



Rapid Recovery Plan

2021

Clinton

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



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

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

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

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Acknowledgements



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

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Table of Contents

Rapid Recovery Program	7
Introduction	8
Approach/Framework	9
Executive Summary	10
Diagnostic Key Findings	13
Customer Base	
Physical Environment	
Business Environment	
Administrative Capacity	
Project Recommendations	22
Way finding and branding	
Approach to support owners	
Outdoor Dining	
Peacemaking with pop up stores	
Peacemaking through Events and programming	
Increase capacity of downtown stakeholders	
Investigate hiring of a downtown coordinator	
Assist businesses to undertake shared marketing	
Provide one-on-one technical assistance	
Create a plan for public art	
Explore the creation of a cultural district	

Table of Contents

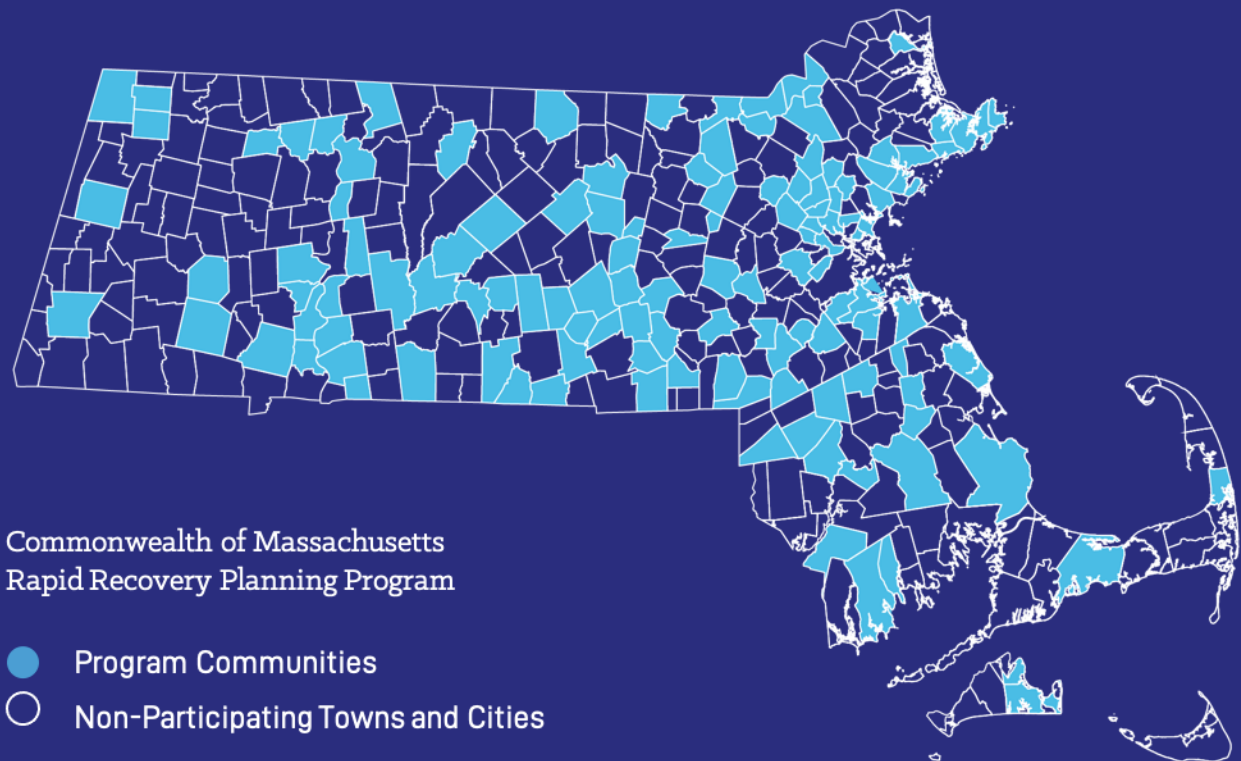
Appendix 75

- Inventory forms for the historic buildings
- Small Business Technical Assistance-SME
- Shared-Marketing-SME
- Administrative-Capacity-SME
- Activating-Streets
- Administrative-Capacity-Activating-Public Space
- Administrative-Capacity-Special-Events-Permitting
- Downtown-Events-Cultural/Arts
- Event-Branding
- Funding-Arts-Districts
- Pop-Up-Plaza
- Programming and Activating Streets
- Public Realm-Wayfinding-Downtown
- Revenue_Sales-Buy-Local-program
- Shared-Streets-and-Spaces-Grant
- Testing_New-Business
- The-Corner-Spot
- ULI CO Revitalizing Longmonts Great Western Sugar Mill

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.



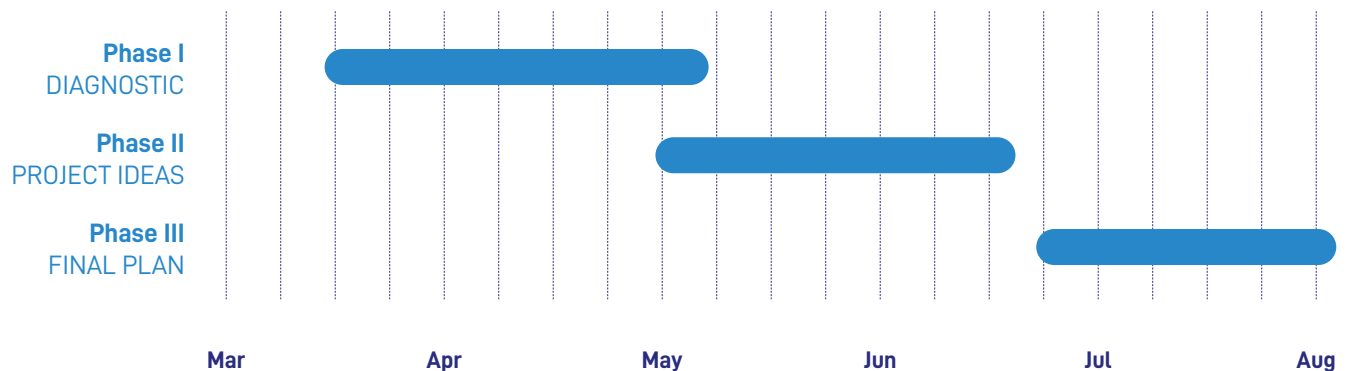
Rapid Recovery Plan (RRP) Program

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



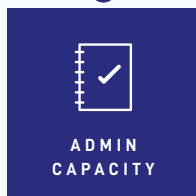
Who are the customers of businesses in the Study Area?



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 beautiful town common

Gifted with perhaps the most beautiful small town public common (Central Park) in the Commonwealth of Massachusetts, the Town of Clinton is located northeast of the City of Worcester. Clinton was first settled by Europeans in 1654 and incorporated as a town in 1850. The town's ethnic heritages include Irish, Scottish, German, Québécois, Acadian, Swedish, Italian, Dominican, Puerto Rican, Mexican, Greek, and Polish. Many emigrants from County Mayo settled in the town in the early 1900s that give Clinton a mainly Irish population today.

Using the Nashua River as an energy source, Clinton became an industrialized mill town. In 1897, construction began on the Wachusett Dam resulting in the Wachusett Reservoir in 1908, a major source of drinking water for the Metropolitan Boston area. By the late 19th Century, Clinton was known for manufacturing carpets and woven wire. Clinton also claims to have the oldest continuously-used baseball field in the world, Fuller Field, created in 1878. Strategically over the last several decades, Clinton has revitalized many of their old mills, and they have been re-used as manufacturing and research facilities or residential settings. The current population of Clinton is 15,240.

The pandemic impacted the district's businesses even resulting in temporary and permanent closures

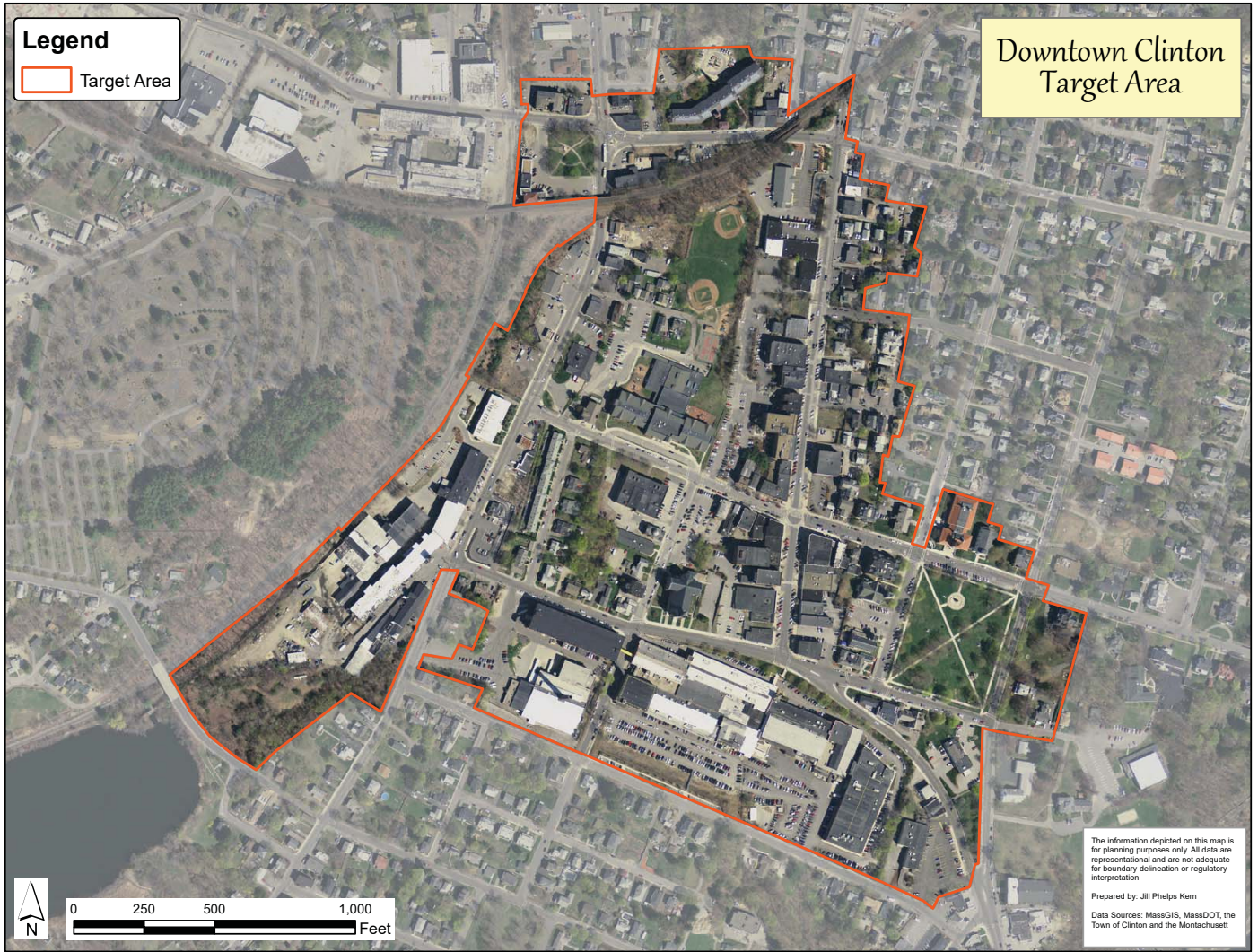
During the Covid-19 Pandemic, the town's commercial district experienced drop-offs in sales, both temporary and permanent closures and evolving perspectives on retail sustainability. From this exposure, the LRRP team has worked with the town staff, committees and elected officials to develop a recovery and sustainability approach.

Recovery will require undertaking a number of initiatives

The projects identified for further planning, study and eventual implementation include:

- Formalizing guidelines for outdoor dining
- Implementation of its branding and wayfinding system including investigation of sculptured "gateways" and informational kiosks, systemize the repainting deteriorating bridges, improve parking
- Develop an approach including incentives and other support mechanisms to renovate and restore five historic downtown properties for mix-use
- Facilitate and assist businesses with shared marketing strategies, consider how to position Clinton as a regional "Market Town,"
- Develop a plan and practical process for placemaking through events, festivals, pop-up stores as test or incubators for new businesses, etc. to attract visitors and activate empty lots and public spaces,
- Increase capacity for downtown stakeholders through an investigation of how to fund a downtown coordinator
- Create a system of pathways, alleys and passageways from off street parking to the commercial district
- Plan temporary and permanent public art displays
- Explore in-depth the possibility of creating a Cultural District in Clinton Center.

The Town of Clinton has a strong encouraging administrative core that thoughtfully works with all aspects of the community to improve the physical and natural environment. The elected and appointed town administrators will be a strong partner in attempting the implementation of the LRRP plans, projects and programs



12/3/2015 C:\Users\Jill\GIS\Clinton GIS Data\Projects\Wayfinding\Clinton Wayfinding Target Area.mxd

Diagnostic

Key Findings



The number of residents in Clinton is growing.

The population of Clinton is projected to increase as are the number of households. The median household income (\$75,415) is somewhat lower 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, with a growing number of Latin@ residents, some of whom are business owners in the Study area. Also, Clinton is a regional draw providing goods and services for residents in adjacent towns.

CLINTON DEMOGRAPHICS

POPULATION	
2010 Census	13,606
2021 Estimate	14,332
2026 Projection	14,678

HOUSEHOLDS	
2010 Census	5,831
2021 Estimate	6,224
2026 Projection	6,399

INCOME	
2021 Est. Average Household Income	\$ 98,836
2021 Est. Median Household Income	\$ 75,415
Per Capital Income (2021)	\$ 42,922

AGE	
Median Age	41.2
Age 35 – 64	42%
Age 65 – 85	14%

HOUSEHOLD SIZE	
2021 Est. Average Household size	2.3

EDUCATION (AGE 25+ 2021 ESTIMATE)	
At least some college or higher	67%

RACE	
White	84%
Black/African American	5%
Asian	2%
Latin@	18%



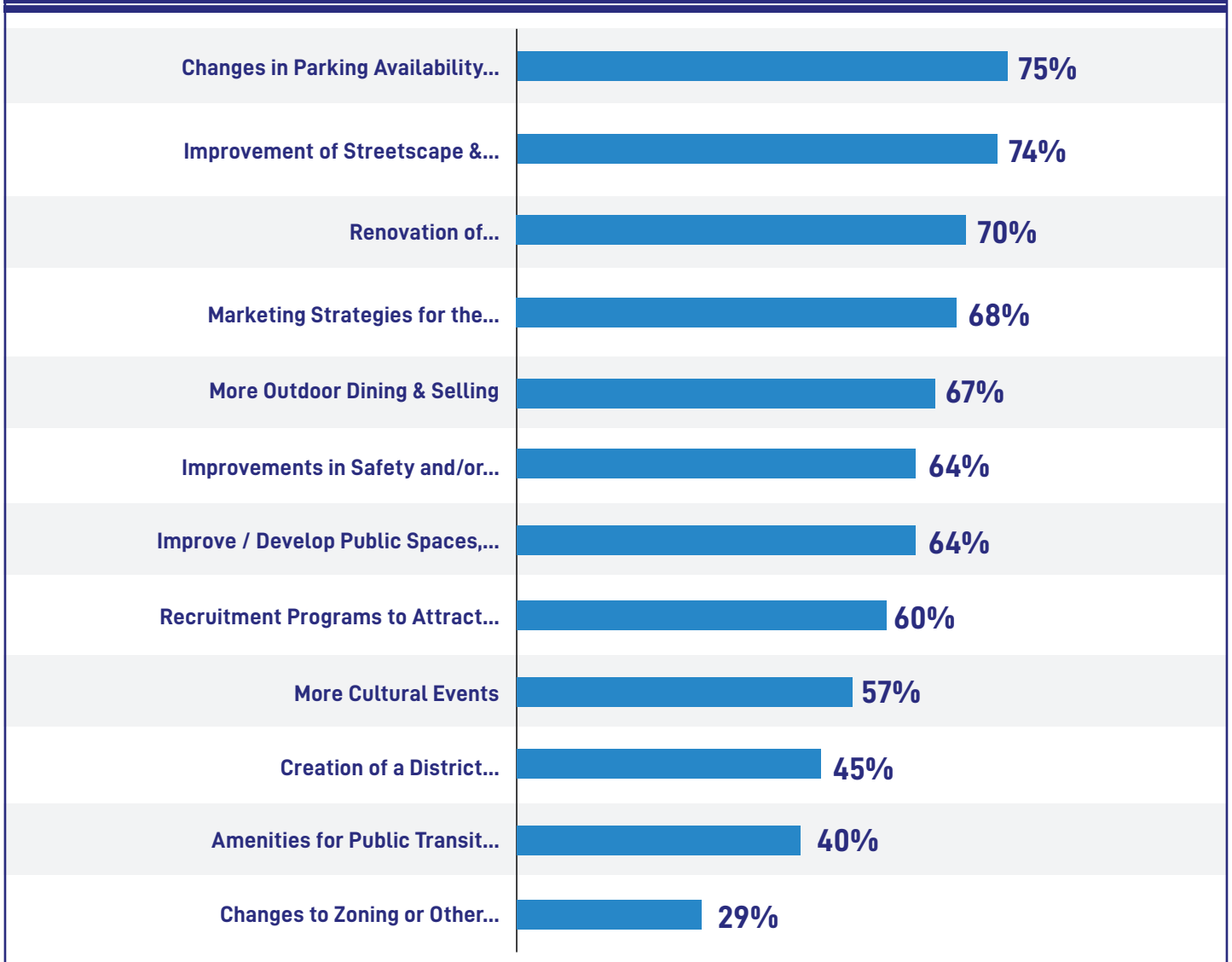
How conducive is the physical environment to meeting the needs and expectations of both businesses and customers?

Recent streetscape improvements have increased the appeal of the center; connecting and activating the public spaces will help to attract patrons. Some of the historic properties need revamping.

Strategies Most Important to Businesses

1. Changes in Parking Availability, Management or Policies
2. Improvement of Streetscapes and Sidewalks
3. Renovation of Storefronts and Building Facades
4. Marketing Strategies for the Business District
5. More Outdoor Dining and Selling Opportunities
6. Improvements in Safety and/or Cleanliness

Rated "Important" or "Very Important" by Businesses





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?

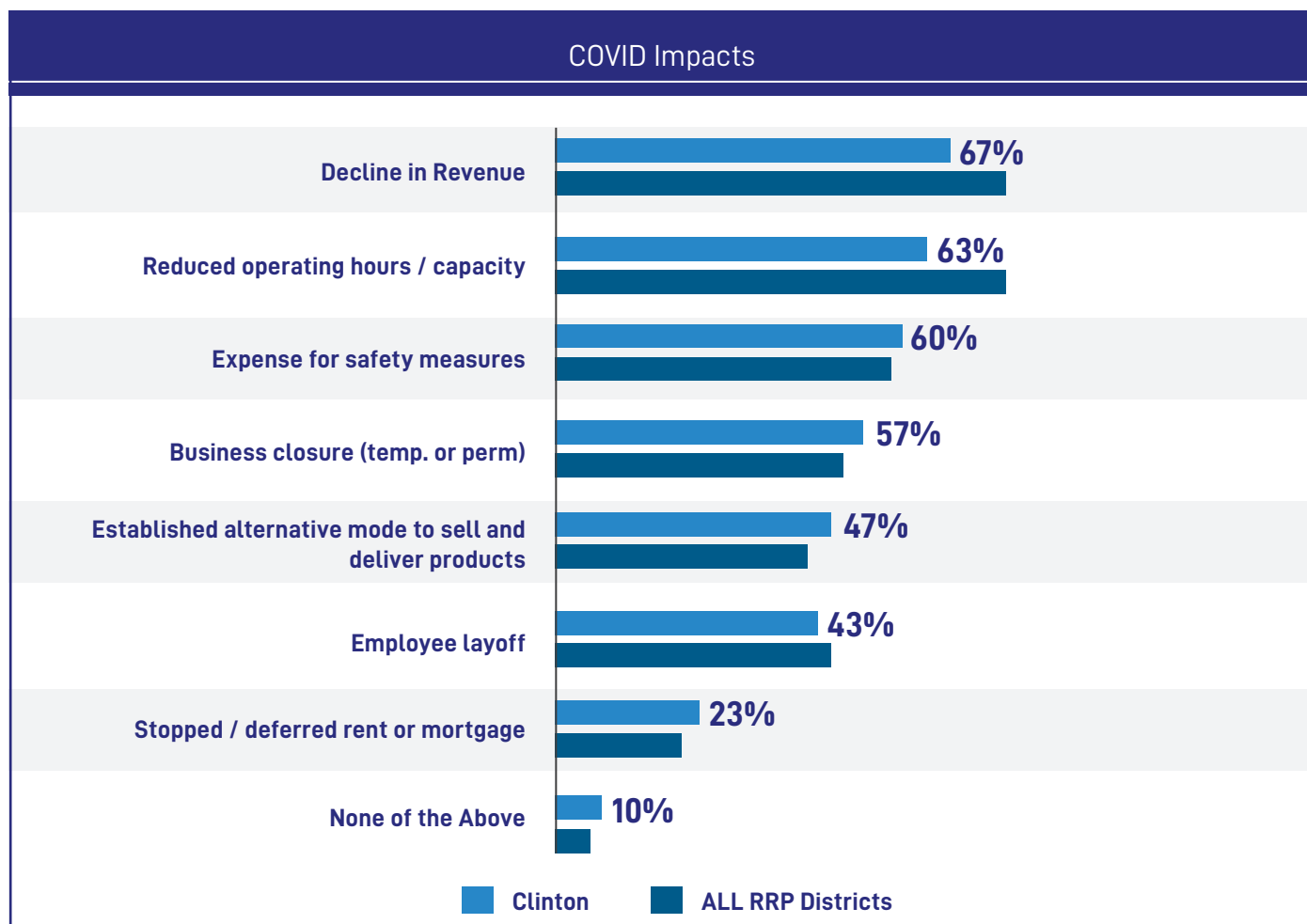
COVID impacts were widespread and significant among the businesses.

For the most part, the rate of impacts reported by Clinton Target Area businesses is fairly similar or slightly lower compared to most businesses in RRP Districts.

90% of Clinton Target Area businesses reported impacts from COVID-19.

A majority of businesses reported a decline in revenue, reduced operating hours, expenses incurred to implement safety measures, and temporary or permanent business closure. In most categories, the rate of impacts reported by Clinton Target Area businesses is lower or similar compared to the rate among all businesses in RRP Districts (within 6%). An exception to this -- 47% of Clinton businesses reported laying off employees compared to 38% across all businesses in RRP Districts.

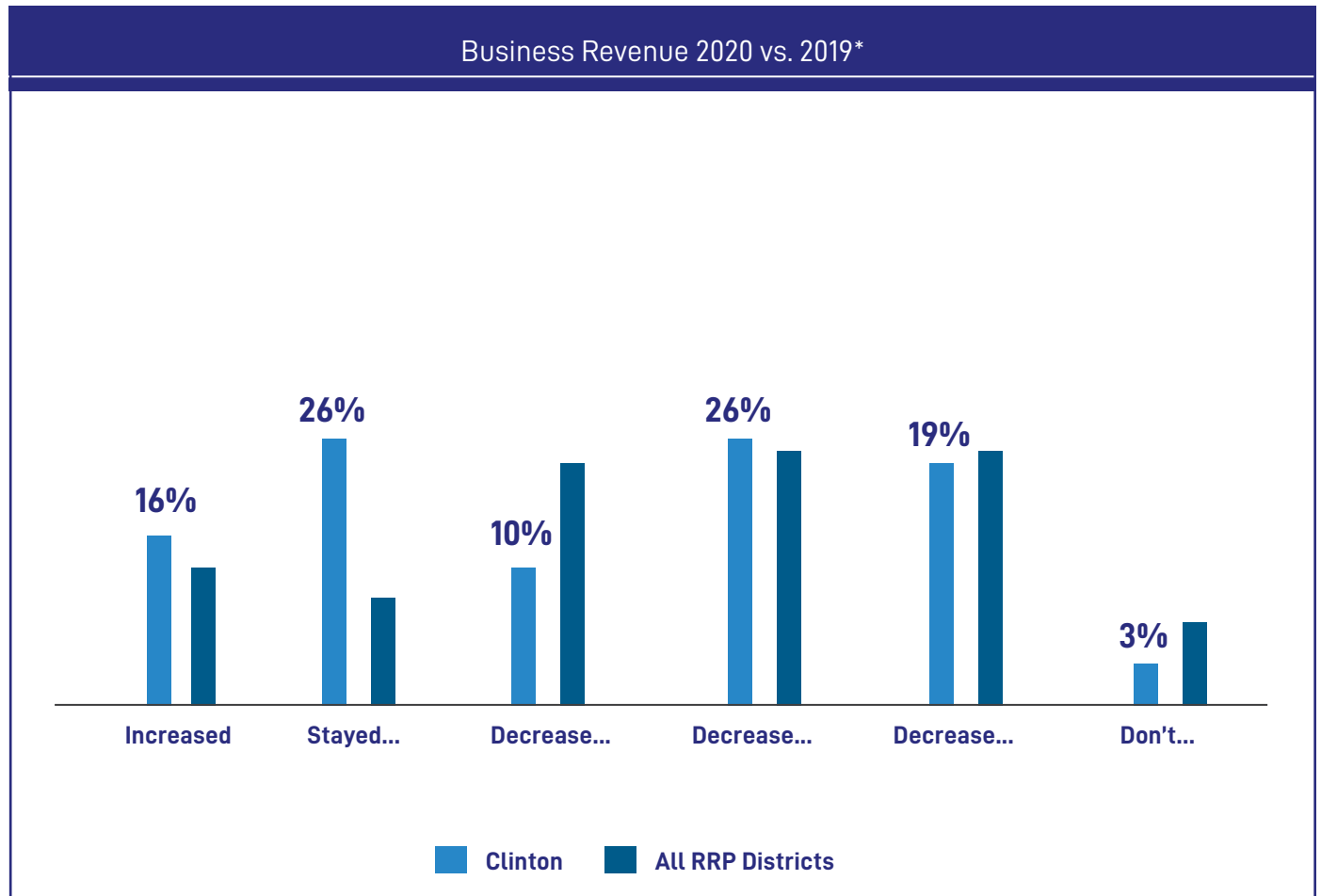
Decline in Business District foot traffic was significant. 68% of businesses had less on-site customers in January and February of 2021 than before COVID.

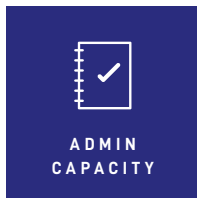


In terms of year-over-year revenue loss, Clinton businesses fared better

Loss of Revenue – Approximately 55% of Clinton businesses suffered a year-over-year revenue loss (compared to 68% of businesses in all RRP Districts).

And...on a positive note - 43% 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?

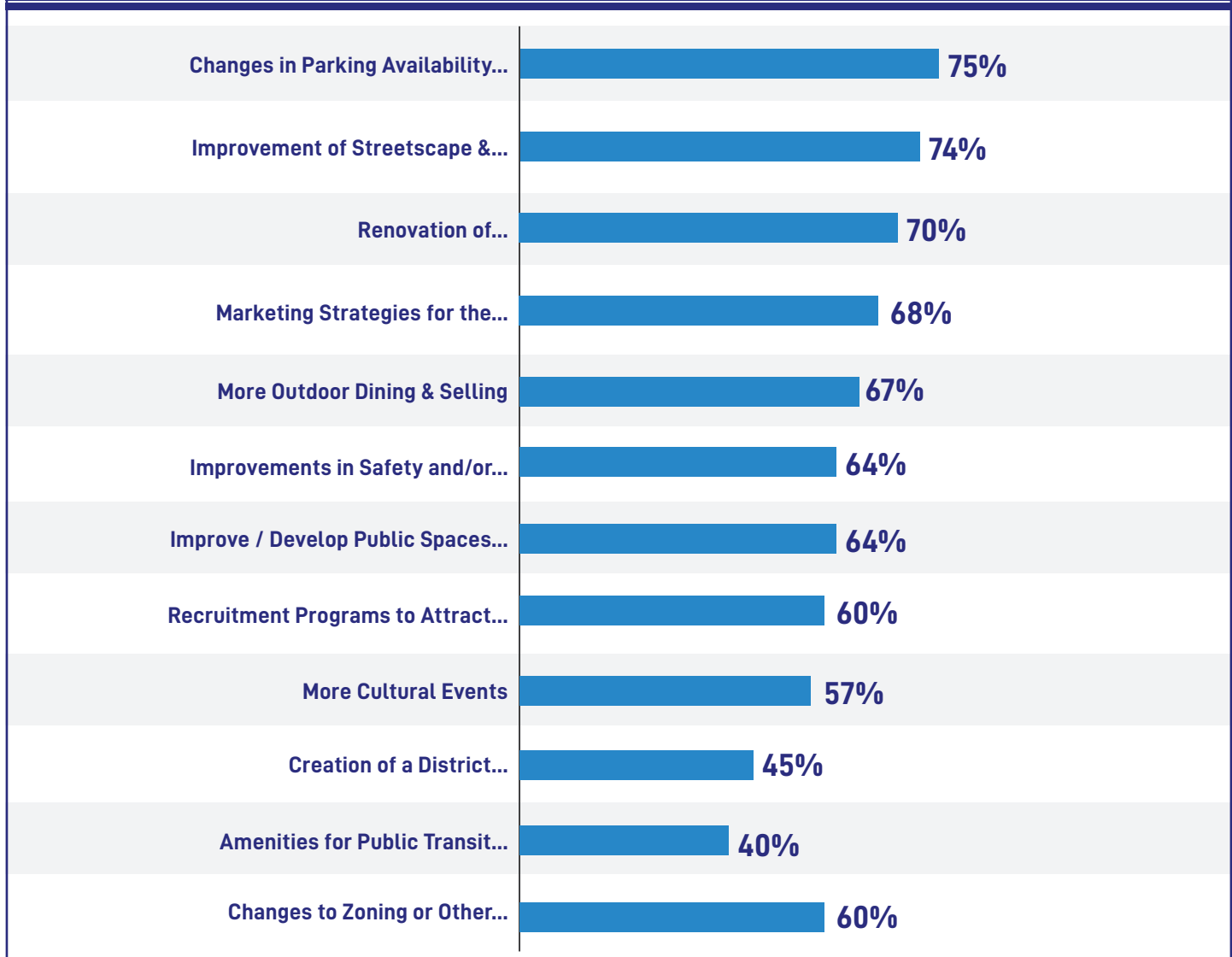
The majority of businesses were generally satisfied or neutral about public realm conditions, private realm conditions, customer access, safety/cleanliness and proximity to complementary to business or uses.

- A small portion of businesses expressed dissatisfaction with the Condition of Private Buildings, Facades, Storefronts and Signage (32% of businesses), Access for Customers and Employees (32% of businesses), and the Condition of Public Spaces, Streets and Sidewalks (29% of businesses).

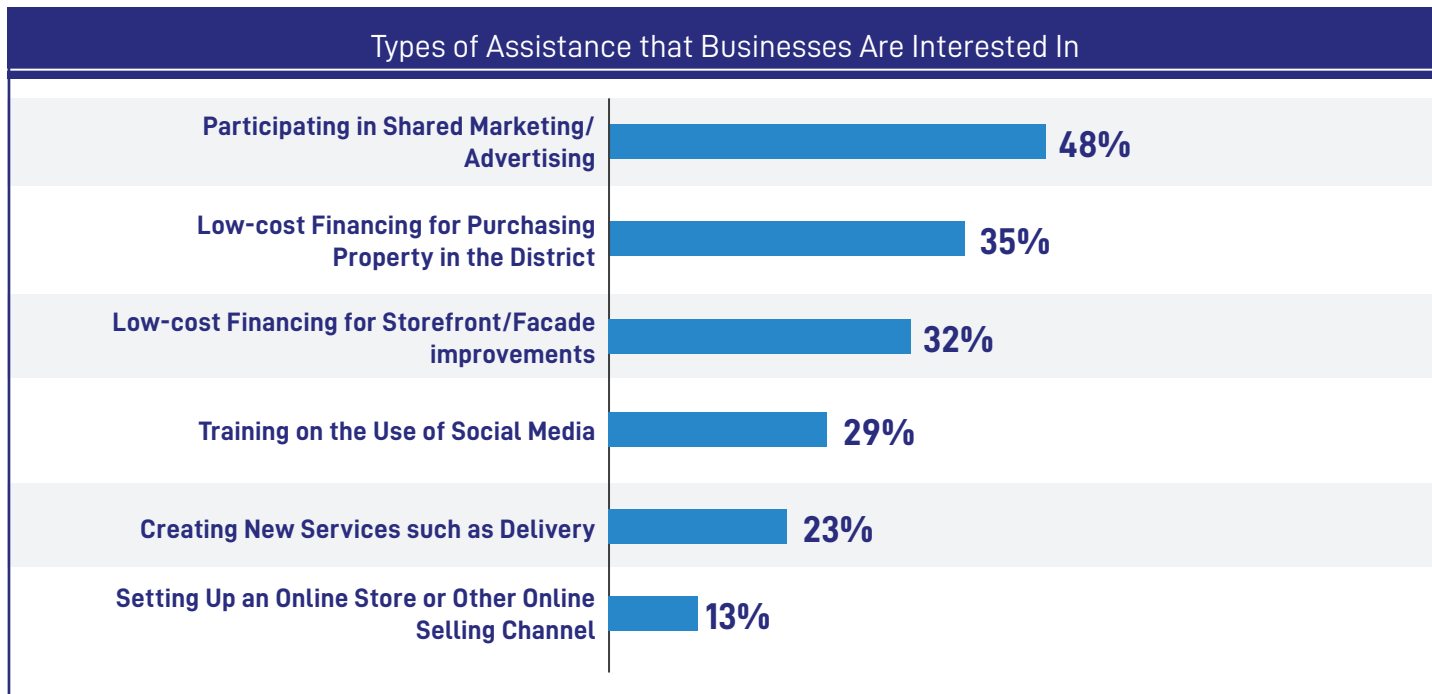
52% of businesses said that some aspect of the regulatory environment poses an obstacle.

- Parking regulations were cited most frequently (by 45% of businesses).

Rated "Important" or "Very Important" by Businesses



What Business Owners Had to Say. . . Participating in shared marketing or advertising initiatives is the top request among businesses.





Highlights from the Physical Environment

The Town is nestled between the second largest body of water in the state and agrarian and mill towns

With perhaps the most beautiful town commons, called Central Park, in the Commonwealth, Clinton, Massachusetts is a former textile, wire and bookbinding mill town located northeast of the City of Worcester in North Central Massachusetts. It is bordered on the south by the Wachusett Reservoir, the second largest body of water in the state. Several agrarian and mill towns border it. They include towns of Boylston, Lancaster, Berlin, Bolton and Sterling. Once the major source of power for mills, the Nashua River runs through the town.

Several large mills have been converted to other manufacturing or residential use. Many architecturally interesting examples of late 19th and early 20th Century workers' housing are still part of Clinton's residential neighborhoods.

The Town's commercial district is disconnected from the civic center

A geographical distinction of the town is that the civic buildings—Town Hall, Library, etc. are separated from the downtown commercial/retail area of the town. It is hoped that this disconnect will be partially fixed by implementation of its wayfinding system.

The downtown buildings are a mix of various architectural styles dating back to the 19th century, early 20th century, 1920s and 1930s and Mid-Century structures as well as contemporary facades and storefronts.

The Town recently improved its Downtown infrastructure

Over the last several years, the town has been able to find funding for upgrading Downtown streets, widen sidewalks and add new and improved street hardware and street furniture including light poles, benches, etc. Additionally, Clinton is currently in the process of expanding a branding and wayfinding system that was designed in 2018.

There are several historic buildings in need of renovation and with potential for reuse

As in any older mill town, there are various buildings and structures that have not been appropriately restored or reused. In Clinton's downtown, there are five (5) historic structures that are all challenging properties. The complex difficulty is to develop an approach to support private owners to renovate and restore. The challenge is to work with existing and new owners to provide incentives, support, and connection to resources so they can restore and convert buildings to mixed use (i.e. housing on upper stories, above retail and personal services).

Implementing a wayfinding and branding system will help to connect various parts of the Downtown and surrounding areas

Another challenge is to carefully implement the Town's wayfinding and branding system to connect to adjacent parking areas and sites to integrate with the downtown. Added gateway elements will enhance the sense of arrival and sense of place for visitors and residents. Another visual challenge is to develop a program for re-painting of the High Street and Main Street bridges which function as physical gateways to Downtown Clinton.

Public art installations and connecting cultural and historic resources could help to attract additional patrons to the Downtown district

Also, though Clinton has much appeal, the physical character of the town can be significantly enhanced by the introduction of public art as focal point and placemakers. The challenge would be to develop a funding source for temporary and permanent display. A source of artwork could be the work of faculty and students at the abundance of nearby colleges and university. This public art could enliven less utilized downtown streets and encourage potential regional shoppers and diners to visit. The wide sidewalks of Downtown Clinton could actually become "the regional pedestal" for large outdoor art.

Highlights from the Business Environment

Clinton's restaurant owners were nimble and adapted to the constraints posed by the pandemic; they would like support to continue some of these new practices

Downtown Clinton has a nice mix of goods and services. In recent years,, the largest growth of new businesses has come from the town's vibrant ethnic minorities. The experiences of Covid-19 taught the town's merchants and restaurateurs many lessons. To survive, they had to be resilient, flexible and open to new approaches. Most survived, some did not and a few thrived. Issues of how to work with the internet and websites, schedule daily and part-time openings, working with employee and employment needs as well as being creative with online orders, pick-ups and deliveries all needed to be skills developed. As the Pandemic lingers on, outcomes have let to the desirability of more outdoor dining opportunities, consideration of sidewalk sales, week-end pop-ups and empty store incubation.

In order to achieve recovery, merchants and the Town need to increase capacity and strengthen partnerships

Many of the previously mentioned activities demonstrate the need for increased capacity of both Downtown Stakeholders as well additional town staff to build on existing relationships between businesses and Discover Clinton, regional Chambers of Commerce and other nonprofits. One of the challenges is to explore different models for institutionalizing the relationships and articulate and work on shared goals including shared marketing. There is a need to hire an additional Town or organizational staff person to be a Downtown Coordinator to work with businesses and local ethnic groups to develop events, days and weeks to celebrate Clinton's businesses, history and diversity. Another challenge is to potentially use ARPA funding to develop a financially stable business organization model that is the right fit for the community.



Foster Fountain

Project Recommendations

Public Realm



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

Implement the Town's **wayfinding and branding system** to connect to adjacent areas and sites and integrate with the downtown. Add gateway elements to enhance the sense of arrival and sense of place for visitors and residents.

Provide **support to small businesses** through CDBG funds, business grants and loans and SCORE.

Develop a plan and process for placemaking through **events and programming** to attract visitors, activate and enliven public spaces to enrich community life. Encourage joint event with all downtown restaurants (close off a block and set up tables in street).

Private Realm



Develop an **approach to support owners to renovate and restore five (5) historic properties**. Work with owners, some new, to provide incentives, support, and connection to resources so they can restore and convert buildings to mixed use (i.e. housing on upper stories, above retail and personal services).

Facilitate and assist businesses to undertake **shared marketing strategies** including a joint on-line presence and expand regional relationships with Clinton as key role as "market town."

Develop a plan and process for placemaking through **pop up stores** to attract visitors, activate and enliven public spaces to enrich community life. Explore using empty lots and empty storefronts (e.g. pub/beer garden in empty lot, incubator space to test businesses in empty storefronts)

Provide **one-on-one technical assistance** especially with regard to increasing individual businesses' on-line presence. Provide assistance to those entities most impacted by COVID (e.g. restaurants, bars, dry cleaners, personal care, museum and theater).

Revenue / Sales



Increase capacity of Downtown Stakeholders by building on existing relationships between businesses, Discover Clinton, regional Chambers of Commerce, and the Town. Explore different models for institutionalizing the relationships and articulate and work on shared goals. Develop a financially stable stakeholder model that is right-sized for the community.

Investigate hiring of a Downtown Coordinator to oversee downtown activities, support local businesses, facilitate marketing, and attract new businesses.

Admin Capacity



Plan temporary **public art displays** along High Street with regional arts community members including colleges and universities.

Cultural / Arts



Explore the creation of a **Cultural District** that would connect existing cultural and historic resources. Connect with pathways and passageways to connect parking to Downtown and historic and cultural sites.



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.

Implement the Town's **wayfinding and branding system** to connect to adjacent areas and sites and integrate with the downtown.

Category		Public Realm
Location		Downtown Clinton
Origin		Community and Economic Development Director, Plan Facilitator
Budget	 	<p>Low Budget (Under \$50k) to Large Budget (\$200k +)</p> <p>Low to high budget for Implementation (\$20,000-\$150,000)</p> <ul style="list-style-type: none"> • Potential Funding Sources/Grants: • Shared Streets and Spaces Program (MassDOT) • Future BID Budget • Massachusetts Travel and Tourism Recovery Grant Program (only non-profits can apply) • ARPA Funding
Timeframe		Short Term (2-4 months) for fabrication & installation
Risk		Low Risk
Key Performance Indicators		The Number of wayfinding elements installed , Foot-traffic increase observed by merchants, Positive community feedback & press-media coverage, number of entities that choose to use or relate to the branding in some way.
Partners & Resources		Discover Clinton, Downtown Steering Committee, Community and Economic Development Director
Diagnostics		<p>Clinton lacks comprehensive wayfinding signage that directs people from major gateways to the Downtown and then provides information about key destinations, including parking lots, within the Downtown. There are no pedestrian signs within the Downtown</p> <p>A program of consistent signage would help strengthen the cohesion and functionality of the district. A district icon or log could be created that could be part of a signage and wayfinding program. If developed, such a graphic feature should be integrated consistently on all sign types for the district. In a district sign and wayfinding program, several sign types will exist and serve different purposes.</p>

Action Item

Implement the Town's **wayfinding and branding system** to connect to adjacent areas and sites and integrate with the downtown. Add gateway elements to enhance the sense of arrival and sense of place for visitors and residents. Investigate re-painting of the High and Main Street bridges which function as gateways to downtown Clinton.

Improve parking through better signage and enforcement. Utilize wayfinding to make connections to downtown more obvious and to direct visitors to municipal lots and other parking areas.

Process



Prototype Wayfinding sign designed by Favermann Design for Clinton, MA

Develop a **branding thematic wayfinding plan** for the Downtown. Create a wayfinding and branding system to help emphasize the features that make Hingham unique and to connect the Downtown to adjacent areas, better integrating the Downtown with these. To create a wayfinding & branding program for Downtown that will better direct users to their destination but also create a sense of place for the commercial nodes corridor. The project will involve:

- 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

Develop and implement a comprehensive wayfinding program for motorists and pedestrians that includes:

- Signs at gateway locations
- Signs for the Merchant's and Station Street parking lots including pedestrian signs to direct people from the Station Street lot to the Downtown.
- Signs to the commuter rail station.
- Key destinations in the Downtown.

The **gateway signs** should be located at the key entry points to the district.

The parking wayfinding signs could be located near the gateway signage and would be located nearer to the district such that a visitor arriving by vehicle would see the gateway sign first and then the parking wayfinding sign. Similar locations would be effective for the parking signs.

The **primary destination wayfinding signs** should be placed for pedestrians departing from the primary parking lot. This sign would show directional areas and could show distances measured in blocks to the key destinations or clusters of destinations (e.g. "Shops and Restaurants" or "Central Park. The destination signs would be placed to be visible for a visitor parking and departing the parking lot on foot.



Museum of Russian Icons



Town Hall



Branded kiosk and Wayfinding in the Downtown Area

Wakefield, MA

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.

SEE APPENDIX: Create a way-finding system to help reinforce the downtown experience.





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





PC: Favermann Design

Develop an **approach to support owners to renovate and restore five (5) historic properties.**

Category		Private Realm
Location		Downtown Clinton Specific historic properties located on a number of streets in Downtown Clinton.
Origin		Community and Economic Development Director, Plan Facilitator
Budget		<p>Large Budget (\$200k +). The budget would depend on the number of businesses in need of such financing and interested in participating in the program.</p> <p>Unless a grant/loan funds for preservation are also added to the program it is estimated that a limited market study and some technical training (ULI webinar, etc.) and a full workshop could be carried out for \$38-\$60K. In the event of a grant/loan funding assume a minimum of \$20,000 per property.</p>

Location: Clinton, MA			
Sites: Multiple Properties - Church and High Street			
		Low	High
Allowance for Town Staff and/or property owners to participate in ULI			
1	NTHP or MHC webinar or other training	\$6,000	\$12,000
2	Clinton Market Study (can benefit entire district, Town, etc.) + consultant time for workshop participation	\$12,000	\$20,000
3	Consultant to conceptualize, coordinate and produce workshop program. (includes note taker + photographer + meal coordinator). Responsible for being sure all participants understand their roles.	\$12,000	\$15,000
4	Case Studies Providers (prep time, presentation, limited follow up with property owners)	\$6,000	\$9,000
5	Food and bevs for day (15-25 participants, including staff, etc.)	\$1,200	\$1,500
6	Misc printing, workshop expenses	\$800	\$2,500
7	Venue cost / table rentals / projector, etc.	\$0	\$0 add if required
		\$20,000	\$28,000
Preliminary estimate:		\$38,000	\$60,000
			\$49,000 Average

Timeframe		<p>Medium Timeframe:</p> <p>Once the approach is developed eligible businesses should be encouraged to participate over the next few years so that there are visible improvements to the district overall through these incremental preservation efforts.</p>
Risk		<p>Low Risk:</p> <p>There is a risk that specific property owners whose properties are in need of preservation and renovation do not participate in the program. This will in part depend on outreach and information as well as the terms of the program.</p>

Key Performance Indicators

The number of property owners that participate in the program and the number of historic buildings that are preserved and improved.

Partners & Resources

Property owners of historic properties, Downtown Steering Committee, Community and Economic Development Director, Historical Commission Massachusetts Historical Commission (MHC) 2022 Survey and Planning Grant. The goal of the Survey and Planning Grant program is to support efforts to identify and plan for the protection of the significant historic buildings, structures, archaeological sites and landscapes of the Commonwealth.

In Fiscal Year 2022 the grant program is anticipated to be available to both CLG (Certified Local Governments) and non-CLG municipalities, as well as other qualified applicants.

<http://www.sec.state.ma.us/mhc/mhchpp/Surveyandplanning.htm>

NPS Form 10-900
(3-82)

OMB No. 1024-0018
Exp. 10-31-84

United States Department of the Interior
National Park Service

**National Register of Historic Places
Inventory—Nomination Form**

See instructions in *How to Complete National Register Forms*
Type all entries—complete applicable sections

For NPS use only
received JAN 25 1985
date entered FEB 21 1985

1. Name

historic Central Business District
and or common Downtown Clinton Historic District

2. Location

street & number Multiple addresses on High and Church Streets N/A not for publication
city, town Clinton N/A vicinity of
state Massachusetts code 025 county Worcester code

3. Classification

Category	Ownership	Status	Present Use
<input checked="" type="checkbox"/> district	<input type="checkbox"/> public	<input checked="" type="checkbox"/> occupied	<input type="checkbox"/> agriculture
<input type="checkbox"/> building(s)	<input type="checkbox"/> private	<input type="checkbox"/> unoccupied	<input checked="" type="checkbox"/> commercial
<input type="checkbox"/> structure	<input checked="" type="checkbox"/> both	<input type="checkbox"/> work in progress	<input checked="" type="checkbox"/> educational
<input type="checkbox"/> site	Public Acquisition	Accessible	<input checked="" type="checkbox"/> entertainment
<input type="checkbox"/> object	<input type="checkbox"/> in process	<input type="checkbox"/> yes: restricted	<input checked="" type="checkbox"/> government
	<input checked="" type="checkbox"/> being considered	<input checked="" type="checkbox"/> yes: unrestricted	<input checked="" type="checkbox"/> industrial
		<input type="checkbox"/> no	<input type="checkbox"/> military
			<input type="checkbox"/> other:

4. Owner of Property

name Multiple (see attached list)
street & number Multiple
city, town Clinton NA vicinity of state MA

5. Location of Legal Description

courthouse, registry of deeds, etc. Worcester County Registry of Deeds
street & number 2 Main Street

Diagnostic

Businesses have lost revenues as a result of COVID and have less funding at their discretion to preserve historic properties. Much of the Downtown's character and aesthetic appeal is a result of these historic buildings

More than half (55%) of the businesses surveyed generated less revenue in 2020 than they did in 2019 and for almost half (45%), revenue declined by 25% or more. More than half (63%) reduced their capacity and operating hours. Additionally, more than half (60%) incurred expenses to implement safety measures during the pandemic resulting in less money available to do additional marketing needed for recovery.

Additionally, over one-third (35%) of businesses surveyed expressed an interest in low-cost financing for storefront/ façade improvements. The Community and Economic Development Director identified the need for such a program because existing funding mechanisms don't seem to be appropriate for the needs of Clinton's property owners.

There are a number of buildings listed on the National Registry and some are underutilized properties in Clinton's Downtown. There are incentives in place, including that they are located in an Opportunity Zone, but they are apparently not being used, perhaps because they are not targeting the appropriate scale of intervention. National District designation, MA contributing structures, in Opportunity Zone – tax credit incentives have not worked to date probably because of the scale. The Town hires a Preservation Planner to work with banks.

Recently some multistory historic buildings have changed ownership, may be an opportunity to improve the properties. There are 5 buildings specifically that are in need of such intervention. Properties have recently changed hands. Of the 5 buildings, 3 have parking, 2 do not.

There is a large market for housing. Many buildings are reused for this purpose. Mixed use would be desirable. Ground floor uses have been transitioning to more personal services (e.g. aestheticians, salons, tattoo parlors).

Underutilized historic properties include the following:

At Depot Square: 625 Main Street, the Swift Building
Old depot (640 Main Street)

On Church Street:

- 156 Church Street, the Item Building
- 162 Church Street, the Courant Building
- 203 Church Street, the Bank Annex

Courant and Bank Annex are smallish buildings without parking. Upper floors unoccupied in both.

On High Street:

- 52-72A High Street, the Wachusett Block
- 77 High Street, the Bank Block



Bank Annex, Clinton, MA

Potential Investment Opportunities Multi-Story Blocks Clinton, MA



1. The Swift Building 625 Main Street

Constructed: 1894, W.B. Page, Archt
Gross Floor Area: 19,900 sf
Effective Floor Area: 14,200sf
Lot Area: 17,300 sf; adjacent vacant lot 4,200sf
Assessed Value (2018) : \$227,900

Heavy timber construction; constructed as market on ground floor, cold storage on second floor, shoe factory on third floor. High bay garage space to rear.

Currently on market, for sale by owner



2. The Bank Block 77 High Street

Constructed: 1881, Boyden and Boyden, Archt
Gross Floor Area: 36,900 sf
Effective Floor Area: 29,650sf
Assessed Value (2018) : \$1,448,200

Continuously occupied by bank since construction

Building under Master Lease to bank tenant; lease sunsets 2020



3. The Item and Courant Buildings 156-162 Church Street

Constructed: Item Building, 1902, Horace Thissell, archt; Courant Building, 1875
Gross Floor Area: Item Building, 10,360 sf; Courant Building, 7,950 sf
Effective Floor Area: Item Building, 7,540; Courant Building, 4,388 sf
Assessed Value (2018) : Item Building, \$277,400; Courant Building, \$120,200

Adjacent buildings constructed for local newspaper; Item Building is heavy timber construction.



Bank Annex, Clinton, MA

Action Item



Wayfinding graphic example

Develop an approach to support owners to renovate and restore five (5) historic properties. Work with owners, some new, to provide incentives, support, and connection to resources so they can restore and convert buildings to mixed use (i.e. housing on upper stories, above retail and personal services). Apply Downtown Design Guidelines.

Explore different approaches to financing and preservation of historic properties.

Talk with owners of historic buildings to understand their needs

Develop a Plan for promoting funding and preservation of the historic buildings in Clinton's Town Center.

- Build capacity for small investors and to build a network.
- How can owners be educated as to the resources available and the benefits of using them?
- Identify their peers in other towns
- Identify who is involved in these projects
- Create a day long workshop with "experts" (peers from other towns, consultants). Ask them to present case studies – what works, what doesn't?
- Also invite to workshop: potential stakeholders, members of the lending community, Mass Development, Mass Historical Commission
- Focus on the unique circumstances
 - Each participant presents their circumstance, a sort of series of lightning talks with a sharing of challenges and gaps
 - Follow up with one-on-one time with Mass Development contact for technical assistance following the workshop
 - Identify the common needs
 - See from the property owners point of view and what kind of help they need
- Conduct a market analysis and present to the workshop participants
- Develop the context of the regional economy and Clinton's role in it

Process

FIRST STEPS

Historic Building Rehabilitation (Redevelopment) Workshop + Site Visit Program

Provide a one-day program for property owners (approximately five) of historic buildings to workshop key issues related to historic building redevelopment. Identify key research questions that may be addressed in a discrete market study (or addressed through the availability of other data.)

National Trust for Historic Preservation:

[Forum webinar series](#) and other programs

Massachusetts Historical Commission:

MA Preservation Project Fund: <https://www.sec.state.ma.us/mhc/mhcmppf/mppfidx.htm> (See program info and videos that outline applicability) Confirm next round due date (approx. 03/2022)

Process (Continued)



Clintons Bar & Grille

Workshop goals:

- **Educate** property owners as well as members of the Clinton Historic Commission and Downtown Clinton Revitalization Program representatives about key aspects of historic building rehabilitation and provide access to knowledge holders to address specific questions/issues.
 - Case Studies presented by 2 developers/development groups* who have successfully redeveloped similarly-scaled projects in other communities
 - Presentations from Technical Assistance Providers (agency representatives and other experts) about latest program developments
 - **Mass Historic Commission:** tax credit programs and preservation grant programs
 - **Commercial Lenders:** Invite key regional bank representatives
 - **Tax Credit Specialists:** [Cherrytree Group](#) or other similar
 - **Architectural Photographer/Videographer/and/or Building Documentation specialist:** Short presentation on why quality photos matter, how buildings can be documented, using new tech, etc. Ex: [Aerial Genomics](#)
 - **Architect/engineer/contractor/code consultant:** depending upon specific needs. Alternatively, the workshop could be designed to allow property owners to also invite a key team member or members if these parties are already identified.
- Build collective knowledge about economic opportunities for Clinton based upon current market data and contribute to the vision for the future of Clinton. (Market study consultant to be included in the workshop, to help interpret key findings. Include time cost in scope.)
- Networking / relationship building among key knowledge holders / potential team members.

Pre-Workshop - Two weeks in advance:

Distribute final agenda and list of participants with relevant contact information. Be sure all know that food will be served and encourage all participants to be available for the full program. (Confirm any special dietary restrictions, etc.)

Follow up / Post-workshop:

- Post photos on relevant social media
- Ensure all parties receive notes/slides and photos from the day as well as an updated list of contact information.
- Ensure property owners have limited access to Case Study Providers and Technical Assistance Advisors following the one-day program



Bring together property owners in a workshop.



Great Western Sugar Mill, Longmont, Colorado
PC: Urban Land Institute Colorado

Best Practice

Revitalizing Longmont's Great Western Sugar Mill



Private Realm

Longmont, Colorado

SOME KEY TAKEAWAYS:

- City investment can help support the historical legacy of the site and its role as a gateway into the city
- Risk of missing this unique and important opportunity to make this iconic site accessible to the public
- Need for due diligence & data on the site
- Need for Master Plan & collaboration between owners and/or land assembly
- Plan for a mix of uses on the site to fit with City's Comprehensive Plan
- Importance of agriculture to the community
- The site could be an example of pioneering sustainability

<https://knowledge.uli.org/en/reports/tap/2020/uli-colorado-longmont-sugar-mill-tap>





The Great Western Sugar Mill in Longmont, Colorado, initially constructed in 1905, has been shuttered since 1977—but that has not restrained people's fascination with the buildings. Back in 2012, Boulder County Public Health issued a warning to stay away from the buildings due to asbestos, unstable structures, and other dangerous conditions by putting up a "stay out" sign at the property. Large fires have been started by trespassers over time, increasing the instability of some of the buildings. Despite these precarious conditions, the sugar mill buildings retain a high level of interest from the Longmont community and developers who envision a new future for the site.

During Longmont's most recent comprehensive plan update in 2016, the sugar mill buildings and surrounding land were identified as a priority for redevelopment, preservation, and adaptive reuse. The City has and continues to receive inquiries of interest from the development community, particularly since its inclusion within Longmont's Opportunity Zone.

The City of Longmont asked ULI Colorado to study six contiguous land parcels, including about 125 acres and the historic Great Western Sugar Mill structures. In August 2020, ULI Colorado convened a Technical Advisory Panel (TAP) composed of volunteer experts to provide recommendations related to the revitalization and reuse of the Sugar Mill and the surrounding land.

More examples here: <https://www.dropbox.com/sh/g4v9zqi9rguy31e/AABm1gLLNlXkTG-SeFBZja0ua?dl=0>

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

Category		Public Realm
Location		Downtown Clinton
Origin		Community and Economic Development Director, Plan Facilitator
Budget		Low Budget (Under \$50k)
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		Continued and increased use of public (and private) space for outdoor dining. The number of people enjoying outdoor dining.
Partners & Resources		Discover Clinton, Downtown Steering Committee, Community and Economic Development Director, restaurant owners Shared Space Grant



Downtown Building Facades on Clinton's High Street

Diagnostic

There are sixteen restaurants, one diner and a café in Downtown Clinton. In most categories, the rate of impacts reported by Clinton Target Area businesses is lower or similar compared to the rate among all businesses in RRP Districts (within 6%). An exception to this -- 47% of Clinton businesses reported laying off employees compared to 38% across all businesses in RRP Districts, some of these were restaurants.

Significantly more than half (67%) of businesses surveyed rated "more outdoor dining and selling" as "important" or "very important."

Making outdoor dining a permanent option both for safety and enjoyment will help to attract patrons back in addition to attracting patrons from surrounding communities.



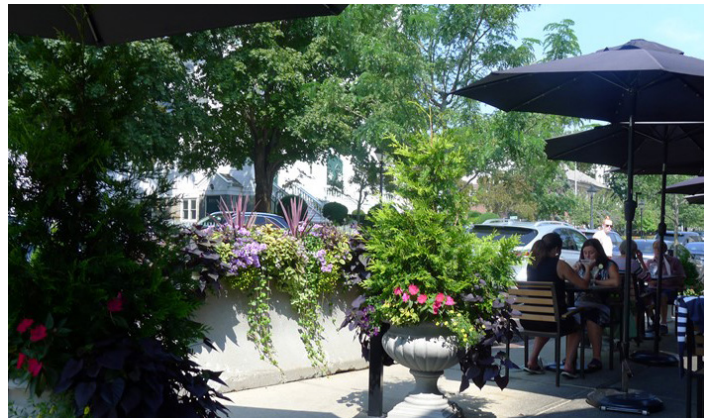
Outdoor dining, Downtown Clinton, MA

Action Item

Use the **Outdoor Dining Toolkit** to develop a streamlined process for outdoor dining and using sidewalk space for sidewalk sales, outdoor displays of merchandise and sidewalk sales.

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://beverly.wickedlocal.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 and using sidewalks for display of merchandise"
4. Consider using planters in place of jersey barriers to define outdoor seating areas



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



Winterizing Outdoor Dining in Boston, MA

Outdoor Dining/ Retail Community Toolkit







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:

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



Clintons Bar & Grille

Develop a plan and process for placemaking through **pop up** stores to attract visitors, activate and enliven public spaces and enrich community life.

Category		Public Realm
Location		Downtown Clinton
Origin		Community and Economic Development Director, Plan Facilitator.
Budget		Medium Budget (\$50k - \$200k) This includes supporting pop ups to set up in outdoor and to convert indoor spaces for temporary uses.
Timeframe		<p>Short Term (Less than 5 years)</p> <p>Planning: 3 months</p> <p>Pop-Up Vendor Solicitation: 3 months</p> <p>Pop-Up Build-Out: 3 months</p> <p>Implementation: 3 months</p>
Risk		<p>Low Risk</p> <p>Small businesses may be more willing to try out an interesting and creative idea that injects vitality into the downtown if they can test the idea first without having to commit to significant investment.</p>
Key Performance Indicators		<p>The number of new and creative uses of indoor and outdoor spaces for temporary pop up uses. The number of people that patronize the popups. The length of the waiting list of businesses wanting to set up temporary uses in indoor and outdoor spaces.</p>
Partners & Resources		Discover Clinton, Downtown Steering Committee, Community and Economic Development Director, Brazilian and Dominican communities, Haitian church, district restaurants, Building Inspector, DPW, Public Safety
Diagnostic		<p>Site visits confirm that the Downtown infrastructure improvements project is being successfully implemented with upgrades sidewalks and street amenities. What is needed now are ways to enliven and inhabit the newly renovated public space, to animate the stage with authenticity.</p> <p>90% of Clinton Target Area businesses reported impacts from COVID-19.</p> <p>A majority of businesses reported a decline in revenue, reduced operating hours, expenses incurred to implement safety measures, and temporary or permanent business closure. Decline in Business District foot traffic was significant. 68% of businesses had less on-site customers in January and February of 2021 than before COVID.</p> <p>A Pop-Up and Events Program is recommended in order to provide vibrancy to the Downtown area as well as an opportunity to small business owners to test out their business before committing to long term investment.</p> <p>Planning is already underway for the use of a vacant lot as a pop up brewery once a month, an artisan market and a sidewalk sale. Need to build on these efforts.</p>

Action Item

Develop a plan and process for placemaking through pop up stores, to attract visitors, activate and enliven public spaces to enrich community life.

- Explore using empty lots and in empty storefronts (e.g. pub/beer garden in empty lot, outdoor eating on closed off Main Street).
- Develop a plan and process for creating incubator space to test businesses in empty storefronts)
- Involve and celebrate the Brazilian and Dominican communities

Process

ACTION STEPS:

LOCATE: Find a suitable location(s) for the pop ups. This could be a vacant lot, an alley, a parking lot space or street space currently devoted to vehicles. Ensure its centrally located within walking distance of numerous other commercial opportunities. Be sure it's a space that can support a true business test while drawing visitors to your Downtown.

Some ideas: vacant lots, vacant buildings, temporary use of parking lots.

1. **PARTNER:** Identify a strong base of supporters to help implement and ensure space is embraced by the community & businesses have a constant flow of local customers and visitors to the community.
2. **PLAN:** A combination of active and passive uses will ensure adoption of the site. While the programmed retail space will be your focus, passive community space is a must, whether recreational activities, seating, swings, a neighborhood lawn or other activity, ensure there are multiple draws to attract all different types of users to the space.
3. **IMPLEMENT:** With support of local contractors repurpose a small sheds into portable retail spaces, given a custom touch by each of the vendors paying a modest annual fee to operate the business.
4. **KEEP A WAITING LIST:** As business test their ideas and perhaps decide to move to a more permanent space, it will be important to keep the spaces active. Keeping a waiting list will ensure that others will take their place.
5. Create a process for permitting the temporary structures.





"The Corner Spot," Ashland, MA

Best Practice

"The Corner Spot"

Ashland, MA



Public Realm

The Corner Spot is a place in downtown Ashland where businesses can test-drive their market and residents can come together. The Corner Spot is intended to stimulate economic activity, attract new developers and business owners, and increase foot traffic downtown to help support existing and future business.

The Corner Spot is located at 6 Cherry Street and serves as the home for new businesses to "pop up" every week (or more), allowing residents to enjoy a variety of potential additions to the Ashland business community.





The Corner Spot has brought new life into our downtown incorporating outdoor seating and tables, porch swings, a free mini library, kids play area and a place that gives us a bright glimpse of the future of Ashland's downtown area.

<https://thecornerspotashland.com>



Caption : The Corner Spot, Ashland, MA / PC: Business Owner/ The Corner Spot/on Yelp

Develop a plan and process for placemaking through **events and programming** to attract visitors, activate and enliven public spaces and enrich community life.

Category		Public Realm
Location		Downtown Clinton
Origin		Community and Economic Development Director, Plan Facilitator The Select Board is very interested in events as a way of enlivening the Downtown.
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) Seasonal events, 3 month planning for each. 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		Low Risk The only risk is that if it is an outdoor event and the weather doesn't cooperate, that event attendance may be adversely impacted.
Key Performance Indicators		The number of events held in the downtown district. The number visitors to the downtown events. The number of partners participating in downtown events.
Partners & Resources		Discover Clinton, Downtown Steering Committee, Community and Economic Development Director, Brazilian and Dominican communities, Haitian church, district restaurants, Building Inspector, DPW, Public Safety, Library, Recreation Department, Russian Icon Museum Establishing a dynamic Downtown Association will be key to the success of this recommendation. Collaboration with a future Downtown Coordinator will also be important.

Diagnostic

Site visits confirm that the Downtown infrastructure improvements project is being successfully implemented with upgrades sidewalks and street amenities. What is needed now are ways to enliven and inhabit the newly renovated public space, to animate the stage with authenticity.

90% of Clinton Target Area businesses reported impacts from COVID-19. A majority of businesses reported a decline in revenue, reduced operating hours, expenses incurred to implement safety measures, and temporary or permanent business closure. **Decline in Business District foot traffic** was significant. 68% of businesses had less on-site customers in January and February of 2021 than before COVID.

More than half (57%) of the Clinton downtown businesses surveyed rated "more cultural events" as "important" or "very important." A Programming and Events Program is recommended in order to provide vibrancy to the Downtown area by attracting visitors to linger in the district.

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. Holding a Town Day would be a good start.

Action Item

Develop a plan and process for placemaking through events and programming to attract visitors, activate and enliven public spaces to enrich community life.

- Explore ways of holding a Food Festival/Cultural exchange event (e.g. Caribbean Day, involve the Brazilian and Dominican communities, co-organize with Haitian church and some Haitian residents). Would be for a regional audience and would draw Caribbean residents from throughout central MA.
- Explore periodically closing off Main Street and creating opportunities for outdoor eating Encourage joint event with all downtown restaurants (close off a block and set up tables in street).
- Involve and celebrate the Brazilian and Dominican communities

Process



Clinton Senior Center

ACTION STEPS:

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.



Open Streets, New York City

Best Practice

Open Streets



Public Realm

New York City, New York

Open Streets was introduced by New York City Mayor Bill DeBlasio as a citywide program allowing commercial streets to apply to New York City Department of Transportation for permits to close streets to vehicle traffic so that businesses, including restaurants and retail, can expand into the travel lanes of the roadway.

- The program allows communities to embrace new public space and support small businesses.
- Outreach to businesses to determine interest in participating in an Open Streets program
- Determine timing of proposed Open Streets (once a week, every weekend)
- Secure support and needed permits from local Department of Transportation to close streets
- Determine staffing and fundraising plan (Paid staff will require a higher level of fundraising, while volunteers will require a higher level of management and coordination)

- Coordinate deployment of barriers and cones to close streets and indicate bike lanes -- either from DOT or privately purchased
- Determine seasonality of Open Streets -- does it take place all year long? Only in the spring and summer?
- Create long-term goals, in partnership with the local Department of Transportation's 10-year goals:
- Does the community seek to reduce or eliminate car usage? Encourage public transit? Long term plans might work in partnership with other city transportation objectives, such as building out public transportation and bike infrastructure
- Long term goals: Permanent Open Streets – Use the temporary Open Streets program and outcomes as a model for a permanent closed street setting

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/18631343689639>



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>



Increase capacity of Downtown Stakeholders

by building on existing relationships between businesses, Discover Clinton, regional Chambers of Commerce, and the Town.

Category		Administrative Capacity
Location		Downtown Clinton
Origin		Community and Economic Development Director, Plan Facilitator
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)
Risk		<p>Medium Risk</p> <p>A little less than half (45%) of Clinton's Downtown businesses surveyed rated "creation of a District Management Entity" as "important" or "very important." This indicates a need for increasing awareness and demonstrating the value of such an entity.</p>
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 Downtown 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 Clinton, Downtown Steering Committee, Downtown business and property owners, Community and Economic Development Director, Downtown Communications Consultant, Wachusett Chambers of Commerce, WHEAT

Diagnostic

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.

Clinton's Downtown businesses are currently busy focusing on their individual business survival and in most cases do not have the capacity to take on the role of coordinating a district-wide collaboration. Discover Clinton is a 501-C, but lacks the capacity (there are not enough businesses in the association). There is also not enough staff in the Community Planning Department to take this on. A partnership between the Town and the businesses would be the ideal. There is a need to institutionalize the relationship between the Town and merchants, and to bring them together to articulate shared goals and build on existing relationships.

There is a Downtown Steering Committee that hasn't met since COVID. Property owners were reached out to for the Downtown revitalization project, but not as a group. Individual owners came to public forums (there were three in total). Bringing together property/business owners together now will be almost starting from scratch. There is interest in building on the volunteer efforts of Discover Clinton and creating a stronger partnership between the municipality, Discover Clinton, Downtown businesses and property owners in launching a phased approach to developing a Business Improvement District (BID).



Main Street, Clinton, MA

Action Item



Installation of New Sidewalks and street furniture in Clinton

Increase capacity of Downtown Stakeholders by building on existing relationships between businesses, Discover Clinton, Wachusett Chambers of Commerce, and the Town. Explore different models for institutionalizing the relationships and articulate and work on shared goals. Create a formal organization and use ARPA funding to demonstrate to community the value of such an organization to increase support for future funding. Develop a financially stable stakeholder model that is right-sized for the community.

- First step: bring all the property/business owners together in one room.
- Approach the large employers and the museum
- Other potential partners: Rotary Club, church, Brazilian community, Dominican community.
- Form a new organization that includes the existing organizations (Discover Clinton, Downtown Steering Committee and existing social service organization WHEAT).
- The Town should act as a partner, but key stakeholders need to drive the effort forward.
- A part-time or full-time position in Discover Clinton or other organization should be hired.
- Identify key stakeholders and develop a funding strategy.
- Beef up Discover Clinton with a Board of Directors and reach out to the right set of players.
- There will be 3 years of ARP funding, so have 3 years to set up and prove the value of such an organization. It should be a reiterative approach. The BoS should commit \$100,000 per year from the ARP dollars and then once there is no more money available from this source, the Town should continue funding the Management Entity together with other key stakeholders.

Process



Private Sector, Clinton Retail

ACTION STEPS:

- Getting Started - Identify Startup Resources
- Develop the Value Proposition
- Stakeholder Engagement
- Create a Community Outreach and Engagement Strategy
- Identify Downtown Priorities
- Confirming BID organizational model or alternative
- Resources for Sustainability
- **Getting Started** - Clinton may initiate this project by creating a working partnership between the municipality and downtown stakeholders such as Discover Clinton, 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 BID (or other model) and communicate to the municipality and private stakeholders the impact of their investment. The goal of a BID is to build a destination that is attractive to potential businesses, residents, and visitors. A BID 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 BID will undertake strategic programs and services that will help achieve that goal. Key talking points include:

Process (Continued)



Renovated Lancaster Mills Lofts and Apartments

- 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.
- Produce and execute cultural and event programming
- Ability to respond to crisis - COVID
- Leverage resources and collaborations

Stakeholder Engagement/ Leadership and Partnerships - The municipality may engage Discover Clinton, key property and business owners, and civic leaders to launch the conversation about forming a BID. The goal of this effort would be to form a steering committee to develop a BID for Clinton. 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 refine the work program for the proposed BID. Additionally, this provides the opportunity to provide community education on the BID model, identify needs and opportunities as well as potential leadership to spearhead the BID organizational development. This could happen in a variety of ways Including:

- Community Forums - fun, engaging and Informational visioning sessions
- Peer Learning Panels - Executive Directors from BIDs in other similar communities.
- Visits to other communities with BIDs 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.

Confirming BID Organizational Model - Once organizers have established the downtown priorities/ proposed programs and budget, it will be important to confirm that there is consensus that a BID is the appropriate district management organizational model for Clinton.

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

PROCESS Clinton may consider the following steps to begin the process of building support for a BID.

- Create a downtown partnership with the Discover Clinton, Municipality, key property owners, key local destination businesses, and chamber of commerce to launch the effort.
- Form a broad-based advisory committee to provide input and feedback

**Process
(Continued)**

- Secure seed funding for TA to explore district management models through Massachusetts Downtown Initiative (now part of the One Stop), Mass Development Real Estate TA program, 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 BID model / programming / budget
- Consider a phased approach to starting a BID
- Organizers may consider executing a demonstration project that could "show" potential programs and services provided to the downtown through a BID.
- Formal creation of BID model. Basic outline of baseline requirements:

Business Improvement District -

- Undertake a petition process under direction of the steering committee to secure support of 60% of property owners representing, 51% of the assessed valuation of the district.



Wachusett Reservoir Walkway



How to Form a BID In Massachusetts

Admin Capacity

Resources: How to Form a BID In Massachusetts

<https://www.mass.gov/doc/2020-revised-business-improvement-district-manual/download> Best practice rubric -Forming a BID in Hudson

Case Studies https://www.massdevelopment.com/assets/what-we-offer/BID/HowToCreateABID_2020_CaseStudy_Hudson.pdf

https://www.massdevelopment.com/assets/what-we-offer/BID/HowToCreateABID_2020_CaseStudy_CentralSquare.pdf

https://www.massdevelopment.com/assets/what-we-offer/BID/HowToCreateABID_2020_CaseStudy_Hyannis.pdf

Program areas at Hudson Downtown Business Improvement District

Cultural placemaking began in the Downtown District with the addition of physical improvements and seasonal arts and culture events, and overall marketing to create a sustainable, vibrant, welcoming and economically healthy destination for residents, Business owners and visitors.



Investigate hiring of a Downtown Coordinator to oversee downtown activities, support local businesses, facilitate marketing, and attract new businesses.

Category		Public Realm
Location		Downtown Clinton
Origin		Community and Economic Development Director, Plan Facilitator
Budget		Medium Budget (\$50k - \$200k)
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		An increase in the number of coordinated district marketing efforts, downtown events, and other district-wide activities. An increase in the downtown businesses' revenues and sales resulting from these activities.
Partners & Resources		Discover Clinton, Downtown Steering Committee, Community and Economic Development Director
Diagnostic		Currently, neither Discover Clinton nor the Town have the capacity to undertake the coordination of district marketing, events, and other efforts to help the recovery from the negative impacts of COVID-19. Hiring a Downtown Coordinator will provide the needed capacity.
Action Item		Investigate hiring of a Downtown Coordinator to oversee downtown activities, support local businesses, facilitate marketing, and attract new businesses.

Process

ACTION STEPS:

Conduct outreach with comparable communities that have hired a Downtown Coordinator and discuss benefits.

Create a Job Description

Secure funding

Advertise, recruit, interview and hire Downtown Coordinator.



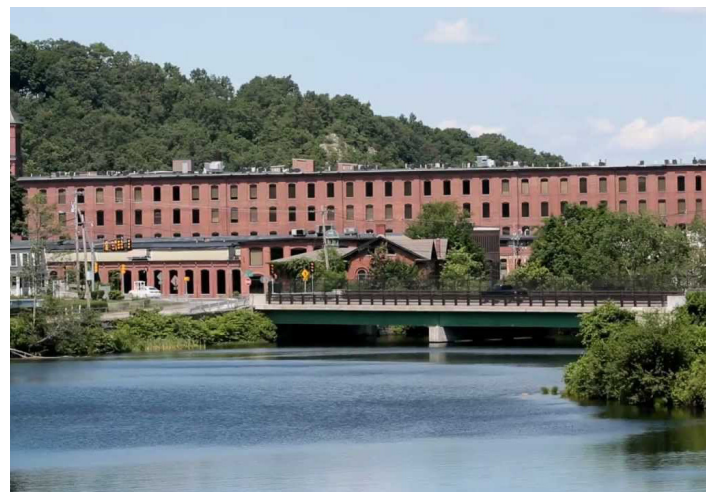
Main Street, Clinton, MA



New Street Lights Installation



Clinton Italtinate Town Hall viewed from Central Park



Lancaster Mills



Downtown Coordinator Sample Job Description

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 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 Downtown 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 Downtown Business Association members and response to their concerns.
4. Establish and coordinate district services such as, but not limited to, general cleaning, graffiti removal, beautification projects, snow clearing, maintain parks, trash removal etc.
5. Maintain relationships with city, state, regional and not-for-profit organizations to include correspondence with the Select Board and other relevant Town entities.
6. Has the financial responsibility for the management of all escrow funds to ensure a reasonable rate of return.
7. 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.
8. Maintain an effective web site.
9. Create and assist with cultural and civic events.

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.

EXAMPLE JOB DESCRIPTION: Central Square Cambridge, MA

Marketing and Communications Manager, BID:

<https://www.linkedin.com/jobs/view/marketing-and-communications-manager-at-central-square-business-improvement-district-2444532686/>

Facilitate and assist businesses to undertake **shared marketing strategies**

Category		Private Realm/Revenue and Sales
Location		Downtown Clinton
Origin		Community and Economic Development Director, Plan Facilitator, Discover Clinton
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		Discover Clinton, Downtown Steering Committee, Community and Economic Development Director 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.

Diagnostics

90% of Clinton Target Area businesses reported impacts from COVID-19. A majority of businesses reported a decline in revenue, reduced operating hours, expenses incurred to implement safety measures, and temporary or permanent business closure.

Decline in Business District foot traffic was significant.

68% of businesses had less on-site customers in January and February of 2021 than before COVID.

Significantly more than half (68%) of Downtown Clinton businesses surveyed rated "marketing strategies for the district" as "important" or "very important." Almost half (48%) expressed an interest in participating in shared marketing and advertising as a way of recovering from the negative impacts of COVID-19.

Action Item

Facilitate and assist businesses to undertake shared marketing strategies including a joint on-line presence and expand regional relationships with Clinton as key role as "market town."



Key anchor store on Main Street, Clinton, MA

Process

ACTION STEPS:

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 Clinton 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 Downtown 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 any previous related efforts
9. Develop a Buy Local campaign

Step Up



Revenue/Sales



Private Realm

The Economic Development Office teamed up with the Lexington Retailer's Association, the Lexington Chamber of Commerce, and two Lexington High School students to create the "Step Up for Lexington" program. This initiative is a "shop local" effort aimed at encouraging residents and visitors to shop and dine in Lexington by offering them a stamp on their card for each purchase which then automatically enters them in a weekly raffle which in turn entitles them to win a prize.

For more information see:

<https://shoplexingtonma.wixsite.com/stepupforlexington>



SHOP. STAMP. REPEAT. WIN!

1. Grab a Passport Card at retailers and businesses throughout Lexington or at the Visitors' Center. **Or** you can even download and print your own at <http://shoplexingtonfirst.com/>
2. Get a stamp or signature each time you shop, eat, take a yoga class, buy a gift, get your nails done, pick up a cake, or do business with Lexington-based companies!
*Online purchases count too!
3. Collect 10 stamps from at least 3 different businesses. Turn in your card at the Visitors' Center during business hours **or** you can email a picture of your completed card to visitorscenter@lexingtonma.gov

FURTHER DETAILS:

Participating business list will be updated and current on the Shop Lexington website. Visitors' Center: 1875 Mass Ave or email visitorscenter@lexingtonma.gov.

Weekly drawings held at the Visitors' Center! Weekly prizes include \$5 to spend at local businesses or on services. All entries are eligible for the Grand Prize as well: **\$400+ package!**

<http://shoplexingtonfirst.com/>

SHOP LOCAL. SUPPORT LEXINGTON BUSINESSES.

AUGUST 17 – OCT 17



SCAN ME





Jointly sponsored by the Lexington Retailers' Association, the Lexington Chamber of Commerce and the Town of Lexington. Special thanks to Sarah Jensen and Grace Ou of Lexington HS!

Provide **one-on-one technical** assistance especially with regard to increasing individual businesses' on-line presence.

Category		Private Realm
Location		Downtown Clinton
Origin		Community and Economic Development Director, Plan Facilitator
Budget		Medium Budget (\$50k - \$200k)
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		The number of businesses that participate in the program, the number of businesses that increase their sales as a result of creating and/or increasing their on-line presence.
Partners & Resources		Discover Clinton, Downtown Steering Committee, Community and Economic Development Director Clinton COVID-19 Small Business Resiliency Loan Program CARES Act Funding

Diagnostic

As observed in many municipalities, businesses without the ability to market and sell online were more likely to have significant negative impacts from the COVID-19 pandemic. Clinton small businesses include personal service businesses such as hair and nail salons, massage, tattoo, and yoga / fitness businesses and restaurants. The businesses most heavily impacted in Clinton's Downtown include the movie theater, pest control and dry cleaners.

Almost one-third (29%) of Downtown Clinton businesses surveyed said they were interested in "training on the use of social media," and more than one-fifth (23%) said they would like help with "setting up an online store or other online selling channel."

Discover Clinton has the potential to play a larger role in small business support and business district marketing. Municipal level assistance to help small businesses develop marketing capacity and operations resilience is an important element in downtown recovery and revitalization efforts in the wake of COVID-19.

Action Item

Provide one-on-one technical assistance especially with regard to increasing individual businesses' on-line presence. Provide assistance to those entities most impacted by COVID (e.g. restaurants, bars, dry cleaners, personal care, museum and theater).

- Identify partners/providers to implement program
- Identify marketing tools to reach the target market
- Identify what micro-entrepreneurs need the most help with in solidifying their organizations
- Ensure there are enough resources to meet the need
- Select consultants to provide technical assistance



Process

SMALL BUSINESS TECHNICAL ASSISTANCE PROGRAMMING:

Research the needs of the hard impacted small businesses. Begin with outreach and engagement to provide them with a voice; provide an opportunity to listen before there is any perception that you are "pushing" something to them that is not relevant considering their current mindset. Workshops can help business owners understand the subject matter and help them define what "online" and "eCommerce" can mean for them, on their terms, for their brand, and their comfort level.

One-on-One Technical Assistance to work on a customer acquisition, retention, and online presence plan. Attention should also be spent on helping the business owner establish a plan to maintain activity, either through in-house staff support or through delegation to freelancers / contractors. Empower the business owner to not take everything on their own.

- Subject matter categories to consider:
 - Business operations resilience and growth planning; this includes staffing/hiring and supply chain resilience
 - Digital tool capabilities, including POS systems and bookkeeping (strategy and/or implementation)
 - eCommerce platform setup (e.g., Shopify, WooCommerce, connection to online marketplaces)
 - Digital marketing (to support in-person commerce, not just eCommerce) • Website design, development, and maintenance planning • Social Media management (organic and paid) • Google My Business profile setup and optimization plan • Review sites (e.g., Yelp, TripAdvisor, industry specific sites)
- Technical Assistance Format may be in workshop format, one-on-one format, and/or a combination of workshop and one-on-one TA. Ideally, the technical assistance will provide tangible deliverables so the business owner feels it was worth their own time investment. For example, a new website, a collection of social media posts, help with an updated Google My Business profile, set up a new POS system, etc.

SEE APPENDIX for more information on a developing a process



ReLaunch



Private Realm

<https://www.mass.gov/doc/tenants-mix-best-practice-sheets-compendium/download>

ReLaunch is a collaborative effort to drive business resilience and opportunity in 2021. Companies will receive tailored tools and professional assistance to revitalize, strengthen and transform their businesses. For detailed information please visit: www.relaunch.business

ReLaunch is designed to provide service to diverse communities, particularly those that have limited digital infrastructure, making them more exposed to the business decline during COVID-19 business disruptions.







Collaborative Small Business Technical Assistance Effort to Drive Business Resilience and Opportunity to Diverse Communities
Arlington, VA
PC: Revby LLC



Downtown High Street, Clinton, MA

Create a plan for temporary **public art displays**.

Category		Culture/Arts
Location		High Street, Downtown Clinton
Origin		Community and Economic Development Director, Plan Facilitator
Budget		Medium Budget (\$50k - \$75k) to create the Plan
Timeframe		Short Term (3-5 months)
Risk		Low Risk
Key Performance Indicators		Community acceptance, quality of projects and programs implemented, ability to fundraise, positive public relations (e.g. press, social media, etc.), the number and range of public art installations, the number of locations where temporary art installations are installed. The number of residents and businesses that call for permanent public art installations.
Partners & Resources		<p>Discover Clinton, Downtown Steering Committee, Community and Economic Development Director, Historical Commission, Russian Icon Museum, local and regional artists, regional colleges and universities, local ethnic communities.</p> <p>Potential Funding Strategies:</p> <ol style="list-style-type: none"> 1. Town or City self-funding as part of its capital expenditure budget 2. Corporate support by local businesses, banks, utilities, etc. 3. Foundation and public support both private and public including: <ul style="list-style-type: none"> • National Endowment of the Arts • Massachusetts Cultural Council • New England Foundation for the Arts • Private and Family Foundations (often locally directed) • Percentage of construction costs of new or expanding developments • Individual donors • Crowd-sourcing

Diagnostic

While there is some public art sprinkled throughout the Downtown, the Town's historical and cultural assets provide additional potential to create a much larger impact on the Downtown, attracting visitors who may then patronize restaurants and retail.

Public art can foster a sense of place that help people make meaning from their surroundings. The actual act of generating artwork can build community relationships. Integrating public art into civic projects can generate community engagement and enrich the final results of a project. Incorporating public art into the planning and development process can keep the public engaged and assist with reinforcement of project momentum.

Clinton has somewhat of a negative reputation in the region (labeled as the town with the "most bars per capita"). Creating a public art program will help to distinguish Clinton from surrounding towns and elevate its image.



Foster Fountain, Central Park, Clinton, MA

Action Item

Plan temporary **public art** displays along High Street with regional arts community members including colleges and universities.

Consider using public art for **traffic calming**. For specific examples see:

<https://www.transportation.art/sgas-projects/arts-transportation-rapid-response/>

Consider using public art to improve the appearance of **outdoor dining** structures.



Stand Theater, Clinton, MA

ACTION STEPS:

Public art plans should include the following:

1. An inventory of current works of art including:
 - A. Information on year, location, artist(s), and materials
 - B. A cleaning or maintenance schedule or plan
2. Development of a public art map.
3. A commission process for the creation of new works
 - A. Calls to artists
 - B. Selection processes.
 - (1) Open call
 - (2) Selected call
 - (3) Direct commissions (artist-generated public art)
 - C. Request for Qualifications (RFQ)*
 - D. Request for Proposals (RFP)**
4. Plans for funding public art
 - A. A percent-for-art program
 - B. A designated public art fund that addresses public art needs.

In order to invite artist participation the Town needs to commission new works:

EXAMPLE: Request for Qualifications (RFQ)

This is a call for qualified candidates to submit an application (including resume, statement of interest and images of past work) for consideration by a selection panel. The RFQ outlines the project location, budget, scope, theme, timeline, and other specifics relevant to the project, and offers applicants instructions for submitting. A selection committee made up of key stakeholders is usually established to review submissions and narrow the pool of applicants to a smaller number of finalists who are then contracted to produce proposals. Finalists are given adequate time to develop proposals and then submit them for final review, often in an interview setting. An RFQ can be widely distributed or sent to only a select number of artists, depending on restrictions that may be imposed by the funding source, the budget and the administrative time available for the project. "Invitational RFQs" are RFQs that are sent to a pre-selected, qualified pool of artists, and not broadcast to all artists.

(Source: MAPC Public Art Tool Kit)

EXAMPLE: Request for Proposals (RFP)

This is a call for artists to submit a full project proposal for a specific project. The project is outlined and general direction and client desires are included. There are two ways to conduct an RFP process: ask all applicants to include their proposal in the application materials; or select finalists based on the application process and then pay each finalists to develop proposals. An RFP might be issued in a limited invitational call. Proposals are usually requested from finalists after the selection panel has met for the first time. This approach can work out well if you have a specific project in mind and access to a small number of competent artists that you believe are qualified for the job.

(Source: MAPC Public Art Tool Kit)

Key Ingredients for Success

- | | |
|--------------------------|----------------------------|
| 1. Public Support | 4. Program Transparency |
| 2. Political Will | 5. Process Updates |
| 3. Community Involvement | 6. Secured Funding Sources |

Metropolitan Area Planning Council developed a Public Art Toolkit



Cultural/Arts

Lexington, MA

Metropolitan Area Planning Council developed a Public Art Toolkit, "Cool It with Art: A How-To Guide for Tackling Rising Temperatures with Art in Our Communities" is a guide for local governments, community-based organizations, and artists interested in working together to promote creative approaches to address climate-driven extreme heat impacts and to promote healthy, climate resilient communities.





The Guide contains information, resources, and practical guidance to increase awareness of heat risks and precedents for creative heat resilience interventions and to help support implementation of these types of projects.

<https://www.mapc.org/wp-content/uploads/2021/07/Cool-it-with-Art-Final-Report-07132021.pdf>



Metropolitan Area Planning Council, July 2021

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

Category		Culture/Arts
Location		Downtown Clinton and connections beyond
Origin		Plan Facilitator
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 Clinton 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 Clinton's Downtown 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 Russian Icon museum. Visitors to the museum can be directed to other sites in Town.
Partners & Resources		Discover Clinton, Downtown Steering Committee, Community and Economic Development Director, Massachusetts Cultural Council, Bigelow Public Library, Russian Icons Museum, St. John the Guardian of Our Lady Church, Historical Commission, School Department Potential Funding sources: 2022 Artists Fellowship Grants; LCC Grants for Community-Based Arts and Culture Projects
Diagnostic		Cultural and historical institutions, including the museum and theater, have been disproportionately impacted by COVID-19. Creating a Cultural District will help to attract visitors to compensate for the losses due to having to close for such a long period because of the pandemic. Clinton has somewhat of a negative reputation in the region (labeled as the town with the "most bars per capita"). Creating a Cultural District connecting the Town's various historic and cultural elements will help to distinguish Clinton from surrounding towns and elevate its image.

Action Item

Explore the creation of a Cultural District that would connect existing cultural and historic resources. Improve pedestrian connections from parking to Downtown, Russian Icon Museum, Strand Theater, St. John the Guardian of Our Lady Church, Central Park with Foster Fountain, Civil War monument and monument to Spanish-American War veterans, Bigelow Free Public Library, Holder Memorial, Strand Movie Theater, historic buildings, ethnic and specialty restaurants, etc.

Connect with Pathways and Passageways (some connections underway, need for street furniture, some privately, some publically-owned pedestrian ways, topographical challenges)

Process

ACTION STEPS:

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.

Connect historic and cultural features through public art, interpretation, walking/biking tours, organizing events that celebrate the Town's history.



Need to improve pedestrian connections, Clinton, MA



Potential pedestrian connections, Clinton, MA



Interior of St. John the Guardian of Our Lady Church, Clinton, MA



Bigelow Free Public Library, Clinton, MA

Metropolitan Area Planning Council developed a Public Art Toolkit



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/>

Culture creates.

Massachusetts artists are at the heart of our rich cultural life. Using form, sound, color, language, and movement, artists help us interpret our past, understand the present, and envision a better future. Their work breaks down barriers and helps us appreciate what it means to be human. That's why we believe that supporting artists and art is essential to our mission.



Historic Postcard of Wachusett Railroad Bridge.

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.

ADDITIONAL PROPOSED PROJECT	COMMENTS
Provide support to small businesses	through CDBG funds, business grants and loans and SCORE.



Wachusett dam reservoir walkway

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 program⁹:

- **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.

⁹ Emmy Hahn, DHCD

¹⁰ <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

United States Department of the Interior
National Park Service

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received JAN 25 1985

date entered FEB 21 1985

National Register of Historic Places Inventory—Nomination Form

See instructions in *How to Complete National Register Forms*
Type all entries—complete applicable sections

1. Name

historic Central Business District

and/or common Downtown Clinton Historic District

2. Location

street & number Multiple addresses on High and Church Streets N/A not for publication

city, town Clinton N/A vicinity of

state Massachusetts code 025 county Worcester code

3. Classification

Category	Ownership	Status	Present Use
<input checked="" type="checkbox"/> district	<input type="checkbox"/> public	<input checked="" type="checkbox"/> occupied	<input checked="" type="checkbox"/> museum
<input type="checkbox"/> building(s)	<input type="checkbox"/> private	<input type="checkbox"/> unoccupied	<input checked="" type="checkbox"/> commercial
<input type="checkbox"/> structure	<input checked="" type="checkbox"/> both	<input type="checkbox"/> work in progress	<input checked="" type="checkbox"/> educational
<input type="checkbox"/> site	Public Acquisition	Accessible	<input checked="" type="checkbox"/> entertainment
<input type="checkbox"/> object	<input type="checkbox"/> in process	<input type="checkbox"/> yes: restricted	<input checked="" type="checkbox"/> government
	<input checked="" type="checkbox"/> N/A being considered	<input checked="" type="checkbox"/> yes: unrestricted	<input checked="" type="checkbox"/> industrial
		<input type="checkbox"/> no	<input type="checkbox"/> military
			<input type="checkbox"/> other:

4. Owner of Property

name Multiple (see attached list)

street & number Multiple

city, town Clinton NA vicinity of state MA

5. Location of Legal Description

courthouse, registry of deeds, etc. Worcester County Registry of Deeds

street & number 2 Main Street

city, town Worcester state MA

6. Representation in Existing Surveys

title Inventory of the Historic Assets of the Commonwealth has this property been determined eligible? ☐ yes ☒ no

date 1976 ☐ federal ☒ state ☐ county ☐ local

depository for survey records Mass. Historical Commission

city, town Boston state MA

7. Description

Downtown Clinton Historic District, Clinton, MA

Condition

☐ excellent
☒ good
☒ fair

☐ deteriorated
☐ ruins
☐ unexposed

Check one

☐ unaltered
☒ altered

Check one

☒ original site
☐ moved date

N/A

Describe the present and original (if known) physical appearance

Clinton, legally incorporated in 1850, is an urban/industrial town on the South Branch of the Nashua River in close proximity to Worcester (southwest) and Route I-495 (east). The Downtown Clinton Historic District, containing approximately sixteen acres, occupies the town's geographic center. Ranging north-south along High Street between Water and Union Streets, the district also extends for a short distance east and west at Church Street. The district is primarily characterized by mid-nineteenth to early-twentieth century masonry commercial structures tightly lining the wide corridor of High and Church Streets with only a few gaps where demolitions, and sometimes rebuildings have occurred. Included in the district are 31 contributing buildings, 4 non-contributing buildings and 5 vacant lots. Non-contributing buildings are defined as those less than fifty years old as well as those which have lost historic design integrity due to recent and extensive remodelings.

The architectural character of the district is varied, including commercial, residential and civic building types in a variety of styles ranging from Italianate to Second Empire to Queen Anne to various Classical Revivals. Materials of construction are varied as well; wood-frame construction characterizes the earliest residential buildings at the district's northern end, while the later commercial buildings are usually of brick or other masonry materials; marble, sandstone, terra cotta and pressed brick are abundantly used for trim. The one institutional building at the eastern end of Church Street is a brick memorial building in a fine interpretation of the Colonial Revival style. Generally the district is in fair to good condition and many buildings retain important original features intact such as fenestration, rich turn of the century surface articulation and, in some cases, at least portions of storefronts. It is expected that National Register listing will help to enhance the economic vitality of the district while encouraging sympathetic rehabilitation of its architecturally distinguished and humanly scaled building stock.

The location and architectural variety of the district clearly reflect its historic development patterns. As the Clintonville section of the town of Lancaster developed into a major manufacturing village in the 1840s, it also became the commercial center for surrounding agricultural towns including Lancaster. The streets which now form the center of Clinton (Prospect, Church, Union, Nelson, School, High, Walnut and Chestnut) were laid out in 1848 east of Main Street which was the eighteenth century road to South Lancaster. The grid plan of streets was drawn up by John C. Hoadley (1818-1886), civil engineer for the town's chief industrialists, Erasmus B. and Horatio N. Bigelow. With its progression from west to east of zones for

United States Department of the Interior
National Park Service

National Register of Historic Places
Inventory—Nomination Form

For NPS use only

received

date entered

Continuation sheet Downtown Clinton
Historic District Item number 7 Page 1

industry, commerce and institutions both public and private, it closely resembles Lawrence, another planned industrial community from the 1840's. The commercial zone along High Street developed in a typical manner beginning with a mix of wood frame houses and shops, gradually progressing to a predominance of one to four story masonry commercial structures concentrated at High and Church Streets. The present district reflects this pattern with mid-nineteenth century residences at the north end, commercial blocks from as early as 1858 throughout and a single private institutional building at the east end of Church Street near the Town Hall and Central Park.

Representative Buildings are described below:

24- Brimhall Building, 92-116 High Street (1857; facade refaced c. 1915; photos #17,18)

Standing at the northwest corner of High and Church Streets, the Brimhall Building is not only the oldest remaining commercial block in the district, but is also the focus of its most intact grouping. The three story brick building is rectangular in plan with a curved corner marking the transition from High to Church Street; on Church Street an extra story is gained due to the downward slope of the lot. The present Classical Revival style design of the facade, executed in yellow brick, results from an early twentieth century refacing of the original transitional Greek Revival/Italianate style building erected by Elisha Brimhall. The 1857 design included a six bay High Street facade, a one bay corner and a two bay Church Street facade, all rising to a heavily bracketed cornice. Windows had brownstone lintels and sills and contained 6/6 double hung sash. While the original fenestration has been retained on Church Street, it has been altered on High Street by enlarging original openings, inserting narrower openings which are segmentally arched at the second story, and by changing sash to 1/1. Additionally, narrow piers have been added between window bays and a pressed metal modillion cornice has replaced the original. Storefronts were altered in the mid-twentieth century.

#24a - Brimhall West Wing, 168-174 Church Street (1869; photo #18)

The Brimhall Building was enlarged in 1869 with a rear wing extending six additional bays down Church Street where the continued downward slope of the lot allowed the original basement story to become a full ground story. It is a red brick building rising three stories to a projecting cornice and a slate mansard roof with segmentally arched dormers. Fenestration of the second and third

United States Department of the Interior
National Park ServiceNational Register of Historic Places
Inventory—Nomination Form

For NPS use only

received

date entered

Continuation sheet	Downtown Clinton Historic District	Item number	7	Page	2
--------------------	---------------------------------------	-------------	---	------	---

stories is trabeated with brownstone lintels and sills and 1/1 sash. Only the ground floor has been substantially altered from its original appearance of random entries and windows with the introduction of well detailed early twentieth century plate glass storefronts with multi-pane transoms.

#24b-- Oxford Block, 114 High Street (1884; photos #15, 16, 17)

Erected in 1884 to the immediate north of the Brimhall Building, the Queen Anne style Oxford Block represents a contrast to its neighbor in its asymmetrical three part design and rich surface articulation. It is a three story red brick building trimmed with carved and incised sandstone, molded terra cotta, and bricks laid in various decorative patterns. Although windows are varied in size and location, all contain 1/1 double hung sash. The building's central element is defined by quoins rising to a metal cornice with a fleur-de-lis design and a raised plaque bearing the legend "18-OXFORD-84". A three bay segmentally arched opening with incised sandstone voussoirs and impost blocks spans the second and third stories and is filled with new metal sash; second story windows are headed by blank transoms and flanked by elaborate terracotta panels. The northern element continues some features from the central pavillion such as second and third story beltcourses above bands of decorative brick work, but its modillion cornice is at a slightly lower level. Fenestration is irregular with incised sandstone lintels at the second story and plain lintels at the third. Terra cotta panels embellish the second story while glazed, colored bricks in a diamond pattern enliven the third. The attached marble colonette at the third story corner is typical of the building's whimsical Queen Anne style design. The southern element adjacent to the Brimhall Building is the simplest with only quoins, incised second story lintels and a colored diamond patterned cornice to distinguish it. The building has been altered at the storefront level and by loss of a steep mansard roof with two part dormer which originally crowned the central section.

7- Peirce Building, 119-127 High Street (1887; photo #4)

Opposite the Oxford Block at the northeast corner of High and Church Streets, is the Peirce Building of 1887. It is a large, thirteen bay four story red brick structure with rock faced brownstone trim in a subdued but nearly intact version of the Queen Anne style. Its ground floor consists of rusticated piers at the corners and defining the central bay, interspersed with cast iron columns defining original storefronts; all carry a plain frieze and secondary cornice bearing sign boards. The second story contains trabeated windows headed by a continuous lintel and beltcourse; third

United States Department of the Interior
National Park Service

National Register of Historic Places
Inventory—Nomination Form

For NPS use only

received

date entered

Continuation sheet

Downtown Clinton
Historic District

Item number

7

Page 3

story windows are segmentally arched and rise from a continuous sill; fourth story windows are round arched and linked by a belt-course at the impost level. The facade is surmounted by a projecting cornice and a paneled parapet with a central block bearing the legend "18 PEIRCE 87". Unfortunately the Peirce Building's neighbors have been demolished including those on the Church Street corner which were a wood frame gable front Greek Revival style house and a brick Italianate style commercial block with a curved corner echoing that of the Brimhall Building.

#12- First National Bank Building, 77 High Street (1881; photo # 7, 8)

The First National Bank of Clinton was organized in April 1860 and built its own brick and marble headquarters at the southeast corner of High and Church Streets in 1881. A late-nineteenth century business guide called it "the most substantial business building in town, having all the modern conveniences..." (p. 26), and pictured it much as it appears today with only the loss of its High Street storefronts, the capping of its Church Street chimneys and the removal of a steeply pitched slate roof with cresting from its High/Church Street corner. It is a three story redbrick building with abundant white marble and cast iron trim in the Queen Anne style. Its elaborate, fourteen bay High Street facade is asymmetrically divided by piers, some of which carry cross gables breaking through a heavily corbeled parapet and containing quatrefoil panels above segmental relieving arches. Third story fenestration consists of trabeated openings with flat topped marble arches containing 1/1 double hung sash. That of the second story is more varied, ranging from triple groups with transoms and cast iron dividers to segmental arched windows with 2/2 double hung sash. Although it is much simpler, the Church Street facade is also asymmetrically divided by piers, the widest of which are actually capped chimneys.

#28- Wachusett Building, 52-72 High Street (1923: photo #22)

The Wachusett Building, a two-three story brick block in the Colonial Revival style which incorporates the Strand Theater, is the most recent structure at the High/Church Street intersection. It replaced the Clinton House, a rambling wood frame hotel with a three story plus mansard section at the corner and a two story gable roof section stretching along High Street. Since the present building maintains the original configuration of varying heights, it may incorporate some of the earlier structure. The Wachusett Building is distinguished primarily by wide splayed cast stone lintels over second story windows, and the projecting marquee of the Strand surmounted by an arched glazed opening with cast stone span-drels and a carved keystone.

United States Department of the Interior
National Park Service

National Register of Historic Places
Inventory—Nomination Form

For NPS use only

received

date entered

Continuation sheet Downtown Clinton
Historic District

Item number 7

Page 4

27 Crossman Building, 145-155 Church Street (1883; photo #27)

Adjacent to the Wachusett Building on Church Street, and assuming its former function is the Queen Anne style Crossman Building of 1883. It is a three story red brick building with granite trim consisting of beltcourses forming continuous sills for second and third story windows. The building is completed by a corbelled cornice and blank parapet, through which a central pedimented element rises bearing the building's name and date within an arch beneath the pediment. Major mid-twentieth century alterations include total rebuilding of the ground floor in the Colonial Revival style and partial filling of the once generous window openings.

#29 Doggett Building, 46-50 High Street (1890; photos #22 , 23)

The Doggett Building, adjacent to the Wachusett Building on the south, is a five story structure faced in tapestry brick with red sandstone trim. Drawing its design inspiration from the Romanesque Revival style, its facade includes plate glass storefronts between heavy sandstone piers, a glazed mezzanine story headed by a secondary cornice, third and fourth stories defined by four Romanesque arches, and an attic story set off by a beltcourse and cornice acting as continuous sills and lintels. Side and rear elevations are laid up in red brick with segmentally arched window openings.

#17 - Greeley's Block, 17 High Street (c. 1875; photo #10)

Standing at the district's southeastern corner at High and Union Streets, is Greeley's Block, a three story red brick building with marble trim in the late Italianate style. It is distinguished by segmentally arched windows at the second story and round arched windows at the third story all with marble sills as well as impost blocks and keystones. Unfortunately the building has been altered by an almost total remodeling of its High Street storefronts (substantial original material remains on Union Street however), the removal of its heavily bracketed cornice and supporting cruciform pattern brick frieze, and the partial filling in of original window openings.

#22 - O'Toole Building, 152-164 High Street (c. 1890; photo #13)

The O'Toole Building, standing on the west side of High Street near the center of the district, is a handsome four story example of the Queen Anne style faced in red brick with red sandstone trimmings. Its eight bay facade is organized with two central bows rising to a parapet decorated with raised stretchers in a diaper pattern and fin-

**United States Department of the Interior
National Park Service**

**National Register of Historic Places
Inventory—Nomination Form**

For NPS use only

received

date entered

Continuation sheet	Downtown Clinton Historic District	Item number	7	Page	5
--------------------	---------------------------------------	-------------	---	------	---

ished by a terra cotta cornice. The ground floor, which is one of the best preserved in the district, retains heavy rusticated and carved sandstone piers defining original storefront openings although the storefronts themselves have been replaced with plate glass. Second story windows are segmentally arched with wide splayed lintels and rise directly from the secondary pressed metal entablature of the storefronts; third story windows are segmentally arched with radiating voussoirs and sandstone sills; fourth story windows are trabeated with sandstone lintels and sills. Although the fenestration is varied all windows contain 1/1 double hung sash.

#21 - Hawkins Block, 172-184 High Street (1906; photo #12)

North of the O'Toole Building is the Hawkins Block, a three story structure in the Classical Revival style. Upper stories are faced in yellow brick with marble lintels, sills and quoins. Pressed metal bays with swags and panels flank the the building's central bay while rising to a pressed metal cornice. Storefronts are partially preserved including rusticated marble corner piers, at least one internal pier of smooth and rusticated marble and an arched marble center entry.

#11 - 201 Church Street (1885; photo #6)

The small two story block behind the First National Bank Building is an excellent example of the ornate Victorian Gothic style even though its ground floor has been remodeled with a cararra glass frieze and Colonial Revival style entries. Important original features include heavy corner piers with marble capitals at odd intervals which continue down to frame the present storefronts, as well as internal piers which frame trabeated side windows and a segmentally arched central window with radiating gray and white marble voussoirs above which is the building's date. All of these piers, as well as two on the side elevations, rise through a corbeled brick and modillion marble parapet to pedimented marble caps.

#9 - Holder Memorial, 210 Church Street (1904; photo #5)

One of the most architecturally distinguished buildings in the district is the Holder Memorial, now the Clinton Historical Society, at its eastern end on Church Street. It is a red brick structure of square plan rising two stories to a slate hip roof with copper balustrade and lateral dormers. Trim includes fluted cast stone Ionic corner pilasters supporting a copper modillion entablature as well as stepped and splayed granite lintels over regularly spaced windows containing 2/2 double hung sash. The five bay facade is organized by a full two story pedimented portico bearing the building's name in

United States Department of the Interior
National Park Service

National Register of Historic Places
Inventory—Nomination Form

For NPS use only

received

date entered

Continuation sheet

Downtown Clinton
Historic District

Item number

7

Page

6

its frieze. Embraced by the portico is an entry with leaded transom and sidelights protected by a curved one story porch and surmounted by a Palladian window. This central element is flanked by bowed windows with leaded lozenge pane transoms and multi-pane upper sash.

#1, 2 - 215, 203 High Street (c. 1865; photo #1)

Standing at the corner of High and Prospect Streets are two wood frame Italianate style houses on terraced lots bearing witness to the district's earlier pattern of mixed commercial and residential uses. #1 is a 2½ story structure of standard L-plan, enclosed by a bracketed gable roof. Other features include a carved hooded entry adjacent to a bracketed bay window. #2 is a two story double house of square plan rising to a bracketed hip roof. Both entries appear to be later additions due to their asymmetrical placement and Colonial Revival style detailing. Noteworthy features which have survived an aluminum siding job include a side bay window as well as full length first story facade windows.

The high density character of the district and limited amount of open space suggest that the potential for significant archaeological deposits is low.

8. Significance

Downtown Clinton Historic District, Clinton, MA

Period	Areas of Significance—Check and justify below			
<input type="checkbox"/> prehistoric	<input type="checkbox"/> archeology-prehistoric	<input checked="" type="checkbox"/> community planning	<input type="checkbox"/> landscape architecture	<input type="checkbox"/> religion
<input type="checkbox"/> 1400–1499	<input type="checkbox"/> archeology-historic	<input type="checkbox"/> conservation	<input type="checkbox"/> law	<input type="checkbox"/> science
<input type="checkbox"/> 1500–1599	<input type="checkbox"/> agriculture	<input type="checkbox"/> economics	<input type="checkbox"/> literature	<input type="checkbox"/> sculpture
<input type="checkbox"/> 1600–1699	<input checked="" type="checkbox"/> architecture	<input type="checkbox"/> education	<input type="checkbox"/> military	<input type="checkbox"/> social/
<input type="checkbox"/> 1700–1799	<input type="checkbox"/> art	<input type="checkbox"/> engineering	<input type="checkbox"/> music	<input type="checkbox"/> humanitarian
<input checked="" type="checkbox"/> 1800–1899	<input checked="" type="checkbox"/> commerce	<input checked="" type="checkbox"/> exploration/settlement	<input type="checkbox"/> philosophy	<input type="checkbox"/> theater
<input checked="" type="checkbox"/> 1900–	<input type="checkbox"/> communications	<input type="checkbox"/> industry	<input type="checkbox"/> politics/government	<input type="checkbox"/> transportation
		<input type="checkbox"/> invention		<input type="checkbox"/> other (specify)

Specific dates 1850–1930 Builder/Architect John C. Hoadley (street plan)

Statement of Significance (in one paragraph) Multiple Architects

The Downtown Clinton Historic District possesses integrity of location, design, setting, materials and workmanship as well as significant associations with the town's commercial development during the 100 year period from its incorporation in 1850 to the mid-twentieth century. With its mix of mid-nineteenth century wood-frame houses, elaborate mid-late nineteenth century multi-story commercial buildings and early twentieth century low rise blocks, the district clearly reflects its major period of significance, while epitomizing the development of many other New England communities during the same time period. Clinton is particularly important for its regional commercial/industrial role, for its mid-nineteenth century grid street plan laid out under the direction of its chief industrialists, the Bigelow brothers, and for the exceptional architectural quality of its late-nineteenth century commercial blocks. Thus, the Downtown Clinton Historic District meets criteria A and C of the National Register of Historic Places on the local level.

The area now known as Clinton was settled by Europeans in the mid-seventeenth century as part of the larger mother town of Lancaster. Although John Prescott erected a grist mill along present day Water Street between High and Main Streets (slightly northwest of the present district) in 1654, followed by a saw mill in 1659, no other settlement is recorded prior to King Philip's War when Lancaster suffered heavy damages. During the eighteenth century, Clinton, or South Lancaster, operated as a dispersed agricultural outpost with a few small scale saw and grist mills. Toward the end of the century these enterprises were supplemented with combmaking, also in small scale shops.

It was not until the early nineteenth century, however, that Clinton began to assume its distinctive urban/industrial character. David Poigand and Samuel Plant started the town's first textile mill in 1809–1812, introducing power looms as early as 1817 and incorporating as the Lancaster Cotton Manufacturing Company in 1821. Although this enterprise was dissolved in 1835, it was immediately succeeded by the Clinton Company, owned and operated by Horatio Nelson Bigelow and his brother Erastus Brigham Bigelow. The Bigelows combined managerial know-how with inventive genius, assuring Clinton a leading role in the Massachusetts industrial scene. By 1851 the Bigelows' mills were

MASSACHUSETTS
HISTORICAL SOCIETY

**United States Department of the Interior
National Park Service**

**National Register of Historic Places
Inventory—Nomination Form**

For NPS use only

received

date entered

Continuation sheet

Downtown Clinton
Historic District

Item number

8

Page

1

producing 1,200,00 yards of coachlace (an ornamental pile fabric for use in coaches) as well as 800,000 yards of tweeds, cassimeres and pantaloon cloth, and Erastus was already credited with numerous inventions for power looms. (for more specific information on the Bigelows and Clinton's industrial development see: Bigelow Carpet Mill; NR 1978).

While the Bigelows were expanding their own mills and attracting new industries, the village, then known as Clintonville or School District #10, was outgrowing its agricultural parent, Lancaster. According to a local history, "Between 1843 and 1850, District #10 developed from the position of an outlying hamlet, dependent on the stores of the neighboring villages for the necessities of life, to a commercial center for all the surrounding towns." (Ford, p. 382) Residents began agitating for separation and local self-government in 1848 at which time they accounted for over one-half of Lancaster's population, and well over one-half of its wealth, but only one-third of its area. A committee was appointed to consider separation at town meeting on November 7, 1848 and independence was finally achieved on March 14, 1850 by act of the governor and legislature.

At the time of incorporation, Clinton's appearance was far different from that of today's. The center of town, including its principal thoroughfare High Street, had just been laid out according to the grid plan of John C. Hoadley, the Bigelow's chief engineer. That plan, including Prospect, Church, Union, Nelson, School, High, Walnut and Chestnut Streets, is similar to that of Lawrence, another planned industrial community from the 1840's. Both progress from mill yards to commercial districts to institutional/residential areas centered on landscaped commons, and both fully appreciate their industrial bases.

In Clinton, development of the High Street commercial area followed a typical pattern. Initially built up with wood frame houses and shops in the Greek Revival and Italianate styles, it quickly assumed a more urbane appearance as masonry blocks were erected as early as 1857. Although the Civil War slowed development somewhat, a semi-centennial publication reported that, "Business blocks of modern architecture and stately proportion seemed to rise on the foundations of old and antiquated structures...Everything indicated the prosperity that was made manifest by increasing population and accumulating wealth." (p. 136)

**United States Department of the Interior
National Park Service**

National Register of Historic Places Inventory—Nomination Form

For NPS use only

received

date entered

Continuation sheet Downton Clinton
Historic District

Item number 8

Page 2

Similarly, an 1897 Business Guide stated, "The business portion of Clinton is confined to a small territory in the center of town. The older buildings are principally of wood, while those recently erected are substantially built of brick. The stores are well furnished and do a large business." (Inducements and Advantages, p. 46). This guide went on to enumerate Clinton's "many and unusual inducements for new business enterprises." (pg. 4). These included competing rail lines (Worcester-Nashua Railroad of 1846; Boston, Clinton and Fitchburg Railroad of 1866 and Central Mass. Railroad of 1881) offering director connections to all parts of the country; excellent postal, telegraph, telephone and banking services; first class police and fire protection as well as an up-to-date waterworks system; an industrious population accustomed to mechanical work and largely owning their own homes; a young town of rapid and steady growth. Finally, the guide offered, "Owing to the prosperous condition of all existing establishments, and the ever present distribution of monthly wages, it affords an excellent market for the surplus products of the farms in the rich agricultural towns which encompass it, thereby attracting many and desirable customers to its stores." (pg. 4) A frontispiece sketch map, showing Clinton at its hub, emphasized the town's prosperous condition.

Due to the intensity of late-nineteenth and early-twentieth century building, no wood frame shops remain. Several early houses and numerous masonry commercial blocks from all periods do remain, providing visual evidence of Clinton's historic development patterns. The early houses include buildings #1 and 2 of c. 1860 in the Italianate style, and building #9 of c. 1865 in the Second Empire style. The earliest remaining commercial block is the Brimhall Building (#24) at the northwest corner of High and Church Streets. Erected by Elisha Brimhall in 1857, elements of its original Italianate style design remain on Church Street, while the more important High Street facade was refaced in the early twentieth century in the up-to-date Classical Revival style. The district's next oldest masonry block is the Brimhall's Second Empire style west annex (#24a) added in 1869 on Church Street. The most popular style in the district is the eclectic Queen Anne, prevalent in the 1880s and 1890s, a major period of growth. One of the district's finest examples is the Oxford Block (#24b) of 1884. Despite loss of a central tower, and storefront alterations, its asymmetrical design and rich use of pattern and texture distinguish it. Other good examples of the Queen Anne style are buildings #7, 20, 22 and 12 and 27 which border on the Victorian Gothic. One fine Victorian Italianate style block (#17-Greeley Building) was erected at the corner of High and Union Streets c. 1875; despite some unfortunate twentieth century alterations described in Section 7, the building re-

**United States Department of the Interior
National Park Service**

**National Register of Historic Places
Inventory—Nomination Form**

For NPS use only

received

date entered

Continuation sheet Downtown Clinton
Historic District Item number 8 & 9 Page 3

tains important stylistic features such as segmentally and round arched window openings with marble trim, and portions of cast iron storefronts.

While the late nineteenth century was a major period of development for downtown Clinton which grew from a population of 5,429 in 1870 to 13,667 in 1900, it remained largely characterized by wood frame shops and houses as revealed by period atlases and photographs. It was not until the early twentieth century that masonry became the dominant material of construction as sleek new one and two story blocks with Classical Revival and Art Deco style detailing replaced the earlier and outmoded structures. Although the integrity of these low rise buildings has been more affected by storefront remodelings than that of their taller predecessors, they play an important role in defining the district's historic development patterns, demonstrating its continued economic strength through the first World War. Many also reveal important original features such as storefront piers and cornices beneath uncomplementary modern signage. Few have been so totally rebuilt that their original design could not be reclaimed.

Section 9; Bibliographic References; Continuation Sheet #1

Massachusetts Historical Commission. Clinton Town Report. 1984.

Richards, L.J. and Co. Topographic Atlas of Worcester County. Philadelphia, PA. 1898.

Semi-Centennial Celebration of the Incorporation of the Town of Clinton March 14, 1850-June 19, 1900. W.J. Coulter Co. 1900.

Section #10; Geographical Data; Continuation Sheet #1

illustrate the full extent of the district's development. See attached sketch map and assessors' maps for exact boundaries.

9. Major Bibliographical References

Clinton Board of Trade. The Inducements and Advantages Offered for Business Enterprises for Permanent Residence. W.J. Coulter Co., Clinton, 1885.
Ford, Andrew Elmer. History of the Origin of the Town of Clinton, MA. 1653-1865.
W.J. Coulter Co. Courant Office. Clinton, 1896.

10. Geographical Data

Acreage of nominated property c. 16

Quadrangle name Clinton

Quadrangle scale 1:25000

UTM References

A

1	9
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2	7	9	1	5	0
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4	6	9	9	6	2	0
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Zone Easting Northing

B

1	9
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2	7	9	1	8	0
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4	6	9	9	4	2	0
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Zone Easting Northing

C

1	9
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2	7	9	1	6	0
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4	6	9	9	3	6	0
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D

1	9
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2	7	9	0	8	0
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4	6	9	9	2	2	0
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E

1	9
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2	7	9	0	1	0
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4	6	9	9	2	5	0
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F

1	9
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2	7	8	9	8	0
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4	6	9	9	4	3	0
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G

1	9
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2	7	9	0	1	0
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4	6	9	9	5	7	0
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H

1	9
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2	7	9	0	5	0
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4	6	9	9	6	4	0
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Verbal boundary description and justification

The district extends north-south on High Street between Union and Prospect Streets.
Historic commercial and institutional buildings on Church Street are included to

(continued)

List all states and counties for properties overlapping state or county boundaries

state	code	county	code
N/A			

state	code	county	code
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11. Form Prepared By

name/title Candace Jenkins, Preservation Consultant and Mary Kate Sampson, MHC

organization Mass. Historical Commission

date October, 1984

street & number 80 Boylston St.

telephone (617) 727-8470

city or town Boston

state MA

12. State Historic Preservation Officer Certification

The evaluated significance of this property within the state is:

☐ national ☐ state ☒ local

As the designated State Historic Preservation Officer for the National Historic Preservation Act of 1966 (Public Law 89-665), I hereby nominate this property for inclusion in the National Register and certify that it has been evaluated according to the criteria and procedures set forth by the National Park Service.

State Historic Preservation Officer signature

Valerie A. Talmage

State Historic Preservation Officer

title Executive Director

date

January 7, 1985

For NPS use only

I hereby certify that this property is included in the National Register

Entered in the
National Register

date

2-21-85

[Signature]
Keeper of the National Register

Attest:

date

Chief of Registration

DISTRICT DATA SHEET

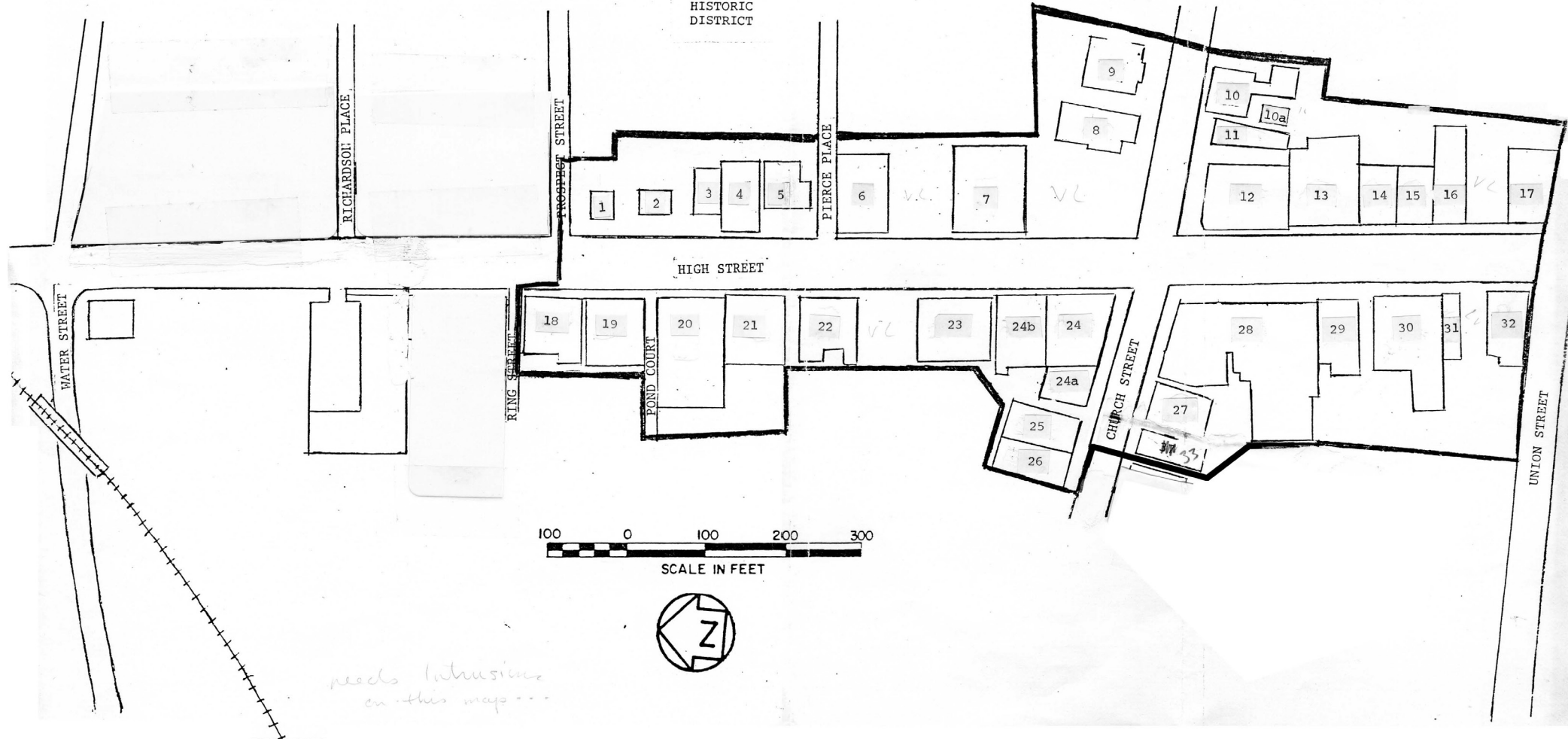
MAP #	HISTORIC NAME	STREET ADDRESS	DATE OF CONSTRUCTION	STYLE
1. (6-1014)		215 High Street	c. 1860	Italianate (C)
2. (6-2194)		203-205 High Street	c. 1860	Italianate (C)
3. (6-3076)	n/a	187-189 High Street	1960	n/a (NC)
4. (6-1168)		185 High Street	c. 1925	n/a (C)
5. (6-903)	n/a	181 High Street	1948	n/a (NC)
6. (6-3312)		151 High Street	c. 1930	n/a (C)
(6-68)	Vacant Lot	133 High Street	n/a	n/a (NC)
7. (6-983)	Peirce Building	119-127 High Street	1887	Queen Anne (C)
(6-500)	Vacant Lot	202 Church Street	n/a	n/a (NC)
8. (6-500)	Clinton Savings Bank	202 Church Street	1929	Colonial Revival (C)
9. (6-3595)	Holder Memorial	210 Church Street	1904	Colonial Revival (C)
10. (7-3074)		207-209 Church Street	c. 1865	Second Empire (C)
11. (7-6)		201-203 Church Street	1885	Victorian Gothic (C)
12. (7-3560)	First National Bank	77 High Street	1881	Queen Anne (C)
13. (7-2986)		45-47 High Street	1913	Commercial (C)
14. (7-140)		37-43 High Street	1910 (rebuilt c. 1950)	n/a (NC)
15. (7-1381)		27-35 High Street	1906	Classical Revival (C)
16. (7-2609)		19-25 High Street	1906	Commercial (C)
(7-2614)	Vacant Lot	11-17 High Street	n/a	n/a (NC)
17. (7-2613)	Greeley's Block	1-7 High Street	c. 1875	Victorian Italianate (C)
18. (3-70)		224-230 High Street	1906	Classical Revival (C)
19. (2-1928)		216 High Street	1906	Commercial (C)
20. (2-3491)	P.A. Cannon Block and Opera House	183 -202 High Street	1900	Queen Anne (C)
21. (2-1166)	Hawkins Block	172-184 High Street	1906	Classical Revival (C)
22. (2-3077)	O'Toole Building	152-164 High Street	1904	Queen Anne (C)
(2-2615)	Vacant Lot	140-150 High Street	n/a	n/a (NC)

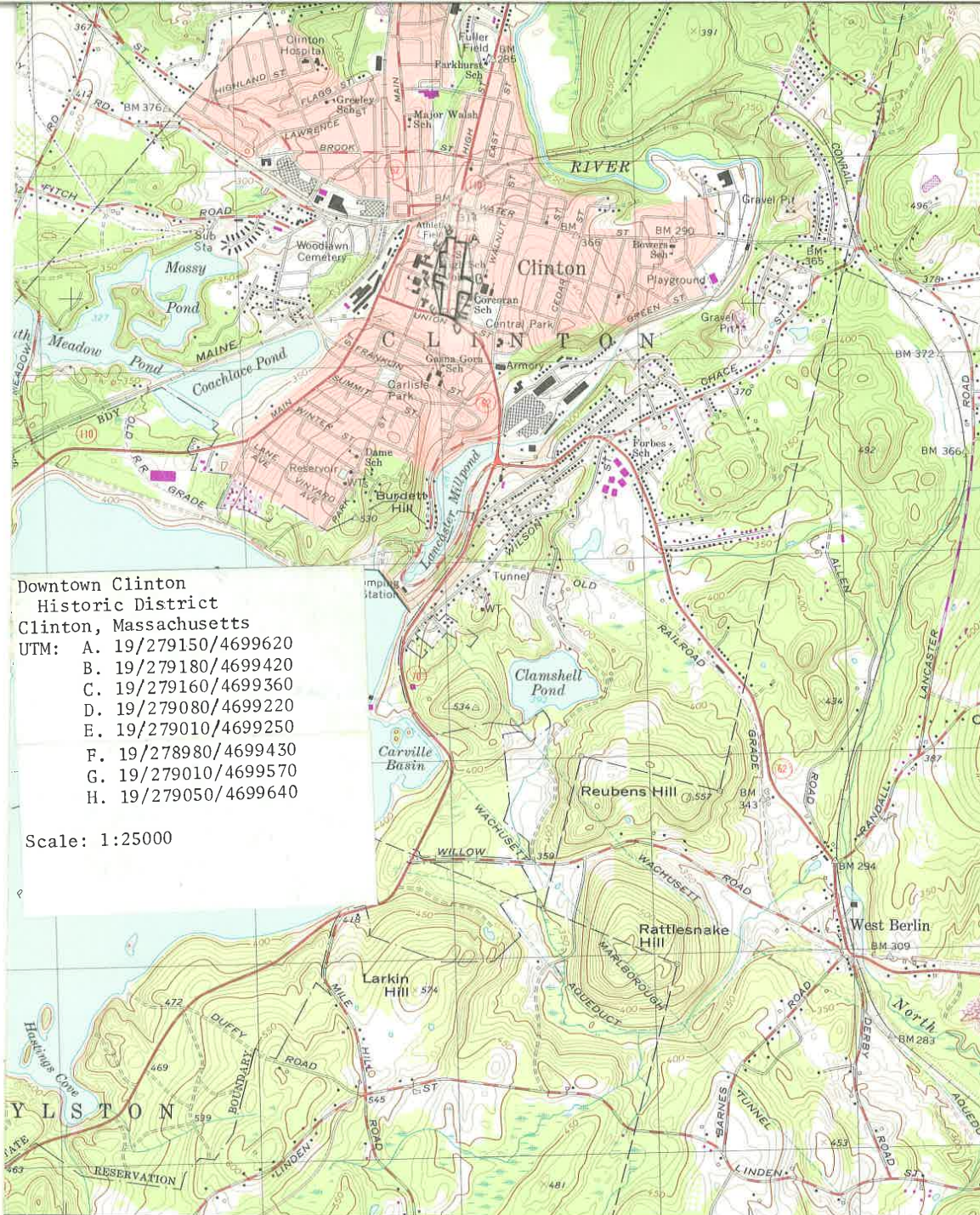
DISTRICT DATA SHEET

MAP #	HISTORIC NAME	STREET ADDRESS	DATE OF CONSTRUCTION	STYLE	14.
23. (2-2612)	Philbin Building	120-136 High Street	1909	Classical Revival (C)	
24. (2-1164)	Brimhall Building	92-116 High Street	1857 (refaced c. 1915)	Italianate (C)	
24a. (2-1164)	Brimhall West Annex	168-174 Church Street	1869	Classical Revival Second Empire (C)	
24b. (2-1164)	Oxford Block	114 High Street	1884	Queen Anne (C)	
25. (2-3142)		162 Ch ch Street	c. 1875	Second Empire (C)	
26. (2-593)	Courant Item Building	156 Church Street	1902	Classical Revival (C)	
27. (1-2219)	Crossman Building	145-155 Church Street	1883	Queen Anne (C)	
28. (1-2610)	Washusett Building	52-72 High Street	1923	Colonial Revival (C)	
29. (1-1511)	Doggett Building	46-50 High Street	1890	Romanesque Revival (C)	
30. (1-535)		26-28 High Street	1920	Art Deco (C)	
31. (1-1887)		18-22 High Street	1934	n/a (NC)	
(1-1888)	Vacant Lot	12-14 High Street	n/a	n/a (NC)	
32. (1-1989)		2-10 High Street	c. 1915	Classical Revival (C)	
33. (1-2217)		145-155 Church Street (attached to Crossman Bldg)	c. 1930	Irish Cottage/Art Deco(C)	

DOWNTOWN CLINTON

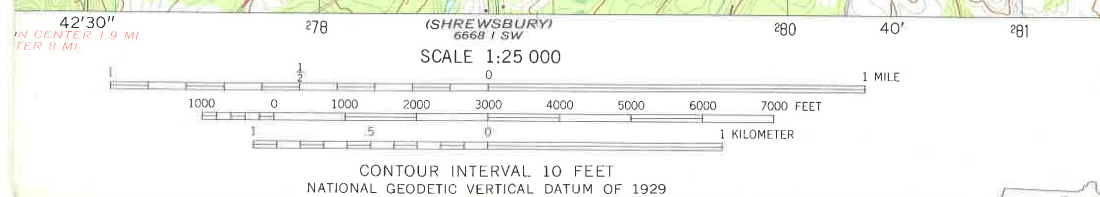
PROPOSED
HISTORIC
DISTRICT





Downtown Clinton
Historic District
Clinton, Massachusetts
UTM: A. 19/279150/4699620
B. 19/279180/4699420
C. 19/279160/4699360
D. 19/279080/4699220
E. 19/279010/4699250
F. 19/278980/4699430
G. 19/279010/4699570
H. 19/279050/4699640

Scale: 1:25000





1. Looking NE on High St. Building #s 1, 2, 3 (215, 203-205, 187-189 High St) (Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



2. Looking NW, corner of High and Pierce Sts. Building #s 4, 5 (185, 181 High St.)
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



3. Looking NE on High St. Building #6 (151 High St) (Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



4. Looking NE on High St. Building #7 (Pierce Building, 119-127 High St.) (Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



5. Looking NW on Church St. Building #9 (Holder Memorial, 210 Church St.) (Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



6. Looking SE on Church St. Building #s 10, 11 (207-209, 201-203 Church St.) (Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



7. Looking SE, corner of Church and High Sts. (Building #12 (First National Bank, 77 High St.)
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



8. Looking NE on High St. Building #12 (First National Bank, 77 High St.) (Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



9. Looking NW on High St. Building #s 12, 13, 14, 15 (77, 45-47, 37-43, 27-35 High St.)
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



10. Looking NE, corner of Union and High Sts. Building #17 (Greeley's Block, 1-7 High St.)
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



11. Looking NW on High St. Building #s 18, 19, 20 (224-230, 216, 188-202 [P.A. Cannon Block] High St.)
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



12. Looking NW on High St. Building #s 18, 19, 20, 21 (224-230, 216, 188-202 [P.A. Cannon Block], 172-184 [Hawkins Block] High St.)
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



13. Looking NW on High St. Building #s 21, 22 (Hawkins Block, 172-184 High St; and O'Toole Building, 152-164 High St.)
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



14. Looking NW on High St. Building #23 (Philbin Building, 120-136 High St.) (Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



15. Looking NW on High St. Building #24b (Oxford Block, 114 High St.) (Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



16. Looking W on High St. Building #24 (Brimhall Building, 92-116 High St.) (Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



17. Looking SE on High St. Building #s 24b, 24 (Oxford Block, Brimhall Building [114, 92-116 High St.])
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



18. Looking NW, corner of Church & High Sts. Buildings # 24, 24a (Brimhall Building, 92-116 High St.; Brimhall West Annex, 168-174 Church St.)
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



19. Looking N on Church St. Buildings # 25, 26 (162, 156 Church St.) (Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



20. Looking S on Church St. Buildings # 27, 33 (Crossman Building, 145-155 Church St.
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



21. Looking NW on High St. Building #28 (Wachusett Building, 52-72 High St.) (Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



22. Looking S on High St. Buildings # 28, 29 Washusett Building, 52-72 High St.; Doggett Building, 46-50 High St.)
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)



23. Looking NW, corner of Union & High Sts. Buildings #29, 30, 31, 32 (46-50, 26-28, 18-22, 2-10 High St.)
(Photo: Phil Boyce, Community & Economic Development Office, ca. 1984)

Massachusetts Cultural Resource Information System

Scanned Record Cover Page

Inventory No:	CLI.113
Historic Name:	Washusett Building
Common Name:	Strand Theatre - Philbin Theater
Address:	52-72 High St
City/Town:	Clinton
Village/Neighborhood:	
Local No:	
Year Constructed:	1923
Architect(s):	Haynes and Mason; Hurley, Thomas P.; Philbin Brothers
Architectural Style(s):	Colonial Revival
Use(s):	Commercial Block; Theater; Bank; Pharmacy; Lawyer Office; Doctor Or Dentist Office; Barber Shop Or Hair Salon; Cobbler; Market or Grocery Store; Restaurant; Apartment House; Tavern
Significance:	Architecture; Commerce; Economics; Health Medicine; Law; Performing Arts; Recreation
Area(s):	CLI.J: Clinton Central Business District
Designation(s):	Nat'l Register District (02/21/1985)
Building Materials(s):	Roof: Tar, Built-up Wall: Brick; Cast Concrete; Cast Stone; Concrete Unspecified; Metal, Undetermined Foundation: Concrete Unspecified



The Massachusetts Historical Commission (MHC) has converted this paper record to digital format as part of ongoing projects to scan records of the Inventory of Historic Assets of the Commonwealth and National Register of Historic Places nominations for Massachusetts. Efforts are ongoing and not all inventory or National Register records related to this resource may be available in digital format at this time.

The MACRIS database and scanned files are highly dynamic; new information is added daily and both database records and related scanned files may be updated as new information is incorporated into MHC files. Users should note that there may be a considerable lag time between the receipt of new or updated records by MHC and the appearance of related information in MACRIS. Users should also note that not all source materials for the MACRIS database are made available as scanned images. Users may consult the records, files and maps available in MHC's public research area at its offices at the State Archives Building, 220 Morrissey Boulevard, Boston, open M-F, 9-5.

Users of this digital material acknowledge that they have read and understood the MACRIS Information and Disclaimer (<http://mhc-macris.net/macrisdisclaimer.htm>)

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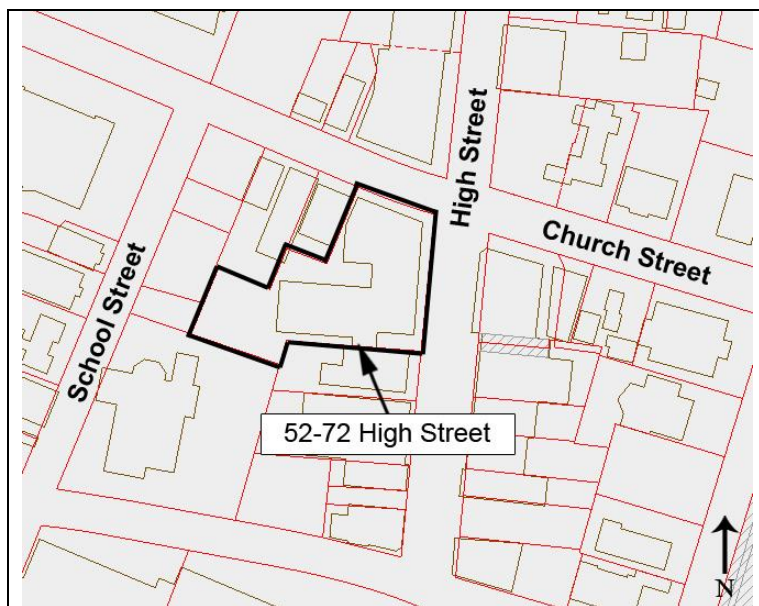
FORM B – BUILDING

MASSACHUSETTS HISTORICAL COMMISSION
MASSACHUSETTS ARCHIVES BUILDING
220 MORRISSEY BOULEVARD
BOSTON, MASSACHUSETTS 02125

Photograph



Locus Map



Recorded by: V. Adams, Q. Stuart, G. Pineo, M. Andrade;
PAL

Organization: Town of Clinton

Date: June 2016

Assessor's Number USGS Quad Area(s) Form Number

1-2610

Clinton

CLI.J

CLI.113

NRDIS 2/21/1985

Town/City: Clinton

Place: (*neighborhood or village*):

Address: 52–72 High Street

Historic Name: Wachusett Building

Uses: Present: Commercial Block, Theater

Original: Commercial Block, Theater

Date of Construction: 1923–1924

Source: Jenkins and Sampson 1984

Style/Form: Classical Revival

Architect/Builder: Haynes & Mason/Builder: Thomas P. Hurley

Exterior Material:

Foundation: Concrete

Wall/Trim: Brick/Metal and concrete

Roof: Tar and gravel

Outbuildings/Secondary Structures: None

Major Alterations (*with dates*): Late 20th c. storefront alterations; cornices removed mid- to late 20th c.

Condition: Good

Moved: no ☒ yes ☐ **Date:**

Acreage: 0.98 acres

Setting: The building is set on the southwest corner of the intersection of Church and High streets, facing east and set close to the road. It is in a densely developed commercial neighborhood and is within the Downtown Clinton National Register Historic District, CLI.J.

RECEIVED
MAY 01 2017

MASS. HIST. COMM.

INVENTORY FORM B CONTINUATION SHEET

CLINTON

52-72 HIGH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.113

☐ Recommended for listing in the National Register of Historic Places.

If checked, you must attach a completed National Register Criteria Statement form.

The Wachusett Building, 52-72 High Street (CLI.113), is a contributing property in the Downtown Clinton Historic District (CLI.J) listed in the National Register of Historic Places in 1985 under Criteria A and C at the local level in the areas of Community Development and Planning and Architecture for its role in the commercial development of Clinton and the surrounding towns and as an intact collection of mid-18th- to mid-20th-century wood-frame residences, and multi-story and low-rise commercial blocks.

ARCHITECTURAL DESCRIPTION

The Wachusett Building, 52-72 High Street (1923-1924) is at the southwest corner of High and Church streets. Constructed as a two-story, eight-bay brick building, with the Strand Theatre (then called the Philbin Theater) at the rear, the building is a west-facing, Classical Revival-style, two-to-three-story, 13-bay, brick commercial block, seated on a concrete foundation and topped with a flat, tar and gravel-coated roof. The east (facade) elevation consists of six storefronts and a movie theater, with apartments and office space above. The storefront entrances are generally filled with single or double, fully-glazed, metal frame commercial doors, set into recesses and sheltered by cloth awnings. Signboards divide the first story from the second. The fenestration is evenly spaced above each storefront, set rectangular openings with cast concrete sills and splayed lintels. Windows consists of large, plate glass, storefront windows on the first story, horizontally sliding, double-pane, plate glass windows on the second story, and one-over-one, double-hung, vinyl sash on the third story with cast concrete sills and brick lintels. A deep, denticulated cornice with a parapet above ran along the top of the two-story theater portion of the building until at least 1945. Cornice details were also removed from the third story of the north end of the building in the mid- to late twentieth century. All of the storefront appear to be modified and most extensively the storefront at the northeast corner of the building where the original display windows were filled with brick after 1945 (Figure 1).

HISTORICAL NARRATIVE

The Town of Clinton was incorporated in 1850 from the Village of Clintonville in the Town of Lancaster. Clintonville was the last village to separate from Lancaster, which once comprised the towns of Harvard, Stow, Bolton, Hudson, Marlborough, Leominster, Berlin, Sterling, and Boylston. Industry has always been the primary support of Clinton's economy. The earliest known industry was a grist mill established on South Meadow Brook in 1654. Small-scale cotton and textile manufacturing was introduced in the early 19th century. In 1838, the Bigelow brothers established the Clinton Company (later the Bigelow Woolen Carpet Mill (CLI.K)), a power loom textile factory, followed by the Lancaster Mills (CLI.N, 1844), the Bigelow Carpet Company (CLI.L, 1854), and the Clinton Wire Company (CLI.101, 1855) which led to rapid development in town and growth and diversification of the population. Beginning in the 1840s, Clintonville became a commercial center for the surrounding towns and its growing population also meant it needed additional civic and commercial buildings (MHC 1983:1-10; Donovan et al. 2010).

In 1848, two years before Clinton's incorporation, a grid-system street layout developed by John C. Hoadley (1818-1886), a local civil engineer and chief engineer for the Bigelow mills, was privately funded by Clinton residents. In 1844, Hoadley moved to Clinton to work as an engineer for the Bigelows in the construction of the Lancaster Mills, but left Clinton in 1848 shortly after creating the plan for the street system and commons to found a company that built steam engines for locomotives and textile machinery in Pittsfield, MA. High Street and the south end of Church Street became the commercial center of the village. The early buildings were a mix of typical wood-frame commercial and residential structures. As the development continued through the 19th and into the 20th century, almost all the wood-frame buildings were replaced by one- to four-story masonry mixed-use buildings. Most of the commercial development spread north to south, with the buildings south of Prospect Street remaining mixed-use and the buildings north of Prospect Street being single and multi-family residences. In the early to mid-20th centuries, commercial development spread north into the blocks between Prospect and Water Street and many of the houses that originally fronted High Street were demolished, moved, or converted into commercial space (Ford 1896:290-291, 378; Jenkins and Sampson 1984).

INVENTORY FORM B CONTINUATION SHEET

CLINTON

52-72 HIGH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.113

The Wachusett Building was constructed between 1923 and 1924 at 52-72 High Street after the Clinton House and Hall burnt down in 1923. The Clinton House had been constructed in 1847 by the Clinton House Company or Association, which included many prominent business men of Clinton, such as Horatio N. Bigelow (treasurer). The building was a three-story, wood-frame hotel, topped with a mansard roof. Oliver Stone was hired as the contractor, and C. C. Stone and Elisha Brimhall were workmen for the company. Horace Faulkner (ca.1800–1880), from Walpole, New Hampshire, who moved to Clinton and became a prominent figure in the town, serving as a selectman and a representative to the General Court, was the first keeper of the Clinton House and remained there until around the 1850s, when he moved to Groton. William N. Peirce bought the property in July of 1858. Ca. 1865, Peirce sold the property to Captain William R. Wheelock. Clinton Hall was built in 1850, by Jonas E. Howe, as a free-standing building next to Clinton House, and remained a separate building until 1859, when the two were connected. The hall was used for social events and functions, such as dances, school exhibitions, concerts, lectures, and town meetings (Ford 1896:376–377; Jenkins and Sampson 1984).

After fire destroyed the Clinton House and Hall in January 1923, the Philbin Brothers purchased the lot, where they constructed a commercial block with stores, offices, apartments and a theater, designed by Haynes & Mason, between 1923 and 1924. They hired Thomas P. Hurley from Marlboro as contractor. The theater cost over \$200,000 to build and could seat 2,000 people. The Strand Theatre, originally called the Philbin Theater, operated as a vaudeville theater and movie house (*Clinton Courant* 1923a, 1923b; CVC 1951:77, 86; MSA; Strand Theatre 2016).

Haynes & Mason was a Fitchburg-based architecture firm, made up of Stephen Wesley Haynes and Harold E. Mason, who were in operation from 1922 until ca. 1932. They are notable for their use of the Classical or Colonial Revival styles and worked on many public works projects on Cape Cod and eastern Massachusetts. Haynes was born in Leominster in 1892, and attended architecture classes at the Boston Architectural Center (now the Boston Architectural College, on Newbury Street in Boston). He was employed as a draughtsman for Peabody & Stearns (1912–1916) and later at Allen & Collins (1916–1918). Starting in 1921, he worked independently in Fitchburg and began an association with Mason in 1922. After the Haynes & Mason partnership dissolved around 1932, Haynes started the S. W. Haynes and Associates firm, and continued designing building into the 1960s. Many of his commissions were school buildings, including the Burbank Hospital School of Nursing in Fitchburg (1950), the Bourne High School (BOU.4, NRIND 2012) addition (1934), Otter River School (TEM.84, 1934) in Templeton, the New Braintree Grade School (NBR.30) in New Braintree (1938–1939) one of the earliest Art Moderne-style public schools in the state, Birchland Park Junior High School (ELG.20) in East Longmeadow (1951), Lawrence High School in Falmouth (1952), Ashland Elementary School (1954), Major Edwards School in West Boylston (1954), Saugus High School (1955), and Ashland High School (1955). Haynes was an occasional lecturer at Boston University and served as a chairman for the Fitchburg Planning Board between 1944 and 1955. Relatively little is known about Harold E. Mason, although he did design the Barnstable County Hospital in Bourne; the Barnstable County Jail (BRN.57, NRDIS 1987), constructed ca. 1935; and Sheriff's House (BRN.56, NRDIS 1987), constructed ca. 1935, in Barnstable. Buildings designed by Haynes & Mason include the Community Memorial Hospital in Ayer (AYE.127, NRIND 2004), constructed in 1929; the Central Fire Station in Falmouth (FAL.1029, NRIND 1998), constructed in 1929; and the Teaticket Elementary School (FAL.1034, NRIND 2002), constructed 1928 in Falmouth (Donovan et al. 2004; Adams et al. 1997; Jones et al. 2012).

Thomas P. Hurley (1868–1926) was born in Holliston, MA and began working for local contractors and carpenters around 1890. In 1893, at age 25, Hurley started his own company and built numerous civic and commercial buildings in Marlborough including the Central Fire and Police Station, 91 Main Street (MRB.80), Pleasant Street Fire Station No. 2, 100 Pleasant Street (MRB.79), People's National Bank, 179–181 Main Street (MRB.105), and Marlborough City Hall, 140 Main Street (MRB.64). He also built his own home in Fairmount Hill, an historically affluent neighborhood in Marlborough, at 50 Fairmount Street (MRB.167). Outside of Marlborough, in addition to the Philbin Building (CLI.228, within NRDIS CLI.J) and Wachusett Building in Clinton, he is known for the North Easton Grammar School, 115 Main Street, Easton (EST.399; within NRDIS EST.E), the Guyer W. Fowler Junior High School in Maynard (MAY.24), and the South Union School, 21 Highland Street, Southborough (SBR.164). Hurley died on a construction site in 1926 (*Clinton Courant* 1926; Forbes 1994).

The Philbin Brothers company consisted of three brothers, Philip J. Philbin (1862–1933), Owen J. Philbin (1865–1939), and John H. Philbin (1871–1944).¹ They were wood and coal dealers, who in the early 20th century began investing and managing real estate in the commercial section of Clinton. Their office was located at 142 High Street as early as 1915 until the 1950s. The family lived on Wilson Street as early as the 1890s into the 1930s. Their father, Owen Philbin (1821–1883) and mother Mary

¹ "Owen and John H. Philbin" www.FindaGrave.com, Find A Grave Memorial #137668737 and 7498401.

INVENTORY FORM B CONTINUATION SHEET

CLINTON

52-72 HIGH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.113

Philbin (1827–1859) immigrated to Clinton in the 1850s from Ireland.² The Philbin Brothers owned multiple commercial buildings in downtown Clinton including the Philbin Building, 120-136 High Street (stores, apartments, offices, constructed in 1909); the Mercantile Block, 37-43 High Street (CLI.110, within NRDIS CLI.J), constructed originally ca. 1910, rebuilt 1948 by S. W. Haynes & Assoc., which was a two-story commercial block with stores on the first level and offices and apartments on the second level (leased to J.C. Penney Co.); a three-story commercial block south of the Mercantile Block, known as the Montgomery Ward Building, 19-25 High Street (CLI.107, within NRDIS CLI.J), constructed in 1906, leased by Montgomery, Ward and Company; and the Chase Block on High Street. The Philbin Brothers frequently worked with Worcester-based architect, Albert J. Smith, and Fitchburg-based architecture firms, Haynes & Mason and S. W. Haynes & Associates (CVC 1951:77, 86; Findagrave.com 2003, 2014; MSA; Price and Lee 1891, 1915, 1931, 1935, 1945, 1950; US Census 1900–1940).

Over the course of the 20th century, directories list the Wachusett Building as containing seven stores, the Wachusett Co-operative Bank, and the theater located in the first level, professional offices on the second level, and apartments on the third level. The Strand first opened in a commercial building at 198 High Street, north of the intersection of High and Church streets, between 1904 and 1911. The theater moved into the Wachusett Building and opened on September 1, 1924 as the Philbin Theater and was renamed the Strand in 1926. In addition to showing silent movies, the first talking film premiered at the Strand in 1929, they stage hosted traveling shows, live performances, and Vaudeville acts. In 1926, a Wurlitzer Organ to accompany the silent movies was installed, but removed in the 1970s; however, the arch housing the organ remains to the south of the stage. In 1925, various small businesses were in the building including a real estate company, optometrist, barber, and Metropolitan Life Insurance Co. at 52 High Street; George Belagos (a shoemaker) at 54 High Street; Wheeler and Sanford Druggists at 56 High Street; the Philbin Theater at 58 High Street; Wachusett Co-operative Bank, and real estate and lawyers at 60 High Street; Manufacturers Cloak and Suit House at 62 High Street; Victory Textile Co. at 64 High Street; Hamilton and Butterfield Shoes at 66 High Street; Roland Houston, John McGee, William Ryder, George Smith, Helen Perry (hairdresser), NET&T office, Shuttleworth & Duprey (dentists), Amos Gardner (dentist) at 70 High Street; and J. J. Newberry Variety Store at 72 High Street. By 1927, the theater was renamed the Strand Theatre, and the McQuaid Brothers Clothing Store was at 68 High Street. Residents changed frequently in the apartments on the third story. In 1935, many of the businesses remained the same; however, residents changed frequently, and major businesses in the block included the Metropolitan Life Insurance Co., a barber, lawyer, Strand Shoe Shine, Wheeler & Sanford Druggists, the Strand Theatre (now a Warner Bros Theatres Inc.), the Wachusett Co-operative Bank, Ayers & Hammond Real Estate, Dodge & Saunders (lawyers), Victory Textile Store, J. J. McNamara Clothing, multiple apartments, dentist offices, NET&T Office, Veterans of Foreign Wars Clinton Post No. 523, and J. J. Newberry Co. Variety Store. By the mid-20th century the building was still occupied with stores, professional offices, businesses, and residents; including the Metropolitan Life Insurance Company, Sanford Druggist, Strand Theatre, and Masciarelli Jewelry, Victory Store, and J. J. Newberry. The building presumably acquired its name, “Wachusett Block”, from the Wachusett Co-operative Bank, which remained in the building from ca.1925 until the 1940s (Bastarache 202–203; CVC 1951:77; Price and Lee 1925, 1927, 1935, 1945, 1950; Sanborn 1904, 1911, 1929).

Through the latter part of the 20th century, ownership of the building changed multiple times, and the building retained a mixed of commercial and residential uses. The Strand Theatre closed in the late 1970s, was fully renovated in the 1990s, reopened in March 1995, and still operates today as a pub cinema. The interior retains its 60-foot high, 30-foot deep, by 70-foot wide stage and stadium seating from at least the 1970s, but several of the seats were removed in each row of the center section to accommodate low tables. Tables were also attached to the backs of each row on each side section to provide countertops for patrons. The building now is occupied by 6 commercial spaces on the ground level, 20 offices on the second level, and 4 apartments on the third level (Assessors 2016; Strand Theatre 2016).

Clinton Courant articles provided by Philip M. Duffy, Director of Office of Community & Economic Development for the Town of Clinton:

- 3/30/1923- Architect of Philbin Block Haynes and Mason of Fitchburg
- 4/13/1923- contract for Philbin Block to Thomas P. Hurley of Marlboro.
- 4/2/1926- Contractor Thomas Hurley of Marlboro passes away- builder of Philbin Block, Wachusett Block, Bellevue Mill

² “Owen, Philip, and John Philbin.” *Twelfth–Sixteenth Censuses of the United States, 1900–1940*. www.ancestry.com, accessed June 2016.

INVENTORY FORM B CONTINUATION SHEET

CLINTON

52-72 HIGH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.113

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PHOTOGRAPHS

Photo 1. Wachusett Building, 52-72 High Street, looking southwest.

INVENTORY FORM B CONTINUATION SHEET

CLINTON

52-72 HIGH STREET

MASSACHUSETTS HISTORICAL COMMISSION
220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s)	Form No.
CLI.J	CLI.113



Photo 2. Wachusett Building, 52-72 High Street, looking northwest.



Figure 1. 1945 photograph of the Wachusett Building (Anonymous 1945, Clinton Historical Society).

Massachusetts Cultural Resource Information System

Scanned Record Cover Page

Inventory No:	CLI.114
Historic Name:	First National Bank Building
Common Name:	Clinton Trust Company Building
Address:	77 High St
City/Town:	Clinton
Village/Neighborhood:	
Local No:	
Year Constructed:	1881
Architect(s):	Bigelow, H. N.; Boyden, Elbridge and Son; Boyden, P. P.; Fairbanks, Frazier and French; James, Thomas M.; Morse, Henry G.; Strauss
Architectural Style(s):	Classical Revival
Use(s):	Bank; Commercial Block; Lodge; General Retail Store; Post Office; Lawyer Office; Police Station
Significance:	Architecture; Art; Commerce; Economics; Law; Politics Government
Area(s):	CLI.J: Clinton Central Business District
Designation(s):	Nat'l Register District (02/21/1985)
Building Materials(s):	Roof: Tar, Built-up Wall: Brick; Cast Iron; Granite; Marble; Wood; Stone, Cut; Stone, Veneer Foundation: Granite; Stone, Cut



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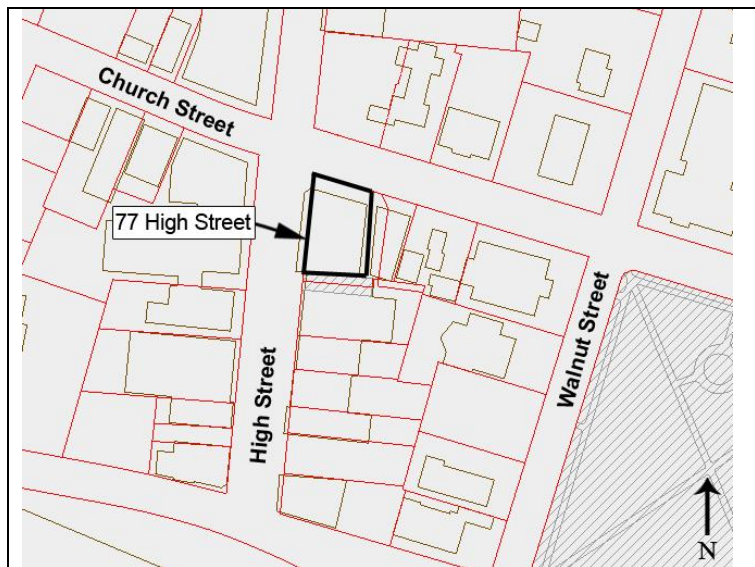
FORM B – BUILDING

MASSACHUSETTS HISTORICAL COMMISSION
MASSACHUSETTS ARCHIVES BUILDING
220 MORRISSEY BOULEVARD
BOSTON, MASSACHUSETTS 02125

Photograph



Locus Map



Recorded by: V. Adams, Q. Stuart, G. Pineo, M. Andrade,
D. Peacock; PAL

Organization: Town of Clinton

Date: June 2016

Assessor's Number USGS Quad Area(s) Form Number

7-3560

Clinton

CLI.J

CLI.114

NRDIS 2/21/1985

Town/City: Clinton

Place: (*neighborhood or village*):

Address: 77 High Street

Historic Name: First National Bank Building

Uses: Present: Commercial Block

Original: Commercial Block

Date of Construction: 1881–1882

Source: *Clinton Courant* 10/1/1881, 1/21/1882

Style/Form: Classical Revival

Architect/Builder: Elbridge Boyden and Son; Thomas M. James (remodel 1919)/Builder: Henry G. Morse

Exterior Material:

Foundation: Granite

Wall/Trim: Brick/ Brick, white marble, and cast iron

Roof: Tar and Gravel

Outbuildings/Secondary Structures:

Major Alterations (*with dates*): Interior Remodel (1919); Tower roof and chimneys removed (mid-20th century); Storefront alterations (mid-20th century); Window replacement (mid-to-late 20th century); East addition, 1996

Condition: Good

Moved: no ☒ yes ☐ **Date:**

Acreage: 0.28 acres

Setting: The building is set on the southeast corner of the intersection of Church and High streets, facing northwest and set close to the road. It is in a densely developed commercial neighborhood and is within the Downtown Clinton National Register Historic District, CLI.J.

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INVENTORY FORM B CONTINUATION SHEET

CLINTON

77 HIGH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.114

☐ Recommended for listing in the National Register of Historic Places.

If checked, you must attach a completed National Register Criteria Statement form.

The First National Bank Building, 77 High Street (1881–1882) is a contributing property in the Downtown Clinton Historic District (CLI.J) listed in the National Register of Historic Places in 1985 under Criteria A and C at the local level in the areas of Community Development and Planning and Architecture for its role in the commercial development of Clinton and the surrounding towns and as an intact collection of mid-eighteenth to mid-twentieth century wood-frame residences, and multi-story and low-rise commercial blocks.

ARCHITECTURAL DESCRIPTION

The First National Bank Building, 77 High Street (1881–1882) is at the southeast corner of High and Church streets. The building is a west-facing, Classical Revival-style, three-story, five-bay-by-six-bay, brick and marble commercial block. The building rests on a granite foundation and topped with a tar and gravel-clad, flat roof with a marble parapet and corbelled cornice. A one-story, one-bay, brick addition was constructed off the east elevation in 1996. The west (facade) elevation consists of four storefronts, enframed with cast iron, marble, and stone veneer details. The entrances are asymmetrically spaced, and consist of single or double fully-glazed, metal framed commercial doors, set into paneled recesses. Large two-to-four light storefront display windows flank the entrances. The upper stories consist of sets of two-to-three windows with marble sills and lintels, and are flanked with corbelled brick, brick and marble, and cast iron pilasters. Fenestration consists of one-over-one, double-hung metal replacement sash at the second story, and one-over-one and two-over-two, double-hung, wood sash at the third story, which formerly housed the Trinity Lodge Ancient Free and Accepted Masons (A.F. & A.M) Temple (Photo 3). The Church Street elevation consists of asymmetrically spaced single, double, and triple windows seated on granite sills and topped with granite lintels, separated by brick pilasters. Windows on the first and second stories are modern, tripartite, replacement windows. Windows on the third story are one-over-one and two-over-two, double-hung wood sash. A steeply pitched tower roof with crenellations and four chimneys that punctured the roof line on the Church Street elevation were removed, most-likely in the mid-twentieth century (Figure 1).

The Trinity Lodge A.F. & A.M. Temple at the south end of the third floor is primarily one large space with low-pile commercial carpeting and painted plaster walls and ceiling. A raised dais is in the center of the east wall of the space with a painted backdrop depicting the All-Seeing Eye flanked by curtains and pilasters. Painted borders also run mid-way up and along the top of the walls. The ceiling is painted panels with medallions portraying a winged hourglass and a scythe and beehives with flowering branches.

HISTORICAL NARRATIVE

The Town of Clinton was incorporated in 1850 from the Village of Clintonville in the Town of Lancaster. Clintonville was the last village to separate from Lancaster, which once comprised the towns of Harvard, Stow, Bolton, Hudson, Marlborough, Leominster, Berlin, Sterling, and Boylston. Industry has always been the primary support of Clinton's economy. The earliest known industry was a grist mill established on South Meadow Brook in 1654. Small-scale cotton and textile manufacturing was introduced in the early nineteenth century. In 1838, the Bigelow brothers established the Clinton Company (later the Bigelow Woolen Carpet Mill (CLI.K)), a power loom textile factory, followed by the Lancaster Mills (CLI.N, 1844), the Bigelow Carpet Company (CLI.L, 1854), and the Clinton Wire Company (CLI.101, 1855) which led to rapid development in town and growth and diversification of the population. Beginning in the 1840s, Clintonville became a commercial center for the surrounding towns and its growing population also meant it needed additional civic and commercial buildings (MHC 1983:1–10; Donovan et al. 2010).

In 1848, two years before Clinton's incorporation, a grid-system street layout developed by John C. Hoadley (1818-1886), a local civil engineer and chief engineer for the Bigelow mills, was privately funded by Clinton residents. In 1844, Hoadley moved to Clinton to work as an engineer for the Bigelows in the construction of the Lancaster Mills, but left Clinton in 1848 shortly after creating the plan for the street system and commons to found a company that built steam engines for locomotives and textile machinery in Pittsfield, MA. High Street and the south end of Church Street became the commercial center of the village. The

Continuation sheet 1

INVENTORY FORM B CONTINUATION SHEET

CLINTON

77 HIGH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.114

early buildings were a mix of typical wood-frame commercial and residential structures. As the development continued through the 19th and into the 20th century, almost all the wood-frame buildings were replaced by one- to four-story masonry mixed-use buildings. Most of the commercial development spread north to south, with the buildings south of Prospect Street remaining mixed-use and the buildings north of Prospect Street being single and multi-family residences. In the early to mid-20th centuries, commercial development spread north into the blocks between Prospect and Water Street and many of the houses that originally fronted High Street were demolished, moved, or converted into commercial space (Ford 1896:290–291, 378; Jenkins and Sampson 1984).

The First National Bank Building, 77 High Street (1881–1882) was constructed at 65-79 (now 77) High Street on the southeast corner of High and Church Streets, replacing an earlier commercial building on the site. The building was designed by Elbridge Boyden and Son of Worcester, MA. The general contractor was H.G. Morse of Fitchburg and Fairbanks, Frazier, and French served as the masonry contractors. Elbridge Boyden (1810–1898) was born in Vermont and raised in Orange, MA. As a teenager he apprenticed with a carpenter in Athol, MA and also independently studied architecture. In 1844, Boyden moved to Worcester and opened his own architectural practice. Between 1849 and 1860, he was a partner in the firm of Boyden and Ball with Worcester-based engineer Phineas Ball (1824-1894). He is most noted for his civic and institutional designs in Massachusetts, including his most notable work is Mechanic's Hall, 321 Main Street, Worcester (WOR.453; NR listed 1972), Cathedral of Saint Paul, 15 Chatham Street, Worcester (WOR.1017; NR listed 1980), and the Hubbardston Public Library (HUB.29; NR listed 1998). Boyden and Son also designed institutional, civic, and residential buildings throughout New England and New York including, Universal Preservation Hall, 25 Washington Street, Saratoga Springs, NY (1871), Crocker House, New London, CT (1872), Channing Memorial Church, Newport, RI (1880), and the Church of Brattleboro (1875), Brattleboro, VT (Beck 2014; *Clinton Courant* 3/26/1881, 10/15/1881).

The First National Bank Building was designed with four storefronts on the first story, office space on the second, and space for function halls on the third. In 1888, the four storefronts on the first story of the building contained a dry goods store (65 High Street), a clothing store (69 High Street), post office and a book store (73 High Street), and the First National Bank of Clinton (79 High Street). 65 High Street and 69 High Street contained a dry goods store and a clothing store through the early 20th century. The corner space at 79 High Street has always contained a bank. By 1904, the First National Bank shared the space with the Clinton Savings Bank. In 1919, the First National Bank became the Clinton Trust Company, and the building was thereafter referred to as the Clinton Trust Company Building. The same year, Boston-based architect Thomas M. James (d. 1942) was hired to remodel the bank, offices, and halls. James primarily designed and renovated large, masonry commercial and bank buildings and some residential buildings throughout Massachusetts in the late 19th and early 20th centuries, including the Safety Fund National Bank (FIT.418; NR listed 2009) in Fitchburg, the Warren National Bank (PEA.26.) at 17 Peabody Square, Peabody, and the United Electric Company Building (SPR.117) at 73 State Street, Springfield. By 1920, Clinton Savings Bank opened in the space at 79 High Street with the Clinton Trust Company. In 1929, Clinton Savings Bank (CLI.134) built their own building across the street at 202 Church Street. In the early 20th century, the professional offices on the second story ranged from lawyers, accountants, and realtors, to the deputy sheriff and probation officer's offices and remains occupied by professional offices today. Santander acquired the building when they purchased Sovereign Bank in 2006, who had purchased the building in 2000 and ran a bank branch in the former First National Bank space (Assessor 2016; Lee and Price 1915, 1920, 1929; MSA 1919; Myer et al. 2009; Sanborn 1888, 1894, 1904, 1919, 1929; Walker 1878).

The third story housed multiple fraternal organizations and clubs. The Masonic Hall was located at the south end of the third floor, while the north end was the Grand Army of the Republic Hall. In the early 20th century, the space was also used as a meeting place for the Clintonians, the Royal Arcanum Hall, the Clinton Square and Compass Club, St. John's Hall and TA & MA Society. The Masonic Hall remained in the building until the Masons moved to a former school house at 785 Main Street in the 1990s (Lee and Price 1915, 1919, 1931).

Clinton Courant articles provided by Philip M. Duffy, Director of Office of Community & Economic Development for the Town of Clinton:

- 3/26/1881- rumors of a new Bank Block
- 07/09/1881- Bank Block contractor- H.G. Morse of Fitchburg. Fairbanks, Frazier and French have masonry contract
- 10/15/1881- Architect of Bank Block Boyden & Son
- 4/28/1881- visit to site of bank block by architects Earle and Boyden of Worcester
- 5/7/1881- architect of Bank Block- Geo. Boyden of Worcester

INVENTORY FORM B CONTINUATION SHEET

CLINTON

77 HIGH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.114

- 5/14/1881- Bank Block- it is understood that north end of 3rd floor for photographer TF Allen- with skylight. Bank Building Committee Henry N. Bigelow Charles G Stevens, CA Brooks
- 6/25/1881- plans of Bank Block published
- 10/1/1881- carpenters lay frame for first floor Bank Block
- 10/15/1881- Messrs E Boyden & Son, designers of Bank Block, also designed St Paul's RC church, Union Church and Mechanic's Hall in Worcester, Unitarian Church Brattleboro, Congress Hall, Saratoga. Long delayed marble trimmings reached here- first sections on second floor are laid
- 11/5/1881- bank block progress slow due to rain; article counts bricks, pressed brick, and marble
- 1/21/1882- boiler for new bank block arrived. 15'-8" long, 4'6" width, weighs 900 lbs. 50 hp, by HS Robinson, of East Boston
- 4/1/1882- Strauss has contract for frescoes Bank Block
- 5/27/1882- description of interior of Bank Block
- 6/10/1882- tower of Bank Block is up
- 10/7/1882- Masonic rooms to be dedicated October 20
- 10/21/1882- account of dedication of Masonic Hall. Noted that HN Bigelow and Geo. Morse of Building Committee are masons, as is "P.D.D. Boyden" of Worcester
- 10/13/1883- Bank Block brick work has been oiled

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INVENTORY FORM B CONTINUATION SHEET

CLINTON

77 HIGH STREET

MASSACHUSETTS HISTORICAL COMMISSION
220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J	CLI.114
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PHOTOGRAPHS

Photo 1. First National Bank Building, 77 High Street, looking southeast.



Photo 2. First National Bank Building, 77 High Street, looking northeast.



Photo 3. Third floor of building, looking east.

INVENTORY FORM B CONTINUATION SHEET

CLINTON

77 HIGH STREET

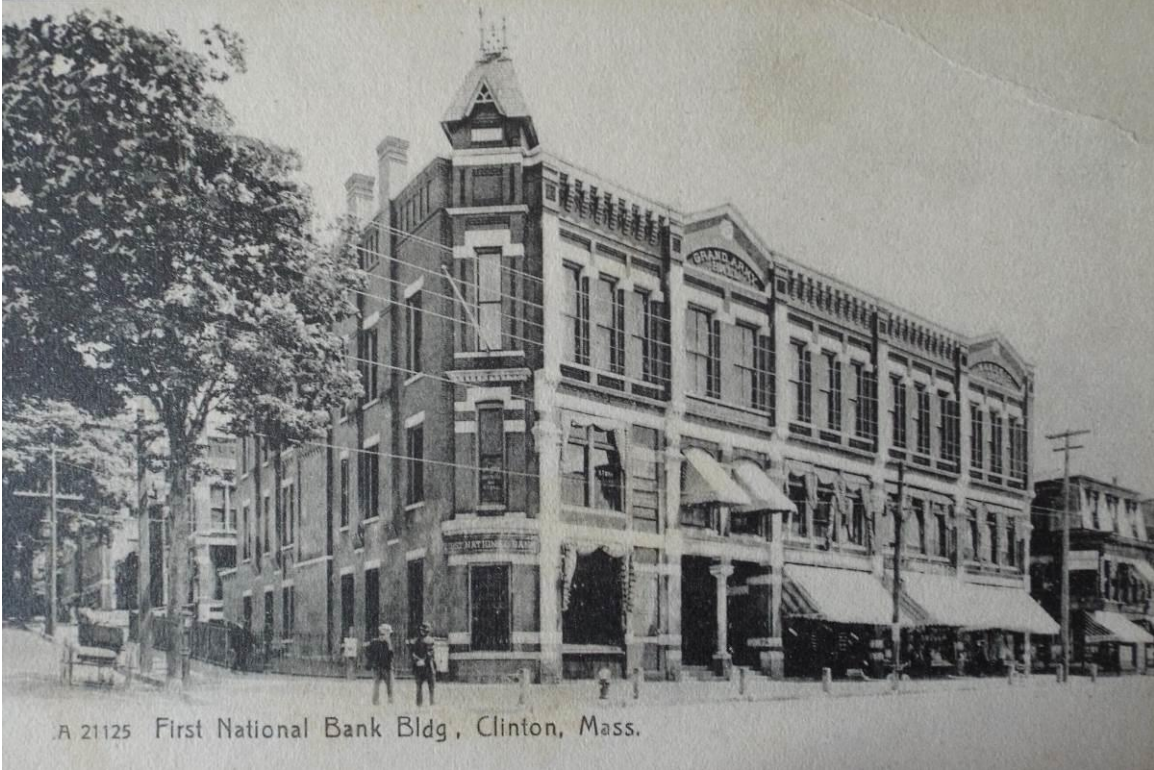
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Area(s) Form No.

CLI.J	CLI.114
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Figure 1. Early 20th century postcard of the First National Bank Building, 77 High Street (Clinton Historical Society).



Undated historic postcard of the First National Bank Building, 77 High Street (Clinton Historical Society).

Massachusetts Cultural Resource Information System

Scanned Record Cover Page

Inventory No:	CLI.130
Historic Name:	Courant-Item Building
Common Name:	Coulter Press Building
Address:	156 Church St
City/Town:	Clinton
Village/Neighborhood:	
Local No:	
Year Constructed:	1902
Architect(s):	Barnard, George; Creeron Brothers; Lowe, Horace H.; O'Toole Brothers; Thissell, J. and Son; Wilder, Josiah H.
Architectural Style(s):	Classical Revival
Use(s):	Commercial Block; Lodge; Newspaper Office; Printing Shop; Church; Warehouse; Private School
Significance:	Architecture; Commerce; Communications; Religion
Area(s):	CLI.J: Clinton Central Business District
Designation(s):	Nat'l Register District (02/21/1985)
Building Materials(s):	Roof: Tar, Built-up Wall: Brick; Copper; Glazed Terra Cotta; Granite; Limestone; Stone, Cut Foundation: Granite; Stone, Cut



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Commonwealth of Massachusetts
Massachusetts Historical Commission
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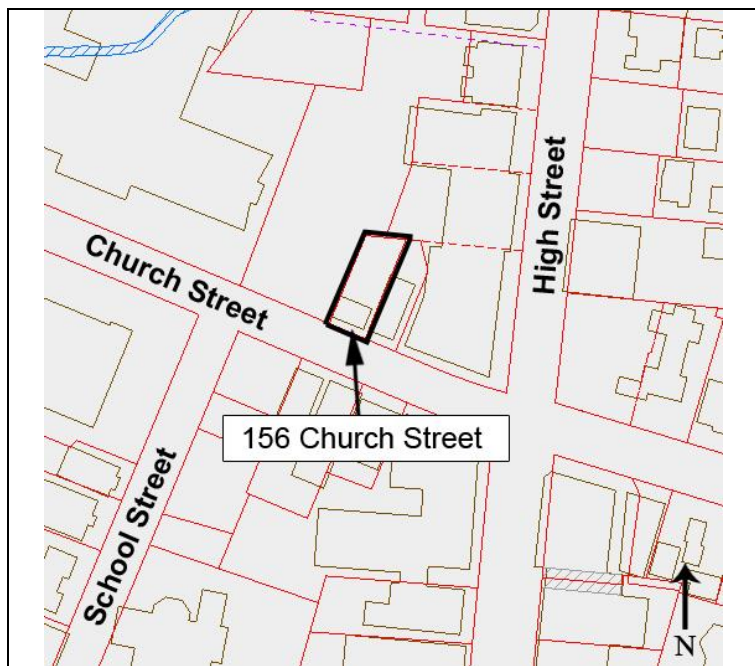
FORM B – BUILDING

MASSACHUSETTS HISTORICAL COMMISSION
MASSACHUSETTS ARCHIVES BUILDING
220 MORRISSEY BOULEVARD
BOSTON, MASSACHUSETTS 02125

Photograph



Locus Map



Recorded by: V. Adams, Q. Stuart, G. Pineo, M. Andrade,
D. Peacock; PAL

Organization: Town of Clinton

Date: June 2016

Assessor's Number USGS Quad Area(s) Form Number

2-593

Clinton

CLI.J

CLI.130

NRDIS 2/21/1985

Town/City: Clinton

Place: (*neighborhood or village*):

Address: 156 Church Street

Historic Name: *Courant-Item* Building

Uses: Present: Commercial Block

Original: Commercial Block, Newspaper Office

Date of Construction: 1902

Source: Clinton Courant 1902; Building Plaque

Style/Form: Classical Revival

Architect/Builder: J. Thissell and Son/ Builder: H. H. Lowe

Exterior Material:

Foundation: Granite block

Wall/Trim: Brick/Granite and Copper

Roof: Tar and Gravel

Outbuildings/Secondary Structures: None

Major Alterations (*with dates*): Window and door
openings modified, late 20th century

Condition: Good

Moved: no ☒ yes ☐ **Date:**

Acreage: 0.12 acres

Setting: The building faces southwest towards a sidewalk at Church Street with trees coving part of the facade (south elevation). It is in a densely developed commercial neighborhood surrounded by a mix of residential and commercial buildings and is within the Downtown Clinton National Register Historic District (CLI.J).

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INVENTORY FORM B CONTINUATION SHEET

CLINTON

156 CHURCH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.130

☐ Recommended for listing in the National Register of Historic Places.

If checked, you must attach a completed National Register Criteria Statement form.

The Courant-Item Building, 156 Church Street (1902) is a contributing property in the Downtown Clinton Historic District (CLI.J) listed in the National Register of Historic Places in 1985 under Criteria A and C at the local level in the areas of Community Development and Planning and Architecture for its role in the commercial development of Clinton and the surrounding towns and as an intact collection of mid-18th- to mid-20th-century wood-frame residences, and multi-story and low-rise commercial blocks.

ARCHITECTURAL DESCRIPTION

The Courant-Item Building, 156 Church Street (1902) is sited at the street edge, and abutted by an asphalt-paved parking area to the west. The building is a south-facing, Classical Revival-style, three-and-one-half story, three-bay-wide, brick commercial building, seated on a granite block foundation and topped with a flat roof, surrounded by an ornate copper cornice. The south (facade) elevation consists of an entrance in the east bay, with tripartite windows in the center and western bays on all three stories; paired windows are in the second and third stories above the entrance. Wide limestone bands mark former sills and lintels for window openings, and limestone bands of varying widths ornament slightly projecting brick columns between each bay. Terra cotta tiles fill the upper portion of each bay, with the building's name and date of construction on tiles centered in each bay. The entrance consists of a fully-glazed, metal-frame commercial door, flanked by plate glass sidelights, set under wide limestone arch, with painted board infill between the door lintel and the arch. Window bays on the facade are filled with the same material, indicating that the window and door openings were replaced in 1968 (Duffy 2016). Fenestration consists of double and triple single-pane, wood-frame casement windows. In the west elevation, window openings are filled with paired one-over-one, double-hung wood sash, with rough-dressed stone sills and arched brick lintels. A secondary entrance is centered in the west elevation.

HISTORICAL NARRATIVE

The Town of Clinton was incorporated in 1850 from the Village of Clintonville in the Town of Lancaster. Clintonville was the last village to separate from Lancaster, which once comprised the towns of Harvard, Stow, Bolton, Hudson, Marlborough, Leominster, Berlin, Sterling, and Boylston. Industry has always been the primary support of Clinton's economy. The earliest known industry was a grist mill established on South Meadow Brook in 1654. Small-scale cotton and textile manufacturing was introduced in the early 19th century. In 1838, the Bigelow brothers established the Clinton Company (later the Bigelow Woolen Carpet Mill (CLI.K)), a power loom textile factory, followed by the Lancaster Mills (CLI.N, 1844), the Bigelow Carpet Company (CLI.L, 1854), and the Clinton Wire Company (CLI.101, 1855) which led to rapid development in town and growth and diversification of the population. Beginning in the 1840s, Clintonville became a commercial center for the surrounding towns and its growing population also meant it needed additional civic and commercial buildings (MHC 1983:1–10; Donovan et al. 2010).

In 1848, two years before Clinton's incorporation, a grid-system street layout developed by John C. Hoadley (1818-1886), a local civil engineer and chief engineer for the Bigelow mills, was privately funded by Clinton residents. In 1844, Hoadley moved to Clinton to work as an engineer for the Bigelows in the construction of the Lancaster Mills, but left Clinton in 1848 shortly after creating the plan for the street system and commons to found a company that built steam engines for locomotives and textile machinery in Pittsfield, MA. High Street and the south end of Church Street became the commercial center of the village. The early buildings were a mix of typical wood-frame commercial and residential structures. As the development continued through the 19th and into the 20th century, almost all the wood-frame buildings were replaced by one- to four-story masonry mixed-use buildings. Most of the commercial development spread north to south, with the buildings south of Prospect Street remaining mixed-use and the buildings north of Prospect Street being single and multi-family residences. In the early to mid-20th centuries, commercial development spread north into the blocks between Prospect and Water Street, and many of the houses that originally fronted High Street were demolished, moved, or converted into commercial space (Ford 1896:290–291, 378; Jenkins and Sampson 1984).

INVENTORY FORM B CONTINUATION SHEET

CLINTON

156 CHURCH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.130

The *Lancaster Courant* newspaper was established in 1846 by Eliphas Ballard, who served as printer and publisher, and F. C. Messenger, who was the first editor. The newspaper office was in the rear of Ballard and Messenger's book, medicine, and stationary business on the east side of High Street in the C. W. Field Building (not extant), which stood at roughly 11-17 High Street into the 20th century. The building is demolished and it is now a parking lot. When the Village of Clintonville separated from Lancaster in 1850, the newspaper was renamed the *Clinton Courant*. Messenger left the editor's position in 1851, and at least three people over the course of the next 12 years served as editor. In 1853, Ballard moved the publishing office into the Clinton House Block at the corner of High Street and Church Street. Ballard continued to print and published the newspaper until 1862, when he closed the office. In 1865, William J. Coulter (1841–1922) of Troy, New York, purchased Ballard's printing business. Coulter had worked at the *Clinton Courant* prior to enlisting in the military during the Civil War. He resumed publishing the *Clinton Courant* with William E. Parkhurst as editor. Parkhurst was from Framingham, Massachusetts, and worked as the paymaster at Lancaster Mills, in the Clinton Savings Bank, as a teacher, and as a member of the editorial team of the *Worcester Spy* before taking the position at the *Clinton Courant* (Parkhurst 1912:48–54; Ford 1896:414–421).

The first *Clinton Courant* Printing Office, 162 Church Street (CLI.131) was constructed in 1872 by local builder Elisha Brimhall immediately west of the 1857 *Brimhall Building*, 92–116 High Street (CLI.115) on the northeast corner of High and Church streets. By 1878, the *Clinton Courant's* editor Robert Orr was running the newspaper and a book and stationary store out of the storefront on Church Street. By 1888, the printing office was located on the first and second floors of the building, and the third story was used as a hall by one of the numerous fraternal organizations in Clinton. William J. Coulter added a second paper, the *Clinton Daily Item*, in 1893, which was printed every day but Sundays and holidays. The *Courant* was printed once a week (Beers 1870; Ford 1896:402; Price and Lee 1893, 1905; Walker 1878).

Coulter built the *Courant-Item Building*, 156 Church Street (1902), also known as the Coulter Press Building, and the company occupied both buildings until 1904. Coulter hired local Clinton architects J. Thissell and Son, who had their offices at 48 High Street. The general contractor was Horace H. Lowe of Clinton with George Barnard as the brick mason, Creeron Brothers as the stone masons, O'Toole Bros. as roofing contractor, and Josiah Wilder for foundations. In 1903, William J. Coulter was listed as the proprietor and his son Clarence C. Coulter (1868–1963) was the manager. In 1915, the first year a street index was published in the Town of Clinton Directories, the building housed the W.J. Coulter Press offices on the first story, the *Clinton Courant* and *Clinton Daily Item* on the second, and the Free Methodist Church on the third. The third floor continued to be rented by numerous fraternal organizations and businesses throughout the 20th century including the Loyal Order of the Orange Hall, the Ancient Order of the Hibernians Hall, the Clinton Chamber of Commerce, the Union Hall, and the Brae Burn Dance Academy. The *Courant-Item Building* remained in the Coulter family until 1996, when it was purchased by The Chronicle Publishing. The building is now owned by the Worcester Telegram and Gazette, the parent company of the *Clinton Item*, and a portion of the building is rented for professional offices and storage (Assessors 2016; Clinton Courant 1902; Engineering Directory 1911; Price and Lee 1903, 1915, 1925, 1950, 1959; Sanborn 1904).

Clinton Courant articles provided by Philip M. Duffy, Director of Office of Community & Economic Development for the Town of Clinton:

- 4/5/1902 - Plans of Item Building, J. Thissell and Son, architect
Horace H. Lowe, General contractor
Geo. Barnard- brick
Creeron Bros.- stone
Roofing and Copper- O'Toole Bros.
Foundations, Josiah Wilder

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Clinton Courant. 4/5/1902

Donovan, Leslie, Laura J. Kline, and Betsy Friedberg. *National Register Nomination – Lancaster Mills, Clinton, Worcester Co., MA.* On file, Massachusetts Historical Commission, Boston, MA, 2010.

INVENTORY FORM B CONTINUATION SHEET

CLINTON

156 CHURCH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.130

Duffy, Philip. Interview by author. Clinton, MA. October 29, 2016.

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Sanborn Map Company. *Insurance Maps of Clinton, Massachusetts*. New York, NY, 1899, 1904, 1911, 1919, 1929, 1929-1948.

PHOTOGRAPHS

Photo 1. *Courant-Item* Building, 156 Church Street, looking northeast.



Photo 2. *Courant-Item* Building, 156 Church Street, looking north.

INVENTORY FORM B CONTINUATION SHEET

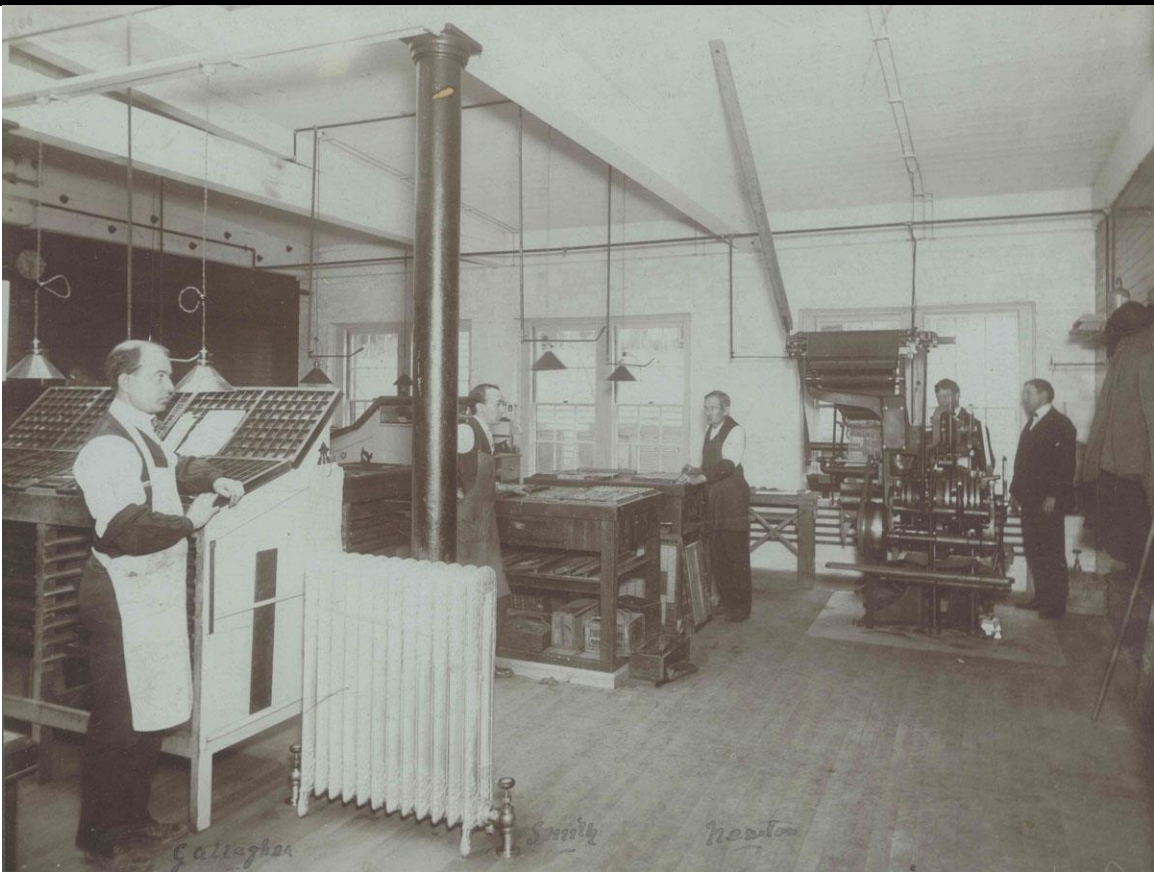
CLINTON

156 CHURCH STREET

MASSACHUSETTS HISTORICAL COMMISSION
220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J	CLI.130
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Courant-Item Building, composing room, 1902 (Clinton Historical Society).

Massachusetts Cultural Resource Information System

Scanned Record Cover Page

Inventory No:	CLI.131
Historic Name:	Clinton Courant Printing Office
Common Name:	
Address:	162 Church St
City/Town:	Clinton
Village/Neighborhood:	
Local No:	
Year Constructed:	1872
Architect(s):	Brimhall, Elisha
Architectural Style(s):	Second Empire
Use(s):	Commercial Block; Newspaper Office; Lawyer Office; Lodge; Other Governmental or Civic; Printing Shop; Abandoned or Vacant
Significance:	Architecture; Commerce; Communications; Law; Politics Government
Area(s):	CLI.J: Clinton Central Business District
Designation(s):	Nat'l Register District (02/21/1985)
Building Materials(s):	Roof: Asphalt Shingle Wall: Brick; Brown Stone; Cast Stone; Concrete Cinderblock; Wood; Stone, Cut Foundation: Brick



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The MACRIS database and scanned files are highly dynamic; new information is added daily and both database records and related scanned files may be updated as new information is incorporated into MHC files. Users should note that there may be a considerable lag time between the receipt of new or updated records by MHC and the appearance of related information in MACRIS. Users should also note that not all source materials for the MACRIS database are made available as scanned images. Users may consult the records, files and maps available in MHC's public research area at its offices at the State Archives Building, 220 Morrissey Boulevard, Boston, open M-F, 9-5.

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Commonwealth of Massachusetts
Massachusetts Historical Commission
220 Morrissey Boulevard, Boston, Massachusetts 02125
www.sec.state.ma.us/mhc

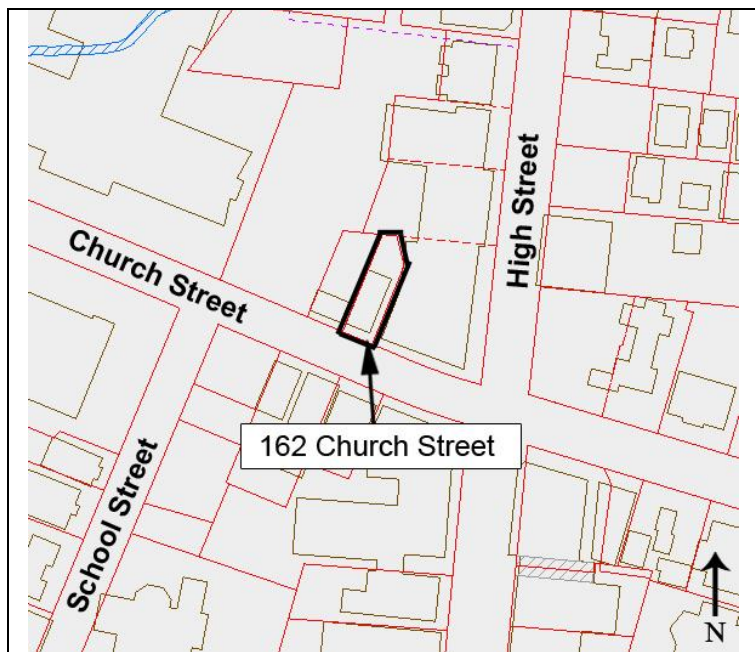
FORM B – BUILDING

MASSACHUSETTS HISTORICAL COMMISSION
MASSACHUSETTS ARCHIVES BUILDING
220 MORRISSEY BOULEVARD
BOSTON, MASSACHUSETTS 02125

Photograph



Locus Map



Recorded by: V. Adams, Q. Stuart, G. Pineo, M. Andrade,
D. Peacock; PAL

Organization: Town of Clinton

Date: June 2016

Assessor's Number USGS Quad Area(s) Form Number

2-3142

Clinton

CLI.J

CLI.131

NRDIS 2/21/1985

Town/City: Clinton

Place: (*neighborhood or village*):

Address: 162 Church Street

Historic Name: *Clinton Courant* Printing Office

Uses: Present: Professional Office

Original: Commercial Block, Newspaper Office

Date of Construction: 1872

Source: *Clinton Courant* 1872

Style/Form: Second Empire

Architect/Builder: Elisha Brimhall (Ford 1896:402)

Exterior Material:

Foundation: Brick

Wall/Trim: Brick/Wood

Roof: Asphalt shingle

Outbuildings/Secondary Structures: None

Major Alterations (*with dates*):

Storefront alterations (ca. 1929); Exterior renovation (1999)

Condition: Fair

Moved: no ☒ yes ☐ **Date:**

Acreage: 0.09 acres

Setting: The building faces south towards a sidewalk at Church Street with the facade (south elevation) partially obscured by trees. It is in a densely developed commercial neighborhood surrounded by a mix of residential and commercial buildings and is within the Downtown Clinton National Register Historic District (CLI.J).

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INVENTORY FORM B CONTINUATION SHEET

CLINTON

162 CHURCH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.131

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ARCHITECTURAL DESCRIPTION

Clinton Courant Printing Office, 162 Church Street (1878) is on the north side of Church Street, seated near the street edge, on a rectangular lot. The building is a south-facing, Second Empire-style, two-and-one-half story, three-bay, brick commercial building, seated on a brick foundation and topped with an asphalt-shingle clad mansard roof. The south (facade) elevation consists of two six-panel wood entrances on the west with a 32-light picture window, all under a hip-roof overhang supported by simple carved brackets. The first story is clad with vertical boards. Three windows are in the second story, topped by a projecting molded cornice with brackets at the cornice line of the roof. Two windows with flat overhangs supported by carved brackets pierce the south face of the roof; three similar windows are evenly spaced along the east face. Fenestration consists of two-over-two, double-hung wood sash, with brownstone stills and cast stone lintels with simple carved insets on the second story. Window and door openings on the east elevation of the first story have been infilled with concrete block at some point in the past, but the half-arch lintels and projecting stone sills persist. A metal fire escape projects from the northern bay of the east elevation.

HISTORICAL NARRATIVE

The Town of Clinton was incorporated in 1850 from the Village of Clintonville in the Town of Lancaster. Clintonville was the last village to separate from Lancaster, which once comprised the towns of Harvard, Stow, Bolton, Hudson, Marlborough, Leominster, Berlin, Sterling, and Boylston. Industry has always been the primary support of Clinton's economy. The earliest known industry was a grist mill established on South Meadow Brook in 1654. Small-scale cotton and textile manufacturing was introduced in the early 19th century. In 1838, the Bigelow brothers established the Clinton Company (later the Bigelow Woolen Carpet Mill (CLI.K)), a power loom textile factory, followed by the Lancaster Mills (CLI.N, 1844), the Bigelow Carpet Company (CLI.L, 1854), and the Clinton Wire Company (CLI.101, 1855) which led to rapid development in town and growth and diversification of the population. Beginning in the 1840s, Clintonville became a commercial center for the surrounding towns and its growing population also meant it needed additional civic and commercial buildings (MHC 1983:1–10; Donovan et al. 2010).

In 1848, two years before Clinton's incorporation, a grid-system street layout developed by John C. Hoadley (1818-1886), a local civil engineer and chief engineer for the Bigelow mills, was privately funded by Clinton residents. In 1844, Hoadley moved to Clinton to work as an engineer for the Bigelows in the construction of the Lancaster Mills, but left Clinton in 1848 shortly after creating the plan for the street system and commons to found a company that built steam engines for locomotives and textile machinery in Pittsfield, MA. High Street and the south end of Church Street became the commercial center of the village. The early buildings were a mix of typical wood-frame commercial and residential structures. As the development continued through the 19th and into the 20th century, almost all the wood-frame buildings were replaced by one- to four-story masonry mixed-use buildings. Most of the commercial development spread north to south, with the buildings south of Prospect Street remaining mixed-use and the buildings north of Prospect Street being single and multi-family residences. In the early to mid-20th centuries, commercial development spread north into the blocks between Prospect and Water Street and many of the houses that originally fronted High Street were demolished, moved, or converted into commercial space (Ford 1896:290–291, 378; Jenkins and Sampson 1984).

The Lancaster Courant newspaper was established in 1846 by Eliphas Ballard, who served as printer and publisher, and F. C. Messenger, who was the first editor. The newspaper office was in the rear of Ballard and Messenger's book, medicine, and stationary business on the east side of High Street in the C. W. Field Building (not extant), which stood at roughly 11–17 High

Continuation sheet 1

INVENTORY FORM B CONTINUATION SHEET

CLINTON

162 CHURCH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J

CLI.131

Street into the twentieth century. The building is demolished and it is now a parking lot. When the Village of Clintonville separated from Lancaster in 1850, the newspaper was renamed the *Clinton Courant*. Messenger left the editor's position in 1851, and at least three people over the course of the next 12 years served as editor. In 1853, Ballard moved the publishing office into the Clinton House Block (not extant) at the corner of High Street and Church Street. Ballard continued to print and published the newspaper until 1862, when he closed the office. In 1865, William J. Coulter of Troy, New York purchased Ballard's printing business and resumed publishing the *Clinton Courant* with William E. Parkhurst as editor. Parkhurst was from Framingham, Massachusetts, and worked as the paymaster at Lancaster Mills, in the Clinton Savings Bank, as a teacher, and as a member of the editorial team of the *Worcester Spy* before taking the position at the *Clinton Courant* (Parkhurst 1912:48–54; Ford 1896:414–421).

The first *Clinton Courant* Printing Office, 162 Church Street (1872) was constructed by local builder Elisha Brimhall (1825–1887) immediately west of the 1857 Brimhall Building, 92–116 High Street (CLI.115) on the northeast corner of High and Church streets. In an 1872 issue of the *Clinton Courant* reported that Brimhall was commencing work on a new, brick 25-foot-by-50-foot building that was to be used for “business purposes.” The building was to be two stories for business, including the town clerk's office, with a third story hall used by the Knights of Pythias and Post 64 of the G.A.R (*Clinton Courant* 1872a, 1872b).

Elisha Brimhall was born in 1825 on his family farm in Oakham, Massachusetts. At age 20, he began learning to be a carpenter from a neighbor in Oakham and moved to Clinton to work on the construction of the Clinton House in 1847. In 1852, he had a furniture business out of his house he built on School Street, but by 1857 he had purchased a lot at the corner of High and Church Streets in order to construct a brick commercial block. The building was finished by 1858 and was, at the time, the largest building on High Street. Brimhall moved his furniture business into the storefront on the north side of the building and Josiah Alexander's grocer occupied the south side. In 1869, he constructed a wing on the west elevation. During the Civil War, Brimhall served as a town selectman and later as a town treasurer and representative to the General Court. He also served as a state senator for two years (Ford 1896:401–402).

By 1878, the *Clinton Courant's* editor Robert Orr was running the newspaper and a book and stationary store out of the storefront on Church Street. By 1888, the printing office was located on the first and second floors of the building, and the third story was used as a hall by one of the numerous fraternal organizations in Clinton. William J. Coulter added a second paper, the *Clinton Daily Item*, in 1893, which was printed every day but Sundays and holidays. The *Courant* was printed once a week. Coulter built the Courant-Item Building at 156 Church Street (1902), and the company occupied both buildings until 1904. The building was divided into two storefronts in 1905; George McLeod (1864–1936) operated his plumbing business out of the east storefront, and the west storefront was vacant. George McLeod was born in Scotland in 1864 and immigrated to the United States with his wife Jean in 1886. Two of their sons, George Jr. and Stanley, became plumbers, and by 1927, the company name was changed to George McLeod and Sons. By 1929, the company expanded into the west storefront and were the sole tenants. George Sr. died in 1936, and his son George Jr. changed the company back to George McLeod Plumbers. The company remained at 162 Church Street until at least 1959. George McLeod Jr. retired in 1966, and the building was owned by David F. Gould of Clinton by 1977. William T. McGrail of Clinton purchased the building in 1978. McGrail and Edward W. McIntyre currently own the building, which now houses law offices (Assessors 2014; Beers 1870; US Census 1920; Ford 1896:402; Price and Lee 1905, 1927, 1936, Sanborn 1888, 1929; Walker 1878).

Clinton Courant articles provided by Philip M. Duffy, Director of Office of Community & Economic Development for the Town of Clinton:

- 3/23/1872- E Brimhall to commence work on block on Church St just west of his existing block. Brick, 25x50, to be used for business purposes
- 10/05/1872- Town Clerk's office removed this week to Courant Block
- 10/05/1872- Courant Block, erected by Elisha Brimhall, just below his block on Church Street. It is 25'x50' two stories. 3rd floor hall occupied by Knights of Pythias and Post 64, G.A.R. Brich building with frear stone trimmings
- 4/16/1887- death notice of Elisha Brimhall

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INVENTORY FORM B CONTINUATION SHEET

CLINTON

162 CHURCH STREET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

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CLI.131

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- Walker, G. H. *Map of Clinton, Worcester Co., Massachusetts*. Boston, MA, 1878.

PHOTOGRAPHS

Photo 1. *Clinton Courant* Printing Office, 162 Church Street, looking north.

MASSACHUSETTS HISTORICAL COMMISSION
220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

Area(s) Form No.

CLI.J	CLI.131
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1891 advertisement for the *Clinton*, depicting the *Clinton Courant* Printing Office, 162 Church Street in the 1891 directory of Clinton (Price and Lee 1885).

Massachusetts Cultural Resource Information System

Scanned Record Cover Page

Inventory No:	CLI.U
Historic Name:	Depot Square Area
Common Name:	
Address:	
City/Town:	Clinton
Village/Neighborhood:	
Local No:	
Year Constructed:	
Architect(s):	
Architectural Style(s):	
Use(s):	Commercial District
Significance:	Architecture; Commerce; Education; Industry; Transportation
Area(s):	
Designation(s):	
Building Materials(s):	



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Commonwealth of Massachusetts
Massachusetts Historical Commission
220 Morrissey Boulevard, Boston, Massachusetts 02125
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FORM A - AREA

Assessor's Sheets USGS Quad Area Letter Form Numbers in Area

F7 and G7

Clinton

CLI.
U

See Data
Sheet

MASSACHUSETTS HISTORICAL COMMISSION
MASSACHUSETTS ARCHIVES BUILDING
220 MORRISSEY BOULEVARD
BOSTON, MASSACHUSETTS 02125

Photograph



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NOV 18 2016

MASS. HIST. COMM.

Town/City: Clinton

Place (*neighborhood or village*):

Name of Area: Depot Square Area

Present Use: Commercial and Residential

Construction Dates or Period: Early-19th–Early-20th C.

Overall Condition: Fair to Good

Major Intrusions and Alterations: 2 buildings constructed in the mid-20th century; urban design altered; significant alterations to numerous buildings

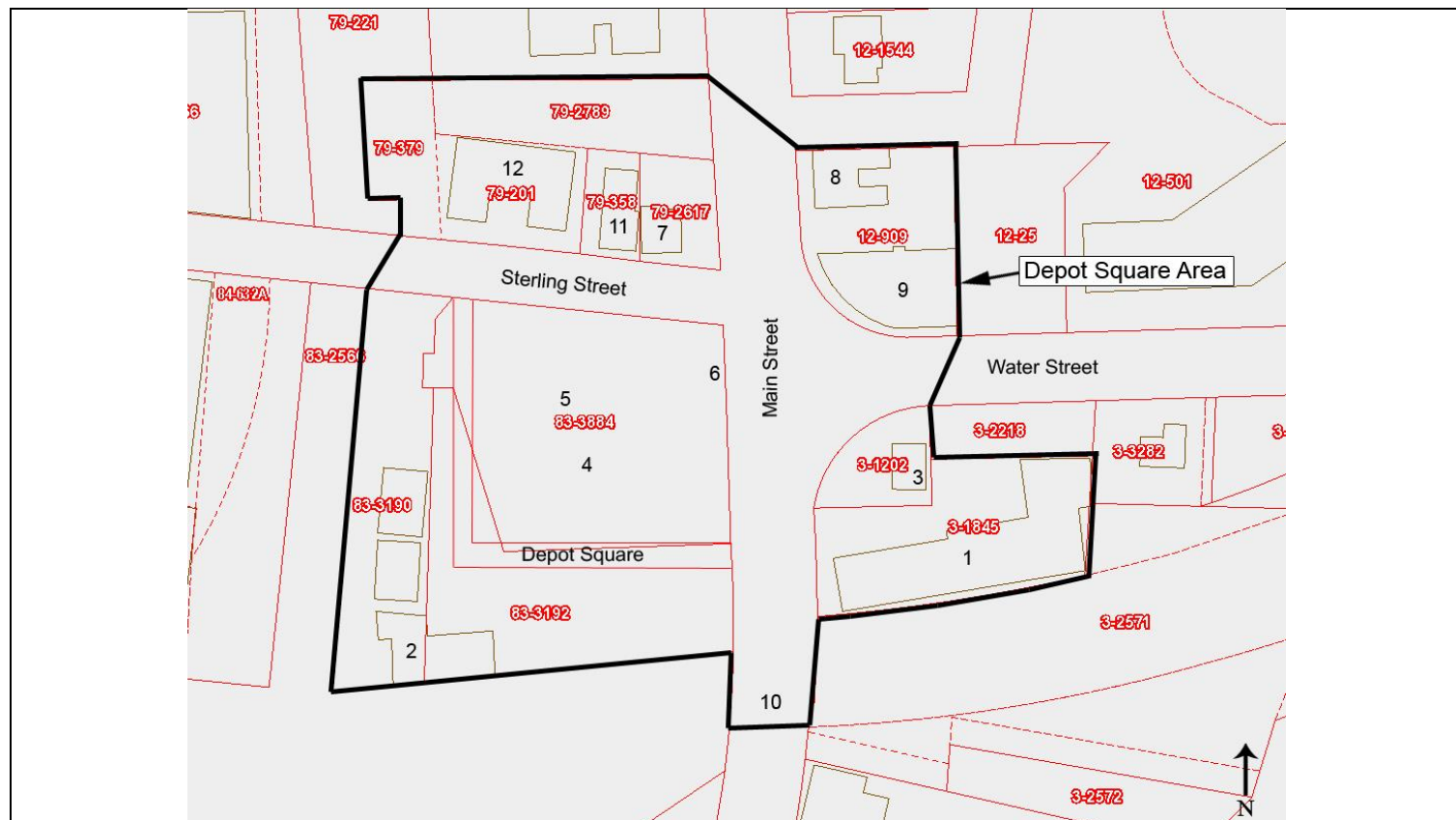
Acreage: 4.5 acres

Recorded by: V. Adams, Q. Stuart, G. Pineo, D. Peacock;
PAL

Organization: Town of Clinton

Date: June 2016

Locus Map



☐ *see continuation sheet*

INVENTORY FORM A CONTINUATION SHEET
MASSACHUSETTS HISTORICAL COMMISSION
220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

CLINTON

DEPOT SQUARE AREA

Area Letter Form Nos.

CLI.U

See Data Sheet

☒ Recommended for listing in the National Register of Historic Places.
If checked, you must attach a completed National Register Criteria Statement form.

ARCHITECTURAL DESCRIPTION

The Depot Square Area (CLI.U) (Photo 1), is an approximately square-shaped area encompassing 11 resources in 4.5 acres around the intersection of Main, Sterling, and Water streets. The area is a grouping, around a green space at the intersection, of predominantly former industrial and transportation buildings, generally dating to the late 19th and early 20th centuries, with limited intrusion by mid-20th century buildings. Buildings are designed in the Second Empire, Romanesque Revival, and Italianate styles, although in many cases they have been altered from their original form and uses. The following descriptions are arranged alpha-numerically by street and include select buildings as a representation of the resources in the area.

The Swift Cold Storage Building, 625 Main Street (1892) (Photos 2–3) is an approximately L-shaped building on the east side of Main Street, set near the street edge. The commercial block, designed by architect Warren B. Page, is a west-facing, Romanesque Revival-style, one-to-three story, three-bay, brick building with brownstone details. The building is seated on a granite block foundation and topped with a flat roof with a gable parapet centered in the west elevation. A brownstone block, carved with “18-SWIFT-92” is centered in the gable peak. The west (facade) elevation consists of a center entrance flanked by storefront windows, and a secondary entrance in the southern bay. A former loading door is centered in the second story, above the main entrance. The center entrance consists of a fully-glazed, metal-frame, commercial door, topped with a glass transom, and accessed by a run of granite stairs. The secondary entrance consists of a pair of half-light, wood doors, accessed by a short run of granite stairs; this entrance appears to no longer be in use. A brownstone cornice runs along the top of the first story. Window openings on the first and second story have brownstone sills and lintels. Windows on the third story, consisting of evenly spaced single and paired windows with single- and triple-light transoms, have brownstone sills and lintels; four windows in the center of the elevation are topped with a brownstone arch. Former window openings on the first story have been partially or completely infilled with painted concrete block, as have some on the second story. Remaining windows consists of one-over-one, and two-over-two double-hung wood sash. To the west of the three-story block of the building is an L-shaped set of one-story, shed-roof, brick, storage building, constructed between 1929 and 1949, accessed by evenly-spaced, vertical-lift, metal doors. This portion of the building is partially obscured by vegetative overgrowth near the north property boundary. Throughout the 20th century, the building was altered with additions, and the building has begun to deteriorate. In the early to mid-20th century, several window openings on the facade were infilled with concrete block.

Union Station, 626 Main Street (1914) (Photo 4) is an approximately L-shaped building on the southeast side of Hamilton Square, at the northeast corner of the intersection of two sets of railroad tracks, one at ground level, and the other, elevated set, crossing the Railroad Bridge over Main Street. A concrete retaining wall supporting the bridge runs east from the southeast corner of the railroad station. The station is a north and west-facing, Renaissance Revival-style, one- to three-story, brick building. The building is seated on a brick foundation and topped with a flat and hip roof. The flat roof has an arched parapet at the north end, and is surrounded by a white terra cotta cornice. The hip roof has a white and red terra cotta cornice and is clad with terra cotta tiles. The first story has four storefronts, all accessed by fully-glazed, metal-frame commercial doors, protected by arched cloth awnings. Window openings on the first story consist of single or double plate-glass, metal-frame windows with brownstone sills and arched brick lintels. Window openings in the upper story of the south block have been infilled but have white terracotta sills and arched brick surrounds with white terra cotta keystones. In the mid- to late 20th century, the station was converted for use as commercial space. Since the cessation of rail service to Union Station, the building has deteriorated and has been altered on the first story with the addition of commercial doors on the north and east elevations and infill of historic window openings.

Hamilton Square, 636 Main Street (1921) (Photos 1, 5–6) is an approximately square, open park space, at the southwest corner of the intersection of Main and Sterling streets. The park is planted with large, deciduous trees around its perimeter,

INVENTORY FORM A CONTINUATION SHEET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

CLINTON

DEPOT SQUARE AREA

Area Letter Form Nos.

CLI.U

See Data Sheet

and gently curving concrete paths run diagonally from each corner across the park. Two monuments are located in the park, the World War I Monument (2012) (Photo 5), a bronze plaque mounted on a stone slab with a pedimented top; and the First School in Clinton Monument (1900) (Photo 6), a small plaque mounted on a rough dressed stone pillar marking the site of the first school in Clinton.

The Lancaster Quilt Company Duplex, 647–649 Main Street (1857) (Photo 7), on the east side of Main Street, is a west-facing, Italianate-style, two-story, three-bay, U-shaped, wood-frame duplex. The building is seated on a granite block foundation and topped with a cross-gable roof. The west (facade) elevation consists of a double entrance in the center of the first story, flanked by windows. The entrances consist of nine-light, metal doors, sheltered by a shallow hip-roof overhang with simple angled brackets. Windows are symmetrically spaced on the second story, and two gable dormers are evenly spaced in the west slope of the roof. A secondary entrance is in the east bay of the south elevation, and a two-story, hip-roof, bay window is in the center of the south elevation. Fenestration consists of one-over-one, double-hung, vinyl replacement sash, flanked by fixed shutters. The walls are clad with vinyl siding, and the roof is covered with asphalt shingles. Brick chimneys pierce the north and south ends of the center ridge of the main block, and the center ridge at the east end of the building. The duplex has been altered in the late 20th century with the installation of vinyl siding and vinyl replacement windows.

A Commercial Building, 647–649 Main Street (1888–1894) (Photo 8) is at the northeast corner of the intersection of Main and Water streets. The commercial building was initially constructed as two storefronts housing a grocer and a butcher, and expanded repeatedly through 1929. It has a curved southwest to south elevation, matching the curve of the street. The building is a south-facing, Italianate-style, one-story, 15-bay, wood-frame building, seated on a concrete foundation and topped with a flat roof with a bracketed cornice. The south elevation has two entrances at the east end, and evenly spaced single windows along the remainder of the elevation. The entrances consist of a recessed, six-panel, wood door, and a recessed nine-light, two-panel wood door. The nine-light door is flanked by window openings infilled with plywood. Fenestration consists of single-pane, plate glass windows, topped with angled cloth awnings. The walls are clad with clapboards and wood shingles, and the roof has a rolled composite covering. The commercial building has been altered into a restaurant encompassing nearly the entire footprint, and windows were replaced in the late 20th century.

The Railroad Bridge over Main Street (1913) (Photo 9) is a concrete, single-span, shallow arch bridge with concrete abutments and sidewalks. A set of concrete stairs with pipe railing connects the street and track levels. A chain link fence runs across the top of the bridge at the track level.

The Gibbs Loom, Harness and Reed Company Storehouse, 9 Sterling Street (1870–1876) (Photo 10), altered between 1904 and 1911, is on the north side of Sterling Street, facing south toward Hamilton Square. The building is an astylistic, one-story, one-bay, wood-frame building seated on a concrete foundation and topped with a shallow pitch, end-gable roof. The south (facade) elevation consists of a center entrance flanked by two large, square, plate glass windows. A signboard hangs above the entrance. The entrance is a fully-glazed, metal-frame commercial door, with a simple board surround. The building is clad with vinyl siding and has stone veneer on the south elevation. The storehouse was converted into a restaurant in the late 20th century and altered with the addition of plate glass windows, a commercial glass door, vinyl siding, and stone veneer.

The Gibbs Loom, Harness and Reed Company Building, 23 Sterling Street (1870–1876) (Photo 11) is on the north side of Sterling Street, facing south toward Hamilton Square. A low brick wall topped with a wrought iron fence encloses the parcel. The building is a Second Empire-style, two-and-one-half story, nine-bay, U-shaped, brick building. The building is seated on a granite block foundation and topped with a mansard roof. The south (facade) elevation consists of a center entrance flanked by windows, all sheltered under a shed-roof, brick entrance porch which spans the space between the two arms of the U-shape. The entrance is a fully-glazed, metal-frame door with a plate glass sidelight. A similar, secondary entrance, is in the west bay of the west arm of the U. Windows are evenly spaced along the first and second stories of the building, with rough stone sills and arched brick lintels. Narrow, arched dormers are evenly spaced along all slopes of the mansard roof. Fenestration consists of six-over-six, double-hung sash. The mansard roof is clad with asphalt shingles. The building was converted into condominiums in the late 20th century.

INVENTORY FORM A CONTINUATION SHEET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

CLINTON

DEPOT SQUARE AREA

Area Letter Form Nos.

CLI.U

See Data Sheet

The Depot Square Area, the formerly bustling commercial area near Union Station, has been altered from its 19th century appearance with modern infill, somewhat altered buildings, and deterioration of many of the buildings in the area. Although several of the early buildings remain, they have been heavily altered and, in many cases, are significantly deteriorated. Despite this, the significant connections of the area to the early history of Clinton render the Depot Square Area eligible for listing in the National Register of Historic Places. Additionally, although somewhat altered and deteriorated, the Swift Building and Union Station may each be individually eligible due to their important historical associations and architectural designs.

HISTORICAL NARRATIVE

The Town of Clinton was incorporated in 1850 from the Village of Clintonville in the Town of Lancaster. Clintonville was the last village to separate from Lancaster, which once comprised the towns of Harvard, Stow, Bolton, Hudson, Marlborough, Leominster, Berlin, Sterling, and Boylston. Industry has always been the primary support of Clinton's economy. The earliest known industry was a grist mill established on South Meadow Brook in 1654. Small-scale cotton and textile manufacturing was introduced in the early 19th century. In 1838, the Bigelow brothers established the Clinton Company (later the Bigelow Woolen Carpet Mill [CLI.K]), a power loom textile factory, followed by the Lancaster Mills (1844, CLI.N), the Bigelow Carpet Company (1854, CLI.L), and the Clinton Wire Company (1855, CLI.101) which led to rapid development in town and growth and diversification of the population. Many immigrant neighborhoods were established in the mid-19th century and early 20th century with the heaviest growth between 1885 and 1905. The largest group was the Irish, with over 2,200 residents by 1905, but followed by Germans, Italians, and Scottish with between 350 and almost 600 residents. The smallest recorded immigrant groups in 1905 were the English and the Polish with approximately 250 each (MHC 1983:1–10; Donovan et al. 2010).

The development of the Depot Square Area is closely tied to the industrial development of Clinton in the mid- to late 19th century. Several mill complexes were established in Clinton by the early to mid-19th century, including the Clinton Company in 1838 by brothers Erastus and Horatio Bigelow, and the Lancaster Quilt Company, also led by Horatio Bigelow, in 1848. The quilt company was established northeast of the intersection of Water and Main streets, shortly after the establishment of the railroad in this part of Clinton. The first meetinghouse in Clinton (sold in 1846, no longer extant) was constructed in 1844 at the corner of Sterling and Main Streets, largely under the auspices of Horatio Bigelow. The Worcester-Nashua Railroad opened in town in 1846, and expanded to regional service by 1848, due in large part to a donation of \$25,000 by Horatio Bigelow, who was one of the railroad directors. In 1866, the Agricultural Branch of the Boston, Clinton, and Fitchburg Railroad opened, and the two rail lines intersected at what is today Hamilton Square, 636 Main Street (1921). Initially, a relatively small train depot was constructed at the southwest corner of Hamilton Square. Commercial blocks and tenement houses lined the north and east sides of the square, with the south and west sides delineated by railroad tracks. Freight houses were on the west and south sides of the railroad tracks, and the station sat at the apex of the intersection of the tracks. The 1894 Sanborn Fire Insurance map shows a boarding house, a tenement, and a dwelling on the south side of Sterling Street, west of Main Street, and by 1899, a row of six storefronts was in the same area, facing east onto Main Street. A storehouse was west of the stores, and a large furniture store was south of the commercial block, indicating that the Depot Square area was more of a center of life for the workers of the Lancaster Quilt Company and the Clinton Wire Cloth Company, which was west of the railroad tracks. Additional commercial buildings were constructed, including the Commercial Building, 647–649 Main Street (1888–1894) at the northeast corner of the intersection of Water and Main streets, which expanded from a two-store block housing a butcher and a grocer to a six-store block, with its current footprint, housing a lunch counter, fruit merchant, millinery, drugstore, and two grocery stores (MHC 1983:5–8; Ford 1896:447; Sanborn 1894–1904).

Numerous businesses constructed commercial and industrial buildings around the Depot Square area. On the north side of Sterling Street were two buildings constructed by William H. Gibbs for the Gibbs Harness and Reed Company. The Gibbs company began as the Loom Harness and Reed company under George H. Foster and was taken over by 1868 by Gibbs, who incorporated the Gibbs Loom, Harness and Reed Company in 1874. The Gibbs company used the Gibbs Loom, Harness and Reed Company Storehouse, 9 Sterling Street (1870–1876) as lumber storage with a separate garage to the

INVENTORY FORM A CONTINUATION SHEET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

CLINTON

DEPOT SQUARE AREA

Area Letter Form Nos.

CLI.U

See Data Sheet

north, then combined into a storehouse, and later a tool shop. The building was converted for use as a restaurant in the late 20th century. The large, brick building to the west, the Gibbs Loom, Harness and Reed Company Building, 23 Sterling Street (1870–1876), was the main manufacturing facility, with rooms for knitting, varnishing, sizing, packing, and making reeds. By the mid-20th century, the building was in use as a furniture factory, and in the late 20th century was converted into condominiums (*Clinton Courant* 1875; Ford 1900:358; Sanborn 1894–1904; Stone 1930:1900; Swift and Van Vliissingen 1927:50).

The Swift Cold Storage Building, 625 Main Street (1892) on the east side of Main Street across from Hamilton Square housed cold storage rooms and office space for the Swift wholesale beef company on the first two floors and the Witherell shoe factory on the third floor. An 1894 addition to the building provided additional manufacturing space for various businesses, and the *Clinton Enterprise* moved to the Swift Building in 1898. Gustavus Swift (1839–1903) began his career in his brother's butcher shop, followed by running a meat market in Clinton. He moved to Boston from Clinton, where he was a cattle buyer in the stockyards. After partnering with James A. Hathaway, who found success shipping frozen beef to Britain, Swift moved first to Albany and then Buffalo, moving closer to the slaughterhouses of Chicago. By 1875, Swift was in Chicago, where he realized that the emerging ice-making technology and refrigerated rail cars could be combined to ship dressed beef, rather than live animals, east from Chicago. Swift soon parted ways with Hathaway, who wanted him to focus on shipping live animals, and by 1878, Swift opened a slaughterhouse and established Swift and Company. Swift also constructed cold storage buildings in cities where he wanted to do business, including Clinton. These cold storage buildings also had a sales office and staff to sell and deliver the dressed beef. By ca. 1882, Swift was in competition with several other firms, all following Swift's lead. Swift remained the largest purveyor of dressed beef in the United States through the first decade of the 20th century and was not surpassed until 1917 (Chandler 1977:300–301, 391–392; *Clinton Courant* 1892, 1893, 1894a, 1894b, 1894c, 1894d, 1898, 1899; Smith 2013:889).

The architect for the Swift Cold Storage Building, Warren Benjamin Page (1848–1917), began his career in Clinton, designing the Bigelow Carpet Mill (CLI.L) before moving to Boston. Page designed numerous other cold storage buildings for Swift and managed Swift's buildings west of Buffalo. He also designed the French Rental House, 1 French Terrace (1888, CLI.210, within CLI.W) and most likely the Clinton Old Central Fire Station, 42 Church Street (1898, CLI.163) (American Architect 1893; FWNHA 2012).

Although the majority of buildings in the Depot Square Area were commercial or industrial, the Lancaster Quilt Company Duplex, 647–649 Main Street (1857), was a residence for employees of the quilt company, and later the Clinton Wire Cloth Company, and is similar to other employee residences constructed by the Bigelows (see Nelson Street Area, CLI.AB). Tenements likely associated with other companies existed on the northern portion of what is today Hamilton Square by 1894. By 1916, however, the park was cleared of all buildings (Price and Lee 1915, 1916; Sanborn 1919).

As part of an early 20th-century grade crossing elimination project in Clinton, the New York, New Haven & Hartford Railroad (NYNH&H) constructed five new railroad bridges, including the Railroad Bridge over Main Street (1913). The railroad, state, and town each paid a portion of the construction costs, as authorized by an 1890 Massachusetts grade crossing act. The NYNH&H also built a new railroad station, Union Station, 626 Main Street (1914), on the site of the original station, in conjunction with the Boston and Maine Railroad (B&M). The NYNH&H trains entered the upper level of the station via the Main Street bridge, and the B&M trains used the lower part of the station. Each train line had a reception room, connected to each other by a grand staircase. The NYNH&H employed the noted architect Robert C. Reamer (1873–1938) to design the new station. Another architect likely oversaw the construction of the building, however, since Reamer is believed to have left the Boston area by 1914 and some of his plans were not followed. Reamer worked predominantly in the western United States and is best known for his design of several National Park Service inns and lodges at Yellowstone National Park. He also designed the Maine Central Railroad Depot in Augusta, Maine (no longer extant), for the NYNH&H (*Clinton Courant* 1913; Jergensen 2011; Quinn 2004:91–92; Smith 1915:204).

In 1921, the town formally established Hamilton Square as a memorial park named for Perley Raymond Hamilton (1892–1917), the first Clinton resident to die in World War I. The 24-year-old ambulance driver died in France, on July 29, 1917, only 41 days after joining the military. The local Veterans of Foreign Wars (VFW) post erected a flagpole in the park with a bronze tablet identifying the names of the 19 Clinton men who died during World War I. The park also included the First

INVENTORY FORM A CONTINUATION SHEET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

CLINTON

DEPOT SQUARE AREA

Area Letter Form Nos.

CLI.U

See Data Sheet

School in Clinton Monument (1900), erected during the town's semi-centennial celebration on June 18, 1900, to mark the location of the first school in Clinton (Chase-Harrell et al. 2013; CVC 1951:74; findagrave.com; Ford 1900:75).¹

By 1949, the complexion of the Depot Square area had changed significantly. The Great Depression had a major effect on Clinton businesses, many of which folded. Those that did stay in operation were greatly reduced, and most did not recover to their pre-Depression employment and output levels. By the 1930s, passenger rail service discontinued on the Boston, Clinton, and Fitchburg line (now part of Conrail) and on the Boston and Maine line through Clinton, rendering Union Station nearly obsolete. Additionally, with the increase in truck transportation for finished goods, fewer Clinton-made goods were being transported by train, as evidenced by the lack of freight houses near the railroad, and the conversion of the east portion of the Swift building for use by a trucking company. The Gibbs building was in use as a furniture factory, and the Lancaster Quilt Company Duplex was converted into apartments, housing six families. Many of the commercial buildings were gone, or vacant. Today, Union Station is largely unoccupied, with a small number of storefronts on the first story of the north end, the Gibbs building converted into condominiums, and the Swift building unoccupied. In 2012, a new World War I Monument was erected near the flagpole in Hamilton Square, again by the local VFW post, replacing the small bronze plaque that was previously there (Karr 1995:198, 286; MCH 1983:14; Sanborn 1949).

Clinton Courant articles provided by Philip M. Duffy, Director of Office of Community & Economic Development for the Town of Clinton:

- **Gibbs Loom Harness**
 - 11/27/1875- Gibbs Loom Harness and Reed- in last year, doubled size of building. 35 hands employed. Allen & Endicott steam engine
- **Swift Building**
 - 1/23/92
 - 11/26/92- brick walls up Swift building
 - 4/29/1893- notice of opening. first two floors cold storage; third floor shoe factory
 - 2/3/1894- Witherell shoe company in new Swift Block commences use of electricity
 - 10/27/1894- Witherell shoe company ready to commence work 3rd floor Swift building
 - 12/13/1894- EC Swift will build a wood addition to his block at the depot- 40x40, 3 stories high. Top floor will be used by Witherell Shoe Co., lower two floors by Smiley Bros for manufacturing purposes
 - 12/22/1894- AO Perham given contract for addition to Swift Block- Josiah H Wilder has commenced foundations
 - 1/29/1898- Clinton Enterprise moving to Swift Block. F.A. Kehew, formerly of Enterprise, has purchased a newspaper just outside of Boston
 - 12/14/1899- "A New Industry" John Hayes, for many years in employ of Gibbs Loom Harness and Redd, will commence manufacture of loom reeds in the Swift Block
- **Depot**
 - 10/11/1913- Contract for new Union Station is given to WN Pike and Sons, 264 Essex St Lawrence. Figure not made public, but is approximately \$55,000 (later in same edition, new station will cost \$70,000)
 - 10/18/1913- foundations begun new train station
 - 11/1/1913- foundations of train station completed. Sterling St underpass nearly complete
 - 11/8/1913- contract for heating and plumbing new train station to Dobson Heating and Plumbing of Lawrence
- **640 Main Street**
 - 10/21/1927- Earle Gibbs & Lester Gibbs given permission by the BOS to open gas station land of Gibbs Harness & Loom Reed, corner of Main & Sterling
 - 11/4/1927- "New Gas and Service Station"- construction of a building 16x24, cream with colonial green shutters, corner of Sterling and Main. Willard Fletcher and Olin Tefft to have charge, E.R. and L.H Gibbs, proprietors.

¹ Findagrave.com. "Perley Raymond Hamilton," Find A Grave Memorial# 43177344, accessed September 2016.

INVENTORY FORM A CONTINUATION SHEET
MASSACHUSETTS HISTORICAL COMMISSION
220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

CLINTON

DEPOT SQUARE AREA

Area Letter Form Nos.

CLI.U

See Data Sheet

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- _____. "Undated photograph of Depot Square area." Photograph taken ca. 1950. On file, Holder Memorial Collection, Clinton Historical Society, Clinton, Massachusetts.
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INVENTORY FORM A CONTINUATION SHEET

MASSACHUSETTS HISTORICAL COMMISSION

220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

CLINTON

DEPOT SQUARE AREA

Area Letter Form Nos.

CLI.U

See Data Sheet

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**Depot Square Area
Clinton, Massachusetts
Data Sheet**

Map No.	MHC No.	Assessor's No.	Address	Historic Name/Feature	Est. Date of Const.	Architectural Style/Type	Photo No.
1	CLI.188	3-1845	625 Main St.	Swift Cold Storage Building	1892; altered 1929–1949, late 20 th century	Romanesque Revival	2–3
2	CLI.189	83-3190; 83-3192	626 Main St.	Union Station	1914; altered mid- to late 20 th century	Renaissance Revival	4
3	CLI.190	3-1202	633 Main St.	Commercial Building	1950	No Style	
4	CLI.956	83-3884	636 Main St.	Hamilton Square	1921	Park	1, 5–6
5	CLI.957	83-3884	636 Main St.	World War I Monument	2012	Monument	5
6	CLI.958	83-3884	636 Main St.	First School in Clinton Monument	Early 20 th century	Monument	6
7	CLI.191	79-2617	640 Main St.	Commercial Building	1965	No Style	
8	CLI.192	12-909	647–649 Main St.	Lancaster Quilt Company Duplex	By 1857; altered late 20 th century	Italianate	7
9	CLI.193	12-909	647–649 Main St.	Commercial Building	1888–1894; altered late 20 th century	Italianate	8

INVENTORY FORM A CONTINUATION SHEET
MASSACHUSETTS HISTORICAL COMMISSION
 220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

CLINTON

DEPOT SQUARE AREA

Area Letter Form Nos.

CLI.U See Data Sheet

Map No.	MHC No.	Assessor's No.	Address	Historic Name/Feature	Est. Date of Const.	Architectural Style/Type	Photo No.
10	CLI.947	N/A	0 Main St.	Railroad Bridge over Main Street	1913	No Style	9
11	CLI.194	79-358	9 Sterling St.	Gibbs Loom, Harness and Reed Company Storehouse	1870–1876, altered 1904–1911, late 20 th century	No Style	10
12	CLI.195	79-201	23 Sterling St.	Gibbs Loom, Harness and Reed Company Building	1870–1876; altered late 20 th century	Second Empire	11

PHOTOGRAPHS

Photo 1. Hamilton Square, Main and Sterling streets, looking north.



Photo 2. Swift Cold Storage Building, 625 Main Street, looking east.

INVENTORY FORM A CONTINUATION SHEET
MASSACHUSETTS HISTORICAL COMMISSION
220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

CLINTON

DEPOT SQUARE AREA
Area Letter Form Nos.

CLI.U

See Data Sheet



Photo 3. Rear addition of Swift Cold Storage Building, 625 Main Street, looking south.



Photo 4. Union Station, 626 Main Street, looking southwest.

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MASSACHUSETTS HISTORICAL COMMISSION
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CLINTON

DEPOT SQUARE AREA
Area Letter Form Nos.

CLI.U See Data Sheet



Photo 5. World War I Monument in Hamilton Square, 636 Main Street, looking southwest.



Photo 6. First School in Clinton Monument in Hamilton Square, 636 Main Street, looking west.

INVENTORY FORM A CONTINUATION SHEET
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220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

CLINTON

DEPOT SQUARE AREA
Area Letter Form Nos.

CLI.U

See Data Sheet



Photo 7. Lancaster Quilt Company Building, 647–649 Main Street, looking northeast.

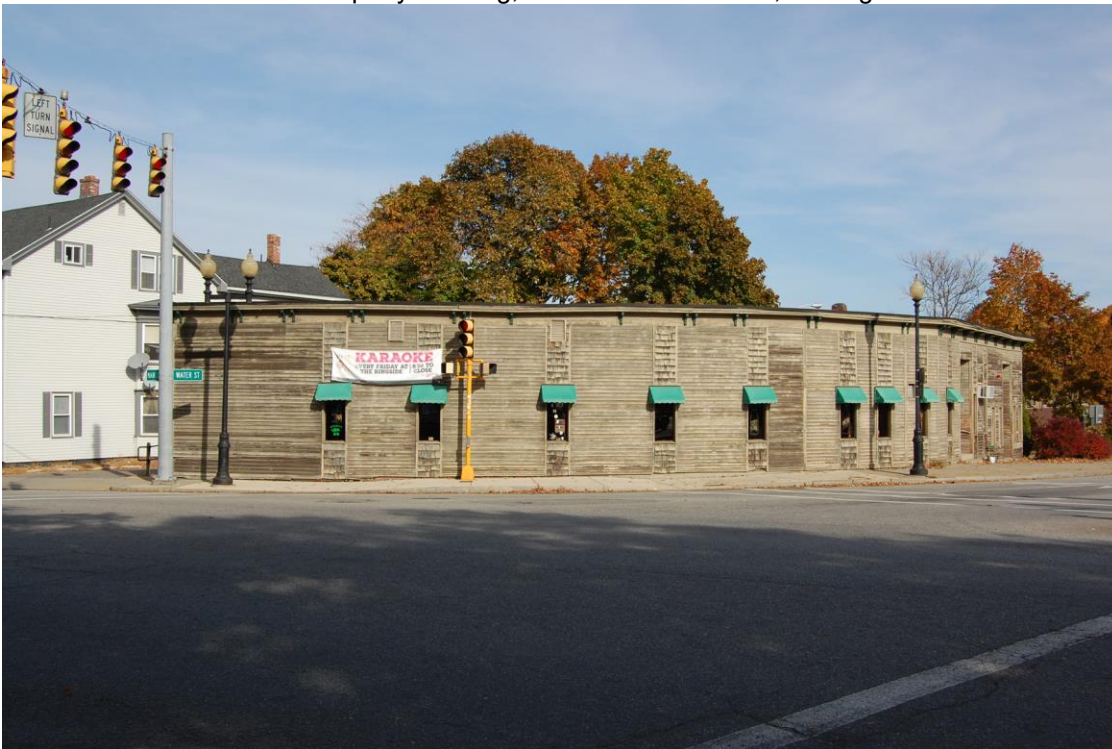


Photo 8. Commercial Building, 647–649 Main Street, looking northeast.

INVENTORY FORM A CONTINUATION SHEET
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CLINTON

DEPOT SQUARE AREA

Area Letter Form Nos.

CLI.U

See Data Sheet



Photo 9. Railroad Bridge over Main Street, looking southeast.



Photo 10. Gibbs, Loom Harness and Reed Company Storehouse, 9 Sterling Street, looking northwest.

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CLINTON

DEPOT SQUARE AREA
Area Letter Form Nos.

CLI.U

See Data Sheet



Photo 11. Gibbs Loom, Harness and Reed Company Building, 23 Sterling Street, looking northeast.



Gibbs Harness and Reed Company Building, 23 Sterling Street, n.d. (Clinton Historical Society).

INVENTORY FORM A CONTINUATION SHEET
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CLINTON

DEPOT SQUARE AREA

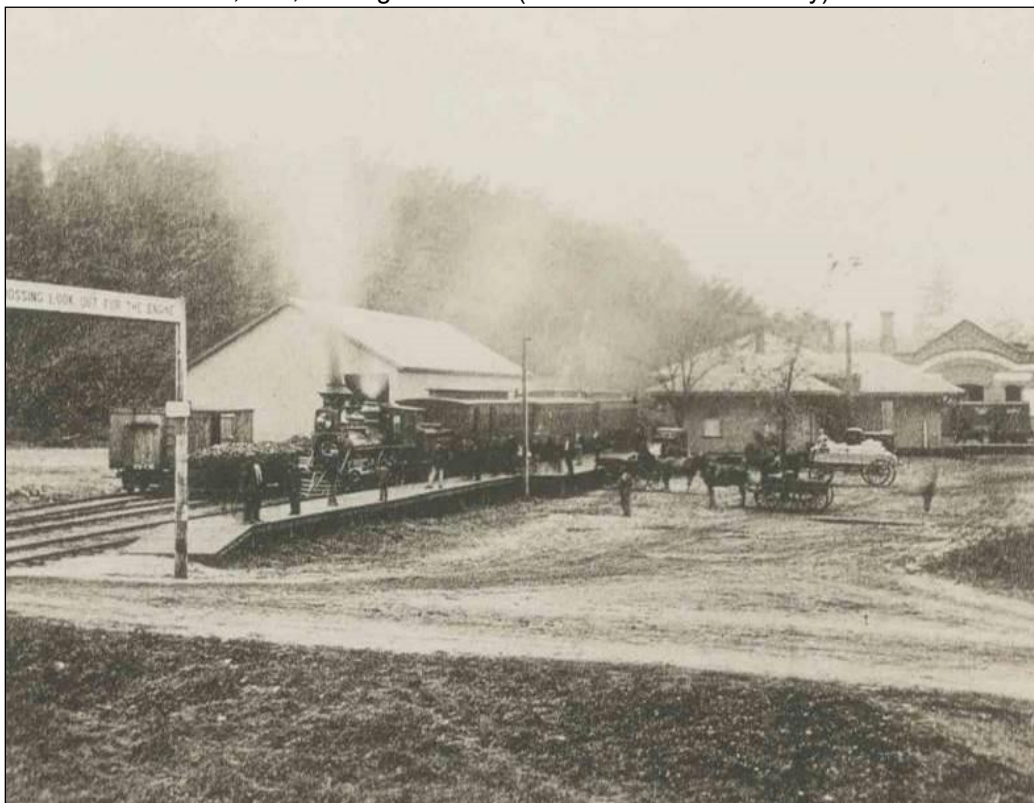
Area Letter Form Nos.

CLI.U

See Data Sheet



Former train station, n.d., looking northeast (Clinton Historical Society).



INVENTORY FORM A CONTINUATION SHEET
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CLINTON

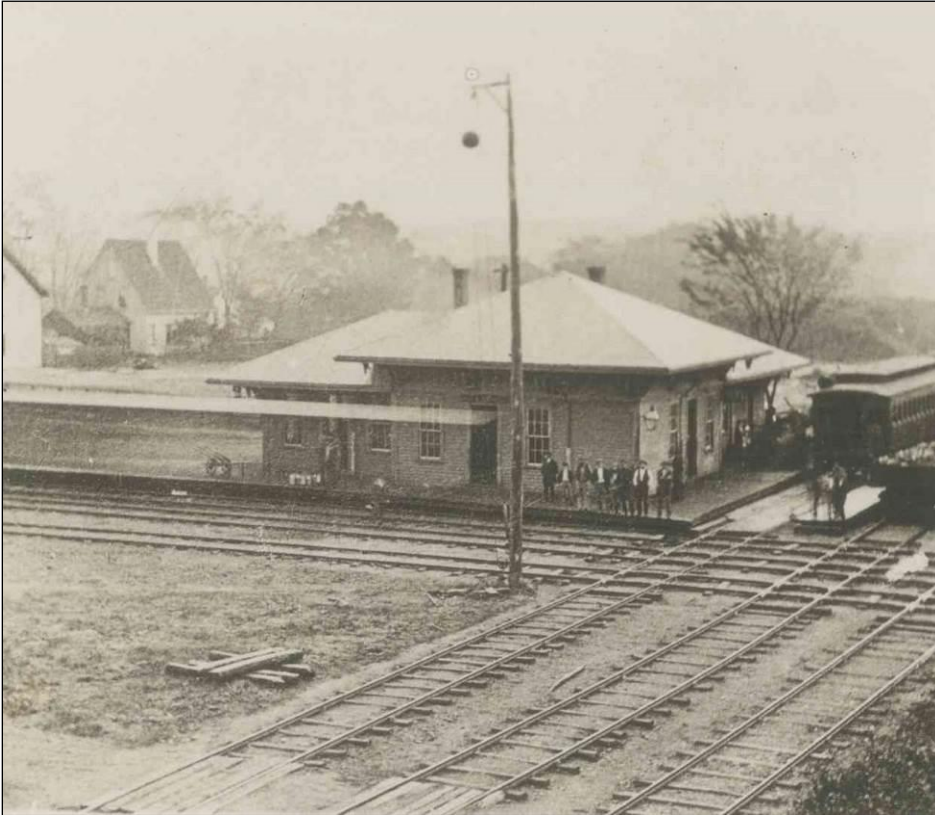
DEPOT SQUARE AREA

Area Letter Form Nos.

CLI.U

See Data Sheet

Former train station and grade crossing, 1871, looking west across Main Street (Clinton Historical Society).



Former train station and grade crossing, ca. 1871, looking northeast (Clinton Historical Society).



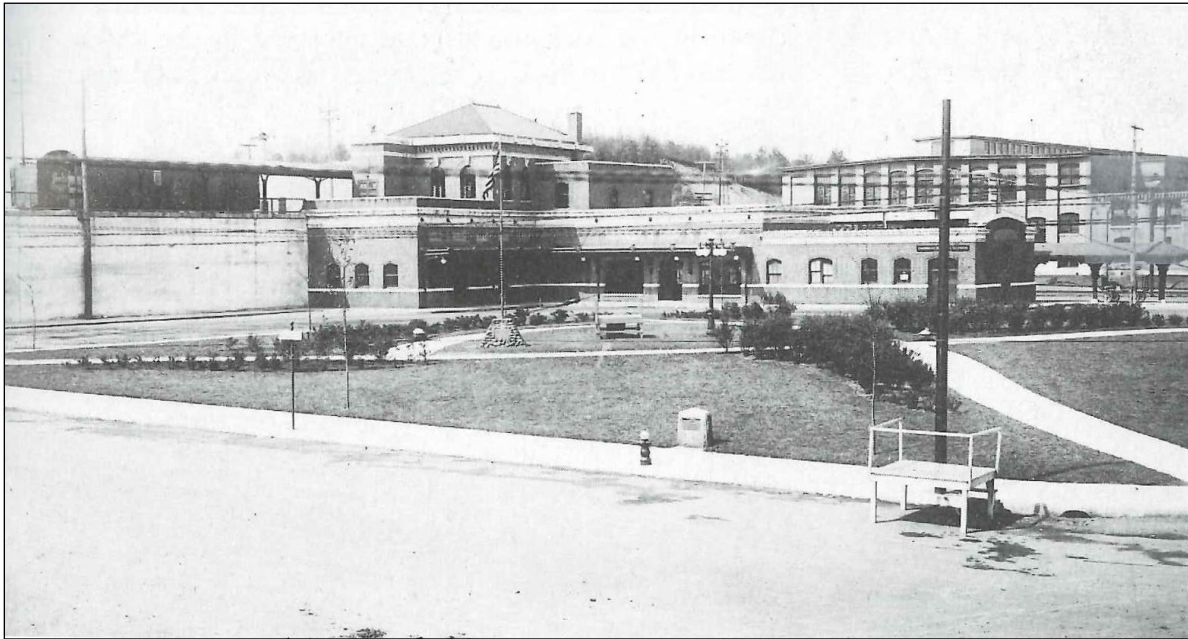
INVENTORY FORM A CONTINUATION SHEET
MASSACHUSETTS HISTORICAL COMMISSION
220 MORRISSEY BOULEVARD, BOSTON, MASSACHUSETTS 02125

CLINTON

DEPOT SQUARE AREA
Area Letter Form Nos.

CLI.U See Data Sheet

Depot Square area and former train station, ca. 1877 (Clinton Historical Society).



Depot Square area, showing Union Station, ca. 1950, looking southwest (Clinton Historical Society).



Union Station, 1968, looking northeast from upper platform (Clinton Historical Society).

National Register of Historic Places Criteria Statement Form

Check all that apply:

- ☒ Individually eligible ☐ Eligible **only** in a historic district
☐ Contributing to a potential historic district ☒ Potential historic district

Criteria: ☒ A ☐ B ☒ C ☐ D

Criteria Considerations: ☐ A ☐ B ☐ C ☐ D ☐ E ☐ F ☐ G

Statement of Significance by Gretchen M. Pineo, Quinn R. Stuart, and Virginia H. Adams, PAL, June 2016

The Depot Square Area (CLI.U) is eligible for listing in the National Register of Historic Places at the local level under Criterion A in the areas of Community Planning and Development and Industry for its associations with the early history of Clinton and the influence of the railroad on the construction of numerous buildings in the area. Additionally, the Swift Cold Storage Building, 625 Main Street (1892) and Union Station, 626 Main Street (1914) are individually eligible for listing in the National Register of Historic Places under Criterion A and C for their association with Industry and Transportation, respectively, and for Architecture.

Lumber houses, planning mills, and numerous other small commercial and industrial buildings were constructed in and around Depot Square in the middle of the 19th century, coincidental with the coming of the railroad to the town. By the late 19th century, a large commercial block was extant on what is now Hamilton Square, 636 Main Street (1921). At the close of the Civil War (1861–1865), soldiers who had been held prisoner in Richmond were welcomed home at the depot, and Clinton men serving in World War I were seen off by the town from that same location. Although the square was cleared of all buildings by 1919, many of the commercial and industrial buildings that surrounded the square remained in use through the middle of the 20th century.

The Swift building is eligible for listing at the state level under Criterion A and at the local level under Criterion C. Under Criterion A, the building is associated with Gustavus Swift's dressed meat shipping company. The building is one of approximately 200 built across the country by the Swift company to ensure cold storage and easy distribution of product shipped east from Chicago. The building holds additional significance at the local level as an example of Boston architect Warren B. Page's work, and as a good, although somewhat altered, example of Romanesque Revival architecture in Clinton.

Union Station is eligible for listing at the local level under Criterion A and at the national level under Criterion C. Under Criterion A, Union Station is associated with rail transportation in Clinton, serving as the depot for two rail lines, the Boston and Maine, and the Agricultural Branch of the Boston, Clinton, and Fitchburg railroad. Under Criterion C, Union Station is significant as the only surviving railroad station designed by renowned architect Robert C. Reamer for the New York, New Haven, and Hartford Railroad. The other station designed by Reamer for the rail line, the Maine Central Depot in Augusta, Maine, was demolished in 1962 to make way for a parking lot (augustamaine.gov).

More research would be required to prepare individual and district National Register nominations.



Strategy Guide for Activating Public Spaces



Provided by SME Consultant

Central Massachusetts Regional Planning Commission

Location

Worcester, MA

Origin	CMRPC
Budget	 Medium
Timeframe	 Medium Term
Risk	 Medium Risk
Key Performance Indicators	Communities will have realistic action plan for easily permitting commercial and community activity on a range of public spaces
Partners & Resources	Regional Planning Agency, Municipal Planning Boards and Staff

Action Items

1.0 Background and Baseline Research

- 1.1 Inventory of public spaces (public and private): Identify the location and basic characteristics of all public spaces within the study area, including access, ownership and suitability for public activities
- 1.2 Inventory of existing permitted activities and processes : Review all processes for issuing of permits for public and privately organized events within public spaces
- 1.3 Stakeholder Identification and Outreach: Identify and solicit feedback from organizations, companies and individuals that have in the past held public events or showed interest in holding public events within the town or study area
- 1.4 SWOT Analysis : Analyze potential opportunities and challenges around utilization of public spaces
- 1.5 Case Studies and Resources: Research similar communities in the state and region and create a catalogue of realistic, achievable activities

2.0 Community Input

- 2.1 Municipal Listening Session(s): Solicit feedback on existing processes, paying special attention to what has worked, where friction points may be
- 2.2 Community / Stakeholder Listening Session(s): Solicit feedback from community stakeholders on opportunities and challenges
- 2.3 Summary of Community Feedback: Summarize all community feedback and develop recommendations for reducing friction points

3.0 Strategy Guide Development and Review

- 3.1 Summary and analysis of existing processes
- 3.2 Opportunities and Challenges
- 3.3 Case Studies
- 3.4 Recommendations for streamlining the permitting process
- 3.5 Review all recommendations with municipality and incorporate recommended edits

Process

1. Outreach and background research
2. Develop draft materials and visuals
3. Municipal review and revision

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>	
	<div style="display: flex;"> <div style="flex: 1; border: 1px solid black; padding: 5px;"> <p>Submittal Checklist</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 <u>showing</u>: <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 checked="" type="checkbox"/> Application Fees \$620.00 </div> <div style="flex: 2; padding-left: 10px;"> <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>Applicant</p> <p>Name: _____</p> <p>Agent/Lessee: _____ Tax ID# _____</p> <p>Address: _____</p> <p>Email: _____ Phone: _____</p> <p>Event Details</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>Details of Event: (a narrative may be attached to describe the event in detail.)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> </div> </div>	

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



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 15.546 of the City Ordinance further regulates the number and size of signs. See Technical Requirements for more information.

24

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.

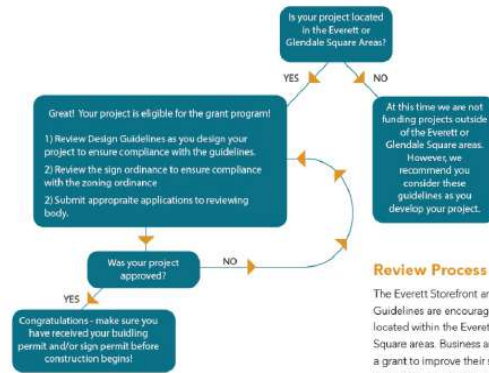


This awning is made of shiny vinyl and is not encouraged.

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



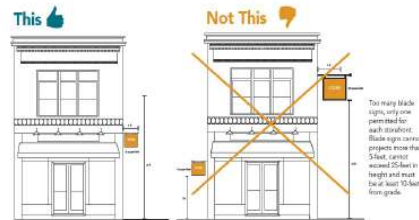
After





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 window above the first story; or the height of the building at the building line.



Signs and Technical Requirements

Wall Signs

Wall Signs - Height

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

- 25 ft 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.

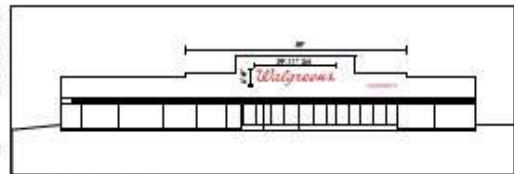


Everett MA Signage Case Study

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)

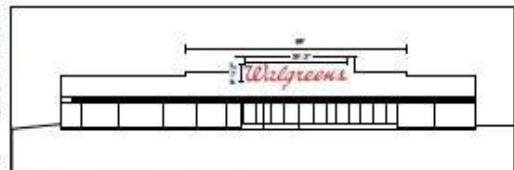
Main Sign As Shown = 199.77sf



Note - square footage is split up between the two signs "Walgreens" & "Pharmacy"

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

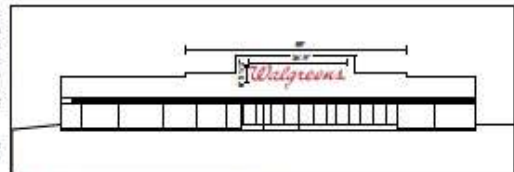
As shown = ~ 354 sf
Dimensions = 39.25' x 9.04'



Note - proposed regulations would not permit two wall signs on the same facade, therefore this example using all allotted sign size to the single wall sign.

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

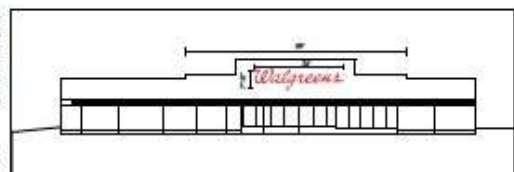
As shown = ~311.12sf
Dimensions = 36.75' x 8.47'



Note - proposed regulations would not permit two wall signs on the same facade, therefore this example using all allotted sign size to the single wall sign.

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 = 257sf

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



Note - proposed regulations would not permit two wall signs on the same facade, therefore this example using all allotted sign size to the single wall sign.

FAVERMANN DESIGN | DECEMBER 2019

Examples of City of Everett's Storefront Guideline Pages.

Case Study of Walgreen's non-conforming storefront signage on set-back shopping strip façade.

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.

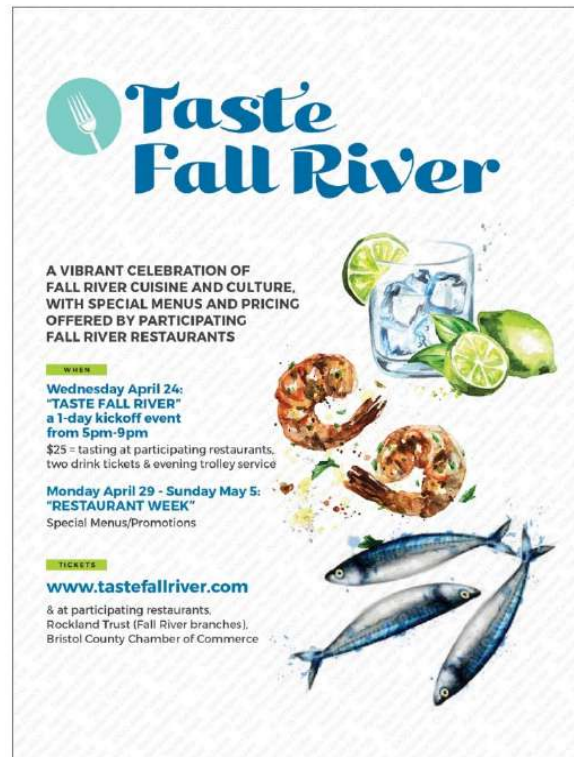
Action Item

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



Creative empty storefront treatments by Newton Community Pride's WindowArt



Provided by SME Consultant

Mark Favermann, Favermann Design

Location

City of Newton (in two Villages)

Origin	Community group, artists collaborating with landlords to revitalize store closures due to impacts of COVID-19
Budget	 Low (<\$50,000)—utilization of existing artwork
Timeframe	 Medium-term – planning and implementation took 6 months
Risk	 Low Risk for project execution. However, connecting with absentee landlords will present difficulties.
Key Performance Indicators	Perceived street enhancements; No. of potential tenants engaged; No. of tenants signing leases
Partners & Resources	Town Administrators, City Departments of Parks, Recreation and Cultural Arts—including the Cultural Division, the Planning and Economic Development Department and the Department of Public Works, local landlords, potential tenants, arts organizations and artists

Diagnostic

Though the Covid-19 Pandemic more finely focused on the dilemma of empty storefronts, this is a continuous, if sometimes only temporary, negative situation in downtowns and commercial districts. Vacant stores are a glaring or at least front and center visible loss to a commercial area, block or building. And most landlords do the least effort to re-lease—simple signs, ads or word of mouth to existing tenants.

The issue is how to combine the needs of the commercial district to the resources available to be creative and commercially reinforcing. One thoughtful solution was by Newton Community Pride, a non-profit organization building community for all to enjoy through arts and culture programming.

The Newton Community Pride staff and board recognized the empty storefront needs of the City of Newton commercial districts. They also had an inventory of artwork by local resident artists.

They wanted to install artwork in as many empty storefronts as possible. However, it was challenging to ascertain landlord ownership especially with absentee landlords, as a they are a subgroup of landlords with less incentive to visually enhance their empty properties. They focused on identifying and working with various owners that they could,

After a short few weeks, Newton Community Pride installed a number empty storefronts with art.

Context

- No matter how beautiful or historic a façade is, an empty storefront makes it an eyesore.
- Empty Storefronts are distractions from a vital commercial area or downtown.
- With no rent, revenue or relief, unless enlightened or visionary, a landlord usually does the least expensive solution like just paper in the windows, standard for lease signs, etc.
- Arts organizations, student artists and community artists have all assisted to make the empty stores more visually appealing.



Vacant ground floor uses were mapped and space characteristics noted.



The vacant storefronts contributed to lack of vibrancy in the City of Newton's commercial districts.

Action Items/Process

- Document the empty storefronts in a particular commercial area. In the City of Newton's case, there are 13 separate villages with some commercial district located in eight (8) of them.
- Select focus areas. In Newton's case, focus was centered upon the greatest concentration of stores and empty storefronts.
- Identify landlords and reach out to landlords through cold calls, e-mails, and online and print publications. Persistence in reaching out seemed to payoff the most.
- To augment the "Call for Interested Landlords," Newton Community Pride used local media through press releases including [The Boston Globe](#), local online publications, social media and their own website to communicate the program.
- Discuss and agree with landlords on the organization's approach to the empty storefront. Individual property managers made final decisions about what went where.
- Develop an approach to the installations or create an inventory of existing artwork by local artists. In this case, the artwork already existed and had been used as part of the previously funded Newton Community Pride program, FenceArt. FenceArt produced a juried "call to artist" that generated an inventory of artwork.
- All art was previously printed on vinyl banners, and this allowed for an easy installation behind storefront windows..
- The results of the initial effort were disappointing to the organization who desired much more landlord participation. However, the lessons learned here allow for future project application.



Even the most beautiful block architecturally with wonderful historic detailing looks bad when the empty storefronts are empty.



Empty storefronts in a beautiful commercial block is like the missing tooth in the beautiful smile.

Process – Strategic Decisions

- Establishment of a collaborative network to discuss and share resources.
- Decide who are the key decision-makers of each project be they landlords, business associations, arts organizations, city agency, etc.
- Think innovatively, out of the box. In this case, the decision to utilize existing and available artwork allowed for several steps to be skipped in the process.
- Learning from this experience, in the future it would be desirable to have a City of Newton official agency to identify landlord ownership. In-turn, this would facilitate greater numbers of cooperating storefronts.
- Publicizing the successful projects to encourage more landlord/building owner involvement.
- Decision that the installed program should have a time limit for elements to be replaced.
- It was determined that this WindowArt Project was a part of the overall Covid-19 Program titled "Newton Al Fresco" that also included artist-decorated Jersey barriers, painted cable spools as side tables for benches for outdoor eating and individual murals.
- A related project to WindowArt and another creative Covid-19 response is an innovative new pilot program partnered by the City of Newton, the Town of Needham and the Commonwealth of Massachusetts, *Project: Pop-Up*.
 - This will allow small retailers to access 1-3 storefronts in Needham and 4-5 storefronts in Newton at a significantly reduced cost.
 - The retailers, many of whom are currently operating primarily online, will have access to the commercial space for 2-3 months to introduce their businesses to a wider audience and will have access to a wide range of support services.



Newton Community Pride Artwork Installation in Empty Storefronts



Newton Community Pride energizing empty storefronts with artists' work (above); Articles about the program (below).

Community Corner

WindowART To Fill Vacant Windows Around Newton

Newton Community Pride is trying something a little different this year and repurposing its FenceArt project.

Jenna Fisher, Patch Staff

Posted Tue, Apr 20, 2021 at 10:09 am ET | Updated Tue, Apr 20, 2021 at 12:46 pm ET

Like 15 Share

Reply

Newton Community Pride is trying something a little different this year and repurposing its FenceArt project. (Gloria Gavris, courtesy)

NEWTON, MA — If you've ever walked past a vacant storefront and felt a little hopeful about the potential that space has, you're not alone.

Newton Community Pride, a nonprofit volunteer group with a mission that includes beautification projects that support the community, decided to fill vacant windows with art.

Summary

- Think of the empty storefront as an opportunity for creative artistic expression to energize a storefront, block or commercial area.
- This allows the commercial building or district to take a negative and make it into a positive through visual enhancement while generating provocative conversation or even by creating a temporary art gallery.
- Partners are necessary so that collaboration can take place smoothly between the community agencies, business and arts communities.
- Publicize the activity. This draws community interest, reinforces artists' involvement and attracts potential landlord participants.

NEWTON-TAB

Newton Community Pride announces WindowART to fill vacant windows

COURTESY OF NEWTON COMMUNITY PRIDE

Published 9:11 a.m. ET Apr. 16, 2021

Facebook Twitter Email Print



Newton Community Pride will host WindowART, a public art initiative to bring art to Newton's commercial districts.

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Newton Community Pride Fills Vacant Storefronts With Artwork

By Julia Rensick

April 25, 2021 Updated April 25, 2021 at 11:39 pm

Facebook Twitter LinkedIn Print

A photograph of a vibrant red artwork in Mexico next to a red "For rent" sign draws public attention to an otherwise empty Newton storefront window. As a part of a new public art initiative sponsored by Newton Community Pride, vacant Newton storefronts will display professional artwork in an effort to beautify the city.

"It's a lovely opportunity to have shoppers and diners and pedestrians stroll across a beautiful piece of artwork, as opposed to brown paper cardboard or a for lease sign, so it makes a nice addition to our village," Gloria Gavris, board chair of Newton Community Pride, said.

The project, called WindowART, incorporates the pieces from Newton Community Pride's annual FenceART project, including local artist Howard Fleeman's "Nested Arches, Mexico." This public art initiative is a submission-based competition that displays winning artists' work on fences throughout Newton, such as at the Newton Free Library and the Newton Senior Center. A jury of professional artists selects 20 submissions to be printed on vinyl banners and displayed throughout the year.

Newton Community Pride raises the art among five Newton fences every 10 weeks, beginning in October and November, Gavris said. Submissions to the competition were open to artists who reside, work, or participate in art classes in Newton.



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 Commissionand 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.



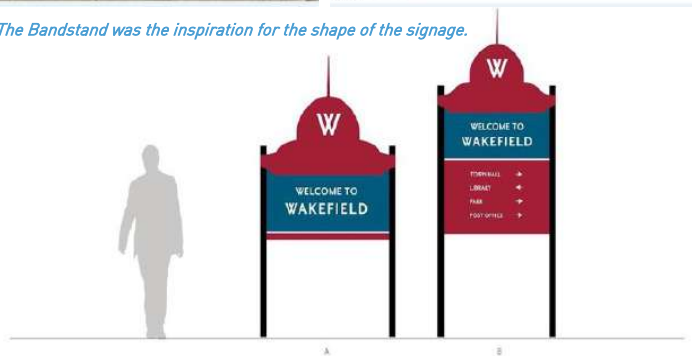
Old Band Stand adjacent to Lake Quannapowitt in Wakefield, MA

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 Shelved

- 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.



See our 2018 Wakefield Memorial High graduation supplement

WAKEFIELD ITEM HOURS
Monday - Thursday 7:30 - 4:00
Friday 7:30 - 3:00

RECYCLE COLOR: Blue • Tuesday, June 5, 2018 • 36 Pages

the Wakefield DAILY ITEM

Family-owned publication serving Wakefield for 124 years • 75c Newsstand, 00c Home delivery www.wakefielditem.com

Sailboat with cherries

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

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

Community Meeting and Open House: Hurd School future options

WAKEFIELD — The Town Council and Town Administrator Site-evaluated the Hurd School location and the public is invited to a second Open House and Community Meeting.

The first Open House was held at the Hurd School on Wednesday, June 20 at 6:15 p.m. 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 Winsip 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 canceled.

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

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 Page 7

the Wakefield DAILY ITEM

Family-owned publication serving Wakefield since 1894

Kiosks before Council tonight

WAKEFIELD — A group of residents who have been working to help the town with the kiosks will be at the Town Council meeting tonight to discuss the project.

The town's Board of Selectmen is expected to vote on the project at the meeting. The kiosks will be placed at various locations around town to help promote the downtown area.

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.

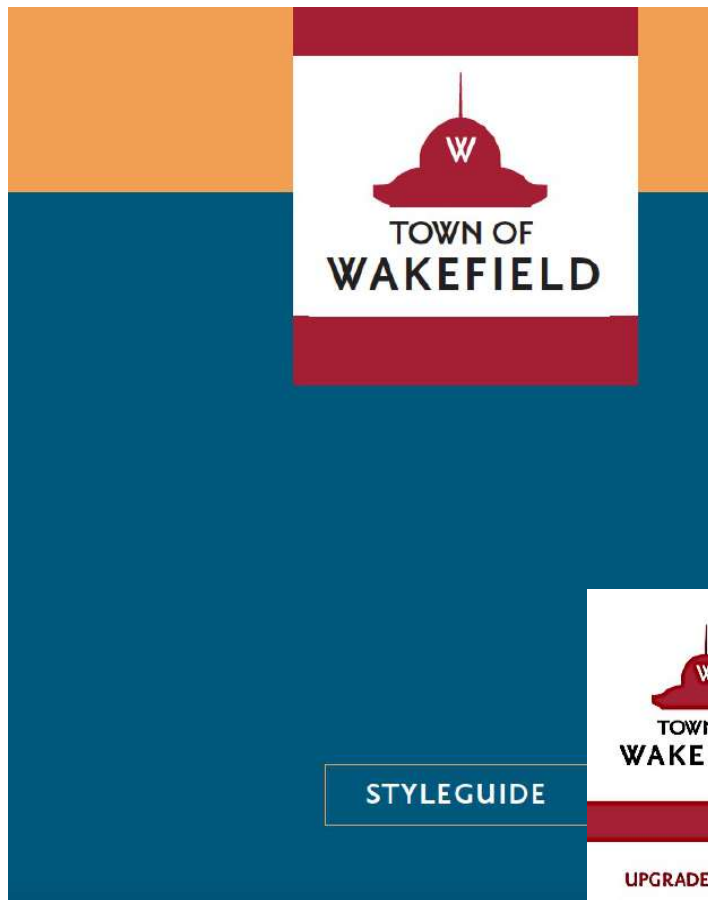
The kiosks will be placed at various locations around town to help promote the downtown area. The kiosks will be paid for by Wakefield Main Streets through their private fundraising efforts.

Kiosk Debate Dominates Town Council Meeting

WAKEFIELD — A debate over the location and design of the kiosks dominated the Town Council meeting last night.

The town's Board of Selectmen is expected to vote on the project at the meeting. The kiosks will be placed at various locations around town to help promote the downtown area.

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.



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.



Establish a Business Recovery Task Force



REVENUES
& SALES

Provided by SME Consultant

Northern Middlesex Council of Governments

Location

Lowell, MA

Origin	City of Lowell Economic Development Office, Entrepreneurship Center at CTI, Entrepreneurship for All, Greater Lowell Chamber of Commerce, Lowell Plan/Lowell Development Finance Corporation
Budget	 <p>Low – The Task Force did not have a budget. Participating partners participated as part of their regular jobs or donated time. Resources provided to the businesses were allocated through existing local, state and federal grant programs.</p>
Timeframe	 <p>Short-term – The Task Force was established informally within one month from when the need was identified. It has met on a monthly basis over the past year, with membership gradually increasing over time.</p>
Risk	 <p>Low – lack of coordination between the agencies and organizations assisting businesses; diminishing interest on the part of businesses as the recovery takes hold</p>
Key Performance Indicators	Number of employees retained, annual revenues, number of customers/clients served, number of vacancies, number of visitors in the area
Partners & Resources	City of Lowell Economic Development Office, Entrepreneurship Center at CTI, Entrepreneurship for All, Greater Lowell Chamber of Commerce, Lowell Plan/Lowell Development Finance Corporation, MassHire/Lowell Career Center, SBA, UMass Lowell, Greater Lowell Community Foundation, Cambodian Mutual Assistance Association, Greater Merrimack Valley Convention and Visitors Bureau, Lowell National Historical Park, Working Cities Lowell, Mill City Community Investments, Enterprise Bank, several local businesses, state legislative delegation, Congresswoman Trahan's office

Diagnostic

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

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

Action Items

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

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

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

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

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



Action Items (continued)

In addition, the City of Lowell implemented a special Restaurant Curbside Pickup Parking space allocation initiative. Restaurants can apply for a meter bag and sign indicating the space has been allocated for customer curbside pickup only.

The Greater Lowell Chamber of Commerce, in partnership with the City of Lowell's Economic Development Office, Lowell TeleMedia Center (LTC), the Lowell Plan, EforAll and the Entrepreneurship Center at CTI, launched the Lowell Shopping Network (LSN)!, airing two-minute videos created by Lowell businesses (and edited by LTC) on channels 8 and 95 and on Facebook. Members of the community were asked to become active members of the group to provide other consumers with information about the wonderful items, artwork, food, etc. that Lowell has to offer. They were also asked to give local businesses support by providing social smiles, posting photos of purchases, providing a review and sharing an idea.

Process

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



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	 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.
Timeframe	 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.
Risk	 There are few downside risks, except poor organization and implementation. Must be sensitive to messaging, opt-out, and privacy issues.
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>

<p>Diagnostic</p>	<p>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.</p> <p>The three dimensions of success in this arena are:</p> <ol style="list-style-type: none"> 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 <p>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.</p> <p>Beyond the Marketplace project, these tools and skills</p>
<p>Action Item</p>	<p>Initial planning session (1hr – one time)</p> <p>Training (ongoing – but i2.5 hour initial self-paced training course)</p> <p>Interview Stakeholder(s) (1hr – one time)</p> <p>Setup Social Media Accounts (3 hrs one time)</p> <p>Content Development (1-10 hrs monthly)</p> <p>Operate Program (4hrs monthly - assuming weekly posts)</p> <p>Planning & Coordination (1 hr weekly)</p> <p>Program Reporting (1 hr monthly)</p>
<p>Process</p>	<p>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.</p> <p>Focus of activities for each group are identified and dates to complete initial training (ongoing training needs can be identified at 6 week point).</p> <p>Selection of a point person to coordinate.</p> <p>Establish weekly, monthly quarterly goals, and adjust accordingly.</p> <p>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.</p>

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

Shared Streets and Spaces *cont'd*

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:

■ 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



New Bedford, MA

Credit: Amber Vallancourt (MassDOT)

continued next page

Credit: Amber Vallancourt (MassDOT)



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



Credit: Solomon Foundation

Shared Streets and Spaces *cont'd*

■ 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](#)
- [Neighborhoodways](#)
- [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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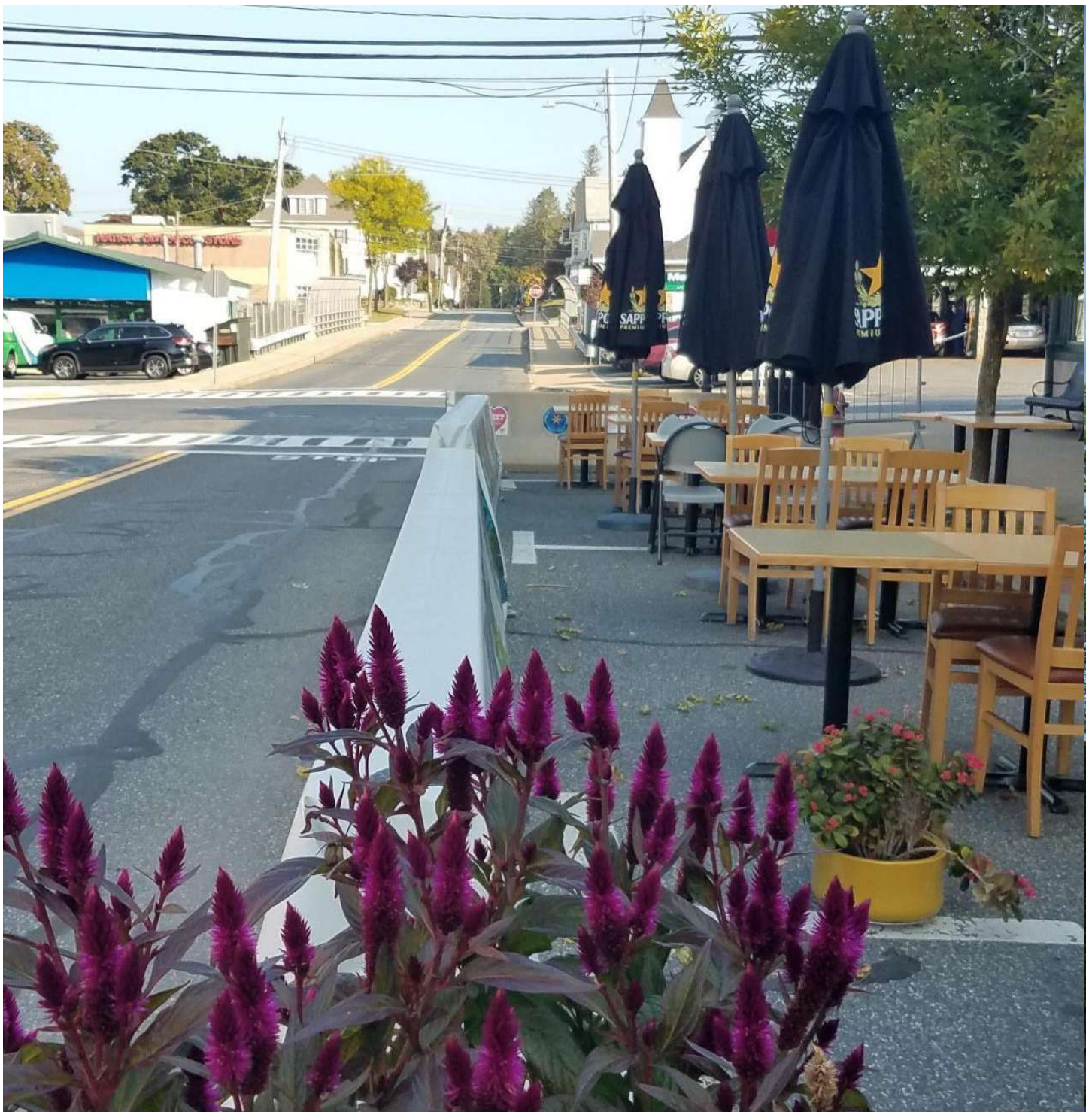


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Create Calm Street Pilots and Pop-Up Curbside “Streeteries”



Provided by SME Consultant

Nelson\Nygaard

Location

Natick, MA

Origin	Town of Natick, Natick Center Cultural District
Budget	 Low Budget (Under \$50k)
Timeframe	 Short Term (Less than 5 years)
Risk	 Low Risk
Key Performance Indicators	Create an Inviting Pedestrian Retail Environment (Measures: Speed of Cars Before and After, Number of Crashes, Perception Survey), Support Social-Distance-Safe Local Dining and Spending (Measures: Number of Seats Added, Sales)
Partners & Resources	MassDOT Shared Streets and Spaces Grant Program, A Greener Greater Boston (AGGB) program of the Solomon Foundation and Barr Foundation
Diagnostic	<p>Overly-large intersections and wide travel lanes were contributing to higher speeds of travel through the heart of Natick's pedestrian core. In order to create a more comfortable and attractive walking and biking environment, lane and intersection diets could be deployed to achieve safer operations while sustaining the same vehicle throughput.</p> <p>The team worked to design solutions working with majority already-owned materials, with limited purchases for temporary and safety materials.</p> <p>In early pandemic social distancing, while indoor dining was unsafe, the Town was seeking quick solutions to help local businesses continue serving and attracting customers. Retrofitting on-street parking spaces for outdoor dining could help create interim options for safer dining and company.</p> <p>Natick Center Cultural District also found ways to engage creative placemaking elements into the process in order to support local artists during the economic struggles of the pandemic.</p>
Action Item	<p>As communities grappled with strategies to restart local businesses – especially those that rely on foot traffic and shared spaces (i.e., retail and restaurants) – providing a safe environment that reinforces recommended COVID-19 physical distancing measures, is paramount. Given the need to provide more outdoor space for businesses to serve customers, and sidewalks unable to accommodate both business activity and pedestrian accommodation, communities like Natick were looking to repurpose streets to provide additional space so that both may be safely accommodated.</p> <p>A rapid response was necessary to help businesses recover quickly as COVID-related restrictions begin to relax and allow for non-essential business activity to resume. At the same time, ensuring the safety of restaurant users, as well as those in vehicles and on bicycles, was critical. A focus on low-cost, rapid implementation was critical to serving safety and business vitality needs. All programs and projects were designed to be flexibly modified.</p>

Action Items (Continued)

Key actions included:

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

Process

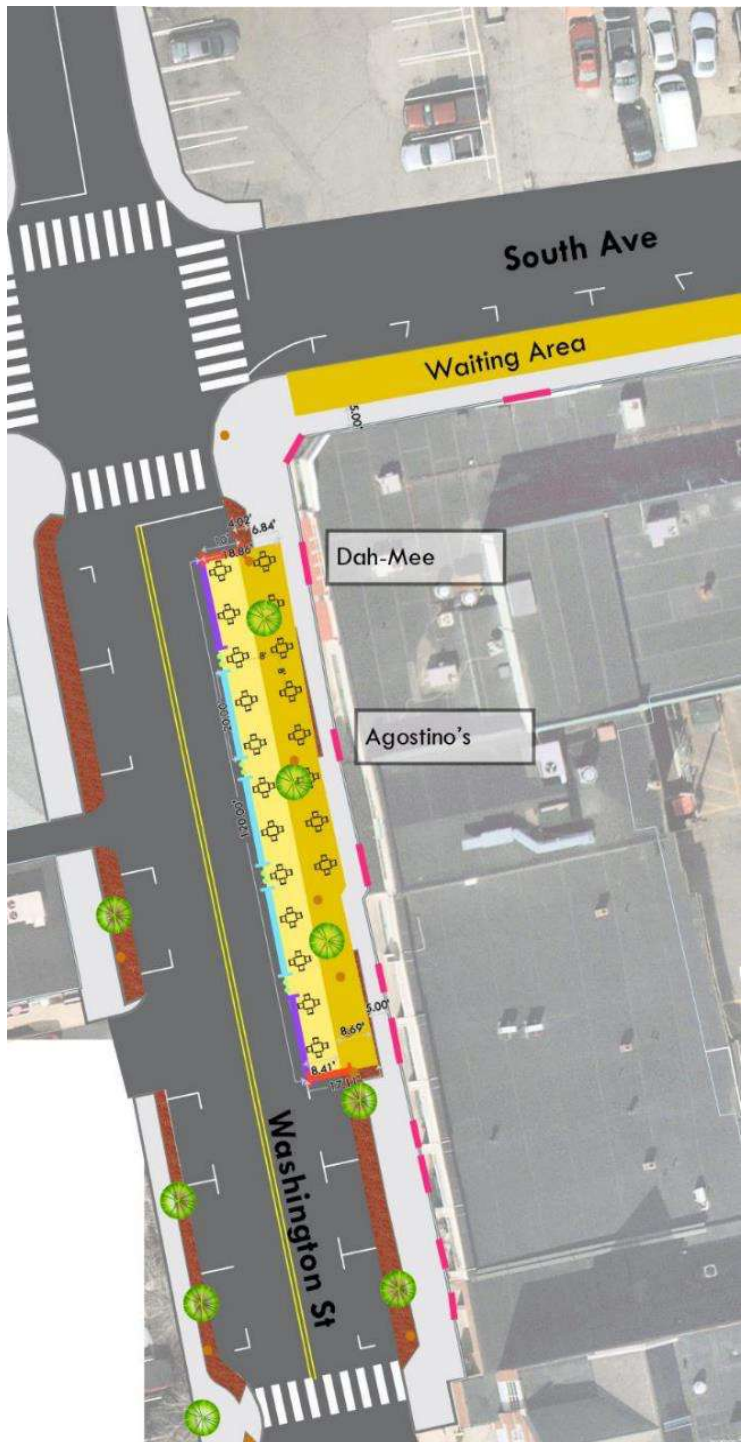
- Discuss Need for Intervention
- Field Visits and Observations, Counts, Documentation
- Measure Key Dimensions
- Create Design Alternatives
- Present to Stakeholders for Feedback
- Plan Installation Date and Timeline
- Promote Event through Fliers, Social Media, and Town-wide Announcements
- Design Business and Citizen Engagement Survey
- Create Materials List, Budget, Order Supplies, and Plan for Deliveries
- Optional: Post Virtual Messaging Signs on Approaches to Announce Upcoming Changes
- Decide on Police Detail and Oversight Needs, Cover Liability Needs
- Optional: Plan for Street Sweeping
- Create Hour-by-Hour Install Schedule and Steps for Install Day
- Day of: Measure and Lay Down Materials, Observe and Tweak As-Needed, Document through Photos and Videos, Consider Intercept Surveys and Programming around Event
- After Day of Testing, Install More Permanent Seasonal Materials
- Optional: Consider Local Art Enhancements



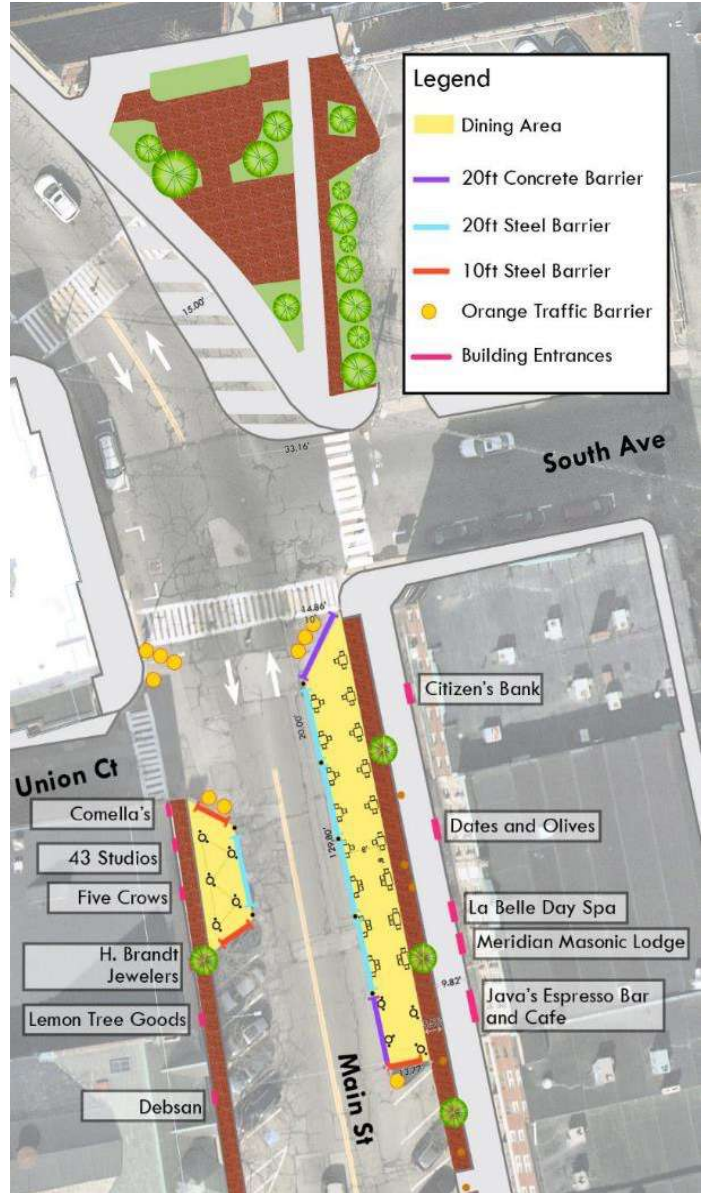
Image of Tactical Testing Before Striping and Adding Bollards



Image of Washington Street Eatery As Installed



Layout Plan of Washington Street Eatery In On-Street Parking Lane



Layout pLan of before and after conditions for traffic calming and in-street outdoor dining on Main Street



Images of jersey barriers with reflective tape and artist mosaics and of temporary chalk art in tactical curb extensions – will receive art murals long-term. Credit: Ted Fields



Increase Outdoor Dining and Safe Bike/Pedestrian Connections



Provided by SME Consultant

Stantec Consulting, Inc.

Location

North and South Pleasant Streets- Town of Amherst, Massachusetts

Massachusetts Local Rapid Recovery Program SME Consultation Report

To: Clinton

From: Revby LLC

Project: Provide small businesses with assistance with establishing and/or improving their on-line presence

As observed in many municipalities, businesses without the ability to market and sell online were more likely to have significant negative impacts from the COVID-19 pandemic. Clinton small businesses include personal service businesses such as hair and nail salons, massage, tattoo, and yoga / fitness businesses. Restaurants , automotive, and consumer goods / retail businesses are also among the small businesses that may need assistance.

Clinton sees potential for Discover Clinton to play a larger role in small business support and business district marketing. Feedback and insights are needed on a role that can be created to increase capacity for Clinton to interact with and support small businesses. Feedback also includes case studies on small business technical assistance, specifically on assistance with establishing/improving their online presence. Municipal level assistance to help small businesses develop marketing capacity and operations resilience is an important element in downtown recovery and revitalization efforts in the wake of COVID-19.

To help guide the development of your project, we suggest consideration of the following questions:

- A. In terms of Discover Clinton's role in municipal level marketing and small business support, is there a need for a paid role in addition to volunteer support? To build capacity, would a marketing and communications manager role be considered as part of the project? Example of a job descriptions: <https://www.linkedin.com/jobs/view/marketing-and-communications-manager-at-central-square-business-improvement-district-2444532686/>

- B. In terms of a Technical Assistance initiative, might the project include a combination of micro-grant and Technical Assistance (TA)?
 - a. A grant may help a business to fund platform subscriptions, contractors, digital materials, ongoing maintenance
 - b. TA to create a digital marketing / eCommerce plan and help with initial implementation
- C. What does the current level of engagement/interaction between Town and business owners look like right now? How do you plan to connect with the business community to begin creating trust in advance of a program offering? Be mindful of the pitfall, "if you build it, they will come." Program design and language should incorporate language as they describe their needs and desired outcomes, not just business jargon descriptions.
- D. What is the long-term plan to make sure businesses have support with digital marketing? Will you contract with TA providers on a longer-term basis (e.g., 2 or 3+ years)?
- E. Who will coordinate the RFP process and small business owner TA application process? What criteria will you use to select businesses? If program funding includes CDBG funding, how will you create a compliant process? How will you keep track of businesses accepted and outcomes?

Project Feedback

Small Business Technical Assistance Programming:

- Begin with outreach and engagement to provide them with a voice; provide an opportunity to listen before there is any perception that you are “pushing” something to them that is not relevant considering their current mindset. Workshops can help business owners understand the subject matter and help them define what “online” and “eCommerce” can mean for them, on their terms, for their brand, and their comfort level.
- One-on-One TA to work on a customer acquisition, retention, and online presence plan. Attention should also be spent on helping the business owner establish a plan to *maintain* activity, either through in-house staff support or through delegation to freelancers / contractors. Empower the business owner to not take everything on their own.
- **Subject matter categories to consider:**
 - Business operations resilience and growth planning; this includes staffing/hiring and supply chain resilience
 - Digital tool capabilities, including POS systems and bookkeeping (strategy and/or implementation)
 - eCommerce platform setup (e.g., Shopify, WooCommerce, connection to online marketplaces)
 - Digital marketing (to support in-person commerce, not just eCommerce)
 - Website design, development, and maintenance planning
 - Social Media management (organic and paid)
 - Google My Business profile setup and optimization plan
 - Review sites (e.g., Yelp, TripAdvisor, industry specific sites)
- Technical Assistance format may be in workshop format, one-on-one format, and/or a combination of workshop and one-on-one TA. Ideally, the technical assistance will provide tangible deliverables so the business owner feels it was worth their own time investment. For example, a new website, a collection of social media posts, help with an updated Google My Business profile, set up a new POS system, etc.

- Best practice case studies on Technical Assistance program design and process:

Please refer to the following best practices included in the [Tenants Mix Best Practice Sheets Compendium](https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program) on <https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program>

A. “A Collaborative Small Business Technical Assistance Effort to Drive Business Resilience and Opportunity to Diverse Communities” (Arlington, Virginia)

Action Item

Community Action Items:

- Identify partners/providers to implement program in a timely fashion
- Identify marketing tools to reach the target market
- Identify what microentrepreneurs need the most help with in solidifying their organizations
- Ensure there are enough resources to meet the need
- Consider CARES Act Funding to help with impact
- Ensure quick turnaround with Purchasing Office to Select consultants

Process (by the Community)

1. Research needs of hard impacted small businesses
2. Interview organizations which are currently doing work to assist businesses during the health pandemic. Identify best practices and improve deliverables
3. Design framework for ReLaunch program. [ReVitalize = Technical Assistance & ReNew = Technology Assistance]
4. Develop working Budget
5. Work with purchasing office to develop criteria for vendor's who can provide assistance
6. Advertise for assistance with formal RFP process
7. Hire Vendors
8. Training of Vendors
9. Training of Staff
10. Develop CRM system to keep track of businesses accepted/rejected or pushed forward.
11. 10-month Communications plan designed - yard signs, direct mail campaign, blogs, social media strategy etc.
12. Select businesses eligible for ReLaunch program
13. Communicate with vendors. Repeat for the next 10 months
14. Program ends December 31, 2021



ReVitalize Application

Thank you for your interest in applying to the **ReVitalize Technical Assistance Consulting** program ("Program") for your Arlington-based business or nonprofit organization. These are tough times, and we have designed a technical assistance program to help you address challenges in the following areas: financial management, access to capital, marketing and branding, increasing your digital online presence, business knowledge, legal structures and strategic planning. We invite you to apply for the **ReVitalize** program if you are seeking complimentary consulting help to sustain and grow your business.

We are conducting a rolling application process. A maximum of 20 eligible businesses will be selected each month for the technical assistance service. If you are not selected in the month in which you apply, you will be automatically eligible the following month, with no need to reapply. *This program will end December 31, 2021, or when all of the funding has been awarded, whichever comes first.*

We recommend you use a browser other than Internet Explorer.

Next

Figure 1: Application portal for Small Business Technical Assistance, including assistance on building an effective online presence.

B. Provide Funding and Technical Assistance to Enable Business Viability During COVID-19 (Arlington, Massachusetts)

<p>Action Item</p>	<p>The Department of Planning and Community Development Action Items:</p> <ul style="list-style-type: none"> • Administering a relief program for Arlington businesses with twenty or fewer full-time-equivalent employees, including the owner. • The program provides short-term working capital assistance and technical assistance to enable the viability of the business during the severe economic interruption related to the COVID-19 pandemic and social distancing restrictions.
<p>Process</p>	<p>Process by the Town of Arlington:</p> <ol style="list-style-type: none"> 1. Conduct analysis of current needs that align with eligible use of CDBG funds. 2. Complete a substantial amendment of CDBG Annual Action Plan, including public comment period and citizen participation process. 3. Open application period December 2020-January 2021 (including information session). 4. Review of applications by 4 members of DPCD team. 5. Notify applicants and execute grant agreements (February). 6. Complete procurement process for Technical Assistance providers (January-February). 7. [Ongoing] Complete reimbursement requests. 8. [Ongoing] Technical Assistance sessions and workshops: Topics include digital marketing, website assistance, eCommerce, SEO, Bookkeeping, and business resilience. 9. Collect reporting documentation and close out award requirements with HUD.

Additional notes regarding the program design used by the Town of Arlington, MA. *Information source: Town of Arlington, CDBG Administrator*

- Retention or creation of at least one job held by an individual who earns a low- to moderate-income is required to access funds or technical assistance in this program. Job retention is defined as total full-time equivalent (FTE) positions retained at 30 hours per week, or any combination of part-time

positions combining for 30 hours per week, including owners. At least 51% of the positions your business retained or created must be held by employees who earn a low- to moderate-income.

- The grant is a working capital assistance grant
- **The grant is a reimbursable grant, so selected businesses will be required to incur expenses before being reimbursed.** If the Review Committee approves your application, we will issue a grant agreement. It will be the responsibility of the business owner to submit eligible expenses to the Department of Planning and Community Development for reimbursement. Ten percent of the grant will be held until the time that the job creation/job retention certification form is received.
- Most grants will not exceed \$10,000
- A points-based scoring rubric was created to review and prioritize qualified applicants. Assessment criteria included:
 - Business Health
 - Business Location
 - CDBG Eligibility
 - Community Impact
 - COVID-19 Hardship
 - Recovery Plan
 - Technical Assistance (likeliness of positive impact)
- The Review Committee assigns applicants a technical assistance provider who will distribute services as determined by the contract with that provider, and can include but is not limited to: One-on-one technical assistance for businesses on the following topics: website development, e-commerce, live commerce, digital/traditional marketing, search engine optimization, and bookkeeping/accounting; and Group workshops or session.

Feedback on Discover Clinton's Digital Presence:

- The Discover Clinton website is not findable through Google searches. Only the Facebook page can be found. It took a bit of digging around to find the actual website.
- SEO improvements are needed for the Discover Clinton site. We recommend website and social media management be included in the project scope / new role as part of efforts to increase capacity within Discover Clinton.



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

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



Online Directory to Showcase Downtown Businesses – A Case Study:

- This is a good idea as a way for the municipality to sponsor additional online coverage, SEO opportunity, and local commercial district collaboration. However, it must be coupled with sufficient online presence practices by the individual brand.

Case Study: Shop Local, Salisbury MD



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

"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."

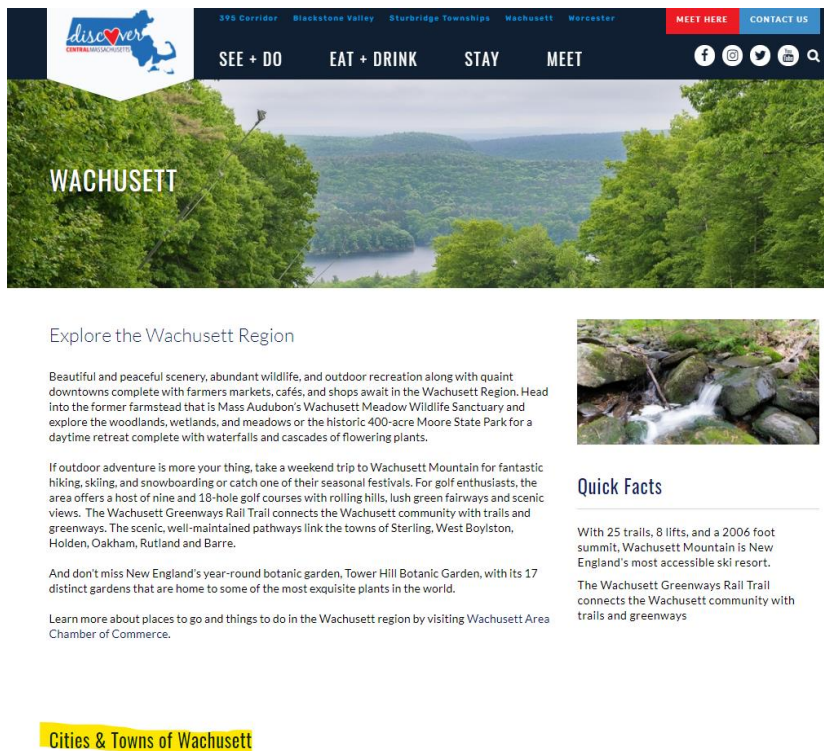
- Business directory page: <https://salisbury.md/businessdirectory>
- An initiative like this can help create "branding" for the commercial district, so it is no longer the "forgotten part of town."

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

In addition to Clinton's own initiative or as an alternative, consider leveraging other tourism / hospitality / downtown alliance organizations in the region

For example, Discover Central Massachusetts.

- Clinton is currently absent from the Wachusett region page.
<https://www.discovercentralma.org/regions/wachusett/>



WACHUSETT

Explore the Wachusett Region

Beautiful and peaceful scenery, abundant wildlife, and outdoor recreation along with quaint downtowns complete with farmers markets, cafés, and shops await in the Wachusett Region. Head into the former farmstead that is Mass Audubon's Wachusett Meadow Wildlife Sanctuary and explore the woodlands, wetlands, and meadows or the historic 400-acre Moore State Park for a daytime retreat complete with waterfalls and cascades of flowering plants.

If outdoor adventure is more your thing, take a weekend trip to Wachusett Mountain for fantastic hiking, skiing, and snowboarding or catch one of their seasonal festivals. For golf enthusiasts, the area offers a host of nine and 18-hole golf courses with rolling hills, lush green fairways and scenic views. The Wachusett Greenways Rail Trail connects the Wachusett community with trails and greenways. The scenic, well-maintained pathways link the towns of Sterling, West Boylston, Holden, Oakham, Rutland and Barre.

And don't miss New England's year-round botanic garden, Tower Hill Botanic Garden, with its 17 distinct gardens that are home to some of the most exquisite plants in the world.

Learn more about places to go and things to do in the Wachusett region by visiting Wachusett Area Chamber of Commerce.

Quick Facts

With 25 trails, 8 lifts, and a 2006 foot summit, Wachusett Mountain is New England's most accessible ski resort.

The Wachusett Greenways Rail Trail connects the Wachusett community with trails and greenways

Cities & Towns of Wachusett

Berlin	▶	Paxton	▶
Boylston	▶	Rutland	▶
Holden	▶	West Boylston	▶
Oakham	▶		

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>

According to Emmy Hahn, LRRP projects will 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. The structure of the LRRP should “build-in” these requirements into their project plan.

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

A webinar on LRRP project funding will be provided to specifically address this topic.

Funding Your RRP Final Plan Projects (Part 1)

Panelist: Heath Fahle, Special Director for Federal Funds

This webinar is part 1 of a 2-part discussion on potential funding sources for the RRP final plan projects. Part 1 will focus on local ARPA funding. Heath Fahle, Special Director for Federal Funds at ANF, will describe what activities ARPA covers and how the funds can be utilized for local projects.

When: Aug 12, 2021, 01:00 PM Eastern Time (US and Canada)

Register in advance for this webinar:

https://streetsense.zoom.us/webinar/register/WN_Vq9VTe5NSFeXYkpXqo-A9g

RRP Funding Webinar - Part 2 ZOOM invite: coming next week.

This webinar is Part 2 of a 2-part discussion on potential funding sources for the RRP final plan projects. Part 2 will focus on funding opportunities from the Economic Development Administration (EDA), Massachusetts Executive Office of Housing and Economic Development, and Mass Development. Join the session to hear directly from representatives of these Federal and State agencies on how new and existing funds can be utilized for local projects. This webinar will be recorded.

You are invited to a Zoom webinar.

When: Aug 23, 2021 12:30 PM Eastern Time (US and Canada)

Topic: Funding your RRP Project Recommendations (Part 2)

Register in advance for this webinar:

https://streetsense.zoom.us/webinar/register/WN_HO6h5oJRLSCkYEPbycPAw



The Commonwealth of Massachusetts Local Rapid Recovery Plan (LRRP) program is providing the town of Clinton with technical assistance to develop an actionable, project-based recovery plan to revitalize its downtown, respond to the effects of COVID-19 on its local businesses, and prioritize actions and strategies. The program is providing technical assistance to Clinton through the plan facilitators at Faverman Design and Community Circle and the subject matter experts at Perch Advisors who have designed a set of recommendations based on Clinton's requests for a **shared marketing program** to promote its downtown's unique identity and help attract new customers and businesses to the district.

There have already been many investments made to set the stage for Clinton's revitalization, including in public works, facade improvements, branding and wayfinding. Appropriate marketing strategies will add value to the rapid recovery plan as a whole.

Create Outreach Strategy and Templates for Branding

Cost: \$-\$\$

Timeline: Short (immediate to 1 year)

Rationale: A dynamic visual brand is only effective if it reaches its target audience. The branding attracts the audience. The marketing tells the story of Clinton's unique attractive qualities.

Implementation

Identify all the potential uses of your branding (signs, banners, swag/giveaways, website, etc.) to ensure your target markets keep a positive and lasting association of your brand. Survey the district for placement opportunities, such as street lamps for banners, trash can wraps, street furniture or trash receptacle liners. Place branded posters in store windows with QR codes that link to webpage, event calendars, online surveys etc.

For ease of access in posting and updates, create a digital media "toolkit" with files that can be downloaded for use on social media, on posters and in newsletters. Create templates of needed materials with branding, such as posters/flyers, letterheads and business cards, to ensure consistent use and update all social media to use correct colors & logos. Keep internal design guidelines for reference to stay "on brand" and always have materials available and, whenever possible, in the hands of stakeholders to amplify and reinforce your marketing message.

Considerations and Challenges

How many different ways are you planning on using the logo/branding and do they require different layouts? (i.e. a street banner vs. a social media icon) A simple logo and color scheme can be used more easily across different mediums and sizes than a complex visual identity.

Sometimes a catchy and vibrant font can be useful to market your brand, but keep in mind that a custom font may pose challenges for others trying to use the branding.

Key Performance Indicators

Inventory and track promotional material to determine if the branding is being widely used. Check how consistently it is being used by businesses and in marketing. Items such as branded totes and tee shirts can be sold through your digital marketing platforms. A simple survey for customers can determine the level of success in the brand making the district feel connected and united.

Information Gathering

Cost: \$

Timeline: Short-Term (3 - 6 months)

Rationale: Consistent research combined with ongoing engagement with merchants and the public to learn how they view and use the district will both lead to a more relevant and unique identity, and will also build support and legitimacy for the project.

Implementation

Conduct a market analysis to determine what similar municipalities or regions are successfully doing and stop or avoid useless practices. Whose marketing do you like and why?

Conduct surveys. You can create a basic survey using Google Forms or SurveyMonkey to capture survey responses. Keep questions simple and the form short. Ask respondents to identify key area assets (historical sites, recreation opportunities, shopping assets) as well as what is lacking and generate one word answers to describe downtown Clinton (traditional/modern, understated/edgy).

Email surveys to businesses and stakeholders. Set a timeframe for responses. Consider using a [QR code](#) that can be printed on posters and placed around the district to direct people to the survey. Identify opportunities to share surveys at public events, such as town board meetings, farmers markets, etc. When possible, identify and convene stakeholders to discuss responses and build consensus around the project.

Considerations and Challenges

Keep the process simple, the questions direct and relevant to the desired outputs of Clinton's marketing campaign and the survey short (less than 10 questions). Follow ups with survey takers can be very helpful, however avoid a drawn out process to keep to the timeline. Balance the need to have merchants and customers feel heard and concerns validated with the need to keep momentum going forward and a focus on outcomes. Take advantage of this process to identify merchants who can be a part of future organizing.

Key Performance Indicators

Track the number of participants and engagements over time. Information from surveys and other market analyses on consumer desires, district strengths and retail leakage should be easily transferable to marketing strategies and outreach to potential commercial tenants and brokers. Numbers of survey responses collected should present a representative sampling of Clinton's desired market. The level of participation and feedback from small businesses will indicate a willingness to engage in future shared marketing initiatives.

Create a Data Profile of Downtown Clinton

Cost: \$

Timeline: Short-Term (less than 1 year)

Rationale: Starting and keeping a tally of what businesses and types of businesses exist along the corridor is the first step toward marketing the corridor.

Implementation

Create a database of all businesses along the corridor and their contact information. Create a unified guide for categorizing businesses. This is helpful for internal use and also to inform potential customers by allowing them to find [businesses in Clinton by category](#). Consider using a [digital platform that collects and categorizes](#) geographic data for internal and external users.

Consider public facing uses for this information, such as digital and print directories, flyers and brochures with a district map, incorporating a retail directory into wayfinding signage within the district. As a fundraising mechanism, determine if advertising can be sold in any collateral that gets produced.

Considerations and Challenges

Are there other available human resources for the essential door to door data collection and data input that will be involved in the creation of a district profile? Research and conduct outreach to volunteers, school interns, local colleges, non-profit job boards, etc. What info on businesses can be pulled from open source data, such as town permitting processes, google maps, yelp, etc.?

Determine who will have access to the database, and how often it gets updated. Take vacancy counts and conditions assessments on a quarterly basis to maintain data accuracy. Consider using google drive, dropbox, or other free database platforms. Create the objective with an intent to include all businesses in the district, including accountants, law firms and other “upstairs” businesses and offices, and not just public facing commercial businesses. This increases your directory, pool of potential partners and shows full engagement with marketing the district.

Key Performance Indicators

Schedule tallies on small business, property owner, customer and visitor utilization of information sites and collateral. Time savers are ease and ability to transfer collected data from internal use applications to public use. Keep tabs on accuracy of information, particularly contact information (mobile phone numbers, professional emails and social media handles, not just addresses). Gauge user experience for engagement and marketing purposes.

Create Social Media Presence for the Downtown Clinton

Cost: \$

Timeline: Short-Term (6 months - 1 year)

Rationale: Establishing an online presence through social media channels dedicated to the commercial corridor as a whole will allow for communication directly to consumers and Downtown Clinton stakeholders.

Implementation

Determine best platforms for messaging and create accounts (ie, Facebook, Instagram, Twitter,

Linkedin). Create a [plan](#) and [calendar](#) for posting content regularly (link is an example, there are many free versions that can be found online). Follow relevant accounts (area businesses, media outlets, local food bloggers, tourism agencies, cultural institutions, local sports teams, etc.) and “follow back” accounts that follow you.

Explore and select a scheduling tool like [hootsuite](#), [buffer](#), or [contentcal](#) to consolidate your accounts and to enable scheduling future posts. Service typically costs \$15-30/month. Follow all district merchants and repost when appropriate. Set up auto-reposting for specific hashtags. Examples could be #discoverclinton, #clintoncommons, #moviesatthestrans.

Considerations and Challenges

What social platforms will have the most use for your visitors? The Clinton area is eminently “Instagrammable,” with photos taken around town at scenic vistas and points of cultural interest. Consider signage requesting downtown Clinton to be tagged at the most photographed locations. Ask what platforms district businesses are currently on and see the most benefit from? Aim for consistent handles and account names across platforms. Claim related and similar handles to avoid future confusion. (i.e. @ClintonMA, and @shopClinton, etc.)

Be careful with social logins and account access. Don’t mix personal and business activity. Regularly check account and activity to monitor for suspicious activity. Decide who manages the account, if multiple users then establish a hierarchy and have a clear reason for your decision. Engage all district businesses equally to avoid feelings of favoritism. Make note of engaged businesses as potential members of a merchant’s association.

Key Performance Indicators

Set goals for platform engagement with followers; seek to increase the number of followers over specific timelines (30 days, 90 days, 1 year). Set goals for the number of tags, likes, comments, every week or month. Also seek to increase engagement with local businesses on social media. Set goals and regularly check in to tally the number of likes, comments, and shares for individual businesses. Spread them across the district and try to ensure equal attention to all businesses.

Track local businesses’ engagement with your account, how often they like, share, or comment on your posts. The most active businesses on social media will likely be the best message multiplier for the district’s digital marketing and promotion campaigns. Online tools, such as [hootsuite](#) can make it easier to manage, track and analyze the district’s social media accounts though costs for those services will be incurred.

Create Website for District

Cost: \$

Timeline: Short Term (less than 3 months)

Rationale: A website establishes the legitimacy of an organization, serves as a key point of contact with the public, and can function as a centralized source of information.

Implementation

Purchase and register relevant and potentially related domains through a web hosting company. This is a relatively inexpensive way to start communicating through your own site, such as DiscoverClinton.com, Clintonmass.com and/or ShopClinton.com. Use a template website like squarespace or wix to create a simple two to three [page website](#) with social feed plugins, general background information, and links out to relevant websites. Share the district website with relevant agencies and partners to be linked on their website. Be sure to link those sites on your page.

Considerations and Challenges

Monitor the growth and development of the website over time. Don't try to include all the information about the district at first. At first it may be more prudent for a Downtown Clinton website to just list businesses, provide basic background of the area, and contact information for the association. Use social media plug-ins to add twitter, facebook, and/or instagram feeds to keep the site updated with content. Make sure to check associated email accounts and respond to emails and update calendars if/when added.

Key Performance Indicators

In the short term of three to six months, measure increases, static or fluctuations in clicks per week/month. Queries on the website, such as "how did you hear about us?" can help track where your market is coming from. Track and answer all emails to the association/website.

Create Short-Term Marketing Campaigns to Encourage Customers to Visit Clinton

Cost: \$

Timeline: Short-Term (3 months - 1 year)

Rationale: A long-term branding/ visioning effort for the corridor is best started with simple, easy wins that help get businesses onboard with the effort.

Implementation

Start with building on momentum from previous events, such as the Discover Clinton's Halloween Contest. Take advantage of holidays and already-existing marketing opportunities (ex: Valentine's Day, Small Business Saturday). Create a calendar of events to create content about and build an outreach plan around it.

Consider promoting groups of businesses in conjunction with national "days" (aka "national ice cream day," "national coffee day," etc). Pair up businesses to co-brand, (for example, Half Price on a Coffee at Coffeelands when you Bring Ticket from The Strand Theater). Use regular hashtags to promote the district (#shopClinton) and/or structure recurring content (#saturdayyoga).

Spotlight individual businesses and include personal touches (ties to the community, legacies), special services and other aspects of small businesses that online and big box retailers cannot replicate. Create an email account where businesses can submit information to be published. Consider an online newsletter or promotional site where you can regularly blast out upcoming events, sales and promotions. Create a list of emails to local publications and email them bi-weekly or monthly about upcoming events. Include larger regional outlets, as well.

Considerations and Challenges

Use knowledge of Clinton and targeted markets to choose holidays and other dates that make sense to promote and start there. Consider how campaigns are promoted digitally, on paper, in email newsletter and other media.

Find a corporate partner who can cover the cost of incentivizing a purchase, American Express provides marketing material for [Shop Small Saturday](#), sports teams and cultural institutions may have tickets or other items you can request for giveaways. Prioritize tracking performance indicators for the purpose of following how marketing efforts translate directly into purchases at

businesses. Tracking tools include POS systems, using discount codes, inventories of merchant given-aways. Check in with merchants, not just before, but also after the marketing campaign.

Key Performance Indicators

Track the number of customers visiting the corridor businesses during the timespan of the promotion. In order to do this it is necessary to have quantitative information on the number of customers visiting during a comparatively normal shopping day. A tally counter and an employee or volunteer(s) to use them will be helpful.

Track the number of dollars spent at businesses as a result of the promotion. This will depend on some level of transparency from the merchants and therefore a level of trust between business proprietors and the managing entity.

Use online word searches and social media management tools to seek out the number of press hits and social media mentions as a result of the marketing campaign.

Create and Distribute Print Collateral - Brochures & Maps

Cost: \$-\$\$

Timeline: Short-Term (6 months - 1 year)

Rationale: Print collateral is a simple and well established means of raising awareness and spreading information about the district

Implementation

Use Clinton brand identity and business database to develop a brochure or other marketing asset advertising local businesses. This can be sorted by business categories (restaurants, entertainment, hotels). If a calendar of local events can be included in the material, do so. Consider selling ad space or charging businesses for highlighted listings. Balance the need to pay for this project against the need to engage businesses and not have them feel like this is too costly. Don't wait for ad sales to begin; that may have to wait for future printings.

Distribute collateral at businesses and highly visited locations, such as the Russian Icon Museum, the Town Commons, and other appropriate points of interest around the district. Do not restrict distribution to just within the district. Worcester is fifteen to twenty minutes away by car and placing print collateral where you are able and allowed to in a dense and highly trafficked area is good practice. Identify other areas beyond the district where you can place collateral (regional museums, airports, libraries and hotels).

Considerations and Challenges

This project will require money to design and print, thus a funding source from the start. If ad space can be sold, it will require a fiscal entity to accept the money. This could be Discover Clinton, WHEAT or another entity.

In addition to a print version, consider a digital version that can live on your website. If a wayfinding map already exists, consider including it in print material. If not, a simple and clear map of the area can be useful and eye-catching.

The information within written material has a finite shelf life as businesses open and close and calendars change. Consider starting with smaller batches and monitor engagement. Note that a new version or issue of a brochure will mean new setup costs, but additional copies only have

printing costs. Try placing a discount code, coupons or a QR code in brochures to track engagement and outcomes from marketing and sales campaigns. Distribution, monitoring engagement and keeping displays stocked will take an employee, intern or volunteer. Be prepared for the expense of this.

Key Performance Indicators

Track the number of brochures distributed. If coupons or discount codes or QR codes are included, track the number used or redeemed. Revenue from ad sales can also be measured.



Ann McFarland Burke
Consultant Vibrant downtowns,
healthy communities.



SME Administrative/Organizational Capacity Consultation

To: Daphne Politis

Plan Facilitator -Clinton

From: Ann McFarland Burke

**RE: SME Consultation on Organizational Development to expand
organizational capacity in Clinton MA in response to COVID recovery
efforts.**

Thank you for the opportunity to collaborate with you on your organizational capacity project for Clinton. 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 were able to pivot and respond to this crisis to help their small businesses weather the storm. Many downtowns have realized that a sustainable district management entity is positioned to help downtowns recover from COVID and prepare for the future.

In Clinton, there is interest in developing the organizational capacity to undertake marketing, business recruitment, create new events, cultural activities and other destination drivers for the downtown that will support small businesses and further COVID recovery efforts. The Municipality intends to build on the volunteer efforts of Discover Clinton. The municipality is interested in partnering with Discover Clinton, businesses, and property owners in launching a



phased approach to developing a BID. The municipality is considering using ARPA funding to assist in this process.

Action Items: The PF may consider these action items when developing your project rubric on creating a BID for Clinton:

- Getting Started - Identify Startup Resources
- Develop the Value Proposition
- Stakeholder Engagement
- Create a Community Outreach and Engagement Strategy
- Identify Downtown Priorities
- Confirming BID organizational model or alternative
- Resources for Sustainability

Getting Started - Clinton may initiate this project by creating a working partnership between the municipality and downtown stakeholders such as Discover Clinton, 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 BID (or other model) and communicate to the municipality and private stakeholders the impact of their investment. The goal of a BID is to build a destination that is attractive to potential businesses, residents, and visitors. A BID 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 BID 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.
- Produce and execute cultural and event programming
- Ability to respond to crisis - COVID
- Leverage resources and collaborations

Stakeholder Engagement/ Leadership and Partnerships - The municipality may engage Discover Clinton, key property and business owners, and civic leaders to launch the conversation about forming a BID. The goal of this effort would be to form a steering committee to develop a BID for Clinton. 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 refine the work program for the proposed BID. Additionally, this provides the opportunity to provide community education on the BID model, identify needs and opportunities as well as potential leadership to spearhead the BID organizational development. This could happen in a variety of ways Including:

- Community Forums - fun, engaging and Informational visioning sessions



- Peer Learning Panels - Executive Directors from BIDs in other similar communities.
- Visits to other communities with BIDs 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.

Confirming BID Organizational Model - Once organizers have established the downtown priorities/ proposed programs and budget, it will be important to confirm that there is consensus that a BID is the appropriate district management organizational model for Clinton.

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

PROCESS

Clinton may consider the following steps to begin the process of building support for a BID.

- Create a downtown partnership with the Discover Clinton, Municipality, key property owners, key local destination businesses, and chamber of commerce to launch the 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), Mass Development Real Estate TA program, 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 BID model /programming /budget
- Consider a phased approach to starting a BID
- Organizers may consider executing a demonstration project that could "show" potential programs and services provided to the downtown through a BID.
- Formal creation of BID model.

Basic outline of baseline requirements:

Business Improvement District -

- Undertake a petition process under direction of the steering committee to secure support of 60% of property owners representing, 51% of the assessed valuation of the district.

The petition will include:

- # Map and legal description of BID boundaries,
- # BID improvement Plan - programs and services
- # Fee Structure
- # Budget
- # Hardship Provisions
- # ID Management



Property owner signatures of support

- Formal Local Legislative Approval - Public hearing and formal vote by Select Board to establish the BID.
- Organizers complete 501c3 and Articles of Organization filings
- Approval of bylaws
- Establishment of a Board of Directors.
- Initiation of supplemental services
- Reauthorization by property owners every 5 years.

Timeframe: Organizers should be able to form a BID 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 -Forming a BID in Hudson

Case Studies https://www.massdevelopment.com/assets/what-we-offer/BID/HowToCreateABID_2020_CaseStudy_Hudson.pdf

https://www.massdevelopment.com/assets/what-we-offer/BID/HowToCreateABID_2020_CaseStudy_CentralSquare.pdf

https://www.massdevelopment.com/assets/what-we-offer/BID/HowToCreateABID_2020_CaseStudy_Hyannis.pdf



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Activate Alleys: Attract People to Under-Utilized Spaces



Provided by SME Consultant

Neighborways Design

Location

Frost Alley Somernova Campus, Somerville, MA

Origin	Rafi Properties LLC / Somernova Campus, Neighborways Design, Principal Group
Budget	 Phase 1 and 2 - Labor Budget: \$30,000 Materials Budget: \$20,000
Timeframe	 Phase 1: 2 to 6 months Phase 2: 6 months to 2 years
Risk	 Coordinate approvals with private public partnerships for traffic flow changes, Fire department access, parking impacts
Key Performance Indicators	Use: event registrations to track repeat visitors, non-event use to track how people use alley Modal split: increase walking and biking mode share Economic Impact: evaluate event and vendor profits User Feedback: Intercept surveys to capture user perceptions and feedback
Partners & Resources	Somernova tenants, abutters, City of Somerville Traffic and Fire Departments, Somerville Groundworks (watering / maintenance) Green and Open Somerville (Native Plant Experts), Local nurseries

Diagnostic

Frost Alley is a 10-minute walk from one of Somerville's most active business districts, Union Square, and for years has been a desolate cut through dominated by vehicular traffic.

Working with the development team at Rafi Properties, the Alley Activation project aims to create a more inviting, artistic, and lively space for people walking, biking, and wheeling, and as a destination for events and enjoyment.

Using traffic calming, placemaking, and programming, the team has been engaging in planning and design efforts with abutters to vision the space.

Phase 1 involved existing conditions assessment, planning, and installing self-watering planters in the summer of 2020. In 2021 working with Green and Open Somerville, we planted over 200 native plants in self watering planters. Branded as native Nova, the planters serve as an educational tool to encourage native pollinators and community engagement in ecological gardening.

Temporary public art was sprinkled on the pavement to celebrate Earth Day and create an engaging place for a pop-up market, Somerville Open Studios. The alley hosted over 20 vendors that would have otherwise not had a space to share their artisan crafts due to COVID-19.

Next steps are underway to engage local artists to implement unique and detailed art on the many blank walls and boarded up windows in the alley. Movable seating and an urban disc golf course will be installed to encourage activity and create a destination to spend time in, rather than pass through.

A youth design competition organized by a Groundworks Somerville, will engage high School students and offer prizes to the best design of custom planters.



Before



Concept Rendering



Phase 1: Traffic Calming via Self-Watering Planters, 2019

Diagnostic

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Action Items

Phase 1 involved existing conditions assessment, planning, and installing self-watering planters in the summer of 2020. In 2021 working with Green and Open Somerville, we planted over 200 native plants in self watering planters. Branded as native Nova, the planters serve as an educational tool to encourage native pollinators and community engagement in ecological gardening.

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Before



Concept Rendering



Phase 1: Traffic Calming via Self-Watering Planters, 2019

Process

- 1. Project Initiation and Planning:** Establish project goals, define success and how to measure it. Conduct fieldwork and “negative space” assessment to determine available space to program with traffic calming and placemaking. Coordinate master planning efforts for area.
- 2. Community Design Process:** Conduct feedback listening sessions to address challenges and vision opportunities for the future. Based on community feedback develop concept renderings and design plans for a phased implementation. Consider a range of finishes and cost options. Consider ways to involve the community including community design contests engaging students and local artists.
- 3. Implementation:** estimate quantities and procure materials. Meet onsite for installation and assemble DIY self watering planters and plant native plants. Hire local artists to install unique art pieces in the alley.
- 4. Programming:** Plan for temporary street closures and events in the alley. Consider hosting existing events in the space and plan new events such as pop-up markets, concerts, performances, walking tours, urban frisbee golf, food truck festivals, and rotating art installations.
- 5. Ongoing Monitoring / Maintenance:** hire people to maintain and water planters to ensure plants survive.
- 6. Iteration and Evaluation:** conduct before and after analysis including quantitative (e.g., speeds, volumes, revenue of businesses) and qualitative (e.g. photo, video, conversations, surveys) measures.

Lessons Learned

Keys to success: invest in an iterative public engagement strategy that provides multiple opportunities for engagement.

- Conduct door to door canvassing and flyering
- Host online community feedback meetings
- Work to find a win-win when there are competing interests – clarify needs vs desires.

DIY self-watering planters to reduce maintenance and save on costs. Featured planters cost approximately \$250/ea with labor and materials vs similar sized planters can range in cost from \$500-\$700.

Challenges / lessons learned:

- Provide multiple opportunities and advanced notice to engage the community
- Vandalism and theft are opportunities to bring the community together and iterate improvements.



DIY Self watering planter construction.



Temporary painting and native pollinator garden installation



Strategy Guide for Activating Public Spaces



Provided by SME Consultant

Central Massachusetts Regional Planning Commission

Location

Worcester, MA

Origin	CMRPC
Budget	 Medium
Timeframe	 Medium Term
Risk	 Medium Risk
Key Performance Indicators	Communities will have realistic action plan for easily permitting commercial and community activity on a range of public spaces
Partners & Resources	Regional Planning Agency, Municipal Planning Boards and Staff

Action Items

1.0 Background and Baseline Research

- 1.1 Inventory of public spaces (public and private): Identify the location and basic characteristics of all public spaces within the study area, including access, ownership and suitability for public activities
- 1.2 Inventory of existing permitted activities and processes : Review all processes for issuing of permits for public and privately organized events within public spaces
- 1.3 Stakeholder Identification and Outreach: Identify and solicit feedback from organizations, companies and individuals that have in the past held public events or showed interest in holding public events within the town or study area
- 1.4 SWOT Analysis : Analyze potential opportunities and challenges around utilization of public spaces
- 1.5 Case Studies and Resources: Research similar communities in the state and region and create a catalogue of realistic, achievable activities

2.0 Community Input

- 2.1 Municipal Listening Session(s): Solicit feedback on existing processes, paying special attention to what has worked, where friction points may be
- 2.2 Community / Stakeholder Listening Session(s): Solicit feedback from community stakeholders on opportunities and challenges
- 2.3 Summary of Community Feedback: Summarize all community feedback and develop recommendations for reducing friction points

3.0 Strategy Guide Development and Review

- 3.1 Summary and analysis of existing processes
- 3.2 Opportunities and Challenges
- 3.3 Case Studies
- 3.4 Recommendations for streamlining the permitting process
- 3.5 Review all recommendations with municipality and incorporate recommended edits

Process

1. Outreach and background research
2. Develop draft materials and visuals
3. Municipal review and revision

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>Submittal Checklist</p> <p><input type="checkbox"/> Property Owner Authorization</p> <p><input type="checkbox"/> Proof of Ownership</p> <p><input type="checkbox"/> Legal Description</p> <p><input checked="" type="checkbox"/> Narrative describing the event in detail. Including:</p> <ul style="list-style-type: none"> • Sounds which will project beyond the property lines. • Vehicular Traffic and parking <p><input checked="" type="checkbox"/> Site plan <u>showing</u>:</p> <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 <p><input checked="" type="checkbox"/> Application Fees \$620.00</p>	
<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>Applicant</p> <p>Name: _____</p> <p>Agent/Lessee: _____ Tax ID# _____</p> <p>Address: _____</p> <p>Email: _____ Phone: _____</p> <p>Event Details</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>Details of Event: (a narrative may be attached to describe the event in detail.)</p> <p>_____</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.

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.

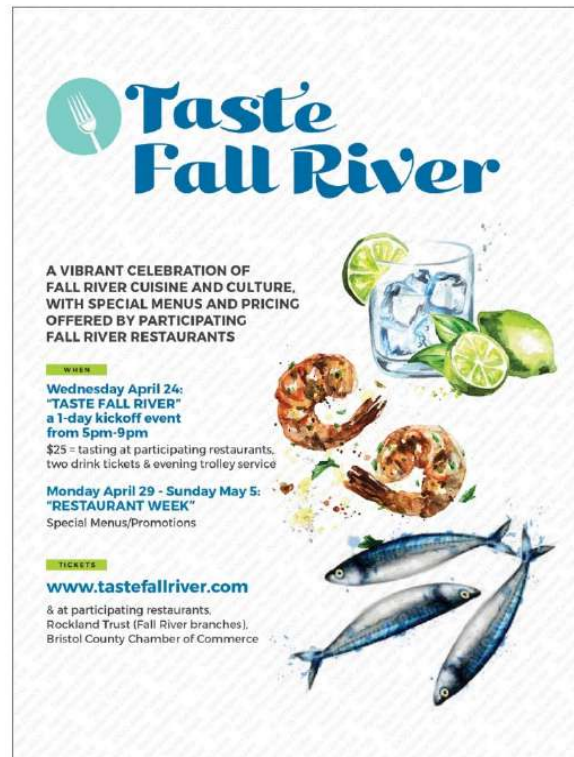
Action Item

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

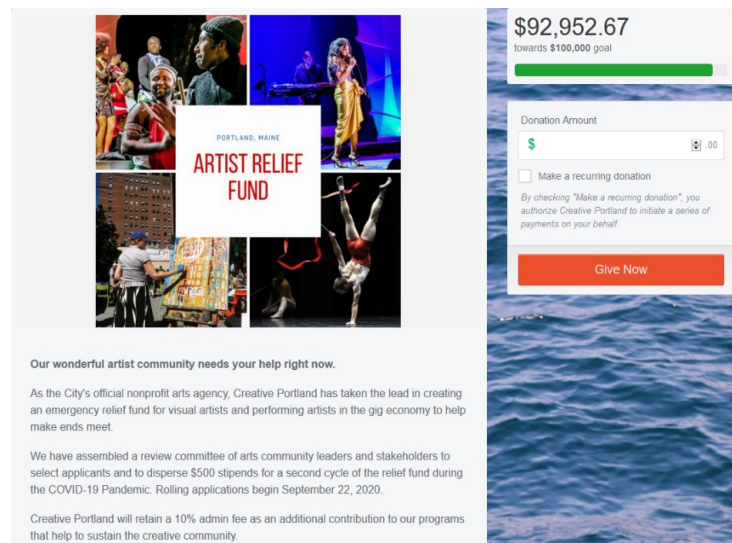
Given that DIF funding must be generally used for capital expenses, how can that help with the ongoing operational need of a local arts & culture organization? There are several ways that DIF funding of capital needs such as dedicated space for administration and performances, can help provide the economic 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 CREATIVE **PORTLAND**^{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
\$ 00.00

☐ 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



Gove Street Crossing: Pop-up Park + Plaza




Provided by SME Consultant

Civic Space Collaborative

Location

East Boston, MA

Origin	Friends of the Mary Ellen Welch Greenway and Boston Society of Landscape Architects (BSLA)
Budget	 Low (\$16,000 in total from Barr Grant, \$6,000 for materials, \$10,000 BSLA design competition and project management, \$20,000 pro bono time from Toole Design)
Timeframe	 Short Term (<5 years) – October 2018 to June 2019
Risk	 Low Risks (temporary installation, low-cost materials)
Key Performance Indicators	Participants at events, increase in the number of people sitting on the Greenway and picnic, positive comments from greenway visitors, and excited youth walking to school.
Partners & Resources	Friends of the Mary Ellen Welch Greenway, Greenway Council, Boston Society of Landscape Architects (BSLA), Toole Design, Boston Parks, City of Boston's Public Realm Director, East Boston Public Library, Krina Patel (artist), Zumix (music onsite), and volunteers
Diagnostic	<p>This project happened prior the COVID-19 pandemic, although planning and installation would be possible while still maintaining appropriate guidelines for public health.</p> <p>Painting the asphalt, planting annuals in the containers and perennials, and building the benches were all COVID-19 friendly activities since people were able to social distance and/or work in small groups.</p> <p>Over the past year, we saw important open space in our communities is for both physical and mental health, with parks being one of the few places where people could meet up safely outside. The pop-up park and plaza activated the Greenway using tactical urbanism and placemaking. As a result, the Greenway became even more of a destination and provided passive forms of recreation, which did not previously exist. In addition, the Greenway was transformed into an exciting place for people, and especially for children. As part of the installation, mini-libraries were filled with children's books and toys and were very exciting for the kids to discover when they went to school on Monday morning. With everyone spending a lot of time in their neighborhoods this past year, it is important to make spaces a little more exciting.</p>
Action Item	<p>The Friends of the Mary Ellen Greenway (FoMEWG) worked with the Boston Society of Landscape Architects (BSLA) to host a design competition for the Gove Street section of the Mary Ellen Greenway. A 12-member jury selected Toole Design to work on a seasonal installation.</p> <p>Over three months, Toole Design worked to refine the design by engaging East Boston residents. The final design and project included:</p> <ol style="list-style-type: none"> 1. a pop-up plaza on Gove Street next to a residential apartment building, and 2. a seasonal installation on the Greenway. <p>Both designs included a pavement graphic and seating. The FoMEWG hosted several programs at the pop-up plaza.</p> <p>This project was funded by a Barr Foundation grant to the Friends of the Mary Ellen Welch Greenway</p>



Gove Street Crossing: Pop-up Park + Plaza site plan. [Site Design: Toole Design]

Process

Design Competition

- **Design Challenge:** FoMEWG worked with BSLA to host a design competition for the Gove Street section of the Greenway. Eight entries were submitted that included both long and short-term ideas for the Greenway at Gove Street. The full set of design entries can be viewed at <https://maryellenwelchgreenway.org/2019/03/27/bsla-design-challenge-entries/>.
- **Design Selection:** The entries did not include the names of the individuals or firms in order to ensure a blind judgement of the designs. The 12-member jury of East Boston residents selected Toole Design to work on a seasonal installation. The final design was selected since it successfully active the spaces, greatly enhanced the east / west connections used by students, incorporated community engagement into the design process, and the materials were also in Spanish.

Pop-Up Installation Planning + Design

- **Planning + Design:** Over three months in Spring 2019, Toole Design worked to refine the tactical short-term installation by engaging East Boston residents and FoMEWG. The design was shared at the monthly Greenway meeting, and the Project Team engaged youth at the East Boston Public Library. The final tactical design with pavement graphic and seating including:
 1. a pop-up plaza on Gove Street next to a residential apartment building, and
 2. a seasonal installation on the Greenway.



Toole Design laying out the design before volunteers arrive



Working on an active Greenway and volunteer recruitment for people walking or biking by



Gove Street one week pop-up tactical plaza

Process (Continued)

- **Approvals for Boston Parks:** The Project Team met with Boston Parks to review the proposed design, and Boston Parks was asked to weigh in on the seating structures and painting before the design was final. The FoMEWG submitted a “Small Projects Form” outlining the proposed project, its design, and maintenance plan for Parks to review and approve.
- **Approvals from Boston Transportation Department:** The Project Team met with the City of Boston’s Public Realm Director to discuss the plaza concept. For the one-week temporary plaza installation, the project team applied for a 1-week event permit and posted “No Parking” signs.

Implementation

- **Material Acquisition:** In June, the project team acquired the materials from nurseries, lumber yards, the hardware store, and ordered the bistro sets online. These items were transferred to the site in East Boston upon procurement.
- **Installation:** Toole Design staff worked to build the exchange benches off-site and then assisted the benches on site. The Project Team planned for two installation days, which included a Saturday. Toole Design outlined the pavement graphics prior to volunteers arriving each day. Volunteers painted the pavement graphics on the Greenway and plaza, planted plants in the planters, and placed the seating. Lunch was provided to the volunteers.
- **Programs:** The FoMEWG hosted several programs at the pop-up plaza, including music in the evenings by local musicians, a piñata party with a local artist, Krina Patel, and games for children. Later in the summer, the Friends and Toole Design lead a bike ride for the LandLine Coalition, a group working to connect community paths and greenways in the Greater Boston region.
- **Removal:** The one-week pop-up plazas were removed, and the chairs and tables were relocated to the seasonal Parks installation on the Greenway. In the fall, the Parks installation with the benches were removed and put into storage for the winter.
- **Re-Installation:** In Summer 2020, the benches and Adirondack chairs were placed in the Parks section of the Greenway.



View from Bremen Street towards the Mary Ellen Welch Greenway, exchange benches with cases and planters



Gove Street Crossing: East Boston Greenway signage and temporary benches



Pinata Party planned by artist Krina Patel at the pop-up plaza



Programming & Activating Open Streets




Provided by SME Consultant

Jeanette Nigro – Perch Advisors LLC

Location

Brooklyn, New York City



Origin	Open Streets – Vanderbilt Avenue is led by Prospect Heights Neighborhood Development Council with support from Perch Advisors.
Budget	 <p>Medium Budget: Year 1 (2020) budget was less than \$20,000, but year 2 (2021) projected budget is approximately \$85,000</p>
Timeframe	 <p>Short Term (< 5 years) The 2020 season of Open Streets Restaurants Vanderbilt Avenue was a pilot, and a process of continual experimentation, iteration and improvement from start to finish. As a pilot program, it was launched in a matter of weeks. The program was relaunched in 2021 with improvements to streetscape, business engagement, and community input.</p>
Risk	 <p>Medium Risk: Project needed extensive support from the community and required a high level of involvement from NYC DOT</p>
Key Performance Indicators	<p>Increased pedestrian traffic volume and use of roadway for safe cycling Increased self-reported revenue for participating businesses Increased job opportunities within the commercial corridor Reported increased engagement between the community and local businesses, deeper sense of connection between neighbors and the local business community Drop in traffic noise during times of program</p>
Partners & Resources	NYC Department of Transportation, NYC Department of Sanitation, NYPD, Prospect Heights Neighborhood Development Council, Community Volunteers, restaurants, Perch Advisors
Diagnostic	<p>Challenges:</p> <ul style="list-style-type: none"> Businesses were forced to close their indoor spaces to customers as a result of local restrictions relating to the COVID-19 pandemic, and evidence that increased rates of transmission take place indoors. As a result of lack of customers, many businesses struggled to cover costs. The apartment buildings on Vanderbilt Avenue and adjacent blocks typically do not have private or communal outdoor space (terraces, balconies). There remained among community members a desire for safe spaces to gather to host socially distanced events such as family meals, birthday celebrations, children playing and community events. <p>Opportunities:</p> <ul style="list-style-type: none"> CDC guidelines suggest that COVID transmissions are significantly reduced outdoors. City streets offer open space for the local community to gather and interface with local businesses, so that businesses can recoup lost revenue. Open Streets was introduced by New York City Mayor Bill DeBlasio as a citywide program allowing commercial streets to apply to New York City Department of Transportation for permits to close streets to vehicle traffic so that businesses, including restaurants and retail, can expand into the travel lanes of the roadway. NYC's Open Streets program was developed through a partnership between NYC Department of Small Business Services, NYC Department of Transportation, and neighborhood-based community organizations representing local business communities, such as Business Improvement Districts, Merchants Associations, and Local Development Programs in neighborhoods throughout the 5 boroughs. The Open Streets program transformed Vanderbilt Avenue into public square, providing a desperately needed opportunity to mingle, people watch and appreciate the pleasures of city life.

Action Items

Vanderbilt Avenue Open Streets was piloted in 2020 by Prospect Heights Neighborhood Development Council (PHNDC). The program was launched within a very quick time frame and was revised in 2021 to address challenges and opportunities presented in the first iteration of the program. The program allows communities to embrace new public space and support small businesses.

- Outreach to businesses to determine interest in participating in an Open Streets program
- Determine timing of proposed Open Streets (once a week, every weekend)
- Secure support and needed permits from local Department of Transportation to close streets
- Determine staffing and fundraising plan (Paid staff will require a higher level of fundraising, while volunteers will require a higher level of management and coordination)
- Coordinate deployment of barriers and cones to close streets and indicate bike lanes -- either from DOT or privately purchased
- Determine seasonality of Open Streets -- does it take place all year long? Only in the spring and summer?

Create long-term goals, in partnership with the local Department of Transportation's 10-year goals:

- Does the community seek to reduce or eliminate car usage? Encourage public transit? Long term plans might work in partnership with other city transportation objectives, such as building out public transportation and bike infrastructure
- Long term goals: Permanent Open Streets – Use the temporary Open Streets program and outcomes as a model for a permanent closed street setting

Process

Considerations in implementing such a program:

- Open Streets programs should take place with some level of regularity, even if it's only once a week

Example: Vanderbilt Avenue is the major traffic conduit between Prospect Park and South Brooklyn and Atlantic Avenue onwards to Manhattan. The Avenue sees heavy bike traffic (approximately 800 bikes per hour at its peak). Thus accommodations must be made for bike traffic, with a clear bike path

- Make sure businesses have equitable access to open space.

Alternating sides of bike route so that businesses on one side of the street don't consistently lose the space for business. Businesses should pay proportionately to the amount of space they access.

- Make sure program can be sustained.

Activation of more permanent solutions to operating Open Streets likely to be funded through use of federal COVID relief funds that are intended for permanent pedestrian blocks, staffing, operations.

- Activate underutilized space in the Open Street with arts and cultural programming

Ensure that members of the local artistic community have equal access to the opportunity to perform, create and install art.

Programming should be

- Diverse and inclusive
- Last a reasonable amount of time (30 - 90 minutes)
- Take place at reasonable hours (not when neighbors may be sleeping)
- Family friendly
- Reasonable volume so as not to disturb neighbors

The program was transformative to the neighborhood and helped 24 restaurant partners to survive complete closure of indoor shopping and dining due to COVID-19. Feedback from residents, visitors and businesses to PHNDC has been extremely positive and supportive of continuing in the future.

For a great article on the NYC Open Streets Program, visit:
<https://www.nytimes.com/interactive/2020/12/17/nyregion/nyc-open-streets.html>



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.



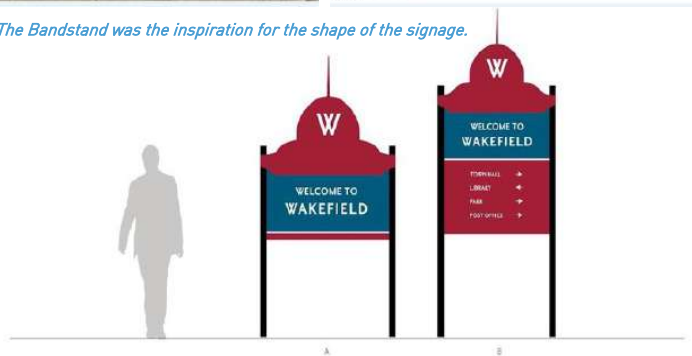
Old Band Stand adjacent to Lake Quannapowitt in Wakefield, MA

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 Shelved

- 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.



See our 2018 Wakefield Memorial High graduation supplement

WAKEFIELD ITEM HOURS
Monday - Thursday 7:30 - 4:00
Friday 7:30 - 3:00

RECYCLE COLOR: Blue • Tuesday, June 5, 2018 • 36 Pages

the Wakefield DAILY ITEM

Family-owned publication serving Wakefield for 124 years • 75c Newsstand, 00c Home delivery www.wakefielditem.com

Sailboat with cherries

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

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

Community Meeting and Open House: Hurd School future options

WAKEFIELD — The Town Council and Town Administrator Site-evaluated the Hurd School location and the public is invited to a second Open House and Community Meeting.

The first Open House was held at the Hurd School on Wednesday, June 20 at 6:15 p.m. 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 Winsip 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 canceled.

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

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 Page 7

the Wakefield DAILY ITEM

Family-owned publication serving Wakefield since 1894

Kiosks before Council tonight

WAKEFIELD — A group of residents who have been working to help the town with the kiosks will be at the Town Council meeting tonight to discuss the kiosks and the town's response.

The town's Board of Selectmen is expected to be in the room for the meeting, which will be held at 7 p.m. at the town hall. The town's Board of Selectmen is expected to be in the room for the meeting, which will be held at 7 p.m. at the town hall.

The town's Board of Selectmen is expected to be in the room for the meeting, which will be held at 7 p.m. at the town hall.

Kiosk Debate Dominates Town Council Meeting

WAKEFIELD — A debate over the location of the kiosks dominated the town council meeting last night.

The town's Board of Selectmen is expected to be in the room for the meeting, which will be held at 7 p.m. at the town hall.

The town's Board of Selectmen is expected to be in the room for the meeting, which will be held at 7 p.m. at the town hall.



**TOWN OF
WAKEFIELD**

STYLEGUIDE



**TOWN OF
WAKEFIELD**



WINTER 2021

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.

Pledge To Support Local



REVENUES
& SALES

Provided by SME Consultant

Amherst Business Improvement District

Location

Amherst, MA

Origin	Amherst BID
Budget	 Under 20,000 all in.
Timeframe	 Immediate impact
Risk	Every moment of this pandemic has been immediate and high risk for downtowns and Main Streets across the globe. There was never time, money or energy to waste.
Key Performance Indicators	Success was quantifiable with entries for prizes
Partners & Resources	Greenfield Savings Bank as Media Partner
Diagnostic	<p>Holiday Shop local, support small business and “take away” were main focus of the Pledge Campaign. Pledge Cards were printed on card stock, available to download from website and placed in local paper to cut out. Local radio marketing invited people near and far to take the challenge to support local. Over 2 months eat at or take away from 10 downtown Amherst restaurants. Cafes or coffee shops, purchase from at least 5 local retail stores and enjoy 3 downtown services.</p> <p>Success was immediate with requests for pledge cards from all businesses. Hundreds of entries were mailed to us with receipts as proof. Calls, social media posts and emails to our offices expressing excitement and commitment to supporting downtown were constant through out – months later we are being asked to run a similar campaign.</p>

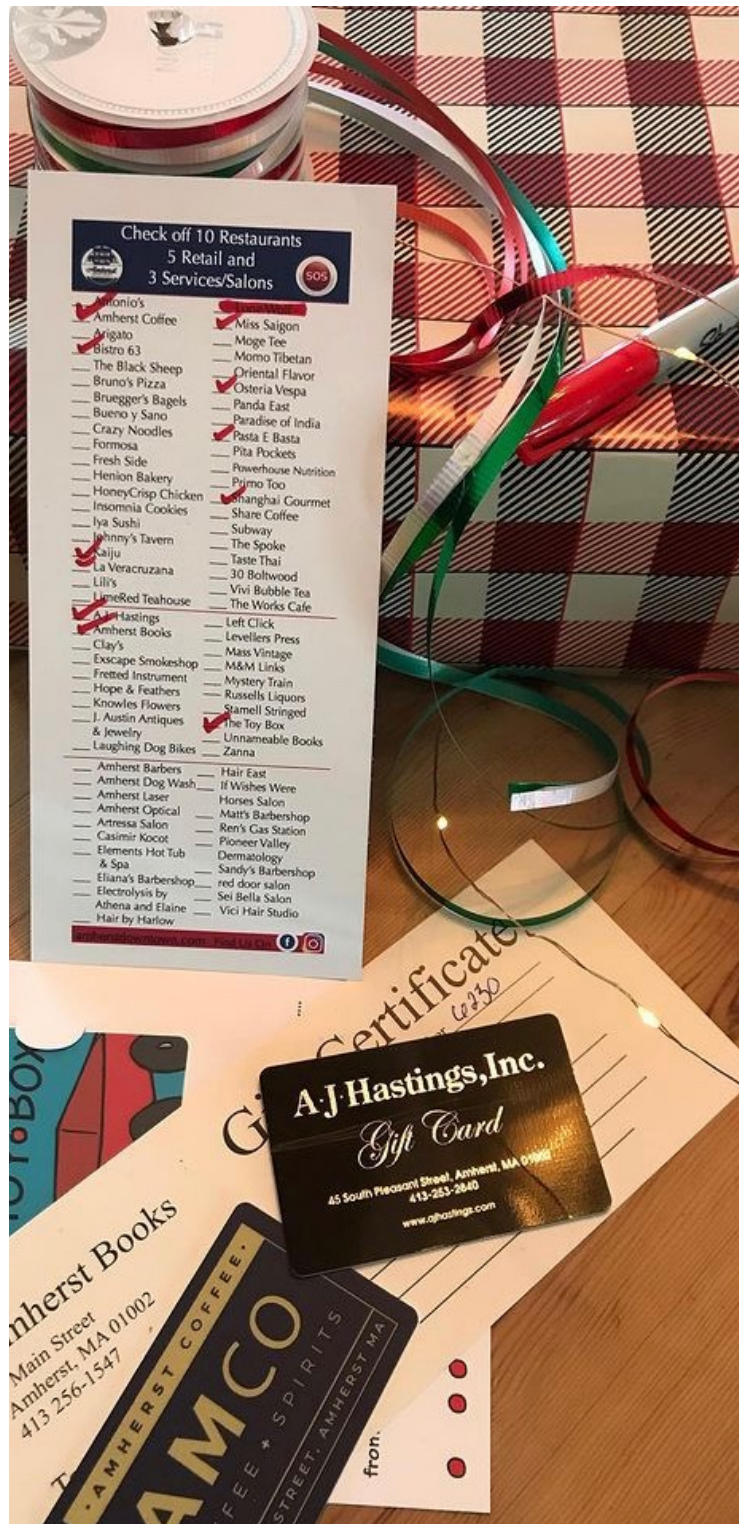
Process

- ① Concept: Incentivize people to shop local over a 2 month period in a fun and light way
- ② Treasure hunt concept boiled down to a check list
- ③ Make sure it is within reach, a bit of a stretch but nothing too daunting
 - ① 10 restaurants
 - ② 5 retail
 - ③ 3 services
 - ④ 10 weeks to complete
- ④ A Pledge to support: involved, active, challenge for the greater good
- ⑤ Create and print Pledge Cards
- ⑥ Marketing: Honest "State of the Downtown":

Businesses down 70+%, due to pandemic, you make the difference: a call to arms

Marketing Plan:

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



Checking off the businesses....

Success

- The Pledge to Support was a HUGE success for our downtown businesses
- Hundreds of completed pledge cards were mailed, emailed and dropped off complete with all receipts as proof
- We received countless emails and calls letting us know how fun this was, how many NEW businesses they tried
- Businesses reported sales increase and customers relating that they were there because of the Pledge and will be back to continue to support
- All winners were awarded local area gift cards – keeping the money local and in the hands of our small business owners.



Local Store owner Social Media post



Mailed in receipts with pledge card

I AM STRONG

I AM POSITIVE

I AM RESILIENT

I AM CONSIDERATE

I AM WELCOME

I AM HOPEFUL

I AM **HERST**



HELLO

Welcome back.

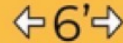
We're so glad to see you. Please be considerate of others to keep Amherst safe and healthy.



WASH YOUR HANDS



WEAR A MASK



SOCIAL DISTANCE

WELCOME BACK

AMHERST DOWNTOWN



#IAMherst Welcome

Provided by SME Consultant




Amherst Business Improvement District

Location

Amherst MA



REVENUES
& SALES

Origin	Amherst BID, Downtown Amherst Foundation, Town of Amherst, Amherst Area Chamber of Commerce
Budget	 <p>Low Budget: Materials \$15,000/ Graphics \$1,500 Marketing \$2,500</p>
Timeframe	 <p>Immediate impact but with a message that can and will continue long past the pandemic with simple alterations and replacements</p>
Risk	 <p>Every moment of this pandemic has been immediate and high risk for downtowns and Main Streets across the globe. There was never time, money or energy to waste.</p>
Key Performance Indicators	Social Media reaction. Business stability. Consumer Confidence .
Partners & Resources	Tiger Web graphics, Downtown Amherst Foundation, the Chamber of Commerce
Diagnostic	<ul style="list-style-type: none"> Amherst MA was effectively “shut down” 3 weeks prior to the Shelter in Place orders on March 13. The University and College with in 48 hours closed and sent their students, faculty and staff home, effectively removing close to 40,000 residents of our community. Our downtown and surrounding areas became a ghost town overnight. We did not see the robust summer that the “summer vacation destinations” enjoyed while case numbers were relatively low. Amherst business hovered at around 20-25% of previous years and our unemployment at an all time high of 22% in the State today remains at one of the highest at 5.1%. Consumer confidence during the pandemic with our student population and spikes had to be addressed as did the “anti-student” sentiment that continued to grow with each spike. The #IAMherst campaign addressed head on our demands that in our BID area masks were to be worn, distancing was to be respected and that we took this Virus seriously. Just as important to this messaging was that ALL are WELCOME in Amherst and that we are a strong, resilient, compassionate and open community to all residents.
Action Item	Create a marketing campaign that can launch Amherst Wide on all available platforms addressing the immediate concerns of the pandemic while reminding all that we are welcome, safe and in this together.

Post Pandemic

- The #IAMherst campaign will continue post pandemic with timeless messaging that our community both visitors, residents, students and passers through are WELCOME
- The Campaign serves this community through uncertain and certain times and maintains a positive, happy and heartening message for all when in our downtown.
- The mask, hands and distance signs will outlive their relevance but the #I AM signs will continue to serve our area with bright, open messaging



Takeout & Delivery Options Scan Image QR Code



Support Local • Eat Global
amherstdowntown.com/takeout

Fridge magnet QR code to current up to date list of dining establishments . 10,000 given out at start of fall semesters to UMASS & Amherst College students



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

Shared Streets and Spaces *cont'd*

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:

■ 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



New Bedford, MA

Credit: Amber Vallancourt (MassDOT)

continued next page

Credit: Amber Vallancourt (MassDOT)



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



Credit: Solomon Foundation

Shared Streets and Spaces *cont'd*

■ 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](#)
- [Neighborhoodways](#)
- [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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Muskegon Western Market



Provided by SME Consultant

Bench Consulting (from Patronicity)

Location

Muskegon, Michigan

Origin	The City of Muskegon
Budget	 <p>The total project budget ran was \$100,000 but low cost rentals from vendors allow the municipality to recoup a portion of the costs of building and operating this project, in addition to recouped sales tax revenue.</p>
Timeframe	 <p>Implementation can take 2-3 months while annual setup can be done in a few weeks. This project runs May to November annually.</p>
Risk	 <p>Risks here are fairly minimal but are dependent on the type space you choose to locate the project. Here, municipal parking spaces are removed to create this destination.</p>
Key Performance Indicators	Number of businesses to use the space. Number that go on to expand operations in town. The number of attendees at different events and pedestrian counts in downtown. Area business increase on days of events or activations.
Partners & Resources	Area small business support groups, local chambers of commerce, designers, landscapers, contractors and community groups.
Diagnostic	Downtown Muskegon was once a bustling downtown but like many communities, suffered at the hands of failed Urban Renewal projects and a Downtown adjacent indoor shopping mall which sucked the commercial life away from Downtown. As the downtown began to recover, retail rents increased rapidly and it became difficult to fill many of the empty storefronts in town with small, local businesses. A local farmers market was becoming one of the most successful in the state and the City was looking for a way to build upon that success, drawing more visitors, while also supporting and growing more small businesses in the community to fill vacant store fronts. It was determined that a destination or “central” point for visitors to orient themselves in the community was needed in hopes of sprawling out into the community from that central base.
Action Item	The Muskegon Western Market is an opportunity to support and grow new local businesses. As with any community focused placemaking project, its important to ensure collaboration and cooperation with local organizations, non profits and community residents to ensure a projects adoption by the community and prolonged community engagement. Locating a place that will support strong foot traffic while also being close enough to the downtown core that it will draw visitors into the Downtown after visiting this location is also key. Whether you use a parking lot, public park, vacant lot, alley or converted street space, ensure the location serves the goals you’re trying to accomplish with the project. If you want to draw people into the downtown, be sure it’s adjacent and walkable.

Process

1. **LOCATE:** Find a suitable location for the project. This could be a vacant lot, an alley, a parking lot space or street space currently devoted to vehicles. Ensure its centrally located within walking distance of numerous other commercial opportunities. Be sure it's a space that can support a true business test while drawing visitors to your Downtown.
2. **PARTNER:** Identify a strong base of supporters to help implement and ensure space is embraced by the community & businesses have a constant flow of local customers and visitors to the community.
3. **PLAN:** A combination of active and passive uses will ensure adoption of the site. While the programmed retail space will be your focus, passive community space is a must, whether recreational activities, seating, swings, a neighborhood lawn or other activity, ensure there are multiple draws to attract all different types of users to the space.
4. **IMPLEMENT:** With support of local contractors, the town was able to repurpose a number of small sheds into portable retail spaces, given a custom touch by each of the vendors paying a modest annual fee to operate the business. The space itself was slated for redevelopment and everything built was designed to move to another site when the time came to build.
5. **ITERATE:** After year 1, 2 businesses actually entered into full time leases based on their success in the chalets. As year 3 begins, half of the businesses are brand new and a waiting list exists for others to come in and try their hand at brick and mortar retail.

"It is a great way to add temporary retail at an affordable price. Vendors have the opportunity to open their own business and determine if it is the right fit for them without investing significant amount of capital. It has been a win-win all the way around."

- City Manager Frank Peterson





The Corner Spot




Provided by SME Consultant

Bench Consulting (from Patronicity)

Location

Ashland, MA



Origin	Town of Ashland, Area business owners, resident volunteers.
Budget	 <p>Total project budget was \$59,000 with funding provided through a MassDevelopment grant, online Patronicity crowdfunding campaign and in kind donations.</p>
Timeframe	 <p>Implementation timeframe is just a few weeks. Since most placemaking is iterative, changes and improvements to both the site and programming occur over the years of its lifetime.</p>
Risk	 <p>As is the nature with more tactical interventions like this, risks are diminished since this is initially a temporary installation with a far lower budget than many municipal projects.</p>
Key Performance Indicators	Number of businesses to use the space. Number that go on to expand operations in town. The number of attendees at different events and pedestrian counts in downtown. Area business increase on days of events or activations.
Partners & Resources	Local landscape companies, local fabricators, local craftspeople and artists to help design and build components of project.
Diagnostic	The town had a small, municipally owned lot with a structure slated for demolition on the edge of downtown, between the center of Town and the MBTA station. A local diner had closed depriving the town of the key "third space." With an increasing number of storefront vacancies in the Downtown Area, there was a need to draw people back into the downtown while also encouraging stopping and staying activities. This need for a central gathering space and a place for small businesses to develop more of a foothold in the community made a project like the Corner Spot the perfect opportunity to create a "town square" like atmosphere for residents to create a public heart and hub of the community.
Action Item	The Corner Spot is a placemaking opportunity for downtown Ashland where businesses can test drive the market and residents can come together to increase the sense of community and help revitalize the downtown area. The Corner Spot is intended to stimulate economic activity in Ashland, attract new developers and business owners as well as increase foot traffic downtown to help support existing and future business. You'll need to locate a prime site for this, ideally on a property controlled by the town, whether municipal parking lot, vacant lot or centrally located space. Once you have the space determine any initial permitting issues that may preclude or hinder you from using the site for certain passive or commercial activities. Develop a site layout plan and a rough preliminary budget and allocate any funding opportunities including grants and private donations that may be available. Ensure you have an adequate programming plan and maintenance plan lined up for the site. Maintenance could require some funding so ensure you have long term funding set aside to operate the site.

Process

1. **LOCATE:** Find a suitable location for the project. This could be a vacant lot, an alley, a parking lot space or street space currently devoted to vehicles. Ensure its centrally located within walking distance of numerous other commercial opportunities.
2. **PARTNER:** Identify a strong base of supporters to help plan and implement any placemaking project from community groups to business owners, artists and other stakeholders.
3. **PLAN:** Determine the different major component parts of this project to begin to formulate a vision for the site. Do you want a mix of passive and active recreation opportunities? Seating to encourage takeout dining from area restaurants. Wifi to encourage outdoor remote workers to the area? If there's a retail opportunity, what does the physical space look like, do you to be able to conduct light food prep which will require plumbing. Determine any ADA and other accessibility issues early on as well. Obtain necessary permitting and insurance on the site.
4. **IMPLEMENT:** Demolition of the existing structure was donated by a local contractor and grading & landscaping labor was donated by another. From there, local makers were used for the swings and table seating and a local contractor fit out an old tool shed to design and develop the Corner Spot's central retail space.
5. **FEEDBACK:** The Town conducted numerous resident surveys during the first years of the Corner Spot and continues to solicit feedback from residents and businesses about how the space can better fit their needs. Use a combination of electronic and in person survey tools to engage constructive feedback.
6. **ITERATE:** Over the years, new components have been added to the site based on resident donations and new types of events based on requests of area businesses and residents. Event schedule

The space has become the "heart and soul" of the community allowing a passive space for community gathering in the heart of Downtown while also providing a space expose the community to area small and startup businesses.



Family events at The Corner Spot are popular including story time, concerts and fitness classes.



Nu3Kidz was one a nearly 50 businesses that have popped up for a week at a time at the Corner Spot.



Urban Land Institute (ULI) Colorado Revitalizing Longmont's Great Western Sugar Mill

A Technical Advisory Panel Report



A Report from the Longmont Sugar Mill Technical Advisory Panel

By ULI Colorado

August 20-21, 2020



Table of Contents

I.	Executive Summary.....	2
II.	Introduction.....	4
III.	Overview.....	5
IV.	Findings.....	8
V.	Recommendations.....	10
VI.	Conclusion.....	37
VII.	Stakeholders.....	38
VIII.	ULI Volunteer Panelists.....	39

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Colorado

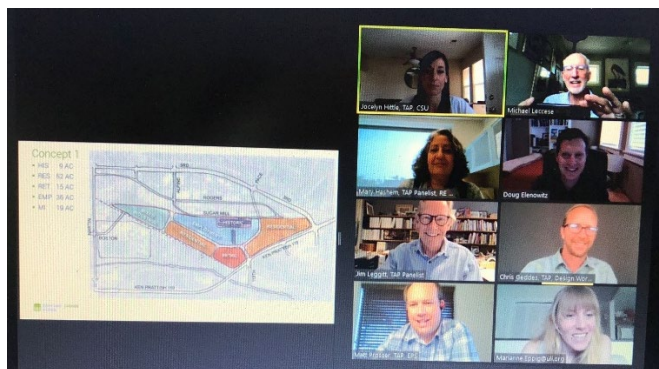
Cover image by: Kerry Garrison

Overview of ULI Advisory Services

Since 1947, the national ULI Advisory Services program has assembled 400+ ULI-member teams to help sponsors find solutions for issues including downtown redevelopment, community revitalization, and affordable housing, among other matters. In Colorado, ULI Advisory Services have provided solutions for such key sites as the Colorado Convention Center, Coors Field, Fitzsimons, and the Denver Justice Center.

Technical Advisory Panels (TAPs)

ULI Colorado's Technical Advisory Panels (TAPs) offer the same expertise at the local level. Each panel is composed of qualified and unbiased professionals who volunteer their time. Panel chairs are respected ULI members with previous panel experience. Since 2003, ULI Colorado has completed more than 60 TAPs, leading to positive policy changes and built projects across the state.



ULI volunteer panelists and staff convened virtually for this Technical Advisory Panel, which took place over two days during the COVID-19 pandemic.

I. Executive Summary

The Great Western Sugar Mill in Longmont, Colorado, initially constructed in 1905, has been shuttered since 1977—but that has not restrained people's fascination with the buildings. Back in 2012, Boulder County Public Health issued a warning to stay away from the buildings due to asbestos, unstable structures, and other dangerous conditions by putting up a "stay out" sign at the property. Large fires have been started by trespassers over time, increasing the instability of some of the buildings. Despite these precarious conditions, the sugar mill buildings retain a high level of interest from the Longmont community and developers who envision a new future for the site.

During Longmont's most recent comprehensive plan update in 2016, the sugar mill buildings and surrounding land were identified as a priority for redevelopment, preservation, and adaptive reuse. The City has and continues to receive inquiries of interest from the development community, particularly since its inclusion within Longmont's Opportunity Zone.

The City of Longmont asked ULI Colorado to study six contiguous land parcels, including about 125 acres and the historic Great Western Sugar Mill structures. In August 2020, ULI Colorado convened a Technical Advisory Panel (TAP) composed of volunteer experts to provide recommendations related to the revitalization and reuse of the Sugar Mill and the surrounding land. This report includes the findings and recommendations that came out of that TAP.

The City of Longmont sought the panel’s insight and recommendations in answer to the following problem statement and questions:

The Longmont Sugar Mill complex is deteriorating, contributing to visually unappealing and unsafe conditions. Challenging land ownership configurations and environmental conditions have prevented redevelopment, which could transform the area into a unique and highly desirable area. The primary challenge is finding a strategy that can appease the concerns/interests of the current landowners, particularly relative to the property upon which the historic buildings sit, that would lead to consummation of a sale(s) to development interests. Another primary challenge to overcome is the complications involved with the known and unknown environmental conditions, and associated risk and liability accordingly. Addressing the ownership issue is the lynchpin to moving reuse and development forward. Along with the challenges to gaining control of the site, there are questions about potential adaptive reuse of the historic buildings, and well as the urban design framework, land use, and types of complimentary development on the remaining undeveloped sections of the site. Environmental stewardship and sustainability will need to be critical elements for any development project on this site. The City of Longmont hopes to move forward with restoring and preserving the historic buildings, while pursuing optimum development and reuse opportunities.

1. What strategy(s) could be pursued to gain control of the historically significant property prior to remediation, to minimize or protect a private party or the City from any associated risk or liability?
2. What strategies could be employed to remediate and restore the historic structures and what types of uses would be best suited to reuse the existing buildings?
3. What opportunities exist to incorporate diverse housing types into this overall area, including more affordable and attainable housing?
4. Can the project area, or even the historic buildings themselves, incorporate agricultural-based production, research and/or marketing facilities either in a stand-alone complex or integrated into a community, incorporating other elements such as housing, culture, recreation, entertainment, and commercial space?
5. What is the opportunity for the project to serve as a pioneering model for development of an environmentally conscientious and sustainable community, and what elements should be incorporated?
6. What are some solutions to provide robust, multi-modal connectivity to other parts of the city and larger region, and how should they be incorporated into an overall development framework?

The panel’s recommendations are divided into sections based on the questions posed to them:

- **Site Remediation:** pages 10-17
- **Master Planning the Site:** pages 18-26
- **Creating an Agri-Hub:** pages 27-32
- **Developing a Sustainable Community:** pages 33-34
- **Financial Strategies:** pages 35-36

Key Takeaways:

- City investment can help support the historical legacy of the site and its role as a gateway into the city
- Risk of missing this unique and important opportunity to make this iconic site accessible to the public
- Need for due diligence & data on the site
- Resolve water issues to move forward
- Need for Master Plan & collaboration between owners and/or land assembly
- Plan for a mix of uses on the site to fit with City’s Comprehensive Plan
- Importance of agriculture to the community
- The site could be an example of pioneering sustainability



An aerial view of the Great Western Sugar Mill. Photo by Richard M. Hackett.

II. Introduction

The Great Western Sugar Mill in Longmont, Colorado, initially constructed in 1905, has been shuttered since 1977—but that hasn't restrained people's fascination with the buildings. Back in 2012, Boulder County Public Health issued a warning to stay away from the buildings due to asbestos, unstable structures, and other dangerous conditions by putting up a "stay out" sign at the property. Large fires have been started by trespassers over time, increasing the instability of some of the buildings. Despite these precarious conditions, the sugar mill buildings retain a high level of interest from the Longmont community and developers who envision a new future for the site.

During Longmont's most recent comprehensive plan update in 2016, the sugar mill buildings and surrounding land were identified as a priority for redevelopment, preservation, and adaptive reuse. The City has and continues to receive inquiries of interest from the development community, particularly since its inclusion within Longmont's Opportunity Zone.

The City of Longmont asked ULI Colorado to study six contiguous land parcels, including about 125 acres and the historic Great Western Sugar Mill structures. In August 2020, ULI Colorado convened a Technical Advisory Panel (TAP) composed of volunteer experts to provide recommendations related to the revitalization and reuse of the Sugar Mill and the surrounding land. This report includes the findings and recommendations that came out of that TAP, which took place virtually during the COVID-19 pandemic.

III. Overview

On August 20-21, 2020, ULI Colorado convened a Technical Advisory Panel (TAP) to provide guidance on the revitalization and adaptive reuse of the Great Western Sugar Mill and surrounding property in Longmont, Colorado. For this two-day workshop, ULI Colorado assembled six land use experts (see panelist bios on pages 39-40) who volunteered to offer objective, third-party advice. The panel reviewed a detailed advance packet of prior studies, virtually toured the site with drone footage, and interviewed local stakeholders, including City staff, public officials, property and business owners, and local residents and organizational leaders (for a list of stakeholders interviewed, see page 38).

The City of Longmont gave the panelists the following problem statement and questions to address during the TAP:

Problem Statement

The Longmont Sugar Mill complex is deteriorating, contributing to visually unappealing and unsafe conditions. Challenging land ownership configurations and environmental conditions have prevented redevelopment, which could transform the area into a unique and highly desirable area. The primary challenge is finding a strategy that can appease the concerns/interests of the current landowners, particularly relative to the property upon which the historic buildings sit, that would lead to consummation of a sale(s) to development interests. Another primary challenge to overcome is the complications involved with the known and unknown environmental conditions, and associated risk and liability accordingly. Addressing the ownership issue is the lynchpin to moving reuse and development forward. Along with the challenges to gaining control of the site, there are questions about potential adaptive reuse of the historic buildings, and well as the urban design framework, land use, and types of complimentary development on the remaining undeveloped sections of the site. Environmental stewardship and sustainability will need to be critical elements for any development project on this site.

The City of Longmont hopes to move forward with restoring and preserving the historic buildings, while pursuing optimum development and reuse opportunities.

The City of Longmont sought the panel's insight and recommendations in answer to the following questions:

7. What strategy(s) could be pursued to gain control of the historically significant property prior to remediation, to minimize or protect a private party or the City from any associated risk or liability?
8. What strategies could be employed to remediate and restore the historic structures and what types of uses would be best suited to reuse the existing buildings?
9. What opportunities exist to incorporate diverse housing types into this overall area, including more affordable and attainable housing?
10. Can the project area, or even the historic buildings themselves, incorporate agricultural-based production, research and/or marketing facilities either in a stand-alone complex or integrated into a community, incorporating other elements such as housing, culture, recreation, entertainment, and commercial space?
11. What is the opportunity for the project to serve as a pioneering model for development of an environmentally conscientious and sustainable community, and what elements should be incorporated?
12. What are some solutions to provide robust, multi-modal connectivity to other parts of the city and larger region, and how should they be incorporated into an overall development framework?

This report includes findings and recommendations related to each of these questions.



Parcel map of the study area. The green circle indicates the location of the Great Western Sugar Mill.
Map courtesy the City of Longmont.

About the Study Area

The Longmont Sugar Mill buildings retain a high level of interest from the Longmont community; the City regularly receives emails and phone calls about saving this historic site. During the most recent comprehensive plan update in 2016, this area was frequently identified as a priority for redevelopment, preservation, and adaptive reuse. More specifically, the Sugar Mill, as part of the East Highway 119 Gateway, was identified as one of four citywide focus areas (visit <http://bit.ly/EnvisionLongmont> for more information). This priority area has also been acknowledged by the Longmont City Council and is specifically identified as a priority item in its 2020 work plan. The City has and continues to receive inquiries of interest from the development community, particularly since its inclusion within Longmont's Opportunity Zone.

The City of Longmont asked the TAP panelists to study six contiguous land parcels, including about 125 acres and the historic Great Western Sugar Mill structures. Most of the land is undeveloped, except for about 10 acres where the historic sugar beet processing buildings still stand. The western edge of the site is around a half mile from Longmont's historic downtown, and the sugar mill complex itself is just over a mile away. About one-third of the site is currently located within City limits. The balance of the site is situated in unincorporated Boulder County, but within the Longmont Planning Area.

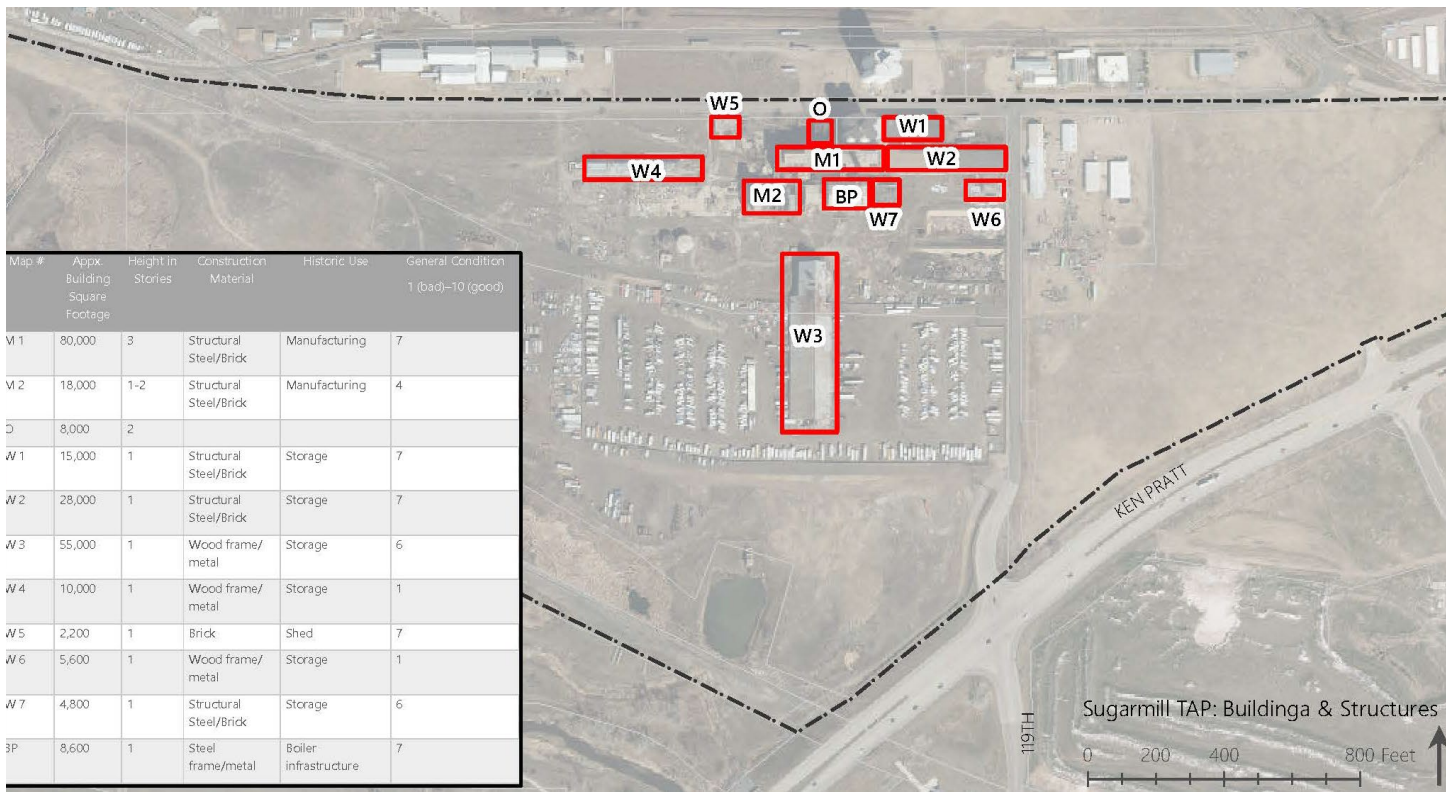
The Sugar Mill is located at the eastern gateway of the City of Longmont along Colorado State Highway (SH) 119/East Ken Pratt Boulevard. The Sugar Mill complex is comprised of several significant historic structures constructed around the year 1905, with a significant modification made to the boiler plant in 1947. Based on information provided by the property owner, these buildings were constructed with structural steel membranes and brick façades. A significant amount of the brick work, most of which is not a structural element, has collapsed over time since the Sugar Mill was shuttered in 1977. The office building referenced as O on the map on page 7 suffered significant damage from a fire, which destroyed the upper level of the building, and the roof of structure M2 has collapsed.



An interior view of the Great Western Sugar Mill.
Photo courtesy SUBSTREET.



A historic photo of a Great Western Sugar Mill billboard.
Photo courtesy Colorado Preservation Inc.



The Sugar Mill complex includes eight historically significant structures, comprising approximately 160,000 square feet of building area. These structures stand as a relic of the plant's history as a sugar beet processing plant that was built and expanded in phases starting in 1903. The building with the most reuse potential has three stories and offers about 60,000 square feet of adaptable space. Another 52,000 square feet of space is situated within two adjacent multi-story buildings, one of which was severely damaged by fire. The rest of the historically significant structures are one-story with high ceiling clearances.

The owner of the historic buildings currently uses one of the single-level structures for storage, salvage, and repair operations related to off-site business activities. The other historic buildings are in such disrepair that they cannot be occupied. Most of these buildings have been impacted by transient activity, fires, and the continuing crumbling and collapse of brick structures. The adjacent parcel to the south has been used for RV storage and fencing supplies.

The City is highly motivated to preserve the historic structures since they chronicle Longmont and Boulder County's history. The buildings offer immense potential for adaptive reuse that, in part, could interplay with the nearby agricultural and urban landscapes and activities. The vast amount of surrounding undeveloped property provides an opportunity to blend old with new, creating a legacy community respectful of the area's history. This site offers a tremendous opportunity to integrate a diverse range of land uses including housing, employment, commerce, recreation and culture, based on sustainable development.



Firefighters work to extinguish a fire at the Sugar Mill in 2016.
Photo courtesy Mollie Kendrick.

IV. Findings

During the workshop, the panelists toured the study area virtually, spoke with local stakeholders, and reviewed materials from the City of Longmont about the site. Before diving into recommendations, the panelists came up with the following findings.

Assets & Opportunities

Panelists agreed that this site has many assets that could be leveraged for successful redevelopment and revitalization. Some of the specific assets and opportunities include:

- Historic buildings that present adaptive reuse opportunities
- Two large boilers on site with unknown potential to be reused to produce energy
- Regional transportation access to the site (I-25, SH 119, 3rd Ave.)
- Around 125 acres, much of which is currently undeveloped land
- Spectacular mountain views from the site
- Funding availability from public sources for site cleanup and planning
- City owned and provided 1-GB internet service
- City owned electrical utility
- Proximity to St. Vrain Creek and its regional bicycle/pedestrian trail
- Proximity to vast amounts of City and Boulder County open space
- Strong and growing development market for Longmont and the surrounding region

Challenges

The City of Longmont is wise to proactively pursue recommendations for overcoming the significant challenges to redevelopment. The panelists identified the following challenges specific to this site:

- Multiple land ownerships & irregular shaped parcels
- Large amount of developable land relative to absorption capacity
- Poor condition of historic structures, along with trespassing & fires
- Known asbestos contamination in historic buildings
- Unknown viability for reuse of two large boilers along with the cost to remove them
- Unknown and/or limited information regarding ground/water contamination
- Lack of infrastructure to support redevelopment
- Lack of consensus over water rights on site
- Proximity of wastewater treatment plant on the west end of the site
- Rail tracks restrict access to St. Vrain Creek
- Bicycle/pedestrian trail along opposite side of river from site
- Major electrical transmission lines run along southern edge of site
- Limited budget and financial capacity for the City of Longmont to provide direct funding
- Lack of due diligence on the site (such as site and environmental assessments)
- Unknown costs of clean up
- Site is like a large island with a lack of multi-modal connectivity



A south-facing view of the Great Western Sugar Mill. Photo courtesy SUBSTREET.



Photo of the Great Western Sugar Mill in Longmont courtesy SUBSTREET.

V. Recommendations

The panel's recommendations are divided into sections based on the questions posed to them:

- **Site Remediation** Recommendations begin on page 10
- **Master Planning the Site** Recommendations begin on page 18
- **Creating an Agri-Hub** Recommendations begin on page 27
- **Developing a Sustainable Community** Recommendations begin on page 33
- **Financial Strategies** Recommendations begin on page 35

SITE REMEDIATION

The Panel's Approach

To provide guidance on remediation of the environmental conditions in and around the site, the panelist reframed the City's questions to the following:

- How do you manage the risk and liabilities to parties taking title to and remediating the site?
- What strategies could be employed to remediate and restore the historic structures?
- How can the City influence outcomes on the site?
- What are the considerations for effectuating the sale or control of the site?

Managing Risk & Liability

Since the Great Western Sugar Mill was shuttered in 1977, known and unknown environmental and structural hazards have accumulated. The historic structures are in desperate need of stabilization and repair. Friable asbestos—a known carcinogen—has been identified in the buildings, with significant amounts believed to have been released over time. Large transformers remaining in the buildings are known to have Polychlorinated Biphenyls (PCBs), which also have harmful health effects. Environmental conditions relative to the soils and water in the area have not yet been determined.

Overall, there is insufficient data to characterize or quantify the nature and extent of environmental hazards in this area, or to estimate the cost of addressing the issues. It would be difficult to underwrite a development project here with so many unknowns. Identifying and managing risk and liabilities is of primary importance for anyone who takes title to and remediates the site.

Recommendations for managing risk & liability:

Collect more data

- Characterize and quantify the environmental conditions
- Determine if there are other conditions on site that must be addressed
- Sample for asbestos in the surrounding soil to determine if there is a significant risk to public health

Extinguish the liability

- Take advantage of the [Colorado Voluntary Cleanup Program](#) (VCUP), which provides property owners with resources to facilitate cleanups, as well as assurances against regulatory enforcement
- Remediate environmental conditions on site
- Redevelop the structures to eliminate safety hazards

Manage the risks

- Secure [Environmental Insurance](#), which protects owners of brownfields
- Screen and select qualified contractors
- Leverage contracting mechanisms such as guaranteed fixed price remediation (GFPR) or risk sharing contracts

Appropriately identifying the site conditions is a necessary first step for entry into the VCUP program, for underwriting environmental insurance, and for quantifying costs to support the pro forma, financing and development of the property.

How the City Can Influence Outcomes on the Site

Since the City of Longmont does not have control over the site, it would be difficult to influence site outcomes, as the owners have property rights. There are, however, options for restructuring that can be considered by stakeholders.

“Asbestos has likely been dispersed around the site.”

**- Jesse Silverstein, Principal,
Development Research
Partners**

FRIABLE ASBESTOS

Friable asbestos containing material (ACM) is any material that contains more than one percent asbestos by weight or area, depending on whether it is a bulk or sheet material and can be crumbled, pulverized, or reduced to powder by the pressure of an ordinary human hand.

“Great Western went bankrupt in the 1980s and we backed into the sugar mill with a sale-leaseback. I never expected that we would be trying to redevelop the property, and now we’re responsible for environmental cleanup. We’re concerned about the environmental unknowns. We want to try to reuse the boilers for biomass generation of electricity, which would be a win-win since it’s so cost-effective and could bring in money for cleanup. We originally had 300 acres and had to sell off pieces for financial reasons. In terms of redevelopment, retail is in trouble and office is in flux, so we’re in a state of wondering.”

**- Dick Thomas, Owner of the
Sugar Mill Property**

Options for structuring:

1. **Private party buys the property:** An arms-length purchase and sale of the property is the best-case scenario for shielding the City and current owners from risk. This option provides the least opportunity for control over development outcomes other than through standard entitlement processes. Several parties have mentioned an interest in purchasing the whole site, going through the annexation process with the City of Longmont, and conducting environmental cleanup and master planning with the community. The current owners could negotiate to retain control of the boiler building if the boilers are deemed viable for energy production.
2. **The City or Urban Renewal Authority (URA) takes title to property:** This option provides the highest degree of control over the development outcomes, but as an owner, the City or URA would be stepping into the title, with the attendant liabilities.
3. **The City of Longmont enters into a Disposition and Development Agreement (DDA) with a private party:** DDAs involve the sale of City-owned land to a developer in exchange for restrictions on the use of the property. This would require that the City take title to the property first, but a DDA would shield the City from liability while allowing contractual control over development outcomes. Alternatively, a voluntary Development Agreement between the landowners and the City could help to negotiate the provision of infrastructure, public spaces, and amenities on the site.
4. **The City creates or supports the creation of a new entity specifically for development of the site:** The panel believes that creating an entity, such as a Community Development Corporation (CDC), would best shield the City from liability while providing for contractual development controls and long-term management of the property. A CDC is a nonprofit organization incorporated to provide programs and services that promote and support community development. This could also be achieved in the form of a public-private partnership with a third party that takes title to the site.

It is the panel's recommendation that **Scenario 4** would be the best option for the City. It is, however, likely to be the most expensive option. **Scenario 3** is the preferred alternate recommendation. Regardless of site ownership, the City of Longmont can support existing and future stakeholders as they conduct necessary due diligence, structure deals, and create a master plan for development of the site.

"I'm a real estate investor specializing in brownfield redevelopment. We look for properties around the country and we'd be interested in acquiring this site if we can put the parcels together under one ownership. It works better to have one group do all the site planning. Then we can go through the annexation, do the master plan, and do the environmental cleanup. We have patient capital and would need a return, but we'd be willing to work with city and community on a master plan."

- Dwight Stenseth,
President, Real Estate
Recovery Capital

Considerations to Effectuate Sale or Control of the Site

There are a variety of alternatives for moving forward with remediation and redevelopment of the site:

- Current owners voluntarily complete remediation of the site
- Current owners partner with a qualified developer to remediate and redevelop the site
- Current owners sell the site to a developer
- Public entities incentivize and/or pressure current owners to complete remediation and/or sale
- Public entities use statutory powers, such as eminent domain, to move forward remediation and redevelopment of the site

Understanding the Motivations of the Current Owners:

Legacy

The current owners of the historic Sugar Mill structures, Dick Thomas and his son Steve Thomas, care about the legacy of the site. They envision a campus centered around the historic structures that combines agricultural research with a mix of high-quality uses such as housing, retail, and office space. They agree that it makes sense for the multiple properties within the site to be planned as a whole, as opposed to piecemeal development within current property lines, and that environmental studies could help all the property owners with cleanup.

Renewable Energy Production

Dick and Steve Thomas' company is titled "Clean Energy Partners LLC," indicating their intention to pursue renewable energy production. They hope to reuse the Sugar Mill's boilers to burn waste wood—such as beetle kill wood to minimize forest fire threats—and produce biomass energy. This energy could be sold to Xcel Energy, the Platte River Power Authority, or to the City of Longmont to help fund the cleanup and redevelopment of the site, and then could be used on the newly developed campus as part of a localized renewable energy district. According to the owners, this would be carbon-neutral energy production and the forest service mentioned to them that they would be excited to have a place to take the wood, which they currently burn in piles. In terms of emissions and impacts to surrounding uses, the owners cited the [St. Paul Cogeneration](#) biomass plant in downtown St. Paul, Minnesota, saying that people don't even know the plant is there.

The integrity of the existing boilers, however, is unknown. While boiler explosions are uncommon, they can be deadly. The owners said that the boiler inspector claimed the boilers were in good condition before the Sugar Mill was shut down, but they would need to be recertified. Local experts in biomass energy, such the [bioenergy group at the National Renewable Energy Laboratory](#) (NREL), could help assess the feasibility of reusing the boilers for biomass energy production and the cost of creating a district system for energy.

Valuing the Property

Setting a financial value for the sugar mill property has been a challenge for the current owners. Anyone who seeks to redevelop the property would need to be able to absorb the property acquisition price in addition to covering the costs of remediation and redevelopment. A number of factors that interplay in a potential purchase price negotiation, and that need to be addressed, include:

- Comparable land sales in the immediate area
- Value of the historic buildings given present conditions
- Projected environmental remediation and structural restoration costs
- Determination over the existence of water rights and/or eligibility for water credits from the City of Longmont
- The property owner's interest in retaining ownership of boilers to generate and sell electricity back to a utility

Each of these matters require resolution to make a land sale transaction a reality. The panel advised that it would be in the City's interest to facilitate processes that could provide the necessary information. For example, working with the property owner to conduct needed environmental assessments and/or a study determining the viability of boiler

"I like the idea of reusing the boilers. I have to ask though: what's the likelihood of this happening? How expensive? How viable? Boilers are big and dangerous – when things go south it gets really expensive and dangerous. People die when they explode. Permitting is a challenge."

- Tony Curcio, Vice President,
Iron Woman Construction

BIOMASS PRODUCTION EXAMPLE

In 2003, Ever-Green Energy developed [St. Paul Cogeneration](#), a biomass-fired combined heat and power (CHP) plant, to improve the efficiency and environmental profile of District Energy St. Paul in Minnesota. This facility provides renewable, reliable electricity to Xcel Energy and heating to the district heating customers.

reuse. Since the water credit issue has become a roadblock to progress, the City may want to consider establishing criteria or policy through which some level of consideration for water credits could be offered to facilitate a desired redevelopment outcome (i.e. preservation/reuse of historic buildings, affordable housing, sustainable development elements, etc).

Incentives (“Carrots”):

City investment in the site could help to advance desired outcomes. The panel recommended these public incentives for cleanup and redevelopment:

- **Early Stage Assessment and Planning:** Remove obstacles for current owners to collaborate on environmental assessments and site planning.
- **Assessment Funding:** Provide support and help to corral public resources for environmental, structural, and historic assessment, testing, and observation.
- **Feasibility Funding:** Support energy feasibility and assessment of boiler reuse, renewable energy production, and an energy district on the site. This could involve partnering with NREL and the Environmental Protection Agency (EPA) on their [RE-Powering Feasibility Studies](#), which evaluate the feasibility of renewable energy production on brownfields.
- **Master Planning:** City staff can help the site owners with community engagement and overall site planning, which can maximize value for all owners.

The panel encouraged the City to limit the strings on these investments, since information related to assessments, feasibility, and planning benefits all stakeholders.

Panelists also recommended meaningfully investing in “but for” costs (i.e. “but for the city’s investment, these things would not occur”), such as those related to:

- **Specific desired outcomes**, like remediation, infrastructure, historic preservation, development agreements, energy district creation, etc.
- **Reducing investment risk** and supporting returns and capital efficiency (public investment reduces risk for private capital).

Overall, the panel recommended public investment in the site because public capital measures return on investment (ROI) differently than private capital, which typically has a shorter timeline and higher financial ROI requirements. Public capital can be used to deliver on the community’s goals.

Enforcement (“Sticks”):

If necessary, public entities can also enforce existing regulations to make progress on the site, including:

- Enforcement of health and safety, use, and code violations
- Foreclose on tax liens
- Statutory powers, such as eminent domain

“The City has to lead the effort. The risk profile is different for a private developer is than it is for a public entity.”

- Carl Koebel, Chief Operating Officer, Koebel & Company

“But for the City’s investment, redevelopment along the lines of what they are hoping for will not occur.”

- Panelist Doug Elenowitz, Principal, Trailbreak Partners



An interior view of the Great Western Sugar Mill. Photo courtesy Scott Haefner.

Remediation and Reuse of Historic Buildings

The historic structures of the Great Western Sugar Mill are in need of stabilization and repair, hopefully before they deteriorate beyond salvation. The panel concluded that information gaps related to environmental and structural conditions, and the water rights issue, must be filled before significant forward movement will occur.

Assessment required:

- Environmental
- Structural
- Cultural inventory and historical significance
- Systems and infrastructure
- Code, health, and safety considerations

Determination of elements to be preserved, replaced, or removed:

- Determine costs and uses of specific elements
- Find out financial and historical value of elements
- Consider use and associated constraints of [Historic Preservation Tax Credits](#)
- Assess impacts to development timeline

Early engagement with experienced contractors:

- Evaluate means and methods for deconstruction, reconstruction, replacement materials, and efficient systems
- Contractors can help identify unknowns that will influence cost and schedule
- Get a cost estimate and scope of work to get to a white box, core and shell condition
- Assemble the costs to stabilize or demolish buildings not identified for reuse

Anticipate:

- Removal of regulated building materials—such as asbestos, PCBs, and lead—that pose a health risk. This should include an asbestos abatement plan and there may be an opportunity for an asbestos in place plan.
- Considerations should include modern building codes and expectations, such as ADA compliance and energy efficiency. Elevator service, stair dimensions, corridor locations relative to egress, points of access, and temperature and moisture management should also be considered.
- Plan to develop spaces that are flexible for end users, since uses will likely change over time.

Examples of Adaptive Reuse of Old Industrial Buildings



Rendering of the Garver Feed Mill in Madison, WI. Photo courtesy Garver Feed Mill.

[Garver Feed Mill in Madison, WI](#)

Garver Feed Mill was built in 1905 for the U.S. Sugar Company, serving as a sugar beet processing plant from 1906 to 1924. The site was purchased in 1930 by James R. Garver, remodeled and became the main facility for Garver's Supply Company. The property was foreclosed in 1972. After decades of neglect and decay, the Feed Mill was renovated and reopened in 2019 as home to a collection of producers, artisan food makers, wellness studios and hospitality providers. The renovated Feed Mill honors and preserves Madison's rich agricultural and industrial history by re-activating the building as a next-generation food production center and provide visitors with the opportunity to taste the best of Madison. The historic Mill has been transformed into a platform for local food businesses to grow, and in turn, expand Madison's profile as a Midwestern hub of high quality, hand crafted food and drink. Private and public events in our indoor and outdoor event spaces keep Garver bustling throughout the year. In winter months, Garver is home to the Dane County Farmers Market, the largest producer only farmers market in the nation.



Monadnock Mills in Claremont, NH. Photo by Sally McCay.

[Monadnock Mills in Claremont, NH](#)

Monadnock Mills included four vacant and historic textile mill buildings on the Sugar River crumbling from decades of neglect. Over time, the City of Claremont acquired the properties and in 2004 publicized a Request for Developers. Around 130,000 square feet were renovated and converted for corporate offices, conference facilities, a boutique hotel and restaurant, 47 residential condominiums, and a parking garage. The mills project is considered the centerpiece of the revitalization of the city and has won numerous awards.



Pearl Brewery in San Antonio, TX. Photo courtesy AtPearl.com.

[Pearl Brewery in San Antonio, TX](#)

As a former brewery operating from 1883 to 2001, Pearl reflects a vivid past while embracing the future with environmentally sustainable buildings mixed with historic architecture. The mixed-use space features retail, dining, picturesque green spaces, a riverside amphitheater, and the third campus of The Culinary Institute of America. From Pearl's innovative 2009 solar installation to drought-resistant xeriscaping, Pearl is committed to sustainability. It started with preserving the historic brewery buildings and has grown to a host of environmentally friendly practices.

More Examples of Adaptive Reuse:

- [Artspace Loveland in Loveland, CO](#)
- [Ginger & Baker in Fort Collins, CO](#)
- [Historic Flour Mill in Salina, KS](#)
- [Iron Works Village in Englewood, CO](#)
- [Optimist Hall in Charlotte, NC](#)
- [Steel Yards in Boulder, CO](#)
- [The Source in Denver, CO](#)
- [Tivoli Station in Denver, CO](#)
- [Windsor Mill in Fort Collins, CO](#)



Ginger & Baker in Fort Collins, CO. Photo courtesy PHOCO.

MASTER PLANNING THE SITE

The City of Longmont asked the panel about what uses would be best suited for the existing buildings, and whether diverse housing types could be integrated into the site along with other agricultural, recreation, entertainment, and commercial uses. City staff also asked about incorporating multi-modal connectivity into an overall development framework for the site. The panel provided the following recommendations in response.

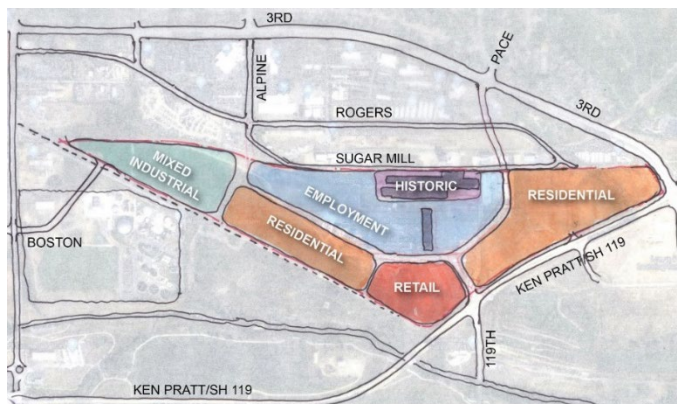
Need for a Master Plan

An overall site master plan will ensure that development phasing, land use distribution, circulation, and open space support the vision for the entire 125 acres. The panel noted that planning and developing the properties as a unified district will result in better outcomes for all stakeholders than a piecemeal approach.

The panelists drafted the following concept plans to begin the brainstorming process for the site. Ultimately, the property owners, city staff, and members of the community can work together to develop a shared vision for the site. The panel's "bubble diagrams" below illustrate where uses could be situated on the site and they included example images of what the uses could look like. Multiple concept plans are used to show possibilities for the site, which can be helpful for getting feedback from stakeholders.

While the bubble diagrams indicate general locations of uses on the map, the panel recommended that green space and other design elements be added throughout the site and to buffer uses from surrounding streets and floodplains. Panelists also suggested adding a gateway element to welcome people into Longmont and announce the public entrance of the Great Western Sugar Mill as they drive up East 3rd Avenue from State Highway (SH) 119/E Ken Pratt Blvd. Those elements could be designed with artists and public input.

Concept Plan 1



Acreage by use in this concept plan:

- Historic Buildings: 9 acres
- Residential: 52 acres
- Retail: 15 acres
- Employment: 36 acres
- Mixed Industrial: 19 acres

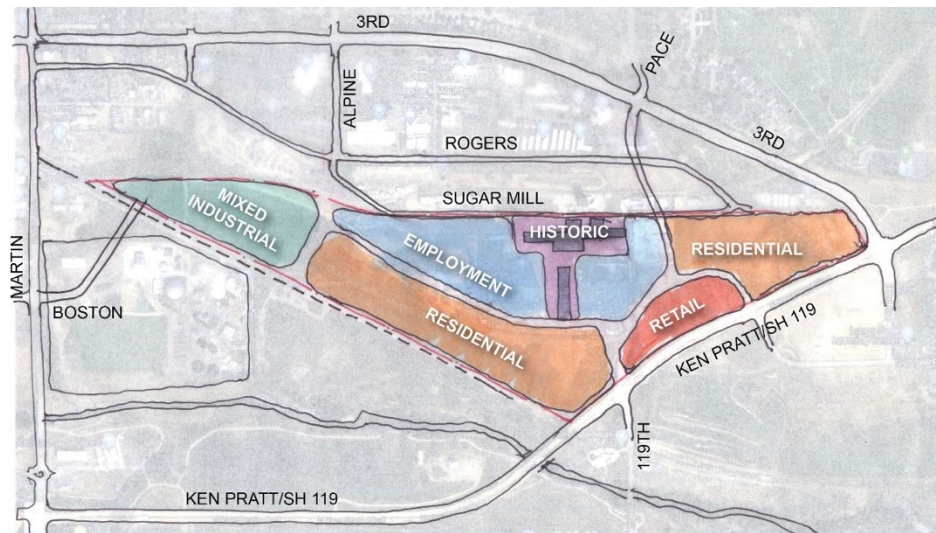
"It would be great to have a comprehensive vision with regulatory documents for the overall site. It doesn't need to be a PUD. A concept plan for this area could provide a framework for development on the site without too much discretionary review. Annexation, zoning, and entitlements would be important and discussions regarding various uses could happen before application."

**- Brien Schumacher,
Principal Planner, Longmont
Planning & Development
Services**

"We termed this the Gateway Project because we see this as the gateway to Longmont."

**- David Tschetter,
Developer**

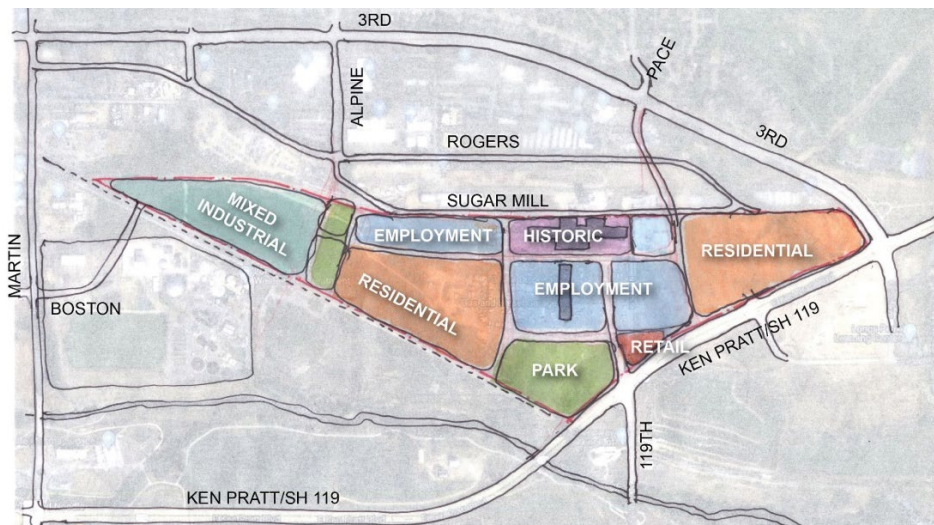
Concept Plan 2



Acreage by use in this concept plan:

- Historic Buildings: 12 acres
- Residential: 57 acres
- Retail: 10 acres
- Employment: 33 acres
- Mixed Industrial: 20 acres

Concept Plan 3



Acreage by use in this concept plan:

- Historic Buildings: 9 acres
- Residential: 46 acres
- Retail: 3 acres
- Employment: 33 acres
- Mixed Industrial: 20 acres
- Park: 16 acres

Overall Site Yield for Uses

To help calculate the site yield for uses in all the concept plans, the panel provided the following:

- Historic buildings adapted for the Agri-Hub or other appropriate uses: 9 to 12 acres (depending on which buildings are reused)
- Retail: 3 to 15 acres (30,000 to 150,000 square feet)
- Employment/Office: 30 to 36 acres (around 500,000 square feet)
- Mixed Industrial: 20 acres (around 175,000 square feet)
- Residential: 45 to 55 acres (1,750 to 2,250 units)

Design Guidelines

The panel suggested that design guidelines, rather than strict standards, should be developed to ensure that the quality and character of buildings and public spaces are consistent across development phases. These design guidelines could help to create a sense of place, align with the City of Longmont’s design standards, and highlight the historic buildings, while not being overly prescriptive. Branding the area collectively with design guidelines could help with high-quality placemaking and cohesive, attractive development.



Joanna Gaines, famous for her designs on “Fixer Upper,” is a co-creator of Magnolia Market at the Silos in Waco, TX. Photo courtesy WildlyCharmed.com.

“I like the idea of branding the project collectively. We could lead with creative placemaking—public amenities, design, architecture, native landscaping, renewables--and could bake Longmont’s values for the built environment into the process.”

- David Tschetter, Developer

“This could be a catalytic project for the area with public-facing amenities that serve the site and the broader region.”

- Justin Croft, VP of Development, Zeppelin Development

Mix of Commercial

Many of the stakeholders and the panelists agreed that the site is large enough to host a variety of commercial uses. Some of the ideas for this mix include:

Agri-Hub



Flower Day at Eastern Market in Detroit, MI. Photo courtesy Know Detroit.

- Flexible future re-use of historic buildings, featuring their agricultural history
- Locally sourced food & beverages available onsite
- Consumer-facing growing, processing, storage, production, and distribution of agricultural products

“With COVID, there’s more interest in locally sourced food products. Longmont Dairy added cold storage due to increased demand. There’s also a large labor force for food and agriculture in this area, and food and beverage production nearby. It would be great to highlight the agricultural heritage of this area with an employment center that could also contribute financially to the city.”

- Jessica Erickson, President & CEO, Longmont Economic Development Partnership

Retail



Nordic Brew
Works in
Bozeman, MT.
Photo courtesy
Armstrong
Marketing
Solutions.

- Comfortable community hub centered around historic buildings with integrated retail
- Support for local businesses
- Fresh food from the Agri-Hub
- Retail along SH 119/E Ken Pratt Blvd
- All retail fits in with site aesthetic
- Integrated parking (not the front door)
- Sales tax revenue from retail generates opportunities for the use of Tax Increment Financing (TIF) on the site

Employment



The Cannery
office building in
Campbell, CA.
Photo by Jeff
Peters, Vantage
Point
Photography Inc.

- Employment space related to the Agri-Hub (research, production, storage, distribution)
- Research & development
- Food and beverage business incubation

Mixed Industrial



From left: Gotham Greens greenhouse next to the Stanley Marketplace in Aurora, CO (photo courtesy Gotham Greens). The Shepherd's Corner, Inc. in Bridgeport, WV serves as a distribution center (photo courtesy Shepherd's Corner).

- Agricultural “back-of-house” with space for processing, storage, production, and distribution of agricultural products
- Light manufacturing space
- Artisan makerspace

Mix of Housing

City of Longmont staff asked the panel about opportunities to incorporate diverse housing types into this site, including more affordable and attainable housing. There is strong demand for additional housing in the region; however, the amount of residential development allowed would be limited if the site is annexed by the City of Longmont and the formation of a Metro District is desired in this area (both recommended for financial reasons; for more information see page 36). Also, the City of Longmont’s Comprehensive Plan does not currently allow for suburban, detached single-family housing and has specific density requirements relative to this site.

Since this is the case, the panelists recommended adding a diverse mix of housing types at medium density to serve an intergenerational population.

Agricultural Village Orientation



Magnolia’s Spring at the Silos in Waco, TX. Photo by Audrey Duke.

The panel recommended creating an agricultural village by adding a mix of housing around the Agri-Hub. The suggested multifamily housing within mixed-use areas and townhomes and cottage style housing in surrounding areas. A variety of housing types allow for a range of price points, meeting the existing demand in the region.

“We continue to need housing as a community. I would not want that to be overlooked. Housing has to stay in the mix.”

- Joni Marsh, Assistant City Manager, City of Longmont

“Start with for-sale housing to build critical mass on the site and to support the other developments and uses. The Metro District can help. A residential community can surround the core of the site and the City can control the cleanup and remediation of the historic buildings.”

- Carl Koebel, Chief Operating Officer, Koebel & Company

Senior Housing



Galloway Ridge,
a Life Plan
Community, at
Farrington
Village in
Pittsboro, NC.
Photo by Brent
Clark.

The panel noted that senior housing could work well as part of the community. They suggested around fifty-five or more units of apartments and small homes that provide a continuum of care for seniors. In addition to offering lifecycle options, senior housing does not require as much parking as other housing types.

Cottage Communities



The Patch
explores an infill
version of the
'Agrihood'
concept for
residential
development.
Image courtesy
KTY
Architecture.

The panel also recommended for-sale and for-rent cottage style residential homes with communal open space. To achieve an average density, these single-family homes could be built on small lots, with around twenty dwelling units per acre and around 750-1,250 square feet per unit.

Townhomes



Modern Mueller Row Home by the Muskin Company. Photo courtesy Mueller Silent Market.

Townhomes are a great choice for the site because they fill demand for middle income housing with high quality products. The panel recommended around 6-10 townhomes per building with around 1,000-1,500 square feet per unit. At this density, the site could host around 15–20 dwelling units per acre.

Mixed-Use Multi-family Housing



Serenbe Textile Lofts in Atlanta, GA. Photo by Peachtree Photography.

Mixed-use development with multi-family housing above commercial space makes sense close to the Agri-Hub core. The panel recommended for-sale condominiums above ground floor commercial that helps to activate public spaces. Panelists suggested around 800-1,500 square feet per residential unit with around 25-30 dwelling units per acre.

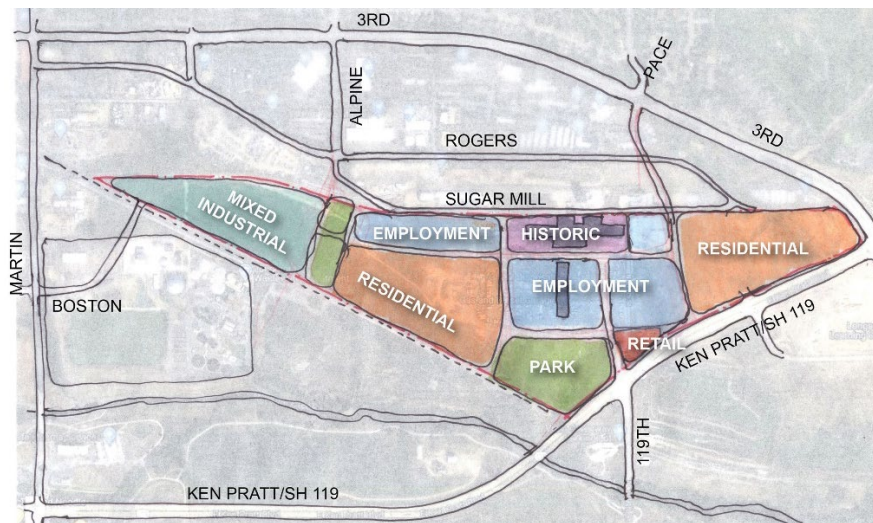
Multi-family Attached Apartments/Condominiums



Modern apartment buildings in Berlin, Germany. Photo by querbeet.

Multi-family attached housing, such as rental apartments and for-sale condominiums, are important for providing needed affordable housing in the region. These could include high-quality community amenity spaces for residents. The panel recommended around 800-1,200 square feet per unit and around 40-50 dwelling units per acre.

Transportation Network



“There are a lot of barriers between this site and the rest of the community. This site is an island, so it needs connections to the rest of the city.”

- Phil Greenwald, Longmont Transportation Planning Manager, City of Longmont

The City of Longmont asked the panel for ways to provide robust, multi-modal connectivity throughout the site and to other parts of the city and larger region.

The panel recommended the following transportation solutions:

- Add multi-modal streets interior to the site, as well as bike and pedestrian improvements to existing streets, such as East Rogers Road and Sugar Mill Road
- Connections to Pace Street, as physically and financially viable, through the site for multi-modal access to downtown Longmont and other areas north of 3rd Avenue
- Bike and pedestrian linkages to surrounding neighborhoods, tying into existing trail systems and to Downtown
- Local access connections with Boston Avenue at Martin Street (around the city owned waste treatment facility on the west side of the site) and Pace Street, which would likely need to curve to the east due to topography
- Regional access connection at East 3rd Avenue and SH 119/E Ken Pratt Blvd
- Collector streets around the exterior of the site for cars and buses
- Transit stops along the site

Since connectivity to the rest of the community is important, the panel recommended including specific connectivity solutions in the master plan for the district. A site plan could tie into current and future plans for the area, such as the rail system, bus rapid transit, transit hub, and SH 119 plans.



The trail system through open space at Stapleton in Denver is an example of connectivity. Photo courtesy Westerly Creek Metropolitan District.

CREATING AN AGRI-HUB

At the beginning of this process, the City of Longmont asked: “Can the project area, or even the historic buildings themselves, incorporate agricultural-based production, research and/or marketing facilities either in a stand-alone complex or integrated into a community, incorporating other elements such as housing, culture, recreation, entertainment, and commercial space?”

The panel answered definitively: yes.

Creating a Regional Food Hub and Agricultural Production and Distribution Center

The panel embraced the idea of creating a regional Agricultural Hub on this site. They envisioned a campus with the historic structures at the core. The buildings with structural integrity could be reused to showcase the history and current methods and research related to agriculture in the area, much like the [Tillamook Creamery](#) with interactive information displays in front of active production and shops.

The panel imagined farm-to-market production, along with a distribution center on the site. The production could be small scale with demonstration farms and gardens that could support commodity production locally. The Hub could show how food is produced and distributed, and provide visitors with opportunities to purchase local, fresh produce and engage with the research and demonstration gardens (think vertical hydroponics and aquaponics, native plants, and test kitchens). The buildings could also be used for events and programming for the public. The land around the buildings could be used for agriculture, production, storage, distribution, and a mix of uses including housing, office, and retail (more details about suggested uses are on pages 18-25).

Local stakeholders interviewed were supportive of transforming this site into a community resource centered around local agriculture, including housing, farmer services, processing, storage, events, and retail. These uses, and other agriculture-related uses, would allow people to learn about the agricultural heritage of the site and the current processes of agriculture, drawing tourism like Napa Valley. It was suggested that local farmers could form a co-op so that the services they pay for are invested in the infrastructure and operations as opposed to third-party profits. One vision presented this site as a community asset that would not charge for entry and that would not make shopping the primary purpose—instead, people could come to learn, explore, hang out, and eat.

To move forward on this agricultural hub concept, the panelists suggested connecting with the [Colorado State University \(CSU\) Food Systems Team](#), some of

“The agricultural heritage of this area is important to the community and we hope to continue this connection. There is also interest in the county for local agriculture and food production. We could use a public space to showcase food production, which could include a market. We’d like to preserve as much as possible of the structures here for reuse and we could make use of the large site.”

- Dale Case, Director, Boulder County Community Planning & Permitting

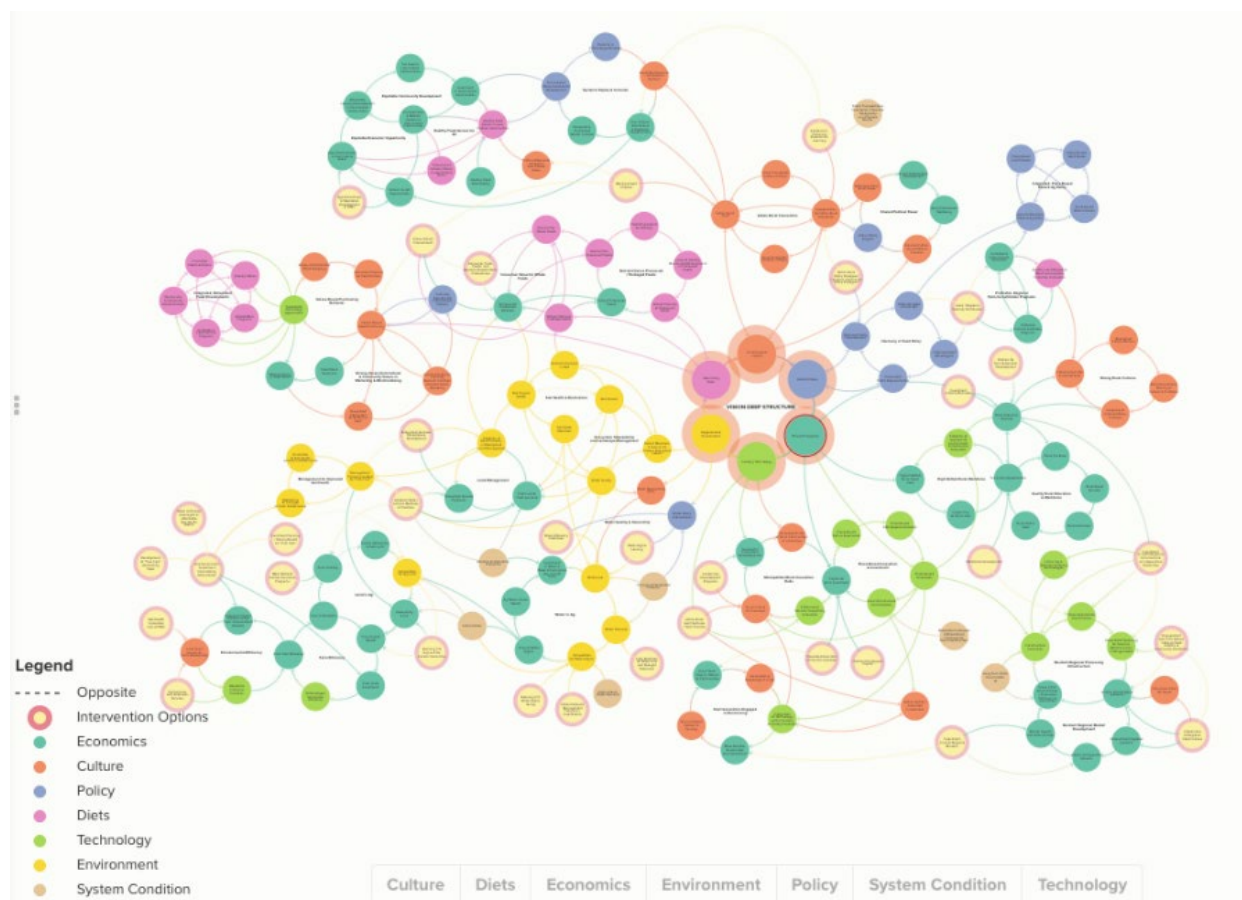
“Larger scale ag operations could buy into a vision like this. It could tie into surrounding agricultural land. In Boulder County we grow grain, corn, wheat, sugar beets, hay, and small greens. There is a shared vision for a central hub.”

- David Bell, Natural Resources Manager, Longmont Public Works & Natural Resources

whom are in Longmont. CSU Extension could help with research and incubation and would serve as an excellent long-term partner.

The panelists recommended that the next step for creating an Agri-Hub on this site would be to conduct a feasibility study, including these details:

- Assess feasibility of agricultural production, storage, and distribution on site
- Conduct market analysis
- Interview and engage regional farmers
- Understand potential competitors and collaborators (e.g. [LoCo Foods](#), [Bio-Logical Capital LLC](#), [Rocky Mountain Farmers Union](#), and [Mile High Farmers](#))
- Determine scale of producers that could work on site
- Determine what services to provide on site



FOOD SYSTEM MAPPING IN COLORADO

The National Western Center's 2050 Food System Vision, "[How the West Was One](#)," includes a food system map for Colorado in 2050 that can be [viewed here](#). This site could help to build upon the existing agricultural system and to help meet existing needs in the system.

FARMS AS COMMUNITY HUBS: AGRIHOODS

“Agrihoods” (agriculture + neighborhoods) are becoming increasingly popular and were the subject of the 2018 ULI report, “[Agrihoods: Cultivating Best Practices](#).” Defined as single-family, multi-family, or mixed-use communities built with a working farm or community garden as a focus, agrihoods present several benefits to developers and residents. Seventy-three percent of US residents consider access to fresh, healthy foods to be a top priority when deciding where to live. Further, studies find a 15 to 30 percent premium on properties adjacent to parks and open space (including working farms). Residents would also benefit since agrihoods promote healthy living and encourage community social ties. Panelists noted that farms and gardens will likely need to be professionally managed and subsidized by the overall site development.

Benefits of Agrihood Development

Agrihoods offer proven financial, health, and environmental benefits—to the stakeholders involved in their implementation, to surrounding communities, and to the planet.

■ *Agrihoods present a competitive edge.*

Of U.S. residents, 73 percent consider access to fresh, healthy foods to be a top or high priority when deciding where to live.¹ Interviews with agrihood project leaders show that including food-production spaces in residential or mixed-use developments can be less expensive to build and operate than certain other amenities, such as golf courses.

■ *Agrihoods promote health and social interaction.*

A community farm can be the centerpiece of a development, and associated programming and educational opportunities can foster community social ties. Studies show that people who have satisfying relationships are happier, have fewer health issues, and live longer.² Farms in communities provide residents with access to fresh produce, supporting positive health outcomes.

■ *Agrihoods can support an attractive return on investment.*

Many studies find as much as a 15 to 30 percent increase in the value of properties adjacent to parks and open space,³ which can include working farms.

■ *Agrihoods can provide environmental benefits.*

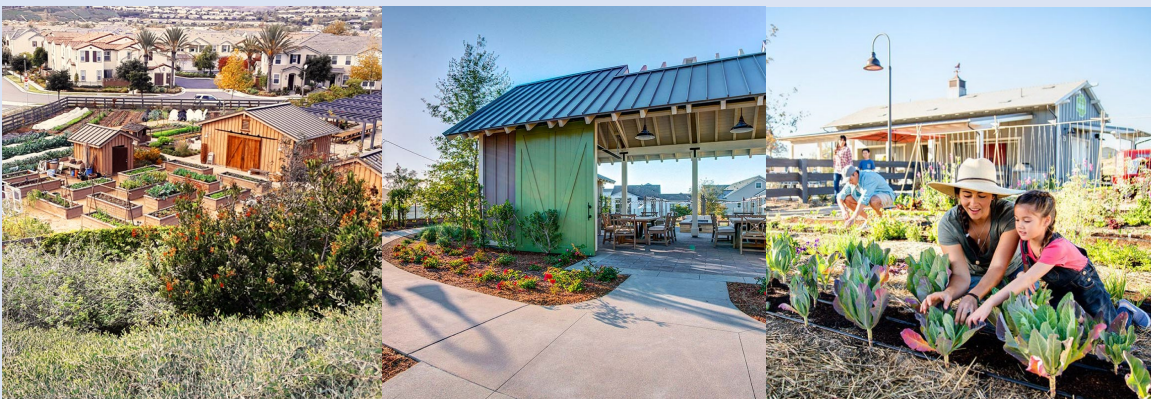
Clustering development around working farms allows developers and communities to conserve productive farmland and natural areas and to mitigate increases in impervious surfaces.

■ *Agrihoods create jobs and support the local economy.*

Growing and selling food locally keeps food dollars in the community and provides jobs for farmers.

■ *Agrihoods are growing*

The number of agrihoods in North America has been expanding in recent years. As of 2018, ULI has identified projects in 27 U.S. states and Canadian provinces.



Rancho Mission Viejo in South Orange County, California, offers an example of how farms can be a community hub in a master-planned development. Images courtesy ranchomissionviejo.com.

Examples of Agri-Hubs



Photo of Agritopia in Gilbert, AZ by Lisa Jackson.

“The history of the site is really interesting. I could see agricultural and artisanal food production and food-based retail here. The biggest draw is the final product, so it would need delicious food and drink options that are consistently open. Things on display are additive – people feel more connected to the story of the place and the process of how their food is made.”

- Justin Croft, VP of Development,
Zeppelin Development

[Agritopia in Gilbert, AZ](#)

Agritopia is a thriving neighborhood with approximately 450 houses centered around a 160-acre urban farm that yields about 200 crops per year. Parcels were carved out and converted to create permanent urban farming plots. Residents can rent garden space and grow their own crops — an option that’s so high in demand that there’s a waiting list for plots. Adjacent to the fields, the outdoor food court attracts locals and tourists alike, eager to dine on farm fresh food, sip on lattes, and buy produce from the 24/7 grocery stand that functions on the honor system. On Wednesdays, food trucks dock onsite. But the biggest draw is the farm to fork eatery, Barnone. They are currently developing the Epicenter, with ground-level shops, health clubs, yoga centers, restaurants, and cocktail bars. Above the retail and dining storefronts will be luxury apartments, from studios to penthouses. And everywhere will be sidewalks and pathways connecting Epicenter to the rest of Agritopia.

CONCEPT DEVELOPMENT



Conceptual map of
Middlebrook Farm by
Design Workshop
courtesy Des Moines
Register.

[Middlebrook Farm near Des Moines, IA](#)

Middlebrook is planned community of about 1,000 residential units built around a working farm and community gardens. 100 of the total 540 acres is dedicated to food production, including orchards, animals, gardens, and a 20-acre farm. Middlebrook's farm has a farm stand inside a converted barn, showcases gardens with edible and native

plantings, "you-pick" flower gardens, pumpkin patches and orchards, an "event green" for gatherings, and a large vegetable farm that visitors can walk and bike around. A 1900s schoolhouse was repurposed as a brewery, which along with the onsite wedding venue, orchard and flower gardens, is a standalone business. The area offers a broad mix of apartments, condos and townhomes, as well as cottage, family and estate homes. All the housing has similar architecture — Cape Cod cottage, Hampton and modern, and traditional farmhouse styles — to connect the projects.



Rendering of the planned expansion of Magnolia Market at the Silos in Waco, TX. Rendering courtesy Magnolia.com.

[Magnolia Market at the Silos in Waco, TX](#)

Magnolia Market and its landmark silos currently occupy two city blocks in downtown Waco, but construction is currently underway to expand the site as pictured above. The iconic silos are not in use, but they add a unique focal point to the retail shops that are built around public open space. Current uses include retail for food, plants, and furnishings and the open space is used for events and gatherings. Plans for the expansion include additional commercial space, a repurposed historic church, and a baseball diamond. Admission to the complex is free and visitors can play free games on the lawn or picnic in the shade.



Rendering of Aria in Denver, CO. Rendering courtesy AriaDenver.com.

[Aria in Denver, CO](#)

Aria Denver was a former convent owned by the Sisters of St. Francis, who embodied the ideals of community improvement and environmental stewardship. To weave in those ideals into all aspects of Aria Denver, the community features different kinds of housing to encourage a diverse mix of people, and open space and urban agriculture to promote social interaction. The 17.5-acre site includes a 1.25-acre production garden, community plots, and permaculture pocket garden named, The Sister Gardens, after the site's heritage. Aria Denver also features an 1800 square foot Groundwork Greens Greenhouse. Both the Greenhouse and Garden are operated by Frontline Farming

sell fresh produce to the neighborhood, Denver businesses, and provide job training to low-income youth. Regis University's Center for Food Systems and Community Health offers classes to community residents as well as to students in the Gardens. Aria Denver is intentionally designed to reduce carbon footprints and includes a variety of green housing options – from rental apartments to for-sale townhomes to cohousing units – as well as commercial retail space.

More Examples of Agri-Hubs:

- [Bucking Horse Neighborhood in Fort Collins, CO](#)
- [Plant Chicago in Chicago, IL](#)
- [The Barlow in Sebastopol, CA](#)
- [Tillamook Creamery in Tillamook, OR](#)
- [Gotham Greens at Stanley Marketplace in Aurora, CO](#)
- [Amped Kitchens in Los Angeles, CA and Chicago, IL](#)
- [Vertical Harvest in Jackson, WY](#)
- [Packing House in Anaheim, CA](#)
- [Ponce City Market in Atlanta, GA](#)
- [5 Fridges Farm in Wheat Ridge, CO](#)
- [Jasper Hill Farms in Greensboro, VT](#)
- [Fearrington Village in Pittsboro, NC](#)



Rendering of the upper level of the new Tillamook Creamery, where visitors can see and learn about cheese production, courtesy Tillamook.

CREATING A SUSTAINABLE COMMUNITY ON SITE

The City of Longmont staff asked the panel: What is the opportunity for the project to serve as a pioneering model for development of an environmentally conscientious and sustainable community, and what elements should be incorporated?

Goals

The panel recommended creating a master plan for the entire site with clear sustainability goals. They suggested aligning those goals with the City of Longmont's [sustainability goals](#) and metrics as well as recommendations from the [Climate Action Task Force](#).

Equity

The City of Longmont has an Equity Team that emphasizes equity as a fundamental value. The Master Planning process for this area should include robust community engagement to ensure that social, environmental, and economic sustainability goals are met for the area.

Energy

With the size of this site and the property owners' interest in renewable energy, this area has great potential for district energy fueled by renewable energy. The panel recommended looking into the [National Western Center's district energy action plan](#) as an example of how this could work to create a net-zero energy campus, where onsite renewable energy production will completely offset district energy consumption.

Local partners could connect with nearby energy experts, such as NREL, Xcel Energy, and Longmont Power & Communications staff, to explore renewable energy potential, a district system, battery storage, and infrastructure. In addition to the owners' interest in biomass energy, the building rooftops could be rebuilt so that they're solar-ready. Solar gardens (a.k.a. agrivoltaics), which integrate ground-mounted solar panels with food production beneath, could also work well with the Agri-Hub concept. Another idea is to explore using heat from an adjacent wastewater plant to help fuel a district energy system.

Water & Natural Environment

A key part of sustainability is protecting the natural environment. Since Colorado's water is an increasingly precious resource, the panel recommended reducing water consumption through water efficiency and xeriscaping. Native and xeric

"It would be great to incorporate circular economy opportunities in this site, especially with the food hub and agricultural production. The site could also include affordable housing, multi-modal connections, EV charging, and natural areas with native plants."

**- Berenice Garcia-Tellez,
Economic Sustainability
Specialist, City of Longmont**

"We need to think of the site as a district to accomplish the goals of sustainable development."

**- Panel Chair Jocelyn Hittle,
Senior Director of Denver
Programs and Sustainability,
Colorado State University**



Agrivoltaics integrate ground-mounted solar panels over food production. Photo courtesy Conservation Magazine.

landscapes and gardens could be used to demonstrate and teach techniques for green infrastructure and water efficiency. The panel also suggested adopting a “[One Water](#)” plan early, allowing for the reuse of gray water within the district, among other water-smart strategies.

Food System

Creating an Agri-Hub is a perfect opportunity to provide access to local, fresh food. Urban agriculture of various types could demonstrate methods for growing food, and the resulting produce could be sold in onsite retail and programmed spaces. A distribution center on site could also help to ship fresh produce to retailers in the area.

Embodied Carbon & Material Use

Embodied carbon is the sum of all the greenhouse gas emissions (mostly carbon dioxide) resulting from the mining, harvesting, processing, manufacturing, transportation and installation of building materials. By focusing on reuse of existing buildings and materials, along with infill development, the carbon footprint of this site will be far lower than if it were built with entirely new materials on a greenfield. For structures that require new materials, consider low-carbon options, such as concrete strengthened with fly ash (a byproduct of burning pulverized coal in power plants that improves the workability of plastic concrete and the strength and durability of hardened concrete). For materials that won’t be reused onsite, consider other potential end users and/or revenue streams from salvaging the materials. An analysis of existing and new structures regarding embodied carbon and reuse potential could help with this decision making.

Transportation & Mobility

The panel recommended including multi-modal transportation solutions in the overall master plan for the site. This should include future transit stops, bike and pedestrian trails and facilities that connect with existing systems, electric vehicle charging stations, and appropriate infrastructure for cars. The focus should be on connectivity to surrounding neighborhoods and to Downtown Longmont, with an eye toward moving people and not just cars.

Waste

Including a waste strategy as part of overall master plan could dramatically increase the sustainability of the site. For example, waste can be used as a source of renewable energy and composting for rich agricultural soil. The [EPA provides best practices in the procurement process](#) for transforming waste streams in communities.



Vertical Harvest in Jackson, WY employs people with developmental disabilities and demonstrates how to farm with less land and water than traditional farming. Images courtesy Vertical Harvest.

FINANCIAL STRATEGIES

Financial strategies for remediating and redeveloping the site are vital for moving forward. There is a wealth of financial tools available and the site will require the use of many. A key question is who takes the lead on pursuing financial support for assessment and remediation—and who is able to access certain tools. If the City is involved, many more grant opportunities become available.

Financial Tools

The following financial tools are available for the various stages of redevelopment.

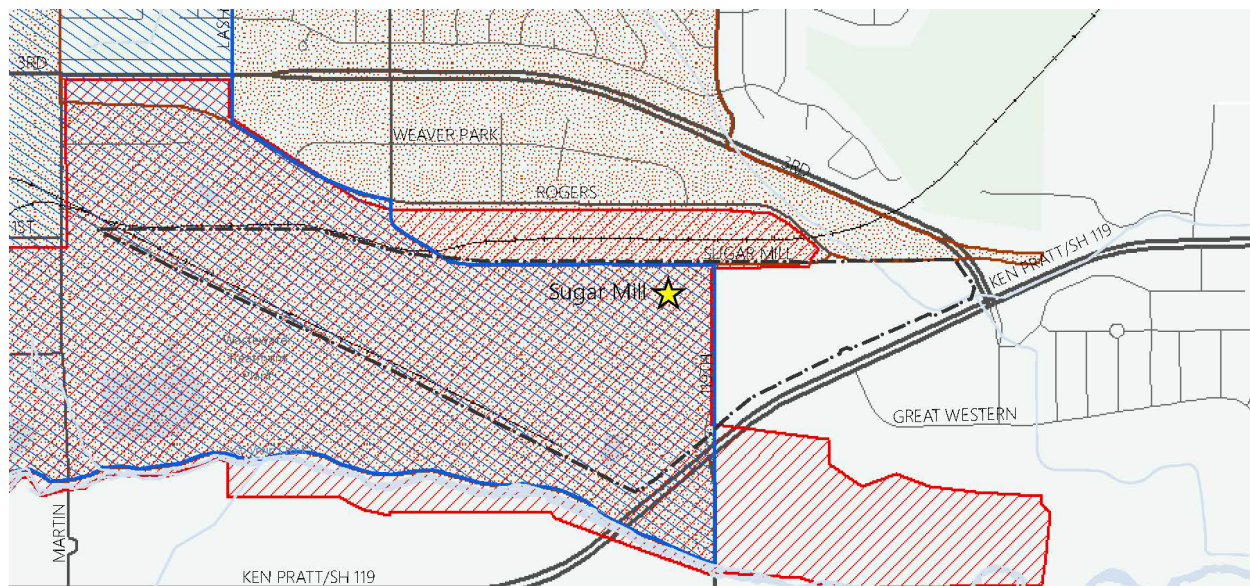
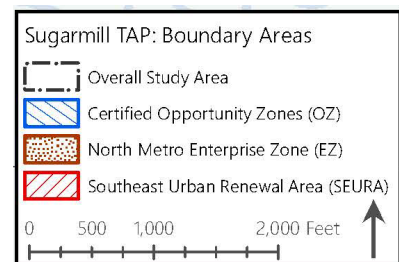
Planning, Due Diligence & Clean Up

- Environment Protection Agency (EPA) [Grants](#)
- Colorado Department of Public Health & Environment (CDPHE) [Brownfields Program](#)
- [Community Development Block Grants](#) (CDBG)
- Colorado Department of Local Affairs (DOLA) [Energy/Mineral Impact Assistance Fund Grant](#)
- U.S. Department of Agriculture (USDA) [Grants](#)
- Great Outdoors Colorado (GOCO) [Grants](#)
- EcoDistrict [consulting services](#) and [financing toolkit](#)

Public Improvements & Development

“Opportunities for the site are huge, but the cost is going to be huge. They will need to use all the financing tools available. The eventual use of the site will drive how much money can be generated from public finance tools.”

- Alan Matlosz, Managing Director, Stifel Investment



The site is well positioned to take advantage of public funding opportunities. Over two-thirds of the site is located within a federally designated [Opportunity Zone](#) (OZ) and a state designated [Enterprise Zone](#) (EZ), both of which provide significant tax benefits. That area west of North 119th Street is also in the designated [Southeast Urban Renewal Area](#) (URA), which provides the opportunity to capture and reinvest Tax Increment Financing (TIF) for redevelopment. Since the unincorporated parts of the site are within the URA boundaries, they would need to be annexed into the City to become eligible for access to TIF.

The City of Longmont does allow for the creation of [Special Districts](#) within its jurisdictional boundaries (such as Metropolitan Districts, General Improvement Districts, Public Improvement Districts, or Local Improvement Districts) that could be used to assist with funding. However, current City policy relative to the creation of a Special District in Longmont requires a project to be mixed-use with no more than fifty percent of the development square footage being residential. Any changes to this current policy would require City Council approval by ordinance.

Depending on the plans for the redevelopment, other available financial tools could include [Historic Preservation Tax Credits](#) and [Low Income Housing Tax Credits](#).

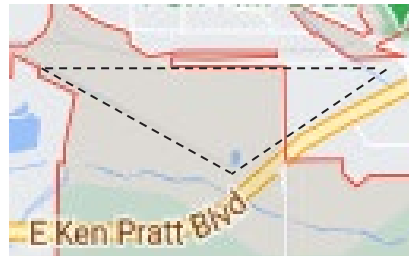
Financial Strategies

The panel recommended that people with development interest work with the City of Longmont to pursue needed financial tools for the entire site as a district, since the properties are much more likely to attract resources together rather than individually. Since contamination has likely spread beyond the buildings, surrounding properties need remediation as well.

After working together on a Master Plan for the district, City staff and the development interests can work simultaneously on parallel tracks (illustrated in the chart to the right). While City staff can work on district formation, annexation, TIF, and Metro District updates, the development interests can apply for available grants to pursue due diligence, environmental remediation, and restoration.

Since the majority of the site lies outside of the City of Longmont's boundaries in unincorporated Boulder County, annexation of the site into the City will likely be necessary to access the resources necessary for redevelopment. Following annexation, TIF resources could be focused on remediation and on-going public improvements of the Agri-Hub's community amenities.

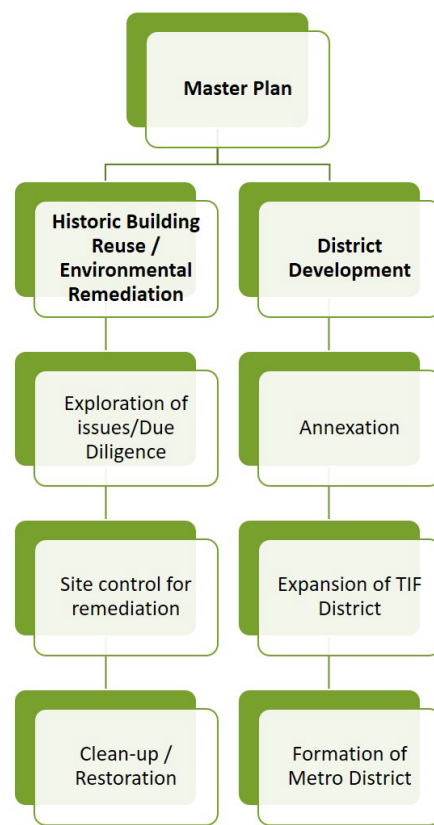
Forming a Metro District for the new district could generate resources for transportation system expansion, project amenities, and on-going operation and maintenance. A Metro District could also help to fund major capital projects for non-residential properties. Over time, a low mil could support property upkeep and operations of amenities.

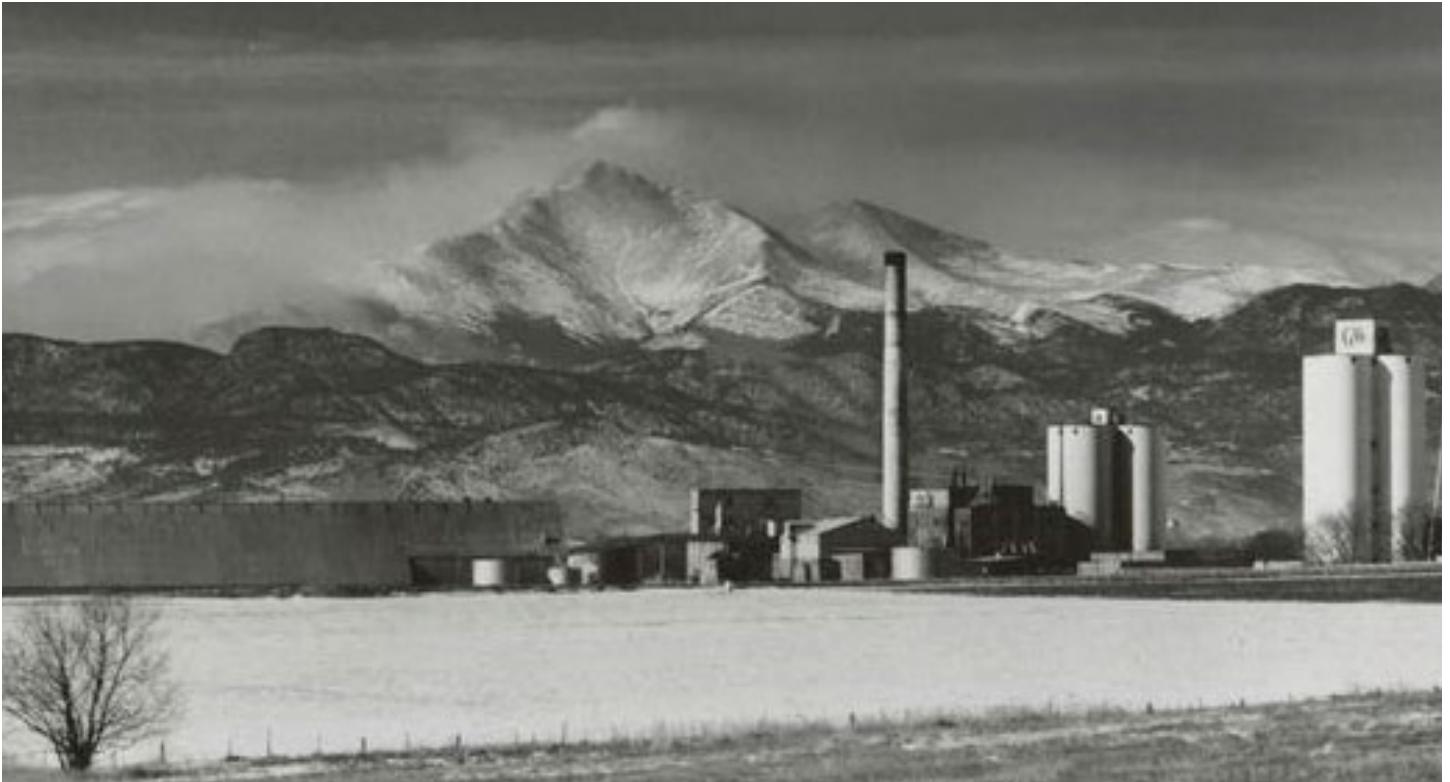


The lighter areas of the map surrounded by the red line are within City of Longmont boundaries. The darker parts of the map are in unincorporated Boulder County. The site is surrounded by the dotted line. Image courtesy Google Maps.

“The City of Longmont could annex the site to fully leverage public resources for redevelopment.”

- Panelist Matt Prosser, Vice President, Economic & Planning Systems





Historical photo of the Great Western Sugar Mill courtesy the CSU Library, Archives & Special Collections.

VI. Conclusion

The Great Western Sugar Mill is an iconic site in Colorado. The City of Longmont is wise to proactively look for solutions and opportunities to invest in restoring the historical legacy of this site for public use. At this critical juncture when the buildings have not completely deteriorated and the surrounding land has not yet been fully developed, the city can support redevelopment that provides access and benefits to the surrounding community.

Overall, City investment in the site can attract additional private and public resources. How long it will take to redevelop the site depends on willingness of the site owners and the City to collaborate. This could happen within a couple years if the parties are willing to plan together and work in a cohesive way to implement the plans.

Key Takeaways

- City investment can help support the historical legacy of the site and its role as a gateway into the city
- Risk of missing this unique and important opportunity to make this iconic site accessible to the public
- Need for due diligence & data on the site
- Resolve water issues to move forward
- Need for Master Plan & collaboration between owners and/or land assembly
- Plan for a mix of uses on the site to fit with City's Comprehensive Plan
- Importance of agriculture to the community
- The site could be an example of pioneering sustainability

"Time frame is a challenge for redevelopment and collaboration between property owners. A master plan is interesting to us, but we don't want to wait for decades."

- Andy Welch, HSW Land LLC

"You can and should make this happen!"

- The TAP Panelists

VII. Stakeholders

Stakeholders Who Participated in the Workshop

Site Readiness, Remediation & Financing:

- Dale Case, Director, Boulder County Community Planning & Permitting
- Tony Chacon, Redevelopment Program Manager, City of Longmont
- Tony Curcio, Vice President of Business Development and Preconstruction Services, Iron Woman Construction and Environmental Services
- Jessica Erickson, President & CEO, Longmont Economic Development Partnership
- Erin Fosdick, Principal Planner, Planning and Development Services, City of Longmont
- Jim Golden, Director of Finance, City of Longmont
- Michele Goldman, Fire Marshall, City of Longmont
- Doug Jamison, Superfund/Brownfields Unit Leader, Colorado Department of Public Health & Environment
- Jade Kruger, Associate Planner, Planning and Development Services, City of Longmont
- Chris La May, North Central Regional Manager, Colorado Department of Local Affairs
- Alan Matlosz, Managing Director, Stifel Investment
- Brien Schumacher, Principal Planner, Longmont Planning & Development Services
- Jesse Silverstein, Principal, Development Research Partners
- Jeff Webb, Assistant Chief of Administration, Mountain View Fire Protection District

Connectivity, Mobility, & Sustainability:

- Bob Allen, Director of Operations, Public Works & Natural Resources, City of Longmont
- Jim Angstadt, Director of Engineering, Public Works & Natural Resources, City of Longmont
- David Bell, Natural Resources Manager, Public Works & Natural Resources, City of Longmont
- Brian Coppom, Executive Director, Boulder County Farmers Markets
- Berenice Garcia-Tellez, Economic Sustainability Specialist, City of Longmont
- Ana Lucaci, Core Owner, Walk2Connect Cooperative
- Joni Marsh, Assistant City Manager, City of Longmont
- Kimberlee McKee, Executive Director, Longmont Downtown Development Authority
- Annie Noble, Environmental Services Manager, Public Works & Natural Resources, City of Longmont
- Chad Stearman, Volunteer, Bicycle Longmont
- Lisa Warren, Co-Chair, Denver Metro Farm Starters Collaborative

Vertical Development, Use Mix, and Adaptive Reuse:

- Justin Croft, VP of Development, Zeppelin Development
- Carl Koebel, Chief Operating Officer, Koebel & Company
- David Tschetter, Developer
- Charles Woolley, Founding Principal & President, St. Charles Town Company

Site Ownership:

- Dick Thomas, Clean Energy LLC
- Steve Thomas, Clean Energy LLC
- Wendell Pickett, Manager, Frontier Companies LLC
- Barbara Brunk, Manager, Resource Conservation Partners LLC
- Andy Welch, HSW Land LLC

VIII. ULI Volunteer Panelists



Panel Chair Jocelyn Hittle, Senior Director of Denver Programs and Sustainability, Colorado State University

Jocelyn's primary role is facilitation of CSU's role in the redevelopment of the National Western Stock Show into the "National Western Center" (NWC) with a focus on CSU's emerging programs around urban water resource management, and on creating sustainable systems that will help achieve the project's aggressive "net zero" goals, including green infrastructure and nature-based solutions for the site's challenges. She works to ensure the National Western Center provides, year-round, an opportunity for

Colorado residents and visitors to take advantage of world-class educational and research opportunities and new environmental, cultural, and historic features. She develops authentic partnerships with the surrounding underserved communities to collaboratively develop programs and amenities at the NWC. She also works closely with History Colorado, Denver Museum of Nature and Science, Western Stock Show Association, and multiple agencies and offices at the City and County of Denver on site programming, implementation of the master plan and its sustainability goals, and long-term strategic direction.



Doug Elenowitz, Principal, Trailbreak Partners

Mr. Elenowitz is a co-founder and principal of Trailbreak Partners where his focus is investment in and development of Colorado real estate assets. He is an expert in urban redevelopment having managed the origination, structuring, and execution of urban infill and environmentally complex real estate developments across the United States for nearly two decades. Previously, Doug was Executive Vice President and Director of Development for EnviroFinance Group (EFG), a development company that acquires, remediates and

repositions environmentally impaired real estate throughout the United States. He joined EFG following its 2011 acquisition of Brownfield Partners, the development firm he co-founded in 2003. In Denver, Doug oversaw redevelopment of the former St. Anthony Central Hospital, a 19-acre TOD urban mixed use development and redevelopment of the ASARCO Globe Smelter; a challenging public private partnership and one of Denver area's most significant remediation and urban redevelopment projects. He is an expert in public finance having originated more than \$30 million in financings including negotiation of urban renewal areas, tax increment financing agreements, metropolitan districts, HUD Section 108 loans, and federal and local grants.



Chris Geddes, Principal, Design Workshop

Chris, a planner and urban designer in our Denver studio, is driven by the desire to provide clients and community members a meaningful voice in the planning and design of public spaces. With over 20 years' experience, he believes that it is the responsibility of designers to draw out the desires of those who use public space, illustrate those desires in ways that all can comprehend, and engage stakeholders in a way that builds trust. Chris works on projects of all scales, from community planning to the detailed design of public spaces and is particularly fond of projects that tackle social and physical challenges. Chris holds a

Master of Urban and Regional Planning and a Bachelor of Science in Civil Engineering degree from the University of Colorado, is an active member of the Downtown Denver Partnership and American Planning Association and is a member of the American Institute of Certified Planners.



Mary Hashem, Co-Founder & Principal, RE Solutions

Mary Hashem is a co-founder and Principal of RE | Solutions, LLC (RES). She is an MIT-educated geoscientist with over 30 years of business experience in real estate, environmental consulting and risk management, the last 20 years of which has been in the Brownfield redevelopment industry. Ms. Hashem's career has focused on the underwriting, remediation, redevelopment and divestiture of commercial and industrial properties, including distressed assets with significant financial and environmental challenges. This involves working directly with the sellers and buyers of brownfield

properties, environmental regulatory agencies, financing sources, lawyers, and with the communities impacted, both positively and negatively, by the properties and planned development projects.

Jim Leggitt, Principal, Leggitt Studio



Architect, urban planner, illustrator, educator and author, Jim Leggitt, FAIA has been practicing for over forty years in Denver, Colorado. Principal of LEGGITT STUDIO LLC, Jim focuses on community planning, placemaking and design visualization. Jim has participated in numerous planning projects, generating hybrid sketches that reflect context, character and excitement that comes with urban redevelopment. Leggitt authored *DRAWING SHORTCUTS: Developing Quick Drawing Skills Using Today's Technology* published in 2002. His books have been adopted by more than 50 universities and published in numerous

languages.



Matt Prosser, Vice President, Economic & Planning Systems

Matt Prosser is an economist and planner with 10 years of experience in land planning and real estate economics. Matt has provided consulting specialized services related to real estate development feasibility, retail market analysis, comprehensive and subarea planning, fiscal impact analysis, and transit-oriented development to several communities throughout the western United States. He has a broad base of experience and education in land use and entitlement planning, urban design, real estate development, and Geographic Information Systems (GIS). Mr. Prosser has a master's degree in Urban and

Regional Planning from the University of Colorado, Denver, and a bachelor's degree in Environmental Design from the University of Colorado, Boulder.

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