



Rapid Recovery Plan

2021

Canton

Canton Viaduct
Source: Wikipedia, Public Domain

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



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

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

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

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Acknowledgements



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

Town Administrator	Charlie Aspinwall
Select Board, Community Preservation Committee, Paul Revere Heritage Commission	Lisa Lopez
Owner, Kevin Michael's Clothing, President of Downtown Business Association	Kevin McCormack
Town Planner	Laura Smead
Planning Board, Traffic Committee, Master Plan Implementation Committee	Kathy McCormack
Owner of Rapoport Eye, Economic Development Committee, Master Plan Implementation Committee	Alan Rapoport
Canton Engineering Department	Jay Mello or Lisa Grega
Master Plan Implementation Committee, also MIT urban planning master's with real estate development background	Sean Robinson
Canton Select Board	
Canton School Committee Chair	Kristian Merenda
Canton Center Businesses	

And others who responded to the request for feedback anonymously

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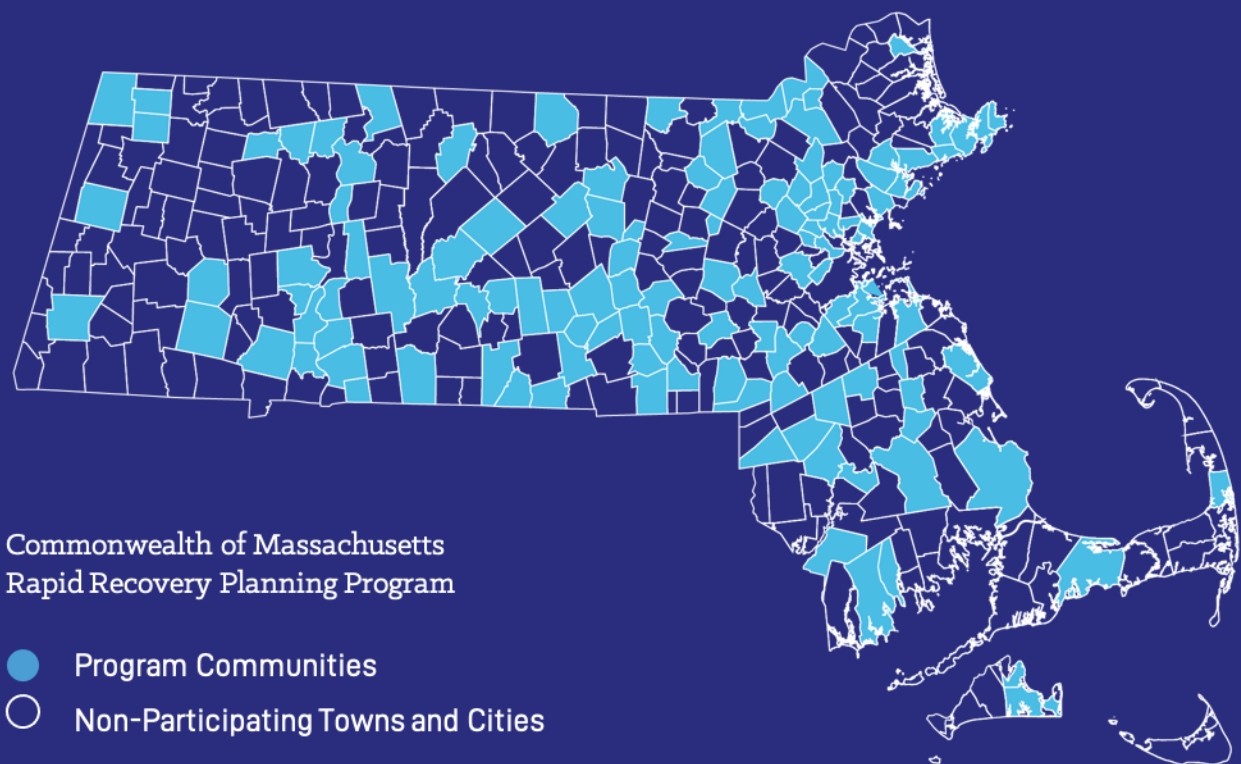
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Canton BoS Presentation 092321.pptx
Administrative-Capacity-Special-Events-Permitting
Canton Storefront-Facade-Improvement-Program-SME
Refreshing Storefront Businesses in Canton Center – SME
Storefront-Improvement-Best-Practice-Examples-SME
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Funding-Arts-Districts copy
Increase Administration-Capacity-Canton
Wayfinding-Downtown
Revenue_Sales_Walking-Loop
Revenue_Sales-Coordinated-Social-Media-Marketing copy.pdf
Shared-Streets-and-Spaces-Grant.pdf
Shared Parking Agreements

125 communities participated in the Rapid Recovery Plan Program

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

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



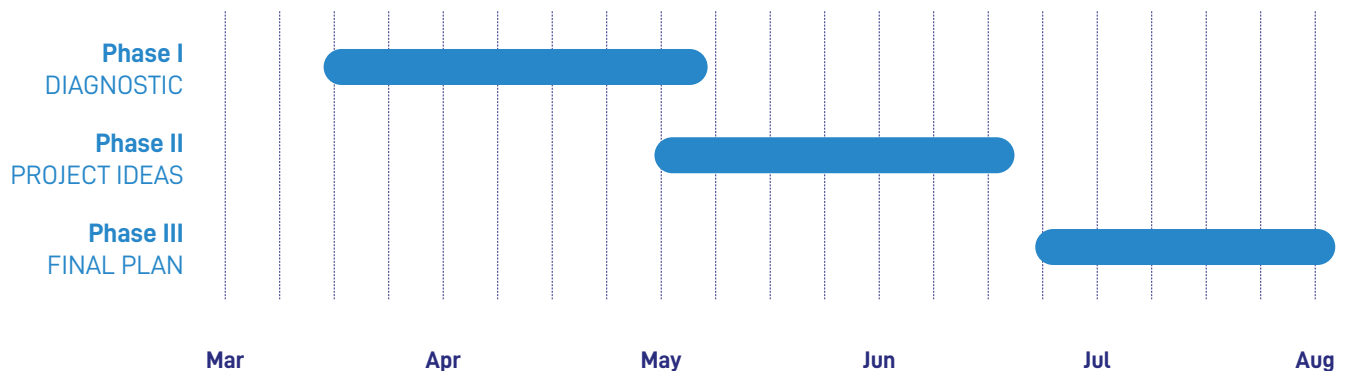
Rapid Recovery Plan (RRP) Program

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

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

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

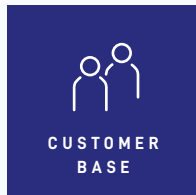
Each Rapid Recovery Plan was developed across three phases between February-August 2021. Phase 1 - Diagnostic, Phase 2- Project Recommendations, Phase 3 - Plan.



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

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

Rapid Recovery Plan Diagnostic Framework



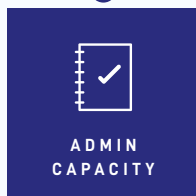
Who are the customers of businesses in the Study Area?



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



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



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

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



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other

Executive Summary

Executive Summary

A middle-income leafy suburban community

Set at the foot of the Great Blue Hill and located 15 miles southwest of downtown Boston, Canton, MA is a primarily tree-lined middle income residential and commuter community. A town of 23,000, it borders neighboring communities of Dedham, Norwood, Milton, Randolph, Sharon, Stoughton, Westwood and Boston's Hyde Park Neighborhood. Two fascinating pieces of Canton history are that Paul Revere built the nation's first copper rolling mill in Canton in 1801. Canton was also the location of the Rising Sun Stove Polish Company, founded by Elijah Morse the creator of the pot-belly stove. America's Industrial Revolution has roots in Canton.

Striving to ensure a progressive and economically sound community, quality of life is a special focus of the Town of Canton. To this end, the Select Board adopts policies and procedures to facilitate civic projects and service delivery in the best interest of the citizens of Canton.

The pandemic slowed sales and in some cases resulted in businesses shuttering their doors

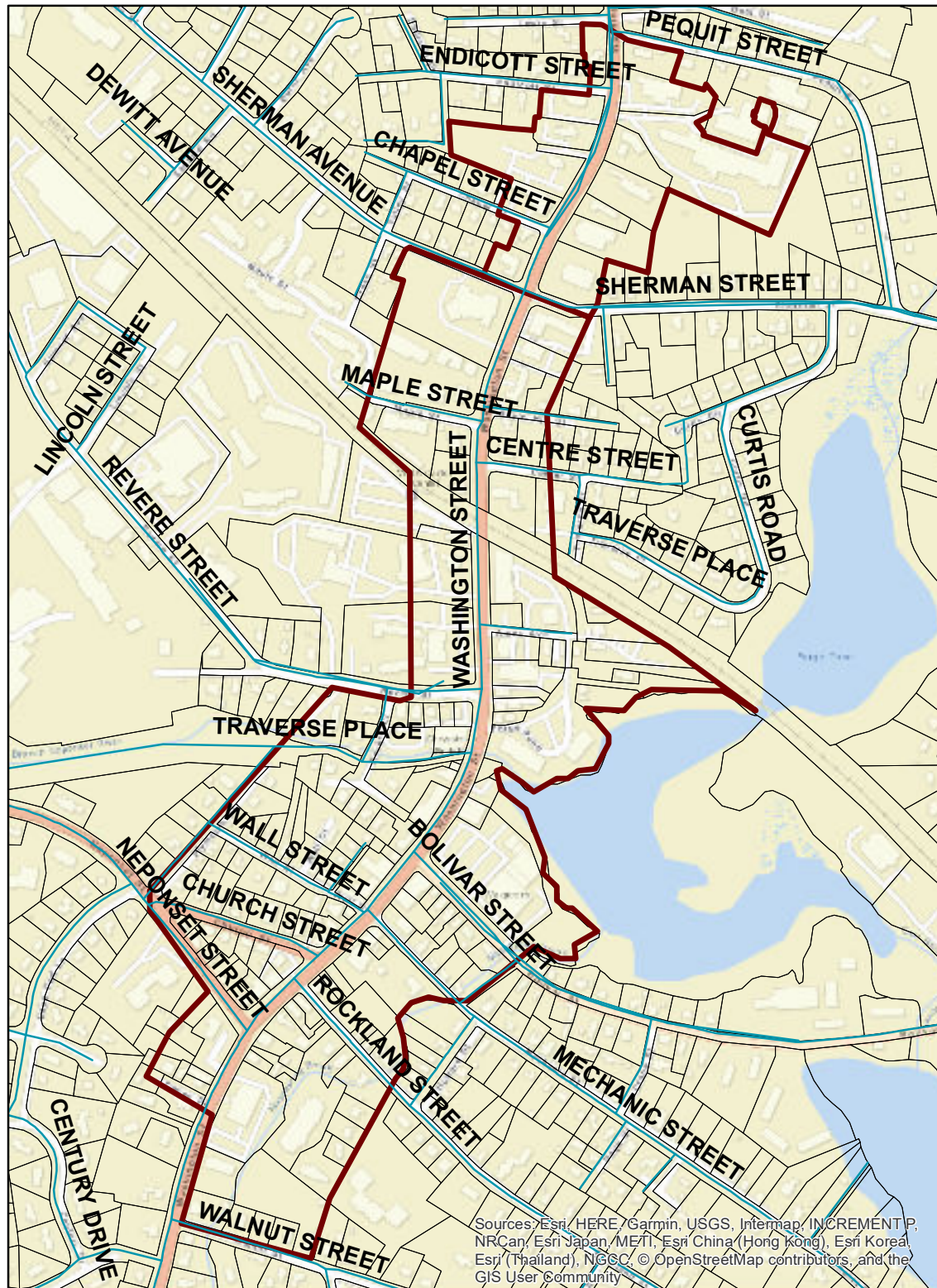
Like many other communities of similar size and demographics, its businesses, shops and services were affected by the pandemic caused by Covid-19. As our diagnostics show, sales were, in many cases strongly affected, by the lockdown and closures of the period of the Pandemic. These situations allowed the Town's administration along with our team to take a look at ways to strategically improve the shopping district/downtown and focus on tactical solutions for recovery and expansion.

Recovery will require a number of initiatives

The Town of Canton has a strong residential base. Interestingly, as many individuals that commute from Canton, commute into the town for work. In the course of our LRRP investigation and research, it was found that the town's recovery needs to solve issues of facade and storefront guidelines and improvements, improved wayfinding, traffic and especially parking, a better mix of retail and food services, considerations of marketing both local and regional, creative downtown organizational and public capacity building and investigation of Canton as a Cultural District to underscore community cooperation, capacity building and creation of the town as a cultural and shopping destination.

As the Commonwealth of Massachusetts proceeds from various aspects of the negative aspects of the Pandemic, through this LRRP process, the prognosis for enhancement and development of Canton's business community is bright and healthy.

Canton Center Economic Opportunity District (Sections A & B)



Diagnostic

Key Findings



The Town's customer base is growing. It is also aging.

The population of Canton is projected to increase as are the number of households. The median household income (\$116,349) is higher than that of the State (\$85,843 in 2019). The majority of residents are of workforce age with at least some college education. The large majority of residents are White.

CANTON DEMOGRAPHICS

POPULATION	
2010 Census	21,561
2021 Estimate	23,566
2026 Projection	24,388

HOUSEHOLDS	
2010 Census	8,378
2021 Estimate	9,242
2026 Projection	9,595

INCOME	
2021 Est. Average Household Income	\$167,255
2021 Est. Median Household Income	\$116,349
Per Capital Income (2021)	\$65,593

AGE	
Median Age	43
Age 35 – 64	39%
Age 65 – 85	20%

HOUSEHOLD SIZE	
2021 Est. Average Household size	2.5

EDUCATION (AGE 25+ 2021 ESTIMATE)	
At least some college or higher	79%

RACE	
White	76%
Black/African American	10%
Asian	10%
Latin@	5%



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

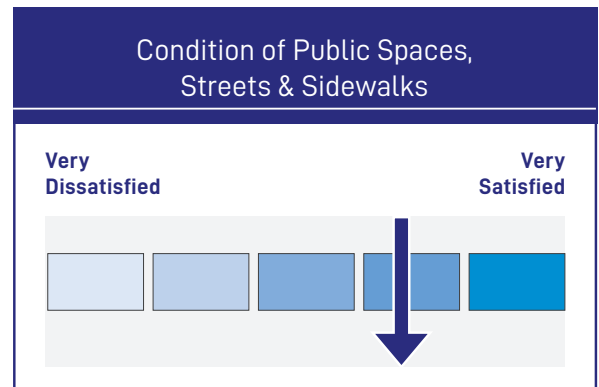
The condition of the public spaces, streets and sidewalks, as well as those of the storefronts and signs could use improvement.

Survey respondents were generally satisfied with the condition of both the public and private spaces. Field visits by the Consultant team confirmed that streets and sidewalks as well as storefronts and signs were in generally good condition, however, the area is lacking a cohesive sense of place and while there has been some redevelopment in the Center, the overall feel is one of a tired downtown. Most of the stores were constructed in between 1950 and 1970. The Town undertook a streetscape program twenty years ago, but the storefronts now look like they need to be refreshed. Three stories are allowed by right in the Center, but currently many of the establishments are only one story buildings. More residential above retail might help to inject some needed energy.

Parking is free in Canton Center and the Town Planner reports that there is currently no appetite for instituting paid parking strategies, however, there is a need to better manage the existing spaces and create opportunities for additional parking.

Business owners identified a need for the following priorities:

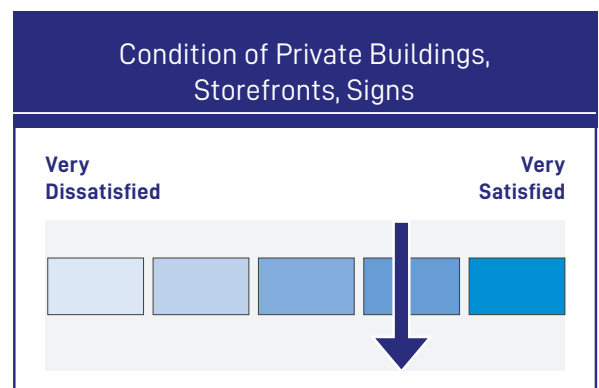
- Improvements/development of public spaces and seating areas, including more outdoor dining and selling
- Improvements in safety and/or cleanliness
- Changes in public parking availability, management or policies



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?

New cultural developments within walking distance to the Town Center could help attract more patrons.

There are currently 147 businesses in a linear downtown stretch of several blocks with approximately 50-60 storefronts. Renovation of storefronts/building facades was rated by over one third of the businesses responding to the survey as "important" or "very important." The nearby Paul Revere Heritage site (including park, restored mill, museum and restaurant) is expected to be a significant draw, attracting residents as well as visitors. This together with improvements to the appearance of the storefronts can help with recovery.



COVID impacts were widespread and significant among the businesses. Businesses in the Canton Target Area were hit harder than most businesses in RRP Districts.

93% of Canton Target Area businesses reported impacts from COVID-19. A majority of businesses reported a decline in revenue, reduced operating hours, and expenses incurred to implement safety measures.

In several categories, the rate of negative impacts reported by Canton Target Area businesses is higher than the rate among all businesses in RRP Districts.

Decline in Business District foot traffic was significant. 71% of businesses had less on-site customers in January and February of 2021 than before COVID.

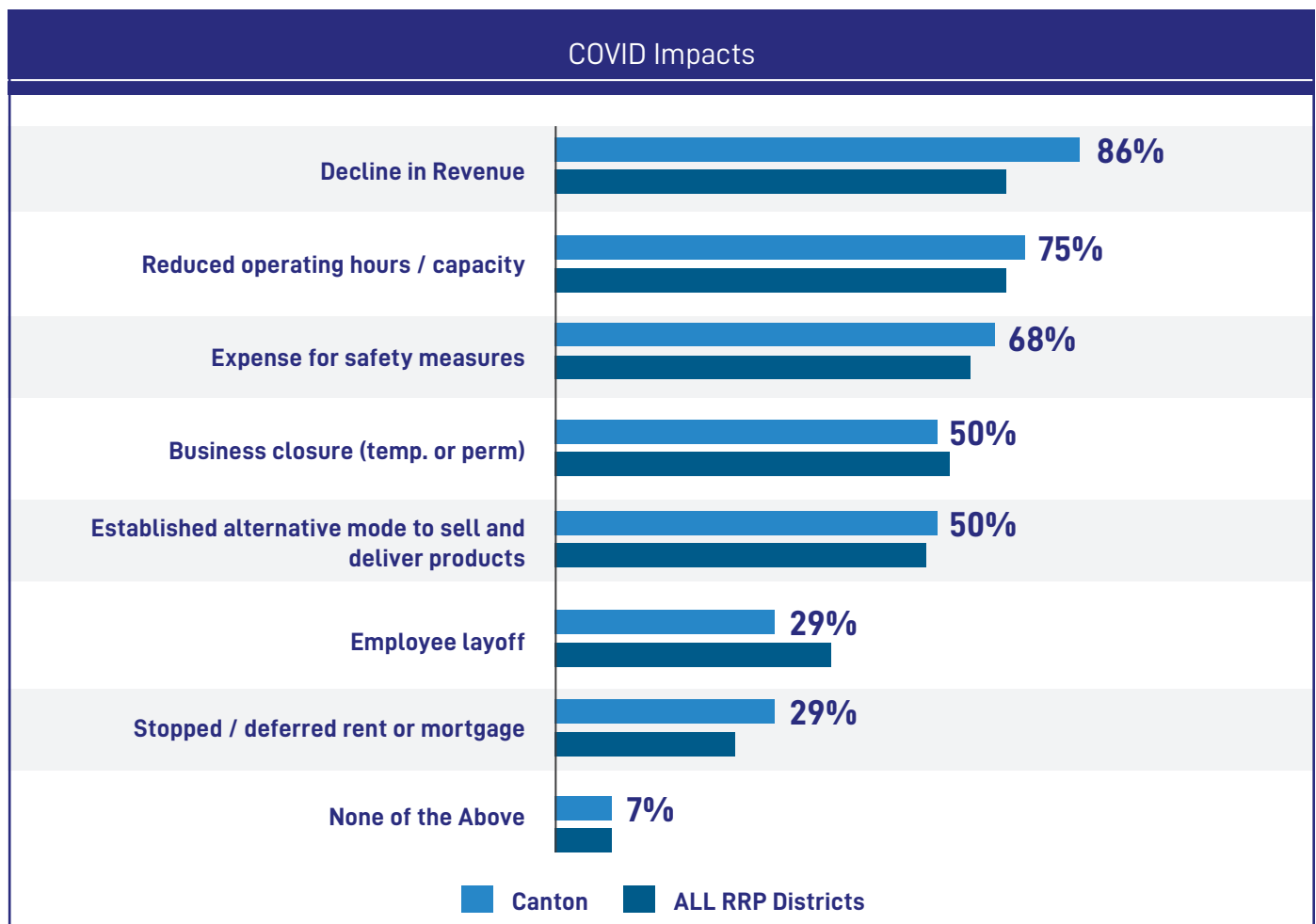
Compared to all businesses in RRP Districts, a significantly higher share of Canton Businesses reported year-over-year revenue loss.

Loss of Revenue – Approximately 86% of Canton businesses suffered a year-over-year revenue loss (compared to 68% of businesses in all RRP Districts). Five stores have closed during (and as a result of) COVID-19.

The majority of businesses responding to the survey are in the categories most impacted by COVID (25% of the businesses surveyed are involved in personal services (e.g. hair, skin, nails, dry cleaning); 14% are retail; and another 14% are arts, entertainment, recreation and fitness)

64% of those surveyed rent their space

On a positive note - 50% of businesses said they established alternative modes to sell or deliver products or services (which will likely help them retain and grow sales going forward)





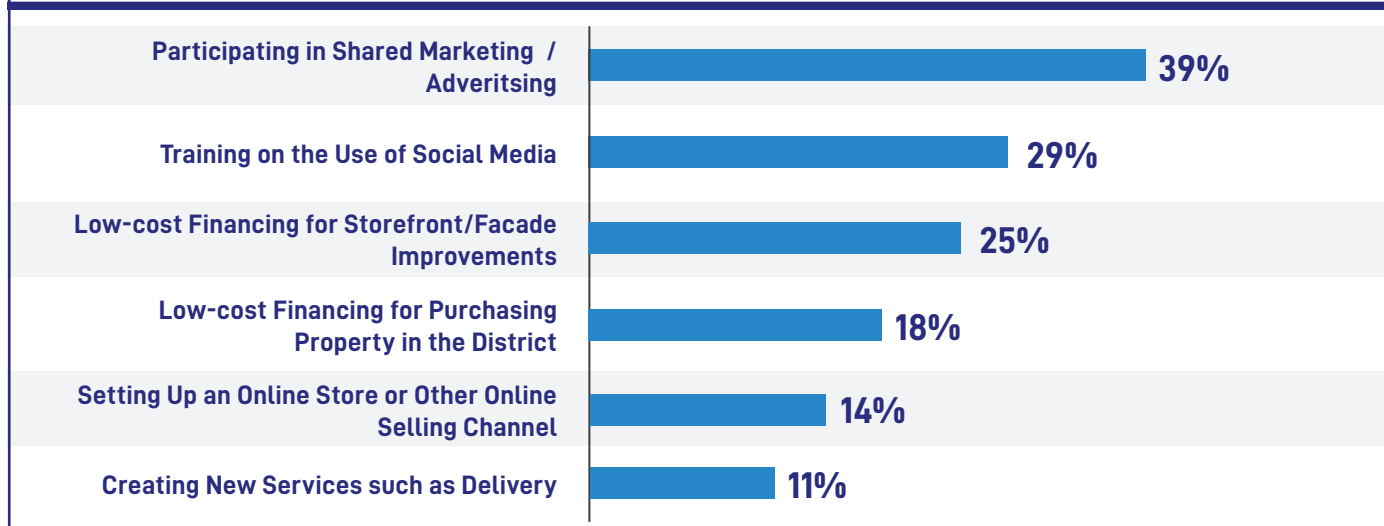
Who are the key stewards of the Study Area? Are they adequately staffed and resourced to support implementation of projects? Are the regulatory, zoning, and permitting processes an impediment to business activity?

The Town has no downtown organization overseeing recovery efforts. Discover Canton is the Town's downtown merchants association. However, it is not very active, only a small sub-set of the business owners participate, but there is interest on the part of businesses to form a more formal and active local business association. There is a good town-wide association of large businesses and a regional chamber of commerce (the Naponset Regional Chamber of Commerce). There is no Economic Development Coordinator in Town and the businesses do not have the capacity to take this on by themselves.

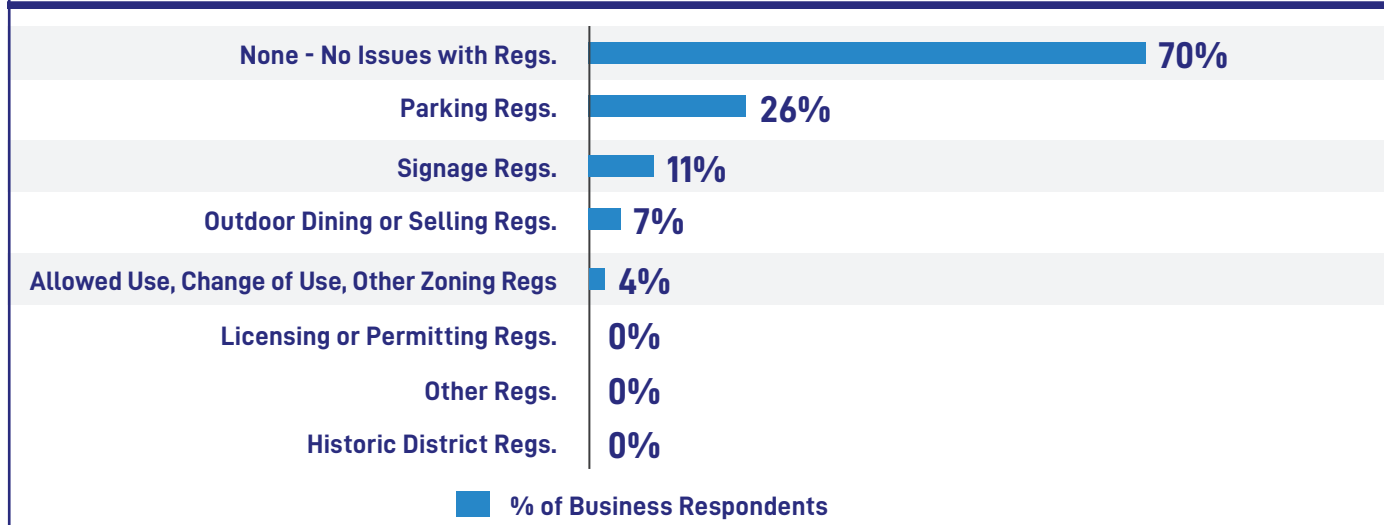
Business owners identified a need for the following priorities:

- Creation of a District Management Entity
- Marketing strategies for the district
- Recruitment programs to attract businesses
- Changes in parking availability, management and policies
- More cultural events

Types of Assistance that Businesses Are Interested In



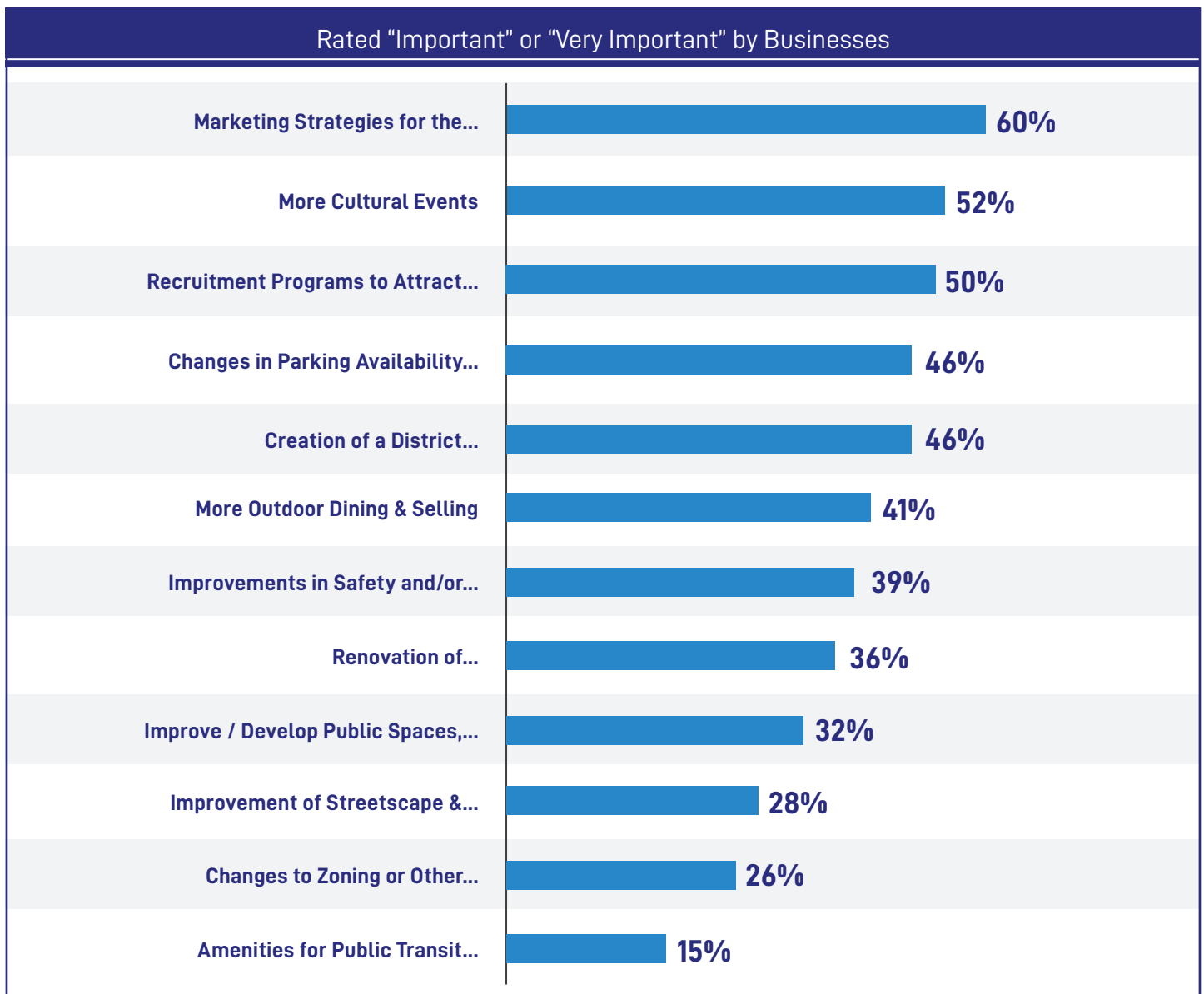
Regulation that Pose an Obstacle



What Business Owners Had to Say... The strategies most important to Canton businesses include marketing initiatives, more cultural events, and business recruitment.

Strategies Most Important to Businesses

1. Marketing Strategies for the Business District
2. More Cultural Events
3. Recruitment Programs to Attract Additional Businesses
4. Changes in Parking Availability, Management or Policies
5. Creation of a District Management Entity
6. More Outdoor Dining and Selling Opportunities



Highlights from the Physical Environment

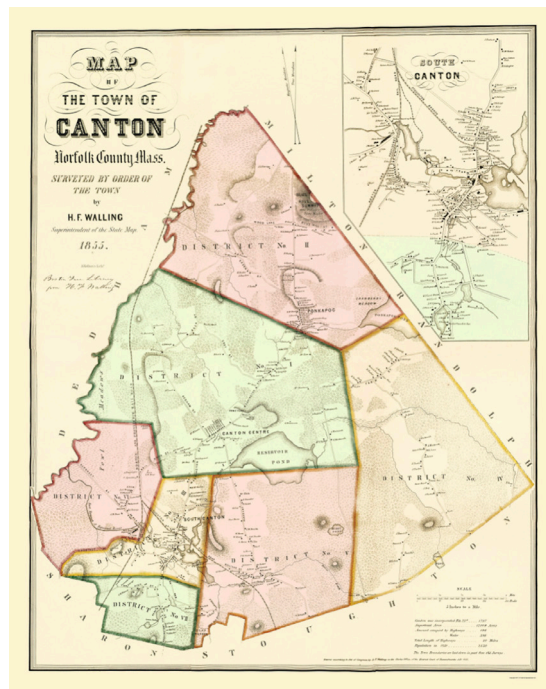
The Town has several unique historic structures and stories

Set at the foot of the Great Blue Hill, the Town of Canton, Massachusetts is highly accessible from the Route US-95 corridor, by MBTA commuter rail and by a number of secondary roads as well. Approaching the downtown along the extended Washington Street (Canton's main commercial and public institution center) the town center is not visible until almost arrival at it. With a lovely Public Library in a Collegiate Gothic architectural style and a Neo-Gothic town hall as structural gateways to the center of the town, Canton lies south of Boston along the Neponset River.

Settled in 1650, it was an early industrial center where Paul Revere established a gunpowder factory during the American revolution and built in 1808 the first copper rolling mill and brass works in the United States. The iconic Canton Viaduct, a stone arch bridge that spans the Neponset River, was constructed in 1835 as part of the rail line connecting Boston and Providence. And it remained in use in the 21st century. The town is mainly residential. Services account for a large share of employment, but light manufacturing is still important.

Added to the National Register of Historic Places in 2009, the Canton Corner Historic District encompassing the historic town center of Canton, Massachusetts. Centered on the junction of Pleasant and Washington Streets, it includes more than 25 properties and 170 acres, whose architectural history spans 250 years of architectural styles and includes the town's major civic buildings.

The historic district extends from east to west along Washington Street, from Dedham Street to the Canton Corner Cemetery, and south along Pleasant Street to Pequid Brook. It includes examples of housing from Georgian (the 1725 David Tilden House at 93 Pleasant Street) to the Craftsman/Bungalow style (1905 Bessie Estey House at 1452 Washington Street). Its oldest public building is the 1824 First Congregational Parish Church, built in 1824 in a late Federal period style with both Greek and Gothic Revival features. An example of Italianate architecture is the John Williams House at 18 Dedham Street.



The pandemic brought to the forefront and exacerbated existing challenges

A variety of challenges do exist in Canton Center. Due to the changed shopping and dining patterns caused by Covid-19 Pandemic restrictions, parking issues were highlighted. It was made clear that curb management was needed and that off-street parking was necessary. Investigation was recommended for public-private parking agreements to extend parking accommodations.

Built in the 1950s through late 1970s, the storefronts and facades along Washington Street are quite tired-looking and less appealing as they could be. A major effort is needed to upgrade, modernize and enhance the storefronts and facades in the downtown commercial district.

Two decades after introducing new sidewalks, seating areas and decorative streetscape amenities, it has become evident that there is need for a repair and refresh of these sidewalk elements. And considering the lack of orientation elements, Canton's Downtown would be further enhanced by implementation of a design plan for strategic wayfinding, directional elements and informational kiosks as well.



Highlights from the Business Environment

Washington is the spine of Canton Center

Along Washington Street, rather than a node with distinctive commercial destinations and anchors, Canton Center is a commercial and civic institutional corridor. There are a mix of stores and services along Washington Street, however Covid-19 affected many of them in terms sales, hours operating, employees and changing ways of doing business (ordering online and pickup rather than in-store, etc.).

Regional marketing efforts have been successful in the past especially with regard to shared marketing among restaurants

Canton is part of a cluster of several other small towns that are seen by many as a regional market area. And regional marketing has slowly been joined to begin to reinforce and share restaurant experiences.

The Town will need increased capacity and to partner with district businesses in a joint recovery effort

However, regional marketing and other formal and informal ways of expanding commercial sales and services are greatly limited by major challenges of the lack of administrative capacity, both at the town administrative level and the downtown merchants level. Canton has only a town planner with no support staff, and there is a moribund merchants association with little or no enthusiasm to become involved in standard business organizational models like BIDs, Parking Districts, Main Streets, etc.

The visual appeal of the tired facades and storefronts needs to be addressed by the town and individual merchants and landlords.

One way to enlist local business support is the notion of creating a Cultural District in Canton that connects the various cultural institutions with the commercial district in a quite organic way—more visitors to Canton's museums, cultural institutions and events allows for more product sales and dining by visitors as well. Therefore, it would be in the business community's self-interest to be involved in the Cultural District. Membership would allow for a number of great ways to benefit.

CANTON CENTER BUSINESSES

WE NEED YOUR INPUT

Canton is participating in the Massachusetts LRRP Program to help communities develop Local Rapid Recovery Plans for targeted downtowns and commercial districts.

An initial component of this program includes a survey of owners (or managers) of business establishments located in the Canton Center for-profits and non-profits, and even if your business is temporarily closed.

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

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

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



ACCESS THE SURVEY

Use this link or QR Code to access the survey.
www.surveymonkey.com/r/LRRPBiz



QUESTIONS

Laura Smead,
Town Planner
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Project Recommendations

Public Realm



Formalize and make permanent a clear and streamlined process for using public space for **outdoor dining**.

Create a **wayfinding and branding system** to connect to adjacent new developments and integrate with the downtown

Improve pedestrian and bicycle infrastructure and provide amenities.

Develop **shared parking agreements** with private owners thus increasing the availability of parking (when not in use by these entities). Facilitate shared parking agreements between private owners.

Update **Storefront Design Guidelines**

Administer **grant program to support new or expanding businesses** (target desired businesses)

Interest-free financing program to start ups and expanding businesses (up to 2 years interest-free funding for starting new or expanding existing business)

Private Realm



Create a **Business Incentive Program** (including facade and signage improvements – matching grants, store windows, outdoor merchandise, etc.) – see Ashland for good model (Beth Reynolds)

Facilitate and assist businesses to undertake **shared marketing** (and become self sustaining). NOTE: Could also be a coordinated regional program (e.g. Restaurant Week).

Revenue / Sales



Develop additional **cultural events/programming**; build on existing annual events and partner with owners of large open spaces for gathering (e.g. Canton Day). See Sharon as a model. Library as resource.

Provide **one-on-one technical assistance** to individual businesses.

Admin Capacity



Develop a process to explore different models of creating a **dynamic Downtown Association**, including exploring creating a Cultural District (including conducting outreach to local businesses).

Use APR money to fund a contract position of **Economic Development Coordinator**. Demonstrate usefulness of position so that additional funding may be allocated to continue the position into the future.

Cultural / Arts



Explore a temporary and permanent **public art program**.





Explore the creation of a **Cultural District** that would connect existing cultural and historic resources.



PLEASE NOTE:

While all of the projects listed here were identified as important to the community's recovery, those with a thick, light blue outline were identified as priority projects. More detailed Project Sheets are provided or these in the pages that follow.

Develop **shared parking agreements** with private owners to increase the availability of parking (when not in use by these entities).

Category		Public Realm
Location		Canton Center
Origin		Town Planner, business owners, Plan Facilitators
Budget		Low Budget. This shouldn't cost the Town anything. It is a matter of developing Memorandums of Agreement.
Timeframe		Short Term (Less than 5 years). This can be done immediately.
Risk		Low Risk. The success of this initiative will depend on the interest of the private owners in sharing their parking off hours. It seems unlikely, although possible, that some may not be interested or will be worried about liability issues.
Key Performance Indicators		The number of additional parking spaces created for public parking through these agreements.
Partners & Resources		The Town, Walgreen's, St. John's Church, Bank of Canton, other private entities and institutions.
Diagnostics		The lack of parking was cited by many businesses owners as hampering their operations. Almost one-third (26%) cite parking regulations as posing an obstacle to business operations.

Action Item

The Town should identify potential entities and initiate a conversation regarding the potential to use parking spaces when they are not in use by these businesses and/or institutions. Develop MOA that incorporates the terms of agreement.



Walgreen's Parking Lot, Canton, MA

Process

1. Identify potential entities within and/or near the Study Area that have parking spaces only used during certain days/hours.
2. Approach these entities to discuss possibility of using these spaces during off-hours.
3. Identify terms of agreement including whether the spaces are being leased or simply "borrowed," terms of lease, renewal options, issues related to maintenance, waste and nuisance, obligations of both parties, responsibilities regarding payment for utilities and taxes, etc.
4. Develop a Memorandum of Agreement between the Town and these businesses and/or institutions.
5. Also facilitate shared parking agreements between private owners.



The Bank of Canton has parking that could perhaps be utilized during the hours that the bank is closed.



Shared Parking Agreement

Lexington, MA

Lexington, MA: The Town has a Shared Parking Agreement with a church located within walking distance of the Town Center. Employees are encouraged to park there to free up spaces closer to commercial establishments for patrons to use.

SEE APPENDIX for example Shared Parking Agreements.

Model - Shared Use Agreement for Parking Facilities

This Shared Use Agreement for Parking Facilities, entered into this ____ day of _____, between _____, hereinafter called lessor and _____, hereinafter called lessee. In consideration of the covenants herein, lessor agrees to share with lessee certain parking facilities, as is situated in the City of _____, County of _____ and State of _____, hereinafter called the facilities, described as: [Include legal description of location and spaces to be shared here, and as shown on attachment 1.]





The facilities shall be shared commencing with the ____ day of _____, and ending at 11:59 PM on the ____ day of _____, for [insert negotiated compensation figures, as appropriate]. [The lessee agrees to pay at [insert payment address] to lessor by the ____ day of each month [or other payment arrangements].] Lessor hereby represents that it holds legal title to the facilities

Model - Shared Use Agreement for Parking Facilities



MBTA Parking, Canton, MA

Update Storefront Design Guidelines and Create a Façade Improvement Program

Category		Public Realm
Location		Canton Center
Origin		Town Planner, business owners, Plan Facilitators
Budget		Low Budget (Under \$50k). Consultant fee to update existing guidelines.
Timeframe		Short Term (Less than 5 years). Hire Consultant to update existing guidelines. Should be able to do so in 6 months time.
Risk		Medium Risk. Some establishments may not feel the urgency or want to spend the money to use the Storefront Design Guidelines to improve their properties. That is, there may be a reluctance on the part of businesses and/or property owners to participate. Early engagement with property and business owners will likely reduce any concerns and help to encourage business participation. For smaller businesses with limited capacity, any paperwork can become a cumbersome process. Applicants can benefit from a streamlined and easy application process, as well as any assistance by the funder that can be provided at various stages of the process.
Key Performance Indicators		<p>Having an updated set of guidelines that provide guidance to property owners so that when they make improvements they do so in attractive and consistent ways will help to enhance the appeal of the Town Center. The number of properties improved is a Key Performance Indicator. Additional KPIs could include the following:</p> <ul style="list-style-type: none"> • Successful adoption of the new design guidelines. • Increase in the number of applications that are consistent with the design guidelines. • Decrease in the number of meetings dedicated to design in the site plan or special permit approval process. • Increase in the number of buildings constructed, renovated, or rehabilitated that meet the design guidelines. • Municipal staff (planning and economic development, building and/or zoning inspector) • Municipal boards (City Council/Board of Selectmen, Planning Board, Zoning Board of Appeals, Design Review Board, Economic Development Committee) • Property/business owners • Downtown organizations

Input from area businesses and residents can help to make the Guidelines most relevant.

Potential funding sources include:

AMERICAN RESCUE PLAN ACT (ARPA)

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

Commonwealth of Massachusetts One Stop for Growth

Massachusetts Downtown Initiative (project limit \$25,000) Department of Housing and Community Development (DHCD)

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

COMMUNITY PLANNING GRANTS (PROJECT LIMIT \$25,000-\$75,000) EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS

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

DISTRICT LOCAL TECHNICAL ASSISTANCE GRANT

Regional Planning Agencies (RPAs) and DHCD

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

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

SURVEY AND PLANNING GRANT PROGRAM

Massachusetts Historical Commission

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

COMPLETE STREETS FUNDING PROGRAM

Massachusetts Department of Transportation

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

Diagnostic

Site visits confirmed what the Canton LRRP Advisory Group and Town Planner shared with the Plan Facilitators that the streetscape is in need of updating and aesthetic improvements. Of the approximately 100 businesses, it is estimated that approximately 20 will need help with façade improvements. Also, signage could be updated and made more appealing.

Creating or updating design guidelines and combining the update with financial assistance to property owners to update buildings and sites to be consistent with the new guidelines addresses several negative economic impacts of the COVID -19 pandemic. Design guidelines that are responsive to community identity will reinforce a revitalized, vibrant area. Design guidelines can also address accessibility for people with physical disabilities by requiring appropriate access that is well-integrated into the building and the site.

Action Item

A consultant will be hired to update the existing Storefront and Signage Guidelines and a program created to support individual storefront improvements.

Process

BENEFITS OF A STOREFRONT AND FAÇADE IMPROVEMENT PROGRAM :

- Strengthen locally owned businesses – Increase business sales and attract new business and customers
- Contribute to area revitalization – Increase property values and higher tax base, improve marketability of a space, motivate other property owners/businesses to make improvements, prevent building deterioration
- Contribute to a sense of community/Enhance character of a community – Improve the public realm, increase in safety, accessibility, pedestrian comfort
- Provide more attractive retail environment/commercial corridor and stimulate additional private investment

KEY QUESTIONS TO CONSIDER:

- Who runs the program?
- What is the program budget and how much can an applicant receive?
- What improvements are eligible?
- Who can apply?
- What is the application process?
- What is the approval process?
- How and when do applicants receive funding?
- How do you get community support/buy-in for the program?
- How will the program be advertised, implemented, and evaluated?
- Are there design guidelines in place to set expectations and ensure a level of consistency and quality to storefronts and facades?

Most programs are created by a city or town, and are funded by such. Some programs like Worcester for example, use CDBG funding. There are a few examples of TIF funded programs, Chamber of Commerce run programs, or Great Streets programs. ARPA funding can be used to create a façade program as well as fund a position related to that.

PROCESS SHOULD INCLUDE THE FOLLOWING:

1. Develop an RFP for a consultant to update the Storefront Guidelines
2. Hire a Consultant and work together to update.
3. Conduct outreach to property owners and residents for their input.
4. Have Consultant update the Storefront and Signage Guidelines.
5. Create a funding process.
6. Target a specific type of business (e.g. those who own versus those who rent)
7. Use funding for one-on-one help with façade improvements and work in clusters (one or two blocks at a time).
8. Consider expanding micro-enterprise program set up during COVID. Recipients must meet eligibility requirements.



Washington Street, Canton, MA

¹ Based on SME: BSC Group

Process (Continued)

9. Encourage businesses to upgrade their signage. Consider offering matching funds and updating the Signage by-law to provide more specific guidance as to what is desired.
10. ADA compliance becomes required after a specific threshold is reached and thus increases the cost of refreshing storefronts.
11. Once the design guidelines have been approved, consider a public education program to inform people on a regular basis about the new requirements and their implications. Key targets for this campaign include property owners and real estate brokers.

FUNDING STRUCTURE

Depending on the source of funding, the program can be structured as a grant or a loan. There are various options, including:

- **Matching Grant** – Applicant receives a certain percent of the investment through a grant, to a set maximum (For instance, a 1:1 grant is a dollar-for-dollar match)
- **Grant with a Set Dollar Amount** per Improvement (e.g., \$1,000 allowance for signage)
- **Loan (low-interest, zero-interest)** – Revolving fund enables future funding cycles upon payback
- **Loan (forgivable)** – Creates an incentive for improvements to be maintained over time
- **Mixed-Funding option Funding Amounts** – Amounts vary based on program, but programs researched ranged from \$2,500 - \$35,000 dependent upon use, location, planned improvements, funding available, and level of private investment.

ELIGIBILITY/REQUIREMENTS

Eligibility requirements vary by program and priorities, but include consideration of location, age of building, use, priority business preferences (minority and women-owned businesses, low-moderate income status, job creation, etc.), ownership (business owner needing property owner sign-off), lease arrangements (above a certain amount of time left on a lease), and type of improvement.

TYPES OF IMPROVEMENTS

Most programs allow for improvements to signage, lighting, windows, doors, entryways, roof, awning/canopy, and paint. Other eligible improvements may include design fees, landscaping, and parking lot improvements. HVAC, interior renovation, non-permanent fixtures, security systems, and equipment purchases are generally considered ineligible. Some funding programs allocate additional monies for improvements to historic restoration.



Storefront and Facade Guidelines

Public Realm

BEST PRACTICE EXAMPLE: Dedham has recently done design guidelines for each of their central business districts. The Dedham Square design guidelines are here:

<https://www.dedham-ma.gov/services/projects-studies/dedham-square-design-guidelines-2017-2018>.

The page has the final guidelines as well as links to different meetings and aspects of the process. Dedham Square is the Downtown area. The documents are on the left of the page in the colored bar.

BEST PRACTICE EXAMPLE: In East Greenwich, RI, the Town encouraged businesses to replace their signs with wooden ones and to illuminate them by a secondary source.

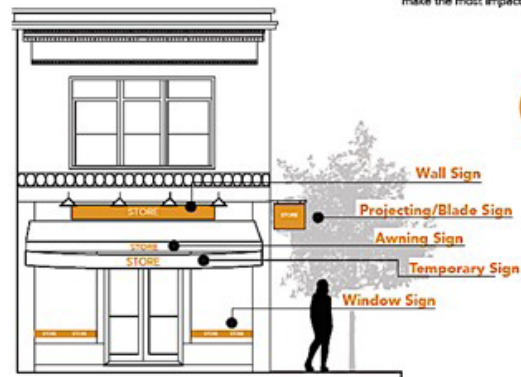
<https://ecode360.com/9714158>

BEST PRACTICE EXAMPLE: Ashland MA Business Improvement Program introduced a new revolving fund, an annual line item. It is more flexible when the town provides funding (as opposed to using federal funds which come with a lot of bureaucracy).

Signs

Business signage is a very critical element to the storefront. Not only does it provide a first impression to customers, but it also helps convey the business' brand and character.

Signs should clearly communicate the business name, but not be overwhelming. The average person can only process four to seven words while passing by. Therefore keeping text and graphics to a minimum will make the most impact.



City Ordinance/Regulation:
Section 12-54(n) of the City Ordinance further regulates the number and size of signs. See Technical Requirements for more information.

Signs and Technical Requirements

City of Everett Storefront and Façade Design Guidelines

Funding Structure: Matching Grant/Loan Program



BEST PRACTICE EXAMPLE: Woburn, MA

Woburn, MA – The Downtown Woburn Storefront Façade and Signage Improvement Program is administered by the Woburn Redevelopment

Authority (WRA) and funded by the Woburn Development and Financial Corporation (WDFC). The program provides funding to property owners and business tenants seeking to renovate their building facades/storefronts or signs. The main purposes of this program are to improve building facades that are visible to the public and to encourage merchants and commercial property owners in downtown Woburn to install attractive, quality commercial signage in accordance with the City of Woburn's Sign Ordinance.⁵

The Downtown Woburn Storefront Façade and Signage Improvement Program provides matching 1:1 grants of up to \$2,000 for signage improvements and matching (1:1) loans of up to \$15,000 per building for façade improvements. Properties must be located within the Downtown Business District. Loans are interest-free and due and payable ten (10) years from the date of the loan commitment letter or upon sale or transfer of ownership of the property, whichever occurs earlier.

BEST PRACTICE EXAMPLE: Brookline, MA

The Town of Brookline façade loan program was established in 2010 to encourage business owners and property owners to undertake improvements to their commercial storefronts. This program is offered through the Planning and Community Development Department to support Brookline's

commercial areas. The program's objective is to create lasting community benefits that go beyond the individual storefronts that enhances the overall streetscape and strengthens the identity of our commercial areas.⁶

⁵ https://www.woburnma.gov/wp-content/uploads/2017/06/WRA-facade-and-signage-improvement-program-guidelines_7.13.2017-2.pdf

⁶ <https://www.brooklinema.gov/DocumentCenter/View/18432/Facade-Loan-Description-and-Application-2019>




Facade Loan Program Showcase: The Village Works



The Town of Brookline façade loan program offers up to \$10,000 in a 0% interest rate loan for eligible improvements. Funds are dispersed once the project is completed. A nominal administration fee is due upon approval of the loan and loans are repaid annually in four equal installments, commencing in the year following the loan fund disbursement

PC: BSC Group

Facilitate and assist businesses to undertake shared marketing

Category		Private Realm/ Revenue and Sales
Location		Canton Center
Origin		Town Planner, Plan Facilitators, Canton LRRP Advisory Group
Budget		Medium Budget (\$50k - \$200k). A Consultant can help to develop a Shared Marketing Program.
Timeframe		Short Term (Less than 5 years). It is important to start the process in order to implement the program in the short term so that positive impacts start taking effect in order to help businesses with economic recovery.
Risk		Medium Risk. Some businesses having lost revenue and having incurred additional costs due to COVID, may not feel they are in a position to spend money on marketing.
Key Performance Indicators		Key Performance Indicators include the number of shared marketing initiatives undertaken as well as any additional business activity that can be traced to these efforts (e.g. by asking patrons how they found out about a particular event and/or sale or establishment).
Partners & Resources		<p>Local businesses, Neponset Regional Chamber of Commerce, Canton Economic Development Committee (EDC)</p> <p>Explore use of State funds to use as a matching program to help individual business owners with marketing and branding. Also explore use of State relief grants for restaurants and other sector specific businesses.</p>
Diagnostic		71% of the businesses surveyed had less on-site customers in January and February of 2021 than before COVID and 64% reported a reduction in on-site customers of 25% or more. Additionally, more than half (60%) of businesses surveyed rated "marketing strategies for the district" as being "important" or "very important," and this was the number one strategy most important to the majority of businesses.
Action Item		Develop a process so that the Shared Marketing Program becomes self-sustaining. Could also include a coordinated regional program (e.g. Restaurant Week).

Process

1. Hire Consultant to help develop a process and program.
2. Invite a couple of business owners to be champions and to go first, this will increase trust amongst the other businesses.
3. Create a "Welcome to Canton package" for local merchants to donate items for new residents to Town, simultaneously welcoming them and marketing to them.
4. Ask series of questions including:
 - a. To what extent should marketing be town-wide?
 - b. What is the current town-level marketing strategy?
 - c. Who is the audience? Who are the current visitors? Who are potential visitors?
 - d. How do specific businesses currently get their customers?
 - e. What themes can be woven together?
5. Support businesses to develop a joint online presence. Create an on-line directory to showcase Center businesses.
6. Support businesses to hold joint events such as Sidewalk Sales.
7. Consider promoting co-marketing (e.g. local artist exhibits in coffee shop and smoothie shop markets in yoga studio).
8. Build on previous related efforts
 - a. Canton Bank sponsored "Take the pledge to shop and eat local." Patrons are invited to submit a checklist of the places they have patronized which made them eligible for a gift certificate.
 - b. Canton Helps – Everything Canton: social media campaign during the pandemic that focused on supporting small local businesses.



June 7 - 11



Enjoy Prix-Fixe lunch or dinner at participating restaurants in Canton, Dedham, Norwood and Westwood!!

Post a selfie on social media and you could win a \$100 gift card.
#regional restaurant week

Scan the QR Code to view participating restaurants and menus



Salisbury Business Directory



Private Realm



Revenue/Sales

Location

Everett, MA

EXAMPLE:

"The Shop Local Salisbury campaign centers around a Shop Local Business Directory housed on the City's website, featuring locally owned and operated businesses, what they offer, where they are located, and more. The website allows users to select from a wide variety of categories in order to find exactly what they are looking for, all while supporting a local business. The website also has the option for users to view minority-owned, veteran-owned, LGBTQ-owned, and women-owned businesses in Salisbury."

<https://salisbury.md/10/05/2020/city-launches-shop-local-campaign-to-encourage-support-of-local-businesses>

- Business directory page: <https://salisbury.md/businessdirectory>
- The campaign includes a toolkit with free marketing materials and tips for participating business owners. <https://salisbury.md/shop-local-%20toolkit> The toolkit includes social media material, such as a Facebook business page cover photo, an Instagram story, and flyers.



City Launches "Shop Local" Campaign to Encourage Support of Local Businesses - City of Salisbury MD

salisbury.md

Promote Local Businesses with merchandise and fundraisers



Private Realm



Revenue/Sales

EXAMPLE:

Sell/promote local business "merch" as a fundraiser. Perhaps there's a site where people can contribute to the downtown recovery efforts and pay \$50 for a t-shirt with \$25 to the business and \$25 to the effort. Also, artists help to design the merchandise specified to the business.

<https://coolhunting.com/style/merch-aid-apparel-for-local-businesses/>

EXAMPLE:

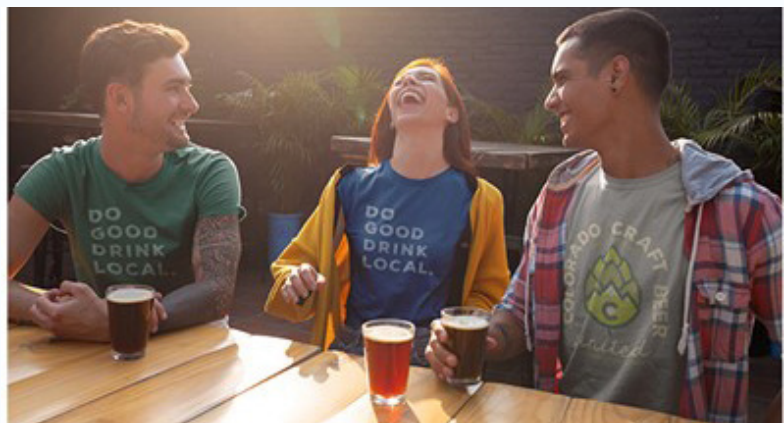
Use of branded merchandise to help struggling small businesses, including T-shirt fundraisers.

<https://www.asicentral.com/news/web-exclusive/march-2020/merch-fundraisers-a-lifeline-for-businesses/>





EXAMPLE:

Provide new guidelines to nonprofit groups/schools who are fundraising to encourage coupons/discounts to businesses versus asking for gift card donations. Also, Sharing the knowledge that a local business donated a specific item to a fundraiser can entice community members to buy local.

<https://www.brighthub.com/money/personal-finance/articles/92457/>



Develop a process to explore different models of creating a dynamic **Downtown Association**

Category		Administrative Capacity
Location		Canton Town Center
Origin		Town Planner, local business owners, Plan Facilitators
Budget		Low Budget (Under \$50k). Hire a consultant to develop and run the process to explore different models.
Timeframe		Short Term (Less than 5 years). Work with Consultant to explore and select most appropriate model for Canton's Downtown Association.
Risk		Medium Risk including a lack of interest on the part of some businesses to participate and difficulty maintaining funding.
Key Performance Indicators		<p>A vibrant Downtown Association can organize and host events, promote a buy local campaign and co-marketing across local businesses. It can also support joint beautification efforts. This will help the Center be more of a destination and help attract visitors.</p> <p>KPIs include the number of businesses that participate in the Association and the events it organizes. Additionally, any increase in sales and revenue that can be directly related to these efforts would be an important KPI.</p>
Partners & Resources		Discover Canton, Town-wide Association of large businesses, Neponset Regional Chamber of Commerce, other area businesses not a member of these. Town Planning Department
Diagnostics		<p>The COVID pandemic significantly impacted downtown businesses. Business surveys have verified that most 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 demonstrated their ability 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 or similar organization is positioned to help downtowns recover from COVID and prepare for the future.</p> <p>Almost half (46%) of Canton's businesses surveyed rated "creation of a district management entity" as being "important" or "very important."</p>
Action Item		Explore different organizational models for creating a district management entity.

Process



Paul Revere Museum

In Canton, there is interest in increasing the capacity of businesses to provide better coordination and pooled funding to support businesses and the Town Center in COVID recovery and ongoing programming. Additionally, the municipality hopes to engage a loosely formed merchants association to develop an approach to forming a sustainable downtown organizational model. Organizers will undertake a phased and iterative process to evaluate which organizational model will work best in Canton.

In beginning to create a sustainable management entity for Canton Center, consider the following:

- Getting Started - Identify Startup Resources
- Develop the Value Proposition
- Stakeholder Engagement
- Create a Community Outreach and Engagement Strategy
- Identify Downtown Priorities
- Evaluating Organizational Models
- Resources for Sustainability

Getting Started. Canton may initiate this project by creating a working partnership between the municipality and downtown stakeholders such as businesses, chamber, nonprofits, media, civic leaders, property owners and active residents. The municipality has spearheaded the LRRP planning process. The opportunity may exist to use the LRRP planning process as a launching point for stakeholder engagement.

Develop the Value Proposition - It will be essential to develop the value proposition for investing human capital and the financial resources into a downtown organization and communicate to the municipality and private stakeholders the impact of their investment. The goal of any downtown organization is to build a destination that is attractive to potential businesses, residents, and visitors. A successful district management effort can result in increased property values, sales and meals taxes, stronger tenancy, a vibrant cultural scene, and a destination where people want to shop, locate a business, dine, and live. A well-managed and sustainable organization will undertake strategic programs and services that will help achieve that goal. Key talking points include:

- Ability to collectively and cost effectively purchase priority programs and services to achieve impact /scale
- Provide a unified voice / "seat at the table" for district priorities
- Professional management and staff dedicated to implementing programs and services in the district.
- Ability to respond to crisis - COVID
- Leverage resources and collaborations

Stakeholder Engagement/ Leadership and Partnerships - The municipality may engage key property and business owners, and civic leaders to launch the conversation about forming a downtown management entity and begin discussions on which model is the most sustainable for Canton. The goal of this effort would be to form a steering committee to develop a sustainable district management model for Canton. The municipality may initiate this effort but should transition to a private sector led working steering committee with strong public sector support. The clear demonstration of a public / private partnership will help move this effort forward.

Process (Continued)



Canton Public Library

Create a Community Outreach and Engagement Strategy - The Steering Committee should undertake efforts to engage businesses, property owners and interested residents to continue to identify needs and priorities for the downtown. This work has begun through the LRRP process but will need to continue to execute proposed LRRP projects. Additionally, this provides the opportunity to provide community education on organizational models, identify needs and opportunities as well as potential leadership. This could happen in a variety of ways including:

- Community Forums - fun, engaging and Informational visioning sessions
- Peer Learning Panels - Executive Directors from downtown management entities other successful communities
- Visits to other communities with downtown entities to see programs in action
- Surveys of needs and priorities (although this has recently been down through the LRRP process but could include a broader distribution to other stakeholders).
- Websites/social media etc.

Evaluate Organizational Models - Once organizers have established the downtown priorities/ proposed programs and budget, it will be important to determine the most appropriate district management organizational model for Canton. Two of the most common models are a voluntary nonprofit "Main St" type organization or a more formal Business Improvement District. Organizers must consider an approach to financial sustainability and governance for each model under consideration. The steering committee may evaluate different organizational models through site visits, peer learning from Executive directors of downtown organizations, online research, or other TA.

Resources for Startup and Sustainability: Seed money is required to start a district management organization. Sources include TA through the Massachusetts Downtown Initiative, 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 downtown management entity. Careful attention should be given to developing a realistic budget, and a variety of revenue opportunities for the organization. Depending on the selected organizational model this may include assessment/fees, sponsorships, event revenue, grants or contracts, foundation, and individual giving. If possible, the downtown organization should strive to secure multiple year commitments from funders (if forming a voluntary based nonprofit). If the municipality approves the formation of a BID, property owners will reauthorize the organization every 5 years.

PROCESS

With no active downtown organization in place, Canton may consider the following steps to begin the process of building support for a downtown management entity and determining the best model for their community.

1. Create a downtown partnership with the Municipality, key property owners, key local destination businesses, and chamber of commerce to launch effort. Conduct outreach to Discover Canton, Neponset Regional Chamber of Commerce and other area businesses to determine degree of appetite for forming a formal and dynamic organization to organize events, conduct fundraising etc.
2. Form a broad-based Downtown Business Advisory Committee to provide input and feedback and to act as a liaison to the Town for programming of events.

Process (Continued)



Canton Community Theatre

3. Secure seed funding for TA to explore district management models through Massachusetts Downtown Initiative (now part of the One Stop), ARPA, Foundations and other stakeholder support
 4. Create community outreach events, widely distribute surveys and other engagement tools to develop program priorities
 5. Hold Community forums on different management district models
 6. One on one conversations with stakeholders to secure support and engagement in process
 7. Consensus building with stakeholders on preferred models / programming / budget
 8. Organizers may consider executing a demonstration project that could "show" potential programs and services provided to the Town Center through a district management organization.
 9. Formal creation of selected management entity model. Explore different models including Friends of Canton Center, Main Streets, Business Improvement District, etc.; also explore creating a Cultural District as an organizing entity.
 - a. Friends of Canton Center - form as a non-profit, identify major players, Library, property owners and key investors
 - b. Main Streets Program
 - c. Parking Benefits District
 - d. Business Improvement District
- Basic outline of baseline requirements of two common district management models:

Business Improvement District - Petition process to secure support of 60% of property owners representing 51% of the assessed valuation of the district; public hearing and formal vote to establish the BID. 501c3 filing and approval of bylaw, articles of organization and establishment of a Board of Directors. Reauthorization by property owners every 5 years. Funding through a Fee Structure approved in petition. BIDS will require the formation of a 501 c3 organization and approval of bylaws, articles of organization, and establishment of a Board of Directors.

Voluntary Main St type Organization - Formation as a 501 c3 organization and approval of bylaws, articles of organization, and establishment of a board of Directors. Funding commitments from stakeholders and other sources will need to be determined to establish a sustainable financial structure for the organization.

Timeframe: Organizers should be able to form a district management organization in 18 months or sooner for a district of this size.

Steps should also include the following:

A search for a Discover Canton website was unsuccessful. Developing an on-line presence will be important to future coordination and marketing.

Different Models of Downtown Management Organizations



Admin Capacity

BEST PRACTICE EXAMPLE: Main Streets, Beverly, MA

The mission of Beverly Main Streets is to promote and enhance Beverly's downtown economic vitality, cultural and historic resources and quality of life.

<https://www.facebook.com/>

BEST PRACTICE EXAMPLE: Main Streets, Salem, MA

The mission of Salem Main Street is to help plan and direct those activities that preserve, develop and enhance the economic, social and cultural quality of downtown Salem.

<http://www.salemmainstreets.org/test/index.html>



BEST PRACTICE EXAMPLE: BID, Hudson, MA

Hudson BID

<https://www.causeiq.com/organizations/udson-downtown-business-improvement-district,823849965/>





Downtown Management Organization

Admin Capacity

Reading, MA

BEST PRACTICE EXAMPLE: Reading, MA

The creation of a downtown management organization was intended to establish a dedicated organization that would provide supplemental programs, services and advocacy for the downtown. The downtown organization would undertake activities to attract businesses, investment, customers and residents to downtown. These could include marketing, placemaking, business development and advocacy.

Determining the appropriate downtown management organization model was a unique process for the Reading community, downtown property owners and businesses. The process included extensive outreach and community education to explore program priorities, financial sustainability, organizational models and champions from both the private and public sector.

Economic Development Plans for downtown Reading had included the recommendation to establish a sustainable downtown organization to support the economic and social health of the downtown. The Town of Reading spearheaded activity to launch the process of community and property owner engagement to explore what model would be appropriate for downtown Reading what model would be appropriate for downtown Reading.

THIS INCLUDED :





- Identification of staff and financial resources
- Creating a Community Outreach and Engagement Strategy Research to identify community priorities / recommendations Peer learning from other communities
- Consensus building among stakeholders
- Transition of leadership to private sector
- The Town of Reading secured Massachusetts Downtown Initiative Technical Assistance funding and committed staff to initiate and support
- A large broad-based community advisory/ working group was formed to provide input and feedback
- A survey was widely distributed to community residents, businesses and other stakeholders - 1600 response were received providing insight into program priorities and community preferences
- Community Outreach Event - A Pizza/ Ice Cream Social brought over 150 residents to provide input
- 3 Community Forums – Panels featuring executive directors of different types of downtown organizations described their programs, challenges and models.
- Working sessions with Advisory committee to discuss specific model alternatives / cost and benefits
- One on one conversations with key stakeholders
- Consensus building with stakeholders and recommendation of preferred model and next steps.
- Transition from city led effort to Steering committee comprised of property owners, businesses, and other stakeholders to lead organizational effort. City staff continued staff support. TA support continued through additional MDI grant.
- BID Steering Committee. BID organizational process underway

How to Form a BID In Massachusetts

<https://www.mass.gov/doc/2020-revised-business-improvement-district-manual/download>

³SME: Anne Burke, Best Practice Rubric, Administrative Capacity

Fund a contract position of Economic Development Coordinator.

Category		Public Realm
Location		Canton Center
Origin		Town Planner, Canton LRRP Advisory Group, Plan Facilitators
Budget		Medium Budget (\$50k - \$200k). The salary of a fulltime Economic Development Coordinator.
Timeframe		Short Term (Less than 5 years).
Risk		Low Risk. The only foreseeable risk is with regard to hiring is that it might be difficult for the Town to continue to fund the position.
Key Performance Indicators		The Economic Development Coordinator would be charged with retaining existing businesses and attracting new ones. Also to help existing businesses to expand. A Key Performance Indicator would be the number of new and expanded businesses.
Partners & Resources		Economic Development Committee (EDC), Town Planner, Discover Canton, Town-wide large business association, Neponset Regional Chamber of Commerce, businesses town-wide.
Diagnostic		Half (50%) of the businesses that responded to the survey identified "recruitment programs to attract businesses and more than half (60%) reported that "marketing strategies for the district" are "important" or "very important" to the district's recovery.
Action Item		Hire an Economic Development Coordinator.
Process		<p>An Economic Development Coordinator could act to perpetually work on all the downtown issues and for the town overall. Determine how Economic Development Coordinator would interact with the existing Economic Development Committee (EDC). Ensure that there is a consensus as to how to coordinate a proposed coordinator and the committee successfully. The chair of the EDC should be consulted and involved with its development, if it comes to pass that this position is tried.</p> <p>Use APR money to demonstrate usefulness of position so that additional funding may be allocated to continue the position into the future.</p>

Economic Development Director



Public Realm

Lexington, MA

EXAMPLE:

Lexington, MA has an Economic Development Director that concerns herself with economic vitality town-wide, but pays special attention to the economic activity and vibrancy of the Town's Center. She develops, coordinates and implements strategies for attracting and retaining a vibrant commercial business base within the Town. Assists business and individuals in establishing and maintaining operations. See Job Description here:

<https://www.apa-ma.org/2020/01/03/director-of-economic-development-town-of-lexington/>



Lexington Center, Lexington, MA

Economic Development Director

Sample Job Description



Public Realm

Springfield, MA

GENERAL RESPONSIBILITIES:

Manage and direct a privately funded organization charged with the responsibility of enhancing the physical infrastructure, safety, security, cleanliness, and culture of the Springfield Downtown Business District at a level that is attractive to current and future office, residential, commercial, retail, and rental property owners in the Business District. Establish and administer annual budgets, innovative strategic plans, and effective operating programs. Market all BID activities that increase awareness and business related results.

DISTRICT SPECIFIC RESPONSIBILITIES:

1. Prepare annual operating budgets and report monthly operating results to the Board.
2. Establish and implement a 3-year innovative strategic operating plan.
3. Maintain timely and effective communications with all BID members and response to their concerns.
4. Ensure the timely collection of BID fees, assessments, revenues and disbursement of fee for services.
5. Establish and provide district services such as, but not limited to, general cleaning, graffiti removal, beautification projects, snow clearing, maintain parks, trash removal etc.
6. Expand current BID membership and revenues by marketing services to non-members, establishing contingent BIDS, the timely contact when properties change hands, and assisting with newly established regional BIDS.
7. Manage the day-to-day operations

of the BID to include staffing, hiring of agents, and contractors as needed to perform the duties of the BID.

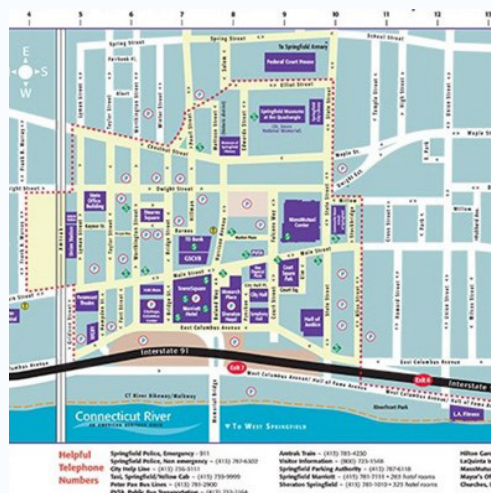
8. Maintain relationships with city, state, regional and not-for-profit organizations to include correspondence with the Mayor's office, City Council and city agencies.
9. Has the financial responsibility for the management of all escrow funds to ensure a reasonable rate of return.
10. Assist in maintaining the physical infrastructure of the downtown area at a level that is attractive to potential office, residential, cultural, entertainment and retail owners and lessees.
11. Maintain an effective web site.
12. Create and assist with cultural and civic events such as the Stearns Square City Block Concerts, Hall of Fame Enshrinement, NCAA Div II Basketball Championships etc.

EXPERIENCE:





- 3-5 Years Property/Facilities Management
- Economic Development
- 5 Years Real Estate Management
- Financial Management

EDUCATION:

- College Degree in Public Administration, Business Administration, Communications, Marketing, or Finance.



Explore the creation of a **Cultural District** to connect existing cultural and historic resources.

Category		Culture/Arts
Location		Canton Center Study Area and connections beyond.
Origin		Town Planner, Plan Facilitators
Budget		Low Budget (Under \$50k). Expenses include creating materials to promote the Cultural District and to make physical connections (such as through plaques, QR codes, etc.)
Timeframe		Medium Term (5-10 years). Will need time to set up the District, conduct outreach to partners, etc.
Risk		Low Risk. There is a low probability that some of the expected partners will not be interested in participating.
Key Performance Indicators		Connecting existing cultural and historic resources in physical and other ways is expected to make Canton more attractive to visitors. It is also intended to provide more of a visitor itinerary resulting in their spending more time in Town in the hope that they patronize Canton Center's shops and restaurants. An increase in the number of visitors and patrons is a Key Performance Indicator. The number of visitors may be counted at the newly developed Paul Revere museum. Visitors to the museum can be directed to other sites in Town.
Partners & Resources		<p>Massachusetts Cultural Council, Canton Community Theater, Canton Corner Historic District, Canton Public Library, Canton Viaduct, Museum of American Bird Art, Paul Revere Museum, Town Planning Department, Historic District Commission.</p> <p>Potential Funding sources: 2022 Artists Fellowship Grants; LCC Grants for Community-Based Arts and Culture Projects</p>
Diagnostic		93% of Canton study area businesses reported impacts from COVID-19. A majority of businesses reported a decline in revenue, reduced operating hours, and expenses incurred to implement safety measures. 71% had less on-site customers in January and February of 2021 than before COVID and 64% reported a reduction in on-site customers of 25% or more.
Action Item		Apply to Mass Cultural Council for Cultural District designation.

Process

1. Identify potential participants
2. Establish a partnership of stakeholders
3. Develop a clear vision, goals, and marketing and management plan for the district.
4. Apply to Mass Cultural Council for designation.
5. Develop marketing materials and disseminate.
6. Connect historic and cultural features through public art, interpretation, walking/biking tours, organizing events that celebrate the Town's history (e.g. Paul Revere, etc.). entrepreneurs, which in turn help communities foster their cultural sector and expand their tax base.
<https://massculturalcouncil.org/communities/cultural-districts/>

The law that created cultural districts has specific goals. They are:

- 1) attract artists and cultural enterprises
- 2) encourage business and job development
- 3) establish the district as a tourist destination
- 4) preserve and reuse historic buildings
- 5) enhance property values
- 6) foster local cultural development.

ADDITIONAL INFORMATION:

Resources

<https://massculturalcouncil.org/communities/cultural-districts/resources/>

Glossary:

<https://massculturalcouncil.org/communities/cultural-districts/glossary/>

Application Process:

<https://massculturalcouncil.org/communities/cultural-districts/application-process/>



Canton Public Library



Museum of American Bird Art, Canton, MA



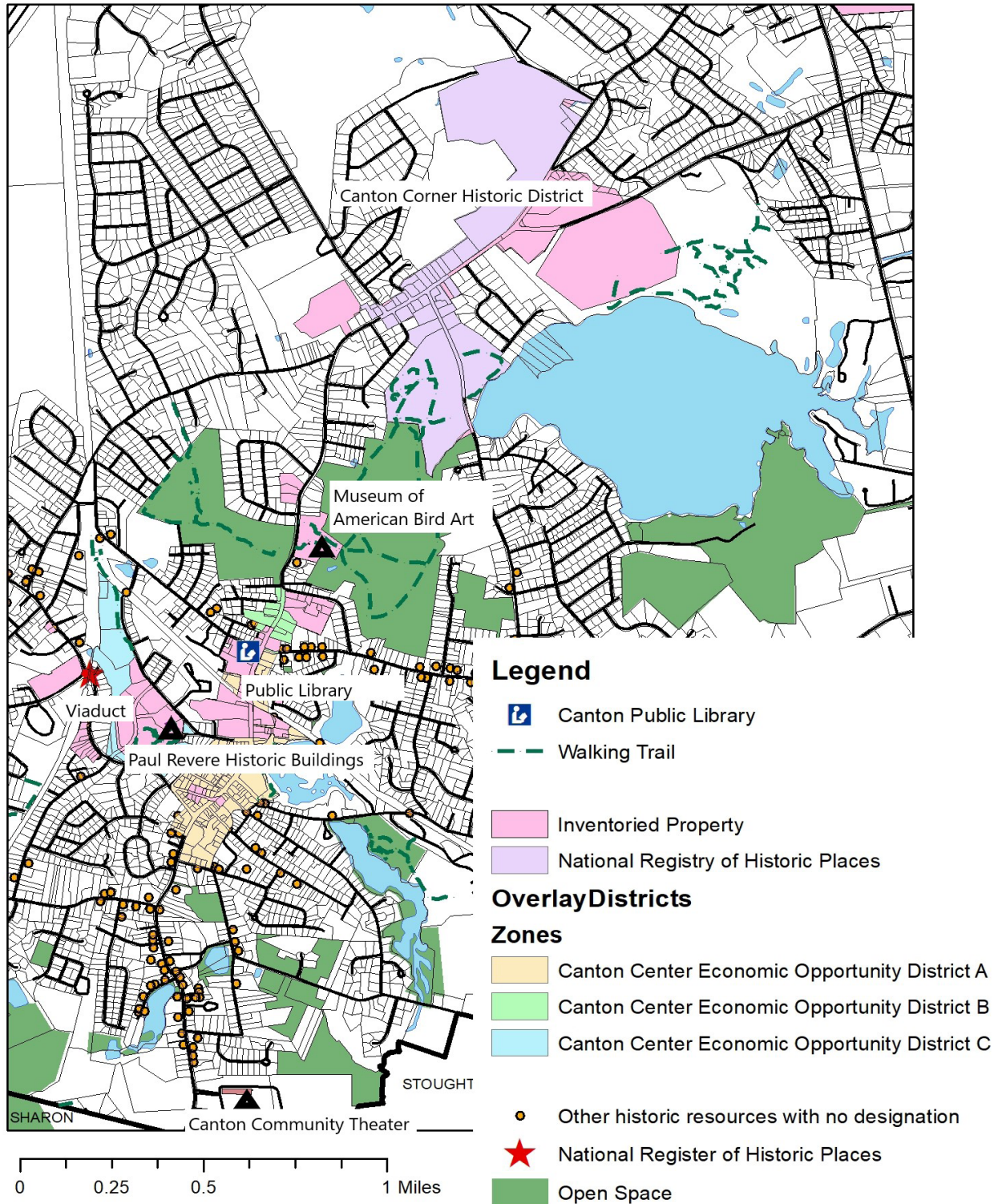
Paul Revere Museum, Canton, MA



Viaduct, Canton, MA



Canton Cultural and Historical Resources Map



Mass Cultural Council



Cultural/Arts

Launched in 2011 by an act of the state legislature, Cultural Districts drive economic growth, strengthen our distinctive local character, and improve the quality of life of families across Massachusetts. By supporting arts, humanities, and science organizations, Cultural Districts attract tourists and entrepreneurs, which in turn help communities foster their cultural sector and expand their tax base.

<https://massculturalcouncil.org/communities/cultural-districts/>

The law that created cultural districts has specific goals. They are:

1. Attract artists and cultural enterprises
2. Encourage business and job development
3. Establish the district as a tourist destination
4. Preserve and reuse historic buildings
5. Enhance property values
6. Foster local cultural development.

ADDITIONAL INFORMATION:

Resources

<https://massculturalcouncil.org/communities/cultural-districts/resources/>

Glossary:

<https://massculturalcouncil.org/communities/cultural-districts/glossary/>





Application Process:

<https://massculturalcouncil.org/communities/cultural-districts/application-process/>



Iceland Falcon by John James, Bird Art Museum, Canton, MA

Develop additional **cultural events/programming**

Category		Revenue and Sales/ Culture and Arts
Location		Canton Center
Origin		Town Planner, area businesses, Canton LRRP Advisory Group
Budget		Medium Budget (\$50k - \$200k), Cost will depend on frequency and scale of events. Cost can be reduced in some cases by coordinating on regional efforts.
Timeframe		Short Term (Less than 5 years). Will depend on increasing Administrative capacity and is therefore, related to the recommendation that a dynamic Downtown Association entity be created. Initiating efforts should begin in the short term but should continue in the Medium and Long Term.
Risk		Medium Risk. Long term funding could be a challenge.
Key Performance Indicators		The number of events per year as well as any increase in sales and revenues on the days the events are held are Key Performance Indicators.
Partners & Resources		Neponset Regional Chamber of Commerce, Discover Canton, area businesses, Canton Center restaurants, Library, High School. Use the Library as resource. Establishing a dynamic Downtown Association will be key to the success of this recommendation. Collaboration with a future Economic Development Coordinator will also be important.
Diagnostic		<p>71% of the businesses surveyed had less on-site customers in January and February of 2021 than before COVID and 64% reported a reduction in on-site customers of 25% or more. More than half (52%) of businesses surveyed rated "more cultural events" as "important" or "very important."</p> <p>Cultural events would bring people to the downtown that would help revitalize businesses and services in the area by reintroducing many consumers to these businesses now that the pandemic is slowly improving. Canton Day would be a good start.</p>
Action Item		Create a process for developing a calendar of events and programming.

Process

1. Work with Downtown Association and regional partners to develop a calendar of events and programming.
2. Build on existing annual events (e.g. Canton Day, Regional Restaurant Week). Partner with owners of large open spaces for gathering and/or parking at St. John's, Walgreens, MBTA or Heritage Park.
3. Consider holding a family-friendly event in the summer by temporarily closing down Washington Street to automobile traffic. The Police and Fire Departments support this idea.
4. Consider moving Halloween to the last Saturday of the month of October for a "safer, longer, stress-free celebration."
5. Consider having a Parade or Road Race on Washington Street. It could provide the setting for a 5K race. The crowd would gather from the High School through Canton Center.
6. Obtain cost estimates for banners and planters for street lights, purchase and install.
7. Develop a Town Calendar of Events.
8. Develop a funding strategy.

⁴<https://www.mlive.com/news/2019/10/halloween-should-be-moved-to-last-saturday-in-october-survey-winners-say.html>



The Life is good Festival was held on the held on historic Prowse Farm in Canton, at the base of The Blue Hills in Canton MA. The festival was a "two-day celebration of music and optimism, featuring three stages of diverse live music, hands-on games, interactive arts activities and the "Good Kids" zone."

Cultural Events Programming



Revenue/Sales



Cultural/Arts

EXAMPLE:

Great Barrington Initiative: Berkshire Busk

In Great Barrington, musical events are organized in a gazebo as part of a summer long festival.

<https://www.facebook.com/berkshirebusk/posts/186313436896397>

EXAMPLE:

Open Streets SLC (Salt Lake City) is closing portions of Main Street, turning it into a pedestrian promenade every weekend to boost local business.

<https://kutv.com/news/local/scl-closing-portions-of-main-street-to-boost-local-business>



EXAMPLE:

Open Streets SLC (Salt Lake City) is closing portions of Main Street, turning it into a pedestrian promenade every weekend to boost local business.





<https://kutv.com/news/local/scl-closing-portions-of-main-street-to-boost-local-business>



EXAMPLE of Town Calendar of Events: Sharon, MA:

<https://www.townplanner.com/sharon/ma/events/>

Formalize and make permanent a clear and streamlined process for using public space for **outdoor dining**

Category		Public Realm
Location		Canton Center
Origin		Town Planner, local businesses, Plan Facilitators
Budget		Low Budget (Under \$50k). Costs are primarily administrative on the part of the Town needing to process permits.
Timeframe		Short Term (Less than 5 years). This is a continuation of what was devised to be a temporary COVID adaptation measure. It should be fairly simple to make it permanent.
Risk		Low Risk. Safety and accessibility requirements must be defined and addressed, otherwise, the risk is very low.
Key Performance Indicators		Continued and increased use of public (and private) space for outdoor dining.
Partners & Resources		<p>Discover Canton, Canton Center businesses and restaurants.</p> <p>Shared Streets and Spaces Grant Program.</p> <p>The Outdoor Dining/Retail Community Toolkit addresses issues regarding enacting permanent ordinances, providing clear design guidelines, offering assistance on use of materials and bulk purchasing, compliance with ADA, and navigating local and state regulations:</p> <p>https://www.mass.gov/doc/outdoor-dining-retail-toolkit/download</p>
Diagnostic		A little less than half (41%) of the businesses surveyed rated "more outdoor dining and selling" as "important" or "very important" to the District's recovery. Outdoor dining became very popular during COVID and patrons have grown used to it and especially restaurants wish to continue and perhaps expand their outdoor seating in order to provide safe dining options to patrons who otherwise may not feel comfortable dining indoors and therefore, would not bring their business to these restaurants.
Action Item		Use the Outdoor Dining Toolkit to develop a streamlined process.

Process

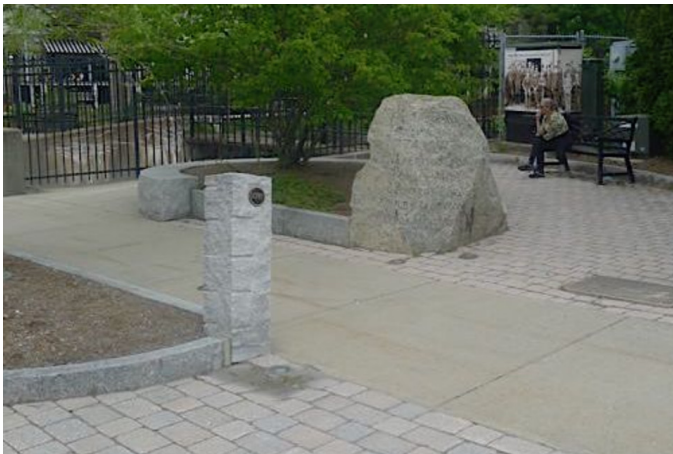
1. Adapt the Outdoor Dining Toolkit to streamline the process of permitting for outdoor dining and selling of merchandise.
2. Consider expanding the sidewalks to double width in front of restaurants to accommodate outdoor dining.

See Easton example: <https://beverlywickedlocal.com/news/20160619/farmers-daughter-restaurant-looks-to-add-outdoor-seating-in-easton>

3. Create a checklist : "How to use public space for outdoor dining"



Outdoor dining in Hingham, MA: use of planting to make jersey barriers more visually appealing



Seating area, Washington St. Canton, MA



Winterizing Outdoor Dining in Boston, MA



Outdoor Dining, Winchester, MA



Wellesley, MA: Use of Town branding image and logo to cover jersey barriers separating cars from diners

Outdoor Dining



Public Realm





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

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

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



Administer grant program to support new or expanding businesses (target desired businesses)

Category		Public Realm
Location		Canton Center
Origin		Town Planner, area businesses,
Budget		Medium Budget (\$50k - \$200k). The budget will depend on the grant program and how many businesses it is able to support.
Timeframe		Medium Term (5-10 years).
Risk		Medium Risk. Providing the grant program does not guarantee that a business will succeed.
Key Performance Indicators		The number of businesses supported by the program as well as the number of new and/or expanding businesses that result from the program.
Partners & Resources		Area businesses that wish to expand, potential new businesses, Economic Development Committee, the new Economic Development Coordinator, Discover Canton.
Diagnostic		Exactly half (50%) of the businesses surveyed rated "recruitment programs to attract new businesses" as being "important" or "very important" to the District's recovery. Additionally, almost one-third (29%) of businesses surveyed expressed an interest in training on the use of social media, almost one-fifth (18%) expressed an interest in low-cost financing for purchasing property in the District.
Action Item		Develop and administer a grant program for new or expanding businesses.




Process

1. Create a checklist: "How to open a business in Canton?"
2. Develop criteria and threshold for grant program. This could be a points based scoring rubric to help to review and prioritize qualified applicants. Assessment criteria could include:
 - a. Business health
 - b. Business location
 - c. CDBG eligibility
 - d. Community impact
 - e. COVID-19 hardship
 - f. Recovery plan
 - g. Technical assistance (likeliness of positive impact)
3. Set up an **Interest-free financing program** to start ups and expanding businesses. Provide up to 2 years interest-free funding for starting new or expanding existing business.
4. Work one-on-one with small businesses to understand what their needs are and to help to connect them to resources. Some areas where support may be needed include:
 - a. Supplemental funds to help purchase parcel, building and/or to renovate or make improvements to existing property.
 - b. Business operations and growth planning; this includes staffing/hiring and supply chain resilience (especially relevant during and immediately post COVID-19)
 - c. Digital tool capabilities, including POS systems and bookkeeping (strategy and/or implementation)
 - d. eCommerce platform set up (e.g. Shopify, WooCommerce, connection to on-line marketplaces)
 - e. Digital marketing (to support in-person commerce, not just eCommerce)
 - i. Website design, development and maintenance planning
 - ii. Social Media management (organic and paid)
 - iii. Google My Business profile set up and optimization plan
 - iv. Review sites (e.g. Yelp, TripAdvisor, industry specific sites)



Paul Revere Museum, Canton, MA

Create a **wayfinding and branding system** to connect to adjacent new developments and integrate with the downtown

Category		Public Realm
Location		Canton Center
Origin		Town Planner, Canton LRRP Advisory Group, Plan Facilitators
Budget		Low budget for Design (\$25,000) and up to high budget for Implementation (\$20,000-\$150,000)
Timeframe		Short Term (6-12 months) for design and implementation (implementation can be phased).
Risk		Low Risk. Creating a wayfinding and branding for the Town represents little or no risk.
Key Performance Indicators		The number of wayfinding elements installed and an increase in the number of visitors.
Partners & Resources		DPW, Town Planner, Wayfinding Advisory Committee, Select Board, area businesses. Mass DOT is a possible funding source.
Diagnostic		Site visits revealed a need to create a more cohesive sense of place and to welcome visitors and provide them with a better way to navigate area businesses as well as historic and cultural resources. This is expected to make the experience of visiting Canton more pleasant therefore more visitors will visit and more frequently, hopefully patronizing study area businesses.
Action Item		<p>Create a wayfinding and branding system to help emphasize the features that make Canton unique and to connect the Town Center to adjacent areas, better integrating the Town Center with these. To create a wayfinding & branding program for Canton Center that will better direct users to their destination but also create a sense of place for the commercial nodes corridor. The project will involve:</p> <ul style="list-style-type: none"> • Creation of a Team to guide the project • Review of relevant project limits, points of interest, destinations and businesses • Design of a brand theme, logo and optional tagline • Identification of locations for wayfinding elements • Implementation of wayfinding and branding element

Process

Work with the recently established Town of Canton Wayfinding Advisory Committee to coordinate the project. This group will guide the project and ensure concerns within each Department are met early on in the process

- Review relevant project limits, points of interest, designations and businesses.
- The team would review project limits, points of interest, destinations, and businesses
- Design a brand theme, logo and optional tagline
- The team would work to ideate themes around Canton Center as it relates to community branding which would support strategic placemaking
 - Review any historical experiences, local symbols both physical and non-physical, and aspirations for the corridor
 - Translate potential themes into branding and wayfinding concepts along with optional tagline
 - The team would then select a final brand design and optional tagline
 - Develop a final Family of Elements which would identify wayfinding opportunities for various applications
- Identify locations for wayfinding elements
- The team will work to identify location for wayfinding elements. (see opportunities next page)
- Create a sign schedule identifying the location of the signs and quantity needed
- Create a map that identifies the sign locations

IMPLEMENTATION

- Fabricate and install the wayfinding elements, including upgrading the "Welcome to Canton" signs on Neponset Street and 138 and use these to promote the Town Center.
- Consider phasing implementation if financial resources are limited
- Translate the branding across other Town applications such as Town Letter Head, logo, newsletters, etc. to begin telling the brand story Town-wide



Retail Space



Washington Street

Wayfinding Signage System



Public Realm

Reading, MA

The map identifies some opportunities for wayfinding elements. During the process, the Team would want to refine these locations, taking into account sight lines and visibility factors.

BEST PRACTICE EXAMPLE: READING, MA

The examples below use the wayfinding elements from Reading, MA. Locations are not approved at this time and should be internally reviewed/selected as part of the process



PC: Favermann Design

Additional Proposed Projects

The Town's recovery from COVID-impacts will depend on both public and private actions. It will be helpful to coordinate these actions so that they have a more significant impact.

The following additional projects will help to reinforce the priority projects described in the previous pages.

PROPOSED PROJECT	ADDITIONAL COMMENTS
Improve pedestrian and bicycle infrastructure and provide amenities.	<p>In order to encourage walking and biking to the Town Center. There may be more people working from home that could be encouraged to come to the Center without their car.</p> <p>Include adding signage for MBTA bus 716 to increase awareness of transit options.</p> <p>Crosswalks need to be re-painted and some sidewalks are in need of repair.</p> <p>Sharo striping and more bike racks; bike racks should be branded.</p> <p>Consider using public art for traffic calming: EXAMPLE: https://www.natickreport.com/2020/11/traffic-experiment-in-natick-could-get-artsy/</p>
Provide one-on-one technical assistance to individual businesses.	<p>Almost one-third of the Canton Center businesses surveyed said they were interested in "training on social media" and a little over one-tenth (14%) reported needing help with "setting up Online Store or other Online selling channel."</p> <p>Also explore Merch Aid's Art-Driven Apparel for Local Businesses: https://coolhunting.com/style/merch-aid-apparel-for-local-businesses/</p>
Explore a temporary and permanent public art program .	<p>This could be connected to and coordinated with the Cultural District.</p>

Potential Funding Sources

GENERAL INFORMATION ON FUNDING LRRP PROJECTS

The American Rescue Plan Act (ARPA) funds will be a primary source of funding opportunity for LRRP projects.

- <https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds>
- <https://www.mass.gov/info-details/about-covid-19-federal-funds> <https://www.mass.gov/service-details/covid-related-federal-funds-in-massachusetts-cities-and-towns>

LRRP projects will most likely need to be funded by a "mosaic" of funding sources. Not likely that there will be a "one-stop shop" sourcing at the state level due to recent decisions on how to distribute state level ARPA funds. Local ARPA funding is likely the place for municipalities to look to as a first, primary source. Downtown / Main Street organizations will need to coordinate with their city leaders.

The rules for ARPA funds are that the projects are data-driven, Covid-impact projects.

There are also other (non-ARPA) state programs available.

REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION (REDO) GRANT PROGRAM

The goal of Regional Economic Development Organization (REDO) is to support businesses seeking help from the state. Working with the Office of Business Development, these organizations facilitate regional projects that grow businesses and the Massachusetts economy. Their successes attract new employers and foster existing businesses. REDOs have recently received funding that could potentially be used to support LRRP efforts in participating communities. Lawrence is one of these.

SHARED STREETS AND SPACE GRANT PROGRAM

The State of MA's Shared Streets and Spaces grant program has supported 143 communities—from cities to small towns—in testing ideas to improve local outdoor spaces so that people can safely be in public together during the pandemic. The Shared Streets and Spaces Grants Program can be used for outdoor seating, to pilot a road diet or for bike racks. At this stage of the program, extra points are awarded during the scoring process for projects that provide better access and opportunities for school children and elders, to open space and public transit, and in Environmental Justice and 'COVID-19 red' communities

Project Types Eligible for Funding Five types of projects are eligible for the Shared Winter Streets and Spaces grant program⁵:

- **Main Streets**—Making investments in local downtowns and villages by repurposing streets, plazas, sidewalks, curbs, and parking areas to facilitate people-centric activities and community programming¹⁰.
- **Reimagined Streets**—Prioritizing safe space for people walking and biking by implementing low-speed streets, "shared streets," new sidewalks, new protected bike lanes, new off-road trails, new bicycle parking, new crosswalks, traffic-calming measures, and ADA-compliant ramps.
- **Better Buses**—Improving bus riders' commutes through establishing new facilities for buses, including dedicated bus lanes, traffic-signal priority equipment, and bus shelters
- **Shared Mobility**—Supporting the capital costs of new bikeshare equipment to support more people trying cycling.
- **Investments in the Future**—Converting temporary/ pilot Shared Streets projects—including those not funded by MassDOT—to permanent facilities to benefit community members over the long-term.

⁵Emmy Hahn, DHCD

⁶ <https://www.mass.gov/regional-economic-development-organization-grant-program-redo#:~:text=The%20goal%20of%20Regional%20Economic%20Development%20Organization%20%28REDO%29,successes%20attract%20new%20employers%20and%20foster%20existing%20businesses.>

Potential Funding

MOST UP TO DATE LISTING CAN BE FOUND HERE FOR:

Public Realm: <https://airtable.com/embed/shrh5rVQMbVbpYLKF/tblk00qQMPPM2JPpie>

Private Realm: <https://airtable.com/embed/shrhYPjzJxaDNAnLd/tblk00qQMPPM2JPpie>

Tenant Mix: <https://airtable.com/embed/shrRjd2TKWvkesvB8/tblk00qQMPPM2JPpie>

Revenue / Sales: <https://airtable.com/embed/shrGwkcX0Je00UwDW/tblk00qQMPPM2JPpie>

Administrative Capacity: <https://airtable.com/embed/shrlcJ9EmP9PAW6JD/tblk00qQMPPM2JPpie>

Arts / Culture: <https://airtable.com/embed/shrGt0Q6HzMWergit/tblk00qQMPPM2JPpie>

Examples

Planning Assistance Grants

NAME OF FUND

Planning Assistance Grants

AVAILABLE FOR RRP PROJECTS

Yes

FUNDING SECTOR

Public

AGENCY/ORGANIZATION

Executive Office of Energy and Environmental Affairs

MAXIMUM ELIGIBLE GRANT AMOUNT PER APPLICANT

\$125,000

MAXIMUM ELIGIBLE LOAN AMOUNT PER APPLICANT**ELIGIBLE APPLICANTS**

Municipalities and Regional Planning Agencies

DESCRIPTION/ALLOWABLE USE OF FUNDS

To fund technical assistance and help communities undertake public process associated with creating plans and adopting land use regulations consistent with the Baker-Polito Administration's land conservation and development objectives including reduction of land, energy, and natural resource consumption, provision of sufficient and diverse housing, and mitigation of/ preparation for climate change.

Regional Pilot Project Grant Program

NAME OF FUND

Regional Pilot Project Grant Program

AVAILABLE FOR RRP PROJECTS

Yes

FUNDING SECTOR

Public

AGENCY/ORGANIZATION

Massachusetts Office of Business Development

MAXIMUM ELIGIBLE GRANT AMOUNT PER APPLICANT

\$250,000

MAXIMUM ELIGIBLE LOAN AMOUNT PER APPLICANT**ELIGIBLE APPLICANTS**

Partnerships of municipalities, public entities, or 501(c) organizations

DESCRIPTION/ALLOWABLE USE OF FUNDS

To fund projects that support businesses and communities in stabilizing/growing their regional economy with one or more of the recovery efforts under Partnerships for recovery. no capital-related projects will be funded.

MassWorks Infrastructure Program

NAME OF FUND

MassWorks Infrastructure Program

AVAILABLE FOR RRP PROJECTS

Yes

FUNDING SECTOR

Public

AGENCY/ORGANIZATION

Executive Office of Housing and Economic Development

MAXIMUM ELIGIBLE GRANT AMOUNT PER APPLICANT**MAXIMUM ELIGIBLE LOAN AMOUNT PER APPLICANT****ELIGIBLE APPLICANTS**

Municipalities

DESCRIPTION/ALLOWABLE USE OF FUNDS

The most flexible source of capital funds to municipalities and other eligible public entities primarily for public infrastructure projects that support and accelerate housing production, spur private development, and create jobs - particularly for production of multi-family housing in appropriately located walkable, mixed-use districts.



GRANT PROGRAM OVERVIEW

The Biz-M-Power crowdfunding matching grant program offers small businesses in Massachusetts financial assistance with their acquisition, expansion, improvement or lease of a facility, purchase or lease of equipment, or with meeting other capital needs for the business. Eligible applicants will be empowered to advance their business with an innovative approach to obtaining capital. Through crowdfunding campaigns, these businesses connect with their local residents and stakeholders to advance projects that support economic success and transformation for their business and in their communities. This program is funded by the Commonwealth's Operating Budget for Fiscal Year 2021.

Preference shall be given to low to moderate (LMI) brick-and-mortar small businesses owned by women, minorities, immigrants, non-native English speakers, U.S. military veterans, disabled individuals, members of the LGBTQ+ community, and businesses operating in Massachusetts Gateway Cities.

<https://www.empoweringsmallbusiness.org/bizmpower>

Appendix

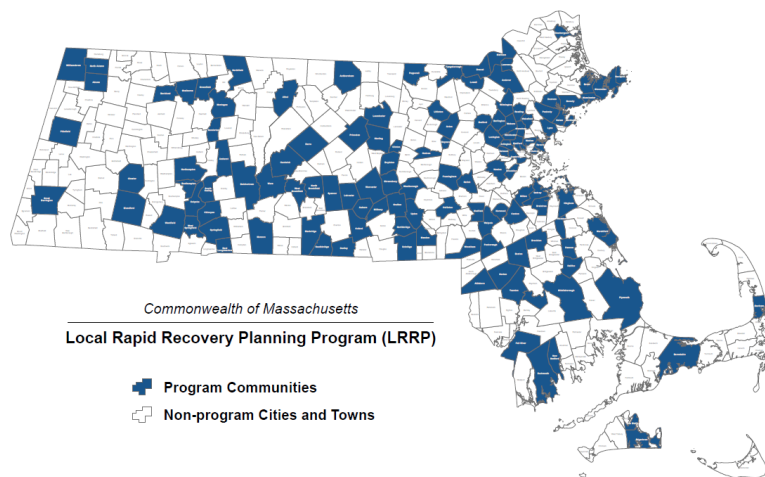
RAPID RECOVERY PLANNING

For the Town of Canton, MA



09/28/2021

Presented by Favermann Design



Description

- The Local Rapid Recovery Plan (LRRP) Program is a project of the Massachusetts Downtown Initiative (MDI).
- It provides municipalities in the Commonwealth with 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.
- Included are analysis and exploration of challenges, barriers, strategies, and actions, with a focus on developing tactical and strategic project recommendations to help communities achieve their recovery goals.
- The effort will culminate in plans that summarize the diagnostic findings and offer clear, tactical project recommendations *early October 2021*.

3 Phases of LRRP

*Phase 1 – April - May

Data Gathering and Diagnostics

*Phase 2 – June - July

Analysis and Project(s) Recommendations

*Phase 3 – July – August (*extended to October*)

Final Plan



DRAFT: Rapid Recovery Plan (RRP) Recommended Actions/Projects:

Public Realm	Formalize and make permanent a clear and streamlined process for using public space for outdoor dining
	Create a wayfinding and branding system to connect to adjacent new developments and integrate with the downtown
	Improve pedestrian and bicycle infrastructure and provide amenities.
	Develop shared parking agreements with private owners thus increasing the availability of parking (when not in use by these entities). Facilitate shared parking agreements between private owners.
	Update Storefront Design Guidelines
	Administer grant program to support new or expanding businesses (target desired businesses)
	Interest-free financing program to start ups and expanding businesses (up to 2 years interest-free funding for starting new or expanding existing business)
Private Realm	Create a Business Incentive Program (including facade and signage improvements – matching grants, store windows, outdoor merchandise, etc.) – see Ashland for good model (Beth Reynolds)
Revenue/Sales	Facilitate and assist businesses to undertake shared marketing (and become self sustaining). NOTE: Could also be a coordinated regional program (e.g. Restaurant Week).
	Develop additional cultural events/programming ; build on existing annual events and partner with owners of large open spaces for gathering (e.g. Canton Day). See Sharon as a model. Library as resource.
	Provide one-on-one technical assistance to individual businesses.
Admin Capacity	Develop a process to explore different models of creating a dynamic Downtown Association , including exploring creating a Cultural District (including conducting outreach to local businesses).
	Use APR money to fund a contract position of Economic Development Coordinator . Demonstrate usefulness of position so that additional funding may be allocated to continue the position into the future.
Culture/ Arts	Explore a temporary and permanent public art program .
	Explore the creation of a Cultural District that would connect existing cultural and historic resources.



CANTON CENTER *STAKEHOLDERS, ECONOMIC DEVELOPMENT COMMITTEE, & MASTER PLAN IMPLEMENTATION COMMITTEE*

WE NEED YOUR INPUT

Canton is participating in the [Massachusetts LRRP Program](#) to help communities develop Local Rapid Recovery Plans for targeted downtowns and commercial districts. We have surveyed the owners (or managers) of the 147 businesses located in the Canton Center, town officials and staff, as well as subject matter experts. Your input helped identify some ideas to meet the needs of local businesses and inform future policy decisions. We now have a list of draft recommendations (see below).

Please take a moment (shouldn't take more than 5 or 10 mins.) to let us know:

1. Is there anything missing?
2. Is there anything you would change?
3. Is there anything you would emphasize?
4. What do you consider to be the top 5 priority actions?
5. Any additional comments

We appreciate your feedback by September 22nd. You can reply to this email, or give me a call.

DRAFT: Rapid Recovery Plan (RRP) Recommended Actions/Projects:

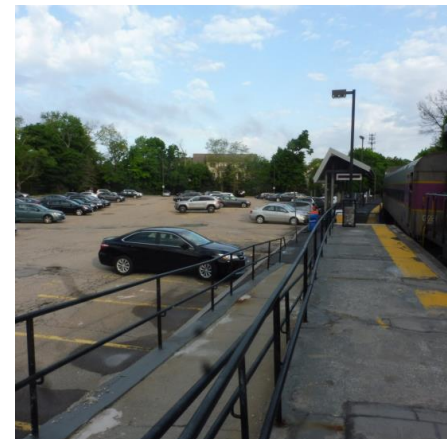
Public Realm	Formalize and make permanent a clear and streamlined process for using public space for outdoor dining
	Create a wayfinding and branding system to connect to adjacent new developments and integrate with the downtown
	Improve pedestrian and bicycle infrastructure and provide amenities.
	Develop shared parking agreements with private owners thus increasing the availability of parking (when not in use by these entities). Facilitate shared parking agreements between private owners.
	Update Storefront Design Guidelines
	Administer grant program to support new or expanding businesses (target desired businesses)
	Interest-free financing program to start ups and expanding businesses (up to 2 years interest-free funding for starting new or expanding existing business)
Private Realm	Create a Business Incentive Program (including facade and signage improvements – matching grants, store windows, outdoor merchandise, etc.) – see Ashland for good model (Beth Reynolds)
Revenue/Sales	Facilitate and assist businesses to undertake shared marketing (and become self sustaining). NOTE: Could also be a coordinated regional program (e.g. Restaurant Week).
	Develop additional cultural events/programming ; build on existing annual events and partner with owners of large open spaces for gathering (e.g. Canton Day). See Sharon as a model. Library as resource.
	Provide one-on-one technical assistance to individual businesses.
Admin Capacity	Develop a process to explore different models of creating a dynamic Downtown Association , including exploring creating a Cultural District (including conducting outreach to local businesses).
	Use APR money to fund a contract position of Economic Development Coordinator . Demonstrate usefulness of position so that additional funding may be allocated to continue the position into the future.
Culture/ Arts	Explore a temporary and permanent public art program .
	Explore the creation of a Cultural District that would connect existing cultural and historic resources.

Shared Use Agreement for Parking Facilities

Model - Shared Use Agreement for Parking Facilities

This Shared Use Agreement for Parking Facilities, entered into this ____ day of _____, _____, between _____, hereinafter called lessor and _____, hereinafter called lessee. In consideration of the covenants herein, lessor agrees to share with lessee certain parking facilities, as is situated in the City of _____, County of _____ and State of _____, hereinafter called the facilities, described as: [Include legal description of location and spaces to be shared here, and as shown on attachment 1.]

The facilities shall be shared commencing with the ____ day of _____, _____, and ending at 11:59 PM on the ____ day of _____, _____, for [insert negotiated compensation figures, as appropriate]. [The lessee agrees to pay at [insert payment address] to lessor by the ____ day of each month [or other payment arrangements].] Lessor hereby represents that it holds legal title to the facilities

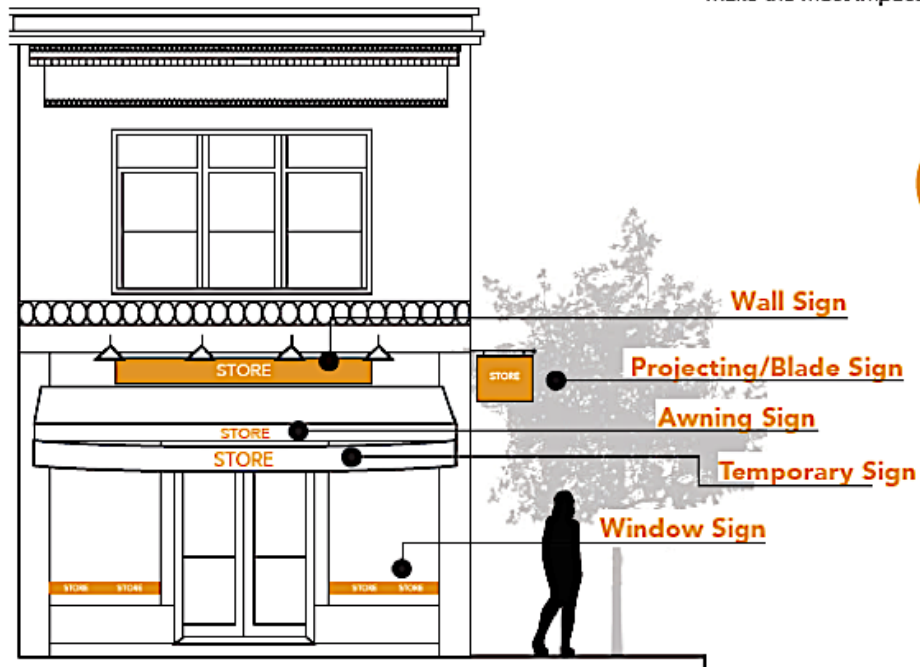


Storefront Design Guidelines

Signs

Business signage is a very critical element to the storefront. Not only does it provide a first impression to customers, but it also helps convey the business' brand and character.

Signs should clearly communicate the business name, but not be overwhelming. The average person can only process four to seven words while passing by. Therefore keeping text and graphics to a minimum will make the most impact.



City Ordinance/ Regulation:

Section 12-54(n) of the City Ordinance further regulates the number and size of signs. See Technical Requirements for more information.

Regional Marketing



June 7 - 11



Enjoy Prix-Fixe lunch or dinner at participating restaurants in Canton, Dedham, Norwood and Westwood!!

Post a selfie on social media and you could win a \$100 gift card.
#regional restaurant week

Scan the QR Code to view participating restaurants and menus



June 2021

month week list month today < >

Sun	Mon	Tue	Wed	Thu	Fri	Sat
30	31	1	2	3 9a 401 (K) Informational Webinar	4	5
6	7	8 12p Creating a Marketing Calendar - 6 Steps to Creating a Year of Content	9 12p Noon Networking	10	11	12
13	14	15 9a Social Media Strategy - Using Social Platforms to Grow Your Business 4p 401 (K) Informational Webinar	16	17 5:30p Business After Hours - In Person!	18	19
20	21	22	23	24	25	26
27	28	29	30	1 9a 401 (K) Informational Webinar	2	3
4	5	6	7	8	9	10

Administrative Capacity Building: Economic Development Coordinator



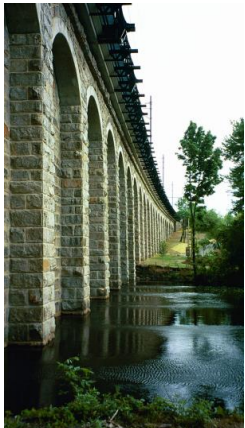
Planning

Planning Department

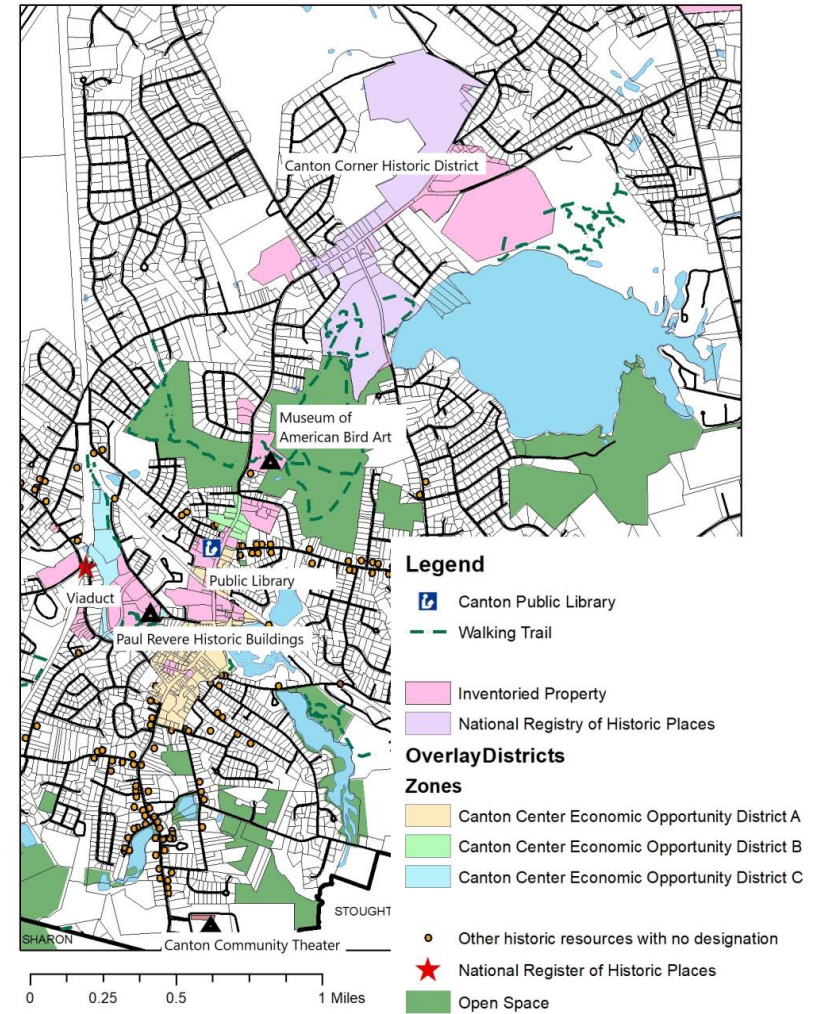
The Planning Department is responsible for working towards town-wide goals with regard to zoning, land use, transportation, housing, economic development, sustainability, and other areas specified in the Canton Master Plan. The Planning Department also works to help procure grants and accomplish other special projects to reach town goals. The Town Planner works with the Planning Board and provides technical review and assistance for projects reviewed by the Planning Board.



Dynamic Downtown Association and Creation of a Cultural District



Canton Cultural and Historical Resources Map



Streamlining Special Event Permitting



Provided by SME Consultant

Pioneer Valley Planning Commission

Location

Osceola County, Florida

Origin	Massachusetts Association of Regional Planning Agencies, Osceola County (FL) Board of County Commissioners Community Development Department
Budget	 Low-cost, municipal staff engagement
Timeframe	 Short-term, may require changes to municipal review processes
Risk	 Low risk
Key Performance Indicators	Number of permits reviewed and issued, length of permitting and approval process
Partners & Resources	Municipal departments, to include, but not limited to Planning, Police, Fire, Building, DPW, and Health, and Town/City Administration; DLTA funding to assess permitting
Diagnostic	<p>The COVID pandemic has unleashed creativity and permissiveness in municipal special events permitting that cities and towns want to hold onto as society opens up. 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.</p> <p>More efficient and easier permitting processes can lead to quicker turn-around and peace of mind for those organizing these events for the community. Streamlining event permitting can help agencies organizing events to use their resources more efficiently and will result in better events when permitted on a singular parcel as zoning dictates.</p> <p>The following example is a regulatory process taken from Osceola County in Florida that employs best practices for special event permitting: a central repository for application with the ability to submit electronically and follow the permit review process via electronic permitting. Review processes are done transparently and discussed at routinely scheduled meetings in conformance with the local government's regulatory codes.</p>

Action Item

In order to streamline your permitting process, the municipality should review its permitting powers: who reviews and approves, how much does the permit cost, is there an appeal procedure, etc.

The following Best Practices can be used to improve communication between stakeholders and the community about the local permitting process for special events. For this best practice, the Osceola County Board of County Commissioners utilizes these techniques to ensure an expedient, open permitting process for their special events.

- Single Point of Contact
- Users' Guide to Permitting with Permitting Flow Charts & Checklists
- Clear Submittal Requirements
- Concurrent Applications
- Combined Public Hearings, if needed
- Pre-Application Process
- Development Review Committee (DRC)
- Regularly scheduled inter-departmental meetings
- Physical proximity of professional staff to review

These best practices apply to streamlining special event applications that are allowed in specific areas of a community. In most cases, the zoning district would dictate the type of uses allowed in a community. This particular example permits special events as a type of use in commercially zoned areas and have a limitation of occurrences per calendar year.

Process

As listed above, streamlined permitting can be realized if a municipality explores the concepts below. Not only has COVID maybe expedited these processes, but it has likely created a more permanent change in the ways municipalities interact with special events.


1. Single Point of Contact. The Community Development Department was the repository for the initial application and would determine if requirements were met leading to the scheduling of a Development Review Committee Meeting.
2. Users' Guide to Permitting and Permitting Flow Charts and Checklists. If a community already has a product like this, the process for permitting for special events can be incorporated into the existing guide. As the government provided an electronic permitting system, following the flow of the permit was easy for the applicant to see what either was missing or if a staff review had occurred.
3. Clear Submittal Requirements. Special event permit applications required documented permission from the property owner, site plan, photos, proof of insurance, and a narrative description of the event. Other documents would be required if necessary.
4. 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 the County Health Department or Public Safety, if necessary.
5. Combined Public Hearings, if needed. This was not a likely occurrence due to the local regulation, however, concurrent approvals would occur at a designated meeting of the local Development Review Committee.
6. Pre-Application Process. The point of contact for the process was the specific department staff person who would be able to address outstanding issues and questions regarding the permit requirements.

Process (Continued)

Development Review Committee. The administrative approval of the DRC would occur either through a consent agenda or if pulled to be addressed publicly. The DRC included DPW, Buildings, and Planning/Zoning. The Departments of Public Safety and Health and the School District are often attendees at these meetings.

Regularly scheduled inter-departmental meetings. These meetings kept the issues of the specific special event permit in the County's pipeline of coordinated reviews.

Physical proximity of professional staff to review. The County Administration Building housed all departments. The housing of all departments in the building allowed for a One-Stop shop of sorts. Like with other permitting, increased the ability of interdepartmental staff communications with applicants and each other.

	<h3 style="text-align: center;">Osceola County Special Event Application</h3> <p>Osceola County Board of County Commissioners Community Development Department 1 Courthouse Square, Suite 1400 Kissimmee, FL 34741 Phone: (407)742-0200 Specialpermits@osceola.org</p> <p style="text-align: right;">Application No.: _____ Date Received: _____</p>
<p><u>Submittal Checklist</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Property Owner Authorization <input type="checkbox"/> Proof of Ownership <input type="checkbox"/> Legal Description <input checked="" type="checkbox"/> Narrative describing the event in detail. Including: <ul style="list-style-type: none"> • Sounds which will project beyond the property lines. • Vehicular Traffic and parking <input checked="" type="checkbox"/> Site plan showing: <ul style="list-style-type: none"> • Lot Dimensions, • Location of Special Event (with all details of set-up), Setbacks of set-up from property and right-of-way lines, Driveways, identifying parking and access, roads, tents, signs, portable toilets, and any other structures and setbacks from property lines and any other existing site improvements <input type="checkbox"/> Application Fees \$620.00 	<p>In accordance with Chapter 3, Article 3.8, Section 3.8.1.O of the Osceola County Land Development Code, authorization for a Special Event is issued to:</p> <p><u>Applicant</u></p> <p>Name: _____</p> <p>Agent/Lessee: _____ Tax ID# _____</p> <p>Address: _____</p> <p>Email: _____ Phone: _____</p> <p><u>Event Details</u></p> <p>Address of Event: _____</p> <p>Parcel Number: _____</p> <p>Dates of Event: _____ Hours: _____</p> <p>Event on County property? Yes (<input type="checkbox"/>) No (<input type="checkbox"/>) If yes provide liability Insurance. The insurance shall have a limit not less than \$1 million per occurrence for the general aggregate.</p> <p>_____</p> <p>Details of Event: (a narrative may be attached to describe the event in detail.)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

An application like this existed both as a fillable paper version and electronically at the county's permitting website.

To: Daphne Politis, Mark Favermann, Laura Smead
From: Heather Gould
Re: LRRP SME Assistance - Façade and Storefront Program

Date: August 27, 2021

Through the Commonwealth's Local Rapid Recovery Program (LRRP), BSC was tasked with providing subject matter expertise for façade improvement programs, specifically to provide successful examples of similar programs in other communities and to identify funding sources. The Canton LRRP team found that many of the businesses in the target area were interested in a financial assistance program to make improvements to their storefronts and façades, but due to COVID-related business impacts, they did not have the means to do so.

Benefits of a Storefront and Façade Improvement Program

Across the country, many cities and towns have created storefront and façade improvement programs. These programs are incentive programs created to encourage property owners and businesses to improve the external appearance of their properties. There are many economic and community benefits from a successfully implemented storefront and façade improvement program. These programs have been found to:

- Strengthen locally owned businesses – Increase business sales and attract new business and customers
- Contribute to area revitalization – Increase property values and higher tax base, improve marketability of a space, motivate other property owners/businesses to make improvements, prevent building deterioration
- Contribute to a sense of community/Enhance character of a community – Improve the public realm, increase in safety, accessibility, pedestrian comfort
- Provide more attractive retail environment/commercial corridor and stimulate additional private investment

Key Features of a Storefront and Façade Improvement Program

There are many variables to consider when creating a storefront and façade improvement program, from planning and program structure to funding and eligibility to overall program administration. Key questions to consider: Who runs the program? What is the program budget and how much can an applicant receive? What improvements are eligible? Who can apply? What is the application process? What is the approval process? How and when do applicants receive funding? How do you get community support/buy-in for the program? How will the program be advertised, implemented, and evaluated? Are there design guidelines in place to set expectations and ensure a level of consistency and quality to storefronts and facades?

Administration – Most storefront and façade programs are developed and managed by organizations with a vested interest in civic improvements, including municipalities, business district management entities, community development corporations, chambers of commerce, redevelopment authorities or economic development corporations, regional planning organizations, community foundations, bank consortiums, or any combination thereof.

Funding Structure – Depending on the source of funding, the program can be structured as a grant or a loan. There are various options, including:

- Matching Grant – Applicant receives a certain percent of the investment through a grant, to a set maximum (For instance, a 1:1 grant is a dollar-for-dollar match)
- Grant with a Set Dollar Amount per Improvement (e.g., \$1,000 allowance for signage)
- Loan (low-interest, zero-interest) – Revolving fund enables future funding cycles upon payback

- Loan (forgivable) – Creates an incentive for improvements to be maintained over time
- Mixed-Funding option

Funding Amounts – Amounts vary based on program, but programs researched ranged from \$2,500 - \$35,000 dependent upon use, location, planned improvements, funding available, and level of private investment.

Eligibility/Requirements – Eligibility requirements vary by program and priorities, but include consideration of location, age of building, use, priority business preferences (minority and women-owned businesses, low-moderate income status, job creation, etc.), ownership (business owner needing property owner sign-off), lease arrangements (above a certain amount of time left on a lease), and type of improvement.

Types of Improvements – Most programs allow for improvements to signage, lighting, windows, doors, entryways, roof, awning/canopy, and paint. Other eligible improvements may include design fees, landscaping, and parking lot improvements. HVAC, interior renovation, non-permanent fixtures, security systems, and equipment purchases are generally considered ineligible. Some funding programs allocate additional monies for improvements to historic restoration.

Risks

There are risks when creating a storefront and façade improvement program to consider. There may be a reluctance on the part of businesses and/or property owners to participate. Early engagement with property and business owners will likely reduce any concerns and help to encourage business participation. For smaller businesses with limited capacity, any paperwork can become a cumbersome process. Applicants can benefit from a streamlined and easy application process, as well as any assistance by the funder that can be provided at various stages of the process. The type of funding used can come with implementation hurdles. Programs funded through federal community development block grant (CDBG) funding are less flexible and have additional programming and reporting requirements that may make a program more challenging to administer. Oftentimes, applicants have a hard time finding a responsive and responsible contractor. Some programs offer a list of pre-qualified contractors to ensure quality and timeliness of approved work. Lastly, displacement of existing businesses is another risk. With improved conditions over time, there is concern that with improvements, there will be an increase to the property values, leading to an increase in taxes and rents, making it harder for small businesses to operate in their current locations and forcing them to shut down or relocate to a more affordable property.

Additional Considerations

COVID-19 Impacts – Particularly related to the impacts of COVID-19, improvements to help reduce the transmissibility of the virus should be considered as eligible for funding. This flexibility could afford improvements such as replacement of doors or window systems, outdoor seating structures, the installation of a walk-up service window, and additional signage, markings, or partitions as needed for social distancing and directional purposes.

Community Support – The program proponents should seek to build relationship capital to gain credibility and community support during the design and program development process. Stakeholders should be involved early in the process and the program should take into consideration small business' needs and identify specific ways the program can help.

Sources of Funding

There are a variety of funding sources for the creation, administration, and management of a storefront and façade improvement program. Funding can be local, state, or federal. It can come from a business management district, community development organization, chamber of commerce, or even a bank, non-profit, or foundation. Specific examples include:

General Fund – Through an allocation from a municipality, this type of funding tends to offer the greatest flexibility for program structure with the least amount of reporting restrictions.

Local Municipal Funding (Set-Aside) – Municipal allocation set-aside from a special revenue stream for a set amount of time (e.g. permit revenues, sales tax set-aside, special fees such as landfill tipping/disposal fees, etc.)

Special Taxing Bodies – Business district designation (creating an additional sales tax) or special service area (additional property tax), TIF districts

Federal American Rescue Plan Funding – Communities may use ARPA funding for small business assistance, such as to enhance outdoor spaces for COVID-19 mitigation (e.g., restaurant patios) or to improve the built environment of the neighborhood (e.g., façade improvements).

Federal CDBG – Applicants must meet and adhere to federal requirements and compliance issues. The Massachusetts CDBG Program is a competitive program that is available to all municipalities that are not Entitlement Communities and encourages joint or regional applications. Communities may apply for funds for downtown or commercial district related projects including sign/facade programs.¹

Private/Nonprofit/Foundation funding – Low-interest or no-interest loans or grants from private lenders, often those with a community focus or a small, local bank or nonprofit organization with community interest.

Historic funding – Historic preservation and landmarks organizations such as Main Street America receive grant funding from the National Park Service specifically for rural “Main Street” communities.

Example Storefront and Façade Programs

Below are five (5) detailed examples of various administrative and funding structures for a façade and storefront program.

1. Funding Structure: Special Tax District

***Chicago, IL** – Chicago has Special Service Areas (known as Business Improvement Districts in other cities) – local tax districts that fund expanded services and programs through a localized property tax levy within contiguous areas. The enhanced services and programs are in addition to those currently provided through the City. SSA-funded projects typically include but are not limited to public way maintenance and beautification; district marketing and advertising; business retention/attraction, special events and promotional activities; auto and bike transit; security; façade improvements; and other commercial and economic development initiatives. The City contracts with local non-profits, called Service Providers, to manage SSAs. Mayorally-appointed SSA Commissioners for each SSA district oversee and recommend the annual services, budget and Service Provider Agency to the City. There are currently 53 active SSAs in Chicago.²*

The nonprofit **North River Commission**³ operates the Albany Park Chamber of Commerce and administers the Facade Improvement Program, which is offered through the Albany Park & Irving Park Special Service Area #60 (SSA#60) whose overall purpose is to: Support a vibrant, safe, clean, beautiful and welcoming commercial district, filled with restaurants, attractive retail and service, entertainment and cultural options that meet the needs of the local residents and attract visitors. The Facade Improvement Program is designed to help property owners and

¹ <https://www.mass.gov/service-details/community-development-block-grant-cdbg>

² https://www.chicago.gov/city/en/depts/dcd/supp_info/special_service_areassaprogram.html

³ <https://northrivercommission.org/facade-improvement-program/>

tenants within the SSA#60 beautify the front of their buildings. The program provides a rebate of 50% of costs, and the maximum rebate is \$7,500 for 1 storefront or \$15,000 for buildings with 2 or more storefronts.



To view additional before and after photos:

<https://northrivercommission.org/wp-content/uploads/2018/12/CompletedFacades-compressed.pdf>

2. Administrative Entity: Chamber of Commerce

***Waverly, IA** – The Waverly Chamber of Commerce Design Committee provides financial incentives annually to property owners and businesses to assist them in restoring and rehabilitating their storefronts. The primary objective of the Façade Improvement Grant Program is to revitalize properties in Waverly by preserving and restoring the existing buildings and storefronts. Applicants must be Business Investors in good standing in the Waverly Chamber of Commerce organization.⁴*

The Façade Improvement Grant Program provides technical assistance as well as a grant to eligible building owners. Administered by the Waverly Chamber of Commerce Design Committee, the Committee determines eligibility and approves grant applications. The grant can equal but not exceed 50% of the total project cost. For 2021, the total available grant funding for the program was \$4,000, with a minimum award of \$500.

⁴ <http://www.waverlyia.com/chamber-of-commerce/business-resources/facade-improvement-grant.aspx>

3. Funding Structure: Matching Grant/Loan Program

Woburn, MA – The Downtown Woburn Storefront Façade and Signage Improvement Program is administered by the Woburn Redevelopment Authority (WRA) and funded by the Woburn Development and Financial Corporation (WDFC). The program provides funding to property owners and business tenants seeking to renovate their building facades/storefronts or signs. The main purposes of this program are to improve building facades that are visible to the public and to encourage merchants and commercial property owners in downtown Woburn to install attractive, quality commercial signage in accordance with the City of Woburn’s Sign Ordinance.⁵

The Downtown Woburn Storefront Façade and Signage Improvement Program provides matching 1:1 grants of up to \$2,000 for signage improvements and matching (1:1) loans of up to \$15,000 per building for façade improvements. Properties must be located within the Downtown Business District. Loans are interest-free and due and payable ten (10) years from the date of the loan commitment letter or upon sale or transfer of ownership of the property, whichever occurs earlier.

4. Funding Structure: No-Interest Loan Program

Brookline, MA – The Town of Brookline façade loan program was established in 2010 to encourage business owners and property owners to undertake improvements to their commercial storefronts. This program is offered through the Planning and Community Development Department to support Brookline’s commercial areas. The program’s objective is to create lasting community benefits that go beyond the individual storefronts that enhances the overall streetscape and strengthens the identity of our commercial areas.⁶

The Town of Brookline façade loan program offers up to \$10,000 in a 0% interest rate loan for eligible improvements. Funds are dispersed once the project is completed. A nominal administration fee is due upon approval of the loan and loans are repaid annually in four equal installments, commencing in the year following the loan fund disbursement.

The Village Works – Brookline Village (2016)

Facade Loan Program Showcase: The Village Works



Before: 202 Washington Street



After: 202 Washington Street

5. Administrative Entity: Nonprofit

Atlanta, GA – Formed in 2005, Atlanta BeltLine Partnership is a nonprofit organization charged with the implementation of the Atlanta BeltLine Project. The Atlanta BeltLine is the most comprehensive transportation and economic development effort ever undertaken in the City of Atlanta and among the largest, most wide-ranging urban redevelopment programs currently underway in the United States. It is a sustainable redevelopment project that will ultimately connect 45 intown neighborhoods via a 22-mile loop of multi-use trails, modern streetcar, and parks – all based on railroad corridors that formerly encircled Atlanta. When completed, it will provide first and

⁵ https://www.woburnma.gov/wp-content/uploads/2017/06/WRA-facade-and-signage-improvement-program-guidelines_7.13.2017-2.pdf

⁶ <https://www.brooklinema.gov/DocumentCenter/View/18432/Facade-Loan-Description-and-Application-2019>

*last mile connectivity for regional transportation initiatives and put Atlanta on a path to 21st century economic growth and sustainability.*⁷

The Atlanta BeltLine, Inc. (ABI) Business Façade pARTnership Grant partners local artists and maker professionals with the local business community to complete capital improvements to the façade of a business site. The program is designed to catalyze business growth within the BeltLine Tax Allocation District (TAD) that spans the BeltLine corridor. Grants of up to \$40,000 are available and vary depending on the cost to implement the approved capital improvement design. Once business participants are selected, a call for artist and maker professionals, featuring the façade improvement project opportunities, is announced. Artist partners are invited to submit proposals that showcase the business' proximity to the BeltLine by providing a new BeltLine-facing façade, implementing a COVID-related adaptation to the storefront, or other façade improvement resulting in the attraction of new tenants, investment, and customers to the districts. Artist partner proposals are reviewed by subject-matter experts from ABI and receive input from the corresponding business participant.⁸



⁷ <https://beltline.org/faqs/>

⁸ <https://beltline.org/the-project/economic-development-commercial-real-estate/business-facade-partnership-grant-program/>



Nestled between Grant Park and East Atlanta, Red's Beer Garden is the first of its kind in Benteen Park, Atlanta. Step off the Southside BeltLine and grab a beer from around the world – or from a brewery down the road.

ARTIST PARTNER

Lily Reeves

[Website](#)

[Instagram](#)



Atlanta
BeltLine®

SMALL BUSINESS

Pilot

FAÇADE IMPROVEMENT
PROGRAM 2019

Red's Beer Garden



Before



After

Refreshing Storefront Businesses in Canton Center
to Attract Customers and Increase Small Business Revenue

The goals that both the town and surveyed business owners have for re-activating Canton Center are on the right track to restore vibrant business activity post-pandemic, as well as to make downtown a more active and attractive destination in the long run.

Creating a plan that kickstarts this effort would be a first step in helping businesses recover from 2020 and in returning customers to Canton Center. Step one would be helping people SEE the future so that they are willing to invest in it as business owners or residents/shoppers. Then, both public realm and private realm initiatives will be happily supported.

Setting the Stage

- Communicate the value of having a vibrant downtown to small business owners and residents in local newspaper and other local media.
- Launch MY CANTON CENTER Facebook Page with volunteer/student intern to keep it updated.
- Recruit experience-focused businesses for vacant spaces – ice cream store, children’s store/toys, pet store/groomer, bakery and café (*perhaps have Finepoint Associates do a study on what is needed/wanted – Peg Barringer—generally in the range of \$15,000*)
- Share the vision of a fully robust Canton Center to engage both retail and resident participation and help with recruitment – Artist rendering
 - Attractive streetscape from Neponset St. to Revere St.
 - Walking / bike route (sidewalks) from Paul Revere Heritage site to downtown
 - Healthy retail and active restaurants
 - Kiosk by Walgreens in use. (MY CANTON CENTER intern)
 - Placemaking – highly visible, furnished gathering places.
 - Attractive bikeracks
 -

Private Realm Initiatives

- Technical Assistance program for retailers to help them run better businesses
 - Post pandemic refresher workshop to include content on
 - Communicating with your customers (database)
 - Intro to Websites and Social Media
 - Improving the look and feel of your stores – inside, outside, in media
 - Form steering committee of merchants for events, Facebook and kiosk content and as advisors for public realm activity

- Offer grants for business improvement to retailers – one on one consultation to determine highest and best use of funds – signage, website development, interior improvements, etc.
- Window display contest with citizens voting. Holiday
- Events involving businesses
 - Sidewalk Sale
 - Holiday Stroll
 - Restaurant Week
 - Farmer's Market moved to downtown space (St. John's parking lot, Bank of Canton parking lot?)

Public Realm Initiatives

- Setting the stage efforts and continued public-facing downtown promotion
 - Sidewalk Sale Days
 - Restaurant Week
 - Holiday Stroll
 - Window Display Contest
 - Maintain MY CANTON CENTER – MA Facebook page
- Streetscape improvements –
 - Façade improvement program – *Tree issues for façade improvements – Could a landscape designer come up with a rhythm of trees (where they do not obscure signs) and lower plantings (as in front of Takahara)? Façade improvements are generally seen as a landlord responsibility and the trees currently provide “cover” for unattractive buildings and sign bands. Ultimately provide landlords with access to 50/50 grants or low-cost loans to help them make façade improvements.*
 - Public gathering spaces – parklets with tables and chairs
 - Attractive bike racks along Washington St.
 - Recruit new businesses* to Canton Center

*Consider moving businesses that do not need to be 1st floor, customer facing businesses to 2nd floor accommodations (ie – Landscaping company) to make room for more vibrant retail.

The new Commonwealth of MA One Stop for Growth economic development program takes a longer view of economic improvements and helps towns access funds from a variety of sources with one application <https://www.mass.gov/guides/community-one-stop-for-growth>. This program should be investigated for funding beyond ARPA.

Punchlist/Process

Setting the Stage

Recruit (pro bono or discounted) services from a PR agency in Canton to help with the messaging.

John Guilfoil PR seems to be new to Canton, formerly from Georgetown, MA, and one of his sector specialties is "Municipalities" -- perhaps he would be interested in helping his new town?

Massachusetts Downtown Initiative also has grants for creating materials to promote downtown. Their grants are now part of One Stop for Growth

1. Article about improving downtown (PR)
2. Artist's rendering of visible improvements.
3. Brochure for recruiting businesses – demographics, rendering as above.
4. Launch MY CANTON CENTER Facebook page -- Gather content from all businesses.
5. Business listings slim jim (flier) distributed in Canton inviting visitors to have lunch / dinner in Canton Center. Tree top Adventures, Pecuitside / Prowse Farm, golf clubs, Bradley Estate, Paul Revere Historic site, Audubon Bird Sanctuary, Blue Hills.

Private Realm Initiatives

Technical Assistance Program

Most businesses that made it out of 2020 in any kind of shape know that they would have been better off if they had had good online communication with customers--- and not depended solely on their brick and mortar. They are seeking information on social media marketing and virtual selling as well as how best to reengage with customers who stepped away from brick-and-mortar experiences and are ready to return.

Taking a fresh look at their businesses at this time will help each retailer see what their customer sees and what their customer needs from them -- so they can focus on making relevant improvements. A refresher workshop that helps small business owners reboot for 2021 and beyond would be helpful. It would also provide an opportunity to escape the isolation that everyone experienced last year and get together as Canton Center retailers.

1. Plan a 1 ½ hour workshop for independent storefront business owners in Canton
2. Retain a retail consultant to conduct the workshop and provide 1:1 consultation with business owners to help them determine what they need most, new signage, window displays, a web designer, a social media strategy and implementation, interior improvements, promotions. Typically, costs for this type of TA are \$1500 for the workshop and \$500 for each consultation (1 hour meeting plus written recommendation and ½ hour follow up meeting). Additionally, the funds for the retailer

to implement the recommendations \$500-\$1000. Example 10 businesses @ \$1000 investment per business – **Total TA program = \$16,500***

3. Secure a location – Mondays, Tuesdays, or Wednesdays from 8-9:30 are best – assuring business owners that they will be back at their store in time to open. Many hair salons are closed on Mondays.
4. Announce the event, the 1:1 component and grant opportunity – with applications being handed out at the workshop – (basically making attendance at the workshop a pre-requisite) Fliers, follow up phone calls, Canton website, press release.
5. Prepare an application for the 1:1 consultation.
6. Hold workshop, distribute applications.
7. Schedule consultations.
8. Prepare a grant request form. *Following consultation, business owner submits grant request to Linda for approval.*
9. Grant is paid to business owner upon receipt of paid invoice.
10. *Photo of business improvement (sign, new fixtures to organize store, website or FB home page with link, window displays, etc.) taken and published --*

**Conditions could be imposed such that marketing or interior improvements would be capped at \$1000 and signage or exterior improvements would be capped at a higher amount or require matching funds.*

#4-8 listed above are usually handled by the retail consultant.

Timeline for TA – Hire retail Consultant 4 weeks (if RFP is required)
 Announce event – 3 weeks
 1:1 Consultations – 2 weeks
 Recommendation – follow up – 1 week
 Grant requests submitted – 2 weeks
 Grants fulfilled – 2-8 weeks

Window Display Contest

All storefront business owners would be invited to participate in a window display contest for the holidays. Announce contest and establish qualifying dates (From Dec. 1 to Dec. 21) Shoppers could go to a Survey Monkey link to vote for the one they think is best. Name required. Survey Monkey link promoted on Canton Center Facebook Page, Town of Canton website, fliers, etc.

Retail winner gets a Free Ad in the local paper, on the FB page and on the kiosk every month for a year.

Residents who have selected the store that ultimately wins will be entered into a drawing for a Canton Center gift basket with one winner being drawn.

Sidewalk Sale Day

Encourage retailers to bring their business OUT to the customer, clear out inventory with deep discounts, offer coupons for return trips to the business, give away small items (magnets with the business info on it) – create attractive displays – add fun to their space. *Provide businesses a list of these suggestions.*

Ask music schools to provide entertainment – put on shows or jam sessions.

Ask restaurants to create a Canton Special – for \$10. Invite everyone to eat in Canton Center – *(put up a tent with picnic tables? – borrow tent from a school? – DPW help?)*

Tie balloons up and down the street.

Involve high school art students to do face painting for kids and paint fun messages in empty storefront windows.

Create a punch card with all businesses listed and if you go into 5 of them on Sidewalk Sale Day, you are entered into a drawing for an iPad *(or similar)*

Pet parade? Stroller parade? Bike parade?

Holiday Stroll

As above – with trolley or horse drawn carriage making a loop from Canton Center train station to Neponset St (turn around at old Dunkin Donuts)

Additional Examples of Storefront, Façade, and Signage Improvement Programs

City/Town	Program Summary	Funding	Eligible Improvements	Website
Cambridge, MA	The City of Cambridge Community Development Department established the Storefront Improvement Program (SIP) to provide financial assistance to property owners or retail tenants seeking to remove architectural barriers, renovate a commercial building façade, and enhance exterior signage. Goal to improve accessibility and physical appearance of retail establishments and enhance commercial districts.	Matching grant, in the form of a reimbursement. Past matching grants have ranged from \$2,500 to \$35,000 with accessible design upgrades receiving 90% reimbursement based on scope of work and available funds. Grants vary each year.	1. Accessible parking spaces and path of travel on private property for retail use; 2. Accessible entrance into storefront and accessible doors; 3. Restoration of details in historically contributing or significant buildings and removal of elements which cover architectural details; 4. Window display areas, window replacement, and window framing visible from the street; 5. Signage; 6. Lighting; 7. Awnings or canopies; 8. Landscaping features attached to the building; 9. New entrance and storefront construction; 10. Other approved items (i.e. painting, cleaning, repointing, etc.)	https://www.cambridgema.gov/CDD/econdev/smallbusinessassistance/smallbusinessprograms/storefront
Salem, MA	The City of Salem Storefront Improvement Program is funded and administered by the Department of Planning and Community Development (DPCD).	The program requires a match of funds by the applicant; every dollar paid by the City must be matched by a dollar from the applicant. 100% match for moderate to substantial exterior/façade improvements up to \$5,000.	The Storefront Improvement Program offers two types of assistance to eligible businesses and property owners - Design Assistance and Construction Grants. Applicants can apply for both. Design Assistance: on-site meeting with the business owner, a schematic design for the proposed improvements, a budget estimate and a written description of the proposed work. Construction Grant: Funding for eligible exterior improvements to a storefront.	https://www.salem.com/business-and-economic-development/pages/storefront-improvement-program
Woburn, MA	The Downtown Woburn Storefront Façade and Signage Improvement Program is administered by the Woburn Redevelopment Authority (WRA) and funded by the Woburn Development and Financial Corporation (WDFC).	100% matching grant up to \$2,000 for signage; 100% matching loan up to \$15,000 for façade improvements.	Eligible work includes, but is not limited to, the fabrication and installation of new signage and/or awnings; repair of existing signage and/or awnings; painting of exterior building facades and trim; repointing/cleaning of brick or stone work; refurbishment of storefront lighting; and replacement of doors and windows.	https://www.woburnma.gov/government/woburn-redevelopment-authority/storefront-improvement-program-2/
Worcester, MA	The Worcester Façade Program is administered by the City of Worcester Office of Economic Development through CDBG funding.	Funding amount is up to 75% of the total project cost. Ranges from \$15,000-\$30,000 depending on the location. If property has more than two storefronts, applicant can receive additional \$2,500 per storefront. Federal requirements apply.	Eligible activities include: lighting, signage, windows, doors, awnings, painting, entryways. Design guidelines must be followed.	http://www.worcesterma.gov/business-community-development/financial-assistance/facade-program
Norwalk, CT	The City of Norwalk Department of Business Development and Tourism administers the Storefront Improvement Program for City of Norwalk property owners or tenants to access financial resources to renovate or restore commercial building exterior facades through the Storefront Improvement Program.	Up to \$50,000 in grant funding is available – providing one \$10,000 award, six \$5,000 awards, and five \$2,000 awards.	100% match, up to a maximum of \$2,000 for planters and seating improvements (must comply with ADA requirements); 100% match, up to a maximum of \$5,000 for signage, lighting and awning installation and improvements; 100% match, up to a maximum of \$10,000, for better windows, paneling, architectural details and restoration of historic features.	https://www.norwalkct.org/1880/Storefront-Improvement-Program
Ashland, MA	Town of Ashland Sign and Façade Program is administered by the Economic Development Department with town funding through the Ashland Economic Development Incentive Program.	This program matches up to half of the project's cost or \$5,000 (whichever is less) for facade and/or sign improvements.	Program funds exterior improvements related to accessibility, signage, awnings, lighting energy conservation for windows and doors, painting, surface parking lots, planters and landscaping, and correction of code issues.	https://www.ashlandmass.com/669/Business-Incentive-Programs
Melrose, MA	The City of Melrose administers a Sign and Façade Grant Program through its Office of Planning and Community Development.	The signage grant program offers a reimbursement for 50% of the cost of a sign, up to \$1,000 per business. An applicant (tenant or property owner) may be reimbursed for 50 percent of the cost of façade improvements, up to a maximum of \$500 per project. Applicants who are recipients of a Small Business/ Microenterprise Loan from the City may receive up to \$1,000 per project (although still not exceed 50 percent of the total cost).	Program funds signage and façade improvements. Improvements not specified in program guidelines, but must be approved by the City.	https://www.cityofmelrose.org/sites/g/files/vyhlif3451/f/uploads/facade_grant_application.pdf
Derry, NH	The Town of Derry is offering the Derry Commerce Corridor Façade Improvement Program to visually improve the downtown area, align with the community's vision, and drive economic development. Funding for the program is provided by a \$250,000 allocation from the Derry Commerce Corridor Tax Increment Fund.	The program is structured as a 50/50 matching grant for improvements to the exterior of businesses located in the Derry Commerce Corridor Tax Increment Finance District. Maximum \$5,000 grant for improvements up to \$200,000 - 50/50 matching grant; Maximum \$5,000 for blight removal (must be on Property Maintenance List); Maximum \$20,000 grant for improvement work totaling \$200,000 or more.	Eligible improvements include major maintenance, repair, rehabilitation and restoration of commercial storefronts and façades: Exterior painting, removal of inappropriate and/or incompatible exterior finishes or materials, restoration/repair of exterior finishes or materials, reconfiguration of exterior doors or entrances, window repair/replacement, exterior signs (new, repairs/replacement, lighting), display lighting, razing and reconstruction of building, removal of blight (must be on the list of blighted properties prepared by the Building & Property Maintenance Committee).	https://www.derrynh.org/sites/g/files/vyhlif3026/f/uploads/dfip_-_program_summary_july_2021.pdf
North Kingstown, RI	The North Kingstown Town Council has adopted an Ordinance creating the Post Road Façade Improvement Program (PRFIP) to encourage improvement and investment in the overall revitalization of Post Road.	The Town of North Kingstown is the funding authority for this program. It provides a reimbursement grant for up to 50% of the construction cost, not to exceed \$20,000. Applications from parcels that have multiple businesses/structures on the parcel could potentially receive more than \$20,000 subject to available funding.	Eligible improvements include: Permanent landscaping (i.e. trees and perennials), façade repair, painting, outdoor seating area design and construction, canopies, or sunshades, outdoor lighting, installation or repair of decorative fencing, installation, replacement or repair of windows, installation, replacement or repair of cornices, eaves, and other architectural features, redesign or reconstruction of entranceway or storefront, signage, cost of landscape design assistance.	https://www.northkingstown.org/712/Post-Road-Facade-Improvement-Program
MPLS Regional Chamber, Minneapolis, MN	City of Minneapolis Great Streets Neighborhood Business District Program, Façade Improvement Matching Grant Program; offered by the Northeast Minneapolis Chamber through a contract with the City of Minneapolis	Grants are limited to \$5,000 per project. This is a matching grant program on a 1:1 basis (dollar to dollar) or on a 2:1 basis (2 dollars to 1 dollar). Work must be completed and all invoices paid in full before grant funding is disbursed by the Chamber.	Locations must be in an eligible business district and has to be a retail or office use. The facade grants fund storefront improvements including, but not limited to: repairing or replacing architectural details, preserving historic details, painting or repainting exteriors, lighting, installing windows and glass doors, awnings or canopies, and signage.	https://chambermaster.blob.core.windows.net/userfiles/UserFiles/chambers/1968/CMS/NEMCC_PDF/Facades/BusinessGuidelines2018-NEChamber.pdf



Developing storefront guidelines to energize downtown




Provided by SME Consultant

Mark Favermann, Favermann Design

Location

Everett, MA

Origin	Mayor, City of Everett
Budget	 Low - \$35,000 for design fee + program to subsidize implementation for \$25,000
Timeframe	 Short- 10 -12 months
Risk	 Low
Key Performance Indicators	Level of participation by landlords and merchants
Partners & Resources	City of Everett, Everett Building Department and Community Development Department, and landlords and merchants.

Diagnostic

The City of Everett is a primarily working class community just north of Boston. It has a large share of Brazilian, Latino and Italian first- and second-generation residents.

In the last few years, a very large casino has located there that gives the city some needed donations and fees for public improvements. There are two major retail enclaves in Everett: Everett Square and Glendale Square.

Everett Square, the larger of the two, is the traditional downtown where the public library and City Hall and many amenities are located.

Stores and restaurants are primarily locally-owned, family enterprises. Only a minority of Everett's business are national or regional chains.

In a bid to encourage the appeal of Everett's downtown to outside visitors, the year before the Pandemic, the Mayor directed the Community Development Director to create a framework to better guide merchants in enhancing their storefronts. A subsidy grant program was being developed to encourage merchant and landlord participation.

The Mayor also felt that a more restricted approach to storefront design be adhered to with similar sign details and limited awning colors. A study was commissioned to develop Guidelines for Signage and Storefronts. Following this, the guidelines were to be translated into the City of Everett's Building Code.

Action Items

- Photo-documentation of all commercial blocks and stores in both Everett Square and Glendale Square.
- Creating a panoramic view each block showing "existing" and "proposed."
- Thorough review of existing storefront improvement programs throughout the United States and Canada to recognize applicable precedents and best practices.
- Development of a City of Everett Guidelines format while exploring various cases for refinement and review.
- Drafting distinct pages referencing individual aspects of storefronts. These included wall signs, blade signs, awnings and window treatments.
- Review the drafted pages with Everett's planning staff, Building Department and representatives of the Mayor's office.
- Final approval of Storefront Guidelines.



Everett Square

Applicable Commercial Areas

The Everett Storefront Sign and Design Guidelines are applicable to any storefront located in the Everett Square neighborhood and the Glendale Square Neighborhood.

Everett Square

Everett Square is a prominent commercial corridor in the city center running along Broadway Street between Hancock Street in the north and Revere Beach Parkway in the south. The center of Everett Square is at the intersection of Broadway and Chelsea/Norwood streets.



The high number of vacant storefronts contributed to lack of vibrancy downtown.

Process

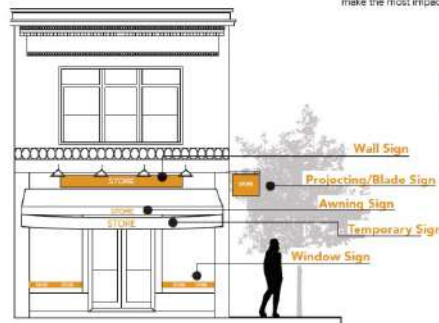
- Extensive research of other cities and towns guidelines and procedures.
- Based on best practices, create easily understandable illustrated storefront component pages that reference City of Everett regulations.
- Establish storefront element criteria through including specifically referenced dimensions, materials and placement.
- Photo-document good and bad examples of storefront elements.
- Create a City of Everett color pallet.
- Show by illustration approved and not approved ways of applying storefront elements.
- Circulate among town staff the drafts individual guideline pages for review and refinement.
- Organize whole Storefront Guidelines set of pages.
- After completion of Storefront Guidelines, during the Covid-19 shutdown, work with the Building Commission to rewrite Everett's Building Code to reflect the clearer storefront criteria.
- Others involved in the rewriting of Building Code include the city attorney and community development director.
- This sentence by sentence intense exercise gave focus to the Building Code while doing away with unnecessary zoning code criteria
- This Collaboration made a tedious set of tasks quite reasonable to complete.
- This process allowed an opportunity to address sign issues throughout the City such as non-conforming uses, public/private garages, etc..

Signs

Signs

Business signage is a very critical element to the storefront. Not only does it provide a first impression to customers, but it also helps convey the business' brand and character.

Signs should clearly communicate the business name, but not be overwhelming. The average person can only process four to seven words while passing by. Therefore keeping text and graphics to a minimum will make the most impact.



City Ordinance/Regulation:
Section 15.54b) of the City Ordinance further regulates the number and size of signs. See Technical Requirements for more information.

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Signs and Technical Requirements

Awnings

Awnings can be a great addition to a storefront. Not only can they provide an area for signage, but they also help provide a visual cue on where the entrance is located. Awnings also provide shelter for customers in inclement weather and also provide shade for store items being displayed in the window.

City Ordinance/Regulation:
City Council Rule 74.B further regulates awnings.
Awning signs are also further regulated in City Ordinance Section 12A.



Awning Signs - Material

Awnings should be a solid color and made from a fabric or canvas material. Shiny, high gloss or translucent materials should be avoided.

Lettering and material should be consistent for all awnings on the same building.



This fabric awning is NOT shiny, high gloss or translucent. The awning frame also matches the black fabric.

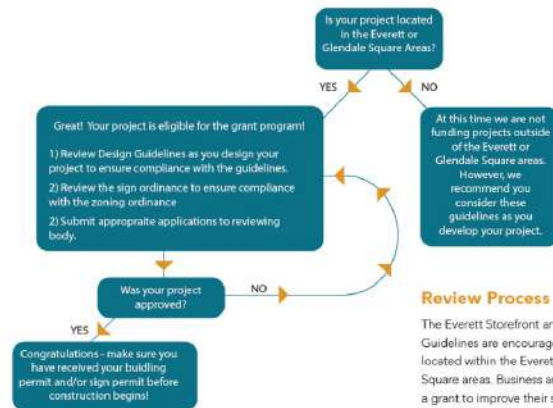


This awning is made of shiny vinyl and is not encouraged.

The block party was a near-term, easy action item in the overall implementation plan and was intended to support a good image for this area of the downtown and set up for larger and longer-term action items such as building redevelopment, wayfinding, and business recruitment for ground floor spaces.

Process- Strategic Decisions

- City of Everett deciding to create storefront guidelines
- Building Commission desiring to match new guidelines to City's Building code.
- Creation of a digital set of storefront criteria for use by merchants, landlords and fabricator/installers.
- Use of panoramic photo-montage to establish existing conditions.
- Use of photo-montages to act as baseline show proposed conditions using new storefront criteria.
- Collaboration between strategic City departments for ownership of the guidelines and shared development of the review process for design and grant applications.
- Creation of easily understandable and illustrated storefront criteria.



Review Process

The Everett Storefront and Facade Design Guidelines are encouraged for any storefront located within the Everett Square and Glendale Square areas. Business and property owners seeking a grant to improve their signage or awning shall demonstrate compliance with these guidelines and any applicable zoning regulations. This flow chart is meant to help you understand the process to get your project approved.

Review Process and Grant Application

Everett Square

Before



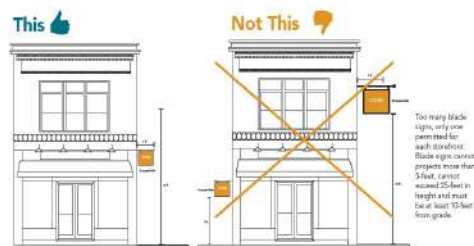
After





Projecting/Blade Signs

Projecting/blade signs should be limited one to a business entrance and should not contain more than two faces. To maintain the pedestrian feel of the corridor, projecting blade signs cannot project more than 5 feet from the building or be larger than 8 square feet. The sign should also not be placed higher than the following (whichever is the lowest): 25 feet above grade, the top of the sill of the first level of windows above the first story, or the height of the building at the building line.

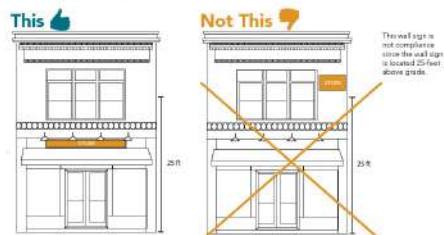


Wall Signs

Wall Signs - Height

The top of wall signs should be higher than any of the following, whichever is lowest:

- 25 feet above grade;
- top of sills of the first level of windows above the first story; or
- the height of a building at the building line

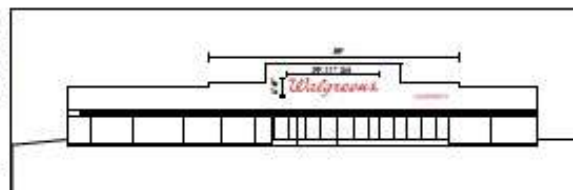


Everett MA Signage Case Study

The following depicts how signage is applied based on current and proposed regulations. The proposed regulations are depicted in Example 2. However, two additional renderings were provided to show alternative sign sizes.

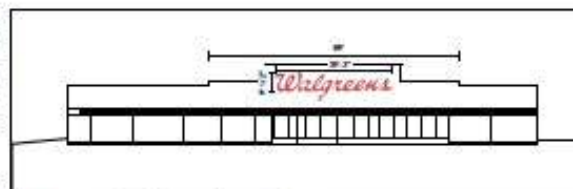
Example 1
Allowed Under Current Regulations
Based on Sign Permit Documentation
Max Sign Size = 395 (158ft x 2.5 = 395, per sign permit)

Main Sign As Shown = 199.77sf



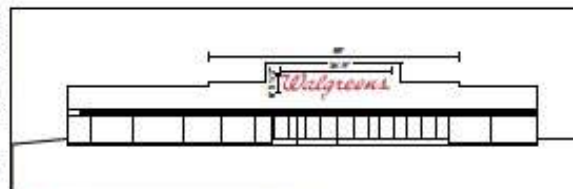
Example 2
Proposed Regulations
4 square ft per linear foot of wall which pertains to the sign, for facades set back more than 100 feet from the centerline of the road
Max Sign Size = 356 sf

As shown = ~ 354 sf
Dimensions = 39.25' x 9.04'



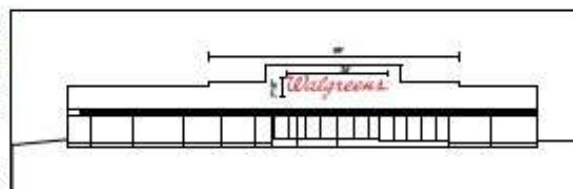
Example 3
Comparison
3.5 sf per linear foot of wall which pertains to the sign, for facades set back from than 100 feet from the centerline of the road.
Max Sign Size = 311.5sf

As shown = ~311.12sf
Dimensions = 36.75' x 8.47'



Example 4
Comparison
3 sf per linear foot of wall which pertains to the sign, for facades set back from than 100 feet from the centerline of the road.
Max Sign Size = 267sf

As shown = ~266.30'
Dimensions = 34' x 7.83'



FAVERMANN DESIGN | DECEMBER 2019

Event Branding: Taste Fall River



Provided by SME Consultant

Zapalac Advisors

Location

Boston, MA

Origin	The Fall River TDI partnership, supported by Laurie A Zapalac, PhD working as a technical advisor to MassDevelopment's TDI program and the partnership
Budget	 Low (Less than \$30,000)
Timeframe	 Short Term (Less than 1 year)
Risk	 Low Risk
Key Performance Indicators	Number of event tickets sold, direct feedback from the community including participating restaurants and ticket buyers, social media response and press coverage
Partners & Resources	Mass Development, The TDI Fall River Partnership, People Inc., Alexandra's, City of Fall River, Bank Five and Rockland Trust
Diagnostic	<p>In 2017 Fall River launched a new "brand" for the city, <i>Make it Here</i>, drawing from the city's textile heritage and celebrating its potential as an environment for Makers.</p> <p>Fall River had applied to the MassDevelopment's Transformative Development Initiative and in 2018, MassDevelopment wanted to ensure that critical public sector, private sector and institutional partners on the ground were ready to make the commitment to support the two to three-year technical assistant program to drive transformative change on Main Street.</p> <p>Just as planning was underway, negative headlines about Fall River started appearing in the press in relationship to the indictment of the current mayor. This led to broader discussion about the need to drive key narratives about Fall River that put a spotlight on positive things in the community</p> <p>In 2019, planning begun on the creation of a "first initiative," intended to give the partners experience collaborating with one another while addressing the need to amplify an existing city brand and find new things to celebrate.</p>

Diagnostic (continued)

The partnership had enough institutional memory to know that a similar event had been carried out in Fall River in years past – and had been relatively successful – but not sustained due to relying heavily on volunteers, so one goal was to strengthen cross-sector collaboration and work toward a sustainable operating model.

Among the Main Street businesses there were traditional, well known Portuguese and Portuguese-influenced restaurants – something for which Fall River is recognized – as well as number of newer additions expanding offerings in downtown.

While Main Street had maintained an interesting mix of uses, there were deficiencies in building management and some properties were vacant. So one goal was to raise the “brand” of Main Street by showing it’s potential and a vibrant and activated streetscape.

As the *Taste Fall River* idea emerged, there were two interrelated concerns from certain members of the partnership: 1) Would anyone from beyond Fall River be interested in this event and 2) Were online ticket sales even necessary? – reflecting an “everyone uses cash” mindset. The partnership discussed both and pressed forward with the idea that if they worked to assemble a top-notch event, there would be interest from Fall River – as well as other markets. That then confirmed that investing the time and money in developing a website and Eventbrite posting for the event would be necessary and worthwhile.

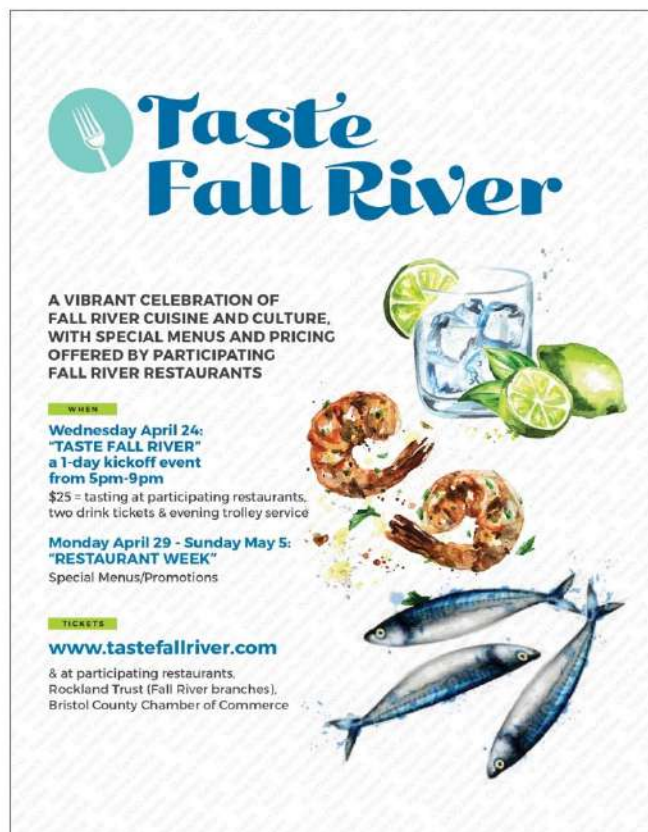
Action Item

The relevance of this project for thinking about Covid rapid recovery includes:

- Bringing together a set of partners to collaborate on a response to drive economic development and direct narratives towards shared values and aspiration.
- The actual event included Taste Fall River – a one evening dining event – and Fall River Restaurant Week – a weeklong program of discounts offered by participating businesses.
- In tandem, the partnership developed an information “kit” that included a topline narrative that elaborates on the core “Make it Here” brand, while also including practical information for any party interest in investing or developing along Main Street. We gathered cut sheets for all property listed for sale or lease and summarized this information, making all of it available as part of the information kit.

Process (for Covid pivots)

- **Event conceptualization led by the partnership**, including event co-chairs who organized schedule, recruited restaurants to participate, other "node" locations to be open, and managed ticket sales by all partners. Other partners played key roles including securing sponsorships and lining up musicians who played at key locations throughout the evening.
- **Coordination led by the City of Fall River representative on the partnership** – including securing trolley, permitting, police detail, etc.
- **Website Design and Social Media Campaign.** The lead consultant worked closely with one of the event co-chairs to launch an event website. Another partner member set up the Eventbrite for online ticket sales (and acted as the fiscal representative for the project). Another partner worked with an in-house graphic designer to develop the event poster. We found ways to message creative and strategic tie-ins between the Make it Here and Taste Fall River concepts, "Make it a girls' night, make it a date night ... etc."
- Any social media coverage for a new event starts small – so it was important to not let a low number of "likes" discourage efforts. Training and encouragement were necessary to drive home the importance of liking/sharing/posting – but we felt this was worthwhile overall to encourage businesses to support one another.
- We aligned with a relevant social media influencer active on Instagram (and Facebook) to push out the message to her audience and provide some specialty photography. On the day of the event, we posted restaurant owners preparing ("pre-game"), during the event, as well as as the event wrapped and an after-party at one of the participating restaurants was underway.
- A partner member with marketing and social media experience was instrumental in deploying a press release and managing a social media campaign.
- **Information Kit and Real Estate Data.** Was created by the lead consultant, with input from local commercial real estate brokers.
- 2019 Taste Fall River proved to be a fun and successful event, helping Main Street businesses built stronger relationships, prove the vitality of the district, showcase a unique range of dining offerings, and inspire confidence in all partners as well as the broader community about what is possible in Fall river's future.
- Having access to analytics from the event website, Eventbrite, Facebook and Social Instagram gave us clear feedback about what messages resonated and hard data about interest in Fall River from the broader regional market.
- The partnership surpassed the goal of selling 400 tickets, and the profit was donated to the City of Fall River to be put towards the purchase of an ADA-accessible trolley.



Taste Fall River – Fall River, MA



Innovative Funding For Arts Districts



CULTURAL/
ARTS

Provided by SME Consultant

Levine Planning Strategies, LLC

Location

Portland, ME

Origin	Creative Portland and the City of Portland [ME]
Budget	 Medium Budget – \$100K a year in direct funding allocated
Timeframe	 Short Timeframe – 18 months to 2 years for local and state approvals
Risk	 Medium Risk – Funding will depend on district growth
Key Performance Indicators	Change in economic activity downtown; number of downtown visitors; paid opportunities for local artists
Partners & Resources	Municipal finance, economic development & planning officials; local arts organizations; local Chamber of Commerce; and downtown organizations

Diagnostic

Many communities support the arts in their downtowns as part of a comprehensive economic development and placemaking strategy. While funding can come from the Massachusetts Cultural Council and local sources, there will be an increased need for funding for arts and cultural coming out of the pandemic. Attracting visitors and customers to downtowns, when they have become accustomed to ordering items on-line and even watching live music remotely, will require more than simply turning on the "OPEN" signs. Providing additional support for artistic endeavors that will attract people to downtowns will be an important part of COVID-19 recovery.

Unfortunately, funding sources for arts and culture are limited. Federal assistance will potentially help, but will be temporary. Local governments will be seeking to utilize general fund revenue for a variety of deferred needs. Finding alternative sources to fund arts activities in the next few years will be important for post-pandemic recovery.

Action Item

In 2008, two predecessor arts and culture organizations in Portland, Maine, merged to form a quasi-public non-profit called Creative Portland. Creative Portland's mission is "to support the creative economy through the arts by providing essential resources, by fostering partnerships, and by promoting Portland's artistic talents and cultural assets."

Creative Portland understands the link between economic development and the arts. According to their website, "[a]s the official nonprofit arts agency, we support economic development efforts by strengthening and stimulating our workforce, creative industries, and enterprises." Before COVID-19, Creative Portland focused on popular arts activities such as the First Friday Art Walk and the 2 Degrees networking program.

During the pandemic, Creative Portland responded by creating the [Portland Artist Relief Fund](#) to provide stipends to local artists to keep working while many of their usual outlets were closed. In May 2020, in the first round of awards, they funded 63 artists in the gig economy.

Creative Portland is funded in an unusual way. With limited local and state funding otherwise available, a dedicated portion of downtown property tax revenue funds \$100,000 of the organization's annual budget. Using Maine's equivalent of the District Increment Finance program, the City of Portland created a downtown district that uses growth in property tax revenue to fund the creative economy and other economic development activities.

This dedicated funding also serves as seed funding for the organization. Creative Portland is able to leverage that funding with private fundraising, other grants, and other revenue generation activities.

Process

Using District Increment Financing (DIF) to fund downtown arts & culture efforts requires several steps. A community must first designate a development district (such as downtown) and a development program for that district. That program will need to include an explanation of how funding arts & cultural activities will serve the goals of the DIF program. The program must outline infrastructure needs in the district, existing and proposed zoning changes, and a financial plan outlining uses for DIF funding. This final program must be approved by the municipal legislative body and the State Economic Assistance Coordinating Council.

If the DIF district is approved, DIF funding is "captured" from a portion of new property tax revenue created in the development district. Unlike in Maine, DIF funding in Massachusetts must generally be used for capital expenses, such as construction of an arts facility. However, in many cases, such an investment can help leverage other funding for arts & culture efforts, much like Creative Portland's ability to use their public funding to generate other revenue streams.

Other Financing Tools


Given that DIF funding must be generally used for capital expenses, how can that help with the ongoing operational need of a local arts & culture organization? There are several ways that DIF funding of capital needs such as dedicated space for administration and performances, can help provide the economic benefits of arts programming:

- It allows private and grant funding efforts to be focused on programming and operating expenses, rather than capital needs;
- A bricks and mortar performance space downtown can be a convincing statement about the ability to draw people downtown. That pass-by traffic can be a powerful attractor to other retail and hospitality investors, such as restaurants, convenience stores, and even hotels;
- With the growth of crowd funding platforms such as EquityNet, Wefunder, or even, as Creative Portland does, a dedicated platform that ensures all the funding raised stays with the organization; and
- An arts & cultural organization with an established presence in a community can serve as a fiscal sponsor for other non-profits in the region. This relationship allows other organizations to seek additional grants, while raising some revenue for the arts organization as a service fee. As an example, Creative Portland is the fiscal sponsor for several Portland non-profits, including [Black Owned Maine](#), the [Maine Music Alliance](#), and [PechaKucha Portland](#). Creative Portland provides these organizations with fiscal infrastructure and collects a five percent service fee.

FIRST FRIDAY ART WALK

A CREATIVEPORTLAND^{ME} PROJECT

First Friday Art Walk, a popular Creative Portland Event, has been curtailed during the pandemic



**PORTLAND, MAINE
ARTIST RELIEF
FUND**

\$92,952.67
towards \$100,000 goal

Donation Amount
\$

☐ Make a recurring donation
By checking "Make a recurring donation", you authorize Creative Portland to initiate a series of payments on your behalf.

Give Now

Our wonderful artist community needs your help right now.

As the City's official nonprofit arts agency, Creative Portland has taken the lead in creating an emergency relief fund for visual artists and performing artists in the gig economy to help make ends meet.

We have assembled a review committee of arts community leaders and stakeholders to select applicants and to disperse \$500 stipends for a second cycle of the relief fund during the COVID-19 Pandemic. Rolling applications begin September 22, 2020.

Creative Portland will retain a 10% admin fee as an additional contribution to our programs that help to sustain the creative community.

Creative Portland used crowdfunding to raise almost \$100,000 towards an Artist Relief Fund



SME Administrative/Organizational Capacity Consultation

To: Daphne Politis

Plan Facilitator -Canton

From: Ann McFarland Burke

RE: SME Consultation on Organizational Development to determine district management models in Canton MA in response to COVID recovery efforts.

Thank you for the opportunity to collaborate with you on your organizational capacity project for Canton. If you have any questions, please feel free to contact me. Notes and recommendations are below.

Overview - The COVID pandemic significantly impacted downtown businesses. Business surveys have verified that most 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 demonstrated their ability 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 or similar organization is positioned to help downtowns recover from COVID and prepare for the future.

In Canton, there is interest in increasing the capacity of businesses to provide better coordination and pooled funding to support businesses and the Town Center in COVID recovery and ongoing programming. Additionally, the municipality hopes to engage a loosely formed merchants association to develop an approach to forming a sustainable downtown organizational model. Organizers will undertake a phased and iterative process to evaluate which organizational model will work best in Canton.



Action Items: The PF may consider these action items when developing your project rubric on creating a sustainable management entity for Canton:

- Getting Started - Identify Startup Resources
- Develop the Value Proposition
- Stakeholder Engagement
- Create a Community Outreach and Engagement Strategy
- Identify Downtown Priorities
- Evaluating Organizational Models
- Resources for Sustainability

Getting Started - Canton may initiate this project by creating a working partnership between the municipality and downtown stakeholders such as businesses, chamber, nonprofits, media, civic leaders, property owners and active residents. The municipality has spearheaded the LRRP planning process. The opportunity may exist to use the LRRP planning process as a launching point for stakeholder engagement.

Develop the Value Proposition - It will be essential to develop the value proposition for investing human capital and the financial resources into a downtown organization and communicate to the municipality and private stakeholders the impact of their investment. The goal of any downtown organization is to build a destination that is attractive to potential businesses, residents, and visitors. A successful district management effort can result in increased property values, sales and meals taxes, stronger tenancy, a vibrant cultural scene, and a destination where people want to shop, locate a business, dine, and live. A well-managed and sustainable organization will undertake strategic programs and services that will help achieve that goal. Key talking points include:



- Ability to collectively and cost effectively purchase priority programs and services to achieve impact /scale
- Provide a unified voice / "seat at the table" for district priorities
- Professional management and staff dedicated to implementing programs and services in the district.
- Ability to respond to crisis - COVID
- Leverage resources and collaborations

Stakeholder Engagement/ Leadership and Partnerships - The municipality may engage key property and business owners, and civic leaders to launch the conversation about forming a downtown management entity and begin discussions on which model is the most sustainable for Canton. The goal of this effort would be to form a steering committee to develop a sustainable district management model for Canton. The municipality may initiate this effort but should transition to a private sector led working steering committee with strong public sector support. The clear demonstration of a public / private partnership will help move this effort forward.

Create a Community Outreach and Engagement Strategy - The Steering Committee should undertake efforts to engage businesses, property owners and interested residents to continue to identify needs and priorities for the downtown. This work has begun through the LRRP process but will need to continue to execute proposed LRRP projects. Additionally, this provides the opportunity to provide community education on organizational models, identify needs and opportunities as well as potential leadership. This could happen in a variety of ways Including:

- Community Forums - fun, engaging and Informational visioning sessions



- Peer Learning Panels - Executive Directors from downtown management entities other successful communities
- Visits to other communities with downtown entities to see programs in action
- Surveys of needs and priorities (although this has recently been done through the LRRP process but could include a broader distribution to other stakeholders).
- Websites/social media etc.

Evaluate Organizational Models - Once organizers have established the downtown priorities/ proposed programs and budget, it will be important to determine the most appropriate district management organizational model for Canton. Two of the most common models are a voluntary nonprofit " Main St" type organization or a more formal Business Improvement District. Organizers must consider an approach to financial sustainability and governance for each model under consideration. The steering committee may evaluate different organizational models through site visits, peer learning from Executive directors of downtown organizations, online research, or other TA.

Resources for Startup and Sustainability: Seed money is required to start a district management organization. Sources include TA through the Massachusetts Downtown Initiative, 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 downtown management entity. Careful attention should be given to developing a realistic budget, and a variety of revenue opportunities for the organization. Depending on the selected organizational model this may include assessment/fees, sponsorships, event revenue, grants or contracts, foundation, and individual giving. If possible, the downtown organization should strive to secure multiple year commitments from funders (if forming a



voluntary based nonprofit). If the municipality approves the formation of a BID, property owners will reauthorize the organization every 5 years.

PROCESS

With no active downtown organization in place, Canton may consider the following steps to begin the process of building support for a downtown management entity and determining the best model for their community.

- Create a downtown partnership with the Municipality, key property owners, key local destination businesses, and chamber of commerce to launch effort.
- Form a broad-based advisory committee to provide input and feedback
- Secure seed funding for TA to explore district management models through Massachusetts Downtown Initiative (now part of the One Stop), ARPA, Foundations and other stakeholder support
- Create community outreach events, widely distribute surveys and other engagement tools to develop program priorities
- Hold Community forums on different management district models
- One on one conversations with stakeholders to secure support and engagement in process
- Consensus building with stakeholders on preferred models /programming /budget
- Organizers may consider executing a demonstration project that could "show" potential programs and services provided to the Town Center through a district management organization.
- Formal creation of selected management entity model.

Basic outline of baseline requirements of two common district management models:



Business Improvement District - Petition process to secure support of 60% of property owners representing 51% of the assessed valuation of the district; public hearing and formal vote to establish the BID. 501c3 filing and approval of bylaw, articles of organization and establishment of a Board of Directors. Reauthorization by property owners every 5 years. Funding through a Fee Structure approved in petition. BIDS will require the formation of a 501 c3 organization and approval of bylaws, articles of organization, and establishment of a Board of Directors.

Voluntary Main St type Organization - Formation as a 501 c3 organization and approval of bylaws, articles of organization, and establishment of a board of Directors. Funding commitments from stakeholders and other sources will need to be determined to establish a sustainable financial structure for the organization.

Timeframe: Organizers should be able to form a district management organization in 18 months or sooner for a district of this size.

Resources:

How to Form a BID In Massachusetts

<https://www.mass.gov/doc/2020-revised-business-improvement-district-manual/download>

Best practice rubric - Reading

Sample Communities with management district models to consider:

Main St Communities: Beverly or Salem

Hudson BID



Create a way-finding system to help reinforce the downtown experience






Provided by SME Consultant

Mark Favermann, Favermann Design

Location

Wakefield, MA

Origin	Town of Wakefield
Budget	 Medium-- approximately \$80,000 (kiosk only; additional elements to cost \$30,000)
Timeframe	 Short -- planning and implementation in 3-1/2 months
Risk	 Medium --political will, lightning caused devastating fire, unjustified NIMBYism and lack of community transparency
Key Performance Indicators	Continued use by visitors and residents
Partners & Resources	Wakefield Main Streets, Town of Wakefield, Mass Legislature, Wakefield Police Department, Wakefield Public Library, Wakefield Historical Commission and Wakefield DPW

Diagnostic

The Town of Wakefield is a north of Boston middle-income suburban community. Most residents work outside of Wakefield and commute to work. There are two MBTA Commuter rail stations in Wakefield—Wakefield Center and Greenwood.

There was no universally accepted brand or wayfinding system for the Town of Wakefield.

On the edge of Wakefield Center, Lake Quannapowitt is a popular setting for walkers, joggers, bikers, and in-line skaters off Route 128 in Middlesex County. It is the site of many organized races from 5Ks to Ultra Marathons. However, rarely do outside visitors travel beyond the lakeside the 200 yards to the Town of Wakefield's Downtown. This is a lost opportunity to support restaurants and shops in the Downtown.

With a vital mix of restaurants, goods and services, the downtown appeared robust. However, things could be improved by an effort for better direction and more on-street communication. Here was an opportunity to build on the downtown's commercial base and solidify Wakefield as a Northshore destination.

The Town's administration allotted funding to design a branding and wayfinding system. Seven months later a Massachusetts Legislative Earmark was granted to the Wakefield Main Streets Program for the design and fabrication of informational kiosks.

Action Item

The two overlapping programs took two different paths.

- Over an eight-month period, the branding and wayfinding design process went through a series of group meetings with a large Advisory Group of 24 representatives.
 - A month after the town landscape-based brand was approved by the Advisory Committee and presented in the local daily newspaper and to the Town Council, a devastating lightning-induced fire burned down the majestic church steeple. The loss of the church set back the discussion of whether or not the approved image should be brought forward as a historical image or changed to reflect the current conditions.
 - The designs and branding and wayfinding program were put on hold.
- Overseen by the Wakefield Main Streets Board of Directors and invited Town officials, the kiosk design program was mandated to have only 3.5 months to complete design, design review, put out for bidding and start implementation.
 - The kiosk program went fully ahead.
 - However, some community members felt left out of the design and placement of the project elements. Their concerns had to be integrated.



Joggers and runners around Crystal Lake, a target audience of non-residents as potential patrons to the downtown.



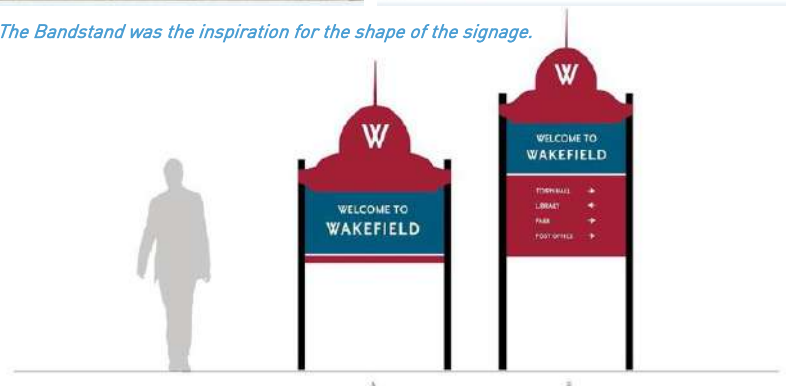
Old Band Stand adjacent to Lake Quannapowitt in Wakefield, MA

Process

- After a number of kiosk design alternatives were presented to the Wakefield Main Streets Board, one design was chosen to develop, locate and specify.
- Three (3) of the kiosks were to be two-sided and analog; the fourth was to be digital and four-sided. The digital one would be set closest to the lake.
- Historical town images and commentary was developed to fit around as a border around a business directory for one side of the directory.
- Set in an airtight locked Plexiglas window, this information could be easily changeable on the two-sided kiosks. On the opposite side was space for timely event posters and community announcements.
- The digital kiosk was designed to have a screen/monitor that was programmable from the town hall.
- There was much criticism around the placement and look of the digital kiosk. The town council eventually addressed the public and took a stand that the location, size and look of the kiosk was the best possible solution.
- Kiosk-opposing residents were invited to an expanded Branding and Wayfinding meeting to assist with eventual sign element placement on maps.
- Favermann Design was then hired by the Town administration to create a style guideline to reflect the iconic kiosk toppers.
- After a period of about four months the guidelines have resulted in the establishment of a consistent Town of Wakefield visual brand for internal communication, the official website, e-mails, business cards, interior town hall signage, newsletters and even drop boxes.
- These guidelines were in place during the Covid-19 pandemic, and further thought was given to the on-hold wayfinding program. It was decided that a new approach should be taken that abandoned the problematic landscape and instead visually reflected the kiosk and style of the Town of Wakefield.
- Utilizing the new design approach, plans are going ahead for a new directional sign for the Greenwood neighborhood. A test will take place during the Summer of 2021 to see how wayfinding can connect the Lake with downtown.



The Bandstand was the inspiration for the shape of the signage.



Besides interested citizens, town officials including the Town Planner, Police Officer, City Counselor, and Main Street board member are making decisions regarding locations.

Local Press Coverage of Controversial Town Council Meetings Occurred due to Kiosks

- Though carefully announced by the Main streets Board, controversy was caused by residents feeling left out of the process.
- Several Town council meetings addressed the size, content and location of the kiosks, especially the proposed digital one adjacent to the lake.
- All kiosk locations are on Town property and are at the best decision-point locations possible.
- The “waters” were eventually calmed and the process continued until a successful implementation of the program.

Previous Historical Landscape Design for Wakefield’s Branding and Wayfinding Shelves

- Below is an image of the previous design that was affected by the destructive church fire.
- The “new” simpler design has found favor in the community.
- The Town of Wakefield is now creating a fully consistent “look” for all its official elements.



Sailboat with cherries



A BLACK CHERRY tree (according to the Audubon Field Guide: New England) along the shore of Lake Quannapowitt. (Robert Pushkar Photo)

Community Meeting and Open House: Hurd School future options

WAKEFIELD — The Town Council and Town Administrator Stephen P. Maio will give the public an update on the ongoing evaluation of the Hurd School located at 27 Cordis Street in the “Lakeside” neighborhood. The public is invited to a second Open House and Community Meeting.

The first Open House and Community Meeting was held on Tuesday, June 13, at 6:15 p.m. at the school. The Town Administrator will lead the discussion and provide updates to the ongoing evaluation followed by a question and answer session about the building's future.

“After hearing from the public at our first meeting and evaluating our swing space and other needs, it is time to re-engage the neighborhood and community to discuss the best use of the building moving forward,” according to the Town Administrator.

The Hurd School was declared excess property in 2005 by the Wakefield School Committee and

Stolen credit cards reported

WAKEFIELD — A Winslow Drive woman called police at about 11 a.m. yesterday to report that her credit cards had been stolen. The woman noticed that the cards were missing over the weekend but was not sure when they were taken.

Police said that fraudulent charges were made using the credit cards at Home Depot in Danvers and Target in Stoneham. The cards have been cancelled.

At about 3 p.m. yesterday, a caller reported that a UPS truck took down some wires at the corner of Oak Street and Orchard Avenue. Police confirmed that they were cable wires and made sure they

POLICE Page 9

HURD Page 7

Kiosks coming to downtown

Town Council notebook

By MARK SARDELLA

WAKEFIELD — As part of the ongoing effort to revitalize the downtown area, four new kiosks will be installed at various locations offering “way-finding” and other useful information for visitors and residents. The Town Council approved the installation of the signs, one of which will have a digital component, at their meeting last week.

Bob Mailhot, president of Wakefield Main Streets, appeared before the Town Council along with Mark Faverman of Faverman Design to discuss the project. The kiosks will be paid for by Wakefield Main Streets through their private fundraising efforts. Faverman Design has been retained by the town to develop a branding and wayfinding program for the town's business districts.

Two of the free-standing, two-sided kiosks will be located on sidewalks in the Square and will be placed at Main and Water streets and Main and Albion streets. A third two-sided kiosk will be placed near Veterans Field on North Avenue. The digital kiosk will be three-sided and will be placed at the southern end of the Lower Common, near the corner of Common Street and Lake Avenue. One side of this kiosk will be digital and have a changeable screen. Faverman talked about the design of the kiosks, which will incorporate the look of the iconic Bandstand, including a red top that

KIOSKS Page 7



KIOSKS LIKE THIS ONE will be installed at four key locations around town to help promote the downtown area. Conceived by Faverman Design, the kiosks will incorporate the look of the iconic Bandstand.



Kiosks back before Council tonight

Rebilled to the July 16, 2018 edition. WAKEFIELD — A plan to display wayfinding kiosks as a way to help drive visitors to the downtown area was on the agenda for tonight's meeting. The results of the committee's review of the proposal will be presented to the Council.

The committee's report was presented by the town's business districts. The committee's report was presented by the town's business districts. The committee's report was presented by the town's business districts.

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Kiosk Debate Dominates Town Council Meeting

Latest town effort to draw visitors to downtown area sparks debate.

By Bob Harris, Staff Writer | July 16, 2018 11:15 a.m. ET



WAKEFIELD — It's true that Lake Quannapowitt was formed by glacial ice some 12,000 years ago. It's true that the town's history is rich. But it's not true that the town's history is rich. But it's not true that the town's history is rich.

But a question was asked: “What’s the different?”

Wakefield's elected officials have been trying for years to revitalize the downtown area and attract visitors to the town. The town's history is rich, but it's not true that the town's history is rich.

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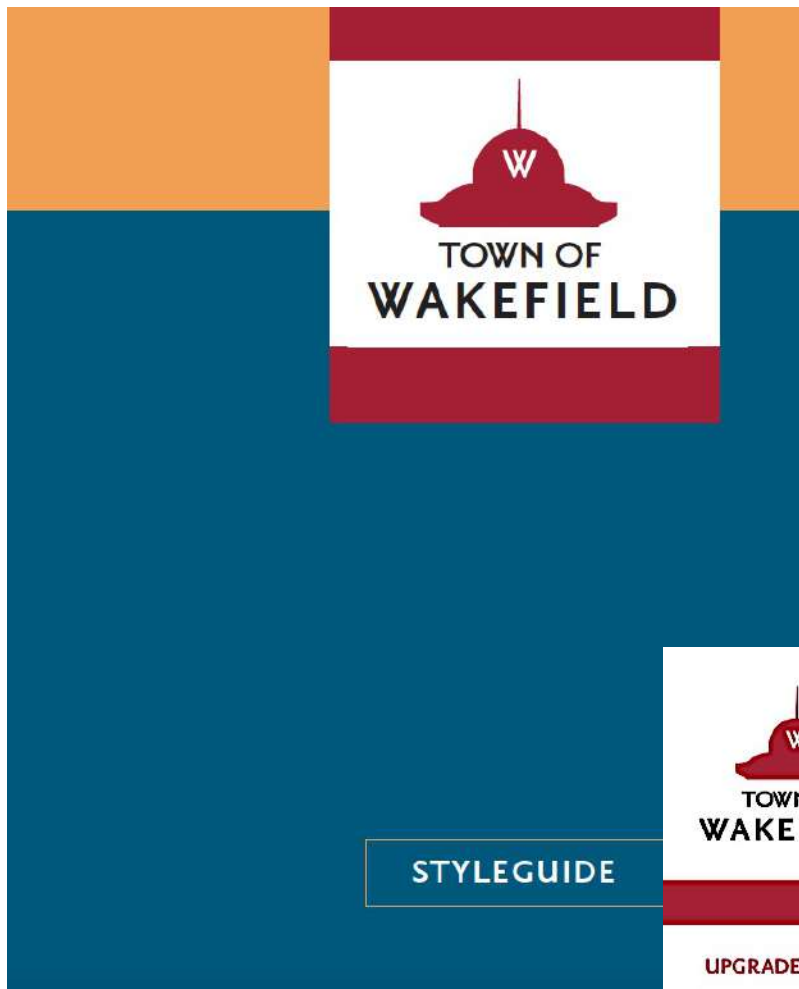
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UPGRADED DROP BOXES AT TOWN HALL



With safety a top priority for Town Hall employees and guests, residents are strongly encouraged to conduct their Town transactions virtually. Payments can be made online at www.wakefield.ma.us/online-payments for many services, including taxes, water bills, white-goods stickers, refuse bags, cemetery services, and more. Many forms and applications can also be accessed on the Town's website www.wakefield.ma.us.

Town Hall has installed new drop boxes to make submitting documents to staff quick and easy. These boxes are clearly marked and located near the accessible parking spaces and sidewalk ramp, to the left of the Town Hall entrance.

DATES TO NOTE

Tax Collector

Third-quarter actual real estate bill due:

February 1, 2021

Third-quarter actual personal property bill due:

February 1, 2021

2021 motor vehicle excise bill commitment #1
Issued February 4, 2021 | Due March 8, 2021

Assessing Department

Abatement applications due:

February 1, 2021

Statutory exemptions due:

April 1, 2021



In 2015, Wakefield lifted its December-to-April on-street parking ban and now enforces parking limitations on an emergency basis.

When preparing for a snow event, the Town often initiates a temporary restriction of on-street parking. This allows plowing crews and public safety vehicles to safely access the roads and perform curb-to-curb cleanup. Parking ban announcements and other emergency notifications are made via our CodeRED e-alert system.

All parked cars must be removed from the roadways during a parking ban. If your residence does not have a driveway, connect with your landlord for parking options or coordinate with a neighbor who has extra driveway space. Vehicles that interfere with snow operations or emergency-vehicle access may be towed.

1 Lafayette Street Wakefield, MA 01880 | wakefield.ma.us

The Town of Wakefield "branded" elements and strictly adhered to style guidelines demonstrate how programs can build upon and even improve each other to reinforce a sense of place, a sense of arrival and a sense of shared experience.



Source : Manchester Connects

Create a walking loop to attract customers and test ideas for long-term implementation






REVENUES
& SALES

Provided by SME Consultant

Susan Silberberg, CivicMoxie

Location

Manchester, NH

Origin	An “early win” pilot project growing out of the <i>Manchester Connects</i> land use and multi-modal transportation plan for the Manchester NH Downtown and Amoskeag Millyard/Riverfront.	
Budget		Low – under \$10,000
Timeframe		Short – planning and implementation in 4 months
Risk		Low
Key Performance Indicators	Number of attendees, Number of partners working together successfully, Good press	
Partners & Resources	Manchester Connects Steering Committee, City of Manchester, University of New Hampshire, Public Art Group, other volunteers	

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.

Process

- Organize a small group of stakeholders representing local government, economic development, small business, real estate, tourism, marketing, and design/web/social media sectors to spearhead the project. Ensure representation from diverse and often under-represented communities such as low-income, minority, women, and LGBTQ residents and business owners as part of the steering committee.
- Initiate a fundraising campaign to cover three months of rent for seven pop-up vendors. Build relationships with building owners to **negotiate reduced rent in vacant stores for a specified period (ideally 90 days) with graduated rent for the first year made available to pop-ups that agree to stay into Year 2.**
- Engage internal marketing/design/web/social media experts or engage a pro bono consultant to create a website and social media campaign to promote the project. Include demographic, economic, infrastructure, and tourism data about Adams (i.e., availability of broadband, utility rates, etc.) in marketing materials to help vendors understand community dynamics and ensure a good fit between their products or services and local resident and visitor interests.
- Select pop-up applicants through an open competition that attracts media attention. Choose winners based on pre-determined criteria (e.g., financial need, community-identified service gaps, qualifications) and with lead stakeholder input. Select at least two businesses through a public "audience favorite" process to build community excitement. Select pop-ups that offer similar or complementary services in a single location to create a market "district" feel.
- Include one-on-one S.C.O.R.E. or business mentoring to winners and provide ongoing marketing support during the project to support pop-up owners' interest in making a long-term commitment to downtown Adams.
- Involve community members early in the process to increase buy-in around the project. As part of that, appoint a community ambassador to each location that can acquaint incoming business owners with neighbors, resources, and town amenities.
- Create a social media campaign once pop-ups are in place and encourage businesses to offer incentives to stimulate repeat and returning patronage. Examples include coupons, sale days, promotions, and experiential offerings.
- Gather regular feedback from consumers and vendors about the pop-ups' presence and impact on local culture, so that changes can be made in real time to respond to consumer demands and vendor needs. Use surveys that include rewards for respondents, and which can be activated at pop-up shops, to increase response rate.
- Incentivize successful pop-ups to permanently relocate by adding a pitch competition that would bring additional funding to projects after the pilot period ends.

Process

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

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



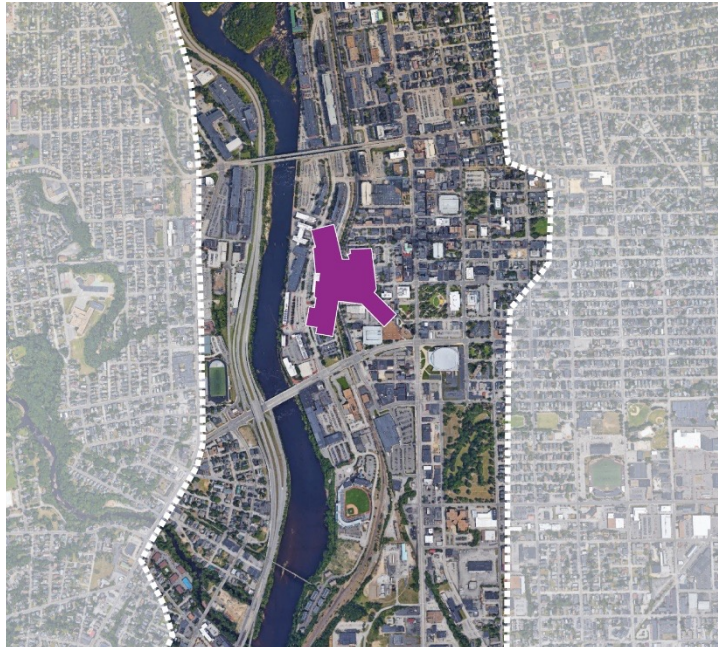
The Loop was identified and carefully programmed by the consultants after a brainstorming session with the client steering committee prioritized physical connections as a good pilot project to begin implementation of the plan.



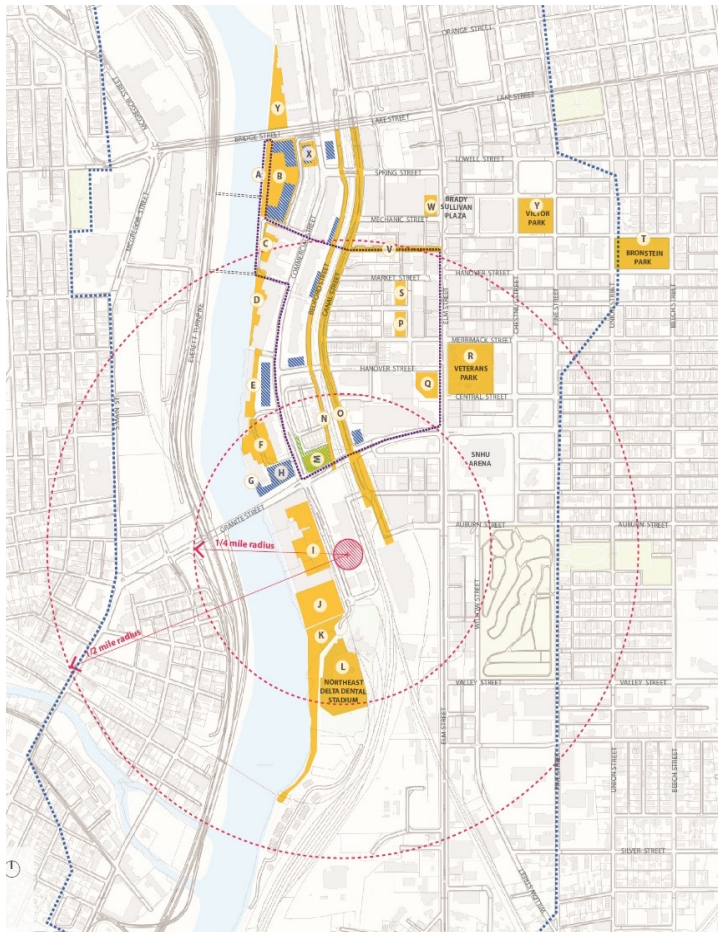
Support for the public art component of the event came from the City's Public Art Commission.

Strategic Decisions

Careful consideration should be given to the physical environment when planning an event. The top image shows an overlay of the Mall of New Hampshire, to scale, on the core of the focus area for the Loop, demonstrating some of the challenges of connecting the Millyard to the downtown. The Loop event was a way of testing the validity of the concept that an interesting and pedestrian friendly route, filled with public art, pleasant public spaces, and eventually, active ground floor uses, would encourage connectivity between the two areas and would support downtown businesses and provide amenities and activities for Millyard employees.



The Mall of New Hampshire building footprint at scale was overlaid on the core area of focus to give a sense of scale to the area and inform design and programming decisions.



Distances were mapped to better understand the barriers to pedestrian activity and to help inform public space design and programming decisions.





Coordinated Social Media Marketing



**REVENUES
& SALES**

Provided by SME Consultant

Cepheid Solutions

Location

Online

Origin	If you JUST build it, they will NOT come! Our Marketplace project benefits from a coordinated communications campaign to increase visibility and awareness. However, these tools and strategies will benefit any community project or initiative.
Budget	 <p>The human assets are probably already in place for most communities. The new costs will involve training (and practice), a strategic guide, and the time dedicated to organize and implement an effective program.</p>
Timeframe	 <p>Training is an ongoing activity, but initial training can be completed in 30 days. Organizing and creating a strategic guide can be completed in 30 days, as well. Implementation is also an ongoing activity.</p>
Risk	 <p>There are few downside risks, except poor organization and implementation. Must be sensitive to messaging, opt-out, and privacy issues.</p>
Key Performance Indicators	Message impressions, followers (media dependent), responses, reach
Partners & Resources	<p>Community administration, Departments of Economic Development, Chambers of Commerce, Business Community, Sources of Training, the traditional media (Radio/TV/Newspapers)</p> <p>The strength of this project is not in creating a single powerful marketing group, but in leveraging the combined strength of many voices to create a unified and effective communication eco-system. So, more voices and more participation is better.</p>

Diagnostic

In context to the Local-search eCommerce Marketplace project, the initial objective is to create awareness and engagement with the project. Going forward, the goal is to create a coordinated and integrated marketing effort that encourages shopping with the local retail community – both online and in-store.

The three dimensions of success in this arena are:

- 1.Skills competency – does each constituency understand the tools they have to work with, and is proficient in their use
- 2.Activity and Deployment – are each of the tools fully put to use
- 3.Integration and Coordination – are the different constituencies collaborating towards a common goal

The final measure in effectiveness will be the change in Total Local Retail Sales. An effective program will see awareness and engagement with the marketplace.

Beyond the Marketplace project, these tools and skills

Action Item

Initial planning session (1hr – one time)

Training (ongoing – but i2.5 hour initial self-paced training course)

Interview Stakeholder(s) (1hr – one time)

Setup Social Media Accounts (3 hrs one time)

Content Development (1-10 hrs monthly)

Operate Program (4hrs monthly - assuming weekly posts)

Planning & Coordination (1 hr weekly)

Program Reporting (1 hr monthly)

Process

Launching this project requires an initial planning session in which the constituency groups and their key spokesmen are identified, along with the initial timeline and objectives.

Focus of activities for each group are identified and dates to complete initial training (ongoing training needs can be identified at 6 week point).

Selection of a point person to coordinate.

Establish weekly, monthly quarterly goals, and adjust accordingly.

In the Marketplace project, two of the constituencies (The State Govt and Traditional Media) will not be actively involved. However, the coordinator can obtain editorial calendars, position papers, etc. that can be used by the other groups to coordinate with.

MASSACHUSETTS PLANNING

A publication of the Massachusetts Chapter of the American Planning Association



American Planning Association
Massachusetts Chapter

Creating Great Communities for All

Fall 2021

The Success of the Shared Streets and Spaces Program

page 3

Topsfield, MA

Plus: The History of MPOs...6 / SNEAPA 2021...7 / News From CPM (new name!)...9

Planning for People: The Success of Massachusetts' Shared Streets and Spaces Grant Program



Downtown Belmont, MA transformed into a Shared Street for people, public transit, retail, and dining during COVID-19.

Credit: Solomon Foundation

Even as communities approach widespread vaccination, we know life will never be the same as before. One program in Massachusetts gives us a glimpse into the meaningful quality of life improvements we can take with us into the future if we continue to design healthy, fun, safe and affordable ways for people to get around and within our communities.

The Bay State's **Shared Streets and Spaces** grant program has supported 143 communities—from cities to small towns—in testing ideas to improve local outdoor spaces so that people can safely be in public together during the pandemic. Administered by the [Massachusetts Department of Transportation](#) (MassDOT) with support from the [Barr Foundation](#), the [Solomon Foundation](#), and the [Metropolitan Area Planning Council](#) (MAPC), and other nonprofit partners, the program has empowered [municipalities across Massachusetts](#) to implement [changes](#) to make their streets, sidewalks, and other public spaces more equitable, inclusive, and accessible.

While these projects may look simple—setting up a few chairs for strangers to have small talk, slowing down traffic so kids can play, adding a bus stop for essential workers—all strengthen community bonds and combat loneliness, keep downtowns buzzing, and remind all of us that we're in this together.

The Shared Streets and Spaces grant program has been successful in piloting projects and policies that in many cases will now be made permanent. So, how does it work, and what lessons does the program provide other cities around the country?

How Does it Work?

■ Grantmaking

The Shared Streets and Spaces grant program was formed in June 2020 in response to COVID-19 and has so far invested \$21.6 million in 194 projects, with 60% in designated Environmental Justice communities. All municipalities and public transportation authorities are eligible to apply for grants ranging from \$5,000-\$500,000, depending on project type, through an application process that is entirely online and is intentionally simple to complete.

Applications are reviewed and grants are made as quickly and seamlessly as possible deliver funding and support to communities fast. At this stage of the program, extra points are awarded during the scoring process for projects that provide better access and opportunities for school children and elders, to open space and public transit, and in Environmental Justice and 'COVID-19 red' communities. Finally, pro

continued next page

bono technical assistance is available to all municipalities, funded by the Barr Foundation, for assistance in developing applications. Another unique aspect of this program is that grants are paid in full and upfront, unlike other grant programs which are paid through reimbursement and electronically transferred to municipal Chapter 90 accounts (Chapter 90 funds are for capital improvements such as highway construction, preservation and improvement projects).

■ Project Types Eligible for Funding

Five types of projects are eligible for the Shared Winter Streets and Spaces grant program:

- **Main Streets** — Making investments in local downtowns and villages by repurposing streets, plazas, sidewalks, curbs, and parking areas to facilitate people-centric activities and community programming
- **Reimagined Streets** — Prioritizing safe space for people walking and biking by implementing low-speed streets, “shared streets,” new sidewalks, new protected bike lanes, new off-road trails, new bicycle parking, new crosswalks, traffic-calming measures, and ADA-compliant ramps
- **Better Buses** — Improving bus riders’ commutes through establishing new facilities for buses, including dedicated bus lanes, traffic-signal priority equipment, and bus shelters
- **Shared Mobility** — Supporting the capital costs of new bikeshare equipment to support more people trying cycling
- **Investments in the Future** — Converting temporary/pilot Shared Streets projects—including those not funded by MassDOT—to permanent facilities to benefit community members over the long-term

Transformational and Successful

Whether through [more vibrant Main Streets](#) and [greenspaces](#), safer routes to school or work, warmer places to safely [gather](#) or wait for the bus, people and communities alike benefit from the Shared Streets and Spaces grant program that continues to create increased space for people to move around safely, engage in commerce, recreate, and participate in civic life. Communities that have seen successful adoption of shared streets projects have also found opportunity to lay the ground work for adoption of regulatory change in areas like three season dining or expedited permitting processes.

Here are some examples of the variety of projects that have emerged through the program:



New Bedford, MA

■ Main Streets

- **Great Barrington** — Temporary barriers on Railroad Street created space for outdoor dining, commerce, community gathering, and entertainment, supporting residents and local business owners
- **New Bedford** — Multiple new outdoor dining destinations and safe pedestrian spaces within the city

■ Reimagined Streets

- **Belchertown** — New safe, child-friendly neighborhood walking and biking trail that connects to schools and other essential destinations and workplaces
- **Chelsea** — New crossings at the Chelsea Elementary School and Brown Middle School make the walk to school safer for kids

continued next page



Left: Outdoor dining parklets in repurposed on-street parking spaces in New Bedford, MA. Right: Shared Streets signage on Broadway in Everett, MA.



■ Better Buses

- **Brockton**—Installation of 10 new bus shelters with heaters to give dignity and comfort to bus riders
- **Lynn**—New bidirectional, curb-running shared bus/bike lanes and two transit signal priority treatments to speed up trips for bus riders and cyclists
- **Somerville**—New transit priority treatments, with additional benefits to bicyclists and pedestrian safety on Washington Street at McGrath Highway

■ Shared Mobility

- **Boston**—New bikeshare stations for residents in East Boston, Mattapan, Dorchester, and Roslindale
- **Newton**—Four new bikeshare stations with both electric-assist and pedal-powered bikes

Additional Shared Streets images are available on the [Shared Streets and Spaces Photo Library](#) on Flickr.

Shaping the Future of Municipalities through Continuing to Invest in Shared Spaces

Cities are at an inflection point with an opportunity to build back better than before by [investing](#) in our shared future as we recover from the pandemic and confront other existential challenges like climate change and inequality. Giving people more options to be outside and be connected to their communities helps to prevent the spread of the virus while also supporting our community's mental health and helping to create more fun and livable cities over the long run.

Additional Resources:

- [A Better City's Tactical Public Realm Case Studies](#)
- [Bench Consulting's Winter Places Guide](#)
- [The Better Block Foundation](#)
- [MAPC's COVID-19 Resources — Shared Streets Website](#)
- [Mass Healthy Aging Collaborative's Age-Friendly Winter Spaces Ideas for Municipalities to Embrace Winter](#) and corresponding resources
- [National Association of City and Transportation Officials — Streets for Pandemic Response and Recovery](#)
- [Neighborways](#)
- [New York Times: How New Yorkers Want to Change the Streetscape for Good, December 18, 2020](#)
- [Open Streets Project](#)
- [Toole Design's Ensuring an Equitable Approach to Rebalancing Streets](#)




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STATE OF GEORGIA

COUNTY OF FULTON

July 23, 2018

RESOLUTION TO LEASE CERTAIN PROPERTY ON CANTON STREET
Land Lot 412

WHEREAS, the City of Roswell, a municipal corporation of the State of Georgia, has determined that it is in the public interest that the City Lease on a limited basis a portion of a tract or parcels of land on Canton Street: identified in Exhibit "A" located at 981, 987, 955 and 1025 Canton Street, Roswell Georgia. These parcels containing approximately 84 parking spaces as more particularly described as Tax lot 12 19060412C01, Tax lot 12 190604120026 and Tax Lot 12 190204120137 commonly known as the Hagan Property, at the northeast corner of Canton Street and Norcross Street with Street Address of 955 Canton Street according to the currently adopted system of numbering in Roswell GA.

WHEREAS, the owner or party contracted to Lease said land has agreed to lease the property on a limited basis as set forth in the attached lease for Four Thousand Five hundred Dollars (\$4,500) per month with renewable terms of 1 to 3 years, and


WHEREAS, the corporate powers of the City, as stated in Section 1.03 of the Charter of the City of Roswell, allow the City to acquire real property:

NOW, THEREFORE, the Mayor and Council do hereby adopt a resolution as follows:

The Mayor or City Administrator with the City Attorney are authorized, on behalf of the City of Roswell, Georgia, to execute the lease agreement and other necessary documents to lease the property above described at a lease per month price not to exceed \$4,500.00 and normal and customary maintenance costs as set forth in said lease attached and graphic attached as Exhibit "A" included herein by this reference.

The Roswell Department of Transportation are authorized to perform normal wear and tear maintenance not to exceed \$2,000 per year as determined by the Director of Transportation.

The above resolution was read and approved by the Mayor and Council of the City of Roswell, Georgia on the 23rd day of July 2018.


Lori Henry, Mayor

Attest:


Marlee Press, City Clerk
(Seal)



COMMERCIAL LEASE AGREEMENT

This Commercial Lease Agreement ("Lease") is entered into by and between Cimerron Properties, Inc. ("Cimerron") and the City of Roswell ("Roswell").

Whereas, Cimerron owns real estate located at 981, 987, 995 and 1025 Canton Street, Roswell, Georgia ("the property"), and said property has 84 authorized parking spaces as shown in Exhibit "A" included herein by this reference ; and

Whereas, Roswell desires to pay for the use of the parking spaces on a limited basis as public parking and Cimerron desires to allow Roswell to use the parking spaces as public parking on a limited bases in exchange for an agreed upon payment from Roswell; and

Whereas, the parties desire to enter into the Lease setting forth the terms of the payment and limited use of the parking spaces.

1. Parking Use. Roswell will be allowed to use the parking spaces as identified in Exhibit "A" for public parking (without charge to the public) on the following limited basis:

- a) On each Monday through Thursday evening from 6:00 PM until 11:00 PM.
- b) On each Friday from 6:00 PM until Sunday at 11:00 PM.

2. Payment. Roswell shall pay Cimerron a monthly use fee of Fourth Thousand Five Hundred Dollars (\$4,500.00) which shall be paid in advance on the first of each month payable to Cimerron Properties, Inc. at 995 Canton St. Suite 100, Roswell GA 30075. If the use starts on any date other than the first of a month, the fee for that month shall be prorated.

3. Upkeep. Roswell agrees to maintain and clean the parking spaces as may be needed after each use, and also repair any above normal wear and tear to the parking spaces.

4. Insurance. To the extent allowed by law, Roswell shall be responsible for any casualties occasioned during the use described herein.

5. Timeframe. This Lease will commence on 7-23, 2018, and will have an initial duration of one (1) year. Roswell shall have the option to renew this Lease for an additional period of up to three (3) years by giving written notice to Cimerron at least ninety (90) days prior to the end of the initial period.

6. Signage. Roswell will be entitled to place a sign on the property stating that it can be used for public parking, but only at the agreed times set forth in Paragraph 1 hereinabove; however Cimerron must first approve the wording on the sign.

7. Tenant Meetings. Cimerron shall have the authority to block off five (5) spaces occasionally for tenant meetings without notice.

8. Inter-parcel Access. The parties agree that for the duration of this Lease, pedestrian access is authorized between the adjacent property leased by the City of Roswell and the Property however Cimerron must first approve the design on the connection.

9. Addendum. Any addendum to this Lease shall be in writing and signed by both parties.

IN WITNESS WHEREOF each of the parties, intending to be legally bound, has executed this Lease by an authorized representative on the 16 day of July, 2018.

Cimerron Properties, Inc.

BY: Robert W. Hagan
Robert Hagan
President

The City of Roswell

BY: Lori Henry
Lori Henry, Mayor

Regular Meeting

Monday, July 23, 2018

7:00 PM

Recreation and Parks Department - Councilmember Matthew Tyser

2. Approval of the Audio Visual Upgrades and Adult Recreation Center Renovations in an amount not to exceed \$135,000 and Budget Amendment # BA55561101-07-23-2018 in the amount of \$135,000.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Matthew Tyser, Councilmember
SECONDER:	Matt Judy, Councilmember
IN FAVOR:	Groer, Judy, Palermo, Tyser, Willsey, Zapata

Transportation Department - Councilmember Sean Groer

3. Approval of a Resolution authorizing the purchase of certain properties on Atlanta Street for the Oxbo Road Intersection Improvement project as part of the Oxbo Road Realignment Project at a purchase price not to exceed \$50,000.

Resolution No. 2018-07-51

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Sean Groer, Councilmember
SECONDER:	Matthew Tyser, Councilmember
IN FAVOR:	Groer, Judy, Palermo, Tyser, Willsey, Zapata

4. Approval of a Resolution to sign a lease of 84 parking spaces with Cimerron Properties, Inc. on a limited basis at the northeast corner of Canton Street and Norcross Street known as the Hagan Property at a lease amount per month not to exceed \$4,500 and approval of a Budget Amendment BA10015850-07-23-18 in the amount of \$54,000.

Resolution No. 2018-07-52

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Sean Groer, Councilmember
SECONDER:	Matthew Tyser, Councilmember
IN FAVOR:	Groer, Judy, Palermo, Tyser, Willsey, Zapata

City Attorney's Report

5. Public Hearing on whether to revoke or suspend alcohol license for Cancun Bar & Grill, LLC, licensee Kata Lina Clavijo, located at 10479 Alpharetta Street, #19, Roswell, GA 30075.

There was a motion at the beginning of the meeting to amend the agenda. This item was removed from the agenda with that vote. There was no date given when this will be placed again on the Mayor and Council Agenda.

RESULT:	REMOVED FROM AGENDA
----------------	----------------------------

SHARED PARKING AGREEMENTS

Example: <https://www.alexandriava.gov/uploadedFiles/tes/info/2012-04-10%20Del%20Ray%20Appendix.pdf>

APPENDIX C | SAMPLE SHARED PARKING AGREEMENTS

Model - Shared Use Agreement for Parking Facilities

This Shared Use Agreement for Parking Facilities, entered into this ____ day of _____, _____, between _____, hereinafter called lessor and _____, hereinafter called lessee. In consideration of the covenants herein, lessor agrees to share with lessee certain parking facilities, as is situated in the City of _____, County of _____ and State of _____, hereinafter called the facilities, described as: [Include legal description of location and spaces to be shared here, and as shown on attachment 1.]

The facilities shall be shared commencing with the ____ day of _____, _____, and ending at 11:59 PM on the ____ day of _____, _____, for [insert negotiated compensation figures, as appropriate]. [The lessee agrees to pay at [insert payment address] to lessor by the ____ day of each month [or other payment arrangements].] Lessor hereby represents that it holds legal title to the facilities

The parties agree:

1. USE OF FACILITIES

This section should describe the nature of the shared use (exclusive, joint sections, time(s) and day(s) of week of usage.

-SAMPLE CLAUSE-[Lessee shall have exclusive use of the facilities. The use shall only be between the hours of 5:30 PM Friday through 5:30 AM Monday and between the hours of 5:30 PM and 5:30 AM Monday through Thursday.]

2. MAINTENANCE

This section should describe responsibility for aspects of maintenance of the facilities. This could include cleaning, striping, seal coating, asphalt repair and more.

-SAMPLE CLAUSE-[Lessor shall provide, as reasonably necessary asphalt repair work. Lessee and Lessor agree to share striping, seal coating and lot sweeping at a 50%/50% split based upon mutually accepted maintenance contracts with outside vendors. Lessor shall maintain lot and landscaping at or above the current condition, at no additional cost to the lessee.]

3. UTILITIES and TAXES

This section should describe responsibility for utilities and taxes. This could include electrical, water, sewage, and more.

-SAMPLE CLAUSE-[Lessor shall pay all taxes and utilities associated with the facilities, including maintenance of existing facility lighting as directed by standard safety practices.]

4. SIGNAGE

This section should describe signage allowances and restrictions.

-SAMPLE CLAUSE-
[Lessee may provide signage, meeting with the written approval of lessor, designating usage allowances.]

5. ENFORCEMENT

This section should describe any facility usage enforcement methods.

-SAMPLE CLAUSE-[Lessee may provide a surveillance officer(s) for parking safety and usage only for the period of its exclusive use. Lessee and lessor reserve the right to tow, at owners expense, vehicles improperly parked or abandoned. All towing shall be with the approval of the lessor.]

6. COOPERATION

This section should describe communication relationship.

-SAMPLE CLAUSE-[Lessor and lessee agree to cooperate to the best of their abilities to mutually use the facilities without disrupting the other party. The parties agree to meet on occasion to work out any problems that may arise to the shared use.]

7. INSURANCE

This section should describe insurance requirements for the facilities.

-SAMPLE CLAUSE-[At their own expense, lessor and lessee agree to maintain liability insurance for the facilities as is standard for their own business usage.]

8. INDEMNIFICATION

This section should describe indemnification as applicable and negotiated. This is a very technical section and legal counsel should be consulted for appropriate language to each and every agreement.

-NO SAMPLE CLAUSE PROVIDED-

9. TERMINATION

This section should describe how to or if this agreement can be terminated and post termination responsibilities.

-SAMPLE CLAUSE-[If lessor transfers ownership, or if part of all of the facilities are condemned, or access to the facilities is changed or limited, lessee may, in its sole discretion terminate this agreement without further liability by giving Lessor not less than 60 days prior written notice. Upon termination of this agreement, Lessee agrees to remove all signage and repair damage due to excessive use or abuse. Lessor agrees to give lessee the right of first refusal on subsequent renewal of this agreement.]

10. SUPPLEMENTAL COVENANTS

This section should contain any additional covenants, rights, responsibilities and/or agreements.

-NO SAMPLE CLAUSE PROVIDED-

IN WITNESS WHEREOF, the parties have executed this Agreement as of the Effective Date Set forth at the outset hereof.

[Signature and notarization as appropriate to a legal document and as appropriate to recording process negotiated between parties.]

APPENDIX C | SAMPLE SHARED PARKING AGREEMENTS

LICENSE AGREEMENT

This Agreement is executed as of _____, 2006 by and between **BOSTON EDISON COMPANY** a Massachusetts corporation and electric company having its principal place of business at 800 Boylston Street, Boston, Massachusetts 02199, hereinafter called the "Licensor", and the **TOWN OF LEXINGTON**, a Massachusetts municipal corporation, having a principal place of business at 1625 Massachusetts Avenue, Lexington, MA 02420, hereinafter called the "Licensee".

RECITALS:

WHEREAS, Licensor is the owner of a certain parcel of real property (the "Property") with an address of 4 Grant Street in the Town of Lexington, Middlesex County, Massachusetts, by virtue of deeds and other instruments recorded in the Middlesex South District Registry of Deeds, including but not limited to Book 3749, Page 370, Book 3773, Page 318, Book 5184, Page 296, and Book 5198, Page 21.

WHEREAS, the Licensee has requested permission from the Licensor to make use of a portion of the Property, said portion located outside the Licensor's electrical substation, hereinafter referred to as the "Licensed Area", which Licensed Area is shown on a plan entitled "Conceptual Parking Plan, 4 Grant Street, Lexington" attached hereto as Exhibit A, for the specific purpose of constructing, maintaining and operating a public, municipal parking lot.

WHEREAS, Licensor is willing to permit the use of the Licensed Area by the Licensee for such purposes, but only upon the terms and conditions hereinafter set forth; and

NOW THEREFORE, for and in consideration of such permission and the payments to Licensor described herein, Licensor and Licensee hereby agree as follows:

1. Licensee, its agents, contractors, employees, and invitees, including members of the public, may enter upon and use the Licensed Area for the purpose of constructing, maintaining, operating and utilizing a municipal parking lot. No other activity on the Licensed Area (specifically including, but without limitation, (a) maintenance, servicing or repair of motor vehicles, or (b) storage of vehicles, other equipment, machinery, or parts) is permitted hereby (with the exception of initial construction activity to prepare the Licensed Area for said permitted use, said construction activity shall proceed as set forth in Section 6). In its sole discretion, Licensor reserves the right under this Section to require Licensee to relocate or remove from the Licensed Area any item Licensor deems reasonably necessary to protect its electric facilities and operations. Upon verbal or written notice by Licensor to Licensee, Licensee shall relocate or remove any such items from the Licensed Area as soon as possible, but in all events within 24 hours.
2. Licensee, its agents, contractors, employees and invitees, shall have the right of ingress and egress over, across and upon the Licensed Area as necessary for the uses permitted hereby.
3. This License shall commence upon the issuance of all approvals and permits from the Town of Lexington or any other entity required by law for the

construction and operation of the Licensed Area for the specific and limited purposes stated herein, and shall continue for three (3) years from the earlier of (a) the date construction is completed and the lot is ready for use, as established by notice given by Licensee to Licensor, or (b) eighteen (18) months after the date of execution hereof (herein the "Construction Completion Date"). After the expiration of the Initial Term, absent a notice of termination pursuant to Section 5 below, the term shall automatically renew for successive periods of one (1) year each. The Licensee shall give the Licensor written notification of its receipt of all the necessary permits and approvals. In the event the Licensee is unable to obtain all necessary approvals and permits required by law within 12 months of the execution of this Agreement, this Agreement shall become null and void, unless the parties agree to extend this period, without any recourse for the Licensee at law or in equity.

4. Licensee agrees, beginning on the Construction Completion Date of this License, to pay Licensor an annual rental equal to Nine Thousand Six Hundred Dollars (\$9,600.00) per year, payable to Licensee in monthly installments of Eight Hundred Dollars (\$800.00). After year three, and every year thereafter, the annual fee of this License shall be increased by three (3%) percent over the previous year's rent until the termination or expiration date of this License.
5. After the expiration of the Initial Term, Licensor and Licensee shall each have the right to terminate this License at any time, for any or no stated reason, by written notice to the other party. The effective date of such termination shall be one (1) year from the date of the notice of termination, regardless of any then effective renewal term. Notwithstanding any other provision of this License, the parties intend that this Agreement constitute a terminable license, and no interest in real property is created hereby. The Licensor does not hereby dedicate the Property or the Licensed Area to public use.
6. Prior to any installation, preparation, or construction by Licensee of the Licensed Area to accommodate said municipal parking lot, Licensee shall submit plans to Licensor for approval detailing all work to be performed at the Licensed Area. Such approval shall not be unreasonably withheld or delayed. Once approved by Licensor, any such plans will be incorporated as Exhibit B to this Agreement. Licensee agrees to follow any guidelines reasonably set forth by the Licensor, and Licensee shall coordinate any initial construction work in the Licensed Area with the Licensor. Licensee further agrees to reimburse Licensor for all costs associated with any construction activities (including but not limited to Licensor's supervision of said construction activities).
7. It is agreed that Licensee shall not erect or permit any structures or improvements upon, and that Licensee shall make or permit no uses of the Licensed Area, other than those improvements and uses expressly permitted in this License.
8. During the term of this Agreement, Licensee shall maintain the Licensed Area in good order and condition in all respects, free from snow, ice, trash and debris or other nuisance. Prior to the effective date of the termination of this Agreement, Licensee shall remove its personal property and, if necessary, restore the Licensed Area to the same condition as it was in (other than changes made by the

APPENDIX C | SAMPLE SHARED PARKING AGREEMENTS

Licensor) prior to Licensee's use. All vehicles will be removed prior to termination.

9. By granting this License, Licensor does not represent or warrant that the Licensed Area is appropriate, safe or suitable for the proposed use, or that it may be used for the purposes specified herein under applicable zoning, environmental or other laws or regulations, nor does Licensor undertake to make the Licensed Area appropriate, safe or suitable for such use, or to obtain any permits, licenses or approvals of any governmental authority which may be required to permit such use. Licensee shall obtain any and all necessary governmental permits, licenses and approvals at its sole cost and expense prior to the commencement of any use of the Licensed Area and Licensor shall cooperate in any efforts by Licensee to obtain any such permits so long as there is no cost or expense for Licensor that is not paid by Licensee. Licensee shall notify Licensor of its intentions to obtain said permits, licenses and approvals and shall provide copies of the same once received.
10. In exercising its rights under this License, Licensee shall at all times and in all respects comply with all applicable laws, ordinances, rules and regulations of all governmental authorities having jurisdiction and shall comply with all licenses and permits or other approvals issued to it by a governmental authority.
11. Licensee hereby represents and warrants, and it is hereby made a condition of this License, that the use of the Licensed Area by Licensee shall not result in the release of any oil or hazardous materials (other than non-reportable quantities associated with typical leaks from automobiles and construction equipment in the ordinary course of operation), as those terms are defined in the Massachusetts Contingency Plan, 310 CMR 40.000, et seq. In the event of any breach of the foregoing warranty and condition by Licensee, Licensor shall, in addition to the right to terminate this License and seek damages, have the benefit of the indemnity provision set forth in Section 12, and injunctive relief.
12. Licensee acknowledges that the Licensed Area is situated in close proximity to an operating electrical substation, which carries inherent risks associated with high voltage operations. Accordingly, to the greatest extent permitted by law, the Licensee, for itself and its agents, contractors, employees, and invitees, hereby releases and shall indemnify, defend and save harmless the Licensor, its officers, agents and employees from and against all demands, claims, actions, damages, costs, expenses, losses or liability whatsoever in any manner resulting from or arising out of the actions of any person with respect to the Licensed Area or the use thereof, or in any manner resulting from or arising out of the use of the Licensed Area by any person, including, without limitation, any failure of any person to comply with any applicable laws or regulations, except to the extent that such liability results from the gross negligence or willful misconduct of the Licensor, its employees, agents or contractors. This provision shall survive the termination of this License.
13. Licensee shall procure and maintain at its expense, at all times during the term of this License Agreement, public liability insurance, including personal injury and property damage, in amounts of \$4,000,000 combined single limit, against all claims and demands of any injury to person or property which may occur or

be claimed to have occurred on the property of the Licensor as the result of the use of the Licensed Area by any person. Licensor shall be designated as an additional insured party in such policy. Licensee shall also maintain workers compensation insurance in statutory amounts as required by Massachusetts law. The Licensee shall, before entry upon the Licensed Area for the purposes herein set forth, furnish the Licensor (to the address listed in Section 15) with a valid certificate of such insurances reasonably satisfactory to it. Such policies shall specify that they are not cancelable except upon twenty (20) days' prior written notice to the Licensor.

14. Licensee agrees that in the event a public health, safety or security emergency should arise as determined at the sole discretion of the Licensor, the Licensor, its officers, agents and employees, shall have the right to enter upon the Licensed Area, and undertake whatever action may be necessary, in the Licensor's discretion, to alleviate the emergency, including but not limited to requiring the temporary suspension of Licensee's use and occupancy of the Licensed Area. If in connection therewith Licensor requires the removal of any vehicles, Licensor shall notify Licensee thereof and effect such removal in a safe and reasonable manner. In the event the vehicles need to be removed at any time the Licensor shall contact the Town DPW Department at 1-781-862-0500 to effectuate said removal.
15. Notices, statements and other communications to be given under the terms of this License shall be in writing and delivered by hand against receipt, or sent by first class mail and addressed as follows:

If to Licensor:

Boston Edison Company
Real Estate Department
One NSTAR Way, SE-210
Westwood, MA 02090
Attn: Real Estate Manager
Fax: (781) 441-8909

If to the Licensee:

Town of Lexington
Lexington Town Hall
1625 Massachusetts Avenue
Lexington, MA 02420
Attn: Town Manager
Fax: (781) 861-2921

16. This License is personal to the Licensee, and Licensee shall have no right to assign or transfer its rights and obligations hereunder, in whole or in part to any other person. This provision does not preclude use of the Licensed Area as contemplated hereby.

APPENDIX C | SAMPLE SHARED PARKING AGREEMENTS

17. This License contains all the agreements of the parties with respect to the subject matter thereof and supersedes all prior agreements and dealings between them with respect to such subject matter.
18. Licensee acknowledges and agrees that the Licensor shall at all times have convenient and unimpeded access to its electrical substation or any other structures and equipment, which are now or may hereinafter be installed by Licensor within the Licensed Area.
19. Licensee acknowledges that the Licensor will not be providing, and is under no obligation to provide, any security or lighting for the Licensed Area.
20. In the event that the Licensor's Property or a material portion of the Property of which the Licensed Area are a part, shall be taken by any public authority or for any public use, or shall be destroyed or damaged by fire or casualty, or by action of any public authority, then this License shall terminate with respect to the taken, damaged or destroyed area, effective on the date when title vests in the condemning authority, or when the casualty occurs.
21. Irrespective of the form in which recovery may be had by law, all rights to damages or compensation for a taking or casualty for the Licensed Area shall belong to Licensor in all cases. Licensee hereby grants to Licensor all of Licensee's rights to such damages and covenants to deliver such further assignments or endorsements as Licensor may from time to time request.
22. In connection with Licensee's use and maintenance of the Licensed Area, the Licensee shall not endanger or damage the existing buried transmission lines, cad weld connections, grounding grid system or any other structures and equipment in the Licensed Area which are now or may hereafter be installed within the Licensed Area, all being the property of the Licensor. In the event that such damage should nevertheless occur resulting from an act, omission or negligence of Licensee, its agents, contractors and employees, the Licensee shall forthwith notify the Licensor, by calling the Licensor's System Dispatcher at the Licensor's Boston Service Center (telephone number 617-541-7833), so that immediate repairs may be made, and shall also promptly reimburse the Licensor upon request for all reasonable costs or expenses incurred by it in repairing or replacing any such damage to said structures and equipment or to any other property of the Licensor.
23. ADDITIONAL PROVISIONS:
 - a. Licensee shall post a sign on the Property restricting access to Licensor's existing parking area behind the electrical substation building. The sign shall read "No vehicles beyond this point, NSTAR vehicles only".
 - b. The Licensee shall perform snow plowing, ice and litter removal for the entire portion of the Property that is outside the substation fence and that includes the Licensed Area, including snow removal on the public sidewalks outside the substation and substation fencing.

- c. Licensee agrees to deal with any and all comments, questions or complaints from any abutters and or the general public with regards to the Licensed Area and its permitted use as set forth herein.

IN WITNESS WHEREOF, the parties have executed this License Agreement as a sealed instrument by and through their respective duly authorized representatives, as of the day and year first above written.

LICENSOR:

BOSTON EDISON COMPANY

By: _____
Donald Anastasia
Assistant Treasurer

LICENSEE:

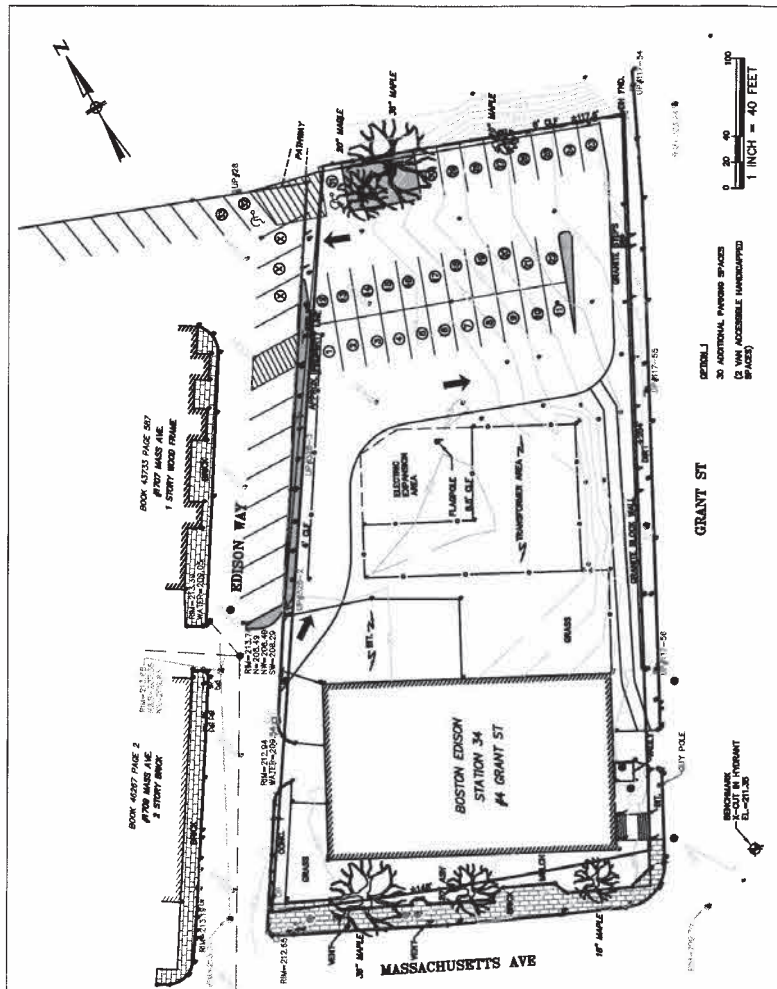
TOWN OF LEXINGTON

By: _____
Name: Carl F. Valente
Title: Town Manager

APPENDIX C | SAMPLE SHARED PARKING AGREEMENTS

Exhibit A

Conceptual Parking Plan
4 Grant Street, Lexington



PARKING EASEMENT AND MAINTENANCE AGREEMENT

Preamble and Recitals

This Agreement is entered into on _____, 2014 by and between Church of the Ascension, hereafter referred to as "Church," and Congregation Beth David, a California Non-Profit Religious Corporation, hereafter referred to as "Synagogue." Together, Church and Synagogue may be identified as the "Parties" herein.

A. Whereas, Church is the owner of certain real property situated in the City of Saratoga, Santa Clara County, California (hereafter referred to as "Parcel 1"), commonly known as 12033 Miller Rd., Saratoga, CA 95070, APN: _____ and more particularly described in Exhibit A, which is attached to this Agreement and hereby incorporated by reference.

B. Whereas, Synagogue is the owner of certain real property situated in City of Saratoga, Santa Clara County, California County, California (hereafter referred to as the "Parcel 2"), commonly known as 19700 Prospect Rd., Saratoga, CA 95070, APN: 386-35-071 and 386-35-070 and more particularly described in Exhibit B, which is attached to this Agreement and hereby incorporated by reference.

C. Whereas, since the early 1970s, Church and Synagogue have shared parking and maintenance costs for those portions of Parcel 1 and Parcel 2 that are identified as a parking lot, as described by the parking diagram attached hereto as Exhibit C, and incorporated herein by reference. This Agreement is intended to memorialize the long-standing agreement in writing.

NOW, THEREFORE, in consideration of the mutual benefits bestowed by this Agreement, the Parties acknowledge that the above recitals are true and correct, and hereby agree to:

Grant of Easement

1. Church grants to Synagogue, and Synagogue grants to Church cross-easements, for parking on the terms and conditions set forth in this Agreement.

Description of Easement

2. The easement granted in this Agreement is an easement for parking on the cross-hatched areas identified in the Parking Lot Diagram attached hereto as Exhibit C.

A. Synagogue grants to Church the right to park on Synagogue's parking lots at any time where Church's parking needs exceed the available spaces on Church's own lots, (for example, but not limited to: Christmas and Easter);

Parking Easement and Maintenance Agreement
Page 1 of ____
Ver. 1

DRAFT

APPENDIX C | SAMPLE SHARED PARKING AGREEMENTS

B. Church grants Synagogue the right to park on Church's parking lots at any time where Synagogue's parking needs exceed the available spaces on Synagogue's own lots, (for example, but not limited to the Jewish High Holy Days).

C. Church grants to Synagogue an easement for shared use of the middle section of the parking lot indicated on the cross-hatched areas set forth in Exhibit C, attached and incorporated herein as if fully set forth.

Maintenance of Easement

3. The Parties may establish and assign maintenance, insurance and other obligations to each other that may be mutually acceptable without an amendment of this Agreement.

Indemnity

4. Synagogue will indemnify and defend Church for any claims filed by a visitor to Synagogue who utilizes Church's parking areas and files a claim against Church. Church will indemnify and defend Synagogue for any claims filed by a visitor to Church who utilizes Synagogue's parking areas and files a claim against Synagogue.

Attorneys' Fees

5. If any legal action or proceeding arising out of or relating to this Agreement is brought by either party to this Agreement, the prevailing party shall be entitled to receive from the other party, in addition to any other relief that may be granted, the reasonable attorneys' fees, costs, and expenses incurred in the action or proceeding by the prevailing party.

Entire Agreement

6. This Agreement constitutes the entire agreement between Church and Synagogue relating to the above easement. Any prior agreements, promises, negotiations, or representations not expressly set forth in this Agreement are of no force and effect. Any amendment to this Agreement shall be of no force and effect unless it is in writing and signed by Church and Synagogue.

Binding Effect

7. This Agreement shall be binding on and shall inure to the benefit of the heirs, executors, administrators, successors, and assigns of Grantor and Grantee.

Executed on _____ [date].

CHURCH OF THE ASCENSION

By: _____, it's _____

Parking Easement and Maintenance Agreement
Page 2 of ____
Ver. 1

CONGREGATION BETH DAVID

By: _____, it's President

Notary Acknowledgment

Attachments:
Exhibit A, Legal Description for Church
Exhibit B, Legal Description for Synagogue
Exhibit C, Parking Diagram

Parking Easement and Maintenance Agreement
Page 3 of ____
Ver. 1

APPENDIX C | SAMPLE SHARED PARKING AGREEMENTS

EXHIBIT A
Legal Description
Church of the Ascension

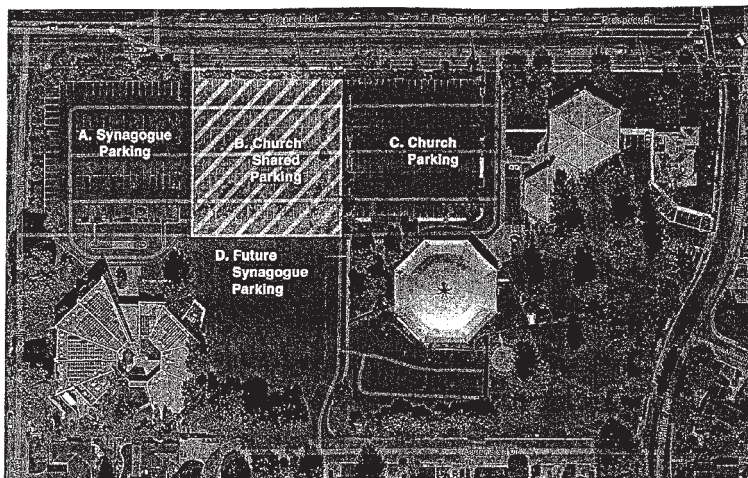
[to be supplied by the Church]

Exhibit B
Legal Description
Congregation Beth David

[to be supplied by Beth David]

APPENDIX C | SAMPLE SHARED PARKING AGREEMENTS

Exhibit C
Parking Easement Diagram



Parking Easement and Maintenance Agreement
Page 6 of ____
Ver. 1

LEASE AGREEMENT

THIS LEASE AGREEMENT is made and entered into this 23 day of July 2018, by and between ROSWELL UNITED METHODIST CHURCH, hereinafter referred to as "Lessor," and THE CITY OF ROSWELL, GEORGIA hereinafter referred to as "Lessee".

Recitals

In consideration of the mutual covenants and agreements herein set forth, and other good and valuable consideration, Lessor does hereby lease to Lessee, and Lessee does hereby lease from the Lessor, from 5:00 P.M. until 3:00 A.M. every Friday and Saturday evening, the premises situated at the parking lot bordered by Magnolia Street and Mimosa Street in ROSWELL, FULTON County, GEORGIA, and more particularly described in Exhibit A attached hereto and hereinafter called the "leased premises or lot."

ARTICLE 1. TERM

Term of Lease

The term of this lease shall be one (1) year, commencing on August 1, 2018 and ending on July 31, 2019 unless sooner terminated as herein provided.

Renewal Option

Either party may renew this Lease Agreement for two additional one (1) year terms by providing thirty (30) days notice prior to expiration of the Agreement term then in effect. The receiving party shall have fifteen (15) days from receipt of notification to reject said Notice of Renewal or such renewal shall be binding on both parties.

Lease Year Defined

The term "lease year," as used herein, shall mean a period of twelve (12) consecutive full calendar months beginning on July 1 of each year and ending on the final day of June of each year. Each succeeding lease year shall commence on the anniversary date of the first lease year.

ARTICLE 2. RENT

Lessee agrees to pay to Lessor without any prior demand therefore and without any deduction or setoff whatsoever, and as a fixed rent, the following sums, provided parties may agree to

Four hundred dollars (\$400.00) per month of each lease year paid initially at the signing of this lease and thereafter by the first day of each lease month.

ARTICLE 3. CONDUCT OF BUSINESS

Lessee shall operate the leased premises for the use as a parking lot for the general public. Overnight parking, storage of vehicles and/or materials of any kind is specifically prohibited.

Lessee will neither assign lease nor sublease property without written consent of Lessor.

ARTICLE 4. MAINTENANCE, WASTE, AND NUISANCE

Lessee shall, at its expense, maintain the parking surface in a clean and orderly fashion on days and nights used by Lessee. Lessee shall not be responsible for paving and/or maintenance of the lot. Lessor shall repair and maintain the lot, all entrances and exits to the premises in accordance with all local, state and federal building and code requirements. Lessee shall ensure that all vehicles are removed from the premises

Waste and Nuisance

Lessee shall throughout the term of this Lease keep the lot free from waste or nuisance,

and shall deliver up the premises in a clean and sanitary condition at the termination of each night's use of the lot. In the event Lessee should neglect reasonably to maintain the leased premises, Lessor shall have the right, but not the obligation, to cause the lot to be cleaned, and any reasonable costs therefore shall be payable by Lessee to Lessor as additional rental on the next rental installment date.

ARTICLE 5. OBLIGATIONS OF LESSOR AND LESSEE

Taxes and Assessments

Lessor shall pay and fully discharge all taxes, special assessments, and governmental charges of every character imposed during the term of this lease on or with respect to the leased premises or any part thereof, and all improvements erected thereon. Lessor shall pay all such taxes, charges, and assessments to the public officer charged with the collection thereof not less than days before the same shall become delinquent, and Lessor agrees to indemnify and save harmless Lessee from all such taxes, charges, and assessments. Lessor shall have the right, in good faith and at its cost and expense, to contest any such taxes, charges, and assessments in the name of Lessor if necessary and shall be obligated to pay the contested amount only if and when finally determined to be due.

Alterations, Additions, and Improvements

Lessee shall not make any alterations, additions, or improvements to the leased premises without the prior written consent of Lessor. Consent for nonstructural alterations, additions, or improvements shall not unreasonably be withheld by Lessor. Lessee shall have the right at all times to erect or install temporary informational signage on the lot provided that Lessee removes such signage nightly at the end of the Friday or Saturday term.

Lessee shall have the right to erect signs on any portion of the leased premises, subject to applicable laws and deed restrictions. Lessor must approve signs, prior to their use, which will be displayed on the leased property. Signs may include notice of car removal from premises after posted hours and a phone number for the city contact if removed. Lessee will provide contact information to Lessor for approved towing service being used.

ARTICLE 6. INDEMNITY AND INSURANCE

Hold-Harmless Clause

Lessee agrees, to the extent allowed by law, to indemnify and hold Lessor, its members and officers, both jointly and severally, free and harmless from any and all claims, liability, loss, damages or expenses resulting from Lessee's use of said premises, specifically including, without limitation, any claim, liability, loss, or damage arising by reason of:

- (a) The death or injury of any person or persons, including Lessee or any person who is an employee or agent of Lessee, or by reason of the damage to or destruction of any property, including property owned by Lessee or any person who is an employee or agent of Lessee, and caused or allegedly caused by some act or omission of Lessee or of some agent, contractor, employee, or servant of Lessee on said premises;
- (b) Lessee's failure to perform any provision of this lease or to comply with any requirement of law or any requirement imposed on Lessor or the leased premises by any duly authorized governmental agency or political subdivision.

Liability Insurance

Lessee shall, at its own cost and expense maintain during the entire term of this lease and any renewals or extensions of such term, any necessary liability insurance to cover Lessee's use of the lot. Minimum insurance coverage will be \$1,000,000 and the policy will cover property damage and be a primary, non-contributory policy. Lessee will provide a Certificate of Insurance naming Lessor as either Additional Insured and Loss Payee prior to usage of the leased property.

ARTICLE 7. DEFAULTS AND REMEDIES

Should Lessee default in the performance of any of the covenants or conditions contained in this lease, or abandon the leased premises, Lessee shall have breached the lease and Lessor may, in addition to the remedies specified in this lease, reenter and regain possession of said premises in the manner provided by the laws of the State of Georgia then in effect.

Remedies of Lessor

Should Lessee breach this lease or abandon the leased premises prior to the stated expiration of the term of this lease, Lessor may elect to:

- (a) Continue this lease in effect by not terminating Lessee's right to possession of said premises, in which event Lessor shall be entitled to enforce all its rights and remedies under this lease, including the right to recover the rent specified in this lease as it becomes due under this lease;

or

- (b) Terminate this lease and recover from Lessee a payment of three (3) months lease payment.

Leased property is currently tax exempt. Should tax status change by any taxing entity due to leased use of the property, and taxes are subsequently assessed on the property, Lessor may terminate this lease immediately.

ARTICLE 8. INSPECTION BY LESSOR

Lessee shall permit Lessor and its agents to enter into and upon the leased premises at all reasonable times for inspecting the same or for the purpose of maintaining or making repairs or alterations to the lot. If the lot is closed for any period by Lessor, its employees, agents, contractors or assigns for repairs and/or maintenance and such time interferes with Lessee's use of the lot, rent for such period of time shall be adjusted accordingly; however, Lessor may from time to time require use of the leased parking area for special events. Lessee will be notified at least 30 days in advance of such needs and will not post signage or indicate that the parking area is available to the public. Rent shall be decreased for the next month based on the days closed to public use.

ARTICLE 9. MISCELLANEOUS

Notices and Addresses

All notices provided to be given under this agreement shall be given by certified mail or registered mail, addressed to the proper party, at the following addresses:

Lessor: Business Administrator, Roswell United Methodist Church 814 Mimosa Boulevard
Roswell, Georgia 30075-4410

Lessee: City of Roswell, Georgia 38 Hill Street Suite 100 Roswell, Georgia 30075

Parties Bound

This agreement shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, executors, administrators, legal representatives, successors, and assigns when permitted by this agreement.

Applicable Law

This agreement shall be construed under and in accordance with the laws of the State of Georgia.

Legal Construction

THE FIELD DATA UPON WHICH THIS PLAT IS BASED HAS A CLOSURE PRECISION OF ONE FOOT IN 100,000.00 ± PER FOOT, AND AN ANGULAR ERROR OF 1.00 ± PER ANGLE. THIS PLAT WAS ADJUSTED BY USING CHANDLER'S RULE. THIS PLAT WAS CALCULATED FOR CLOSURE AND IS THEREFORE MORE ACCURATE WITHIN ONE FOOT IN 100,000.00 ± PER FOOT THAN THE FIELD MEASUREMENTS WERE OBTAINED BY USING A TOPCON TOTAL STATION.

BEARINGS SHOWN WERE COMPUTED FROM ANGLES TURNED FROM A SINGLE MAGNETIC OBSERVATION.

PROPERTY OF
VACHOVA OF GEORGIA
AS TRUSTEE UNDER
AGREEMENT FOR
JULIAN J. BARFIELD


LAND LOT 356
DISTRICT 1ST SECTION 2110
COUNTY FULTON
GEORGIA
DATE 3-31-93 SCALE 1" = 50'

Comments also noted a lot of poor practice and a need to improve communications between agencies.



McLung Surveying, Inc.

4135 South Atlanta Road
Atlanta, Georgia 30080

This property  is with located in a Federal Flood Area as indicated by FIRM Official Flood Hazard Maps.

In my opinion this plan is a correct representation of the land ~~plan~~ ^{plan}.

Perry
Perry & McClung, Surveyors

EXHIBIT B

In case any one or more OF the provisions contained in this lease shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provision hereof and this lease shall be construed as if such invalid, illegal, or unenforceable provision had never been contained herein.

Sole Agreement of the Parties

This lease constitutes the sole and only agreement of the parties hereto and supersedes any prior understandings or written or oral agreements between the parties respecting the subject matter within it.

Amendment

No amendment, modification, or alteration of the terms hereof shall be binding unless the same be in writing, dated subsequent to the date hereof, and duly executed by the parties hereto.

Rights and Remedies Cumulative

The rights and remedies provided by this lease are cumulative and the use of any one right or remedy by either party shall not preclude or waive its right to use any or all other remedies. Said rights and remedies are given in addition to any other rights the parties may have by law, statute, ordinance, or otherwise.

Waiver of Default

No waiver by the parties hereto of any default or breach of any term, condition, or covenant of this lease shall be deemed to be a waiver of any other breach of the same or any other term, condition, or covenant contained herein.

Attorney's Fees

In the event Lessor or Lessee breaches any of the terms of this agreement whereby the party not in default employs attorneys to protect or enforce its rights hereunder and prevails, then the defaulting party agrees to pay the other party reasonable attorney's fees so incurred by such other party.

Excuse

Neither Lessor nor Lessee shall be required to perform any term, condition, or covenant in this lease so long as such performance is delayed or prevented by any acts of God, strikes, lockouts, material or labor restrictions by any governmental authority, civil riot, floods, and any other cause not reasonably within the control of the Lessor or Lessee and which by the exercise of due diligence Lessor or Lessee is unable, wholly or in part, to prevent or overcome.

Time of Essence

Time is of the essence of this agreement.

IN WITNESS WHEREOF, the undersigned Lessor and Lessee execute this agreement as of the day and year first written above.

Lessor

Bill Barboul, CBA
Roswell United Methodist Church

Susan C. Foster
Witness

Doyle R. Costello
Notary



Lessee

[Signature]
City of Roswell, Georgia

Nancy S. Long
Witness

Maureen Press
Attest

