



# Rapid Recovery Plan

2021

Hingham

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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**Community Circle**

Community Circle  
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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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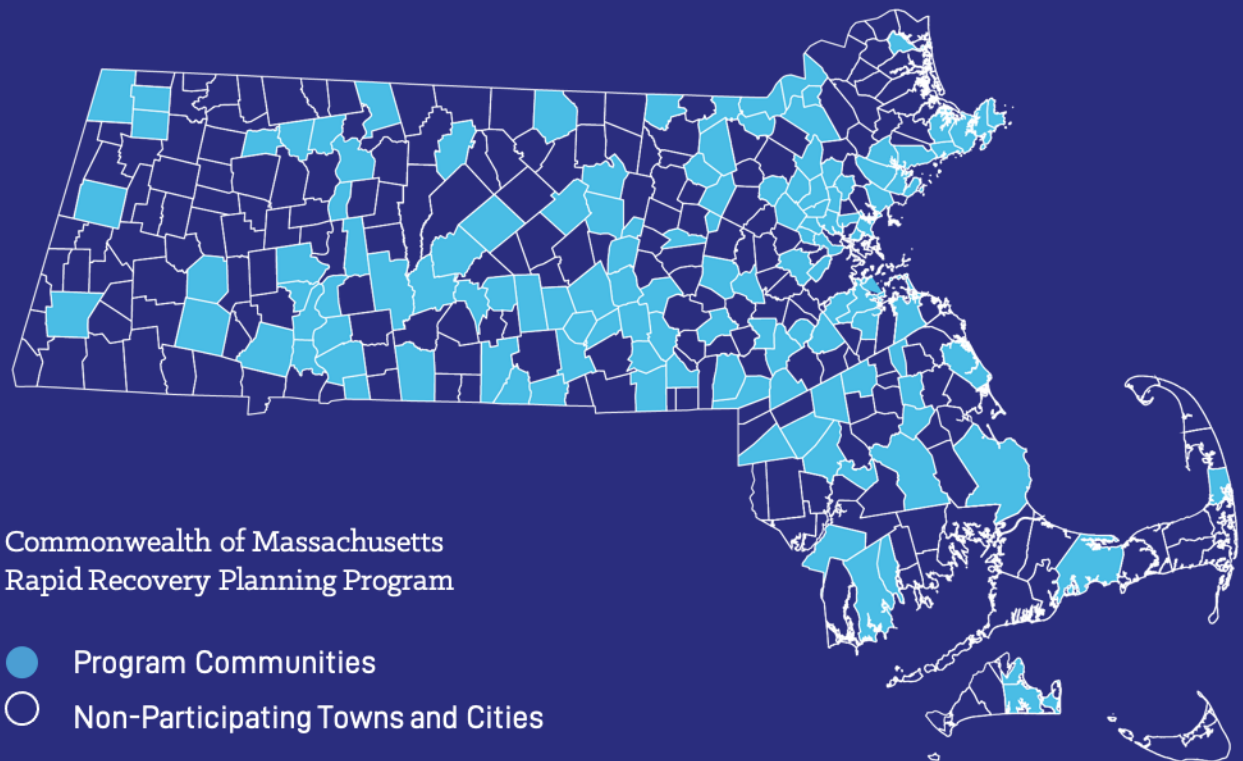
1-Hingham Presentation 6/29/21.pptx  
Administrative-Capacity-Activating-Public-Space  
Administrative-Capacity-Special-Events-Permitting  
Design-Guidelines-Everett  
Downtown-Events-Cultural/Arts  
Event-Branding  
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Revenue\_Sales\_Walking-Loop  
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## 125 communities participated in the Rapid Recovery Plan Program

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

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



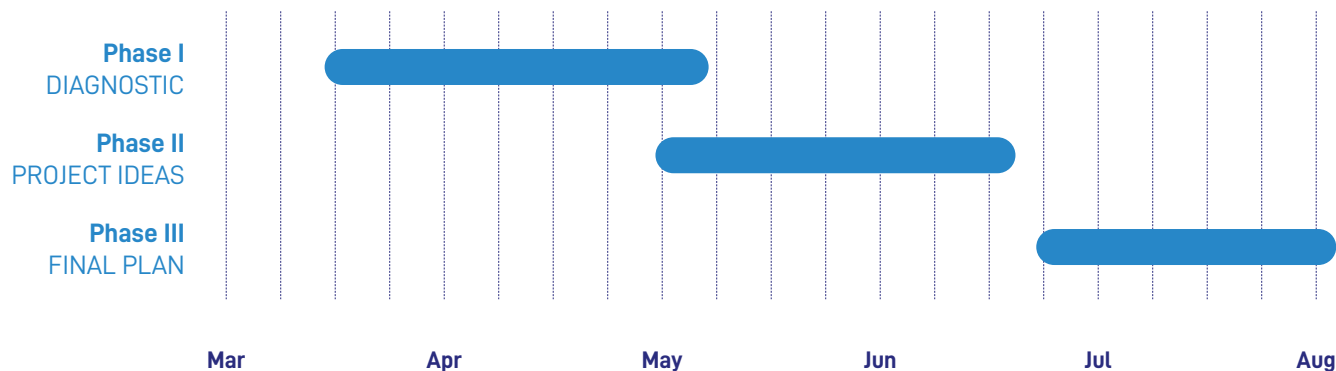
# Rapid Recovery Plan (RRP) Program

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

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

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

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



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

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



## Rapid Recovery Plan Diagnostic Framework



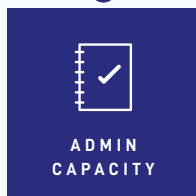
Who are the customers of businesses in the Study Area?



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



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



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

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



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other

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## Executive Summary

# Executive Summary

Founded in 1633, the seaside Town of Hingham is an affluent suburb of Boston located on the Southshore of Massachusetts. Settled by Puritans, it had an early history of many immigrants from its namesake Hingham, England who were unhappy with the Anglican Church's practices. President Abraham Lincoln was descended from one of the several early settlers named Lincoln. There is a prominent bronze statue of the celebrated President in a triangle at Lincoln and North Streets in the town.

## **Downtown Hingham, the study area is one of several commercial areas in Town**

There are several commercial areas within the Town of Hingham. Downtown Hingham is primarily a business district that extends south of Route 3A along North Street to Lincoln Street and up from North Street along Main and Central Street to their intersections with Elm Street. There are two subareas in the downtown: Hingham Square and the North Street subarea. Nearby is Hingham Center, a small business district bound by Main/Leavitt/Short Streets. It is located approximate 0.6 miles south of the downtown. There is a bank, gas station, pharmacy, and a couple single-story, multi-tenant commercial buildings located there, though it is probably best known for the buttonwood tree that was planted in 1791.

## **COVID-19 brought into sharper relief pre-existing issues and the impacts of the pandemic have made addressing these more pressing**

With a lovely commercial district with a variety of stores, churches and restaurants, Downtown Hingham is a magnet for local residents and shoppers from other nearby local town residents to visit. Covid-19 caused a few permanent closures, but there were several new replacement and additions to the commercial mix. The Pandemic caused the town to be more aware of issues that needed to be resolved to enhance and benefit the shopping and dining experience in the town center.

Short and long term recovery as well as "building back better" will involve a wide range of initiatives

## **Reviewing issues related to short-term and extended recovery, the LRRP recommendations including**

- development of consistent signage, branding and Wayfinding
- develop guidelines for outdoor dining
- address several transportation issues incorporating— improved parking (consider requiring payment for on-street parking) to encourage people to park in off-street lots; also need to direct people to these, to support businesses by increasing turnover, investigate resident parking stickers, explore ways of better connecting the MBTA with the Harbor, the Shipyard and the Downtown, investigate temporary and permanent shuttles, improve pedestrian access especially on Water Street and Harbor area.

- development of design guidelines that are consistent with the Historic District and connect to zoning regulations. Also these should identify creative ways to comply with ADA for historic buildings.
- There is a clear need to streamline process of setting up a business, permitting, etc. (conduct outreach to business community, improve existing checklist) and make it more business-friendly.
- Increase Town's capacity and create an events strategy. Centralize information regarding resources and activities. Keep an updated digital calendar of events. Kiosk with calendar and QR code.
- develop a public art plan including using art to implement traffic calming and apply to outdoor dining structures.
- Investigation of encouraging businesses to illuminate or project images on facades at night.
- Pursue the creation of a walking historic "stroll", using plaques and interpretative signs to narrate and emphasize historic resources in telling the story of the Town.

All of these projects and programs will enhance Downtown Hingham and help it to bring back patrons to the district's businesses



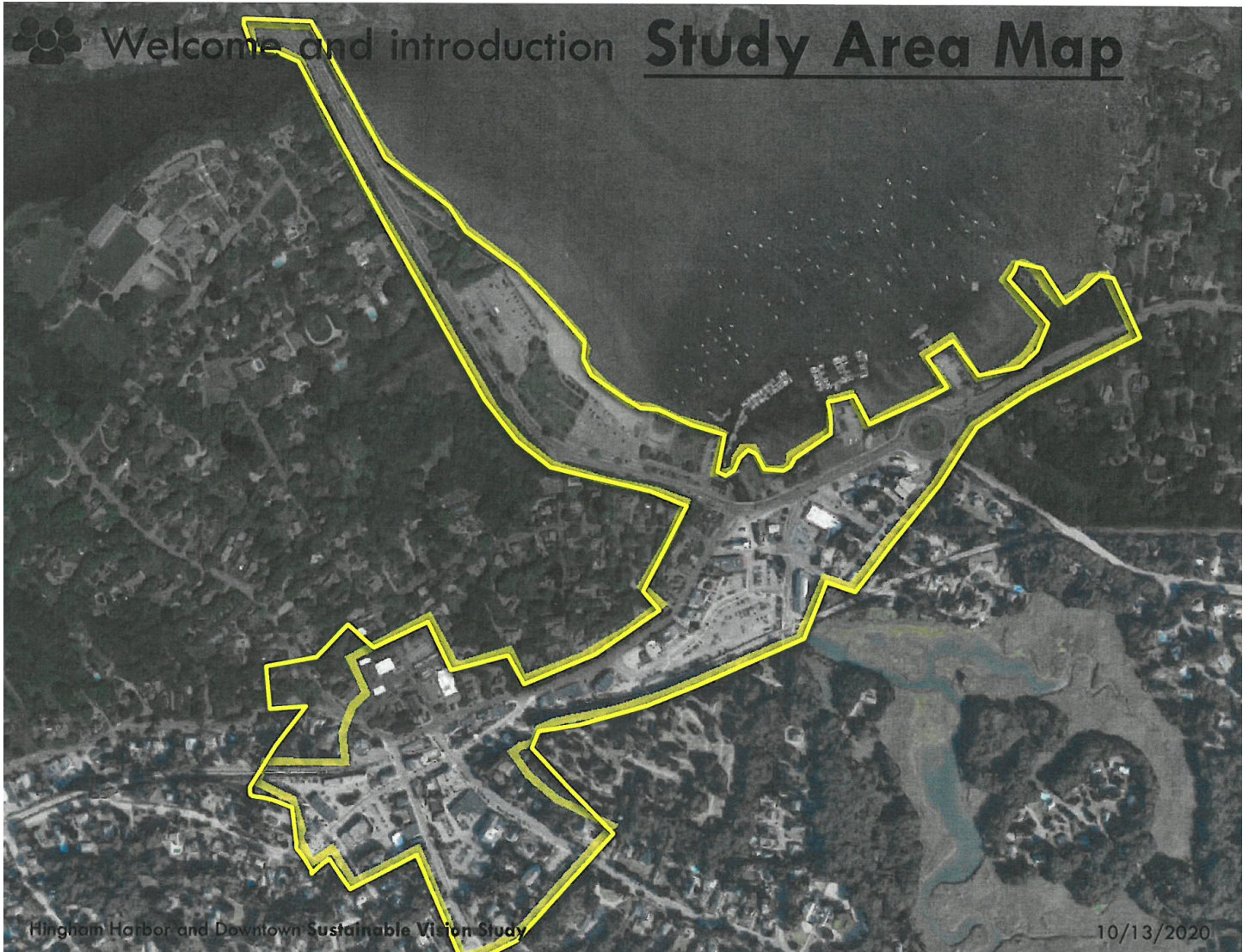
Pub, Hingham, MA





Welcome and introduction

## Study Area Map



Hingham Harbor and Downtown Sustainable Vision Study

10/13/2020

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## Diagnostic

# Key Findings



## Who are the customers of businesses in the Study Area?

The number of Hingham residents is expected to increase, thus providing a potential larger customer base.

### HINGHAM DEMOGRAPHICS

POPULATION	
2010 Census	22,157
2021 Estimate	23,849
2026 Projection	24,602

HOUSEHOLDS	
2010 Census	8,465
2021 Estimate	9,283
2026 Projection	9,632

INCOME	
2021 Est. Average Household Income	\$213,556
2021 Est. Median Household Income	\$148,141
Per Capital Income (2021)	\$ 83,125

AGE	
Median Age	46.4
Age 35 – 64	35%
Age 65 – 85	20%

HOUSEHOLD SIZE	
2021 Est. Average Household size	2.5

EDUCATION (AGE 25+ 2021 ESTIMATE)	
At least some college or higher	85%

RACE	
White	94%
Black/African American	1%
Asian	2%
Latin@	2%



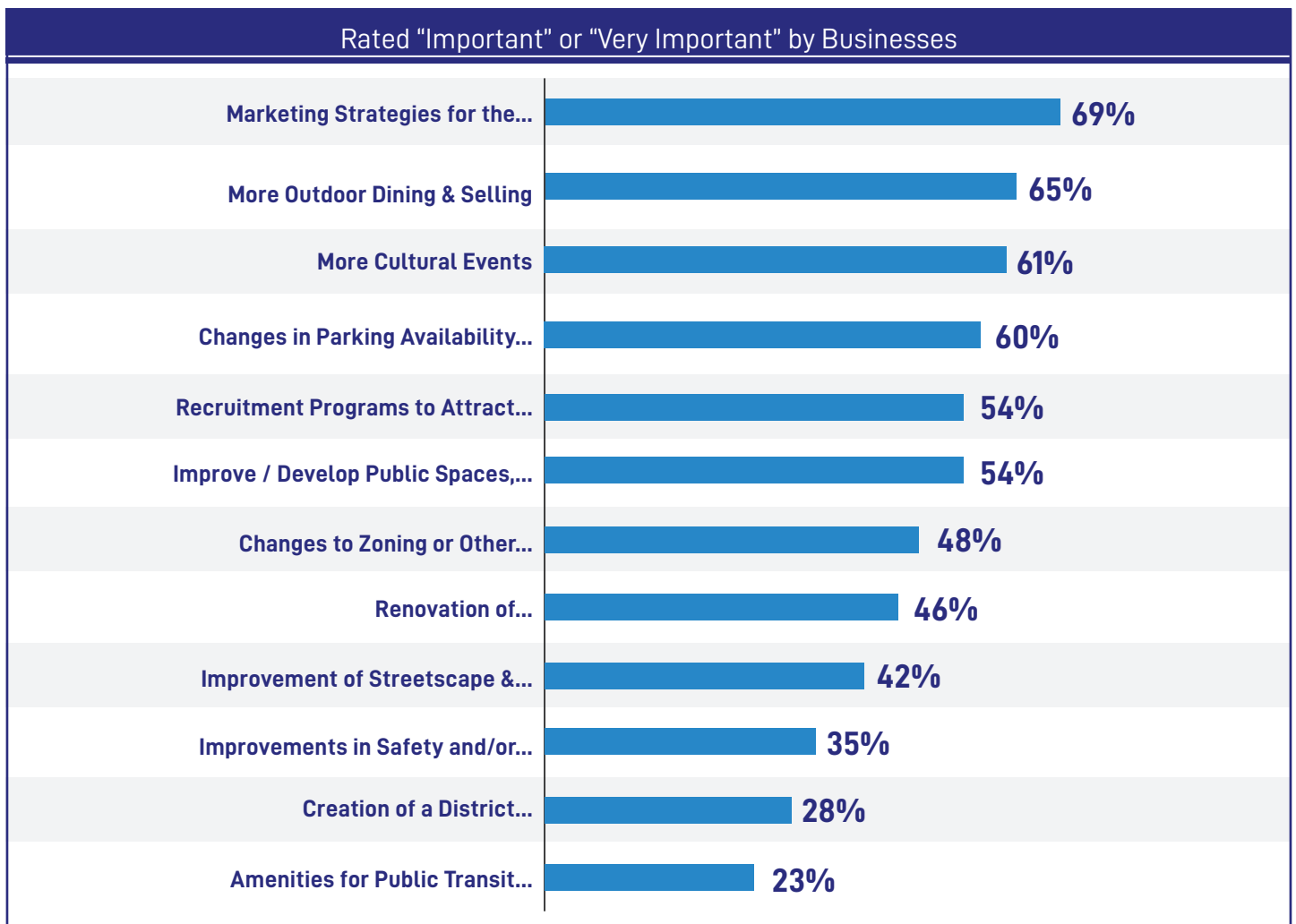
## How conducive is the physical environment to meeting the needs and expectations of both businesses and customers?

The population of Hingham is projected to increase as are the number of households. The median household income (\$148,141) is significantly higher than that of the State (\$85,843 in 2019). The majority of residents are of workforce age with at least some college education. The large majority of residents are White (94%).

Shops in the Study Area often have limited evening hours; some are closed on the weekends. Many of the shops seem to cater to women homemakers who are available to shop during the day on weekdays. Widening the target customer base by broadening the merchandise and increasing hours of operation could help to increase revenues. Hingham also has the potential to have a regional market by attracting visitors to other seaside communities.

### Strategies Most Important to Businesses

1. Marketing Strategies for the Business District
2. More Outdoor Dining & Selling Opportunities
3. More Cultural Events
4. Change in Parking Availability, Mgmt. or Policies
5. Recruitment Programs to Attract More Businesses
6. Improvement/Development of Public Spaces







## 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?

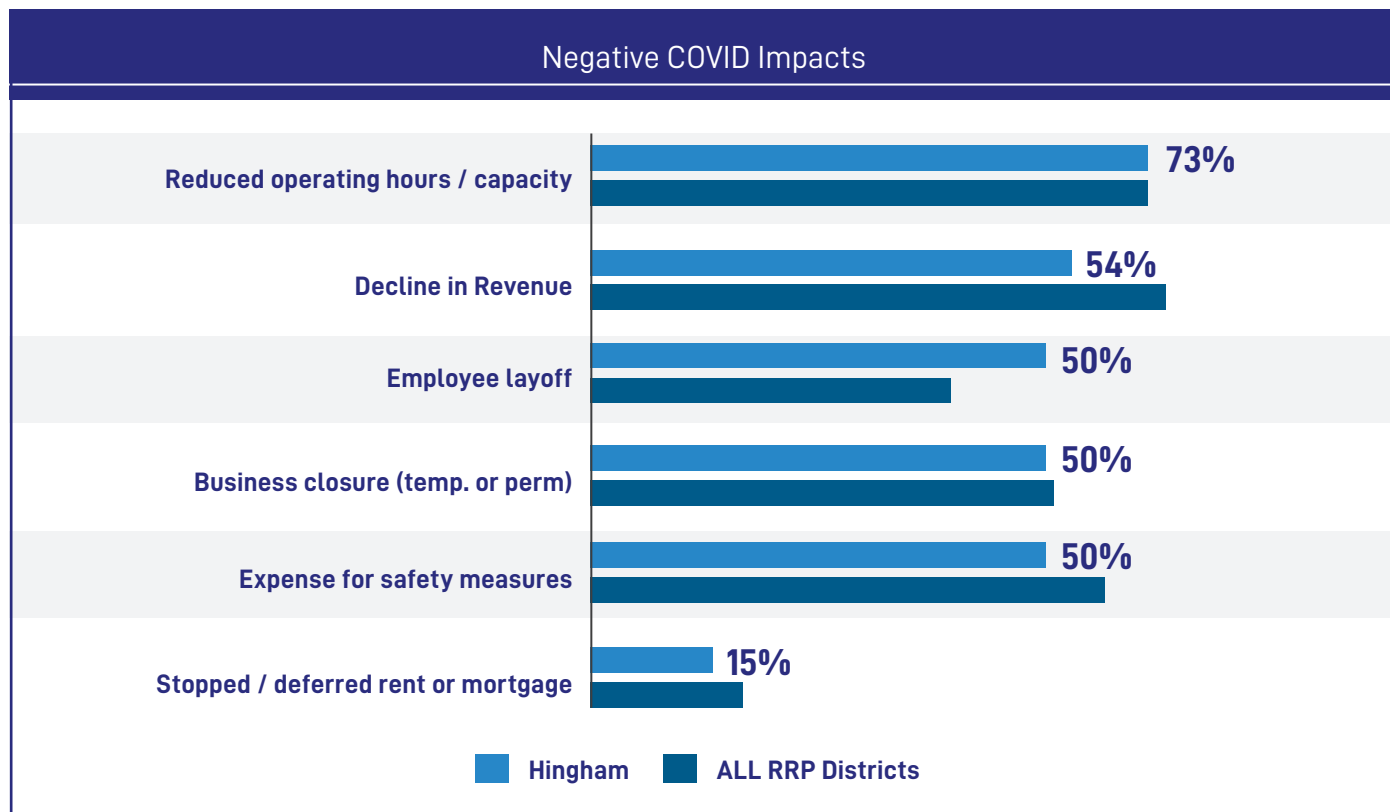
COVID impacts were widespread and significant among the businesses.

However, businesses in the Hingham Target Area fared better than in most other RRP Districts.

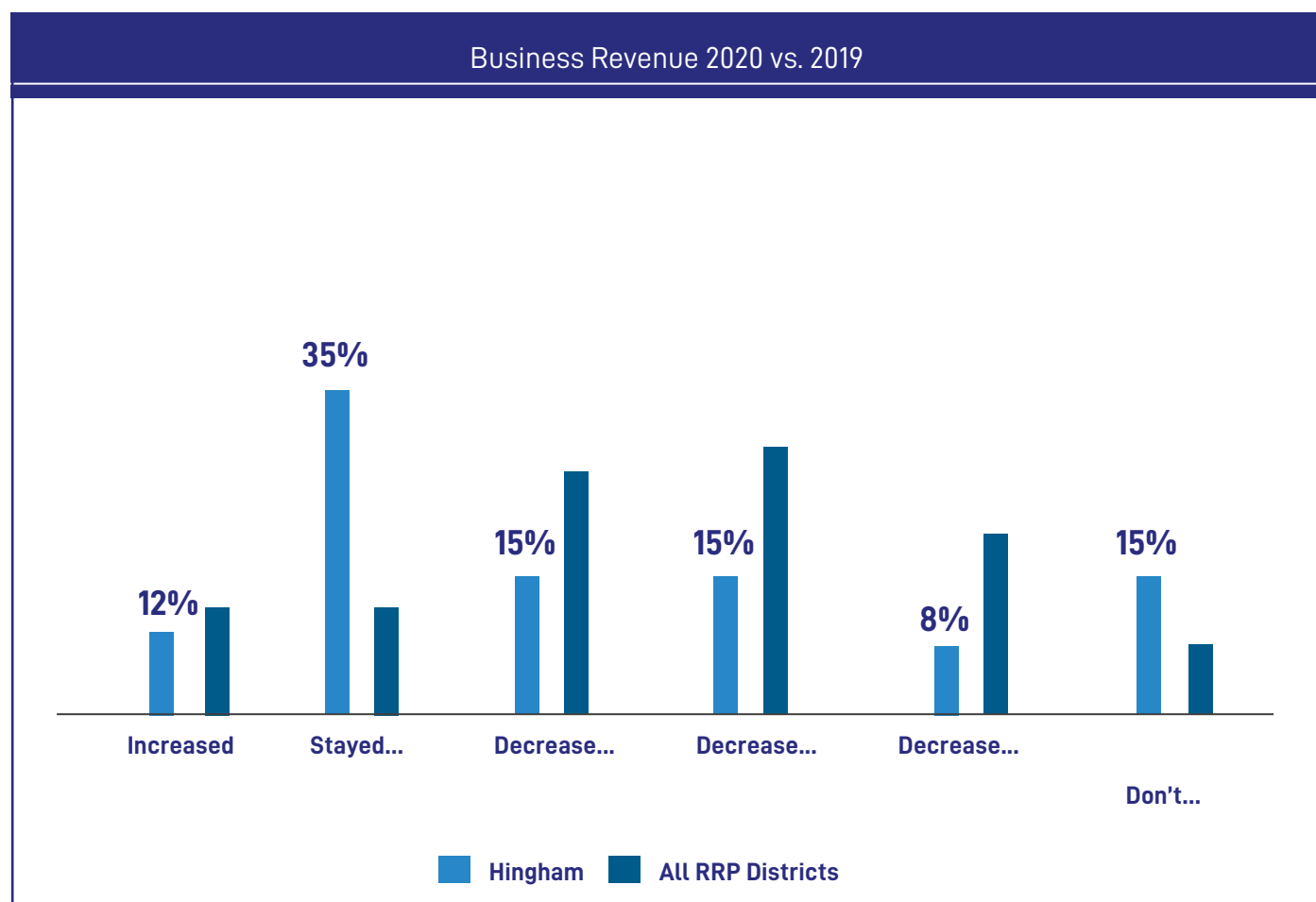
**92% of Hingham Target Area businesses reported negative impacts** from COVID-19. A majority of businesses reported reduced operating hours and a decline in revenue. 50% of Hingham businesses reported laying off staff (compared to 38% across all businesses in RRP Districts).

**Decline in Business District foot traffic** was significant. 69% of businesses had less on-site customers in January and February of 2021 than before COVID.

The large variety of shops and restaurants in the extensive Derby Street development pose significant competition to the shops and restaurants in the Study, resulting in a need to differentiate the experience offered to potential patrons.



**Loss of Revenue** - 38% of Hingham businesses suffered a year-over-year revenue loss (compared to 68% of businesses in all RRP Districts)





#### ADMIN CAPACITY

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?

Signage and parking regulations were most cited by businesses as posing obstacles to operation. **The majority of businesses were generally satisfied** with public realm conditions, private realm conditions, customer access, safety/cleanliness and proximity to complementary to business or uses.

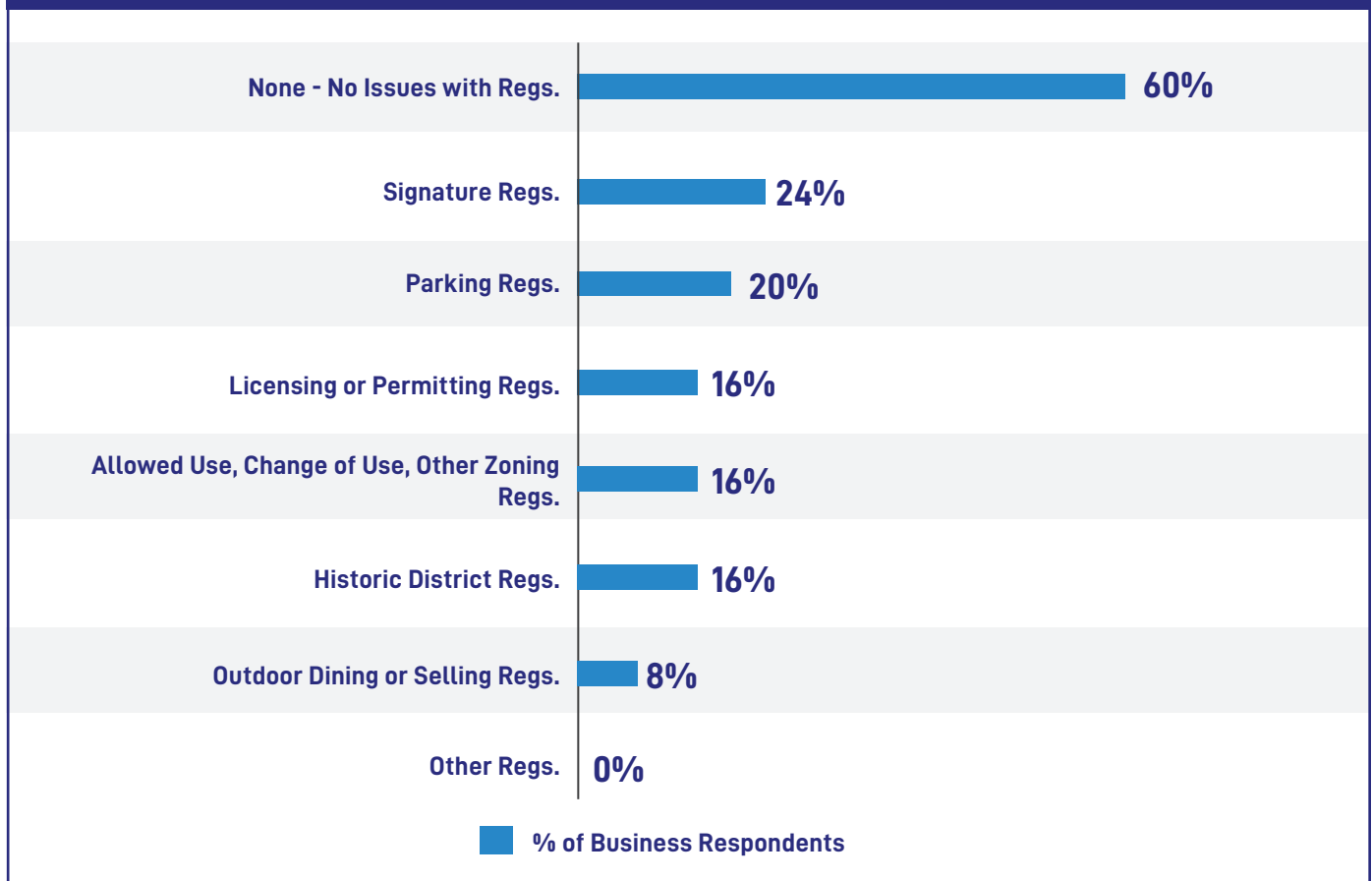
- A small portion (23%) expressed dissatisfaction with the Condition of Private Buildings, Facades, Storefronts and Signage.

40% of businesses said that some aspect of the regulatory environment poses an obstacle

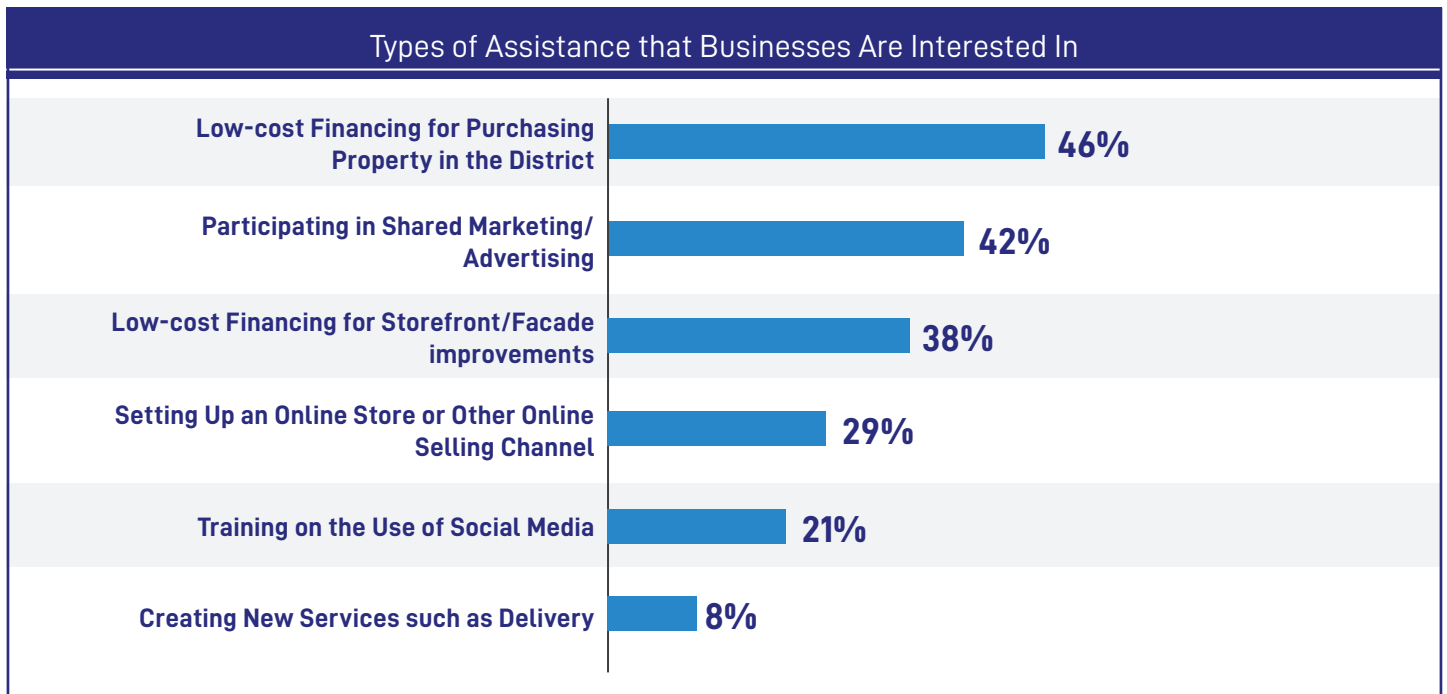
- Signage regulations were cited most frequently (by 24% of businesses).

Hingham Downtown Association has 99 members, but is currently not very proactive in its approach. Hingham tried forming a Business Improvement District, but it didn't work.

### Regulations that Pose an Obstacle



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



*Downtown Hingham with view of Sidewalk Conditions, Hingham, MA*





## Highlights from the Physical Environment

### **An affluent seaside suburban community**

The Town of Hingham is an affluent residential commuter community located on the South Shore of Massachusetts in Northern Plymouth County 14 miles southeast of the City of Boston. Strikingly, Hingham appears to be very clean and cared for. Founded in 1633, it is divided into a number of distinct areas. These include Hingham Harbor, The Hingham Shipyard, Downtown Hingham and Hingham Center.

*Hingham Harbor* is the waterfront area opposite Route 3A from the downtown. It includes all properties on the north/waterside of Route 3A including the Hingham Bathing Beach, the wharves, boat ramp, Hingham Maritime Center, marinas, and other waterfront uses. The area includes 17 acres of land divided into 12 parcels. The largest land owner is the Town of Hingham.

*The Hingham Shipyard* is about 1.5 miles away from the downtown/harbor area. It consists of approximately 130 acres along Route 3A near the mouth of the Weymouth Back River. It was an active shipyard operated by Bethlehem Steel Company during WWII. The area has since been redeveloped and includes retail, restaurants, a movie theater, marina, riverwalk, and residential development. The MBTA ferry operates from the Shipyard.

*Downtown* is primarily a business district that extends south of Route 3A along North Street to Lincoln Street and up from North Street along Main and Central Street to their intersections with Elm Street. There are two subareas in the downtown: Hingham Square and the North Street subarea.

*Hingham Center* is a small business district bound by Main/Leavitt/Short Streets. It is located approximately 0.6 miles south of the downtown. There is a bank, gas station, pharmacy, and a couple single-story, multi-tenant commercial buildings located there. It is probably best known for the buttonwood tree that was planted in 1791.

### **Well-maintained historic buildings**

The residential and commercial structures in the town can be primarily categorized as well-maintained and quite handsome. The town's older, often historic buildings are generally quite beautiful and elegantly set on their well-maintained grounds. These include Downtown buildings as well.

### **Confusing traffic patterns for both vehicular and pedestrian traffic pose obstacles to driving, walking, parking and finding one's way around**

A small portion of Rt 3 passes through the southwest corner of town, with one exit in town and another at Rt 228 just south of the town line. Public transportation is currently served by commuter boat ferry service from Hingham Shipyard to Downtown Boston, the MBTA's Bus Route 220, and the MBTA Commuter rail to Boston South Station.

There are several traffic issues throughout Hingham including confusing traffic patterns, unclear access from Rt 3 to Downtown Hingham and the too tight entrance to Downtown along Lincoln and North Street that need to be resolved. Sidewalks and crosswalks seem tired and need to be refreshed as well. Off-street parking needs to be better marked. Di-rectional signage and strategic Wayfinding are non-existent and should be developed to make Hingham more readable, accessible and connected.



*Hingham Retail, Hingham, MA*



## Highlights from the Business Environment

### **Recovery will necessitate supporting the Downtown Business Association as it works to increase vibrancy in the Downtown**

Combining the heritage of American history and the charm of a classic New England town blended with an abundance of stylish boutiques, gourmet food and wine purveyors, florists, fitness studios, and an array of dining options, Downtown Hingham is a very visually inviting grouping of stores, eating establishments and services. Working with the town administration, there is an active Hingham Downtown Business Association (HDA) with over 70 members. Their mission is to make the downtown community a better place to do business, to work, to live and to visit. This self-governing group of active business owners unites businesses, property owners, civic groups and neighbors to work together to create a vibrant downtown and promote a strong sense of community through year round special events and promotions. A policy of the Town of Hingham is to have professional services (lawyers, real estate, doctors, etc.) located on the second floor of building.

### **Downtown Hingham serves a regional market, however, business has been somewhat disrupted by the pandemic**

Acting somewhat as a contemporary market town with higher-end stores, boutiques and restaurants, Downtown Hingham attracts shoppers from a number of nearby towns and cities including Weymouth, Quincy, Cohasset, Hull, Rockland, Scituate, Duxbury and Marshfield. Therefore, Downtown Hingham's shopper base is greater than their town population reflects. Because of Covid-19 shutdowns as well as temporary and permanent closures at the closest regional shopping center, Downtown Hingham's store mix, quality and flexibility to become more website-oriented and pick-up/takeaway restructuring underscored the stores and food purveyors ability to more creatively serve shoppers and visitors both locally and regionally.

### **Recovery will depend on both the municipality as well as the private sector to undertake a number of initiatives**

Challenges include the need for more outdoor eating options, more and better street furniture, focal point public art to enliven the commercial district, thoughtful curb management (deliveries, timed parking, etc.), better nighttime illumination, better integration of the arts into the business community including historic trails and strolls in and around the Downtown and thoughtful traffic calming and focus problematic corners, narrow roads and intersections.



*Downtown Hingham, MA*

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## Project Recommendations

## Public Realm



Connect downtown Hingham and the Harbor through **consistent signage, wayfinding and branding**.

Develop guidelines for **outdoor dining**. Streamline process of using sidewalk space for sidewalk sales, outdoor displays of merchandise.

Develop a Parking Plan for Downtown Hingham.

Evaluate the **feasibility of a shuttle to better connect the Downtown to the MBTA with and the Harbor**

Develop **Design Guidelines** that are consistent with the Historic District and connect to zoning regulations.

Develop a **plan to brand the bus stop** at Main Street.

Design and implement interventions to **increase multi-modal transportation safety**.

Improve **gateway and pedestrian connections** between the Downtown and the waterfront.

## Private Realm



**Develop a private/public partnership to make aesthetically appealing streetscape improvements** including improved décor (e.g. banners, hanging flower baskets on light posts, holiday decor), more trash/recycling cans, remove redundant, broken or unappealing signage.

Promote **shared marketing** and expand buy local coupon program

## Revenue / Sales



Investigate creating opportunities for **pop up stores** in the downtown.

## Admin Capacity



**Increase Town capacity** by strengthening the downtown management entity. Nurture partnerships. Create an events strategy.

**Streamline process of setting up a business, permitting, etc.**

## Cultural / Arts



Develop a **public art plan** including using art to implement traffic calming and application to outdoor dining structures. Encourage businesses to **illuminate and/or project images on facades**. Would need to ensure this doesn't conflict with upper story residential uses. Identify wall space for special events.






Create a **walking historic "stroll"**, Overlay with technology to tell a more complete story.



### 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.

# Connect downtown Hingham and the Harbor through consistent signage, wayfinding and branding.

Category		Public Realm
Location		Downtown Hingham
Origin		<p>Director of Community Planning, Plan Facilitator</p> <p>Hingham Harbor and Downtown Sustainable Vision Plan, MAPC (2021). The development and deployment of consistent wayfinding signage was suggested as an idea during this planning process. Stakeholders and participants in the process showed strong initial support for the strategy. 100% of the participants agreed that this was a strategy worth including in this district plan.</p>
Budget	  	<p>Low Budget (Under \$50k) to Large Budget (\$200k +)</p> <p>Low to high budget for Implementation (\$20,000-\$150,000)</p> <p>Potential Funding Sources/Grants:</p> <ul style="list-style-type: none"> <li>• Shared Streets and Spaces Program (MassDOT)</li> <li>• Future BID Budget</li> <li>• Massachusetts Travel and Tourism Recovery Grant Program (only non-profits can apply)</li> <li>• ARPA Funding</li> </ul>
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		Director of Community Planning, Hingham Downtown Association, DPW, local financial institutions, designers and contractors.
Diagnostics		Hingham 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 some antiquated, difficult to read directional signs at Main Street and Short Street. There are no pedestrian signs within the Downtown

## Action Item

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.

The types of signs that may be most appropriate for Hingham Harbor and Downtown are gateway signs, parking wayfinding signs, primary destination wayfinding signs, historic signs, individual building signs, and historic plaques and markers. Each of the sign types should have a consistent design that is unique and easily identifiable with consistent sign structure, sign layout, and sign font styles. In this consistent format, different sign types may provide variations on the overall consistent format and may be differentiated by size or color of the sign.

## Process



*Square Cafe, Hingham, 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 on: Route 3A/Otis Street and Route 3A/Summer Street, potentially also on North Street near Lincoln Street, South Street near Lafayette Lane, Central Street near Elm Street, and Main Street near Elm Street.

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 district stakeholders would need to decide with the Town if parking wayfindign signs are directing parking to the Station Street parking lot only or also directing parking to the Merchant's parking lot.

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 "Harborwalk"...). The destination signs would be placed to be visible for a visitor parking and departing the parking lot on foot.

*Featured on the following page are examples of potential icons and logos for wayfinding signage for Hingham (developed by Favermann Design).*







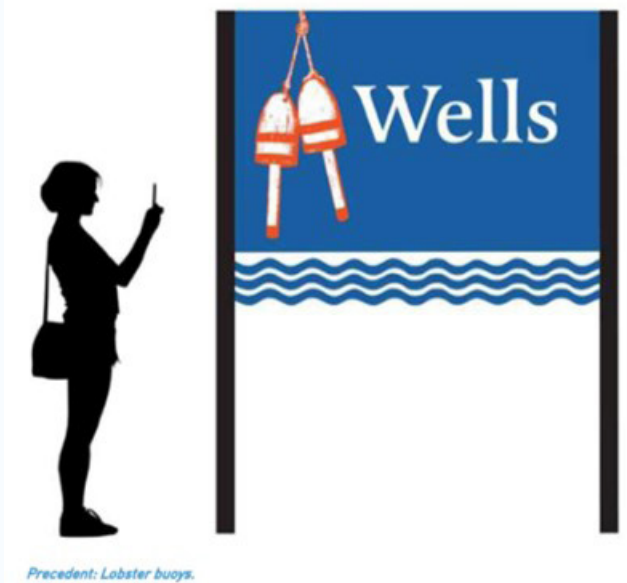
# Maritime Branding

Wells, ME

A maritime themed brand was created and used throughout the Town of Wells, ME for wayfinding signage as well as other branding elements.





- The notion of the Wells brand was to make the town more of a destination than just a pass-through place on the Southern coast of Maine
- The themed street furniture also had sculptural qualities marrying form and function with aesthetics.

SEE APPENDIX FOR BEST PRACTICE: Create a way-finding theme on the community's seaside location.



PC: Favermann Design

Develop **public art plan** including using art to implement traffic calming and application to outdoor dining structures.

Category		Culture/Art
Location		Downtown Hingham
Origin		<p>Director of Community Planning, Plan Facilitator</p> <p>Hingham Harbor and Downtown Sustainable Vision Plan, MAPC (2021). The integration of public art into public realm improvements was suggested as an idea during this planning process. Stakeholders and participants in the process showed initial support for the strategy. 75% of the participants agreed that this was a strategy worth including in the district plan. 25% of the participants were neutral toward the idea.</p>
Budget		Medium Budget (\$50k - \$75k) to create the Plan
Timeframe		Short Term (3-5 months)
Risk		Low Risk
Key Performance Indicators		<p>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 and permanent art installations are installed.</p>
Partners & Resources		<p>Director of Community Planning, Hingham Downtown Association, Cultural Council, Library, Historical Commission, Harbor Development Committee</p> <p>Potential Funding Strategies:</p> <ol style="list-style-type: none"> <li>1. Town or City self-funding as part of its capital expenditure budget</li> <li>2. Corporate support by local businesses, banks, utilities, etc.</li> <li>3. Foundation and public support both private and public including: <ul style="list-style-type: none"> <li>• National Endowment of the Arts</li> <li>• Massachusetts Cultural Council</li> <li>• New England Foundation for the Arts</li> <li>• Private and Family Foundations (often locally directed)</li> <li>• Percentage of construction costs of new or expanding developments</li> <li>• Individual donors</li> <li>• Crowd-sourcing</li> </ul> </li> </ol>

### Diagnostic

While there is some public art sprinkled throughout the Downtown, the Town's history as well waterfront 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.

Some of the existing public art in Hingham are featured on the right.

### Action Item

Build on and expand existing public art program.  
Encourage local and regional artists to participate.

Public art is any type of art intended for public spaces or the public realm. It is typically created by artists who endeavor to generate dialogue with the community and at times it reflects the issues central to their lives. Public art can be reflective of and responsive to social political, and historical issues, cultures, and human experiences. It energizes and activates people and places, and it can enhance a community's vitality, social life, and livability.





Public Art installation, Hingham, MA



## Process

Public art is very different from studio art. The artist is not creating art for themselves, but expressly creating work for the public with particular attention to the environment where it will be placed. All of the issues of formal design generated by architecture and engineering come into play with public art.

In recent decades, public art has morphed into two distinct formats. The first takes a traditional direction, such as monuments, memorials, and civic statuary. It features conventional representation: the war memorial, symbolic soldiers, likenesses of famous people and historical or metaphorical figures. Abstract forms strongly strive for the self-consciously poetic. Permanent public art of this type is constructed of durable, easily maintained, and resilient materials meant to withstand the worst effects of nature (wind, rain, snow, extreme heat, etc.) as well as very human vandalism.

The second type of art is often temporary or even ephemeral. It is often highly interactive (changes due to viewer movement or action) or is dedicated to reflecting a specific community and its particular space. This approach encompasses a wide range of electronic or digital art, including performance art, video, animation, specialized lighting, video, projection art, augmented reality, virtual reality, music, and sound. Often several media forms are interwoven together.

Steeped in technology, nontraditional public art is about sparking conversations about visuals as well as playing with contemporary aesthetic perspectives. This is art that comes from not only trained fine artists, but from technology engineers, software developers, and curators.

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.

### 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.
5. Public Relations
6. Build on Existing public art by connecting them (thematically, creating a map, walking tours, etc.). Expand on existing Hingham Arts Walk.



**Hingham Arts Walk 2021:** "The 16th Annual Hingham Arts Walk invites the community to experience the arts throughout downtown Hingham. Artists will display their talents in shops, on the sidewalks, open studios and in historic buildings. You will see fine art painting, illustration, photography, jewelry, mixed media, youth art, pottery, pastel, collagist, wood and decorative arts in the exhibit. Artists will demonstrate, display and sell their work during the Arts Walk. While you stroll, browse, and chat with artists, you'll enjoy music from local band Take Out."

## Process (continued)

In order to invite artist participation the City 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.

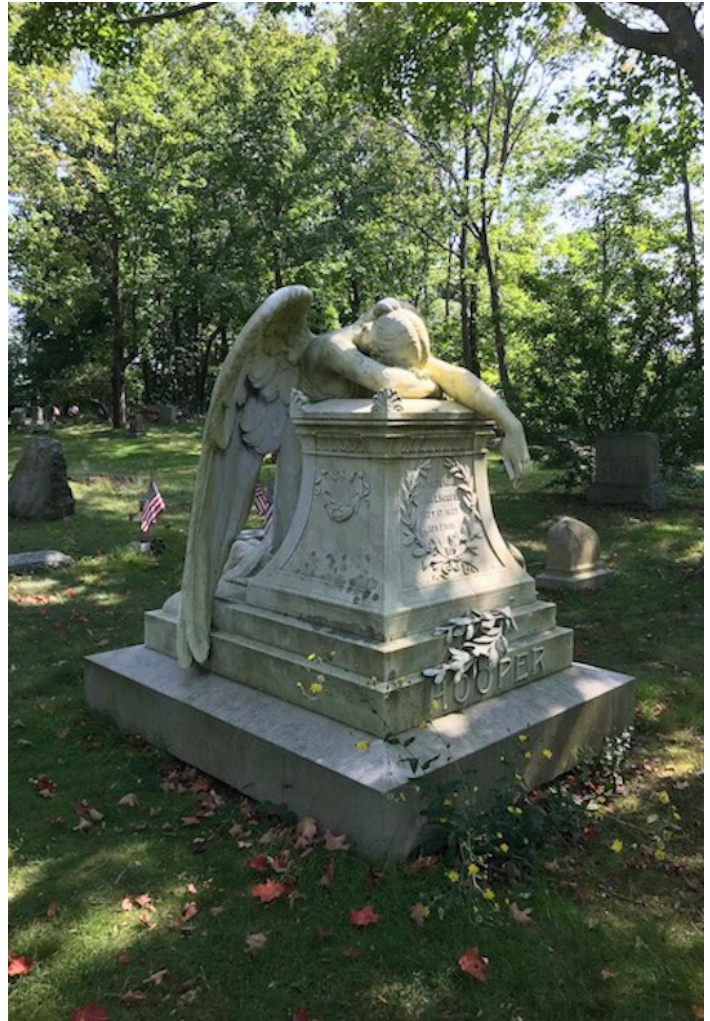
(Source: MAPC Public Art Tool Kit)

### 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)

1. Key Ingredients for Success
2. Public Support
3. Political Will
4. Community Involvement
5. Program Transparency
5. Process Updates
6. Secured Funding Sources



*Weeping Anger Side View, Hingham, MA*



# Metropolitan Area Planning Council developed a Public Art Toolkit

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>



*Cool It with Art*

# Town of Watertown Public Arts Master Plan



Cultural/Arts

Watertown, MA

The Town of Watertown, MA Public Arts Master Plan was officially adopted by the Watertown Town Council on February 23, 2021.

[https://www.mapc.org/wp-content/uploads/2021/08/WPAMP\\_Report-Final\\_2020.12.09\\_optimized.pdf](https://www.mapc.org/wp-content/uploads/2021/08/WPAMP_Report-Final_2020.12.09_optimized.pdf)

The master plan:

- Articulates a vision for the ways in which the arts may be infused into the public realm in Watertown
- Inventories public arts assets and opportunity areas
- Makes recommendations for the creation of a management structure to guide the public art selection process and mechanisms for securing consistent funding streams for the development, construction, and maintenance of commissioned projects.

## VISION

The mission of the Watertown Public Arts and Culture Program is to integrate creative expressions and ideas into a variety of public settings for the benefit of the people of Watertown and visitors to the community.

This plan envisions a program that leverages artists' unique abilities to act as connectors

across generations, cultures, and geographies. It aims to support artists in pursuit of inclusive and collaborative projects that nurture the creative potential—and honor and engage the cultural experiences—of Watertown diverse residents, and in which all residents are empowered to take an active role in shaping Watertown's public cultural life.

## GUIDING VALUES

- Foster diversity and inclusion
- Bolster creativity in community life
- Center local context and identities in engaging with Watertown's past, present, and future
- Make connections to nature and sustainability
- Solidify commitments to the public arts through stable funding investments and partnerships

## IMPLEMENTATION DURING COVID

The Watertown Public Arts Plan makes the following statement regarding implementing during COVID. "These implementation strategies for launching a Watertown Public Arts and Culture Program were developed and refined prior to the onset of the COVID-19 pandemic. Although the pandemic has caused significant disruption to municipal governance and civic life, initial steps toward plan implementation are still possible and encouraged. The need for shared meaning and connections among residents has grown under the constraints of social distancing. Increasing coordination among the Town and local arts and culture anchor organizations through implementation strategies three, four, and five below will ensure that the arts and culture assets in Watertown remain strong and viable throughout the pandemic<sup>1</sup>."

<sup>1</sup> [https://www.mapc.org/wp-content/uploads/2021/08/WPAMP\\_Report-Final\\_2020.12.09\\_optimized.pdf](https://www.mapc.org/wp-content/uploads/2021/08/WPAMP_Report-Final_2020.12.09_optimized.pdf)

## CORE RECOMMENDATIONS

*Download the plan [📄](#) for more information on these recommendations.*

Integrate arts into planning and community development +

Establish policies and metrics that align with program values +

Build lasting partnerships among municipal and civic stakeholders +

Support and strengthen community ties +

Ensure a variety of funding sources for arts and culture +

## WHAT ELSE IS IN THE PLAN?





The rest of the plan includes guidance on:

- Program administration for a public arts authority
- Project and site selection
- Artist and artistic concept selection
- Case studies
- Collections management
- Program funding
- Policy considerations
- Implementation

*Public Art Master Plan, Watertown, MA*

Develop guidelines for **outdoor dining** and streamline process of using sidewalk space for sidewalk sales, outdoor displays of merchandise.

---

Category		Public Realm
Location		Downtown Hingham
Origin		Director of Community Planning, Plan Facilitator, area retailers and restaurant owners
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		Downtown Hingham restaurants, Director of Community Planning, Hingham Downtown Association, DPW Shared Streets and Spaces Grant Program.



## Diagnostic

A large majority (65%) of businesses surveyed rated "More outdoor dining and selling" as "important" or "very important."

During COVID many restaurants were able to survive by providing the option of outdoor dining. As a result many people were able to patronize restaurants without concern for the health and wellness of themselves and their families. Both restaurants as well as residents would like to make outdoor a more permanent option both for the safety and the enjoyment.



*Outdoor dining with jersey barriers and planting, Hingham, 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://beverlywickedlocal.com/news/20160619/farmers-daughter-restaurant-looks-to-add-outdoor-seating-in-easton>

3. Create a checklist : "How to use public space for outdoor dining and using sidewalks for display of merchandise"
4. Consider using planters in place of jersey barriers to define outdoor seating areas.



*Winterizing Outdoor Dining in Boston, MA*



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



# Outdoor Dining/ Retail Community Toolkit

Lawrence, KS

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>





The city recently launched an online survey to collect feedback from downtown visitors and business owners about making outdoor dining permanent and will be hosting three public meetings in the first week of October. Both the survey and meetings are opportunities for the City to establish degree of support, but also what concerns visitors, residents, and business owners have and what they would like a long-term program, making outdoor dining more or less permanent, to address.

The program has allowed downtown businesses to repurpose sidewalks and parking stalls directly in front of or alongside their storefronts for outdoor dining or other uses. About 20 restaurants or bars have a permit to repurpose the space, and many have built wooden or brick patios to provide a space for their customers to be served outdoors.



*The "parklet" patio of Papa Keno's Pizzeria, 837 Massachusetts St., Lawrence, Kansas is pictured on Sept. 18, 2021.*

# Promote **shared marketing** and expand buy local coupon program

Category		Revenues/Sales
Location		Downtown Hingham
Origin		Director of Community Planning, Plan Facilitator
Budget		Low - Medium Budget (\$50k - \$200k). A Consultant can help to develop a Shared Marketing Program. There will be an additional expense for marketing materials.
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		The number of businesses that participate in the shared marketing and buy local campaign. The number of patrons that participate. The degree to which sales increase once the program has been launched.
Partners & Resources		<p>Hingham Downtown Association, Community Planning Department, Fourth of July Parade Committee, Cultural Council, Council on Aging, Beautification Commission, Recreation Department</p> <p>Explore use of State funds to use as a matching program to help individual business owners with marketing and branding. Also explore use of State relief grants for restaurants and other sector specific businesses.</p>
Diagnostic		<p>As a result of the pandemic, almost all (92%) of the businesses surveyed reported negative impacts. A majority of businesses reported reduced operating hours and a decline in revenue. Half (50%) of Hingham businesses reported laying off staff (compared to 38% across all businesses in RRP Districts). Decline in Business District foot traffic was significant. Over half (69%) of businesses had less on-site customers in January and February of 2021 than before COVID.</p> <p>Additionally, more than half (69%) of the businesses surveyed rated "Marketing Strategies for the district as "important" or "very important." Shared marketing in the form of a "buy local" campaign is proposed as a way of addressing these significant impacts.</p> <p>A large and successful lifestyle mall, the Derby Street shops, located in South Hingham has a cohesive sense of place and many retail shops and restaurants to choose from. The Downtown must differentiate itself from the Derby Street mall in order to attract patrons who may have grown used to shopping on-line.</p>

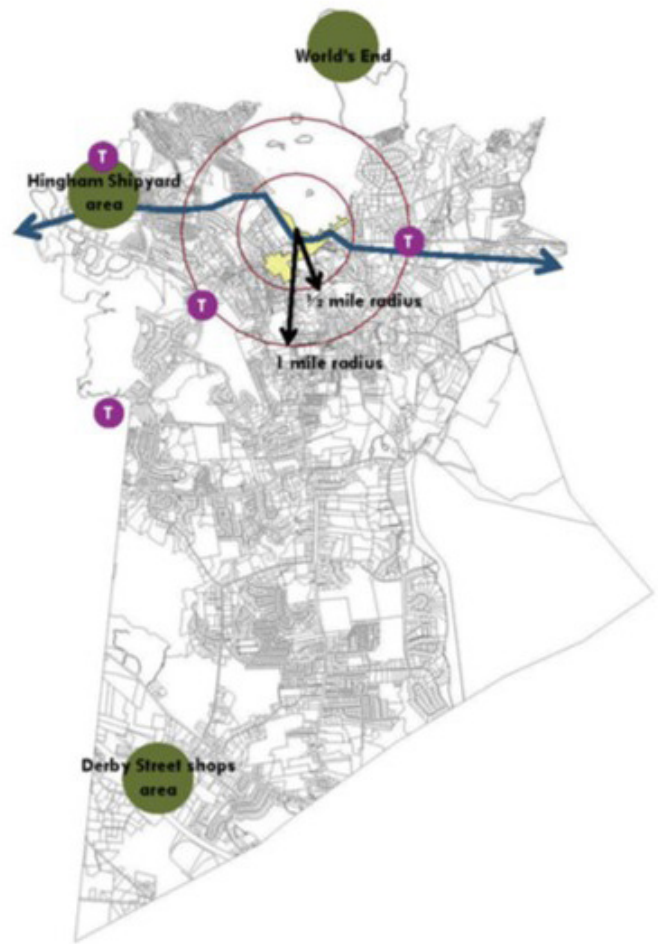
### Action Item

Create a marketing campaign that launches Hingham Center on all available platforms addressing the immediate health and safety concerns of the pandemic while reminding all that local businesses cannot survive without patronage. The campaign should continue post-pandemic.

### Process

Develop a buy local program

1. Concept: Incentive 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, for example:
  - a. 10 restaurants
  - b. 5 retail
  - c. 3 services
  - d. 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 Center": Businesses down 70+%, due to pandemic, you make the difference: a call to arms
7. Marketing Plan:
  - a. 12-week Radio Buy • 4 radio stations • playing 15 spots daily
  - b. 4 full page full color back page of the local paper with "cut out lines"
  - c. 10,000 rack cards distributed to all local business to hand out and include with take away orders and shoppers bags
  - d. Download pledge card from BID website
  - e. Social Media promotions and push to neighboring areas



*Location of Downtown in relation to the Derby Street Shops. from Hingham Harbor and Downtown Sustainable Vision Plan, MAPC, 2021*

# Step Up

Lexington, MA



Revenue/Sales

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](mailto: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](mailto: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!



# Investigate creating opportunities for **pop up stores** in the downtown.

Category		Private Realm/Tenant Mix
Location		Downtown Hingham
Origin		Director of Community Planning, Plan Facilitator
Budget		Medium Budget (\$50k - \$200k)
Timeframe		Short Term (Less than 5 years) Planning: 3 months Pop-Up Vendor Solicitation: 3 months Pop-Up Build-Out: 3 months Implementation: 3 months
Risk		Medium Risk. Small business owners have been hurt financially by the pandemic and may be wary of short-term ventures that cannot guarantee success. Building owners may be less than inclined to engage short-term tenancy if it reduces incentive for a long-term tenant to commit. Building owners may not wish to start building repairs that expose them to legal or regulatory oversight.
Key Performance Indicators		Increase in foot traffic; Increase in sales and revenue at neighboring food and retail businesses; Long-term commercial tenancy at market rate in formerly vacant properties; Perceived improvement in appearance of the downtown streetscape
Partners & Resources		Hingham Downtown Association, Director of Community Planning, Building Inspector, DPW, small business owners
Diagnostic		<p>The pandemic negatively impacted the majority of Hingham's businesses. Half (50%) of Hingham businesses reported laying off staff (compared to 38% across all businesses in RRP Districts). The Downtown has experienced a significant decline in foot traffic: significantly more than half (69%) of businesses had less on-site customers in January and February of 2021 than before COVID.</p> <p>A Pop-Up 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>
Action Item		Explore creating a process and providing the infrastructure for small businesses to test their ideas. This will result in invigorating the Downtown, attracting different and creative businesses, therefore, attracting more and more diverse patrons to the Downtown.



## Process



*Heritage Museum, Hingham, MA*





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

## Best Practice

### EXAMPLE:

See Appendix: Pop-Ups in the Retail Mix, Adams, MA

# Increase Town capacity by strengthening the downtown management entity. Build and nurture relationships. Create an events strategy.

Category		Administrative Capacity
Location		Downtown Hingham, although could extent to adjacent commercial areas
Origin		<p>Director of Community Planning</p> <p>Hingham Harbor and Downtown Sustainable Vision Plan, MAPC (2021)</p> <p>The creation of a Business Improvement District was suggested as an idea during the Harbor and Downtown planning process. Stakeholders and participants in the process showed initial support for the strategy. 70% of the participants agreed that this was a strategy worth including in the district plan. 30% of the participants were neutral toward the idea.</p>
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		Medium Risk. A little less than one-third (28%) of the businesses surveyed rated "creation of a management entity" as being "important" or "very important." This indicates a need for increasing awareness and demonstrating the value of such an entity
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		Hingham Downtown Association, Community Planning, South Shore Chamber of Commerce

## 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.

The existing Hingham Downtown Association (HAD) provides a strong foundation upon which to work to increase the capacity of the downtown management entity and its relationship with the Town to work on COVID recovery by creating the conditions to attract more patrons to the Downtown area through events, programming, beautification, shared marketing, etc. The Association (HAD) has close to 100 members and a part-time Executive Director. It is a self-governing group of business and property owners that work together with civic groups and neighbors to "create a vibrant downtown and promotes a strong sense of community through year round special events and promotions."

The Association is relatively active and relationships exist among businesses and with the Town. HDA connects businesses to one another, to customers, to the community and to the Town by:

- Monthly networking meetings and business workshops. Our members meet monthly on the first Friday of each month at 8:00 AM.
- The HDA website is a marketing tool that will be updated regularly promoting downtown events and promotions.
- HDA sponsored events like the Taste of Hingham, Summer Sidewalk Sales, Hingham Arts Walk, Christmas in the Square and Holly Jolly Hingham.
- An Executive Director who is the point person for the media, for town Departments such as Public Works, Police, Fire, Hingham Light Plant, BOS, residents and visitors.
- Volunteer board of executive directors committed to promoting the economic development and betterment of our downtown area.

## Action Item

Work with Consultant to explore and select most appropriate model for Hingham's Downtown Association. The current Association has approximately 100 members and a part-time Executive Director. Do more relationship building through events programming; build on existing programming including Taste of Hingham, Christmas in the Square, Arts Walk, Hingham Art Walk, Trick or Treat in the Square, Third Stroll Thursdays, and the Farmer's Market.

Consider:

- Centralizing information regarding resources and activities.
- Keeping an updated digital calendar of events.
- A kiosk with calendar and QR code
- Creating a plan for closing portions of South Street between Main and Central Street for events.

## Process

In beginning to create a sustainable management entity for Downtown Hingham, consider the following:

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

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

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

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

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

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

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

## Process (Continued)

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

**Resources for Startup and Sustainability:** Seed money is required to start a district management organization. Sources include TA through the Massachusetts Downtown Initiative, or ARPA funds (if the development of the organization is tied to implementing COVID recovery activities). Additionally, local Institutions, foundations and key stakeholders/Individual contributors may be sources for seed money to launch an effort to form a downtown management entity. Careful attention should be given to developing a realistic budget, and a variety of revenue opportunities for the organization. Depending on the selected organizational model this may include assessment/ fees, sponsorships, event revenue, grants or contracts, foundation, and individual giving. If possible, the downtown organization should strive to secure multiple year commitments from funders (if forming a voluntary based nonprofit). If the municipality approves the formation of a BID, property owners will reauthorize the organization every 5 years.

### ACTION STEPS:

1. Create an RFP for a Consultant to help with the process.
2. Hire a Consultant to design the process of exploring the various models of a management entity for Hingham's Downtown merchants and for creating an expanded program of events.
3. Create a downtown partnership with the Municipality, key property owners, key local destination businesses, and chamber of commerce to launch effort. Conduct outreach to Hingham Downtown Association, South Shore Chamber of Commerce and other area businesses to determine degree of appetite for forming a more formal and dynamic organization to organize events, conduct fundraising etc.
4. Form a broad-based Downtown Business Advisory Committee to provide input and feedback and to act as a liaison to the Town for programming of events.
5. Secure seed funding for TA to explore district management models through Massachusetts Downtown Initiative (now part of the One Stop), ARPA, Foundations and other stakeholder support.
6. Create community outreach events, widely distribute surveys and other engagement tools to develop program priorities
7. Hold Community forums on different management district models



**Process  
(Continued)**

8. One on one conversations with stakeholders to secure support and engagement in process
9. Consensus building with stakeholders on preferred models/ programming /budget
10. 10Organizers may consider executing a demonstration project that could "show" potential programs and services provided to the Town Center through a district management organization.
11. Formal creation of selected management entity model. Explore different models including Main Streets and Business Improvement District, etc.; also explore creating a Cultural District as an organizing entity.
  - a. Main Streets Program
  - b. Business Improvement District



*Downtown Hingham, MA*

# Downtown Management Models



Admin Capacity

Main St Communities: Beverly, MA

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

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

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

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

EXAMPLE: Hudson BID

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



## 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.





# Main St. Communities

Admin Capacity

Reading, MA

## EXAMPLE:

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

Determining the appropriate downtown management organization model was a unique process for the Reading community, downtown property owners and businesses. The process included extensive outreach and community education to explore program priorities, financial sustainability, organizational models and champions from both the private and public sector. Economic Development Plans for downtown Reading had included the recommendation to establish a sustainable downtown organization to support the economic and social health of the downtown. The Town of Reading spearheaded activity to launch the process of community and property owner engagement to explore what model would be appropriate for downtown Reading. Working sessions with Advisory committee to discuss specific model alternatives / cost and benefits.





How to Form a BID In Massachusetts

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



*Hingham Loring Hall Old fashioned Movie Theatre, Hingham, MA*

# Create a walking historic “stroll”

Category		Public Realm
Location		Downtown Hingham
Origin		Director of Community Planning, Plan Facilitator Hingham Harbor and Downtown Sustainable Vision Plan, MAPC (2021)
Budget		Low Budget (Under \$50k)
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		The number of people taking the tour, the number of sites, institutions, etc. that work together to create and maintain the tour. Increased patronage of Town Center establishments.
Partners & Resources		Historic Districts Commission, Historic Commission, Community Planning Department, Beautification Commission, local artists, Library, DPW, Hingham Downtown Association

<sup>1</sup> SME: Anne Burke, Best Practice Rubric, Administrative Capacity

## Diagnostic

The historic stroll is intended to bring people back to the Downtown. **Decline in Business District foot traffic as a result** of COVID-19 was significant. Significantly more than half (69%) of businesses had less on-site customers in January and February of 2021 than before COVID.

There are currently several interpretive signs along the waterfront. They include historic photographs and narrative about the history of the area. This type of installation could be expanded to other sites, buildings, or locations of significance in the district to help the visitor better understand and connect to the area.

## Action Item

Create a walking historic "stroll", use plaques and interpretative signs and narrate; emphasize historic resources in telling the story of the Town. Overlay with technology to tell a more complete story.

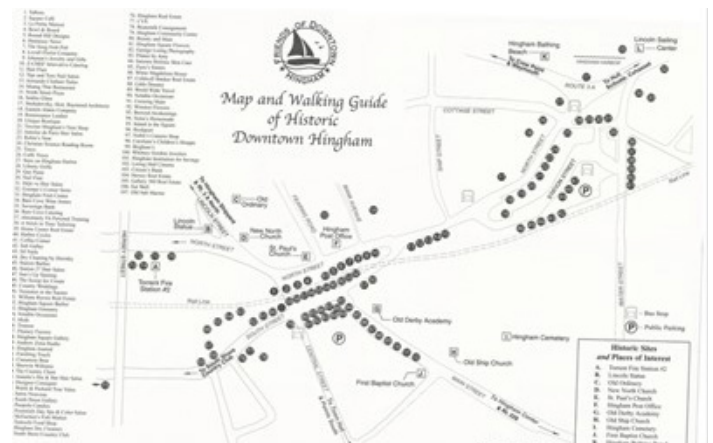
Develop a self-guided tour with QR codes, etc. and a kiosk with a map of locations of historic places and audio narration. Consider virtual viewing of historic buildings and landscapes. Consider adding virtual reality overlay viewing of historic buildings and landscapes. Integrate with wayfinding system with trail markers. Build on existing Historic Walking Guides.

## Process

1. Organize a small group of stakeholders representing local government, economic development, small business, historic commissions, real estate, tourism, marketing, and design/web/social media sectors to spearhead the project.
2. Create an informational /resource page on Town website. Engage internal marketing/design/web/social media experts or engage a pro bono consultant to create a website and social media campaign to promote the project.
3. Begin with conceptual brainstorming with the project steering committee on multiple ways the committee could achieve the goal of better connectivity between downtown and identify the sites to include in the tour.
4. Design and develop promotional materials.
5. Hire a consultant to design and develop interpretative signage and create a map with the route. Connect and relate to interpretative signs at Harbor
6. Explore ways of adding audio (e.g. through QR code) and record older adults telling their stories and relating them to the sites.



Existing interpretative sign on Hingham's waterfront  
PC: Hingham Harbor and Downtown Sustainable Vision Plan, MAPC (2021)



Existing Hingham historic walk guide.





# Self Guided Historic Tour

Cambridge, MA

Self guided historic tour of Cambridge, MA

<https://www.gpsmycity.com/tours/historical-cambridge-ma-walking-tour-2424.html>

**Guide Name:**

Historical Cambridge MA Walking Tour

**Guide Location:**

USA » Boston (See other walking tours in Boston)

**Guide Type:** Self-guided Walking Tour (Sightseeing)

**# of Attractions:** 8

**Tour Duration:** 2 Hour(s)

**Travel Distance:** 3.5 Km or 2.2 Miles

**Author:** anna

**Sight(s) Featured in This Guide:**

- Memorial Hall / Sanders Theatre
- Fogg Museum (Harvard Art Museums)
- Harvard Square
- Brattle Street
- Longfellow National Historic Site
- Hooper-Lee-Nichols House
- Elmwood House
- Mount Auburn Cemetery





**HOW IT WORKS:**

Download the app "GPSmyCity: Walks in 1K+ Cities" from iTunes App Store or Google Play to mobile phone or tablet. The app turns the mobile device into a personal tour guide and its built-in GPS navigation functions guide one from one tour stop to next. The app works offline, so no data plan is needed when traveling abroad.



*Discover Flyer, Hingham, MA*

# Develop **Design Guidelines** that are consistent with the Historic District and connect to zoning regulations.

Category		Public Realm
Location		Downtown Hingham
Origin		<p>Director of Community Planning, Plan Facilitator</p> <p>Hingham Harbor and Downtown Sustainable Vision, MAPC (2021). The continuation of streetscape character and features of the district was suggested as an idea during this planning process. Stakeholders and participants in the process showed initial support for the strategy. 75% of the participants agreed that this was a strategy worth including in the district plan. 13% of the participants were neutral toward the idea. 12% of the participants disagreed with the idea.</p>
Budget		Low Budget (Under \$50k), Medium Budget (\$50k - \$200k). Consultant fee to create guidelines
Timeframe		Short Term (Less than 5 years). Hire Consultant to update existing guidelines. Should be able to do so in 6 months time.
Risk		<p>Medium Risk. Some establishments may not feel the urgency or want to spend the money to use the Storefront Design Guidelines to improve their properties. That is, there may be some reluctance on the part of businesses and/or property owners to participate. Early engagement with property and business owners will likely reduce any concerns and help to encourage business participation. For smaller businesses with limited capacity, any paperwork can become a cumbersome process. Applicants can benefit from a streamlined and easy application process, as well as any assistance by the funder that can be provided at various stages of the process.</p>
Key Performance Indicators		<p>Having a set of guidelines that provide guidance to property owners so that when they make improvements they do so in attractive and consistent ways will help to enhance the appeal of the Town Center. The number of properties improved is a Key Performance Indicator. Additional KPIs could include the following:</p> <ul style="list-style-type: none"> <li>• Successful adoption of the new design guidelines.</li> <li>• Increase in the number of applications that are consistent with the design guidelines.</li> <li>• Decrease in the number of meetings dedicated to design in the site plan or special permit approval process.</li> <li>• Increase in the number of buildings constructed, renovated, or rehabilitated that meet the design guidelines.</li> </ul>

## Partners & Resources

Director of Community Planning, Building Inspector, Board of Selectmen, Planning Board, Zoning Board of Appeals, Design Review Board, Economic Development Committee, Hingham Downtown Association

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

Potential funding sources include:

### AMERICAN RESCUE PLAN ACT (ARPA)

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

### COMMONWEALTH OF MASSACHUSETTS ONE STOP FOR GROWTH

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

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

Community Planning Grants (project limit \$25,000-\$75,000) Executive Office of Energy and Environmental Affairs

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

### DISTRICT LOCAL TECHNICAL ASSISTANCE GRANT

Regional Planning Agencies (RPAs) and DHCD

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

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

### SURVEY AND PLANNING GRANT PROGRAM

Massachusetts Historical Commission

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

### COMPLETE STREETS FUNDING PROGRAM

Massachusetts Department of Transportation

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

## Diagnostic

The historic character and development patterns of Downtown Hingham contribute to a unique experience and if enhanced and reinforced, will help to draw additional patrons to the district. All new investments, both private and public, should be used to strengthen the historic patterns of the district. Design guidelines can help to guide development and redevelopment so that it is consistent with the district's unique features and character.

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

## Action Item

A consultant will be hired to update the existing Storefront and Signage Guidelines and to coordinate these with Historic District Guidelines and existing zoning.

- Review models from other communities (Brookline, Lexington) Currently design review is part of zoning.
- Also identify creative ways to comply with ADA in historic buildings (Model: Newburyport). Blanket permit or case-by-case?
- A set of design guidelines for the district could be attached to the Downtown Hingham Overlay District and, if desired, could be expanded to the Hingham Harbor Overlay District. The purpose of the Downtown Hingham Overlay District is "to protect and promote the viability and value of business and residential properties located in the Downtown Hingham Overlay District ("Downtown") in a manner consistent with Hingham's historic character.
- Incorporate and integrate Hingham's HDC's Guidelines for work within historic districts:

[Guide to New Construction and Additions in Hingham Historic Districts](#)  
Guidelines for work in Historic Districts (PDF)

The Downtown Hingham Overlay District (Section III-G, 5 of the Zoning By-Law (pgs 39-40)) requires Design Review for any project in the downtown and outside of a local historic district. There are few objective standards. The Hingham Harbor Overlay District (Section III-H, 7 of the By-Law (pgs 47-48)) likewise requires Design Review.

## Process

### ACTION STEPS:

- Extensive research of other cities and towns guidelines and procedures.
- Based on best practices, create easily understandable illustrated storefront component pages that reference Town of Hingham regulations.
- Establish storefront element criteria through including specifically referenced dimensions, materials and placement.
- Photo-document good and bad examples of storefront elements.
- Create a Town of Hingham 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 Hingham's Building Code to reflect the clearer storefront criteria.
- Others involved in the rewriting of Building Code include the town attorney and community development director.
- Final approval of Storefront Guidelines

# Design Guidelines

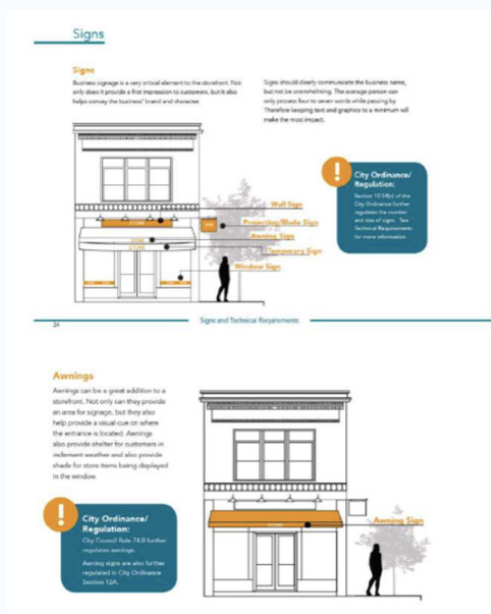
Everett, MA



Public Realm

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.



- 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.
- 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.
- SEE APPENDIX for more details about the City of Everett Design Guidelines



## Everett Square

Before



After



Favermann Design  
City of Everett Design Guidelines



Review Process and Grant Application

# Evaluate the feasibility of a **shuttle better connecting Downtown Hingham with the Shipyard and the MBTA Greenbush** commuter rail line.

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Category		Public Realm
Location		Routes connecting Downtown Hingham with the Shipyard and the MBTA Greenbush commuter rail line. Could potentially add routes.
Origin		Director of Community Planning, Plan Facilitator/Transportation Planner Hingham Master Plan
Budget		Low Budget (Under \$50k) Operating costs for a two-month test of a weekend shuttle service running for ten hours per day would be on the order of \$7,000 to \$8,000.
Timeframe		Short Term (two-months test period)
Risk		Medium Risk. Ridership will depend on people's awareness of the service, but also it takes time for people to form new habits (and take a shuttle rather than their private automobile).
Key Performance Indicators		Ridership of the shuttle (e.g. the number of people who use the service)
Partners & Resources		Director of Community Planning, DPW, Public Safety, Traffic Committee

## Diagnostic

Downtown Hingham is served by two MBTA bus route: Route 220 and Route 714. Route 220 provides connections to the Quincy Center Red Line station, offering 20–30-minute service on weekdays and hourly service on weekends. The 714 offers hourly weekday and weekend service to Pemberton Point in Hull; weekend services start later and end earlier than the weekday services. Route 740 makes several stops on weekdays at the Nantasket Junction commuter rail station. Both buses stop at Station Street in Hingham.

Neither of the MBTA services penetrate the Hingham Shipyard or provide service into Downtown Hingham. A potential shuttle service that loops through the downtown with connections stops in the Hingham Shipyard and at the West Hingham commuter rail station would complement rather than duplicate the MBTA services. One option is a two-way route that would be approximately 7.5 miles roundtrip and have six stops – West Hingham station, Downtown Hingham, Station Street, and three in the Hingham Shipyard including the ferry terminal, the retail area, and the residential area. It appears that a single bus could operate on 25–30-minute headways on this type of route. The service could also provide an opportunity to increase the utilization of the Station Street lot.

Better connections to retail and restaurants would help to increase patronage to the study area.

## Action Item

Explore ways of **better connecting the MBTA with the Harbor and the Downtown** by exploring the feasibility of providing a shuttle service. Test the potential by providing the service on a weekend. Follow up test with providing shuttle on days with special events, holidays, summer, etc. Start small and build ridership and demand for increase in service.

Consider the following:

- Provide occasional shuttle during events
- Generate revenue with advertising on the shuttle to help pay for it.
- Test on weekends, summer, Christmas, etc.
- Get people used to taking it and then getting them to ask for more. Shuttle Loop? Start small and focused.
- Identify core route with minimum number of vehicles (20–30 minutes). Include Shipyard.
- Does it compete with existing bus routes? Look at schedule and see how it can fill in gaps. Have the shuttle serve a different purpose.
- Look at ridership during peak hours/times of year (e.g. weekends, holidays) of ferry and commuter rail.



## Process

Prepare a scope of work to study and then test a potential shuttle service to Downtown Hingham:

- Route Options
- Stop locations.
- Potential hours of service to test the concept (e.g., weekends from 11:00 AM to 9:00 PM).
- Ridership demands
- Impacts on parking in the Station Street lot
- Curb regulations at stops
- Bus stop amenities
- Branding opportunities
- Service information platforms like TransLoc that provide real-time information about bus arrivals

## Best Practice

EXAMPLE: MASCO system in Boston:

<https://masco.transloc.com/>



Discover Flyer, Hingham, MA

# Develop a **parking plan** for Downtown Hingham

---

<b>Category</b>		Public Realm
<b>Location</b>		Downtown Hingham
<b>Origin</b>		Director of Community Planning, Plan Facilitator/Transportation Planner Hingham Business District Parking Study, Vanasse & Associates, Inc. (2009) Parking Study Daylor Associates (2007) 2017 and 2018 Parking Demand Observations for a portion of the Station Street lot and the Merchants Lot
<b>Budget</b>		Low Budget (Under \$50k)
<b>Timeframe</b>		Short Term (Less than 5 years). Developing a Parking Plan will take 6 months. Implementation will take longer.
<b>Risk</b>		Medium Risk. Making changes to parking management and regulations often is met with some resistance.
<b>Key Performance Indicators</b>		An increase in the availability of parking. An increase in the ease of finding parking through directional signage.
<b>Partners &amp; Resources</b>		Director of Community Planning, DPW, Hingham Downtown Association



## Diagnostic

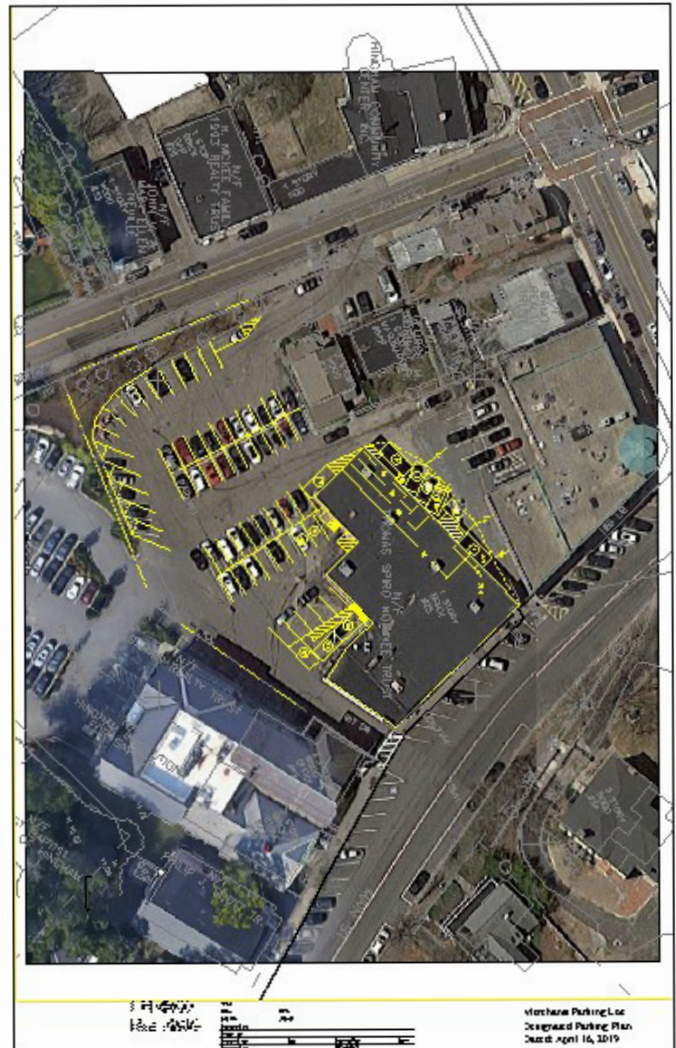
Difficulty finding parking is often cited as a challenge in the Downtown. Additionally, one-fifth (20%) of the businesses surveyed cited parking regulations as posing an obstacle to the operating of their business. More than half (60%) rated "changes in parking availability, management and policies" as "important" or "very important."

Observations about parking were made during site visits on August 25 and September 8. While on-street parking is well utilized during the mid-day on the streets in the "square" (i.e., the block bounded by North Street, Main Street, South Street, and Central Street), it is possible to find an on-street parking space within a 2-3-minute walk of these streets. There were also a few spaces open in the Merchant's Lot. Further away, an 8-9-minute walk, the Station Street Lot was less than half full. Private lots at locations like Talbots or CVS also provide parking for their customers.

- Parking in the "square" (North/South/Main/Central) is constrained
- Merchant lot at Central and Main is regularly full
- Station Street lot is underutilized but is considered to be too far away from the Downtown (Measurements on Google indicate it is a ~1,600-foot distance, which is a nine-minute walk.)

A few figures from the Downtown Hingham Business District Parking Study prepared by Vanasse & Associates, Inc. in February 2009.

- i. According to a study 2007 prepared by Daylor Associates the Station Street lot has 267 spaces.
- ii. The Merchant's lot (identified as Kramer Dentist/Spiro Realty Trust on VAI Figure 4) consists of 67 parking spaces (based on the 2019 designated parking plan).

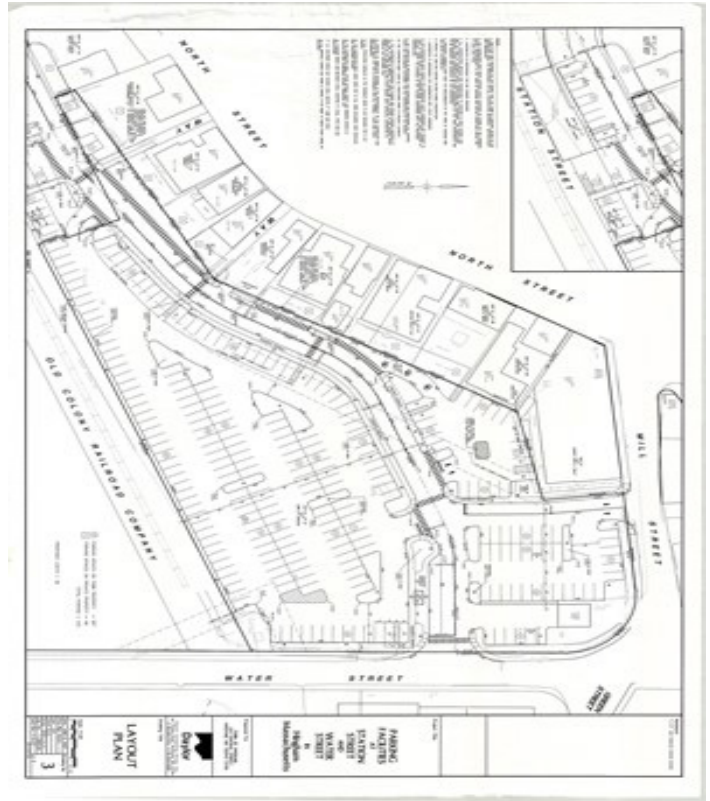


## Action Item

Hire a Consultant to create a Parking Plan for Downtown Hingham that will help to better manage existing spaces and thus increase the appeal for both residents and visitors to patronize Downtown retail and restaurants.

Consider the following:

- Requiring people to pay for on-street parking to encourage them to park in off-street lots. Need to direct people to these.
- Shared Parking Agreements with institutions and entities within close vicinity, such as churches or banks (e.g. Hingham Institution for Savings private parking lot)
- having a resident parking program in downtown. Can waive on-site requirements if participate in program. Designated off-street over night sites. Consider allowing residents to park free of charge and having non-residents pay. Or a two-hour parking exempt for those with resident parking sticker.







*Daylor Parking Study*

## Process

- The three key actions steps are:
- 1. Gather data regarding parking usage, turnover rate, peak times. Have study (including turnover rates, study of Merchant St. Lot in combination with large private bank lot, Station St. study of section).
- Develop regulatory plan.
- Explore payment options/technology.
- Conduct a study to identify parking shortfalls in the Downtown and to make recommendations:
- Inventory on-street and off-street public and private parking spaces by location, including HP spaces.
- Inventory parking regulations.
- Conduct an accumulation study of the parking supply for the full parking supply to estimate parking demand for different times of day during typical weekday and Saturday conditions.
- Conduct a turnover study on the streets in the downtown to determine how long vehicles are parked during typical weekday and Saturday conditions.
- Propose updates to existing regulations, as appropriate, in response to the analysis of the accumulation and turnover studies, including an assessment of the adequacy of the supply, design and location of HP spaces.

# Develop a plan to **brand the bus stop** at Main Street

Category		Public Realm
Location		Bus Stop at Main Street
Origin		Plan Facilitator/Transportation Planner
Budget		Medium Budget (\$50k - \$200k)
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators	<p>Increased ridership. Increased pedestrians directed to the Downtown</p> <p><b>PERFORMANCE MEASUREMENT AND FEEDBACK<sup>4</sup></b></p> <p>As with any branding initiative, it is critical to conduct ongoing assessment of the implementation and performance to ensure that the brand remains relevant and is consistently communicated.</p> <p>Obtain feedback both from employees and the public and ridership. Feedback can be collected through formal tools such as online surveys, onboard surveys or telephone interviews, as well as informal, directional input obtained via customer comments and complaints.</p> <p>Additionally, monitoring metrics such as new versus repeat customers, customer loyalty, employee retention, ridership increases and revenue growth can be useful in ongoing planning initiatives and communication strategies.</p>	
Partners & Resources	Town of Hingham, MBTA, Hingham Downtown Association	

<sup>4</sup> [https://www.apta.com/wp-content/uploads/APTA-BTS-BRT-RP-001-10\\_Rev1.pdf](https://www.apta.com/wp-content/uploads/APTA-BTS-BRT-RP-001-10_Rev1.pdf)



### Diagnostic

Directing pedestrians to the Downtown will help to bring more people into the Downtown. The bus stop on Station Street is the terminus of the MBTA Routes 220 and 714. The stop has a shelter, a small ribbon-style bike rack and a trash receptacle. There are no maps of the area or wayfinding signage to direct pedestrians between the stop and the Downtown.

### Action Item

Develop a plan to brand the bus stop.

### Process

Develop a plan to increase the visibility of the Station Street bus stop. Potential elements would include:

- A map showing the location of nearby attractions.
- Route descriptions and schedule information.
- Additional amenities at the stop,
- Wayfinding signage to and from the stop.



*Google Streetview, October 2019: MBTA bus stop on Station Street.*



*Prototype flyer by Favermann Design for Hingham, MA*

# American Public Transportation Association (APTA)



The **American Public Transportation Association (APTA)** Recommended Practice "Bus Rapid Transit Branding, Imaging and Marketing" contains a more in-depth discussion of BRT system branding practices.

SEE: [https://www.apta.com/wp-content/uploads/APTA-BTS-BRT-RP-001-10\\_Rev1.pdf](https://www.apta.com/wp-content/uploads/APTA-BTS-BRT-RP-001-10_Rev1.pdf)

"A branding strategy for a bus service gives transit agencies the opportunity to proactively define the way people think and feel about the service. The branding strategy can create a targeted brand experience for customers and allow them to form relationships with the brand."

There are four steps in developing a branding strategy:

**WHO:** Identify and characterize the target audiences.

**WHAT:** Determine the "brand promise" to be made to the audiences.

**HOW:** Determine how all the audience "touch points" will communicate the brand.

**WHY:** Determine why audiences should care about the brand.

## The American Public Transportation Association provides guidelines for the branding of bus stations and stops.

"Branding gives a service or product a distinct identity that results in clear and positive public recognition of the service. The continuation of the brand on all individual station elements should emphasize a clear and consistent message about the service. Elements of station branding can be included within the actual design of the station components (e.g., shapes and sizes) or included on all structures, customer information panels and amenities at the station with colors, logos or graphics. Attention to small details sends an important message. A unique branding feature for consideration could be the inclusion of an "iconic" marker or monument sign at each station."

[https://apta.com/wp-content/uploads/Standards\\_Documents/APTA-BTS-BRT-RP-002-10.pdf](https://apta.com/wp-content/uploads/Standards_Documents/APTA-BTS-BRT-RP-002-10.pdf)

Guidelines include the following:

### Architectural treatments

Architectural treatments such as specially designed canopies or shelters help to make stations more visible and can help in developing a brand identity for the BRT system. Creative approaches to designing fencing, stairs and ramps will help to create community support for the BRT system and will add to the riding experience. Station art also may be able to be incorporated into fencing, walkways and shelters.

### Visual and aesthetic impacts

While concerns may arise about visual and aesthetic impacts of a station, the planning process provides an opportunity to engage the public in developing a station that would be a source of community pride. This may be done through design workshops, charrettes and involving the community in decisions concerning architecture, colors, finishing materials, signage and pedestrian access. Installation of art would further enhance the appeal of a new station for residents and businesses.

### Environmentally sustainable materials and practices

The design phase of a new station offers opportunities to introduce environmentally sensitive materials and practices into its construction and operation. Assessment of energy usage typically is performed for the overall project to determine the energy conservation benefits of a BRT system. However, architects also can consider energy conservation measures for BRT stations, such as designs that make use of natural lighting and low-power-consuming lighting, use of solar panels and incorporation of recycled materials in building construction. Transit operators pursuing Leadership in Energy and Environmental Design (LEED) certification for BRT stations may see the added benefit of reduced operating costs and local grants for "green" projects.

### Universal design

Incorporating elements of universal design improves accessibility of stations, improving accessibility for disabled people as well as other transit patrons, such as travelers with luggage. Some BRT systems require the implementation of these elements at stations, either due to an extended platform length or to the need for platform boarding to accommodate BRT vehicles. U.S. disability advocates Easter Seals and Project Action provide guidance on the concepts of universal design in the following document:





[http://projectaction.easterseals.com/site/DocServer/06BSTK\\_Complete\\_Toolkit.pdf?docID=21443](http://projectaction.easterseals.com/site/DocServer/06BSTK_Complete_Toolkit.pdf?docID=21443).



*Branded bus stop in Curacao, Brazil*



# Design and implement tactical interventions to increase multimodal transportation safety.

Category		Public Realm
Location		Focus on eastbound traffic flow on North Street at Central Street.
Origin		Director of Community Planning, Plan Facilitator/Transportation Planner
Budget		Low Budget (Under \$50k)
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		Improved safety. A reduction in accidents.
Partners & Resources		DPW, Public Safety
Diagnostic		<p>Improving safety in the Downtown will make it more appealing, attracting patrons to the commercial establishments. A recent accident on North Street near Lincoln Street has raised concerns about the need for safety improvements in the Downtown. The Town is looking at creating a safety district in the downtown that would reduce speed limits to 20 or 25 mph on streets within and leading to the Downtown. These slower speeds will open the door for consideration of bicycle accommodations (i.e., "sharrows") on the Downtown streets. The Town is also installing a Rectangular Rapid Flashing Beacon at the pedestrian crossing between the Post Office and Hennessy News on Main Street.</p> <p>The street circulation pattern in the Downtown is simple and legible. Major streets are two-way except for the eastbound section of South Street between Main Street and North Streets. These streets are one lane in each direction with parking on one or both sides of the street. Angle parking is allowed on Main Street. The two-way configuration of the streets is appropriate to accommodate vehicular circulation in a commercial district of this scale. It is also worth noting that the use of one-way streets can inadvertently encourage higher vehicular speeds. An all-way stop controls the intersection of Main Street and South Street. In general, sidewalks are adequately sized, well designed and in good condition.</p> <p>Hingham just became a Complete Streets community and has identified a Safety District in which to reduce speeds to 20 or 25 MPH.</p>

## Action Item

Design and implement tactical interventions to address multimodal safety considerations. Focus on eastbound traffic flow on North Street at Central Street. Consider tactical measure to deflect flow a little bit so it doesn't feel like vehicles are pointing towards the outdoor seating at the Square Café.

Consider the following:

- Could also improve the look of the jersey barriers (e.g., planters).

## Process





Consider the following locations as candidates for tactical interventions:

- Consider testing curb extensions with temporary bollards at key pedestrian crossings. The test would assess improvements to pedestrian visibility and identify impacts to parking. For example, is it possible to reallocate excess space in the parking lane to restrict parking next to the crosswalk?
- Consider installing temporary bollards on the eastbound approach of North Street at Central Street to improve the deflection of this approach through the intersection and to slow traffic.



*Downtown Hingham, MA signage*

# Improve gateway and pedestrian connections between the Downtown and the waterfront.

<b>Category</b>		Public Realm
<b>Location</b>		The Summer Street/Route 3A intersection with North Street
<b>Origin</b>		Director of Community Planning, Plan Facilitator/Transportation Planner Hingham Harbor and Downtown Sustainable Vision Plan, MAPC (2021)
<b>Budget</b>		Medium Budget (\$50k - \$200k)
<b>Timeframe</b>		Short Term (Less than 5 years)
<b>Risk</b>		Low Risk
<b>Key Performance Indicators</b>		An increase in pedestrian traffic between the Downtown and the waterfront.
<b>Partners &amp; Resources</b>		DPW, Traffic Committee, Public Safety, Hingham Downtown Association, Beautification Commission
<b>Diagnostic</b>		The Summer Street/Route 3A intersection with North Street is a large, signalized intersection defined by the presence multiple driveway locations, parking fields in front of local businesses that ring the intersection, and traffic islands used to channel traffic movements. This impression obfuscates its role as a gateway to Downtown Hingham and a pedestrian connection between the Downtown and the waterfront. There are no directional signs indicating that North Street provides access to the Downtown from Summer Street/Route 3A. Pedestrian crossings and paths are interrupted by islands and driveways and crosswalks are missing on Water Street.
<b>Action Item</b>		Evaluate opportunities to improve the Summer Street/Route 3A intersection with North Street.



## Process

Develop and evaluate concepts to reconfigure and simplify the geometry of this important intersection. Consideration should be given to options that:

- Potential reduction of a travel lane on Summer Street/Route 3A to provide additional width for sidewalks.
- Elimination of the split in North Street and re-use of the space for a northbound right -turn lane on North Street, an enhanced pedestrian and landscaped area at the corner, and improvements to pedestrian crossings of the driveways.
- Improvement to pedestrian connections across driveways in coordination with adjacent business owners.
- Signal upgrades
- Directional and wayfinding signage.



*Google Streetview, July 2021: Summer Street/Route 3A looking north at the North Street "gateway" to Downtown Hingham.*



*Retail area, Hingham, MA*

# Additional Proposed Projects

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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 PROJECTS	COMMENTS
Encourage businesses to <b>illuminate and/or project images on facades.</b>	<p>Would need to ensure this doesn't conflict with upper story residential uses. Identify wall space for special events.</p> <p><b>Best Practice Example:</b> <b>Iluminación Program</b>, Lawrence, MA <a href="https://www.wearelawrence.org/iluminacion">https://www.wearelawrence.org/iluminacion</a></p>
Develop a private/public partnership to make aesthetically appealing streetscape improvements	<p>A strengthened Downtown Hingham Association could spearhead this effort. Such as improved décor (e.g. banners, hanging flower baskets on light posts, holiday decor), more trash/recycling cans, remove redundant, broken or unappealing signage.</p>
<b>Streamline process of setting up a business, permitting</b> , etc. (conduct outreach to business community, improve existing checklist) and make it more business-friendly.	<p>Regulations, permitting and licensing should be streamlined especially when involves public space. Currently sidewalks goes through BoS, any interior work triggers site plan review, etc. Some new merchants think process is difficult so review process with view to improve and made easier.</p>

# 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.



# Potential Funding Sources

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## 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 program<sup>5</sup>:

- **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<sup>10</sup>.
- **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.
- [SEE APPENDIX](#) for additional potential funding sources

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<sup>5</sup>Emmy Hahn, DHCD



## 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>

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# Appendix



# 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><b><u>Submittal Checklist</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Property Owner Authorization</li> <li><input type="checkbox"/> Proof of Ownership</li> <li><input type="checkbox"/> Legal Description</li> <li><input checked="" type="checkbox"/> Narrative describing the event in detail. Including:             <ul style="list-style-type: none"> <li>• Sounds which will project beyond the property lines.</li> <li>• Vehicular Traffic and parking</li> </ul> </li> <li><input checked="" type="checkbox"/> Site plan showing:             <ul style="list-style-type: none"> <li>• Lot Dimensions,</li> <li>• 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</li> </ul> </li> <li><input type="checkbox"/> Application Fees \$620.00</li> </ul>	<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><b><u>Applicant</u></b></p> <p>Name: _____</p> <p>Agent/Lessee: _____ Tax ID# _____</p> <p>Address: _____</p> <p>Email: _____ Phone: _____</p> <p><b><u>Event Details</u></b></p> <p>Address of Event: _____</p> <p>Parcel Number: _____</p> <p>Dates of Event: _____ Hours: _____</p> <p>Event on County property? Yes ( <input type="checkbox"/> ) No ( <input type="checkbox"/> ) If yes provide liability Insurance. The insurance shall have a limit not less than \$1 million per occurrence for the general aggregate.</p> <p>_____</p> <p><b>Details of Event:</b> (a narrative may be attached to describe the event in detail.)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

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



# Developing storefront guidelines to energize downtown



Provided by SME Consultant Mark Favermann, Favermann Design

Location Everett, MA

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

## Diagnostic

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

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

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

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

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

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

## Action Items

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



*Everett Square*

### Applicable Commercial Areas

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

### Everett Square

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



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



## Process

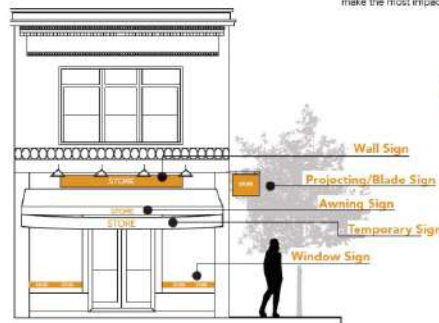
- Extensive research of other cities and towns guidelines and procedures.
- Based on best practices, create easily understandable illustrated storefront component pages that reference City of Everett regulations.
- Establish storefront element criteria through including specifically referenced dimensions,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

## Signs

### Signs

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

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



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

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Signs and Technical Requirements

### Awnings

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

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



### Awning Signs - Material

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

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



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

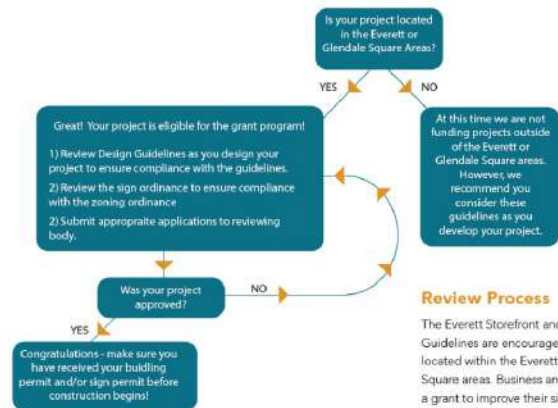


This awning is made of shiny vinyl and is not encouraged.

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

## Process- Strategic Decisions

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



### Review Process

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

*Review Process and Grant Application*

## Everett Square

### Before



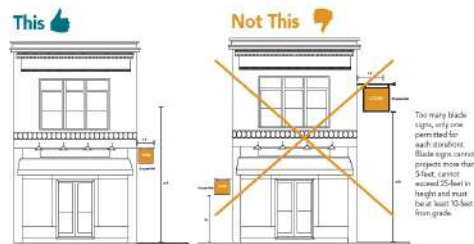
### After





### Projecting/Blade Signs

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



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

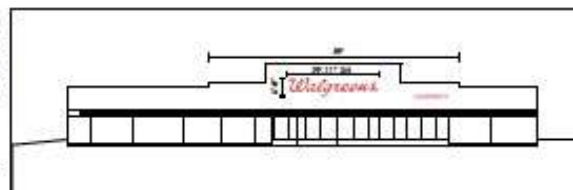


## Everett MA Signage Case Study

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

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

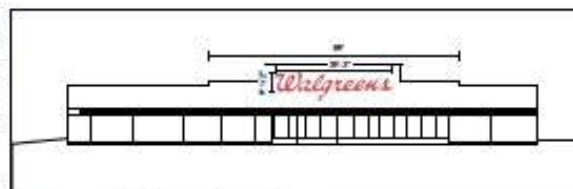
Main Sign As Shown = 199.77sf



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

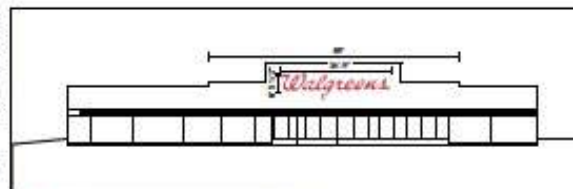
As shown = ~ 354 sf  
Dimensions = 39.25' x 9.04'



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

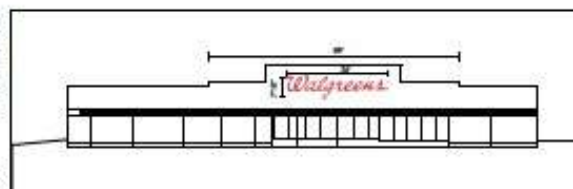
As shown = ~311.12sf  
Dimensions = 36.75' x 8.47'



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 = 267sf

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

# 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

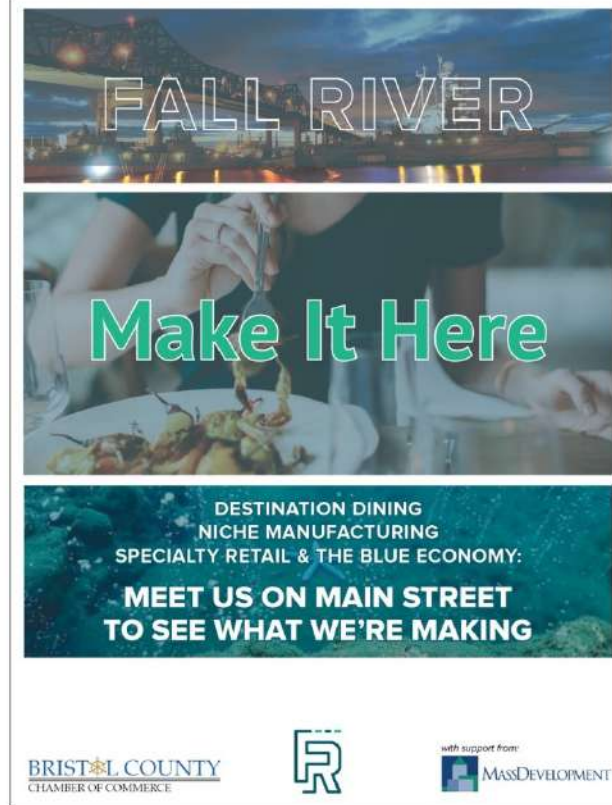
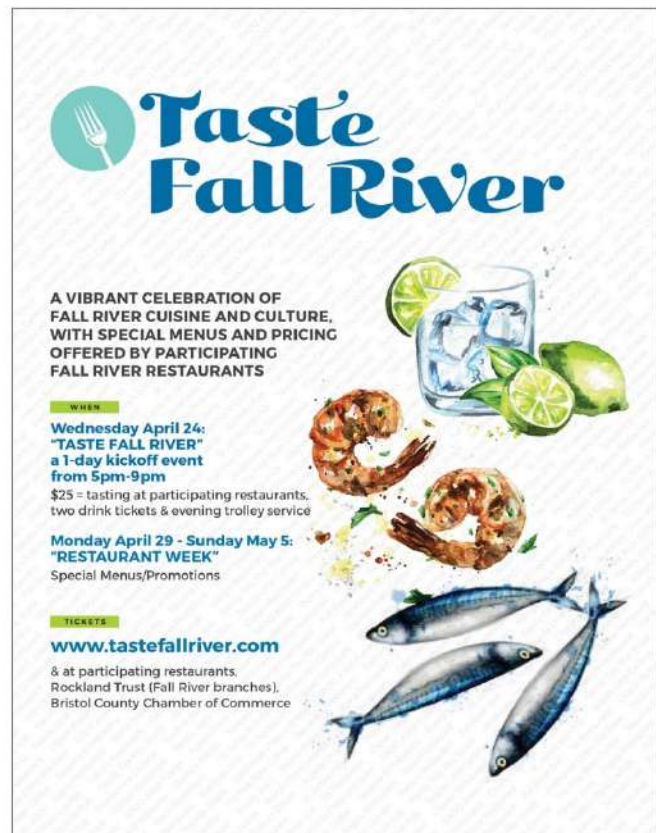
The relevance of this project for thinking about Covid rapid recovery includes:

- 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



# Create a way-finding theme based on the community's seaside location



Provided by SME Consultant

Mark Favermann, Favermann Design

Location

Well, ME

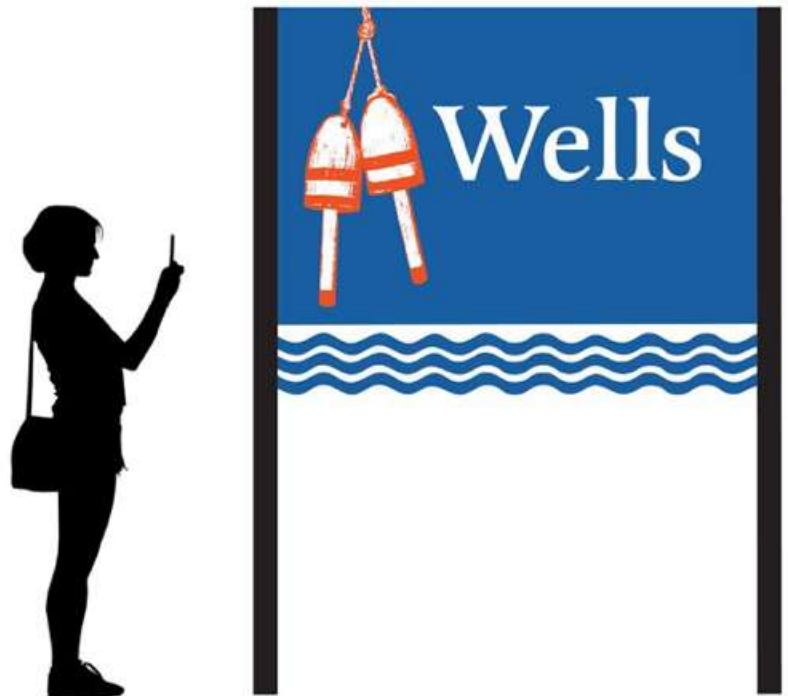
Origin	Town Administrator and Board of Selectmen
Budget	 Medium—\$30,000 design fee + \$80,000 for implementation
Timeframe	 Short- 8 months for design and planning
Risk	 Low
Key Performance Indicators	Installation and use of signage, Functionality of signage
Partners & Resources	Town of Well, Maine

## Diagnostic

- Wells, Maine is a seaside community in Southern, Maine. It is located between the two more affluent communities of Ogunquit and Kennebunkport.
- Besides being a summer seaside resort , it is a fishing village and lobster boat harbor as well as being the site of the Rachel Carson National Wildlife Refuge.
- There is no concentrated downtown area. Instead commercial businesses are spread along US Route 1 or Post Road in Wells.
- The town administration felt that the town needed a branding and wayfinding sign system that also had applications for internal communications and even street furniture and public art.
- A national competition was administered, and Favermann Design was designated the consultant.
- Our firm did a visual survey of the various parts of the community including ways to the beach, commercial activities and feeder streets and roads.
- Historic buildings, structures and various types of estates and campuses were reviewed.
- An advisory committee was appointed by the town administrator to discuss and review project components.

## Action Item

- Meetings with the Advisory Committee were scheduled over the next four (4) months.
- Utilizing existing conditions, community history and natural areas, each meeting looked at another aspect of the program.
- Locations were explored in terms of decision points and directional element considerations.
- After accessing needs, street furniture design versions were explored.
- Public art was looked at as potential focal point and visual markers.
- Local capability for fabrication was reviewed and discussed.
- New and existing public buildings, signage needs were considered
- Colors were tested and explored

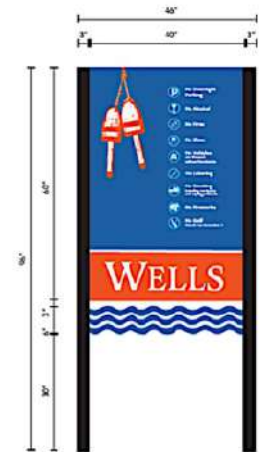


*Precedent: Lobster buoys.*



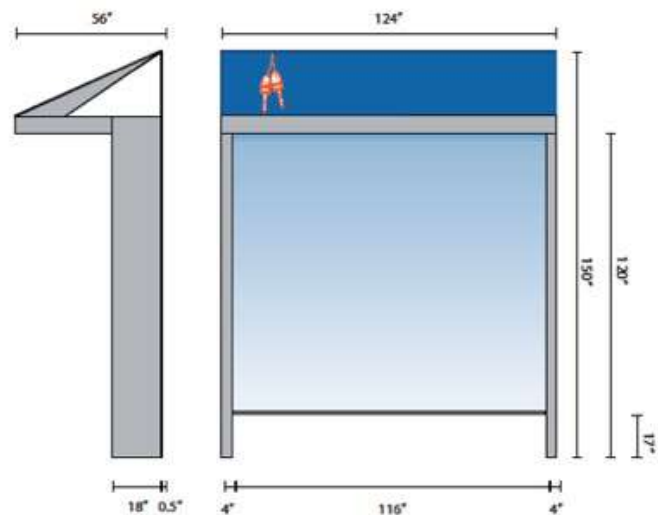
## Process

- After photo documentation, a comprehensive community design alternative element presentation was made to the advisory committee.
- This was followed up a few weeks later with a presentation of past case studies created and developed for other communities.
- An *Ideation Exercise* followed a few weeks later that thoughtfully looked at ways to describe the “brand” of Wells by words and phrases.
- The Advisory Committee fully participated in this ideation exercise. It fostered a sense of ownership by the participants.
- From the *Ideation*, a number of alternative designs were created. These were then presented to the Advisory Committee for review and refinement.
- Once a couple of design directions were approved, Creative development proceeded for a number of sign element examples including for “beach rules” and a number of studies for street furniture.
- Beach Rules included pre-season regulations that restricted activities that could endanger the threatened Plover bird who lays their eggs on the Wells’ beaches in the Spring.
- Dog regulations and horseback riding rules were also included in Beach Rules. Symbols were set parallel to word descriptions.
- Photoshop versions were set in place for discussion of signage, street furniture and public art markers.
- Street furniture explorations included themed benches, kiosks, bike racks and trolley stops.
- Design options were developed into families of elements.
- A vendor list was developed based on appropriate fabricator/installers in both Maine and Massachusetts.
- Cost estimates were developed in collaboration with fabricators/installers.
- Public art suggestions were scrutinized by the Advisory Committee.
- A map of locations for sign element placement was created in collaboration with the Advisory Committee.
- A full set of sign element and street furniture pieces fabrication specifications were created for bidding.



Favermann Design | March 2019

*Plowing Plover bird on Wells Beach in the springtime next to the beach rules on the sign.*



*The trolley stop between Ogunquit and Kennebunkport.*

## Process – Strategic Decisions

- The decision by Town of Wells to start the process
- The appointment of strategic stakeholders to the Advisory Committee representing a cross-section of strategic interests
- Review of commercial sign program sponsored by State of Maine found program uneven, not maintained and detracting from the environment/landscape
- The graphic design chosen by the advisory Committee was two lobster buoys set on the left side of the panel.
- The colors chosen for the system of wayfinding elements were a turquoise and a Cadmium Red.
- Street furniture and gateway/entrance sign elements was to have wavy elements symbolic of the ocean.
- Sculpture was to be made from polished aluminum or steel.
- The designs were shared in the Town administrator's weekly newsletter to residents and businesses.
- A presentation was made to the Wells Select board for discussion and tacit approval of the total design package.
- Recommendations were made for branding to be applied to Wells internal communication including newsletter, stationery, agendas, etc.
- A decision was made to develop elements that connected with the Rachel Carson National Wildlife Refuge and significant historic structures in town.
- Discussion was held about a phased implementation of the Wayfinding and signage system.
- A thoughtful decision was made to use Maine-based vendors.



### INSTRUCTIONAL

#### GRAPHICS

Dimensions: 40" x 60"

Material: Aluminum panel 2mm thick (or per suggestion of fabricator)

Print: Full color print on adhesive vinyl

All major white vinyl lettering is reflective

Anti-graffiti coating

Colors: Red (Pantone 322C), Blue (Pantone 301C), Light Blue (Pantone 305C)

Font: Latienne Pro Medium, Bicyclette Bold

#### STRUCTURE

Posts: 3" square posts metal capped

Baked Enamel Finish: Pantone Black C

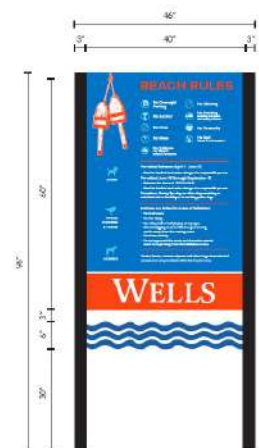
Paint applied to all sides; must have 8 year guarantee

Sign Fabricator to make recommendations on installation to adhere to MaineDOT standards and specifications

Must verify overall dimensions and orientation in the field

Vendor will make recommendations to affix panel to posts

Footings to be recommended by installer



*To meet overall activation goals downtown, two locations were targeted for public space events and activities.*

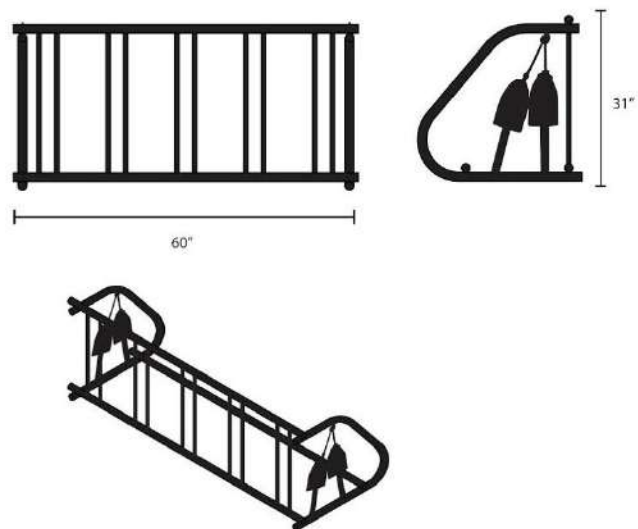
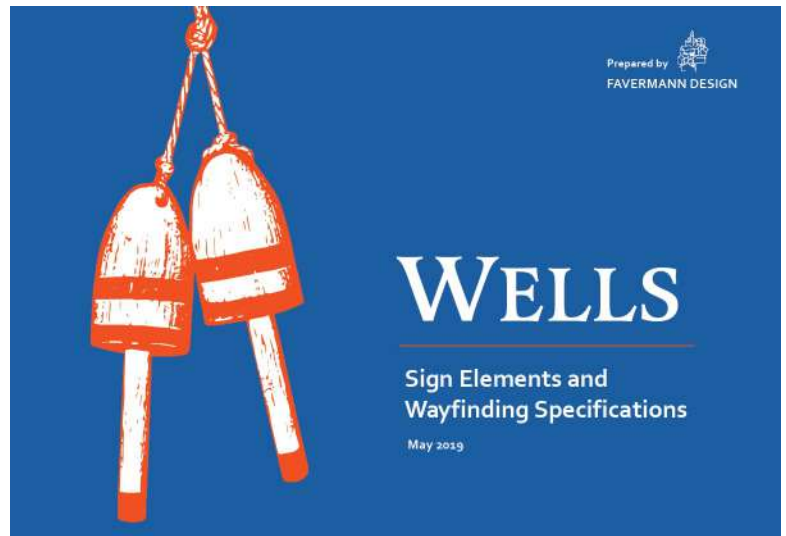


## Desired Outcomes

- A full set of detailed fabrications specifications was created for vendors to make proposals and to fabricate wayfinding and sign elements as well as street furniture units.
- The wayfinding elements included sculpture as “landmarks” in a Kevin Lynch way that were to serve as external reference points.
- The themed street furniture also had sculptural qualities marrying form and function with aesthetics.
- The notion of the Wells brand was to make the town more of a destination than just a pass-through place on the Southern coast of Maine.
- The Wells brand visually spoke to the hominess of the community and hard-working residents.
- Signs were designed to be durable, easily maintained and cost-effective. Replacement if damaged was easily done as well.

## Add-ons

- The “brand” could be applied to many saleable objects such as T-shirts, mugs, sweatshirts, caps, etc.
- Revenue from the sale of these items could pay for the system of wayfinding and sign elements and/or maintenance.
- An expensive, but “brand” reinforcement piece could be a “Beach Pass” for residents. This would replace existing less colorful beach passes.
- Signs recognizing the line between Kennebunkport and Ogunquit and Wells could be strong identifiers for the community.
- A gateway sign leaving the Maine Turnpike and entering Wells would welcome and visually embrace visitors.
- The Wells branding and wayfinding and sign element program is only constrained by budget and community follow-through.





Source : Manchester Connects

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





REVENUES  
& SALES

Provided by SME Consultant

Susan Silberberg, CivicMoxie

Location

Manchester, NH

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

## Action Items

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

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

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

## Process

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

## Process

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

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



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

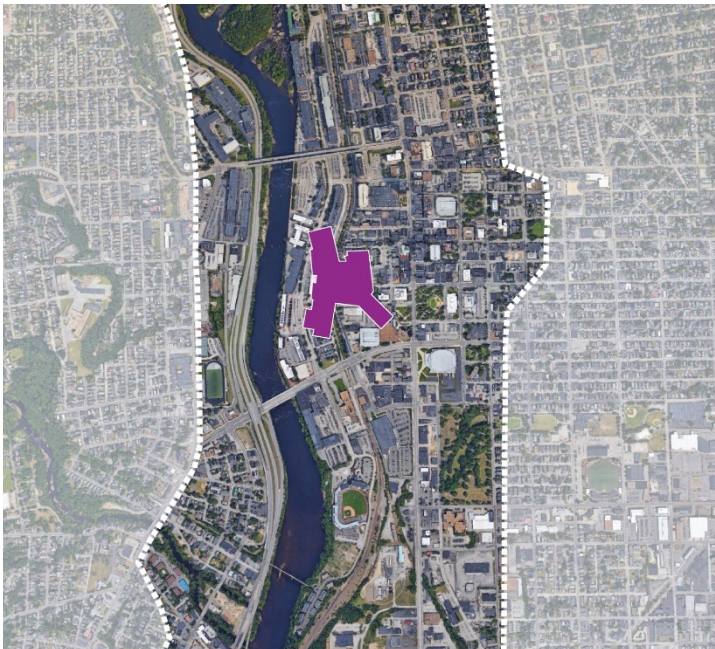


*Support for the public art component of the event came from the City's Public Art Commission.*

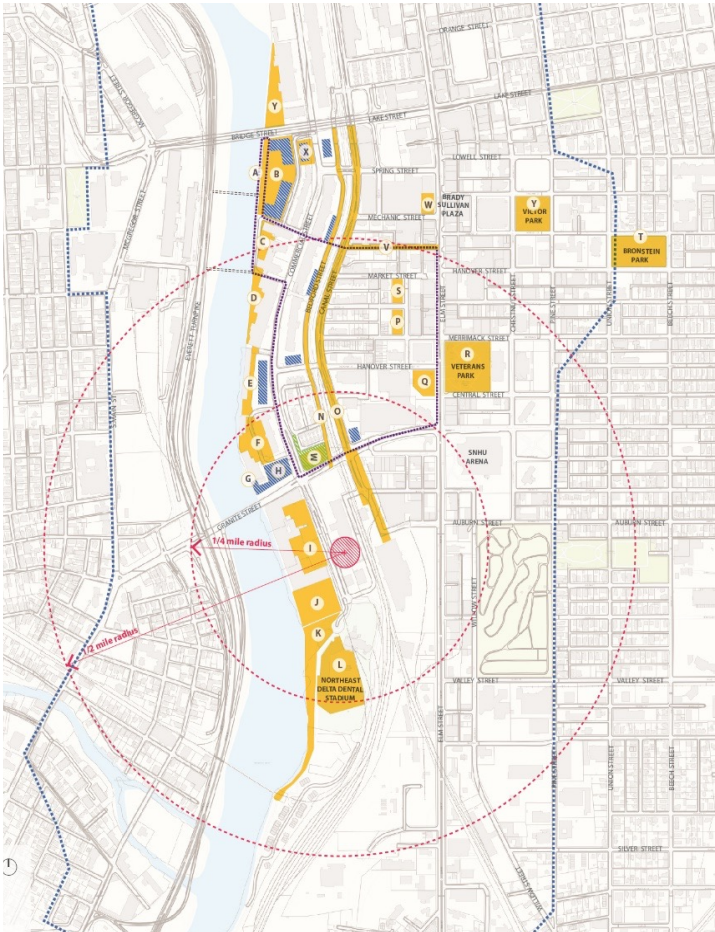


Strategic Decisions

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



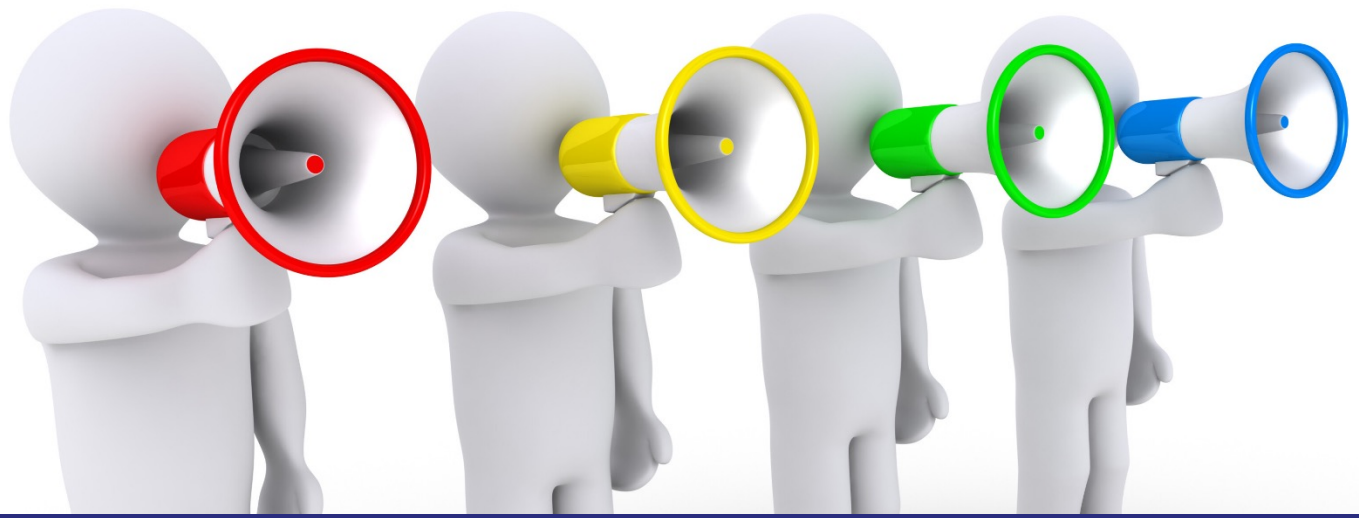
*The Mall of New Hampshire building footprint at scale was overlaid on the core area of focus to give a sense of scale to the area and inform design and programming decisions.*



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







# Coordinated Social Media Marketing



**REVENUES  
& SALES**

Provided by SME Consultant

Cepheid Solutions

Location

Online

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

## Diagnostic

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

The three dimensions of success in this arena are:

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

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

Beyond the Marketplace project, these tools and skills

## Action Item

Initial planning session (1hr – one time)

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

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

Setup Social Media Accounts (3 hrs one time)

Content Development (1-10 hrs monthly)

Operate Program (4hrs monthly - assuming weekly posts)

Planning & Coordination (1 hr weekly)

Program Reporting (1 hr monthly)

## Process

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

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

Selection of a point person to coordinate.

Establish weekly, monthly quarterly goals, and adjust accordingly.

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



# MASSACHUSETTS PLANNING

A publication of the Massachusetts Chapter of the American Planning Association



American Planning Association  
**Massachusetts Chapter**

*Creating Great Communities for All*

**Fall 2021**

## The Success of the Shared Streets and Spaces Program

*page 3*

*Topsfield, MA*

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



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



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

Credit: Solomon Foundation

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

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

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

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

## How Does it Work?

### ■ Grantmaking

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

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

*continued next page*



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

### ■ Project Types Eligible for Funding

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

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

## Transformational and Successful

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

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



*New Bedford, MA*

### ■ Main Streets

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

### ■ Reimagined Streets

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

*continued next page*



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





### ■ Better Buses

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

### ■ Shared Mobility

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

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

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

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

### Additional Resources:

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




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