



# Rapid Recovery Plan

2021

**Downtown Lynn  
Cultural District**

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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**Stantec**



**THE MUSICANT GROUP**

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The Planning Team would also like to thank individuals from the following groups for participating in interviews:

Citizens' Housing and Planning Association

Creative Collective

EforAll

The Housing Lynn Coalition

LEO, Inc.

The New Lynn Coalition

The North Shore Latino Business Association

**And a special thanks to the generous business owners who gave us their time and insight during the planning process through surveys and interviews.**



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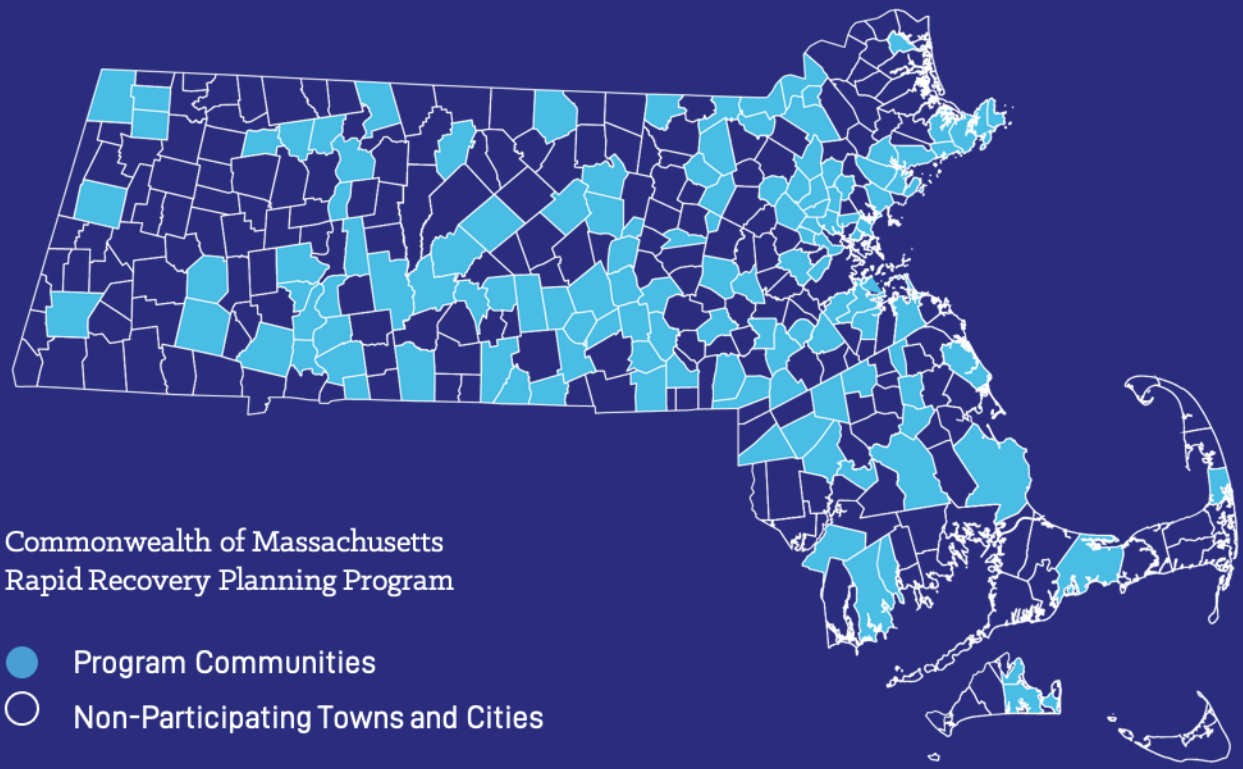
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## 125 communities participated in the Rapid Recovery Plan Program

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

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



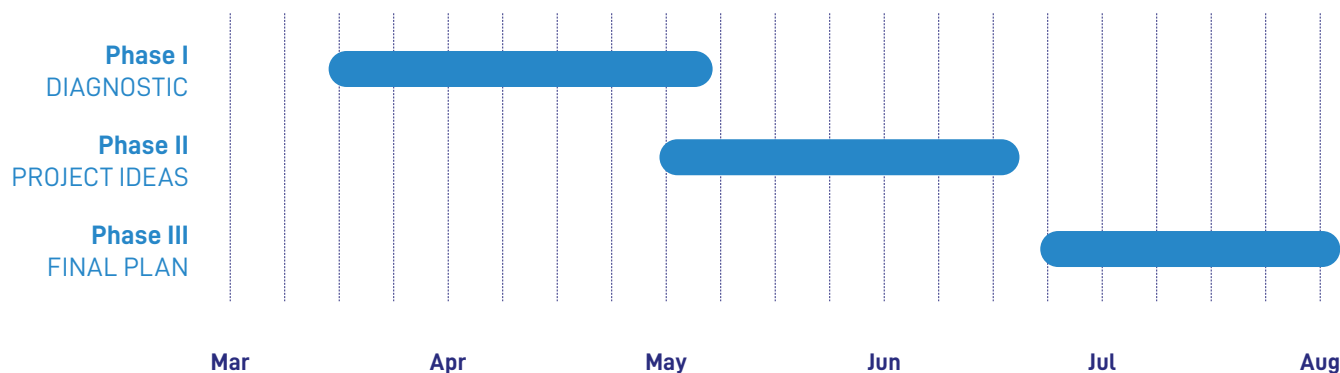
# Rapid Recovery Plan (RRP) Program

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

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

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

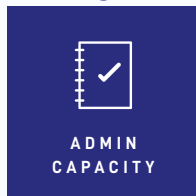
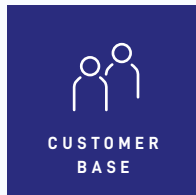
Each Rapid Recovery Plan was developed across three phases between February-August 2021. Phase 1 - Diagnostic, Phase 2- Project Recommendations, Phase 3 - Plan.



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

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

## Rapid Recovery Plan Diagnostic Framework



Who are the customers of businesses in the Study Area?

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

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

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

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



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts

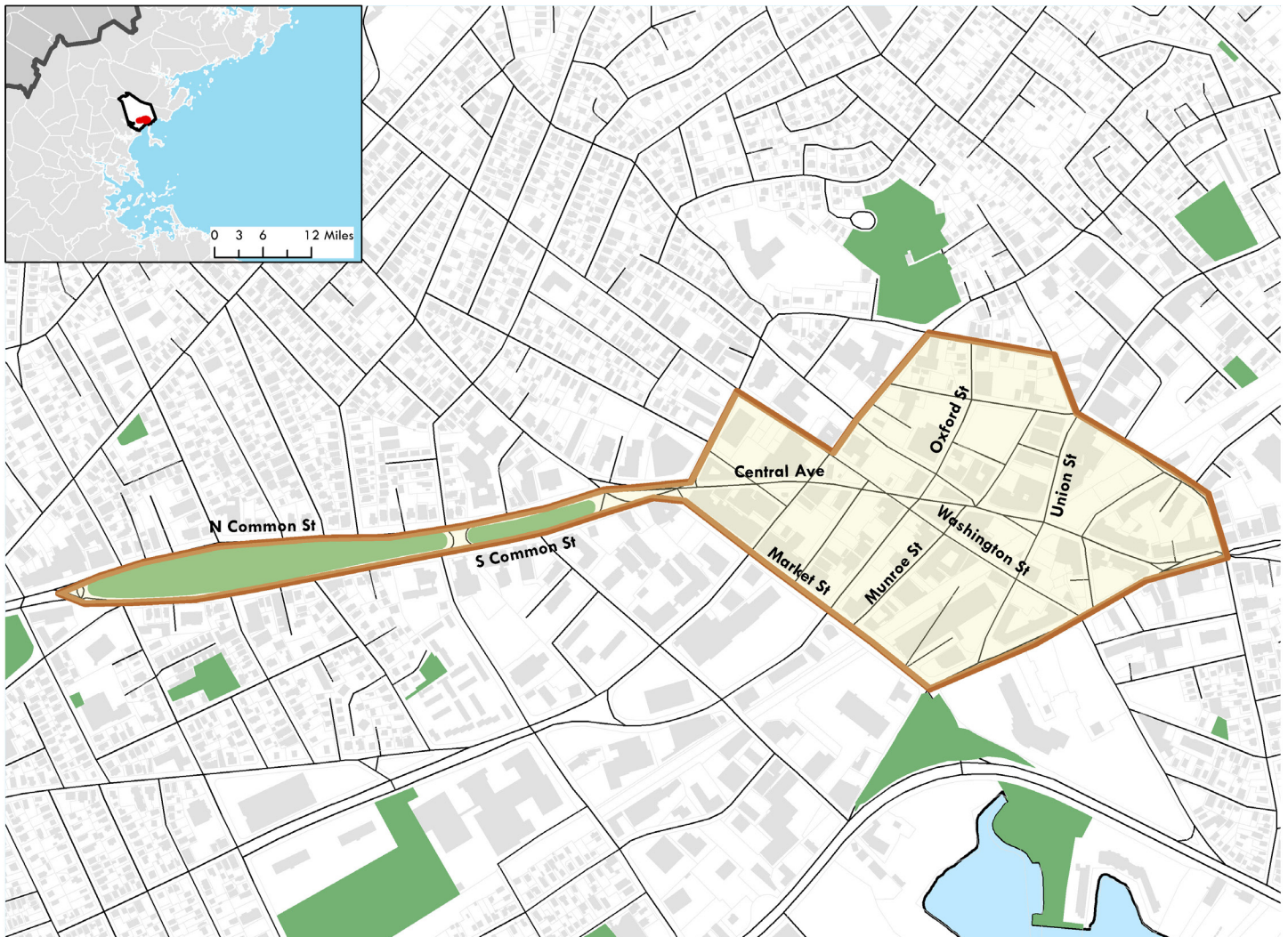


Other



## Focus on the Downtown Lynn Cultural District

In spring 2021, the City of Lynn in partnership with the Lynn Economic Development and Industrial Corporation (EDIC), the Greater Lynn Chamber of Commerce (Chamber), and Lynn Main Streets was awarded a Rapid Recovery Plan Program grant for the Downtown Lynn Cultural District shown below. The Metropolitan Area Planning Council (MAPC) was matched with the City to serve as the Plan Facilitator.



*Downtown Lynn Cultural District map*

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## Executive Summary

# Executive Summary

The Downtown Lynn Cultural District Rapid Recovery Plan (LRRP) examines market and physical conditions, as well as feedback from community leaders and business owners in order to identify strategic projects to support a sustainable and equitable recovery from the COVID-19 pandemic.

Downtown Lynn is a vibrant, dense commercial district featuring a mix of residential, office, retail, manufacturing, and institutional land uses. The area boasts a walkable street grid, historic buildings, green space, cultural institutions, and a commuter rail station providing 20-minute access to Downtown Boston all within walking distance to the ocean. Entrepreneurs from around the world own and manage small businesses, selling homemade food and specialty goods. These diverse businesses are supported by the local community, a "majority minority" population that is approximately 60 percent people of color. City Hall serves as an anchor and houses the Lynn Auditorium, and a new surge of public murals continues Lynn's tradition of an active arts and culture community and builds on its designation by the Massachusetts Cultural Council as a Cultural District in 2012. An active nonprofit sector with social service institutions and smaller community groups aims to ensure that Lynn's communities, especially the most marginalized, are well-served. Multiple planning efforts, ranging from traffic and circulation studies to branding exercises, have aimed to build off of Downtown's features and address its challenges.



*Lynn Public Library along the Common*



*Seven story mural on Willow Street*



## Investing in Lynn

Given these strengths and the City's strategic efforts, Downtown Lynn is seeing substantial private investment. With 1,200 market-rate housing units in the pipeline for Downtown and adjacent neighborhoods, the area is at the precipice of significant change. This new capital promises a level of growth for existing and new businesses that has not been seen in Downtown Lynn for decades. Thoughtful strategies are needed to ensure these investments benefit everyone and continue to promote Lynn's racial and cultural diversity.

With this as a backdrop, COVID-19 hit hard in Lynn. In a city of 94,000 people, there have been 18,400 cases of COVID and 200 deaths in the 18 months since the outbreak in March 2020.<sup>1</sup> Businesses have suffered reduced operating hours, increased expenses to implement safety measures, reduced revenue, rent or mortgage payment deferrals, and employee lay-offs.

In response, neighbors, faith-based organizations, non-profits, and other groups across the city have responded with aid and assistance. The Greater Lynn Chamber of Commerce and the North Shore Latino Business Association in partnership with the Economic Development and Industrial Corporation (EDIC) of Lynn and Mayor McGee's administration prioritized outreach and assistance to local businesses—no other city the size of Lynn in the entire Commonwealth gave out more grants. And those grants targeted minority-owned businesses: 88% of EDIC's grants went to minority- and women-owned businesses and 80% of the North Shore Latino Business Association's members received grants. These recent efforts, as well as the City's new Planning Department; Diversity, Equity, and Inclusion staff; and Arts and Culture staff and the active community of local non-profit organizations, including Lynn Main Streets, continue to strengthen economic development Downtown. However, continued efforts are needed to overcome the historical public and private disinvestment in the neighborhood and resulting distrust in the city's commitment to minority- and immigrant-owned businesses.

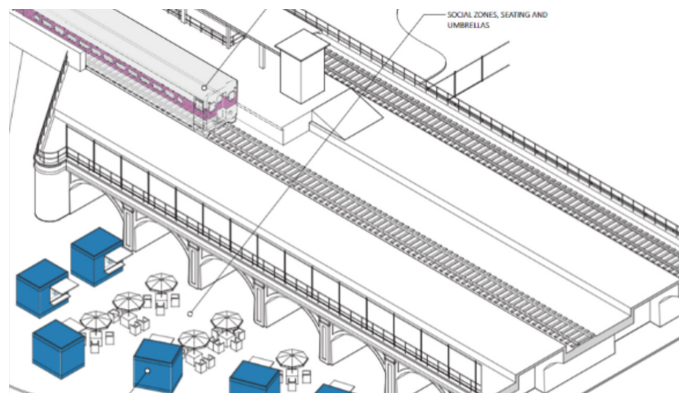
<sup>1</sup> Lynn COVID-19 Case Dashboard, August 2021.  
<https://lynnfire.maps.arcgis.com/apps/dashboards/e445234d6f03473fb54bd3db4b6d8a82>



*New Complete Streets project on Central Avenue*



*Viaducts in Central Square*



*Source: Mass Development Finance Agency, Taylor & Burns Architects.*

*Renovation of the viaducts offers tremendous new opportunity for Downtown. The images above illustrate the potential for a marketplace and community gathering place.*



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## The Goals

This plan reflects the City's steadfast focus on attracting investment, targeting resources, and improving the quality of life and economy in Downtown, especially for people of color and immigrants. In addition to supporting the business community, the plan identifies investments to the public realm, including improved lighting and pedestrian infrastructure, as well as catalytic projects such as the renovation and reimagining of the viaducts in Central Square. The plan starts with a diagnostic assessment of the strengths and challenges facing Downtown Lynn based on community engagement and data analysis, and then outlines the following five goals and 16 project recommendations.

### GOAL 1.

**Support our existing small businesses, particularly our establishments owned by people of color and immigrants.**

#### Recommendations:

1. Coordinate the existing City and non-profit business support services in order to further bridge the gap between services and POC- and immigrant-owned businesses.
2. Continue to improve communication between the City and EDIC and POC- and immigrant-owned establishments.
3. Help businesses adapt to and benefit from a changing real estate market through property stabilization.
4. Help existing businesses adapt to and benefit from demographic shifts.

### GOAL 2.

**Increase foot traffic in the downtown in the near-term and the long-term.**

#### Recommendations:

5. Support and promote the culture and diversity of Downtown.
6. Install attractive and helpful wayfinding signage, including to public parking options.
7. Invest in pedestrian infrastructure.
8. Initiate a marketing campaign that promotes Downtown's history and cultural diversity.
9. Seek opportunities to encourage a more vibrant nightlife Downtown.

### GOAL 3.

**Support new businesses.**

#### Recommendations:

10. Establish industry-specific incubator and shared work spaces to support aspiring entrepreneurs.
11. Renovate and reimagine the viaducts to create a marketplace and community gathering space with affordable commercial space.

### GOAL 4.

**Activate underutilized space.**

#### Recommendations:

12. Scale up Lynnstation to publicly fund more art and placemaking projects by local organizations and artists.
13. Renovate old buildings and fill vacant lots with targeted investments in opportunity sites.

### GOAL 5.

**Support safety, comfort, and cleanliness in the downtown.**

#### Recommendations:

14. Improve litter removal, trash pick-up, and other maintenance.
15. Install and maintain lighting, including lamp posts and more creative installations.
16. Improve stormwater management to mitigate flooding.

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## Diagnostic

# Key Findings



Continued efforts to expand outreach and investment are needed to reach all businesses, including POC- and immigrant-owned businesses, and to build the relationships necessary to help them succeed.

The City and EDIC have explicitly prioritized COVID-related funding for minority- and women-owned businesses and seen strong results: in the past three years 85% of EDIC loans have been given to minority-owned businesses. In addition, many of the local nonprofits and business support organizations have also provided tremendous support to businesses throughout the city.

However, gaps still exist. Business owners and community leaders felt like some businesses were still out of the loop about resources available, and Downtown businesses describe frustrations that services and information are difficult to navigate, particularly for non-English speakers. Continued effort is needed overcome historical disinvestment, as well language and cultural barriers.



Substantial new private investment promises new and existing businesses opportunities for growth, as well as potential challenges of displacement

Since 2020, residents have moved into both the Caldwell Building on Monroe Street, which contains 269 high-end market-rate units, and Breakwater North, which is situated along the waterfront and offers 351 new units. As of 2021, a new development has broken ground on Baldwin Street (259 market-rate units) and another is in the pipeline in Central Square (300 market-rate units).<sup>2</sup> Commercial real estate trends also show that that market is getting hotter—rents for retail spaces have increased from \$15 to \$19 per square foot and commercial property sale prices have increased from \$100 to \$230 per square foot between 2011 and 2021.

This new development and the new residents these buildings will house will have a significant impact on Downtown. With the forthcoming development, the existing businesses have opportunities to grow and diversify their customer base or move into the new construction. For example, Soul City Yoga, a Lynn business owned by a person of color (POC-owned), will be building out a brand-new space on the first floor of the Caldwell building. However, businesses may need to be prepared to cater to new demographics while navigating the possibility of rent increases to mitigate the risk of commercial displacement.



## The businesses and residents of Downtown Lynn are racially and ethnically diverse

As part of this planning process, interviews were conducted with 16 businesses Downtown (out of a total of approximately 300), and they represented nine different nationalities from four continents (Europe, Asia, Africa, and South America) and spoke four different languages. These businesses are supported by a diverse, majority minority local population.<sup>2</sup> About 50 percent of the 1,800 people who live Downtown are Hispanic, and almost 60 percent are people of color. This "diversity" was identified as a key asset in the community survey.



## The residents of Downtown are extremely low-income. However, the influx of workers during the day triples the area's population and demographics change

Approximately two percent of Lynn's population lives in Downtown Lynn and these households live on an average of \$16,000 annually.<sup>3</sup> About half of Lynn's population reside within a one-mile radius of the Downtown, and these households also have a lower income (\$45,000) than the City generally (\$59,000). One in five Downtown adults has less than a high school education, and one in three residents of Downtown and the surrounding neighborhoods has someone in their household with a disability. The vast majority of Downtown residents rent their homes. During the day, these demographics change as the population increases from 1,800 to 5,000 with the influx of more than 3,000 workers with different needs and consumer preferences.



## The arts and culture community is active, and streets are lined with world-class murals

Several non-profit organizations are committed to equitable economic growth, including EDIC, the Greater Lynn Chamber, North Shore Latino Business Association, Entrepreneurship for All (EforAll), the Brickyard Collaborative, Beyond Walls, IronBound, and the Creative Collective, and Lynn Main Streets is focused solely on the benefit of the Downtown. These groups host events, provide technical assistance, and partner with the City on projects and programs. In addition, social service organizations aim to meet the basic needs and support low-income residents.



## Improvements to the physical realm will help attract foot traffic

Improvements to the physical realm, including safer crosswalks, emptied trash cans and less litter, brighter lighting, and renovations of vacant spaces will help attract foot traffic. Previous planning efforts have identified the need for greater investment in Downtown's physical infrastructure, and interviews with businesses and community leaders reiterated the importance of creating and maintaining a clean and well-kept public realm to attract visitors. The City has recently completed and is planning for several projects, including bus-only lanes, new sidewalks and curbs, and extending the Northern Strand path along the Common with Complete Streets improvements.

<sup>2</sup> Given this, the term "people of color" rather than "minority" is used to refer to people who identify as Black, Asian, American Indian, Pacific Islander, two or more races, or "some other race".

<sup>3</sup> Because the Downtown is relatively small in size, exact figures are not available. The population and annual household income figures are estimated and may have a significant margin of error.



# Methods

The diagnostic assessment included community engagement strategies and data analysis to establish baselines and measure COVID impacts. The aim was to understand market constraints and opportunities and to inform strategic public and private sector investments.

Secondary data sources included both paid as well as public data. These sources provide data for various geography levels and time durations. The table below provides information on each of these secondary data sources.

## DATA SOURCES

Data Source	Time Span	Geography Level	Description
ESRI Business Analyst	2020, 2021 estimates	Study area, intermediate, city level	Paid data source; demographic and socio-economic data for the study area, business locator dataset
Infogroup	2016	Study area	Paid data source; utilized to supplement business list creation
CoStar	2020 estimates	Study area	Paid data source; real estate indicators like rents, vacancy, retail space estimations
Census Bureau (ACS)	2014-2019, 5-year estimates	City, census tract	Public data source; demographic estimates, at-risk population data like households with 1+ person with disability
LEHD	2018	Study area, census tract, city, region	Public data source; Provides information regarding worker profiles in regards to income levels, where they work, and where they live relatively to the study area
MassGIS		Study area, city	Public data source, parcel data, building footprints, city boundaries
City of Lynn		City	Zoning map City of Lynn Planning Department - on-line map of development pipeline <sup>4</sup>

4 Accessed here: <https://cityoflynn.maps.arcgis.com/apps/webappviewer/index.html?id=235cebd7d46849c4ab4ee77673dbeb51>

# Community Engagement Findings

Primary data was collected through various community engagement efforts between April to July 2021, including a business survey designed by DHCD and distributed with the assistance of Lynn Main Streets, site visit assessments, a virtual public meeting with 37 participants including hosts, 16 interviews with Downtown businesses conducted by subconsultant Josie Santos, interviews with community leaders, and a community survey promoted with help from RAW Art Works and youth at their summer camp. Findings are summarized below.

## BUSINESS SURVEY

A business survey designed by DHCD was distributed by the City and Lynn Main Streets during March and April of 2021 to owners or other appropriate representatives of business establishments located within Downtown to solicit information on the impact of COVID on their operations. A total of 26 responses were received from primarily (46%) microenterprises with 5 or fewer employees. 38% of respondents were non-profit or community services, 21% from personal services, and 17% from food and accommodations. Based on the participant profile, the findings of the survey represent the perspective of non-profits more than small businesses. The majority of respondents (76%) rented their space.

### Impacts of COVID:

The pandemic had significant negative impacts on the day-to-day operations of the surveyed businesses with 92% of the businesses reporting being impacted by COVID-19.

- 65% of businesses reported they were operating at reduced hours/capacity or closed.
- 66% of businesses generated less revenue in 2020 than they did in 2019 with 47% of businesses reporting revenue declines of 25% or more.
- 69% of businesses had fewer on-site customers in January and February of 2021 than before COVID.

### Satisfaction with regulatory environment:

46% of businesses expressed concerns about the regulatory environment. 42% of those who expressed those concerns cited parking.

### Input regarding strategies to improve the Physical Environment:

Respondents indicated strategies related to improvements to safety and cleanliness, improvement of streetscape and sidewalks, and parking management as 'very important'. Respondents also indicated other possible strategies like renovation of storefronts, improvement and development of public spaces and seating areas, and amenity improvements for public transit and bike users as important strategies.

### Interest in receiving assistance:

69% of businesses expressed interest in receiving some kind of assistance with majority (58%) expressing interest in participating in shared marketing/advertising. Respondents also indicated interest in low-cost financing for purchasing property/for storefront improvement (27%) and expanding their digital presence (27%) by setting up an online store or other online selling channel.

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## INTERVIEWS WITH DOWNTOWN BUSINESS OWNERS

A local consultant, Josie Santos, was subcontracted to conduct in-person interviews, site visits, and observation to better understand the challenges facing small businesses Downtown, with a focus on businesses owned by people of color and those that may not be receiving support services. This in-person outreach took time and Spanish language abilities to build trust and rapport for more meaningful community engagement.

Sixteen retail businesses were interviewed representing a wide variety of enterprises, including those that recently opened to those that have been in business for more than 20 years. The owners represented nine different nationalities and spoke four languages, reflecting a broad spectrum of Downtown and its cultural diversity. The full findings of the interviews can be found in the Appendix and are summarized below.

### Strengths

In general, interviewees:

- Expect that new housing development will benefit business
- Are interested in expanding business and receiving technical and financial assistance to do so
- Are interested in shared marketing
- Have good relationships with landlords who were flexible during COVID

### Challenges

In general, interviewees:

- Identify a lack of effective communication from the City to Downtown businesses; unclear how to communicate with the City and ask for business support
- Have experienced receiving poor treatment when seeking information or support from the City
- Have the perception that one needs connections in order to access grants and support
- Are not associated with any local organizations or community groups
- Identified a need for improved trash clean up and street lighting

## INTERVIEWS WITH COMMUNITY LEADERS

MAPC staff conducted interviews with community activists and leaders from Creative Collective, the Housing Lynn Coalition, the New Lynn Coalition, Citizens' Housing and Planning Association, EforAll, the Board of the North Shore Latino Business Association, LEO, Inc, and a local real estate agency. The findings are summarized below and further explained as background for some of the project recommendations.

### Business support services

Interviewees expressed a gap in outreach and relationship-building from the City and EDIC with Spanish-speaking business owners. This has had a range of impacts, including that some businesses heard about available COVID-relief funds late in the application process. These same businesses often need technical assistance to apply for grants, and therefore they struggled to apply and take advantage of the resources. In addition, there were concerns about lack of coordination among the business support service organizations. Suggestions to address these issues included building capacity and partnering with trusted and experienced institutions to improve outreach and build trust.

### Increasing foot traffic

In addition, interviewees expressed support for marketing Lynn's ethnic diversity, food options, and murals. Improvements to the public realm, including continuing to promote outdoor dining, improving lighting and sidewalk infrastructure, addressing the litter and noise from construction sites, and emptying trash cans more regularly were also suggested to attract foot traffic.

## COMMUNITY VISION SURVEY

MAPC subcontracted RAW Art Wrks to help promote a survey through a public art project. Youth at RAW's summer camp created and installed figures (see pictures below) that encouraged passersby to take a survey about their vision for the future of Downtown. Of the 45 people who participated, 60% identified as White only, 13% identified as Latino/a/x, 9% identified as Black or African American, and 7% of respondents chose not to share information about their race. About a third (36%) of respondents were between the ages of 31 and 40, about a quarter (22%) were between the ages of 41-50, and about a fifth (20%) were between the ages of 19 and 30. We also had 16% of respondents under 18, and 2% over 50. All responses were in English, although the survey was translated into Spanish as well.

## What People Like About Downtown

About half of the respondents talked about businesses, particularly the restaurants (13 respondents) and the diversity of business offerings (5). The diversity was another big plus of the downtown (14), as was the art and murals (13) and the historic architecture (9). Seven respondents talked about the great people, and six others mentioned a sense of bustling vibrancy that made downtown seem fun and exciting. People also mentioned transportation access (5), the parks like the Common (4), and specific organizations like the G.A.R., Lynn Public Library, Lynn Museum/Lynn Arts and RAW Arts (8).

### Three Words that Describe the Downtown Now

The responses to this question ran the spectrum from positive to negative. Many of the comments seemed to relate to change—whether the downtown had gentrified, whether it was currently changing, or whether it needed improvement. The most-used word across the board was “diverse,” with eight respondents. Three respondents each used “trash,” “vibrant,” “busy,” and “community.”

## How Can We Make Downtown Lynn Better?

People had a wide variety of ideas for how to improve the downtown Lynn area. The most common theme by far was improved cleaning and trash pick up, with nearly half of respondents mentioning it (21). Nine people also asked for more community spaces, including indoor spaces to study or host events, outdoor parks, and even just places to sit and hang out. Nine other people identified greenery like trees and flowers as something that would improve the downtown. Eight people talked about housing policy, typically with a concern for ensuring that downtown Lynn remains affordable. Four people asked for more art, and four others pined for infrastructure that better supports bikers and walkers.



*The RAW Art Works summer camp created and installed figures that encouraged passerby to take a survey.*



**Word cloud: How people describe Downtown Lynn**



# Data Analysis Findings

This plan is part of an effort to collect baseline data across the Commonwealth. Below are findings from the data collection efforts required by DHCD.



## Physical Environment

### ACCESS

#### Approach:

Downtown Lynn enjoys connection to the downtown core of Boston as well as access to key destinations across the North Shore. The Newburyport/Rockport Commuter Rail Line runs through the downtown along with several express buses that provide direct access to downtown Boston. In previous years, a piloted ferry service provided an additional way to travel downtown. Route 1A runs along the southwest boundary of the district.

#### Street network:

The downtown has a traditional city grid layout with Central Ave. and Washington St. as key east-west connections towards the harbor and Oxford and Union St. running north-south. The district is bounded by Market, Broad, Silsbee/Bufum St, Essex St. and Liberty Ave with Central Ave. serving as the spine.

#### Traffic:

Approximately 15,000 vehicles pass through Central Ave. and Market St. on a typical weekday based on 2019 estimates. Broad St./Route 1A is a high-traffic corridor with more than 16,000 vehicles passing through on a typical weekday. Between 2019 and 2020, Lynn experienced an overall 13.9% increase in bicycle activity.<sup>5</sup>

<sup>5</sup> MassDot Mobility Dashboard accessed at [https://mobility-massdot.hub.arcgis.com/#bicycle\\_and\\_pedestrian\\_activity](https://mobility-massdot.hub.arcgis.com/#bicycle_and_pedestrian_activity)



*Central Square Train Station*



*One continuous curb cut leaves pedestrians at risk*

#### **Parking:**

The downtown contains approximately 1500 parking spaces, including private parking within downtown as well as two lots just outside the study areas along Central Ave and on North and South Common Street. Most of this parking is off-street surface lot parking.

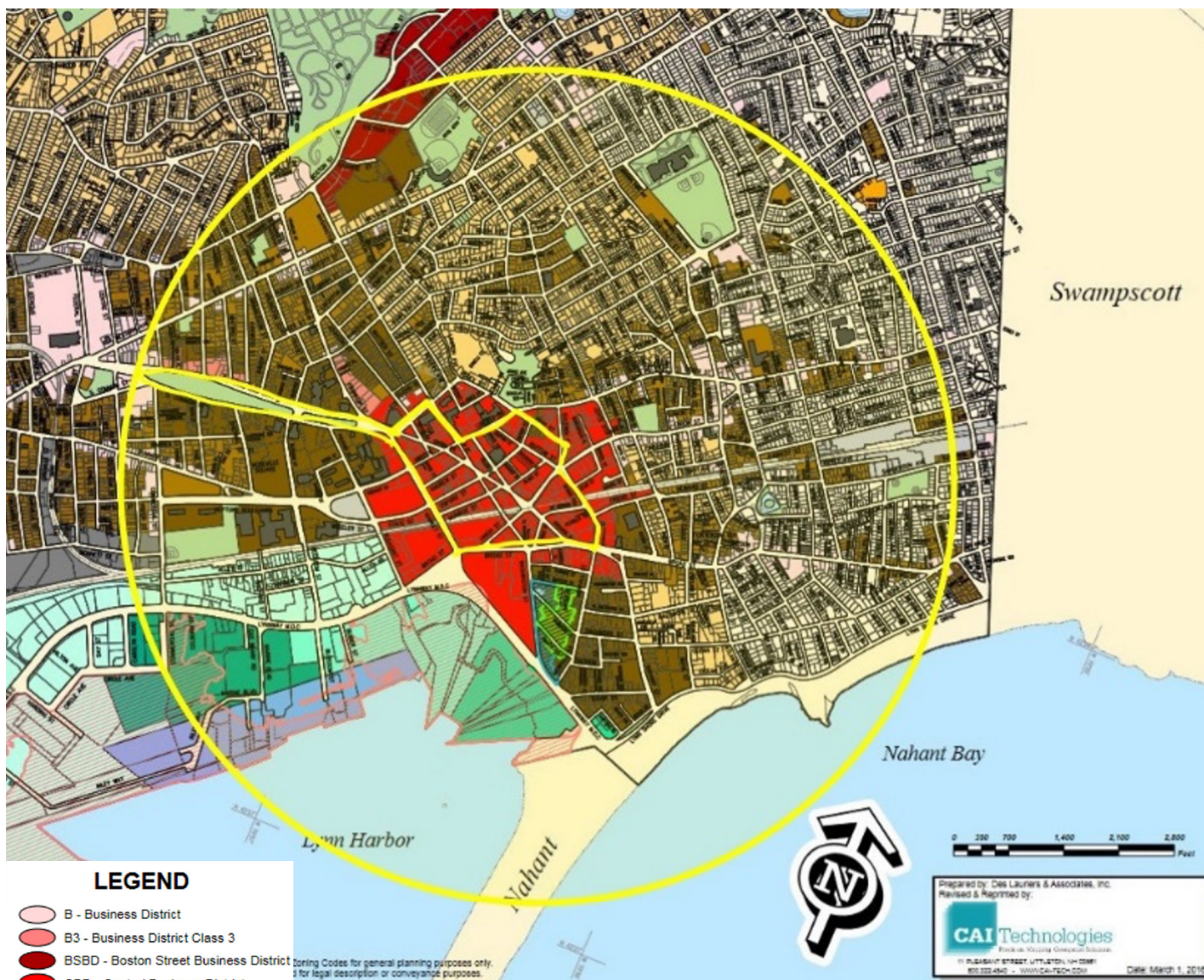
#### **Pedestrian Safety and Convenience:**

Based on site visit assessments and community feedback, there is need for safer walking and biking, especially for the residents who have a high rate of disabilities. Some stretches of sidewalks are riddled with curb cuts, the pedestrian signals are not responsive, and some intersections lack any buttons for pedestrian signals. The commuter rail station is a strong asset, but the parking garage space could be better utilized, the station entrance could be better integrated into the Downtown, and the pedestrian experience walking from the waterfront to the station could be improved.



*No crosswalks at the western end of the Common*





## ZONING

The downtown and its vicinities are broadly constituted by business districts (CBD, B, B3), as well as a few heavy and light industrial districts (HI and LI), residential districts (R4, R5), and a few parks (PC zone). The business zoning district allows mixed-use development (with ground-floor retail and residential above) and artist live/workspace by right, as well as multifamily development by Special Permit.<sup>6</sup>

*Zoning in Downtown Lynn and its vicinity*  
 Source: CAI Technologies

<sup>6</sup> Housing Lynn, 2021 accessed at <https://www.mapc.org/resource-library/housing-lynn/>



## PUBLIC REALM

- The downtown is filled with beautiful murals, coordinated by Beyond Walls and other local arts organizations, that adorn various corners of the area.
- Frederick Douglass Park offers new green space and a public stage for events and performances. However, the process to utilize this space poses a significant barrier that involves permitting, advance requests, and fees. In addition, there is also opportunity to better activate some unwelcoming public spaces, including in Central Square.
- There are benches throughout Lynn Common, but there are limited public seating options in the business district.



*New Frederick Douglass Park in Central Square*

## PRIVATE REALM

- Along several stretches, there is a bustling small business environment with many attractive storefronts and some outdoor seating.
- Overflowing trash cans and litter, especially in the Common, indicate greater need for trash pick and maintenance.
- Some green spaces, including at North Shore Community College, are inaccessible to the public.
- A few prominent buildings are vacant, including on Mt. Vernon Street and at the intersection of Oxford and Market, providing opportunity for new businesses and uses.



*Inviting storefronts*



*Overflowing trashcans*

## VISIBILITY

- There have been some creative strategies to address lighting needs, but more lighting improvements are needed, especially in darker areas around Central Square.
- Some businesses and property owners have invested in attractive signage and awnings.



*Litter in Commons*



*Attractive signage*



*Welcome kiosk*



*Banners along the Common*

## BRANDING/MARKETING

Limited banners and one welcome kiosk could be expanded to include more marketing and public signage throughout the Downtown to help create a sense of identity and make the area easier for visitors to navigate.



## Customer Base

### RESIDENTS

Downtown is home to approximately 2% of the Lynn's population or 1,831 persons. There are 960 households living in the area, out of which a majority (90% or 868 households) live in rented accommodations.

52% of Lynn's population or 48,553 persons reside within a one-mile radius of the Downtown.<sup>7</sup>

The average household size in the Downtown is 1.73, significantly smaller than that within a one-mile radius (2.70) and the City at large (2.72).

Half of the households Downtown and a quarter within the one-mile radius are below the poverty level.

An average of 36% (6,758) households within the downtown and its one-mile radius, are receiving Food Stamps/SNAP benefits.

A total of 5,905 (36%) of households in the downtown and its vicinity have one or more persons with a disability within the household.

The population of the downtown has a dramatically low median household income, and the area within a one-mile radius of Downtown also has a lower median household income than the city at large, indicating less disposable income and differences in consumer preferences

- Downtown: \$17,917
- Within 1-mile radius: \$45,170
- City-wide: \$59,217

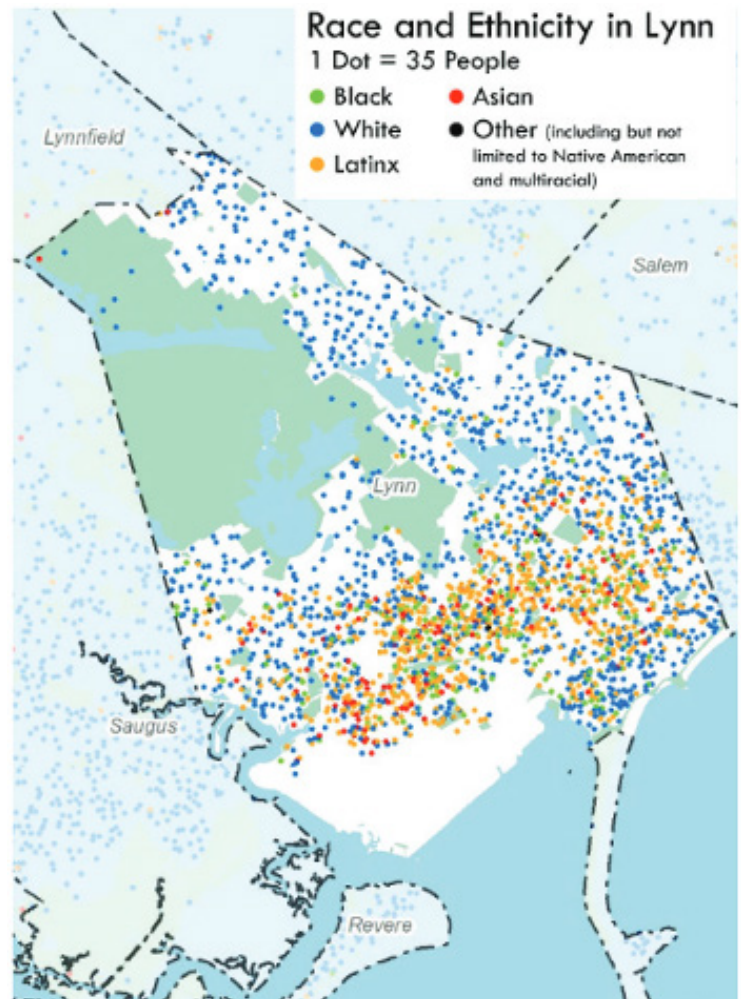
<sup>7</sup> To account for the immediate customer base being served by the business activity in the Downtown, we consider a radius of one mile with Central Ave and Washington Street as center to study the demographic characteristics of the customer base.



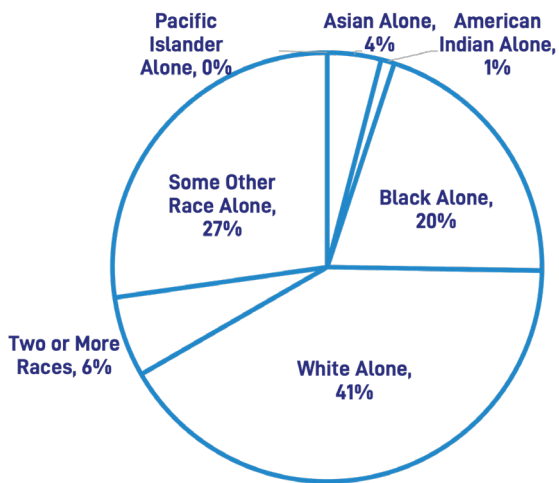
The population is "majority minority" as more than half of residents are people of color. About one in four residents identified as "some other race alone" and one in five as Black.

The population is also majority Hispanic, with 52% identifying as Hispanic of any race.

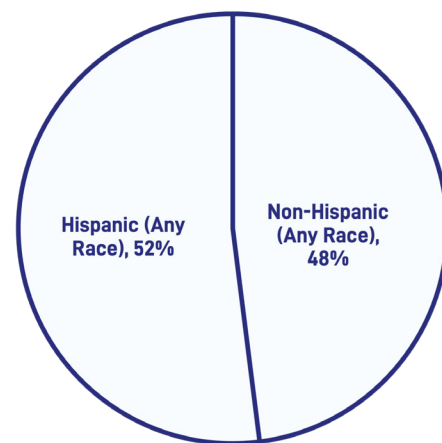
The adjacent map illustrates the racial segregation in the City and concentration of Black and brown communities in the Downtown area between Pine Grove Cemetery and the waterfront.



*Race and Ethnicity in Lynn*  
Source: Housing Lynn Plan based on US Decennial Census



*Downtown Lynn Population by Race*



*Downtown Lynn Population, Hispanic vs. Non-Hispanic*



## Business Environment

### TENANT MIX AND VACANCY

There are approximately 300 businesses and 225-250 storefronts. In other words, about 25% of businesses do not have a storefront.

- **Note about business lists:** Business lists are key elements of business support infrastructure. The City, EDIC, and other supporting nonprofit organizations do not possess a comprehensive list of businesses including contact information and business types.

Using various proprietary and open datasets available to MAPC, a list of 240 businesses was curated for the study area. This estimate is however caveated with multiple challenges, including lack of recent and curated business lists, impact of COVID closures are not documented comprehensively, and lack of comprehensive data sources of POC-owned businesses which form a significant proportion of the total number of businesses. Due to lack of language proficiency, capacity, or financial resources, POC-owned businesses often face issues getting certified or registered and thus making it hard to account for them in business lists.

Based on our compiled business list, the top three business types within the downtown are mentioned below. Figure 1 provides the distribution of these businesses based on broad categories (2-digit NAICS code).

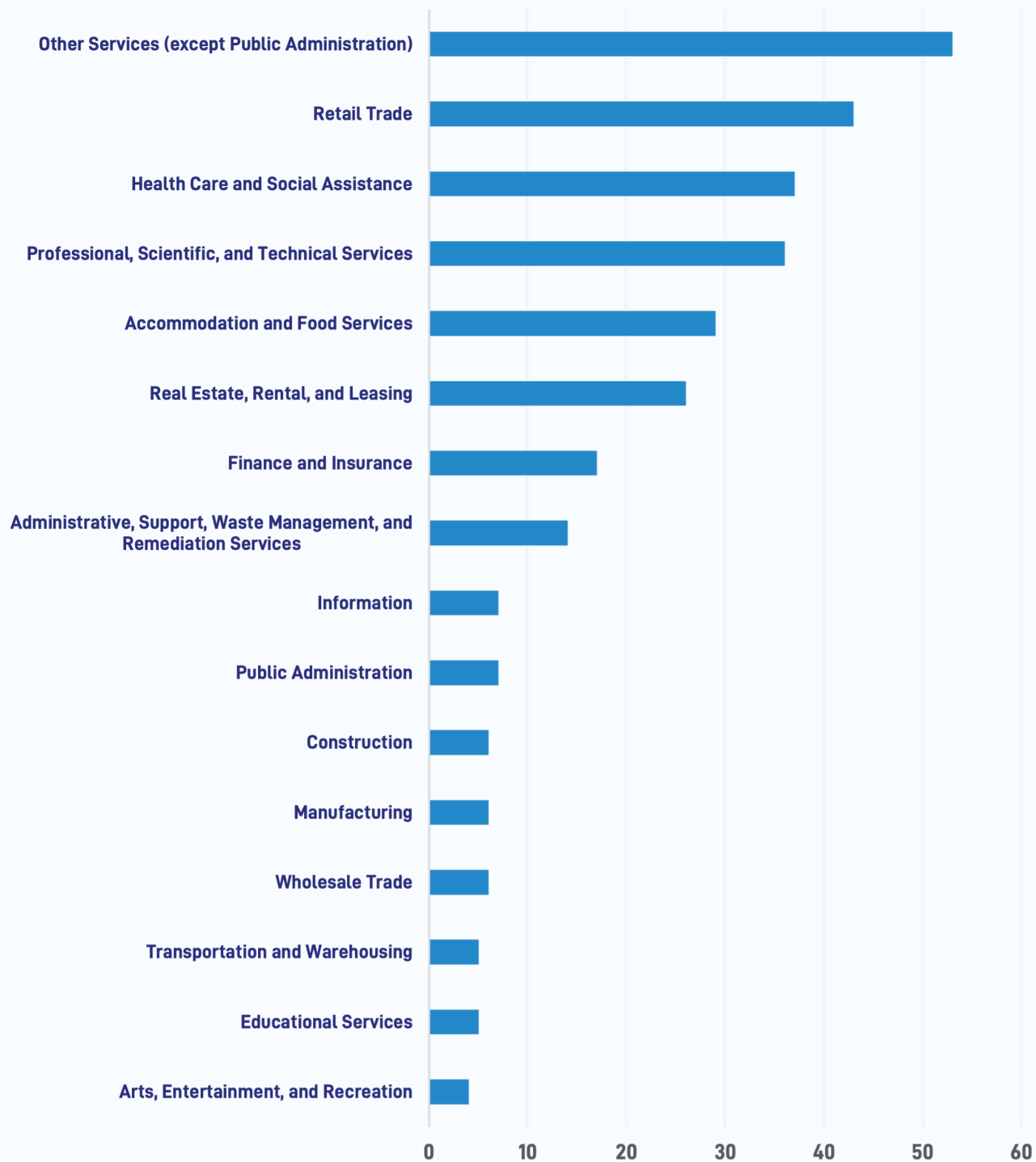
- **Other Services Sector:** 18% of businesses in Downtown Lynn belong to this sector which includes establishments that are primarily engaged in activities such as equipment repairing, promoting or administering religious activities, grantmaking, advocacy, and personal care services like nail salons etc. except public administration.
- **Retail Trade:** Approximately 14% of businesses belong to this category.
- **Healthcare and Social Assistance:** 12% of business in Downtown Lynn provide services in this sector with social assistance sector generating significant foot traffic within the area.

Downtown's current office, retail, and industrial land inventory is 1.2 million sq. ft. with a vacancy rate of 2.5% according to CoStar 2021 estimates. The inventory is 52% office, 45% retail and 3% industrial spaces.

Based on CoStar estimates, downtown has average asking rents of \$18/sq ft. and \$19/sq ft. for retail and office spaces respectively.

Within Lynn's Downtown, the cap rates have consistently decreased over the past 5 years from 7.2% to 5.4%. Cap rates are often used as real estate valuation measure to compare real estate investments. Cap rates are calculated as the ratio between the annual rental income produced by a real estate asset to its current market value and hence give an idea of relative profitability and return potential. Lower rates indicate better return of investment.





*Businesses in Downtown Lynn.*

*Source: Compiled by MAPC based on paid and public data sources (see "Methods").*



## Administrative Capacity

Recognizing the history of arts and culture activism in Downtown Lynn, the Massachusetts Cultural Council designated a portion of Downtown Lynn as one of the Commonwealth's inaugural Cultural Districts in 2012. The Downtown Lynn Cultural District collaborates with cultural partners, both new and well-established, to foster a shared creative and cohesive vision for the city's cultural community.

### RESOURCES FOR BUSINESSES

#### **The Brickyard Collaborative:**

This maker space is a natural home for hobbyists exploring whether to start a business. In addition, they have implemented multiple grants providing technical assistance to small businesses during COVID-19. More information is available at [thebrickyard.org](http://thebrickyard.org).

#### **Community Development:**

The City's Community Development Department offers a Storefront Improvement Program, which provides grants to businesses that can help pay for new signage or other façade improvements. Contact [Ravery@Lynnma.gov](mailto:Ravery@Lynnma.gov) for more information.

#### **Creative Collective:**

This regionally-based for-profit organization worked with the City in 2021 to help businesses create outdoor dining spaces and provides programs, technical assistance, consultancy, advocacy, and other services to small business owners and creatives. For more information, visit [creativecollectivema.com](http://creativecollectivema.com).

#### **Economic Development and Industrial Corporation of Lynn (EDIC):**

The City agency responsible for economic development, EDIC Lynn provides low interest loans to small business located in the City of Lynn. For over 40 years, EDIC Lynn has supported business growth and development, assisted with numerous planning efforts, and guided development opportunities in coordination with stakeholders on the local, state, federal and private sector. For more information, visit [ediclynn.com](http://ediclynn.com).

#### **EforAll / E Para Todos:**

EforAll is a nonprofit helps under-represented individuals successfully start and grow their businesses through a unique combination of immersive business training, mentorship and an extensive support network. Visit [eforall.org](http://eforall.org) for more information.

#### **Greater Lynn Chamber of Commerce:**

The Greater Lynn Chamber of Commerce is a member-driven organization enhancing the economic vitality of Southern Essex County by fostering educational initiatives and business resources, legislative advocacy, and marketing and networking opportunities.

#### **Lynn Main Streets:**

This grassroots nonprofit organization that works to foster a vibrant, sustainable, welcoming downtown environment and improve quality of life for all those who partake. Through local and regional grants and partnerships, they have spearheaded local efforts to institute outdoor dining infrastructure and communal spaces, small business advocacy and assistance, creative community placekeeping and beautification as well as collaborative, arts-infused programming. For more information, visit [www.lynnmainstreets.org](http://www.lynnmainstreets.org)

#### **North Shore Latino Business Association (NSLBA):**

This organization provides education, training, advocacy, and networking to businesses throughout the region, with a particular focus on Latinx-owned establishments. Learn more at [mynslba.com](http://mynslba.com).

# Past Planning Efforts

In the past 20 years, there have been several public planning processes that have addressed at least one aspect of the Downtown. This plan aims to build upon these past planning efforts.

## **2011 LYNN ARTS & CULTURE DISTRICT BRANDING:**

Funded by a grant from the Massachusetts Cultural Council Adams Art Program to Lynn Museum/Lynn Arts, Downtown Lynn arts and culture stakeholders worked together with an aim to change perceptions through actions including building a brand for the area. As a result, Massachusetts Cultural Council in 2012 designated the area as the Downtown Lynn Cultural District (DTLCD).

## **2012 LYNN IMMIGRANT BUSINESS RESOURCES ACCESS SURVEY:**

This survey was conducted by Ferrufino Consulting & Associates for the From Mills to Main Streets project and was led by the Immigrant Learning Center in collaboration with the Massachusetts Association of Community Development Corporations (MACDC) and MassINC. The findings from the survey highlight the incredibly diverse mix of Downtown businesses. In addition, the findings highlight that several businesses were not connected to business networking organizations such as chambers of commerce, and have not accessed technical assistance and financing resources from the City, banks, or other institutional sources. A total of 112 businesses were surveyed across Lynn, particularly in Downtown and along Western Avenue. Business owners' countries of origin included the United States, the Dominican Republic, Cambodia, Vietnam, Bangladesh, Puerto Rico, and many other countries and regions.

## **2014 DOWNTOWN LYNN TRAFFIC CIRCULATION STUDY, VANASSE HANGEN BRUSTLIN:**

This study found a lack of wayfinding/regulatory signage, an abundance of on-street parking, and need for signal improvements. The study recommended short-term improvements to increase usage of the Andrew Street parking lot and improve safety of irregular intersections at Liberty Street, Central Avenue/Washington Street/Oxford Street, and Central Square. In addition, the study recommended shifting some one-way streets to two-way streets.

## **2014 DOWNTOWN LYNN VISION AND RECOMMENDATIONS, MAPC:**

This planning process established the following Vision for Downtown Lynn's future based on extensive community engagement and existing conditions analysis:

"Downtown Lynn is the city's dynamic and diverse center for commerce, civic engagement, and social gathering. It is a beautifully maintained community that is highly regarded as a regional destination for arts, culture, dining, and shopping. Downtown Lynn is an inclusive, multicultural, engaged, and well-coordinated community where residents, businesses, organizations, and institutions frequently come together to reflect on community priorities and creatively problem-solve collaborative solutions to make Downtown Lynn even better."

To achieve the Vision, the plan outlines a set of recommendations, including zoning amendments, investing in infrastructure improvements, and creating a Main Streets organization which now exists!

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#### **2015 ECONOMIC DEVELOPMENT STRATEGY, RKG ASSOCIATES, INC.**

This city-wide economic development strategy is based on market trends and economic indicators, as well as stakeholder input. The Lynn economy was recovering from economic decline due to the loss of manufacturing starting in the 1980s, however, the Great Recession substantially slowed this progress and the City remained overly dependent on residential property tax. Therefore, the strategy recommends a continued focus on increasing housing ownership and market rate housing as well as expanding commercial and industrial development, and focused concentration on eight Economic Opportunity Zones, including the Downtown area.

#### **2016 DOWNTOWN ACTION STRATEGY FOR THE CITY OF LYNN, MASSDEVELOPMENT, INTERFACE STUDIO, ET AL.**

This visually-compelling urban design strategy for Downtown focuses on public realm improvements to attract private investment. Short-term strategies include activating connections to the T and partnering with arts organizations to enliven vacant storefronts. Longer term suggestions include converting Central Avenue into a pedestrian-only Downtown Commons.

#### **2020 HOUSING LYNN, MAPC:**

Housing Lynn is the Housing Production Plan (HPP) led by MAPC in conjunction with the Lynn Housing Authority and Neighborhood Development and the Mayor's Office to ensure that new housing production meets the needs of residents of all income levels. The plan includes a Housing Needs Assessment, an analysis on development constraints, and strategies to ensure that the needs of the community are being met.

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## Project Recommendations

**GOAL 1.**

Support our existing small businesses, particularly our establishments owned by people of color and immigrants.

# #1 Coordinate the existing City and non-profit business support services in order to further bridge the gap between services and POC- and immigrant-owned businesses.

## Category:

Administrative Capacity



## Diagnostic/COVID-19 Impacts

The City and EDIC Lynn proactively support POC- and women-owned businesses, and a rich ecosystem of non-profit business support services in Lynn complements their services with a variety of resources. For example, 80% of the members of the North Shore Latino Business Association received grants during the COVID pandemic.

However, the business surveys, business interviews, and interviews with non-profit representatives and community leaders, revealed that there are still Downtown businesses wanting assistance that have not received it. Despite strategic and successful efforts, there remains a gap between the services provided and the businesses that most need them.

Based on interviews with community leaders, some of the reasons may be that greater outreach and assistance is needed to Spanish-speaking business owners; there is a lack of coordination and collaboration between business support organizations; and there is a lack of trust between some Spanish-speaking business owners and the service providers. In addition, it was discovered during the planning process that some of the businesses Downtown may not have formal business certifications, and therefore have not received any of the EDIC's outreach about funding opportunities, as further discussed in Recommendation #2.

## Action Item

This project aims to improve coordination and collaboration between the City, EDIC, non-profit, and private business support services utilizing existing capacity and resources to better reach and support POC-owned businesses. Based on this project, potential increases in staff capacity at the City, EDIC, or non-profit organizations may be considered, particularly to support in-person outreach to POC- and immigrant-owned businesses.

## Process

Fall 2021: EDIC hosts a meeting of business support service providers to reflect on the past 18 months, identify lessons learned, and start strategizing about business outreach and program collaboration.

Building off of the initial meeting, EDIC invites service providers and business and creative economy leaders to join a task force focused on improving support for POC- and immigrant-owned businesses. Where possible, help identify funding for non-profit partners to participate in the coalition.

EDIC continues to convene the task force to complete the following:

- Review the LRRP, including the diagnostic assessment and community engagement findings
- Identify and map out existing service providers, their missions, and what services each offer.
- Identify who businesses should reach out to for inquiries about each offered service, and identify those that speak Spanish and other languages. For example, Prosper Portland's Inclusive Business Resource Network website includes an easy-to-navigate list of every business provider, the role they serve and the services they provide, their contact information, and whether they speak Spanish.
- Conduct a broad, coordinated outreach campaign to effectively communicate these resources to POC- and immigrant-owned establishments. Outreach campaign must be based on in-person communication in English and Spanish and should be conducted regularly.
- Identify and address gaps in business support services. For example, based on the community engagement for this plan, there is a lack of in-person, Spanish-language outreach to businesses. An example of how to address this gap is from Prosper Portland, which offers "navigators" in certain neighborhoods to help businesses and entrepreneurs access the resources they need. Where needed, identify sustainable funding sources for service providers to address the gaps.
- Track and publicly communicate key metrics of support for POC- and immigrant-owned businesses, in order to monitor and improve services, such as outreach, financing, and technical assistance.



## Origin

Interviews with community leaders; Interviews with business owners; Planning Department; EDIC; MAPC

## Partners and Resources

Partners: EDIC, North Shore Latino Business Association, Lynn Main Streets, Chamber of Commerce, Planning Department, Entrepreneurship for All (EforAll), LEO Inc, Creative Collective, Lynn Business Partnership, Beyond Walls, The Brickyard Collaborative, and potentially more

## Timeframe



Short Term (<5 years)

### Timeline

- 0-3 months: Host first convening
- 3-6 months: Map out existing business support services, service providers, creative industry leaders, etc.
- 6-12 months: Communicate the options for business support services to help businesses more easily access what they need
- 1-2 years: Address gaps in support services, and develop a tracking system for measuring and improving support for POC-owned businesses

## Budget



Low Budget (<\$50,000)

Funding Sources: City budget, EDIC budget, ARPA (technical assistance to businesses), [Urban Agenda Grant Program](#), [Regional Pilot Project Grant Program](#), [Regional Economic Development Organization Grant Program](#), [Community Compact Best Practices Program](#)

## Location

Downtown Lynn Cultural District and Lynn Commons; Census Tracts 2061, 2060, 2070, 2068, 2069

## Risk



Low Risk

This project is low risk. The risk of not implementing the project is high and would impact Lynn's cultural diversity, fiscal health, and quality of life, in addition to the lives of business owners and their families. For example, one of the business owners interviewed explained that they sent their children to college with the earnings from their business. Without improving coordination and outreach to all POC- and immigrant-owned businesses, some of them may struggle to access resources due to language barriers and unfamiliarity with the available assistance.

With each small business that closes, Downtown Lynn's economy suffers. In particular, the loss of POC- and immigrant-owned businesses threatens one of Downtown Lynn's greatest assets: cultural diversity. The cultural diversity contributes to the City's identity and provides Lynn an opportunity to position itself as a destination in the Boston metro area with unique attractions. It is a critical component of the marketing of Downtown Lynn. In addition, the potential loss of goods and services valued by existing residents can negatively impact the quality of life for residents.

**Risk (continued from previous page)**

As explained in the MAPC Commercial Displacement Literature Review:

"Changes in a neighborhood, when reflected in the closure of businesses owned by people of color or immigrants often challenge long-term residents' sense of place and belonging, leading to deeper questions regarding the identity and future of the neighborhood and its resident. The subsequent replacement of businesses with newer retail and other establishments that cater to new residents also highlights deeper issues of loss of history and the identity of a neighborhood, or of the city as a whole. The impact of business closures on adjacent businesses, the residents who purchased their goods and services from these businesses and on the character of the neighborhood, demonstrates the critical importance of understanding and addressing the issue of commercial gentrification."

**Potential challenges:** The success of this effort depends on the participation and buy-in of partners. Many, if not all, of the partners are over-capacity and have competing demands on their time. The convenings and coordination must be proven valuable to sustain interest.

**Key Performance Indicators**

**Coordination:**

- Increase in familiarity and coordination between City, EDIC, and business and creative economy leaders
- Increase in # of partnerships and coordinated efforts between the City, EDIC, and business and creative economy leaders
- Increase in grant funding awarded to support businesses through partnerships among existing organizations

**Bridging the gap:**

- Increase in % of businesses that know who to ask for help for various needs, including financing, translation, marketing, & permitting.
- Increase in % of businesses that feel comfortable asking for help for various needs, due to increase in clarity of process, language accessibility, etc.



# Salem Economic Development Recovery and Revitalization Taskforce

Salem, Massachusetts

The Salem Economic Development Recovery and Revitalization Task Force (EDRR) provides a potential model for improving coordination and collaboration between the City and business and creative economy leaders.

Mayor Kimberley Driscoll created the EDRR in March 2020, composed of municipal staff, elected officials, and leaders in Salem's business and creative economy, to focus on business support.

The objectives of the Salem EDRR are to:

- Identify short and long term needs of the business community in Salem.
- Develop and support programs aimed at business recovery and revitalization.
- Serve as a communication vehicle to seek input and share information with the local business community.

In less than a year and half, the EDRR has led successful efforts to:

- Better understand the needs of businesses and consumers through two surveys;
- Improve communication between the City, service providers, and the business community through weekly newsletters (in English and Spanish), industry sector meetings for business owners, and Town Hall meetings with a panel of local experts to answer questions from the business community;
- Make permitting and funding distribution processes more efficient through an outdoor dining and retail permitting process; creation of a Microenterprise and Small Business Grant Program with Federal and local funding; and simple one-pagers on Financial Resources for Businesses, Informational Resources for Businesses, and Business Support Resources (in English and Spanish)
- Encourage foot traffic through a Salem Together Pledge to market Salem locally as a safe place to enjoy
- Provide resources for businesses through distributing 300 PPE kits free of charge to businesses.

A similar example can be found in Portland, Oregon, where the Inclusive Business Resource Network led by Prosper Portland, the economic and urban development agency for the city, provides a model for improved coordination. The Inclusive Business Resource Network defines itself as "a citywide program that brings multiple services for small business into a single network for entrepreneurs."

## #2 Continue to improve communication between the City and EDIC and POC- and immigrant-owned establishments.

### Category:

Administrative Capacity



### Diagnostic/ COVID-19 Impact

EDIC has worked diligently over the past year and half to support Lynn's businesses, with explicit priority given to minority- and women-owned businesses. Early during the COVID pandemic, the City and EDIC developed a scorecard (see the Appendix) to guide funding decisions, and whether a business is minority- or women-owned was a key factor. In addition, EDIC sent three mailings of multilingual postcards to individual businesses about COVID-related funding opportunities. In result of this equitable decision-making and outreach process, the funding predominately supported minority- or women-owned businesses. The table below summarizes the grants that EDIC has distributed since March 2020, including the number of grants that went to POC- and women-owned businesses. The focus on minority and women-owned businesses was elevated during the COVID pandemic but it is not new—85% of all EDIC loans in the past three years have gone to minority- and women-owned businesses.


### *EDIC Grants during the COVID Pandemic, as of June 2021:*

Name	Summary	Total \$ Dispersed	Grants Benefitting POC- or Women-Owned Businesses
EDIC Disaster Relief Grant	Emergency Relief Provided Directly by EDIC	\$318,000	70% of grants (62 of 89 grants)
City of Lynn Small Business Emergency Grants	Multiple Rounds of Funding Provided in Coordination with Federal & Local Stakeholders	\$1,749,000	82% of grants (215 of 263 grants)
Attorney General Grant Awardees	Administered by EDIC with fiscal resources provided via the AG	\$45,000	83% of grants (15 of 18 grants)
MA Growth Capital Corporation Grants	Support role and information coordination spearheaded by EDIC	\$6,740,000	88% of grants (200 of 277)

However, interviews with Downtown businesses and community leaders revealed that some POC- and minority-owned businesses still don't feel that the City is invested in their success. There is a frustration that city requirements and resources are difficult to navigate, including for non-English speakers. Relatedly, City departments and EDIC are often conflated, and the unique roles and services of each is difficult for outsiders to distinguish.

Some interviewees explained that information about COVID relief resources was communicated to Spanish-speaking business owners too late for them to take advantage of the funding assistance. Notably, it was discovered during the planning process that there are businesses in Downtown Lynn that do not have formal business certifications, and therefore did not receive any of the EDIC's three mailings or targeted funding opportunities. Therefore, some of the gap in communication may be effectively addressed by working with businesses to become certified.

The key suggestions from the interviews with community included building staff capacity to focus on building personal relationships and trust with business owners; providing a main point of contact for business owners that are English-language learners; and to work with existing, trusted institutions such as the YMCA to build trust, provide outreach, and communicate about existing technical assistance.

<b>Action Item</b>	This project aims to further improve communication to increase the visibility of EDIC's existing business support services and improve their accessibility to all businesses, regardless of size, resources, languages, race, or culture.	
<b>Process</b>	<ul style="list-style-type: none"> <li>• City Clerk and EDIC work together to get all Downtown businesses certified, so that they receive EDIC communications and services: identify Downtown businesses that are not yet certified, individually reach out in person to these businesses in English and Spanish, and assist businesses through the process of getting certified.</li> <li>• City departments, through the Diversity, Equity, and Inclusion Director, implement a model for providing professional interpretation services to constituents and business owners who visit or call City Hall and explore other opportunities to make City Hall and City departments more accessible for non-English speakers.</li> <li>• Ensure that all communications are provided in English, Spanish, and other languages as feasible. This should include information about resources and permits, applications for permits or business certification, and, eventually, websites.</li> <li>• City and EDIC co-host One-Stop Permitting and Licensing events for new and existing businesses, with live Spanish interpretation, to answer business questions, share info on processes, and promote existing resources. Invite the Health Department, Inspectional Services, and other relevant offices to attend. Partner with trusted institutions, including North Shore Latino Business Association, Lynn YMCA, and North Shore Community College to promote the events. Events should be held at least annually.</li> <li>• Better communicate the services provided to support new businesses, including EDIC's existing Lynn Business Guide, which is included in the Appendix. Update the EDIC website to find the guide, promote the guide on social media, provide guide to partners including EforAll and North Shore Latino Business Association, and provide the guide in Spanish.</li> <li>• Promote EDIC's existing work to support POC- and immigrant-owned businesses with transparent and easily accessible communications. For example, clearly communicate the percentage and total amount of funding disbursed by EDIC to POC- and women-owned businesses on an annual basis.</li> <li>• Continue to leverage the network of local non-profits who have established relationships with businesses owned by people of color, immigrants, or non-English speakers to provide both information to businesses about available resources and a point of contact for any questions.</li> </ul>	
<b>Origin</b>	Interviews with community leaders, interviews with businesses, Planning Department, EDIC, MAPC	
<b>Partners</b>	Planning Department, Mayor's Office, the City's Director of Diversity, Equity and Inclusion, EDIC, North Shore Latino Business Association, Lynn YMCA, North Shore Community College, Planning Department, Lynn Main Streets, Chamber of Commerce, Entrepreneurship for All (EforAll), LEO Inc, Beyond Walls, The Brickyard Collaborative, and potentially more	
<b>Timeframe</b>		Short Term (<5 years)



## Budget



Medium Budget (\$50,000 to \$200,000)

Funding Sources: City budget, EDIC budget, ARPA (technical assistance to businesses), [Urban Agenda Grant Program](#), [Regional Pilot Project Grant Program](#), [Regional Economic Development Organization Grant Program](#)

## Location

Downtown Lynn Cultural District and Lynn Common., Census Tracts 2061, 2060, 2070, 2068, 2069

## Risk



Low Risk

This project is low risk. The risk of not implementing the project is high and would impact Lynn's cultural diversity, fiscal health, and quality of life, in addition to the lives of business owners and their families, as described in Project Recommendation #1.

**Potential challenges:** Given the City's historical budget difficulties, the City is committed to prudent spending and hesitant to assume new financial responsibilities. However, in order to improve public services and support a growing economy, new staff and training may be necessary.

In addition, it is challenging to rebuild relationships—it is easier to lose trust than regain it. Interviews with business owners, as well as business and creative economy leaders reflected a lack of trust between some POC- and immigrant-owned businesses and the City. Successfully rebuilding that trust will take time and intention.

## Key Performance Indicators

### Accessibility:

- Increase in number of coordinated campaigns between City and trusted institutions
- Number of attendees at permitting and licensing events
- Increase in communication with Spanish-speaking business owners

### Inclusivity:

- Increased familiarity between City employees and POC-owned businesses Downtown
- Increase in number of POC-owned businesses that trust the City to respect and support their success
- Increase in % of businesses that get certified as a business
- Increase in % of businesses that receive local support

## #3 Help businesses adapt to and benefit from a changing real estate market through property stabilization.

**Category:**  
Private Realm



### Diagnostic/COVID-19 Impacts

Due to strategic efforts, including implementation of the 2015 Economic Development Strategy, and inherent assets of the Downtown, the City of Lynn has been successful in attracting private investment. People are moving to Downtown Lynn, developers are building new projects, and businesses are opening. If businesses are prepared, the new investment provides great opportunity that has not been seen for generations in Lynn. New, higher-income residents bring more discretionary and disposable income for consumer purchases. Thoughtful economic development strategies can help businesses benefit from this new investment by capturing a new consumer base and benefiting from increased property costs.

At the same time, without these proactive efforts, the changes in the real estate market and the demographics of the local population could also contribute to revenue loss and increased costs beyond the reach of some existing businesses. In other words, it is critical that the City continue to prioritize the needs of all businesses so that the investment benefits all and does not have the unintended consequence of contributing to commercial displacement, the threat of which has only been exacerbated by revenue losses during the COVID pandemic.

### Action Item

Ensure all businesses benefit from the new investment Downtown and mitigate commercial displacement risks by helping POC- and immigrant-owned businesses secure leases or acquire property.

### What is commercial displacement and gentrification?

The following terms and definitions provide background for this project recommendation:

**Commercial displacement:** the pattern of multiple business closures or moves caused by the actions of the owners of the properties in which the businesses are located, or changes in the conditions of those properties, and/or caused by significant changes in market conditions of the commercial district in which the businesses operate.

**Commercial gentrification:** commercial displacement at the district level, with additional specificity added to the definition to include a reduction in the share of locally owned and POC-owned businesses in a business district.

**Commercial displacement vulnerability:** the state in which two or more businesses are at risk of displacement pressures due to increased cost of doing business, property owner actions, changes in the conditions of those properties, and decreasing revenues due to significant changes in market conditions.

The Small Business Anti-Displacement Network provides a [4-minute video](#) explaining commercial gentrification.<sup>8</sup>

### What is residential displacement and gentrification?

Residential gentrification and displacement, which have been studied for decades, are related to commercial displacement and gentrification. *Housing Lynn: A plan for inclusive growth* explains the risk factors for residential displacement in Lynn, as well as strategies for mitigating these risks. Housing Lynn uses the following two definitions for "displacement":

**"Household-level displacement** is the involuntary move by a household due to circumstances out of its control, such as eviction or rent increase. No matter the forces causing the move, household-level displacement can be destabilizing for the household and increases the risk of homelessness."

**"Gentrification-related community-level displacement** is the demographic restructuring of a neighborhood through the aggregated displacement of low-income households, households of color, and other households who are vulnerable to housing instability. Therefore, this kind of displacement includes household-level displacement."

<sup>8</sup> Accessed here: <https://antidisplacement.org/wp-content/uploads/2021/05/AnikaProfileFINALV2-1.mp4>

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## **EQUITABLE ECONOMIC DEVELOPMENT AND THE RISK FACTORS FOR COMMERCIAL DISPLACEMENT IN LYNN**

The value of commercial real estate in Downtown Lynn is rising. Commercial rents increased 25% from \$15 to \$19 per square feet between 2011 and 2021, with the COVID pandemic only slightly slowing the rate of increase. Commercial property sale prices have increased 130% from \$100 to \$230 per square feet, and capitalization rates have decreased from 7.2% to 5.4% since 2011. (The capitalization rate is the net operating income divided by the purchase price of the property—the lower the capitalization rate, the lower the risk of the investment.) Buying property in Lynn is an increasingly secure investment.

These changes provide great opportunity for new and existing businesses. It is also important to be aware of and plan ahead for potential unintended consequences on Downtown's existing businesses. For example, increases in rent and purchase prices may make commercial space out of reach for some existing businesses. In fact, several of the Downtown businesses interviewed indicated that an increase in their rent would be challenging to pay. In addition, in hotter real estate markets, property owners often 1) prioritize higher-end national retailers as tenants, given their access to credit and ability to withstand higher rents, 2) keep commercial spaces vacant over a longer period of time in hope of securing higher rents, and 3) buy lots for investments rather than for income from leases, which attracts more corporate landlords with less interest in the success of local businesses.

Residential property costs have also increased, which impacts Downtown businesses. In the new Caldwell building on Munroe Street, 1-bedrooms are renting for \$1,736 and for \$2,025 in the new Breakwater building on the waterfront. In addition, as explained in the Diagnostic Assessment, a wave of new market-rate development is hitting Downtown Lynn, which will impact both residential and commercial properties. Considering that the 1,800 people who reside Downtown now live on an average annual household income of \$18,000, the new residents are much higher-income and will have different consumer preferences. Businesses will have to shift their marketing, their goods, and potentially their business models in order to capture this new consumer base. Several of the Downtown businesses that were interviewed are supportive of new residential development and appreciate the opportunity for more consumers. In addition, potential displacement of the existing residents due to rising housing costs could shift the existing business's consumer base. For example, if the Latinx population is displaced from Downtown Lynn, then businesses that depend on Latinx clientele will suffer from loss of revenue.

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## Process

As a part of business support organization meetings (see Recommendation #1), explore the following potential stabilization strategies, several of which are sourced from the [Small Business Anti-Displacement Network toolkit](#)<sup>9</sup> and the [Commercial Displacement Mitigation Strategies for Port Chester](#)<sup>10</sup>:

### Commercial Tenant Protections

- *Construction disruption assistance* – programs that mitigate the costs or other burdens associated with redevelopment or business losses due to construction. For example, the City of Somerville provides [construction mitigation assistance for businesses](#).
- *Commercial rental assistance* – financing to mitigate large increases in rent. For example, the City of Boston provides a [COVID-19 Commercial Rental Relief Fund](#).
- *Legal aid* – assistance to businesses to negotiate beneficial leases. For example, Lawyers for Civil Rights in Boston provides the BizGrow program, which provides free legal assistance to POC, immigrant, and women business owners. Lease options include long-term leases that prevent rent hikes, as well as leases with rent structures that have a base rent and then a percentage of profits from the business are added to the base rent.

### Commercial Preservation and Community Ownership

- *Affordable commercial space on public land* – program to lease City-owned land for commercial use at affordable rates. For example, renovation of the viaducts at Central Square (see Project Recommendation #10) offers potential commercial space to lease at discounted rates to support new enterprises.
- *Real Estate and Community Investment Cooperatives, Community Land Trusts (CLT), and Cooperatives* – community ownership models through helping businesses pool resources or establishing nonprofit organizations that steward communally-owned land. For example, commercial CLTs help secure land to be held in perpetuity for community benefit and then lease or sell buildings and improvements for commercial use. This strategy would be led by a non-governmental entity.

- *Community benefits agreement* – contracts that require developers to provide certain amenities to meet community needs. Housing Lynn establishes that the city's market is attractive enough to leverage community benefits agreements that support more Affordable Housing, as well as economic development. For example, new mixed-use building could be required to lease commercial space to POC- and women-owned businesses.
- *Affordable workspace policy* – requires a certain percentage of new commercial development over a set size to be designated for below market-rate commercial use, similar to inclusionary zoning.
- *Work with existing property owners* – identify what would help owners stay in Lynn and continue to lease to local, small, or POC- and immigrant-owned businesses.
- *Continue to support entrepreneurs in finding storefront space* – assist entrepreneurs in locating in street-level commercial space in new mixed-use buildings. For example, Streetlight Ventures is a private enterprise that has reached out to entrepreneurs in EforAll's program to help them find locations, including rent-to-own opportunities. EDIC has had great success connecting developers of new construction with local independent businesses and providing financial support to assist with buildout costs.

### Residential anti-displacement strategies

- Implement Housing Lynn to mitigate residential displacement and stabilize the consumer base of Downtown businesses.




### Other recommendations

- Advance renovation of the viaducts at Central Square, per Recommendation #10, to provide affordable commercial space
- Continue to find opportunities to leverage both existing property owners and new developers to provide a sustainable ecosystem for independent businesses.

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<sup>9</sup> Accessed here: <https://antidisplacement.org/toolkit/>

<sup>10</sup> Accessed here: [https://www.portchesterny.gov/sites/g/files/vyhlif1096/f/uploads/final\\_commercial\\_displacement\\_mitigation\\_strategies\\_for\\_port\\_chester.pdf](https://www.portchesterny.gov/sites/g/files/vyhlif1096/f/uploads/final_commercial_displacement_mitigation_strategies_for_port_chester.pdf)

<b>Origin</b>		Planning Department, EDIC, MAPC, Chamber of Commerce, interviews with community leaders, interviews with businesses
<b>Partners and Resources</b>		Partners: EDIC, North Shore Latino Business Association, Lynn YMCA, North Shore Community College, Planning Department, Lynn Main Streets, Chamber of Commerce, and potentially more
<b>Timeframe</b>		Mid-term (5 to 10 years)
<b>Budget</b>		<p>Medium Budget (\$50,000 to \$200,000)</p> <p>Funding Sources: City budget, EDIC budget, ARPA (technical assistance to businesses), <a href="#">EEA Planning Assistance Grant</a>, <a href="#">Regional Pilot Project Grant Program</a>, <a href="#">Real Estate Services Technical Assistance</a>, <a href="#">BIZ-M-POWER</a>, <a href="#">Regional Economic Development Organization Grant Program</a></p>
<b>Location</b>		Downtown Lynn Cultural District and Lynn Commons; Census Tracts 2061, 2060, 2070, 2068, 2069
<b>Risk</b>		<p>Low Risk</p> <p>This project is low risk. The risk of not implementing the project is high and would impact Lynn's cultural diversity, fiscal health, and quality of life, in addition to the lives of business owners and their families, as described in Project Recommendation #1.</p> <p><b>Potential challenges:</b> There are major challenges to successful implementation. Although there are strategies to mitigate commercial displacement, they are less common than strategies to mitigate residential displacement and gentrification. Lynn has the opportunity to be a leader in the field of economic development.</p>
<b>Key Performance Indicators</b>		Percent of businesses that are POC- or immigrant-owned remains constant or increases



## #4 Help existing businesses adapt to and benefit from demographic shifts.

### Category:

Revenue and Sales



### Diagnostic/COVID-19 Impacts

The new market-rate housing development Downtown will potentially bring new consumers of different demographics and with different consumer preferences. Interviews with businesses found that they are excited about the new housing and increase in population. It is critical for the success of existing businesses to capture this new potential consumer base; however, cultural barriers, digital access, and technology literacy pose challenges.

The business survey and interviews with businesses found that businesses, including POC- and immigrant-owned businesses, are interested in receiving technical assistance. This includes help marketing their business, translating and designing menus, providing online ordering and delivery options, and more. 69% of respondents to the business survey expressed interest in receiving some kind of assistance.

### Action Item

Partner with trusted organizations to provide technical assistance to businesses, in order for them to adapt to changes in consumer preferences and capture a new customer base.

### Process

Notify and educate businesses on what changes they can expect, including the increase in the population of Downtown, as well as changes in consumer demographics and preferences. For example, new market-rate housing will bring higher-income residents.

Build on existing technical assistance efforts, including:

- EDIC is partnering with EforAll, North Shore Latino Business Association, and Tech Goes Home to provide digital business training, mentoring, technical support, and seed funding to 15 early-stage Latino entrepreneurs with a \$100,000 "Urban Agenda" grant from the state.
- Greater Lynn Chamber of Commerce is partnering with E for All to provide small grants of up to \$5,000 to small, POC- and women-owned businesses for building digital capabilities, including social media and a web presence.
- The Brickyard Collaborative has been working on a grant from Mass Growth Capital Corp. (MGC) to support local businesses cope with technical challenges arising from COVID, with a focus on businesses owned by lower-income, non-English speaking, POC-owned, woman and LGBT owned businesses. The next phase of the grant from July-December 2021 is aimed at helping with a "recovery and re-opening" of the Lynn Downtown business district, including safe access, marketing, advertising and promotion of the neighborhoods and businesses in it.

Promote existing services, including the Chamber's business counseling services and the EDIC's Commercial Façade Improvement Programs, through in-person, multi-lingual outreach to businesses. Pursue partnerships with trusted organizations, such as the North Shore Community College, to help with outreach.

Reach out to institutions and organizations with existing technical assistance programs, including [Salem State University Latino Business Resilience Program](#), [Tech Goes Home](#), and [Initiative for a Competitive Inner City](#) to identify ways to partner and support Downtown Lynn businesses.

Continue to explore providing free Wifi for residents, visitors, and businesses to utilize in the Downtown. The Planning Department is currently working with the Brickyard Collective, Essex County Community Foundation, and the Massachusetts Technology Collective to determine the feasibility of such a network.

## Origin

EDIC, Planning Department, Chamber of Commerce, interviews with Downtown businesses, interviews with community leaders, MAPC

## Partners and Resources

Potential partners include EDIC, Chamber, Planning Department, North Shore Latino Business Association, EforAll, Lynn Main Streets, Creative Collective, North Shore Community College, Brickyard Collaborative, and more.

There are several examples that can be used as models. For example, in the San Francisco Bay Area, a local Community Development Corporation provides a "[COVID Commercial Tenant Resiliency Program](#)"<sup>11</sup> to help tenants survive the pandemic and develop long term resiliency through providing "back of house" support, including online web presence for deliver, access to grant writing, and financial planning.

## Timeframe



Short Term (<5 years)

## Budget



Medium Budget (\$50,000 to \$200,000)

Funding Sources: City budget, EDIC budget, ARPA (technical assistance to businesses), [Community Compact IT Grant](#), [Small Business Technical Assistance Grant](#), [Regional Economic Development Organization Grant Program](#), [Urban Agenda Grant Program](#), [Regional Pilot Project Grant Program](#)

## Location

Downtown Lynn Cultural District and Lynn Commons; Census Tracts 2061, 2060, 2070, 2068, 2069

## Risk



Low Risk

This project is low risk. The risk of not implementing the project is high and would impact Lynn's cultural diversity, fiscal health, and quality of life, in addition to the lives of business owners and their families, as described in Project Recommendation #1.

### Potential challenges to implementation include:

- Language barriers: For effective technical assistance, outreach about the assistance and the training itself must be accessible to all business owners, including those that are non-English speakers.
- Participation and trust: The success of technical assistance is dependent on participation. Rebuilding trust will be necessary for reaching out, providing, and supporting all businesses, especially the POC- and immigrant-owned businesses in greatest need of technical assistance.
- Technology and infrastructure: One of the key strategies for growing a consumer base is building an online presence. Although the technical assistance can help business owners learn new marketing skills and online strategies, access to high-quality internet service and a computer/tablet/phone is still required and is very limited.

## Key Performance Indicators

Percent of businesses that are POC- and immigrant-owned remains constant or increases

<sup>11</sup> More information here: <https://ebaldc.org/wp-content/uploads/2020/09/EBALDC-COVID-Commercial-Tenant-Resiliency-Program.pdf>

**GOAL 2.**

Increase foot traffic in the downtown in the near- and long-term.

## #5 Support and promote the culture and diversity of Downtown.

### Category



### Cultural/Arts

#### Diagnostic/COVID-19 Impacts

There is opportunity to celebrate Lynn's cultural diversity as one of its greatest assets. Based on interviews conducted with business owners and community leaders, it was recognized that many immigrant communities feel that the city does not do enough to recognize them and provide the support that they need.

#### Action Item

The City actively supports its immigrant and POC communities and celebrates racial and cultural diversity as one of its greatest asset.

#### Process

Support existing events that celebrate diversity, including the Latino Festival and the Lynn Diversity Matters Festival, in the following ways:

- Promotion and marketing: For example, Prosper Portland, the economic and urban development agency of Portland, Oregon promotes on their website the "People's Market," a 3-day marketplace with more than 75 vendors owned by people of color, as well as musicians and performances.
- Making the event permitting process and calendaring more transparent and efficient. For example, identify a single point of contact, provide a users' guide to permitting with flow charts and checklists, clarify submittal requirements, offer concurrent applications, and create a pre-application process to address any questions.
- Establishing an easy process for including City Council members in event planning and permitting early in the process. For example, any time the Mayor's office approves a permit, the Chamber is notified at the same time as the Police Department. The relevant City Councilor could be notified at this time, as well.

Invest in programmatic infrastructure, including seating, tents, lighting, and speaker systems, that can be used by community groups for events. Currently, each community group has to invest resources in procuring these same facilities.

Support efforts to tell the stories of local businesses, including Lynn Main Streets' project: "Businesses of Lynn," modeled off of "Faces of Lynn" co-created by Voices of Lynn, Beyond Walls, and Lynn Museum/Lynn Arts. For example, as part of the [City of Quincy's Small Business Plan](#), MAPC produced [short videos of Asian-American business owners telling their stories](#).<sup>12</sup> This creative approach helped the City and broader community better understand the value of local businesses and personalize the business owners and their challenges.

Expand the Downtown Lynn Cultural District boundaries to include the commercial corridor along Union Street.

12 Accessed here: <https://www.mapc.org/resource-library/quincy-asian-owned-small-business-video-lets/>

<b>Origin</b>	Interviews with community leaders, "2015 Economic Development Strategy" by RKG Associates recommended expanding events and street fairs	
<b>Partners and Resources</b>	Lynn Main Streets, North Shore Latino Business Association, North Shore Juneteenth Association, IronBound, Beyond Walls, the Lynn Museum/Lynn Arts/Lynn Arts, Diverse People United, and other organizations interested in hosting events or exploring placemaking initiatives.	
<b>Timeframe</b>		Short Term (<5 years)
<b>Budget</b>		Medium Budget (\$50,000 to \$200,000)  Funding Sources: <a href="#">Massachusetts Downtown Initiative</a> , <a href="#">TDI Creative Catalyst</a> , <a href="#">Regional Pilot Project Grant Program</a>
<b>Location</b>	Downtown Lynn Cultural District and Lynn Commons; Census Tracts 2061, 2060, 2070, 2068, 2069	
<b>Risk</b>		Low Risk
<b>Key Performance Indicators</b>	Increase in the city's participation in major cultural events Downtown	

## #6 Install attractive and helpful wayfinding signage, including to public parking options.

**Category:**  
Public Realm



### Diagnostic/COVID-19 Impacts

Improving wayfinding in the Downtown Lynn Cultural District will help support businesses in the area and help combat the decline in foot traffic that the Downtown businesses experienced as a result of COVID-19.

### Action Item

Install Soofa signs (digital displays) and use the Lynn Main Streets Wayfinding Plan, included in the Appendix, to design and install wayfinding to enable residents and visitors of all ages and abilities to find the assets and destinations that the Downtown Lynn Cultural District has to offer.

### Process

- Install Soofa signs, complete with wayfinding maps throughout the Downtown and commit to providing relevant, up-to-date information about happenings throughout the Downtown Cultural District.
- Procure design and branding for wayfinding elements necessary based on the [Lynn Main Streets Wayfinding Plan](#). In addition to the elements identified in the Wayfinding Plan, consider adding walking distances on the signs.
- Procure fabrication and installation services for wayfinding elements.

### Origin

Lynn Main Streets, Planning Department, [Downtown Action Strategy for The City of Lynn](#) led by Mass Development and partners recommended wayfinding and parking signage (see Action Strategies 1.4.3 and 1.4.4), 2015 Economic Development Strategy by RKG Associates

### Partners and Resources

Partners: Lynn Main Streets, Planning Department

Resources: [Lynn Main Streets Wayfinding Plan](#) included in the Appendix

### Timeframe



Short Term (<5 years)

### Budget



Medium Budget (\$50,000 to \$200,000)

Funding Sources: [Massachusetts Downtown Initiative](#), [TDI Creative Catalyst](#)

### Location

Downtown Lynn Cultural District and Lynn Commons; Census Tracts 2061, 2060, 2070, 2068, 2069

## Risk



Some potential risks and/or challenges to successful implementation include:

- Including businesses on signs that may go out of business or move
- Including only some businesses on signs may indicate a preference for one business over another
- Community opposition to the placement, design, and destinations noted on the signage
- Financial constraints that limit the number and utility of the signage

## Key Performance Indicators

- Increase in average daily foot traffic count
- Increase in total annual sales receipts
- Decrease in total number of storefront vacancies



## #7 Invest in pedestrian infrastructure.

Category:  
Public Realm



### Diagnostic/ COVID-19 Impacts

Based on site visit assessments, there is great need to improve walking, biking, and transit ridership infrastructure, especially given that the population of Downtown Lynn has a high rate of people with disabilities. The safety of pedestrians, bicyclists, and transit riders is necessary in attracting and maintaining foot traffic.

### Action Item

Improve pedestrian, bicycle, and transit rider safety and convenience, with a focus on implementing the [Lynn Safe Streets for People Playbook](#), preparing for the installation of MBTA bus shelters, and connecting the Lynn beach with the Downtown.



*Dangerous curb cuts one block from train station*



*No curb cut at crosswalk*



*New pedestrian infrastructure being used*



*Need for safe walkway during construction*



*No bus shelter at bus stop*





## Process

- Complete the [Lynn Safe Streets for People Playbook](#) and start implementation based on highest-priority improvements
- Integrate street trees and shade structures to mitigate extreme heat and heat island effect as the number of days over 90 degrees increases from climate change. The image below is from a [Cooling Long Beach: Urban Heat Island Reductions Strategies](#) by Alta Planning + Design demonstrating the difference in temperature even within a small area, depending on shade, green space, and pavement. Cooling Long Beach provides helpful strategies for integrating strategies that mitigate the urban heat island effect and transportation improvements.
- The MBTA has a new contract for maintenance of bus shelters, which includes installation of new shelters. To prepare for the installation of MBTA bus shelters in Downtown Lynn, ensure that each site meets the following requirements per the [MBTA Bus Stop Planning & Design Guide](#).<sup>13</sup>
  - Conforms with shelter eligibility standards
  - Passes a site suitability test
  - Meet the requirements of Title VI
  - Is fully compliant with accessibility regulations
- Continue development of the Northern Strand extension along Market Street

<sup>13</sup> Accessed here: <https://cdn.mbta.com/sites/default/files/engineering/001-design-standards-and-guidelines/2018-04-01-bus-stop-planning-and-design-guide.pdf>



Source: [Cooling Long Beach: Urban Heat Island Reductions Strategies](#) by Alta Planning + Design

## Origin

Planning Department, [Downtown Action Strategy for The City of Lynn](#) led by Mass Development and partners recommended wayfinding and parking signage (see Strategy 2.2)

## Partners and Resources

LEO, Inc is helping with community engagement; Lynn DPW on installation

## Timeframe



Short Term (<5 years) after completion of the Lynn Safe Streets for People Playbook

## Budget



Medium Budget (\$50,000 to \$200,000)

Funding Sources: [Commonwealth Places](#), [MassTrails Grants](#)

## Location

Downtown Lynn Cultural District and Lynn Commons; Census Tracts 2061, 2060, 2070, 2068, 2069

## Risk



Low-Risk

**Challenges:** One challenge to success is community opposition to infrastructure investments. There may be concerns about the disruption to business during construction, the loss of parking spaces, or the impact of new investment on rents. The Lynn Safe Streets for People Playbook is being developed with robust community engagement, including partnership with local community group LEO, Inc to reach out to community members across the city.

In addition to new infrastructure and programming, the City should focus on mitigating disruptions during construction projects to support local businesses and maintain safe sidewalks throughout the process.

## Key Performance Indicators

- Increase in foot traffic
- Increase in bicycle counts
- Decrease in vehicle speeds
- Decrease in collisions

## #8 Initiate a marketing campaign that promotes Downtown's history and cultural diversity.

### Category



### Revenue & Sales

#### Diagnostic/COVID-19 Impacts

Shared marketing/advertising received the most support from respondents to the business survey on a question about potential business support strategies. In addition, interviews with businesses found support among businesses for shared marketing.

#### Action Item

Downtown Lynn has many strengths, including immediate access to the commuter rail, proximity to the waterfront, cultural diversity, affordability, and a strong network of community-based organizations and small business resources. The goal of this project is to highlight the existing assets present in the vibrant, mixed-use, culturally rich downtown area and attract new customers to the business community there.

#### Process

The process was developed in consultation with the Musicant Group. For further detail, see the "SME Consultation on Shared Marketing for Downtown Lynn Cultural District" in the Appendix.

- Encourage new visitors and existing visitors to stay in Downtown Lynn by developing a series of experience packages with local businesses that extends their stay beyond their initial plan. They should ideally involve 2-3 partners with special deals or coupons to take away after a purchase is made.
  - Date Nights (one meal, cocktail, and an activity) – for example, Lynn Museum/Lynn Arts, Nightshade Noodle Bar, Lucille Wine Tasting
  - Family Fun (activity, play, food)
  - Day at the Beach (supplies for the beach, take away meal, photography)
  - Study Break (coffee, take away lunch)
- Encourage new Lynn residents to spend time in Downtown by creating a new resident local guide to include with tenants' welcome packets to introduce new residents to Downtown businesses and landmarks and support an investment in the community.
- Leverage existing marketing resources, including the existing Downtown Lynn Cultural District website to expand the presence of downtown Lynn in the digital space.
- Update and maintain a City event calendar that builds reliable patterns of events to encourage repeat engagement that develops connection and relationship with the district.
- Coordinate with community groups to prioritize and advance additional strategies from the Lynn Shared Marketing Consultation by the Musicant Group included in the Appendix.
- Scale up the Lynn Main Streets Downtown Outdoor Take-Out System (DOTS) pilot program to promote shared marketing and outdoor dining at the Lynn Museum/Lynn Arts green space, including, but not limited to: extended hours, maintenance assistance, expanded staffing capacity, signage throughout the downtown, additional self-sufficient lighting features, heightened promotion, digital assistance for small businesses looking to create an online presence, etc.

<b>Origin</b>		Survey of businesses; interviews with businesses; interviews with community leaders; Planning Department
<b>Partners and Resources</b>		Potential partners: Lynn Main Streets, Chamber, EDIC
<b>Timeframe</b>		Short Term (<5 years)
<b>Budget</b>		<p>Medium Budget (\$50,000 to \$200,000)</p> <p>Funding Sources: Lynn was awarded \$100,000 from the Encore Casino in Community Mitigation Fund awards for marketing; approximately \$70,000 remains and could fund marketing of Downtown Lynn</p>
<b>Location</b>		Downtown Lynn Cultural District and Lynn Commons; Census Tracts 2061, 2060, 2070, 2068, 2069
<b>Risk</b>		Low Risk
<b>Key Performance Indicators</b>		<ul style="list-style-type: none"> <li>• Increase in foot traffic</li> <li>• Increase in sales among Downtown businesses</li> </ul>

## #9 Seek opportunities to encourage a more vibrant nightlife downtown.

**Category**  
Tenant mix



### Diagnostic/COVID-19 Impacts

The Lynn Auditorium draws hundreds of visitors to the Downtown for each of its shows. Encouraging those visitors to stay and dine or have a drink will help increase foot traffic and bring new customers to Downtown businesses. In addition, it will help introduce visitors to Downtown Lynn for future trips independent of the Auditorium. Attracting new visitors and potential customers will help support businesses that have suffered revenue loss and a decrease in operating hours during the pandemic.

In addition, safety issues have been cited as a major issue within Lynn and finding methods to increase foot traffic in the evening hours could help address this concern by providing "eyes on the street" to deter crime.

### Action Item

Leverage the Lynn Auditorium and explore new opportunities to expand foot traffic into the evening hours.

### Process

- Work with Lynn Auditorium and bars and restaurants to work together to offer and promote "package" or "date night" deals
- Host food trucks outside the Auditorium
- Establish a committee within the City or Lynn Main Streets to focus on the nightlife economy working to mitigate any negative externalities and promote nighttime economic development. This model can utilize the "Night Mayor" model to serve as the advocate and convener around issues regarding nightlife in Downtown Lynn and provide guidance to the Mayor and City Council. This committee would include the following: City Council, Police Department, DPW, Fire Department, Permitting, Planning Department, Arts & Culture Planner, LMS, and Citizen Group/Representative.

### Origin

Planning Department, [Downtown Action Strategy for The City of Lynn](#) led by Mass Development and partners recommended encouraging restaurants to stay open later (see Action Strategies 1.2.2)

### Partners and Resources

Planning Department, Lynn Main Streets, Lynn Police Department, Lynn Auditorium, City Council

### Timeframe



Short Term (<5 years)

### Budget



Low Budget (<\$50,000)

Funding Sources: [Massachusetts Downtown Initiative](#), [TDI Creative Catalyst](#)

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**Location**

Downtown Lynn Cultural District and Lynn Commons; Census Tracts 2061, 2060, 2070, 2068, 2069

**Risk**

Medium Risk

**Challenges:** There are risks of community opposition due to potential regarding noise, trash, and alcohol consumption.

**Key Performance Indicators**

- Increase in customer base on evenings and weekends
- Increase in sales at bars and restaurants on evenings and weekends
- Increase in new music performance venues and awareness of music offerings within the district



**GOAL 3.**

Support new businesses.

## #10 Establish industry-specific incubator and shared work spaces to support aspiring entrepreneurs.

**Category:**  
Tenant mix



### Diagnostic/COVID-19 Impacts

Business ownership is a key path to wealth generation, but many would-be entrepreneurs lack access to capital or training to be successful, particularly as COVID drained existing savings. Incubators can provide helpful training, space, and resources to test business models and grow into more permanent space. Shared spaces also provide shared capital costs for small businesses who cannot maximize efficiency of equipment. Kevin Moforte from EforAll emphasized the need for and incredible potential value for the community of a community kitchen or culinary incubator.

### Action Item

Advance efforts to create a brick-and-mortar food-industry incubator space for local entrepreneurs.

### Process

Identify funding source to support one or more of these ventures

Identify possible spaces to house these uses

### Origin

E for All, Planning Department, EDIC, Greater Lynn Chamber of Commerce, E for All, 2015 Economic Development Strategy by RKG Associates

### Partners & Resources

There is demonstrated interest in a space for entrepreneurs from a variety of partners: Greater Lynn Chamber of Commerce; City of Lynn Arts & Culture Planner; Inc.Ubate, an existing coworking space located in Lynn; E for All; Foundation Kitchen, who has already met with stakeholders about establishing a location in Lynn; 2112 and the Center of Creative Entrepreneurship, an organization in Chicago who has advised stakeholders on a possible creative incubator in Lynn; various arts and business service organizations in Lynn; and the owners of 545 Washington in downtown Lynn, who have expressed a willingness to explore how to transition their space into an active creative incubator.

Additionally, there is potential to partner with Lynn Tech and the North Shore Community College to help students become entrepreneurs and benefit from the new incubator space. There are a few local culinary incubators that provide models.

- Foundation Kitchen operates a commercial kitchen in Somerville that offers licensed member and hourly rentals for entrepreneurs, caterers, and other cooking businesses. A new location in Charlestown will also feature a café and wine bar, as well as cooking classes and events.
- The Lawrence Partnership provides a viable model to follow for a public/private partnership in implementing a shared kitchen/co-working space.
- Commonwealth Kitchen in Boston also provides a model culinary incubator. Commonwealth operates two kitchens at a 12,000 square foot facility, including a shared commercial kitchen and a commissary kitchen for small-batch contract manufacturing.

### Timeframe



Short Term (<5 years)

### Budget



Medium Budget (\$50,000 to \$200,000)

Funding sources: One Stop for Community Growth, MassDevelopment Collaborative Workspace Program, Private investment, [Real Estate Services Technical Assistance](#), [Regional Economic Development Organization Grant Program](#)

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**Location**

Downtown Lynn Cultural District and Lynn Commons; Census Tracts 2061, 2060, 2070, 2068, 2069

**Risk****Medium Risk**

This project is medium risk. It will require some initial investment, as well as a strong model to ensure long-term sustainability.

**Key Performance Indicators**

- Number of new businesses created
- Number of jobs created
- If a model allows for dining, shopping, or events at the facility/facilities, number of visitors

## #11 Renovate and reimagine the viaducts to create a marketplace and community gathering place with affordable commercial space.

**Category**  
Tenant mix



### Diagnostic/COVID-19 Impacts

Throughout the planning process, safety and cleanliness were identified as major challenges to sustaining economic development Downtown. Activating vacant public spaces was also identified during a site visit and assessment of the public realm. The long extent of dark, vacant viaducts creates an unwelcoming environment. Renovating and reimagining the viaducts—the spaces below the MBTA train tracks previously used for bus parking—in Central Square at the heart of Downtown Lynn provides a pivotal opportunity to address both concerns, as well as to support new businesses.

During the planning process, community leaders also explained the need for the City to show leadership by investing in Downtown to improve Lynn's reputation. Renovation of the viaducts is the kind of catalytic public investment needed for sustained economic development Downtown.

This project could be deeply transformative for Downtown Lynn, creating a space to nurture and celebrate the cultural diversity already reflected in the businesses Downtown. At the local level, affordable commercial space will offer a low-risk entry point for new entrepreneurs to grow a business, build wealth, and contribute to the economy. Within the community, a vibrant marketplace will reflect the rich cultures of Lynn back to the community, bring foot traffic downtown to improve safety and support other businesses, and provide a vibrant community gathering space to help knit together the social fabric for a resilient community. And at a larger scale, the viaducts are adjacent to the Commuter Rail platform, providing a regional draw for visitors across the Boston metro area and beyond.

### Action Item

Coordinate with the MBTA to rehabilitate the viaducts and develop an operating program to support a public marketplace, affordable commercial space, and public realm elements.



## Process

The process was developed in consultation with Stantec. There are two main components of advancing this project: 1) the structural rehabilitation, which is dependent on close coordination with the MBTA and 2) the operational program and public realm design. If the structural rehabilitation is delayed, the community engagement process and planning for the operating program and public realm design should still advance in order to be prepared for any progress on the physical rehabilitation. For further detail on the structural rehabilitation, see the "Lynn Viaduct – Structural Design Considerations" in the Appendix.

### Due diligence & pre-planning:

- Coordinate with MBTA station / track repair project
- Establish non-disclosure agreement with MBTA to obtain drawings and condition assessment reports
- Establish multi-party Memorandum of Understanding (City, MBTA, others TBD)
- Review structural engineering reports
- Estimate preliminary upgrade costs
- Conduct community engagement for preferred renovation design and use
  - *In coordination with core stakeholders, including local vendors, downtown organization(s), EDIC and City staff, the MBTA and abutters, conduct a focused planning process to identify the preferred use of the viaduct space, its adjacent plaza and any nearby public spaces that may support the program, such as parking areas, loading zones, connected sidewalks, other venues, etc. Participants should help determine interior space (sf) needed for vendors, shared spaces, and support services, as well as defining any public outdoor dining, retail, or other spaces that will be assigned to and delineated for each interior space.*
- Perform market study
  - *With preferred categories of uses identified by the community and refined by the core stakeholders, commission a focused market study to ensure the viability of the program. Considerations should include capturing retail leakage locally, finding desirable niche uses, synergy with nearby uses, opportunities to create an-attractive regional cluster, and the maximum level of rents achievable. Final preferred use program(s) should estimate revenue streams over a minimum 10-year period to help establish the operating structure.*
- Identify funding opportunities
- Determine desired type of design and construction contracts (financial terms)

### Site investigation

- Site visits and testing
- Structural report
- Environmental report & remediation plan
- Stormwater report
- Utility servicing report

### Design process

- Coordinate desired design and construction schedules with MBTA station/track repair project
- Select and hire designer
- Develop design documents (plans and specifications)
- Conduct public information meetings at intervals during the design process
- Generate final construction cost estimate
- Identify funding for renovation

## Operating program

- Develop the operational structure
  - *In consultation with key stakeholders and/or a programming consultant, develop preferred operating structure for oversight and management of day to day operations, advertising, leasing space, event programming, etc. Assess multiple manager options, including full public staff, public management with private/non-profit operator(s), and private/non-profit management and operations, including shared (temporal) or split (physical/responsibility) partnership operations models. Considerations for upkeep, security, ambassadors/docents, maintenance, repairs, periodic upgrades, etc. should be included.*
- Develop budget and capital program
  - *Based on final operating program, identify resulting capital and labor operating expenses, and work with EDIC and core stakeholders to address any financing gap or needed subsidy, based on the market study results. Where gap funding is limited, consider a phased program to demonstrate viability. Roll 10-year revenue and expense projections into a capital program for the viaduct space's repairs and future upgrades, including and surrounding public spaces considered part of that program. Integrate with City capital plan where possible.*

## Renovation & programming

- Advertise, select and hire contractor
- Secure site & staging
- Begin renovation
- Operating agreements and standards
  - *Within last year of anticipated opening at the latest, begin drafting operating agreements for preferred operating program. Should include roles and responsibilities, liabilities, consistent sunset and renewal clauses, clear communications protocols, and appropriate legal definitions. A set of performance standards for all parties is recommended that aligns with the preferred operating program to ensure quality delivery of needed support and therefore on-going viability of the viaduct's program. Similar terms should be integrated into a standard lease/rent agreement template for future vendors.*
- Identify property managers
- Purchase needed public amenities (stalls, seating, signing)
- Inspection and occupancy

## Origin

City of Lynn Planning Department and Economic Development and Industrial Corporation (EDIC); MassDevelopment Finance Agency funded Taylor & Burns Architects to develop a "Lynn Viaduct Mobile Modular" study



## Partners and Resources

Potential partners: Lynn Main Streets, Greater Lynn Chamber of Commerce, MBTA, North Shore Latino Business Association, E For All, Beyond Walls, Ironbound, and more

Resources: There are many inspiring examples from cities across the world that can serve as models for renovation of the viaducts, as shown in the images below

In addition, Worcester Public Market provides a local example of a mission-oriented marketplace that aims to 1) contribute to urban vitality, 2) support growth of small, diverse, and locally-owned businesses, 3) enhance viability of local agriculture, and 4) create a venue for joyful congregation. Worcester's Public Market is effective at achieving its mission, successfully offering an attractive marketplace that celebrates the cultural diversity of Worcester with a variety of culinary options, offers an opportunity for small businesses to grow, and that serves as a destination for residents and visitors.



*Palermo Woods, Buenos Aires, Argentina*



*Hofplein Station, Rotterdam, Netherlands*



*Viaduc des Arts, Paris*  
*Source: Architonic*



*Chicago Riverwalk*  
*Source: Chicago on the Cheap*



## Timeframe



Short Term (<5 years)

### Timeline:

- Months 0-6: Due diligence & pre-planning, including coordination with MBTA, partnership MOUs, early investigations, identifying funding options & community process
- Months 6-9: Site investigation, including required engineering assessments as input to final design
- Months 9-18:
  - Design process, including designer selection & contracting
  - Operating program, including operational structure and budget
- Months 18-30: Renovation & programming, including hiring contractor
- Month 30-36: Start leasing space to local businesses at a low-cost, with preference given to minority- and women-owned businesses

**Budget:**  
Structural rehabilitation



High Budget (>\$200,000)

Funding sources: [Regional Economic Development Organization Grant Program](#); Economic Development Administration (Build Back Better Regional Challenge program, Competitive Tourism Grants, and Statewide Planning, Research and Networks program); Massachusetts DOT Shared Streets & Spaces grant program; Massachusetts CARES Act distributions; ARPA funding; EDIC; City funding

**Budget:**  
Operational Programming



Low Budget (<\$50,000)

Funding Sources: MA Downtown Initiative Program; Community Development Block Grant; TDI Creative Catalyst; Commonwealth Places; ARPA; EDIC; City funds



**Worcester Public Market**  
Source: Worcester Public market

## Location

Viaducts under the MBTA Commuter Rail tracks on Mount Vernon Street, Census Tract 2069

## Risk



### Low Risk

This project is low risk, although success may be challenging. There have been numerous attempts over the past couple of decades to renovate the viaducts in order to make them safe for public use. Each of these attempts has been met with challenge and has stalled, but recent improved collaboration with the MBTA and Town staff suggest improved chances of success.

#### Challenges include:

- Ownership – The viaducts are owned by the MBTA with a long-term lease to EDIC Lynn. The City can manage the upgrade of the facilities, but all actions require the MBTA's approval.
- Environmental – There has been a Phase I assessment, and there may be environmental contamination on the site.
- Financing – Financing for the design and renovations has not yet been identified.
- Timeline – The structural rehabilitation is complex and the timeline for completion is uncertain.
- Operation – Beyond the logistical challenges of renovating the physical space are the operational challenges of providing affordable commercial space to local businesses, with an emphasis on POC- and women-owned businesses. The City of Portland's Prosper Portland offers lessons learned from their pilot program to offer retail space in a City-owned garage at a reduced cost to local businesses. One key lesson learned is the amount of support required by entrepreneurs locating in reduced cost retail space. The process to prepare emerging entrepreneurs to successfully locate in and operate out of the commercial space has been more time and resource intensive than expected.

## Key Performance Indicators

- # of new businesses
- # of new MWBE businesses
- \$ of new commercial revenue
- \$ of new commercial revenue for MWBE businesses
- % increase in commercial revenue In Downtown
- % increase in foot traffic
- % increase in Lynn Commuter Rail boardings

**GOAL 4.**

Activate underutilized  
space.

## #12 Scale up Lynnstallation to publicly fund more art and placemaking projects by local organizations and artists.

**Category**  
Cultural/Arts



### Diagnostic/COVID-19 Impacts

New public art will improve the public realm and provide attractions for residents and visitors to come and stay in Downtown Lynn. In addition, support for art from the City will help promote the arts and culture industry, which is a unique asset in Downtown Lynn providing jobs and a sense of identity.

### Action Item

Identify a stable funding source to create a public art program based on the [Lynnstallation](#)<sup>14</sup> pilot.

### Process

- Complete Lynnstallation
- Create a process for commissioning public art based on the process piloted in Lynnstallation, including inclusive community engagement and guidance from the Lynn Public Arts Commission.
- Identify long-term stable funding source. Options include:
  - Percent for Art: A percent-for-art mechanism would require that a certain portion of the budget for capital projects, such as parks, would be designated for public art. This approach can also help streamline the art installation, because it can be coordinated with the construction of the capital project.
  - Municipal Budget Allocation: Dedicating funding to support a public arts program through an annual allocation out of the municipal budget would support a wide range of program needs, including non-capital expenses which are ineligible for percent-for art funding. Staff time for program administration, partnership development, and grant writing among other activities could be covered as well as funding for festivals, events, and other activities that do not generate durable works of public art.
  - Private Funding Sources: Cultivating sponsorships and grants to support the public arts program can allow for innovative partnerships, festivals, and other opportunities that activate the arts in the public realm. Previously completed mural projects have relied on a variety of private funding sources coordinated by Beyond Walls.
- Start commissioning more public art!

### Origin

Community members involved in the Lynnstallation project; Planning Department; interviews with community leaders

### Partners and Resources

Potential partners: Lynn Main Streets, RAW, GALA Lynn Arts, the Lynn Public Arts Commission, Arts & Culture Planner

Resources: [The Watertown Public Arts Master Plan](#) provides guidance on funding a public arts program with detailed explanation of different options, including percent-for-art, budget allocation, and private sources.

<sup>14</sup> More information here: <https://lynnincommon.com/lynnstallation>



*"Laces of Lynn" Lynnstallation concept by Kevin Orlosky*

#### Timeframe



Short Term (<5 years)

#### Budget



Medium Budget (\$50,000 to \$200,000)

**Funding Sources:** Lynn has piloted a public art program with Lynnstallation, which was funded with \$100,000 from the Community Development Department. To scale up Lynnstallation, there are a few potential funding sources. If the public art is related to COVID-19 relief projects, ARPA may provide funding. A stable funding source will need to be identified for subsequent years, which could include a percent-for-art funding mechanism, a municipal budget allocation, or private funding sources.

#### Location

Downtown Lynn Cultural District and Lynn Commons; Census Tracts: 2061, 2060, 2070, 2068, 2069



## Risk



### Low Risk

**Challenges:** Potential impediments to successful implementation include:

- **Lack of political will:** There can often be skepticism about the value of using public funds for art, especially when there are other important funding priorities. Public leadership and support will help mitigate this challenge and affirm the value of art in building pride in the Lynn community and a sense of place for visitors.
- **Technical expertise:** Commissioning art is a new responsibility requiring a new set of skills and expertise. Fortunately, the City of Lynn has a dedicated Arts and Culture staff person, experience with Lynnstation, and several experienced arts non-profit organizations.
- **Association with gentrification:** When public art is funded by or related to new private development, it can be associated with gentrification that serves the newcomers rather than existing residents and businesses. To mitigate this risk, the project should continue to prioritize inclusive community engagement, as was piloted during Lynnstation, to ensure the art serves the public benefit. In addition, funding sources that are not dependent on new private development would help disentangle the relationship between public art and gentrification.
- **Limited community involvement:** One of the early lessons learned from Lynnstation is the importance of inclusive engagement with the public and artists, in order to ensure that the public art reflects all communities. Inclusive community engagement includes language accessibility, translation of materials, and live interpretation; proactively reaching out to organizations and members of underrepresented neighborhoods or demographics; and efficient and respectful permitting, design review, and payment processes.

### Key Performance Indicators

- Funding for public art
- Pieces of public art in Downtown, including performances and cultural events
- Community engagement levels, e.g. number of survey responses

## #13 Renovate old buildings and fill vacant lots with targeted investments in opportunity sites.

**Category:**  
Private realm



### Diagnostic/COVID-19 Impacts

Post-COVID, Lynn needs to attract foot traffic downtown while also increasing the number of residents and workers in the area to support existing and new businesses. Revitalizing vacant lots and underutilized properties into active, mixed use, developments will support these efforts.

In particular, renovation of the commuter rail station is critical to improving transit and pedestrian access to Downtown, as well as to improve the public realm. Specifically, renovating the commuter rail station will help make the transition from the waterfront to the Downtown more attractive and serve as a gateway for Lynn residents and visitors to the Downtown Cultural District. The new Breakwater North Harbor development on the waterfront will bring 331 new households to the area. The Breakwater is less than a half mile from Central Square, and encouraging these new households to shop, recreate, and run errands in Downtown would have a significant benefit to the local economy.

### Action Item

Target efforts on improving old buildings and vacant lots that not only have higher and better uses but that contribute to Downtown Lynn's reputation of being unsafe and unclean.

### Process

- Continue conversations with the MBTA about the commuter rail station and identify how the City can support its redevelopment.
- Continue conversations with state and federal partners about how to fund further cleanup of Whyte's Laundromat.
- Conduct a comprehensive building needs assessment of the Grand Army of the Republic Hall and Museum (GAR) to identify a feasible phased approach for the building's repair and renovation into an accessible historic asset.



*Vacant building on market street*



*Vacant storefront at the train station.*

## Origin

[Downtown Action Strategy for The City of Lynn](#); Lynn Main Streets, Planning Department, interviews with community leaders

## Partners and resources

- Commuter rail station: The MBTA is a willing partner as it improves the rail station.
- Whyte's Laundromat: The EPA and MassDevelopment have been supportive so far; City can work to leverage previous investments and pursue future grants to keep cleanup going.
- GAR Reconstruction: The City is working with the Trustees of the GAR, the Friends of the GAR, and across various departments to preserve and support the GAR. A grant from the Mass Historic Commission is currently funding a comprehensive building needs assessment, which will identify next steps for the building.

## Timeframe



Mid-Term (5 to 10 years)

## Budget



High Budget (>\$200,000)

Funding sources: [Brownfields Redevelopment Funds](#); Grants to support GAR reconstruction, including the Mass Historic Commission grant received to fund a comprehensive building needs assessment; [Cultural Facilities Fund capital grants](#); [Real Estate Services Technical Assistance](#); [Massachusetts Historical Commission Survey and Planning Grant Program](#); [Massachusetts Preservation Projects Fund](#)

## Location

Downtown Lynn Cultural District and Lynn Commons; Census Tracts: 2061, 2060, 2070, 2068, 2069

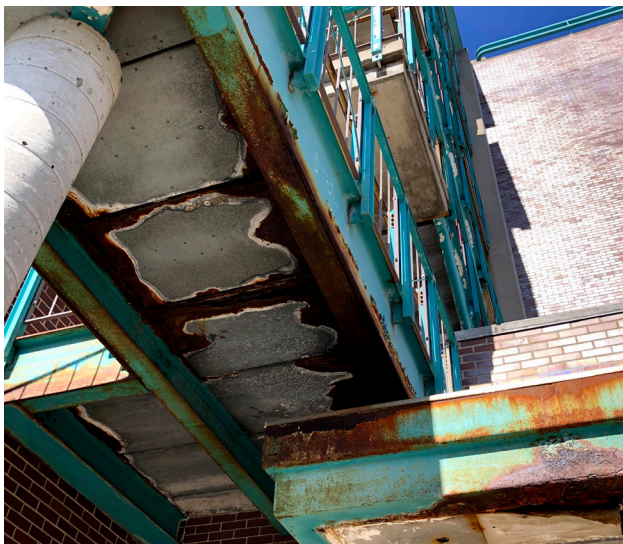
## Risk



Low Risk

## Key Performance Indicators

Dollars of investment spent on vacant and underutilized properties.



*Rusty staircase at the train station*



*Grand Army of the Republic Hall and Museum*

**GOAL 5.**

Support safety, comfort,  
and cleanliness in the  
downtown.

## #14 Improve litter removal, trash pick-up, and other maintenance.

**Category:**  
Public realm



### Diagnostic/COVID-19 Impacts

Litter, trash pick-up, and overall street maintenance is of highest priority to supporting economic development in Downtown Lynn. Respondents to the business survey highly supported strategies that improve safety and cleanliness. In addition, interviews with businesses found that some owners are concerned they have lost customers due to the amount of litter on the street outside of their establishments.

### Action Item

Clarify City's baseline maintenance operations and then identify an external entity and funding source to manage a litter removal program.

### Process

The process was developed in consultation with Ann McFarland Burke. For further detail, see the "SME Administrative/Organizational Capacity Consultation" in the Appendix.

- Develop a value proposition for an additional program
  - Investing in a clean and safe Downtown sends the message to downtown stakeholders, existing small businesses, potential investors, and developers that downtown Lynn matters and is a place to invest. If successful, an organized effort can help achieve increased property values, improved sales and meals taxes, stronger tenancy, a vibrant cultural scene, and a destination where people want to shop, locate a business, dine, and live. Through metrics that track progress, photographs that document progress, and social media, tell the story of "why we should care about a clean and safe Downtown".
- Determine responsibility/leadership
  - Clarify City's baseline maintenance operations and clearly communicate City's maintenance, including the street cleaning schedule and encourage business owners to sweep sidewalks before street cleaning
  - Evaluate different delivery models to provide additional services and identify the entity to manage the program. Options include contracted services, such as Block by Block or Street Smart or smaller firms; partnerships with nonprofits or cooperatives such as Northampton's partnership with the Pedal People; or in-house Downtown maintenance staff.
- Secure resources for maintenance program
  - Funding options include the City providing direct funding to the managing organization for the cost of a vendor contract; local ARPA funding; or applying or funding such as the Commonwealth Places Implementation grant for a demonstration project to show impact of a coordinated, well-managed program.
- Explore long term organizational capacity solutions
  - Use the litter maintenance program as a pilot to start the conversation about long term organizational capacity solutions for the managing organization. Options include a portfolio of corporate and individual members, foundation and government grants, event revenue, sponsors, and contracts, or a Business Improvement District (BID) model primarily funded by property-owner fees.



**Origin**

[Downtown Action Strategy for The City of Lynn](#) led by Mass Development and partners recommended strategies to make Downtown clean and safe (see Action Strategies 1.1.1 and 1.1.2); survey of businesses

**Partners and resources**

Lynn DPW, Planning Department, Lynn Main Streets

**Timeframe**

Short Term (<5 years)

**Budget**

Medium Budget (\$50,000 to \$200,000)

Potential items that would increase the budget would include staff time, contracting with third party services, purchasing of new cleaning equipment, and so on.

Funding sources: [Seed Grant from Grassroots Fund](#), [Commonwealth Places](#), municipal budget

**Location**

Downtown Lynn Cultural District and Lynn Commons; Census Tracts: 2061, 2060, 2070, 2068, 2069

**Risk**

Low Risk

**Key Performance Indicators**

- Measurement of trash pickup in weight over time
- Measurement of perception issues regarding trash and litter



## #15 Install and maintain lighting, including lamp posts and more creative installations.

**Category:**  
Public realm



### Diagnostic/COVID-19 Impacts

Increasing and maintaining foot traffic is one of the five main goals of the LRRP. Improved street lighting throughout Downtown will improve the safety, visibility, and aesthetic of the area overall and help support more foot traffic into the evening hours (see Recommendation #9).

In addition, creative lighting can be used as a placemaking strategy to attract and support foot traffic. Specifically, new creative lighting along Exchange Street will help create an attractive gateway to Downtown and showcase the local businesses along Exchange Street, including a locally-owned gift shop, flour mill and bakery, restaurant, and convenience store, as well as the outdoor seating and parklets. Exchange Street can also serve as a pilot for placemaking lighting projects in other corridors and destinations of Downtown.

### Action Item

Use lighting as a tool of placemaking, as well as to improve the sense of safety and expand foot traffic Downtown.

### Process

The process was developed in consultation with the Musicant Group. For further detail, see the "SME Consultation for Creative Lighting along Exchange Street" in the Appendix.

#### Exchange Street lighting

- Phase I: Planning, 1-6 months – Identify a preliminary design framework, including the goal, balance between functional and artistic, the focus of the lights, the spacing, and solutions to the technical challenges of electricity source and mounting logistics.
- Phase II: Call for Artists of Proposals, 6 weeks-3 months – Obtain an artist either through a competitive proposal process or an open call for a qualified response. Proposal-based processes provide a selection with defined outcomes, but they create a high barrier to entry for artists and limit which firms or individual artists can submit a bid. See the "Town of Lynn SME Consultation" by The Musicant Group in the Appendix for guidance on the content of a proposal request or call.
- Phase III: Design Development, 6 weeks-6 months – Work with selected proposal or artist and refine the design with property owners and community input.
- Phase IV: Quotes for Installation, depends on the complexity of the design and materials

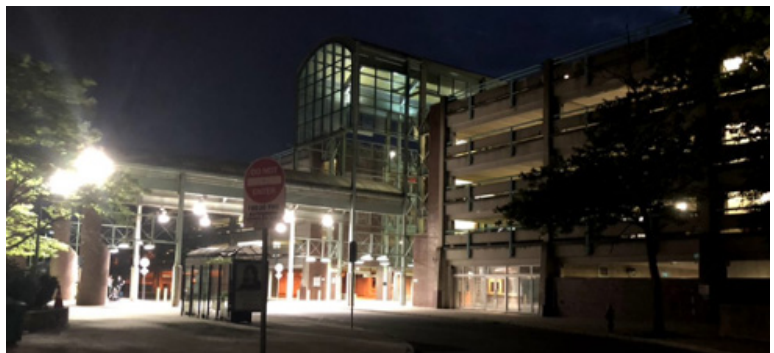
Address gaps in street lighting including at the entrance to the train station, along Union Street from the commuter rail station, along walkways in the Common, and at the Post Office at the intersection of Oxford and Willow Streets

Increase the brightness of existing lamp posts, where needed, through the existing effort to retrofit street lights with energy-efficient LED lights

Install lighting that highlights cultural landmarks, including the war memorials at the eastern end of the Common as well as architectural details of historical buildings



*Lights out at train station entrance*



*Dark gap in lighting along Union Street at the train station*



Well-lit walkway in the Southwest Corridor in Boston



Walkway in the Common lit only with indirect light of streetlights

## Origin

Lynn Main Streets; Planning Department; Business along Exchange Street

## Partners and resources

**Potential partners:** Lynn DPW, Lynn Main Streets, Ravenstone, Beyond Walls, and more

**Resources:** The Lynn DPW is already actively pursuing upgrades to the lamp posts Downtown, which has been delayed due to COVID-related supply chain challenges. These improvements will help brighten existing streetlights and fix lights that are not working.

Beyond Walls installed colorful lighting under the train tracks in Downtown Lynn, increasing safety with creative lighting features.

In addition, Lynn Main Streets created a thorough proposal for the Exchange Street Corridor, and places like Westminster Street in Providence, Rhode Island provide inspiration for potential designs.

## Timeframe



Short Term (<5 years)

### Timeline:

- Phase I: Planning, 1-6 months - define goals, spatial framework
- Phase II: Call for Artists of Proposals, 6 weeks-3 months - develop a call process
- Phase III: Design Development, 6 weeks-6 months - work with selected proposal or artist and refine the design with community input
- Phase IV: Quotes for Installation, depends on the complexity of the design and materials

## Budget



Low Budget to Medium Budget



\$10,000 to \$60,000 for nodes and \$100,000 to \$300,000 for larger area or entire corridor

Funding sources: [Massachusetts Downtown Initiative](#), [TDI Creative Catalyst](#)

## Location

Exchange Street, Census Tract 2069

## Risk



### Low Risk

This project offers a potential high-visibility, low-risk placemaking project to build momentum towards implementing some of the more complex LRRP Project Recommendations.

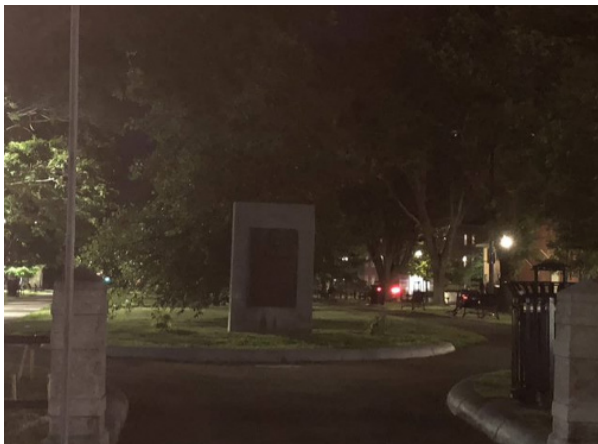
### Challenges:

One potential risk for creative lighting and placemaking projects is in site ownership. The lighting installation may require the cooperation of several property owners. The lighting would only have a small impact on the properties, but getting agreement may pose a challenge.

Another important consideration is to distribute creative lighting to foster placemaking in different corridors and intersections throughout Downtown, with the Exchange Street corridor as an initial pilot.

## Key Performance Indicators

- % increase in foot traffic
- % decrease in crime along Exchange Street
- % increase in revenue for businesses along Exchange Street



*Memorial in need of lighting at eastern end of Common*



*Colorful lighting at Central Square in Downtown Lynn*



*Attractive lighting at Rosetti Restaurant highlighting the building's details*



*Westminster Street in Providence provides a potential model for Exchange Street*

## #16 Improve stormwater management to mitigate flooding.

### Category



Public realm

### Diagnostic/COVID-19 Impacts

Flooding has been a major issue in downtown prior to the pandemic. With a combination of aging infrastructure and climate change causing an increase in extreme weather events, flood damage will only get worse and become a bigger challenge for businesses trying to recover from the pandemic.

### Action item

Prepare and implement a Downtown stormwater management plan.

### Process

Hire consultant to create a Stormwater Management Plan, similar to the [Strawberry Brook Resilient Stormwater Management and Implementation Plan<sup>15</sup>](#)

### Origin

Planning Department, interviews with community leaders

### Partners and resources

Lynn DPW, Planning Department

### Timeframe



Short Term (<5 years)

### Budget



Low Budget (<\$50,000) for preparing the Stormwater Management Plan, however, budget is high for the cost of infrastructure improvements

Funding sources: MVP Action Grant, [EEA Planning Assistance Grant](#), [Building Resilient Infrastructure and Communities Program](#)

### Location

Downtown Lynn Cultural District and Lynn Commons; Census Tracts: 2061, 2060, 2070, 2068, 2069

### Risk



Medium Risk

Challenge: There is a potential for infrastructure upgrades to impact businesses in the short term

### Key Performance Indicators

- Lower business damage costs in high rain/snow melt events
- Reduction in impervious surface area within Downtown
- Fewer major flooding events

<sup>15</sup> Accessed here: [http://www.lynnma.gov/cityhall\\_documents/planning/strawberry\\_brook/Lynn\\_Strawberry\\_Brook\\_Green\\_Infrastructure\\_Plan.pdf](http://www.lynnma.gov/cityhall_documents/planning/strawberry_brook/Lynn_Strawberry_Brook_Green_Infrastructure_Plan.pdf)



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## Appendices

### Business Rating Sheet

City of Lynn and EDIC of Lynn, used for funding decisions during the COVID-19 pandemic

### The City of Lynn Business Guide

EDIC of Lynn

### Wayfinding Plan for the Downtown Lynn Cultural District

Lynn Main Streets, August 2021

### SME Consultation of Shared Marketing for Downtown Lynn Cultural District

The Musicant Group, Summer 2021

### SME Consultation of Lynn Viaduct – Structural Design Considerations

The Musicant Group, Summer 2021

### SME Administrative/Organizational Capacity Consultation

Ann McFarland Burke, Summer 2021

### SME Consultation for Creative Lighting along Exchange Street

The Musicant Group, Summer 2021



## Business Rating Sheet

Business Name: \_\_\_\_\_

	Score	
Employees Layed Off	_____	
Number of Low/Mod Employees Layed Off		_____
Business Located within low/mod area	_____	
Women/Minority Owned Business	_____	
Current Loan w/ City	_____	
Business Located Outside of Home	_____	
Business is Closed	_____	
<b>Total Points</b>	_____	

Comments:

\_\_\_\_\_

\_\_\_\_\_

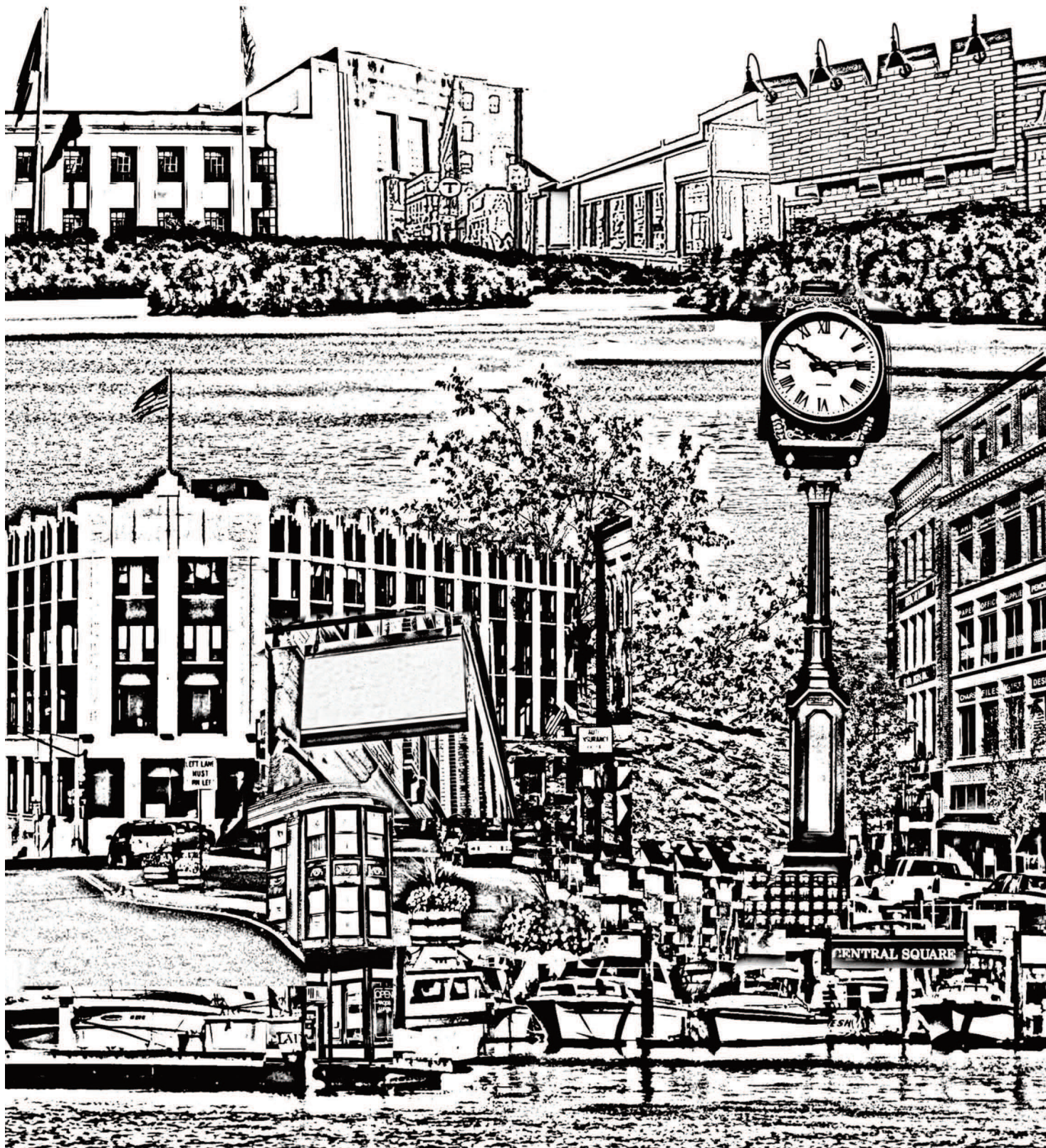
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# The city of Lynn

## **BUSINESS GUIDE**





# Getting your **BUSINESS** started

This business guide is a tool for the growing business community in Lynn. Hopefully it will help you to navigate the municipal process—such as permitting, licensing and zoning. As you prepare to open your business, there are steps to follow and there are city staff members who are happy to assist you along the way.

One place to start is the Economic Development & Industrial Corporation of Lynn (EDIC/Lynn), which has a rich history of more than 30 years of providing financing to the businesses within the City of Lynn. Through innovative programs, EDIC/Lynn is able to put financing tools into the marketplace that allows for capital to become available at very attractive rates. EDIC/Lynn has an extensive array of loan programs available to both the start-up entrepreneur and an existing business looking to expand and increase its employment levels.

Another good resource is the Department of Community Development, which administers federal community development block grants and loans, expands housing opportunities, promotes trade, industry and business development, and seeks the funds necessary to carry out these objectives. The office works with a variety of entities to achieve these goals including the Lynn Mayor's Office, the Lynn City Council, Lynn EDIC, Lynn Inspectional Services Department, the Lynn Housing Authority and Neighborhood Development, the Lynn Department of Public Works and a variety of private partners and public non-profits.

Inside this guide, you will find other useful contacts, a checklist for opening a business, information on business certificates and home occupation permits, and information on opening a restaurant and obtaining a liquor license.



# Greetings from the **MAYOR**



Welcome, and thank you for your interest in doing business in Lynn. We are excited to provide you with guidance as you relocate, renovate or expand an existing company, or embark on a new venture.

Historically, Lynn built itself as an industrial center, with shoe-making, tannery and electric industries fueling the city's population and economic growth. Today, we're seeing many of the former factories transformed into residential lofts and small business spaces. Arts and Culture have been at the forefront of our revitalization efforts, and our downtown was named one of the first state-designated cultural districts by the Massachusetts Cultural Council. We have a vibrant entertainment scene with restaurants, theatre and exhibits for residents and visitors alike to enjoy.

When it comes to new business and development, Lynn offers a number of beneficial services. The Economic Development & Industrial Corp. of Lynn has an extensive array of loan programs available to both start-ups and existing businesses.

Looking ahead, we are also thrilled to see new development along our waterfront—which has long been a spectacular, yet underutilized asset. With the formation of a task force comprised of state, federal and city officials dedicated to sparking additional growth along that corridor, I am confident our city's future is bright.

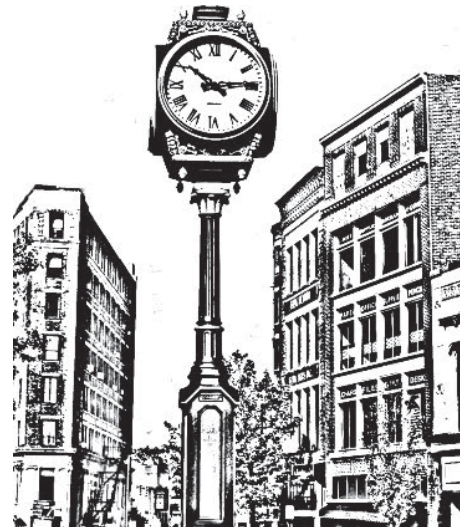
I hope this guide will be useful and provide you with all of the tools you need to make your business a success.

Sincerely,

**Mayor Thomas M. McGee**



# Welcome from **EDIC**



It is a remarkable time to be living or working in Lynn. During the next decade, you will see development where power lines once stood, and a waterfront that will become a bustling, pedestrian-friendly destination for residents and visitors alike.

Despite the challenges of the economy in recent years, there has never been a better time to provide financing to local businesses in this city. Since 1977, EDIC/Lynn has helped to strengthen Lynn's economy by encouraging existing companies to expand or new businesses to relocate. Simply stated, EDIC/Lynn has all the financial tools and capabilities from the public sector's vantage point that private developers need at their disposal.

In conjunction with the Massachusetts Office of Business Development and the Lynn Office of Economic and Community Development, we have launched a series of aggressive initiatives geared at job creation. More than \$7.75 million in loans through EDIC/Lynn has generated more than \$26.5 million in private capital, which has led to the creation or retention of more than 1,000 jobs.

We can also connect you with an extensive network of brokers, management companies and owners of industrial and commercial properties who have relied on the agency for many years. EDIC/Lynn staff has block-by-block knowledge of property throughout this city. If it's available, we will help you find it and provide you with a good idea of what it will cost.

Additionally, we have taken the first step to property tax relief with Tax Incremental Financing, in which the city and a prospective commercial developer agree to a property tax exemption based on the value added through construction, rehabilitation and renovation over as many as 20 years.

I hope that you will pursue a business application here in Lynn, and I hope this guide will assist you in that process. Please don't hesitate to reach out with questions. Our doors are always open. Best of luck.

Sincerely,

**James M. Cowdell, MBA**  
*EDIC/Lynn Executive Director*





# Whom to contact at **LYNN CITY HALL?**

## **CITY CLERK'S OFFICE**

Janet Rowe, City Clerk  
Lynn City Hall, Room 201  
781-586-6726

- Business Certificates
- Advertising, Sign or Awning License
- Auction, Raffle & Bazaar Licenses
- Billiard Tables/Pool Tables/Bowling Alley
- Extended Retail Hours Licenses
- Garage/Auto Repair/Used Car Dealer/Flammable n Physician/Optometrlist/Osteopath
- Taxicab Related Licenses/Liveries
- Lodging House Licenses
- Old Gold/Silver/Second-hand Licenses
- Sign Permits

## **LICENSING COMMISSION**

City Clerk's Office, Room 201  
781-586-6803

- Liquor Licenses
- Beer and Wine Licenses
- Entertainment and Dance Licenses
- Common Victualer Licenses
- City Council Approvals/ Special Permits

## **INSPECTIONAL SERVICE DEPARTMENT (ISD)**

Lynn City Hall, Room 103  
Michael Donovan, Commissioner  
781-581-6718

- Building & Demolition, Disposal Permits
- Plumbing, Wiring, Gas Permits
- Health Inspectors
- Rodent and Sanitary Code Compliance
- Food Service Establishment Procedures
- Food Inspections



# Whom to contact at **LYNN CITY HALL?**

## **INSPECTIONAL SERVICES DEPARTMENT**

- Zoning Special Permits
- Planning Board
- Zoning Board
- Zoning Variances

## **ECONOMIC DEVELOPMENT INDUSTRIAL CORPORATION OF LYNN (EDIC/Lynn)**

James M. Cowdell, Executive Director

Lynn City Hall, Room 405

781-581-9399

- Business Development (business planning, financing, site location)
- Loan Programs
- Tax Incremental Financing

## **DEPARTMENT OF COMMUNITY DEVELOPMENT**

James Marsh, Director

Lynn City Hall, Room 311

781-586-6770

- Facade Improvement Program
- Traffic Island Plantings

## **DEPARTMENT OF PUBLIC WORKS (DPW)**

Andrew Hall, Commissioner

250 Commercial Street

781-268-8000

- Street Opening Permits
- Recycling Information
- Snow Plowing
- Dumpsters



# Other **KEY CONTACTS**

**Lynn Area Chamber of Commerce**

583 Chestnut Street, Lynn, MA 01904  
781-592-2900

**SCORE – Lynn Chapter**

Located at the Lynn Area Chamber of Commerce Counseling is available Thursdays between 9 a.m. and 5 p.m.

**North Shore Latino Business Association**

33 Sutton St., Lynn, MA 01901  
781-596-8300

**Asian Business Association of the North Shore (ABANS)**

Contact Navi Keo Colon at 781-941-6128

**The Enterprise Center at Salem State University**

978-542-7528

**The North Shore Workforce Investment Board (WIB)**

70 Washington Street, Salem, MA 01970  
978-825-7200

**Northeast Legal Aid Community Development Practice**

181 Union Street, Suite 201A, Lynn, MA 01901  
978-458-1465



# Business CHECKLIST

## **I AM PLANNING ON OPENING A BUSINESS IN THE CITY OF LYNN**

- ☐ Visit the Economic Development Industrial Corporation (EDIC) to find out about financing, loan programs and possible site location(s).

## **I JUST IDENTIFIED A SPACE FOR MY BUSINESS**

- ☐ Visit the Inspectional Services Department (ISD) to make sure that my plans comply with the state building code and zoning ordinance and that the use I intend to give to the space is allowed.
- ☐ Arrange an Inspector visit from the Inspectional Services Department to make sure that my space is "Up to Code."

## **I WANT TO RENOVATE/ADAPT THE SPACE FOR MY BUSINESS**

- ☐ Visit the Inspectional Services Department with my architect or contractor to make sure my plans comply with applicable state building code and zoning ordinance.
- ☐ Go to the Inspectional Services Department for a building permit.

## **MY BUSINESS PROVIDES FOOD SERVICES:**

- ☐ Contact ISD to schedule food plan review with Sanitarian.
- ☐ Call the Food Inspectors at the ISD to ensure that my plan complies with State Sanitation Code and obtain the required food permits.
- ☐ Call the Licensing Commission to apply for a common victualler's license.
- ☐ Call the Licensing Commission if I want to apply for a liquor license or a beer and wine license.

## **BEFORE I OPEN MY BUSINESS:**

- ☐ Visit the City's Clerk's office to file for a Business Certificate.
- ☐ Bring the Occupancy Permit from ISD to the City Clerk's Office with proper identification.
- ☐ Confirm with the Inspectional Services Department that I complied with all zoning requirements and was granted permits and variances from the Planning and Zoning Boards in case I need them (Special Permit with Site Review and Zoning Variances).



# What is a **BUSINESS** **CERTIFICATE?**

How do I get one?

## **What is a Business Certificate?**

A Business Certificate is a form of registration. To do business in Lynn, you must have a certificate to show that you have registered with the City.

Having a certificate does not give permission to any individual, business or association to conduct business within the City of Lynn. It also does not give you trademark protection for your name (though you cannot get a certificate for a business name that has already been registered in Lynn). It only tells the city who you are and where you are located. This registration is a public record. The reason it is a requirement is mostly for consumer protection and public information. Banks often ask for a copy of your business certificate, which is also sometimes called a "d/b/a" or "doing business as."

## **Who needs a Business Certificate?**

Any business or nonprofit that has a location in Lynn.

## **How do I get a Business Certificate?**

To apply for a Business Certificate, you must check with the Inspectional Services Department (ISD), Room 103 in City Hall, about any permits that are required to run your business. To identify potential issues early on in the process, it is recommended that you check with ISD before applying for a Business Certificate.

This guide contains an application for a Business Certificate. You can fill out the application for a Business Certificate and submit it at the City Clerk's Office, Room 201 at Lynn City Hall. The fee is \$40.

To get a Business Certificate, you must also submit the Workers' Compensation Insurance Affidavit to show that you have the insurance you need or that you are exempt. Only sole proprietorships and partnerships with no employees, corporations whose officers have opted out, and nonprofits staffed only by volunteers are exempt.

If you are running a business out of your home, you must get a Home Occupation Permit before you can get a Business Certificate. Instructions for getting a Home Occupation Permit are included in this guide.





# What is a **BUSINESS CERTIFICATE?**

How do I get one?

## **Will my Business Certificate expire?**

Yes, the certificate is valid for four years. You should re-apply every four years.

## **What do I do if I close or move my business?**

If you close or move outside Lynn, you should file a withdrawal of business form, which is available at the City Clerk's Office. The fee is \$10. You should do this as soon as you can so that your property taxes can be adjusted. The withdrawal is effective the date that you fill out the form, not the date that you close or move.

If you move within Lynn, or the ownership of the business changes (adding, subtracting or replacing owners), you should file an amendment to your Business Certificate. The fee for an amendment is also \$10.

## **What is the penalty for failing to file a Business Certificate?**

Filing a Business Certificate is a requirement of state law (MGL Chapter 110 § 5). Failure to do so is punishable by a fine of up to \$300 per month of violation.



# What is a **HOME OCCUPATION PERMIT?** How do I get one?

## **What is a Home Occupation Permit?**

A Home Occupation Permit is required to run a business from your home. You get it after a city inspector inspects your house and approves your plans to run a business there.

Only certain types of business may be run out of your home. In addition, there are restrictions on what business activities you can do and what equipment you can have. What restrictions are there on businesses that are run from a home?

## **What restrictions are there on businesses that are run from a home?**

For the full list of restrictions, please read the Lynn Zoning Ordinance on the Inspectional Services page at [ci.lynn.ma.us](http://ci.lynn.ma.us). An updated version is available at Inspectional Services. The restrictions on home occupations include:

- Only 25% or less of the gross square footage of the residence can be used in the home occupation
- There can be no additional traffic generated by the home occupation
- There can be no displays of merchandise visible from the street
- Any building has to keep with the character of the neighborhood
- You cannot store materials outside
- You cannot have employees working at your home
- You cannot have customers come to your home
- You cannot post signs outside
- You cannot park commercial vehicles at your home

***If the type of business that you want to run is not allowed to be run from your home, you can apply for a Special Permit from the City Council that would let you do so.***



# What is a **HOME OCCUPATION PERMIT?** How do I get one?

## **Will my Home Occupation Permit expire?**

No, so long as you are at the same address in the same line of business.

## **What should I do if I move or if my business changes?**

If you move, you need to apply for a new permit. If you want to start a different type of business, you must also apply for a new permit.

## **Who needs a Home Occupation Permit?**

Anyone running a business from their home, whether they own or rent it.

## **How do I get a Home Occupation Permit?**

In order to receive a Home Occupation Permit you will need to pass an Occupancy Inspection. An application for the Occupancy Inspection is available at Lynn City Hall Inspectional Services. You can fill it out and submit it at Inspectional Services, Room 103 Lynn City Hall. If you are a tenant, your landlord must also sign the application. The fee is \$75.

You will also be asked to complete a Workers' Compensation Insurance Affidavit to show that you have the workers' compensation insurance you need or that you are exempt. Only sole proprietorships and partnerships with no employees, corporations whose officers have opted out, and nonprofits staffed only by volunteers are exempt.



# Where and how can I open a **RESTAURANT?**

## **Where can I open a restaurant?**

Some sites will already have a special permit. Others will need to obtain one from the Lynn City Council. You should contact the Inspectional Services Department (ISD), Room 103 in City Hall, about doing a Zoning Review to determine the status of the site where you want to open a restaurant.

## **How do I open a restaurant?**

First, new applicants or applicants submitting an application for a new location need to submit a Food Establishment Plan Review application and make an appointment with a sanitarian. There is no fee for this application, but the sanitarian will charge a fee. The application and a list of sanitarians are available at ISD.

Second, submit a Food Service Establishment Application. The application is available at ISD, and someone there will walk you through the application process. The fee will be determined based on several different factors like the size of your establishment, how many seats you have and the types of products you offer. The fee is likely to be in the range of \$150 to \$1,000, but could be higher and will depend on ISD's calculation.

Third, figure out with ISD what licenses, building permits, fire protection permits, and certifications you need, which will depend on the size of the restaurant and what it sells. Fourth, if the business is a restaurant with in-house seating, apply for a Common Victualler License from the Licensing Board. This guide contains an application and it is also available at the City Clerk's Office, Room 201 in City Hall. The fee is \$125.

Finally, do a Pre-Operational Inspection with a food inspector and building inspector, and make any required alterations or improvements.



# What is a **LIQUOR LICENSE?** How do I get one?

## **What is a liquor license and who needs one?**

A liquor license is granted by the Lynn Licensing Board and the Massachusetts Alcoholic Beverages Control Commission (ABCC) to allow establishments to handle alcoholic beverages. Any business that sells, stores, distributes, serves or delivers alcohol needs one.

## **How do I get a liquor license?**

The application process and forms are different for the different types of licenses. You should contact the City Clerk's Office (Room 201 in City Hall) to learn more about the process.

For a license to serve, you must get the application from the ABCC's website ([www.mass.gov/abcc](http://www.mass.gov/abcc)). Once you complete that application, submit that to the Clerk's Office along with a \$400 fee payable to the City of Lynn. This fee is broken down as follows: \$250 is for the hearing and \$150 is for advertising. You will then have a License Board hearing, which the City Clerk's Office will advertise. If you receive the License Board's approval, the City Clerk's Office will then submit the completed package into the ABCC with a \$200 fee. This fee has to be paid via the Alcoholic Beverages Control Commission website ([www.mass.gov/orgs/alcoholic-beverages-control-commission](http://www.mass.gov/orgs/alcoholic-beverages-control-commission)). If there has not been a liquor license at the address within the past two years, then you will need to get a special permit first from the City Council before submitting the application to the City Clerk.

Please note that there is a cap on the number of licenses to serve liquor in the city. You can check with the clerk about whether there are licenses available. At the time of this document's publication, the city was at the cap for package store licenses. When that happens, there are no new package store liquor licenses available from the city and the only way to acquire one is to purchase it on the private market or petition the City Council and state legislature.

There are all-alcohol licenses, wine and malt-pouring licenses. Please check with the City Clerk's office to learn more.







**City of Lynn, Commonwealth of Massachusetts**  
**APPLICATION ~ NEW FILING ~**  
**BUSINESS CERTIFICATE**

Please enter your business information: (Please print all information)

Name of Business \_\_\_\_\_  
Address of Business \_\_\_\_\_  
Telephone Number of Business \_\_\_\_\_  
e-mail address \_\_\_\_\_  
Type of Business \_\_\_\_\_  
Hours of Operation \_\_\_\_\_  
  
Owner's Name (Please Print) \_\_\_\_\_  
Owner's Street Address \_\_\_\_\_  
Owner's City, State, Zip \_\_\_\_\_  
Owner's Telephone Number \_\_\_\_\_

- *I am aware that I must check with Inspectional Services Department (ISD), Room \_\_\_\_\_, for any and all applicable licenses that may apply to my business.*

OWNER'S SIGNATURE \_\_\_\_\_

DATE \_\_\_\_\_

- *All Home Occupation Businesses must first obtain a permit from ISD before a Business Certificate can be issued.*
- *The receipt of a Business Certificate does not lawfully authorize any individual, business, association or corporation to conduct any business within the City of Lynn. All recipients of business certificates from the City of Lynn are required to obtain all required permits from the Department of Inspectional Services, Room \_\_\_\_\_, in Lynn City Hall. The failure to obtain necessary permits may result in civil fines and/or criminal prosecution.*

**CITY CLERK OFFICE USE ONLY – Room 201**

- ☐ Copy of Identification  
☐ Fee Paid  
☐ Worker's Compensation Information Completed  
☐ Copy to Inspectional Services Department (ISD)

Paid by: ☐ Cash ☐ Check

Clerk's Initials: \_\_\_\_\_



590 Washington Street  
Lynn, MA 01901

781-346-9228  
lynnmainstreets.org

# Wayfinding Plan

for the Downtown Lynn Cultural District

August 2021



Photo by: Lynn Happens

Prepared by Sarai Zelada with support from the Lynn Main Streets Executive Board

Submitted to the Metropolitan Area Planning Council.  
Funding was provided by the MA Department of Housing and Community Development Local Rapid Recovery Plan Program.



Lynn Main Streets works to restore economic vitality and promote quality of life in Lynn, MA through community-driven economic development and inclusive revitalization while exploring possible pathways and solutions to celebrate Lynn's diversity and cultural strengths.

Lynn Main Streets was subcontracted by the Metropolitan Area Planning Council to help plan for and conduct community engagement about wayfinding in Downtown Lynn, as part of the Downtown Lynn Local Rapid Recovery Plan funded by the Massachusetts Department of Housing & Community Development. The goal of this Wayfinding Plan is to enable residents and visitors of all ages and abilities to find the assets and destinations that the Downtown Lynn Cultural District has to offer.

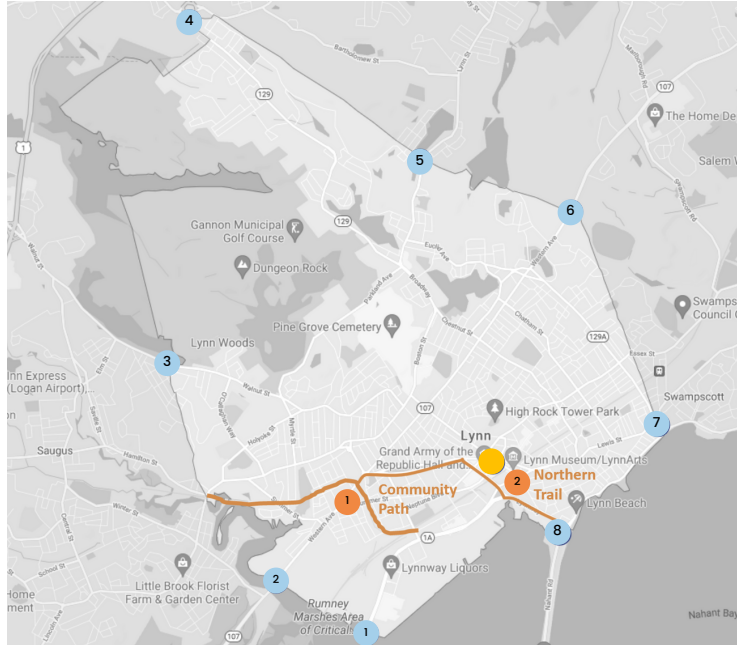
Throughout this plan, Lynn Main Streets is committed to prioritizing the voices and needs of low-income and people of color businesses and residents.





## ENTRY POINTS

There are many entry points that connect Lynn to surrounding cities and towns. These entry points provide an opportunity to connect people to the Downtown Lynn Cultural District. Visitors can choose from many modes of transportation when traveling to Lynn.



### Modes of Transportation

● Car, Bus
 ● Bike, Walk
 ● Commuter Rail

	Points of Entry	From
1	Lynnway/Rt. 1A	Revere, Boston
2	Western Ave/Rt. 107	Revere
3	Walnut Street	Saugus
4	Lynnfield Street	Lynnfield
5	Broadway, Lynn Street	Peabody
6	Highland Ave	Salem
7	Lynn Shore Drive	Swampscott
8	Nahant Road	Nahant
1	The Community Path	Saugus
2	Northern Strand Trail	Saugus, Malden
	The Commuter Rail	Revere, Boston



## DOWNTOWN LYNN CULTURAL DISTRICT

Established in 2012, the Downtown Lynn Cultural District has become a hub of art, culture, and food in the City.



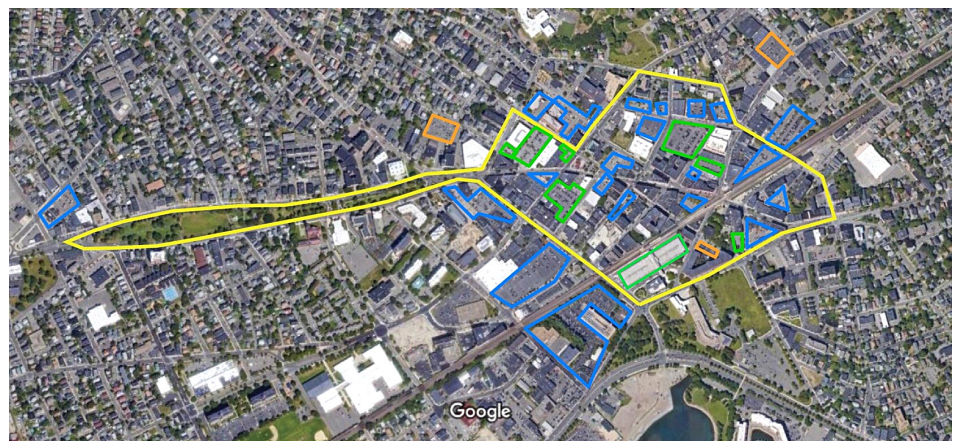
Map by: Survival By Design

## PARKING

There are plenty of parking options near the Downtown area. However, these spaces are not always visible. Better signage about parking may facilitate trips Downtown.

### Available parking

Parking Area	Spaces
Andrew Street	122
Blake Street	28
Buffum Street	222
Spring Street	23
Downtown Area	30
MBTA Garage	600
Private Parking within Study Area	215
Private Parking near Central Ave – Outside Area	140
Private Parking at North and South Common Street – Outside Area	110
<b>TOTAL</b>	<b>1,490</b>



MAPC

- Unsure
- Private
- Municipal lot/public

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## EXISTING SIGNAGE

In recent years, the City has seen an increase in signage projects. Some projects have been completed while others are in the process of being installed.

### Banners

In 2018, the Downtown Lynn Cultural District partnered with Lynn's Department of Community Development to commission banners designed by local artists. These banners can be found in the following locations:

- The rotary in front of Lynn's Market Basket
- The area around the Lynn Common.
- Throughout the Downtown Lynn Cultural District



Design by: Emily Dumas

### Signs

In 2019, the City of Lynn's Public Property Committee approved four signs that will mark the boundaries of the Downtown Lynn Cultural District. The proposed locations for these signs include:

- Exchange Street + Broad Street Intersection
  - The entrance to Market Street from the Lynnway
  - High Rock Tower, Essex Street + Liberty Street
  - Market Sq. + North Common Street Intersection
-

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## EXISTING SIGNAGE

### Kiosks

In 2019, the Essex Coastal Scenic Byway kiosk was installed, signifying the start of the byway. Lynn Main Streets provided the content, imagery, and narrative for this kiosk while assisting with its installation and the reveal of the final product to the community.

The City of Lynn is in the process of installing five Soofa wayfinding and informational signs throughout the Downtown Lynn Cultural District. These kiosks will be located at:

- City Hall Plaza
- Mt. Vernon & Exchange Street
- 50 Central Ave
- The Lynn Public Library
- The Frederick Douglass Gazebo



Photo by: Soofa

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The following recommendations are based on our current assessment. We recognize that engaging the local community can help better inform our recommendations and provide an opportunity for the community to participate. We have including our community engagement results in this plan.

Throughout our recommendations, we will continue to include the wayfinding needs of low-income and people of color businesses and residents in the community.

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## ASSETS AND DESTINATIONS

Lynn has a vast diversity of attractions that bring residents and visitors Downtown. We have identified the assets and destinations below.

### Cultural

Lynn Museum  
Old Western Burial Ground  
Quaker Cemetery

### Cuisine Types

American  
Asian  
Caribbean  
Central American  
Italian  
Mexican  
Thai  
Vietnamese

### Educational

North Shore Community College  
St. Mary's School  
KIPP Academy Charter School

### Galleries

Centerboard's VisionSpace  
G.A.S (Great Art Studio)  
LynnArts Building  
Lynn Museum  
RAW Art Works

### Gathering Spaces

Central Square & Mt. Vernon St.  
The Food Project's Farmer's  
Market  
Frederick Douglass Park  
Lynn Common & Frederick  
Douglass Bandstand  
Lynn Museum Park and Courtyard

### Historic Places

Capitol Diner  
Grand Army of the Republic Hall & Museum  
High Rock Tower + Observatory  
& Hutchinson Cottage  
Lynn Armory  
Lynn Auditorium  
Lynn Public Library  
St. Stephen's Episcopal Church

### Organizations

Arts After Hours  
Beyond Walls  
Cultural Latina Dance Academy  
Downtown Lynn Cultural District  
Galleries at LynnArts  
Girls Inc. of Lynn  
Lynn Community Television  
Lynn Arts  
Lynn Main Streets  
North Shore Latino Business Association  
RAW Art Works  
REAL Program  
Salvation Army  
YMCA

### Recreation

Long Beach  
Lynn Common  
Lynn Woods Reservation  
Lynn Heritage State Park  
King's Beach

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## ASSETS AND DESTINATIONS

### Union Street International Food Row

The diversity of Lynn is evident on Union Street, the City's international food corridor where food from all around the world can be found. To highlight this unique asset, we recommend giving this area a new identity by renaming it. A name like The Union Street International Food Row, or 'Union Row' can help attract new visitors as well. Before settling on the name, we advise gathering community feedback that allows community members to vote and offer name suggestions.



An icon sign can help distinguish Union Street as a culinary haven.

### Exchange Street Corridor

The 'Exchange Corridor' is a placekeeping project proposed by Lynn Main Streets designed to build on the momentum from new businesses on Exchange Street which are attracting visitors from all over the North Shore. This corridor will act as a gateway to the Cultural District and give visitors a sense of place while allowing them to explore. This Corridor will connect to other important assets including the international food corridor at Union Street.

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## RECOMMENDED LOCATIONS

### ROUTE 1A

Market Street + Lynnway + Washington Street

Route 1A experiences lots of activity, especially from commuters to and from Boston. There are many beachgoers that pass through this route during the warmer months. This area is also the site where new apartment complexes are being constructed. Signage here can help attract those that pass by and people new to the community.

### HIGH ROCK TOWER PARK

High Rock Terrace + Circuit Ave

The observatory at High Rock Tower receives many visitors from all over Massachusetts. Signage at the park can inform visitors of other activities and attractions available in Lynn.

### FREDERICK DOUGLASS PARK + IRONBOUND

Exchange Street + Union Street + Mt Vernon Street

The new Frederick Douglass Park is located in Central Square. Across from the park and beneath the MBTA's elevated train tracks lies Ironbound Marketplace. The downtown Farmer's Market and other community events occur here. Signage in this area can direct people to walkable destinations nearby.

### MBTA COMMUTER RAIL

Market Street + Lynnway + Broad Street + Washington Street

The MBTA Commuter Rail is used by many commuters from across the North Shore. There is an increase in ridership around October when visitors travel to Salem for Halloween festivities. Signage in this area can help attract riders that commute through Lynn, yet never stop to visit.

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## RECOMMENDED LOCATIONS

### NORTHERN STRAND TRAIL

South Common Street + Lynnshore Drive + Market Street

The Northern Strand Trail consists of 7.5 miles that connect Everett, Malden, Revere, Saugus, and Lynn. Parts of the trail are currently under construction and plans are underway to expand the trail to Downtown Lynn. The design includes raised cycle tracks and funding is expected to begin by 2025. Signage on the trail will help attract visitors from surrounding towns.

### EXCHANGE CORRIDOR

Exchange Street + Broad Street

The 'Exchange Corridor' will transform all of Exchange Street into a vibrant gateway corridor to the Downtown Lynn Cultural District, and increase foot traffic Downtown as well as improve the visibility and aesthetic of the area overall. Signage in this area will act as a visual guide for visitors of Downtown Lynn.

### INTERNATIONAL ROW

Union Street

Union Street is home to a rich variety of restaurants that offer cuisines from all around the world. It is also the location of the Lynn Community Health Center, Greater Lynn Senior Center, and other social service agencies that generate lots of pedestrians in this area of the city. Signage in this area can help distinguish this area and direct pedestrians and motorists to a wide array of restaurants.

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## RECOMMENDED LOCATIONS

### LYNN HARBOR ESPLANADE

Lynnshore Drive + Eastern Ave

The Lynn Harbor Esplanade is a 2-mile long walkway that connects Lynn with Swampscott and Nahant. The esplanade is home to the Lynn Shore Reservation and Red Rock Park where various activities attract visitors all year long. Signage along the walkway and main streets nearby will help attract visitors throughout the year.

### WEST LYNN

Western Ave + Boston Street

West Lynn is located near major roadways and receives visitors that may not drive by Downtown Lynn. Signage in this area of the City can attract new visitors to the downtown area.

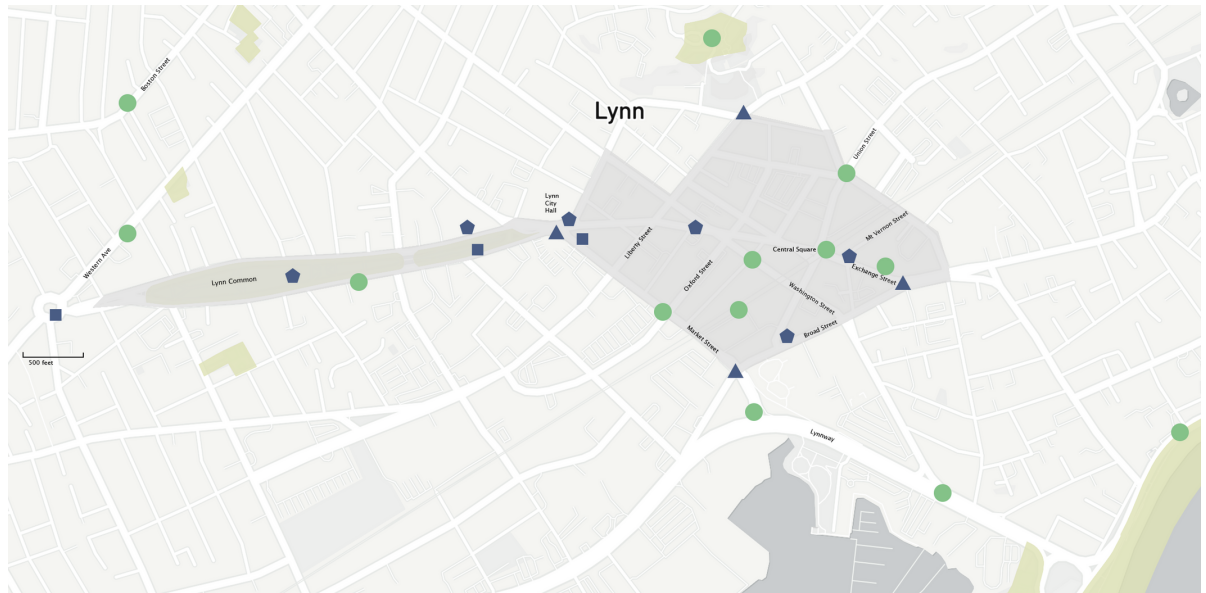
### PARKING LOTS

Connecting visitors to parking and providing details like costs can help visitors better plan their trip Downtown. Currently, signage to parking lots is very limited. We recommend signs directing drivers to the following parking lots in Downtown Lynn.

- Andrew Street
  - Buffum Street
  - MBTA Garage
  - Ellis Street
  - IronBound
-



## MAP OF PROPOSED SIGNAGE



### Existing Signage Locations

- Banners
- ▲ Signs
- ◆ Kiosks

### Recommended Signage Locations



## DESIGN & MATERIALS

The design of signage should be made in collaboration with a local designer to provide attractive and uniform signs, banners, and maps. We recommend signs that do not call out individual businesses but rather group businesses by category.

## DESIGN EXAMPLE



Design by: @art.by.jaymie

## LANGUAGES

The most common languages found in Lynn are

- English
- Spanish
- Russian
- Khmer
- Haitian/Creole

Initial signage should contain text in both English and Spanish. Options for further translations can be obtained through the use of QR codes. A QR Code can be added to each sign that directs people to a platform where they can choose their preferred language to translate each sign.

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## COMMUNITY ENGAGEMENT

Lynn Main Streets conducted a community engagement survey that helped inform us about the need for wayfinding in the Downtown Lynn Cultural District. The feedback received from the community is incorporated into the recommendations of this report.

### Survey

The survey was:

- Provided in English and Spanish
- Distributed to residents, business owners, people who work in Downtown Lynn, and visitors
- Shared through social media, emails, and word of mouth

Our goal was to collect at least 30 full responses to the survey. We surpassed our goal by collecting a total of 33 responses.

94% of respondents were Lynn residents

6% of respondents were minority-owned business owners

6% of respondents indicated they rely on public transportation to get to downtown Lynn

Survey Link: <https://www.surveymonkey.com/r/YDLYHNJ>

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## IMPLEMENTATION

### Potential Risks

Some potential risks and/or potential impediments to successful implementation include

- Naming businesses on signs that may go out of business
- Naming only some businesses on signs may indicate a preference for one business over another
- Community opposition
- Financial limitations

We have considered these risks in our recommendations and included ways to mitigate these risks. These include

- Not including individual business names on signage
- Seeking input from the community throughout the process

### Key Performance Indicators

Performance indicators that might be measured to assess anticipated impacts after implementation include

- Average daily foot traffic count
- Total annual sales receipts
- Total number of storefront vacancy

### COVID-19 Impacts

Improving wayfinding in the Downtown Lynn Cultural District will help support businesses in the area and help combat the decline in visitorship that Downtown businesses experienced as a result of COVID-19.

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# LYNN SHARED MARKETING SME CONSULTATION

By: The Musicant Group for the City of Lynn

**To:** Ella Wise, MAPC

**From:** The Musicant Group  
Kim Peterson, Division Manager, Community Management  
Ella Rasp, Project Manager, Design and Planning

**Re:** SME Consultation on Shared Marketing for Downtown Lynn Cultural District

Thank you for the opportunity to work with you on the shared marketing initiative for the Downtown Lynn Cultural District. Our notes and recommendations are below. Please feel free to contact us if you have any questions or would like to work with The Musicant Group further on implementing any of these initiatives.

## Project Understanding

The City of Lynn has heard from the business community that they desire support in marketing the downtown district to customers within Lynn and in the surrounding region. A notable challenge the City is working to overcome is a perception in the community that no one comes downtown and concern from businesses that they could be left out of reinvestment in the downtown area. The goal is to highlight the existing assets present in the vibrant, mixed-use, culturally rich downtown area and attract new customers to the business community there.

## Recommendations

### Leverage What Is

The most important part of making change is to simply start making things happen. For a quick and easy win, capitalize on the existing structure, narrative, and stories to begin to build a brand and support a marketing campaign that sits inside the existing work. This not only honors the existing work being done by individual entities, it also supports it, invites participation, and elevates the impact of this work over time.

**Leverage Existing Branding** - the existing branding and web presence for the Downtown Lynn Cultural District can be used as a scaffold to support businesses needing guidance on next steps, and support in building the capital to sustain long term marketing.

- Utilizing the existing website to expand the presence of downtown Lynn in the digital space.
- Create a webpage devoted to the businesses of the district. Consider search features or interactive maps.
- Develop and feature mini stories for each organization/business to deepen connections between visitors and the community.
- Develop a page of event images or ready-made content created for organizations to use. This will support a unified message across the existing business' social channels, and leverages the district's existing presence in support of the community.

**Own the "sin"** - Dive into the history of Lynn and lean into how the perceived sin of the past laid the groundwork and supports the vibrant community that is there now.

- Identify stories of the organizations and businesses and connect them to the history.



- Leverage the Lynn Historical Society to develop potential tours that create connections between the sin and what you want to highlight now.

**Showcase Lynn** - Share the best kept secrets of Lynn by inviting exploration, curiosity, and educating visitors in engaging ways.

- Walking Tours can support commerce, exploration, and increase a feeling of safety through activating the street level.
- Movie locations tour is a great option that builds on parallels to the Saint Paul staircase tour, London alley tours, and progressive dinner tours of New Orleans.
- Develop and support art based tours through the district.
- Extend the experiences visitors to the district have by developing a series of experience packages with local businesses that extends their stay beyond their initial plan. They should ideally involve 2-3 partners, special deals or coupons to take away after a purchase is made:
  - Date Nights (one meal, cocktail, and an activity) - Lynn Museum, Nightshade Noodle Bar, Lucille Wine Tasting.
  - Family Fun (activity, play, food)
  - Day at the Beach (supplies for the beach, take away meal, photography)
  - Study Break (coffee, take away lunch)
  - Senior Photos (photography at key landmarks, photo development, frame store)

**Support the Work** - Elevate and support the things you want to see when they happen in Lynn. Offer connections and resources for what exists right now - go with what's there and support it.

- Be a partner/vendor adding to the existing event with additional activations, giveaways, and messaging.
- Create a toolkit of how the city can support events with their connections and resources, like with the upcoming Latino Festival, and share that resource liberally.
  - Invest in translations that match the needs of businesses and local residents.
- Leverage media relationships to elevate the narratives coming out of existing events and fold them into the branding of the district.
- Volunteer, speak, and attend as official representatives at local events. Leverage connections to include high profile city or state officials.
- Tap local artists for photos at events, photos of people engaging, build up an image library to capture this narrative.
- Spend your money locally whenever you can in creating and participating in events and develop preferred vendors with nearby service providers.

## Talk About It

Sharing the developing narrative to support interest from existing residents, creating patterns of behavior by inviting participation, and supporting engagement from the new residents that will join this community.

**Spread the Word** - Talk about the work that is happening, what you are building, and share out when you ask for input. Open lines of communication help develop a collective narrative, combat negative assumptions, and build trust within the community.

- If you take a survey, share the results. While many think there isn't a point if there isn't interest in a topic at this level of depth; the sharing invites interest while also demonstrating care and accountability.
- Develop a quarterly newsletter hosted as a blog on the District Website to support showing the work being done. Particularly decisions and implementation of strategies and positive news coverage.
- Share the accomplishments of area businesses and organizations. Grant funding, media stories, or develop features of your own. These help shape public perception and consolidating them helps form the foundation of your brand.

- Add recent press around positive developments in the community to the website.
- Since folks have been involved with much of the redevelopment talk, be sure to share what you are moving forward on as well as highlighting when those things come to fruition. Make plans or recommendations public if you can.
- Consider low tech options to support community members without access to technology.
  - Table tents at local restaurants to support “coming soon” messaging
  - Flyers or posters on vacant storefronts with QR codes to more info or digital engagement.
  - Consider inviting participation through an activity in order to gauge public opinion.
  - Culturally specific radio stations can be a great way to reach specific communities.
  - Meeting people at events is a strong method of communicating directly and receiving feedback on a more personal basis which reinforces relationship building and trust.

**Fill the Gaps in Programming** - Consolidate the experience of Downtown Lynn to maximize your impact by filling gaps in the calendar with activations and events regardless of who is producing them. A full calendar shows investment and demonstrates safety.

- Create a recurring event schedule that builds reliable patterns of events to encourage repeat engagement that develops connection and relationship with the district.
- Consider the audiences at these events and ensure a wide variety of experiences that address multiple audiences. They don’t need to be present at each event, but should be addressed throughout the full slate of events in the community.
- Temporary parklettes along corridors, particularly around locations with food, beverage offerings. This is a great option to dovetail into any planned street construction.
- Consider an activity box filled with outdoor games and supplies for self-serve activations at the commons park.
- Creating supported cultural events not already present.
- Consider an open streets festival.
- Ribbon cuttings or press activities for new developments, organizational milestones, art or murals.
- Schedule a rotation of food trucks, empty lots in particular do well with similar activations.
- Treat these like pilot programs the first time out, see if there is an appetite for more and right size them.

**Show Don't Tell** - Combat negative narratives by demonstrating the kinds of things that are possible, and what you want to see more of. Demonstrate your vision for Downtown Lynn’s future.

- Pop up markets or farmers markets in vacant lots
- Engage artists and remove barriers to their contributions and ideas.
- Feature the neighborhood’s hidden gems to support a narrative of discovery.
- Themed art installations in vacant storefronts that rotate.
  - Create desire and “specialness” through limited runs

## Be A Tourist

See the area with fresh eyes and share what makes it awesome. Consider the views, streetscapes, and unifying visuals to build a unified community identity and set expectations.

**Introducing Lynn** - Take the opportunity to introduce people new to the area to the narrative you want them to have, build civic pride and cultivate curiosity.

- Consider a new resident local guide to include with tenants welcome packets to support an investment in the community.
- Getting new residents to know the neighborhood. Opportunity in expanding the reach of cultural festivals.
- Visitor hotel brochure/guide to highlight unique Lynn hot spots that you won’t find when you google. Target the hotels that serve the area but aren’t necessarily in the district.

**Consider the Walk** - Unifying streetscape plans, simple things like a style of trash cans, flower pots, and lighting go a long way to develop a flavor unique to the area. Good aesthetic experience creates a sense of welcoming invitation and cultivates a sense of safety.

- Creative ambient lighting that builds on the existing lampposts. Adding cafe lighting to areas near murals, so they stay lit and friendly at night.
- Showcase talent at major transit hubs. Invited and sanctioned performers, art installations at transit stops build a unique gateway experience.
- Transportation around downtown Lynn that isn't car focused will support people engaging with the space rather than traveling through it. Bike or scooter shares with additional space for folks to lock up their bikes is a great way to build capacity for folks to slow down and stay a while.
- Public seating through parklettes, temporary outdoor cafe seating, additional benches or alternative seating at transit hubs creates the invitation to stay a while.
- Engaging with the nearby beach and activating that walk with things like public art, good lighting, and the businesses a user might frequent or need along the way.
- Use of painted signs would support the activation between downtown landmarks. Consider the time it takes to walk as a measure of distance . This invites curiosity for folks to continue along the path - intentionally welcomes and guides.
  - Highlight local landmarks around the district to call attention to the existing high profile locales such as Zimmemans and The Auditorium, museums, regular markets, and the beach.

**Cultivate Curiosity** - Encourage exploration and curiosity about what Lynn is doing.

- Passport event to game-ify moving people through the district and highlighting the experiences that lend themselves to the narrative we're interested in telling.
- Reintroducing people to downtown with high quality, bold programming supported by and with the city lends authority to the community and signals investment.
- Pull in the press to help carry the message.

## Capacity Building

As you develop relationships, building the capacity of businesses and organizations will support long term tenants in the district, demonstrate sustained investment in the community, and continue to build care with key stakeholders.

**Lay the Groundwork for Growth** - Support the long term development of businesses and organizations in Downtown Lynn through building their capacity.

- Consider creating a basic scaffold webpage that businesses can use as a stepping stone to developing their own. Something like a simple Wix page template the business can purchase from the city at a reduced rate and then manage themselves.
- Support capacity building with specific educational workshops and best practices.
  - Training and support around technology
  - How to develop branding
  - How partnerships can expand their reach
- Host webinars and workshops close to the stores or digitally, to support expanding skills and building capacity to support more engaged and sustained marketing strategies. These workshops can serve as a recruitment tool and offer up additional resources that invest in the future success of Downtown Lynn as a district.
- Collect experiences and create content with a unified "Lynn Look" that the businesses can share to their own social accounts.

**Investment Grants** - Support the refinement of space and improve curb appeal with micro grants to make specific upgrades to match the “Lynn Look”. While absentee landlords might technically own these elements, their improvement has a direct impact on the success of the district overall. Investing in small scale improvements removes the barrier to businesses, increases the participation, and expands the impact.

- Creating a package for such things helps set expectations, gives clarity to the definition of the “Lynn Look” and supports the vision of the district overall.
- Program considerations can shift to best meet the needs of the district.
- Fund a city run program where small improvements help elevate the look and feel of Downtown Lynn:
  - New paint
  - Awnings
  - Lighting installations or repairs
  - Flower pots/planters and updated plantings
  - Furniture for seating

## Maintain Connection

All successful identities and brands are built upon relationships and authentic connection. Strategies, improvements, branding, and events will all fall flat without an ongoing authentic connection to the people who live, work and visit this place.

**Know Your Goals** - Are you targeting existing residents or tourists? Can be campaign specific, but having a specific goal can help drive impact by removing distractions or conflicting needs.

- Old resident focused approaches - shifting the narrative of negative understanding in downtown and focus on cultural resources.
- New resident focused approaches - telling your own narrative and inviting participation from audiences new to the area.
- Tourism focused approaches - secrets of Lynn and discover unique experiences within rich history.

**Ask the Question** - Cultivate continual feedback from the businesses - asking them what they need in capacity building opportunities, how the strategies are going from their perspective and including them in the process at a level they can sustain is key in developing relationships and responsive solutions.

**Meet Folks Where They Are** - All strategies tend to meet the needs of certain demographics over others. When developing strategies and creating change, it is especially important to meet others where they are at.

- Keep programs open to all and focus on reducing barriers to participation.
- A focus on quick wins often is at odds with the desire to work with marginalized businesses. Identifying key community stakeholders and developing a committee or advisory board that supports relationships with marginalized community members and centers their experiences in crafting supportive programming.
- Create business-focused events with partnership from existing businesses, letting them lead on what best meets their needs.
- Don't assume commonality. It's important to lead from a place of curiosity and level setting. Some folks might have shared experiences or needs, but assuming that commonality can erase nuance and alienate others from the process.

## References

“A Red Light History of Seattle” - <https://www.seattlemet.com/web-exclusives/2010/01/red-light-history-0210>

*This article presents a timeline of “sin city” as an alternative to the typical city timeline. Leaning into the curve as a city of sin, telling this story allows for them to get ahead of the narrative, and presents an opportunity to connect that history with the unique communities that exist today.*

“The Damnable Dames Who Helped Shape Seattle’s Character “ -

<https://www.atlasobscura.com/articles/the-damnable-dames-who-helped-shape-seattles-character>

*This article presents one way to connect that history with the unique character and community that exist today.*

St. Paul Staircase Tours - <https://www.mprnews.org/story/2018/05/17/st-paul-stairs-historic-tour>

*This article explores the connection between the history of these staircases and how the city evolved. Articles like this can be crucial in telling the story of why such tours exist and can both reframe and combat the negative narratives currently out there.*

The Musicant Group - Best Practices Sheed: Rice + Larpenteur: Activation and Retention in a Suburban

Multicultural District - <https://drive.google.com/file/d/1OAVKRTX0gJ4-JaVlesBnsjekHle6V6Ep/view?usp=sharing>

*This prior presentation provides a case study of Rice & Larpenteur which has been combating a similar narrative around safety and demonstrates several of the outlined strategies.*

The Musicant Group - Friendly Storefronts Toolkit - <http://www.musicantgroup.com/free-ideas.html>

*This toolkit provides ideas for activating storefronts. When implementing your brand, this may be useful in working with your storefronts to communicate not only their business, but the town brand.*

Hennepin County Covid Response Toolkit for Business Districts -

<https://drive.google.com/file/d/1VTM6M7GL8smlrkqtNuvn6KBtxkMLO0Nj/view>

*Created in partnership with The Musicant Group, this toolkit provides strategies and resources for businesses to respond to the challenges of operating during Covid.*

# Lynn Viaduct - Structural Design Considerations

Provided by Stantec, September 2021

## Project Management items related to Structural work

- Execute nondisclosure agreement with MBTA which will allow access to existing condition reports and design materials from the adjacent MBTA project.
- Coordinate design schedule with the schedule of the adjacent MBTA project (current schedule puts MBTA project at 75% design in the spring of 2022).
- Establish project design schedule.
- Work with the city to further develop the usage options listed below; identify preferred and most likely options; make note of any options that are eliminated. Update the MBTA periodically on this progress which will help inform the design of their adjacent project.
  - Fully-open option
  - Partially-enclosed option
  - Fully enclosed option
- As designs of this project and the adjacent MBTA project progress, coordinate scope/limits of both design and construction between projects. The goal is to avoid overlap, gaps, or conflicts.
  - The MBTA is particularly interested in avoiding work that would affect the track after their project finishes. For example, if the use of the space below the viaduct would require the addition of waterproofing at track level, that needs to be identified and included within the MBTA project scope so that train traffic is not affected after the MBTA project concludes.
- As designs of this project and the adjacent MBTA project progress, coordinate utility arrangements (utility sharing, space needs, connection points, timing of construction) between projects.
- Assist the city in the MOU/MOA process which will allow the city to use the MBTA property. These real estate agreements need to be executed in advance of construction (both of this project and the adjacent MBTA project). Recommended timeframe for having these executed is April 2022.
- Identify permitting needs for this project; assist the city in the permit application process.
- Determine financial organization of construction contract; coordinate specifications and pay items projectwide.

## Information Collection and Site Visits

- Obtain and review existing conditions reports.
- Obtain and review existing drawings.
- Obtain and review design documents from adjacent MBTA project.
- Obtain and review test pit and boring information from adjacent MBTA project if possible.
- Attempt to estimate the size and type of existing foundations from available documents.
- Attempt to identify any existing utilities in our project area from available documents
- Form overall impression of underside and face concrete condition as documented in the materials above.
- Form overall impression of moisture, water entry/leakage, and drainage issues in the existing under-viaduct space as documented in the materials above.
- Form overall impression of floor/ground-level surface type and condition



- Visit the site to corroborate findings especially:
  - Concrete condition – look for extent and severity of spalls, delamination, and reinforcement deterioration
  - Moisture, water entry, drainage
  - Floor/ground level surface type and condition
  - Nature of existing foundations
  - Existing utilities
- During site visit, seek out any previously unidentified features or issues
- Prepare summary memo of findings from information collection and site visits; provide to the project team and the city; copy to MBTA.

## Preliminary Design and Coordination

- Engage team to identify options for use of the space, and structural implications of each
  - Fully-open use
  - Partially-enclosed use
  - Fully enclosed use
- Engage adjacent MBTA project to determine the extent of underside and face concrete repair.
  - Especially need to determine which project is designing and performing repairs
  - Needs of this project may help inform adjacent MBTA project if it turns out that the MBTA project is designing/performing repairs
- Engage adjacent MBTA project about waterproofing that may be installed as part of that project. Our initial thought is that if the MBTA project can install topside waterproofing (at or just under track level) there may be a benefit to both projects
- Engage architect about underside and face treatment
  - Need to avoid any elements that would interfere with recurring structural inspections (i.e., avoid drop-panel ceilings etc.).
  - Identify limits and colors of paint.
  - Need to avoid non-porous paint which would:
    - form a membrane and trap water behind, creating maintenance and deterioration problems.
    - Impair inspection.
  - Strongly recommend a mineral silicate paint for this application. Research products of this type and educate architect and team.
- Engage architect about window or door panels that may be installed under the arches or within the space. Coordinate placement, structural demands, and attachment details. *Pay particular attention to placement and type of anchors relative to the edges of concrete, and avoid anchor types that are prone to freeze-thaw deterioration or corrosion.*
- Engage team to identify possible utility needs:
  - Electric
  - Communications
  - Camera/Video feed
  - Loudspeakers / PA system
  - HVAC
  - Water
  - Sanitary Sewer
  - Storm Drainage

- Fire Alarm
- Fire Protection
- Fire/Police emergency
- Other
- Identify any underground utility work required, and its likely interaction with existing foundations and other existing underground utilities
- Preliminary design of utility anchorages to concrete structure. *Pay particular attention to placement and type of anchors relative to the edges of concrete, and avoid anchor types that are prone to freeze-thaw deterioration or corrosion.*

## Structural Design

- Finalize concrete repairs and their coordination with adjacent MBTA project
- Finalize paint/coatings together with project architect
- Finalize attachments to concrete (windows/doors/panels/utilities)
- Finalize any structural work related to underground utilities
- Generate design calculations
- Produce final structural drawings
- Write related specifications for structural items
- Generate cost estimate for structural items
- Assist with generating construction duration estimate (if desired by city as part of overall contract)

## Bid and Award Phase Tasks

- Review and respond to questions from bidders
- Analyze bid results and advise client



**Ann McFarland Burke**  
Consultant Vibrant downtowns,  
healthy communities.



## **SME Administrative/Organizational Capacity Consultation**

**To:** Ella Wise

Plan Facilitator -Lynn, MA

**From:** Ann McFarland Burke

**RE: SME Consultation on administrative /organizational capacity for the  
Lynn, MA**

Thank you for the opportunity to collaborate on administrative/organizational capacity strategies for Lynn MA to provide enhanced cleaning and maintenance in downtown. If you have any questions, please feel free to contact me. Notes and recommendations are below

**Project Understanding** - Lynn is interested in identifying a sustainable funding source for safety and expanded litter removal, trash pick up and other maintenance efforts to support a cleaner downtown and improve healthy conditions to support COVID recovery. The current conditions discourage customers from returning to businesses and restaurants in downtown. Additionally, safety challenges were identified as important issues that negatively impacted small businesses and their customers. The City Council has established a Trash and Litter subcommittee and have allocated resources to purchase "vacuum" equipment and launch an anti-litter marketing campaign for the Downtown, but more is needed. This project is to identify additional ways to support efforts to make downtown Lynn a clean, safer environment for businesses and patrons alike.

The LRRP process and proposed projects may provide the catalyst for this discussion.

**Action Items:** The PF may consider these action items when developing the project rubric for creating additional administrative and organizational capacity for Lynn to successfully implement this project.

- Develop the Value Proposition
- Determine Responsibility /Leadership
- Secure Resources for Sustainability
- Explore Long Term Organizational Capacity Solutions -

### **Develop the Value Proposition/Communication -**

#### **CLEAN AND SAFE IS FOUNDATIONAL TO DOWNTOWN SUCCESS. --**

It will be essential to develop the value proposition for investing human capital and the financial resources into a sustainable effort to make downtown Lynn clean and safe and communicate to the City and private stakeholders the impact of their investment. Clean and Safe initiatives have been the bedrock of many downtown organizations for decades. Tackling these issues sends the message to downtown stakeholders, existing small businesses, potential investors, and developers that downtown Lynn matters and is a place to invest. The long-term goal of these types of efforts is to build a destination that is attractive to potential developers, businesses, residents, and visitors. In the near term, this will play an important role in COVID recovery. In the longer term, it will lay the foundation to layer more comprehensive organizational management efforts in place for the downtown. If successful, an organized effort can help achieve increased property values, improved sales and meals taxes, stronger tenancy, a vibrant cultural scene, and a destination where people want to shop, locate a business, dine, and live. Tell the story of " Why We Should Care about a Clean and Safe Downtown".

#### **Process**

1. **Use Metrics** - Develop data on amount of trash, amount of litter collection in downtown Lynn and survey findings from Branding and LRRP business survey and analytics.

2. **Take Photographs and Film videos of stakeholders.** Third party testimonials of the importance and need for the program are inexpensive

and impactful. These could be simple produced using an iPhone. Show before and after efforts.

**3. Use social media to show progress** - Develop a Social media plan including regular twitter, snapchat, Instagram and Facebook posts. Consider engaging intern support to implement or low-cost contract for social media content management if staff capacity is limited.

**4. Lay the Groundwork for " Who Owns This Effort"? - What organization will take the role of managing this program?**

Begin discussion with downtown stakeholder organizations about where a Clean and Safe program should reside. What organization has the capacity or could develop the capacity to manage.

#### **Determine Responsibility /Leadership**

Sustained success of a downtown Lynn Clean and Safe efforts will require clearly identifying roles and responsibilities of the city and the entity who will manage the effort.

#### **Process**

**1. Establish Baseline City Services** - Determine baseline services provided by the DPW.

**2. Evaluate different delivery models to provide services:** Volunteer efforts are difficult to sustain overtime. Lynn may want to consider alternative approaches such as:

- **Contracted Services** - Contract with a vendor to provide maintenance and/or landscaping services. Large vendors such as Block by Block or Street Smart are possibilities if budgets allow. Smaller local vendors may respond to an RFP for this type of

contract. The value of these organizations is the training, experience and management provided.

- **Partnerships with nonprofits or Cooperatives** - Evaluate if a nonprofit exists that could provide clean and maintenance programs in partnership with the city.

Example - **The Pedal People in Northampton.**

<https://www.pedalpeople.com>. The Pedal People started in 2007 as a program for individuals in recovery. The program has transitioned to a Cooperative model with 23 participants. The Pedal People contracts with the city of Northampton to pick up trash in 80 public trash and recycling receptacles in the downtown. They provide this service 7 days a week.

- **Inhouse / dedicated downtown maintenance staff** - Create a program within an existing organization to do maintenance work or identify dedicated DPW personnel to consistently focus on downtown.
- **Continue to advocate for individual building and tenant support** to maintain the sidewalk in front of their business. Provide promotional materials, prizes, window stickers or other incentives for participation.

**Resources for Sustainability:** Identify Funding possibilities for the Clean/ Maintenance Program.

## **Process**

1. **Direct city funding or In-kind services** -- the City could provide the managing organization direct funding for the cost of a vendor contract to provide enhanced maintenance services in the downtown. An alternative approach would be to provide in - kind services on an agreed upon level and schedule in the downtown.
2. **ARPA** - Use local ARPA funding to fund program to improve cleanliness as a response to COVID recovery.



**3. Demonstration Project Funding** -Apply for funding for a demonstration project to show impact of a coordinated, well managed program to provide litter and maintenance program. Sources may include Commonwealth Places, Foundations, Corporate or individual sponsors in partnership with city.

### **Explore Long Term Organization Capacity of Downtown district Management Organization-**

The Lynn Main St Program supports downtown Lynn utilizing the 4 pillars of the National Main Street model - economic vitality, promotion, organization, and design. Its mission is to revitalize, preserve, and promote the historic downtown for residents, businesses, creative industry, and visitors to gather shop work and live. The organization has limited budget and organizational capacity but may provide the backbone for discussion of a long-range sustainable district management model for Lynn. The LRRP plan and related project may provide the impetus for enhancing capacity of the current organization or explore a different organization model.

### **Process**

**1. Community and Stakeholder Engagement** - The city should partner with existing downtown organization (Lynn Main St) and other stakeholders to engage media, businesses, property owners, nonprofits, cultural organizations, visitor attractions, and interested residents to continue to identify and refine needs and priorities for the downtown and determine if the existing organization has the resources or capacity to implement desired programs and services for downtown Lynn. These outreach efforts provide the opportunity to educate stakeholders on the LRRP Project recommendations, identify needs and opportunities and generate support for a strong district management organization, and possible organizational model alternatives. Community engagement can happen in a variety of ways including:

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

- Visits to other communities to see programs in action.
- Surveys of needs and priorities
- Focus groups with key interest groups
- Websites/social media.

## **2. Determine appropriate district management model for Lynn -**

Review pros and cons of different district management organizational models for Lynn to determine the most financially sustainable method to deliver programs and services. If the Lynn Main St model is preferred, create a budget and fundraising strategy to support the work of the organization. This may include corporate and individual members, foundation and government grants, event revenue, sponsors, and contracts. The city may consider ARPA funding for post COVID recovery efforts.

If a BID model is selected, an organizational campaign will be executed to formally create the BID. In addition to the BID fees, other sources of revenue may include foundation and government grants, sponsorships, and contracts.

## **3. Basic outline of baseline organizational requirements of two common district management models:**

- **Business Improvement District** - Undertake a petition process under direction of the steering committee to secure support of 60% of property owners representing, 51% of the assessed valuation of the district.  
 The petition will include:
  - # Map and legal description of BID boundaries,
  - # BID improvement Plan - programs and services
  - # Fee Structure
  - # Budget
  - # Hardship Provisions
  - # ID Management
  - # Property owner signatures of support
- Formal Local Legislative Approval - Public hearing and formal vote by City Council to establish the BID.

- Organizers complete 501c3 and Articles of Organization filings
- Approval of bylaws
- Establishment of a Board of Directors.
- Initiation of supplemental services
- Reauthorization by property owners every 5 years.

#### **Voluntary Main St type Organization -**

- Formation as a 501 c3 organization
- Approval of bylaws
- File Articles of Organization
- Establish of a Board of Directors.
- Secure Funding commitments from stakeholders and other sources to establish a sustainable financial structure for the organization.

#### **Resources:**

How to Form a BID In Massachusetts

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

Best practice rubric - Determining a District Management model is Reading

Best Practices Rubric - Forming a BID in Hudson, MA

Sample Communities with management district models to consider:

Main St Communities: Beverly or Salem

BID Communities: Hudson BID, Taunton, Amherst, Central Square

Cambridge, Worcester, Springfield, Hyannis.

Case Studies [https://www.massdevelopment.com/assets/what-we-offer/BID/HowToCreateABID\\_2020\\_CaseStudy\\_Hudson.pdf](https://www.massdevelopment.com/assets/what-we-offer/BID/HowToCreateABID_2020_CaseStudy_Hudson.pdf)

[https://www.massdevelopment.com/assets/what-we-offer/BID/HowToCreateABID\\_2020\\_CaseStudy\\_CentralSquare.pdf](https://www.massdevelopment.com/assets/what-we-offer/BID/HowToCreateABID_2020_CaseStudy_CentralSquare.pdf)

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# TOWN OF LYNN SME CONSULTATION

By: The Musicant Group

**To:** Ella Wise, Plan Facilitator  
**From:** The Musicant Group  
Ella Rasp, Project Manager | Planning & Design  
**Re:** SME Consultation for Creative Lighting along Exchange Street

Thank you for the opportunity to work with you on the lighting initiatives in Lynn. Our notes and recommendations are below. Please feel free to contact us if you have any questions or would like to work with The Musicant Group further on implementing any of these initiatives.

## Project Understanding

Increasing and maintaining foot traffic is one of the five main goals of the LRRP. Creative lighting along Exchange Street will help create an attractive gateway to Downtown and showcase the local businesses along Exchange Street, including a locally-owned gift shop, flour mill and bakery, restaurant, and convenience store, as well as the outdoor seating and parklets. In addition, it will improve the safety, visibility, and aesthetic of the area overall. This project offers a potential high-visibility, low-risk placemaking project to build momentum towards implementing some of the more complex LRRP Project Recommendations. Identified challenges include: getting agreement from property owners; community perception that improvements are focused on visitors rather than residents; quality/age of lighting apparatus in some portions of the City.

## Recommendations

### Preliminary Design Frameworks

**Goal setting** - defining functional and artistic goals for the project

Functional - how can lighting support the function of the street or space?

- Personal safety
- Street crossings

Artistic - lighting can hold a lot of emotion and mood to people (compare this to theatrical lighting). While urban lighting is different from theatrical lighting, it can still help to promote a powerful narrative for your area.

- Where do you want people to focus?
- How can your lighting tell the story? What is the main narrative and supporting narrative?
  - Enhancing cultural assets, city brand, connections to history
- What elements of the landscape and what pathways are high, medium and low importance.

**Types of lighting** - break down according to a spatial framework (ex: Kevin Lynch) and hierarchy

Spatial Framework - understand how light can be a tool for your area. What spaces do you want to focus on? Entry points, pathways, destinations.

- Landmarks
- Nodes
- Edges
- Districts
- Area lighting
- Pathway lighting
- Landscape lighting

Hierarchy - what is the spotlight, what is the background lighting?

- Engage the goals, narrative, experience and mood that define the spaces light is in
- What is the appropriate scale?

Spacing

- How high up is the lighting? Pedestrian scale vs. street lighting
- How much space is the light meant to cover?
- DON'T bury street lighting in tree canopies but DO uplight interesting trees

Technical challenges

- Electricity
- Mounting

## How to Obtain Artists

Quality responses for artists require you to provide them guide rails for their creativity to be expressed. Two possible ways to pursue a lighting artist opportunity:

- a competitive proposal process (artist/contractor submits an idea created specifically for this project)
- an open call for a qualified response (artist/contractor submits their qualifications and past work that demonstrates ability to serve this project).

Proposal-based processes give you more to select from with defined outcomes, but they are a high barrier to entry and do not support emerging or as diverse of artists. An open call process focuses on creating low barriers to entry so that new work is not requested from artists prior to their selection for the project. You can receive high quality projects from either approach, but it depends on whether it is more important for your project to work with an established firm or create opportunities for less advantaged artists to participate.

## Outline Content for Proposal Request or Call

1. Project overview and locations - include purpose and vision for the impact of the project and a sense of scale so that the respondent understands the level of engagement and undertaking you are seeking.
2. Role of the artist + role of the City [client] - define what role you anticipate them playing in the process, whether it be full creative direction to consultation with City engineers.
3. Project duration and level of effort/deliverables - this information helps them understand how to appropriately fit the project into their other commitments.
4. Timeline - the known timeline milestones and expectations for completion of the work.
5. Compensation or Quoting Requirements - Lay out either the artist grant available for the project or the requirements of the quote that they should submit for the project (not to exceed amounts).
  - Include the breakdown estimates for design vs. installation. This could be a hard number or percentages of the total budget.
  - Indicate whether you are seeking an artist for the full project (you would expect the artist to procure the contractor for installation and lead installation), or whether the artist is contracted for design only (the City would procure the contractor for installation; the artist is to *design* to the installation budget).
6. How to apply - Proposal process requires delivery of a pitch for the specific project or space. Low burden call for artist process requires submission of resume/qualifications, examples of prior work, and required contact/demographic information.

**Key Item to Note:** Some artists may be qualified to design and produce the lighting installation, but most will be able to produce **designs only** and will either have a contractor they've worked with before or be able to provide the necessary details to receive quotes from contractors in the community.

**Framework for getting bids from a lighting contractor:** Once an artist has produced a lighting concept and it has been approved by the project stakeholders, you may need to take it to a lighting contractor for a bid to produce. The artist is typically responsible for developing the necessary documents to get bids from a contractor. The more defined the design is when sent to the contractor, the more cost effective the bid will be because it saves the contractor the time required to troubleshoot issues like mounting and electrical connections. Get at least 3 bids, or whatever is required by local regulations.

## Timeline and Cost Estimates

### *Phase 1: Planning*

Define the goals, spatial framework and hierarchy which the project contributes toward. See above.

- Minimum: 1 month if there is existing planning on lighting
- Maximum: 6 months if holding several community input opportunities on overall lighting strategy for downtown
- Cost: Internal capacity or contract for lighting strategy plan



### *Phase 2: Call for Artists or Proposals*

Develop a call process that matches the goals of the project - either a call for proposals or artists.

- Minimum: 6 weeks to rapidly develop the call and put it out for 4 week circulation (only recommended for a low barrier call for artists)
- Maximum: 3 months to shop the project around to multiple community artists or lighting contractors and build interest in a more intensive proposal opportunity
- Cost: Internal capacity

### *Phase 3: Design Development*

Work with selected proposal or artist to create and refine a lighting design. Share with local stakeholders and receive feedback.

- Minimum: 6 weeks if a longer call for proposals has led to a nearly ready design proposal that just needs to be refined through stakeholder feedback and technical specs
- Maximum: 6 months if a shorter call process was chose, you will likely need more time for development of the design
- Cost: internal capacity and compensation for design development to artist or contractor

### *Phase 4: Quotes for Installation, Refinement and Installation*

Timing and cost depends on the complexity of the design and the materials selected.

### ***Cost Estimates***

Cost is highly variable depending on scale as well as customization. Some very broad numbers for early estimates:

- \$10,000-\$60,000 for nodes, “moments”
- \$100,000-\$300,000 for larger area, entire corridor

## **Marketing Exchange Street Lighting**

Proactively communicate with the broader community the work that is being done on Exchange Street and that this one installation can serve as a model for future projects. Rather than waiting for problems to arise, go to the community with the message that this is not the only area of focus for the City, it is the first.

## Resources

Global Designing Cities Initiative Street Lighting Guidance -

<https://globaldesigningcities.org/publication/global-street-design-guide/utilities-and-infrastructure/lighting-and-technology/lighting-design-guidance/>

Project for Public Spaces Street Lighting - <https://www.pps.org/article/streetlights>

SF Street Lighting Guide -

<https://www.sfbetterstreets.org/find-project-types/streetscape-elements/street-lighting/>

Freestanding light example -

<https://www.designboom.com/technology/philips-freestreet-lighting-design/>

Aberdeen Creative Lighting Strategy -

<https://documentcloud.adobe.com/link/track?uri=urn:aaid:scds:US:8dafafb4-6e3a-4602-8c42-0df423ebd821>