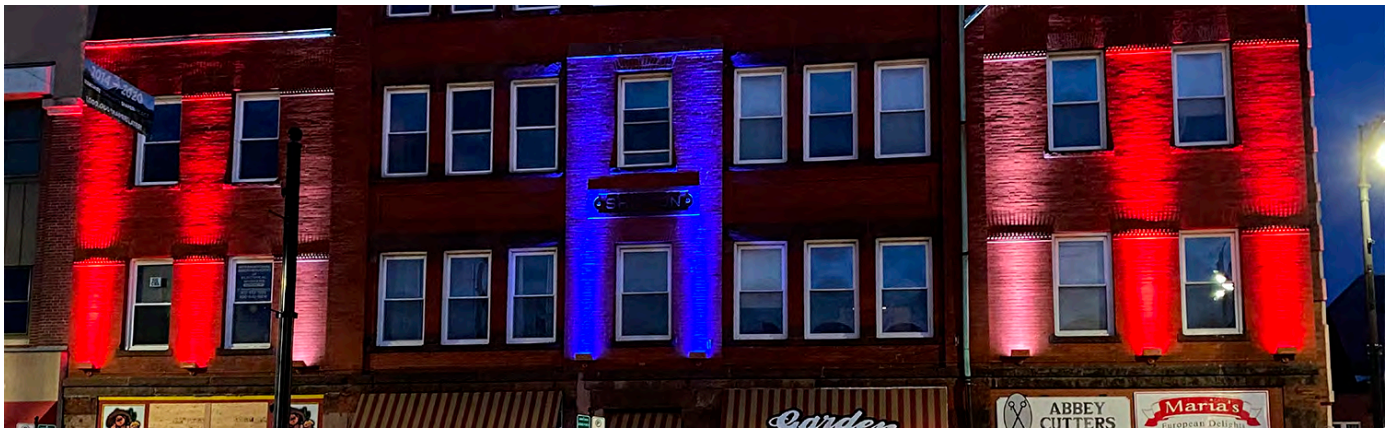


Photo from Berkshire Lightscapes. Photo Source: Berkshirelightscapes.com

Diagnostic

Unlike Belmont Center, which lends itself easily to strolling and window shopping, Trapelo Road is a linear corridor of commercial nodes which requires additional effort to create a sense of place and connectivity. The entire corridor within the LRRP limits extends approximately 1.3 miles, with about ½ mile distances between the three major nodes, or about a 10 minute walk. Despite the close proximity between these districts, we learned that very few will visit multiple shopping areas in one trip.

This low volume of foot-traffic before COVID was worsened during COVID, as businesses experienced a 72% decrease in on-site customers in January and February 2021 than before the pandemic. We also learned that 72% generated less revenue in 2020 than they did in 2019, even though most businesses were showing increasing revenues in the 3 years prior to COVID.

Customers are wanting more of a reason to come to Trapelo Road. According to the Customer Survey (May/June 2021), nearly 40% want to see beautification along the corridor while another 40% also wanted to see more arts activities. Implementing creative and attractive lighting projects is one way to meet this need.

This project recommendation is also supported by Goal 6 of the 2019 Belmont Business Strategy to create a visually attractive public realm, including wayfinding, beautification efforts and local art.

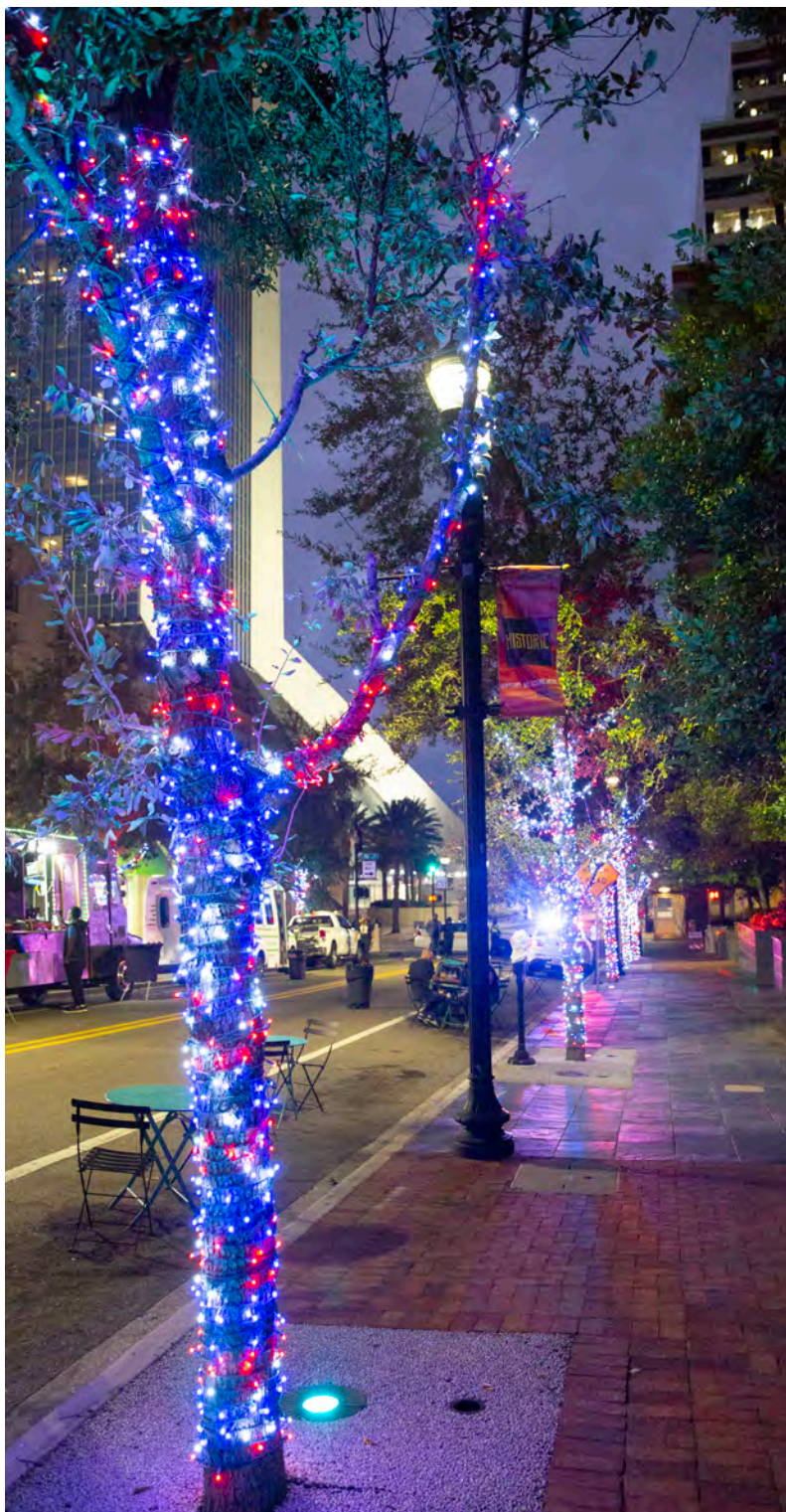
Action Item

Giving customers a reason to visit the corridor will generate more foot-traffic and leveraging creative and useful lighting techniques will also allow for an improved and more enjoyable shopping experience especially during the longer nights that straddle the holiday season.

Implementation of various lighting solutions will encourage evening foot-traffic, while giving residents a reason to visit and explore the corridor.

The project would involve:

1. Establish a Team & Town Staff person to lead the project
2. Identify goals of the lighting project including initial ideas for interventions
3. Stakeholder outreach and engagement
4. Determine whether the support of a lighting designer is required or if a solution may be completed in-house
5. Implementation & promotion of Installations



Street Lighting, Jacksonville FL. Photo Source: myjaxchamber.com.

Process

1. Establish a Team

- Identify at Town Staff person to lead the project
- Involve other key staff early on for the initial project planning, including DPW Staff
- Include a representative from the EDC

2. Identify goals of the lighting project

- Identify the goals of the project. (see next page for opportunities). Will the project aim to involve local artists for creative displays? (light sculptures, projections, etc.) Or will installations serve to provide a more pleasant and attractive evening pedestrian experience (string lighting, pole lighting)
- Determine the timeframe for installations (seasonally? Temporary? Long-term?)
- The Team should also begin to consider installation locations based on the goals of the lighting project. Consider locations that have access to electrical hookups and are within the public space. If lights are to be strung overhead, ensure there is proper clearance for vehicles and/or public transit/buses.

3. Stakeholder Outreach

- The team should consider a public process to engage the business community and other stakeholders. This could include seeking feedback on the types of installations they would like to see and where they would like them located.

4. Determine if a Lighting Designer or Artist is needed for the project

- Depending on the goal of the project, the Team may want to secure the support of a Lighting Designer and/or Artist.
- If a designer is required, the Town may opt to issue an RFP or call for artists.

5. Implementation & Promotion of Installation

- Install the project – whether it is through an in-house department (such as DPW) or by the Lighting Designer/Artist.
- Work with the EDC and other Town Partners to promote the installations.
- Encourage businesses to promote a coordinated shopping event for residents and shoppers to view and enjoy the lighting installations.

Opportunities

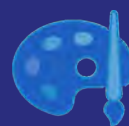
The map below identifies some initial location and ideas lighting concept ideas for the Trapelo Road Corridor.





Best Practice

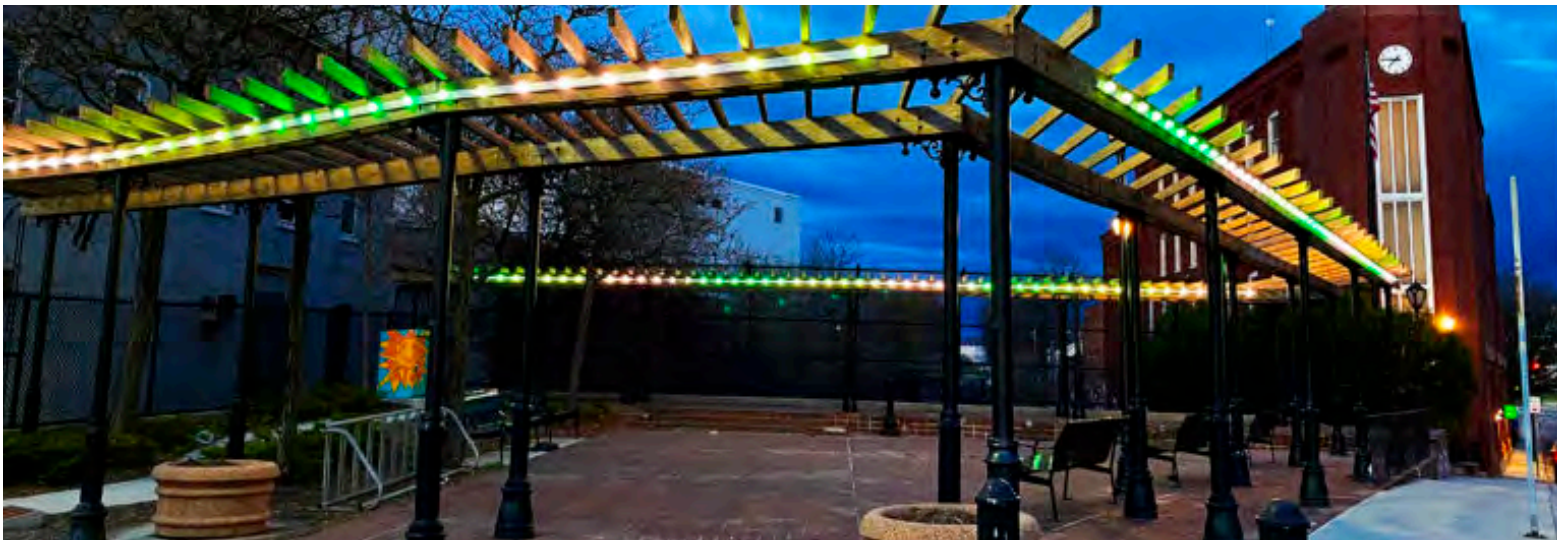
Berkshire Lightscapes



CULTURAL/
ARTS

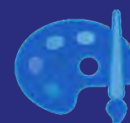
Location

Pittsfield, MA



Best Practice

Berkshire Lightscares



CULTURAL/
ARTS

Location

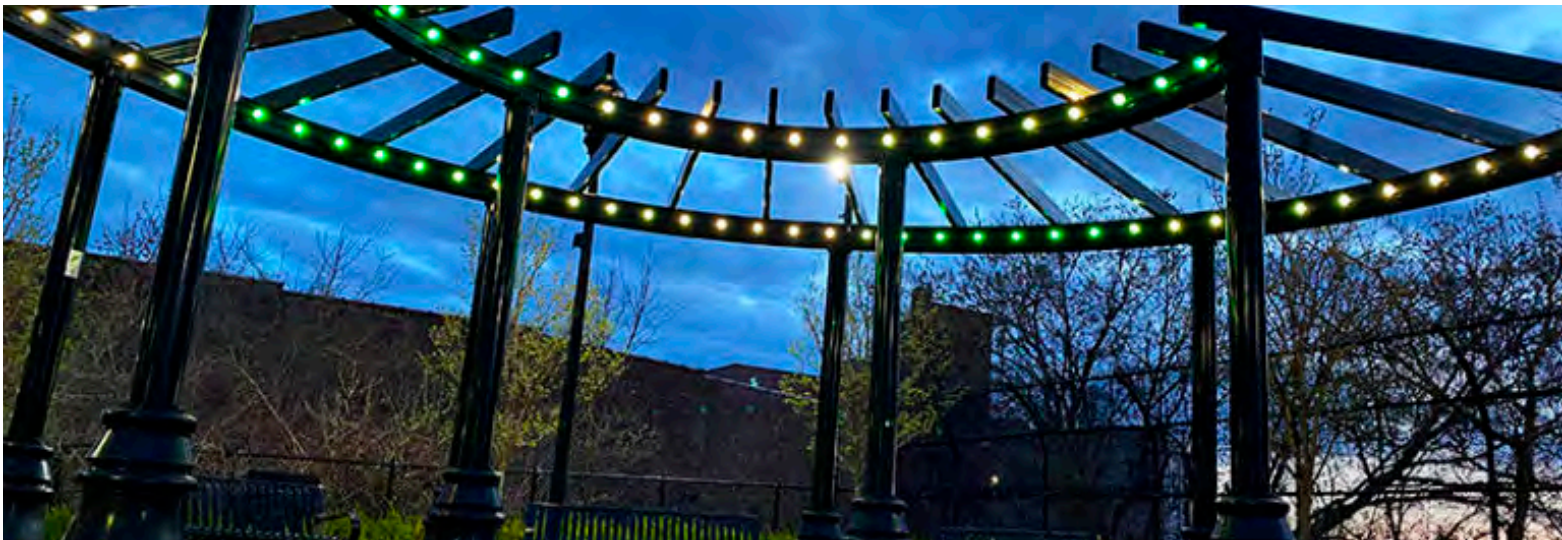
Pittsfield, MA

Program/Project Summary

Berkshire Lightscares (BL) was organized in 2017 with the goal to illuminate and energize downtown buildings, streets and public spaces with creative, LED lighting. To achieve this, BL contracted the Lighting Research Center at Rensselaer Polytechnic Institute to develop a master plan for buildings and public areas in the Downtown. This study was funded by grants from Berkshire Bank Foundation and Greylock Federal Credit Union.

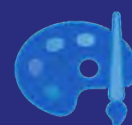
To date, lighting has been installed on City Hall, Dunham Mall, and Persip and Sottile Plazas in downtown Pittsfield. These projects were funded by raising \$52,000 in donations from local residents and organizations which was then matched by another \$50,000 through MassDevelopment. Since then, privately owned buildings have also been illuminated including 100 and 150 North Street.

Most recently, a new Video Projections Program, sponsored by BL has launched summer of 2021 to recognize and celebrate the work of local artists. It is anticipated this program will be on-going during the summer and fall months. This program is being administered in partnership with the Berkshire Art Association, who will manage the Call for Art.



Best Practice

Berkshire Lightscapes



CULTURAL/
ARTS

Location

Pittsfield, MA

Key Takeaways

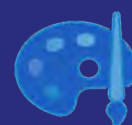
While there are many differences between Downtown Pittsfield and the Trapelo Road Corridor, the goal of these two projects is similar in that the use of creative lighting would help energize and bring attention to the offerings the community has to offer. Some key takeaways from this project include:

- Leveraging similar lighting techniques including the use of LED uplighting along public buildings – including the Fire Station located in between the Beech Street area and Cushing Square
- Partnering with local financial institutions to help some of the project, including upfront design or coordination
- Featuring local artist work through the use of light projections is a great way to involve and give attention to the local arts community
- Phasing the project by targeting key areas or buildings for interventions



Best Practice

Winter Activation at the Panoway in Downtown Wayzata



CULTURAL/
ARTS

Location

Wayzata, MN

Program/Project Summary

Wayzata is a lakefront main street community located 15 miles west of Minneapolis, MN, long known as a destination for shopping and dining. A major challenge that the downtown has faced for decades is that while the single-sided main street looks out over Lake Minnetonka, there lies a parking lot and active freight railway that cut off access between the two. Through years of effort, the 2-block long parking lot was converted into a linear park – the Panoway – which opened in the late summer of 2020. As the effects of COVID were increasingly felt by the community and the retailers, the city and chamber saw the newly opened space as a strategic features to help drive customer traffic downtown during the coldest months of the year.

In order to remain responsive and iterative with the changing COVID-19 landscape, they adopted a gradual implementation that focused on providing a variety of activity within regularly scheduled times and serving the needs of the community members already present, while building to safe in-person gatherings for signature events.

The project budget was \$90,000 and was funded by the City of Wayzata and the Panoway Conservancy.

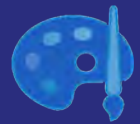
The project included the following features:

- Letters to the Lake
- Activity care: Kubb + Curling
- Winter Garden + Lighting installation + ice globes
- Fires
- Pop-Up Dog Run + Petting Zoo
- Fireworks
- Trivia, live music, other events
- On-Site Signage about



Best Practice

Winter Activation at the Panoway in Downtown Wayzata



CULTURAL/
ARTS

Location

Wayzata, MN

Key Takeaways

The key takeaways from this project are the physical elements included as part of this activation, including the use of lighting. Lighting was used to illuminate the space at night, especially since the sun set earlier in the winter months, but also used to create a sense of warmth and attraction to the lakeside park. Various lighting solutions were deployed including:

- Illuminated sculptures
- Ice globes
- Tree/string lights along the adjacent corridor

Belmont could consider utilizing some of the lighting techniques used for the Downtown Wayzata project to add warmth and visibility to the shopping nodes along Trapelo Road.

Activate Vacant Storefront Windows

Category	 Arts & Culture
Location	Vacant Properties along the Trapelo Road Corridor
Origin	Belmont EDC, LRRP Advisory Group
Budget	 <p>Low Budget \$4,800 per install for artist fee and materials. Potential funding sources:</p> <ul style="list-style-type: none">• Local Cultural Council Funding• ARPA Funding
Timeframe	 Short Term (6-9 months)
Risk	 Low Risk – overall low risk, lack of property owner approval/communication
Key Performance Indicators	<ol style="list-style-type: none">1) Increased foot-traffic2) Transformation/overall aesthetic of the downtown3) Number of projects complete
Partners & Resources	Town of Belmont Economic Development Committee, Trapelo Road Businesses, Town of Belmont Staff, local artists and cultural/creative organizations



Window Art, Worcester, MA. Photo Credit: Unknown

Diagnostic

Through the business survey, the Project Team learned that businesses experienced a 72% decrease in on-site customers in January and February 2021 than before COVID. We also learned that 72% of businesses generated less revenue in 2020 than they did in 2019, even though most businesses were showing increasing revenues in the 3 years prior to COVID.

Despite these impacts, the Trapelo Road corridor continues to maintain a low vacancy rate with only 11 observed vacant storefronts within the project limits. Note that the LRRP advisory team, along with Town staff was unable to confirm whether the vacancies were as a direct result from COVID-19 impacts.

Even with the low vacancy rate, it is important to fill available spaces as vacancies can detract from the overall vibrancy of the district. One thing customers would like to see is more arts & culture activities along the corridor. As such one solution is to activate vacant storefronts in a way that adds vibrancy to the commercial nodes, but can also be leveraged as a marketing tool for future tenants.

This project recommendation is also supported by Goal 6 of the 2019 Belmont Business Study, which is to create a visually attractive public realm, including wayfinding, beautification efforts, and local art.

Action Item

To pilot a window activation program for vacant storefronts along the Trapelo Road Corridor. This would serve as a way to gauge interest and success for a permanent program in the future. The pilot project would involve:

1. Establish an Team of Town Staff and representatives from the EDC and representatives from the local arts community
2. Identify project goals and locations
3. Build support with property owners & local artists
4. Issue a call for storefront Art
5. Select artists
6. Installation
7. Promote & encourage visitation
8. Seek feedback & create permanent program



Vacant Storefront, Trapelo Road. Photo Credit: Favermann Design

Process

1. Establish an Team of Town Staff and representatives from the EDC and representatives from the local arts community
 - Team members should include staff from Community Development, Building Department, representative from the EDC, and local arts community.
2. Build Support with Property Owners & Local Artists
 - Begin reaching out to local artists, including young artists for interest in participation.
 - Reach out to landlords and property owners of vacant storefronts for their participation. Provide them with examples of similar projects in other communities.
 - Interview property owners on preferences for art display and install types. For example, some property owners would prefer reproduced art be affixed to the storefront vs having artist create the original art in-store/on windows.
 - Identify their requirements for insurance coverage (if any).
3. Identify Program Guidelines & Theme (if any) and Locations
 - Based on feedback from local artists and landlords, the team should identify the goals of the program – whether there should be a theme around the type of art created.
 - Will the program encourage original art painted directly to the windows? Or will original art be reproduced into 2D art affixed to windows? Or 3d displays in window fronts?
 - Discuss a project timeline and 'launch' date.
 - The team should then update a list of vacant storefronts along the corridor and confirm their vacancy status with the property owner.
4. Finalize Locations & Coordinate with Landlords/Property owners
 - Finalize a list of locations that are visible and accessible with property owners that are interested in participating.
5. Issue a Call for Art
 - The team will create and distribute a call for artists.
 - The call should include: the program outline/theme, eligibility, selection process, stipend, selection criteria, timeline, installation requirements, removal requirements, and any required artist agreement form including any limitations on: copyrighted/trademarked images, original artwork, town usage rights of materials, relate of claims and/or insurance needs.
 - The call should also include photos of vacant properties/storefronts.
 - Distribute the call for art via existing communication including, email networks, social media, e-newsletters, newspapers, flyers at schools, libraries, etc.



Window Art, Worcester, MA. Photo Credit: Unknown

Process (continued)

6. Select the Artists

- The team will select the artists according to the selection process and criteria mentioned in the call for art.
- Inform the selected artists of their award.

7. Installation & Removal

- Prior to install the Team should ensure the Artist has completed any required agreements prior to the start of work and obtained any necessary insurance coverage by the property owner.
- Identify a install timeline for the Artists and help facilitate access with the property owner and landlord.
- Ensure removal of art is done in accordance with the program guidelines.

8. Promote the Installation

- Promote the installations through existing communication channels.
- Create a flyer for businesses to use to promote on their own communication channels including social media and e-newsletters.

9. Seek Feedback & Create Permanent Program

- Survey property owners and artists as to what went well/didn't go well.
- Identify areas of improvement to guidelines and/or process.
- Implement a permanent window activation program for vacant storefronts in which artists can regularly be leveraged for on-going vacancies.



Vacant Storefront, Trapelo Road. Photo Credit: Favermann Design

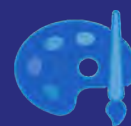


Vacant Storefront, Trapelo Road. Photo Credit: Favermann Design



Best Practice

WindowART, Newton Community Pride



CULTURAL/
ARTS

Location

Newton, MA

Belmont, MA 104

WindowART, Newton Community Pride



Location

Newton, MA

Program/Event Details

Newton Community Pride is a non-profit organization serving the City of Newton in supporting beautification projects and culture programming throughout the community.

WindowART is a public art project that encourages activation of vacant storefront windows through existing artwork by local artists. The program is free to any commercial property owner located in the City of Newton who has a storefront vacancy.

The goal of this program is to engage shoppers and pedestrians through the commercial centers while also beautifying storefronts making them more attractive to potential tenants.

Program Process

The following action items were taken to implement this program:

- Documentation of empty storefronts
- Identify focus areas – Newton focused on areas of concentrated vacancies
- Identify and contact landlords – this proved to be challenging in the case of absentee landlords and in some cases many different forms of outreach were needed including: cold-calling, emailing, press releases for “Call for Landlords”
- Engage landlords to seek feedback on the program approach
- Develop an approach to installation of existing art which was previously funded by Newton Community Pride’s FenceART Program
- The art was then easily installed into vacant storefront windows

Key Takeaways

Key Takeaways from the program/event which can be leveraged by Belmont:

- Persistence with landlord outreach – in the case of unengaged or absentee landlords it may take several attempts to outreach to landlords
- Using existing art for simplicity and ease in installation for immediate results

Economic Development

Life Sciences and
Technology

Small Business Assistance

Cannabis Business Permit

Food Truck Vending in
Cambridge

Vacant Storefront
Initiative

Vacant Storefront
Creative Design Contest

Vacant Storefront
Design Contest 2019
Winners Gallery

Vacant Storefront
Design Contest 2020
Finalists

Retail Strategy Project

About Cambridge
Commercial Districts

Contact Us

[CDD](#) > [Economic Development](#) > [Vacant Storefront Initiative](#) > [Vacant Storefront Creative Design Contest](#)

Vacant Storefront Creative Design Contest

The Cambridge Vacant Storefront Creative Design Contest, a program designed by the Community Development Department and [Cambridge Arts](#), aims to energize neighborhoods and activate commercial districts by filling empty storefront windows with reproductions of locally-made art.

Each year, the Contest invites local artists to submit their original designs. A jury reviews the submissions and selects finalists. Following finalist announcements, the Cambridge community votes for their favorite designs to determine five (5) winners. Cambridge property owners can choose a design from the five winners to print and display in their vacant storefronts. 2020 winners will be available for download and installation in spring 2020.

Currently, property owners can select work from the [2019](#) and [2020 Vacant Storefront Creative Design Contest Winners](#). [Request a Design for Your Vacant Storefront](#).

[Click here for a gallery of the 2020 Vacant Storefront Creative Design Contest Finalists](#).

2020 Vacant Storefront Design Contest Winners



True Colors
Gregg Bazile, Cambridge
[cambridgema.gov/StorefrontContest](#)



Quick Links

I'd like to learn more about...

Select a Topic

Neighborhood or Square

Select One

Current Projects...

Select One



[Click the Map to
Explore Cambridge](#)

**A 5-STAR Community
and National Leader in
Sustainability**



JUST THE FACTS



Interested in our
demographics and
commercial information?

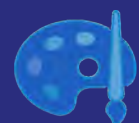
[Check out Just the Facts!](#)

SIGN UP FOR OUR E- NEWSLETTER

Sign up for our e-
newsletter

Best Practice

Vacant Storefront Creative Design Contest



CULTURAL/
ARTS

Location

Cambridge, MA

Belmont, MA 106

Vacant Storefront Creative Design Contest



Location

Cambridge, MA

Program/Event Details

The City of Cambridge, MA along with Cambridge Arts has created the Vacant Storefront Creative Design Contest, with the goal to activate vacant storefronts and commercial districts through creative window art reproductions by locally made art.

The program is set up as a design competition which invites local artist to submit their original designs for review. If selected, their art can be chosen by landlords for display in their vacant storefronts as reproductions of their original art.

The Program Includes:

- Annual Contest – including rules
- The selection process – which included finalist selected by a jury, then 5 winners selected by the public
- Timeline
- Request for Property owners for Art/Designs

For more information:

<https://www.cambridgema.gov/CDD/econdev/vacantstorefrontresources/vacantstorefrontcreativedesigncontest>

Key Takeaways

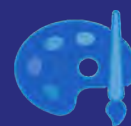
Key takeaways that Belmont can leverage for Trapelo Road include:

- The selection process provided for public involvement – this can get the public excited about the upcoming installations and drive awareness to the project
- Allowing the landlord to select the art from a pool of contest winners – this can give the landlord opportunity for more involvement, however can also result in lack of motivation or follow-through
- Consider hosting the program annually, which will also prompt updates to the list of vacant properties and create an event around the program to attract visitors to view the art
- Leveraging and partnering with an existing arts organization – Belmont should consider partnering with an existing creative organization who can help manage the program

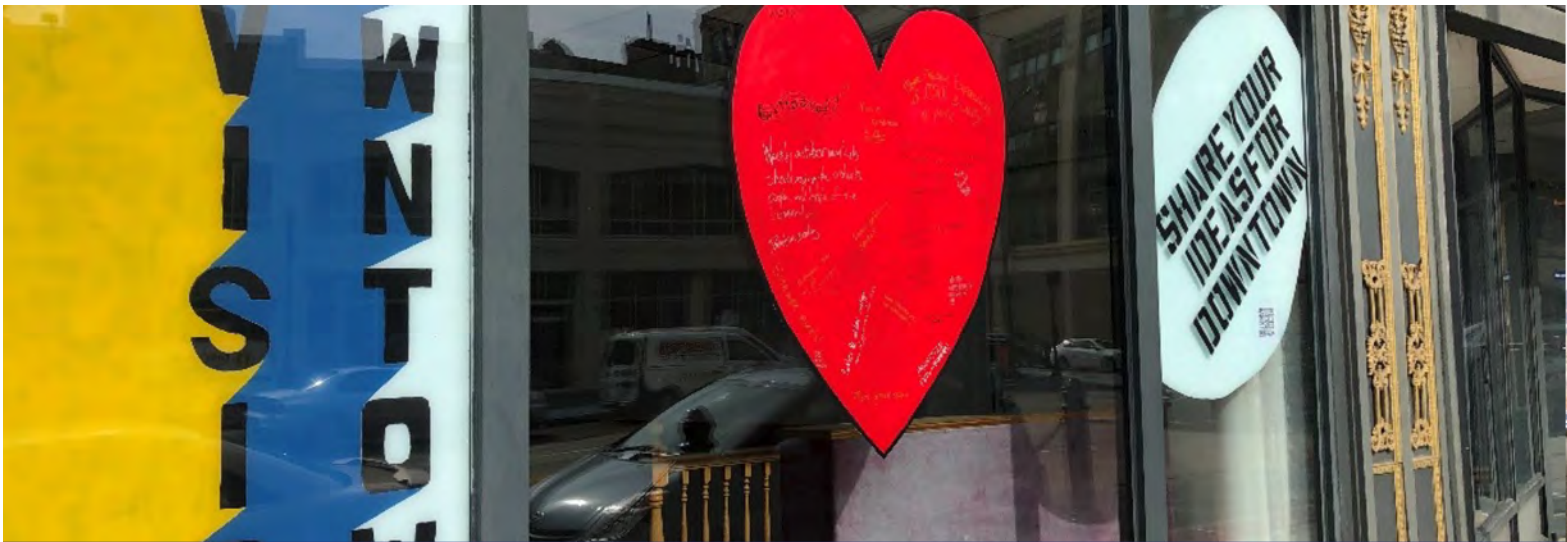


Best Practice

Interactive Storefronts: Engage Residents Through Artistic Installations in Storefronts

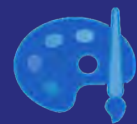


CULTURAL/
ARTS



Best Practice

Interactive Storefronts: Engage Residents Through Artistic Installations in Storefronts



CULTURAL/
ARTS

Location

Worcester, MA

Program/Event Details

The Interactive Storefronts project in Worcester was created in response to the impact that COVID-19 had on engaging the public as it related to the development of a Downtown Placemaking Plan. Using vacant storefronts as a tool in the public engagement process allowed for public engagement when options were limited as a result of the safety protocols in place for the COVID-19 pandemic.

The project involved the engagement of local artists to create works in the storefronts of vacant properties in downtown Worcester. Using art as a survey tool, downtown visitors were able to participate in the public process by questions asked through the window art demonstrations. This was done through the use of QR codes in which visitors could access the full placemaking survey.

Implementation of the window art was done in tandem with the larger project for Downtown Placemaking with a separate call for artists specifically for the window art.



Best Practice

Interactive Storefronts: Engage Residents Through Artistic Installations in Storefronts



Location

Worcester, MA

Key Takeaways

While this specific project created interactive storefronts as a tool to a larger planning process, there are certain takeaways that Belmont can leverage for their own Vacant Storefront Window program including:

- Following the process for establishing a window program and call for art (see Appendix 7 for this process)
- The program involved one property owner with multiple windows – Belmont could target one property that is owned by an already interested landlord
- Giving priority to local artists & giving artistic freedom
- Working with existing organizations that could support the effort – Belmont should work with any existing creative or arts organizations within the community, including the local school art program
- Providing measurements of the windows in the call for art – Belmont should include photos and window measurements in the call for art

Appendix

1. LRRP Business Survey Results/Report
2. LRRP Belmont Customer Survey Results
3. Focus Group Questions & Summary Responses
4. Rating Scale for Physical Environment
5. Phase 1 Community Presentation + Poll Results
6. SME Reports/Deliverables
 - a) Patronicity/Bench Consulting SME for "Trapelo Community Hubs"
 - b) Civic Space Collaborative SME for "Belmont Walking Tour"
 - c) Mondoforma (Cepheid Solutions) SME for "Online Marketplace Directory"
 - d) Perch Advisors SME for "District Marketing"
7. Call for Artist Process – Interactive Storefronts
8. Funding Resources

Appendix 1

LRRP Business Survey Results/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.)

Belmont

Targeted Commercial Area

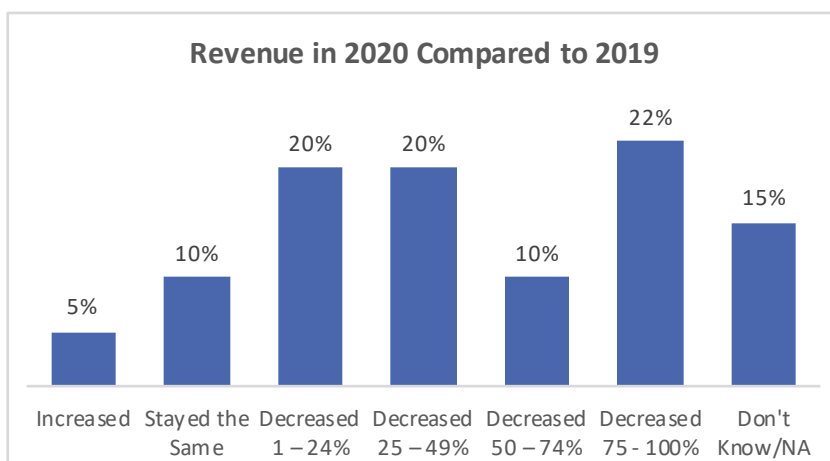
Responses: 41

Impacts of COVID-19

Decline in Business Revenue

72% of businesses generated less revenue in 2020 than they did in 2019.

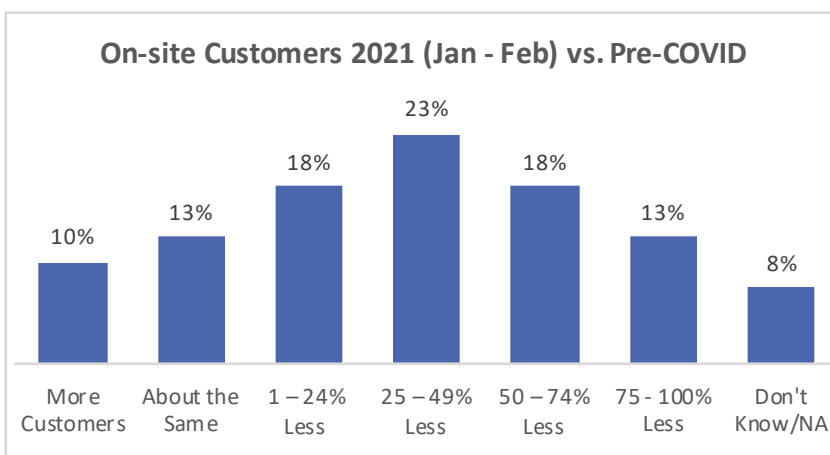
For 52% of businesses, revenue declined by 25% or more.



Less Foot Traffic in Commercial Area

72% of businesses had less on-site customers in January and February of 2021 than before COVID.

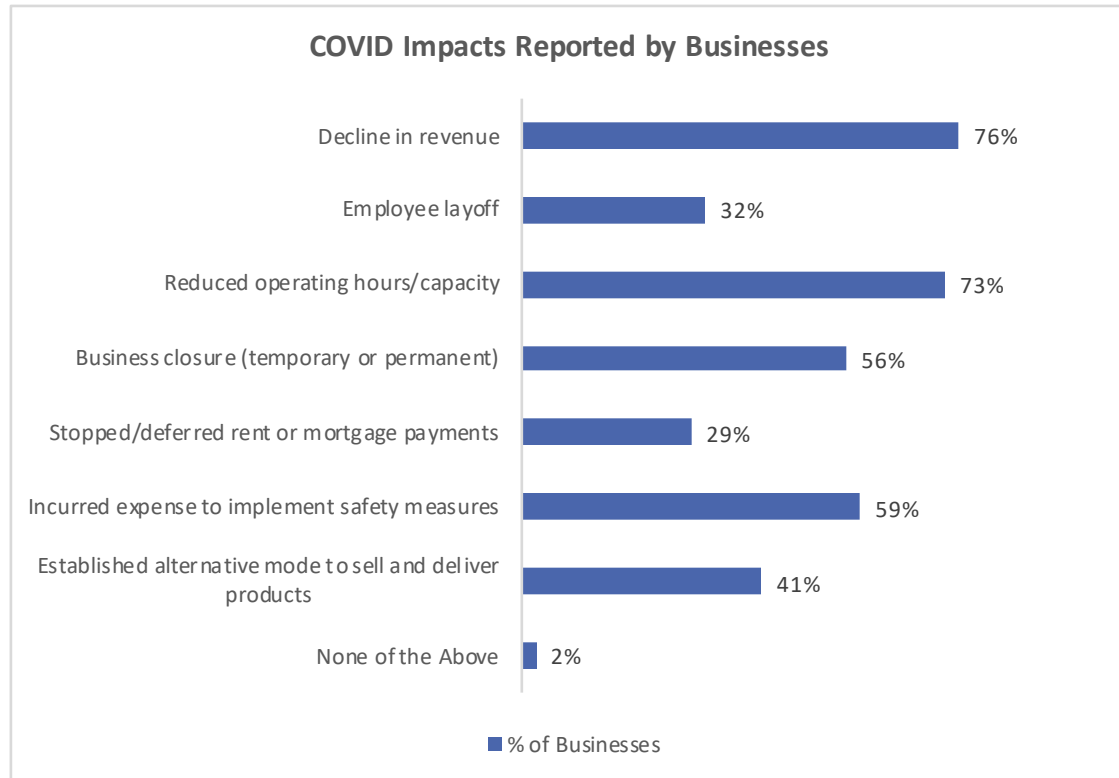
54% of businesses reported a reduction in on-site customers of 25% or more.



Impacts of COVID-19 (cont'd)

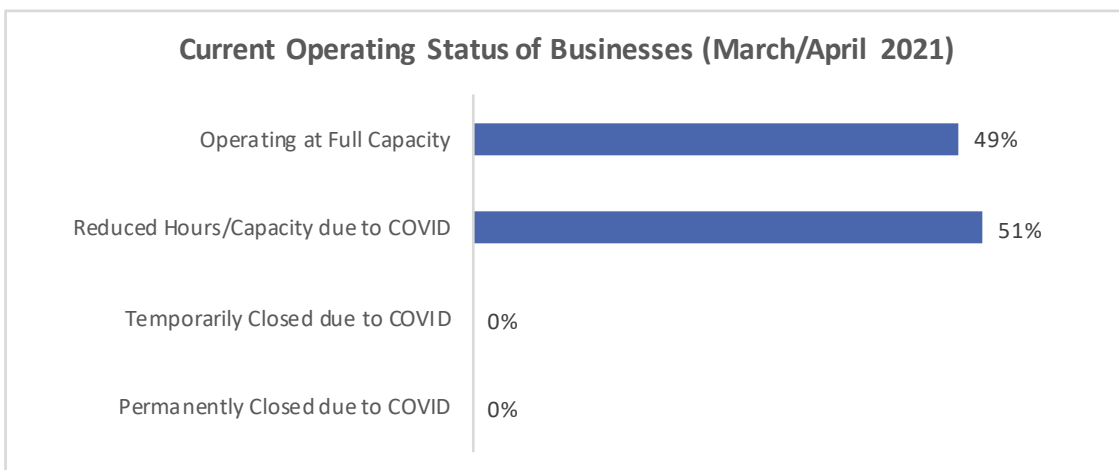
Reported Impacts

98% of businesses reported being impacted by COVID.



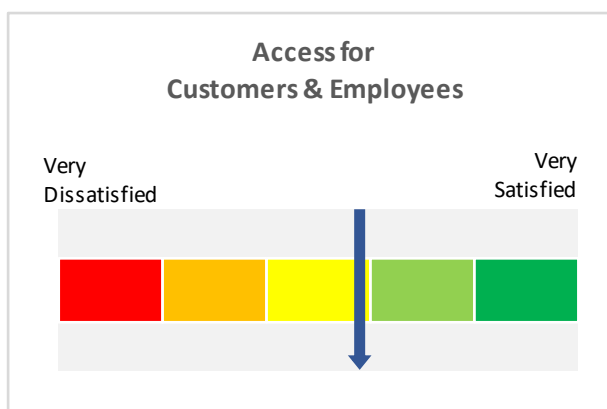
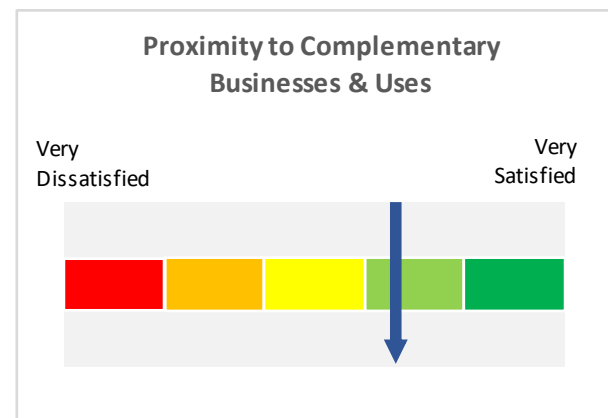
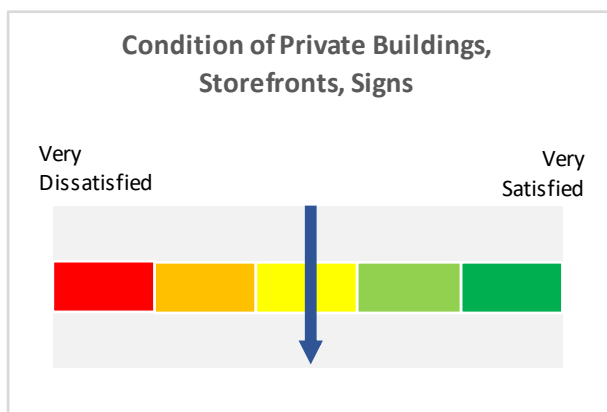
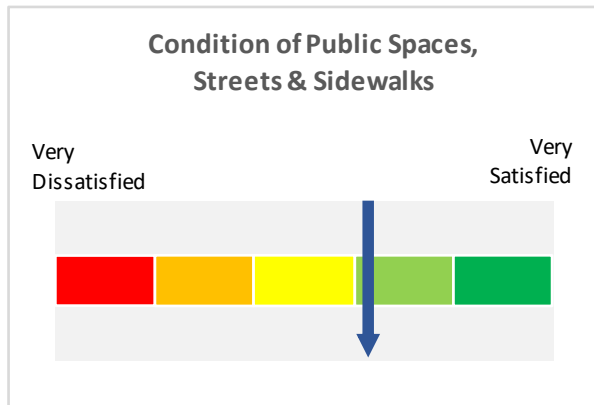
Operating Status

At the time of the survey, 51% of businesses reported they were operating at reduced hours/capacity or closed.



Business Satisfaction with Commercial District

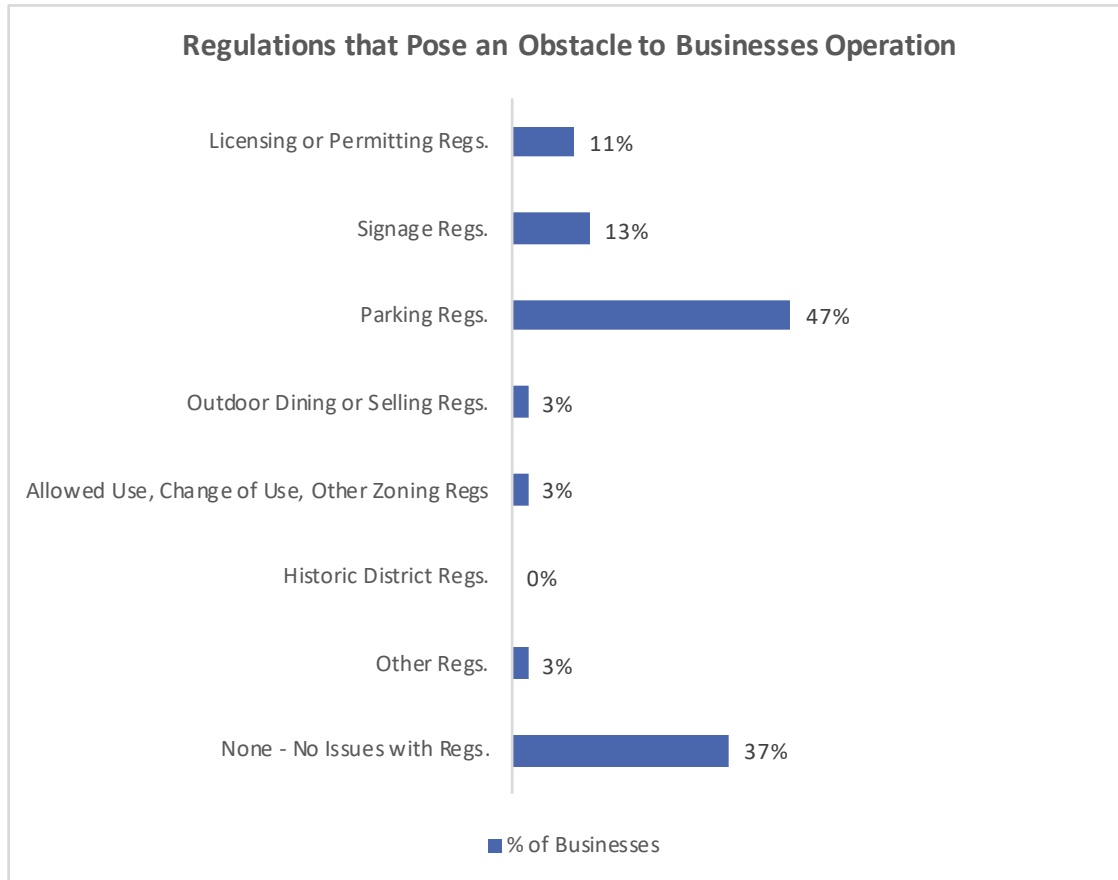
The charts below illustrate the average satisfaction rating among respondents regarding various elements.



Business Satisfaction with Commercial District (cont'd)

Regulatory Environment

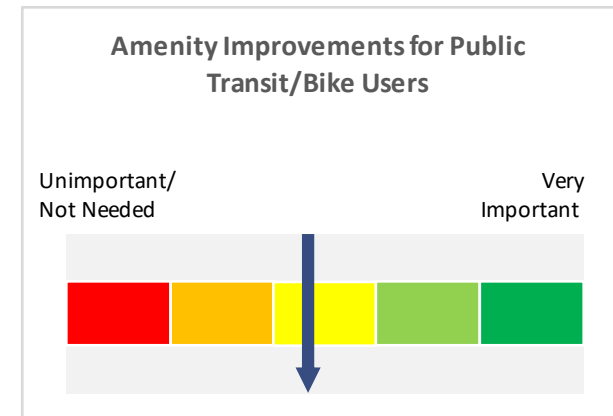
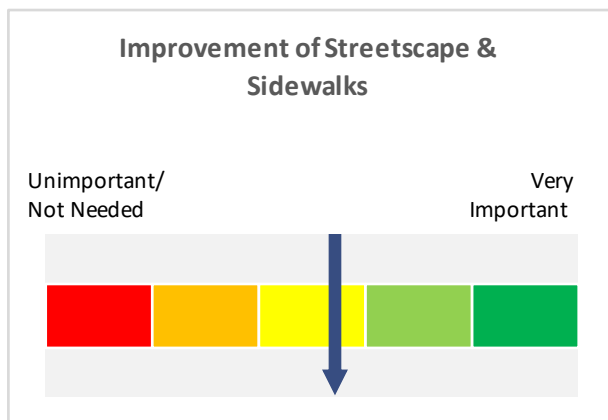
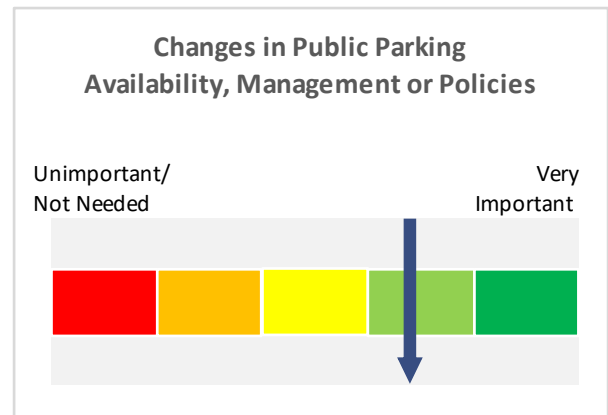
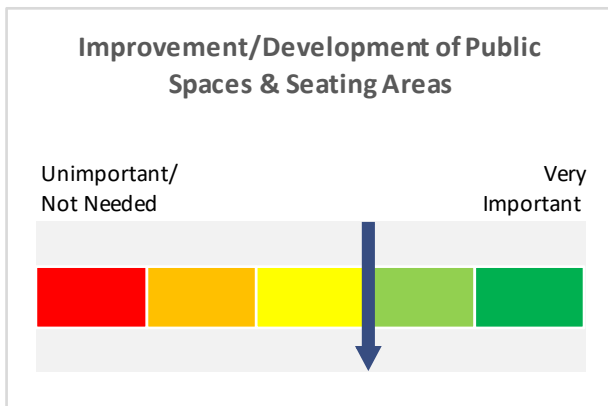
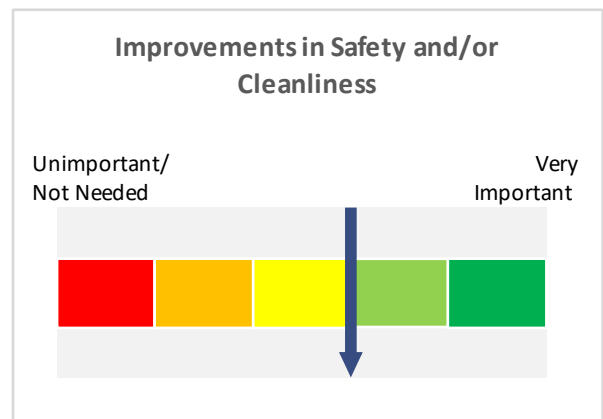
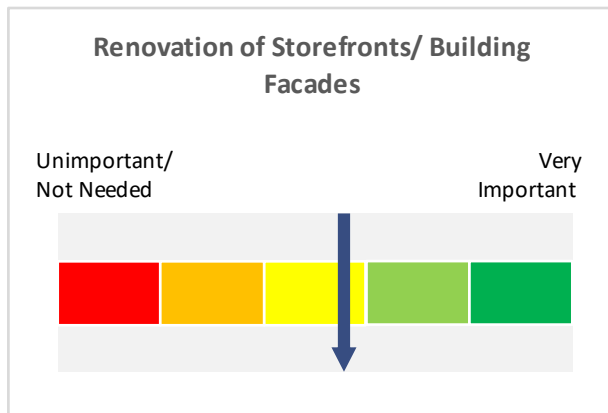
63% of businesses indicated that the regulatory environment poses an obstacle to business operation.



Business Input Related to Possible Strategies

Physical Environment, Atmosphere and Access

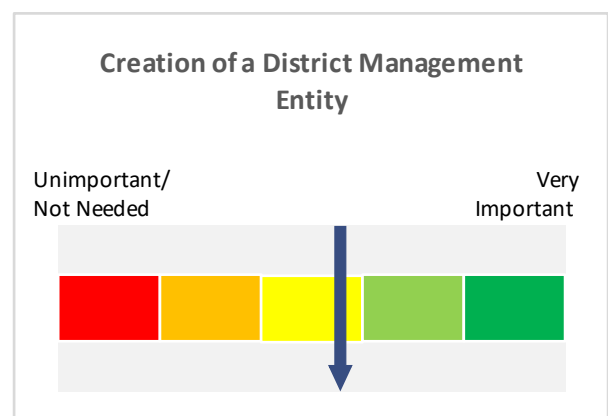
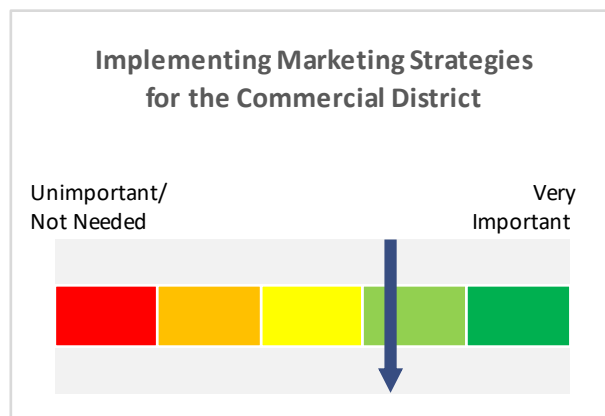
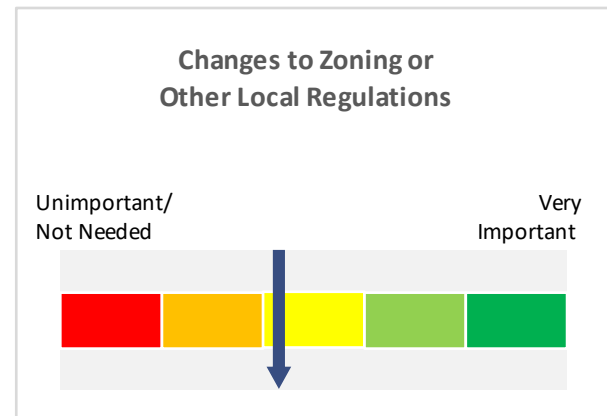
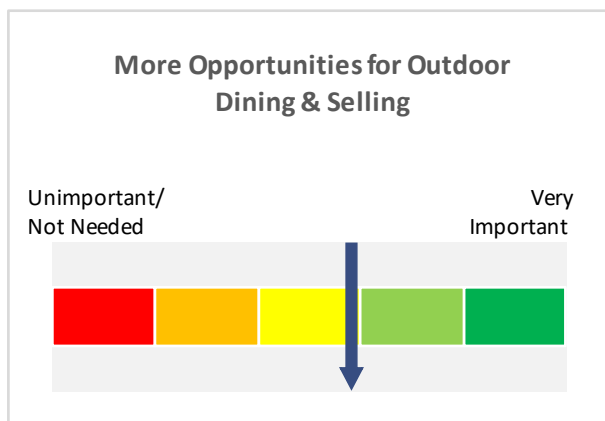
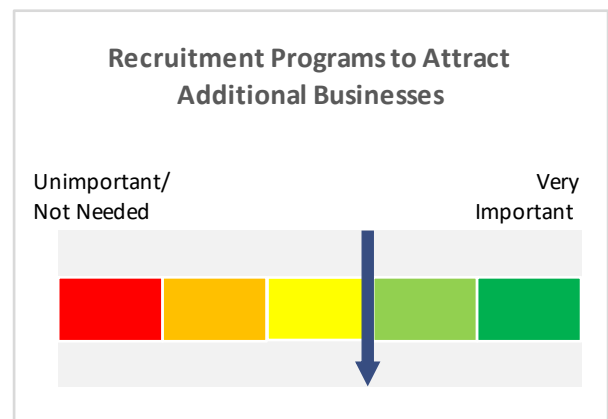
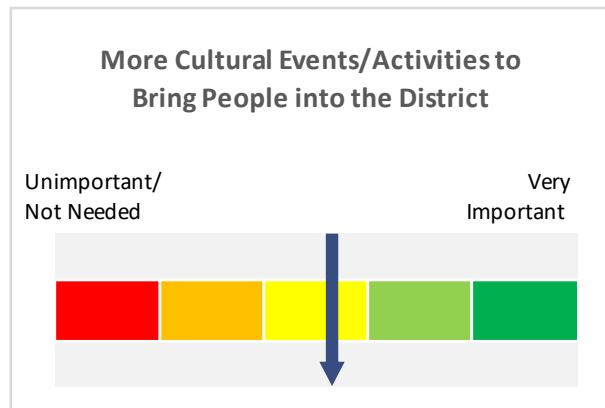
The charts below illustrate the average rating among respondents regarding importance of various strategies.



Business Input Related to Possible Strategies (cont'd)

Attraction/Retention of Customers and Businesses

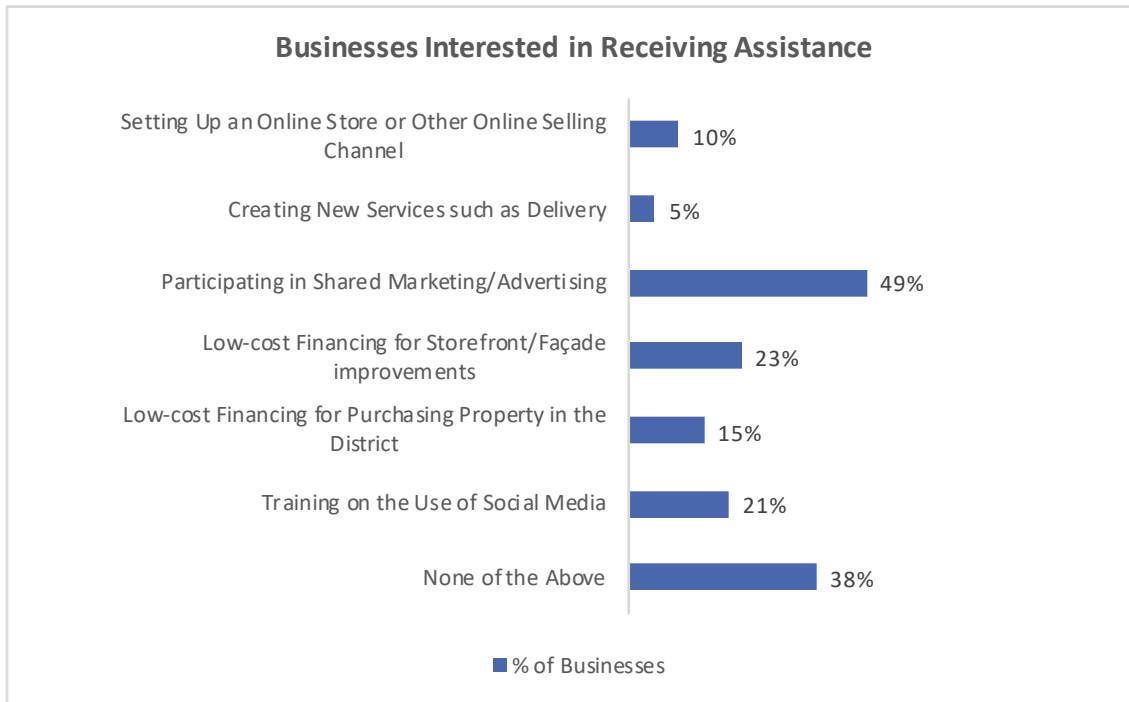
The charts below illustrate the average rating among respondents regarding importance of various strategies.



Business Input Related to Possible Strategies (cont'd)

Businesses Support

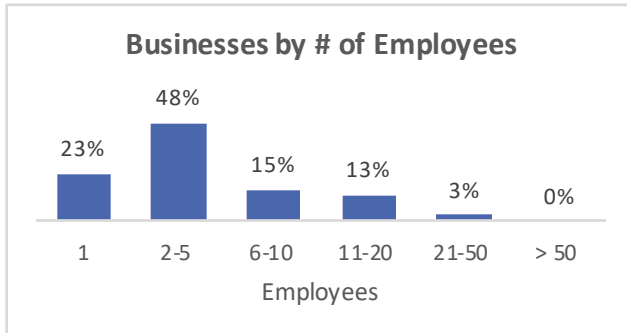
62% of businesses expressed interest in receiving some kind of assistance.



Business Characteristics

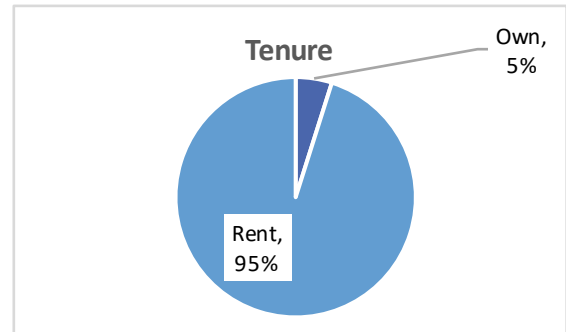
Business Size

71% of businesses are microenterprises (≤ 5 employees).



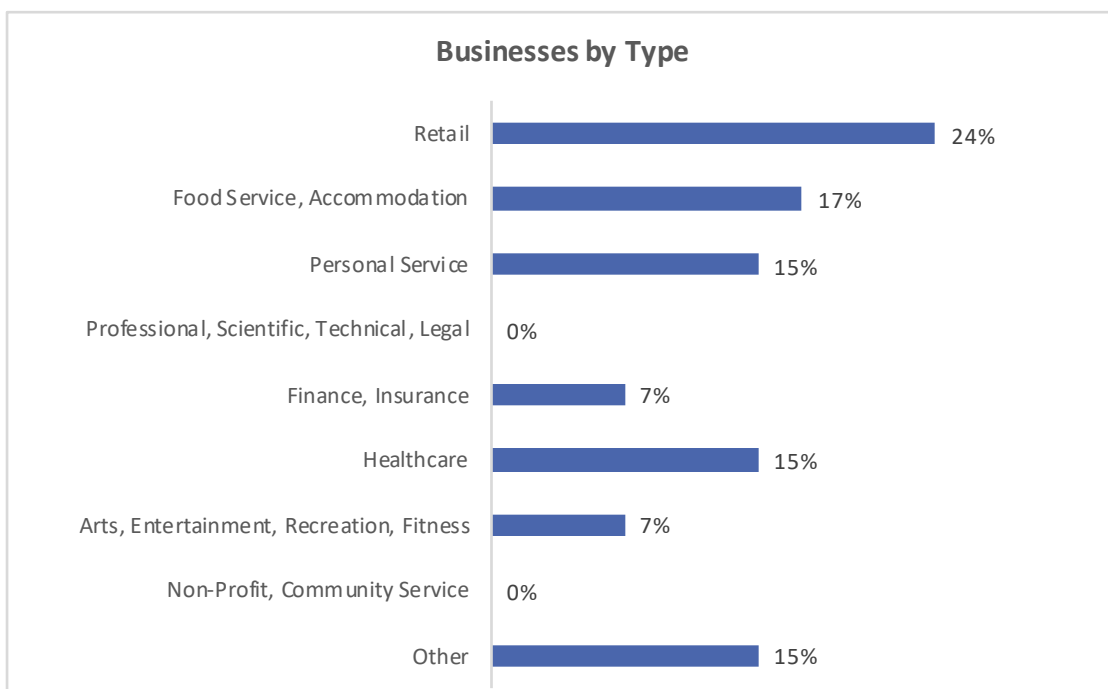
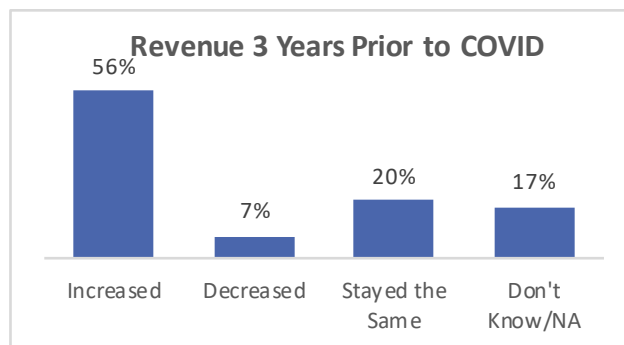
Business Tenure

95% of businesses rent their space.



Revenue Trend Prior to COVID

56% 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.

Belmont	41
---------	----

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	9	23%
2 to 5	19	48%
6 to 10	6	15%
11 to 20	5	13%
21 to 50	1	3%
More than 50	0	0%
Total	40	100%

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

Own	2	5%
Rent	39	95%
Total	41	100%

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

Increased	23	56%
Decreased	3	7%
Stayed about the Same	8	20%
Don't Know/Not Applicable	7	17%
Total	41	100%

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

Retail (NAICS 44-45)	10	24%
Food Service (restaurants, bars), Accommodation (NAICS 72)	7	17%
Personal Service (hair, skin, nails, dry cleaning) (NAICS 81)	6	15%
Professional Scientific, Technical, Legal (NAICS 54)	0	0%
Finance, Insurance (NAICS 52)	3	7%
Healthcare (medical, dental, other health practitioners) (NAICS 62)	6	15%
Arts, Entertainment, Recreation, Fitness (NAICS 71)	3	7%
Non-Profit, Community Services	0	0%
Other	6	15%
Total	41	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	1	2%
Dissatisfied	6	15%
Neutral	9	22%
Satisfied	21	51%
Very Satisfied	4	10%
Total	41	100%

Condition of Private Buildings, Facades, Storefronts, Signage

Very Dissatisfied	3	7%
Dissatisfied	9	22%
Neutral	14	34%
Satisfied	14	34%
Very Satisfied	1	2%
Total	41	100%

Access for Customers & Employees

Very Dissatisfied	1	2%
Dissatisfied	10	24%
Neutral	9	22%
Satisfied	17	41%
Very Satisfied	4	10%
Total	41	100%

Safety and Comfort of Customers & Employees

Very Dissatisfied	1	2%
Dissatisfied	3	7%
Neutral	8	20%
Satisfied	18	44%
Very Satisfied	11	27%
Total	41	100%

Proximity to Complementary Businesses or Uses

Very Dissatisfied	0	0%
Dissatisfied	2	5%
Neutral	14	35%
Satisfied	20	50%
Very Satisfied	4	10%
Total	40	100%

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

Licensing or permitting regulations	4	11%
Signage regulations	5	13%
Parking regulations	18	47%
Outdoor dining or selling regulations	1	3%
Allowed uses, change of use or other zoning regulations	1	3%
Historic District regulations	0	0%
Other regulations (not related to COVID)	1	3%
None - No Issues with regulations	14	37%

Impacts of COVID

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

Decline in revenue	31	76%
Employee layoff	13	32%
Reduced operating hours/capacity	30	73%
Business closure (temporary or permanent)	23	56%
Stopped/deferred rent or mortgage payments	12	29%
Incurred expense to implement safety measures	24	59%
Established alternative mode to sell and deliver products (on-line platforms, delivery, etc.)	17	41%
None of the Above	1	2%

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

Increased compared to 2019	2	5%
Stayed about the same as 2019	4	10%
Decreased 1 – 24% compared to 2019	8	20%
Decreased 25 – 49% compared to 2019	8	20%
Decreased 75 - 100% compared to 2019	4	10%
Decreased 50 – 74% compared to 2019	9	22%
Don't Know/Not Applicable	6	15%
Total	41	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	4	10%
About the same number as before COVID	5	13%
1 – 24% less customers than before COVID	7	18%
25 – 49% less customers than before COVID	9	23%
50 – 74% less customers than before COVID	7	18%
75 – 100% less customers than before COVID	5	13%
Don't Know/Not Applicable	3	8%
Total	40	100%

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

Operating at full capacity	20	49%
Operating at reduced hours/capacity due to COVID	21	51%
Temporarily closed due to COVID	0	0%
Permanently closed due to COVID	0	0%
Total	41	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	6	15%
Of Little Importance or Need	5	13%
Moderately Important	11	28%
Important	10	25%
Very Important	8	20%
Total	40	100%

Improvement/Development of Public Spaces & Seating Areas

Unimportant/Not Needed	2	5%
Of Little Importance or Need	6	16%
Moderately Important	8	21%
Important	18	47%
Very Important	4	11%
Total	38	100%

Improvement of Streetscape & Sidewalks

Unimportant/Not Needed	6	15%
Of Little Importance or Need	8	20%
Moderately Important	4	10%
Important	17	43%
Very Important	5	13%
Total	40	100%

Improvements in Safety and/or Cleanliness

Unimportant/Not Needed	4	10%
Of Little Importance or Need	5	13%
Moderately Important	8	20%
Important	17	43%
Very Important	6	15%
Total	40	100%

Changes in Public Parking Availability, Management or Policies

Unimportant/Not Needed	3	8%
Of Little Importance or Need	4	10%
Moderately Important	7	18%
Important	12	31%
Very Important	13	33%
Total	39	100%

Amenity Improvements for Public Transit Users and/or Bike Riders

Unimportant/Not Needed	4	11%
Of Little Importance or Need	10	26%
Moderately Important	14	37%
Important	7	18%
Very Important	3	8%
Total	38	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	6	15%
Of Little Importance or Need	6	15%
Moderately Important	12	29%
Important	11	27%
Very Important	6	15%
Total	41	100%

More Opportunities for Outdoor Dining and Selling

Unimportant/Not Needed	4	10%
Of Little Importance or Need	5	13%
Moderately Important	13	33%
Important	10	25%
Very Important	8	20%
Total	40	100%

Implementing Marketing Strategies for the Commercial District

Unimportant/Not Needed	3	7%
Of Little Importance or Need	2	5%
Moderately Important	13	32%
Important	13	32%
Very Important	10	24%
Total	41	100%

Recruitment Programs to Attract Additional Businesses

Unimportant/Not Needed	3	7%
Of Little Importance or Need	2	5%
Moderately Important	19	46%
Important	11	27%
Very Important	6	15%
Total	41	100%

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

Unimportant/Not Needed	6	15%
Of Little Importance or Need	11	28%
Moderately Important	12	30%
Important	10	25%
Very Important	1	3%
Total	40	100%

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

Unimportant/Not Needed	2	5%
Of Little Importance or Need	8	20%
Moderately Important	15	38%
Important	9	23%
Very Important	6	15%
Total	40	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	4	10%
Creating new services such as delivery	2	5%
Participating in shared marketing/advertising	19	49%
Low-cost financing for storefront/façade improvements	9	23%
Low-cost financing for purchasing property in the commercial district	6	15%
Training on the use of social media	8	21%
None of the above	15	38%

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

Waverley Insurance Agency
—
—
—
Aram's Coffee Cafe
GALLAGHER REMODELING, INC.
—
Firefly Global
Hynes Collision Center
—
The ongoing litigation for the retail aspect of the building across the street I believe greatly affects all the businesses in this area. It would help to not have empty storefronts.
—
—
—
—
—
—
—
—
—
—
—
Improve the look of the area, they plant trees and don't take care of them. Weeds instead of mulch. very few trash cans. this part of town gets no attention at all.
—
—

—
—
—
—
—
—
—
—
—
FRENETTE CLEANERS
—
our area really needs beautifying. more trees, seating, garbage cans, flower pots
Zia Clothing Outlet
—
—
Branding and beautification of the Cushing Square business district and the entire Trapelo Road Corridor.
—
vicki lee's

[illegible]

Appendix 2

LRRP Belmont Customer Survey Results

Belmont Consumer Survey

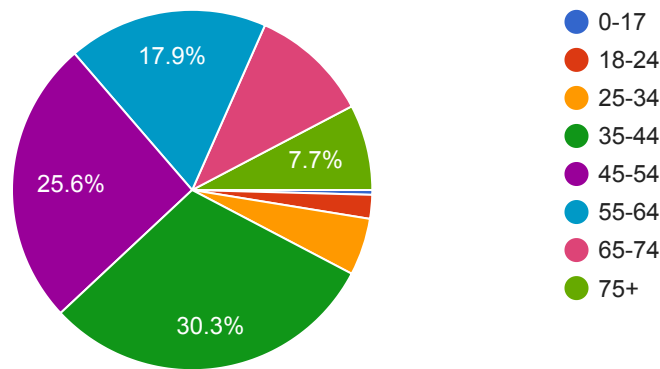
235 responses

[Publish analytics](#)



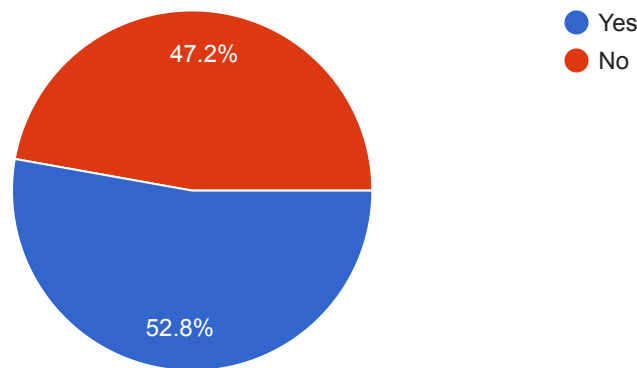
What is your age?

234 responses

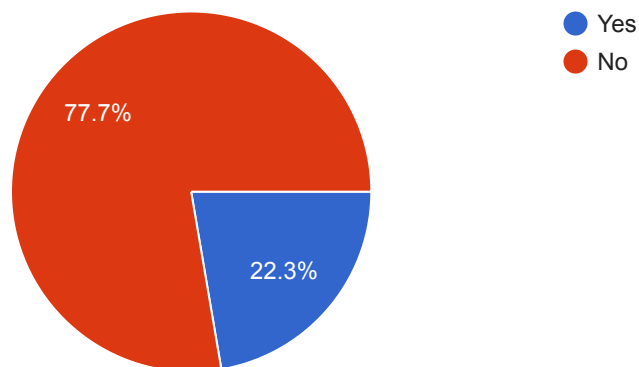
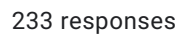


Are any members of your household under the age of 18?

231 responses



231 responses

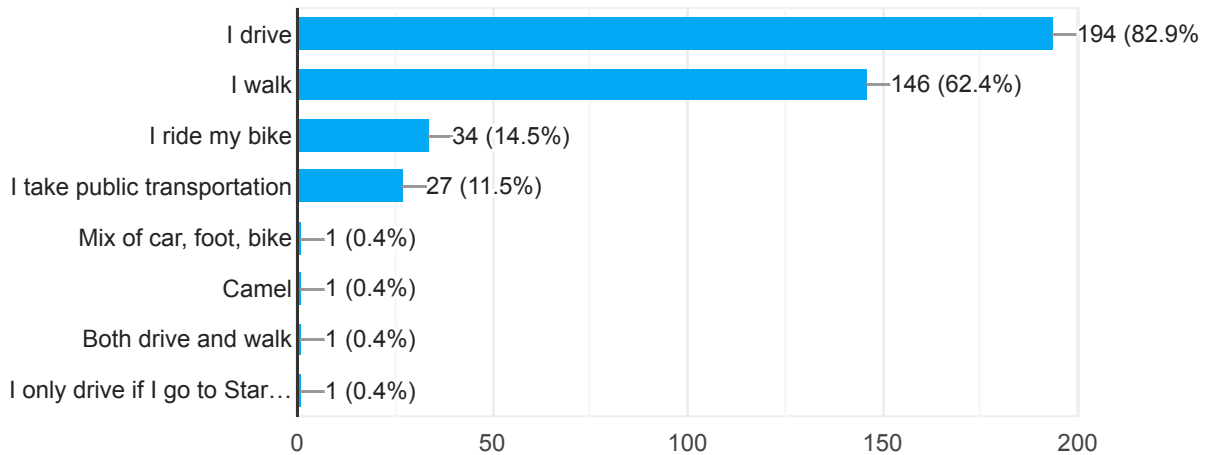


SHOPPING HABITS



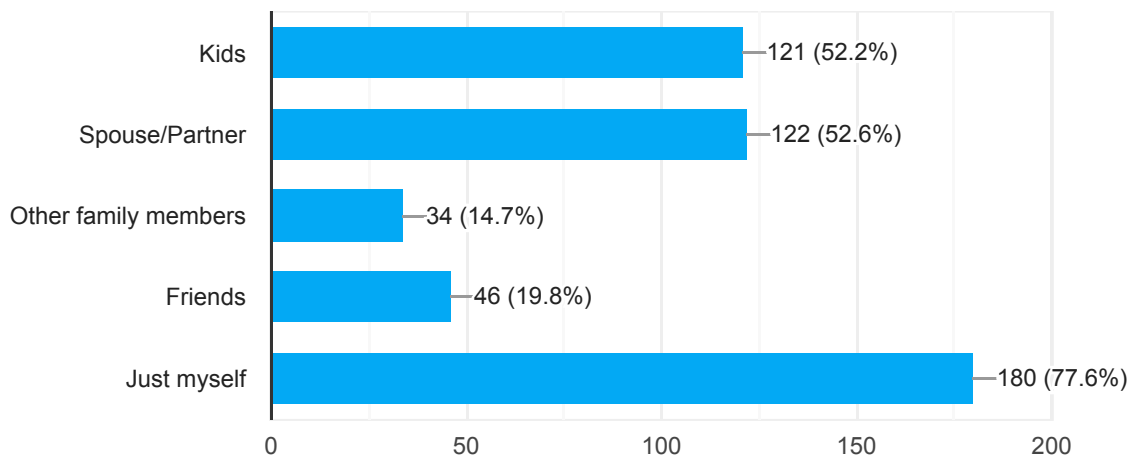
How you get to shopping areas on Trapelo Road (check all that apply):

234 responses



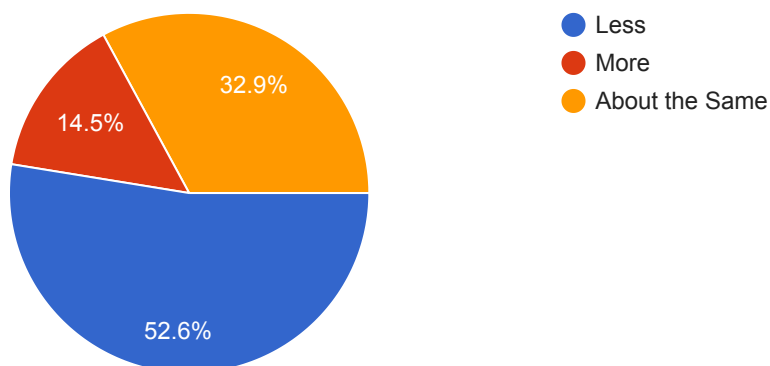
When you visit Trapelo Road businesses, who are you bringing? (check all that apply)

232 responses



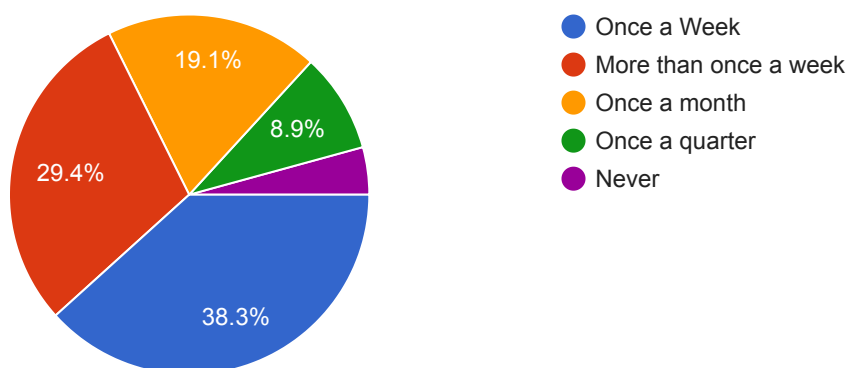
Since March of 2020, are you visiting these businesses less, more or about the same?

234 responses



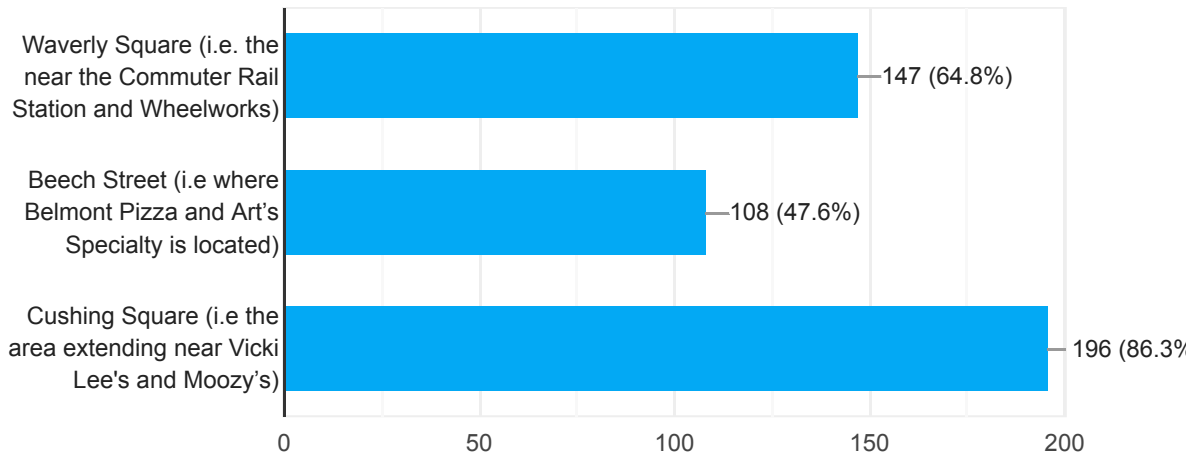
Since March of 2020, how often do you visit these areas to go shopping, eat, run errands or attend events:

235 responses



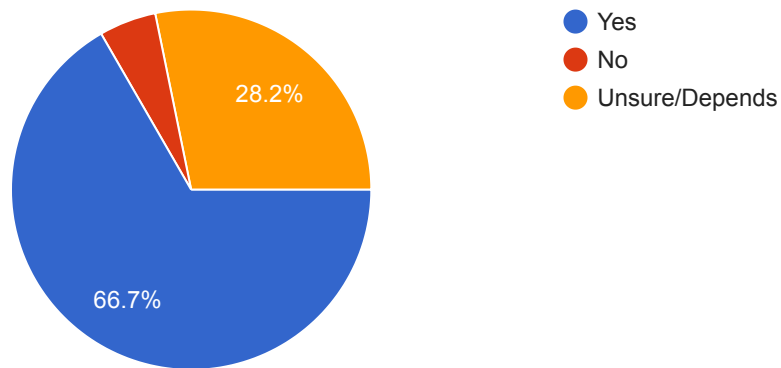
Prior to March of 2020 did you regularly shop/dine/run errands/attend events in the following areas along Trapelo Road (check all that apply):

227 responses



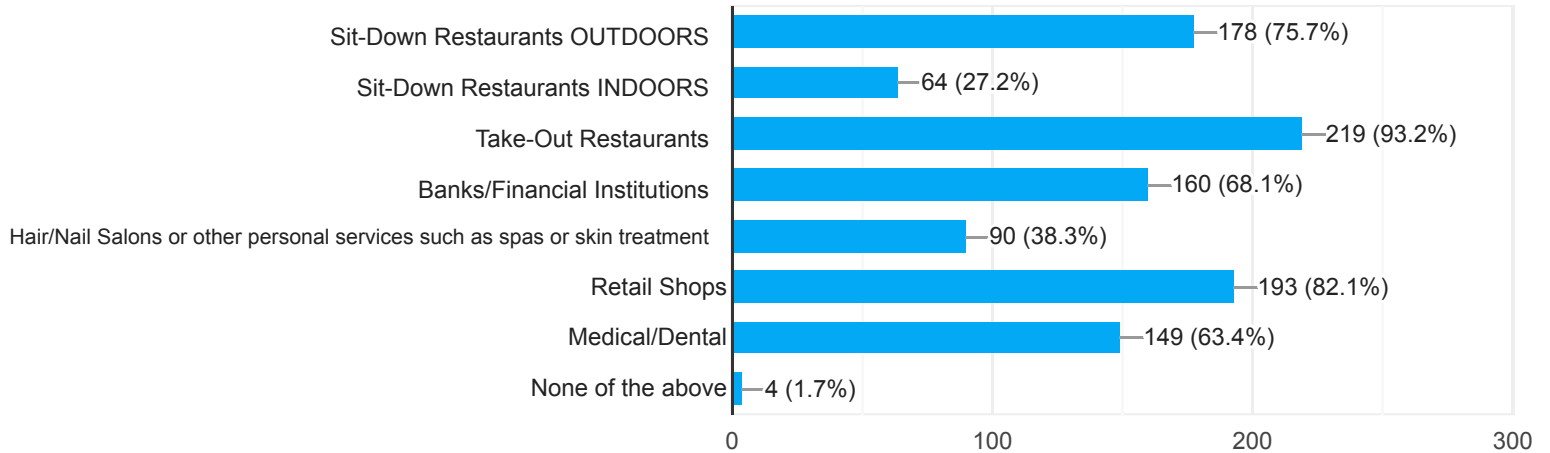
Do you feel comfortable visiting these businesses since March 2020?

234 responses



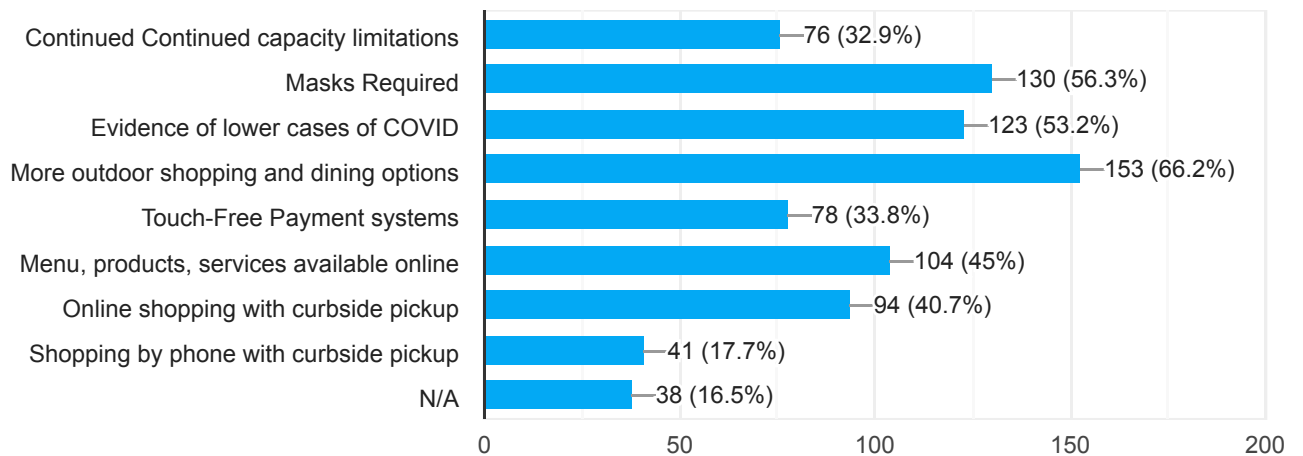
What types of businesses do you feel safe/comfortable visiting? (Check all that apply)

235 responses



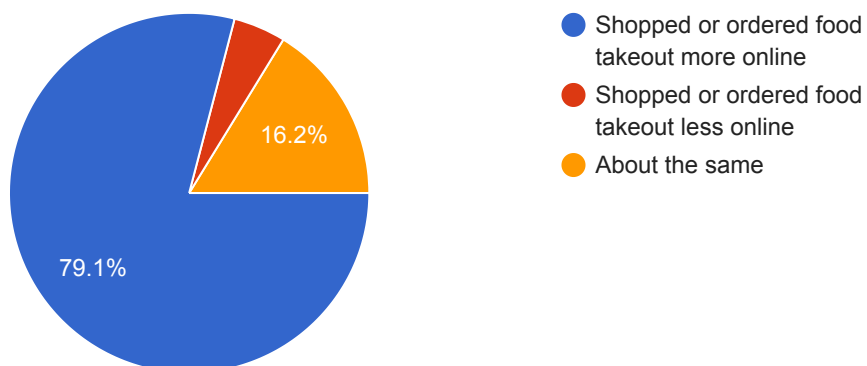
When it comes to business operations and the situation with the COVID-19 pandemic, please indicate what would make you more likely to shop at a local business? (Check all that apply)

231 responses



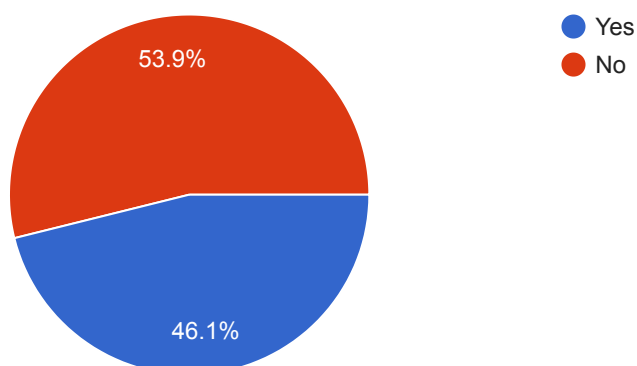
In general, since March of 2020 how have your online shopping or dining (including takeout & delivery) habits changed?

234 responses



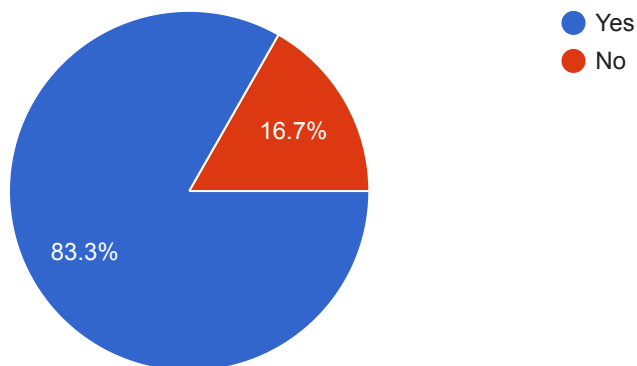
Since March of 2020 have you shopped online with businesses along Trapelo Road?

232 responses



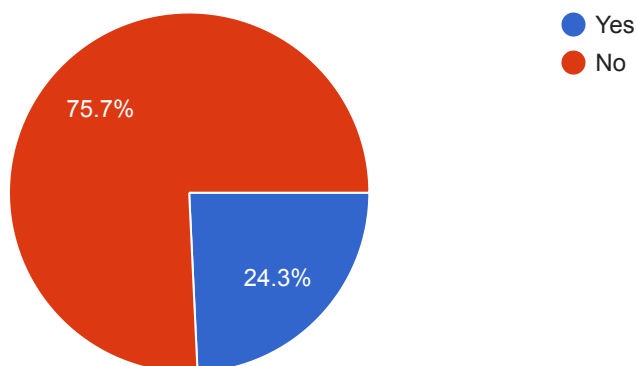
Since March of 2020 have you ordered delivery/takeout from Restaurants along Trapelo Road?

233 responses



Since March of 2020 have you ordered delivery/curbside pickup from Retail Businesses along Trapelo Road?

235 responses

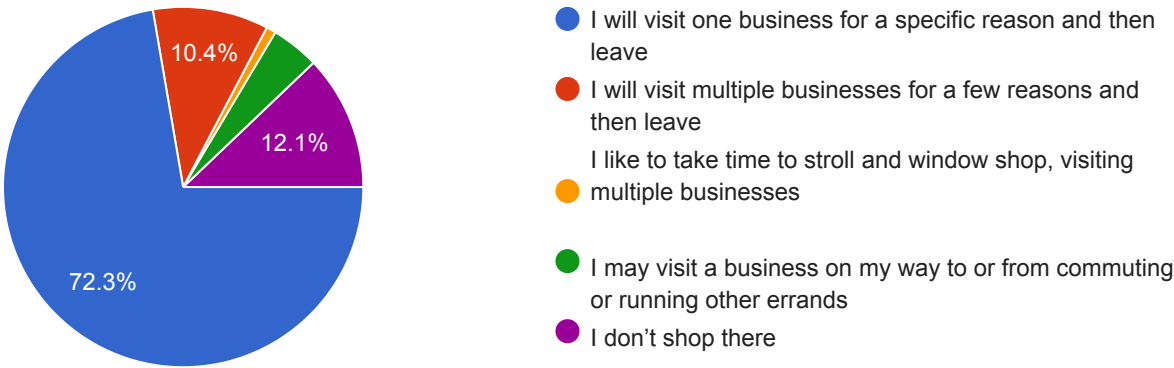


WAVERLY SQ QUESTIONS



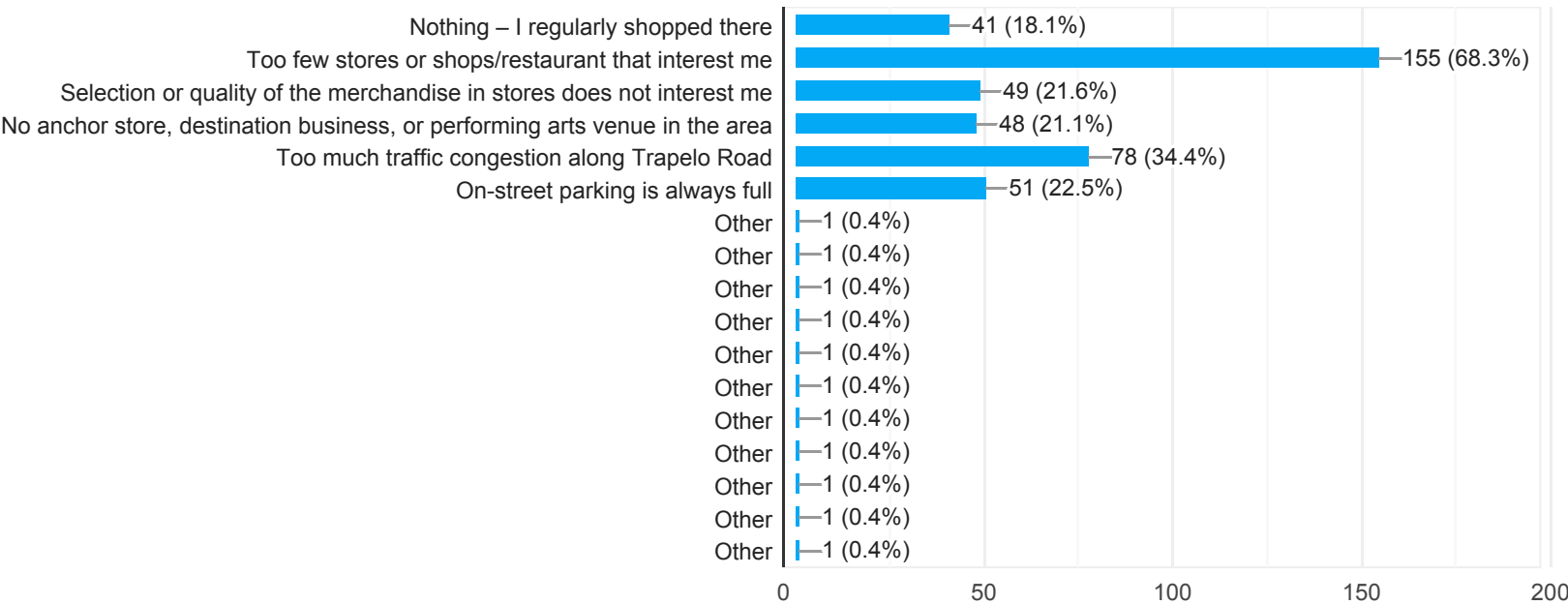
What best describes your shopping habits in Waverly Square PRIOR to March 2020 (pre-COVID)?

231 responses



Prior to March of 2020 (pre-COVID), what prevented you from regularly shopping/dining/running in the Waverly Square area?(check all that apply)

227 responses

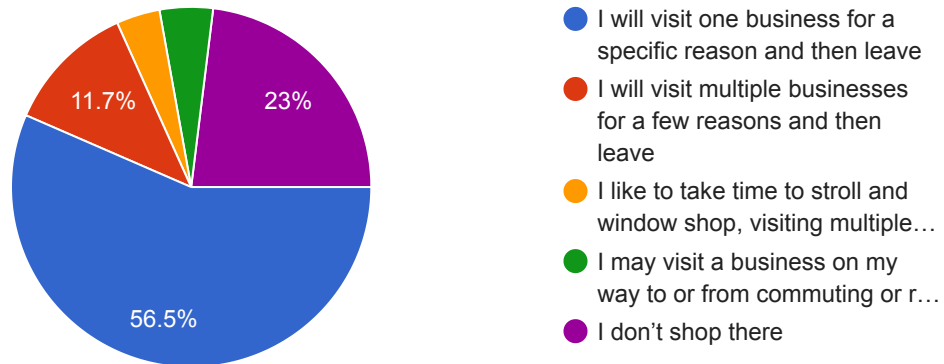


BEECH STREET AREA QUESTIONS



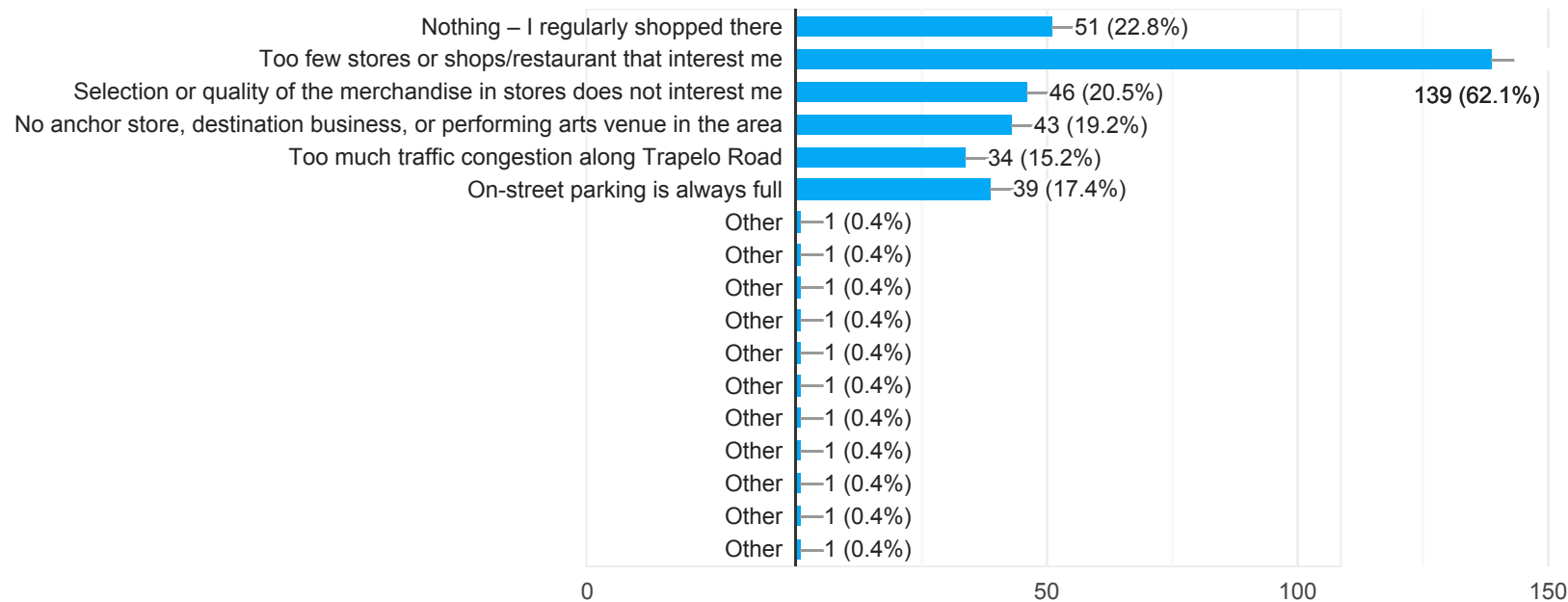
What best describes your shopping habits in the Beech Street area PRIOR to March 2020 (pre-COVID)?

230 responses



Prior to March of 2020 (pre-COVID), what prevented you from regularly shopping/dining/running in the Beech Street area?(check all that apply)

224 responses

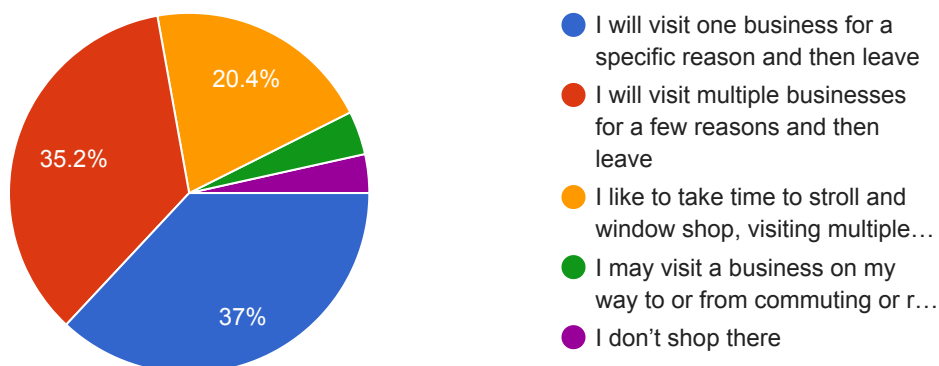


CUSHING SQUARE AREA QUESTIONS



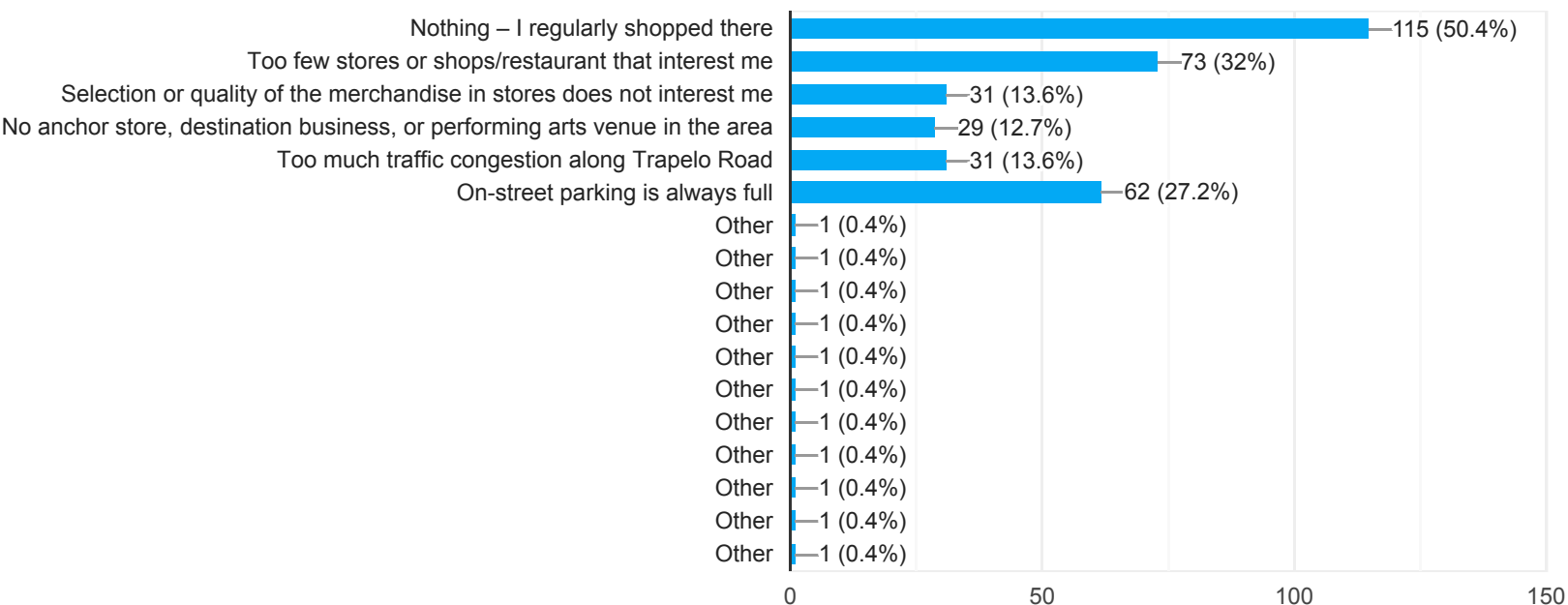
What best describes your shopping habits in the Cushing Square area PRIOR to March 2020 (pre-COVID)?

230 responses

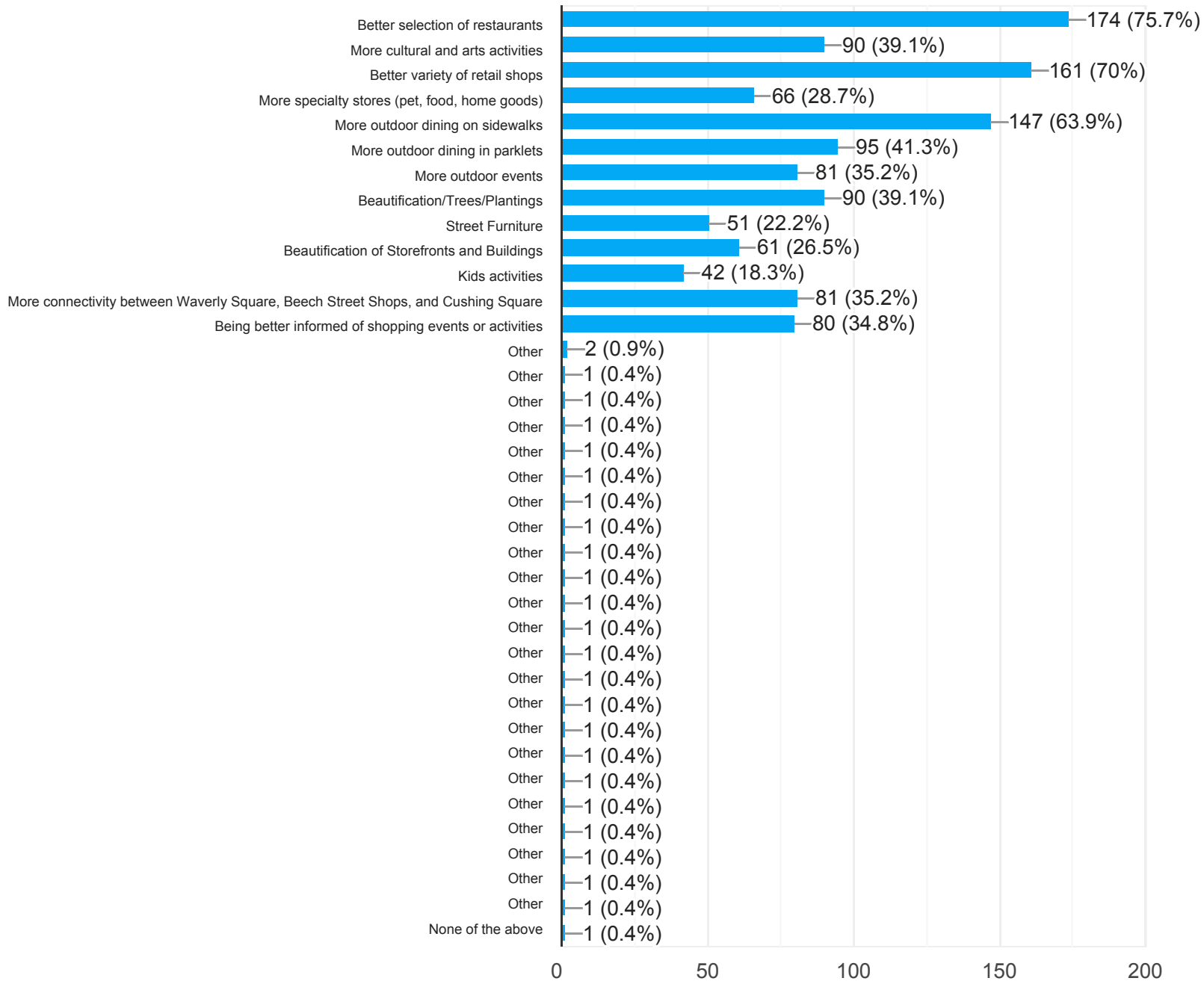


Prior to March of 2020 (pre-COVID), what prevented you from regularly shopping/dining/running in the Cushing Square area?(check all that apply)

228 responses

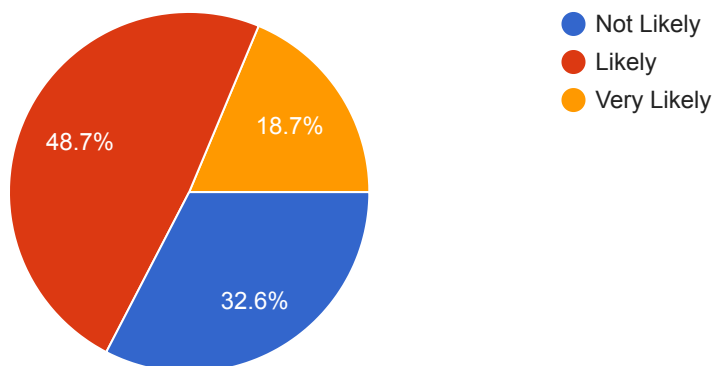


230 responses



When it comes to online OR in-person shopping, how likely are you to shop at a store along Trapelo Road rather than at a box-store or online retailer like Amazon?

230 responses



What influences your decision to shop online or in-person along Trapelo Road vs a big-box retailer or online retailer like amazon.

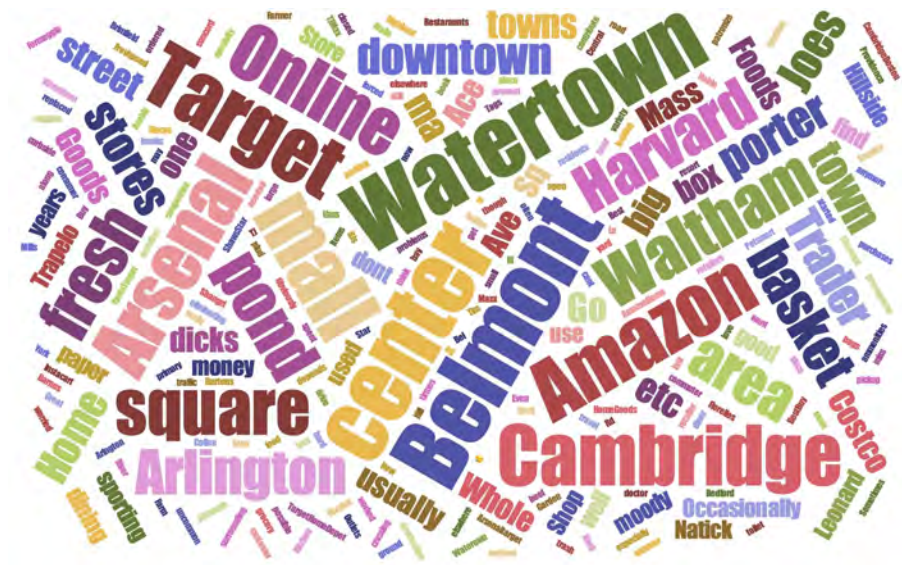
209 responses



See full responses in Appendix

When you can't find what you're looking for in one of these areas (Waverly Square, Beech Street, Cushing Square), please tell us where you do your shopping or dining (shopping center name including the location)?

196 responses



See full responses in Appendix

What best describes you:

229 responses



Fill in the blank: The thing I love most about the Trapelo Road corridor is_____

182 responses



See full responses in Appendix

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Google Forms



Appendix

What influences your decision to shop online or in-person along Trapelo Road vs a big-box retailer or online retailer like amazon.

Clothes stores are overpriced. Would a Paper Store in Belmont More restaurants to choose from.

Whether I am shopping for a commodity item (Amazon) or for fun (in-person). I tend to patronize cafes and restaurants more than clothing/retail in general.

Wanting to support local businesses

Convenience of shopping app, habit

I can find what I want online faster

Depends on what they carry

Convenience

Amazon takes 5 minutes, it's quicker for me to walk to cushing square than to try and park but my schedule doesn't allow for an extra hour to pick up a birthday gift or some screws to fix a drawer. I was really hoping that the new starbucks complex would have underground public parking :(

Predictable store hours — too many shops close early for people fully employed to get there before closing

They're a corporation that benefit Jeff Bezos.

Cost, availability of products

Convenience

Availability of products needed

Big-box and online have a larger selection. I prefer smaller shops when getting a special item.

Ease of online shopping which allows me to see what items are available.

Local stores support the community

Lack of products and selection along respell

Knowing what is available at stores.

Availabilty of item

Convenient

I prefer to shop local

convenience/parking

Availability of things I need

Easier, no parking issues

Want to support local stores

convenience of location

Convenience

Like to shop local when possible—often limited by selection or hours
supporting local businesses

Support small businesses, a more personable shopping experience, unique items

Quick and easy

I don't like to shop on Amazon, but if I can't find it at a local store than I will use Amazon. Bigger variety of retail will allow this to happen

I want to support local businesses whenever possible.

Ease of getting a variety of different things at the same time while not having to take the kids to a bunch off different places.

If I know I can find what I'm looking for at a local shop I will shop there in person. If I am unsure I will sometimes call to find out, otherwise I will order online.

Price and a timing of need

Supporting local owners

perishable items (food, drink), desire to support local if they actually have what I need.

Finding different things you dont see on line

Prefer to support local when possible.

Availability of products

Risk - not leaving my house is appealing.

Supporting local businesses - Amazon doesn't need my dollars

If the stores along Trapelo have what I need, that's usually where I go. If I need something and can't get out or it is late at night, I order online.

I would rather shop local and support local businesses

Traffic, congestion, noise, rude drivers, danger to being pedestrian and/or driver. Very aggravating area to walk or drive around. Most people just cut through as fast as they can.

Traffic rules are not enforced. Lot of car horns and flipped fingers every day. Cushing had a lot of potential that has been squandered in the last decade with very poor visioning and design.

Development being stuck in a court battle is another big issue hurting the area. Cars there should be limited. Belmont voluminous car traffic doesn't contribute and bring more customers to our stores and restaurants. It is the opposite. Shopping in Belmont is very limited, and forces you to spend your money in neighboring towns, or online.

I want to support local businesses whenever I can.

Like to support local merchants, and can get same-day pick up

Availability of what I am looking for

prefer shopping locally if i can, i prefer handling what i am buying to make sure it is what i need

Product selection and efficiency

Prices, selection

"I want to keep local businesses in business

"

Amazon has different goods I need than Trapelo Rd stores

Variety of goods/services and prices, although I'm willing to pay a bit more to support local businesses

Convenience, if I need something right away

Price, selection,

supporting local businesses

Convenience

Convenience

Convenience of curbside pickup and delivery

Convenience, variety of needs, sizes available at all or in stock

Selection - convenience

I try to support local businesses. I no longer drive, so I depend on online shopping and delivery

Store hours and item selection

Guilt

I like to support local businesses!

It's hard for stores to stock as many items as you find online. Also, I'm closer to Belmont Center so when I want to walk or bike I go there.

If I know I can find the item on Trapelo Rd., I will get it there.

Parking

Not enough variety. We were hopeful for the spot that is now a gym.

Availability, how quickly i need the item

I go to shops on Trapelo for specific items

Haven't ever thought about it.

Depends. I (almost) always get books from Belmont Books. But I almost always get office supplies on-line. I always get medicines from Belmont Pharmacy. But I get clothes on-line (NO men's clothing stores in Belmont! One can only buy do many t-shirts from Champions)

<<frown>>

If there is a store that has what I am looking for

Selection options

want to support local business

Prefer to shop locally

Want to keep money local

I shop in-person if there are unique items I like.

The things I consider getting at Amazon are different than the things I consider getting at shops in this corridor. E.g., I wouldn't get a bike online, and I get my spirits at Spirited Gourmet, but other than these and a few other exceptions, there aren't a lot of internal debates.

I will only shop at a big-box retailer or online retailer if an item isn't available at a local shop.

Convenience

Availability and price

Convenience

Want to support local businesses

Knowledge that the store will have what I'm looking for

I am not interested in helping the big box retailers rule the world!!

I don't shop at trapelo road because often the smaller retailers often don't have the selection

I'm looking for, are a mix of high end and chintzy, and often aren't open after 5-5:30pm. Other

than Vicki Lee's there's no sizeable sit down restaurant - would love to see more of a family

joint option that's open for dinner. It's hard to walk to (e.g. Belmont street/common street walk lights are busted).

Most of what I buy online is not available on Trapelo Rd.

Support local shops

Always avoid big box

Time

Service, get it now

like the local shops

Availability; try to support local business as it fits with budget (Spirited Gourmet is not on Amazon! But it's convenient to get stuff at the grocery store); parking; shops and restaurants of interest.

The availability of what I am looking to buy.

I always prefer to buy locally but I don't always know where I can get a product at a local retail store.

ease and support of small, local business

Knowledge of what is available in stores along Trspelo Road and convenience.

Cost and availability

Choice of stores and traffic. The former Ben Franklin (5 & 10) aka Hollingworth's was a wonderful place to shop for anything. Children, sewing, hardware (limited), cards, candy, interesting holiday decorations, gifts, etc. Matt the owner struggled during the construction which stretched on for years and years. Businesses cannot survive with no parking etc. The traffic is another obstacle. Who would drive to Waverley after 4pm? The narrowing of Trapelo Road has been an obstacle.

Online for convenience, in person to support local store and get outside

Knowing I'm supporting local business, relatively competitive pricing

Selection and time

Convenience, variety of needs, sizes available at all or in stock

Selection and price

Convenience: parking, knowing that I'll find what I'm looking for

Items I can't find online or speciality items I want to buy in person

like to see the items before purchasing

Availability of goods I want. Any excuse not to use Amazon. But I really don't buy much and I am fairly price-sensitive.

I try to support local businesses as much as I can, but if they do not carry the items I need I am forced to rely on big-box retailers or Amazon.

I want to support my town

Like to support local businesses when possible

Convenience

Knowing the stores and what they sell

More options, more affordable

I want to try and support local stores

Selection

Apples and oranges. Things I buy at big box stores are things I wouldn't buy at a smaller shop.

Convenience, unfortunately.

If I know it's available, i will buy locally

What's being sold

Convenience

Closer to home

Convenience

Well...organizations have a WORKING website

If the merchandise is available

Variety of items available

i want to support our town and businesses here

Destination/ seeing people

preference for local business

Prefer to support local businesses when possible

Immediate need

Availability of goods

Selection.

Availability, fulfillment speed, price

I enjoy shopping locally when I can, for unique items and ordering food.

I detest Amazon

Amazon has more things for sale. Also, I often shop late at night when stores are closed.

Easier and cheaper

Retail shops

"Parking not easy in Belmont and those islands narrowing street are ridiculous

"

Shopping locally!

I like to keep local businesses open

More selection and cheaper

I almost never shop at big box stores - maybe 2 -3 times a year at Costco. I also try to avoid shopping with Amazon unless it's an item I can't find locally. If I do have to buy something on Amazon, I will tend to bundle other purchases with that item. I much prefer to shop at our local small businesses.

If there are stores with merchandise I need & normal prices, I would buy in the store rather than order on line

Specialty item

Convenience

Amazon quality sucks, and I don't like the hassle of having to return poor items. I think the biggest competition would be Target, since it is close by.

Verity, restaurants, interesting shops, coffee shops, music, bars, movie theater.

Price, selection, and convenience

Location within walking distance and price

Convenience, selection, guaranteed amazon will have my item

Availability/Selection

Verity, restaurants, interesting shops, coffee shops, music, bars, movie theater.

Needs to be close in price, friendly service,

Choice and variety

Access

Depends what I am shopping for.

If its something I want to try on, or touch. Could use a shoe store. Need a butcher/deli, Sit down Mexican restaurant. Sit down mediterranean restaurant. sit down burger restaurant. could use more doctors offices. pediatricians, dermatologists etc.

store hours, merchandise availability

Want to support local businesses

Convenience, selection, reliable stock of inventory, and price

like to support local restaurants

Mostly inventory and hours. I want to support small biz, but hours or lack of quality products are issues.

Selection

Availability/Selection

I would absolutely rather shop local, but COVID limited how/when I went out. Parking is generally a challenge, and I am also looking for more specialized items. I wish that the restaurants in the Waverley area were as unique as Cushing Square/the Center.

Wanting to support my neighbors

It depends on the item and how difficult delivery may be. For example, I shop at Zia's and wouldn't buy clothes via Amazon. I am ready to try Savinos outdoor dining. I use Shasleen where they are very careful. Also use Jayne's Flowers where they will continue to use masks. I include Magnolia Wine in the Trapelo Road corridor; it was there when nothing else was and have used them for years. I would not ever use the liquor stores at Shaws or Arts.

Breadth of selection, price, convenience

Availability of what I'm looking for

Shops along Trapelo are limited, high priced and generally don't sell what I need.

Easiness & quality of products

Want to support local but sometimes the cost differential is too much, or don't feel like they are taking enough Covid precautions

Convenience of getting everything I need at one place

Shops along Trapelo are limited, high priced and generally don't sell what I need.

I would like more varied dining options along trapelo road. I would also love a real neighborhood cafe that is not Starbucks or Dunkin Donuts. Or a main stream children's clothing shop.

Merchandise I am looking for. Too bad a cute retail store left Cushing Sq to move to Leonard Street. I used to shop there for myself and gifts.

Help my community

Need a gift immediately

Area needs a wider variety of Merchandise offered in stores

Help my community

Selection. Many stores on Trapelo just do not offer what I shop for. Many look run down and uninviting.

To support local business

Support local businesses

prices

Supporting local business invigorates our community.

Convenience

Price, selection, convenience

convenience, parking

to make Belmont thrive

I prefer supporting local, but they don't always have the things I need (so I go online or to big box)

Prices and selection

I limit Amazon shopping to very specific items not easily found locally and/or need quickly, e.g. tempered glass tea pitcher

Big box for specific items like electronics, hardware. Trapelo for coffee shop or specialties like Art's and Jaynes Flowers

Unique variety of items offered

I worry that if we all shop at Amazon all the time, Amazon will be the only choice we have.

Increased traffic congestion and lack of parking due to over-development of Cushing Square and the entire Trapelo Road corridor. We don't need more homes, we need more businesses to relieve the tax burden on residents.

easy to shop online.. more selections....price is discounted

I prefer to support local and smaller businesses.

only shop on Trapelo Rd. for a specific item

friendly personal service

Selection, store hours. In the winter, lack of clear sidewalks!!! Building next to Aram's where Essentials Salon used to be NEVER shoveled. Moving the bus stop away from the intersection at Cushing/Trapelo was a mistake - too much emphasis on car drivers and not the commuters

who take the bus and would be far more likely to pop in to make a purchase are now let off far from the storefronts.

Better and more personalized service. Contact with store owners. Ability to receive goods immediately.

Prefer to support local businesses; more personal service in local shops; don't like Amazon or big box stores.

When you can't find what you're looking for in one of these areas (Waverly Square, Beech Street, Cushing Square), please tell us where you do your shopping or dining (shopping center name including the location)?

Burlington
Belmont Center, online
Online, TJ Maxx, HomeGoods
Belmont center
Amazon

Amazon/Home Depot
Belmont Center, Porter Square. Harvard Square has same parking problems that I find in the trapelo area during commuter times but porter square is open later.
Arlington, Bel center, Cambridge
Harvard Sq
Belmont Center, Harvard Square, Mass Ave in Arlington
Belmont Center, Harvard Square

Arsenal Mall area or online
Burlington Mall

I used to get groceries at Shaws/Star Market. Over the years they started eliminating more and more of the items I want. Even though it is further to drive, I now shop at Market Basket.

Harvard square, arsenal, Belmont center, Burlington mall
Target Watertown
Watertown Arsenal Yards/Target. Chestnut Hill mall or the street

Porter Square Cambridge

Downtown Belmont, Burlington Wegmans, Arsenal Home Depot, Waltham Costco and Market Basket
Target - Watertown,
Obviously depends on what I am looking for. Usually will go big box or Amazon
Belmont Center, Watertown, Fresh Pond Shopping Center
Online
Watertown, Waltham, Newton
Belmont Center, Lexington
online

Trader Joe's needed there
Amazon, Harvard center, Boston back bay
Moody Street, Waltham
Watertown Target
Town Center, Waltham (Costco) or Online.
Watertown Mall and Arsenal Yards
Alewife Shopping Center
Amazon, Target
Amazon
Belmont center, hillside ace hardware, online
Home Depot and elsewhere

Target/Arsenal yard
Belmont Center, Somerville, Cambridge, Arlington. As a last resort, box stores and amazon.
Target, Amazon, Whole Foods
I spent most of my money between Arlington, Cambridge, Lexington, Watertown and Belmont.
Belmont residents have worked hard to prevent good shopping and amenities in our town.
One is often forced to travel elsewhere and thus contribute to traffic congestion and less money
for our own town.
Belmont Center, Watertown, Harvard Square, Central Square
Burlington mall or Arsenal/target mall
Fresh Pond Shopping Center
Market Basket in Burlington, BJ's in Waltham, Belmont center occasionally, Home Depot etc
Belmont center, Fresh Pond, Target/Arsenal
Amazon
Belmont center, out of town
Target - Watertown, Belmont Center, Wegmans - Burlington
Market Basket, Macy's, Amazon, Wayfair, Burlington Mall
Amazon or Fresh Pond
Belmont Center, Watertown, Cambridge
Belmont Center

Amazon

Belmont Center
Belmont center, Arsenal mall, dicks sporting goods online, Burlington mall area

Amazon, Instacart, Fiorellos, Shangri La (🙄)
Arsenal Mall area, Watertown, MA
Amazon, target in Watertown
Belmont Center, online, target
Target, Burlington Mall
Arsenal Target/HomeDepot area
Fresh pond

Harvard or Porter Square in Cambridge.

Target in Watertown, Wegmans in Newton, Amazon

Fresh Pond area. Watertown downtown. Arsenal yards. Downtown crossing.

Watertown Mall; Alewife Mall; Burlington Mall area

I don't. I go online. Or, since my primary consumer purchases are books, there are a variety of used book stores in Cambridge.

Belmont Center, Target, Amazon, specialty websites

Arsenal Mall area, Watertown

Belmont Center

Belmont Center, Cambridge (Porter Square; Harvard Square)

Harvard Sq, Watertown Arsenal

Cambridge

Hillside Garden

Belmont Center

Trader Joe's, Target

Waltham

Fresh Pond (Trader Joe's etc.)

Burlington (Market Basket, Burton's), Moody St in Waltham, Watertown Square

I don't really think of Trapelo Rd as a shopping destination.

Amazon

Belmont Center

Leonard Street Downtown

Ace Hardware

Best Buy in Watertown, Barnes and Noble online

Belmont Center- if possible

Costco in Waltham, Target in Watertown, Tags in Cambridge

Belmont Center, curbside pickup at large retailers (Target, Dick's), and then online if I can't find it in a store

Belmont Center

Watertown, Waltham, Amazon

In Watertown, Arlington, or online

Watertown Mall but Target does not have everything. It may be replaced as well. Arsenal Mall is not as good anymore as well.

Online, Burlington Mall, Harvard Square

Fresh Pond Mall,

Leonard Street Belmont Center

Belmont Center, Arsenal Mall, Dick's Sporting Goods online, Burlington Mall area

Online

Arsenal Yards, Target for shopping

Market Basket

Fresh Pond Shopping Center, especially, Petsmart, Whole Foods and Trader Joes. Sometimes the Waterown Malls. I would love a greengrocer in Cushing Square. There once was one, plud a small food market (Highland).

Stop & Shop (Watertown), Wegmans (Natick)

Other towns - Watertown, Waltham, Cambridge, Burlington

Amazon

Watertown arsenal, Belmont center, alewife

Target

Belmont center

Amazon

Harvard Square, Burlington Mall

Belmont Center

Fresh pond mall, Arsenal mall area

Groceries Fresh Pond, Restaraunts Cambridge/Boston

Burlington - everything is there

Market basket Burlington, Burlington mall

Online or Watertown mall

Watertown, cambridge

Cambridge, mass ave, concord center, online

Fresh pond, Cambridge

usually Target in Watertown, online, and restaurants in Watertown.

Belmont Center

Belmont Center, Watertown stores

Belmont Center

Amazon or big box retailer (Target, Best Buy, etc)

Burlington Mall and surrounding area

Natick Mall, Wrentham Outlets

Arlington, Burlington ,Cambridge waltham, Newton ,Boston New York

Target, Watertown MA, Home Depot, Watertown MA

Belmont Center

Great road shopping center Bedford ma

Home Goods, TJMax, Paper Store in Waltham

Belmont center

Waltham? Cambridge?

Aseby Sq, Arsenal, and Target mall

Belmont Center or Arsenal Mall

Cambridge or downtown Boston for dining, although we do patronize restaurants in Belmont Center.

Market Basket, Burlington Mall, Trader Joe's, Target,

Lexington

Belmont Town Center

Target in Watertown, dining in Cambridge (Freshpond or along Mass Ave) or Arlington, Go to Cambridge, Somerville, Boston.

Amazon, Target (Watertown), Ace hardware (Belmont)

Belmont center

Target, Watertown

Amazon or other big stores, Delivery from other towns

Go to Cambridge, Somerville, Boston.

Lexington Arlington Cambridge burlington

Target watertown

Watertown- Arsenal or downtown

arsenal mall

belmont center, cambridge

Belmont Center, Cambridge, online

Amazon or other towns (e.g., Burlington)

Arsenal mall

Arsenal in Watertown usually. Occasionally in Belmont center or Arlington centers.

Target

Amazon or other big stores, Delivery from other towns

Online

Belmont Center

My doctor is worried about grocery stores still. Have ordered my beef from River Rock Farm in Brimfield and Mills Coffee in Providence RI for years. I use Whole Foods delivery for other meat and veggies but will use Farmer Tim during the summer. It's Amazon or Staples for toilet paper and trash bags etc. I was a Fresh Pond market customer before they closed and I miss them; Formaggio Kitchen is not the same.

No one place

Amazon, Arsenal Yards, Target

Star market

Arlington and Cambridge

Target, porter square in Cambridge

Watertown Target, Watertown restaurants

Trader Joe's fresh pond, market basket Waltham, uncommon ground and town diner
Watertown

Arlington and Cambridge

Burlington mall, Belmont center

Lexington center, Burlington mall and Nordstrom's Rack
Waltham

Go to Davis square, harvard square or Watertown

Shop online Macy's or Amazon or Home Depot

Waltham

Belmont center and online

Most things

Belmont Center

Watertown

Harvard Square

Belmont Center

Arsenal yards, Burlington mall

Fresh Pond: WFM, TJ Maxx; Watertown: Target, Sister Thrift

Amazon

Trader Joe's (Fresh Pond), Target (Watertown), Costco (Waltham), Amazon (online)

Arsenal Yards, Fresh Pond

Inman Square, Harvard Square, Copley/Newbury Street area, Burlington Mall (MA)

Cambridge, harvard sq or copley area. Sometimes Burlington Mall

Concord Center. It is the best for stores, look, and during COVID, they had free parking and

Arsenal Mall/Yards

Mt. Auburn St., Watertown, Arlington Center, HSq Porter Sq Central Sq, Cambridge. Cambridge.

Burlington, Natick,

Coolidge Square in Watertown; Watertown Farmer's Market when in season; Trader Joe's,

online for some bulk staple food items

Shoppin in Watertown

Costco, Russo's, Stop + Shop

Davis Square, Porter Square

Various places.

Watertown Mall; Fresh Pond shopping centers

Fill in the blank: The thing I love most about the Trapelo Road corridor is _____

Local restaurants and cafes

Being accessible by walking

Cushing square area, very neighborhood feeling. Wide sidewalk, variety of shops.

the neighborly feel I get when walking around

The variety of small and locally owned businesses that really care about our community and the area. Belmont as a whole is such a supportive community that loves to do fun inclusive town wide events- events like these make the town special and are what people talk about with friends and family

Small mom and pop shops, one of a kind gems

It's width.

The potential! There is great potential in this area and I hope that the town spends some time on development and bringing in new and young businesses.

Very close to home

Arts Specialties. (Need more stores like that and LESS banks!

Vicki Lee's!

it's convenient location.

The variety of shops

It's close to my house

arts specialties and the bike store.

its possibility

how close it is to where I live

Starbucks

I live close by. Otherwise is uninspiring

nearby

Yet to be discovered

Spirited Gourmet/Starbucks/UPS/Vicky Lee's. Wish 5&10 was nicer, seems shabby now.

Cushing Square's potential for a great commercial center if The Bradford would have the lawsuit issue resolved and we would have some nice businesses go in there. The rumor that Legal Seafoods would go in that big space made us all very hopeful. It would bring a lot of

business in that area and I believe that the other small eateries would benefit from it too as they would offer a different experience. Also, better transportation would help - a Belmont Shuttle or something like that to connect all those commercial centers in-town would be a great added value and alleviate some of our traffic issues.

Nothing

how much traffic there is and how fast the vehicles are going.

The growing up retail shop in Cushing square.

How walkable everything is.

Proximity to my home

Variety of types of businesses and variety of levels of business

that there are some okay shops versus a vast suburban wasteland of banks, chain restaurants and crappy coffee chains,

The people in the neighborhood, and the people that work in the area, they're very nice

It is always left much to be desired

Moozy's down to Starbucks over to Bake Haus

There a lot of "this satisfies a need" shops, restaurants, and services in this stretch

It is walkable for the most part, I can take transit, and there are great cafes and shops.

That there are so many locally-owned businesses

It has good bones, and opportunity to grow. It is very nice to be able to walk or bike and finish some errands without a lengthy trip in the car. Sadly it didn't reach its full potential yet, except as an excellent cut through route which is by intentional design. Waverley is especially scary

and dangerous to anyone not in the car. Very inhumane scale and design to walk around. I only drive to Star market sporadically. It is impossible to visit any other business unless I park a car at Star Market and leave it there. Accessibility to any other business is terrible by car or foot. Rush hour before Covid-19 reached epic proportions. With big additional residential developments slated for this part of town, it is unclear how will Waverley function at all?

its convenience to my home and my child's school.

Good restaurant choices and I like to support local businesses

variety of food choices

it's BELMONT!

The potential!

Walkable

the potential

local restaurants, and wine shops close to home

The transformation from what it used to be! A traffic congested, potholed wasteland.

Convenience

So many little surprises of stores. I wish it felt like a more dense corridor of retail.

Cushing Square

Variety

Shopping local if there is something I know I can get when I need it. The restaurants & spirited are easier to support on a whim.

Great local shops close to home.

Hometown pride

Convenience

Eating outside at Bakehaus or Moozy's.

it's easily walkable and right on public transit.

how close it is to our home and that my kids can walk it.

I live there!

Its proximity to my home.

That it is my neighborhood.

The specific LOCAL businesses. All That Matters. Thyagos. Belmont Pizza. Linda's Pizza.

Bakehaus Cafe. Aram's. Both wine stores (Art's; Spirited Gourmet). Vickie Lee's. Belmont

Pharmacy. Winters Hardware. Waverley Square has NONE of that. Nothing to go to Waverley

Square for (except Star Market which is a drive-in and leave place, and the Thai restaurant, which simply isn't good enuf to compete with Patou's and Shine).

Can't think of anything. In Belmont Center, I love the sense of community

Spirited Gourmet , 5 and 10 and surrounding Cushing square stores

The shops in Cushing Square

Nearby

Cushing Square

Cushing Square

Vast variety of shops and restaurants!

Art's Specialties!

Variety of stores

Its easy to walk to

convenience

The town feel

I like the area between Moozy's and Cushing Sq.

Moozy's

Star market

Near where I live so I can walk there

Savino's, Spirited Gourmet, and Vicki Lee's. Used to love Ben Franklin but ... sigh.

"Small independently owned shops in a walkable setting.

"

Close proximity to home
So close to home!
Spirited Gourmet
It is close to home

Convenience. Also I believe in supporting local businesses.
Cookies from Vicki Lee's
CVS for photo processing, Vicki Lee's for desserts, good condition of sidewalks

Shopping local if there is something I know I can get when I need it. The restaurants & spirited are easier to support on a whim.

it's my neighborhood. . . hope to see more businesses.
Growing Up Belmont. LOVE that store and the owner is so super nice.

The shops, the convenience,
The shuttered Studio Cinema. I hope it comes back.

What about the stores on Belmont st? Sopia's? Fiorellia? Linda's DOnut? Aren't they in Belmont? Why wasn't this area included or do you not count these as part of Belmont?
Wheelworks

It's close to where I live.
Discovering little shops. I miss the Studio Cinema!

Variety
Convenience

I don't love it
Its potential. Cushing Square is a destination for me, the others not really, except for the Shaws at Waverly
Cushing Square
its geographically convinient

Pizza shops
Convenience

Neighborhood feel
Convenient location and nice people. I do wish we had more variety of restaurants here.

It's close to where I live, convenient

Family and small businesses. Would love to see a farm stand / store with fresh, local produce and veggies near Cushing.

Nothing

Cafe and pharmacy access

Some of the spots that have been there since I was a kid

Small shops with different merchandise. Cafes casual American food.

It's small town feel, close to home, walkable

Being able to walk to stores I want to go to.

still has a small town center feeling . enjoy the merchants and availability of many services and interesting businesses. traffic becoming very heavy at all times though

It's close by.

The road diet

Convenience to home

Vicki B's and PO and Starbucks

Walking.

location close to where I live

I don't like the corridor: awful traffic

Close by

Wheelworks?

The Bakehaus and Teddy's Kitchen

Proximity to my home

Studio Cinema :-(

Convenience

close by. not chain stores.

The redesigned of the corridor.

I live off of Beech St and Trapelo and like being able to walk to all of places and support Belmont businesses

The access to public transportation

The food

The redesigned of the corridor.

I only like Cushing Sq because better beautification.

Proximity to home

Scale and feel, easy access

It is near my house.

the neighborhood feel of Cushing square. Could you add second story office space to these existing buildings?

the few interesting shops and cafes. Arts Specialities, Jaynes flowers, Growing up, Bakhaus it is close to my home.

local restaurants, antique stores, hair salons, CVS

Lots of small businesses, but it's honestly not a great area for shopping - I want it to be!

Cushing Square

The food

my proximity, and anything related to items/activities for children.

It's beginning to come alive and be interesting. It begins with Magnolia Wine and goes down through Waverley Square.

It is very near my home in Watertown. I make the most use of restaurants (Mark and Toni's, Bakehaus...]

I can comfortably walk to it from my home.

New developments

that it reflects Belmont as a community. It's essential to the commercial vibrancy of the city.

Starbucks

Proximity

aesthetically pleasing but it's not practical. Between the parking lane and the (concrete island) corridors, emergency vehicles cannot fit. No where to pull over so they just drive on the other side of the road. Also when there is an emergency and they are pulled over on the side of the road, cars cannot pass and then traffic backs up a lot. This pertains to the Cushing square area. Living in Cushing Square makes it easy to walk to numerous local restaurants/businesses - can't beat the convenience (unless a small grocery store moves into the Bradford)

Good restaurants (but I wish there were more)

Starbucks

Linda's donuts

Convenience

Walk

Sweetheart Tea, Bakehaus, Starbucks

A wider variety of merchandise offered, more restaurants vs take out and beautification of most store fronts is a must. The area in general looks very rundown.

Walk

Quick ride

variety

Seeing people I know!

Proximity to my home

Some shops, such as Vicki Lee's and Tick Tock Chocolates have high quality offerings.

nothing much except it's convenient

it's close to home. And Art's!

How close it is to my home

It is becoming more vibrant with efforts such as this to update, enhance, diversify. New trees have been great!

Love the shops I like such as Arts and Jaynes, Haven for Hair, Chocolate shop. Love that the area has great potential for development and improvements. We NEED Indie shops. Would love fine bistro dining or small coffee shops. No more Dry Cleaners, Banks, Karate places!! Give us something we can build a community around. We want more from our neighborhood. Upgrade storefronts especially in Beech area. Looks shabby and dated. Great work on the trees a few years back. More flower pots and bike racks etc. Studio Cinema space needs to be revitalized. They missed the mark on that. I could go on. Thanks you for this survey!

Not much. It desperately needs improvement

Walking distance from my home

the 73 bus and the Commuter rail. Years ago I suggested a cross-town shuttle from Belmont Center to Cushing Sq. sustainably-powered by veg. oil or electricity. I'm suggesting it again.

Its local,

If feels very local and authentic- not big chains (except for CVS).

convenience of dentist, hair dresser, bank.

The variety of local businesses and personal relationships with the business owners.

It's conveniently close to my home with bus access.

the personalized service.

Variety & that it's a real neighborhood (& close to home)

Appendix 3

Focus Group Questions & Summary Response

FOCUS GROUP NOTE/RESPONSES

Public Realm

Strategies

Respondent Identifier	Streetscape Improvements	Wayfinding	Mobility/Complete Streets	Internet Improvements	Parking Management	Placemaking	Why
1	1				1		Would love to see more help in the way of outside. Grant projects that help with the little grass/dirt strips in front of the stores. I asked the town guys to help me dig because I would do it. So they dug the holes for me. But, purchased all the plans. We need green space, benches, places people can sit and enjoy lunch or people watch. Parking is better with the Bradford, but I see that getting real limited, very quickly, some time of better posting.
2	1	1	1	1	1	1	Streetscape needed. Need to modernize storefronts etc. Need to update zoning to loosen parking restrictions.
3	1			1			Makes it nicer to walk
4	1					1	Beautify the street makes it inviting to come out and see what's around. Creates foot traffic. Activities build community. Brings people together.
5	1				1		We need a cohesive inviting streetscape continuity. Just like in front of the Bradford. Each individual biz can't afford the time or money to create or maintain alone. Parking in Cushing Square is a problem. If people can't park they won't frequent businesses.
6		1					Signage, branding along Trapelo Road to make the district "Trip Down Trapelo" something like that. Something like the Short North. Historical Markers. Business markers.
7	1	1	1				In Cushing Square, I see many young families who have moved in from more urban areas and would utilize pedestrian areas, local eateries and taverns, etc. via walking. This area could get more for Watertown and Waltham as a weekend destination.
8	1	1			1		More convenient ways for people to get out of their cars. More attractive streets for people to want to slow down and enjoy. Signage and minor improvements to the landscape and streetscape. So much potential to recent upgrades over the past year.
Total	7	4	2	2	4	2	

Private Realm
Strategies

Column1	Responden Identifier	Façade Improvements	Signage Improvements	Redevelopment Opportunities	Vacant Storefront Activation Programs	Why
	1	1	1			Would love a little "help" to improve on awnings, blade signs, especially with all the loss of revenue during covid. We can't necessarily spare these funds to improve these.
	2	1	1	1	1	To encourage new business
	3	NA	NA	NA	NA	NA
	4	1	1	1	x	Façade makes it inviting, sharp, desirable. Signage says we care. We want move stores to open and bring businesses in.
	5	1	1		1	Again. Needs to look cohesive and inviting. Will attract huge quality businesses that attract more buisneeses and more patrons.
	6				1	Decorate or call out available storefronts
	7	1			1	Storefront beautifucation is important. Vacant storefronts can be used to engage communiy members via local art projects, etc.
	8		1			Something to bring consistency to all the businesses
TOTALS		5	5	2	5	

Private Realm

Strategies

Column1	Respondent Identifier	Marketing and Promotion strategies to raise awareness of the district offerings	Assistance with e-commerce, online sales, social media	Why
	1	NA	NA	
	2	1	1	Encourage new business
	3	1	1	
	4	1		
	5	NA	NA	NA
	6	NA	NA	NA
	7	1	1	Marketing is necessary. Online and social medial is critical now and many shop owers don't have that expertise.
	8	NA	NA	NA
Totals		4	3	

Administrative Capacity
Strategies

Column1	Respondent Identifier	Amendments to land use	Zoning changes	Parking programs	Licensing/Permitting Improvements	Implementation of District Management Organization	Small Business Technical Assistance	Why
	1				1		1	Helping with attracting good businesses to the area and making the process of permitting a little easier to navigate.
	2	1	1	1	1			As previously stated to encourage new business
	3						1	
	4				1			
	5			1				Need parking. For staff and for patrons.
	6						1	This is obviously needed for some very small business.
	7			1			1	
	8			1				
TOTALS		1	1	4	3	4		

Improve Tenant Mix**Strategies**

Column1	Responend Identifier	Retention (sabilization and growth)	Attraction of new tenants to support the distric	Why
	1		1	
	2	1	1	By modernizing of streetscape/storefronts
	3		1	
	4	NA	NA	NA
	5	NA	NA	NA
	6		1	
	7	1	1	Create a more urban feel in Belmont to attract younger residents and consumers.
	8	NA	NA	NA
TOTALS		2	5	

Cultural/Arts Organizations
Strategies

Column1	Respondent Identifier	Creating a destination through arts & culture	Public Art Programs	Ground Floor Activation through creative projects	Why
	1				Yes, arts build community and keep our neighborhoods vibrant
	2	1	1	1	Encourages new business
	3	1			
	4	1			
	5	1			Driving clientele into the area somehow is critical
	6		1		Public arts at various waypoints
	7	1	1	1	
	8	NA	NA	NA	NA
TOTALS		5	3	2	

Appendix 4

Rating Scale for Physical Environment

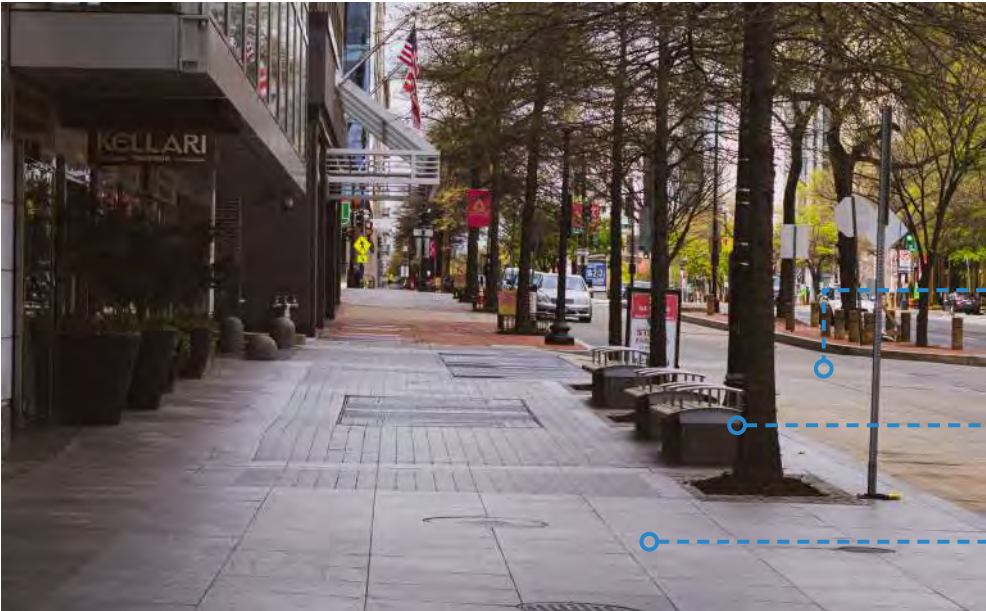
Physical Environment

PUBLIC REALM



Wayfinding/Signage

Street Lighting



Roadbed and Crosswalk

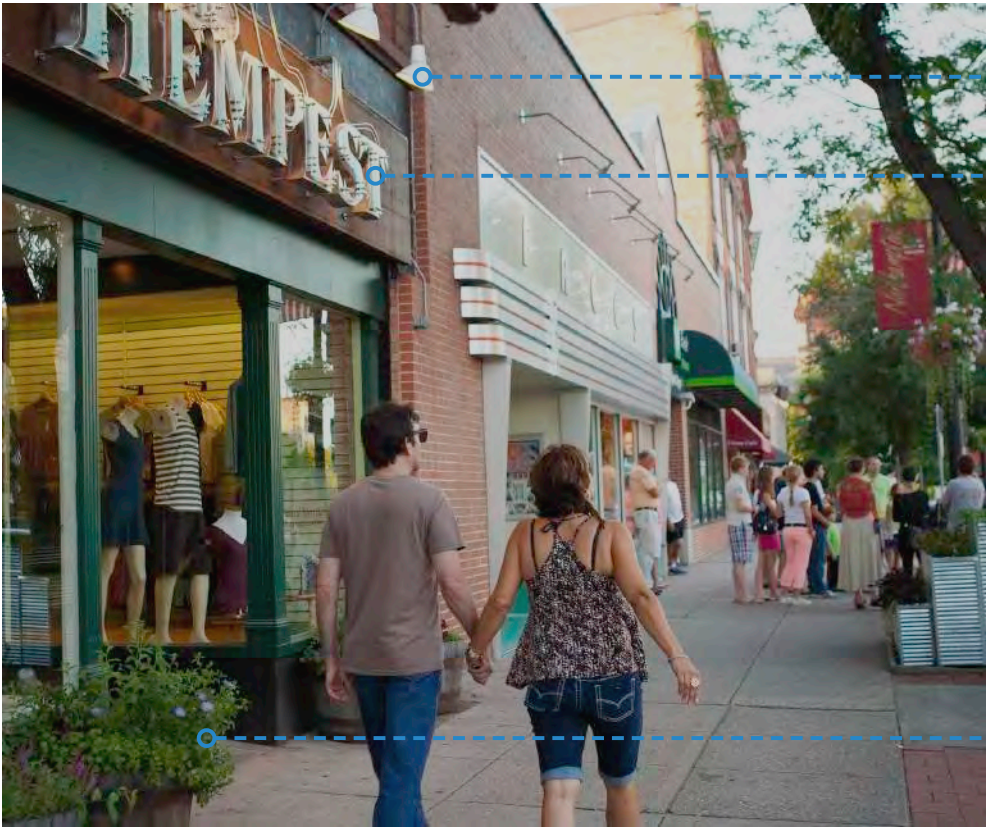
Street Trees and Benches

Sidewalk

Element	Guiding Principles	A	B	C	FAIL
Sidewalks	Sidewalks should be wide enough to accommodate both the flow of customers and spillover retail/dining activity. In addition, sidewalks should be clean and well-maintained to ensure the safety and comfort of pedestrians.	More than 75% of sidewalks in the study area are cleaned, well-maintained and accessible to multiple users across different ages and abilities.	About 50% of sidewalks in the study area are cleaned and well-maintained.	More than 25% of sidewalks in the study area pose challenges to the pedestrian experience (including narrow sidewalks and lack of cleanliness/maintenance).	There are no sidewalks in the study area.
Street Trees and Benches	Sidewalks should facilitate a variety of activities, including resting, people-watching and socializing. Street trees and benches are key amenities that support such activities and should be made available without disrupting the flow of pedestrians.	Street trees and benches are readily available throughout the study area. They are well-designed, well-maintained, and offer shade and comfort to pedestrians.	Although street trees and benches are available across the study area, these amenities have not been cleaned or well-maintained, and require improvements.	Limited availability of street trees and benches creating uncomfortable pedestrian experience.	There are no street trees and benches in the study area.
Lighting	Street lighting improves pedestrian visibility and personal safety, as well as aids in geographic orientation.	More than 75% of the study area utilizes a range of lighting strategies to ensure safety of pedestrians and motorists, as well as highlight the identity and history of an area.	About 50% of the study area is serviced by street lighting that supports pedestrian visibility and safety.	Street lighting on the primary street in the study area does not support pedestrian visibility and safety.	There is no street lighting in the study area.
Wayfinding/Signage	A wayfinding system supports overall accessibility of a commercial district. It benefits pedestrians and bicyclists, and directs motorists to park and walk. Without clear visual cues, customers may find it difficult to park or may be less aware of local offerings.	There is a comprehensive and cohesive wayfinding system that offers geographic orientation to pedestrians, cyclists, and motorists. Signage reflect the brand and identity of the area.	Wayfinding in the study area is primarily geared towards directing motorists across the study area. There is limited signage to identify key assets and destinations to pedestrians.	Limited to no signage available throughout the study area.	There is no wayfinding/signage in the study area.
Roadbed and Crosswalks	Roads should be well-maintained to ensure safety of drivers and pedestrians. Crosswalks that are unsafe or inconvenient to customers may undermine accessibility between stores and overall shopper experience.	Roads are designed to balance the needs of motorists, cyclists, and pedestrians and create a safe environment for all users.	Roads are designed primarily to move motor vehicles across the study area efficiently, with limited crosswalks for pedestrians.	Roads are hazardous to all users.	The study area is not connected by any major roads.

Physical Environment

PRIVATE REALM



Lighting

Signage

Outdoor Display



Façade

Awning

Window

Element	Guiding Principles	A	B	C	FAIL
Window	Storefronts that maintain a minimum of 70% transparency ensure clear lines of sight between the business and the sidewalk to enhance attractiveness of storefront, as well as improve safety for the business, customers, and pedestrians.	More than 75% of storefronts maintain windows with at least 70% transparency.	About 50% of storefront windows maintain windows with at least 70% transparency.	More than 25% of storefronts have windows with limited transparency.	All storefronts are boarded up and/or have limited transparency.
Outdoor Display/ Dining	Attractive window displays and spillover retail/restaurant activity on sidewalks or adjacent parking spaces can help contribute to overall district vibrancy.	More than 75% of storefronts feature an attractive window display and/or spillover merchandise and dining areas that alignn with the brand and identity of the district.	About 50% of storefronts maintain an attractive window display with limited spillover merchandise and/or dining areas.	More than 25% of storefronts have spillover merchandise display and outdoor dining that pose challenges to the pedestrian experience.	There is no spillover retail/restaurant activity in the district.
Signage	Signage can help customers identify the location of storefronts and businesses from a distance. Signage should also reflect the visual brand and identity of tenants to help attract new customers.	More than 75% of storefront signs reflect the unique brand identity of tenants and can be easily seen from more than 10 ft distance.	About 50% of storefronts have clear signage that reflect basic business information and can easily be seen from adjacent sidewalks.	More than 25% of storefronts have signage that does not communicate names of business or types of products/services being offered.	Storefronts in the study area do not have signage.
Awning	Awnings can provide shade during warmer months, enabling comfortable outdoor dining arrangements for customers. However, they must be well-maintained and designed in coordination with other elements of the storefront.	More than 75% of properties in the study area have retractable awninngs that have been well-maintained and cleaned.	About 50% of properties in the study area have functioning awninngs that have been well-maintained and cleaned.	More than 25% of properties in the study area do not have awnings and/or have awnings that are unusable or have not been cleaned and maintained.	Storefronts in the study area are not equipped with awnings.
Façade	Storefronts that use high-quality and durable building materials, as well as paint and color to differentiate from other businesses, can dramatically improve the appearance of the commercial district to potential customers.	More than 75% of properties have well-maintained façades. Limited structural enhancements are required.	Although most properties in the study area have clean and well-maintained façades, there is at least one significant property requiring structural façade improvements.	More than 25% of properties require significant building façades improvements, including power washing, painting, and structural enhancements.	All properties in the study area require significant façade improvements.
Lighting	Storefront interior lighting after business hours help enliven the corridor and boost security on the street.	More than 75% of storefronts have lighting that help illuminate sidewalks.	About 50% of storefronts have some interior lighting that help illuminate sidewalks.	More than 25% of storefronts do not have lighting.	All storefronts in the study area are shuttered and dark at night.

Appendix 5

Phase 1 Community Presentation + Poll Results

Belmont Community Presentation COVID-19 Recovery Planning Program

Belmont Economic Development Committee

Jessie Wyman, Favermann Design

June 10, 2021



Agenda

- Welcome
- EDC Updates
- Program Overview
- COVID Impacts
- Customer & Business Needs
- Opportunities & Strategies
- Interactive Survey
- Reminders
- All questions will be held until the end of the presentation
- The Presentation & final survey will be made available on the EDC Webpage on the Town's Website

Economic Development Committee

Member		Position	Term
Emma Thurston	Director of Strategy at Newbury Comics, former Belmont Business Owner (Damnation Alley Distillery), 20+ years in pop culture retail industry	Chair	2021
Erin Brown	Freelance Writer: Owner, The Blue Butterfly	Vice Chair	2022
Wendy Etkind	Product Management at Oracle Retail Global Business Unit 30+ years working in & with the retail industry	Secretary	2022
Deran Muckjian	Owner, The Toy Shop of Belmont	Member	2022
Suzanne Schalow	Co-Founder, Craft Beer Cellar & Trinktisch	Member	2021
Ed Starzec	Planning Board Representative Director Land Entitlements & Master Planning, Mass Development	Member	2021
Katherine Venzke	Owner, Helena's Boutique	Member	2021

EDC

The Economic Development Committee (EDC)

- Formed in 2020 by the Select Board
 - Belmont Business Strategy.
- The Role is to develop, implement, and update the recommendations in the Belmont Business Strategy, in conjunction with Town staff and departments.

EDC Current Efforts

Current and Future Initiatives

- Health Check
- Business Directory/Data Base
- Internship Program
- Outdoor Dining Permitting
- Creating better connection between Town and Businesses
- Partnering with other Boards/Committees
 - Long Term Vision
 - Regulations



- How to get more involved:
 - EDC regular public meetings
 - Provide feedback
 - Look for updates on Website
 - BELMONT-MA.GOV/EDC

Local Rapid Recovery Plan

What is the Local Rapid Recovery Program?

A State grant funding initiative for technical assistance to help communities understand the challenges of COVID-19 impacts on businesses and develop strategic plan with project recommendations achieve recovery goals.

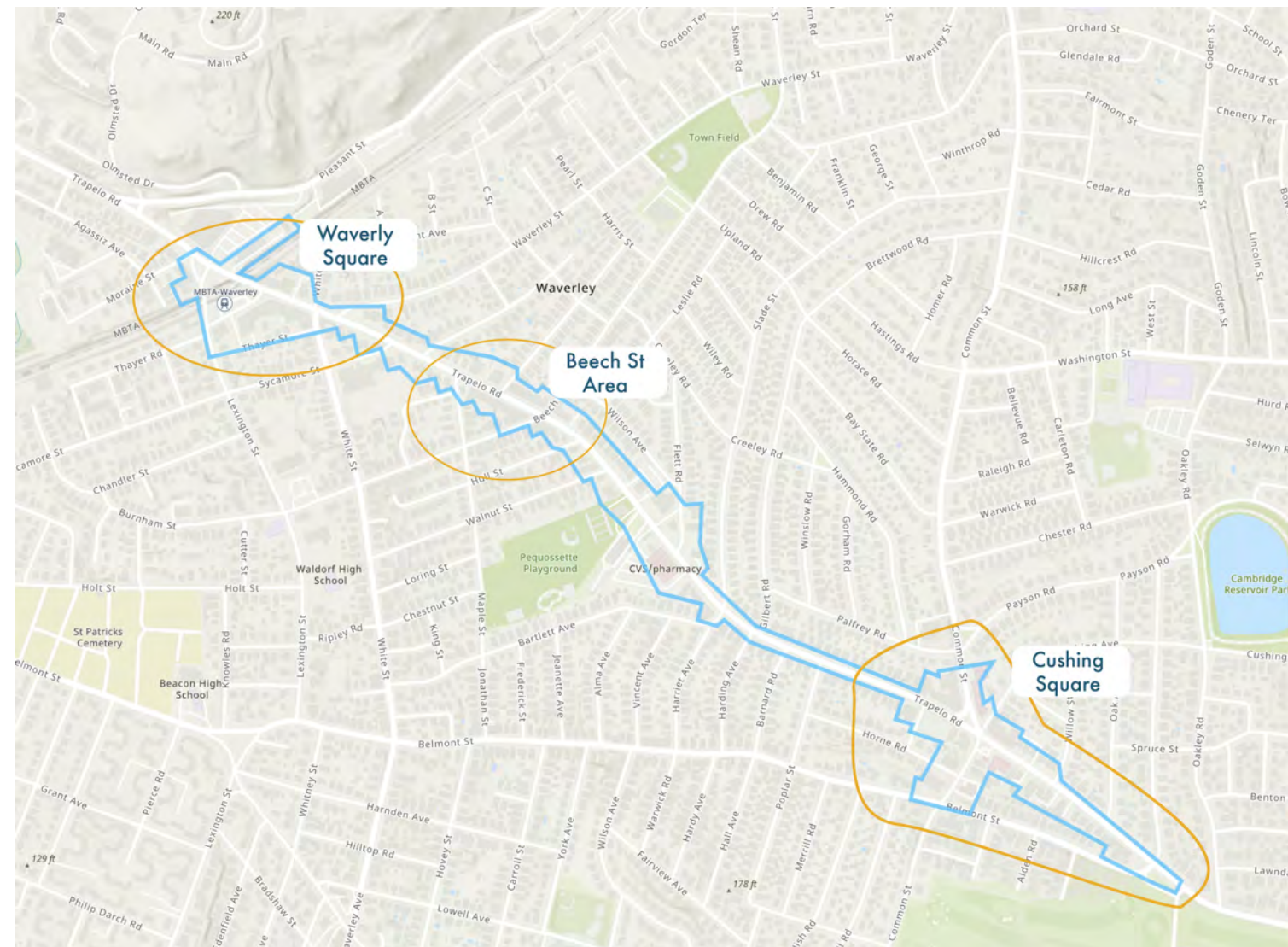


Trapelo Road Corridor

Local Rapid Recovery Program

5 Month Planning Process that will assess impacts and needs of the Trapelo Road Corridor, including:

- Waverly Square
- Beech Street Area
- Cushing Square



Timeline

Phase 1 | Ending Now

- Activities: Baseline data collection and business survey, customer survey, business focus groups
- Deliverables: Data submission to DHCD and public presentation of findings

Phase 2 | Now – July

- Activities: Customer survey, stakeholder meetings, consultation with subject matter experts
- Deliverable: Draft action plan recommendations

Phase 3 | August - September

- Activities: Draft plan based on outreach findings
- Deliverable: Final Plan



Phase 1: Assessment



**CUSTOMER
BASE**



**PHYSICAL
ENVIRONMENT**



**BUSINESS
ENVIRONMENT**



**ADMIN
CAPACITY**

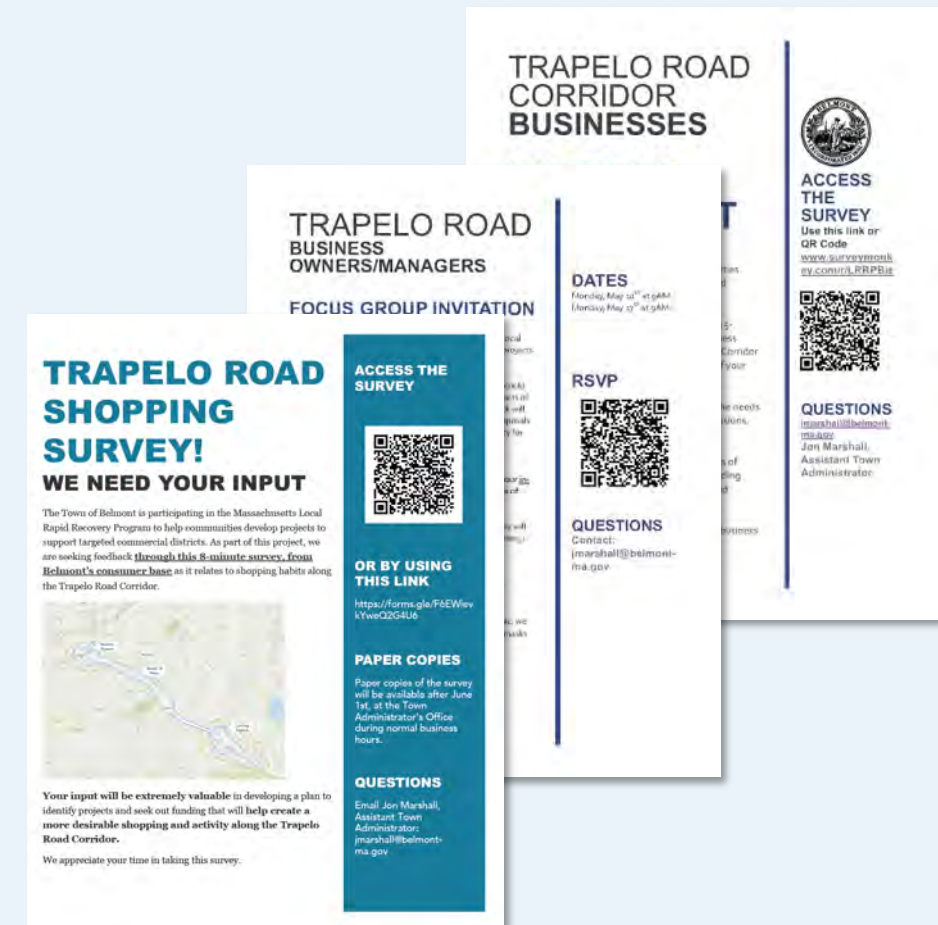
Data Collection & Engagement To-Date

Data Collection

- Physical conditions
- Total businesses and storefronts
- Vacancies
- Business Closures
- Retail Mix
- Commercial Sq Footage
- Commercial Rents
- Consumer demographics

Engagement

- Survey to Businesses
- Business Focus Groups
- Survey to Consumers/Shoppers



What are the impacts of COVID-19 on businesses
in along the Trapelo Road Corridor?

What are the impacts of COVID-19
on businesses along Trapelo Road?

Who They Are - Businesses



Who they are and what they want!

- ~160 Businesses along Trapelo Road
- ~170 Storefronts
- 25% Retail Trade
- 25%+ Are personal care services (hair/nail salons, barbers, med aesthetics, also auto services, laundry/dry-cleaning)
- 13% Health Care & Social Assistance
- 12% Food & Accommodation

- 1-5 Employees
- 95% Rent their space
- 50% Had increasing revenue the 3 years prior to COVID



What are the impacts of COVID-19 on businesses along the Trapelo Road Corridor?



Business Impacts



72%

Experienced less foot-traffic in than before COVID



50+%

Experienced a revenue decline of 25% or more since 2019



73%

Reported a decline in operating hours/capacity

COVID-19 Impact on Consumer Shopping Habits

Who they are and what they want!



50%

Are visiting businesses less since March 2020



67%

Are feeling comfortable when visiting businesses March 2020 and feel most comfortable visiting take-out restaurants, retail shops and sit-down restaurants that are outdoors



80%

Have shopped online MORE since March 2020 (including ordering delivery/takeout)

47%

Have shopped online from a Trapelo Road Business



84%

Have ordered takeout/delivery from a Trapelo Road Business

25%

Have ordered curbside pickup/delivery from a Trapelo Road Business



**CUSTOMER
BASE**

Who are the customers of businesses along
Trapelo Road and how can we get them back?

Is there an opportunity to meet the needs of
these customers?

Belmont - Demographics



25,945

Number of residents

\$133,356

Median household income

26%

of the population is under the age under 20

41.1

Is the median age

26%

Have a bachelor's degree



Customers – Who Are They



- 50%+** Of the respondents to the survey are aged 35-54
- 55%** have members under 18 living in their households
- 77%** Are Belmont residents who work outside of Belmont
-  50% of the time they are bringing kids or a spouse/partner with them to Trapelo Road
-  36% of all responses said walk to businesses on Trapelo Road
-  50% of all responses said they drive to Trapelo Road
-  Just over 50% are visiting at least once a week



They prefer environmentally friendly and organic products but less concerned about brand name



They tend to go out for dinner, rather than lunch



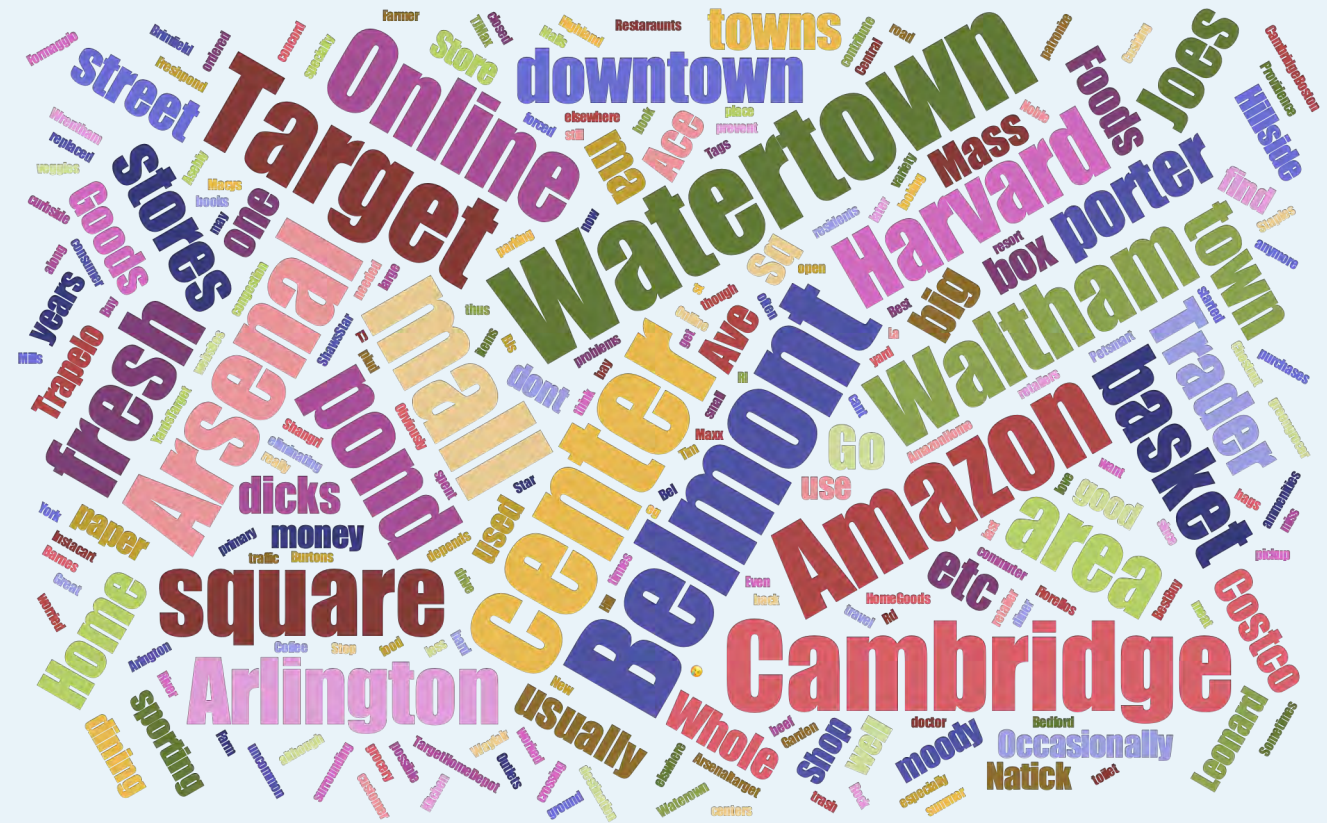
They spend more than the national average at restaurants and frequent high end restaurants more often

Customers – Who Are They



When they can't find what they are looking for along Trapelo Road, they are likely going to

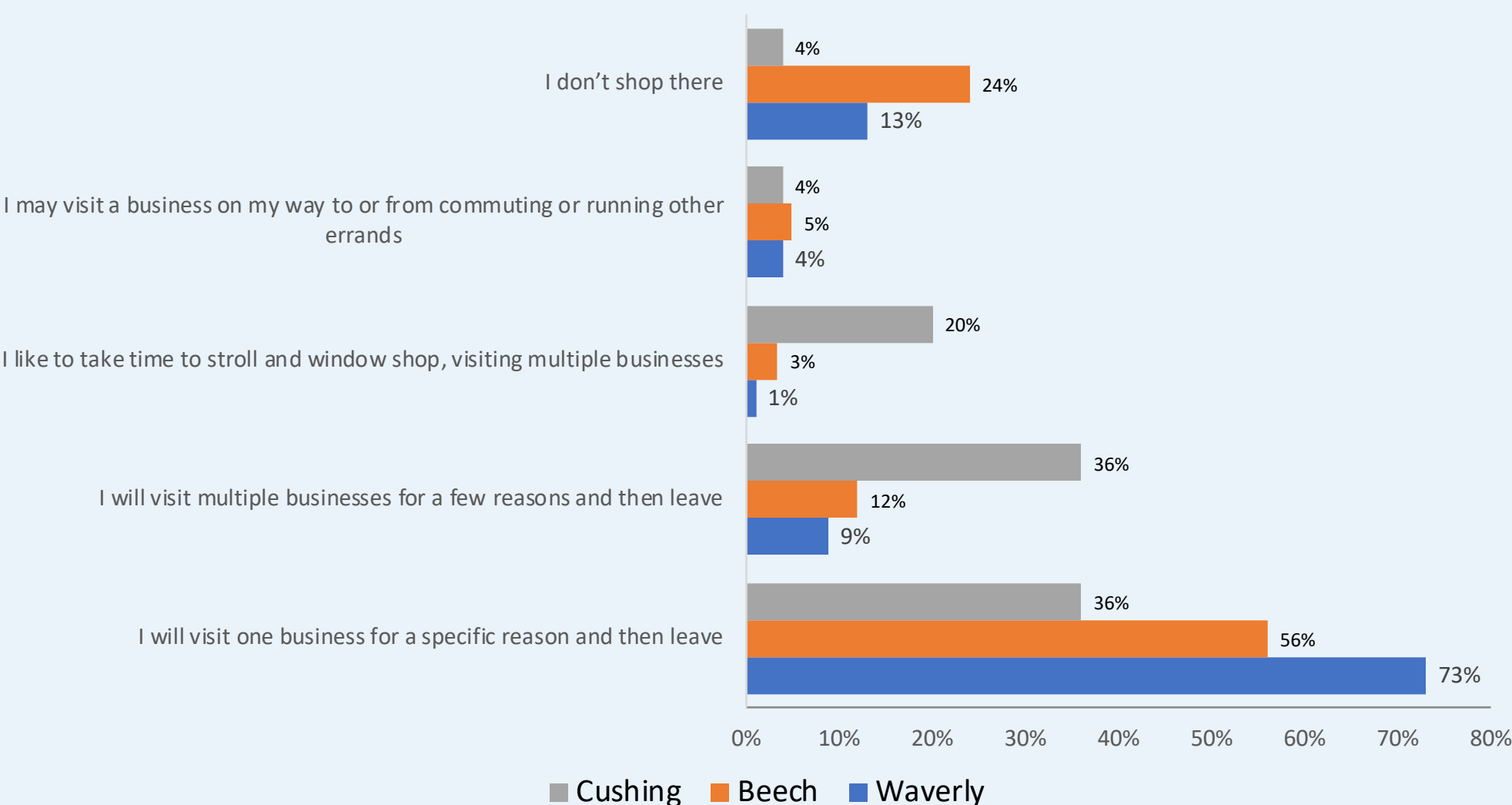
- Belmont Center
- Watertown/Arsenal Mall
- Waltham
- Amazon
- Target
- Cambridge



Customers – Who Are They



Shopping habits in various nodes along Trapleo Road



Less shopping in the Beech Street area

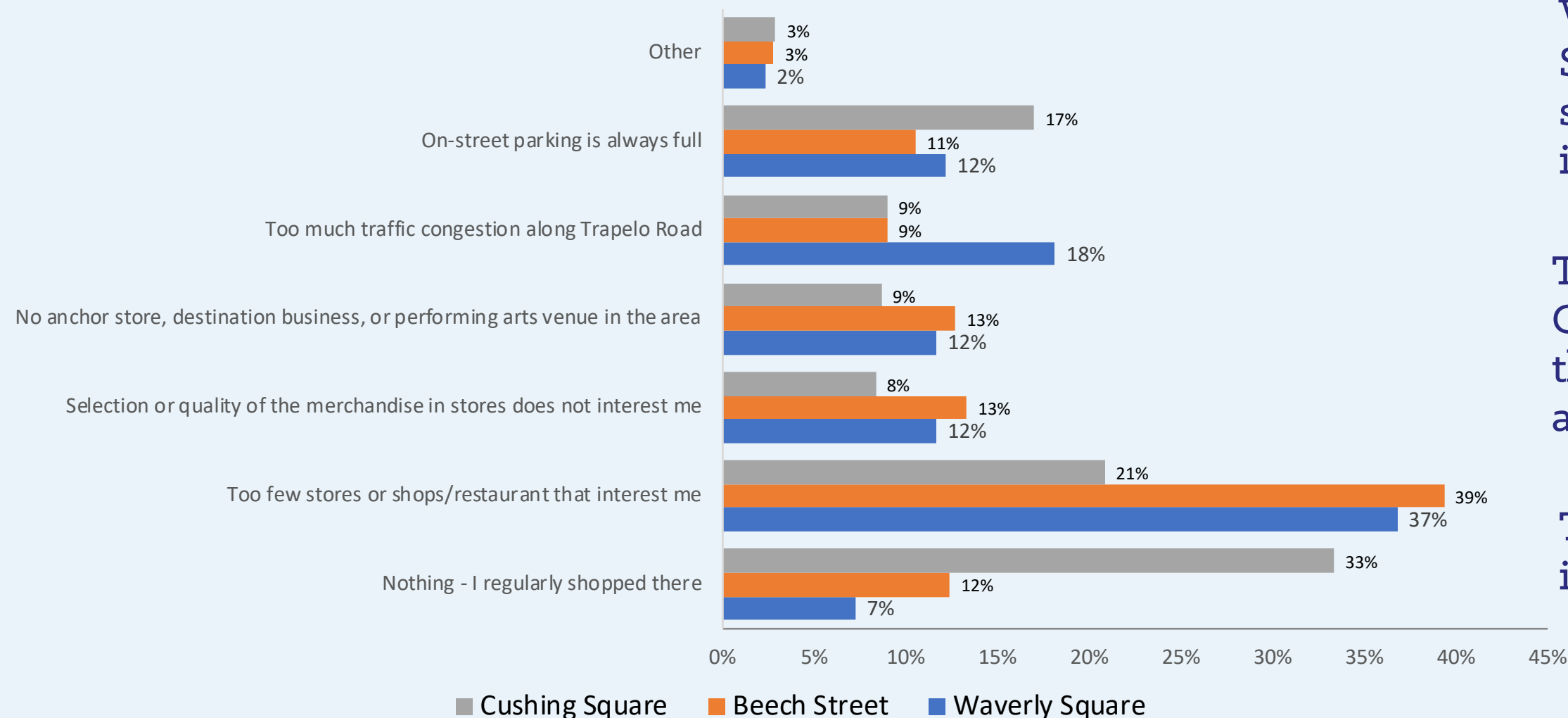
More stroll and window shop and visit multiple businesses in Cushing Square

Spend the least amount of time in Waverly Square

Customers – Who Are They



What prevented you from shopping along Trapelo Road prior to COVID



Waverly and Beech Street had too few shops/restaurants that interested customers

They regularly shopped in Cushing Square but feel that on-street parking was a challenge

Too much traffic in Waverly Square



**BUSINESS
ENVIRONMENT**

What can we do to help businesses
recover and welcome people to
Trapleo Road



Business Survey Input on Strategies

- From the Business Survey & Focus Groups



Strategies Related to Safety and/or Cleanliness



Strategies Related to Public Parking Availability, Management or Policies



Strategies Related to Improvement/Development of Public Space & Seating Areas



Recruitment Programs to Attract Additional Businesses



Implementing Marketing Strategies for Trapelo Road



More Opportunities for Outdoor Dining & Selling

Businesses Focus Groups – Input on Strategies

What we heard from the focus groups

- They want to make Trapelo Road more inviting to attract more businesses and customers
- They would like strategies to help build community through arts and culture and improve on things like signage, wayfinding and parking
- They would also like to drive more sales to their businesses through marketing and get assistance with online sales and social media
- Would like to see programs to help improve storefronts and signage



Strategies Related to Streetscape Improvements



Strategies to Create a Destination through Arts & Culture



Assistance with E-Commerce, online sales and social media



Strategies to improve the storefronts and signage

What the Customers Want



Who they are and what they want!

What would bring to these areas more in the future?



Better selection of restaurants



Better variety of retail shops



More outdoor dining on sidewalks



Strategies Related to Public Parking Availability, Management or Policies

Strategies

- Projects and strategies will be developed in these 6 buckets



PUBLIC REALM

- Streetscape improvements,
- Wayfinding
- Mobility enhancements/complete streets
- Landscaping/placemaking



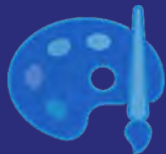
PRIVATE REALM

- Improvements to private storefronts
- Façade Improvements



REVENUES & SALES

- Marketing campaigns
- Small business technical assistance
- Customer attraction strategies



CULTURAL/ARTS

- Creative programming/events
- Vacant Storefront Artist Programs
- Creative placemaking



TENANT MIX

- Retention strategies to support existing business
- Attraction strategies to create ideal mix



ADMIN CAPACITY

- Streamlining permitting/zoning
- District Management



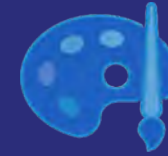
**PUBLIC
REALM**



**PRIVATE
REALM**



**REVENUES
& SALES**



**CULTURAL/
ARTS**



**TENANT
MIX**



**ADMIN
CAPACITY**

Interactive Survey

When the Poll Pops Up, please select the strategies
that stand out to you most!

Public Realm

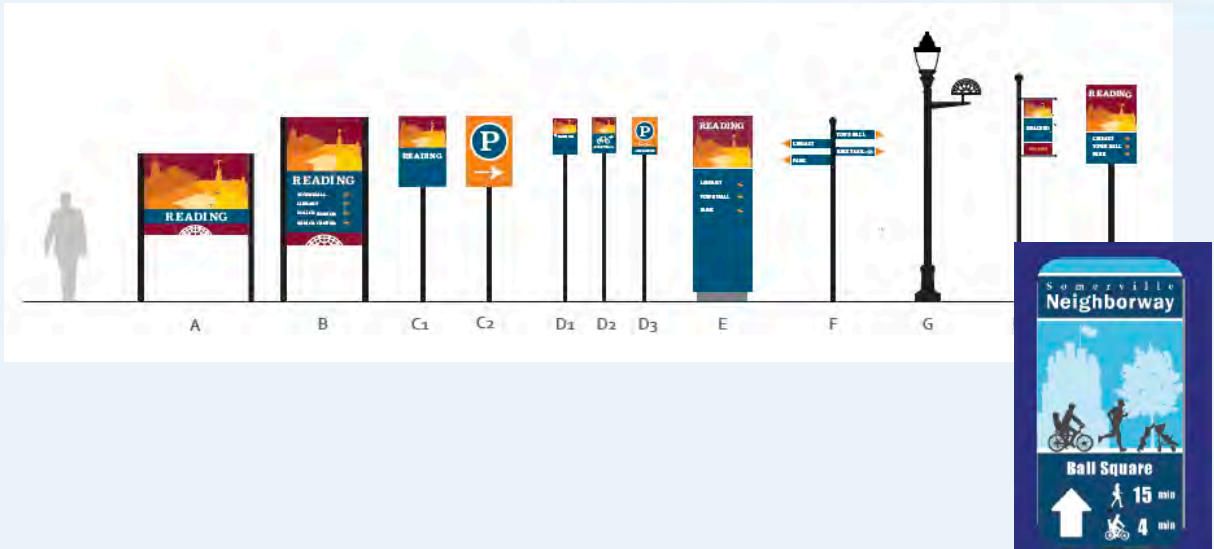
Businesses felt that improvement to public space and seating areas, along with improvement of the streetscape & sidewalks are important strategies to consider



PUBLIC
REALM

Strategies - Pick Which Stand Out to You (all that apply)

- 1. Wayfinding to help with navigation and direct people to destinations while emphasizing walking and bike times.
- 2. Better connect adjacent neighborhoods to Trapelo Road
- 3. Streetscape improvements such as landscaping, benches to encourage strolling
- 4. Public lighting display program



Public Realm

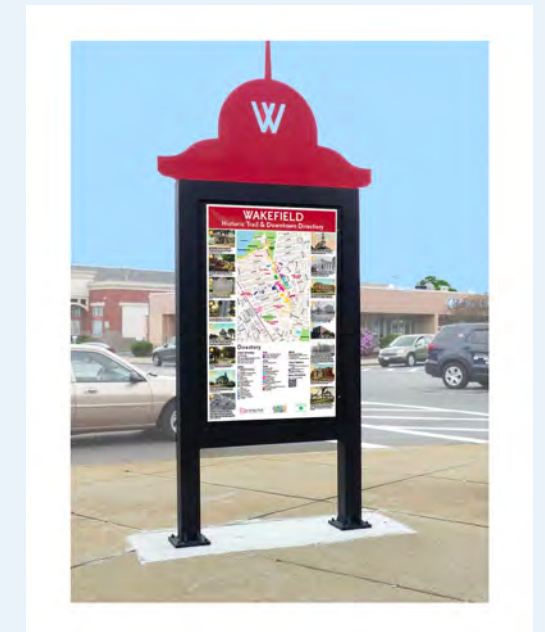
Businesses felt that improvement to public space and seating areas, along with improvement of the streetscape & sidewalks are important strategies to consider



**PUBLIC
REALM**

Strategies - Pick Which Stand Out to You (all that apply)

1. Beautification efforts such as bus station stop and/or tree-pit to help with improving the aesthetic and cleanliness of the area
2. Business Directories or gateway treatments around bus/transit stations and key points to help promote and identify businesses
3. Encourage and streamline processes to encourage more outdoor dining and/or selling on public sidewalks



Private Realm

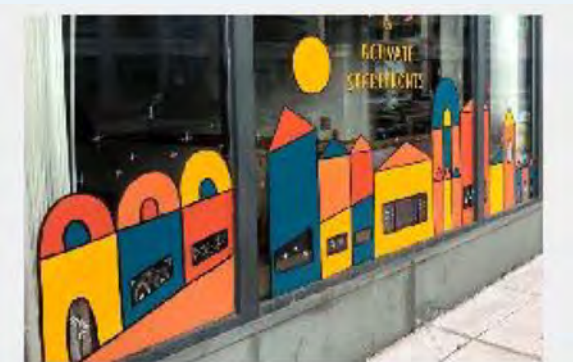
Businesses felt that improvement to storefronts, façade and signage were important strategies to consider



**PRIVATE
REALM**

Strategies - Pick Which Stand Out to You (all that apply)

1. Façade and Signage Improvement programs, such as technical assistance, low interest loans, or grants
2. Vacant storefront activation programs such as creative window designs to help attract new business
3. Technical assistance to improve interior store design



Arts & Culture

Focus group members felt that more arts & culture activities would help bring more customers to Trapelo Road

Customers would also like to see more arts and culture activities along Trapelo Road



CULTURAL/
ARTS

Strategies - Pick Which Stand Out to You (all that apply)

1. Perform an assessment on arts & culture needs/opportunities
2. Programming and events around 'walk the corridor' that leverage creative activities. This could be creative window displays, public art along the corridor or open air shopping
3. Placemaking activities such as as festivals, events
4. Vacant and Occupied Storefront Artist Programs or Design Competitions



Drive Revenue & Sales

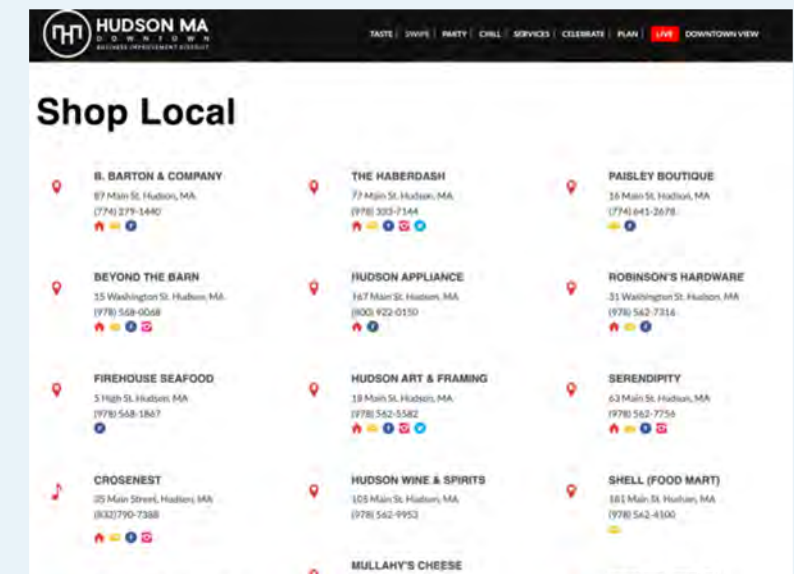
62% of businesses were interested in some form of business support



**REVENUES
& SALES**

Strategies – Pick Which Stand Out to You (all that apply)

1. Small Business Technical Assistance for e-commerce/marketing and social media training
2. Establishing methods for community awareness of businesses and offerings such as online directories, newsletters, business cross-promotion
3. Encourage storefront best practices including lighting and/or window displays to improve the pedestrian experience through Small Business Technical Assistance or Training



Tenant Mix

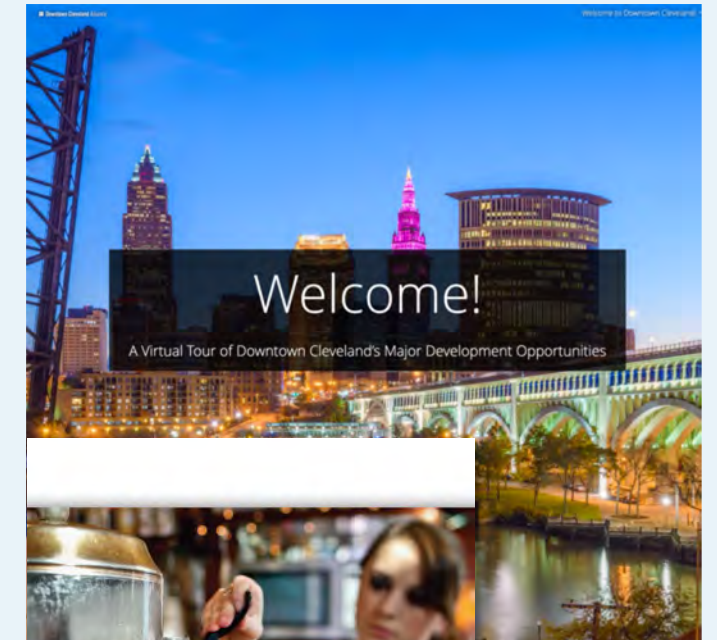
Customers would like to see a better selection of restaurants and more variety in retail offerings



**TENANT
MIX**

Strategies – Pick Which Stand Out to You (all that apply)

1. Create a branding & attraction strategies to encourage a variety of shops and restaurants such as online databases of vacant property and "why Belmont" marketing collateral
2. Small Business Technical Assistance for new business
3. Attract new businesses through pop-up storefronts and programming



Administrative Capacity

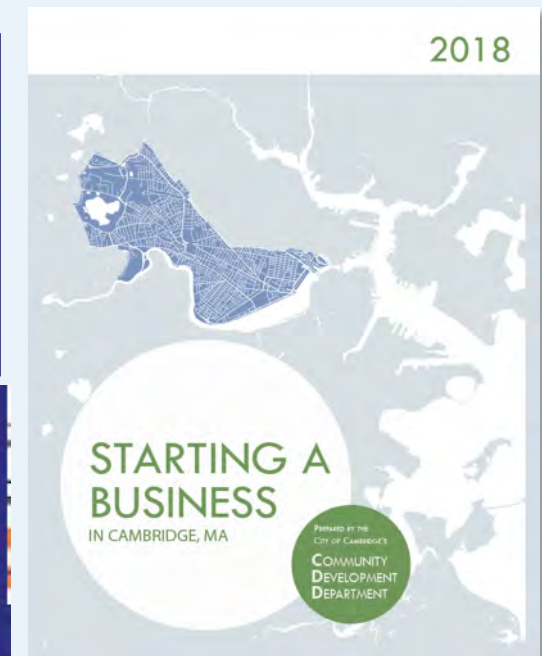
Businesses have indicated the need for improved permitting and communication with Town Officials



ADMIN
CAPACITY

Strategies – Pick Which Stand Out to You (all that apply)

1. Consideration for the establishment of a District Management Organization which would be a champion for many of these strategies
2. Help businesses navigate the permitting process through streamlined permitting or guides
3. Streamlined permitting for Pop-Up Events
4. Consideration for dedicated Town Staff or shared/part-time position for economic development projects and programs



Up Next!

Take the Survey – Link is on the Town’s EDC Website!

CLOSES 6/17

TRAPELO ROAD SHOPPING SURVEY!

WE NEED YOUR INPUT

The Town of Belmont is participating in the Massachusetts Local Rapid Recovery Program to help communities develop projects to support targeted commercial districts. As part of this project, we are seeking feedback through this 8-minute survey, from Belmont's consumer base as it relates to shopping habits along the Trapelo Road Corridor.



Your input will be extremely valuable in developing a plan to identify projects and seek out funding that will help create a more desirable shopping and activity along the Trapelo Road Corridor.

We appreciate your time in taking this survey.

ACCESS THE SURVEY



OR BY USING THIS LINK

<https://forms.gle/F6EWievkYweQ2G4U6>

PAPER COPIES

Paper copies of the survey will be available after June 1st, at the Town Administrator's Office during normal business hours.

QUESTIONS

Email Jon Marshall, Assistant Town Administrator: jmarshall@belmont-ma.gov

Phase 2 | Now – July

Actions:

- Development of draft project recommendations
- Feedback from community and stakeholders

Deliverables

- Draft Recommendations

Phase 3 | August - September

Actions:

- Development of Final Plan including Project Recommendations

Deliverables

- Final LRRP Plan

Thank You!

Questions

Summary from Public Meeting Poll

Programming and events around 'walk the corridor' that leverage creative activities. This could be creative window displays, public art along the corridor or open-air shopping	11	7%
Encourage and streamline processes to encourage more outdoor dining and/or selling on public sidewalks	9	6%
Placemaking activities such as as festivals, events	8	5%
Streetscape improvements such as landscaping, benches to encourage strolling	8	5%
Consideration for dedicated Town Staff or shared/part-time position for economic development projects and programs	8	5%
Facade and Signage Improvement programs, such as technical assistance, low interest loans, or grants	8	5%
Help businesses navigate the permitting process through streamlined permitting or guides	7	5%
Encourage storefront best practices including lighting and/or window displays to improve the pedestrian experience through Small Business Technical Assistance or Training	7	5%
Small Business Technical Assistance for new business	7	5%
Establishing methods for community awareness of businesses and offerings such as online directories, newsletters, business cross-promotion	7	5%
Create a branding & attraction strategies to encourage a variety of shops and restaurants such as online databases of vacant property and "why Belmont" marketing collateral	7	5%
Consideration for the establishment of a District Management Organization which would be a champion for many of these strategies	7	5%
Vacant and Occupied Storefront Artist Programs or Design Competitions	6	4%
Vacant storefront activation programs such as creative window designs to help attract new business	6	4%
Public lighting display program	5	3%
Wayfinding to help with navigation and direct people to destinations while emphasizing walking and bike times	5	3%
Beautification efforts such as bus station stop and/or tree-pit to help with improving the aesthetic and cleanliness of the area	5	3%
Small Business Technical Assistance for e-commerce/marketing and social media training	5	3%
Streamlined permitting for Pop-Up Events	4	3%
Attract new businesses through pop-up storefronts and programming	4	3%
Business Directories or gateway treatments around bus/transit stations and key points to help promote and identify businesses	4	3%
Perform an assessment on arts & culture needs/opportunities	4	3%
Technical assistance to improve interior store design	3	2%
Better connect adjacent neighborhoods to Trapelo Road	3	2%

Appendix 6

SME Reports/Deliverables

- a) Patronicity/Bench Consulting SME for "Trapelo Community Hubs"

DIAGNOSTIC

Encourage increased district visitation beyond just a quick stop at a single business, and instead use these interventions to build engagement in district activities and foster a connection among business owners, visitors, and area residents. Use these projects as a stepping stone to more in depth engagement between business owners and area residents to support the future of the corridor.

PROJECT PROPOSAL

The "Trapelo Road Community Hubs," would include individual, tactical parklets or pocket parks gradually introduced to each section of the corridor, providing a relaxed neighborhood outdoor space for customers to bring take out food and drink, or for area residents to sit and meet up with friends adjacent to the commercial district and area retail options. Ensure activation of these spaces through partnerships with area organizations, non-profits and community groups to offer it as a free meetup space. The hope is this will encourage visitors to come for recreational activities as opposed to just one errand and encourage them to stay longer, exploring more of the district more often.

PEOPLE

- Town Representative
- Business Owners in Trapelo Road Corridor
- Residents of communities adjacent to the Trapelo Road Corridor
- Local contractors and suppliers to source project materials and build.
- Local DPW to support installation
- Consultant to support both planning and continued community engagement as project goes through iterations.

FUNDING

- ARPA Funding (TBD)
- Commonwealth Places, MassDevelopment
- CDBG Funding
- State and regional foundation support
- Crowdfunding through Patronicity
- NEFA Arts Grants
- Art Place America
- National Association of Realtors Placemaking Grants

PROJECT INSPIRATION

Eagle St., North Adams, MA



The town was seeking to create a sense of place on a forgotten commercial street near Downtown. Using uniform signage, park installations and a new parklet. The parklet space has been heavily utilized by area groups hosting weekly coffees, meetings and other events in an effort to increase foot traffic onto the half-mile long corridor.

BUDGET: \$12,000 for 1 parklet

IMPLEMENTATION: 4-8 weeks

TIMELINE: Seasonal

MATERIALS: Tables, chairs, custom built parklet

MAINTENANCE: minimal- cleaning, securing

Corner Spot, Ashland, MA



Ashland was seeking to create a community hub in the Downtown that would be a passive place for residents to gather, grab a meal or enjoy take out from town while also hosting small recurring events.

The retail space serves as a way for area businesses to test the viability of a brick & mortar retail presence while also serving as an activator for the space itself.

BUDGET: \$65,000 for all components

IMPLEMENTATION: 8-12 weeks

TIMELINE: year round programming and passive use

MATERIALS: landscaping, swings, tables, chairs, shade sails, shed fitted for retail use, audio equipment, games

MAINTENANCE: moderate- cleaning, landscaping, repairs, event programming.

TRAPELO ROAD COMMUNITY HUBS

Belmont, Massachusetts



PROCESS



Location & Team

Gather a team to determine locations ripe for intervention within the district if different than these recommendations. Look to business owners, residents and other stakeholders and engage them early in the planning process. They'll be more apt to stay engaged long term if they're there from the start.

Identify Inspiration

We've provided some ideas and examples but look to other communities as well. Look to components of their projects and put on your own unique spin.

Plan & Implement

Look at this project in phases and plan to start in one location first and build upon early success there. We recommend starting on the side street outside East Cambridge Savings bank. Develop a full project concept, obtain approvals, locate funding and order materials. Ensure partnerships to plan events, host meetups to activate space.

Feedback

An incredibly important part of any iterative project like this. Ensure you're actively seeking input through in person and online methods. During any events or programming, have someone on site surveying community members and businesses.

Iterate

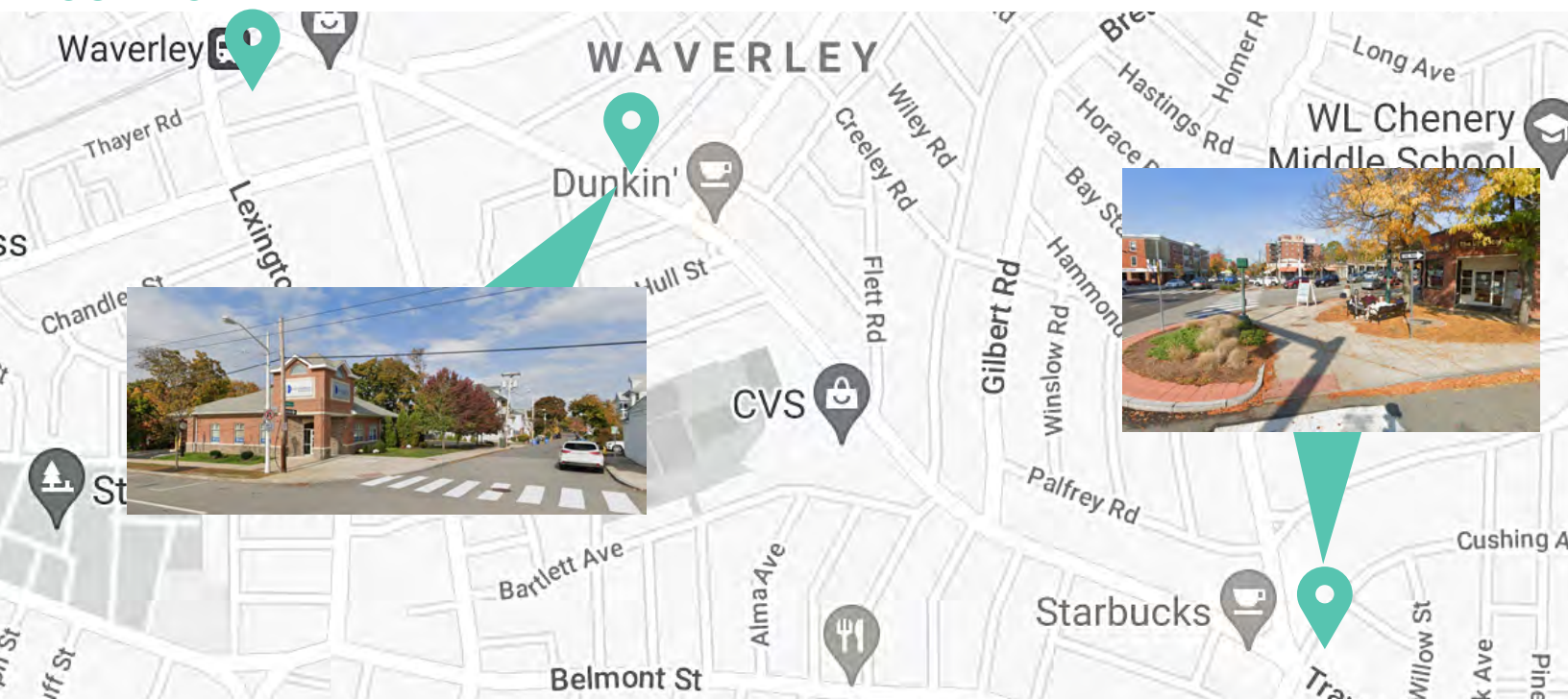
What worked? What didn't work? Adapt your project based upon user feedback and take lessons learned from your first location to inform plans for expanded projects & locations.

MATERIALS & COST ESTIMATE

PROJECT TYPE:	Parklets & Outdoor Seating Areas
BUDGET:	\$10,000- \$15,000 each section (\$30k - \$45k total)
IMPLEMENTATION:	2 weeks each section
TIMELINE:	3- 5+ Months (with iterations and improvements beyond)
MATERIALS:	Tables, chairs, deck platforms, planter boxes, umbrellas or shade sails, paint & equipment, wifi
MAINTENANCE:	Medium including cleaning, securing if necessary and repairs.



LOCATION



KEYS TO SUCCESS



Early Engagement

Bring together a team of engaged business owners and Trapelo Road corridor residents early in this planning process so they can feel as much of the planning process as possible and more likely to stay engaged throughout this first iteration and hopefully beyond.



Programming

Develop a system for groups to sign up to utilize the spaces to host meetups and small events. This is a great way to increase foot traffic in the area while also bringing new people to experience the new community hubs and hopefully return and bring their friends and family. Take some of the responsibility for bringing people to the space off the town.



Feedback

One of the most important factors when utilizing the tactical urbanism idea of "the pilot is the process" is that feedback is part of that process. You don't JUST want to hear the complaints... but the positive responses from those who enjoy the new spaces and constructive criticism from those who may have issues. Ensure there's an online survey tool but also in person survey in the space and to surrounding businesses and residents and you're collecting continuous feedback throughout the duration of the project.



Maintenance

Be sure you develop a maintenance plan for these projects including;

- who's going to be responsible for securing any materials
- who will be responsible for cleanings
- who's responsible for seasonal storage if its determined this won't be used in winter.



Jessie Wyman <jessie.favermannndesign@gmail.com>

Belmont SME Project Proposal

Jonathan Berk <jonathan@patronicity.com>
To: Jessie Wyman <jessie.favermannndesign@gmail.com>

Mon, Aug 23, 2021 at 10:35 AM

Oh gosh! Sorry I missed that. Most of the spaces I pinpointed here were on (what I think) are public property (a side street parklet, and seating elements for a small plaza).

Activating private spaces as the municipality gets a lot trickier typically, particularly when it comes to different funding programs. If you're going to do something on private property you'll want to make sure there's some sort of agreement in place, at least an MOU, between the municipality and the private property owner before going ahead and making any investment in infrastructure. Also, ideally the private property owner could extend their liability insurance policy and the town could potentially cover the cost of that increase. If the municipality were to activate public spaces, other towns have found luck in just extending existing liability policies or classifying these spaces as extensions of a public sidewalk.

On the Waverly Station side I was less specific since it seems like that may be the last piece of this puzzle but grass area next to the station and... if possible... expand into the station parking lot during certain times, perhaps weekends etc or as special events warrant.

Jonathan Berk

Director

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patronicity.com



Want to unlock the power of your places and create more vibrant communities?

Meet us at **bench** and let's start a conversation.

[Read more](#)

[Quoted text hidden]

Appendix 6

SME Reports/Deliverables

b) Civic Space Collaborative SME for "Belmont Walking Tour"

SME + Client Meeting : Belmont Walking Tour

8/11/2021

Attendees

- John Marshall, Assistant Town Administrator and Recreation Director
- Erin Brown, EDC member
- Jessie Wyman, Favermann Design (Plan Facilitator)
- Karl Alexander, Civic Space Collaborative (Subject Matter Expert - SME)
- Michelle Moon, Civic Space Collaborative (Subject Matter Expert - SME)

-
- **Initial walk-through** - brief overview of the origin of this project idea, challenges, and opportunities, then perhaps a brief geographic walk through of where you'd like to focus efforts along the corridor
 - John Marshall, Assistant Town Administrator and Recreation Director, ED committee is relatively new, very active in a short period of time, a lot of work to help assist with connectivity between town and businesses
 - Erin Brown, EDC member, businessowner, Belmont resident, owns a biz in corridor
 - **Key Issues/Challenges**
 - 49% of businesses would like to see shared marketing/advertising
 - Visit one specific business and then leave, too few stores that interest you along the corridor
 - Lots of residential between nodes
 - **Opportunities/Goals**
 - 1.25 mile, very walkable between distinct nodes but not necessarily best to walk, infra is great but not *engaging*
 - Bust the narrative that it's a long walk
 - Walk through of corridor map
 - Think about connectivity/flow, between corridors
 - **Additional Considerations**
 - Other LRRP projects
 - Patronicity on ways to connect the corridor, tactical interventions
 - Perch advisors on marketing and shared messaging
 - Online directory of places, online shopping locally
 - **Forming a walking tour** -- it's really a visioning process, to work with community members help understand what makes the area unique and special from which to build upon -- there's so much you don't see when driving in and visiting just one business
 - **Implementation**
 - Short Term: non-physical existing elements (history, nature, etc.)

- Long Term: placemaking, arts and cultural activities
- **Programming Connections:** Interesting content driven by existing resources in the neighborhood/community at-large
 - **Historical maps? Nature maps?**
 - What is the brand? What is the thing, for Trapelo Road?
 - There are existing nodes that pre-date the current nodes
 - Fall festivals in Cushing Squares have been kid-oriented but no long-term value
 - Town is working on an **electrical box arts project**
 - Call for artists, identified the boxes, have completed a few of the boxes recently
 - **Fitness ties together the corridor**
 - Wheelworks
 - Yoga
 - Orange Theory
 - “Wellness Crawl” - physical and mental wellness
 - Take out some parking for different fitness zones
 - Banks can hand out water, happy theme
 - Beer and wine garden at the end in Cushing Square
 - Mental health practitioners
 - Map:
 - This to do a quick workout
 - This place for a smoothie
 - Check the boxes to sample what things have
 - **Programming residential areas:**
 - Corrugated signage
 - Little free libraries, “Little Free Fitness Stations”
 - **Longer Term:** what resources could help to make this a permanent theme, different ages, measure what people say and think, corrugated signage
- **Key stakeholders to engage?**
 - Biz’s have been difficult to engage, needs to be marketed to them about why it’s important, footage or video promotion of this taking place somewhere else, here are the results, buy in will come they just need to see it
 - Wellness coalition could be a good stakeholder
 - Becca Peasey, marathoner, works at Moozys

Appendix 6

SME Reports/Deliverables

c) Mondoforma (Cepheid Solutions) SME for "Online Marketplace Directory"

PROJECT: Trapelo Road Online Marketplace/Directory

COMMUNITY: Belmont, MA – Belmont LRRP Advisory Committee
– Belmont Econ. Development Community

PLAN FACILITATOR: Favermann Design

SME: Mondoforma (Cepheid Solutions Inc.)

Project Overview: Retail sales models and customer shopping behavior are increasingly relying on eCommerce and internet search technologies. These trends have been accelerated by the COVID-19 pandemic, with negative consequences for local retail. The Town of Belmont would like to explore ways in which these technologies can provide benefit, rather than loss, for local retailers. It is the goal of Belmont to develop plans for an online Community Business Directory and/or Marketplace which can empower local businesses and encourage sales with merchants.

Additional factors: Belmont has two business districts. The second of which in particular, the Trapelo Road district, would benefit greatly from increased visibility and awareness. The town has many businesses of various industries and sizes, but there is a perception that the town could provide additional resources to promote them and be more “business friendly”. Towards that goal they have recently established an Economic Development Committee to identify and implement effective strategies to assist the business community.

Solution Guidelines: As with any project, there are some desired design features, specifications, and limitations that are identified as being important to any proposed solutions. Among these are:

- Leverage internet technologies to create modern business ecosystem
- Enable local search of community businesses
- Allow online purchases
- Increase community engagement
- Facilitate wayfinding in the community
- Low-moderate cost to create
- Low-moderate cost to maintain
- Low-moderate manpower requirements
- Minimize ownership complexities
- Prevent appearance of bias and favoritism

Approach: The initial discussion focused on the nature of “search” – what people were looking for, how they were searching, how “search” was historically performed (Yellow Pages, In-person shopping, etc.), new technologies, and providers. We researched how other communities have addressed the “community search/business support” issue. And we looked at directory/marketplace models to find a fit for Belmont’s specific goals and guidelines.

While our initial thoughts were focused on retail shopping and eCommerce capability, we were able to identify a variety of types of “search” that are commonly performed within a community. We reviewed other communities’ that had developed custom solutions to provide a community-centric approach to “search”, but identified shortcomings to them in functionality, complexity, and/or cost. They also fundamentally conflicted with three of Belmont’s key requirements: (1) build on dynamic and extensible technologies to anticipate changes in technology, information, and business practices, (2) low cost of development and ongoing maintenance, and (3) minimize ownership complexities.

The solution we developed is built on three components: a “portal” model of functional design, a service oriented architecture (SOA) for incorporating technologies and features, and a template-based user interface design & development. Together, this approach delivers a flexible and cost-effective platform, provides the currently desired functionality, and enables future enhancements while minimizing cost (development, maintenance, and administration).

That may sound complicated, but the implementation is actually premised on taking away the complexity of the solution. So let’s break down the three components:

The Portal Model - this is a website class that brings information from diverse sources and presents them to the user in a formatted manner. Probably the best example of a portal is Yahoo.com, which doesn’t actually write any of the content presented on their website, but instead gathers articles from other sources like the New York Times, USA Today, Reuters, etc. The portal model will allow the Belmont website to draw on information provided from other sources, without the town having to take responsibility or ownership of the content itself.

Service Oriented Architecture (SOA) - refers to a software development architecture that incorporates pre-written modules of code to provide specific functions or “services”. By leveraging already written code, the cost of development is reduced to providing an umbrella-like development environment, identifying the desired services, and integrating the modules with the platform. In addition to minimizing the initial cost of development, long-term maintenance costs are reduced, as the ongoing maintenance of the modules is performed by their development teams. This approach also minimizes the cost of future enhancements and the integration of new technologies and capabilities.

Template-based User Interface - is an approach used by website developers in which the layout of a website design is created using standard blocks and elements and re-used to create a consistent look and feel, reduce the time and cost of coding individual pages and websites, and minimize the effort required to provide future updates and re-designs. There are several technologies that can be used to provide this capability. Our recommendation is to use WordPress, due to its ease of use and the great availability of proficient WordPress designers and freelancers. This broad base of talent will ensure that support is available for the platform.

The Solution: Using this approach, we crafted a solution for presentation. The first part of this process was to deconstruct the website purpose to identify the constituent functions (“services”). We then identified the corresponding functionality that could deliver the desired results. Finally, we assembled the individual components into a template-based design layout.

Identifying functions - We broke the core services down into four distinct families of information that are often associated with communities and portals. This is not intended to either be an exhaustive or a permanent list, and it is possible that different communities may add or delete specific functions to the organization that we developed.

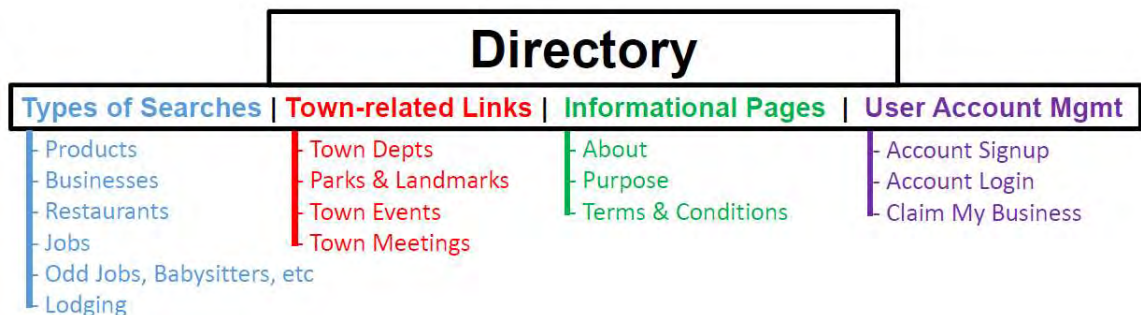


Figure 1: Division of Directory services by information family

Identifying services - The number of services available that can be incorporated into a solution is enormous. For the purpose of this study, the ones we selected are drawn from a limited list, and mostly the obvious and known provider. As mentioned above, this is not meant to be the final say on selections. Among the services we identified for possible use: Town databases & lists, Google My Business, Facebook Business Page, Mondofoa, Yelp, HooCanDoo, etc.

Template-based Design - The general structure, core functionality, and other portal precedent informed the approach we took to this initial Community Search template. This is designed for a WordPress environment, and can be used as core functionality or baseline design on which to build. The homepage is designed to provide one-click access to search capability (blue column in Fig. 1), with the secondary information families accessible by one-click hypertext link.

The image shows a web page titled "Find It in Belmont". At the top, there is a navigation bar with links: "Town Depts | Parks & Landmarks | Events | Town Meetings". Below this is a large blue banner with the heading "Find Everything You Are Looking For:". Under the heading, there are five search categories, each with a "Find" label, a search input field, and a "Go" button:

- Find A Business:** Input field contains "Select Type" (dropdown) and "Business Name or Keyword(s)".
- Find A Product:** Input field contains "Select Type" (dropdown) and "Product or Keyword(s)".
- Find A Restaurant:** Input field contains "Restaurant Name or Keyword(s)".
- Find A Job:** Input field contains "Title, Description, or Keyword(s)".
- Find A Helper:** Input field contains "Project, Need, Description, or Keyword(s)".

At the bottom of the banner, there are three columns of links:

- About Us**
Other Resources
- About Belmont**
Nearby Towns
- Purpose**
Powered By

Figure 2: Template-based homepage layout

The results pages will need to incorporate a purpose-based layout, and therefore the results pages for each search type will look different. However, within each specific search type the results will be presented consistently and structured to provide clarity for the specific data being shown. So a search for Local Business will look differently than a search for Local Job Listings, and Restaurants, etc.



Add Your Listing

Edit Your Listing

[Home](#) [Town Departments](#) [Parks & Landmarks](#) [Events](#) [Town Meetings](#)

Business Listings

Results for Construction

BUSINESS NAME	Business Type	Address	Phone	Website	Description
Gallagher Remodeling	Construction	10 Trapelo Rd	(617) 489-1959	https://gallagherremodeling.com/	
James W. Flett Co., Inc.	Construction / Contractors	800 Pleasant St / Route 60	(617) 484-8500	https://jwflett.com	
Waverly Development	Facility services	1010 Pleasant St / Route 60	(617) 455-5560	https://waverlydevelopment.net	
BMC Painting	Painting Contractor	257 Beech St	(617) 877-2346	https://www.facebook.com/bmcpainting/	


Figures 3: Example Template-based Results page for Business Search



[Home](#) [Town Departments](#) [Parks & Landmarks](#) [Events](#) [Town Meetings](#)

Product Search


Results for Hand Bag




leather bag
\$22.00
Lorem ipsum dolor sit amet, consectetur adipiscing elit.

Quantity:

[Add to cart](#)



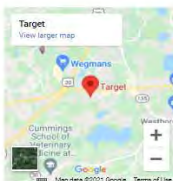
London Harness
View larger map



Hand Made Bag
\$22.00
Target
Lorem ipsum dolor sit amet, consectetur adipiscing elit.

Quantity:

[Add to cart](#)



Target
View larger map

Figures 4: Template-based Results page for Product Search

Estimated Costs: The design of this kind of a website encourages high-utility and low cost. The Template-based approach can reduce the website design and development costs dramatically, as it only provides standard layouts. The associated costs of Template modification will be limited to logo design, uploading of lists, text, and artwork. The customization of the website is in relation to the selection and incorporation of the specific services desired. A well-designed and adapted Template-based website should be achievable with a budget of \$5,000 - \$15,000, depending on the number and complexity of services incorporated. In similar projects for other communities, these costs have been reduced via merchant and patron sponsorships.

However, because the SOA-service providers are independent businesses, some of them are likely to have listing fees. For example, Job Listings websites, such as LinkedIn, CareerBuilder, Boston Globe, etc., typically have listing fees for posting jobs. These fees are usually paid by the business or individual that is listing on those websites, so it should not incur a cost to the town. Job listings are typically in the \$100 - \$500 per listing range.

In the specific case of the Product Search, the corresponding SOA-service provider would need to provide a local-search enabled marketplace with hyper-local results, populated with local merchants and inventory. Marketplace membership fees are typically a nominal monthly subscription fee (\$20 - \$100/month) plus a percentage of Sales fee, which can range from 1% to 25%, site dependent. The Mondofora marketplace has been providing fee-free memberships and will probably continue to do so for the foreseeable future.

However, an unpopulated marketplace won't benefit either shoppers or the community. So, some effort and cost would be necessary to encourage merchants to populate the marketplace. Similarly, a marketing effort/outreach campaign would be necessary to increase public awareness and use. The saying "build it and they will come" is not true, and the absence of an outreach effort will dramatically reduce the utilization and enthusiasm for the website.

Adjacencies: As the retail industry has increasingly adopted eCommerce into their traditional retail operations (known as a "bricks & clicks business model"), they have identified modifications to the traditional store design & operations that have been necessitated. Some of the changes to be considered would include: modifications for Curbside Pickup (Parking area layout, signage, traffic flow, etc), Internal Layout (Online Purchase pickup area, floor plan, wayfinding, etc), Staff Training (new business models, customer service, online chat, marketplace administration and inventory uploading, etc.), and considerations for community space like roadways, sidewalks, public parking, landscaping, etc. These specific items are beyond the scope of our analysis, but should be considered as part of an ongoing process of development and modernization.

Appendix 6

SME Reports/Deliverables

d) Perch Advisors SME for "District Marketing"



Introduction

The Commonwealth of Massachusetts Department of Housing & Community Development Local Rapid Recovery Plan Program (LRRP) is providing the municipality of Belmont the opportunity to develop an actionable, project-based recovery plan tailored to the town's unique economic challenges and its COVID-19 related impacts. Belmont has determined that marketing and building the district identity of the Trapelo Road corridor is essential to its recovery plan.

To Create District Identity/Marketing:

Recommendation:	Action Items	Considerations/Challenges	Key Performance Indicators
Data Collection Cost: \$ Timeline: Short-Term (6 months - 1 year) Rationale: Knowing what businesses exist along Trapelo Road is the first step toward	A. Create a database of all businesses along Trapelo Road and their contact information. B. Create a unified guide for categorizing businesses. (See HERE for an example of business categories. Also, see Live XYZ business map). C. Consider what a public-facing business directory might look like: <ul style="list-style-type: none"> • What format (digital, print)? 	A. Sources of volunteers or interns for door to door data collection and data input What info on businesses can be pulled from any town permitting processes? Who has access to the database, and how often does it get updated? Perhaps it's a shared spreadsheet among the	A/B. Completeness, accuracy, and clarity of directory C. Number of engagements with public-facing assets (website clicks, directories/ maps distributed, etc)

marketing the corridor	<ul style="list-style-type: none"> Does it include a map? Will there be space for ads? (See case study folder for sample business directory)	economic development committee, who can update in their own time as they see new businesses come in B. Inclusive of second floor or non public-facing businesses?	
Recommendation:	Action Items	Considerations/Challenges	Key Performance Indicators
<p>Help Trapelo Road businesses market themselves (ties in with Technical Assistance project)</p> <p>Cost: \$</p> <p>Timeline: Short-Term (6 months - 1 year)</p> <p>Rationale: Businesses marketing themselves is an important part of raising general awareness of the corridor, and goes hand in hand with a collective marketing strategy for Trapelo Road</p>	<p>A. Prioritize workshops and webinars that help businesses create a brand for themselves, increase their digital presence, and learn to sell their products online. Also help businesses own their listings in the digital sphere (ie, Google Map location, Yelp!, other mapping platforms).</p> <ul style="list-style-type: none"> Consider enlisting local experts for small group technical assistance (ex. Bankers to discuss financing; lawyers to discuss commercial lease review) for technical support <p>B. Host peer to peer best practice sharing forums. Identify and ask one or two businesses who are experienced/ successful at marketing to serve as “subject matter experts” for the area.</p>	<p>Are workshops/ peer groups online or in person?</p> <p>No need to duplicate efforts -- consider what types of small business technical assistance already exists (i.e. through the local chamber, local small business development centers, etc). How to best create awareness among businesses about these opportunities? (leverage contact list, see above)</p> <p>Are there professionals who would teach workshops in exchange for exposure?</p> <p>Are there free/low-cost online resources like Coursera that you can promote?</p>	<p>A/B/C. Number of businesses attending workshops and peer groups</p> <p>Change in the number of businesses on Trapelo Road with an online presence</p> <p>Change in the number of social media followers of businesses on Trapelo Road</p>

Recommendation:	Action Items	Considerations/Challenges	Key Performance Indicators
<p>Create digital presence and basic website for Trapelo Road</p> <p>Cost: \$</p> <p>Timeline: Short-Term (6 months - 1 year)</p> <p>Rationale: Establishing an on-line presence dedicated to the commercial corridor as a whole will allow for communication directly to consumers and area stakeholders.</p>	<p>A. Determine best platforms for messaging and create accounts (ie, Facebook, Instagram, Twitter, LinkedIn)</p> <p>B. Create internal communications platform for businesses to communicate freely with each other Facebook Page Corridor Listserv Whats App</p> <p>C. Create a plan and calendar for posting content regularly through a service like hootsuite or tweetdeck (links are examples, there are many free versions that can be found online).</p> <p>D. Purchase relevant domain and use template website (squarespace, wix) to create simple landing page with links to social and relevant websites. Use content from any print collateral, as well.</p>	<p>Reach and Inclusion: What online platforms do Trapelo Road shoppers use? Aim for widest reach; do not overlook any potential user-base / population / demographic / community.</p> <p>Aim for consistent handles and account names across platforms</p> <p>Be careful with social logins and account access. Don't mix personal and business activity.</p> <p>Regularly check account and activity to monitor for suspicious activity.</p> <p>How to ensure equitable representation of businesses</p> <p>Costs: Staffing-Paid, Volunteer, Intern, Committee</p>	<p>A. Platform engagement with followers:</p> <ul style="list-style-type: none"> Set goals for # of Followers over specific timelines (30 days, 90 days, 1 year) Set goals for # of likes, comments, other responses <p>B. Platform engagement with businesses:</p> <ul style="list-style-type: none"> # of Trapelo Road Businesses engaging with digital media -- likes, reports, etc Success stories of use/engagement <p>C. Consistency of posting</p>
Recommendation:	Action Items	Considerations/Challenges	Key Performance Indicators

<p>Create turnkey, short-term campaigns to encourage customers to visit Trapelo Road</p> <p>Cost: \$</p> <p>Timeline: Short-Term (3 months - 1 year)</p> <p>Rationale: A long-term branding/ visioning effort for Trapelo Road is best started with simple, easy wins that help get businesses onboard with the effort</p>	<p>A. Leverage holidays and already-existing marketing campaigns (ex: Valentine’s Day, Small Business Saturday). Create a calendar of events to leverage and build an outreach plan around it.</p> <p>B. Consider promoting groups of businesses in conjunction with national “days” (aka “national ice cream day,” “national coffee day,” etc)</p> <p>C. Pair up businesses to co-brand, (aka “swing by after your workout at Orange Theory for 10% off a smoothie”)</p> <p>D. Use regular hashtags to promote the district (#shoptrapelo) and/or structure recurring content (#foodiefriday)</p> <p>E. Gather info from businesses for interviews, spotlights, and profiles.</p> <p>F. Create an email account where businesses can submit information to be published</p> <p>G. Follow all district merchants and repost when appropriate</p> <p>H. Set up auto-reposting for specific hashtags</p>	<p>Consider how campaigns are promoted: on town website, in paper, in newsletter, on social media</p> <p>Find a corporate partner who can cover the cost of incentivizing a purchase, aka AMEX, etc</p> <p>Prioritize tracking KPIs:</p> <ul style="list-style-type: none"> How does this brand translate directly into purchases at businesses, and how can this be tracked? (Ex: discount codes) 	<p>A/B/C.</p> <p>Number of customers visiting Trapelo Road businesses during the timespan of the promotion (track new versus existing customers?)</p> <p>Number of dollars spent at Trapelo Road businesses as a result of the promotion</p> <p>Number of customers who return to Trapelo Road businesses after the promotion</p>
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Recommendation:	Action Items	Considerations/Challenges	Key Performance Indicators
<p>Event Planning (tie in with other SME project)</p> <p>Cost: \$-\$\$ (depending on scale and number of projects selected)</p> <p>Timeline: Short-Term (3 months - 1 year)</p> <p>Rationale: Rally stakeholders to work together to build relationships and achieve immediate desired outcomes. Successful event execution builds organizational foundations that can be leveraged for further merchant organizing.</p>	<p>A. Leverage an already-existing local event as an opportunity for businesses to engage with consumers (local arts/ culture events, events at local high schools/ colleges)</p> <p>B. Connect Seasonal and Annual events in the area to downtown using sponsorships and activating public spaces</p> <ul style="list-style-type: none"> • (Case Study: Make Music New York) <p>C. Leverage nationwide events like Small Business Saturday or Make Music New York</p> <p>D. Start with familiar events like Holiday Lights/Windows, Art Crawls, Trick or Treating, etc. rather than trying to establish new events.</p> <p>E. Create event calendar where businesses can share events happening at their business</p>	<p>Plan and host events that have opportunities for both merchant participation and community involvement that benefits both businesses and residents.</p> <p>Consider both events that transform physical space (pedestrianized streets, town square, etc), and events that move participants throughout the corridor (bar crawl, fitness crawl)</p> <p>Consider incentives for businesses to participate in events (staffing support, sponsorship and branding opportunities)</p> <p>Seek synergies among clusters of businesses (food, clothing, recreation, family-oriented, etc. Consider events that promote industry-specific groups of businesses (“Take Out Belmont”/ “Dine Out Belmont”)</p> <p>Artist recruitment and engagement with local cultural institutions/regional partners</p>	<p>A/B/C.</p> <p>Measure Social Impacts</p> <ul style="list-style-type: none"> • Success of event participation(business sponsors, schools, local non-profits, elected officials funding) <p>Measure Economic Impacts</p> <ul style="list-style-type: none"> • Funds Raised • Local Multiplier Effect (funds used within the local economy)

Recommendation:	Action Items	Considerations/Challenges	Key Performance Indicators
<p>Capacity Building</p> <p>Cost: \$</p> <p>Timeline: Short-Term (6 months- 1 year)</p> <p>Rationale: Engaging businesses to create a brand and identity for the Trapelo Road corridor requires staff capacity and funding</p>	<p>A. Identify an organization that can serve as a short-term fiscal conduit for grant money (suggestions: local cultural nonprofits, civic groups, other community/ economic development orgs)</p> <p>B. Identify sources of funding/ resources:</p> <ul style="list-style-type: none"> Seed money/community development grants from local banks or financial institutions Utility companies Sports teams Other local corporate businesses (Star Grocery, Starbucks) <p>C. Create a list of funding priorities. Recommendations are:</p> <ol style="list-style-type: none"> A designer to create branding visuals Subscriptions to expedite digital 	<p>Don't assume that merchants will volunteer, prioritize assigning a paid person to tasks OR a paid person to manage volunteers</p> <p>Consider what tasks can be easily handed off to volunteers: Updating databases Distributing brochures Plugging content into already-existing digital templates</p> <p>Think long term when fundraising -how can you turn sponsors into long term partners invested in the district?</p> <p>Don't think of it as a donation, sell sponsors an opportunity to do something that benefits their businesses.</p>	<p>A. Memorandum of Understanding in place</p> <p>B.</p> <ul style="list-style-type: none"> Target partnership list created Amount of funds raised <p>C. Consensus built goals articulated</p> <p>D. Staffing plan articulated</p>

	<p>promotions, aka Mailchimp, Hootsuite, etc</p> <p>c. Freelancers and vendors to manage recurring & time consuming activities - distributing flyers,</p> <p>D. Identify a short term and long term staffing plan. Perhaps the goal is to eventually have a full time staff member dedicated to business outreach who can head up marketing efforts.</p> <p>E. Consider sources of volunteers: Local high schools or colleges, Church groups</p>	<p>Try to get merchant volunteers engaged in the 'fun' stuff and let them enjoy the win. Make sure they get recognition for their efforts</p>	
Recommendation:	Action Items	Considerations/Challenges	Key Performance Indicators
<p>Asset Mapping</p> <p>Cost: \$</p> <p>Timeline: Short-Term (3 - 6 months)</p>	<p>A. Identify and convene stakeholders for inclusive participation and consensus building</p> <ul style="list-style-type: none"> • ID opportunities for feedback <ul style="list-style-type: none"> ○ Community events ○ Town board meetings 	<p>A. Focus on Diversity and Inclusion: age, tenure (legacy/new biz), resident status (new/generational)</p> <p>B. Consider access barriers</p> <ul style="list-style-type: none"> ○ Language 	<p>A. Number of participants, engagements</p> <p>B. Number of survey responses collected</p> <p>C. Findings report with both</p>

<p>Rationale: To determine what elements of Belmont to be most successful to market, a process to identify district/regional assets will aid in prioritizing a unique selling proposition that may differentiate it from other locales.</p>	<p>B. Survey businesses, residents, visitors for perception/attitude of town/region</p> <ul style="list-style-type: none"> • Create digital visitor/ resident survey • Create digital business survey • Offer incentives for survey participation - raffles (free event tickets, locally donated goods, etc) • ID opportunities for survey collection: <ul style="list-style-type: none"> ○ At busy business locations ○ Parks and Rec locations <p>C. Market Analysis: What are others (municipalities/regions) doing? Are they successful?</p> <p>D. Consider tie-ins with wayfinding SME projects: how can the physical space inform the visual brand that gets built (ex: several squares connected by a straight line)</p> <p>E. Consider how the role of the corridor plays into its branding (Trapelo Road as a “connector” between other downtowns)</p>	<ul style="list-style-type: none"> ○ Digital literacy ○ Font size <p>Take advantage of this to ID merchants who can be a part of organizing</p>	<p>qualitative and quantitative data</p>
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Recommendation	Action Items	Considerations/Challenges	Key Performance Indicators
<p>Create Branding Campaign</p> <p>Cost: \$\$</p> <p>Timeline: Short (immediate to 1 year)</p> <p>Rationale: A consistent visual identity for Trapelo Road helps create a sense of coherence and community that maximizes the value of marketing -- customers think about Trapelo Road as a whole, rather than a collection of individual businesses.</p>	<p>A. Identify key imagery based on resident/ visitor engagement and asset identification</p> <p>B. Identify target audience -- who do we want to attract?</p> <p>C. Identify assets and placement opportunities</p> <ul style="list-style-type: none"> Physical signage -- banners, trash can wraps Digital Social media 	<p>A. Consider hiring designer and/ or brand consultant to guide brand visioning, leverage community feedback to develop draft imagery</p> <p>Case Studies:</p> <ul style="list-style-type: none"> Rockaway ConneX North Flatbush Open for Business Campaign "Hate Has No Business Here" Small Business Sweethearts <p>Start simple, with a unified color scheme, font, or other common visual identity while you build support/funding for a proper 'branding' effort</p> <p>Slogans and wordmarks can also help create a sense of shared identity and might be cheaper</p> <p>Prioritize something scalable to provide opportunity for folks to buy in over time, aka don't dump thousands into a</p>	<p>B. Number of stakeholder groups engaged</p> <p>C. Number of businesses who display the district logo in their business</p>

		<p>branding campaign that no one is going to use</p> <p>Other branding considerations:</p> <ul style="list-style-type: none"> Local industry/ history (what is Belmont known for?) Personal business owner stories -- would audiences respond well to seeing faces of local business owners, ex. guy from the local cheese shop <p>Who makes final decision on branding?</p> <ul style="list-style-type: none"> Consider “marketing committee” of local businesses Balance the need to engage stakeholders with the need to keep forward motion 	
Recommendation	Action Items	Considerations/Challenges	Key Performance Indicators
Create Outreach Strategy + Templates for Branding	A) Identify all potential uses of the branding (signs, banners, swag/giveaways, website, etc.) to	Obtaining needed permissions from owners of the assets (local DOT, etc)	<p>Number of digital assets</p> <p>Number of physical assets</p>

<p>Cost: \$-\$\$</p> <p>Timeline: Short (immediate to 1 year)</p> <p>Rationale: A dynamic visual brand is only effective if it reaches its target audience</p>	<p>ensure needed deliverables</p> <p>B) Identify assets and placement opportunities</p> <ul style="list-style-type: none"> • Physical signage -- banners, trash can wraps • Digital • Social media <p>C) Create a digital media “toolkit” with templates for social media, newsletters, etc</p> <p>D) Sell ads for revenue & cover costs</p> <ul style="list-style-type: none"> ○ Can this be done w/outside vendor? ○ What physical assets can be leveraged to generate revenue through advertising sales? (Big Belly wraps, banners, etc) 	<p>Who is in charge of ongoing posting, website updates, etc? Consider investing in scheduling software like Hootsuite</p>	
<p>Leverage Draw of Local Attractions and Cultural Institutions to Market Belmont</p>	<p>A. Leverage newly created Trapelo Road identity to develop a brochure or other marketing asset advertising local businesses. Can be sorted by</p>	<p>General: Costs: Design, layout, printing, distribution</p>	<p>A. Number of brochures distributed General:</p>

Businesses Cost: \$-\$\$ Timeline: Short-Term (6 months - 1 year) Rationale: Leverages a captive consumer audience, facilitates increased awareness of local assets, is mutually beneficial to business and consumer	business type (places to eat, places to stay, etc). (See above -- “Data Mapping” recommendation) B. Distribute brochures at local attractions (concert venues, sports venues) C. Consider also including local events in brochures. D. Consider collaboration with other Belmont corridors if Trapelo Road isn’t enough of a draw	Requires relationship building and information gathering with/about local cultural institutions Consider physical and digital assets Consider including a map of Trapelo Road Consider a discount code/ coupon/QR code in brochure to track engagement Consider placement and location (how far outside of region, where is best visibility?)	Number of customers brought downtown Dollars spent at Trapelo Road businesses as a result of brochures (consider discount code for tracking)
Recommendation	Action Items	Considerations/Challenges	<ul style="list-style-type: none"> Key Performance Indicators
Leverage Engagement around marketing campaign to Initiate/Create/ Formalize Downtown Business Association Cost: \$ Timeline: Medium (1-3 years)	A. Develop Steering Committee and Identify Leadership <ul style="list-style-type: none"> Identify merchants and other stakeholders capable of playing an active role in the formation and leadership of a merchants association B. Establish a purpose for the merchants association <ul style="list-style-type: none"> Develop a set of goals that respond to the identified corridor needs and challenges 	Inclusion of all businesses - not just most engaged Sustaining Leadership Guaranteeing continued funding for programs and activities (annual dues, fundraising campaigns, merch). Gaining the trust of businesses.	A. Number of engaged stakeholders that have/maintain active role in the information gathering and decision making processes; Creation and seating of interim/permanent Leadership (ie, Advisory Committee, Board of Directors) B. Articulate achievable goals;

<p>Rationale: Formalized organizations are best poised to respond to community needs</p>	<ul style="list-style-type: none"> • Solidify goals into a purpose or mission statement which can be communicated to neighborhood stakeholders <p>C. Create an Information Database</p> <ul style="list-style-type: none"> • Engage steering committee to assist in the development of a database containing property and business owners, and commercial vacancies. <p>D. Regularly scheduled meetings of steering committee and merchant / property owners / stakeholders</p>	<p>Engage with property owners when advocating for small businesses.</p> <p>Buy-ins from district national/regional retailers</p>	<p>Create Vision and Mission Statements; Creation of standing and ad-hoc committee as determined</p> <p>C.Completed business and property survey with contact information and key data points (ie, key retail groups and organizations, regular vacancy updates, property transactions, partner organizations with synergy)</p> <p>D. Calendared meetings (ideally quarterly); Agendas, Attendance records, Meeting minutes</p> <p>Others:</p> <ul style="list-style-type: none"> • Creation of organization by-laws • Determination and creation of a formal organization structure (501c3. 501c6, etc) dedicated to independently marketing and promoting the district.
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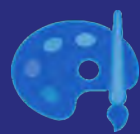
			<ul style="list-style-type: none">• Establishment of an organization with the capacity to independently raise funds for marketing, promotion and other activities related to the health of Downtown Andover.
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Appendix 7

Call for Artist – Interactive Storefronts



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	 <p>Low Budget (\$4,800): Full installation, including \$900 artist stipend and \$300 material budget for each artist/storefront</p>
Timeframe	 <p>Short Term (6-9 months)</p>
Risk	 <p>Low Risk</p>
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.</p> <p>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)

Appendix 8

Funding Resources

Name of Fund	Available for RRP Projects	Funding Sector	Agency/Organization	Maximum Eligible Grant Amount per Applicant	Eligible Applicants	Description/Allowable Use of Funds
Planning Assistance Grants	Yes	Public	Executive Office of Energy and Environmental Affairs	\$125,000	Municipalities and Regional Planning Agencies	To fund technical assistance and help communities undertake public process associated with creating plans and adopting land use regulations 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.
Regional Pilot Project Grant Program	Yes	Public	Massachusetts Office of Business Development	\$250,000	Partnerships of municipalities, public entities, or 501(c) organizations	To fund projects that support businesses and communities in stabilizing/growing their regional economy with one or more of the recovery efforts under Partnerships for recovery. no capital-related projects will be funded.
MassWorks Infrastructure Program	Yes	Public	Executive Office of Housing and Economic Development		Municipalities	The most flexible source of capital funds to municipalities and other eligible public entities primarily for public infrastructure projects that support and accelerate housing production, spur private development, and create jobs - particularly for production of multi-family housing in appropriately located walkable, mixed-use districts.
Community Compact IT Grant	Yes	Public	Commonwealth of Massachusetts	\$200,000	Municipalities	This is a competitive grant program focused on driving innovation and transformation at the local level via investments in technology. support the implementation of innovative IT projects by funding related one-time capital needs such as technology infrastructure, upgrades and/or purchases of equipment or software. Incidental or one-time costs related to the capital purchase such as planning, design, installation, implementation and initial training are eligible.
Flood Mitigation Assistance (FMA) Grant Program	Yes	Public	Massachusetts Emergency Management Agency/FEMA		Property Owners	to reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other structures insured under the National Flood Insurance Program (NFIP).
MA Downtown Initiative Program	Yes	Public	Massachusetts Department of Housing & Community Development	\$25,000	Municipalities	Technical assistance for downtown revitalization in 6 categories
TDI Creative Catalyst	Yes	Public	MassDevelopment	\$40,000	Individuals and organizations in current ad graduated Transformative Development Initiative Districts	To support public-facing projects that enhance local arts and cultural infrastructure and contribute to economic revitalization - including public art, placemaking, and stabilization of organizations and creative business collectives
Building Resilient Infrastructure and Communities (BRIC) Grant Program	Yes	Public	Massachusetts Emergency Management Agency/FEMA		Property Owners	hazard mitigation projects reducing the risks from disasters and natural hazards

Name of Fund	Available for RRP Projects	Funding Sector	Agency/Organization	Maximum Eligible Grant Amount per Applicant	Eligible Applicants	Description/Allowable Use of Funds
Commonwealth Places	Yes	Public	MassDevelopment	\$300,000	Municipalities	To help community partners prepare public spaces and commercial districts to best serve their population during COVID-19 social distancing and the phased reopening of the economy, including improvements to sidewalks, curbs, streets, on-street parking spaces and off-street parking lots in support of public health, safe mobility, and renewed commerce in their communities. This program complements the Massachusetts Department of Transportation's (MassDOT) Shared Streets & Spaces.
Community Preservation Act	Yes	Public	Community Preservation Trust Fund/State Department of Revenue (DOR)		Only communities that have adopted the Community Preservation Act are eligible to receive CPA Trust Fund matching funds annually.	To preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities.
Partnerships Matching Funds Program	Yes	Public	Department of Conservation and Recreation	\$25,000	State park friends and advocacy groups, Civic and community organizations, Institutions, Businesses, Municipal governments Dedicated individuals	To support capital investments at DCR-owned state parks, beaches, and other reservations.
Restaurant Revitalization Fund	Yes	Public	Small Business Administration		Eligible entities include restaurants, food stands/trucks/carts, caterers, bars/saloons/lounges/taverns, snack and non alcoholic beverage bars, bakeries, brewpubs, breweries/microbreweries, wineries, distilleries, inns, and licensed facilities of a beverage alcohol producer. Priority group: Small businesses that are at least 51% owned by one or more individuals who are women/veterans/socially and economically disadvantaged.	Funds may be used for specific expenses including rent, payroll, mortgage, debt, utility, business maintenance expenses, construction of outdoor seating, business supplies, business food and beverage expenses (including raw materials), covered supplier costs, and business operating expenses
BIZ-M-POWER	Yes	Public	Massachusetts Growth Capital Corporation	\$20,000	Small businesses (i.e. employing 1-20 FTE employees, including 1 or more of whom owns the business, annual revenue not exceeding \$2,500,000) in brick-and-mortar (physical) establishment operating within Massachusetts	To assist low-income and moderate-income entrepreneurs with their acquisition, expansion, improvement or lease of a facility, purchase or lease of equipment, or with meeting other capital needs of a business.
Shared Streets and Spaces	Yes	Public	Massachusetts Department of Transportation	\$200,000	Municipalities	To support the repurposing of streets, plazas, sidewalks, curbs, and parking areas to facilitate outdoor activities and community programming, including but not limited to facilities for eating, shopping, play, and community events and spaces for all ages.
Small Business Technical Assistance Grant	Yes	Public	Massachusetts Growth Capital Corporation	\$85,000	501(c)3 organizations	To fund specific counseling and training programs that assist small businesses in securing new or increased financing for growth, providing digital grants (MGCC Program), establishing crowdfunding campaigns through the Biz-M-Power grant (MGCC Program), achieving stability and viability, creating/retaining jobs, increasing the economic vitality of the neighborhood, community, or region.

Name of Fund	Available for RRP Projects	Funding Sector	Agency/Organization	Maximum Eligible Grant Amount per Applicant	Eligible Applicants	Description/Allowable Use of Funds
Economic Adjustment Assistance	Yes	Public	Economic Development Association	\$10,000,000	Eligible applicants under the EAA program include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. Under the EAA program, EDA is not authorized to provide grants or cooperative agreements to individuals or to for profit entities. Requests from such entities will not be considered for funding.	EDA's ARPA EAA NOFO is designed to provide a wide-range of financial assistance to communities and regions as they respond to, and recover from, the economic impacts of the coronavirus pandemic, including long-term recovery and resilience to future economic disasters. Under this announcement, EDA solicits applications under the authority of the Economic Adjustment Assistance (EAA) program, which is flexible and responsive to the economic development needs and priorities of local and regional stakeholders. This is the broadest NOFO EDA is publishing under ARPA and any eligible applicant from any EDA Region may apply.
Competitive Tourism Grants	Yes	Public	Economic Development Administration	\$10,000,000	For EDA Competitive Tourism Grants, eligible entities include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. 42 U.S.C. § 3122(4)(A); 13 C.F.R. § 300.3.	EDA's ARPA Tourism NOFO is designed to provide a wide-range of financial assistance to communities and regions to rebuild and strengthen their travel, tourism, and outdoor recreation industry through various infrastructure and non-infrastructure projects. Under this NOFO, EDA solicits applications under the authority of the Economic Adjustment Assistance (EAA) program, which is flexible and responsive to the economic development needs and priorities of local and regional stakeholders. EDA's travel, tourism, and outdoor recreation grants will be delivered through two components: (1) State Tourism Grants and (2) EDA Competitive Tourism Grants.
Build Back Better Regional Challenge	Yes	Public	Economic Development Administration	\$500,000	Eligible applicants under this NOFO include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. Under this NOFO, EDA is not authorized to provide grants or cooperative agreements to individuals or to for profit entities. Requests from such entities will not be considered for funding.	Through this American Rescue Plan Act Build Back Better Regional Challenge Notice of Funding Opportunity (ARPA BBBRC NOFO), EDA aims to assist communities and regions impacted by the coronavirus pandemic. The pandemic has caused, and continues to cause, economic injury to U.S. communities and regions in devastating and unprecedented ways. This ARPA BBBRC NOFO is designed as a two-phase competition to (1) help regions develop transformational economic development strategies and (2) fund the implementation of those strategies that will create and grow regional growth clusters. Such efforts will help regional economies recover from the pandemic and build economic diversity and resiliency to mitigate impacts of future economic disasters. In Phase 1, EDA will provide technical assistance grants to approximately 50-60 coalitions (through a lead institution). These coalitions will be considered "finalists" and the grants will be used by the finalists to prepare more detailed applications for transformational projects that benefit their respective geographic regions and are aligned around a holistic approach to building and scaling a strategic industry. In Phase 2, EDA will award each of the 20-30 finalist coalitions \$25-75 million (and potentially up to \$100 million) to fund the collection of projects they identified. The projects will be funded through grants to coalition members.

Name of Fund	Available for RRP Projects	Funding Sector	Agency/Organization	Maximum Eligible Grant Amount per Applicant	Eligible Applicants	Description/Allowable Use of Funds
Statewide Planning, Research, and Networks	Yes	Public	Economic Development Administration	\$6,000,000	Eligible applicants under the EAA program include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State unless EDA waives the cooperation requirement. For Statewide Planning grants, eligible applicants are limited to the Governor's Office, or equivalent, of a State, who may designate an eligible applicant type described above to apply for and administer the award. Under section 3(10) of PWEDA the term "State" includes the fifty States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, the Republic of the Marshall Islands, the Federated States of Micronesia, and the Republic of Palau. Under its EAA program, EDA is not authorized to provide grants or cooperative agreements to individuals or to for-profit entities. Requests from such entities will not be considered for funding.	<p>The ARPA Statewide Planning, Research, and Networks NOFO is part of EDA's multi-phase effort to respond to the coronavirus pandemic as directed by the American Rescue Plan Act of 2021. Specifically, this NOFO seeks to build regional economies for the future through two primary avenues: a) Statewide Planning and b) Research and Networks.</p> <p>Subject to the availability of funds, awards made under this NOFO will help develop coordinated state-wide plans for economic development and data, tools, and institutional capacity to evaluate and scale evidence-based economic development efforts, including through communities of practice and provision of technical assistance among existing and new EDA grantees.</p>
Regional Economic Development Organization Grant Program	Yes	Public	Massachusetts Office of Business Development		Eligible organizations shall be corporations, foundations, organizations or institutions that operate regionally and service 10 or more contiguous towns/cities. They must be exempt from federal taxation under section 501(c) of the Internal Revenue Code, and have a primary focus of economic development and perform the services required by MGL Chapter 23A Section 3J and 3K.	Grants should be used to assist entrepreneurs, small businesses, and business partners in order to stabilize and/or grow regional economy. They may not, however, be used to increase salaries or hire additional staff for the organization.
Hometown Grant Program	Yes	Private	T-Mobile	\$50,000	Towns with population <50,000	To build/rebuild/refresh community spaces that help foster local connections in town.
Greener Greater Boston Program	Yes	Private	Solomon Foundation/Barr Foundation	\$20,000	Municipalities, Trail conservancies and non-profits	To fund preliminary design (for each stage of design), capacity building and operational support, and public engagement and implementation toward projects that enhance the beauty, utility, and accessibility of Greater Boston's greenways.
Nellie Leaman Taft Foundation Competitive Grants	Yes	Private	Nellie Leaman Taft Foundation	\$15,000	Non-profits 501 (c)(3) (small to mid sized) that benefit residents of greater Boston inside the Route 495 beltway	To seed funding for new ideas and initiatives, start-up and on-going support for grass roots organizations, and entrepreneurial projects that may enable an organization or its constituents to achieve greater self-sufficiency.
Seed Grant	Yes	Private	Grassroots Fund	\$1,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support groups launching new projects or starting to significantly change the direction of an existing project. Most often, groups have been working on the project less than a year and usually don't yet have much direct experience with implementing the idea.

Name of Fund	Available for RRP Projects	Funding Sector	Agency/Organization	Maximum Eligible Grant Amount per Applicant	Eligible Applicants	Description/Allowable Use of Funds
Grow Grant	Yes	Private	Grassroots Fund	\$4,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support groups to deepen their work by further developing a community vision, lowering barriers to participation, identifying new stakeholders and working to bring more voices and lived experiences into core decision-making processes.
Young Leaders Grant	Yes	Private	Grassroots Fund	\$6,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$175,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support projects led by young leaders aged 15-25
Small Business Matching Grant	Yes	Private	NewVue Communities	\$5,000	22 North Central Massachusetts cities and towns from Athol to Harvard with a combined population of 240,000 (refer to https://newvuecommunities.org/cities-towns-we-serve/)	To support micro-enterprises (businesses with 5 or fewer employees) that need help with marketing and accounting.
William J. & Margery S. Barrett Fund	Yes	Private	Berkshire Taconic Community Foundation		Nonprofit organizations, public agencies or community organizations that provide services to the residents of Adams, Cheshire or Savoy, MA.	To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.
Central Berkshire Fund	Yes	Private	Berkshire Taconic Community Foundation	\$5,000	Nonprofit organizations, public agencies or community organizations that provide services to the residents of the communities of Becket, Cummington, Dalton, Hinsdale, Peru, Washington and Windsor.	To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.
Merrimack Valley Municipal Business Development and Recovery Fund	Yes	Private	Essex County Community Foundation/Columbia Gas	\$2,000,000	City of Lawrence, the Town of Andover, and the Town of North Andover	To provide direct support (individual business support, general business promotions, technical assistance and business consultation services, economic development and planning) to the municipalities and their business communities (not businesses directly) impacted by the recent gas disaster in Andover, North Andover, and Lawrence
Brownfields Redevelopment Site Assessment Fund	Maybe	Public	MassDevelopment	\$100,000		To finance the environmental assessment of brownfield sites in Economically Distressed Areas (EDAs) of the Commonwealth
Urban Agenda Grant Program	Maybe	Public	Executive Office of Housing and Economic Development		Cross sector consortiums and coalitions	Funding to local partnerships to implement projects that are based on collaborative work models with the goal of advancing economic progress. Typically, Early Stage Strategy Development and Strategy Implementation by an Existing Cross-Sector Consortium or Coalition
Community Development Block Grant	Maybe	Public	Massachusetts Department of Housing & Community Development	\$1,350,000	Municipalities with a population of under 50,000 that do not receive CDBG funds directly from the federal Department of Housing and Urban Development (HUD). Municipalities may also apply on behalf of a specific developer or property owner.	to meet a broad range of community development needs - including projects such as housing rehabilitation or development; micro-enterprise or other business assistance; infrastructure; community/public facilities; public social services; planning; removal of architectural barriers to allow access; downtown or area revitalization
Brownfields Redevelopment Remediation Fund	Maybe	Public	MassDevelopment	\$500,000		To finance the remediation of brownfield sites in Economically Distressed Areas (EDAs) of the Commonwealth
National Endowment for the Arts Grants	Maybe	Public	National Endowment for the Arts		Regional Arts Agencies	This funding will be allocated to local state and regional arts agencies to distribute through their funding programs

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Housing Development Incentive Program	Maybe	Public	Massachusetts Department of Housing & Community Development		Developers (projects located in Gateway Cities)	Tax incentive to undertake new construction or substantial rehabilitation of properties for lease or sale as multi-unit market rate residential housing
MassTrails Grants	Maybe	Public	Department of Conservation & Recreation, Massachusetts Department of Transportation, Executive Office of Energy and Environmental Affairs	\$100,000	Public entities and non-profit organizations (with documented land owner permission and community support)	to design, create, and maintain the diverse network of trails, trail systems, and trails experiences
MassEVIP Fleets Incentives	Maybe	Public	Massachusetts Department of Environmental Protection	\$7,500	Public Entities	helps eligible public entities acquire (buy or lease) electric vehicles for their fleets.
Abandoned Housing Initiative Strategic Demolition Fund Grant	Maybe	Public	Massachusetts Attorney General's Office	\$125,000	Municipalities, Municipal Housing and Redevelopment Authorities, Nonprofit organizations	To be used for the construction of an affordable housing structure.
Massachusetts Preservation Projects Fund	Maybe	Public	State Historic Preservation Office		Municipalities and private non-profit organizations	to support the preservation of properties, landscapes, and sites (cultural resources) listed in the State Register of Historic Places - including pre-development work, development projects such as stabilization, protection, rehabilitation and restoration
Massachusetts Historical Commission Survey and Planning Grant Program	Maybe	Public	State Historic Preservation Office		Municipalities and private non-profit organizations	to support efforts to identify and plan for the protection of the significant historic buildings, structures, archaeological sites and landscapes of the Commonwealth (including cultural resource inventories, nomination of properties to National Register, community-wide preservation plans, other studies/reports/publications to identify and protect significant properties)
Massachusetts Recycling Fund	Maybe	Private	BDC Capital			To help Massachusetts businesses active in recycling-related activities obtain the capital needed for any reasonable business purpose.
Closed Loop Infrastructure Fund	Maybe	Private	Closed Loop Partners		Municipalities and private companies	Provides below-market rate loans to fund replicable, scalable and sustainable recycling and circular economy infrastructure projects across collection, sortation, processing and new technologies.