



Rapid Recovery Plan

October 8, 2021

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Downtown Beverly



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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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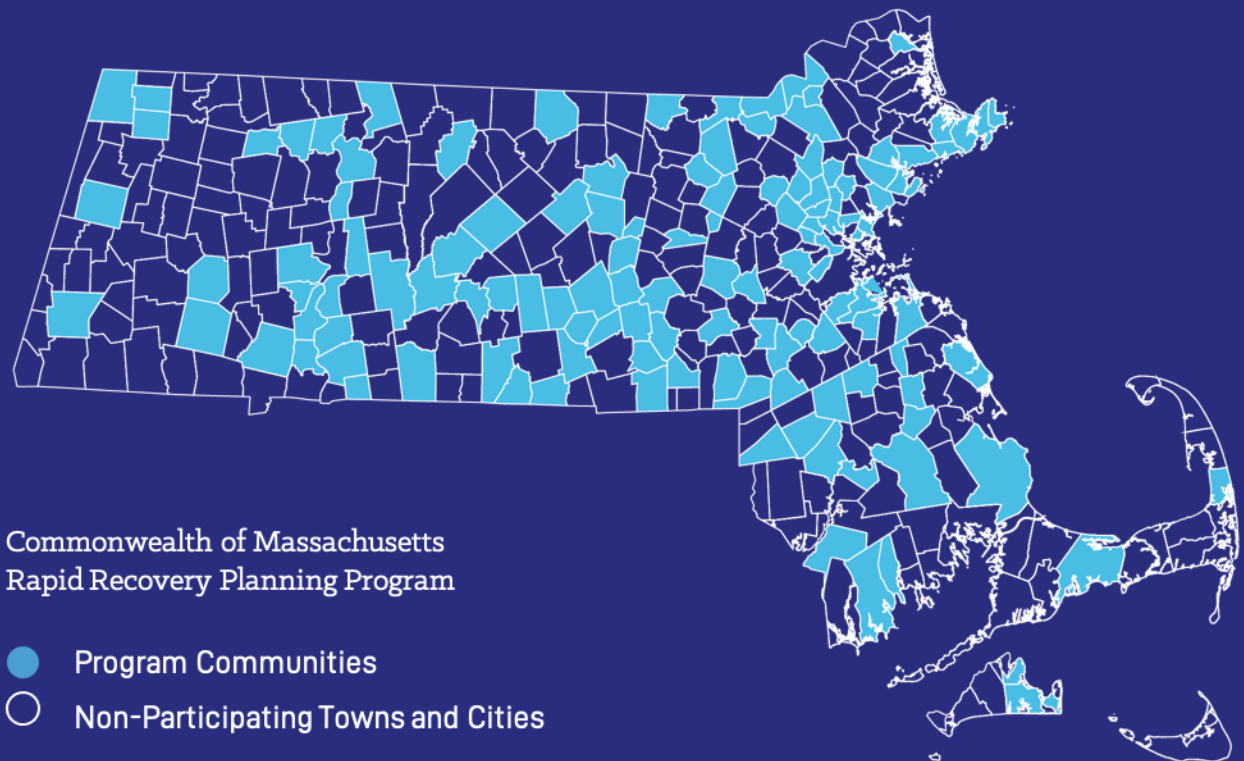
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125 communities participated in the Rapid Recovery Plan Program

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

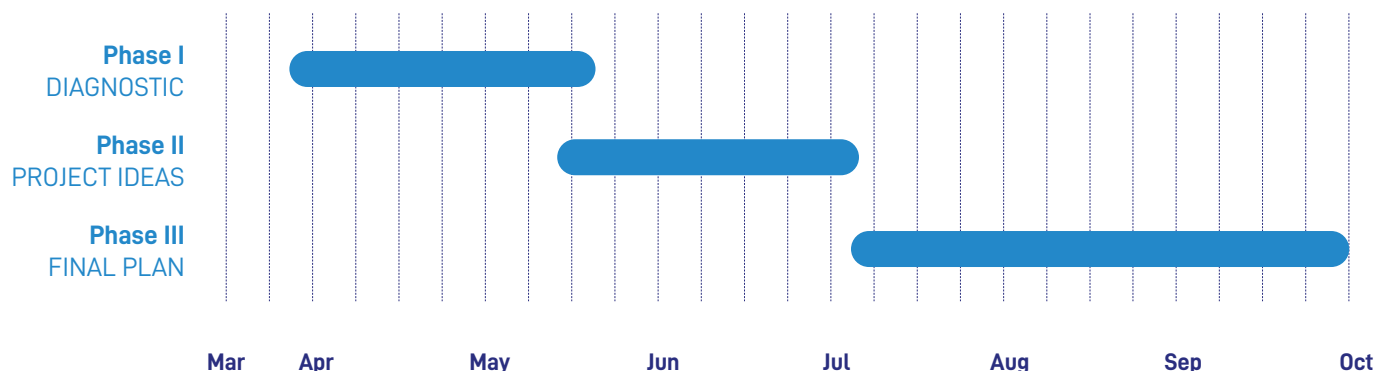
Introduction

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-October 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



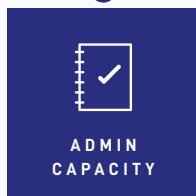
Who are the customers of businesses in the Study Area?



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

The City of Beverly is located in Essex County on the North Shore, approximately 17 miles from Boston. The city is almost 23 square miles in total area, with approximately 15 square miles being land. The downtown is easily accessible from US Route 1A by vehicle and from the Beverly Depot stop on the Newburyport/Rockport MBTA commuter line.

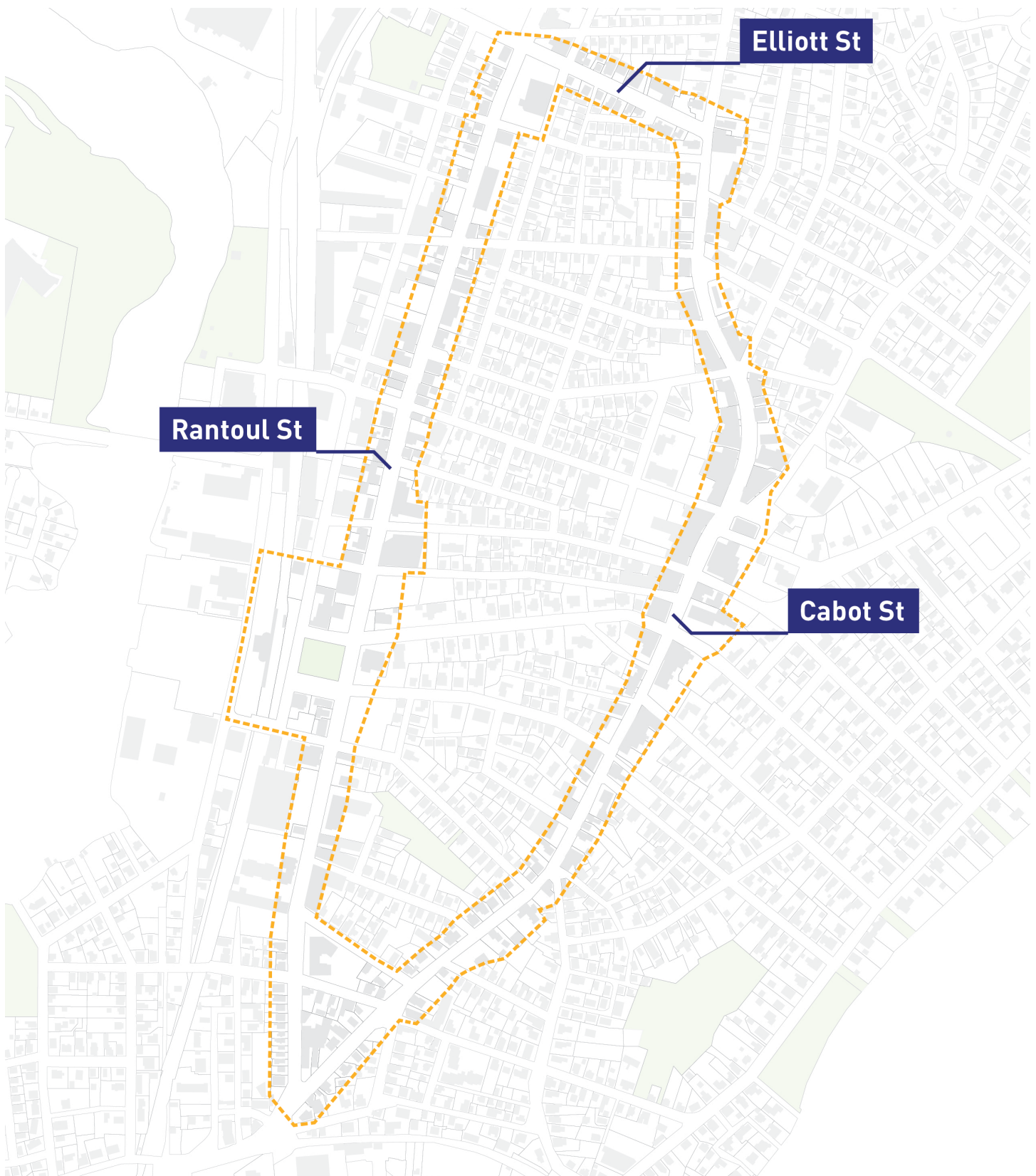
Beverly has a rich history, having been officially incorporated in 1668. That history can be seen in the city's built environment, with a significant number of historic buildings, streets, and landscapes. Street names, such as Cabot, Rantoul, Conant, and Hale, as well as historic buildings, including the John Cabot House and John Balch House, are important assets in the City's efforts to preserve its historic resources. Many of these are located within the downtown. In the early part of the 1900's the Larcom Theatre and The Cabot Theatre opened, followed by the North Shore Music Theatre, making the city a regional cultural destination.

Today, the city has a steady population and has the fourth largest employment center on the North Shore. Montserrat College of Art has a presence in the district and is a partner, along with the City of Beverly and Beverly Main Streets (BMS), in the Beverly Arts District, one of the Massachusetts Cultural Council's officially designated cultural districts. A large portion of the Arts District is in the BMS district – focusing on Cabot Street and environs.

The Study Area for this RRP is smaller than Beverly Main Streets' full district. In order to focus on the most compact commercial areas, the study area included both Cabot and Rantoul Streets, running approximately 2.1 miles from where Cabot and Rantoul Streets meet on the southern end of downtown to Elliott on the north to form a large oval-shaped district. The study area is a donut, which focuses on the two main streets of the downtown (the interior of the BMS district is mostly residential). Rantoul and Cabot Streets have very different characteristics with Cabot Street being a more traditional New England main street with an abundance of pedestrian-scale features and historic buildings, while Rantoul Street is wider with newer mixed-use development and existing light industrial buildings near the Beverly Depot commuter rail station. Both of the streets have fewer businesses on the southern end of the district, where the streets and businesses are more auto-oriented and where residential uses have a greater presence.

The Beverly Main Streets district wrestles with a number of issues, including the sheer size of the downtown, making it unlikely that visitors would walk throughout the whole district or even from Rantoul Street to Cabot Street without strong incentives. While Beverly Main Streets has been hosting annual events and, with the City of Beverly, launched the Beverly Arts District in 2014, additional marketing efforts and provision of programs and services for businesses in the downtown would require more capacity. Recommendations in this RRP include using public art to signify the gateway entrances to the district, coordinating public events and activities to draw visitors to walk and explore other parts of the district, and forming a Business Improvement District (BID) to support marketing, programming, and other technical assistance and physical improvement initiatives. Employing strategies to expand activities throughout the district to elevate and support businesses beyond the central parts of downtown will provide local events for residents and visitors to enjoy. Beverly has many strong components for a robust commercial district, and this Plan identifies areas of continued coordination and collaboration between Beverly Main Streets, businesses, and the City that will be needed to execute cohesive strategies to support goals.

Diagnostic



Beverly Study Area
Source: CivicMoxie, LLC

Key Findings

Overview

A Main Streets district, near the city's waterfront, filled with arts and cultural assets and opportunities.

The Beverly Main Streets district is large and on a major state route connecting cities and towns along the Massachusetts coast. The Beverly Arts District, nearby Montserrat College of Art, historic destinations, and location of the Beverly commuter rail in the district, along with recent Transit Oriented Development on Rantoul Street, provides a changing landscape full of opportunities.

Major Influences and Impacts

With its close proximity to the waterfront, large size, and proximity to commuter rail, the study area can appeal to a broad range of people and entrepreneurs. The district is influenced by the following conditions:

- Beverly Main Streets (BMS) is organized on the National Trust's Main Street model and provides marketing, business support, and programming for the study area. While the organization does a lot with very few resources, there are limits to what it can accomplish on a very constrained budget.
- Montserrat College is located in the Arts District and Beverly Main Streets district and has a gallery and liberal arts building on Cabot Street in addition to other facilities. The College was an active partner in the creation of the Arts District and is an obvious partner for arts and cultural programming and public art initiatives in the study area.
- The Beverly Arts District (BAD) is located in a portion of the study area centered on Cabot Street. The BAD needs a sustainable business model to reach its full potential, including a robust portfolio of public art, programming, and creative businesses. Beverly Main Streets is the Managing Entity of the Arts District, in agreement with the City and Montserrat College of Art.
- Route 1A/Rantoul Street connects Beverly with Salem and Swampscott to the south and is a heavily travelled road. All of Rantoul Street serves as a billboard of sorts for the district. Cabot Street also is heavily used, and strategies should be pursued that enhance the district's amenities and visibility for those passing through.
- Cultural destinations include The Cabot, the Larcom Theatre, Montserrat College of Art galleries, and Hale Farm which is just outside the district. The North Shore Music Theatre is approximately three miles north of the district and attracts thousands annually. The cultural venues provide a strong market base for the district and support a strong brand for the Arts District.

Overall Commercial Area Grades and Conditions – Things of Note

Focus areas for improvements for the commercial district should be:

- Gateway signage for the BMS district as a whole, and the Arts District, is lacking. Rantoul Street is on a major state route and gateway signage (including public art) is a major opportunity to enhance visibility of the district and capture drive-through traffic. The Beverly Depot commuter rail station is another gateway to the district. The station, as well as the adjacent park, offer opportunities for art and signage (see the Beverly Depot Mobility Hub Study and Design).
- Streetscape improvements on Rantoul and Cabot Streets include tree plantings, bike racks, and lighting. There are very few benches and other seating options. The district is large and pedestrian movement will be limited without resting places throughout the district.

- The lack of trash cans creates challenges for shoppers and diners and coupled with the lack of benches, will stifle pedestrian activity in the district. A purchase of food or coffee at a café, a dog walker with a bag to throw away, and other situations, leave pedestrians at a loss in terms of how to handle trash. Unlike parks where the lack of businesses limits the generation of trash, commercial districts at their very best generate significant trash; it's the indication of a healthy business environment. Putting the onus on business owners or customers to figure out trash disposal is an extremely unusual (and not recommended) position for a commercial district.
- Vehicular traffic on Rantoul Street moves quickly, and some of the newer buildings have ground level businesses set back from the sidewalk. Signs are hard to read, and many of the buildings have similar materials and style, making it hard to differentiate businesses. This street could use bolder signage because of the faster traffic and building configuration.
- There are a surprising number of businesses in the district that do not prominently display a legible business name and required a closer look into the storefront to determine type of business and even if they are open. More consistent signage throughout the district would be helpful.

Administrative Capacity

The COVID-19 pandemic brought new levels of collaboration and flexibility to the city. Businesses have said that the improved communication and quicker action should continue between City departments, BMS, and businesses. Specific issues regarding administrative capacity include:

- Beverly Main Streets is underfunded (for operating and programming) and needs a sustainable business model to be effective for a district with the unique challenges of its large size and two major streets with different characters. Current BMS staff do not get employee benefits – an unhealthy model to set for an organization that supports city economic development in the core civic area of the city. A Main Streets organization serving a district this size should have at least a \$750,000 operating budget annually and more if it is managing the Beverly Arts District.
- Businesses would like to see improved communications between City departments (i.e., DPS, Health Department, etc.). A reliable system for notifying businesses of public works projects, street closures, utility shutdowns, etc., is needed to give timely notice to businesses.
- Businesses and property owners are ready for more frequent meetings to collaborate, share information, and act/advocate jointly.

Big Picture Takeaways

- The City of Beverly has made significant investments in the streetscape improvements in the district that include carefully considered strategies to strengthen connections throughout the district. In conjunction with the commitment the City, BMS, and Montserrat College have made to the Arts District, there is much to build on to support businesses and grow amenities and activities in the district.
- Attention should be given to the missing elements in the district. Providing public seating/benches and trash cans, offering better visual cues to support connectivity, and supporting the Arts District (public art, programming, branding, activities, etc.) can ensure that all of the City's and BMS's investments reach their full potential.
- BMS capacity should be the first focus. The organization is not sustainable at the current level of support from the City. Staffing is minimal, the district is large, and if staff time is spent on fundraisers, that leaves few resources for business support and district promotion. Either the City should fund BMS at the level needed to support necessary services and promotion or a BID should be explored as a viable means to create a sustainable effort.
- Tenant mix is important and needs focus. The key to a successful district will be the retention and growth of unique retail, dining, and other businesses that create visual interest and variety in the district. Recruiting and supporting a culturally diverse range of business and entrepreneurs can broaden the overall market area for the district and enhance vitality.
- The study area has a disproportionately small amount of open and public spaces compared to its size. Efforts should be made to identify non-traditional open spaces in which to host events, encourage space programming, and act as publicly accessible art locations. These spaces would include private parking and vacant lots, open space in front of private buildings, plazas, sidewalks, streets, and on-street parking spaces.
- The character of the Main Streets district varies, and Rantoul and Beverly Streets are very different. It will be an ongoing balancing act to market and brand the entire district while also celebrating the unique aspects of each street. If BMS decides to be everything to everyone, it may end up appealing to a smaller market. Segmenting the market based on more specific businesses, character, and programming can honor the character and support the businesses on each street by recognizing their unique qualities.

Key Findings



Demographics

Study Area (ESRI Business Analyst Projections - 2021)

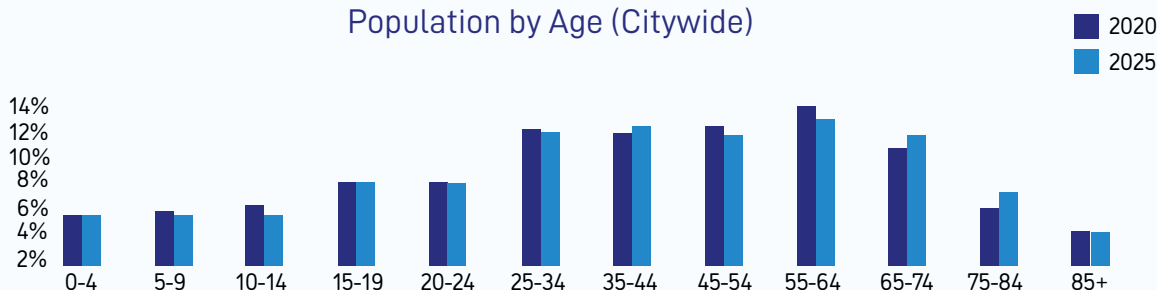
- Largest % age cohorts are 25-34 years and 35-44 years.
- Projected 2025 population % increases for 35-44 years, 65-84 years, and 15-24 years.
- Approximately 27% of Households have annual incomes of \$55,000-\$99,000, and 24% have incomes of \$100,000-\$199,000.

2018 Beverly Hotel Study:



Total Annual Visitors in Beverly
398,000

Population by Age (Citywide)



Number of Households (2020)



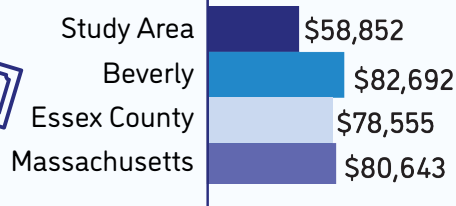
Study Area: 348 households
Beverly: 16,673 households

Percent Owner Occupied (2020)



Study Area: 34% owner-occupied
Beverly: 56% owner-occupied
Essex County: 59% owner-occupied
Massachusetts: 55% owner-occupied

Median Household Income (2020)



Median Age (2020)



Study Area: 38.3 years young
Beverly: 41.3 years young
Essex County: 41.7 years young
Massachusetts: 40.3 years young

Key Findings



Study Area

The study area for this plan generally includes both sides of Rantoul and Cabot Streets from the point where the two meet on the southern end of the district to Elliott Street on the north (with both sides of Elliott Street also included), approximately 2.1 miles. While this does not include the entire Beverly Main Streets district, this includes two commercial streets that have very different roadway, public realm, and building characteristics, but for the purposes of the RRP have both been included because they are within the Main Streets district and have the potential to expand the visitor experience and increase opportunities to grow the district's customer base.

Average Study Area Grades:

Grades range from "A" to "F" depending on how much of the area or properties or storefronts within the study area were attractive, well-maintained, or included desirable physical characteristics. An "A" generally meant that 75% or more of the area or storefronts within the study area had attractive or well-maintained elements (e.g., sidewalks or storefront windows and lighting); "B" grades were for about 50% of the area or storefronts; "C" for around 25% of the area; and "F" for unattractive or complete lack of desirable elements.



Public Realm

Key Takeaways:

- Sidewalk conditions varied widely throughout the district with varying widths, materials, and design with newer wider sidewalks on Rantoul.
- Lack of public benches and trashcans within district is remarkable. Customers have no place to rest or to discard trash and animal waste, creating major impediments to district attraction and prolonged visits.
- While signs were noticeable, there were no clear gateway markers or signs leading visitors between Cabot Street to Rantoul Street.
- Lighting and roadway/ crosswalks, while differing throughout the district, are overall in very good condition.
- The width of Rantoul Street lends itself to faster traffic as well as a need for more visual cues, more visible and bold signage identifying businesses and the district, and possibly traffic calming measures.

Average Study Area Grades:

Sidewalks

- (A) *More than 75% of sidewalks in the study area are cleaned, well-maintained and accessible to multiple users across different ages and abilities.*



Cabot Street: The sidewalk conditions along both sides of Cabot Street are mostly sufficiently wide and in good condition – particularly with certain sections being recently redone. However, it is very noticeable that nearing School Street towards the southern end of the study area, the conditions worsen with wider curbcuts and less sidewalk definition.

Rantoul Street: The sidewalks at the northern and southern ends of Rantoul Street are less defined – partly because of the more auto-oriented uses. The sidewalks in the middle section tended to be in good condition and sufficiently wide.

Noted during the site survey and through community comments, the sidewalk conditions are narrower and are not in as good condition along the side streets off of the two main streets.

Street Trees and Benches

- (C) *Limited availability of street trees and benches creating uncomfortable pedestrian experience.*

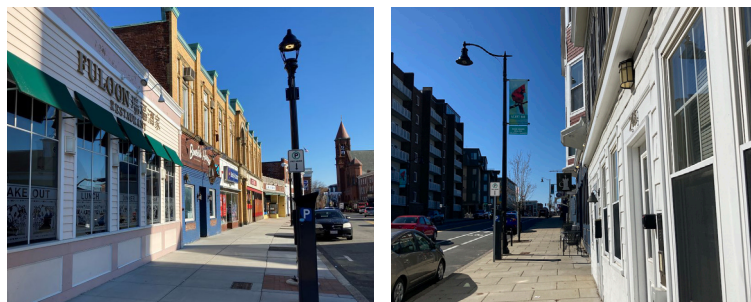


Cabot Street: While there were regular and healthy street trees along a majority of the street, there was very little to no street furniture, except what were either part of a park/plaza or provided by individual businesses.

Rantoul Street: Similar to Cabot Street, there were regular and healthy street trees along the majority of the street, but little to no street furniture.

Lighting

- (A) *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 the area.*



Wayfinding/Signage

- B** *Wayfinding in the study area is primarily geared towards directing cars. There is limited signage to identify key assets and destinations to pedestrians.*



There are a few signs directing vehicles towards "downtown," especially from the north, and Beverly Main Streets banners provide some visual signals along both streets. There are no gateway features either from the north or south for the district. Besides the wayfinding map next to City Hall, there are few, if any, signs directing visitors to businesses, other destinations, or public parking within the district, or signs encouraging movement between the two streets.

Roadbed/Crosswalks

- A** *Roads are designed to balance the needs of motorists, cyclists, and pedestrians and create a safe environment for all users.*



The overall conditions of the roadbeds and crosswalks along both streets were good, with some portions undergoing reconstruction (along Cabot Street as part of a larger project) and others needing regular maintenance.



Private Realm

Key Takeaways:

- Most of the storefronts maintained very good visibility into their businesses.
- The amount of outdoor dining opportunities varied throughout the district – often due to sidewalk constraints.
- While most businesses had very good signage, there were a number of businesses throughout the district that were lacking visible and legible signage.
- Façade materials, design, and conditions vary significantly between Cabot and Rantoul but are overall very good throughout the district. Some buildings would greatly benefit from modest improvements.

Average Study Area Grades:

Windows

- Ⓐ *More than 75% of storefronts maintain windows with at least 70% transparency.*



The windows of the commercial uses within the study area along both streets were generally in very good condition with proper visibility into the businesses with appropriate window displays.

Outdoor Display/Dining

- Ⓐ *More than 75% of storefronts feature an attractive window display and/or spillover merchandise and dining areas that align with the brand and identity of the district.*



Cabot Street: There was a mix of outdoor displays and outdoor dining and seating associated with businesses within this area. Available seating appeared to be appropriately sized and located on the public way.

Rantoul Street: There appeared to be fewer businesses with outdoor dining on the sidewalks than on Cabot, partly since some of the newer buildings appeared to have incorporated outdoor dining/seating within their property footprints.

Both streets had segments where the narrower sidewalk widths made outdoor displays and seating options more limited.

Signage

- (B) *About 50% of storefronts have clear signage that reflects basic business information and can easily be seen from adjacent sidewalks.*



Cabot Street: A majority of the commercial uses along the street had adequately located and sized signage.

Rantoul Street: Most of the commercial uses along the street had prominent signage. However, with a wider street and faster traffic, the readability of those business signs was more difficult.

Surprisingly, a number of businesses in the district did not prominently display a legible business name and required a closer look into the storefront.

Awnings

- (B) *About 50% of properties in the study area have functioning awnings that have been well-maintained and cleaned.*



As was common for other communities throughout the state, not all commercial buildings had awnings, and due to the criteria for grading, the average was lower. The awnings on buildings that had them were generally in very good condition.

Façade

- (A) *Storefronts that use high-quality materials, and paint and color to differentiate from other businesses, can dramatically improve the appearance of the commercial district.*



While there was a very wide range of building types and styles throughout the study area, the facades of commercial buildings were mostly well-maintained. There were notable older buildings that could benefit from renovations.

Lighting

- (A) *More than 75% of storefronts have lighting that helps illuminate sidewalks.*



Lighting on individual commercial buildings along both Cabot and Rantoul Streets was present and sufficient, particularly in conjunction with the street lighting to allow customers to easily see the businesses.

Key Findings



Study Area Businesses + Market Information

Highlights from DHCD March – April 2021 Business Survey Report for Downtown Beverly and May 6, 2021 Business Focus Group

Key Takeaways

- Mixed permitting rules, hurdles for businesses, lack of communication from DPS (cited water shutoffs with no notice). Other departments have been great.
- Limited open space for events – must find way to use streets for events. Partial closures (did it for road improvements, why not on regular basis with good planning?)
- Different rules than surrounding municipalities, i.e. different parking app can be barriers to attracting people to walk district, shop, and dine. How to overcome? Messaging?
- Lack of benches means customers come and go or move from parking space to parking space, creating traffic and minimizing street vitality.
- Businesses want to meet more regularly to collaborate, advocate...avoid piecemeal efforts.
- Encourage events but plan to support businesses. Block parties are fund raisers for Main Streets, but often local businesses suffer (few customers during events).
- Need tourist marketing – how to get resources to support this?
- Capitalize on The Cabot Theatre, Larcom Theatre, Montserrat College for programming, arts, anchors in district.
- Main Streets organization is under-resourced – no sustainable funding. Some perceive this as a lack of support for downtown.
- The Cabot brings in 59,920 total annual visitors according to The Cabot annual report.
- North Shore Music Theater (NSMT) brings 250,00 total annual visitors according to the NSMT report.

From Spring 2021 site survey and survey data



207
Businesses
in Study Area



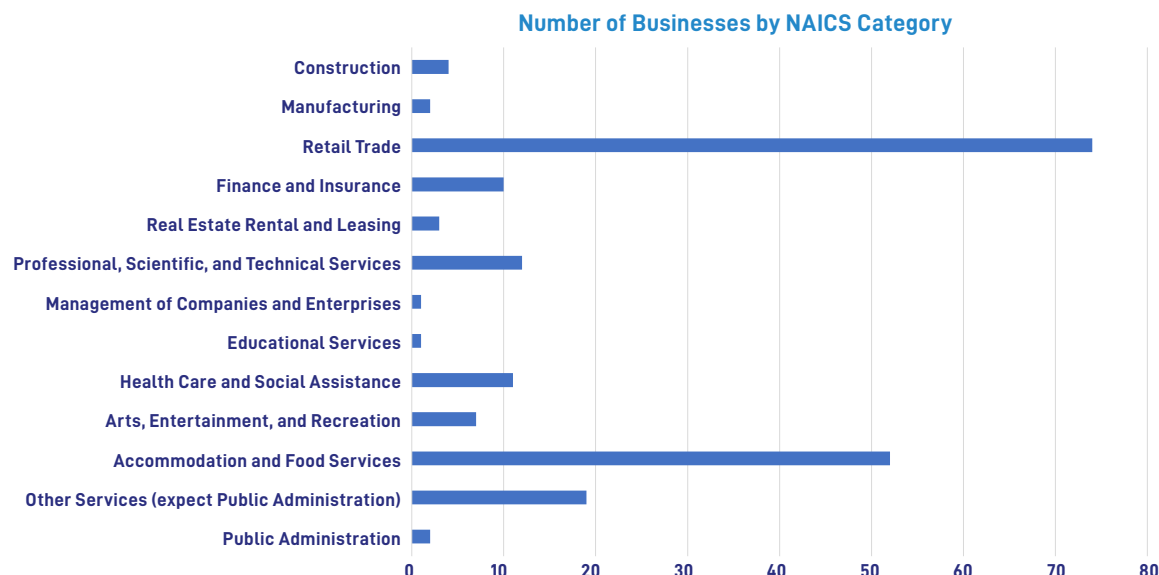
24
Vacant Storefronts
(from site survey)

\$21/SF
Average Asking Rent
Ground Floor Retail /
Office Space
(from CoStar and/or interview)

Study Area Business Mix

Key Takeaways

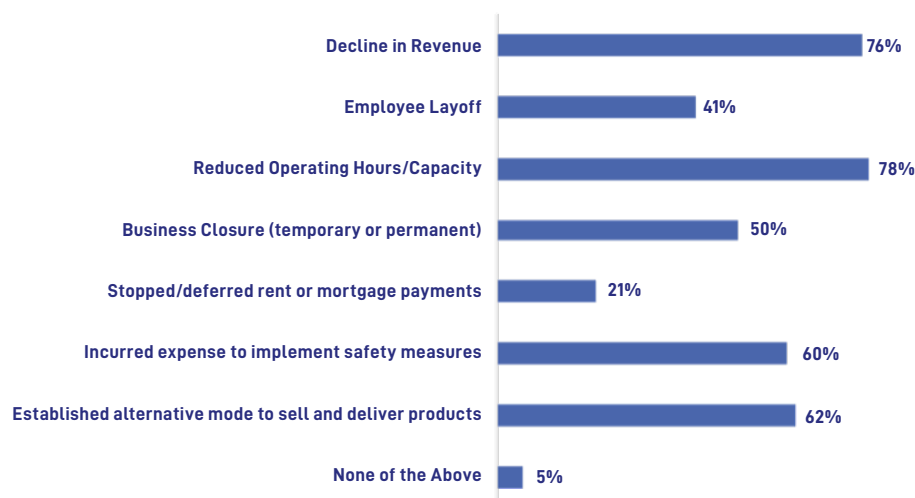
- Diverse range of businesses.
- Top two business types are, by far, Retail Trade and Accommodations and Food Services.
- Anecdotally, apparent shift occurring from retail to services and professional in ground floor spaces.



Highlights from DHCD March – April 2021 Business Survey Report for Downtown Beverly (58 responses)

- 56% of businesses had revenue decline by 25% or more in 2020 from 2019.
 - 72% of respondents rent their space.
 - 55% of businesses are microenterprises (≤ 5 employees).
 - 42% satisfied/very satisfied with public realm conditions (public spaces, sidewalks, streets).
 - 53% satisfied/very satisfied with private realm (building facades, storefronts, signage).
- Respondents' Thoughts on Strategies for Improvement... (important/very important)**
- 61% to improve streetscape and sidewalks.
 - 58% to change parking availability/management.
 - 56% for more opportunities for outdoor dining/selling.
 - 53% to implement marketing strategies for the district.
 - 52% to improve safety/cleanliness.
 - 48% to improve public spaces and seating; to add more cultural events/activities.

COVID Impacts Reported by Businesses



Key Findings



Local Entities Directly Involved in RRP Application and Plan:

- Beverly Main Streets
- City of Beverly Department of Planning and Development

Issues or gaps we heard:

- Main Streets is underfunded (for operating and programming).
- Businesses are ready for more frequent meetings to collaborate.
- Need for improved communications between City departments (i.e., DPS, Health Department, etc.).
- Need stronger advocacy around streamlined permitting, alignment with surrounding municipalities.
- Unique challenges of the very large district with two major streets need additional resources and staff expertise.

Big Picture Takeaways and Priorities

Big Picture Takeaways

- Administration capacity should be first focus. Is there potential for a BID?
- Beautiful environment and major streetscape improvements, but need the last 15% (amenities, parking signage).
- Tenant mix is important and needs focus, recruitment, and strategies.
- Large district that needs varied treatment/marketing.
- Keep the Arts District focused.
- Create an open space strategy and standardize permitting and expectations for use.

City of Beverly Short-Term

1st Priority

Make permanent changes to outdoor dining ordinance and processes

2nd Priority

Support marketing campaign to attract customers

3rd Priority

Increase organizational stability of Beverly Main Streets to continue business support

City of Beverly Medium/Long-Term

1st Priority

Increase pop-up retailers in vacant spaces

2nd Priority

Enhance placemaking

3rd Priority



Encourage facade and signage improvements

Project Recommendations

Project Recommendations

1. Pilot a "Walk Beverly!" open streets style event that encourages pedestrian activity and that offers sidewalk sales and selected outdoor entertainment throughout the Beverly Main Streets District.
2. Provide moveable tables and chairs at participating business locations in the district.
3. Create a figure-eight walking loop to strengthen physical connections between the Beverly Depot Commuter Rail Station/Rantoul Street and Cabot Street along Broadway and encourage pedestrian activity throughout the entire district.
4. Commission and install public art and wayfinding at District Gateways.
5. Revise Beverly's Sign Ordinance and review processes for the Beverly Main Streets District to assist businesses update signage, respond to the local environment, and streamline the signage approval process.
6. Create and implement 3-month loyalty program to make the Main Streets district "sticky" and increase activity to downtown businesses.
7. Create and implement a marketing plan to broaden BMS reach beyond the Beverly community to regional and specialty audiences.
8. Create a pop-up storefront program for the Beverly Main Streets District to fill vacant ground floor spaces and recruit new businesses.
9. Create and implement a plan for recurring downtown activities to make the Main Streets district "sticky" and increase activity during traditionally slower days/evenings of the week.
10. Actively investigate the feasibility of creating a BID for the Main Streets District.
11. Streamline event permitting to make hosting events in public spaces easier and the permitting process quicker. Also streamline license/permit process for serving wine and beer at in-store/in-business events and events in public spaces (art shows, tastings, sales, etc.).
12. Make permanent changes to outdoor dining ordinance and review/revise permitting processes to allow enhanced outdoor dining and public space activation throughout the district.
13. Provide enhanced business recruitment and technical assistance for a diverse range of entrepreneurs to locate and succeed in the Main Streets district.

Pilot a “Walk Beverly!” open streets style event that encourages pedestrian activity and that offers sidewalk sales and selected outdoor entertainment throughout the Beverly Main Streets District.

Category	 Public Realm
Location	Study Area
Origin	Beverly Main Streets; local businesses
Budget & Funding Sources	<div>  <div> <p>Low Budget</p> <p>Budget</p> <p>The cost of this project is expected to be low. The major costs will be staff time to plan and hold the event and any marketing costs. There will be some City revenue lost if the event area includes the use of parking lanes (with metered spaces) on Rantoul and/or Cabot Streets during metered parking times, unless the event is on a Sunday.</p> <p>Other costs would include payment to musicians or other entertainment in selected areas.</p> <p>Businesses can choose whether to utilize their available street or sidewalk space, or simply hold regular operations, with any additional set-up or staff costs incurred by individual businesses.</p> <p>Sources of Funding</p> <ul style="list-style-type: none"> • Shared Streets and Spaces Grant Program • MassDevelopment Commonwealth Places • Seaport Economic Council Grant Program • Sponsorships • Regional or local community health foundations, council on aging, and other organizations Invested In public health and exercise. </div> </div>

Timeframe



Short Term

The pilot event can be held within a short timeframe, approximately three months.

Month 1:

- Identify areas for walking (see Figure Eight Walking Loop Project Recommendation Map as a starting point).
- Initial outreach to businesses and walk/bike advocacy groups to share the concept and gauge interest.
- Begin communications with necessary City departments to review walking route and ensure staffing capacity.
- Set a date for the pilot event.
- Submit permit application(s), as necessary.

Month 2:

- Continue communications with businesses and collaborators.
- Begin preparing marketing materials.
- Finalize street closure or pedestrian safety plan with collaborating departments.

Month 3:

- Confirm businesses that will be participating with street or sidewalk sales.
- Marketing push. Create a map and visitor survey (if desired).
- Print materials (if desired).
- Hold event!

Month 4:

- Evaluate and determine next steps, considerations for creating a more regular event with possible themes, such as roller skating or scootering (non-motorized).

Risk



Medium Risk

Any event that involves the removal of parking or detours traffic has a moderate amount of risk. Many business owners are concerned that parking immediately adjacent to their establishment is necessary for business, so initial buy-in for the project could be difficult. It will be important to focus on the opportunities and cite similar events that have been successful (see best practices).

There is also a risk of opposition from some visitors who are upset about the removal of parking and vehicle access, but this can be mitigated by event timing. Pedestrian and cycling events often occur on Sundays when traffic is lighter and parking demand is lower.

Finally, it is possible that the event fails to generate increased foot traffic and visitors to businesses. This could happen for a number of reasons, including poor marketing, bad weather, or public disinterest. The pilot will offer the information needed to move forward, modify the event, or look to other strategies to support businesses.

Key Performance Indicators

- Event is planned and implemented.
- Number of visitors and foot traffic in the event area (possible use of pedestrian counter, available from MAPC).
- Reported increases in business sales.
- Positive feedback from businesses and visitors.

Partners & Resources

- Beverly Main Streets
- City of Beverly
 - ◊ Planning Department
 - ◊ Department of Public Services
 - ◊ Police Department
 - ◊ Fire Department
 - ◊ Commission on Disabilities
- Local businesses
- Walking and biking advocacy groups
- Arts groups, musicians, performers, etc.

Diagnostic/COVID-19 Impact

In the Beverly Main Streets district, 76% of businesses responding to a Spring 2021 LRRP survey said they had declines in revenue of 25% or more from 2019 to 2020. The top two business types in the district are retail trade (over 70 businesses) and accommodations and food services (over 50 businesses), most of which depend on pedestrian activity for visibility and sales. The loss of foot traffic and vibrancy in the district due to closure and reduced capacity at local venues such as The Cabot and the Larcom Theatres means that many businesses need replacement strategies to recover from pandemic losses.

Pedestrian events that can include walking loops, closing downtown streets to cars, and/or expanding sidewalks to include parking lanes, have been shown to be an effective way to increase overall pedestrian and bike activity and visibility for businesses, resulting in increased sales and a broader market base.

Action Item

Create an open streets style event utilizing sidewalks, parking lanes, and limited street closures, if possible. This pilot project is meant to create an event focused on community, downtown, and health, drawing from a wide range of potential constituents and advocacy groups for planning partners and participants. The event could include partial street closures and/or use of parking spaces for increased pedestrian space. Communities vary in terms of street closure policies but strategies range from simple sawhorse-type wooden barriers to French barriers (metal gate-type crowd control barriers) to jersey barriers and other methods. Businesses can participate through extended opening hours and possibly setting up sidewalk sales or refreshment areas outside their storefronts. It is recommended to pilot this concept first as one event, with the possibility that it could become a more regular occurrence if successful. Suggested timing Sunday between 10am to 4pm.

Process

1. Conduct outreach to businesses, walk/bike advocacy groups, and health partners (Council on Aging, local hospitals, health foundation, etc.) to gauge interest in collaboration and sponsorship of event.

The goal is to increase foot traffic and the visibility of businesses downtown; it will be important to collaborate with businesses throughout the planning process. Businesses must be willing to be open in their usual space or extend their sales area to in front of their storefront during the event.

Local and regional walking and bicycling advocacy groups, as well as health care groups and healthy living advocates, will also be beneficial partners, helping to plan and hold the event and also promoting it to their networks.

Process

2. Review the Recommended Event Locations Map and determine which areas are feasible for sidewalks, sidewalks plus parking lane, and/or partial street closures.

The mixture of commercial and residential properties in downtown Beverly and the number of one-way residential streets between Cabot and Rantoul Streets make it a challenging place for street closures. Having street closures on Cabot and Rantoul simultaneously is likely not feasible because surrounding streets do not have the capacity to handle the detour traffic. As Beverly has done for its other downtown events, Cabot is the better candidate for street closures, with parking space closures possible on Rantoul. The attached Recommended Event Locations map of downtown Beverly includes proposed spaces for street closures and sidewalk activities and is meant as a starting point to fine tune the map in collaboration with City departments.
3. Submit any necessary permit applications for the event.

For businesses to temporarily occupy street or sidewalk space, they typically need a permit. Since this will be a large-scale event with potentially many businesses seeking to use outdoor space, the easiest procedure is likely for the City to grant permission for use of public space, which may require BMS to apply for an event permit for the whole area of closure and then develop guidelines for business use of sidewalk spaces, taking into account accessibility needs. BMS may already have an effective procedure in use for large downtown events that can be applied to this "Walk Beverly" project as well.
4. Create a closure and/or pedestrian safety plan with the Police, Fire, and Public Services Departments and Commission on Disabilities.

Closures and use of parking spaces for pedestrian movement will require collaboration across City departments. The Police will be needed to approve closures and manage traffic diversion. Public Services will be needed to set up any barriers and detour signs. Coordinate with the Fire Department to ensure access for emergency vehicles. The Commission on Disabilities will be an important partner for ensuring the event space and businesses remain accessible.
5. Event marketing.

The success of "Walk Beverly!" is reliant on advanced public awareness of the event and the street and parking closures to generate increased foot traffic. Public marketing should begin at the very least two weeks before the event. Strategies include:

 - Posting on the City and BMS websites, including maps of closures and event area
 - Distribution to advocacy group email lists (walking, Council on Aging, health, schools, etc.)
 - Posting to any local events websites
 - Including in regular email newsletters (if applicable)
 - Flyers and posters in local businesses
 - Flyers on light posts and signs along Rantoul and Cabot
 - Social media posts
 - Local newspaper
 - Radio

Marketing is especially important for the pilot, as this is the first time people will be introduced to the idea. If the concept gains steam and becomes a more regular occurrence, then word-of-mouth will also become a valuable marketing tool.

Process

6. Print materials for event day.

The number of printed materials for the event day should be minimal, if any at all. One print-out to consider is a flyer with basic information printed on one side and a map of the event area on the other. Another possible hand-out would be a passport of some sort where stamps could be collected at distance markers and then participants could enter for raffle prizes. These materials could be distributed by volunteers. At the pilot, staff may also want to have a brief intercept survey to get feedback from visitors.

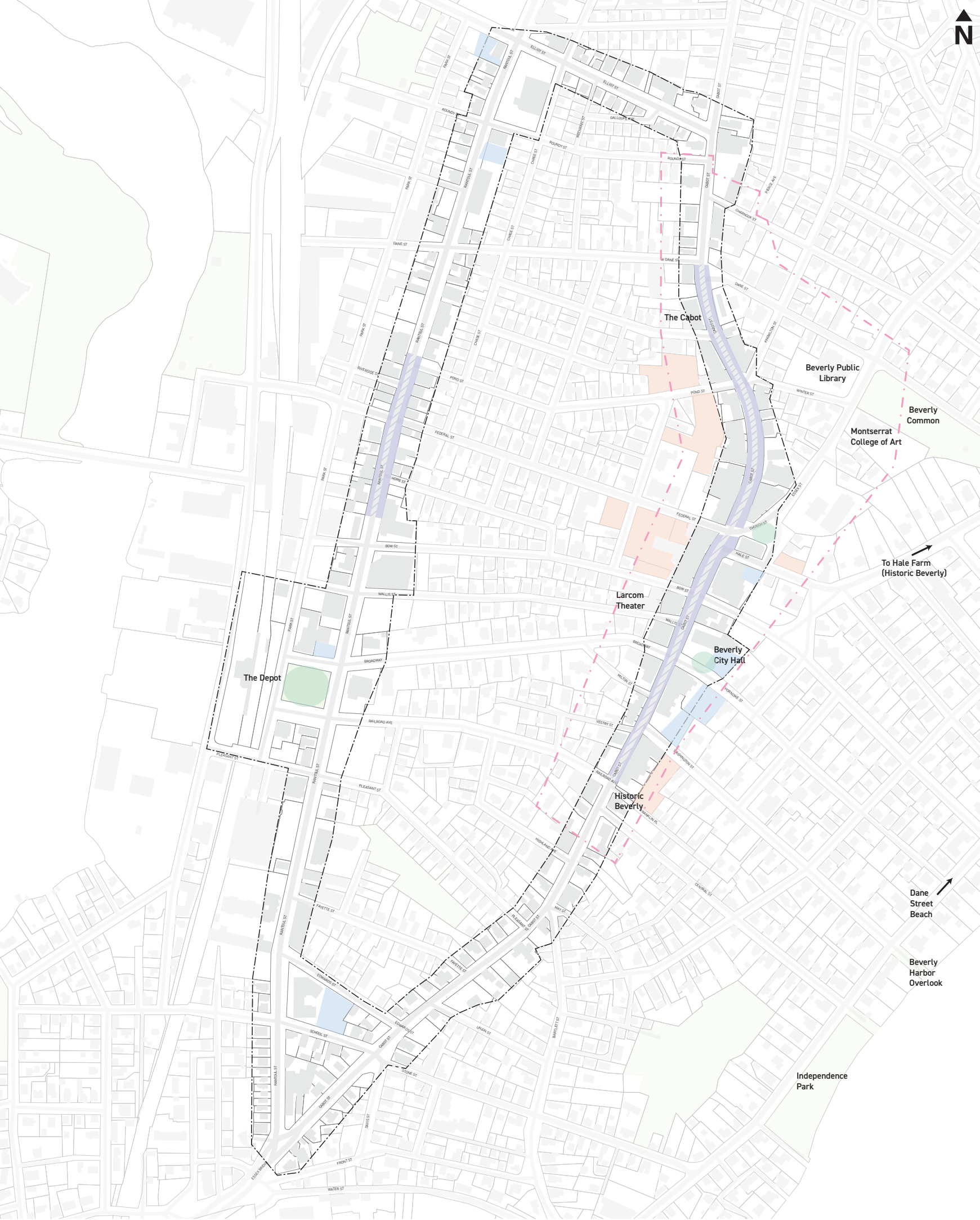
7. Hold the event!

Ideally, there are multiple partners assisting with the event. Representatives from BMS, the City, and advocacy organizations should be present to help oversee setup and breakdown, make sure there are no accessibility or safety concerns, and answer any questions. Communication with collaborating departments should be maintained throughout.

8. Evaluate.



Following the pilot event, an evaluation should be done involving follow-up with businesses and collaborators and considering feedback from visitors. As part of the evaluation process, BMS and the City should identify and make changes that need to be made and determine next steps for future "Walk Beverly!" events.



Recommended Event Locations



Key

All keyed items are proposed

-  Park/Plaza for Events
-  Events on Sidewalk

-  Public Parking Lots
-  Potential Partner Lots*

*These lots include Town Hall, Churches, Banks, and a few other businesses that may not use their parking lot on weeknights, weekends, or specific days of the week. Working with them to host events when their lot isn't needed could provide event space

Project Example

Hyannis Open Streets

Hyannis, MA

In an attempt to reclaim the streets for pedestrians and play, the Town of Hyannis has created a recurring initiative that temporarily closes the streets to automobile traffic. This program was founded in 2016 with a trial Open Streets event and due to overwhelming participation of approximately 7,000 attendees, the Town has continued to host these events. This program encourages residents and visitors to “walk, run, bike, dance, and play in the streets.” The underlying goal of the event is to promote environmental, social, economic, and public health within the community. Further, the program seeks to create physical space for people of all backgrounds and walks of life to interact and socialize in order to create a greater sense of community and to build social capital. Hyannis offers free all-day parking in various parking garages as well as free activities and events throughout the course of the day for a wide variety of ages, such as karaoke, storytelling, juggling, and music.



Sidewalk Sales

Photo: Hyannis Open Streets

Project Example

Streets Alive!

Moorehead, MN
Fargo, ND

This event is included as a best practice because it spans a number of interests and goals and is a good model for identifying a broad range of funding sources. This event takes advantage of public health funding from the Blue Cross Blue Shield Foundation.

StreetsAlive! is a free event that celebrates a healthy community through the use of public spaces for walking, cycling, and rollerblading. It is meant to inspire the community to improve individual and public health. Each summer, a three-mile loop stretching from downtown Fargo, North Dakota across the Red River into Moorhead, Minnesota, is closed to car traffic. The route, which runs through a portion of Fargo's Central Business District and Civic Center, several parks, and two residential areas, is intended as a temporary thoroughfare for cyclists, pedestrians, and rollerbladers of all ages. StreetsAlive features arts and cultural offerings such as Native American Dance performances, healthy food exhibits and booths, active games geared toward kids, in addition to other programming along the route. Because the primary goal of StreetsAlive is to "increase active transportation and promote physical activity as part of a community health initiative" it blends arts and culture with public health interests. StreetsAlive grew out of a public health campaign that promotes health and safety in schools, child care centers, work sites, and residential communities. The founders of the event applied for funding through Blue Cross of Minnesota, which earmarks significant funds for preventative health campaigns in physical activity, food access, and tobacco prevention. They were awarded grants to get the program up and running.






Families play in the public space the closed streets provide.
Photo: StreetsAlive



Skateboarding ramp and rail built in the street.
Photo: StreetsAlive

Provide moveable tables and chairs at participating business locations in the district.

Category		Public Realm
Location		Study Area
Origin		Beverly Main Streets, local businesses
Budget & Funding Sources		<p>Low Budget</p> <p>Budget</p> <p>Total costs should be low, as the only capital cost will be purchasing tables and chairs and will vary depending on the number of participating locations. A set which includes one table and two metal folding chairs will cost approximately \$250 and possibly less with bulk purchase. Cost of program could be covered in one or more of the following ways:</p> <ul style="list-style-type: none">• Businesses purchase furniture through City or BMS program.• City provides furniture through DPS or streetscape improvement budget.• Donations cover furniture costs (business or resident sponsorship).• Grants. <p>The other cost to consider is staff time to plan and implement the program, including outreach to businesses, as well as time and vehicles to deliver furniture. Once delivered, it would be the responsibility of the business to arrange for storage (if necessary) and daily maintenance/cleaning.</p> <p>Sources of Funding</p> <ul style="list-style-type: none">• MassDevelopment Commonwealth Places• Shared Streets and Spaces Grant• City budget (Public Services or other)• Patronicity• Possible charge for individual businesses who wish to have seating
Timeframe		<p>Short Term</p> <p>The timeframe from start to implementation of this project is very short and can be accomplished within a few months. Variables that will impact the timeframe include staff capacity, any necessary permitting processes, and availability of tables and chairs in bulk.</p> <p>After implementation, this project can be ongoing with no defined end date and can possibly have a yearly subscription deadline (delivery of tables and chairs to newly participating businesses).</p>

Risk



Low Risk

Risks are low, with the largest risk being the financial investment in the furniture if the tables and chairs are not well used or well-maintained. Another significant barrier could be if there is limited storage space for furniture during the off-season. Other potential risks include:

- Limited interest from businesses to participate (why it is important to gauge interest before purchasing furniture).
- Businesses do not properly maintain or store furniture, causing it to become an eyesore or block pedestrian ways.
- Businesses express interest during outreach but a small number of applications are received (follow up can be done directly to businesses that expressed interest to help with the application process).
- Furniture needs cannot be customized to specific businesses. Some businesses desire furniture that matches their aesthetic, which would not be feasible if bulk purchasing using certain grants or funds.
- Private use of public spaces, such as sidewalks, requires City Council approval (Use of Premises), license, and Liability Insurance.

Key Performance Indicators

- Number of applications submitted for seating and tables.
- Application renewals after first year.
- Positive business feedback.
- Reported increases in visitors and/or revenue.
- Intercept surveys of people using seating.

Partners & Resources

- City of Beverly
 - ◊ Planning Department
 - ◊ Department of Public Services
- Beverly Main Streets
- Local businesses

Diagnostic/COVID-19 Impacts

Downtown Beverly has a number of attractions, including restaurants, cafes, retail, and services, but there is limited public sidewalk furniture, such as benches or tables and chairs, for people to linger in the Main Streets District before or after visiting these destinations. Sidewalk furniture can improve the "stickiness" of downtown by giving people a place to relax, eat a takeout meal, drink coffee, or chat with others without having to go elsewhere. By keeping visitors in the district, they are more likely to visit other businesses that had not initially been on their itinerary. Providing places for pedestrians to stop and rest has become even more important since the beginning of the COVID-19 pandemic, as customer behavior has shifted for many to more takeout and less lingering inside retail shops. Seating in the district will also support walking and other project recommendations including the Walking Loop and future public art opportunities.

Action Item

To compensate for the lack of regular permanent public benches and outdoor seating in the district, provide moveable tables and chairs as a strategy to provide spaces for lingering while retaining the flexibility to remove them at night or whenever necessary and make easy adjustments to layout.

Such an effort could be led by either the City of Beverly or BMS in coordination with local businesses. To minimize the amount of upkeep on the part of BMS and the City, the simplest way to implement this project is to give or lend moveable street furniture to interested businesses. In this scenario, the business would receive the furniture at no cost but would be responsible for maintaining and storing it properly, so City responsibility and expenses would be minimal beyond the initial purchase and delivery. Another option is for the City or BMS to coordinate the program, bulk purchase tables and chairs, and deliver these, with businesses paying for the actual cost of the tables and chairs. Depending on pricing, the City and BMS could also explore bulk furniture rental options to resolve off-season storage issues.

Tables and chairs would be available to use by anyone (unlike outdoor restaurant or café seating that is usually only available to patrons of that particular business). For a restaurant or coffee shop the moveable furniture could serve as a first-come first-serve space to eat takeout. For retail or services, having seating out front would attract people to linger and take interest in a business that they may otherwise not notice.

The key action items for initiating and implementing this project are:

1. Create a project proposal and conduct research on tables and chairs and costs.
2. Conduct outreach to inform businesses of the program; gauge interest and collect feedback.
3. Update proposal based on feedback and finalize. Ask businesses to commit to taking care of these furniture loans or to purchasing.
4. Site visit of district.
5. Purchase furniture based on business interest.
6. Deliver furniture.
7. Do seasonal assessment of program – condition of furniture, business feedback, customer feedback.

Process

1. Create project proposal

In many ways, the proposal process for moveable sidewalk furniture is similar to the process for outdoor dining, though much simpler because the spaces are not used for table service and are not an extension of the business so less permitting is required. Nonetheless, the LRRP Outdoor Dining and Retail Toolkit could be a useful resource for thinking about project setup as many of the same things should be considered.

Firstly, is any permitting required? The program will be more streamlined if permits are not required on the part of the business. The program will not include table service, alcohol, and other furniture like umbrellas, tents, or heaters, but currently, City Council must approve a Use of Premises for use of public property for any private purposes, including requiring a license and Liability Insurance. If the program is going to be facilitated by BMS, could there be coordination with the City to streamline these permit applications (possibly with approvals at the staff level) or create a blanket permit for the program?

The City or BMS should do an initial site assessment of all interested businesses to determine that there is enough space to provide a table and two chairs and maintain accessibility on the sidewalk.

Businesses would be responsible for nightly storage of the table and chairs and have a plan for off-season storage, although it is encouraged that the tables and chairs be set up in all but extreme weather.

Program funding also needs to be established during this step. Does the City have the budget to fund the purchasing of furniture? Can BMS find sponsorships for the furniture from some of the larger businesses in Beverly? Will businesses be willing to pay all or some of the furniture costs? It seems likely that the success of this program likely depends on providing furniture to businesses for free.

2. Conduct outreach to inform businesses of the program; gauge interest and collect feedback

Outreach should include information about the program and examples of similar efforts elsewhere (see project examples for some ideas). Outreach can be by email with a link to a google form to indicate interest, through a regular BMS business meeting, or through an in-person visit to businesses.

3. Update proposal/program description based on feedback and take applications from businesses.

After conducting outreach to gauge interest, finalize program details and ask businesses to commit to the program. An application for a furniture loan could be posted in a logical place online and shared with businesses via social media and email. The Town of Brookline has an online application for a loan of outdoor furniture as part of their outdoor dining program that could be easily adapted for the purposes of this program (see project example below for more information).

4. Site visit of district

A walk-through of the Main Streets District can determine that businesses applying for furniture have the space available to ensure that there is accessibility on the remaining sidewalk space. An overall map could be made that shows all eligible areas to provide information for future requests. Recent streetscape improvements on both Rantoul and Cabot Streets have provided space in the tree planting areas where tables and chairs could be located (closer to the curb than the building) in many places and still maintain accessible sidewalks.

Process

5. Purchase furniture

Based on projected interest, do a bulk purchase of furniture to minimize costs. DPS could be a good resource for information, as well as online restaurant supply businesses. Brightly colored metal tables and chairs are recommended for good visibility.

6. Deliver furniture (or arrange pickup)

After furniture is received, it will need to be delivered to the businesses. BMS and/or DPW will need to coordinate to determine a strategy for delivery or request that businesses pick up furniture (folding tables and chairs are recommended to make delivery/pickup and storage easy). Simple signage could be included with delivery explaining the tables and chairs are for public use and are provided by the BMS and/or City. (Brookline's simple hand-written chalk signs say the seating is courtesy of DPW and to enjoy.)

7. Seasonal Program Assessment

Conduct a survey to get feedback from businesses as well as customers. Assess condition of furniture, open program to new businesses for next round, etc.

Project Example

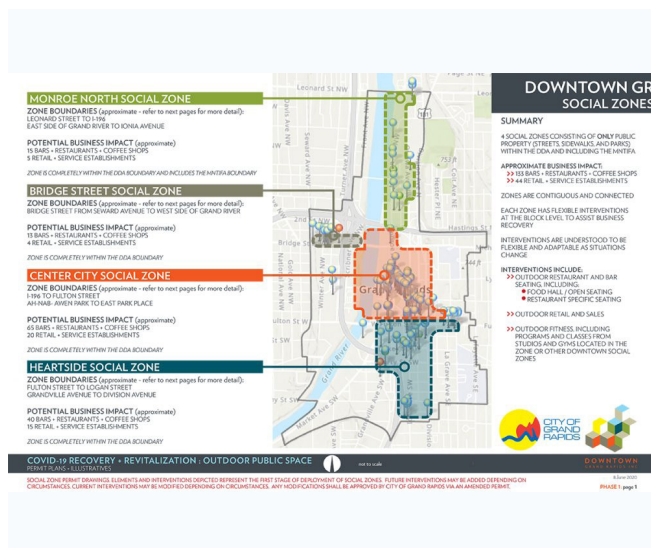
Social Zones

Grand Rapids, MI

Downtown Grand Rapids piloted a number of outdoor "social zones" 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. After success in the first year of 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. The idea is that encouraging people to visit the district, stop and stay longer while making it not just an errand but also an experience, solved for some of the issues facing brick and mortar retail pre-pandemic.

Grand Rapids 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, supporting the creative economy during a difficult time.

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.



Social Zone Map

Photo: City of Grand Rapids



Expanded restaurant seating

Photo: Grand Rapids Chamber of Commerce

Project Example

Furniture Loan Program

Brookline, MA

A decade ago, the Town of Brookline provided metal folding tables and chairs to Coolidge Corner businesses with the intent to make the district more pedestrian-friendly and to create points of contact with businesses. An added benefit is the visual clues the tables and chairs give shoppers regarding the extent of the district. Businesses on the edge of the district have benefitted as shoppers can see there is activity and now walk the extra distance to visit.

More recently, with the help of a grant from MassDOT's Shared Streets and Spaces Grant Program, Brookline purchased outdoor seating materials that were made available to local restaurants to loan. They set up an [online form](#) for businesses to request materials.

This is slightly different than what is being recommended for Beverly because these loans were for restaurants to use in their own permitted outdoor dining spaces, rather than on public rights of way. However, such a program and process could easily be adapted for Beverly's desire to provide moveable furniture downtown to create more "stickiness."



Tables outside businesses
Photo: CivicMoxie

Project Example

Outdoor Dining and Retail Toolkit

CivicMoxie

The Outdoor Dining Toolkit is a useful resource for thinking about several elements of this project, including project setup, permitting, storage, and considerations for the winter.

Rapid Recovery Plan

Outdoor Dining/Retail Community Toolkit



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



September 2021



Create a figure-eight walking loop to strengthen physical connections between the Beverly Depot Commuter Rail Station/Rantoul Street and Cabot Street along Broadway and encourage pedestrian activity throughout the entire district.

Category		Public Realm
Location		Study Area
Origin		Beverly Main Streets, City of Beverly Planning and Development Department
Budget		<p>Low – Medium Budget</p> <p>Budget</p> <p>Phase 1: Temporary/pilot</p> <p>Budget is low for Phase 1 and includes City staff time for mapping and coordination regarding possible crosswalk art, stencil markings, and other considerations.</p> <p>Cost for stenciling distance markers: \$500 maximum for stencil material, spray paint (using volunteers).</p> <p>Possible yard signs for temporary markers \$35 - \$50 each.</p> <p>Phase 2: Permanent</p> <p>Cost for Poetry Sidewalks (continuing the City's sidewalk poetry initiative started with an MCC CDI grant): \$700 - \$800 per stamp, depending on sidewalk condition and if sidewalk was already scheduled for replacement. Volunteers with Department of Public Services supervision could potentially reduce some costs.</p> <p>Crosswalk art: \$2,000 - \$5,000 per crosswalk depending on complexity and roadway width.</p> <p>Sources of Funding</p> <ul style="list-style-type: none">• MassDevelopment Technical Assistance• Mass Cultural Council• MA Community One Stop for Growth• MassDevelopment Commonwealth Places• Local health care foundations and community health/hospitals community funds

Timeframe



Short Term

This project has short-term start-up time with ongoing (over many years) build-out for public art and markers along the loop.

This project, with an online Google Map and temporary campaign-type yard signs, could be up and running in as little as three months as a temporary experiment. A quick project might use temporary art and even chalk markings to denote landmarks and feet/mile markers along the way. Depending on weather, other physical temporary markers could be piloted, such as wooden markers along the route next to the sidewalk.

A more permanent program would involve:

1-2 months: Create a working group, develop an online map, make community presentations about the benefits of the BMS Loop.

3-4 months: Identify locations for distance markers, possible pavement or building potential for markers, and build-out of online map with landmarks, businesses, and history/interpretation.

Ongoing: Programming, exercise challenges (can be on an app, such as Fitbit, Apple Watch, or Strava), collaborations for events with organizations, schools, etc., commissioning of public art along the walking loop.

Risk



Low Risk

The risks are low for this project. The City of Beverly has already made investments in streetscape upgrades on Broadway, the street that connects the Railroad Depot and Rantoul Street to Cabot Street (the middle of the proposed figure-eight loop) in an effort to encourage east-west pedestrian traffic. This project supports that investment.

Key Performance Indicators

- Creation of the walking route (map, signs and markers).
- Number of people using the walking loop (manual count or using a pedestrian counter, available from MAPC).
- Increased foot traffic in the study area (manual count or using a pedestrian counter, available from MAPC).
- Increased sales at businesses in the study area.
- Increased Walk Score.

Partners & Resources

Partners

- City of Beverly (Planning, DPS)
- Beverly Main Streets
- Beverly Arts District (partnership between BMS, City, and Montserrat College of Art)
- Community health organizations
- Regional hospitals and health care
- Beverly Council on Aging
- Walk Boston (can do walk audits, provide resources and training)
- Beverly schools (public and private)

Partners & Resources

Resources

- Project Recommendation Walking Loop Map (attached)
- Walk Boston Resources: <https://walkboston.org/resources/maps/>
- Walk Massachusetts Network (Beverly is not a member but can join - Manchester, Essex, Gloucester are members) <https://walkboston.org/walkmanetwork/>
- Walking is Good for Business, 2021 Walk Boston <https://walkboston.org/resources/handouts/good-walking-is-good-business/>
- Local health organizations

Diagnostic/COVID-19 Impacts

The COVID-19 pandemic caused a significant amount of stress and hardship for independent businesses in the Beverly Main Streets District. In the last few years, the city has observed more service or office uses, such as real estate offices, moving into the ground floors of its main streets. This is a threat to the character and destination-value of the commercial area. In addition, the district is large, with the two main commercial streets forming a loop over two miles long. The length and shape of the district is not conducive to walkability.

The commuter rail service at Beverly Depot is located approximately mid-way along the length of the loop, providing an opportunity to connect one commercial street to the other along Broadway and encouraging pedestrian activity. Creating a more walkable district in concert with recent streetscape improvements can support independent businesses.

A recent Walk Boston publication entitled Walking is Good for Business, cites the importance of walkability for business sales and overall vitality:

"A dollar spent at an independent business generates about three times as much benefit to the local economy as spending a dollar at a chain retailer. Locally owned businesses thrive in densely-built, walkable communities, and are more likely to stock local products, supporting other local businesses." [American Independent Business Alliance, 2003]

"Walkable retail areas with unique visual, cultural, social and environmental qualities provide competitive advantages. Their "place-making dividend" attracts people to visit often, stay longer and spend more money." [Urban Land Institute, 2010]

Creating an interesting, art-filled walking and exercise loop can attract more customers downtown and make the district more walkable. City implementation of the Mobility Hub Plan at the train station will also contribute to the Depot as a district gateway and this project will strengthen connections from this rail gateway to points throughout the district.

Action Item

Support recent streetscape improvements on Broadway and on Rantoul and Cabot Streets by encouraging walkability in the Main Streets district and incorporating public art and exercise themes into a 3-mile-long figure-eight walking loop. Visual cues in the form of distance markers, public art, pavement and crosswalk art and markings can encourage more pedestrian use of the district and can also provide visual cues and connections from downtown to the harbor front.

These actions support the City and BMS shared goal for Broadway to become a conduit between the Beverly commuter rail station/Rantoul Street and Cabot Street. The City has made Complete Streets investments on Broadway and supports public art and storyboards explaining the history of the area along Broadway and stronger visual cues at Beverly Depot and the intersections of Broadway and Rantoul and Broadway and Cabot to entice people to take the walk.

Process

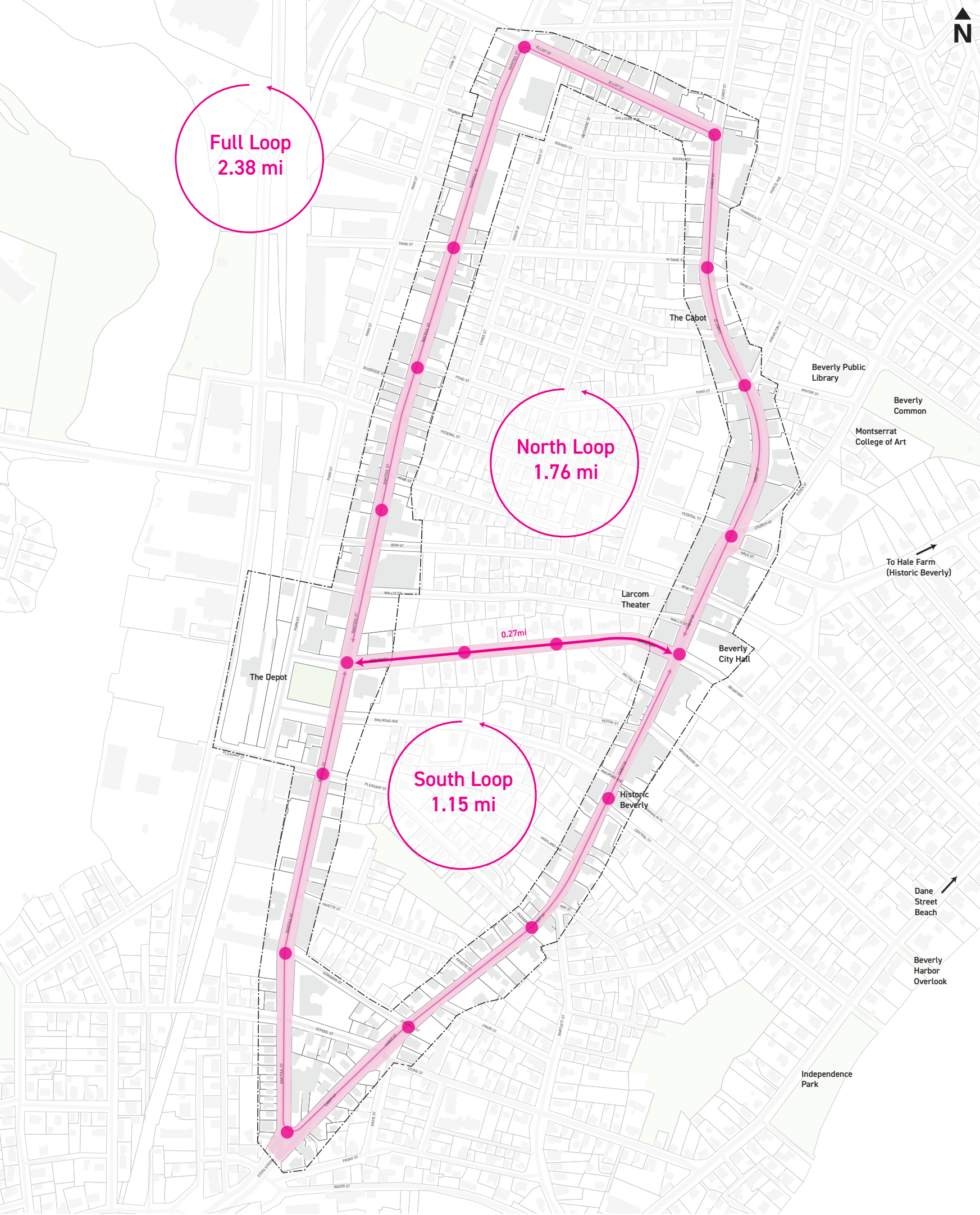
Phase 1: Temporary/Pilot Project

1. Create a Working Group to advise on project and volunteer to help to create temporary markers and route. Include:
 - a. Planning Department, DPS
 - b. Local walking advocates
 - c. Local businesses
 - d. Local stores selling athletic/running/walking shoes
 - e. Beverly Council on Aging
 - f. Health Department
 - g. School Districts (involving students)
 - h. Local health care facilities
 - i. Artists
2. Use the map attached to this project recommendation as a guide to walking and marking the route with chalk or temporary spray paint. Where should there be distance stencils? Where are visual cues needed to guide pedestrians? Are there appropriate places to locate campaign-type small yard signs? What are the challenges?
3. Decide on a name for the loop.
4. Hire a graphic designer to create a logo and branding materials for the loop. Create a design for a distance stencil that includes logo, distance marker, and loop name.
5. Create a presentation discussing goals for the project, the details of the pilot project, budget, and who is involved, as well as a timeline.
6. Raise funds with the presentation and apply for grants.
7. Create stencils and organize an event for marking the loop.
8. Involve local businesses in the loop and celebrate!
9. Create a map of the loop and promote through City, BMS, and partner channels. Create fliers for business windows.

Phase 2: Permanent Project

1. Evaluate success of the project:
 - a. Number of users of loop.
 - b. Anecdotal evidence from businesses.
 - c. Social media likes and posts.
 - d. Survey to residents.
2. Refine program, design, marketing based on evaluation results. If decision is to move forward, next steps could include any of the following:
 - a. Create a fitness passport that includes business stops to stamp passport for monthly raffle prizes.
 - b. Sidewalk poetry on Broadway, other visual clues to draw pedestrians.
 - c. A loop treasure hunt.
 - d. Permanent public art to replace temporary signage and provide strong visual clues. Include embedded distance markers in sidewalk.
3. Extend walking route and connections to the harbor and new improvements on the waterfront, and eventually to the Cummings Center, as well.

Main Streets Art Walking Loop



Key

All keyed items are proposed

- Distance Marker Locations
- Connector/ Loop
- Arts District

Project Example

Walk Boston

Boston, MA

WalkBoston is a program that aims at making Massachusetts a safer and more friendly walking environment for pedestrians in order to promote increased public health and a cleaner environment. Founded in 1990, WalkBoston is the first organization in the U.S. advocating for pedestrians, making it their mission to make communities more walkable and safer for those on foot. Though the name indicates that it focuses solely on Boston, the organization works statewide. WalkBoston has created walks, maps, and publications, has passed legislation, created and promoted healthy living campaigns, and much more.

Boston: America's Walking City

Explore Boston on foot! Walking is an easy, pleasant and stress-free way to enjoy your visit. It is one of the best forms of exercise to keep you fit. Known for historic and picturesque neighborhoods, Boston has outstanding pedestrian features including:

- A compact and relatively flat layout with European style streets that are safe, lively and diverse.
- Centrally located points of interest: history, entertainment, nightlife, architecture, culture, science and arts abound.
- A great feeling of openness against a backdrop of skyscrapers, thanks to inviting green spaces like the Boston Common, Commonwealth Avenue Mall and the Charles River Esplanade.
- A convenient and affordable subway and bus system that takes you within steps of your destination.

Everything is within walking distance. And everyone in Boston walks. So walk—you'll feel better for it!

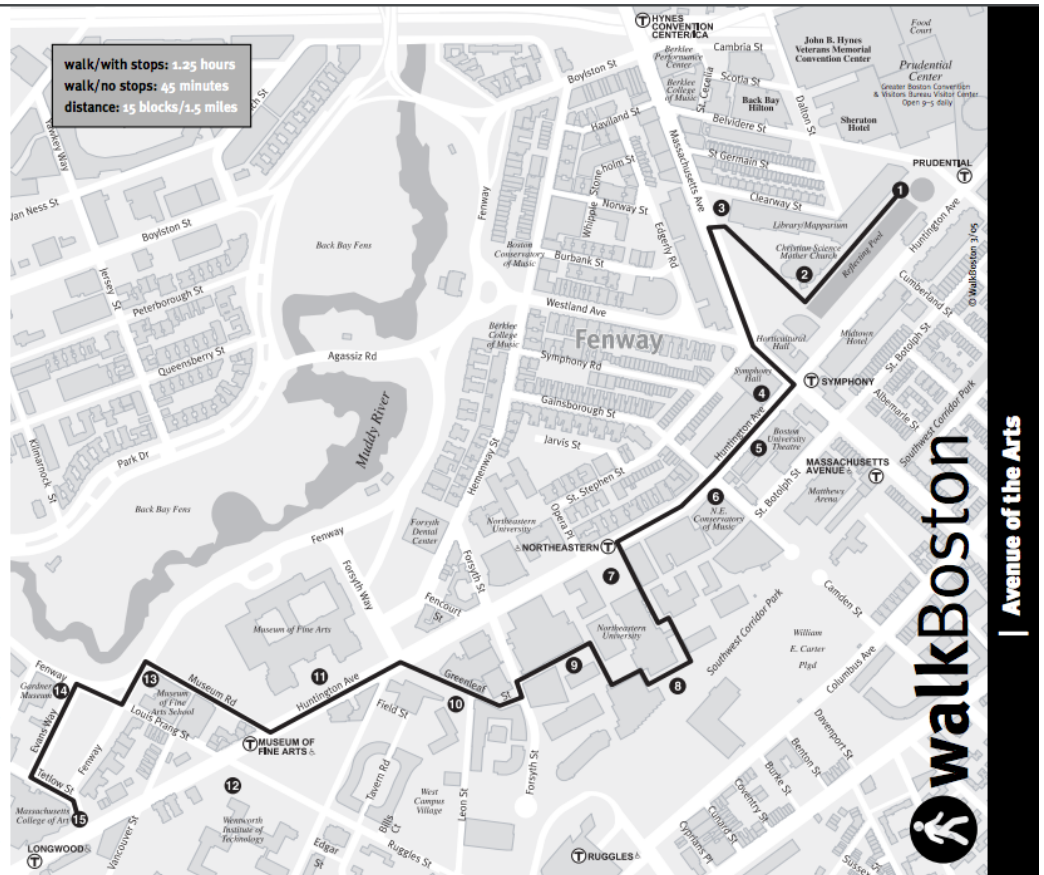
Walks for visitors

This self-guided walk includes points of interest, major conference hotels and the convention site. You might combine the walk with dining. Nearby Boylston and Newbury Streets are lined with restaurants and shops. A stroll in the other direction brings you to the charming South End. This neighborhood contains a stunning array of Boston's top restaurants. To reach the heart of this district, walk along Dartmouth or Clarendon Street to Tremont Street. Along the way, admire the brick bowfronts and bay windows of the 1850' residences that line the streets.

The Greater Boston Convention & Visitors Bureau lists many walks and tours, including the Freedom Trail and the Black Heritage Trail. For a complete listing, see www.BostonUSA.com or call 888-SEE-BOSTON.

If you have a bit more time, the book **WalkBoston: Walking Tours of Boston's Unique Neighborhoods** contains 30 self-guided walks tracing history, exploring neighborhoods, and visiting parks and the oceanfront. Available for \$14.95 in bookstores, at GBCVB booths, or through the WalkBoston office at 617.367.9255.

Sponsored by the Greater Boston Convention & Visitors Bureau



Walk Boston Map
Photo: Walk Boston

Project Example

The Loop

Manchester, NH

Diagnostic

There are thousands of high-tech workers and university students in the Amoskeag Millyard in Manchester, NH. These potential customers are separated from downtown by wide streets, a rail line, and a change in topography that necessitates stairs at some connecting streets. In addition, the Merrimack River at the Millyard is an underutilized resource that is lined with asphalt parking areas and minimal signage and amenities. These challenges presented opportunities that included:



Action Item

The resulting project was called "The Loop" and was the name of the designated route as well as the event that tested the conceptual idea of creating a focused path between the Millyard and downtown. Using a map created by the consultants, the steering committee programmed a series of events, coordinated public art projects, and created seating and public space areas (all temporary) along a loop that connected downtown to the riverfront and Millyard. Businesses were involved in promotions and the Public Art Commission of the City collaborated with organizers to highlight new artists works. The downtown BID and City were also involved in helping plan and provide permitting for the event.



People enjoy an event along the walking loop
Photo: CivicMoxie

Commission and install public art and wayfinding at District Gateways.

Category		Public Realm
Location		Study Area
Origin		Beverly Main Streets, City of Beverly Planning and Development Department
Budget		<div>Medium Budget</div> <div>Budget<p>The district has a number of gateways, including the southern entry point at Rantoul and Cabot Streets, the entry coming from the west on Elliott Street, the Depot rail station, and others. The budget for this project assumes a significant investment in signature public art for the district and is estimated at \$30,000 - \$50,000 per gateway.</p><p>Alternatively, the City may wish to use the gateway sites for artist loans and create revolving public art at these locations. In this instance, artists would be paid an honorarium for loan of their work, the City would move, install, and maintain the artwork for a specified period (18-24 months) and would agree that the artwork could be for sale while on display. See the Appendix to this Plan for a sample RFP for artwork loan by artists and other sample documents.</p></div> <div>Sources of Funding<ul style="list-style-type: none">• Art incorporated into City infrastructure and transportation projects such as streetscape redesign, stormwater retention, new roadways, Complete Streets, etc.• MassDevelopment Technical Assistance• Mass Cultural Council• New England Foundation for the Arts• MassDevelopment Commonwealth Places• Sponsors Including area businesses and institutions• Patronicity Campaign• ArtPlace America• Possible other future City programs in public capital projects and private development</div>

Timeframe



Short Term

The general timeframe for the first piece of gateway public art is short but the program will be ongoing over many years. The effort should start in the Beverly Arts District - as this is a key goal of that district.

For the first project, the timeframe will vary depending on whether this is a public art competition, RFP process, or direct commission/loan/gift. As a first public art attempt and without a public art policy or commission, the first piece may take longer because of the framework, policies, and procurement procedures that must be created.

In general, after working out foundational decisions and procurement methods, a competition may take 24 months or more from planning and call for entries to final installation while a direct commission or donation of gateway art/wayfinding through an RFP process could be a slightly shorter time period of 18 months. Creating a revolving public art program with artist loans could have a 12-month time frame or less for installation of art.

Risk



Low Risk

While generally low risk, there are potential risks with this project:

- Raising adequate funds for substantial and visible work at the district gateways is possibly the greatest risk/challenge.
- The public process for procuring art and varied subjective opinions on what is "good" or "appropriate" for any given location.
- Creating procurement procedures and developing a framework for public art decisions can be politically charged.

Key Performance Indicators

- Creation of a procurement framework for public art commissions and acquisitions.
- Installation of public art gateway signage/wayfinding.
- Number of social media follows, and impressions related to installed art.

Partners & Resources

Partners

- City of Beverly
- Beverly Main Streets
- Montserrat College of Art
- Beverly Arts District Committee
- Local arts advocates and potential funders

Resource

- MAPC Arts and Planning Toolkit

Diagnostic/COVID-19 Impact

Currently, the gateways to the Beverly Main Streets area are lacking in signage, public art, and other markers. In addition to the gateways from the south and north on Rantoul and Cabot, the Arts District is also a special area with the larger BMS commercial district. The Arts District has the required Cultural District designation signs required by the MCC marking the boundaries of the district; however, there is interest in making more distinctive markers of the arts district boundaries.

Downtown Beverly businesses are struggling to recover from the Pandemic. According to the business survey, 56% of businesses responding had a 25% or more decline in revenue in 2020 from 2019 levels and 55% of the respondents are micro businesses (5 or less employees). These businesses have limited resources and depend on the overall image and marketing of the district to supplement their own marketing budgets and time resources.

The Arts District is a potential customer draw; Average Daily Traffic counts on Cabot Street just north of the study area was a little over 11,000 in 2019. Rantoul is also a major regional road connecting Swampscott to the south to points north. Major public art and gateway markers can help distinguish the district and take advantage of the high regional traffic that flows through.

Action Item

Provide bold and compelling gateways to the district indicating the Beverly Main Streets District and the Arts District. Offer a bold and compelling overall image of the district through the use of sculpture, murals/billboards, and LED Lighting Art. Incorporate wayfinding elements as appropriate and necessary to clearly mark the Arts District as well as other areas of downtown.

Action Items Include:

- Develop a procurement process as well as procedures for accepting loans and gifts of public art.
- Appoint a public art committee and assign roles and responsibilities.
- Earmark funding for Implementation over the next 2-5 years.
- Use public art to market the district and direct visitors to the downtown and Arts District to support local businesses and overall district vitality.

The gateway public art should be considered permanent public art except in the case where a loan is accepted from a donor for a specified period of time or in the case of billboard art which may be part of a rotating art plan. Another alternative may be an artist loan program for all gateway sites, with artwork being on display for 12 -24 months.

While from a traffic count and visibility standpoint, starting from the southern gateway at Rantoul and Cabot Streets and then working north to the Depot next before addressing the gateway art for the Arts District and other locations would be recommended, there may be a preference and more funding to start at the Arts District, or there could be an artist loan program which might address all gateway locations simultaneously.

Process

1. Explore procurement processes available to the City of Beverly and possibly to Beverly Main Streets. Also consider the permits and approvals that may be needed for public art from DPS other City departments, and possibly MassDOT.

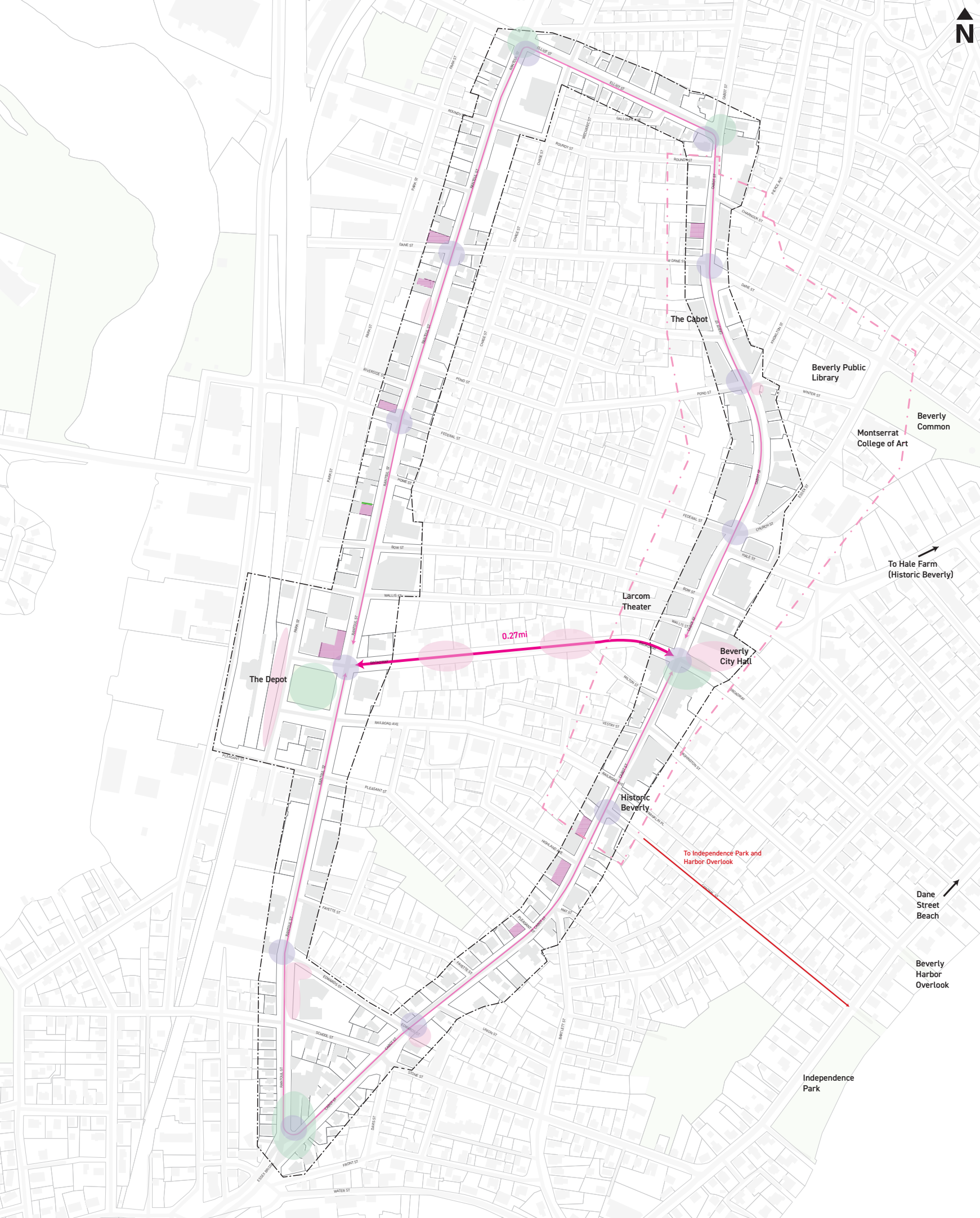
Process

2. Appoint a gateway public art committee and assign roles and responsibilities. The committee should include:
 - City representative (Planning)
 - BMS representative
 - Arts District Committee representative
 - BMS District and Arts District business owners
 - Montserrat College of Art
 - Local artist(s)
 - Beverly Cultural Council
 - Resident(s)
 - Area foundation or other civic Institution or cultural organization

Roles for the committee can include:

 - Site walks to assess areas for public art
 - Suggestions for themes for public art
 - Ambassadors/advocates for the public art gateway program
 - Review of RFPs
 - Artist selection
 - Possible help in fundraising
3. Explore funding possibilities including City commitment of public art funding for gateways over the next 2-5 years. Identify sources for funds to move forward with first gateway public art piece.
4. Visit site of first public art installation (suggested to be southern gateway at Cabot and Rantoul Street intersection unless there is greater interest and potential funding in the Arts District or other specific location) and discuss themes, history, message to be conveyed by the artwork. What are instructions for artist if there is a call for proposals?
5. Consider procurement method (all may not be possible by state procurement rules):
 - a. RFP for artist proposals for permanent work
 - b. RFP for an artist loan program (for 12-24 months)
 - c. Solicit a donation of artwork from private sources
 - d. Limited Invitation for artist proposals
 - e. Direct commission with pre-selected artist
6. Move forward with procurement process. See samples of procurement documents and guidelines In the Appendix.
7. After installation, have a celebration!
8. Add public art to a public art map and use the art to market the district to visitors to Increase foot traffic and the market area for the BMS district and to support local businesses and overall district vitality.

Recommended Gateway Art, Public Art, Wayfinding Locations



Key

All keyed items are proposed

- Pavement Art
- Mural
- Connector/ Loop
- Arts District
- Public Art
- Gateway Art + Other Public Art
- Wayfinding

*Gateway's should have something highly visible to signify the beginning of a district. These act as destination markers and welcome people to the district.

Project Example

Art in Public Places

Key West, FL

Art in Public Places is a committee in Key West that purchases and installs artwork in any new major country construction project under a 1% for art program that requires 1% of construction costs be designated for public artwork. Since 2003, AIPP has completed public art projects for the court house, airport, cultural center, fire stations, and more.





Procurement for public art includes permanent as well as temporary installations. AIPP also identifies sites for artist loans where the artwork base is provided by the City and artists are paid an honorarium and the City covers transportation and installation costs to show their work for a specified period of time (usually 12-18 months). This public art effort is a good example of creativity in procuring art and a sample contract, RFP and loan document are all provided in the Plan Appendix



*New Public Art Sculpture in Key West
Photo: Florida Weekly*

Revise Beverly's Sign Ordinance and review processes for the Beverly Main Streets District to assist businesses update signage, respond to the local environment, and streamline the signage approval process.

Contributions from Innes Associates, SME consultant

Category		Public Realm
Location		Study Area
Origin		Beverly Main Streets, City of Beverly Planning and Development Department
Budget & Funding Sources	 	<p>Low – Medium Budget</p> <ul style="list-style-type: none"> Costs will include the consultant's time and legal review by the municipality's counsel. The range for the consultant's time is between \$35,000-\$60,000, depending on the level of public engagement and how specific and illustrative the revised ordinance is, and if there are additional supporting tasks, such as an online educational tool. City of Beverly has in-house counsel. <p>In addition to municipal funds, the following are appropriate sources:</p> <ul style="list-style-type: none"> American Rescue Plan Act (ARPA) Commonwealth of Massachusetts One Stop for Growth Community Planning Grants (<i>project limit \$25,000-\$75,000</i>) <i>Executive Office of Energy and Environmental Affairs</i> A Community Planning Grant may be used for Zoning Review and Updates, which could include the sign code if it is part of the municipality's zoning bylaws or ordinance. All Massachusetts communities are eligible to apply for this grant. District Local Technical Assistance Grant <i>Regional Planning Agencies (RPAs) and DHCD</i> Funds for this program are allocated to the regional planning agencies. These funds may be used for planning projects. Each RPA has a different focus on how these funds may be used to meet the state's funding goals. All municipalities are eligible to apply directly to their RPA. The RPA will work with the municipality on the program; a separate consultant is not usually required.
Timeframe		<p>Short Term</p> <p>Because Beverly has a city form of government rather than one that requires Town Meeting, the timeframe can be on the shorter side. From the kick-off to entering the municipal approval process, the project should take 8-12 months.</p> <p><i>See Process section for a full description of the timeline and steps.</i></p>

Risk



Low Risk

The risk for this project is in part dependent on the form of government and community response to changing sign standards in the City's Sign Ordinance. Focusing on sign standards is relatively low risk as this has lower impacts to overall development opportunities and built form. In general, business and property owners like the predictability of a clear set of design standards which is consistently applied by a municipality. A second risk category is creating a sign ordinance that is too restrictive or doesn't address the varying characters of commercial and industrial areas and buildings. This sends a negative message to those who are considering investing in the community. An ordinance that does not provide sufficient detail or definitions or is too subjective is difficult to enforce and results in confusion from applicants and the City. Enforcement of signage standards has been challenging in Beverly

Key Performance Indicators

Sign ordinances are important for several reasons:

- Visibility of businesses who wish to attract and direct customers/clients.
- Pedestrian and vehicular safety (reduce distractions).
- Community aesthetics.
- Reduction in light pollution.

Key Performance Indicators for this project could include the following:

- Successful adoption of the new/updated code.
- Compliance of code with legal precedents.
- Implementation of streamlined process for approvals.
- Number of noncomplying/ nonconforming signs replaced.
- More attractive physical environment.
- More foot traffic/walk-in customers in district, particularly Rantoul and the side streets directly off both Rantoul and Cabot.

If this project is accompanied by a façade/storefront improvement project, additional performance indicators related to the numbers of signs upgraded to meet the new code could be added. Without such a program, new applications will be dependent on changes in tenants or on enforcement of noncomplying/ nonconforming signs.

Partners & Resources

Partners

- City of Beverly staff (Planning and Economic Development, Building, and/or Zoning inspector)
- Municipal boards (City Council, Planning Board, Zoning Board of Appeals, Design Review Board, Economic & Community Development Council)
- Property/business owners
- Beverly Main Streets
- Beverly Chamber of Commerce

Resources

The Signage Foundation, Inc. has an extensive research library of articles. These non-Massachusetts model sign codes listed below can be helpful but should be reviewed by municipal counsel first to make sure the provisions are compatible with Massachusetts General Laws:

- The Pennsylvania Chapter of the APA has a model sign code.
- Also in Pennsylvania is the Model Sign Ordinance from the Montgomery County Planning Commission (Pennsylvania), 2014.
- Scenic Michigan produced the Michigan Sign Guidebook: The Local Planning and Regulation of Signs.

Diagnostic/COVID-19 Impact

The study area is competing with online retail and with a decline in business during the Pandemic. The business survey indicates that 56% had a decline in revenues of 25% or more in 2020 from 2019.

Similar building types and colors, smaller signs, and faster traffic make it difficult to read signs on Rantoul, and better signage that reflects the environment and characteristics of the street could help capture the pass-through traffic on the road and help businesses recover from Pandemic declines. Branding signage guidelines that take into account the two very different characters of the Rantoul corridor and the Cabot Street/Arts District can help Beverly Main Streets differentiate itself and attract a broader market. To do this, the current City Sign Ordinance must be rewritten, and updates made to the Design Review Board processes and membership qualifications.

The client has expressed the following concerns:

- The sign code is outdated and too restrictive. It does not allow for creative signage and does not properly address the needs of different types of buildings and areas within the district.
- The City has a Design Review Board. Applicants are sometimes confused by the process and occasionally must attend several meetings to get a permit.
- Despite the City's efforts, business owners are not always aware of the need for a permit.
- Increased attention to design is needed; this could include a form-based sign code.
- There is a need to allow for greater creativity, particularly in the Beverly Arts District, along Rantoul Street, and side streets directly off of Rantoul and Cabot Streets.

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

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

Action Item

- As the City begins the process to revise its sign ordinance, identify key issues of concern or areas of improvement with local businesses and institutions.
- Decide whether this is a project that can be done in-house or requires a consultant with appropriate expertise.
- Decide which funding source is appropriate and, if the source is a grant program, apply for funds.
- If a consultant is deemed appropriate, go through the Commonwealth's procurement process (unless the grant program has an on-call consultant).
- Identify the people/organizations who need to be part of this process.
- Develop an engagement process appropriate for the municipality and the required approval process.
- Once the code has been approved, consider a public education program or online tool or guide to inform people on a regular basis about the code and its implications. Key targets for this campaign include business and property owners, Beverly Main Streets, Beverly Chamber of Commerce, and commercial real estate brokers.

Action Item

- Align the enforcement process with the new regulations to ensure the effort leads to the anticipated improvements. Hold training and coordination sessions with Planning and Building Departments to confirm how the sign ordinance will be managed and enforced.
- Create signage guidelines and update the signage ordinance to acknowledge differences between Rantoul and Cabot.
- Revamp Design Review Board process to streamline the review of signage applications, be clear of qualifications necessary, and explore available training programs for board membership.
- Ensure that DRB meetings have clear agenda items – including only comments regarding determination of adherence to ordinance in one portion, and separating comments on general design suggestions in another so applicants are clear what are determinations, and what are suggestions.
- Encourage more visible and legible/bolder signage on Rantoul Street to respond to faster traffic and different public realm conditions. Consider compiling an example list of design elements that are desirable and undesirable.
- Discourage clutter in signage such as multiple flyers and sales signs in windows that make it difficult to see into shop windows and present an unattractive street presence for storefronts.

Process

Months 1-2:

Review existing sign ordinance; develop sign inventory; interview municipal staff, boards with approval responsibility, former applicants, local sign makers, local land use lawyers, and others with relevant experience and concerns.

Months 3-4:

Research appropriate precedents; develop public outreach/engagement program.

Months 5-7:

Engage with business/property owners and public on options and concerns; develop draft ordinance language; develop illustrations and decide whether illustrations are part of the ordinance or a separate document. Consider meetings with appropriate boards to introduce the draft revised ordinance and receive feedback.

Months 8-9:

Revise the ordinance as a final draft prior to the municipal approval process. Publicize the final draft prior to City Council review and approval.

Project Example/ Recommendation

The City should think about how to create a sign ordinance that addresses the different needs of Cabot Street and Rantoul Street. They could use two complementary methodologies: 1) base sign design on roadway conditions and traffic speed, and 2) base sign design on proximity to storefront. This would help businesses in those buildings on Rantoul Street where the business is set back from the sidewalk in an arcade-like setting.

The City is looking to encourage creative signs. One method is offered in the draft Dedham Sign Code (see examples below). The model code ordinances (below) give other options.

The requirement for signs to be compatible with the building can lead to a less vibrant signage. § 300-66.B.3 is the relevant section of the sign ordinance, and it is too nebulous. Paragraphs 4 and 5 are moving towards regulation of the content of the sign; these and any related paragraphs (for example, § 300-68) need to be reviewed in any update because of free speech issues identified in *Reed v. Town of Gilbert*. Paragraphs 6 and 7 may unduly restrict the uses of new technology in signs and should also be reviewed.

§ 300-67 would benefit from illustrations to help applicants understand how to calculate sign area. It would be worth checking to see if these dimensions are appropriate: how many existing signs are significantly smaller and how many are larger than the allowed amounts? The distance calculations are also interesting, and it is recommended that the City review existing signs to see if they are, in fact, visible when they meet the existing requirements.

It is strongly recommended the ordinance include or refer to a separate guide that includes illustrations or photographs of acceptable signs, including creative acceptable signs, and ones that are unacceptable. This could include showing more vibrant design choices that would still meet the desire for signage consistent with the architecture of its building. Illustrations of acceptable sign design and the required dimensions might clarify expectations when completing applications and meeting with the Design Review Board. The illustrations could be simple, or they could be more like a form-based code: the examples in Arlington and Portland below are more like a form-based code.

Finally, the City might consider a waiver structure for creative signs, as in Dedham, and provisions for bringing noncomplying signs into compliance. This would require close coordination between the Design Review Board, Building Department, and when signs need a special permit, the Zoning Board of Appeals.

See examples of best practices on the following pages.

Project Example

Sign Code Bylaw Study

Dedham, MA

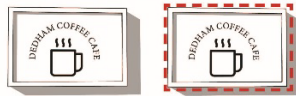
- Town contractor: Jeremy Rosenberger (town planner)
- Consultant: Innes Associates Ltd., Harriman, and Steven Cecil Design and Planning
- Cost: <\$50,000
- Status: draft code will go to Town Meeting in Fall 2021
- Characteristics:
 - ◊ Sign Code is part of the General Bylaws
 - ◊ Codes is text-based and will be hosted on ECode
 - ◊ Illustrations are in a separate document

Illustrations of Selected Sign Standards in the Dedham Signage Code

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

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

1. CALCULATING THE AREA OF INDIVIDUAL SIGNS



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

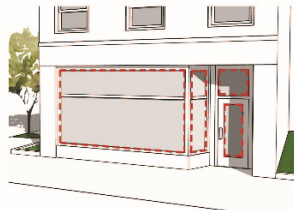
Dedham Coffee Cafe **Dedham Coffee Cafe**

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



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

2. CALCULATING THE MAXIMUM AREA FOR WINDOW SIGNS



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

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

Photo: Town of Dedham

Project Example

Sign Regulations Update
Arlington, MA

- Town contract: Jenny Raitt, Director Department of Planning and Community Development
- Consultant: Lisa Wise Consulting, San Luis Obsipo, CA
- Cost: <50,000
- Status: Bylaw adopted by Town Meeting in 2019
- Characteristics:
 - ◊ Sign Code is part of the Zoning Bylaws
 - ◊ Code is primarily text-based but includes illustrations
 - ◊ The Zoning Bylaws are provided in a stand-alone PDF

D-20 / STANDARDS	
D. Standards for All Permanent Building-Mounted Sign Types. The following sign types are allowed, subject to the criteria listed under each sign type.	
(1) Awning Sign. Awning signs must comply with the standards provided in the table below.	
Standard	Requirements
Sign Area ¹	1 sq. ft. of sign area per linear foot of awning width.
Mounting Height	Min. of 8 ft. from the bottom of the awning to the sidewalk.
Sign Placement	Only above the doors and windows of the ground or second floor of a building. Must not project above, below, or beyond the edges of the face of the building wall or architectural element on which it is located. Sign width shall not be greater than 60% of the width of the awning face or variance on which it is displayed.
Setback from Edge of Curb	Min. 2 ft.
Illumination	Non-Illuminated or Illumination under the awning.
Permitting	Sign permit required. See Section 6.2.2(c).
End Notes: ¹ If an awning is placed on multiple store fronts, each business is allowed signage no greater than 60% of the width of the store front.	
(2) Bracket Sign. Bracket signs must comply with the standards provided in the table below.	
Standard	Requirements
Number of Signs	Max. 1 per business.
Sign Area	Max. 12 sq. ft.
Mounting Height	Min. of 8 ft. from the bottom of the sign to the sidewalk.
Sign Placement	Must be mounted perpendicular to the building face or corner of the building.
Sign Projection	If mounted below the underside of a walkway or overhead structure, must not extend beyond the edge of the structure on which it is located.
Setback from Edge of Curb	Max. 5 feet from the building facade.
Illumination	Non-Illuminated or Uniformly Illuminated. See Section 6.2.4(c).
Permitting	Sign permit required. See Section 6.2.2(c).



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



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

Photo: Town of Arlington

Project Example

Sign Audit and Recommendations Report

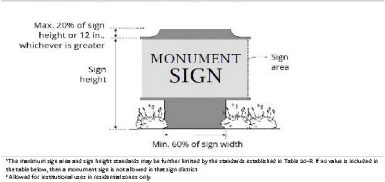
Portland, ME

- City contract: Christine Grimanda, AICP, Director, Planning and Urban Development Department
- Consultant: ReCode and Lisa Wise Consulting, Inc.
- Cost: \$50,000
- Characteristics:
 - ◊ Sign Code is part of the Zoning Bylaws
 - ◊ Code is primarily text-based but includes illustrations
 - ◊ The Zoning Bylaws are provided in a stand-alone PDF



TABLE 20-12 STANDARDS FOR MONUMENT SIGNS*




Sign District					
Standard Sign District	Residential Sign District	Small Mixed-Use Sign District	Large Mixed-Use Sign District	Downtown Sign District	Industrial Sign District
Sign area (max.)	50 SF	50 SF	140 SF	50 SF	70 SF
Height (max.)	8 ft.	8 ft.	12 ft.	8 ft.	16 ft.
Base width (max.)	The base of a monument sign must be at least 60% of the width of the sign.				
Illumination	Non-illuminated, internal illumination, or external illumination				
Special provisions	Consents to enhance the design of sign structure may extend above the sign to a max. of 20% of the sign's allowed height, or 12 inches, whichever is greater.				



*The maximum sign area and sign height standards may be further limited by the standards established in Table 20-12. If no value is included in the table below, then a monument sign is not allowed in that sign district.
*Allowed for architectural use in residential areas only.

Photo: City of Portland

Create and implement 3-month loyalty program to make the Main Streets district “sticky” and increase activity to downtown businesses.

Category		Revenue/Sales
Location		Study area; Beverly Arts District
Origin		CivicMoxie
Budget & Funding Sources		<p>Low Budget</p> <p>Costs of the loyalty program are expected to be low. The Town of Amherst, MA ran a similar two-month campaign for less than \$20,000.</p> <p>Costs to consider</p> <ul style="list-style-type: none"> • Staff time • Marketing/printing • Prizes for drawings <p>Sources of Funding</p> <ul style="list-style-type: none"> • MassDevelopment Technical Assistance • Mass Cultural Council • MA Community One Stop for Growth • MassDevelopment Commonwealth Places • Seaport Economic Council Grant Program
Timeframe		<p>Short Term</p> <p>The loyalty program can get running within a matter of months. The program itself will last approximately three months, with one promotional drawing each month. Based on the success of the program, Beverly could opt to extend it or replicate it in the future (for instance, selecting three months of every year to run the program).</p> <p>Example Timeline:</p> <p>Month 1 – 2:</p> <ol style="list-style-type: none"> Reach out to businesses to gauge interest in loyalty program; establish a group or committee for regular collaboration and oversight. Create an expected budget; secure funding, through City funds and/or sponsors. <p>Month 2 – 3:</p> <ol style="list-style-type: none"> Begin marketing campaign. Launch loyalty program; Create and distribute cards to businesses and online, set deadline for first drawing.

Timeframe	<p>Month 3 – 4:</p> <ul style="list-style-type: none"> e. Continue marketing campaign. f. Conduct first loyalty program drawing. <p>Month 4 – 6:</p> <ul style="list-style-type: none"> g. Continue with loyalty program and conduct second and third drawing. h. Collect feedback from businesses and participants. <p>Month 6 and beyond:</p> <ul style="list-style-type: none"> i. Evaluate loyalty program based on established key performance indicators. j. Determine whether to extend or not (or run annually for 2-3 months).
Risk	<div data-bbox="592 751 673 835" data-label="Image"> </div> <p>Low Risk</p> <p>Risks are anticipated to be fairly low. Perhaps the biggest risk is that businesses will not be interested in participating in the loyalty program because it is seen as disruptive to normal business or their individual loyalty programs. Long-term loyalty programs can also be time-consuming to manage and keep up to date, as well as continue to hold public interest, which is why a defined, short duration program is recommended.</p>
Key Performance Indicators	<ul style="list-style-type: none"> • Reported increases in customers and sales by businesses. • Number of entries into loyalty program drawing. • Positive feedback from businesses and customers. • Increase in social media activity.
Partners & Resources	<p>Partners</p> <ul style="list-style-type: none"> • City of Beverly Planning and Development Department • Beverly Main Streets (BMS) • Local businesses • Sponsors • Media companies for advertising
Diagnostic/COVID-19 Impacts	<p>In the Beverly Main Streets District, 76% of businesses responding to a Spring 2021 LRRP survey said they had declines in revenue of 25% or more from 2019 to 2020. The top two business types in the district are retail trade (over 70 businesses) and accommodations and food services (over 50 businesses), and 55% of the district's businesses are micro enterprises with five or fewer employees. The composition of the BMS District means that businesses were hit hard in terms of retail and food sales, particularly as many of them are dependent on the large market draw of district cultural venues such as The Cabot and the Larcom Theatres.</p> <p>Given the limited resources of over half of the district businesses, that, as micro enterprises have few staff, and the large number of retail and food establishments who are experiencing significant staffing challenges since the pandemic, programs are needed to attract more traffic downtown and to engage customers with businesses. An effective loyalty program can be a novel, effective, and fun way to encourage repeat visits and visits to new businesses.</p>

Action Item

Create a three-month loyalty program for the BMS District and Arts District with monthly drawings to incentivize repeat visits to downtown and visits to more and new businesses.

The loyalty program can be paired and promoted with regular downtown events, both of which can help create district "stickiness" (see Recurring Events project sheet).

The loyalty program could also build upon, be complementary to, or be combined with other Art District programs, such as the Beverly Creature Quest scavenger hunt that BMS, the City, and Monseratt College of Art (as part of BAD) are currently running as part of the City's Artist in Residence Program.

<https://www.beverlyma.gov/792/Arts-Culture-in-Beverly>

Process

1. Reach out to businesses with initial concept, gauge interest.

For the loyalty program to be successful, buy-in from businesses is the most critical component. Therefore, businesses should be close collaborators from the onset.

All planning should be done in close coordination with participating businesses to utilize their knowledge and expertise and ensure that expectations and plans are consistent amongst all involved.

2. Determine the scope of the loyalty program (which areas of the commercial area).

Having the loyalty program cover the entire BMS District as well as the Beverly Arts District (Cabot and Rantoul Streets as well as the area from Cabot extending to Montserrat College of Art) will make it easier for people to participate because of the large variety of options. The scope may also be influenced by the amount of interest expressed by businesses during the initial outreach phase.

3. Confirm participation from businesses.

4. Determine drawing prizes, secure sponsors/partners (if necessary).

It would be best if prizes encourage continued shopping in the district, and these giveaways could include gift cards to BMS businesses. Businesses could be asked to donate gifts cards, which would incentivize winners to visit their business, or a sponsor(s) might be identified to fund these gift cards, minimizing the burden on individual businesses. Sponsors would be included on promotional materials.

5. Finalize details of loyalty program.

Details of the program should include:

- The number of businesses that need to be visited to complete a card
- How businesses will mark cards (e.g. marker, stamp)
- How participants will return completed cards
- What day each month the drawing is drawn
- How many winners per month (will likely depend on the number of drawing prizes available)

6. Create loyalty cards and informational fliers, distribute to businesses.

Businesses can distribute cards when requested or with purchases, and cards can also be made available online to download and print and be printed in the local newspaper.

Informational fliers should also be provided to businesses to help them explain and promote the program. The flier should include a map of participating businesses.

Process

7. Market the program (flyers, City/BMS websites, social media, newspaper, radio, etc.).

Marketing should emphasize the value of local businesses to the community and encourage people to support these businesses by shopping locally.

Marketing strategies include:

- Training and tips for participating businesses about promoting the program to all customers
- Posting on the City and BMS websites, including maps
- Posting to any local events websites
- Including in regular email newsletters (if applicable)
- Flyers and posters in local businesses
- Flyers on light posts and signs along Rantoul and Cabot
- Social media posts
- Local newspaper
- Radio

8. Collect cards, hold drawings at scheduled time.

The drawing could be held at a regularly recurring event (see Recurring Event Project Recommendation) to help raise visibility of the program.

9. Evaluate and determine next steps.

If the loyalty program is still going strong after three months, with many completed cards returned and positive feedback from businesses, BMS may want to consider extending the program and seeking additional participation. If the program is successful, it can also serve as a model for implementing similar loyalty programs in the future, possibly in coordination or combined with similar ones run through the Arts District and the City's Artist in Residence program. One possibility is to run the loyalty program on an annual basis at the same time each year.

Project Example

Inman Square Loyalty Program

Cambridge, MA

This program was initiated in 2019 by the Cambridge Community Development Department (CDD) to encourage residents, workers, and visitors to shop locally in Inman Square during a time of major intersection construction. The program is still ongoing. This program incentivizes shopping with a stamp card which can be stamped at participating businesses. When someone receives 6 stamps, they can return the card to drop boxes located throughout the district, including at participating businesses, for a chance to win a \$50 gift card to one of those business. The drawing has 2 winners every month. The program is funded by CDD.

As of September 2021, the program has received over 1,000 completed loyalty cards and is considered to be a success by CDD. Cambridge staff attribute the success to:

- Buy-in by Inman Square businesses, who have educated their staff on the program to be knowledgeable about it and promote it effectively.
- Strong support and promotion from the Inman Square Business Association.

Inman Square Loyalty Program



**Support Local Businesses &
Be Entered to Win a \$50 giftcard!**

To learn more: cambridgema.gov/ShopInman

Inman Square Loyalty Program Map
Photo: City of Cambridge

Project Example

Pledge to Support Local

Amherst, MA

The Amherst BID launched a pledge campaign to incentivize people to shop local over a 2-month period in a fun and light way. Holiday Shop local, support small business, and "take away" were the main focus of the Pledge Campaign. Pledge Cards were printed on card stock, available to download from website and placed in the local paper to cut out. Local radio marketing invited people near and far to take the challenge to support local. Over two months, eat at or take away from ten downtown Amherst restaurants, cafes, or coffee shops, purchase from at least five local retail stores, and enjoy three downtown services to meet the challenge. All winners were awarded local area gift cards – keeping the money local and in the hands of small business owners. Total cost was under \$20,000.

Success was immediate with requests for pledge cards from all businesses. Hundreds of entries were mailed. Calls, social media posts, and emails to Amherst offices expressing excitement and commitment to supporting downtown were constant throughout – months later there were requests to run a similar campaign.

Marketing plan included:

- 12-week Radio Buy
 - ◊ 4 radio stations
 - ◊ playing 15 spots daily
- 4 full page full color back page of the local paper with "cut out lines"
- 10,000 rack cards distributed to all local business to hand out and include with take away orders and shoppers' bags
- Download pledge card from BID website
- Social Media promotions and push to neighboring areas



Businesses, Restaurants, Services & Salons are calling **SOS!**
The Amherst BID invites you to take the **PLEDGE TO SUPPORT LOCAL**
Shop Local, Style Local, Take Away & SAVE THE DAY



Send Back To Us: Amherst Downtown
35 South Pleasant St. Amherst MA 01002

Photo: Amherst BID

Create and implement a marketing plan to broaden BMS reach beyond the Beverly community to regional and specialty audiences.

Category		Revenue/Sales
Location		Study area, with consideration for other nearby arts, cultural, historic, and waterfront destinations
Origin		Beverly Main Streets, BMS businesses
Budget & Funding Sources		<p>Medium Budget</p> <p>Identify new resources if existing resources (people, organizations) are not sufficient to execute this program. Depth and reach of program will determine the budget.</p> <p>Budgeted costs should include:</p> <ul style="list-style-type: none">• Consultants (\$50,000 - \$75,000 including first year guidance)<ul style="list-style-type: none">◊ Designer for the branding efforts◊ Marketing professional to develop the plan, strategy, and goals of the program, along with evaluations of the program• Staff costs (part-time staff to implement)<ul style="list-style-type: none">◊ Marketing program coordinator◊ Social/media (advertising) program and training◊ Execution of the program <p><i>Note: First year implementation costs should be reflected in the budget as nonrecurring costs; consultant costs are one-time costs for marketing strategy and branding, as well as guidance during first year of implementation. Staff time needed will be less after implementation period.</i></p> <p>Sources of Funding</p> <ul style="list-style-type: none">• MassDevelopment Technical Assistance• Mass Cultural Council• MassDevelopment Commonwealth Places
Timeframe		<p>Short Term</p> <p>Short-term to set up the program - program will be an ongoing effort.</p>
Risk		<p>Low Risk</p> <p>Beverly Main Streets already has infrastructure in place for marketing efforts. Risks here mainly arise from ensuring branding and outreach are in alignment for Beverly Main Streets and Beverly Arts District and in understanding target audiences. Currently, BMS markets to everyone, which means it is marketing for one audience, mostly local. This effort must be effective at marketing to multiple audiences to be worth the resources put into this project.</p>

Key Performance Indicators	<ul style="list-style-type: none"> • Number (increased) of social media impressions, followers, and website traffic. • Increase in sales in district. • Increase in foot traffic and visitors.
Partners & Resources	<p>Partners</p> <ul style="list-style-type: none"> • Beverly Main Streets • Greater Beverly Chamber of Commerce • Local businesses and property owners • Possible future BID (see Project Recommendation) • City of Beverly and Montserrat College of Art, as formal partners in Beverly Arts District <p>Resources</p> <p>A broad range of resources, diverse methods and partners can be utilized in this effort to expand the program reach. They include, but are not limited to:</p> <ul style="list-style-type: none"> • Traditional media outlets (Radio, TV, Newspapers, Travel and Local Magazines) • Regional chambers of commerce (North Shore Chamber of Commerce, North Shore Alliance, Peabody Area Chamber of Commerce, Salem Chamber of Commerce, and others) • Regional Tourism efforts
Diagnostic/COVID-19 Impacts	<p>COVID-19 hit Beverly Main Streets businesses hard, with the shutdown of The Cabot Theatre, in-person learning at Montserrat College, and closure of other cultural and historic destinations greatly affecting customers in the district. As the district recovers from the early days of the pandemic and continues to adjust to ongoing COVID-19 concerns, it is apparent that BMS needs to better understand its target markets and create a marketing plan that broadens its appeal and reach beyond Beverly residents. The lack of a clear, segmented marketing strategy that speaks to residents, daytime workers in the City, and regional audiences for arts, culture, and other goods and services has created challenges that hamper efforts to bounce back from pandemic impacts.</p>
Action Item	<ul style="list-style-type: none"> • Assess the current branding strategy for both the Beverly Main Streets district and the Beverly Arts District, including the City and Montserrat College, to understand what is working and what can be improved. • Revise branding and develop a marketing program to draw new visitors to and raise awareness of downtown in general. • Identify branding and marketing strategies that focus on the unique characteristics of Rantoul and Cabot Streets, as appropriate, without focusing on one at the expense of the other. • Develop a marketing program that will better link the Arts District to the entire district, as well as tie all businesses to existing events and public art (existing and proposed). • Develop a marketing program that will support the efforts of the current businesses and bring new businesses to the study area. • Focus the marketing program on the excitement of the area as a whole, as well as what each of the streets has to offer.

Process

Action items are listed in order here but many will run concurrently.

1. Program Planning, Coordination, and Budget

- Select a manager for the project (BMS staff person).
- Assemble all the constituency groups for an initial marketing planning session:
 - ◊ Lead (BMS) and roles for all parties
 - ◊ Assignment of tasks/activities for each partner/stakeholder group
 - ◊ Initial planning session with all potential partners
 - ◊ Establish goals that match the Action Plan
 - ◊ Conduct stakeholder interviews for program buy-in

Group members should include BMS businesses, Arts District constituents (including Montserrat College of Art and City), local visitor destinations (Historic Beverly, cultural venues).

- Plan development – Determine budget and secure funding, staffing and consultants required (design/marketing/events), communication plan, website (City, regional tourism or other), media, social media, frequency, evaluation (analytics, sales, participation).

2. Branding & Marketing Efforts

- Engage marketing/branding consultant.
- Evaluate current branding for BMS and Beverly Arts District (BAD) and assess alignment, suitability (particularly of BAD as an acronym for the Arts District), and set goals.
- Develop revised branding and visuals (logos/imaging), and taglines, as necessary.
- Identify target markets – who is coming; who do you want to come (foodies, arts and cultural buffs, etc.); how do you get them here; what makes the area special (events, Arts District, proximity to water, history, a calmer alternative to Salem and Gloucester)?
- Determine and set up social media accounts, revise website, create study area map of destinations and businesses on Rantoul and Cabot Streets and within the Arts District.
- Develop coordinated social media/marketing strategies.
- Content development:
 - ◊ On website, include parking and "things to do" – separate visitor page and links to existing sites: BMS, Chamber of Commerce, Trip Advisor, regional and targeted tourism sites. Websites will require informational updates, calendar of events, news, cultural, and arts-related programming. (See Best Practices below – Downtown Stamford).
 - ◊ Develop articles, including current events, to entice varied interests and market day-tripping to Beverly – highlight history, entertainment, recreation, etc.

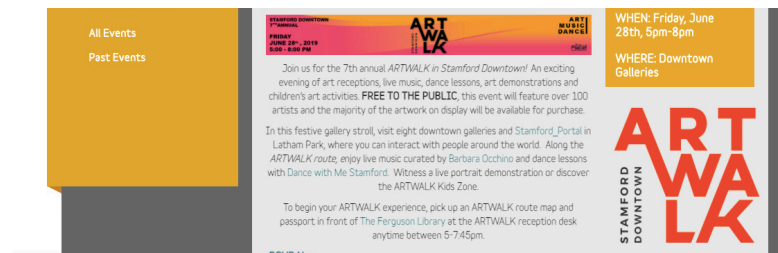
Process

- Advertising strategies – local and regional reach:
 - ◊ Social Media/Marketing/Advertising through social media networks, geo-targeted advertising
 - ◊ Print (such as posters at Logan Airport), billboards on key routes around the Boston-area, advertising on travel sites and in magazines.
 - ◊ Banner Program or Public Art Signage Program to create a cohesiveness to the area
- Training – set up training and workshop framework, provide ongoing training as needed after program is up and running. Incorporate businesses and other interested parties to populate the sites to promote events, sales, restaurants, arts, etc. Oversight of postings should funnel through a webmaster. Training for effective self-promotion through social media and online selling to augment sales in the off-season should be offered to local businesses and organizations.

3. Implementation & Evaluation

- Program coordination and implementation.
- Create a framework and roles to evaluate progress regularly and adjust strategies accordingly.

Stamford Downtown Artwalk - Art walk with passports (register online)



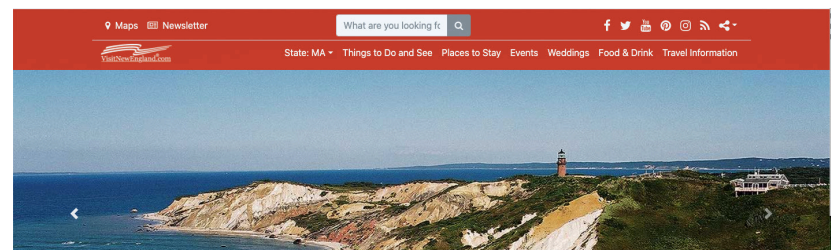
Stamford Downtown main website - Notice the business resources section



Greenville, SC website



visit-massachusetts.com



365thingsouthshore.com

365 things to do in South Shore MA

Your Go to Source for South Shore Boston Family Fun



children

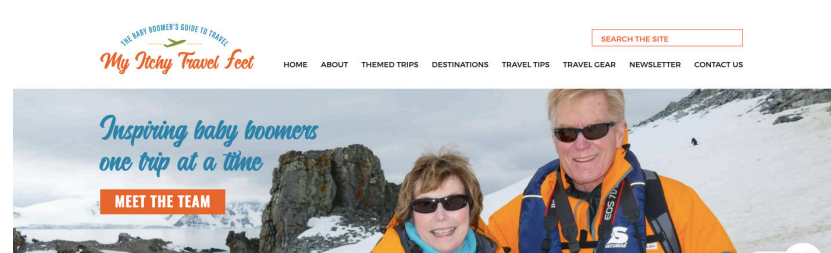
Rockland Fall Festival & Touch a Truck 2021

October 4, 2021 • admin • Rockland



Rockland Farmer's Market will be hosting a Fall Festival & Touch a Truck on Saturday October 9th from



myitchytravelfeet.com - Targeted to baby boomer travel



Create a pop-up storefront program for the Beverly Main Streets District to fill vacant ground floor spaces and recruit new businesses.

Category		Revenue/Sales
Location		Study area and Beverly Arts District
Origin		CivicMoxie
Budget & Funding Sources		<p>Medium Budget</p> <p>Budget</p> <p>The budget for this project is for staff time to get the program up and running and ongoing coordination and "matchmaking" services to connect potential tenants to landlords and property managers. Costs decrease after the program is running.</p> <p>Start-up Phase</p> <ul style="list-style-type: none">• Staff to plan and implement program: Pop-up coordinator part time (overseen by BMS or possible future BID)<ul style="list-style-type: none">◇ Coordinator would be responsible for contacting property owners about their willingness to consider temporary uses and/or site activation and marketing the program and recruiting tenants for spaces.◇ Also responsible for coordinating any pop-up events or linking pop-up program with planned BMS and Arts District events that don't take place in storefronts.• Marketing: staff time for tenant recruiting on social media, networking, and emails; promotion of the program and events, website updates.• Cost for events – variable depending on how much is free, charges for food/alcohol, etc. estimate that \$500-\$1500 needed per event.• Artists, musicians, if needed for events and pop-ups. \$250-\$500 per event <p>Ongoing implementation after first year start-up</p> <ul style="list-style-type: none">• Staff time reduced after program up and running. Recruiting tenants and landlords may be easier once word of the program spreads. Marketing, events, and artists/musicians for events will remain ongoing costs. <p>Sources of Funding</p> <ul style="list-style-type: none">• MassDevelopment Technical Assistance• Mass Cultural Council• MA Community One Stop for Growth• MassDevelopment Commonwealth Places• Seaport Economic Council Grant Program

Timeframe



Short Term

This project could get up and running in as little as 6 months but is meant as a long-term effort that becomes part of the BMS and City's overall economic development and marketing strategy. The pop-up program is focused on easy, temporary efforts to beautify and activate vacant spaces in downtown and use temporary uses to recruit long-term tenants to ground floor spaces. A secondary focus of the project is to coordinate and host one-off or reoccurring pop-up events to support tenants and build momentum and visibility for the initiative, provide building owners with a temporary preview of possible longer-term artist and creative makerspace use in their buildings, and generate foot traffic to increase the market base for all of the district's businesses.

- Month 1: Create a concise presentation of the goals of the program and benefits for landlords and existing businesses in the district. Contact landlords/property managers; assemble sample guidelines (if lease is the City, use License Agreement example from Beverly Artist in Residence program; see sample lease and indemnity agreement provided if for BMS or other entity), develop options for events to publicize the initiative; identify funding sources; identify potential local partners for arts/cultural/food temporary uses for spaces adjacent to pop-up locations, including parking lots on weekends.
- Months 2-3: conduct outreach and market to potential tenants, following reasonable and fair marketing and outreach procedures and complying with any procurement guidelines; explore possible themes for tenant businesses that are complementary to the Arts District and for Rantoul Street.
- Months 4-6: Recruit tenants; celebrate temporary uses of vacant storefronts with events. Identify partners for planning and executing pop-up and cultural events/activities at vacant ground floor properties.
- Month 6: Continue with above, evaluate program progress, identify opportunities for temporary tenants to be full-time permanent businesses in the district. See Business Recruitment and Mentorship Project Recommendation for more information.

Risk



Low Risk

The risks are relatively low for this project. The three risks to be considered are:

- Funding the program coordinator
Funds are needed to hire a coordinator to plan and implement the program and for someone to plan and host events (this could be part of overall BMS events strategy or a partner such as Montserrat College of Art could take on this task, involving students and showcasing college work). This effort cannot be sustained on volunteers alone. Depending on funding sources, strategy to cover costs with event fees, percentage of sales, sponsorships, etc., may not be feasible.

<p>Risk</p>	<ul style="list-style-type: none"> • Landlord Reluctance to Participate Landlords and property managers may be reluctant to participate in the program because of a number of concerns. Preparing education materials and showing successful programs elsewhere is the best strategy for addressing this possible risk. <ul style="list-style-type: none"> ◊ Tenant removal and image – landlords worry about getting temporary tenants out if they have a potential long-term tenant; uses that are not consistent with their goals for long-term tenants or building sale. The terms of the tenant agreement can address these concerns. ◊ Landlord liability – Property owners typically are most concerned about liability when considering these kinds of programs. Indemnity agreements should be covered in the temporary lease/ use agreement. • Zoning and other Regulatory Hurdles Building and zoning codes can be barriers to temporary uses. Examples are rules of assembly if spaces will be used for gatherings, temporary uses that are not allowed under current zoning (making spaces for crafts, food trucks in parking lots, outdoor music, etc.), and sign permitting.
<p>Key Performance Indicators</p>	<ul style="list-style-type: none"> • Number of vacant ground floor spaces occupied by pop-up businesses. • Number of businesses who have participated in program; number who have become permanent tenants in district. • Beautification of vacant spaces. • Number of events held in certain vacant spaces (exterior or interior) to activate the BMS District and Arts District. • Number of participants at events at vacant ground floor spaces. • Number of social media likes, impressions, forwards related to pop-up uses and events.
<p>Partners & Resources</p>	<p>Partners</p> <ul style="list-style-type: none"> • BMS • Beverly Planning Department • Beverly Economic & Community Development Council • Chamber of Commerce • Business owners • Property owners and managers • Beverly artists/crafters/artisans • Prospective local businesses and business owners <p>Resources</p> <ul style="list-style-type: none"> • Mass Development

Diagnostic/COVID-19 Impacts

The Spring 2021 site survey of the Beverly Main Streets District revealed 24 of the 207 business spaces appeared vacant. Though several of those spaces have been filled since the survey, any number of empty storefronts and ground floor spaces, particularly those in key locations, detract from the image of the district. Additionally, there has been a shift to service and non-retail uses in ground floor spaces, which further erodes the retail and pedestrian experience in the district and detracts from local commerce and tourism. To address these concerns and also to support the arts district on Cabot and new development on Rantoul, pop-up uses and events in vacant ground floor spaces can contribute to the vibrancy of the district and provide unique attractions and retail for customers while supporting regional micro-businesses and budding entrepreneurs.

Action Item

Create a ground floor activation strategy for empty downtown spaces along with associated events to market this program. Contact property owners, identify partners, and develop a plan for recruiting temporary uses. Goals are:

- Attract uses that are complementary to the Arts District and character of Cabot Street and to existing uses on Rantoul Street. Examples might include:
 - ◊ Cabot/Arts District:
 - » Crafters, makers, artists
 - » Food entrepreneurs
 - ◊ Rantoul:
 - » Food entrepreneurs, makers
- Create unique and changing destinations to drive foot traffic and support increased sales at all businesses
- Attract more retailers to vacant storefronts
- Broaden the market area for BMS and the Arts District
- Support local property owners with vacant spaces by providing rental opportunities

Process

1. Designate/hire a pop-up program coordinator.
2. Create a ground floor activation strategy for empty downtown spaces.
 - Establish the goals, timeline, and budget for program.
 - Identify possible themes for temporary uses and events.
 - Identify the vacant ground floor locations through site walk and identify owners using City Assessor data.
 - Create a succinct presentation or informative brochure about the program.
3. Contact property owners with vacant storefront spaces with information on the project (PDF of presentation or brochure) and requests for participation in the project (or invite them to participate in an informational zoom meeting with other property owners). Ask property owners what their plans are, their needs, and their questions/concerns about the project. Be clear about the program "ask" and outline how liability and length of tenancy are to be addressed (often a sticking point for property owners).
 - Example: Former Dunkin Donuts on Cabot Street next to Tartine – opportunity for a pop-up store or co-working type space
4. Develop a plan for recruiting temporary uses/businesses (and possible permanent businesses as well) that fit both the desired theme and/or image for the district as well as the established needs of the property owners.
5. Connect interested parties with property owners. Provide technical assistance as necessary for program success.
6. Develop a marketing plan using events and activation strategies to call attention to pop-up spaces. Include area artists/creatives/crafters/artisans, local businesses, and residents.
7. Advertise successes and continue programming/supporting pop-up uses in vacant spaces.

Project Example

Supporting Entrepreneurs and Commercial Landlords with Pop Up Business Activations

New York, NY

Diagnostic

With additional vacant space in New York City during COVID-19, the City partnered with ChaShaMa, a not-for-profit that offers space to artists, to provide no-cost space and short-term opportunities for small businesses to test out a brick-and-mortar location in high traffic commercial corridors.

Action Item

The program simultaneously supports minority and women-owned businesses in accessing free storefront space while also livening up commercial districts with newly activated commercial space. ChaShaMa and the NYC Department of Small Business Services worked to evaluate vacant space in commercial corridors, contact property owners about the necessities for opening a commercial space, create a database of available properties and interested businesses, and match local businesses and vacant spaces together based on the business' priorities. The program also provides support for landlords and tenants throughout the transition into the space and after the space agreement. The program is also currently addressing several challenges including providing commercial storefront opportunities once the no-cost space has ended, supporting businesses with technical assistance, and identifying sustainable resources for the long-term success of small minority and women-owned businesses.

Partners, budget, funding, timeline

This project was created in partnership with NYC Department of Small Business Services and ChaShaMa. The project required around \$50,000-\$200,000 and required staff and project subsidies. This is a short-term project. The program launched within 90 days, and each space is generally tenanted for 30-60 days maximum.



Uptown Underground Market
Photo: Storefront Startup

Project Example

ProAdams

Adams, MA

Diagnostic

Adams faced challenges with downtown occupancy prior to COVID-19. The pandemic only accelerated economic hardships, leading approximately 15 retail spaces to become vacant out of 50 with a storefront presence. The town is highly dependent on the recreation and hospitality sectors, both of which receded in the past year, creating a snowball-effect decline in economic activity more broadly. Because of its many older residents, the town has difficulty attracting businesses that appeal to younger audiences. Many of those leading local economic development efforts do so as volunteers, which limits their ability to provide a full range of services and technical assistance to incoming businesses.





Action Items

The project will attract small businesses to Adams that address local's day-to-day needs and provide amenities for visitors who are there to explore the region. To accomplish this, the project will build on local boosterism and capture residents' pride while identifying new and under-represented voices the town may not have previously engaged.

Years of disinvestment have led many to give up hope on Adams' potential to provide good local jobs. By bringing positive attention to Adams, the project hopes to re-inspire residents challenged by poverty.

Pop-up stores, while unfamiliar, can build a following, so long as residents take an active role in choosing those selected and see their success as providing benefits to neighbors.

Create and implement a plan for recurring downtown activities to make the Main Streets district “sticky” and increase activity during traditionally slower days/evenings of the week.

Category		Revenue/Sales
Location		Study Area and Arts District
Origin		Beverly Main Streets, City of Beverly Planning and Development Department
Budget	 	<p>Low – Medium Budget</p> <p>The budget is expected to be low per event, less than \$10,000. The overall cost of the project will depend on how many events BMS and the City choose to hold. Cost per event will likely decrease as time goes on because less marketing will be needed as the events become more well-established and materials can be reused. Sponsorships could potentially reduce costs as well.</p> <p>Costs to consider</p> <ul style="list-style-type: none"> • Staff time • Performers/instructors • Materials • Marketing/printing <p>Sources of Funding</p> <ul style="list-style-type: none"> • MassDevelopment Technical Assistance • Mass Cultural Council • MA Community One Stop for Growth • MassDevelopment Commonwealth Places • Seaport Economic Council Grant Program
Timeframe		<p>Short Timeframe</p> <p>The first event can be put on within a matter of months. It is recommended that BMS and the City commit to scheduling a number of events, held regularly (monthly, for example) for a defined duration. The duration could be seasonal (e.g. summer or winter) or in congruence with other activities, like a loyalty program (see Loyalty Program project recommendation).</p>

Timeframe

Timeframe

Month 1 – 2:

- Reach out to businesses to gauge interest; establish a group or committee for regular collaboration and oversight.
- Create an expected budget; secure funding through City funds and/or sponsors.
- Confirm location of public activities and begin any necessary permitting.
- Brainstorm public entertainment/activities ideas and begin reaching out to possible performers.

Month 2 – 3:

- Begin marketing campaign.
- Confirm list of business participants for first two months of event(s). (For future events, plan to have participating businesses formalized at least two months in advance.)
- Confirm entertainment/activities for the first two months of event(s). (For future events, plan to have activities formalized at least two months in advance.)

Month 3 – 4:

- Continue marketing campaign
- Host first event. Collect feedback from staff and businesses.

Month 4 and beyond:

- Evaluate first event based on established key performance indicators.
- Continue with regular events as frequently as desired.
- Continue to evaluate and make improvements based upon feedback.

Risk



Low Risk

Risks are anticipated to be fairly low. Perhaps the biggest risk is that businesses will not be interested in being involved in events. Even with a lack of business participation, regular public programming and activities can still be effective in drawing more people to downtown and increasing business sales and revenue.

If the plan is to hold the event on an evening during hours when businesses are typically closed, then lack of business participation would present more of a risk. One potential risk to businesses in this scenario is that they would need to pay staff to keep the business open later than usual, and the event may not generate additional sales. If multiple businesses choose not to participate, the event may lack the density and vibrancy needed for success.

Key Performance Indicators

- Attendees at events
- Reported increases in customers and sales by businesses
- Positive feedback from businesses, residents, and customers
- Social media activity

Partners & Resources

Partners

- City of Beverly Planning and Development Department
- Beverly Main Streets (BMS)
- Organizations that might lead or share planning because of aligned interests (pedestrian/bike group helping to plan open streets events, for instance (see Open Streets Project Recommendation))
- Local businesses
- Local performers, artists, etc.
- Sponsors
- Media companies for advertising
- Volunteers to help stage events

Diagnostic/COVID-19 Impacts

Many businesses have struggled during the COVID-19 pandemic. The City and BMS can support businesses with strategies to attract more traffic downtown and to engage customers with businesses. Coordinated, regularly scheduled activities will create new interest in businesses and draw customers that otherwise may not consider visiting downtown.

Action Item

Hold a regular monthly or bi-monthly business-oriented event (such as every First Friday), so that timing can easily be anticipated and it becomes a form of branding. Offer some form of public programming/activity to draw people downtown and coordinate with businesses to offer “specials,” such as activities or deals on food or goods, and perhaps stay open later than usual hours.

Process

- 1. Form a group or committee with local business owners to create a space for collaborative planning and engagement (if one does not exist).**

All event planning should be done in close coordination with participating businesses to utilize their knowledge and expertise and ensure that expectations and plans are consistent amongst all involved.
- 2. Determine what day of the month and how often the event will be held (e.g. First Friday)**
- 3. Coordinate with businesses; determine which will participate and what their event “specials” will be.**

Businesses might offer sales, tastings, demonstrations, music, etc. Not all businesses would need to participate in each event, and to encourage repeat visitors, it is recommended to promote different businesses at each event. For example, events could be split by business type, such as Restaurant Month, Artisan Month, etc. Since Beverly's downtown encompasses a large area, events could also be coordinated by geographical area of downtown, to make it easier for people to visit multiple businesses.
- 4. Determine location for public activities, apply for any necessary permitting.**

Public programming should take place in a central location, such as outside City Hall or Odell Veterans Memorial Park. If participating businesses are geographically based, it is recommended that public programming occur near the participating businesses.

If events are held on public property, BMS or the City may need to apply for an events permit. If held on private property, confirm all details with property owner.

5. Determine the type of entertainment or activities.

This could include activities like live music or performances, games, arts activities, etc. Careful consideration should be taken to ensure that public programming promotes the businesses and encourages visitors to patronize them, rather than distracting from the businesses. The goal of this programming is not to create a large gathering, such as a block party, but to attract interest to downtown so that more people will visit the businesses.

Business should also be invited to set up tables or stalls at the location of the public programming.

6. If necessary, coordinate with sponsors/partners and confirm funding for public activities.

If there is a lack of funding for entertainment, materials, and/or marketing, sponsors could be sought out who would be included on promotional materials. Businesses within the district may be interested in sponsoring.

7. Book entertainment and/or purchase materials for public activities.

8. Create a map/graphic with locations of participating businesses.

9. Market the event.

Marketing should emphasize the value of local businesses to the community and encourage people to support these businesses by shopping locally.

Marketing strategies include:

- Posting on the City and BMS websites, including maps
- Posting to any local events websites, such as the Cultural Calendar
- Including in regular email newsletters (if applicable)
- Flyers and posters in local businesses
- Flyers on light posts and signs along Rantoul and Cabot
- Social media posts
- Local newspaper
- Radio

10. Secure staff/volunteers for the event, and set-up and clean-up.

At least one or two BMS or City planning staff should be on hand to oversee the event, hand out flyers, direct visitors to participating businesses, and answer questions. Coordination with the DPS will likely be necessary for pick-up/drop-off of equipment and materials and setup. As events become more regular, fewer City staff may be needed.

11. Determine a way to track performance indicators.

It is important to determine performance indicators in advance to make sure they can be tracked during and after the event. Recommendations include:

- Headcount of the number of people attending public programming
- Pedestrian traffic count (pedestrian counter borrowed from MAPC)
- Establishing a channel for businesses to provide direct feedback about the event and report on visitor volumes
- Scheduling a follow-up debrief with participating businesses and partners

12. Hold the event!

13. Collect feedback from businesses and staff and make any adjustments for next event.

Project Example

Inman Square Second Thursday

Cambridge, MA

Inman Square Second Thursday is a partnership between the Cambridge Community Development Department, East Cambridge Business Association, and local businesses to promote businesses in the district during ongoing major construction. The second Thursday of every month they host several vendors in a large parking lot within the district, provided by the East Cambridge Savings Bank. The vendors include local restaurants and businesses who sell alongside a concert series creating a vibrant local event and market every month for the shopping district. Each month, several businesses are featured, for example, the August 2021 event featured Black-owned businesses in celebration of National Black Business Month.

The events are promoted by the City and the Business Association on their website and also as regular Facebook events. These events are promoted together with a district loyalty program.



Photo: SecondThursdaysInman

Project Example

First Thursday Under the Umbrella

Concord, MA

First Thursdays Under the Umbrella is an art-based initiative that encourages residents of Concord, MA and surrounding towns to visit the Emerson Umbrella Center for the Arts (located in Concord, MA). The Emerson Umbrella provides snacks and drinks for attendees to enjoy while walking from studio to studio looking at local artists' work.



Photo: Umbrella Arts

Project Example

Natick Nights

Natick, MA

The Natick Center Cultural District hosts Natick Nights, series of Thursday night events that take place during the summer months in the Natick Cultural District. The events that take place through Natick Nights take a variety of shapes including musical performances, walking history tours, gallery openings, beer and wine tastings, and artist demonstrations. The purpose of this initiative is to bring the community together to celebrate arts and culture. There is a different theme and accompanying events on each Natick Night, keeping the community on their toes and eager for more.






Photo: Natick Center



Photo: Natick Center

Actively investigate the feasibility of creating a BID for the Main Streets District.

Contributions from Ann McFarland Burke, SME consultant

Category		Administrative Capacity
Location		Study Area
Origin		Beverly Main Streets, City of Beverly Planning and Development Department
Budget		<p>Medium Budget</p> <p>Budget</p> <p>Beverly should be able to form a BID with a budget of approximately \$50,000 to \$75,000. The final cost will depend on variables such as staff, consultants, or technical assistance needed, as well as fees for legal work, printing, design, and mailings. Many BIDs are able to have some work done pro bono, such as legal work to review filings and bylaws. Some start-up costs should also be budgeted.</p> <p>Sources of Funding</p> <ul style="list-style-type: none">• American Rescue Plan Act• MassDevelopment Technical Assistance• MA Community One Stop for Growth (Department of Housing and Community Development's Massachusetts Downtown Initiative's Technical Assistance Program)• Seaport Economic Council Grant Program
Timeframe		<p>Short Term</p> <p>Beverly Main Streets District would be a medium sized BID, so it should not be an overwhelming task to collect signatures. Based on the assumption that the property owners/temporary Steering Committee* and City are conceptually on board and are willing to collect signatures, they should be able to complete the process in about 18 months.</p> <p>*The temporary SC will most likely be the BMS Board supplemented by others as needed or desired.</p> <p>Phase 1: Planning / BID Plan, developing budget and fee structure (4 months).</p> <p>Phase 2: Signature campaign (8-12 months).</p> <p>Phase 3: Legislative approval process. The enabling legislation sets this process. Once the petition is delivered to the City Clerk, the organizers have 45 days to hold a public hearing (there is a requirement that property owners are notified 30 days before the public hearing). Once the public hearing is held, the City Council has up to 60 days to take a vote. In most cases, the BID is voted on the night of the public hearing if the organizers have lined up the support for the BID and have someone prepared to drive the vote.</p>

Risk



Low Risk

Risks for the exploration of interest and feasibility for a BID are low and include political will and property owner interest.

Key Performance Indicators

- Formation of the BID.
- Funding for professional staff to provide programming, marketing, beautification and improvement projects, business support, recruitment, and Technical Assistance.

Partners & Resources

Partners

- City of Beverly
- Beverly Main Streets
- Property Owners in a defined area of Beverly Main Streets focused on commercial properties.
- Greater Beverly Chamber of Commerce

Resources

- Local legal assistance

Diagnostic/COVID-19 Impacts

Beverly Main Streets relies heavily on fundraising to meet its operating costs, which limits its capacity to implement programs and initiatives supporting businesses and the district. The BMS services contract with the City of Beverly has remained at \$25,000 annually for 5 years; this represents an increase from \$15,000 and \$10,000 in prior years but is less than Main Streets has requested of the City. During the pandemic, a major donor redirected philanthropy to meet other perceived needs. Of their usual \$225,000 annual budget, BMS lost \$92,000, or 41% of its budget. The impacts of the lack of a sustainable business model for business district management and marketing were made starkly clear during this time.

Between hiring a new Executive Director upon the retirement of the existing ED this fall and carrying out its mission, BMS needs a sustainable business model to support salaries and staff and to plan with certainty for the years ahead. Sustainable funding will allow staff to focus on business support and marketing in a more robust way in the future.

Action Item

Transitioning the Beverly Main Streets organization into a Business Improvement District could provide a more sustainable organizational model for this important downtown management entity. The LRRP Project is an opportunity to explore this effort with the support of the City and a group of downtown stakeholders and interested partners. Beverly Main Streets has been a highly effective voluntary downtown district management organization since 2002. It is modeled after the National Main Streets program and has been instrumental in downtown Beverly's success for nearly two decades. Beverly Main Streets has been supported by a core group of institutional stakeholders including Montserrat College of Art, financial institutions, Beth Israel Lahey Health (Beverly Hospital), City of Beverly, and other smaller sponsors.

Beverly Main Streets also depends on event-based revenue to support their organization. The COVID-19 pandemic had a significant negative impact on its financial resources as key funders shifted priorities and event revenue was curtailed due to the pandemic. This funding vulnerability has prompted the organization and City to consider other revenue streams. The organization is open to exploring a BID formation effort to achieve a more sustainable financial structure and ensure the organization's continued ability to offer supplemental services and programs and support businesses in COVID-19 recovery. Previous efforts to consider a BID were abandoned due to lack of political and private support. Much has occurred since that time, including substantial development on Rantoul Street. This seems an appropriate time to evaluate the feasibility of a BID and initiative conversations to test interest and support.

Since Beverly Main Streets has had to fundraise just to meet organizational expenses, there has been limited capacity for staff to do further grant writing and fundraising that would lead to more direct business technical and physical infrastructure assistance. A BID would provide more financial stability for organizational operations so that staff can focus more time on securing grants and offering businesses and property owners services and physical improvement programs.

The COVID-19 pandemic significantly impacted downtown businesses. Business surveys have verified that downtown small businesses, dining, cultural attractions, residential developments, and tourist destinations experienced loss of employment, revenue, customer base, and foot traffic. Downtowns with active downtown organizations were able to pivot and respond to this crisis to help their small businesses weather the storm. Many downtowns have realized that a sustainable district management entity is positioned to help downtowns recover from COVID-19 and prepare for the future.

Create a sustainable organization/business model for district management to oversee expanded marketing, programming of events, business support, and district amenities and services. If the BID does not move forward, the City will need to significantly increase funding for BMS to appropriately staff the organization, add employment benefits for staff, and run programs and services for a district of this size (approximately \$750,000 - \$1million annually).

Process

Action items should include the following phases:

Phase 1: Getting Started

Phase 2: Developing the Value Proposition/Communication Tools

Phase 3: Conducting Stakeholder Engagement

Phase 4: Creating a Community Outreach and Engagement Strategy

Phase 5: Confirming BID Model

Phase 6: Securing Resources for Sustainability

Process

Phase 1: Getting Started - Use the LRRP planning process and project recommendation to actively explore the formation of a BID as the launching point for stakeholder engagement.

Phase 2: Develop the Value Proposition/Communication - It will be essential to develop the value proposition for investing human capital and the financial resources to transition the Beverly Main Streets organization to a BID model, and communicate to the City, property owners, and existing stakeholders the impact of their investment. The existing Beverly Main Streets organization has a long track record of accomplishments that have helped transform Beverly's downtown. It will be important to communicate the value of this work and why public and private stakeholder support is critical to maintaining a strong district management organization for the downtown.

The long-term goal of a Beverly BID is to build a destination that is attractive to potential developers, businesses, residents, and visitors. In the near term, a BID can play an important role in COVID-19 recovery. A successful BID can help achieve increased property values, improved sales and meals taxes, stronger tenancy, a vibrant cultural scene, and a destination where people want to shop, locate a business, dine, and live.

Key talking points include:

- Success of Beverly Main Streets (Ask the Question: What would downtown look like without the focused efforts of Beverly Main Streets to improve the downtown for the last 20 years)?
- Collectively and cost effectively purchase priority supplemental programs and services to achieve impact and scale.
- Provide a unified voice and "seat at the table" for district priorities.
- Have professional management and staff dedicated to implementing programs and services in the district.
- Produce and execute cultural and event programming.
- Have capacity to help district respond to crises – such as COVID-19.
- Support new and existing businesses.
- Continue to support economic development goals of the downtown.
- Leverage resources and build collaborations.

Phase 3: Stakeholder Engagement/ Leadership and Partnerships - Launching the organizational efforts to form a BID in Beverly should be an intentionally inclusive process that welcomes new as well as long-term property and business owners, volunteer organizations, the City, residents, and other key downtown stakeholders to develop the leadership to transition the Beverly Main Streets model to a BID. The goal of this effort would be to form a strong, diverse, and inclusive steering committee to guide the development of a BID in Beverly, identify key champions, and build a solid coalition around the concept. The City and Beverly Main Streets Board may convene this effort but should quickly transition to a private sector-led steering committee with strong public sector support. The clear demonstration of a public / private partnership will help move this effort forward.

Phase 4: Create a Community Outreach and Engagement Strategy - The Steering Committee should undertake efforts to engage media, businesses, property owners, nonprofits, cultural organizations, visitor attractions, volunteer groups, academic institutions, and interested residents to continue to identify and refine needs and priorities for the downtown and build on the work of the Beverly Main Streets organization. This work will be used to inform the BID Improvement Plan. Additionally, these outreach efforts provide the opportunity to educate stakeholders on the BID model and identify needs and opportunities as well as potential leadership. Community engagement can happen in a variety of ways including:

- Community Forums - fun, engaging and informational visioning sessions held in accessible, approachable locations such as a local business, restaurant, park, libraries, or community gather space.
- Peer Learning Panels - Invite Executive Directors from BIDs in similar communities to present on the work of their BIDs.

Process

- Visits to other communities with BIDs to see programs in action.
- Surveys of needs and priorities (a version of this has recently been done through the LRRP process but would include a broader distribution to other stakeholders).
- Focus groups with key interest groups.
- Websites/social media.

Phase 5: Confirming BID Organizational Model - Once organizers have established the downtown priorities and proposed supplemental programs and budget, it will be important to confirm that there is consensus that a BID is appropriate for Beverly. Organizers should seek support letters and statements from key stakeholders like funders, property owners, colleges, neighborhood associations, Greater Beverly Chamber of Commerce, volunteer organizations, the City, and other important groups.

It seems likely that the Beverly Main Streets staff and resources could fold into the new BID organizational model, with additional resources and a reconfigured board.

Phase 6: Resources for Startup and Sustainability - Seed money is required to start a BID. Sources include technical assistance through the Massachusetts Downtown Initiative, MassDevelopment Real Estate Technical Assistance Program, or ARPA funds (if the development of the organization is tied to implementing COVID recovery activities). Additionally, local Institutions, foundations and key stakeholders/individual contributors may be sources for seed money to launch an effort to form a BID. Careful attention should be given to developing a realistic budget, and a variety of revenue opportunities for the organization. In addition to BID fees, additional revenue sources to leverage BID fees may include sponsorships, event revenue, grants or contracts, foundations, and individual giving. If the City approves the formation of a BID, property owners will reauthorize the organization every 5 years.

PROCESS

The following process is recommended to build support for a BID in Beverly:

- Create property owner and business databases using information provided by the City as the official property owner database for the BID process.
- Draft proposed boundaries for the BID that meet the regulatory criteria.
- Create a downtown partnership with the City, key property owners, new developers, key businesses, academic, cultural and tourist destinations, residential groups, nonprofits, and Greater Beverly Chamber of Commerce to launch the effort and identify leadership.
- Recruit Steering Committee members.
- Form a broad-based Advisory Committee to provide input and feedback.
- Secure seed funding for technical assistance for BID formation through Massachusetts Downtown Initiative (now part of the One Stop), Mass Development Real Estate Technical Assistance program, ARPA, Foundations and other stakeholder support.
- Create community outreach events, widely distribute surveys, hold focus groups, and other engagement tools to develop program priorities.
- Hold community forums on BID model.
- One on one conversations with stakeholders to secure support and engagement in process.
- Consensus building with stakeholders on BID model / programming / budget / fee structure.
- Develop the BID Petition components.
- Develop MOU with City for support of BID.

Process

- Basic outline of legislative approval requirements: Undertake a petition process under direction of the steering committee to secure support of 60% of property owners representing 51% of the assessed valuation of the district. The petition will include:
 - ◊ Map and legal description of BID boundaries
 - ◊ BID improvement Plan - programs and services
 - ◊ Fee Structure
 - ◊ Budget
 - ◊ Hardship Provisions
 - ◊ ID Management
 - ◊ Property owner signatures of support
- Formal Local Legislative Approval - Public hearing and formal vote by City Council to establish the BID.
- Organizers complete 501(c)3 and Articles of Organization filings.
- Approval of Bylaws.
- Establishment of a Board of Directors.
- Initiation of supplemental services.
- Reauthorization by property owners every 5 years.

Project Example

Other BIDs in Massachusetts

[Hyannis](#)

[Worcester](#)

[Hudson](#)

[Springfield](#)

[Downtown Crossing Boston](#)

[Central Square Cambridge](#)




[Taunton](#)

[Amherst](#)



Photo: Amherst BID

Streamline event permitting to make hosting events in public spaces easier and the permitting process quicker. Also streamline license/permit process for serving wine and beer at in-store/in-business events and events in public spaces (art shows, tastings, sales, etc.).

Category		Administrative Capacity
Location		Study Area and All of Beverly
Origin		Business Owners
Budget & Funding Sources		<p>Low Budget</p> <p>Budget</p> <ul style="list-style-type: none"> City staff involvement for permitting assessment and participation and training, also for review of alcohol permitting and assessment of possible changes. Possible expansion of role for existing City liaison for alcohol permitting to include events permitting or new role that combines liaising for alcohol permitting and events permitting. <p><i>Budget assumes that City has already made the investment in new software. The City recently began transitioning to a new enterprise software system for permit management and is still in the process of onboarding staff and integrating liquor licensing and event programming into the e-permitting system.</i></p> <p>Funding</p> <ul style="list-style-type: none"> District Local Technical Assistance (to assess permitting)
Timeframe		<p>Short Term</p> <p>Short: 1 to 2 years to start, evaluate, and then ongoing</p> <p>First 6 months:</p> <ul style="list-style-type: none"> Assess areas where permitting can be streamlined and/or preapprovals can be instituted for certain types of events or service of alcohol for one day permits. Institute possible changes to municipal review processes.

Timeframe	<p>6 months - 1 year:</p> <ul style="list-style-type: none"> ◇ Create an Event and Alcohol Permitting and Licensing "how to" guide and checklist ◇ Update Beverly Online Permitting Center to include special event permitting and possibly alcohol licenses. <p>On a regular basis (yearly or biennially):</p> <ul style="list-style-type: none"> ◇ Evaluate program, issue business survey, adjust/revise as necessary.
Risk	<p>Low Risk</p> <p>The risks are low for this project and mostly involve time spent by City staff and unmet expectations from businesses.</p>
Key Performance Indicators	<div data-bbox="597 615 678 699"> </div> <ul style="list-style-type: none"> • Number of special events permits reviewed and issued • Number of alcohol permits reviewed and issued • Length of permitting and approval processes for alcohol and special events • Local business and organization satisfaction with alcohol permitting process (established through follow-up survey)
Partners & Resources	<ul style="list-style-type: none"> • Beverly Police Department, Fire Department, Municipal Inspections/ Building Department, DPS, and Health Department • City Administration • Parks and Recreation Department • Beverly Alcohol Licensing Board and Clerk • Beverly Main Streets (education and info such as the current info sheet that covers alcohol licenses but not specifically for events or one-day need)
Diagnostic/COVID-19 Impact	<p>The COVID-19 pandemic has unleashed creativity and permissiveness in municipal special events permitting that cities and towns want to hold onto as society reopens. Elements to be retained include easing the burden of applying for permits and making sure costs reflect the amount of effort necessary to process the permits and do not result in inequitable access by different groups. In the Beverly Main Streets district, outdoor events, dining, and gatherings have been an effective way to keep businesses open and the commercial district vibrant during the pandemic and keeping a range of events and activities in the district can help all businesses by drawing from a broader audience and customer base and Increasing visibility of the district.</p> <p>Currently, there is no singular event hosting process defined by the City of Beverly. Typically, events permitting goes through Parks and Recreation or the City as landowners. More efficient and easier permitting processes can lead to quicker turn-around and peace of mind for those organizing these events for the community.</p> <p>In addition to event permitting, businesses have stated that obtaining one-day alcohol licenses can be a burden for simple events like serving wine at a special shopping event or art show. Timing-wise, if an application is made just after the Licensing Board has met, it may take a month for the next meeting to review; some small businesses noted that as owners, they are often wearing many hats and that a more streamlined/online system would make it easier to submit timely applications. The Alcohol Licensing Board showed great flexibility during the early days of the COVID-19 pandemic - meeting more frequently to handle applications. This project recommends online applications and a review of possible adjustments to the process, based on what the State ABCC will allow, as outlined below in the recommended Action Items.</p>

Action Item

Review permitting process for special events and assess the user-friendliness of the process, forms, and fees involved, as well as the time needed from application to permit. Can processes be streamlined and possibly consolidated in one application online? Can the City and BMS do more to educate businesses about processes and ensure they know that the City's Clerk (or a new designated single-point of contact) can help walk applicants through the process? Any new online permitting or streamlined process should allow applicants to apply for multiple one-day licenses, which the City has issued in the past.

The following Best Practices can be used to improve communication between stakeholders and the community about the local permitting process for special events and alcohol licenses. These best practices ensure an expedient, transparent and open permitting process for special events of all sizes:

- Single Point of Contact – both for online and in-person applications (if paper applications are used after City moves to online event and alcohol permitting) to help coordinate and process the applications, eliminating the need for applicants to go from one department to the next for processing
- Users' Guide to Permitting and Alcohol Licensing with Flow Charts & Checklists
- Clear Submittal Requirements and on-line permitting center
- Concurrent Applications
- Combined Public Hearings, if needed
- Pre-Application Process
- Pre-approved public event spaces (spaces that are preferred for special events and that allow permitting to be further streamlined)
- Special Event Review Committee (SERC) – for complex or large event applications (City to set definition for when this Committee's review would be required)

Process

As listed above, streamlined permitting can be realized if a municipality explores the concepts below. Not only has COVID-19 expedited many of these processes already, but it has likely already created more permanent changes in the ways Beverly handles alcohol and special events applications.

1. Assess current special events permitting processes and alcohol licensing procedures.
2. Beverly should start by reviewing its permitting powers: who reviews and approves, how much do permits cost, is there an appeal procedure, etc.?
3. Decide if a working group or advisory group (made up of businesses, BMS, residents, etc.) is needed to assist City staff in this effort. If so, form advisory group. Group roles would include:
 - Helping craft a survey to businesses for feedback
 - Reviewing survey, offering personal/business perspective on possible modifications to procedures and pros and cons
 - Help with outreach and getting larger community input
 - Reviewing proposed changes
 - Ambassadors for this effort
4. Get feedback on current permitting and licensing procedures.
 - Conduct an anonymous survey (partners can help distribute (BMS, cultural organizations, businesses, etc.).
5. Review permitting and licensing procedures using survey results to identify issues and areas for improvement. Some suggestions to consider based on business feedback during the LRRP planning process are included at the end of this list.
6. Draft possible improvements, include all departments and boards who are involved with permitting and licensing in the process.

Process

7. Present proposed modifications as necessary to public, businesses, boards and departments, etc. for feedback.
8. Make final revisions to proposed changes.
9. Conduct any required hearings, meetings, public review necessary depending on the suggested changes.

Update the [Beverly Online Permit Center](#) to inform businesses/organizations of the permit requirements. This updated page should have a user guide (see best practices below), permitting FAQs, contact information for the Alcohol Permitting and Licensing Committee, instructional guides, etc. It should also have a link to e-permitting software.
10. Implement any adopted changes.

Best practices for streamlined event permitting and alcohol licensing are presented here as a guideline for the scope of this project and considerations for the City:

11. [Single Point of Contact](#). One department should be the repository for the initial application and a single point of contact (using a new or existing staff member or the Clerk for an expanded role) should determine if requirements are met leading to the scheduling of a review (possibly by a Special Events Review Committee, if necessary).
12. [Users' Guide to Permitting and Licensing including Flow Charts and Checklists](#). Develop a guide or "how to" document for permitting for special events and for obtaining alcohol licenses. The guide should not only explain the local alcohol permitting process but also help applicants differentiate between the types of events and functions possible and the required associated permits.
13. [Provide electronic on-line permitting](#). On-line permitting allows the applicant to easily follow the flow of information and requirements to identify either what is missing or if a staff review has occurred.
14. [Clear Submittal Requirements](#). Special event permit applications should require simple but clear information such as documented permission from the property owner (if on private property), site plan, photos, proof of insurance, and a narrative description of the event. The City can decide what additional documentation is required.
15. [Concurrent Applications](#). Other required application permits, and their approvals, would need to be furnished as part of the permit approval process. The communication internally would be to ensure those permit approvals were occurring with other departments or boards, if necessary.
16. [Pre-Application Process](#). The point of contact for the process (a specific City staff person) can address outstanding issues and questions regarding the permit requirements.
17. [Special Events Review Committee](#). The administrative approval of the SERC would occur either through a consent agenda or through public hearing/meeting. The SERC could include Licensing Clerk, DPS, Municipal Inspections, and Planning, as well as Health Department, and others if necessary. Consider addressing alcohol licenses as part of this process, if possible. Currently, the Licensing Board oversees the liquor licensing and process in Beverly.

Process

Suggested revisions to permitting process for events and alcohol:

Some suggestions to consider based on business feedback during the LRRP planning process are listed here. Suggestions, particularly regarding licensing and permitting alcohol service and sales, need careful review to understand what is allowable by the Commonwealth of Massachusetts ABCC. Questions regarding alcohol permitting and licensing were among the top concerns and issues raised by businesses during the LRRP planning process across all communities, indicating that a clear explanation of what can be done, or not, and possibly even advocacy of local communities at the state level for changes, should be considered.

Suggestions include:

- Waive alcohol license, if possible, for tastings and pour only (not sale) of certain types of events (under 50 people, less than 3 hours, etc.)
- Pre-approve certain event types and locations to allow recurring events with minimum paperwork and fees (such as late-night shopping with small scale music offerings in certain locations, or food trucks, etc.)
- Revisions to current One Day Special Permit for Alcohol.

The state relies on Local Licensing Authorities (within the city or town that the event will be taking place) to grant One Day Special Permits, which are permits applicants must apply for each time they want to host an event or function where there will be alcohol.

- Overview: To sell/supply alcohol for a one-day event/function. All profit-making enterprises can only apply for a Malt and Wine license, unless holding an event that is not-for-profit and is closed to the public. Only non-profit enterprises hosting a not-for-profit event can apply for an All-Alcohol license. One Day Special permits can't be granted for more than a total of 30 days per calendar year. Alcohol cannot be purchased from a package store but rather needs to be purchased from an approved seller. List of approved sellers in Beverly:
 - i. Old Planters Brewing Co. LLC
 - ii. Gentile Brewing Company LLC
 - iii. Matthew Smith
 - iv. Channel Marker Brewing LLC
 - v. Backbeat Brewing Company LLC
 - vi. Frey Jay Distillery LCC
 - vii. Collaborative Collective Org LCC
- Suggested revised steps to apply:
 - i. Applicants visit the updated Beverly Online Permitting Center to collect information on the requirements for applying.
 - ii. Applicants fill out the form on the e-permitting software, which requires applicants to upload supporting documents but records general permit information automatically.
 - 1. Supporting documents:
 - a. Enter credit card information to pay for a non-refundable fee (typically \$50-\$100/day)
 - b. Upload invitation/flyer/letter of explanation regarding the event
 - c. Abutter notification letter that will be sent to abutters once permit is approved to inform abutters of the event
 - d. A completed Workers' Compensation Affidavit as required by M.G.L. Chapter 152; and liquor liability insurance

Process

- iii. The Alcohol Licensing Board (or single-point contact for any new streamlined process) gets an instantaneous notification informing them of the submitted permit application through the e-permitting software. There should then be 3 business days from the day that the application was submitted to inform the applicant of additional information or materials that are required. Continue to provide a clear schedule indicating all necessary lead times, review times, etc.
 1. The e-permitting software will copy the automated notification of the application submission to the Licensing Board.
 2. Indoor event is defined as occurring inside of or on a building, including the building's:
 - a. Outdoor courtyard;
 - b. Backyard;
 - c. Summer garden;
 - d. Rooftop deck; or
 - e. Sidewalk café
 3. Outdoor event is defined as occurring on:
 - a. Outdoor public space, excluding sidewalk cafés adjacent to the licensee's building;
 - b. Outdoor private space not located on the private property of the building being operated or utilized by the applicant for its event; or
 - c. Another property owner's private space, such as an outdoor parking lot.
- Pre-Approval for a one-day alcohol license (need verification that the State ABCC regulations would allow this)
 - Overview: To sell/supply alcohol for a one-day event/function on a reoccurring basis. If applicant applies for a one-day alcohol permit and is pre-approved, they will be automatically approved.
 - Steps to apply:
 - i. Same steps as Non-Pre-Approval One Day Special Permit besides for slight difference:
 1. Fee: \$500/year
 2. Can hold up to 50 days of events per calendar year
 3. All events must be of the same category (indoor or outdoor)
 4. Must supply documentation of all the types of events anticipated to host

Project Example


While most alcohol permitting procedures within the state of Massachusetts are very similar, these cities/towns have done a particularly good job at succinctly outlining the process. Further they have made the information extremely easy to find.

Cambridge, MA

1. Fill out application online
 - Choose which application relates to the event that is being hosted:
 - ◊ One Day Alcohol
 - ◊ One Day Alcohol and/or Entertainment
 - ◊ One Day Entertainment
 - Must apply 2 weeks prior to the event
 - The application will be reviewed for accuracy and to identify whether or not a police detail will be required
 - Additional information or documentation may be requested by the Board
2. Pay for permit/license
 - Fee depends on the type of permit/license granted
 - Only pay once the application has been cleared for accuracy
 - Can pay via credit card, e-check or in person via cash or check
3. Pick up the permit/license in person (unless it's an entertainment only license)
 - Only once it has been cleared for accuracy by the Board and once the fee has been paid for
 - If it's only an entertainment permit/license, then it can be printed online
4. Purchase alcohol from an authorized source
 - Authorized sources list here

Natick, MA

1. Fill out application and either submit in person or email to point person
1. Pay via check or credit card

 City of Cambridge, MA

Login

License Commission / One Day Alcoholic and/or Entertainment License

Apply Online




One Day Alcoholic and/or Entertainment License

One Day Alcohol:

- All profit-making enterprises may only apply for a Malt and Wine license, unless holding an event not-for-profit that is closed to the public.
- Only Non-Profit entities or applicant hosting a not-for-profit event may apply for an All-Alcoholic license. Non-profit organization must show proof of non-profit status. Applicant hosting a not-for-profit event must submit proof that event is closed to the public, and that no profits will be derived from the sale of the alcohol.
- A special one-day license may only issue to a natural person who is 21 years old or older. The applicant must present valid non-expired proof of age (passport, MA driver's license, MA liquor identification card, MA identification card, or active US military identification card) upon pick-up of the license.
- You must buy the alcohol from an **approved seller**. **You cannot buy it from a package store.** You can only use donated alcohol if you have:
Special One-Day Charity Wine Auction or Charity Wine Pouring License; or
"if you are a nonprofit charitable corporation organized pursuant to chapter 180 and registered with the division of public charities in the department of the attorney general and licensed pursuant to [G. L. c. 138, § 14] ... for the purpose of serving such donated alcoholic beverages at fundraising events for the benefit of the nonprofit charitable corporation"

City of Cambridge One Day License Application
Photo: City of Cambridge

Make permanent changes to outdoor dining ordinance and review/revise permitting processes to allow enhanced outdoor dining and public space activation throughout the district.

Category		Administrative Capacity
Location		Study Area
Origin		Beverly Main Streets, City of Beverly Planning and Development Department, local businesses
Budget		<p>Low Budget</p> <p>Costs are low and include dedicated City staff time or consultant time to decide what is needed (using LRRP Outdoor Dining and Retail Toolkit) and take action to make decisions, instigate necessary changes, and provide clear and concise guidelines and requirements to businesses. In addition, work includes a review of permitting processes to consider streamlining permitting for events.</p> <p>Additional costs may be incurred for creating or improving online permitting capability, marketing the program to businesses, instituting a bulk purchasing program, or other program elements.</p>
Timeframe		<p>Short Term</p> <p>Timeframe is estimated to be from 3 – 6 months for most elements of this project, with additional time possibly needed to conduct outreach and education prior to attempting any permanent zoning bylaw changes that may be needed.</p> <p>The timeframe for permanent changes will also depend on continuation or termination of the temporary loosening of state permitting requirements in response to the COVID-19 pandemic.</p> <p>Phasing Recommendations</p> <p>Weeks 1 – 4: Needs assessment, create task force or working group.</p> <p>Weeks 5 – 8: Research info on focus areas for program, look at examples in Toolkit.</p> <p>Weeks 9 – 12: Research info (costs incurred, bulk purchasing capability, etc.), write up draft regulations, prepare educational materials and presentations for boards/commissions/public/businesses, conduct outreach.</p> <p>Weeks 13 – 24 (or longer): Institute changes, obtain agreement on concepts, Ordinance votes, etc.</p>

Risk



Low Risk

Risks are low for this project and include building political will, weighing the cost vs. benefit of the program, and any financial costs the City wishes to incur to support businesses (lower permit fees, covering cost of bulk purchases, consultant fees, etc.). The City has already been working to draft changes to its existing outdoor dining pilot program (2016).

Key Performance Indicators

- Restaurant and retail business retention rates (how many can stay open during various phases and resurgences during the pandemic).
- The number of new outdoor dining and/or retail spots created.
- The number of new businesses that open and are in business one year and two years out.
- Results of business survey indicating improvements in sales and revenue (or not).
- Feedback from businesses regarding impacts from permanent changes to the Ordinance and permitting processes.
- The number of social media impressions of dining and retail spots.

Partners & Resources

Partners

- City of Beverly Staff
- Beverly Main Streets
- Greater Beverly Chamber of Commerce
- Local businesses
- Local artists/arts and cultural organizations

Resources

- [LRRP Outdoor Dining and Retail Toolkit](#) by CivicMoxie
- Local trade schools or construction companies (possible construction of platforms and other common elements).
- Local artists
- Potential business sponsorships for umbrellas and planters.
- Lessons learned from businesses in your community that have implemented temporary outdoor dining

Diagnostic/COVID-19 Impacts

With restrictions on indoor dining during the COVID-19 pandemic, restaurants shifted to takeout and outdoor dining to remain in business. The state temporarily loosened several permitting requirements for outdoor dining and the City of Beverly expedited its local permitting processes to make it easier for businesses to quickly implement. As the pandemic continues, businesses need certainty in terms of the consistency of temporary regulations so that they can make investments in construction, equipment, and furniture for outdoor dining and retail. In addition, more permanent measures will allow for a closer look at impacts on the public realm. Simplifying outdoor dining requirements and permitting, providing clear regulations and shortened review and permitting timelines, and assistance with design and other elements of outdoor dining/retail will ensure that businesses get the support they need to stay open. In addition, clarifying and potentially streamlining permitting for events can make it easier for organizations, businesses, and groups to host events. Clear outdoor dining/retail design requirements and streamlined permitting will also help create the best possible public realm and commercial district experience to assist all businesses in the study area.

Action Item

The *LRRP Outdoor Dining/Retail Toolkit* is a resource to assist City staff in understanding how they can facilitate the creation and ongoing success of outdoor dining and/or retail in their community and can support the process of reviewing event permitting; the kit offers project examples from other communities as well as space guidelines that adhere to good design practices and ADA requirements for outdoor dining and retail. After decisions are made, the City and partners can provide their own business toolkit for restaurants and retail, and for events as well, to help take the guesswork out of outdoor dining/retail design, permitting, and construction and hosting events in the district.

Work should begin with an assessment of the City's current outdoor dining and/or retail program and permitting processes. This should occur in conjunction with the City's ongoing work to expand its existing outdoor dining pilot program (2016) to include other uses (becoming a Use of Public Way Policy). The project process should include a Task Force or Working Group composed of public sector (planner, DPS, Health Department, municipal inspections, Fire Department, Police Department, solicitor, etc.) and private sector (business representatives, civic advocates) to help assess work and move the process along.

The recommended process is listed below.

Process

Phase 1 (2 - 4 weeks)

- Conduct an internal needs assessment by reviewing the Toolkit, conducting an internal meeting with planners, DPS, Health Department, and others, about current state of outdoor dining and/or retail, as well as event permitting, and feedback on how effectiveness and challenges with current status.
- Get feedback from businesses about their needs and feedback on how any current program and permitting processes are going (what works/what doesn't) using one or more of the following:

- ◊ Conduct focus group(s)
- ◊ Issue online survey
- ◊ Conduct a larger meeting

Questions should include: desire for winter dining, storage challenges, permitting process feedback, interest in bulk purchasing, financial assistance, etc.

- From internal meeting and business survey, identify focus areas for making a permanent program and making changes to the permitting processes of the City.
- Create a Task Force or Working Group or reconvene/ reconfigure the City's previous task force to be representative of the district. Suggested members include:
 - ◊ Planning or Economic Development staff, DPS, Parks and Recreation, Health Department, municipal inspections, alcohol licensing clerk
 - ◊ Beverly Main Streets
 - ◊ Greater Beverly Chamber of Commerce
 - ◊ Business representatives
 - ◊ Others as needed
- Set an overall schedule for this project and regular meeting dates.
- Create a presentation template to use during project including:
 - ◊ History of what Beverly has done to support outdoor dining/retail during pandemic and any adjustments made to permitting processes
 - ◊ Rationale for current efforts

Process

Phase 2 (4 weeks)

- Review Toolkit and research info on focus areas for program. Develop draft guidance for each focus area and list pros and cons
- Get internal input and input from businesses
- Conduct public meeting to get feedback on draft ideas

Phase 3 (4 weeks)

- Revise program elements as necessary based on feedback.
- Write up draft regulations and requirements
- Prepare educational materials/presentations for boards/commissions/public/businesses
- Conduct outreach

Phase 4 (10 – 24 weeks or longer)

- Institute changes, obtain agreement on concepts, ordinance votes, etc.

Project Example

Best practices and examples are included in the [LRRP Outdoor Dining/Retail Toolkit](#).

Rapid Recovery Plan

Outdoor Dining/Retail Community Toolkit

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



September 2021



Provide enhanced business recruitment and technical assistance for a diverse range of entrepreneurs to locate and succeed in the Main Streets district.

Contributions from Third Eye Network, SME consultant

Category		Tenant Mix
Location		Study area (and all of Beverly)
Origin		City of Beverly Planning and Development Department, Beverly Main Streets
Budget & Funding Sources	 	<p>Medium-High Budget</p> <p>The budget will be determined by a number of factors:</p> <ul style="list-style-type: none"> • What technical assistance and other support does the City wish to offer? • Will Beverly work directly with small businesses or convene and coordinate a network of business support organizations or consultants working with entrepreneurs? • The extent of the process to build a program that is complementary to existing resources and services already provided by regional and state entities, such as by SCORE and Massachusetts Small Business Development Center, and the availability of resources. <p>Budget</p> <ul style="list-style-type: none"> • District marketing study and environmental scan – social, cultural, political, economic and technological barriers or opportunities (in house staff time; if consultant used, \$25,000 - \$60,000). • Create a contextually-relevant identity for the district. (City staff time or consultant \$15,000 - \$25,000.) • Formulate and execute a branded marketing campaign (\$2500 - \$4500). • Culturally Congruent Approaches: <ul style="list-style-type: none"> ◊ Undoing Racism Workshop (\$20,000 for 35 participants) ◊ Other antiracism and equity training (\$10,000 - \$20,000) • Technical Assistance and Resource Navigators (if in-house, staff budget may span \$56,589 to \$92,651 per staff member. This is the annual median cost range for salaries plus 30% for benefits for full-time Training and Development Specialists (\$71,270), Social and Community Service Managers (\$67,310), Community and Social Service Specialists, All Other (\$43,530) based on the following Standard Occupation Classification Codes 13-1151.00, 11-9151.00 and 21-1099.00, respectively for the State of Massachusetts. Figures obtained from www.onetonline.org. • Events (\$10,000 - \$40,000 annually) • Entrepreneurial Ecosystem Building (\$25,000 - \$75,000 annually). See Appendix for a sample proposal for services for an overview of possible costs.

Budget & Funding Sources

Sources of Funding

- [MGCC Biz-M-Power](#) and [Empower Digital](#) grants
- [MGCC Small Business Technical Assistance Grant](#) (Non-profits only)
- [MassDevelopment Technical Assistance](#)
- [MA Community One Stop for Growth](#)
- [Seaport Economic Council Grant Program](#)

Timeframe



Short Term

The basic program design and set-up will take 18-24 months, but implementation and ongoing evaluation will be ongoing.

Risk



Low-Moderate Risk

For any business recruitment effort to be successful, it must be based on positive changes to the business environment. There are risks that a recruitment effort could be based on promises that can't be kept with regard to mentorship, support, and goals, which could be detrimental to businesses and the overall image of BMS.

Other risks may include various forms of fatigue (e.g., racial battle fatigue syndrome, White fragility, etc.), backlash, and sabotage, and employee turnover. Efforts can also falter without strong established leadership support that has control over budget, accountability, resources, etc., or if the responsibility for these efforts are placed upon the shoulders of one person or a small team with little authority or improperly located within the organizational hierarchy (a danger when hiring a director of diversity, equity, and inclusion and then not giving that person the authority and resources to be effective).

Key Performance Indicators

- Allocating funding and staff for a sustainable program.
- Number of new businesses open after 1 year, 2 years, 5 years, success rate for BIPOC businesses, in context with overall economy
- Diversity of businesses in the study area (owner ethnicity, experience, range of goods, dining, services)
- Number of businesses locating in the study area
- Number of independent retail and experience-based businesses in the study area
- Reduced number of vacancies, including ground floor spaces
- Number of ground floor spaces filled with retail and dining establishments as a percentage of all spaces, as well as if in desired locations
- Efforts of all departments responsible for permitting and inspections and licenses (such as, holding regularly scheduled meetings, number or types of changes to rules, average length of time for completion of applications and certificate of occupancy).
- Review (on-going and periodic) of the website/materials per department (responsible for permitting) to determine the user-friendliness of the site/documents.
- Results of survey presented to each new business or existing business on what went well, problem areas (reviewed and summarized confidentially by a third party).

Partners & Resources

Partners

- City of Beverly (all relevant departments to participate) – Planning and Economic Development Department as initial lead or co-lead with Diversity, Equity & Inclusion
- Beverly Main Streets
- Greater Beverly Chamber of Commerce
- City Director of Diversity, Equity and Inclusion
- Existing businesses (as mentors and participants in effort) and resources, including SCORE and Massachusetts Small Business Development Center, and possibly Montserrat College of Art and Endicott College
- Property owners, particularly those within BMS district

Resources

- City is pursuing DLTA through MAPC to develop a program in North Shore specifically targeted to diverse populations, to grow minority-owned businesses, provide mentorship, and TA. This project is in support of this effort.
- [Undoing Racism® Community Organizing Workshops](#)
- [SourceLink](#) has prepared a short video that outlines four fundamental clusters of businesses regardless of industry or sector.
- Kauffman Foundation an annual global [ESHIP Summit](#) and its [playbook](#) for ecosystem builders.
- [International Economic Development Council](#) certification on entrepreneur-led economic development.
- Commonwealth's Supplier Diversity Office

Diagnostic/COVID-19 Impacts

In the BMS study area, 24 of the 207 storefronts surveyed in Spring 2021 appeared to be vacant. While this number may be lower since the time of the survey, anecdotal evidence from BMS indicates that some former retail spaces are now filled with professional services and other businesses that are not dependent on street traffic and pedestrian activity and that don't contribute to the overall appeal and density of retail and dining uses.

The risk of ground floor spaces turning to services and non-retail or food destinations indicates the need for a plan to recruit businesses that can benefit from an Arts District location in the Cabot Street area or from a newer, possibly larger footprint space in one of the new developments on Rantoul Street.

The City has a goal of recruiting and retaining a diverse mix of businesses and business owners. Active recruitment of diverse businesses and business owners can improve the overall image of the district and create a magnet for customers, while serving a diverse range of needs and desires of residents and visitors. Support services and technical assistance will also be needed to ensure new businesses succeed over the long haul. While the City's current Economic & Business Development webpage (under the Planning webpage) has several links to State resources and contact info for the City, and BMS has similar resources listed on its website, these serve as resource pages rather than a recruitment and support program. A new effort with active outreach will be needed to meet goals.

Action Item

To support a good mix of retail, food, and other businesses in the district and enhance the walkability and street vibrancy of the area, action items include:

- Actively recruit independent businesses and creative economy entrepreneurs including BIPOC business owners.
- Elicit support from current BIPOC business owners in marketing efforts to attract new businesses.
- Provide ongoing technical assistance to retain businesses and support their growth and success.

Actions that can advance these efforts include:

- Marketing the district to businesses (and customers for those businesses).
- Cultivating a racial equity lens to ensure the deployment of culturally congruent economic development strategies and practices.
- Determining the nature of services and resources to offer to businesses.
- Identifying the clusters of entrepreneurs and small businesses to focus on, including where in the business development lifecycle they are.
- Creating an ecosystem of support for entrepreneurs.
- Offering new business courses or seminars which include participation from City departments and other local businesses who can walk through the steps of establishing a new business in Beverly.
- Considering a rental assistance program for businesses, similar to a previous BMS program.

Process

1. Update inventory of vacant storefronts and other spaces (to ensure recruitment goes beyond ground floor spaces).
2. Engage landlords and brokers to assist with securing retail/commercial space and executing lease agreements.
3. Undertake a marketing effort to:
 - Understand customers, businesses, and the external environment: what are perceptions businesses, prospective businesses, residents, those who don't shop and dine in the district? What are the perceptions of specific cultural groups that populate, frequent, work, and run businesses in the district?
 - Understand customer and business types and how BMS can offer value;
 - Communicate value to customers and businesses. Communication with potential customers is very important to convey all that downtown and the surround areas have to offer. Digital wayfinding directories, spotlighting businesses in local media and on social media, and other methods can communicate the diversity of downtown offerings; and
 - Deliver and sustain value.

In this effort, Beverly is marketing to businesses to attract and retain businesses, talent, and investment and to customers to convey the value that businesses and the district offers.
4. Determine if Beverly will offer business services and supports in-house or if it will contract with a network of organizations or consultant to design and oversee the program. It is recommended that Beverly either hire a person experienced with this type of program or contract with consultant or organizational providers. Even with a staff person, outside support and training will be needed to supplement staff expertise and capacity.
5. Embark on a program of culturally congruent economic development. Traditionally, government, planning, and economic development agencies adhered to a universal playbook for community, business, and economic development normalized under a Euro-American worldview—emphasizing top-down approaches. Universalism and individualism are among the core premises of this construct. However, in our increasingly multiethnic, pluralistic, and linguistically diverse society, traditional approaches are increasingly yielding suboptimal results. The emerging playbook calls for bottom-up approaches, requiring organizations and systems to adopt cultural relativism as the new paradigm to ensure success in our complex communities and economies at all levels (e.g., local, regional, national, and global).
6. Consider offering cultural sensitivity and anti-racism training and workshops. One such option is [Undoing Racism® Community Organizing Workshops](#) facilitated by the People's Institute for Survival and Beyond (PISAB) as a starting point for transformational work within government and with cross-sector, cross-community partners. This workshop leverages dialogue, reflection, role-playing, strategic planning and presentations to challenge participants to analyze the structures of power and privilege that hinder equitable growth and social inclusion. Workshops should be open to City licensing and code inspectors, all employees, BMS staff, district business owners and staff, etc. Open these workshops to property landlords and brokers.

Process

7. Determine what supports and services Beverly will offer. The mix could include business development workshops and classes, technical assistance (e.g., helping with completing financial assistance applications or writing business plans) and resource navigation (e.g., serving as a concierge and making referrals to the appropriate sequence of support services), low-to-no-cost office space (e.g., incubators, co-working) or participation in vacant storefront/pop-up program, coaching and mentoring services, procurement-readiness certification programs and vendor pipeline development strategies (e.g., one-on-one, group, and cohort programs focused on helping businesses obtain minority and women-owned business and other business certification).
8. Determine what kinds of entrepreneurs and small businesses to support within the cultural communities of focus. For the BMS District, the target businesses will likely be in two clusters:
 - Main street cluster (restaurants, retail shops and the like that bring vibrancy to commercial corridors and neighborhoods, but whose firms are unlikely to grow too much). Identify avenues for recruitment in the region (Etsy local listers, crafts societies, other)
 - Microenterprise cluster (small businesses with 10 or fewer employees, often operating in the "gig" economy and including freelance photographers, event planners and promoters, consultants, pursuing their craft for personal income full-time or as side jobs.

The City should also consider if it wishes to target businesses at a certain point in their lifecycle as the services needed and provided will be different for businesses at varied stages of their lives.

In a city-wide program, Beverly will likely target other clusters as well (see SourceLink in the resources section above for a link to a description of the four clusters and additional information in the Appendix).

9. Create recruitment materials and a workplan and timeline for business recruitment as well as target goals. Request existing WMBE owners participate in the workplan for business recruitment.
10. Create and implement a marketing plan to attract entrepreneurs to the district and to market the district to customers...advertising the range of businesses and diversity in the district, including info on:
 - Arts district
 - Types of spaces
 - Type and number of unique and creative businesses now
 - Events and other activities
 - Business support services
 - Highlight leadership of color in the community
 - Organizations or groups in the area: North Shore NAACP, Beverly Affinity Group
11. Post on diversity recruitment websites, job boards and professional associations and organizations, about vacant retail and office spaces for business owners and entrepreneurs to see. Examples:

Process

- [Black Career Network](#)
- [Black Jobs](#)
- [Divesityjobs.com](#)
- [Hispanic/Latino Professionals Association \(HLPa\)](#)
- [Noirefy](#)
- [Incluzion](#)
- Bay State Banner
- North Shore Juneteenth Association
- Black Economic Council of Massachusetts (BECMA)

12. Publish the City's Equal Opportunity Employer (EOE) statement.

Current statement for job postings: At the City of Beverly, we embrace building a more diverse workforce. We strive to attract, develop and retain a workforce that is as diverse as the residents we serve and to foster an inclusive work environment that embraces the strength of cultures and individuals. We are committed to fair recruitment, retention, advancement and compensation, and we administer all of our practices and programs without discrimination on the basis of race, ancestry, place of origin, color, ethnic origin, citizenship, religion or religious beliefs, creed, sex (including pregnancy and pregnancy-related conditions), sexual orientation, genetic characteristics, veteran status, gender identity, gender expression, age, marital status, family status, disability, or any other ground protected by applicable law.

It is our priority to remove barriers to provide equal access to employment. A Human Resources representative will work with applicants who request a reasonable accommodation during the application process. All information shared during the accommodation request process will be stored and used in a manner that is consistent with applicable laws and City of Beverly policies. To request a reasonable accommodation in the application process, contact [_____].

13. Ask existing business owners to create diversity-centric recruitment goals.

14. Create and launch a city-wide Leadership Accelerator program to encourage leadership amongst BIPOC employees across all businesses in the city. The program encourages management positions, business ownership, or entrepreneurship roles in the future. Consider partnerships with larger employers in the city for sponsorship of this program.

15. Create a sustainable entrepreneurial ecosystem. In addition to working directly with small businesses to build their capacity, Beverly can alternatively assume the role of convener and connector across local and regional resource networks of entrepreneur or business support organizations—interchangeably called ESOs and BSOs. ESOs tend to include government, nonprofits (e.g., public charities, foundations, community development financial institutions, economic development agencies, chambers of commerce, etc.), and academic institutions that provide any of the kinds of offerings described above. ESOs do not include professional services providers like accountants, lawyers, insurance agents, commercial banks, or technology companies. The entire network of ESOs in a community are referred to as the small business ecosystem. Uncoordinated and poorly marketed, these actors struggle to meet businesses where they are in culturally and contextually congruent ways capable of helping them achieve their goals and objectives. This reality has given rise to the emergence of entrepreneurial ecosystem building, which entails the active pursuit of inclusive coordination and systematic enhancement of the local or regional ESO network. Ecosystem building is a team sport, and municipalities can play essential leadership roles in mapping, realigning, augmenting, and investing in the improvement of their small business ecosystems to scale business capacity building and growth activities through cooperation—realizing collective impact.

Project Example

Various local governments are actively working to encourage and support BIPOC and women entrepreneurs and business owners. There are multiple organizations in the region that are part of the existing business support ecosystem. Beverly could play a role in encouraging a stronger network of collaboration and communication. In addition, the City's Diversity, Equity & Inclusion Director is assisting in compiling examples from communities similar to Beverly.

Examples from larger communities include:

1. Atlanta, GA

The Economic Development division is working with [Invest Atlanta](#) to provide gap financing to minority and female owned businesses through loan programs. Further, Atlanta collaborated with the Center for Black Women's Wellness through the [Economic Self Sufficiency Program](#) to provide entrepreneurial support for black women.

2. New York City, NY

In 2019, NYC's Department of Small Business Services connected entrepreneurs with \$76 million in funding. In 2019, the department also created two new programs focused exclusively on marginalized communities: [BE NYC](#), which provides support services to marginalized communities to help develop prosperous businesses and [WE Fund Credit](#), which helps women entrepreneurs without credit to create affordable lines of credit to build their businesses.

Appendix

Appendix

Gateway Art

The following documents are included:

- Art in Public Places Key West, FL Guidelines
- Call for Proposals and RFP Samples
- Public Art Loan Agreement Sample
- Sample Public Art Contract



ART IN PUBLIC PLACES
CITY OF KEY WEST
GUIDELINES

Established May 2017
Revised April 2018



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Public Art City of Key West Collection - page 5

City of Key West Conflict of Interest Policy - page 5

Gift and Loan Policy - page 6

Gift or Loan Agreement - page 7, 8

City of Key West Art in Public Places Program Guidelines

The Art in Public Places Program is established under City of Key West Ordinance Sec. 2- 481 through 2-487 and as such shall be governed by the language therein.

The AIPP Program works within the Planning Department of the City of Key West and shall be staffed by an Administrator and advised by a Board appointed by the City Commissioners and Mayor. The AIPP Administrator acts as a liaison between all parties.

The AIPP Program Objectives are:

- To commission artists to create site specific public art projects in the City of Key West funded by the 1% for Public Art ordinance
- To provide uniform procedures for the acceptance of gifts and loans of works of art
- To have the responsibility for insuring best practices in managing and maintaining the City's public art collection
- To maintain an accurate spreadsheet of current and future projects

MISSION of the AIPP Board:

To advise the City Commission in the selection, location and commissioning of artists for public art in the City of Key West which enhances the character and identity of our island community through the aesthetic of public art work. Artwork will strive to educate, enhance and preserve our cultural heritage and diversity to reflect Key West's population. <http://www.cityofkeywest-fl.gov/departments/board.php?structureid=34>

AIPP PARTICIPATION PROCESS

The City Planning Director shall notify AIPP Administrator of monthly Development Review Committee Meetings where the AIPP Administrator will verbally alert applicants for Major Development Plans to the AIPP participation requirement. A contact person for the project will be established and the AIPP Administrator will be responsible for providing the contact person with an introductory email outlining the process for participation and the guidelines for the required Art Plan. Agenda items for monthly advertised meetings are the responsibility of the AIPP Board Chair, AIPP Administrator and City Clerk. The Clerk's Office requires five (5) days advance notice for all agenda items and support documents.

City-Owned Projects:

- threshold of \$100,000 renovation and \$500,000 new construction – 1% for Public Art
- Costs determination based on estimated construction costs as established by the requested building permit(s).
- AIPP Administrator will create for approval the draft RFP with input from AIPP Board members, and all City departments
- City Manager will issue final approval for every RFP prior to the release
- AIPP Board members will be the selection committee along with 2 or 3 appointed stakeholders
- AIPP Administrator will insure that all artwork has proper signage (see page 4)

Private Development Projects:

- Threshold is established by the Planning Department for all "major" development projects
- The AIPP Administrator will work with the designated lead contact for the project to review and guide the 1% public art plan prior to presentation to the AIPP Board and City Commission.

- Costs determination based on estimated construction costs as established by the requested building permit(s).
- Provide guidance for successful project management of the public art work
- AIPP Administrator will insure that all artwork has proper signage (see page 4)
- The private developer may elect to forego installation of public art and is then required to deposit the appropriate 1% for Public Art into the City's Public Art Fund - designated Community Fund [CF] 110.

SELECTION PROCESS for City of Key West Projects

- For each City of Key West project that meets the threshold for the 1% for public art ordinance, the AIPP Administrator will issue a separate RFP (request for proposals) with a specific budget, targeted spaces, project/building history and application guidelines per City standards
- All pre-qualified artists on the Monroe County list of artists will receive by email the call for proposals
- The RFP will be distributed widely by the AIPP Administrator to FAPAP and AFTA PAN and other outlets
- The RFP will also be posted on the City website and the Arts Council website
- All RFP "bids" will be sent to the CKW Planning Department by the stated deadline
- AIPP Administrator will compile each proposal application with electronic images for the AIPP Board's review and scoring
- Upon the AIPP Board's recommendations – the AIPP Administrator will guide the artist through the contract approval process including the City Commission's approval at a public meeting
- Any proposed gift or loan of artwork to the City will follow the Gift and Loan Policy (see pages 6-8)

SELECTION PROCESS for Private Major Development Projects

- Calculate the total construction costs for the project based on the eligible permits issued by the City's Building Department to accurately determine the required dollar amount of the 1% public art requirement;
- AIPP Administrator will advise the lead contact of the project on best practices for the commission of new site specific public art
- AIPP Administrator or the Developer will notify the Clerk when the proposed public art plan is ready to be presented to the AIPP Board for their approval or denial

Upon completion of the Public Art installation the Developer shall notify the AIPP Administrator in writing.

The AIPP Administrator will complete the following tasks:

- Inspect the completed project on site with at least one AIPP Board member
- Provide a letter declaring the project's status as "Complete and Compliant" to the City's Planning Director, Chief Building Official and Finance Director
- Once this process is complete, the City may issue a Certificate of Occupancy

Artwork Signage Requirements

- An identification plaque is required with all permanent public art work and shall be included in the project budget.
- Proper font size and style must clear. Bronze is preferred but optional. When possible, the plaque should be installed at the same time as the artwork. Preferred format: Artwork Title, Artist Name, Medium, Year, and artist statement is optional. For Private Development Projects this must be stated: "This artwork was commissioned by _____ in partnership with the City of Key West Art in Public Places Program."

MAINTENANCE OF COMMUNITY FUND 110 - PUBLIC ART FUND

The transfer of monies related to AIPP participation shall take place within thirty days of appropriation by the City Commission. The Fund is authorized to accept gifts, grants and donations for the City's Public Art program, as well as in-kind contributions. The Fund shall be rollover year to year. The City's Finance Director will make reports available by request of the AIPP Administrator or AIPP Board members. The Public Art Program may apply to other sources for funding of specific projects and may utilize Public Art Fund monies as matching dollars. Funds received from other non-City sources shall be

deposited in the Public Art Fund. If income is generated from the sale of decommissioned artworks, licensing, software, tickets, printed materials or other objects related to the public art program, the net proceeds will be deposited in the Public Art Fund.

DEACCESSION/DE-COMMISSIONING/DE-INSTALLING EXISTING PUBLIC ART

In accordance with the City of Key West's Municipal Code of Ordinances, Sec. 2-487, (f), (5) the City of Key West, in its sole discretion, may remove, relocate, or deaccession a work of art owned by the City, installed on City property, or incorporated into City owned facilities. Also in accordance with the above section of code, a private property owner may request that a work of art be removed from the site due to hardship with the approval of the AIPP Board through the following procedural policy. Deaccessioning should be cautiously applied only after careful and impartial evaluation of the artwork to avoid the influence of fluctuations of taste and the premature removal of artwork from the collection. Prior to the deaccession of any work, the Art in Public Places Board shall weigh carefully the interests of the public, the intent – in the broadest way – of the donor/artist, and the goal of the Program to expend private and public funds for works of art and art projects of redeeming quality that advance public understanding of art and enhance the aesthetic quality of public places.

Review Process:

A written report may be presented for review and should include: acquisition method and purchase price the Appraised value of the work as documented in the records of the City of Key West's Risk Management Division within the Finance Department or by two independent consultants, documentation of correspondence, press or other evidence of public debate documenting extended adverse public reaction.

A document will determine the City's legal rights and responsibilities for the deaccession of the work in question in regards to the Visual Artist Right Act (VARA). Alternative solutions to include; relocation of the work of art, placement of the work of art in a storage facility, sell or exchange the work of art. If a work of art sells, all proceeds shall be deposited in the AIPP Fund # 110.

PUBLIC ART COLLECTION (Inventory)

The AIPP Administrator will conduct an annual inventory with each AIPP Board member through the following process:

- Schedule a planning meeting to delineate a tour of the Board Member's District
- Establish regular maintenance for public Artworks and insure that such maintenance is completed to the highest standards of professional conservation
- Document each piece with a minimum of three photographs depicting size, color, dimensions, and update maintenance needs
- Maintain a comprehensive spread sheet of the City's Public Art Collection

CONFLICT OF INTEREST POLICY

Chapter 112.311-112.3261 is the Florida Code of Ethics applicable to the board members addressing conflicts of interest.

<http://www.ethics.state.fl.us/Documents/Publications/GuideBookletInternet.pdf>

This conflict of interest policy is to protect the interests of AIPP when considering a transaction or arrangement that might benefit the private interest of an officer or director of AIPP. This policy is intended to supplement, but not replace, any applicable state or federal laws governing conflicts of interest applicable to nonprofit corporations.

Board members shall at no time accept payments from, or enter contracts with, any of the projects participating in the AIPP Program. They shall further be ineligible to submit proposals, qualifications, or responses to calls for artists for any projects in the City of Key West. *Any such collaboration is considered a direct conflict of interest. Upon relinquishment of a Board seat a member remains ineligible to accept payments from or to enter contracts with any of the projects participating in the AIPP Program and process, or to submit proposals, qualifications, or responses to calls for artists for any projects participating in the AIPP Program for a period of 12 months, unless otherwise required by Statute.* Board members shall make known in writing to the AIPP Administrator any real or perceived conflicts of interest they may have with either discussion or action items presented in the monthly Board Meeting Agenda.

Each director, principal officer and member of a committee with board-delegated powers shall annually sign a statement, which affirms that such person:

- Has received a copy of this conflict of interest policy;
- Has read and understands the policy; and has agreed to comply with the policy.

GIFT and LOAN POLICY

When unsolicited gifts or loans of major artworks are proposed for placement with any City of Key West agency or department, a written proposal or letter of intent must be submitted to the City's AIPP Coordinator. The proposal must include specifications of the proposed gift, including: artist, title, provenance, dimensions, materials, date, length of loan term, and proposed location (if appropriate). The Coordinator will refer the proposal to the Art in Public Places (AIPP) Board for review. The AIPP Board will recommend disposition of the offer to the City Commissioners whose decision is final.

Such proposals shall be reviewed by the Art in Public Places Board and the City Commission, using the same criteria applied to the public art commissions undertaken through the Art in Public Places program. Representatives of the receiving City agency or department and the community are encouraged to participate in the review process through the appropriate staff channels or the public comment process at the monthly AIPP Board meetings.

GIFT/LOAN AGREEMENT

Upon City Commission approval, the City of Key West shall enter a Donor Agreement with any and all parties proposing to donate Art to the City of Key West's Art in Public Places Program. The Donor Agreement document shall be accompanied by the following materials:

- a detailed Art Plan which meets the general requirements as outlined in sec 2-487, (c), (3) of the City of Key West Municipal Code of Ordinances
- Certificate(s) of appraisal declaring the value of the work for insurance purposes.

ARTWORK GIFT and LOAN REVIEW CRITERIA

The Art in Public Places Board shall review and consider proposed gifts (or loans) of works of art per the following criteria:

Artistic merit of the work of art, including consideration of its aesthetic, social, and/or historical significance:

- Artist's qualifications, including photographs of past work, resume, references and published reviews
- Compatibility of the art work within the context of the City of Key West Art in Public Places Collection
- Warranty of original of an existing artwork (only original works or limited editions shall be considered)
- Scale, form, content, color, and design of the artwork in relation to the site. i.e., the designated historic district may influence specific design criteria or special conditions
- Ongoing Maintenance requirements

Financial Responsibilities of Donor/Lender

All costs associated with fabrication and installation; including site preparation, plaque and unveiling or dedication event, annual maintenance costs (if artwork is on loan).

EXEMPTIONS TO THIS POLICY

Gifts of State may be accepted by the City Commission and/or City Manager without the benefit of this review, per the City of Key West Purchasing Policies; however, the Art in Public Places Board shall be notified of acceptance of such donation or loan (to accession and insure the work) and may be consulted to recommend appropriate siting, an annual maintenance program, etc.

GIFT or LOAN Agreement

This AGREEMENT is made and entered into this ____ day of _____, 201_, by and between donor or donor representative name and address, hereafter referred to as the "DONOR", the City of Key West, Florida, a municipal corporation of the State of Florida, whose address is 1300 White St., Key West, Florida 33040, hereafter referred to as the "CITY". This agreement shall be effective on the date of execution of the last party to sign the AGREEMENT.

WHEREAS, DONOR desires to donate to the CITY describe the items to be donated or loaned, the location for the installation of such items, and

WHEREAS, CITY desires to accept the donation of items to be accepted as donation or loan and recognition of any associated donations of dedicated funds for the maintenance, operation, and conservation of the donation

WHEREAS, the parties wish to reduce to writing the rights and responsibilities of the parties.

IN CONSIDERATION of the mutual promises and covenants contained herein, the parties agree as follows:

Article 1. Obligations of the Donor

1. DONOR, at his sole cost and expense, will detailed description of offer being proposed Prior to installation, the design and scope of the donation or loan and commemorative plaque/monument will be approved by the CITY and the Art in Public Places Committee. DONOR shall be responsible for obtaining all necessary permits and other approvals for the installation of the donation.

2. In addition to the construction and installation of the donation or loan and commemorative plaque/monument, DONOR shall donate the sum of \$_____ to the CITY, which sum shall represent the anticipated operating expenses, including, but not limited to, list the anticipated items for which costs would be accrued and funds allocated for the length of time funds are expected to support the work period commencing on the effective date of this Agreement. Included in this sum shall be amount required for de-installation of work reserve for the removal of the installed donated Art in the event CITY elects to remove the donation and commemorative plaque/monument as provided for herein below.

3. With the assistance of support entities or donor partners, DONOR shall use his best efforts attempt to secure additional funding for the maintenance and operating expenses of the donation or loan through an annual sponsorship program. However, nothing herein shall be interpreted to imply that DONOR guarantees any result and DONOR assumes no additional liability for the success of the sponsorship program.

4. In connection with the donation or loan, DONOR shall put in place an education/information component through the website <http://www.cityofkeywest-fl.gov/AIPP> which will include text, photos, and audio and/or video clips with information regarding the donation to the City. This website shall be maintained by the AIPP Administrator.

Article 2. Obligations of the City

1. Upon the CITY's acceptance of the donation or loan referred to in paragraph 2 above, the donation or loan and commemorative plaque/monument shall become the sole property of the CITY. Thereafter, CITY shall be solely responsible for all expenses associated with operating and maintaining the donation or loan, and DONOR shall have no further responsibility or liability for those expenses. Further, upon the CITY's acceptance of the donation or loan referred to in paragraph 2 above, the CITY shall have the unfettered right, in CITY's sole discretion, to alter or remove the donation or loan and commemorative plaque/monument. In

the event CITY removes the **donation or loan** and commemorative plaque/monument at a time when all or a portion of the funds referred to in paragraph 2 above remain unspent, CITY shall return the balance of those funds to DONOR.

Article 3. General Legal Provisions

1. If any of the provisions contained in this AGREEMENT are held for any reason to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability will affect any other provision, and this AGREEMENT will be construed as if such invalid, illegal, or unenforceable provision had never been contained herein.
2. In the event of litigation affecting the rights of either party under this Agreement, the losing party shall pay the prevailing party's costs, expenses, and Attorney's Fees incurred in the enforcement of the prevailing party's rights hereunder, including those pertaining to appeals.

Article 4. Signatures

This AGREEMENT constitutes the entire AGREEMENT, supersedes all prior written or oral understandings, and may only be changed by a written amendment executed by both parties.

IN WITNESS WHEREOF, the parties execute below:

CITY OF KEY WEST, FLORIDA

GIFT REPRESENTATIVE

By: _____

By: _____

City Manager, _____

Name: _____

ATTEST:

Dated this _____ day of _____, 201__
City Clerk of the City of Key West



THE CITY OF KEY WEST
P.O. BOX 1409
KEY WEST, FL 33041-1409

May 20, 2020

ART IN PUBLIC PLACES BOARD

Call for Proposals **Outdoor Sculpture on LOAN for 1400 Duval Street Pedestrian Park**

Application Deadline – June 15, 2020 online by 5:00 pm

Apply ONLINE at: www.keysarts.com

Project Name: Pedestrian Park Sculpture on Loan

Project Location: 1400 Duval Street block, Key West, Florida

Project Overview: The City of Key West Art in Public Places Board requests proposals for the newly designed park-pedestrian mall. There are 6 concrete pads measuring 30" square to support local sculpture for the public to enjoy and celebrate our historic and creative community. Located in Old Town Key West, Florida, the park offers undulating planters filled with indigenous plants, shrubs and trees and a magnificent view of the Atlantic Ocean. Art in Public Places is seeking proposals for 6 sculptures to be sited on loan (and may be for sale) in the Park for 18 months. The selected artists must propose completed work that will complement, enhance and are appropriate for the public space.

Project Budget: \$1,500 per artist honorarium – Selected Key West resident artists will receive \$1,500 each as an honorarium for the loan of their sculpture. The AIPP Board will provide transportation and installation assistance to each artist as needed.

Key West and The Southernmost House Hotel

PROJECT HISTORY AND SITE DESCRIPTION

Key West, Florida is the southernmost city in the continental United States with a resident population of approximately 25,000 people and 2.3+ million visitors each year who come to enjoy the natural beauty and marine environment, dining, arts and culture, and history of the area. Built in 1897 as a one-bedroom mansion, the Southernmost House was home to Judge Vinning Harris and his wife Florida Curry, the youngest daughter of Florida's first millionaire, William Curry. At the time of construction Florida Curry wanted the best of the best, therefore Thomas Edison himself installed all the electricity in this home. Upon leaving Mr. Edison left his personal phonograph as a present for the family.

Key to the Caribbean – Average yearly temperature 77° F.

During Prohibition, (1919-1933) the Mansion served as a “Speakeasy.” Many notorious gangsters came through en route to Havana, Cuba. A little-known secret of the home is that the bullet hole in the front window of the reception salon was a shot meant for Al Capone. In 1939, the Ramos family purchased the home and continued to operate it as a nightclub called Café Cayo Hueso, hosting such notables as Ernest Hemingway, Tennessee Williams, Gore Vidal and Truman Capote, as well as celebrities Tallulah Bankhead, Gloria Swanson, Louis Armstrong and Charles Lindberg. The family renovated the mansion to become their personal residence in 1949.

The Ramos family, originally from Spain, was one of Florida’s oldest merchant families because of their ties to the Spanish Royal family. They hosted King Juan Carlos of Spain on several occasions. In fact, the landing pad was added to the oceanfront deck to accommodate his private helicopter. The family also hosted five United States Presidents: Harry S. Truman, Dwight D. Eisenhower, John F. Kennedy, Richard M. Nixon and James E. Carter, Jr. The house served as the Ramos-Lopez family residence until 1996 when the mansion was completely renovated to the luxury guest house you see today.

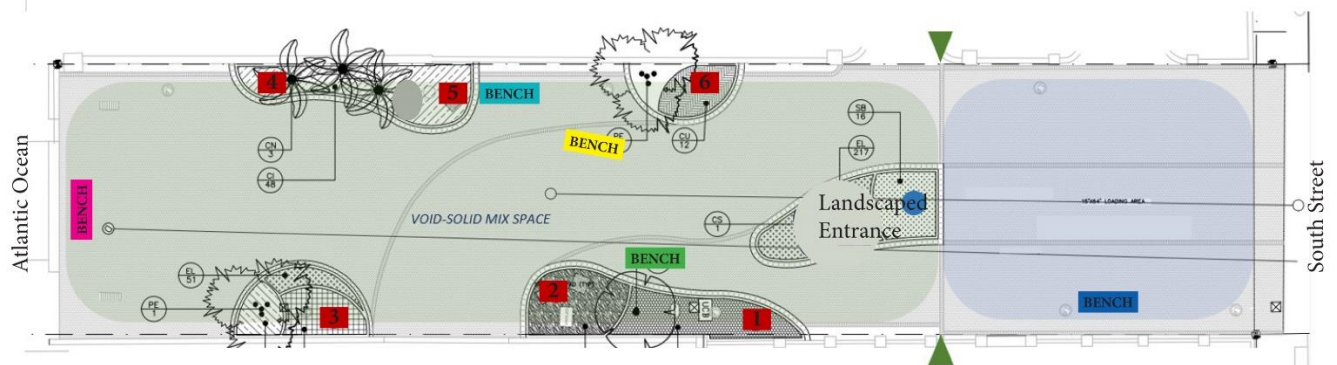


1400 Duval Street Pedestrian Park

Key to the Caribbean – Average yearly temperature 77° F.



1400 DUVAL PEDESTRIAN PARK



Sculpture pads are the red numbered squares.
Colored rectangles are the permanent public art benches

Selection and Scoring Criteria: Proposed sculptures should represent the unique aesthetic and cultural identity of Key West's historic district and need to be in scale with the surroundings. The main considerations are creativity, site appropriateness and durability. Images (photos) and dimensions of finished proposed work are to be submitted online with the application. Sculptures must not have any sharp edges or potential safety hazards. Scoring will follow the guidelines below.

- **Design – 40 points**
 - Artistic merit is the first and most important criteria
 - Give meaning to place by reflecting Key West's history and culture
 - Further the community's sense of spirit and pride
 - Design may not advertise a specific business or person
- **Function - 40 points**
 - Meets the criteria listed as to safety, durability and site appropriateness

Key to the Caribbean – Average yearly temperature 77° F.

- **Eligibility - 20 points**

- Artist or resident is a full-time resident of the City of Key West
- Application specifies materials and durability
- Proof of Insurance **if** artwork is selected

Eligibility: Open to all artists or artist teams, residents over the age of 18 residing full-time in the City of Key West. Application requires online application including a sketch and proposal detailing finished artwork, 3 - 5 images of completed work, CV/Resume and brief artist statement.

Sites and Safety: While artistic quality is very important, works will be reviewed for durability, safety and appropriateness to the site. Artworks must be structurally sound and able to withstand an outdoor environment in a largely unsupervised area that is not protected from weather or curious viewers. Key West has a subtropical climate that is hot and humid with intense sun and seasonal heavy rains and hurricane-force winds. Avoiding potential problems such as deteriorating rust and fading should be considered.

Installation Responsibilities: The City of Key West provides 30"- by- 30" square concrete pads. Sculptures must be firmly secured to the pads. Selected artists will be offered assistance to transport the artwork to the site on the specified date and install it with minimal assistance. It will be the artists' responsibility to remove the artwork after the exhibition.

Honorarium: Each artist will be awarded \$1,500 as a fee for the annual loan of his or her artwork and to help offset cost of insurance. No other compensation will be provided. A payment of \$1,000 will be made upon installation and processing of required paperwork and \$500 will be paid upon removal.

Insurance: The artist will be required to maintain Physical Loss from Damage Insurance (Property Insurance) on the Sculpture while it is on display. Such coverage should include coverages consistent with the latest version of the Insurance Services Office's (ISO) Special Clauses of Loss form (All Risk) to include perils of Wind and Theft. The limit of the policy will be the value of the Sculpture. The value must be approved by The City of Key West Art in Public Places Board. Due to the artistic nature of the sculpture, coverage shall be on a Scheduled Value Basis.

Timeline:

- ✓ Proposals due: **June 15, 2020, 5:00 pm**
- ✓ Notification of acceptance: **July 6, 2020**
- ✓ Installation time frame: **July 20 to 31, 2020**
- ✓ Sculpture removal: **January 3 to 17, 2022**

SELECTION PROCESS

The 9-member selection committee consists of 7 Art in Public Places Board members, each appointed by a City Commissioner or the Mayor, and 2 stakeholders of the Park appointed by the City Manager. (The Assistant City Manager and a member of the Engineering Department.) The selection committee will review all artists qualifications and proposals that are complete and submitted by the deadline and score each proposal using the stated guidelines.

FOR ADDITIONAL INFORMATION:

Elizabeth S. Young, Public Art Administrator, City of Key West Art in Public Places
Executive Director, Florida Keys Council of the Arts, 305-295-4369 or director@keysarts.com

Key to the Caribbean – Average yearly temperature 77° F.

REQUEST FOR PROPOSALS:



RFP # 003-19

Request for Proposals for Public Art

CITY OF KEY WEST CITY HALL

OCTOBER 2018

MAYOR: CRAIG CATES

COMMISSIONERS

JIMMY WEEKLEY

SAMUEL KAUFMAN

BILLY WARDLOW

GREGORY DAVILA

MARY LOU HOOVER

CLAYTON LOPEZ

PREPARED BY:
City of Key West
Art in Public Places/ Planning Department

RFP DOCUMENTS

CITY OF KEY WEST
KEY WEST, FLORIDA

DOCUMENTS

for

Request for Proposals for Public Art

CITY OF KEY WEST CITY HALL

1300 White Street
KEY WEST, FLORIDA

OCTOBER 2018

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**Key West Art in Public Places
Request for Proposals (RFP)**
For KEY WEST CITY HALL -1300 White Street
RFP www.demandstar.com or www.cityofkeywest-fl.gov

SUBMISSION DEADLINE

November 28, 2018 by 3:00

Key West City Commission

Mayor Craig Cates

Commissioner Jimmy Weekley, District 1

Commissioner Samuel Kaufman, District 2

Commissioner Billy Wardlow, District 3

Commissioner Gregory Davila, District 4

Commissioner Mary Lou Hoover, District 5

Commissioner Clayton Lopez, District 6

CITY OF KEY WEST ART IN PUBLIC PLACES PROGRAM

Key West Art in Public Places (AIPP) is a City Commission appointed Board responsible for the ordinance (City Code Section 2-487) that mandates that 1% of the costs of qualifying public and private construction and renovation projects be set aside for the acquisition, administration, commission, installation and maintenance of artwork to be placed on the site of said construction or deposited to the AIPP Community Fund 110 in lieu of art. Qualifying projects include: New construction projects that qualify as a major development plan (MDP) and exceed \$500,000.00 in cost; renovation projects that qualify as a major development plan and exceed \$100,000.00 in cost; and any qualifying governmental agency-owned project within Key West that requires a building permit. The Key West AIPP Program is administered through the AIPP Administrator in the City of Key West Planning Department, the Florida Keys Council of the Arts, and the AIPP Board.

PROJECT BUDGET

The maximum art budget amount, inclusive of all costs for artists including installation, is **\$200,000** for any and all commissions for this project. The selected artist(s) shall work with the AIPP Board and the City project management team.

PROJECT HISTORY AND SITE DESCRIPTION

Key West City Hall is a recently restored historic structure situated in the designated historic district (Old Town) on the island of Key West. The Florida Keys, a 43-island archipelago extends 210 miles from the Southeast coast of Florida and separates the Gulf of Mexico from the Atlantic Ocean. The Key West City Hall was originally constructed as Monroe County High School. The front building and the Auditorium were completed in September 1923, and the rear building was completed in 1927. Over the next 90 years the school served as a high school, middle school, and finally as an elementary school. In 2014, an agreement was made between the Monroe County School Board and the City of Key West to turn the building over to the City for adaptive reuse as the City Hall. The \$18 million facility is designed, by architect Bert Bender, as a completely new structure within the historic outer walls of the 1920's building. The Auditorium serves as the Commission Chambers, with two large scale fully restored WPA murals (circa 1935) flanking the dais, and all other areas serve as office spaces for the City's many departments. The new construction meets modern building and hurricane code and is constructed to LEED (Leadership in Energy and Environmental Design) standards. The building was dedicated on January 3, 2017, formally named Josephine Parker City Hall at Historic Glynn R. Archer School, after the former City Clerk Parker and long-serving educator and School Board Chairman Archer.

SCOPE OF WORK

The goal of the project is to place site specific artwork in the interior 1st floor lobby and hallways for the public, City staff and City Commissioners to enjoy, and to reflect the building's importance to the City as a site that has educated its constituents and now as a community gathering place for good governance. **Exterior artwork** may be proposed at any of the specified targeted spaces (below) including; the front (White Street) retaining wall, the corner of White and Seminary Streets, or the butterfly memorial garden at the corner of United and Grinnell Streets. All exterior work must meet Historic Architectural Review Commission (HARC) guidelines for scale in the historic district, (for the specific type of proposed artwork).

Artists may propose artwork for one of the targeted spaces or present a cohesive proposal for more than one space. All proposed artwork shall be original and site specific. The mission for the commissioned public art in the City of Key West is to enhance the character and identity of our island community through the aesthetic of public artworks. Artwork will strive to educate, enhance and preserve our cultural heritage and diversity to reflect Key West's population.

TARGETED SPACES (Recommended but not limited to)

The specified spaces include:

- **EXTERIOR:**
 1. Retaining walls at White St. entrance for mosaic tile (not paint) each side approx. (2 ft. H x 30 ft. L)
 2. Landscaped area at the corner of White & Seminary St. approx. (10 ½ W x 24 ft. L)
 3. Butterfly Park – corner of United & Grinnell St
- **INTERIOR:**
 4. Lobby wall above seating next to elevator dimensions approx. (5 ft H x 9 ft W)
 5. Walkway walls (to the left of the Commission Chambers approx. (5 ft H x 20 ft W)



Figure 1 # 1. Front Entrance - retaining wall



Figure 2 and 3 - # 4. Front Lobby – above chairs

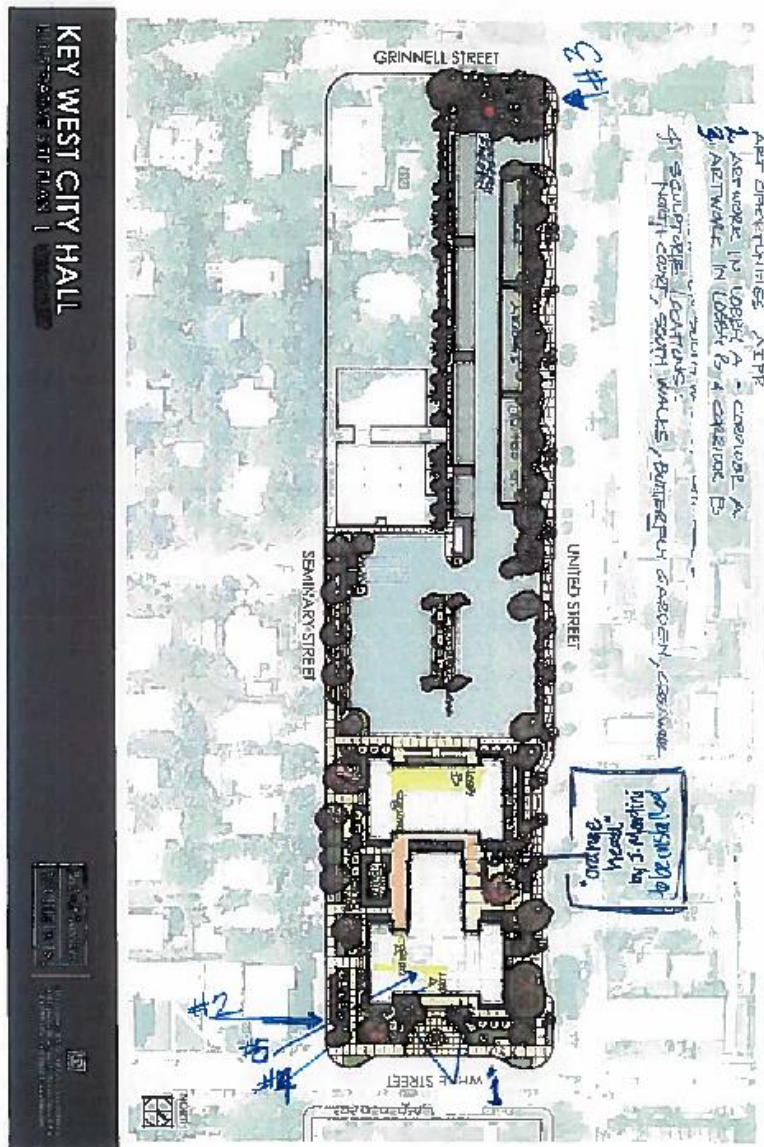


Figure 4 #5. Walkway walls (to the left of the Commission Chambers)



Figure 6 - #3 – Rear Butterfly garden

Please note: All proposed exterior artwork may not impact existing trees, palms, shrubs or groundcover. CKW Urban Forester will coordinate project.



SITE VISIT FOR ARTISTS

Artists are invited to attend a site visit on **Tuesday, October 16, 2018 at 10:00 am**, White Street entrance. Attendance is highly recommended, but not mandatory. RSVP by contacting Elizabeth Young at director@keysarts.com or 305-295-4369.

SELECTION OF ARTWORK

The selection of the artwork proposals will follow best practices and City of Key West AIPP guidelines. All proposals that are complete and submitted by the stated deadline will be reviewed by the AIPP Board and two appointed non-voting members. Recommended proposals will be presented to the City Commission for final approval.

Professional visual artists who demonstrate innovative, contemporary and creative approaches in addressing permanent, site specific works are encouraged to apply. Commissioned artwork by the City of Key West's Art in

Public Places will add value to the public art collection, attract national attention, vitalize The City of Key West, celebrate the diversity and heritage of Key West, strengthen economic development and tourism, and enrich the spirit and pride of our citizens.

REQUEST FOR PROPOSAL OVERVIEW

This RFP aims to provide all pertinent project information, including recommended locations (targeted spaces) for both interior and exterior treatments. All proposals must comply with ADA and local code requirements, including Historic Architectural Review Commission (HARC) Guidelines. Artists may make use of exterior and interior materials such as landscape, site furnishings, column cladding, flooring material, furniture, glazing, and lighting. Exterior art must be durable to withstand sub-tropical climate conditions with hurricanes. If applying for multiple spaces, proposal must furnish itemized budget for each space. The total amount shall *not* exceed the stipulated project budget. Artists may develop proposals for alternate spaces, and the AIPP Board and its appointed selection committee reserve the right to consider alternative proposals in the selection process.

INSTALLATION REQUIREMENTS

Artists are responsible for all arrangements and costs including delivery, equipment and tools as necessary to provide a completed and installed work. All additional costs must be included in the proposed quote. A complete work is considered to be installed in place, and when appropriate displayed with lighting and base. Signage is *not* the responsibility of the artist. All installations must conform to City of Key West building codes, and have a building permit and HARC approval (as needed) and be able to withstand wind loads required by the *current* version of Florida Building Code. Exterior art must be durable to withstand sub-tropical climate conditions with hurricanes. The installation must be produced and installed with the anticipation of salt water sea level that may rise to as much as five feet. The materials must be secure from saltwater intrusion. It is anticipated the artwork will last a minimum of 25 years.

INSURANCE REQUIREMENTS

Artists whose proposals are selected through this process must agree to maintain \$300,000 liability insurance policy, (as part of their agreement) which will insure and indemnify the artist and the City of Key West during the term of the agreement and for one (1) year after acceptance of the project, unless the requirement is waived by the City of Key West.

SELECTION PROCESS AND TIMELINE SELECTION CRITERIA

All proposals will be scored using the following criteria – each category has an assigned point value.

Exceptional Quality (25)

Enduring Value and Maintenance (30)

Site Compatibility and Appropriateness (25)

Character, Environment and History of Key West (10)

Artists that are familiar with the Florida Keys, its culture and history (10)

SUBMITTAL REQUIREMENTS

1. Application: Complete, sign and date the attached application cover sheet, include a current resume.

2. Written Proposal: Narrative summary describing the proposed original and project specific artwork (limit 2 typed pages).

3. Itemized Budget: Include all aspects of design, complete installation, artist design fees and fabrication. Please make note of complete installation including base, lighting, landscaping and any other applicable components.

4. Concept Drawings/Illustrations of proposed original and site-specific artwork: Submit printed drawings, images, color sketches (3 pages maximum) or maquette of the proposed artwork **OR** submit digital images in PDF or JPG format on a thumb drive. *Digital format is preferred.*

APPLICATION DEADLINE and INSTRUCTIONS FOR SUBMISSION

1. All required materials outlined above must be received by mail, certified mail, FedEx, UPS or hand delivered no later than **NOVEMBER 28, 2018 by 3:00 P.M.**, at which time they will be opened.

2. Please submit one (1) Original (signed and dated, and MARKED ORIGINAL), and two (2) flash drives with one single PDF file of Sections 1 – 4 ABOVE entitled “Submittal Requirements” and all “Attachments” listed on page 13, #3.

**Proposal package is to be enclosed in a sealed envelope, clearly marked on the outside
“PROPOSAL FOR PUBLIC ART FOR CITY OF KEY WEST CITY HALL”
addressed and delivered to the City Clerk at the address noted below.**

RFP application materials will NOT be returned to the applicant without prior pre-paid shipping. Faxed, emailed, incomplete applications or proposals that do not include the specified materials will be disqualified. All proposals must remain valid for ninety (90) days.

Sealed proposals for the City of Key West (City) RFP # 003 -19 REQUEST FOR PROPOSALS FOR PUBLIC ART FOR CITY OF KEY WEST CITY HALL addressed to the City of Key West, will be **received** at the Office of the City Clerk, 1300 White St., Key West Florida, 33040 **until 3:00 pm on November 28, 2018** and then will be publicly opened and read. Any proposals received after the time and date specified will not be considered.
Address and deliver to:

**City of Key West Office of the City Clerk
1300 White Street
Key West, Florida 33040**

**IN COMPLIANCE WITH CITY REGULATIONS, MATERIALS RECEIVED AFTER THE DEADLINE STATED
ABOVE WILL BE AUTOMATICALLY REJECTED
ABSOLUTELY NO EXCEPTIONS WILL BE MADE FOR ANY REASON.**

All questions must be submitted in writing NO later than November 20, 2018:

Please contact:

Elizabeth Young, Executive Director

Florida Keys Council of the Arts

Administrator, City of Key West Art in Public Places

director@keysarts.com

305-295-4369

City of Key West Art in Public Places
REQUEST FOR PROPOSALS
Application Cover Sheet

Applicant Contact Information:

Name: _____

Address: _____

Phone(s): _____

E-Mail: _____

Website: _____

Total Budget/Cost: _____ Total Number of Art Pieces included in proposal: _____

Please briefly describe the following if applicable; *if not* applicable indicate with N/A.

Special lighting required:

Other special requirements:

Type/amount of project access desired:

Installation time required:

Maintenance requirements (describe annual and ongoing):

Artist maintains a \$300,000 liability insurance policy: Yes / No If no, please explain.

Please check the following items to indicate they are included:

- ☐ Written proposal.
- ☐ Itemized budget.
- ☐ Concept drawings; 2 pages maximum including color sketch **or** digital rendition.
Digital images PDF or JPG not exceeding 75dpi – 5 images maximum.
- ☐ If 3-dimensional art proposal, one small model/maquette

Note: Support materials will not be returned to the applicant without prior pre-paid shipping.

Signature confirming that all information provided for this application is true and correct.

Artist or head of organization	Type or print name	Date
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ADDITIONAL SUBMITTAL INFORMATION TO THE PROPOSER:

The full Request for Proposal may be obtained from Demand Star by Onvia and The City of Key West website. Contact Demand Star at www.demandstar.com or call 1-800-711-1712 or www.cityofkeywest-fl.gov.

The Proposer will be required to furnish documentation with his proposal showing that he is in compliance with any and all licensing requirements of the State. The Proposer shall furnish documentation showing that he is in compliance with the licensing requirements of the provisions of Chapter 66 Section 87 of the Code of Ordinances of the City of Key West; within 10 days the following the Notice of Award and must demonstrate that he holds at a minimum, the following licenses & certificates;

City of Key West Business Tax License Receipt

Compliance with these provisions is required before the Proposer can enter into the agreement contained in the agreement Documents.

All insurance contracts and certificates of shall be either executed by or countersigned by a licensed resident agent of the Surety or Insurance Company having his place of business in the State of Florida, and in all ways complying with the insurance laws of the State of Florida. Further, the said Surety or Insurance Company shall be duly licensed and qualified to do business in the State of Florida.

Before an Agreement will be awarded for the work contemplated herein, AIPP Board, on behalf of the City, will conduct such investigation as is necessary to determine the performance record and ability of the Proposer to perform the size and type of work specified under this Agreement. Upon request, the Proposer shall submit such information as deemed necessary by the AIPP Board to evaluate the Proposer's qualifications.

For information concerning the proposed work please contact Elizabeth Young, Public Art Administrator, by email at director@keysarts.com. Verbal communications, per the City's "Cone of Silence" ordinance are not allowed.

As stated above at the time of the proposal submittal, the Proposer must provide satisfactory documentation of State Licenses. The Proposer shall furnish documentation showing that he is in compliance with the licensing requirements of County, and City licenses as would be required within ten days of the award. The successful Proposer must also be able to satisfy the City Attorney as to such insurance coverage and legal requirements as may be demanded by the Proposal in question. The AIPP Board may reject proposal for any and/or all of the following reasons: (1) for budgetary reasons, (2) if the proposer misstates or conceals a material fact in its bid, (3) if the proposal does not strictly conform to the law or is non-responsive to the bid requirements, (4) if the proposal is conditional, or (5) if a change of circumstances occurs making the purpose of the proposal unnecessary to the AIPP Board. (6) if such rejection is in the best interest of the City. The City may also waive any minor formalities or irregularities in any proposal.

PREPARATION OF PROPOSAL

1. GENERAL

All blank spaces in the PROPOSAL form must be filled in, as required, preferably in BLACK ink. No changes shall be made in the phraseology of the forms.

Any PROPOSAL shall be deemed informal which contains omissions, erasures, alterations, or additions of any kind, or prices uncalled for, or in which any of the prices are obviously unbalanced, or which in any manner shall fail to conform to the conditions of the published Request for Proposal.

Only one PROPOSAL from any individual, firm, partnership, or corporation, under the same or different names, will be considered. Should it appear to the CITY that any Proposer is interested in more than one Proposal for work contemplated; all Proposals in which such Proposer is interested will be rejected.

2. SIGNATURE

The Proposer shall sign his PROPOSAL in the blank space provided therefore. If Proposer is a corporation, the legal name of the corporation shall be set forth above, together with the signature of the officer or officers authorized to sign Contracts on behalf of the corporation. If Proposer is a partnership, the true name of the firm shall be set forth above, together with the signature of the partner or partners authorized to sign Contracts in behalf of the partnership. If signature is by an agent, other than an officer of a corporation or a member of a partnership, a notarized power-of-attorney must be on file with the CITY prior to opening of Proposals or submitted with the Proposal, otherwise the Proposal will be regarded as not properly authorized.

3. ATTACHMENTS

Proposer shall complete and submit the following forms with his proposal:

Anti-Kickback Affidavit

Sworn Statement under section 287.133(3)(a) Florida Statutes, on public entity crimes

Indemnification Form

Domestic Partnership Affidavit

Cone of Silence Affidavit

Non-Collusion Affidavit

All requirements listed in Proposal Submittal Requirements

Proof of Insurance (if awarded)

4. STATE AND LOCAL SALES AND USE TAXES

Unless the agreement documents contain a statement that the CITY is exempt from state sales tax on materials incorporated into the work due to the qualification of the work under this Agreement, the Contractor, as required by the laws and statutes of the state and its political subdivisions, shall pay all state and local sales and use taxes. Prices quoted in the Proposal shall include all nonexempt sales and use taxes, unless provision is made in the Proposal form to separately itemize the tax.

5. SUBMISSION OF PROPOSALS

All PROPOSALS must be submitted not later than the time prescribed, at the place, and in the manner set forth in the Request for Proposals. PROPOSALS must be made on the PROPOSAL forms provided herewith, **submit one (1) ORIGINAL proposal package and two (2) FLASH DRIVES containing a single PDF file of the entire proposal package.** Each PROPOSAL must be submitted in a sealed envelope, so marked as to indicate the Proposer's name and its contents (project name and number) without being opened and addressed in conformance with the instructions in the Request for Proposals.

6. MODIFICATION OR WITHDRAWAL OF PROPOSALS

Prior to the time and date designated for receipt of PROPOSALS, any PROPOSAL submitted may be withdrawn by notice to the party receiving PROPOSALS at the place designated for receipt of PROPOSALS. Such notice shall be in writing over the signature of the Proposer or by email. If by email, written confirmation over the signature of the Proposer shall be mailed and postmarked on or before the date and time set for receipt of PROPOSAL. No PROPOSAL may be withdrawn after the time scheduled for opening of PROPOSALS, unless the time specified in paragraph AWARD OF AGREEMENT of these Instructions to Proposers shall have elapsed.

7. AWARD OF AGREEMENT

Within ninety (90) calendar days after the opening of Proposals, the CITY will accept one or more of the Proposals or will act in accordance with the following paragraphs. The acceptance of the Proposal(s) will be by written notice of award, mailed to the office designated in the Proposal, or delivered to the Proposer's representative. In the event of failure of the highest ranked Proposer(s) to sign the Agreement and provide acceptable insurance certificate(s) and evidence of holding required licenses and certificates, the Owner may award the Agreement to the next ranked Proposer. Such award, if made, will be made within one hundred-twenty (120) days after the opening of Proposals. The CITY reserves the right to accept or reject any or all Proposals, and to waive any informalities and irregularities in said Proposals.

8. BASIS OF AWARD

A selection committee will evaluate all proposals that meet the minimum qualifications of this RFP. Each committee member shall complete an evaluation sheet ranking each qualified proposer against the weighted criteria set forth on page 9. Completed evaluations shall be combined and tallied. Upon completion of its evaluation process, the AIPP Selection Committee shall provide the results of the scoring and ranking and award recommendation to the City Commission to award the agreement or agreements to the highest ranked Proposer (s). If the City and the highest ranked Proposer are unable for any reason to negotiate an agreement the City shall, either orally or in writing, formally terminate negotiations with the selected proposer. The City may then negotiate with the next highest ranked proposer. The negotiation process may continue in this manner through successive proposers until an agreement is reached or the City terminates this RFP.

9. EXECUTION OF AGREEMENT

The successful Proposer shall, within ten (10) working days after receiving Notice of Award, sign and deliver to the CITY two (2) original Agreements in substantial conformity with the form hereto attached, acceptable to the city attorney, together with the insurance certificate examples of the bonds as required in the Agreement Documents and evidence of holding required licenses and certificates. Within 10 working days after receiving the signed Agreement from the successful Proposer, the City's authorized agent will sign the Agreement. Signature by both parties constitutes execution of the Agreement.

10. AGREEMENT PERIOD

It is anticipated that the CITY will enter into a one (1) year agreement, which thereafter maybe extended upon written consent of both parties for an additional six (6) month term.

PROPOSER'S DECLARATION AND UNDERSTANDING

The undersigned, hereinafter called the Proposer, declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Agreement.

The Proposer further declares that he has carefully examined the Agreement Documents and that this Proposal is made according to the provisions and under the terms of the Agreement Documents, which Documents are hereby made a part of this Proposal.

11. SUBCONTRACTORS

The Proposer further proposes that the following subcontracting firms or businesses will be awarded subcontracts for the following portions of the work in the event that the Proposer is awarded the Agreement:

Name	Street	City	State	Zip
Name	Street	City	State	Zip

PROPOSER

The name of the Proposer submitting this Proposal is doing business at

Street City State Zip

which is the address to which all communications concerned with this Proposal and with the Agreement shall be sent.

The names of the principal officers of the corporation submitting this Proposal, or of the partnership, or of all persons interested in this Proposal as principals are as follows:

If Sole Proprietor or Partnership

IN WITNESS hereto the undersigned has set his (its) hand this _____ day _____ of 2018.

Signature of _____ Title _____

If Corporation

IN WITNESS WHEREOF the undersigned corporation has caused this instrument to be executed and its seal affixed by its duly authorized officers this _____ day of _____ 2018.

(SEAL)

Name of Corporation

By _____

Title _____

Attest

Sworn and subscribed before this _____ day of _____, 20____

NOTARY PUBLIC, State of _____, at Large

My Commission Expires: _____

NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA)

: SS

COUNTY OF MONROE)

I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

By: _____

Sworn and subscribed before me this

_____ Day of _____, 2018.

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: _____

**SWORN STATEMENT UNDER SECTION 287.133(3)(A)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

**THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER
AUTHORIZED TO ADMINISTER OATHS.**

This sworn statement is submitted with Bid or Proposal for _____

This sworn statement is submitted by _____
(Name of entity submitting sworn statement)

whose business address is _____

and (if applicable) its Federal Employer Identification Number (FEIN) is _____
(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement)

My name is _____
(Please print name of individual signing) and my relationship to the entity named above is

1. I understand that a “public entity crime” as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited to, any bid or contract for goods or services to be provided to any public or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.

2. I understand that “convicted” or “conviction” as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

3. I understand that an “affiliate” as defined in Paragraph 287.133(1)(a), Florida Statutes, means

- a. A predecessor or successor of a person convicted of a public entity crime; or
- b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term “affiliate” includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm’s length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

4. I understand that a "person" as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

5. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies). Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)

6. There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted VENDOR list. (Please attach a copy of the final order.)

7. The person or affiliate was placed on the convicted VENDOR list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted VENDOR list. (Please attach a copy of the final order.)

8. The person or affiliate has not been put on the convicted VENDOR list. (Please describe any action taken by or pending with the Department of General Services.)

(Signature)

(Date)

STATE OF _____ COUNTY OF _____

PERSONALLY, APPEARED BEFORE ME, the undersigned authority,

_____ who, after first being sworn by me, affixed his/her (Name of individual signing)

Signature in the space provided above on this _____ day of _____, 2018.

My commission expires _____ NOTARY PUBLIC

CITY OF KEY WEST INDEMNIFICATION FORM

To the fullest extent permitted by law, the VENDOR expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees (herein called the “indemnitees”) from any and all liability for damages, including, if allowed by law, reasonable attorney’s fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, caused in whole or in part by any act, omission, or default by VENDOR or its subcontractors, material men, or agents of any tier or their employees, arising out of this agreement or its performance, including any such damages caused in whole or in part by any act, omission or default of any indemnitee, but specifically excluding any claims of, or damages against an indemnitee resulting from such indemnitee’s gross negligence, or the willful, wanton or intentional misconduct of such indemnitee or for statutory violation or punitive damages except and to the extent the statutory violation or punitive damages are caused by or result from the acts or omissions of the VENDOR or its subcontractors, material men or agents of any tier or their respective employees.

VENDOR: _____

SEAL:

Address

Signature

Print Name

Title

DATE: _____

Sworn and subscribed before this _____ day of _____, 20____

NOTARY PUBLIC, State of _____, at Large

My Commission Expires: _____

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF _____)

: SS

COUNTY OF _____)

I, the undersigned hereby duly sworn, depose and say that the firm of _____ provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses per City of Key West Ordinance Sec. 2-799.

By: _____

Sworn and subscribed before this _____ day of _____, 20____

NOTARY PUBLIC, State of _____, at Large

My Commission Expires: _____

CONE OF SILENCE AFFIDAVIT

STATE OF _____)

: SS

COUNTY OF _____)

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of _____ have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

By: _____

Sworn and subscribed before me this

_____ day of _____ 20____.

NOTARY PUBLIC, State of _____ at Large

My Commission Expires: _____

Sec. 2-773. - Cone of silence.

- (a) *Definitions.* For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:
- (1) *Competitive solicitation* means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.
 - (2) *Cone of silence* means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.
 - (3) *Evaluation or selection committee* means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.
 - (4) *Vendor* means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.
 - (5) *Vendor's representative* means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.
- (b) *Prohibited communications.* A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:
- (1) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;
 - (2) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;
 - (3) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city evaluation and/or selection committee therefore; and
 - (4) Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee therefore.
- (c) *Permitted communications.* Notwithstanding the foregoing, nothing contained herein shall prohibit:
- (1) Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;
 - (2) Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation.
- (A) However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk.
 - (B) The city clerk shall include all written communication as part of the agenda item when publishing information related to a particular competitive solicitation;
 - (3) Oral communications at duly noticed pre-bid conferences;
 - (4) Oral presentations before publicly noticed evaluation and/or selection committees;
 - (5) Contract discussions during any duly noticed public meeting;
 - (6) Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;

- (7) Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or
 - (8) Purchases exempt from the competitive process pursuant to section 2-797 of these Code of Ordinances;
- (d) *Procedure.*
- (1) The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by section 2-826 of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.
 - (2) The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation, or takes other action which ends the competitive solicitation.
 - (3) Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.
- (e) *Violations/penalties and procedures.*
- (1) A sworn complaint alleging a violation of this ordinance may be filed with the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.
 - (2) In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.
 - (3) Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.
 - (4) In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.
 - (5) If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2-834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section.

(Ord. No. 13-11, § 1, 6-18-2013)

ANTI – KICKBACK AFFIDAVIT

STATE OF _____)
 : SS
COUNTY OF _____)

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: _____

Sworn and subscribed before me this day _____ of _____, 2018.

NOTARY PUBLIC, State of _____ at Large

My Commission Expires:

City of Key West Art in Public Places Purchase Agreement

This AGREEMENT dated the _____ day of _____, 2018, is entered into by and between the CITY OF KEY WEST, hereinafter "City"/CITY OF KEY WEST, and _____, hereinafter "Artist."

WHEREAS, the Art in Public Places Ordinance (AIPP Ordinance), codified at City of Key West Code of Ordinances Section 2-481 through 2-487, authorizes the allocation of one percent (1%) of the Public and Private construction costs for new construction exceeding \$500,000.00 and renovations exceeding \$100,000.00 to be set aside in a fund and used for acquisition, commission, installation and maintenance of works of art to be used in, upon, or around the City of Key West; and

WHEREAS, the AIPP Ordinance establishes an Art in Public Places Board to review responses to Requests for Proposals for art to be acquired, commissioned, installed, and maintained in public construction projects and to advise the CITY OF KEY WEST on such responses; and

WHEREAS, the CITY OF KEY WEST desires to promote understanding and awareness of the visual arts and to enrich the public environment for residents and visitors; and

WHEREAS, the CITY OF KEY WEST desires to acquire public artwork to be installed, placed, and/or located at _____, Key West, Florida; and

WHEREAS, in conformity with the AIPP Ordinance and RFP #_____, the Artist was recommended by the AIPP Board to provide public artwork for this location; and

NOW, THEREFORE, in consideration of the mutual covenants and payments contained herein, the parties have entered into this agreement on the terms and conditions as set forth below.

1. AGREEMENT PERIOD: This agreement is for a period of _____ after issuance of a Notice to Proceed to execute and complete the work. This agreement shall remain in effect for the stated period unless one party gives to the other written notification of termination pursuant to and in compliance with paragraphs 13 and 14 below. All work for which AIPP funds are to be expended must be completed by the stated termination date.
2. SCOPE OF AGREEMENT: The Artist shall perform all services, and provide and furnish all supplies, materials, and equipment as necessary for transportation, creation and installation of artwork as set forth in the Artists Response to the Request for Proposal, the terms and conditions of which are fully incorporated therein.
3. Artist shall confer with and coordinate activities with Executive Director, Florida Keys Council of the Arts, Elizabeth Young, to ensure there is cooperation and cohesiveness in the incorporation of the art in or around the building, so that there shall be the least amount of interference between the Artist and the building personnel.

4. AMOUNT OF AGREEMENT AND PAYMENT: The City shall provide an amount not to exceed _____ **Thousand and 00/100 (\$ __,000.00) Dollars** for materials and services used to create and install the project. The City of Key West assumes no liability to fund this agreement for an amount in excess of this award. City of Key West's performance and obligation to pay under this agreement is contingent upon an annual appropriation by the CITY OF KEY WEST. Pursuant to Florida's Prompt Payment Act, upon receipt by City of an Invoice and documentation to satisfy the finance director that the work necessary to approve the invoice has been completed, payment shall be made as follows:

PAYMENT TERMS TO BE NEGOTIATED ON A PROJECT BY PROJECT BASIS CONSIDERING OVERALL SCOPE AND NATURE OF THE PROJECT, AND ATTACHED HERETO AS "EXHIBIT A".

Eligible costs and expenditures for the project and the total award may include, but are not limited to:

- A. Artist's design fee.
- B. Labor, materials, contracted services required for production and installation.
- C. Artist's operating expenses related to the project.
- D. Travel related to this project, pursuant to statutory limitations.
- E. Transportation of the work to the site.
- F. Installation at the site.
- G. Permits and fees necessary for the installation (applicable for exterior projects which may also require HARC or Historic Preservation Commission review, if applicable).
- H. Insurance costs of artist.

Payment shall be made upon presentation of an original invoice and documentation necessary to support the completion of the work. Artist shall also provide release of liens if applicable.

5. OWNERSHIP and RIGHTS: Upon the installation of the artwork and acceptance by the City, the City shall own the artwork and title to the artwork shall pass to the City. This Article 5 and the Artist's signature on this Agreement shall constitute and be construed as the Artist's express waiver of rights as provided in 17 U.S.C. §106A, et. al., to the extent that the artwork may be removed, adjusted, replaced, and/or relocated, as deemed necessary by the City without obtaining a waiver or permission from the Artist, and that modification to the artwork resulting from conservation or public presentation involving lighting and placement is not prohibited modification or considered alteration, distortion or mutilation of the artwork. Artist agrees that the City as owner of the building and/or property that includes the artwork may, without the consent or permission of the Artist, make or authorize the making of alterations and/or destruction of such building and/or property. Artist agrees that where the artwork may be created or conceived in any fashion by more than one author/artist, the Artist's signature and waiver binds the entire group of authors/artists.

6. MODIFICATIONS AND AMENDMENTS: Any and all modifications of the terms of this Agreement shall in writing and approved by the CITY OF KEY WEST. Extensions of time to complete any terms or conditions of this Agreement must be made in writing and shall be approved only by the CITY OF KEY WEST.
7. INDEPENDENT ARTIST: At all times and for all purposes hereunder, the Artist is an independent Artist and not an employee of the City of Key West. No statement contained in this agreement shall be construed as to find the Artist or any of its employees, Artists, servants or agents to the employees of the City of Key West, and they shall be entitled to none of the rights, privileges or benefits of employees of City of Key West.
8. COMPLIANCE WITH LAW: In carrying out its obligations under this agreement, the Artist shall abide by all statutes, ordinances, rules, and regulations pertaining to or regulating the provisions of this agreement, including those now in effect and hereafter adopted. Any violation of said statutes, ordinances, rules, or regulations shall constitute a material breach of this agreement and shall entitle the City to terminate this agreement immediately upon delivery of written notice of termination to the Artist.
9. HOLD HARMLESS/INDEMNIFICATION: The Artist hereby agrees to indemnify and hold harmless the, Florida Keys Council of the Arts, AIPP Board and City of Key West and any of their officers and employees from and against any and all claims, liabilities, litigation, causes of action, damages, costs, expenses (including but not limited to fees and expenses arising from any factual investigation, discovery or preparation for litigation), and the payment of any and all of the foregoing or any demands, settlements or judgments arising directly or indirectly under this agreement. The Artist shall immediately give notice to the City of any suit, claim or action made against the City that is related to the activity under this agreement, and will cooperate with the City in the investigation arising as a result of any suit, action or claim related to this agreement.
10. ANTI-DISCRIMINATION: The Artist agrees that they will not discriminate against any of their employees or applicants for employment or against persons for any benefit or service because of their race, color, religion, sex, national origin, or physical or mental handicap where the handicap does not affect the ability of an individual to perform in a position of employment, and to abide by all federal and state laws regarding non-discrimination.
11. ANTI-KICKBACK: The Artist warrants that no person has been employed or retained to solicit or secure this agreement upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, and that no employee or officer of the City has any interest, financially or otherwise, in the said funded project, except for general membership. For breach or violation of this warranty, the City shall have the right to annul this agreement without liability or, in its discretion, to deduct from the agreement price or consideration, the full amount of such commission, percentage, brokerage or contingent fee.
12. TERMINATION: This agreement shall terminate pursuant to Paragraph #1. Termination prior thereto shall occur whenever funds cannot be obtained or cannot be continued at a level sufficient to allow for the continuation of this agreement pursuant to the terms herein. In the event that funds cannot be continued at a level sufficient to allow the continuation of this agreement pursuant to the terms specified herein, this agreement may then be terminated immediately by written notice of termination delivered in person or by mail to Artist. The City may terminate this agreement without cause upon giving ninety

(90) days written notice of termination to Artist. The City shall not be obligated to pay for any services or goods provided by Artist after Artist has received written notice of termination.

13. **TERMINATION FOR BREACH:** The City may immediately terminate this agreement for any breach of the terms contained herein. Such termination shall take place immediately upon receipt of written notice of said termination. Any waiver of any breach of covenants herein contained to be kept and performed by Artist shall not be deemed or considered as a continuing waiver and shall not operate to bar or prevent the City from declaring a forfeiture for any succeeding breach either of the same conditions or of any other conditions.
14. **ENTIRE AGREEMENT:** This agreement constitutes the entire agreement of the parties hereto with respect to the subject matter hereof and supersedes any and all prior agreements with respect to such subject matter between the City and the Artist.
15. **CONSENT TO JURISDICTION:** This agreement, its performance, and all disputes arising hereunder, shall be governed by the laws of the State of Florida, and both parties agree that the proper venue for any actions shall be in City of Key West.
16. **PUBLIC ENTITY CRIME STATEMENT:** A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a bid on an agreement to provide any goods or services to a public entity, may not submit a bid on an agreement with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a Artist, supplier, sub-Artist, or consultant under an agreement with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Florida Statutes Section 287.017, for CATEGORY TWO for a period of thirty-six (36) months from the date of being placed on the convicted vendor list. Artist represents that Artist is not on the Convicted Vendor list.
17. **AUTHORITY:** Artist warrants that it is authorized by law to engage in the performance of the activities encompassed by the project herein described. Each of the signatories for the Artist below are authorized to contract Artist's services.
18. **LICENSING AND PERMITS:** Artist warrants that he or she shall have, prior to commencement of work under this agreement and at all times during said work, all required licenses and permits whether federal, state, City or County.
19. **INSURANCE:** Artist agrees that it maintains in force at its own expense a liability insurance policy which will insure and indemnify the Artist and the City from any suits, claims or actions brought by any person or persons and from all costs and expenses occurring during the agreement or thereafter that results from performance by Artist of the obligations set forth in this agreement. At all times during the term of the agreement and for one (1) year after acceptance of the project, Artist shall maintain on file with the City a certificate of the insurance of the carriers showing that the aforesaid insurance policy is in effect. All insurance policies must specify that they are not subject to cancellation, non-renewal, material change or reduction in coverage unless a minimum of thirty (30) days prior notification is given to the City by the insurer.

Acceptance and/or approval of Artist's insurance shall not be construed as relieving Artist from any liability or obligation assumed under this contract or imposed by law.

The City of Key West, its employees and officials will be included as "Additional Insured" on all policies except worker's compensation.

Any deviations from these General Insurance Requirements must be requested in writing on the City form titled "Request for Waiver of Insurance Requirements" and must be approved by City of Key West Risk Management. The following coverages shall be provided prior to commencement of work governed by this contract:

1. Workers' Compensation if, and as required by Florida Statutes
2. General Liability Insurance. Coverage shall be maintained throughout the life of the contract and include, as a minimum:
 - Premises Operations
 - Products and Completed Operations
 - Blanket Contractual Liability
 - Personal Injury Liability
 - Expanded Definition of Property Damage

The minimum limits acceptable shall be: \$300,000 Combined Single Limit (CSL)

If coverage is provided on a Claims Made policy, its provisions should include coverage for claims filed on or after the effective date of this contract. In addition, the period for which claims may be reported should extend for a minimum of twelve (12) months following the acceptance of work by the City.

20. PUBLIC RECORDS COMPLIANCE: Artist must comply with Florida public records laws, including but not limited to Chapter 119, Florida Statutes and Section 24 of Article I of the Constitution of Florida. The City and Artist shall allow and permit reasonable access to, and inspection of, all documents, records, papers, letters or other "public record" materials in its possession or under its control subject to the provisions of Chapter 119, Florida Statutes, and made or received by the City and Artist in conjunction with this contract and related to contract performance. The City shall have the right to unilaterally cancel this contract upon violation of this provision by the Artist. Failure of the Artist to abide by the terms of this provision shall be deemed a material breach of this contract and the City may enforce the terms of this provision in the form of a court proceeding and shall, as a prevailing party, be entitled to reimbursement of all attorney's fees and costs associated with that proceeding. This provision shall survive any termination or expiration of the contract.

The Artist is encouraged to consult with its advisors about Florida Public Records Law in order to comply with this provision.

Pursuant to F.S. 119.0701 and the terms and conditions of this contract, the Artist is required to:

1. Keep and maintain public records that would be required by the City to perform the service.
2. Upon receipt of a request from the City 's custodian of records, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Artist does not transfer the records to the City.
4. Upon completion of the contract, transfer, at no cost, to the City all public records in possession of the Artist or keep and maintain public records that would be required by the City to perform the service. If the Artist transfers all public records to the City upon completion of the contract, the Artist shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Artist keeps and maintains public records upon completion of the contract, the Artist shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City upon request from the City's custodian of records, in a format that is compatible with the information technology systems of the City.
5. A request to inspect or copy public records relating to a City contract must be made directly to the City, but if the City does not possess the records requested, the City shall immediately notify the Artist of the request, and the Artist must provide the records to the City or allow the records to be inspected or copied within a reasonable time.

If the Artist does not comply with the City 's request for records, the City shall enforce the public records contract provisions in accordance with the contract, notwithstanding the City's option and right to unilaterally cancel this contract upon violation of this provision by the Artist. An Artist who fails to provide the public records to the City or pursuant to a valid public records request within a reasonable time may be subject to penalties under Section 119.10, Florida Statutes.

The Artist shall not transfer custody, release, alter, destroy or otherwise dispose of any public records unless or otherwise provided in this provision or as otherwise provided by law.

IF THE ARTIST HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE ARTIST'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS, CHERI SMITH CSMITH@CITYOFKEYWEST-FL.GOV , 1300 WHITE STREET, KEY WEST, FL 33040.

21. RISK OF LOSS. Risk of loss or damage to the artwork shall be borne by the Artist until acceptance of the artwork by the City as indicated after the final payment has been made. The Artist shall carry insurance sufficient to cover the purchase price of the artwork to cover risk of loss or damage to the artwork until final acceptance by the City.
22. WARRANTIES OF QUALITY AND CONDITION. Artist represents and warrants that the artwork, as fabricated and installed, will be free from defects in material and workmanship which cause or accelerate deterioration of the artwork and that reasonable maintenance of the artwork will not require procedures substantially in excess of those described in the Artist's maintenance recommendations or proposal. The

warranties described in this Article shall survive for a period of five (5) years after final acceptance of the artwork, with periodic required maintenance by the City according to instructions provided by the Artist. The City shall give written notice to the Artist of any breach of this warranty during the five (5) year period. The Artist shall, at no cost to the City, cure reasonably and promptly the breach of warranty by means of repair, restoration, refurbishing, re-creation, or replacing the artwork.

23. REPAIRS AND RESTORATION. The City reserves the right to determine when and if repairs and restorations to the artwork will be made after final acceptance. Repairs and restorations to the artwork occurring more than five (5) years after the City's final acceptance of the artwork will be the responsibility and at the expense of the City.

24. NOTICE: Any written notice to be given to either party under his agreement or related hereto shall be addressed and delivered as follows:

For Artist

For City

Florida Keys Council of the Arts
1100 Simonton Street
Key West, FL 33040
and
City Manager
PO Box 1409
1300 White Street
Key West, FL 33041

Execution by the Artist must be by a person with authority to bind the entity. **Signature of the person executing the document must be notarized and witnessed by another officer of the entity, or by two other witnesses.**

AGREED AND ACCEPTED:

(SEAL)

ATTEST: CITY CLERK

CITY OF KEY WEST, FLORIDA

By: _____

Cheri Smith, City Clerk

By: _____

Mayor

SIGNATURES CONTINUE ON NEXT PAGE...

WITNESSES:

ARTIST:

(1) _____

Signature

Signature

Print Name

Print Name

DATE: _____

DATE: _____

(2) _____

Signature

Print Name

DATE: _____

STATE OF _____

CITY OF _____

On this _____ day of _____, 2018, before me, the undersigned notary public, personally appeared _____, known to me to be the person whose name is subscribed above or who produced _____ as identification, and acknowledged that he/she is the person who executed the above contract with City of Key West for the purposes therein contained.

Notary Public

Name

My Commission Expires: _____

(SEAL)

POLICY FOR LOAN OR GIFT OF PUBLIC ART

This policy is intended to parallel the procedures in place for commission of Works of Art under the Monroe County Ordinance #022-2001 and the program for rotating art in public buildings. This policy applies to all unsolicited offers of loan or donation of artworks except those commissioned by the Art in Public Places (AIPP) Program governed by Monroe County Ordinance 022-2001 regardless of the source of the artwork or funding for the donated artwork or artwork loaned under the County's rotating art in public buildings program. Unsolicited gifts and loans to Monroe County can be an important part of the County's art collection. Proposed gifts or loans of public art shall undergo a review process to ensure that acceptance of such gifts or loans takes place in a fair and uniform manner. Potential gifts to the County are evaluated as carefully as works that are purchased or commissioned and undergo a careful review process that evaluates the gift on acceptance criteria according to the purposes, guidelines, goals and selection process that guides the Art in Public Places Program as a whole. There can be no commitment to permanent display of gifts or loans, nor can Monroe County be committed to retain ownership of such artworks in perpetuity.

Procedures for Gifts or Loans:

For each proposed gift of public art a written proposal or letter of intent must be submitted to the County Administrator. The proposal must include specifications of the proposed gift, including: artist, title, dimensions, materials, date, and proposed location (if appropriate). The Administrator will refer the proposal to the Art in Public Places (AIPP) Committee through the Arts Council staff for review. The AIPP Committee will recommend disposition of the offer to the Board of County Commissioners whose decision is final.

Conflicts of Interest:

Gifts will be accepted by Monroe County as a political subdivision of the State of Florida rather than by individuals within the County. Consideration is given to the context in which the gift is offered in order to ensure that the gift is not being given to influence or reward Monroe County or members, employees or elected officials of the County.

Principles on Which Decisions to Accept Memorial or Plaques will be Evaluated:

Memorials can be achieved through gifts of artwork and monetary donations. Monetary donations for a public art memorial may be contributed and combined towards a larger project, if necessary. Donors of monetary gifts of memorial may be acknowledged by means of a dedication plaque or other appropriate recognition.

Memorial donations and gifts will be judged on the following criteria to determine appropriateness:

- If a person or event is being memorialized, they/it must be deemed significant enough to merit such an honor. The decision of the significance of a person or event is determined by the Board of County Commissioners.

- The memorial represents broad community values and has timeless qualities that are meaningful to future generations.
- The location under consideration is an appropriate setting for such a memorial; in general, there should be some specific geographic justification for the memorial being located in a specific site.

Donors of memorials are asked to consider the primary uses of the public space or facility in their request for a suitable location for the memorial. While the County acknowledges that appropriate memorials enrich visitor experiences, public open space is a very precious commodity, and monuments, memorials and plaques will be carefully reviewed to balance these two public benefits to protect the greater good. It is recognized that a particular location may reach a saturation point for memorials, and therefore the Art in Public Places Committee may consider limitations or a moratorium of future memorial installations at that particular location or area.

Art in Public Places Committee Review of Potential Gifts and Loans:

The Art in Public Places Committee will review potential gifts and loans and recommend acceptance or rejection to the Board of County Commissioners. A recommendation to accept a gift or loan of public art will be delineated in an acceptance agreement between the County and the donor/lender. This agreement will describe the terms and conditions under which the art is to be accepted, including responsibilities for fabrication, installation, site preparation, insurance, ongoing maintenance, conservation, etc. In cases where a donor has specified a site for the proposed artwork, the artwork must have the endorsement and approval for installation from the County division/ department that oversees the site and the director of the site’s primary resident organization(s). Specific plans for site design, installation, and maintenance will be submitted for all necessary approvals. Costs for engineering, inspections, and approvals shall be borne by the donor. The artwork may not deviate from the proposal approved by the Art in Public Places Committee unless the Committee approves such change in writing. Works of art accepted on the basis of maquettes or drawings will be subject to a review process, including inspection by appropriate County officials during fabrication and installation.

Criteria for Acceptance of Proposed Gifts or Loans:

The review process will ensure that:

- Artworks must be one-of-a-kind or part of an original series. Reproductions of originals are not considered eligible for acceptance. Under certain circumstances the Art in Public Places Committee may waive this requirement.
- Gifts and loans maintain high artistic standards for artworks in the County's public art collection and are appropriate in relationship or historical relevance to the County.
- The site available is appropriate to the artwork's content, scale, and material. Factors to be considered in selecting an appropriate site include relationship to architectural and natural features, visibility and public access, traffic patterns, future development plans for area, if known, and public use patterns of the site.
- Restrictions from the donor, if any, are clearly identified and acceptable to the County;
- Community groups who generate artwork proposals must show that the surrounding community has been involved and consulted in the process;

- Costs of installation and maintenance and repair over the expected life of the artwork are defined.

Appeal Policy:

All donors or artists who believe that the AIPP Committee’s consideration of their proposal of a gift or loan was procedurally unfair, unreasonable or inadequate, may appeal the committee’s recommendation of rejection of the proposed gift or loan. No appeals will be entertained on the grounds of the Committee’s aesthetic evaluation of an existing or proposed artwork.

Appeal Procedure:

Before pursuing a formal appeal, the donors and/or artist should seek an informal resolution by way of the following procedure:

- The donor and/or artist will first re-examine the Acceptance Guidelines; and
- The donor and/or artist will then informally review the Committee procedure with the Director, Florida Keys Arts Council within three weeks of the date of written notification of the original decision on the proposed artwork.

Should no resolution be reached, the donor and/or artist may submit a formal appeal by way of a written request to the Art in Public Places Committee specifying the date on which an informal review of the original panel decision was completed, and the factual bases on which the donor claims that the procedures utilized by the panel in reaching its decision were unfair, unreasonable or inadequate.

The Director, Florida Keys Arts Council will provide the donor, artist and each member of the Committee notice, in writing, with at least fourteen days advance notice of the date, time and place of the appeal in order to enable each of the aforementioned individuals to file written submissions for consideration and to arrange to appear in order to give a verbal presentation, if desired. In addition, the Art in Public Places Committee has the right to invite any individual whom it believes may contribute to the adjudication of the appeal, to appear before it. The deliberations of the Art in Public Places Committee will be open and available to the public. Following the review and appeal process, all Art in Public Places Committee decisions shall be final.

Donor Responsibilities and Associated Costs:

For gifts of art to the County the donor is responsible for all costs associated with fabrication and installation of the artwork or memorial. The donor will also be responsible for engineering specifications, design and cost of pedestal (or other support / base), identification plaque, special lighting, electrical and water hookups, structural support meeting all building codes, and landscaping of site. The donor is responsible for acquiring all City, County, State or Federal permits necessary for the installation of the work, and for paying all costs associated with such permits.

Maintenance:

The donor shall create, with the assistance of a professional conservator, a maintenance plan for care of the proposed gift. Exorbitant maintenance costs may be grounds for rejection of a gift or loan. Once the donation is installed and accepted by the County, the County shall be responsible for the inventory, operational expenses and maintenance requirements.

Acceptance of Gifts of Public Art

Once approved by the Art in Public Places Committee and the Board of County Commissioners, gifts of works of art will be deemed accepted once the donor has supplied the County with the following:

- Written certification of the installation of the artwork;
- A written bill of sale conveying title of the work to the County;
- Written instructions for the care, maintenance, preservation and handling of the artwork prepared with the assistance of a professional art conservator;
- A sworn statement of no liens, claims or other encumbrances associated with the artwork;
- A written assignment of any and all warranties for materials used or labor performed by subcontractors or other persons;
- A written assignment conveying all rights, including copyrights and waiver of all rights under the Visual Artist's Rights Act of 1990 and its amendments (Section 106A of the United States Copyright Act; Pub. L. No. 101-650).

Acceptance of Loans of Public Art

Once approved by the Art in Public Places Committee and the Board of County Commissioners, loans of works of art will be deemed accepted once the donor has supplied the County with the following:

- A fully executed Agreement for Display of Artwork between the lender and the County;
- A written plan for the transportation, installation and removal of the artwork as per the Agreement for Display of Artwork;
- Written instructions for the care, maintenance, preservation and handling of the artwork during the period of display on City property.

Title and Ownership:

Permanent gifts of artwork to the County will become the property of the County once an *Agreement for Acceptance of a Donation of a Work of Art* has been fully executed and the Donor has delivered the Bill of Sale. At such time, all rights of title and ownership will be conveyed to the County and all future decisions regarding the use and continued ownership of the artwork will be under the sole discretion of the County. As owner of the work, the County may exercise any and all legal rights of ownership including, but not limited to, sale, relocation or removal of the artwork.

For loans of artwork to the County, the County recognizes that the title to the artwork remains with the Owner, its successors and assigns. At no time does title pass to the County as a result of the loan, unless otherwise specified.

Removal, Relocation or Deaccession of an Artwork:

Artworks gifted or loaned to the County may be relocated, removed or deaccessioned from the City’s public art collection if the artwork becomes a hazard or liability, or if the approved terms of acceptance are not fulfilled or for any other reason as determined by the Art in Public Places Committee or Board of County Commissioners at their sole discretion.

PROPOSED GIFT OF PUBLIC ART
TO MONROE COUNTY, FLORIDA

Donor Profile:

Name of individual or organization donating proposed artwork/object. For organizations please state the contact person’s name:

Name: _____

Address: _____

Phone/Fax: _____

E-mail/Website: _____

Description of group/organization:

Reason for donating artwork/object:

Tax implications, if any:

Please describe the artwork and/or commemorative gift being proposed for donation. Attach photographic and other documentation relevant to its aesthetic value or merit. Please also attach any biographical information relating to the artist, or any published material relevant to the artwork.

Artist: _____

Title: _____

Medium: _____

Year: _____

Dimensions (height x width x depth): _____

Overall description of artwork/object:

Exhibition history of artwork or history of object (provenance):

How did you/your organization acquire the artwork/object?

Estimated value: \$_____

Appraising agency: _____

Name of agent: _____

Address: _____

Phone / Fax: _____

Condition of artwork/object: __ Excellent __ Good __ Fair __ Poor

Installation requirements (methods of attachment, installation, lighting, amenity requirements, etc.)

Maintenance requirements (initial maintenance and continued conservation programs)

If you are proposing to install the artwork/object in a specific location, please describe why you feel that your chosen site is appropriate for the proposed donation.

Is the artwork/object a commemorative or memorial gift meant to acknowledge a person(s), place, or event that represents broad community values and has timeless qualities that are meaningful to future generations?

What stipulations, considerations, or modifications are to be placed on the acceptance of this proposed gift?

Monroe County Art in Public Places Award Agreement
Marathon Library and Adult Education Center

This AGREEMENT dated the 17th day of June, 2020, is entered into by and between the **BOARD OF COUNTY COMMISSIONERS FOR MONROE COUNTY**, hereinafter "County"/"BOCC", and **CARLOS A. ALVES and JC CARROLL**, hereinafter "Artist."

WHEREAS, the Monroe County BOCC recognizes the extent of cultural resources available in the county for development, promotion, and enjoyment of the arts. It is the intent of the BOCC to enrich culturally and benefit the citizens of this county through the establishment of Art in Public Places; and

WHEREAS, the Art in Public Places Ordinance #022-2001 (AIPP Ordinance), codified at MCC §2-233, authorizes the allocation of one percent (1%) of the County's construction costs for new construction exceeding \$500,000.00 and renovations exceeding \$100,000.00 to be set aside in a fund and used for acquisition, commission, installation and maintenance of works of art to be used in, upon, or around the new or renovated County buildings; and

WHEREAS, the AIPP Ordinance established an Arts in Public Places Committee (AIPP) to review responses to Requests for Proposals for art to be acquired, commissioned, installed, and maintained in public construction projects and to advise the BOCC regarding the art subject to the AIPP allocation; and

WHEREAS, the BOCC desires to acquire public artwork to be installed, placed, and/or located at the Monroe County Public Library, Marathon Branch, and Adult Education Center, Marathon, Monroe County, Florida, to promote understanding and awareness of the visual arts and to enrich the public environment for residents and visitors; and

WHEREAS, in conformity with the AIPP Ordinance and MCC §2-233, the Artists were selected by the AIPP Committee to provide public artwork for this location; and

NOW, THEREFORE, in consideration of the mutual covenants and payments contained herein, the parties have entered into this agreement on the terms and conditions as set forth below.

1. **AGREEMENT PERIOD:** This Agreement is for a period of ninety (90) days after issuance of a notice to proceed to execute and complete the work. This Agreement shall remain in effect for the stated period unless one party gives to the other written notification of termination pursuant to and in compliance with paragraphs 12, and 13 below. All work for which AIPP funds are to be expended must be completed by the stated termination date.
2. **SCOPE OF AGREEMENT:** The Artist shall perform all services, and provide and furnish all supplies, materials, and equipment as necessary for transportation, creation, and installation of artwork in the Marathon Library and Adult Education Center as follows:

Artist team is commissioned to create a ceramic and glass mosaic tile artwork with the proposed design, color and imagery of "Bubbles" not to exceed 72" wide x 60" high x 5" deep, and deliver and complete the installation on "Wall B" in the Library's Adult Ed Reception lobby as described and sketched in Attachment A, which is made a part hereof. The "bubbles" design will be in shades of blues and greens to reflect the exquisite nature

of water and the whimsical feeling of bubbles that are both ageless and timeless. The design will share the concept that the Library inspires the imagination and learning.

Artists shall confer with and coordinate activities with Executive Director, Florida Keys Council of the Arts, Elizabeth Young, in order to insure that there is as much cooperation and cohesiveness in the incorporation of the art in or around the building so that there shall be the least amount of interference between the Artist and the Marathon Branch Library and Adult Education Center personnel or any construction staff.

3. **AMOUNT OF AGREEMENT AND PAYMENT:** The County shall provide an amount not to exceed **Six Thousand and 00/100 (\$6,000.00) Dollars** for the final approved ceramic and glass mosaic tile artwork. The Board of County Commissioners assumes no liability to fund this agreement for an amount in excess of this award. Monroe County's performance and obligation to pay under this agreement is contingent upon an annual appropriation by the BOCC. Pursuant to Florida's Prompt Payment Act, upon receipt by County of an **Invoice for each of three (3) phases and documentation** to satisfy the Clerk that the appropriate phase has been completed, payment shall be made for the following phases at the referenced rates:

- 1) Design Phase: 33.3% of total payment;
- 2) Materials: 33.3% of total when artist submits **receipts** for materials and eligible costs equal to or greater than 33.3% of the contract total. Travel expenses are included in this phase and shall be paid in accordance with Florida State Statute 112.061, or as described in 2) a) below:
- 2(a) Travel: All travel expenses shall be reported on a State of Florida Voucher for Reimbursement of Travel Expenses. If Artist has airfare, the ***original boarding pass, or equivalent***, must be attached to the Voucher. If Artist is in a vehicle, mileage must be reported on the Voucher. Mileage is reimbursable at \$0.53 cents per mile. Meals are to be reported as follows: Breakfast – when travel begins before 6 a.m. and extends beyond 8 a.m. for \$10.00; Lunch – when travel begins before 12 noon and extends beyond 2 p.m. for \$15.00; and Dinner – when travel begins before 6 p.m. and extends beyond 8 p.m. for \$30.00. A State of Florida Voucher for Reimbursement of Travel Expenses is attached and made a part of this contract.
- 3) Completion: 33.3% final payment due when installation is deemed complete and contractual agreement specifications are verified by the Monroe County Project Management Department or designee.

Eligible costs and expenditures for the project and the total award include, but are not limited to:

- A. Artist's design fee.
- B. Labor, materials, and contracted services required for production and installation.
- C. Artist's operating expenses related to the project.
- D. Travel related to this project, pursuant to statutory limitations (see above paragraph 3, item 2).

- E. Transportation of the work to the site (see above paragraph 3, item 2).
- F. Installation to the site.
- G. Permits and fees necessary for the installation (applicable for exterior projects which may also require HARC review, if applicable).
- H. Legal costs directly related to the project.
- I. Liability costs of artist.

Payment shall be made upon presentation of an original invoice and documentation necessary to support the completion of the work. Artist shall also provide release of liens if applicable.

Final payment request must be submitted no later than sixty (60) days after the completion of the project.

- 4. **OWNERSHIP and RIGHTS:** Upon the installation of the artwork and acceptance by the County, the County shall own the artwork and title to the artwork shall pass to the County. This Article 4 and the Artist's signature on this Agreement shall constitute and be construed as the Artist's express waiver of rights as provided in 17 U.S.C. §106A, et al. al., to the extent that the artwork may be removed, adjusted, replaced, and/or relocated, as deemed necessary by the County without obtaining a waiver or permission from the Artist, and that modification to the artwork resulting from conservation or public presentation involving lighting and placement is not prohibited modification or considered alteration, distortion, or mutilation of the artwork. Artist agrees that the County as owner of the building and/or property that includes the artwork may, without the consent or permission of the Artist, make or authorize the making of alterations and/or destruction of such building and/or property. Artist agrees that where the artwork may be created or conceived in any fashion by more than one author, the Artist's signature and waiver binds the entire group of authors/artists.
- 5. **RECORDS:** The Artist shall keep such records as are necessary to document performance of the agreement and give access to these records at the request of the County, the State of Florida, or authorized agents and representatives of said governmental bodies. The Artist understands that it shall be responsible for repayment of any and all audit exceptions which are identified by the Auditor General for the State of Florida, the Clerk of Court for Monroe County, the Board of County Commissioners for Monroe County, or their agents and representatives. For Public Records requirements see paragraph 21 below.

MODIFICATIONS AND AMENDMENTS: Any and all modifications of the terms of this Agreement shall be only amended in writing and approved by the BOCC. Extensions of time to complete any terms of this Agreement must be made in writing and may be approved only by the BOCC.

- 7. **INDEPENDENT CONTRACTOR:** At all times and for all purposes hereunder, the Artist is an independent contractor and not an employee of the Board of County Commissioners of Monroe County. No statement contained in this agreement shall be construed as to find the Artist or any of its employees, contractors, servants, or agents to be employees of the Board of County Commissioners of Monroe County, and they shall be entitled to none of the rights, privileges, or benefits of employees of Monroe County.

8. **COMPLIANCE WITH LAW:** In carrying out its obligations under this Agreement, the Artist shall abide by all statutes, ordinances, rules, and regulations pertaining to or regulating the provisions of this Agreement, including those now in effect and hereafter adopted. Any violation of said statutes, ordinances, rules, or regulations shall constitute a material breach of this Agreement and shall entitle the County to terminate this Agreement immediately upon delivery of written notice of termination to the Artist.
9. **HOLD HARMLESS/INDEMNIFICATION:** The Artist hereby agrees to indemnify and hold harmless the BOCC, Florida Keys Council of the Arts, AIPP Committee and Monroe County and any of their officers and employees from and against any and all claims, liabilities, litigation, causes of action, damages, costs, expenses (including but not limited to fees and expenses arising from any factual investigation, discovery or preparation for litigation), and the payment of any and all of the foregoing or any demands, settlements or judgments arising directly or indirectly under this Agreement. The Artist shall immediately give notice to the County of any suit, claim, or action made against the County that is related to the activity under this Agreement, and will cooperate with the County in the investigation arising as a result of any suit, action, or claim related to this Agreement.
10. **NONDISCRIMINATION.** Artist and County agree that there will be no discrimination against any person, and it is expressly understood that upon a determination by a court of competent jurisdiction that discrimination has occurred, this Agreement automatically terminates without any further action on the part of any party, effective the date of the court order. Artist or County agrees to comply with all Federal and Florida statutes, and all local ordinances, as applicable, relating to nondiscrimination. These include but are not limited to: 1) Title VII of the Civil Rights Act of 1964 (PL 88-352) which prohibits discrimination on the basis of race, color or national origin; 2) Title IX of the Education Amendment of 1972, as amended (20 USC ss. 1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; 3) Section 504 of the Rehabilitation Act of 1973, as amended (20 USC s. 794), which prohibits discrimination on the basis of handicaps; 4) The Age Discrimination Act of 1975, as amended (42 USC ss. 6101-6107) which prohibits discrimination on the basis of age; 5) The Drug Abuse Office and Treatment Act of 1972 (PL 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; 6) The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (PL 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; 7) The Public Health Service Act of 1912, ss. 523 and 527 (42 USC ss. 690dd-3 and 290ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; 8) Title VIII of the Civil Rights Act of 1968 (42 USC s. 3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; 9) The Americans with Disabilities Act of 1990 (42 USC s. 12101 Note), as may be amended from time to time, relating to nondiscrimination on the basis of disability; 10) Monroe County Code Chapter 14, Article II, which prohibits discrimination on the basis of race, color, sex, religion, national origin, ancestry, sexual orientation, gender identity or expression, familial status or age; 11) Any other nondiscrimination provisions in any Federal or state statutes which may apply to the parties to, or the subject matter of, this Agreement.
11. **ANTI-KICKBACK:** The Artist warrants that no person has been employed or retained to solicit or secure this Agreement upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, and that no employee or officer of the County has any interest, financially or otherwise, in the said funded project, except for general membership. For breach or violation of this warranty, the County shall have the right to

annul this Agreement without liability or, in its discretion, to deduct from the agreement price or consideration, the full amount of such commission, percentage, brokerage or contingent fee.

12. **TERMINATION:** This Agreement shall terminate pursuant to Paragraph 1. Termination prior thereto shall occur whenever funds cannot be obtained or cannot be continued at a level sufficient to allow for the continuation of this Agreement pursuant to the terms herein. In the event that funds cannot be continued at a level sufficient to allow the continuation of this Agreement pursuant to the terms specified herein, this Agreement may then be terminated immediately by written notice of termination delivered in person or by mail to Artist. The County may terminate this Agreement without cause upon giving ninety (90) days written notice of termination to Artist. The County shall not be obligated to pay for any services or goods provided by Artist after Artist has received written notice of termination.
13. **TERMINATION FOR BREACH:** The County may immediately terminate this Agreement for any breach of the terms contained herein. Such termination shall take place immediately upon receipt of written notice of said termination. Any waiver of any breach of covenants herein contained to be kept and performed by Artist shall not be deemed or considered as a continuing waiver and shall not operate to bar or prevent the County from declaring a forfeiture for any succeeding breach either of the same conditions or of any other conditions.
14. **ENTIRE AGREEMENT:** This agreement constitutes the entire agreement of the parties hereto with respect to the subject matter hereof and supersedes any and all prior agreements with respect to such subject matter between the County and the Artist.
15. **CONSENT TO JURISDICTION:** This Agreement, its performance, and all disputes arising hereunder, shall be governed by the laws of the State of Florida, and both parties agree that the proper venue for any actions shall be in Monroe County.
16. **ETHICS CLAUSE:** Artist warrants that he/she has not employed, retained or otherwise had act on his/her behalf any former County officer or employee in violation of Section 2 of Ordinance No. 10-1990 or any County officer or employee in violation of Section 3 of Ordinance No. 10-1990. For breach or violation of the provision the County may, at its discretion terminate this Agreement without liability and may also, at its discretion, deduct from the agreement or purchase price, or otherwise recover, the full amount of any fee, commission, percentage, gift, or consideration paid to the former or present County officer or employee.
17. **PUBLIC ENTITY CRIME STATEMENT:** A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a bid on an agreement to provide any goods or services to a public entity, may not submit a bid on an agreement with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a contractor, supplier, sub-contractor, or consultant under an agreement with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of thirty-six (36) months from the date of being placed on the convicted vendor list. Artist represents that Artist is not on the Convicted Vendor list.

18. **AUTHORITY:** Artist warrants that it is authorized by law to engage in the performance of the activities encompassed by the project herein described. Each of the signatories for the Artist below is authorized to contract Artist's services.
19. **LICENSING AND PERMITS:** Artist warrants that he or she shall have, prior to commencement of work under this Agreement and at all times during said work, all required licenses and permits whether federal, state, County or City.
20. **INSURANCE:** Artist agrees that it maintains in force at its own expense a liability insurance policy which will insure and indemnify the Artist and the County from any suits, claims or actions brought by any person or persons and from all costs and expenses occurring during the Agreement or thereafter that results from performance by Artist of the obligations set forth in this Agreement. At all times during the term of the Agreement and for one (1) year after acceptance of the project, **unless the requirement is waived by the Monroe County Risk Manager**, Artist shall maintain on file with the County a certificate of the insurance of the carriers showing that the aforesaid insurance policy is in effect. All insurance policies must specify that they are not subject to cancellation, non-renewal, material change or reduction in coverage unless a minimum of thirty (30) days prior notification is given to the County by the insurer.

Acceptance and/or approval of Artist's insurance shall not be construed as relieving Artist from any liability or obligation assumed under this contract or imposed by law.

The Monroe County Board of County Commissioners, its employees and officials will be included as "Additional Insured" on all policies except worker's compensation.

Any deviations from these General Insurance Requirements must be requested in writing on the County form titled "Request for Waiver of Insurance Requirements" and must be approved by Monroe County Risk Management. The following coverages shall be provided prior to commencement of work governed by this contract:

1. Workers' Compensation if, and as required by Florida Statutes
2. General Liability Insurance. Coverage shall be maintained throughout the life of the contract and include, as a minimum:
 - Premises Operations
 - Products and Completed Operations
 - Blanket Contractual Liability
 - Personal Injury Liability
 - Expanded Definition of Property Damage

The minimum limits acceptable shall be:

\$300,000 Combined Single Limit (CSL)

If coverage is provided on a Claims Made policy, its provisions should include coverage for claims filed on or after the effective date of this contract. In addition, the period for

which claims may be reported should extend for a minimum of twelve (12) months following the acceptance of work by the County.

21. **PUBLIC RECORDS COMPLIANCE:** Contractor must comply with Florida public records laws, including but not limited to Chapter 119, Florida Statutes and Section 24 of Article I of the Constitution of Florida. The County and Contractor shall allow and permit reasonable access to, and inspection of, all documents, records, papers, letters or other “public record” materials in its possession or under its control subject to the provisions of Chapter 119, Florida Statutes, and made or received by the County and Contractor in conjunction with this contract and related to contract performance. The County shall have the right to unilaterally cancel this contract upon violation of this provision by the Contractor. Failure of the Contractor to abide by the terms of this provision shall be deemed a material breach of this contract and the County may enforce the terms of this provision in the form of a court proceeding and shall, as a prevailing party, be entitled to reimbursement of all attorney’s fees and costs associated with that proceeding. This provision shall survive any termination or expiration of the contract. The Contractor is encouraged to consult with its advisors about Florida Public Records Law in order to comply with this provision.

Pursuant to Fla. Stat., Sec. 119.0701, and the terms and conditions of this contract, the Contractor is required to:

- (1) Keep and maintain public records that would be required by the County to perform the service.
- (2) Upon receipt from the County’s custodian of records, provide the County with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
- (3) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the contractor does not transfer the records to the County.
- (4) Upon completion of the contract, transfer, at no cost, to the County all public records in possession of the Contractor or keep and maintain public records that would be required by the County to perform the service. If the Contractor transfers all public records to the County upon completion of the contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the County, upon request from the County’s custodian of records, in a format that is compatible with the information technology systems of the County.
- (5) A request to inspect or copy public records relating to a County contract must be made directly to the County, but if the County does not possess the requested records, the County shall immediately notify the Contractor of the request, and the Contractor must provide the records to the County or allow the records to be inspected or copied within a reasonable time.

If the Contractor does not comply with the County's request for records, the County shall enforce the public records contract provisions in accordance with the contract, notwithstanding the County's option and right to unilaterally cancel this contract upon violation of this provision by the Contractor. A Contractor who fails to provide the public records to the County or pursuant to a valid public records request within a reasonable time may be subject to penalties under Section 119.10, Florida Statutes.

The Contractor shall not transfer custody, release, alter, destroy or otherwise dispose of any public records unless or otherwise provided in this provision or as otherwise provided by law.

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS, BRIAN BRADLEY AT PHONE# 305-292-3470, BRADLEY-BRIAN@MONROECOUNTY-FL.GOV, MONROE COUNTY ATTORNEY'S OFFICE, 1111 12TH Street, SUITE 408, KEY WEST, FL 33040.

22. RISK OF LOSS: Risk of loss or damage to the artwork shall be borne by the Artist until acceptance of the artwork by the County as indicated after the final payment has been made. The Artist shall carry insurance sufficient to cover the purchase price of the artwork to cover risk of loss or damage to the artwork until final acceptance by the County.
23. NOTICE: Any notice required or permitted under this Agreement shall be in writing and hand delivered or sent by United States Mail, postage prepaid, to the other party by certified mail, return receipt requested, or by courier with proof of delivery. The place of giving Notice shall remain the same as set forth herein until changed in writing in the manner provided in this paragraph. Notice shall be sent to the following addresses:

For Artist:

Carlos A. Alves & JC Carroll
1854 SW 9th Street
Miami, Fl. 33135

For County:

Florida Keys Council of the Arts
1100 Simonton Street
Key West, FL 33040

and

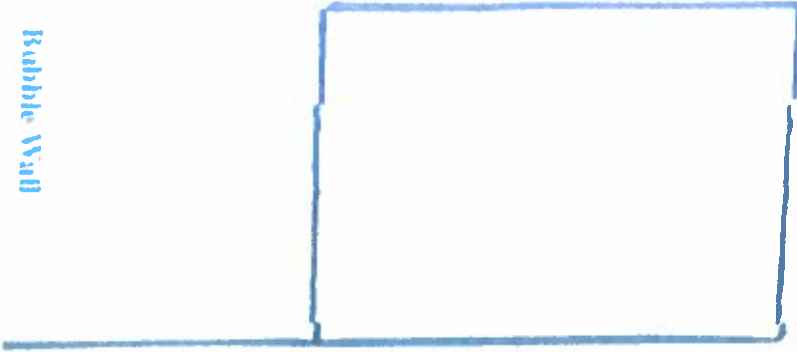
Monroe County Attorney
P. O. Box 1026
Key West, FL 33041

24. **WARRANTIES OF QUALITY AND CONDITION:** Artist represents and warrants that the artwork, as fabricated and installed, will be free from defects in material and workmanship which cause or accelerate deterioration of the artwork and that reasonable maintenance of the artwork will not require procedures substantially in excess of those described in the Artist's maintenance recommendations or proposal. The warranties described in this Article shall survive for a period of five (5) years after final acceptance of the artwork, with periodic required maintenance by the County, according to instructions provided by the Artist. The County shall give written notice to the Artist of any breach of this warranty during the five (5) year period. The Artist shall, at no cost to the County, cure reasonably and promptly the breach of warranty by means of repair, restoration, refurbishing, re-creation, or replacing the artwork.
25. **REPAIRS AND RESTORATION:** The County reserves the right to determine when and if repairs and restorations to the artwork will be made after final acceptance. Repairs and restorations to the artwork occurring five (5) years after the County's final acceptance of the artwork will be the responsibility and at the expense of the County.

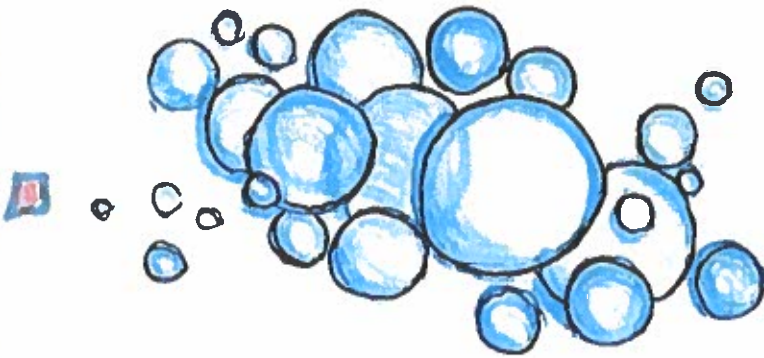
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ATTACHMENT "A"

Bubble Wall



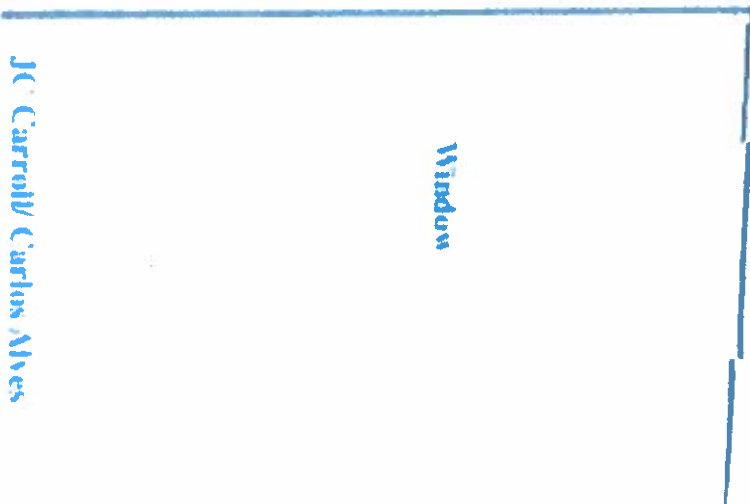
Final ~ Marathon Library



06/01/2020

JC Carroll/ Carlos Alves

Window



Appendix

Business Recruitment and Technical Assistance

The following document is included:

- [SourceLink Proposal Sample - Entrepreneurial Ecosystem Development Plan Rochester, NY MSA](#)



R & D for your
entrepreneurial
community

April 18, 2019

Entrepreneurial Ecosystem Development Plan Rochester, NY MSA

At SourceLinkSM, we understand that developing a truly effective entrepreneurial ecosystem requires an expertly tailored mix of technology, community engagement, and data measures. Over the last decade, we have helped communities come up with their unique recipe of these base components to inform continuous improvement and economic impact. While admittedly, no foolproof plan in the economic development industry exists, we have built a roadmap that communities of all sizes have put to successful use.

Beginning with simple outreach and promotion, a network can become more effective as it *engages, listens, responds* and *collaborates* to solve problems and fill gaps within the entrepreneurial ecosystem. By operating as the central “hub” of the ecosystem, an organization can learn what kinds of resources are in most demand, what kinds of businesses are being developed and what is missing.

In order for the SourceLink model to be effective, you must first have a strong foundational toolkit from which to operate from. All of this starts with building your network, activating your network, and leveraging the network for meaningful entrepreneurial impact.

The focus of the first year of entrepreneurial ecosystem development should be on **building your network**. This includes identification of resource organizations that serve owners in your community. Through our SourceLink methodology, we will catalog the most comprehensive picture of all available resources in your region and help you develop a searchable database to highlight your region’s unique offerings.

The second year of ecosystem building efforts should focus on learning about your entrepreneurs and their needs to **activate the network**. During this phase, we recommend folding in services that capture business outcome data.

By the third full year of system implementation, you can **leverage your network**. Your resources should be well acquainted, entrepreneurs informed about resources, and your focus as an entrepreneurial ecosystem-building champion can shift to collaborative outcomes and meeting true business community needs through identified gaps.

While SourceLink provides tools to position you as the champion for your ecosystem building efforts, there are even greater emergent benefits for those who join the SourceLink family. These perks include exclusive opportunities at a semi-annual Summit dedicated to entrepreneurial community building, regular Town Hall

webinar affiliate meetings, on-going technology enhancements based on feedback from entrepreneur support organizations (like yours), and valuable, personal, global connections to top thought leaders doing this important work.

Year I: Building the Network

The focus of the first year of entrepreneurial ecosystem development should be on identification of resource organizations that serve businesses in the area. Through our SourceLink methodology, we will catalog the most comprehensive database of resource organizations, determine the services that are available to business owners, and put it into an online searchable database that entrepreneurs can use at any time to access your region's unique offerings.

Foundational Ecosystem Toolkit

The Resource Navigator® Smart Search Database

Organize and optimize your entrepreneurial ecosystem with The Resource Navigator, a user-friendly, online search engine that allows entrepreneurs and small business owners to search the network for resources that fit their industry, business stage and challenge. Back-end administration allows for fast updates and complex reports to help inform entrepreneur usage by zip code, industry, business stage, assistance requested and much more.

SiteConnexSM Website Framework

Increase your visibility with SiteConnex, an enterprise level website technology that lets you build community, foster collaboration and engage entrepreneurs. Template website features include a robust blog engine, sophisticated calendar and easy-to-edit content management system, all of which will be customized to fit your desired look and feel. When coupled with the Resource Navigator, partners can be provided user accounts to add events and update their profile. Hosting, development and on-going technical support included.

SourceLink Pro® Customer Relationship Management & Decision Support System Software

Being able to track economic impact is essential. SourceLink Pro, SourceLink's comprehensive client management system, lets you monitor, survey and showcase your entrepreneurs' successes, so you can make fact-based program decisions—and share your importance and economic impact with stakeholders. This tool serves as your underlying decision making engine by connecting people and organizations as well as providing a better understanding of your ecosystem.

The Four Quadrants of Entrepreneurship & Mapping Entrepreneurial Assets workshop

Communities of any size often have an abundance of resource organizations, all seeking the same outcome: to help local businesses start and grow. From Small Business Development Centers to advanced and specialized accelerators, communities must both identify and then direct entrepreneurs to best fit resources. The first step in this process is to gather service

providers together to identify available resources. This workshop explores the uniqueness of your entrepreneurial ecosystem, sets expectations for understanding the kinds of entrepreneurs and their needs, and is the starting point to building The Resource Navigator.

Annual Progress Report

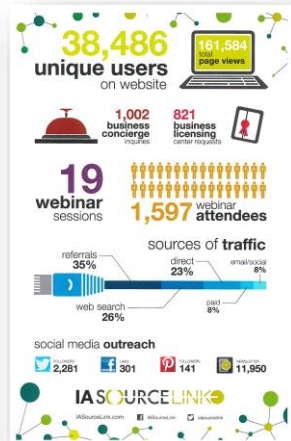
In order for a community to move forward, it must have the ability to look back. This first annual report will provide a baseline assessment that will later form the foundation for being able to recognize ecosystem development under the SourceLink model.

Recommended Success Measures

With the utilization of software tools and our recommended resource partner development guidance, by the end of the first year, you will be able to report about your community's standing and strengths.

Critical data points at the end of the first year can include:

- Number of resource partners engaged
- Number of business events
- Entrepreneur interest areas for assistance
- Online website statics for traffic
- Visibility, as measured by social media footprint



Year II: Activating the Network

The second year of ecosystem building efforts focus on learning about your entrepreneurs and their needs. At this stage, we recommend folding in technologies and services that capture direct business owner data. SourceLink provides on-going technical support and consulting around how to active the network.

Foundational Ecosystem Toolkit

Hotline Referral Service

The hotline is the foundation of linking resources to entrepreneurs. The hotline is answered by a real person who is able to gather demographic information from callers and recommends best-fit resources for entrepreneurs to connect with. Managing a phone line and proving no-cost referral services to your owners will help you attract and capture valuable business owner information, especially powerful when used in combination with SourceLink Pro.

Annual Progress Report

The second annual report will build on and enhance data first collected last year. The report will demonstrate where ecosystem growth has been facilitated and reveal opportunities for improvement in the coming year.

Enterprise Ecosystem Toolkit

Entrepreneurial Communities Workshops

By the second full year, SourceLink has developed a number of workshops that can be provided to fuel momentum and help educate resource partners on areas of potential development. These workshops include *Building Entrepreneurial Community: Tips and Tricks for Bringing your Resource Community Together*, *Lessons from the Front: Best Practices in Developing an Entrepreneurial Ecosystem*, and *Taking the Pulse of Your Community: The Entrepreneurial Ecosystem Scorecard*.

Website Framework Enhancement: Shop Local

Local business is big business. Help area owners get involved by installing the Shop Local module on your website. Entrepreneurs love the free exposure, you will appreciate the additional traffic and online feature to market, and web visitors appreciate the ability to find local firms to patronize.



Website Framework Enhancement: Business Licensing and Permitting

A common source of pain for entrepreneurs is understanding business licensing and permitting. With our simple to use add-on module for SiteConnex, owners can use a similar smart search technology leveraged by The Resource Navigator to find the right licensing and permitting information and/or application that they need.

Gap Analysis Report

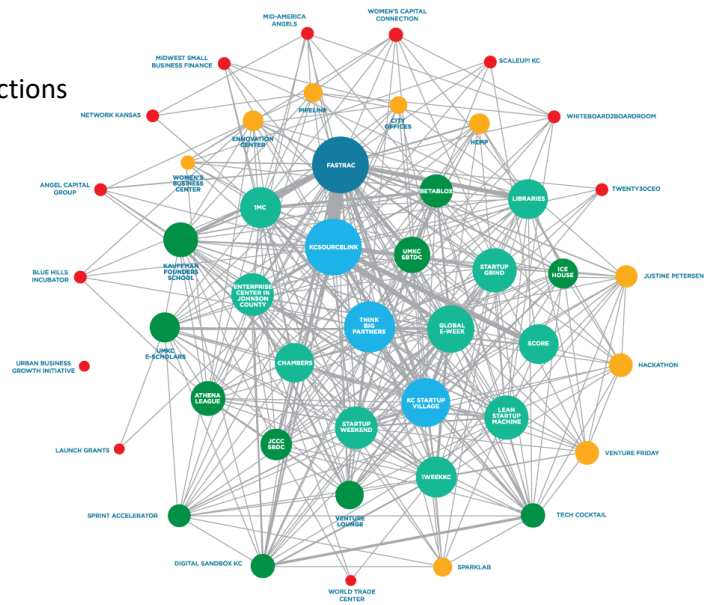
At this stage of development, SourceLink can benchmark your community against a national network of entrepreneurial ecosystems to help you better understand your region's strengths and opportunities. An assessment of capital sources is also included.

Recommended Success Measures

In addition to the data collected and reported on during the first year, this is the time that your community should be able to track business startups, sales and employment counts. You will be able to identify trends in what common struggles your entrepreneurs' experience, which resources are being utilized, and can work strategically toward partner coalitions to address systemic obstacles during the next year.

Critical data points at the end of the second year can include:

- Gap reports
- Entrepreneurial activity snapshots and interactions
- Partner engagement and collaboration
- Funding resources
- Jobs, starts, debt/equity infusion, sales



Year III: Leveraging the Network

By the third full year of system usage, your resource network should be well acquainted, entrepreneurs should be informed about available resources, and your focus as an entrepreneurial ecosystem building champion can shift to collaborative outcomes and how you are doing meeting systemic entrepreneur community challenges. SourceLink will provide on-going technical support and consulting around how to leverage the network

Foundational Ecosystem Toolkit

Annual Progress Report

The final annual progress report will recap all of the successes made during the three-year period using the SourceLink model.

Enterprise Ecosystem Toolkit

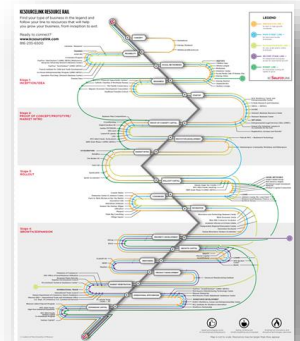
Entrepreneurial Communities Workshops

SourceLink support shifts to a consultative role during the final year. At this stage, we are most useful to our affiliates as consultants to assist in facilitating the following workshops and presentations for your network:

Find a Need, Fill a Need: Gap Analysis for Your Entrepreneurial Community
Driving Future Impact: Community Strategic Planning (Series)
Being "Social": Leveraging Social Media to Share the Entrepreneurial Story
Setting up an Annual Measurement System

Resource Rail Print Guide (see right)

The print Resource Rail is a robust inventory of the entire entrepreneurial community. It provides businesses with visual guidance through a much deeper understanding of resource partners and specific entrepreneurial needs (e.g. capital, stage of company, etc.).



We Create & We Create Capital Reports

Tell the story of your ecosystem's growth through entrepreneurial density, network connectivity, workforce, while at the same time; champion all the different kinds of entrepreneurs in your region. The *We Create* report can accomplish both in an interactive and engaging print piece. *We Create Capital* takes a similar approach, but focuses solely on capital resources.

Recommended Success Measures

The result of building, activating and leveraging a network is a strong entrepreneurial ecosystem. With the right data, the right funding, the right partners and community support, an organization can begin to drive entrepreneurship economic development. By year three, your success metrics should show new powerful data points like:

- Leveraged funding
- New programs to meet data-proven ecosystem gaps
- Large scale collaborations among resource partners
- Streamlined offerings and more cross-referrals of entrepreneurs through the network
- Growth in critical economic measures: density, connectivity, financing, and talent / workforce



SourceLink Ecosystem Toolkit Investment

Year I: Building the Network

	Foundational
Resource Navigator® (Installation, Hosting, Training, Support)	Included
SiteConnex SM (Installation, Hosting, Training, Support)	Included
SourceLink Pro SM (Installation, Hosting, Training, Support)	Included
Four Quadrants & Asset Map Workshop	Included
Annual Progress Report	Included

Enterprise

Year II: Activating the Network

	Foundational
Resource Navigator® (Hosting, Upgrades, Support)	Included
SiteConnex SM (Hosting, Upgrades, Support)	Included
SourceLink Pro SM (Hosting, Upgrades, Support)	Included
Hotline Training	Included
Annual Progress Report	Included

Enterprise

Additional Workshops	\$2,500 each
Shop Local Module	\$5,000/\$2,500 annual
Business License Module	\$5,000/\$2,500 annual
Gap Analysis Report	\$10,000

Year III: Leveraging the Network

	Foundational
Resource Navigator® (Hosting, Upgrades, Support)	Included
SiteConnex SM (Hosting, Upgrades, Support)	Included
SourceLink Pro SM (Hosting, Upgrades, Support)	Included
Annual Progress Report	Included

Enterprise

Additional Workshops	\$2,500 each
Resource Rail Print Guide	Custom Quote
<i>We Create We Create Capital Reports</i>	Custom Quote

Total Project Investment

Foundational

Year 1 Rochester NY MSA

\$70,000

Year 1 Finger Lakes Region

\$75,000

Years 2 & 3

20% of Year 1 investment

Note: Travel expenses billed upon approval at cost.

Our current and past list of affiliate network: www.joinsourcelink.com/about/meet-our-network

Notice: This Scope of Work has been tailored specifically for Rochester NY and is guaranteed for a period of up to four (4) months from 4/18/2019. All content is Copyright ©2019 The Curators Of The University Of Missouri On Behalf Of SourceLink® & U.S.SourceLinkSM. All Rights Reserved.

Appendix

Community Involvement

The following documents are included:

- [Downtown Beverly LRRP Business Focus Group Notes, May 6, 2021](#)
- [Downtown Beverly LRRP Community Meeting Notes, June 24, 2021 - AM meeting](#)
- [Downtown Beverly LRRP Community Meeting Notes, June 24, 2021 - PM meeting](#)
- [Community Meeting Presentation, June 24, 2021](#)

Downtown Beverly LRRP Business Focus Group Notes

May 6, 2021, 9:00 – 10:00AM

Via Zoom

Participants: Rachel Black, Craig DeOrio, Paul Gentile, Sue Goganian, Julie Karaganis, Kurt Steinberg

CivicMoxie Team: Susan Silberberg and Sue Kim

What could help your businesses in the near-term?

City- related

Regulations and Permitting

- Clarification about outdoor dining - Getting everything permitted and figuring out how to get it done should be easier.
- Outdoor dining could also be part of normal business – understanding who can use what parking spaces for how long and what permits are needed. Can it be used longer than the summer?
- Clarification for other regulations – like allowing dogs (as related to food permits inside and outside) and the whole signage policy.
- Can someone keep track of who's got outdoor dining? It's not clear who can and who does (information would be helpful to businesses, residents, and visitors).

Communications (DPW)

- Lack of communication from City of Beverly – specifically DPW – has been an on-going issue before COVID-19 but has continued through the pandemic. Examples include:
 - shutting off water with only a 30 min. heads-up on a regular weekday;
 - no communication about closing off parts of Cabot for the repaving/construction – businesses couldn't notify customers of detours/ closures either in front of their stores or the nearest parking lots;
 - multiple years of roadwork and shut-downs with no notification (or during pandemic DPW sent hardcopy notices to the stores when many business owners were home or sent them after the work was done).Different from Salem, where daily messages were sent to businesses about when and where the roads were getting worked on.

Public Amenities and Maintenance

- Trash issue – DPW wasn't maintaining them, so they got rid of them. The businesses and institutions have to clean in front of all their buildings. The carry-in and out for parks was sort of working but makes no sense downtown.
- Benches/ seating – There's one spot on Ellis Square, but not having seating really limits how far or long the older population can walk, shop, and dine before having to go back to their cars.

- Parking issue – The whole parking issue is worse because you can't sit anywhere (lack of benches), so you can't spend more time and have to get back into your car and drive and park again.
 - Make it easy to find the website/link to the City's website for parking app. The parking app should be the same as Salem's or Boston's.
 - City got rid of all the parking meters, but now the rules are so complicated and complex to explain to daily customers.

Events

- Want events back – performing spaces, the Arts Fest, block parties, etc. College would like to help but not sure about the policies for re-opening to the public.
- They close the street for Arts Fest. Why not try closing the street for the performing arts – like at Hale Farm. If the City could do that as well, why not try it?
- There's always talk about why you can't shut down Cabot Street, but with the roadwork, they've actually shut it down 3 summers in a row. The real issue seems to be a money and responsibility issue – who's going to coordinate and how much will it cost.
- Find programming to activate the street without closing the businesses on the street.
- Could Beverly Common be used more – depending on what the restrictions are. Maybe consider relaxing/ reconsider some restrictions (and not be all or nothing)?

Main Streets – Events and Capacity

- The Main Streets block parties didn't really benefit the businesses because it's out on the street, but folks don't go into the stores because they bring in food trucks, etc. Example – one store wasn't successful at the Arts Fest until they purchased their own booth and planted it in front of their storefront. They were paying money to access the customers who were brought in, and MS used their electricity too. Insurance has also gotten more expensive.
- The block parties always happen at the same part of Cabot Street – would love to see it move around.
- MS needs more money to do any programs, and the City should help fund the organization. Block parties are actually a fundraiser for the MS organization, so they have to charge outside vendors for the tables and booths to make money.
- MS hasn't gotten all the businesses together to help them collaborate, figure out the issues, etc., even during the pandemic.
- Maybe MS could act more of a tourism board and advocate for issues with the City that would help the businesses (i.e., flexibility on temporary use of streets, permitting, etc.).

COVID-19 Guidance/ Assistance

- Could use some help with guidance (City or MS) with the several months of weird transition with customer behavior and COVID-10-related expectations. Then there's enforcement of COVID protocols (masks, distancing, etc.).
- Staffing issues and food and supply chain issues.
- Expenses related to all the sanitizing.

Downtown Beverly LRRP Community Meeting Notes

June 24, 2021 9:00 – 10:15AM

Via Zoom

Participants: Gin Wallace, Denise Deschamps, Kimberly Ballard, Sandy Belock-Phippen, Michael Coen, Lisa Crowell, Sue Goganian, Mary Grant, Jonah Hulbert, Chris Koeplin, Brenda Murphy, Ariana Puopolo, Todd Rotondo, Heather Wolsey

CivicMoxie Team: Susan Silberberg and Sue Kim

Summary Notes

Gin Wallace, Director of Beverly Main Streets, and Susan Silberberg, Principal at CivicMoxie, opened the meeting and welcomed everyone.

CivicMoxie provided background of the Department of Housing and Community Development's Massachusetts Downtown Initiative's (MDI) statewide Local Rapid Recovery Program. As the basis for the program, each consultant team conducted a diagnostics phase to capture the current conditions of the community's commercial district after the beginning of the COVID-19 pandemic. (See PDF of presentation)

Presentation Notes:

CivicMoxie explained that the letter-grades of the physical conditions within the commercial area were based on an overall average for the whole district, understanding that conditions vary widely within the district. Downtown Beverly, particularly with its two main corridors, have markedly different roadway conditions that carry over to the public realm.

Since the RRP is meant to capture a "current" status of the businesses in the study area, and the site surveys were conducted in the spring, some of the observations did not capture outdoor and sidewalk activity that occurred the previous summer and fall.

As part of the RRP program, MDI issued an online survey that was open to all commercial users within the different study areas. While Beverly had a good number of responses, the survey results still represent only a portion of the businesses within the Study Area. The issues and concerns identified were, therefore, supplemented with a focus group and interviews.

Community Discussion Notes:

Wayfinding/ Signage/ Lighting

- Signage – need both anchor signage for major destinations and a business directory map.
- Need to remember the side streets. There are big destinations, like the Larcom Theater, but there's not the best street lighting or allowed signage visible from Cabot St.

- Could use/allow better directional signage – especially on Rantoul where the newer developments look similar. Visitors are getting lost and take longer getting to the Theater (they were delaying start times to let people find their way there).
- Train Station is also a gateway (and next to one of the few open spaces in downtown).
- Signage at the waterfront (waterfront restaurant)? Add wayfinding signs leading towards downtown? To connect and make downtown larger?
- Going through Design Review Board for signage is prescriptive. The one-size-fits-all doesn't work when you're not right on the main street for signage regulations.
- That's also why some people follow the rules and then some don't. We need to have even enforcement.
- City is looking to review and revise signage regulations.

Business Mix/ Support

- The number of vacant storefronts has decreased (probably now about 12 vs the 24 when CivicMoxie surveyed in early April).
- Tenant Mix – three real estate offices on Cabot. The district is starting to get some interesting mixes – i.e., cigar bar coming in, where City Eats is, a company called “Fig” – a balloon sculpture company – a gallery and retail, an ice cream place where Organic Garden is opening, and Crave is expanding.
- Sometimes businesses just show up in the area. Asking each of them why they chose to come to Beverly's downtown would be helpful information.
- There seems to be more traction and new leases with some new interest for properties that have been quiet. More food people. Some expansion of existing businesses in the city.
- It seems that among small businesses, it's the word of mouth that's bringing in some new businesses.
- CM suggestion to prepare a short slide deck with business market info just to be able to promote what's already happening.

Event and Activity Planning and Coordination

- Location even within downtown can make a big difference – example, Worthy Girl moved just four blocks down on Cabot and has seen an increase in traffic and sales. Used to be a destination but now grabbing the casual shopper.
- Events should include all of downtown and not just “Cabot proper”.
- Have moving/ roving events that can highlight Beverly.
- CM comment – consider creating something regular that's very special in Beverly – i.e., Bedford's 2nd Thursday every month - one late night for shops with links to the theaters.

Coordination/ Capacity for Business Organization/ City

- When times were good, businesses involved with Main Streets stopped coming to meetings, so they didn't meet as regularly.

- Now that times have been harder, there's a desire to restart the monthly business meetings. (They will start.)
- There are new business owners who may have a different mindset from previous business owners.
- Business assistance - Finding people to work in the establishments is an issue right now. Is there a way to pull or coordinate resources among Main Streets businesses or have BMS host some kind of "job fair" – to help look for employees? For the smaller 5-person businesses, it's hard for them to reach out and find employees on their own.
- Are there any short-term programs where people can pool the resumes of potential employees?
- City cooperation – There needs to be buy-in from the City for pop-up events in public spaces (i.e., beer garden) to add to events and help draw more people in.
- Permitting process and fees for temporary/ pop-events, particularly involving alcohol – For businesses, there's a very noticeable difference between events with and without alcohol. These can just be tastings where local businesses are trying to work together. To do a one-off event requires paying for fees and long processes at the City Council.
- There may be opportunities for businesses who already have liquor licenses to collaborate – but they have to know what the possibilities are.

Public Realm Maintenance

- CM comment – lack of benches and trash bins is a bit odd compared to other business districts.
- Trash bins and benches continue to be on the Council agenda. Now's the time to write to the Council to advocate for trash barrels and pick-up.
- The City should consider who's the market for downtown – is it the visitors? Or the residents? Business owners are out cleaning up the sidewalks themselves. People come in and ask if they can throw trash away in their stores – which at least keeps it off the sidewalk/street. The trash has to go somewhere. So the responsible businesses are picking up the trash – taking the load off the City – why?
- If the goal of the City is to help attract visitors with activities, shops and restaurants, and the waterfront, they need to do the most basic things to make the city welcoming.
- If visitors are not comfortable when they come, they won't come back.
- Sidewalk and street improvements/ maintenance – those upgrades have been difficult to live through, but without maintenance that grade will go down.
- Parking situation – the City did a parking study but may need to revisit with the pandemic.

Downtown Beverly LRRP Community Meeting Notes

June 24, 2021 6:00 – 7:30 PM

Via Zoom

Participants: Gin Wallace, Darlene Wynne, Denise Deschamps, Jamie Engel, Estelle Rand, Brendan Sweeney, Heather Wolsey

CivicMoxie Team: Susan Silberberg

Summary Notes

Opening of the meeting and welcome similar to the morning community meeting, as well as background of the RRP program and presentation.

Community Discussion Notes:

- Look at the Downtown 2020 vision plan, which suggests Winter Street be pedestrian only on Sundays.
- Need things for teens to do.
- Since the Library is closed on Sundays, could the parking lot be used for events?
- Downtown for All – important to advocate for equity in the business community.
- Piazza/Plaza – commuter rail station and Rantoul – summer Mondays are farmers market days. The farmers market helps to make the district “sticky.” There’s only one power source, though, which is a problem.
- Disconnect between the City and businesses:
 - Policy of no public trash cans... Businesses have to pay for the cleanup themselves. It takes time to clean up in front of their buildings.
 - Everything is so hard...decision-making process seems so complicated.
- Need alcohol permitting to be easier for wine and cheese events at businesses.
- Try to use public art to slow things down?

Downtown Beverly Phase 1 – Baseline Data Summary Local Rapid Recovery Program

June 24, 2021 / ZOOM

Presentation to Community

Agenda

- The Rapid Recovery Plan Program
- Diagnostics Summary
- Preliminary List of Possible Projects
- Let's Talk!
- Next Steps



The Rapid Recovery Program

What is the Rapid Recovery Plan Program (RRP)?

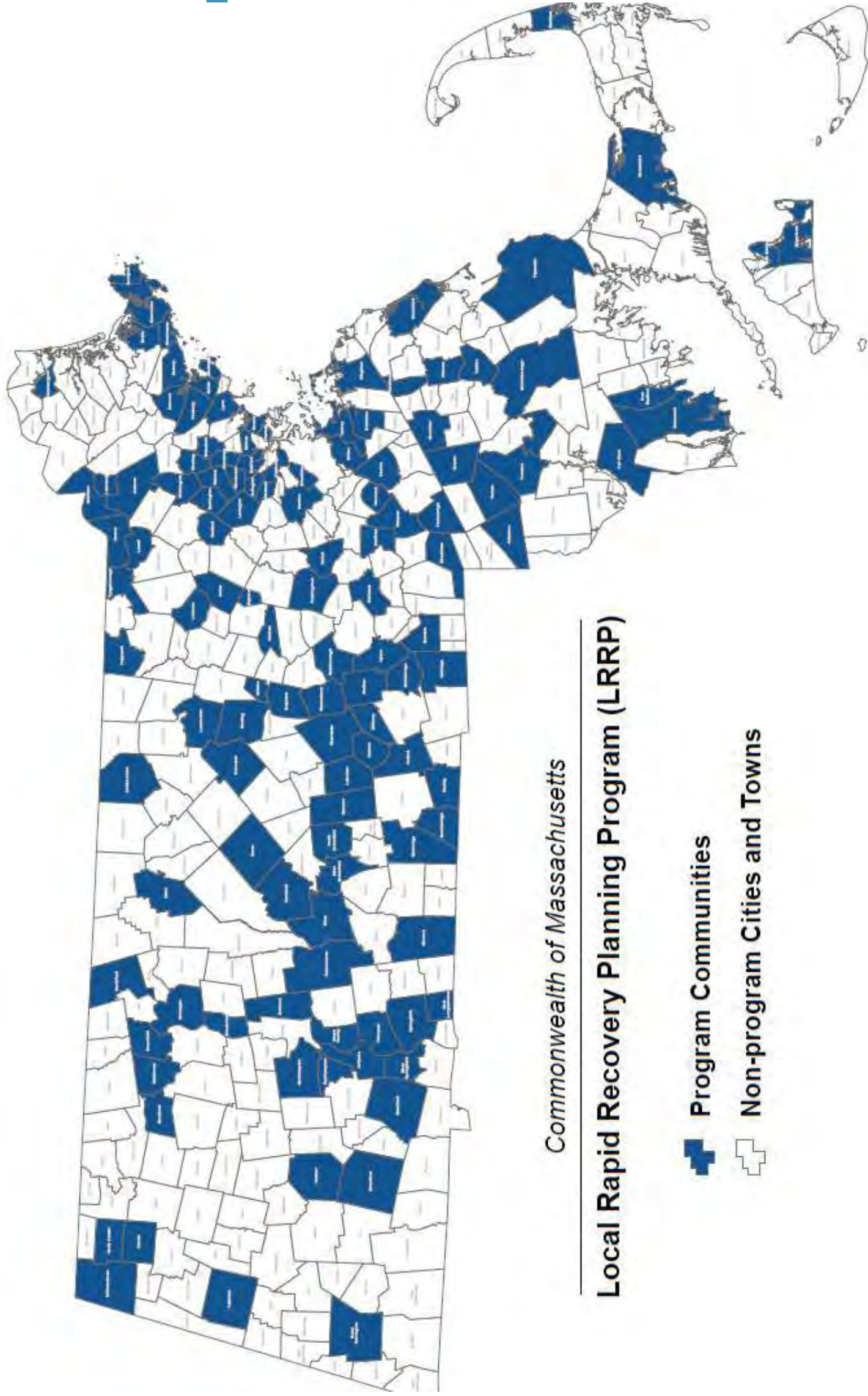
A planning grant program offered by the Massachusetts Department of Housing and Community Development (DHCD)

Goal: To develop *actionable, project-based recovery plans* tailored to the unique economic challenges and COVID-19 related impacts to downtowns and commercial areas.

- Collect primary data to measure COVID-19 impacts on the local business community.
- Create data-driven plans to aid COVID-19 recovery efforts.
- Develop short, medium and long-term recovery goals and a list of projects.

Program website: [Rapid Recovery Plan \(RRP\) Program | Mass.gov](https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program)

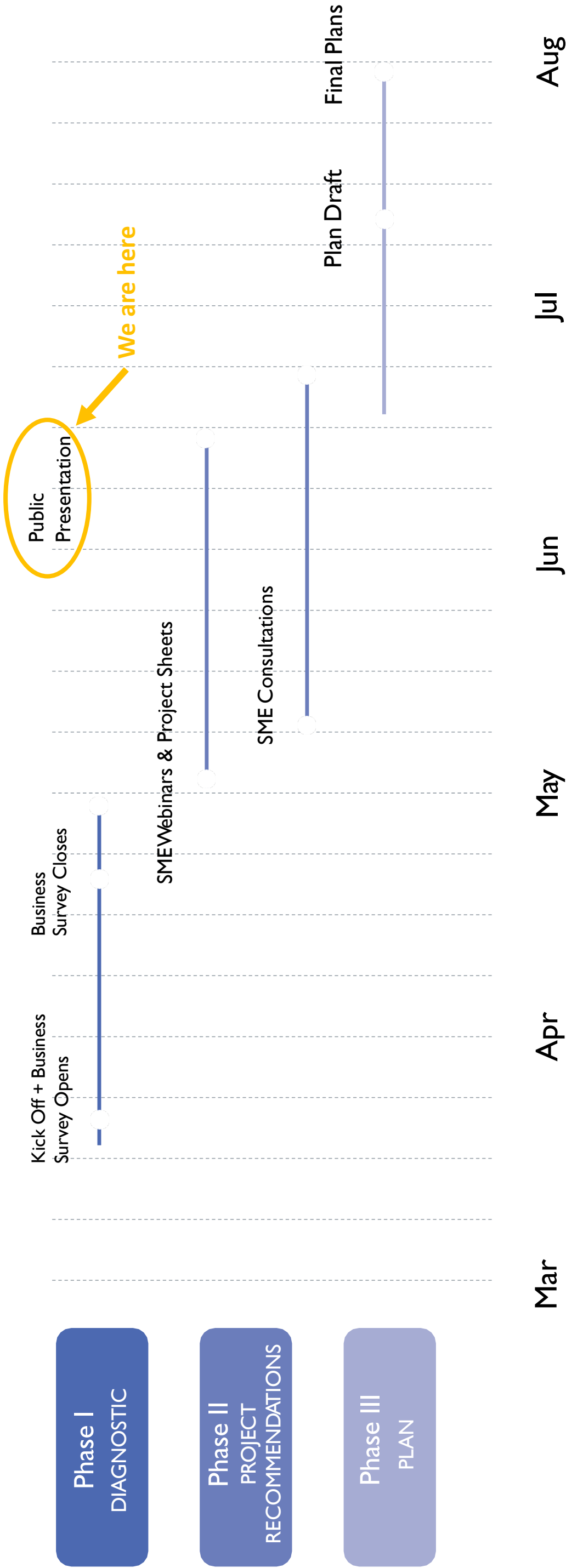
Participating Communities



Downtown Beverly Study Area



PLANNING SCHEDULE



Plan Diagnostics/Data Categories



Physical Environment

Public Realm
Private Realm
Access + Visibility



Market Information

Trends
Consumer Profiles
Demand



Business Environment

Anchors/Destinations
Asset Mix
Nodes/Clusters

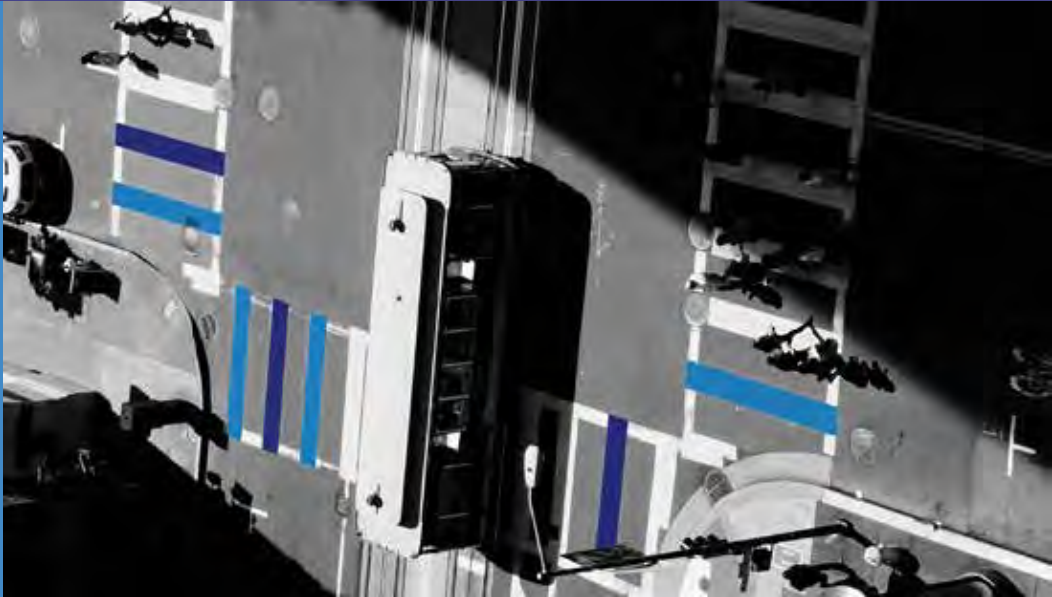


Administrative Capacity

Partners
Funding
Regulations/Zoning



PHYSICAL ENVIRONMENT



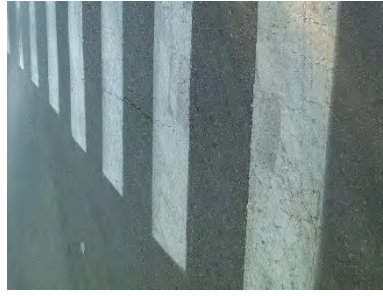
Diagnostics Summary: Physical Environment

Physical Environment Elements

Physical Elements are separated into two categories:

Public Realm and Private Realm

Public Realm Elements:



Examples (not the study area)

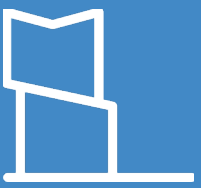
- Sidewalks
- Street Trees and Benches
- Lighting
- Wayfinding/ Signage
- Roadbed/ Crosswalks

Private Realm Elements:



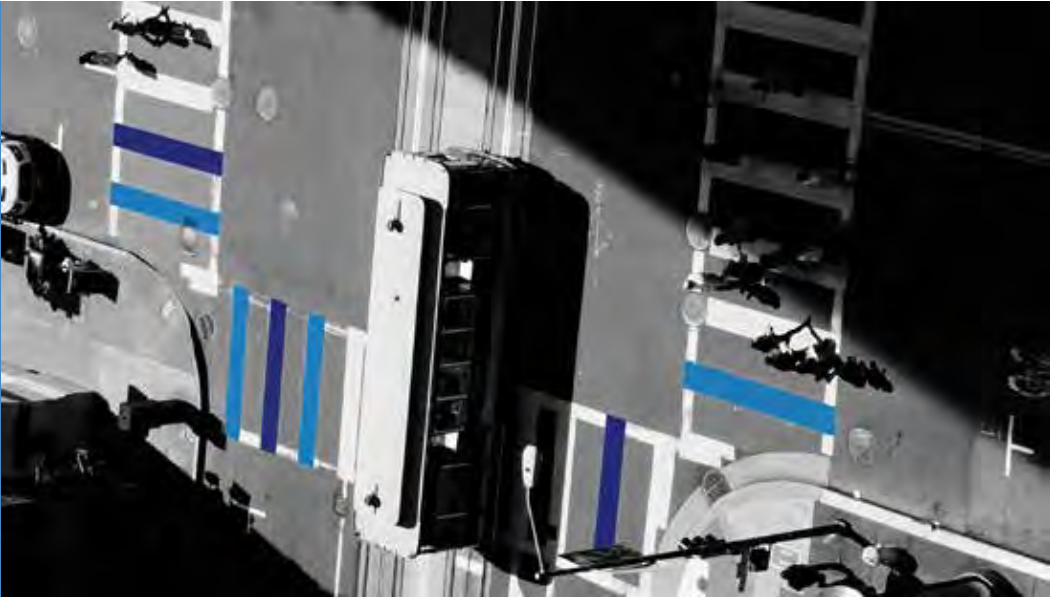
Examples (not the study area)

- Windows
- Outdoor Display/ Dining
- Signage
- Awnings
- Façade



PHYSICAL
ENVIRONMENT

Public Realm



Element: Sidewalks

Guiding Principle: 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.



**Beverly's Study
Area's Average
Rating**

A

**More than 75% of
sidewalks in the study
area are cleaned,
well- maintained and
accessible to multiple
users across different
ages and abilities.**



B

**About 50% of
sidewalks in the
study area are
cleaned and well-
maintained.**



C

**More than 25% of
sidewalks in the study
area pose challenges to
the pedestrian
experience (including
narrow sidewalks and
lack of cleanliness/
maintenance).**

F

**There are no
sidewalks in the
study area.**

Element: Street Trees and Benches

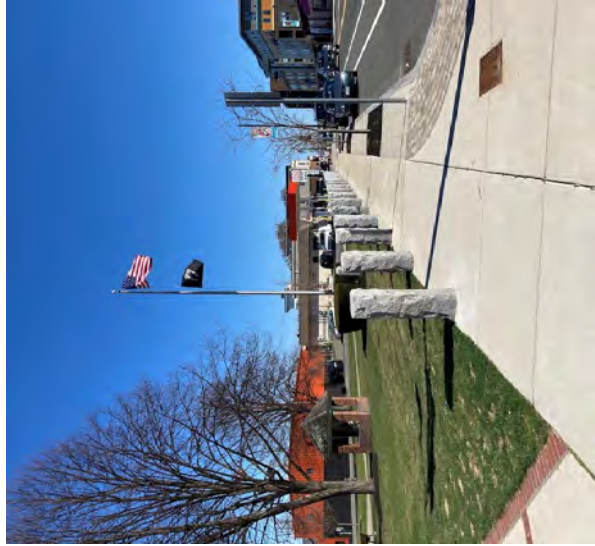
Guiding Principle: Sidewalks should facilitate a variety of activities, including resting, people-watching and socializing. Street trees and benches are key amenities that support such activities and should be made available without disrupting the flow of pedestrians.



**Beverly's Study
Area's Average
Rating**

A

Street trees and benches are readily available throughout the study area. They are well-designed, well-maintained, and offer shade and comfort to pedestrians.



B

Although street trees and benches are available, these amenities have not been cleaned or well-maintained, and require improvements.



C

Limited availability of street trees and benches creating uncomfortable pedestrian experience.

F

There are no street trees and benches in the study area.

Element: Lighting

Guiding Principle: Street lighting improves pedestrian visibility and personal safety, as well as aids in geographic orientation.



Beverly's Study Area's Average Rating

A

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 the area.

B

About 50% of the study area is serviced by street lighting that supports pedestrian visibility and safety.



C

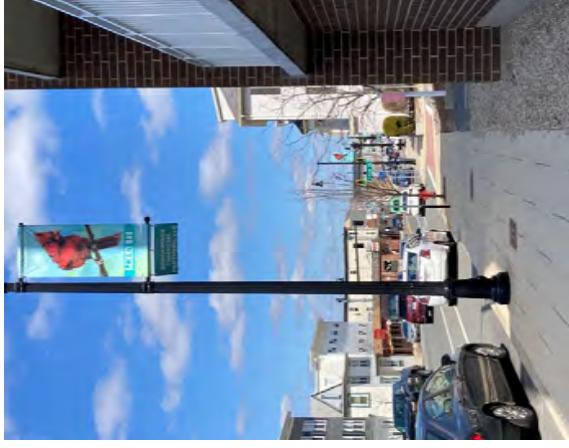
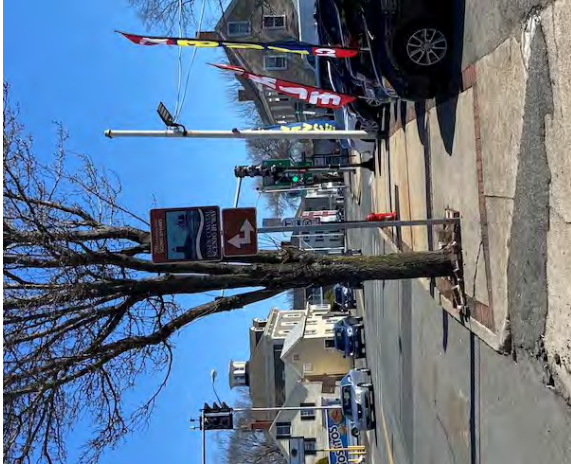
Street lighting on the primary street in the study area does not support pedestrian visibility and safety.

F

There is no street lighting in the study area.

Element: Wayfinding/ Signage

Guiding Principle: 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.



Beverly's Study Area's Average Rating

A

There is a comprehensive and cohesive wayfinding system that offers geographic orientation to pedestrians, cyclists, and motorists. Signage reflects brand/identity.

B

Wayfinding in the study area is primarily geared towards directing cars. There is limited signage to identify key assets and destinations to pedestrians.

C

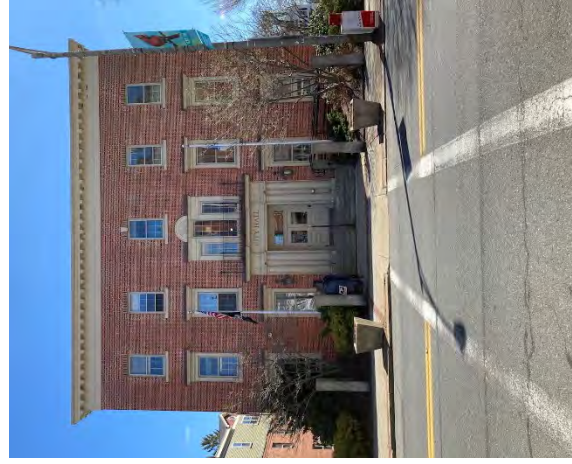
Limited to no signage available throughout the study area.

F

There is no wayfinding/signage in the study area.

Element: Roadbed/ Crosswalks

Guiding Principle: 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.



A

Beverly's Study Area's Average Rating

Roads are designed to balance the needs of motorists, cyclists, and pedestrians and create a safe environment for all users.

B

Roads are designed primarily to move motor vehicles across the study area efficiently, with limited crosswalks for pedestrians.

C

Roads are hazardous to all users.

F

The study area is not connected by any major roads.

Public Realm Key Takeaways

Grades for Public Realm Elements are an average for the entire District with some notable exceptions

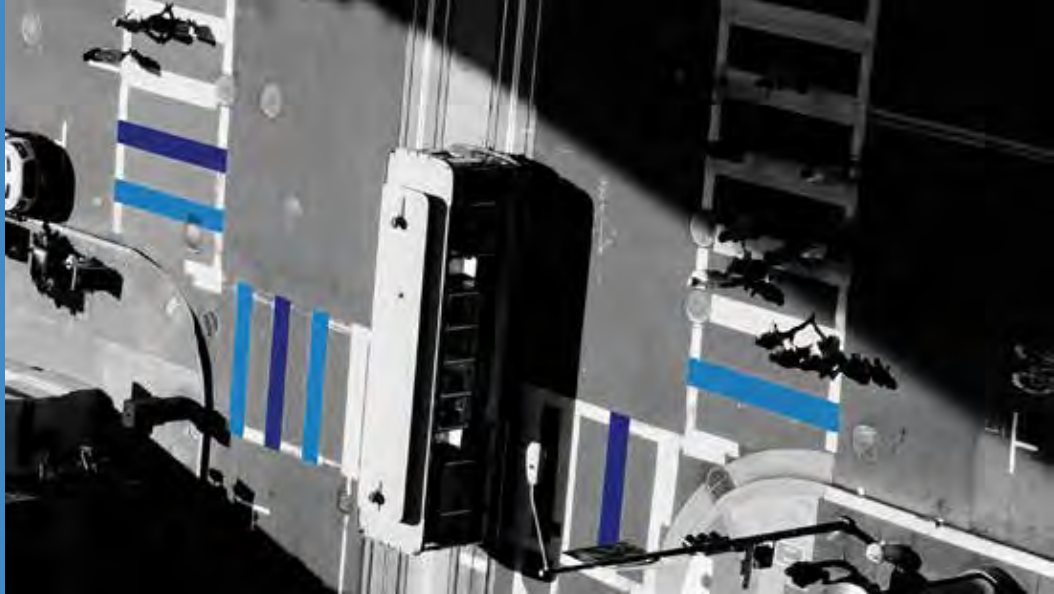
Takeaways:

- Sidewalk conditions varied widely throughout the district with varying widths, materials, and design with newer wider sidewalks on Rantoul.
- Lack of public benches and trashcans within district is remarkable – customers have no place to rest, to discard trash and animal waste – creating major impediments to district attraction and prolonged visits.
- While signs were noticeable, there were no clear gateway markers or signs leading visitors between Cabot Street to Rantoul Street.
- Lighting and roadway/ crosswalks, while differing throughout the district, are overall in very good condition.
- The width of Rantoul Street lends to faster traffic and a need for more visual cues and more visible and bold signage identifying businesses and the district and possibly traffic calming measures.



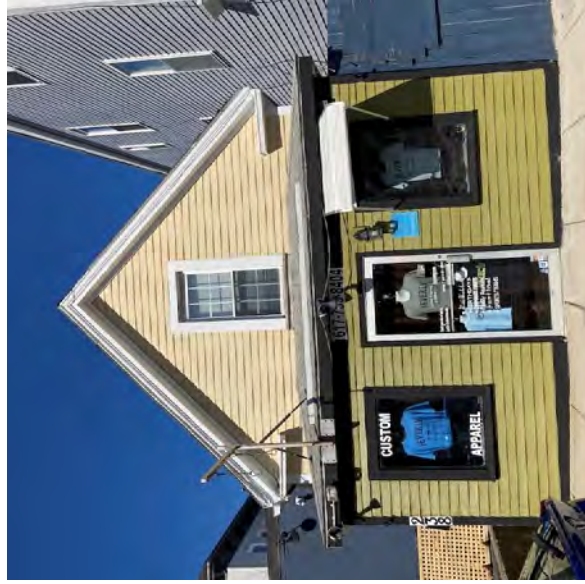
PHYSICAL
ENVIRONMENT

Private Realm



Element: Windows

Guiding Principle: 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.



Beverly's Study Area's Average Rating

A

More than 75% of storefronts maintain windows with at least 70% transparency.

B

About 50% of storefront windows maintain windows with at least 70% transparency.

C

More than 25% of storefronts have windows with limited transparency.

F

All storefronts are boarded up and/or have limited transparency.

Element: Outdoor Display/ Dining

Guiding Principle: Attractive window displays and spillover retail/restaurant activity on sidewalks or adjacent parking spaces can help contribute to overall district vibrancy.



Beverly's Study Area's Average Rating	A	B	C	F
	More than 75% of storefronts feature an attractive window display and/or spillover merchandise and dining areas that align 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.

Element: Signage

Guiding Principle: 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.



Beverly's Study Area's Average Rating

A

More than 75% of storefront signs reflect the unique brand identity of tenants and can be easily seen from more than 10 ft distance.

B

About 50% of storefronts have clear signage that reflect basic business information and can easily be seen from adjacent sidewalks

C

More than 25% of storefronts have signage that does not communicate names of business or types of products/services being offered.

F

Storefronts in the study area do not have signage.

Element: Awnings

Guiding Principle: 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.



A

**Beverly's Study
Area's Average
Rating**

More than 75% of properties in the study area have retractable awnings that have been well-maintained and cleaned.



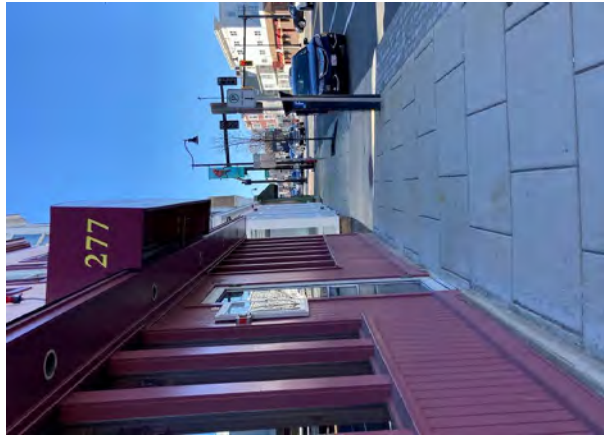
B

About 50% of properties in the study area have functioning awnings that have been well-maintained and cleaned.



C

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.

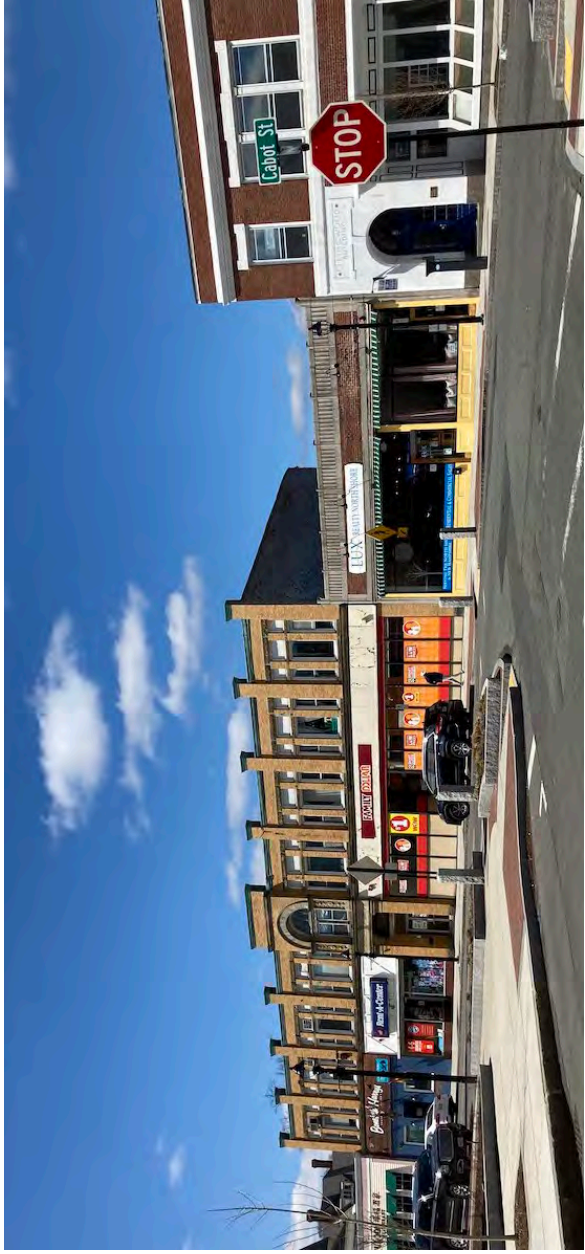


F

Storefronts in the study area are not equipped with awnings.

Element: Façade

Guiding Principle: 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.



Beverly's Study Area's Average Rating	All properties in the study area require significant façade improvements.
A	Storefronts that use high-quality materials, and paint and color to differentiate from other businesses, can dramatically improve the appearance of the commercial district.
B	Most properties have clean and well-maintained façades, but at least one significant property requiring structural façade improvements.
C	More than 25% of properties require significant building façades improvements, including power washing, painting, and structural enhancements.
F	All properties in the study area require significant façade improvements.

Element: Lighting

Guiding Principle: Storefront interior lighting after business hours help enliven the corridor and boost security on the street.



A

**Beverly's Study
Area's Average
Rating**

**More than 75% of
storefronts have
lighting that help
illuminate sidewalks.**



B

**About 50% of
storefronts have
some interior
lighting that help
illuminate sidewalks.**



C

**More than 25% of
storefronts do not have
lighting.**

F

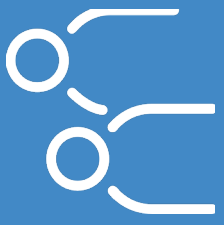
**All storefronts in
the study area are
shuttered and dark
at night.**

Private Realm Key Takeaways

Grades for Private Realm Elements for individual buildings are often above the average for the entire District

Takeaways:

- Most of the storefronts maintained very good visibility into their businesses.
- The amount of outdoor dining opportunities varied throughout the district – often due to sidewalk constraints.
- While most businesses had very good signage, there were a number of businesses throughout the district lacking visible and legible signage.
- Façade materials, design, and conditions vary significantly between Cabot and Rantoul but are overall very good throughout the district. Some buildings would greatly benefit from modest improvements.



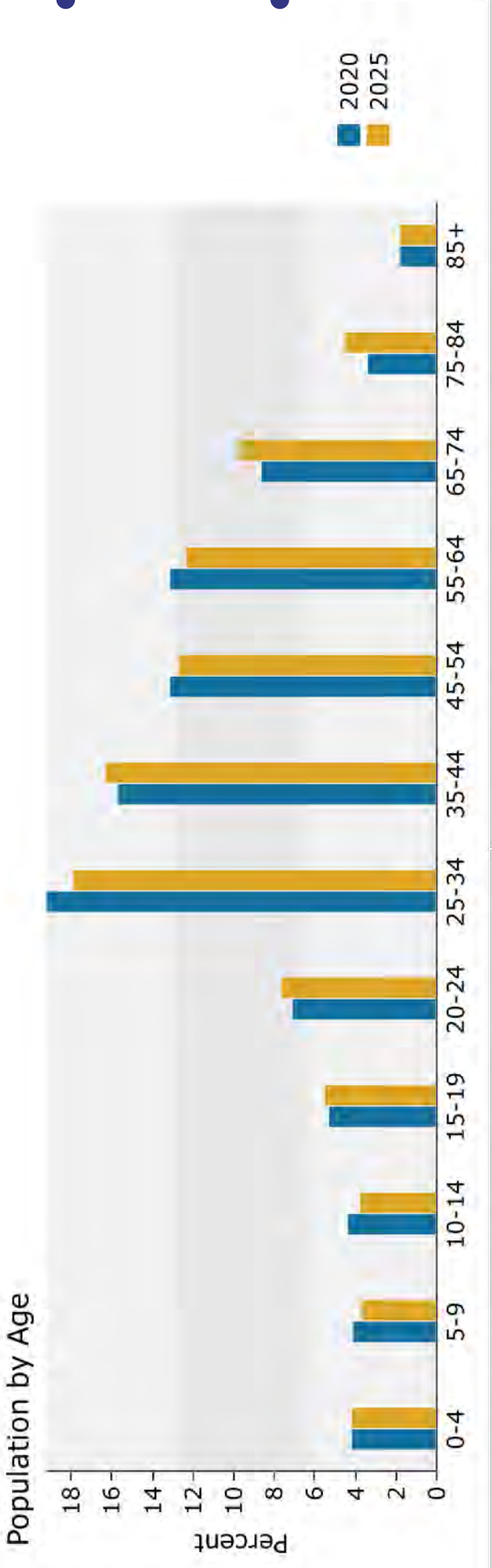
CUSTOMER
BASE



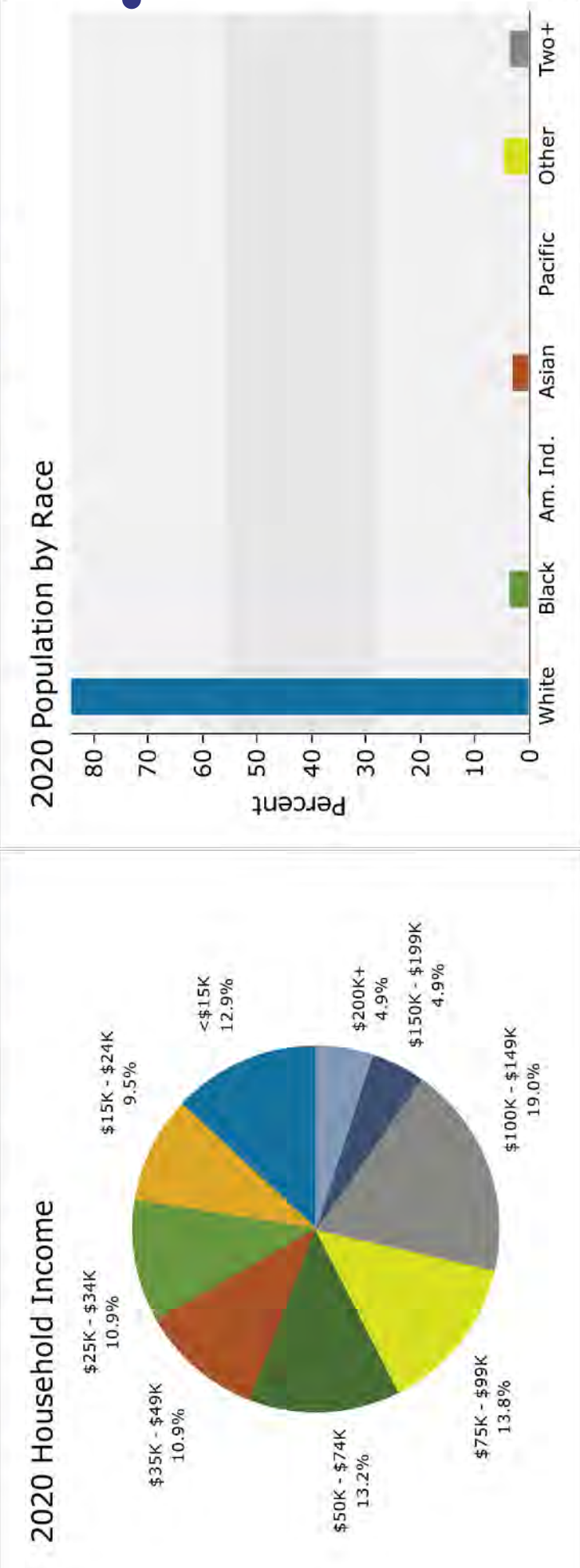
Diagnostics Summary: Market Information

Demographics Summary Highlights (Study Area)

(ESRI Business Analyst Projections)



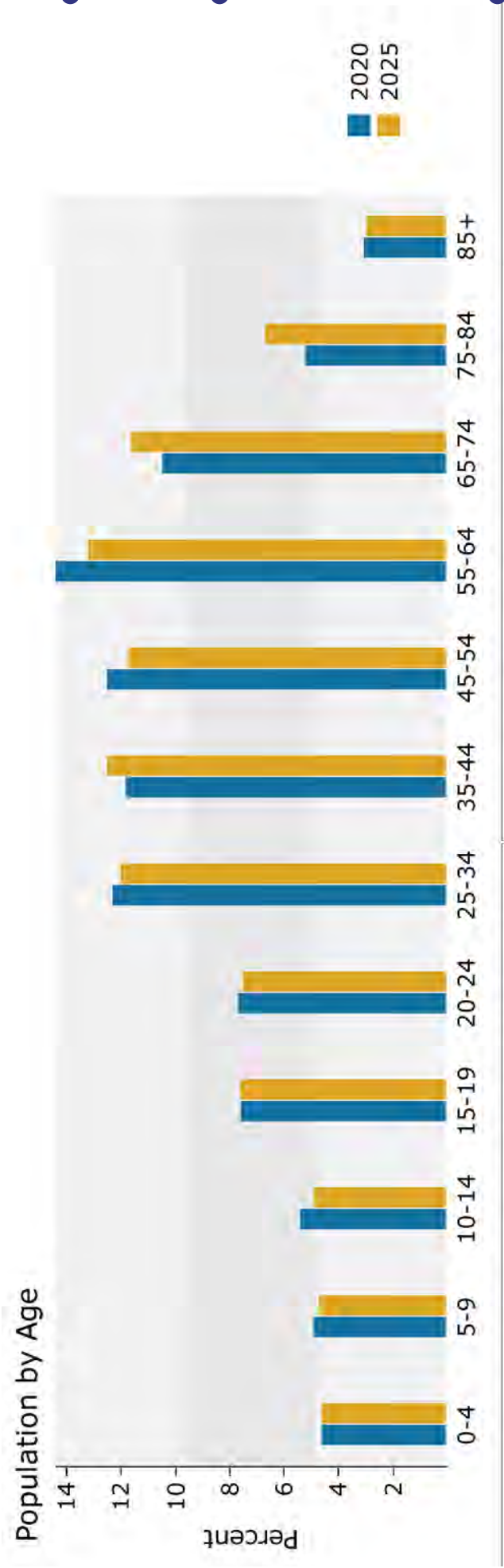
- Largest % age cohorts are 25-34 years and 35-44 years.
- Projected 2025 population % increases for 35-44 years, 65-84 years, and 15-24 years.



- Approximately 27% of Households have annual incomes of \$55,000-\$99,000, and 24% have incomes of \$100,000-\$199,000.

Demographics Summary Highlights (Citywide)

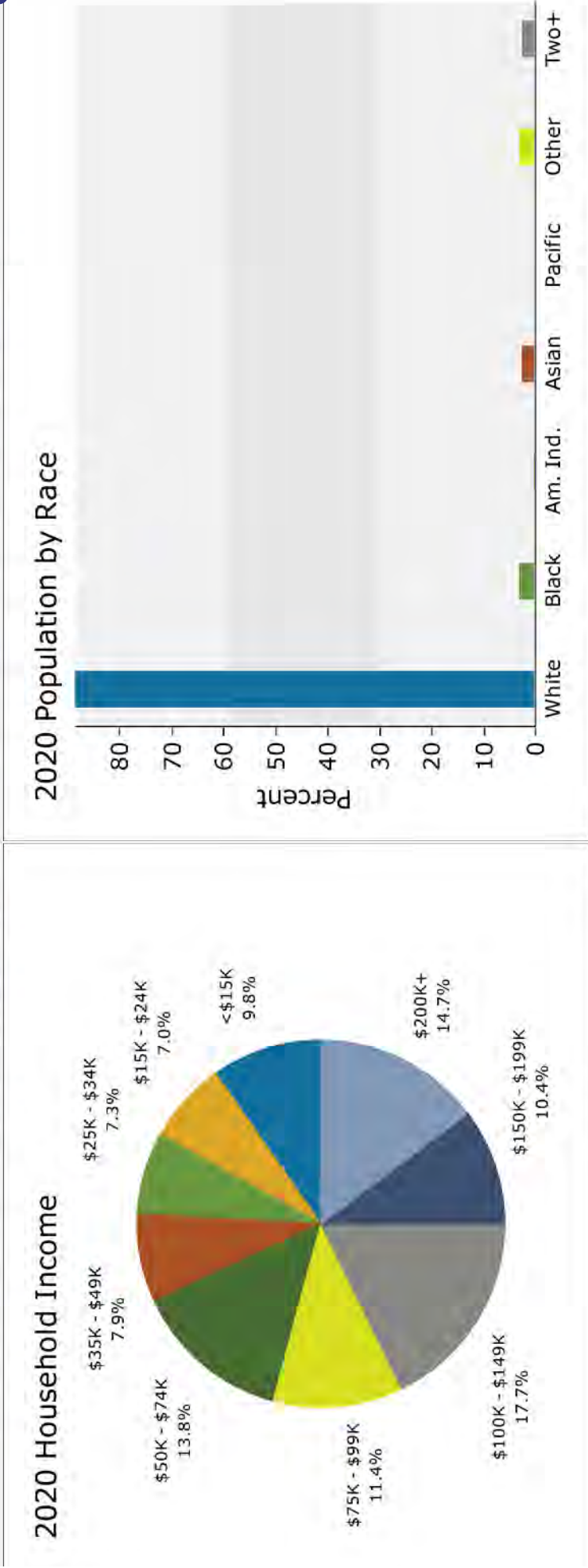
(ESRI Business Analyst Projections)



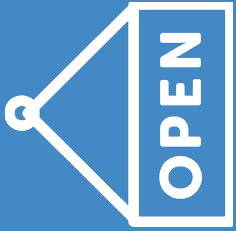
- Citywide largest % age cohort 55-64 years.
- Projected 2025 % population increases for 65-84 years and 35-44 years.

Approximately 28% of Households have annual incomes \$100,000-\$199,000.

Total Population: **41,991**
of Households: **16,673**
of Families: **9,940**
Median Income: **\$82,697**
Median Age: **41.3**
Labor Force: **24,528**
Employed: **20,787**



2020 Percent Hispanic Origin: 7.8%



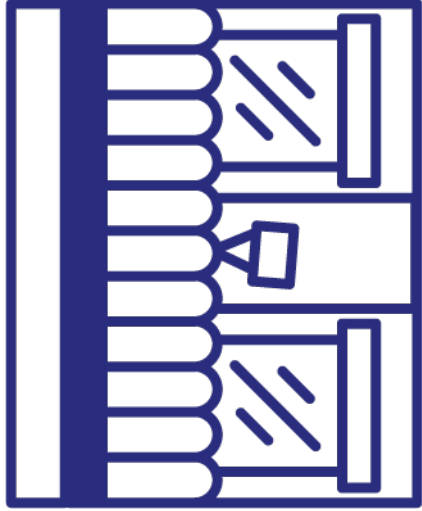
BUSINESS
ENVIRONMENT



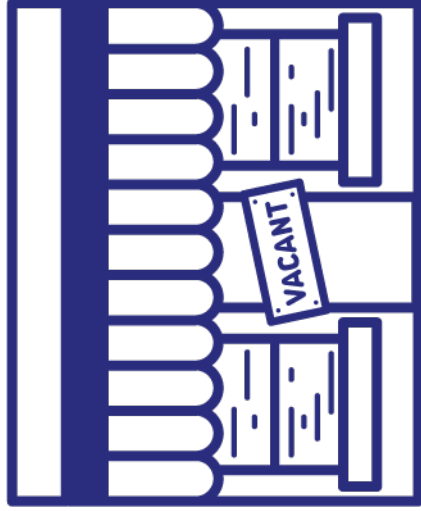
Diagnostics Summary: Business Environment

Study Area Businesses

(From Spring 2021 site survey and survey data)



207
Businesses
in Study Area

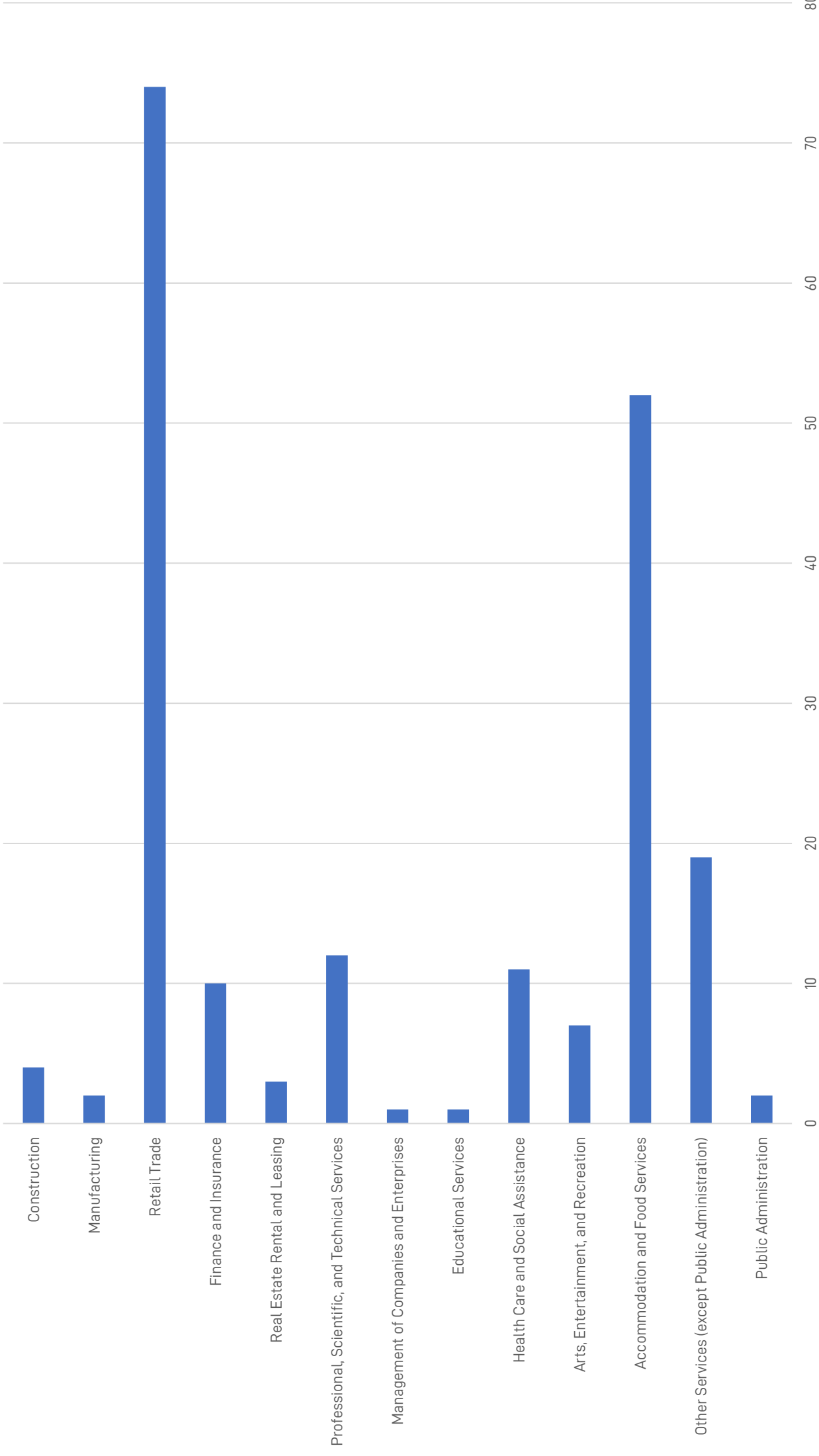


24
Vacant Storefronts
(from site survey)

Average Asking Rent
Ground Floor Retail /
Office Space
\$21/SF
(from CoStar and/or interview)

Study Area Business Mix

Number of Businesses by NAICS Category



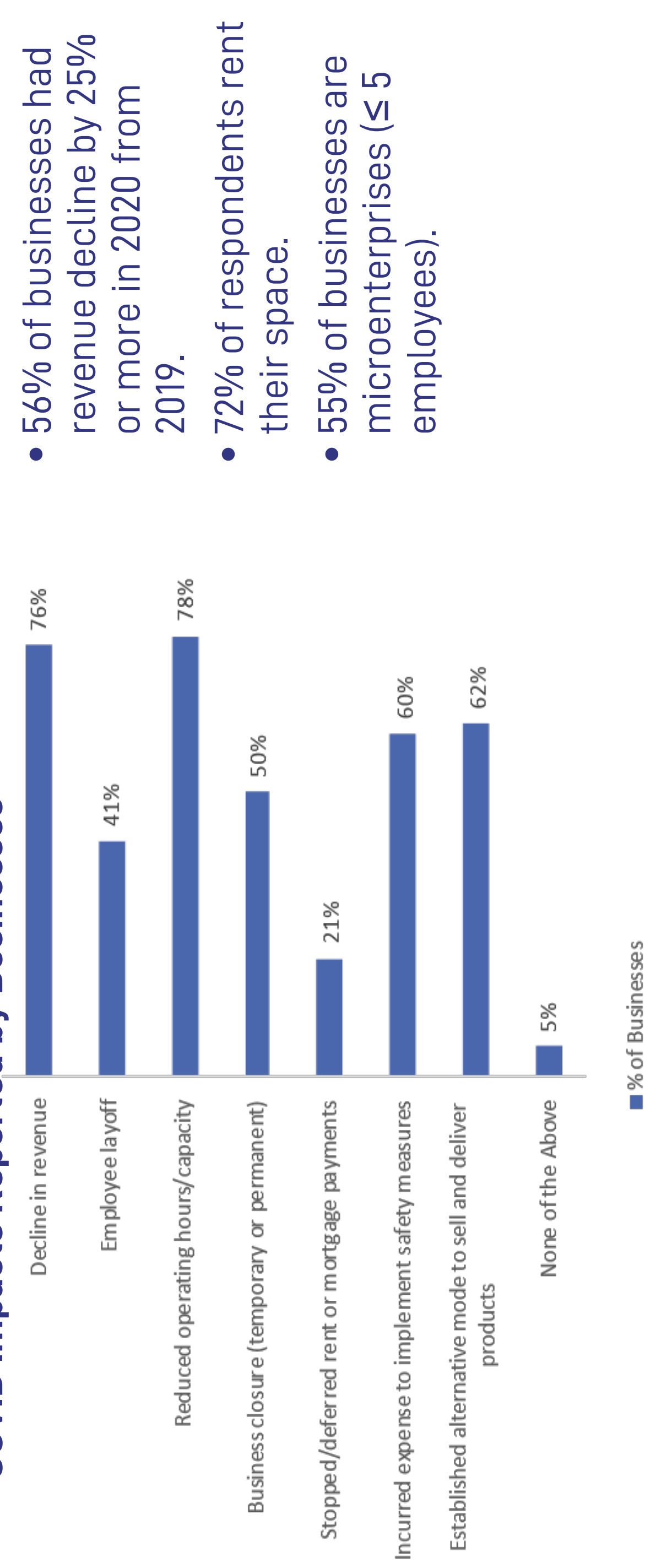
- Diverse range of businesses.
- Top two business types are, by far, Retail Trade and Accommodations and Food Services.
- Anecdotally, apparent shift occurring from retail to services and professional in ground floor spaces

Study Area Business Status

Highlights from DHCD March – April 2021 Business Survey Report for Downtown Beverly

(58 responses to the survey)

COVID Impacts Reported by Businesses



Study Area Business Status

Highlights from DHCD March – April 2021 Business Survey Report for Downtown Beverly

(58 responses to the survey)

Respondents' Satisfaction with...

- 42% satisfied/very satisfied with public realm conditions (public spaces, sidewalks, streets).
- 53% satisfied/very satisfied with private realm (building facades, storefronts, signage).

Respondents' Thoughts on Strategies for Improvement... (important/very important)

- 61% to improve streetscape and sidewalks.
- 58% to change parking availability/management.
- 56% for more opportunities for outdoor dining/selling.
- 53% to implement marketing strategies for the district.
- 52% to improve safety/ cleanliness.
- 48% to improve public spaces and seating; to add more cultural events/ activities

Study Area Business Feedback

Highlights from DHCD March – April 2021 Business Survey* Report for Downtown Beverly and May 6, 2021 Business Focus Group

Key Takeaways

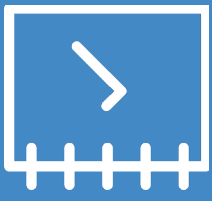
- Mixed permitting rules, hurdles for businesses, lack of communication from DPW (cited water shutoffs with no notice). Other departments have been great.
- Limited open space for events...must find way to use streets for events...partial closures (did it for road improvements...why not on regular basis with good planning?)
- Different rules than surrounding municipalities; i.e. different parking app can be barriers to attracting people to walk district, shop, and dine. How to overcome? Messaging?
- Lack of benches means customers come and go or move from parking space to parking space...creating traffic and minimizing street vitality.

Study Area Business Feedback

Highlights from DHCD March – April 2021 Business Survey* Report for Downtown Beverly and May 6, 2021 Business Focus Group

Key Takeaways

- Businesses want to meet more regularly....want to collaborate, advocate...avoid piecemeal efforts.
- Encourage events but plan to support businesses...block parties are fund raisers for Main Streets but often local businesses suffer – few customers during events.
- Need tourist marketing – how to get resources to support this?
- Capitalize on Cabot Theatre, Larcom Theatre, Montserrat College for programming, arts, anchors in district.
- Main Streets organization is under-resourced – no sustainable funding; Some perceive this as a lack of support for downtown.



ADMIN
CAPACITY



Diagnostics Summary: Administrative Capacity

Administrative Capacity

Local Entities Directly Involved in RRP Application and Plan:

- Beverly Main Streets
- City of Beverly Department of Planning and Development

Issues or gaps we heard:

- Main Streets is underfunded (for operating and programming).
- Businesses are ready for more frequent meetings to collaborate
- Need for improved communications between City departments (i.e., DPW, Health Department, etc.)
- Need stronger advocacy around streamlined permitting, alignment with surrounding municipalities
- Unique challenges of the very large district with two major streets needs additional resources and staff expertise



Review Initial Priorities



Several Priorities from RRP Application

1st Priority

2nd Priority

3rd Priority

Short-Term

Make permanent changes to outdoor dining ordinance and processes

Support marketing campaign to attract customers

Increase organizational stability of Beverly Main Streets to continue business support

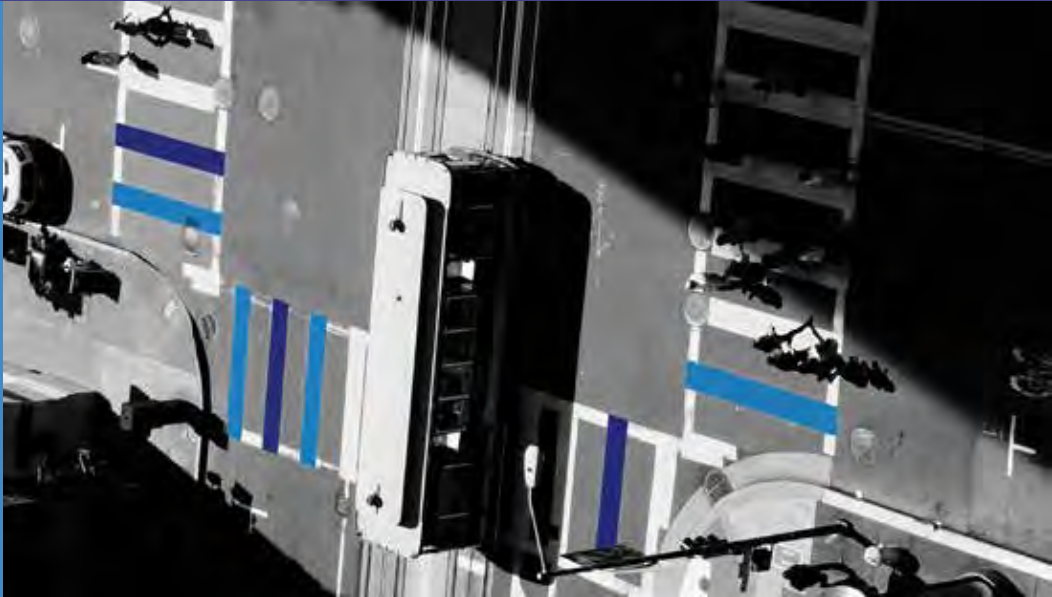
Mid/Long-Term

Increase pop-up retailers in vacant spaces

Enhance placemaking

Encourage facade and signage improvements

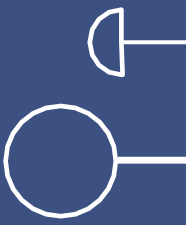
Draft List of Possible Projects




Recommended Project Categories




Public Realm




Private Realm




Revenue & Sales



Admin Capacity



Tenant Mix



Cultural/Arts

+ OTHERS

Overview and Themes

- **Administration capacity should be first focus....BID?**
- **Beautiful environment, major streetscape improvements....need last 15% (amenities, parking signage)**
- **Tenant mix is important and needs focus/recruitment, and strategies.**
- **Large district...needs varied treatment/marketing**
- **Keep Arts District focused**
- **Create an open space strategy and standardize permitting and expectations**

Possible Projects to Consider

Possible projects listed by main category and priority

(**Short-term** / **Mid-Long-term**)



Public Realm:

- **Wayfinding:**
 - **Add highly visible signage for parking options, linked to physical and online maps.**
 - **Create integrated digital and physical map of destinations, businesses, and parking.**
 - **Gateways from both district ends and train station are weak. Need directions to each street with clues to destinations and amenities.**
- **Branding:**
 - **Create unique branding for each street (Rantoul and Cabot).**
- **Event Spaces:**
 - **Consider the streets as part of public open space. Create a physical and programmatic strategy to use streets for cycleway-type events, outdoor dining, etc. and plan carefully to support local businesses. Rotate location of street closures/events to assist all businesses and create variety.**

Possible Projects to Consider

Possible projects listed by main category and priority

(**Short-term** / Mid-Long-term)



Public Realm:

- **Connectivity:**
 - **Strengthen physical connection between Depot/Rantoul and Cabot along Broadway using signage, sidewalk art, visual cues, etc.**
 - **Address faster traffic on Rantoul – encourage bolder and more visible/legible business signs, slower traffic to make parking easier, less traffic noise for outdoor seating.**
 - **Streetscape and roadway improvements needed at southern gateway to district: There is no way to turn left directly onto Cabot while traveling in a car south on Rantoul toward Swampscott**
- **Parking**
 - **Create a better public parking strategy by providing a comprehensive parking map and excellent signage, simplify and standardize rules throughout all of downtown.**
 - **Adopt parking app that is used by surround municipalities and Boston to make visitor experience more user-friendly or strengthen messaging about Beverly's app.**

Possible Projects to Consider

Possible projects listed by main category and priority

(**Short-term** / **Mid-Long-term**)



Public Realm (continued):

- Streetscape amenities
 - Provide public benches or consider portable seating and small tables for businesses for use outside their establishments – provides seating and offers visual clues to extent of district and destinations.
 - Add trash cans – make it easy for pedestrians to shop, eat on the go, walk their dogs, in the district.

Possible Projects to Consider



Private Realm:

- Create signage guidelines that acknowledge differences between Rantoul and Cabot. Encourage more visible and legible/bolder signage on Rantoul to respond to faster traffic and different public realm conditions. Discourage clutter in signage.



Revenue & Sales:

- Create a plan to make the Main Streets district “sticky” – recurring events such as late-night shopping once per month; creation of loyalty programs; attractions and events for families, teens, college students, after-work professionals, empty nesters, etc.

Possible Projects to Consider



Admin Capacity:

- Establish a clear and streamlined permitting process both for business operations, street events and closures, outdoor dining/ retail and events, and for new businesses. Review temporary pandemic permitting and accommodations and determine which should be permanent.
- Review alignment or conflict with neighboring municipality regulations...are there any that can be in adjusted to lessen confusion.
- Improve collaboration/ cooperation between City Departments, Main Streets, and businesses. Focus on City departments such as DPW and street closures, disrupted access to parking, etc.
- Encourage businesses to meet monthly and to use meetings to enhance communication with City and even neighboring towns. Use for sharing news, needs, advocacy issues and strategies.

Possible Projects to Consider



Tenant Mix:

- Review tenant mix on Rantoul and Broadway and develop a brand for each street rather than trying to combine in one very large district. Recruit businesses that fit the brand. Cabot more walkable, slightly slower traffic, village feel. Rantoul is major passthrough...identify ways to slow traffic, capture pass-through drivers, attract a broader market.
- Larger floor plates in newer buildings on Rantoul can help expand tenant mix in overall district.



Cultural/ Arts:

- Designate street areas and sidewalks, parks, private open space at building frontage as potential open space and outline potential uses. Pre-permit/ease the way for street closures and use of public/private spaces on regular basis for events and activities, pedestrian movements. Use spaces for cultural programming that supports local businesses (relies on local restaurants and retail for shopping, dining and drinking.
- Use art (poetry sidewalks?) to strengthen link between Depot/Rantoul and Cabot and give visual clues to invite pedestrians between two spaces.
- Use public art to differentiate and brand each street as it's own character and vibe...helping to create niche markets and attract additional customers.
- Consider parking lot pavement murals to call attention to lots, encourage pedestrian movement, and create additional destinations in the downtown that align with Cabot Theatre, Montserrat College spaces, and other cultural activities.

Available SME Consultations

Public Realm

- Public Space Transformation (Parking, Biking, Sidewalks, Streets)
- Finding Opportunities in Overlooked Spaces
- “Outside the box” approaches to using public space
- How Branding and Wayfinding can be a Key Part of Covid-19 Commercial Reawakening

Private Realm

- Connecting with Customers: Using Your Storefront, Display Windows & Signs to Increase Business

Revenue and Sales

- Laws of Attraction: Marketing, Programming, and Interactive Strategies to Bring People (back) Downtown during COVID-19

Administrative Capacity

- Downtown Organizations - How Downtown Organizations Mobilize a Pandemic Response & Recovery
- Overcoming Zoning/Permitting/Licensing Hurdles

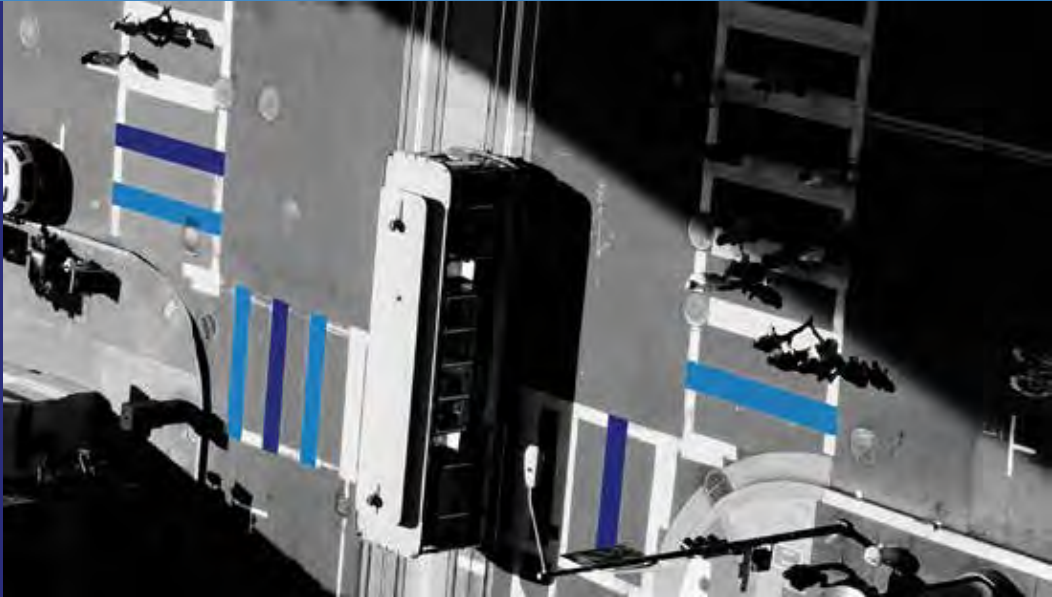
Tenant Mix

- Small Business Technical Assistance and Beyond: Helping Small Businesses Stabilize and Grow in the Face of COVID-19
- Post COVID-19 Restaurant Survival: Key Technologies, Strategies and Best Practices
- Culturally-relevant Approaches: Embedding Racial and Equity Lenses to Ensure Inclusive Economic Growth within Commercial Areas Impacted by the COVID-19 Pandemic

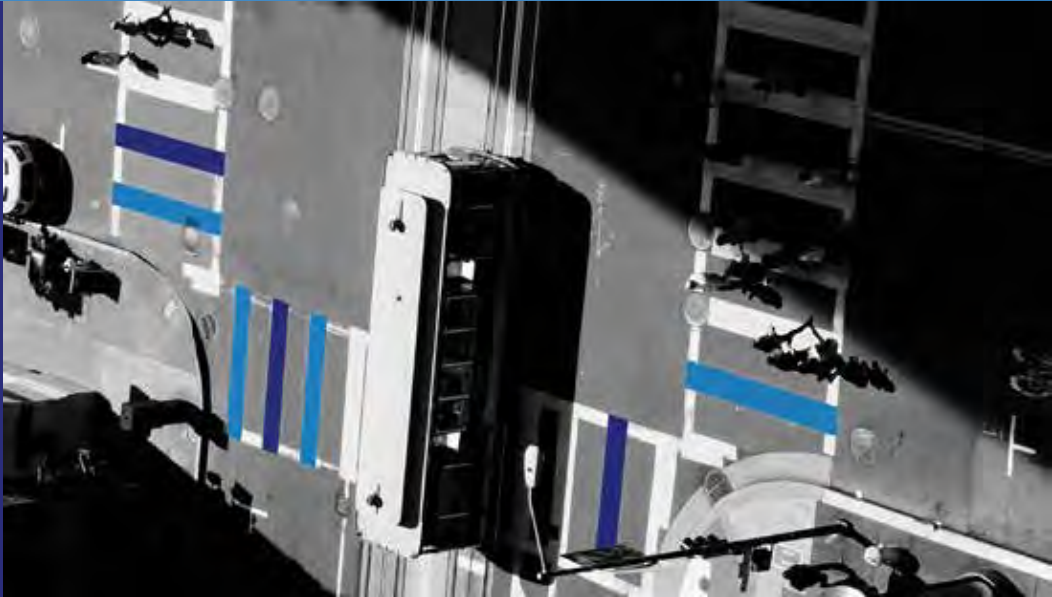
Cultural/Arts

- Community Resilience: COVID-19 Impacts and Re-partnering Arts + Culture to Main Street

Let's Talk!



Next Steps

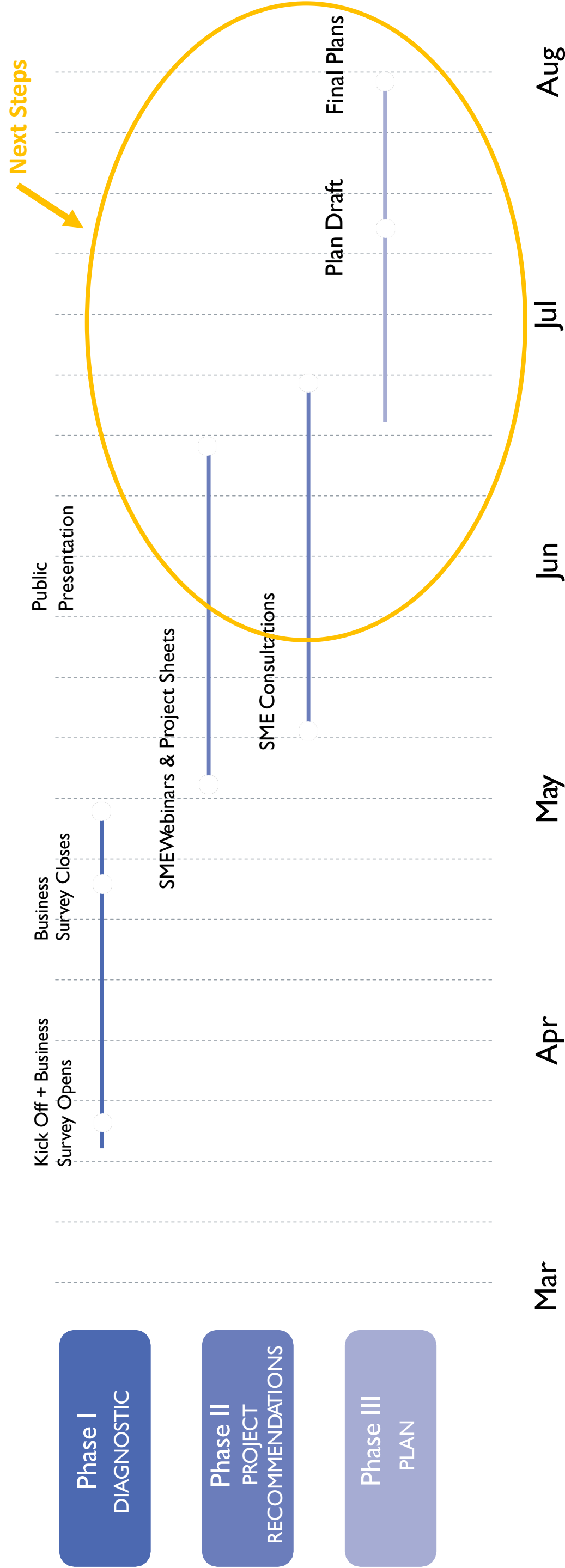


Narrow down Draft Projects List

Refine Possible Projects – with best practices, case studies, and assistance from Subject Matter Experts

Draft Plan with Refined Draft Projects

Finalize Plan with Recommended Projects



Thank You!

Beverly Main Streets

City of Beverly Planning Department

CivicMoxie, LLC