Rapid Recovery Plan

2021

Marshfield (Brant Rock)

dhcd Massachusetts

RAPID RECOVERY PLANS

Acknowledgements

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Brant Rock Village Association and Chamber of Commerce

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

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

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

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RAPID RECOVERY PLANS

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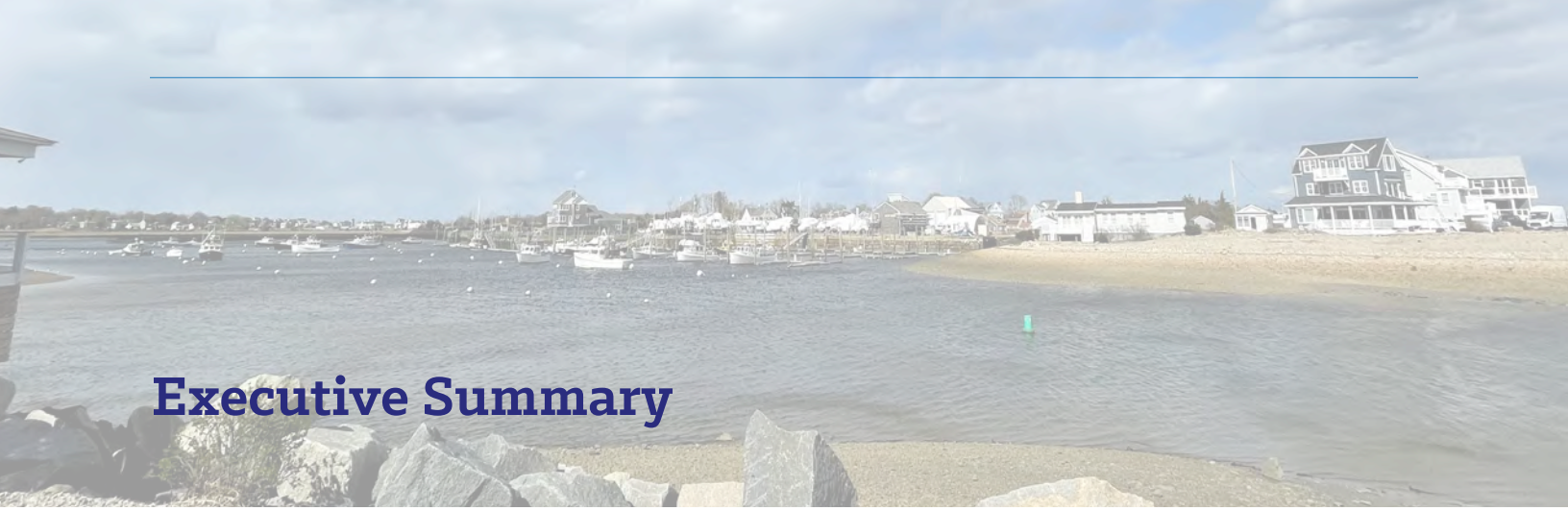
Executive Summary



Executive Summary

Local Rapid Recovery on a Statewide Scale

Like thousands of communities across the United States, Massachusetts' towns and cities experienced months of significant financial loss during the COVID-19 pandemic as business districts had to temporarily close and then face extended periods of safety-related measures that limited visitation. For many businesses, this meant permanent closure. Others were aided by federal and state programs, working diligently to keep their livelihoods intact during a very difficult period. These difficulties were particularly notable in New England where historic village centers have defined communities for generations. Over 350 distinct jurisdictions make up the Commonwealth, and nearly every place has at least one village business district greatly impacted by COVID-19. Every one faces serious challenges recovering from the pandemic. Fortunately, the LRRP is a tremendous opportunity to leverage upcoming stimulus dollars for downtown benefits across the state.

While hundreds of distinct districts are a challenge to address systematically, this diversity is a natural strength for Massachusetts. Every affected downtown is the crossroads for its broader community—typically a compact and walkable place where vacancies may be readily visible but where every business knows each other and has come together to face the pandemic. The interdependencies are quickly evident when talking with local stakeholders who take ownership of their village centers. Working with municipal officials, LRRP Plan Facilitators have quickly leveraged the energy of downtown merchants, engaged residents, vested landowners and village organizations to create the solutions within this plan—solutions tailored to the unique character of this place. Brant Rock, Marshfield, like over 120 other communities in Massachusetts, now has a comprehensive recovery strategy and the momentum to implement lasting change, collectively supporting the entire Commonwealth.

Addressing Top Priorities for Economic Recovery in Brant Rock

The Brant Rock Esplanade community faces challenges that are detrimental to the economic fabric and vitality of the commercial and residential district. The Town and key stakeholders are passionate about the revitalization of their seasonal and vibrant community, therefore a planning initiative such as the Local Rapid Recovery Program can act as a vital step to move closer to economic recovery. The program and plan serve as a resource for the Town to prioritize rapidly implementable solutions that provide tangible solutions which can address economic recovery impediments right away. It also creates a toolkit for the Town to implement long-term recommendations and programs that address connectivity and access to the Esplanade, as well as programs that promote resilient development and encourage business diversity.

DHCD LRRP Program Goals

- **Support business competitiveness**
- **Build Vibrant Communities**
- **Train a Skilled Workforce**
- **Respond to the Housing Crisis**
- **Ensure that communities have data-driven plans to aid in COVID-19 recovery effort.**
- **Support the Commonwealth in the collection and standardization of baseline data to measure COVID-19 impacts.**
- **Clearly defined and actionable projects that have been vetted by your community**

Brant Rock LRRP Study Goals

- **Create safe walkways and accessible pedestrian facilities and improve multimodal connections**
- **Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities**
- **Provide protected and dedicated spaces for outdoor dining**
- **Expand retail activity and support existing businesses in the Brant Rock area**
- **Promote flexible development opportunities that incorporate resilient designs**
- **Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events**
- **Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts**

The Brant Rock LRRP study team worked with the Town, businesses, public, and key stakeholders to develop a unique set of study goals that address resiliency, economic revitalization and recovery, and improving connectivity and accessibility in Brant Rock.

Brant Rock Faces Notable Challenges for Recovery

The LRRP diagnostic framework provides a comprehensive database of market demand profiles specifically generated for the LRRP Brant Rock Esplanade study area, as well as an assessment of public and private infrastructure conditions and administrative hurdles and challenges. This database serves as a resource for Brant Rock champions to apply for future external funding opportunities and justify project recommendations.

Key challenges and needs in the Brant Rock Esplanade community that arose from the public engagement process, diagnostic data collection and analysis, and project idea development include:

- Brant Rock needs a champion to unite businesses and spur commercial activity
- The Esplanade streetscape is uninviting and lacks accessibility and connectivity
- Brant Rock businesses and destinations face many below-average physical conditions and several vacancies
- Flooding and storm surge events have a drastic impact on development and make economic revitalization of the Esplanade challenging

Developing Solutions in Partnership with the Brant Rock Community

Public outreach efforts for the Rapid Recovery Program involved both interactive, open house workshops as well as virtual, COVID-19-friendly meetings. During Phase I of the project - focused on robust data collection and analysis efforts - the project team worked with the Town to engage key stakeholders to better understand Esplanade issues. The project team also hosted a virtual meeting at the initial stage of the project to discuss project goals and key findings. As seen in the images below, the project team and Town hosted an open house event at a restaurant in Brant Rock later in the project that gave the public and business community the opportunity to provide input on preliminary project ideas.

A Focus on Making Brant Rock Resilient

The Town, along with key stakeholders and the LRRP project team, developed a set of project ideas that addressed a range of solutions focused on flooding prevention, business revitalization, and increasing accessibility and connectivity on the Esplanade. Public engagement efforts and a prioritization process revealed that projects recommending flooding mitigation and climate adaptation, walkability and accessibility safety improvements, and administrative and financial support programs all ranked highly on the list or LRRP projects.

Final project ideas are part of a comprehensive set of solutions that implemented together can help Brant Rock's recovery. First and foremost is an approach to the immediate problem of recurrent flooding that uses temporary retail spaces and flexible operations that prevent business loss while flood protection and mitigation technologies are installed and long-term solutions are engineered. Similarly, a phased approach to mobility solutions can bring immediate improvements for seasonal visitation while longer-term solutions are designed.

A Focus on Making Brant Rock Resilient

The following table includes the top four project recommendations that rose to the top of the prioritization process. Top projects focus on creating a resilient Esplanade, along with increasing services for businesses and revitalization efforts and implementing safety improvements for those who bike and walk.

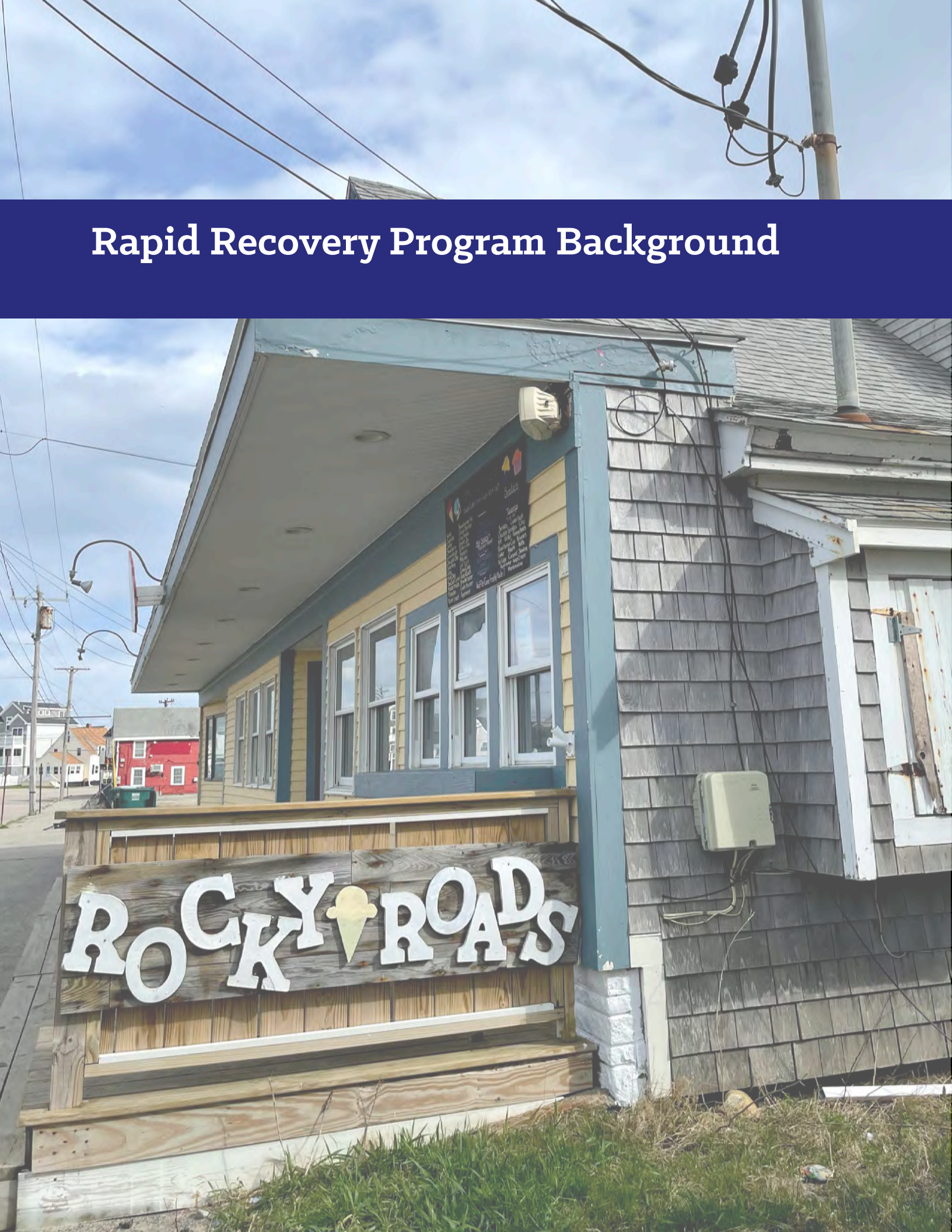
Project Idea	Description	Project Theme
Floodable Commercial Spaces	Pilot solutions that create moveable restaurants and retailers that can leave before a storm event (container retail, floodable pavilions, floating buildings, etc.)	Flooding & Resilience in Brant Rock
Pedestrian Safety Improvements	Install improved crosswalks, ADA-compliant curb ramps, crossing islands and curb extensions to make walking safer to and along the esplanade	Safer Mobility
Resilient Business Program	Develop a set of resources on resilient private building retrofits and funding sources for operating with storm events and incorporates flood resilient infrastructure	Flooding & Resilience in Brant Rock
Brant Rock Parking Plan	Develop a parking plan that installs wayfinding, improves existing public parking, facilitates private shared parking, increases access to and visibility of remote lots, and makes on-street parking safer	Safer Mobility

Implementing Rapid Change in Brant Rock

The plan developed for the Brant Rock community through the Local Rapid Recovery Program is based on from a robust diagnostic assessment of public and private infrastructure, business community needs, market demand statistics, and administrative gaps and challenges. A comprehensive set of recommended projects vetted by local businesses and the public has been developed that addresses economic vitality solutions and revitalization efforts for the Esplanade business community.

Within the overall program, each proposed project provides detailed information on project budget, potential timelines, key partners and performance indicators, as well as critical action items, processes, and considerations. Funding sources noted in the project rubrics are resources for the Town and community groups to seek external funding and commence the next phase of project design and implementation. The comprehensive and diverse set of project recommendations can aide in immediate recovery for the Esplanade, or long-term solutions that improve the overall economic, commercial, and social health of Brant Rock. Marshfield is encouraged to pursue grant funding immediately for many of these projects to help Brant Rock overcome COVID-19's challenges with smart and resilient solutions that can be deployed quickly.

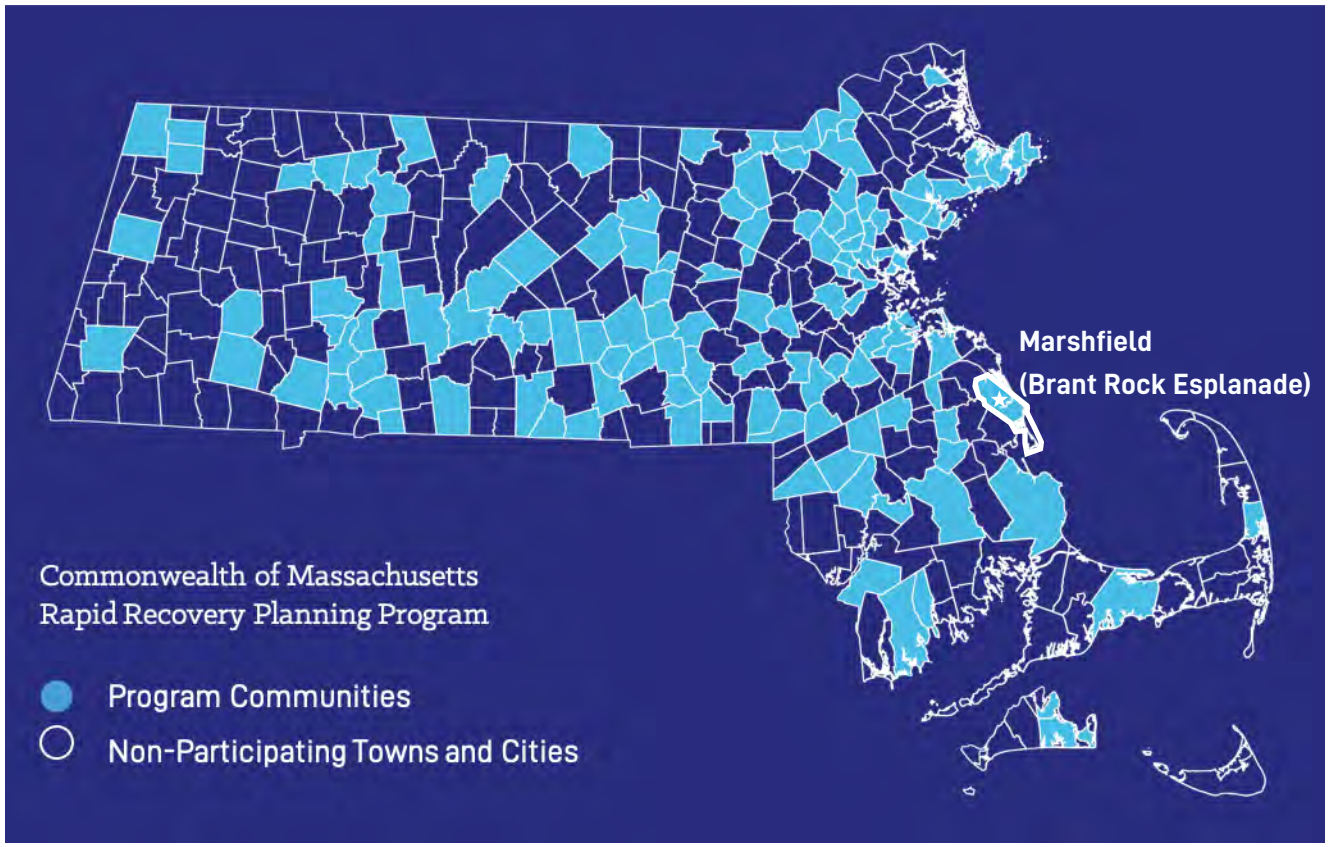
Rapid Recovery Program Background



125 communities participated in the Rapid Recovery Plan Program

52 Small Communities
51 Medium Communities (Marshfield)
16 Large Communities
6 Extra Large Communities

The 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 these downtowns, town centers, and commercial districts.



Rapid Recovery Plan (RRP) Program

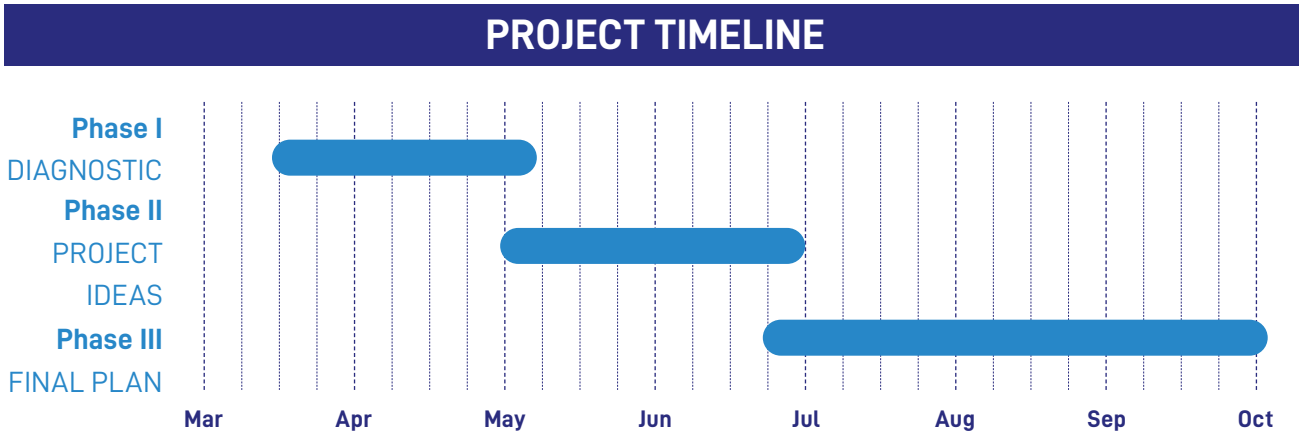
Introduction

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

The program provided technical assistance through Plan Facilitators assigned to each community applicant (e.g., Town, 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 Brant Rock commercial district of Marshfield.

Each Rapid Recovery Plan was developed across three phases between February-August 2021: Phase 1 - Diagnostic, Phase 2- Project Recommendations, and 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", authored by Larisa Ortiz, Managing Director, Streetsense (RRP Program Advisor).

The framework was designed to ensure a 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.

Diagnostic Data Collection Methodology

Data Collection Goals

Baseline data collected will be used by the Commonwealth to communicate overall program impact and to support future funding and resource allocations that may be used toward implementation of final projects across participating communities.

Baseline data sets a minimum expectation for data collection and only reflects what the Commonwealth is requesting from all Plan Facilitators such that it will enable the measurement of COVID impacts at the State level for all participating communities. Beyond the baseline data outlined in this guide, it was expected that Plan Facilitators (PF's) would glean additional insight from their analysis, observations and feedback from the community and businesses. Plan Facilitators ensured that additional information collected through their own discretionary methods and processes would be integrated into the Diagnostic section of each final Rapid Recovery Plan and were used to inform the unique Project Recommendations that emerge through this process.

Diagnostic Asset Breakdown

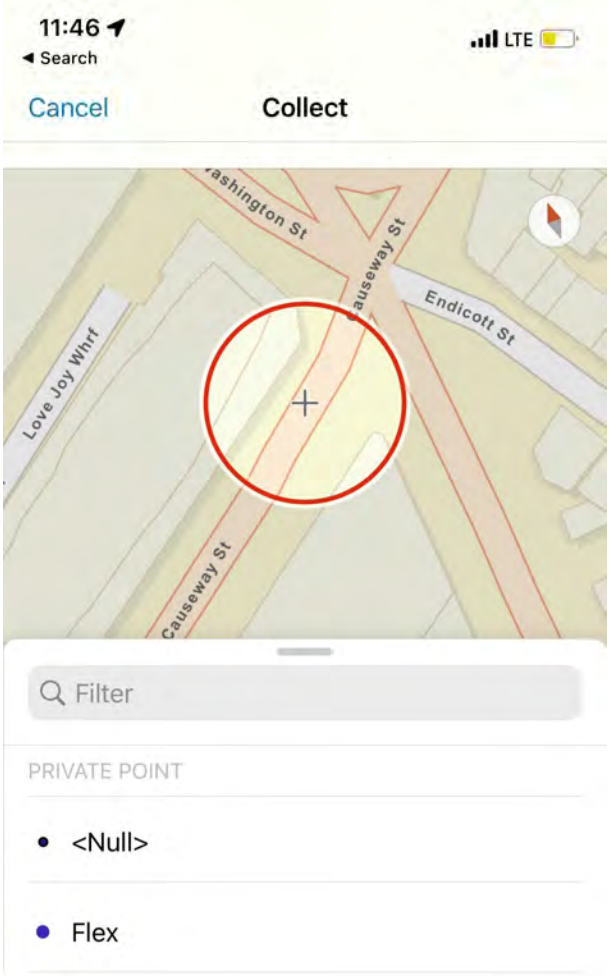
The Department of Housing and Community Development (DHCD) worked with Larissa Ortiz, the Managing Director at Streetsense, to adapt the "Commercial DNA Framework" as published by the Local Initiative Support Corporation (LISC) and Streetsense. The framework uses four major components – Market Demand (Customer Base), Physical Environment (Public and Private Realm), Business Environment, and Administrative Capacity – to assess the vitality of a commercial district. The Local Rapid Recovery Program team tailored this framework to align with the vision to develop plans and a comprehensive dataset that analyzes economic challenges to downtowns and town centers.

Data Collection Process

In order to effectively capture public and private infrastructure, market demand data, and business environment statistics within the Brant Rock study area, the Plan Facilitator team developed a robust data collection structure. The team utilized platforms such as ArcGIS Field Mapping and Spatial tools, ESRI Business Analyst, and Co-Star Market Data software to collect data for their community and adhere to the Rapid Recovery Program requirements.

To gather the public and private realm physical environment data, the team deployed field collectors utilizing ArcGIS Collector software and hardware to conduct site visits lasting between four to eight hours to spatially record all physical environment assets. The field collectors used the ArcGIS Collector tool to record field observations, take imagery for each public and private realm asset, and document various characteristics and assets within the defined LRRP study area. The ArcGIS Collector platform compiled all field data alongside other spatial information on business environment details such as vacancy rates and annual average rent into a geodatabase that could be analyzed and mapped remotely.

Public and private realm characteristics collected in the field included elements such as the condition, width, placement/location, and presence of streetscape amenities, lighting, seating areas, and ADA-compliant infrastructure. Based on the observations and characteristics for each diagnostic category, the data collector determined an objective grade for each public and private realm asset, such as a crosswalk, sidewalk, awning, or façade. The collectors adhered to the grading system developed by the DHCD LRRP team, which ranged from A (highest grade) to Fail (lowest grade). More details on the field categories and type of data collected can be found on pages 21-22.

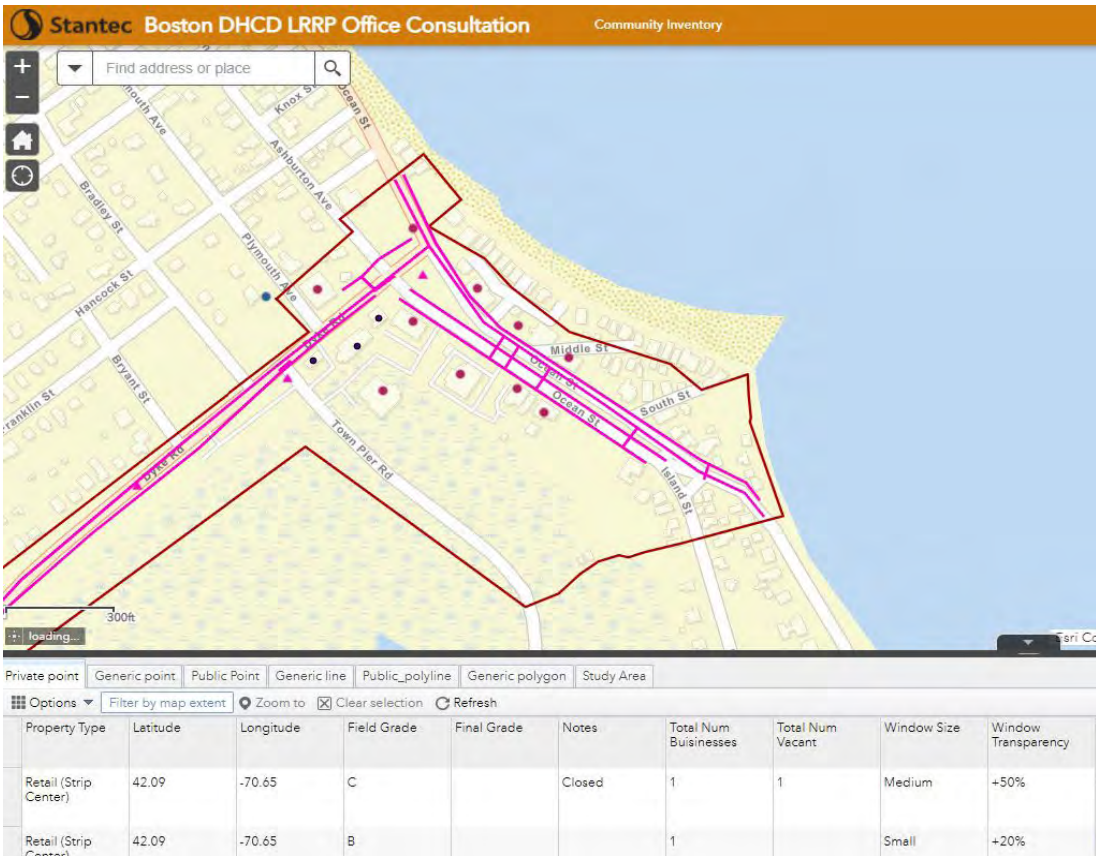


The ArcGIS Collector tool allowed data collectors in the field to develop an online database for public and private realm data

Data Analysis & Outputs

Upon completion of data collection efforts for the public and private realm physical environment assets, Plan Facilitators used the spatial database and ArcGIS WebApp platform (as seen in the image below) to assess collected assets and their associated attributes and characteristics. The Plan Facilitator also reviewed each field grade determined by the data collector by comparing to the field imagery. Each asset received a final grade once the Plan Facilitator conducted a thorough review of each asset characteristic, image, and observations. For example, a crosswalk asset that received a "C" field grade could have a width between four to six feet, poorly maintained paint, and lack a detectable panel and/or curb ramp on either side. The Plan Facilitator confirmed or changed this grade after a final review of the asset attribute data and documented field image.

Developing a database for the spatial elements of the diagnostic data highlights major gaps within the commercial fabric of the business district and identifies areas that lack adequate streetscape amenities or connectivity infrastructure. Ultimately, the data gives communities the opportunity to capitalize on these challenges and promote projects that enhance their downtowns or town centers.



The ArcGIS database platform allows Plan Facilitators to query data based on asset type, final grade, or condition/ maintenance level.

Final Diagnostic Grade Analysis

The final stage of the data collection process included developing an aggregate score for each physical environment element. Plan Facilitators conducted an analysis that created an average score of "A" (highest score), "B", "C", or "Fail" (lowest score) for diagnostic components based on the collective grades for each individual asset. For example, the public realm category "Sidewalks" received one final, overall grade for the study area, and the private realm category "Building Facades" received a study area grade as well (as seen in the image below).

Example diagnostic grade for Brant Rock's "facade conditions" for all businesses within the LRRP Study Area.

As required by the Program, all Plan Facilitators presented the final diagnostic results to their communities during a public meeting. This forum allowed municipal representatives and the public to provide input on the program approach, diagnostic framework, and final results. Each Plan Facilitator ultimately submitted the entire database of all diagnostic categories to DHCD to be compiled with the results from all LRRP communities.

PHYSICAL ENVIRONMENT

Diagnostic Asset: Physical Environment (Public Realm)

Physical Environment: Public Realm Diagnostic Geodatabase Fields	
Field	**Field Description**
Indicator Type	Wayfidning/Signage Park Open Space Other
Diagnostic Grade	A, B, C, Fail
Image	Data Collectors took imagery of each asset
Signage Condition	Wayfinding/general signage condition/maintenance
Signage Icon	Presence of icons on signage (pedestrian for walking, arrows for direction, bus for transit stop)
Signage Point of Interest	Directions or distance of current location to Brant Rock Esplanade points of interest
Signage Distance	Presence of walking/driving distances on signage
Signage Map Presence	Presence of Brant Rock Esplanade map on signage
Signage Technology	Presence of smart technology/interactive screen on signage

Physical Environment: Public Realm Diagnostic Geodatabase Fields	
Field	**Field Description**
Indicator Type	Sidewalks Crosswalks Pedestrian Signals Roadbed Streetscape Amenities Lighting
Diagnostic Grade	A, B, C, Fail
Image	Data Collectors took imagery of each asset
Sidewalk Assets	Width, condition, material type
Crosswalk Assets	Width, condition, presence of a detectable panel and ADA ramp, material type, crosswalk type, presence of sign (s)
Pedestrian Signal Assets	Presence of pedestrian signal
Roadbed Assets	Material type, condition, paint condition
Streetscape Amenities	Trees: number of trees, tree health, tree pit maintenance, tree shade cover Benches: number of benches, bench age, condition, cleanliness of bench
Lighting Assets	Condition of lighting structure, extent of light brightness

These tables provide details on the physical environment elements collected during site visits to the LRRP study area. Data collectors created assets for each public realm component, and populated the fields with characteristics such as asset condition or dimensions. Each asset then received a grade (A, B, C, or Fail) based on field observations.

Diagnostic Asset: Physical & Business Environment (Private Realm)

Physical & Business Environment: Private Realm Diagnostic Fields	
Field	**Field Description**
Property Type	Retail Office Industrial
Diagnostic Grade	A, B, C, Fail
Occupancy	Number of businesses and number of vacant storefronts
Window Assets	Window size, transparency of window, maintenance/ cleanliness
Outdoor Display & Dining	Storefront Displays: presence of storefront display, cleanliness of display, condition of display Storefront Dining: presence of outdoor dining facilities (chairs, benches, tables), outdoor dining protection from vehicles, canopies present, accessibility infrastructure (ADA ramps, detectable panels)
Storefront Signage Assets	Exterior signage present, visibility of signage from 10-feet away, condition/maintenance, signage branding (integration with storefront design)
Storefront Awning Assets	Storefront awning present, retractable capabilities, condition/maintenance, protection from weather events, awning design (integration with storefront design)
Storefront Facade Details	Building façade condition/maintenance, building façade material, building facade paint condition/maintenance
Storefront Lighting Assets	Exterior and interior lighting fixtures present, lighting present/turned on after standard working hours
Business Characteristics	Average asking price, average rent, average unit square footage, number of units, percentage vacant, property address, annual rent by square footage, zoning classification

This table provides details on the physical environment elements collected during site visits to the LRRP study area. While in the field, data collectors provided edits to the existing storefront assets that assessed storefront infrastructure such as lighting, outdoor displays, and windows. Each asset then received a grade (A, B, C, or Fail) based on field observations. The private realm database later incorporated business characteristics (for each storefront) such as average rent, number of units, and vacancy information.

OPEN

BUSINESS ENVIRONMENT

Diagnostic Asset: Business Environment (Business Survey)

The DHCD LRRP program included a survey of local business owners located in the targeted Brant Rock LRRP study area. The purpose of the survey was to obtain business input to help guide strategy development, garner buy-in from the local business community and provide data from all LRRP participating districts for DHCD to inform programs and policy.

The LRRP team administered the survey online and via printed hard copies to representatives from for-and non-profit businesses (including temporarily closed businesses). The Plan Facilitators (PFs) and Marshfield/Brant Rock LRRP team promoted the survey to local businesses and distributed the link to encourage response. The business survey opened on Wednesday, March 17, 2021, and closed on Monday, April 12, 2021. DHCD developed the survey in both English and Spanish, and additional languages were accommodated through oral interview methods (with translators).

The DHCD LRRP team worked FinePoint Associates to finalize the design of the survey. After the survey closed, FinePoint developed a summary results report for each LRRP community. The report produced provided results in aggregate form only so that the results will be anonymous. These results contributed to the diagnostic phase data collection efforts and helped inform project idea and plan development.

The business survey included questions that addressed the following topics areas:

- Business characteristics and satisfaction with location
- COVID-19 impacts on businesses and their operations
- Potential strategies to support businesses and improve the commercial district

The business survey was distributed online and via paper hard copies in each LRRP community. The Brant Rock PF team worked with the Marshfield staff to distribute and promote the survey.

Sample Questions:

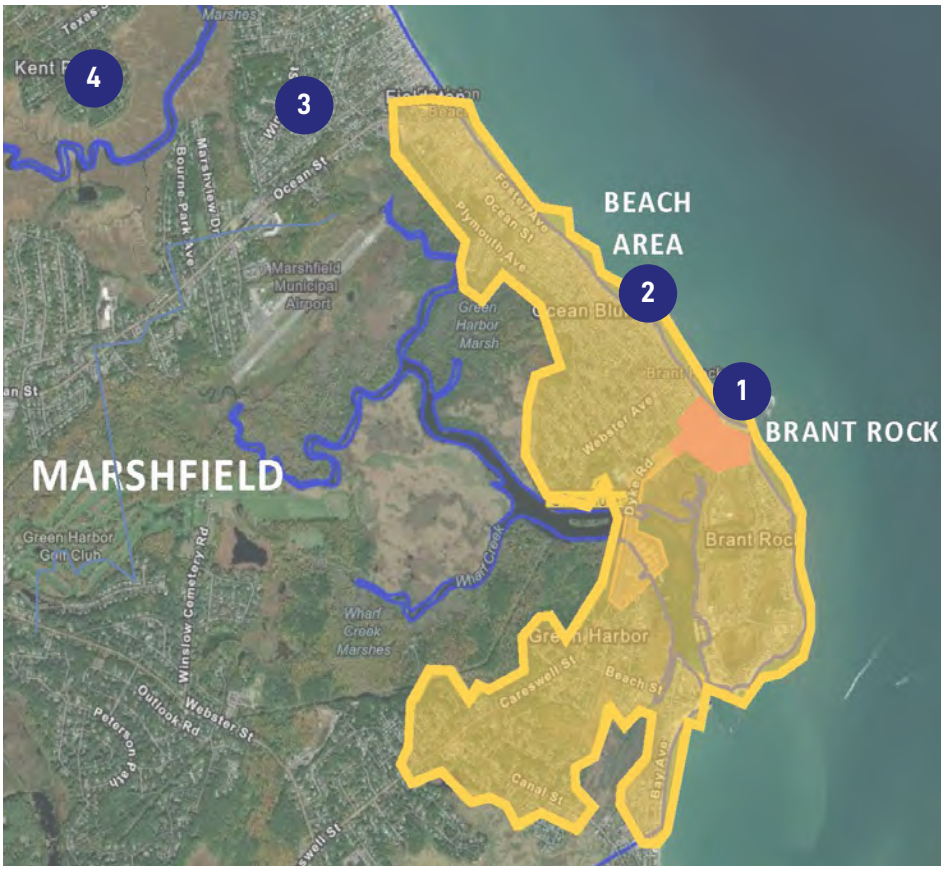
- **Do any local regulations (not related to COVID) pose an obstacle for your business operation?**
- **How did your 2020 business revenue compare to your 2019 revenue?**
- **Considering the conditions in your commercial area, how important to you are each of the following strategies that address Attraction and Retention of Customers and Businesses? (Strategies included more opportunities for outdoor dining, creation of a district management entity, and recruitment programs to attract businesses)**

CUSTOMER BASE

Diagnostic Asset: Customer Base

To supplement DHCD's diagnostic data, the LRRP Plan Facilitator team extracted market demand data (customer base data) from ESRI's Business Analyst tool to understand demographics, customer statistics, and market profiles. The data looked at customer base profiles for four regions: statewide, municipal-wide, "locality" (1.5 mile radius), and the LRRP study area. The following table below summarizes the specific data collected for this diagnostic category.

Customer Base Data	
Data	**Data Description**
Demographics	Population Trends Age Distribution
Education	Educational Attainment
Customer Statistics	Average Household Size Employment and Income Statistics Jobs-to-residents ratio Median Home Value Home Value Growth
Retail Market Profile	Retail Leakage (total retail surplus) Grocery Store Leakage (total surplus) Restaurant Leakage (total surplus)
Other Statistics	Crime Index Vehicle Ownership Poverty - unemployment status



1. **LRRP Study Area Boundary - Brant Rock Esplanade**
2. **Local Market Area - 1.5 mile radius, which includes a 30-minute walk and 10-minute bike ride**
3. **LRRP Communitywide - encompasses all of the municipality**
4. **Statewide - encompasses all of Massachusetts**

The above map highlights the four regions included in the Customer Base analysis

Diagnostic Key Findings

LRRP Study Area

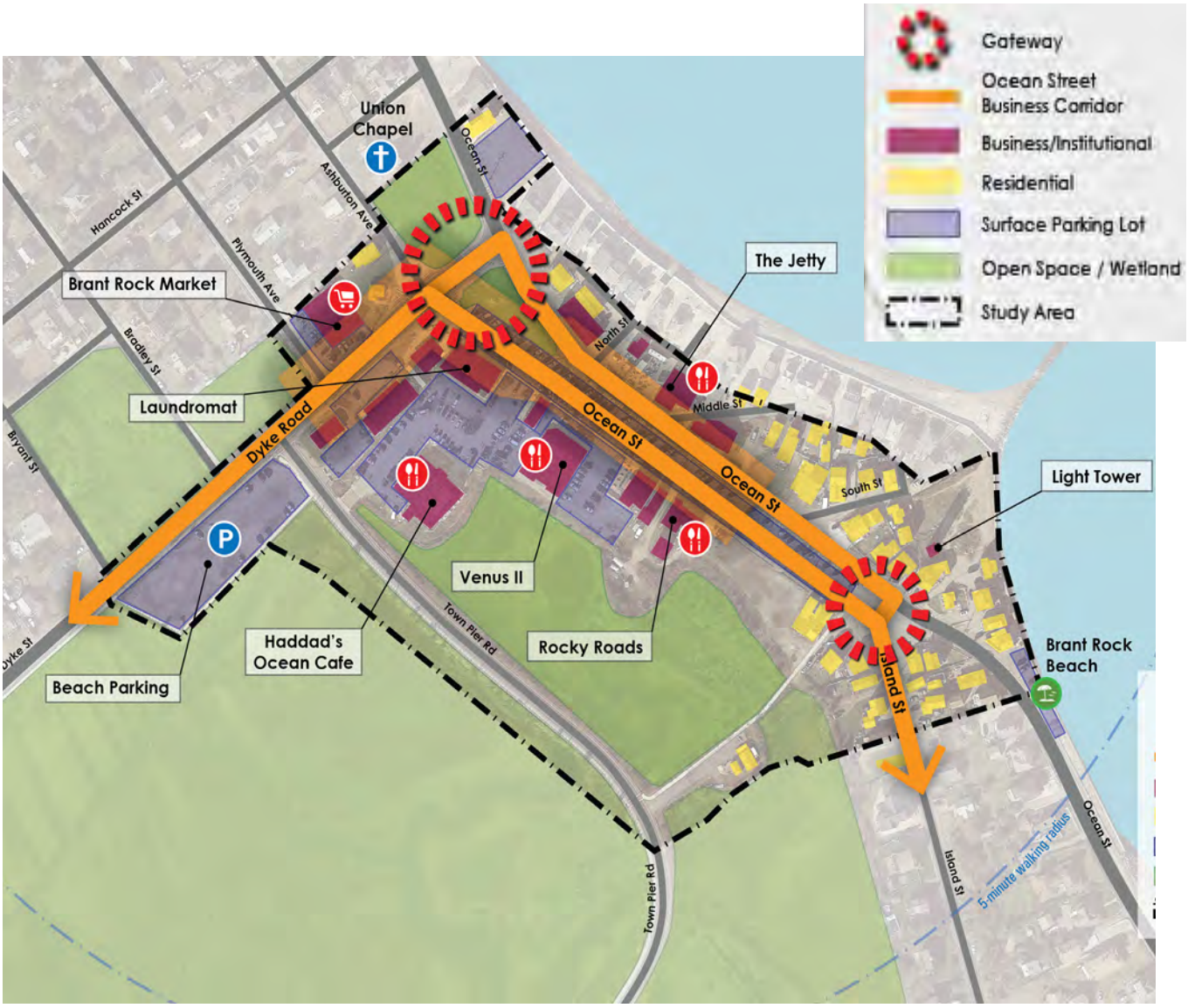
Why focus on the commercial/retail core?

The Local Rapid Recovery Program targets downtowns, town centers, and commercial districts such as the Brant Rock Esplanade in order to assess the impacts of the COVID-19 pandemic on local businesses and downtown activity. LRRP study areas include concentrated zones of commercial and retail activity (i.e., "Nodes, Corridors, Town Centers or Commercial Areas"), therefore excluding significant areas of non-commercial, non-retail uses. This program did not look at residential zones or collect data related to residential infrastructure or local residential statistics. By focusing on the commercial/retail core, communities can use the LRRP plans and diagnostic data to implement data-driven, easily implementable solutions to revitalize a downtown.

Brant Rock LRRP Study Area

To accurately encompass all of the commercial and retail activity within the Brant Rock Esplanade, the Town worked with the Plan Facilitator team to identify an area that includes a commercial district east of the Beach Parking on Dyke Road/Town Pier Road, south of Dyke Road (at the Brant Rock Market), west of Bryants Lane, and north of the Island Street/Ocean Street intersection. The LRRP team also worked with representatives from organizations and departments including (but not limited to) the Brant Rock Village Association, the Chamber of Commerce, and the Department of Public Works to define the study area boundary to best capture Brant Rock's commercial district.

The Brant Rock LRRP study area includes public and private parking facilities, streetscape amenities, core businesses and storefronts along the Esplanade, and adjacent, public open spaces or multi-use vacant parcels.



Existing Conditions & Project Orientation Map of the Brant Rock LRRP Study Area Source: Stantec

Looking east on Ocean Street to on-street parking, crosswalks, and restaurant 'The Jetty' Source: Stantec

Looking north to the Gateway to the Brant Rock Esplanade, along Ocean Street Source: Stantec

Key Findings & Diagnostic Data Overview

Brant Rock needs a champion to unite businesses and spur commercial activity

Brant Rock is a passionate community that takes pride in its natural resources, recreational attractions, economic vitality, residents and Esplanade visitors. However, like most communities, Brant Rock needs a unified voice to bring together businesses, create stronger branding and marketing efforts to promote events and local stores, and seek funding for capital improvements and business assistance. Despite Marshfield's growing population, retail activity is declining, leaving room for vacancies in key storefronts on the Esplanade. A unified and dedicated effort solely focused on the vitality of Brant Rock can provide support for struggling businesses and prioritize funding for improvements that create a meaningful impact on the Brant Rock community.

The Esplanade streetscape is uninviting and lacks accessibility

Diagnostic data grades, along with vocal public perception of the Esplanade, daylight the need for improvements that target the Esplanade's built environment and streetscape. Connectivity between businesses, residences, and attractions leaves much to be desired, as little wayfinding signage exists, crosswalks and sidewalks are mostly inaccessible and often poorly maintained, and outdoor seating, landscaping and lighting is lacking. Quick-build and easily implementable enhancements to the streetscape can drastically alter the Esplanade experience, and create an environment that is pedestrian-friendly, accessible, and inviting. Given the significant annual flooding impacts that greatly impact the Esplanade streetscape, improvements need to incorporate sustainability and resiliency components to mitigate flooding.

From a private realm perspective, while some of the businesses along Ocean Street have attractive signage and well-maintained facades, most need critical repair and amenities such as signs and outdoor dining. Given the increasing demand for outdoor dining due to the pandemic, businesses have the opportunity to capitalize on the Esplanade's accommodating on-street parking and open space for expanded dining and retail space.

Brant Rock businesses and destinations face many below-average physical conditions and several vacancies

Similar to other coastal communities, Marshfield experiences high activity during the peak summer months (May - September). Brant Rock, with its ties to recreational attractions and summertime events, bears the brunt of the seasonal demand shifts given its existing waterfront-oriented business environment. Within the Esplanade, most retail uses are seasonal, leaving little diversity and year-round activity, particularly for residents and off-peak season visitors. Although Brant Rock has a small amount of vacant businesses (and no businesses that have closed since COVID-19), there are only a handful of restaurants, shops, and stores that cater even to this limited seasonal market. Feedback from the businesses survey highlighted the that the pandemic reduced business capacity and foot traffic, highlighting the need to provide a dedicated focus on the revitalization of the commercial environment.

Flooding and storm surge events have a drastic impact on development and make economic revitalization of the Esplanade challenging

Brant Rock is significantly impacted by coastal flooding, with increasing risk and severity each year. Planning efforts including the Municipal Vulnerability Preparedness Program and Hazard Mitigation Plans developed for the Town highlight the need to prepare residents and businesses for consistent flooding and increasing storm surge activity and sea level rise. These flooding events drastically alter not only the streetscape of the Esplanade, but the residents and businesses that interact within and around it. Boston Harbor Flood Risk Models illustrate that Marshfield, particularly Brant Rock, will be living with water more frequently and should ensure that future development, existing businesses, and internal departments have the resources and funding to enhance resiliency and mitigate flooding impacts.

CUSTOMER BASE

Highlights from the Customer Base Data

What is the Customer Base Diagnostic?

Demographic data from ESRI's Business Analyst software helps us to understand the local customer base, their spending habits, and the degree to which businesses are capturing customer dollars. Data such as a community's population trends, age and education profiles, household statistics, vehicle accessibility, and employment and income profiles help to tell a story on who is frequenting the town or a commercial district. It also highlights the demand for certain retail or commercial uses, therefore assisting in community-wide economic development efforts.

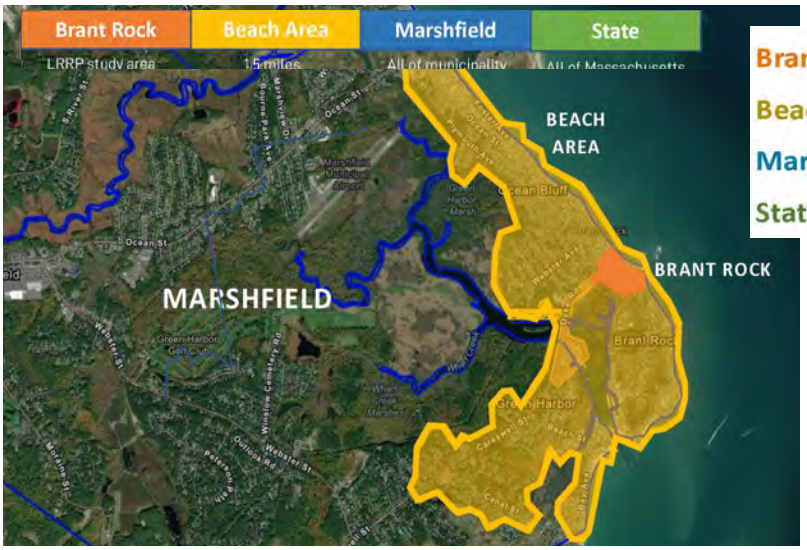
The Customer Base Diagnostic poses the question:

- Who are the customers of businesses in the LRRP Study Area?

Customer Base Results in Brant Rock

Marshfield's population continues to grow and continues to exceed the growth rate of the state. Considering the fact that approximately 25% of the local population is above 55 years old, it is important to prioritize investments in mobility infrastructure and accessibility improvements to accommodate older populations between 55 - 74.

Income plays a vital role in the customer base profile of a community. In Marshfield, there is a large difference between the median income of the beach areas in the Town, the Town itself, and the rest of the state. This implies a need for the Esplanade businesses to cater to people with different spending capacity.

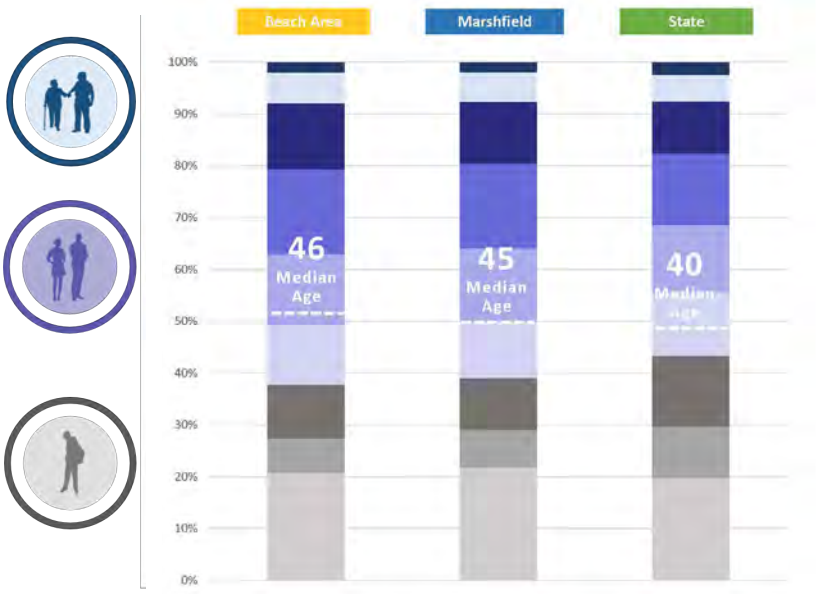


To understand the local market for Brant Rock, this analysis looks at the study area, a 1.5-mile ring (30-minute walk, 10-minute bike ride) around the study area dubbed the "beach area", the entire municipality, and statewide.

CUSTOMER BASE

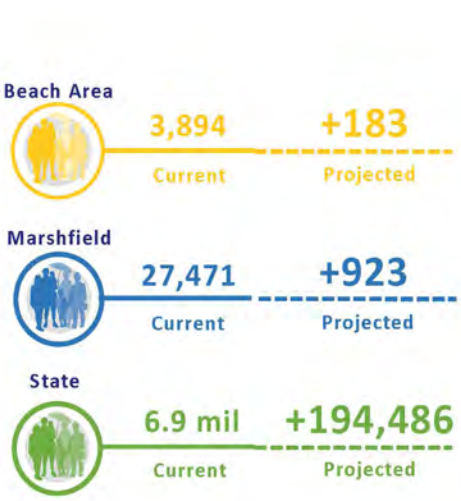
DEMOGRAPHICS

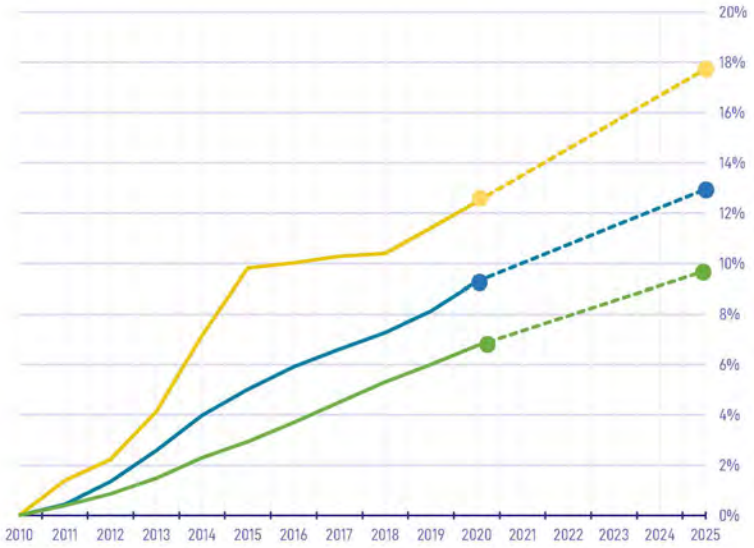
Although the Brant Rock LRRP study area by design did not capture any residential areas, the beach area (1.5 mile buffer around the Esplanade) highlights that the distribution of the local population skews slightly older than the national average (with the median age at 46, which is six years above the state average). However, the beach area population surpasses the growth rate of the state, illustrating the need to enhance connections between the Esplanade and the residential community that are age appropriate. However, the Town's population typically increases from approximately 25,000 to approximately 40,000 in the summer, most of which increasing in the Brant Rock area.



Age Distribution

Population Trend (2010 - 2025)

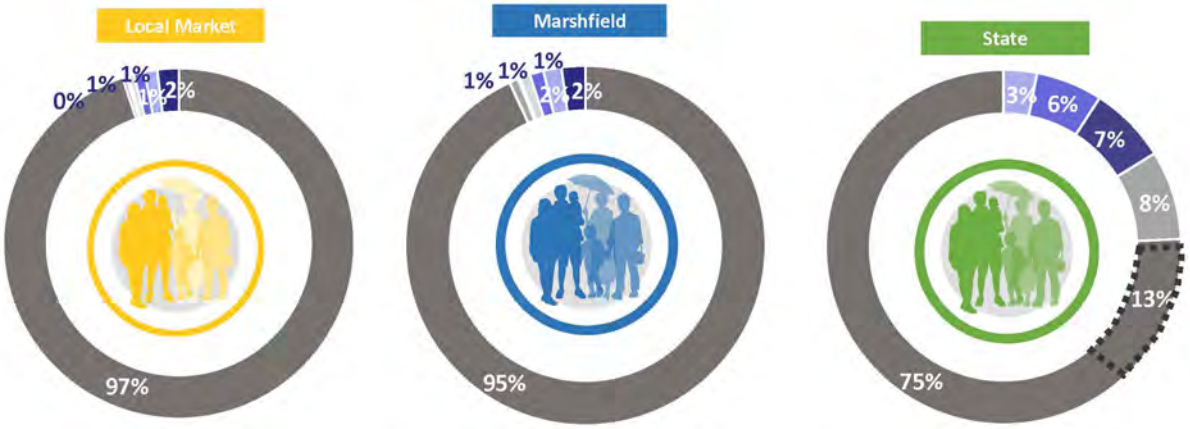




CUSTOMER BASE

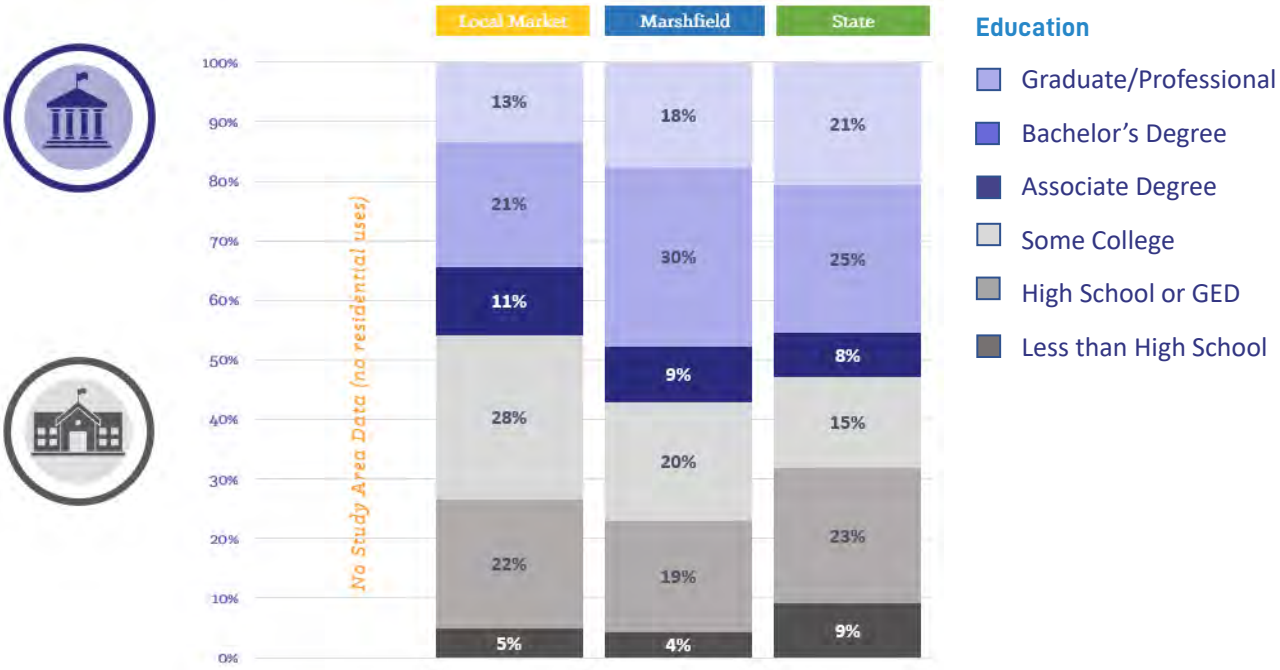
DEMOGRAPHICS

Overall, Marshfield and the beach area (local market) is less diverse than the state, with only approximately 3-5% of the population that identify as Asian, Native American, Black, or other races and ethnicities.



EDUCATION

The beach area around Brant Rock is slightly below the state average for educational attainment. In the beach area, approximately 45% of the population have a bachelor's, associate, or graduate/ professional degree.

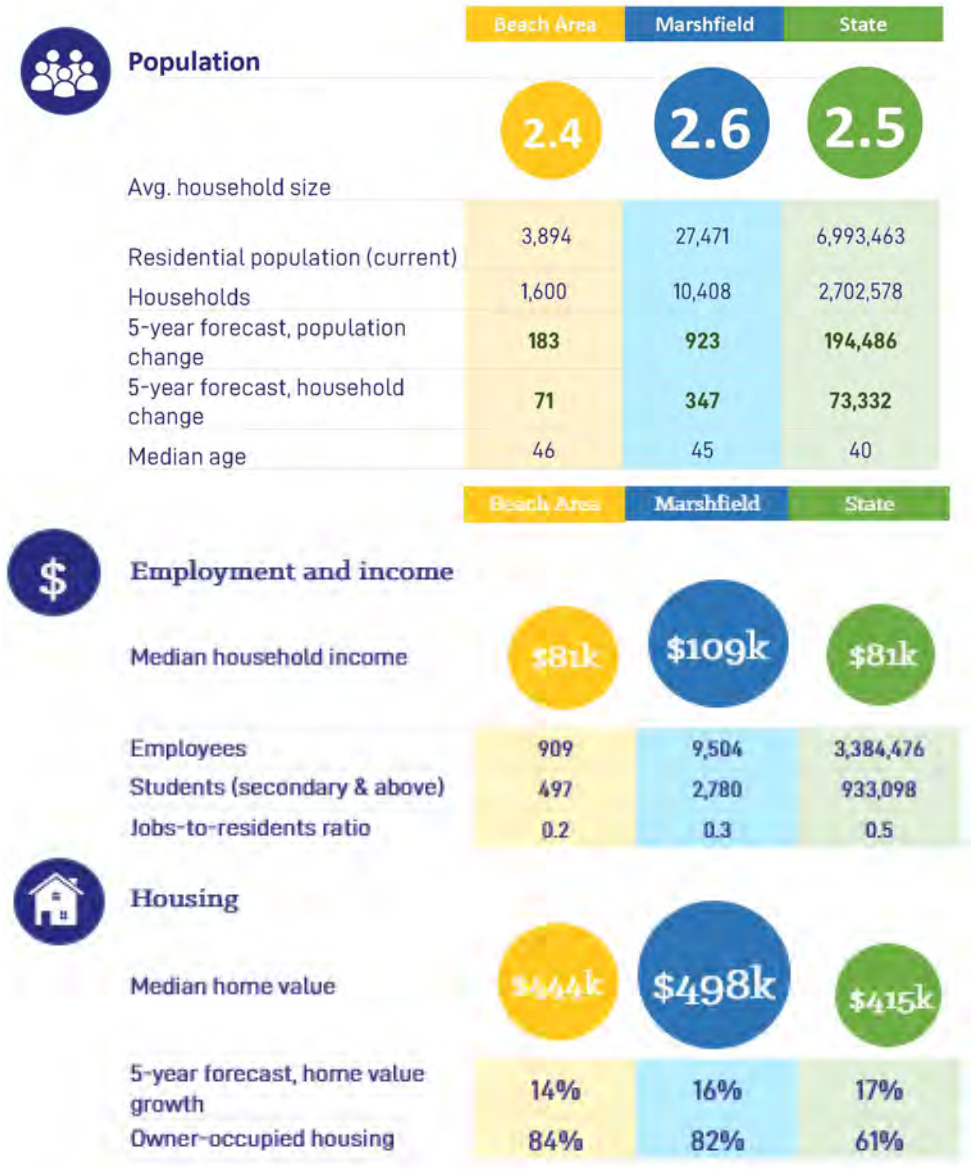


CUSTOMER BASE

CUSTOMER STATISTICS

Within the next five years, the beach area around Brant Rock is expected to add an additional 183 households, which will increase demand for commercial and retail diversity along the Esplanade. Housing in the beach area is predominantly owner-occupied, leave only 16% of homes available to the rental market.

The unemployment rates in the beach area (local market) exceed the town and state unemployment rates, signifying that there is a need to implement solutions that help to provide jobs in the Brant Rock area.



Population	Beach Area	Marshfield	State
Avg. household size	2.4	2.6	2.5
Residential population (current)	3,894	27,471	6,993,463
Households	1,600	10,408	2,702,578
5-year forecast, population change	183	923	194,486
5-year forecast, household change	71	347	73,332
Median age	46	45	40

Employment and income	Beach Area	Marshfield	State
Median household income	$81k	$109k	$81k
Employees	909	9,504	3,384,476
Students (secondary & above)	497	2,780	933,098
Jobs-to-residents ratio	0.2	0.3	0.5

Housing	Beach Area	Marshfield	State
Median home value	$444k	$498k	$415k
5-year forecast, home value growth	14%	16%	17%
Owner-occupied housing	84%	82%	61%

PHYSICAL ENVIRONMENT

Highlights from the Physical Environment

What is the Physical Environment Diagnostic?

The integrity of public infrastructure and private buildings and storefronts plays an important role in the experience of a downtown, town center, esplanade, or commercial district. Accessibility from a parking lot to the sidewalk, comfort while using streetscape amenities, and an inviting storefront window all have an impact on the vitality of a town center. It is important to bifurcate the physical environment into the public and the private realm to acknowledge the fundamentally different nature of the tactics and funding mechanisms available for each. The following public and private elements of Brant Rock's physical environment have been analyzed:

- **Public Realm:** Sidewalks, street trees & benches, lighting, wayfinding and signage, roadbed and crosswalks
- **Private Realm:** Storefront windows, outdoor display and dining, signage, awning, facades, and lighting

The Physical Environment Diagnostic poses the question:

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

Physical Environment Results in Brant Rock

The existing public and private realm infrastructure in Brant Rock caters to the relatively-short influx of seasonal visitors, as most of the businesses are centered around peak season dining and coastal activities. The existing streetscape lacks the upgrades and refinement typical of a more year-round district, with inadequate accessibility amenities and limited pedestrian-friendly infrastructure to connect visitors to storefronts, resulting in low-scoring diagnostic grades. The following section provides an overview of the physical environment grades and key findings.

PHYSICAL ENVIRONMENT

Physical Environment Grading Framework: Public Realm

Physical Environment: Public Realm					
Element	**Guiding Principles**	**A**	**B**	**C**	**FAIL**
Sidewalks	Sidewalks should be wide enough to accommodate both the flow of customers and spillover retail/ dining activity. In addition, sidewalks should be clean and well-maintained to ensure the safety and comfort of pedestrians.	More than 75% of sidewalks in the study area are cleaned, well-maintained and accessible to multiple users across different ages and abilities	About 50% of sidewalks in the study area are cleaned and well-maintained.	More than 25% of sidewalks in the study area pose challenges to the pedestrian experience (including narrow sidewalks and lack of cleanliness/ maintenance).	There are no sidewalks in the study area.
Street Trees & Benches	Sidewalks should facilitate a variety of activities, including resting, people-watching and socializing. Street trees and benches are key amenities that support such activities and should be made available without disrupting the flow of pedestrians.	Street trees and benches are readily available throughout the study area. They are well-designed, well- maintained, and offer shade and comfort to pedestrians.	Although street trees and benches are available across the study area, these amenities have not been cleaned or well-maintained, and require improvements.	Limited availability of street trees and benches creating uncomfortable pedestrian experience.	There are no street trees and benches in the study area.
Lighting	Street lighting improves pedestrian visibility and personal safety, as well as aids in geographic orientation.	More than 75% of the study area utilizes a range of lighting strategies to ensure safety of pedestrians and motorists, as well as highlight the identity and history of an area.	About 50% of the study area is serviced by street lighting that supports pedestrian visibility and safety.	Street lighting on the primary street in the study area does not support pedestrian visibility and safety.	There is no street lighting in the study area.
Wayfinding/ Signage	A wayfinding system supports overall accessibility of a commercial district. It benefits pedestrians and bicyclists, and directs motorists to park and walk. Without clear visual cues, customers may find it difficult to park or may be less aware of local offerings.	There is a comprehensive and cohesive wayfinding system that offers geographic orientation to pedestrians, cyclists, and motorists. Signage reflect the brand and identity of the area.	Wayfinding in the study area is primarily geared towards directing motorists across the study area. There is limited signage to identify key assets and destinations to pedestrians.	Limited to no signage available throughout the study area.	There is no wayfinding/ signage in the study area.
Roadbed & Crosswalks	Roads should be well-maintained to ensure safety of drivers and pedestrians. Crosswalks that are unsafe or inconvenient to customers may undermine accessibility between stores and overall shopper experience.	Roads are designed to balance the needs of motorists, cyclists, and pedestrians and create a safe environment for all users.	Roads are designed primarily to move motor vehicles across the study area efficiently, with limited crosswalks for pedestrians.	Roads are hazardous to all users.	The study area is not connected by any major roads.

Physical Environment Grading Framework: Private Realm

Physical Environment: Private Realm					
Element	**Guiding Principles**	**A**	**B**	**C**	**FAIL**
Window	Storefronts that maintain a minimum of 70% transparency ensure clear lines of sight between the business and the sidewalk to enhance attractiveness of storefront, as well as improve safety for the business, customers, and pedestrians.	More than 75% of storefronts maintain windows with at least 70% transparency.	About 50% of storefront windows maintain windows with at least 70% transparency.	More than 25% of storefronts have windows with limited transparency.	All storefronts are boarded up and/or have limited transparency.
Outdoor Display/ Dining	Attractive window displays and spillover retail/restaurant activity on sidewalks or adjacent parking spaces can help contribute to overall district vibrancy.	More than 75% of storefronts feature an attractive window display and/or spillover merchandise and dining areas that align with the brand and identity of the district.	About 50% of storefronts maintain an attractive window display with limited spillover merchandise and/ or dining areas.	More than 25% of storefronts have spillover merchandise display and outdoor dining that pose challenges to the pedestrian experience.	There is no spillover retail/ restaurant activity in the district.
Signage	Signage can help customers identify the location of storefronts and businesses from a distance. Signage should also reflect the visual brand and identity of tenants to help attract new customers.	More than 75% of storefront signs reflect the unique brand identity of tenants and can be easily seen from more than 10 ft distance.	About 50% of storefronts have clear signage that reflect basic business information and can easily be seen from adjacent sidewalks.	More than 25% of storefronts have signage that does not communicate names of business or types of products/services being offered.	Storefronts in the study area do not have signage.
Awning	Awnings can provide shade during warmer months, enabling comfortable outdoor dining arrangements for customers. However, they must be well-maintained and designed in coordination with other elements of the storefront.	More than 75% of properties in the study area have retractable awnings that have been well-maintained and cleaned.	About 50% of properties in the study area have functioning awnings that have been well-maintained and cleaned	More than 25% of properties in the study area do not have awnings and/ or have awnings that are unusable or have not been cleaned and maintained.	Storefronts in the study area are not equipped with awnings.

Physical Environment Grading Framework: Private Realm

Physical Environment: Private Realm					
Element	**Guiding Principles**	**A**	**B**	**C**	**FAIL**
Facade	Storefronts that use high- quality and durable building materials, as well as paint and color to differentiate from other businesses, can dramatically improve the appearance of the commercial district to potential customers	More than 75% of properties have well-maintained façades. Limited structural enhancements are required.	Although most properties in the study area have clean and well-maintained façades, there is at least one significant property requiring structural façade improvements.	More than 25% of properties require significant building façades improvements, including power washing, painting, and structural enhancements.	All properties in the study area require significant façade improvements.
Lighting	Storefront interior lighting after business hours help enliven the corridor and boost security on the street.	More than 75% of storefronts have lighting that help illuminate sidewalks.	About 50% of storefronts have some interior lighting that help illuminate sidewalks.	More than 25% of storefronts do not have lighting.	All storefronts in the study area are shuttered and dark at night.

PHYSICAL ENVIRONMENT

Brant Rock Public Realm Grades

Most public realm elements in Brant Rock received a diagnostic grade "C", which illustrates that the streetscape experience is not pedestrian-friendly. The following takeaways provide an overview on the diagnostic grades and observations of Brant Rock's streetscape and infrastructure environments.

- **The sidewalk network is disconnected.** The existing sidewalk network is not well-maintained, and many major streets connecting destinations, residences, and Town facilities do not have sidewalks.
- **Crosswalks need to be more accessible and safer.** There is opportunity to build on the asset of existing crosswalks by facilitating safer conditions near them and designing more accessible pedestrian crossing infrastructure, such as wheelchair ramps.
- **Streetscape amenities are lacking.** There is significant opportunity to increase vitality by increasing the amenities - such as lighting, trees, and benches - that make visiting and spending more time in Brant Rock desirable
- **Comprehensive wayfinding system is missing.** The lack of wayfinding limits the ability for Brant Rock to establish a strong identity and impacts visitors' awareness of Brant Rock destinations.

	Element	Guiding Principles	Brant Rock Grade
	Sidewalks (see Map 1)	Sidewalks should be wide enough to accommodate both the flow of customers and spillover retail/ dining activity.	**C** - More than 25% of sidewalks in the study area pose challenges to the pedestrian experience (including narrow sidewalks and lack of maintenance).
	Street Trees & Benches (see Map 2)	Sidewalks and street trees should facilitate a variety of activities, including resting, people-watching and socializing.	**C** - Limited availability of street trees and benches creating uncomfortable pedestrian experience.
	Lighting (see Map 2)	Street lighting improves pedestrian visibility and personal safety, as well as aids in geographic orientation.	**C** - Older auto-oriented street lighting on the primary street in the study area does not support pedestrian visibility and safety.
	Wayfinding/ Signage (see Map 2)	A wayfinding system supports overall accessibility of a commercial district. It benefits pedestrians and bicyclists, and directs motorists to park and walk.	**C** - Limited to no signage available throughout the study area.
	Roadbed & Crosswalks (see Map 1)	Roads should be well- maintained to ensure safety of drivers and pedestrians. Crosswalks that are unsafe or inconvenient to customers may undermine accessibility.	**B** - Roads are designed primarily to move motor vehicles across the study area efficiently, with limited crosswalks for pedestrians.

Map 1: Sidewalk and Crosswalk Grades Map

Source: Stantec

The map to the left portrays grades for public realm infrastructure including crosswalks, sidewalks, and roadways/roadbeds. All assets in the study area received an individual grade, however the grades were then aggregated to a study area-level. As seen in the map, most crosswalks and sidewalks receive a score of "C", which illustrates that more than 25% of sidewalks in the study area pose challenges to the pedestrian experience (including narrow sidewalks and lack of cleanliness/ maintenance). Flooding events increase wear and tear on public infrastructure, highlighting the need for consistent maintenance and upgrades.

Legend

Study Area

Diagnostic Field Grade

- A: Crosswalk / Sidewalk / Roadbed*
- B: Crosswalk / Sidewalk / Roadbed*
- C: Crosswalk / Sidewalk / Roadbed*
- F: Crosswalk / Sidewalk / Roadbed*

** Dashed Line on Map 1 signifies crosswalks grades*

PHYSICAL ENVIRONMENT

PUBLIC REALM: SIDEWALK GRADE

C

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

Existing Sidewalk Infrastructure and Conditions in Brant Rock

Source: Stantec Field Imagery

PUBLIC REALM: STREET TREES & BENCHES GRADE

C

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

Existing Street Trees & Benches / Streetscape Amenities along the Esplanade

Source: Stantec Field Imagery

PHYSICAL ENVIRONMENT

PUBLIC REALM: LIGHTING GRADE

C

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

Existing Lighting Structures in Brant Rock

Source: Stantec Field Imagery

PUBLIC REALM: WAYFINDING/SIGNAGE GRADE

C

Limited to no signage available throughout the study area.

Existing Wayfinding and Signage Infrastructure in the Study Area

Source: Stantec Field Imagery

The map to the left illustrates all streetscape infrastructure captured in the field within the Brant Rock LRRP study area. Although an adequate amount of lighting structures exist in the study area, this lighting caters to vehicles and not pedestrians. Most of the study area does not have additional streetscape elements such as benches, street trees, and signage that a more comfortable, inviting, and walkable experience for Esplanade visitors

Map 2: Streetscape Infrastructure in the LRRP Study Area

Source: Stantec

PHYSICAL ENVIRONMENT

PUBLIC REALM: ROADBED & CROSSWALKS GRADE

B

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

Existing Roadway and Crosswalk Conditions

Source: Stantec Field Imagery

PHYSICAL ENVIRONMENT

Brant Rock Private Realm Grades

Private realm elements in Brant Rock received a diagnostic grade "B" or "C", illustrating that most businesses need improvements and revitalization efforts to create a more inviting Esplanade. The following takeaways provide an overview on the diagnostic grades and observations of Brant Rock's built environment.

- **More outdoor dining/retail needed, particularly in vacant parcels and open spaces.** The lack of outdoor dining or retail spillover is a significant hindrance to increasing vitality in Brant Rock, particularly in attracting pass-through visitors.
- **There is a need for strong individual branding.** It is an asset that most businesses have created unique and visible signage to attract visitors. However, certain businesses need to better maintain their facades and awnings.
- **Businesses need to activate their access points.** Brant Rock businesses focus any spare private realm almost exclusively on parking, severely limiting outdoor dining, landscaping, and additional attractive site amenities.

Element	Guiding Principles	Brant Rock Grade
Window	Storefronts that maintain a minimum of 70% transparency ensure clear lines of sight between the business and the sidewalk to enhance attractiveness of storefront.	**B** - About 50% of storefront windows maintain windows with at least 70% transparency.
Outdoor Display/ Dining	Attractive window displays and spillover retail/ restaurant activity on sidewalks or adjacent parking spaces can help contribute to overall district vibrancy.	**B** - About 50% of storefronts maintain an attractive window display with limited spillover merchandise and/or dining areas.
Signage	Signage can help customers identify the location of storefronts and businesses from a distance.	**B** - About 50% of storefronts have clear signage that reflect basic business information and can easily be seen from adjacent sidewalks.
Awning	Awnings can provide shade during warmer months, enabling comfortable outdoor dining arrangements for customers.	**C** - More than 25% of properties in the study area do not have awnings and/or have awnings that are unusable or have not been cleaned and maintained.
Facade (see Map 3)	Storefronts that use high- quality and durable building materials, as well as paint and color to differentiate from other businesses.	**C** - More than 25% of properties require significant building façades improvements, including power washing, painting, and structural enhancements.
Lighting	Storefront interior lighting after business hours help enliven the corridor and boost security on the street.	**C** - More than 25% of storefronts do not have lighting.

PHYSICAL ENVIRONMENT

PRIVATE REALM: WINDOW GRADE

B

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

Existing Window Conditions in Brant Rock businesses

Source: Stantec Field Imagery

PRIVATE REALM: OUTDOOR DISPLAY & DINING GRADE

B

About 50% of storefronts maintain an attractive window display with limited spillover merchandise and/or dining areas.

Existing Outdoor Dining Facilities

Source: Stantec Field Imagery

PHYSICAL ENVIRONMENT

PRIVATE REALM: SIGNAGE GRADE

STORE

B

About 50% of storefronts have clear signage that reflect basic business information and can easily be seen from adjacent sidewalks.

Existing Identification Signage in the LRRP Study Area

Source: Stantec Field Imagery

PRIVATE REALM: AWNING GRADE

C

More than 25% of properties in the study area do not have awnings and/or have awnings that are unusable or have not been cleaned and maintained.

Existing Storefront Awnings on Esplanade Businesses

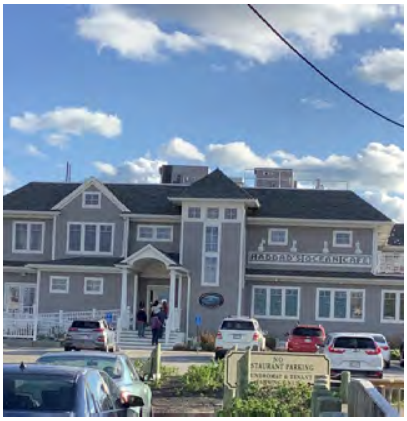
Source: Stantec Field Imagery

PHYSICAL ENVIRONMENT

PRIVATE REALM: FACADE GRADE

C

More than 25% of properties require significant building façades improvements, including power washing, painting, and structural enhancements.



Existing Facade Conditions at Brant Rock Businesses

Source: Stantec Field Imagery

PRIVATE REALM: LIGHTING GRADE

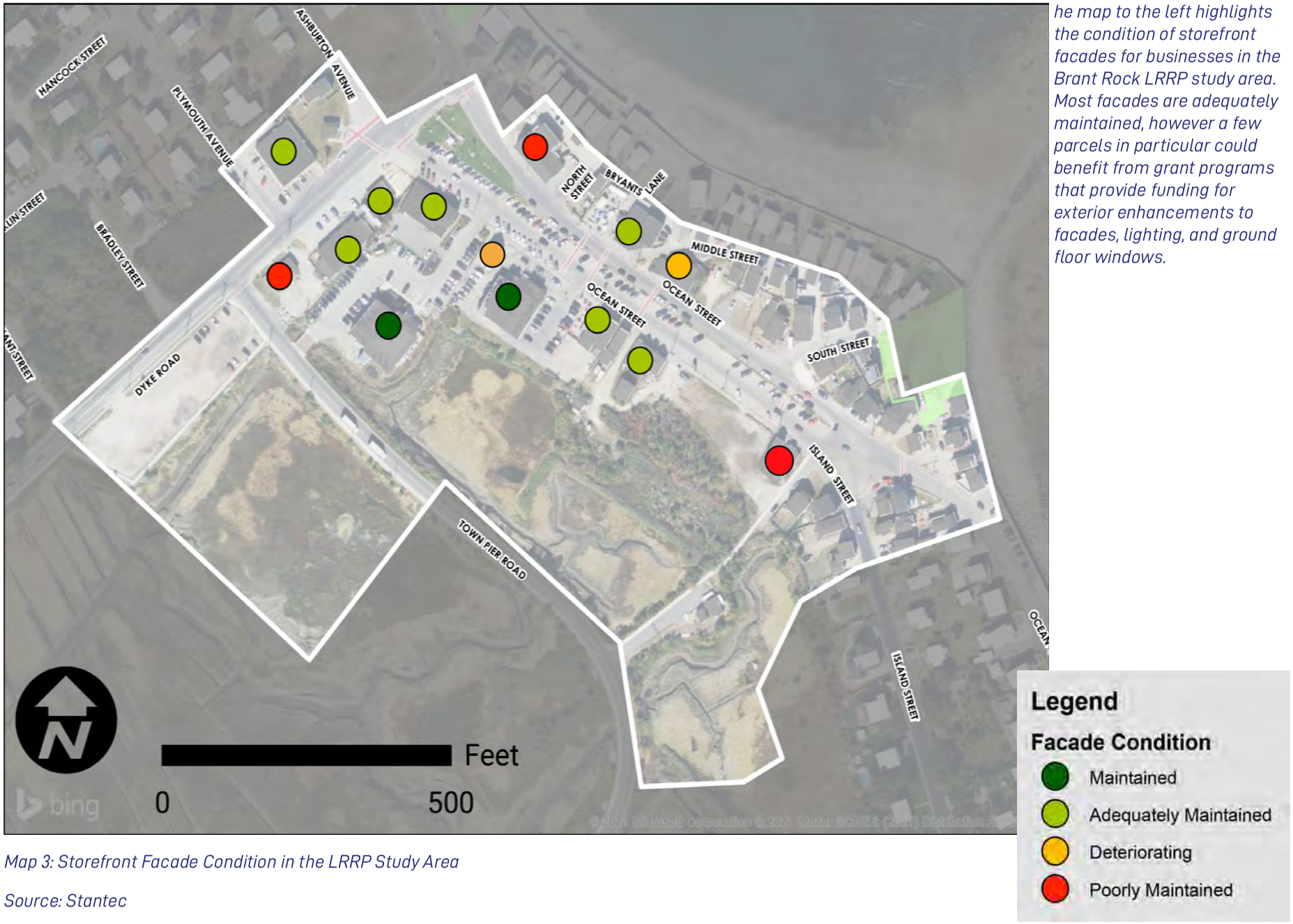
C

Limited to no quality private lighting available throughout the study area.

Existing Lighting Fixtures at Brant Rock Businesses

Source: Stantec Field Imagery

he map to the left highlights the condition of storefront facades for businesses in the Brant Rock LRRP study area. Most facades are adequately maintained, however a few parcels in particular could benefit from grant programs that provide funding for exterior enhancements to facades, lighting, and ground floor windows.



Map 3: Storefront Facade Condition in the LRRP Study Area

Source: Stantec

BUSINESS ENVIRONMENT

Highlights from the Business Environment

What is the Business Environment Diagnostic?

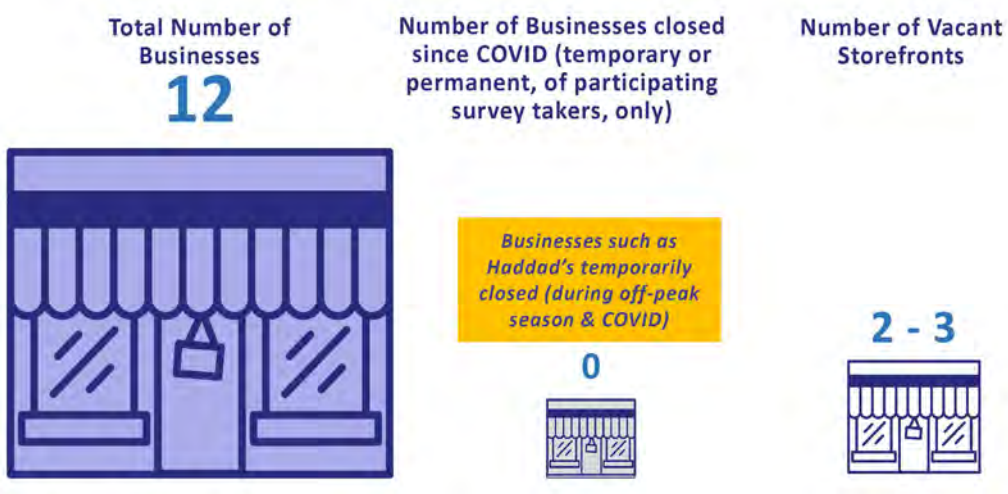
The conditions of the local business environment - including business density, quality, and type of offerings - play a critical role in how successful businesses are meeting the needs of the district's customers. Collecting data related to the tenant mix and concentration of stores provides an insight into the health of local businesses, as well as highlights the presence (or lack of) major anchors and drivers that attract visitors and residents to frequent businesses in the district. In support of this diagnostic, the State sent out business surveys at the beginning of the LRRP and shared results with Plan Facilitators.

The Business Environment Diagnostic poses the question:

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

Business Environment Results in Brant Rock

There are limited businesses in the Brant Rock Esplanade area, most of which are oriented to seasonal and coastal activity. The existing business environment lacks more "essential" storefronts for the year-round residents and the growing local, beach area population. Responses from the State's business survey highlighted the need to revitalize and activate the commercial district to attract more visitors, particularly since businesses noted that they have experienced a reduction in customers since the COVID-19 pandemic. Increased technical assistance for the business community and storefront improvements can enhance the "Brant Rock Esplanade" experience for all visitors and residents.



Most businesses in the Brant Rock Esplanade cater to seasonal activity, and are vacant for the off-peak seasons (most of the year).

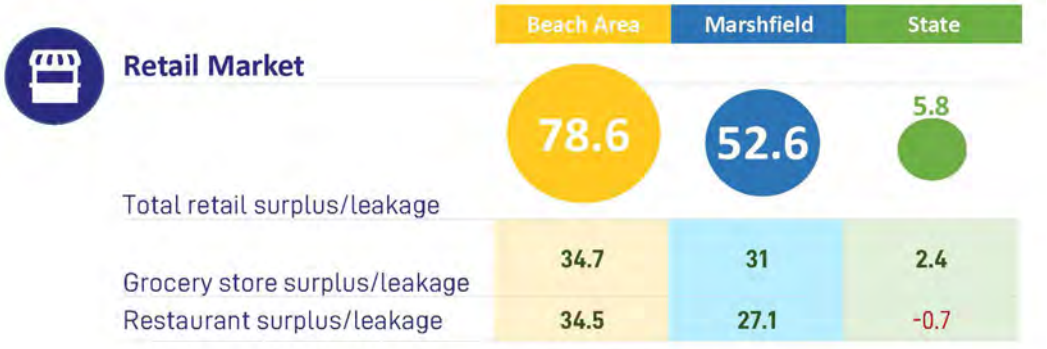
OPEN

BUSINESS ENVIRONMENT

RETAIL LEAKAGE

As the data in the image below suggests, there is a demand for retail uses in the Brant Rock area. Currently, there are limited options for those frequenting the Esplanade to patron, whether it be restaurants, arts/cultural hubs, or retail/convenience stores.

- The beach area and Town of Marshfield are leaking all categories of retail spending
- Retail demand is greater than current supply



LRRP BUSINESS SURVEY

The State's business survey aimed to obtain input to guide plan development, gain buy-in from the local business community, and collect data across all LRRP communities to inform statewide programs and policy. The survey addressed topics including business satisfaction (what are the aspects of Brant Rock's commercial district and what is the regulatory environment), business conditions and the impacts from COVID-19, and input from the business community regarding potential strategies and types of assistance.

While the Town has in recent years improved the flexibility of parking regulations by sharing its nearby lot and enabling the seasonal use of outdoor dining options in Brant Rock, businesses nonetheless have continued to complain about parking availability, their off-street parking requirements if redeveloping, and the overall moderate condition of the public realm where outdoor dining would occur.

The top 3 business impacts due to COVID-19 were:

- Reduced operating hours/capacity
- Needing to establish alternative methods to sell & deliver products

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

Surveyed businesses reported increase in revenue during the 3 years prior to COVID-19

Limited commercial and retail vacancy exists in the Brant Rock LRRP study area, however those buildings that are vacant are located at the gateway entrances to the Esplanade. These vacant parcels are uninviting for visitors to and patrons of the Esplanade.

Legend

Storefront Vacancies

- 0% Vacancy
- 100% Vacancy

Map 4: Vacancy/Occupancy Profile in the LRRP Study Area

Source: Stantec

ADMIN CAPACITY

Highlights from the Administrative Capacity

What is the Administrative Capacity Diagnostic?

Administrative capacity refers to a combination of leadership, organizational capacity, resources, and regulatory and policy frameworks that enable catalytic investments and improvements to take root. Understanding leadership roles and champions as well as funding mechanisms and existing partnership are critical components to assessing the administrative capacity of a community.

The Administrative Capacity Diagnostic poses questions such as:

- Who are the key stewards of the LRRP Study Area? Are they adequately staff and resourced to support implementation of projects?
- Are the regulatory, zoning, and permitting process an impediment to business activity? Why or why not?
- If lack a stakeholder entity, is a discussion needed on District Management?

Administrative Capacity Results in Brant Rock

The Brant Rock business community and commercial districts face public and private administrative challenges and infrastructural hurdles such as flooding impacts and poorly maintained facades that act as barriers to growth. Developing an entity or mechanism to provide resources for Brant Rock businesses or create a space for businesses to collaborate can spur economic development within the community and attract future business owners. The following section provides an overview of key findings from the administrative capacity analysis for the Brant Rock area.

ADMIN CAPACITY - WHERE ARE THE GAPS?

- Dedicated Brant Rock Marketing Staff/ Organization
- Presence of a Brant Rock Business Association
- Presence of a Brant Rock Main Streets Organization
- Dedicated Maintenance Focus on Brant Rock mobility infrastructure
- Integration of Beach Administration, Event Planning, and Business Community

Brant Rock needs a dedicated entity to focus on business support and marketing

Organizations such as the Brant Rock Village Association and the Chamber of Commerce create an inviting forum for businesses to come together and discuss administrative hurdles, development goals, and aspirations for the future of the Esplanade. Entities like these invite the business community, developers, and residents to collaborate on district-wide solutions and opportunities. However, the missions of each of these organizations are much broader than serving Brant Rock businesses, limiting their overall capacity for change in the study area. Businesses in the area need support to continue growing, and new businesses would benefit from incentives and programs that help them create a solid foundation in the commercial district.

A Main Streets Organization or Business Association for the Brant Rock business community can increase access to resources that help existing and new businesses renovate their storefronts, prepare for and mitigate flooding impacts, and seek funding for additional investments. Having an entity that creates a branding and marketing theme for the Brant Rock community can attract local and regional visitors, provide a place for businesses to promote their services and products, and encourage residents to frequent the area during peak and off-peak seasons. Such organizations may be outgrowths of the successful Village Association or Chamber but should have their own dedicated resources.

CLIMATE/
FLOODING

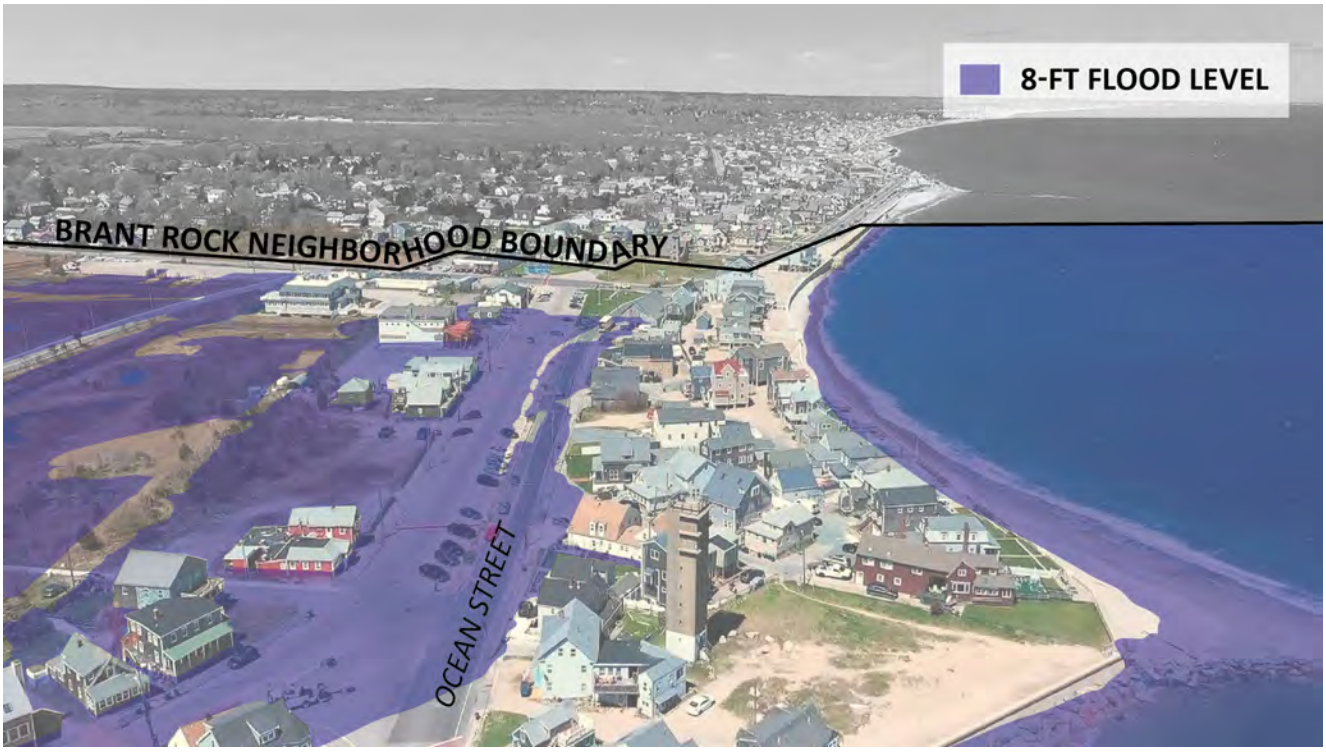
Highlights from the Climate / Flooding Data

Flooding in Brant Rock

Each diagnostic asset in the Brant Rock LRRP study area - whether it be storefront facades, sidewalks, wayfinding signage, or awnings - is impacted by coastal flooding and storm surge events. Given its proximity to rough seas and flood zones, proposed improvements to the Esplanade (and majority of coastal areas in Marshfield/Brant Rock) must integrate resilient elements that mitigate and prepare for flooding activity. Although a climate/flooding diagnostic section is not required to be assessed through the Rapid Recovery Program, this plan highlights existing and future flooding issues, the impact flooding has on the infrastructure and business community, and the efforts required to enhance economic vitality in the Esplanade through resilient recommendations.

Flooding Mitigation & Resiliency Efforts

Recently, coastal municipalities have focused planning efforts on hazard mitigation, climate vulnerability preparedness, and flooding mitigation planning. State programs such as the Municipal Vulnerability Preparedness Program and Long Range Coastal Resiliency Plan give these vulnerable communities such as Marshfield the opportunity to assess the integrity of existing infrastructure, engage with the public and key stakeholders on major flooding concerns from a residential and commercial perspective, and establish a hierarchy of prioritized flood mitigation capital improvements. Most of the climate adaptation planning efforts in Marshfield focus on infrastructural needs and solutions, However this LRRP plan assessed flooding perceptions from business owners and the public and how evaluated solutions can bolster the Esplanade's economic fabric. Since significant and costly structural changes will take time to be implemented to increase pervious assets and install resilient stormwater mitigation solutions, businesses need to be better prepared in the meantime for future flooding and have the toolkits and support system to mitigate impacts and recover from coastal flooding or storm surge events.



This graphic represents a simulation of an eight-foot flooding event, and the impacts it would have on the Esplanade's commercial area, residences, businesses, recreational attractions, and public amenities. Source: Stantec

Flooding and storm surge activity heavily influence economic activity in Brant Rock

IMPACT TO ESPLANADE INFRASTRUCTURE

Public realm assets in the Brant Rock study area require constant maintenance and upgrades in order to successfully mitigate flooding impacts. The existing streetscape caters mostly to single occupancy vehicles and is primarily comprised of impervious surfaces. While this resists the physical impacts of storm debris, rocks and mechanized clean-up well, it unfortunately also increases runoff impacts to the surrounding structures and overwhelms the drainage system. Capacity to maintain infrastructure in this area is another challenge for Marshfield, as current departments lack staff to provide needed repair on a consistent basis.

IMPACT TO BRANT ROCK BUSINESS COMMUNITY

Public engagement efforts and field observations conducted through the program provided insight into the flooding challenges faced by the business community and the inability to recover and prepare for future flooding events. Although various entities including the Chamber of Commerce and Brant Rock Village Association exist that focus on the economic vitality and zoning and policy changes in Brant Rock, no unified and dedicated business organization exists that allows businesses to discuss flooding issues, collaborate on hazard mitigation efforts, or utilize tailored resources for stormwater events and funding opportunities for capital improvements to storefronts.

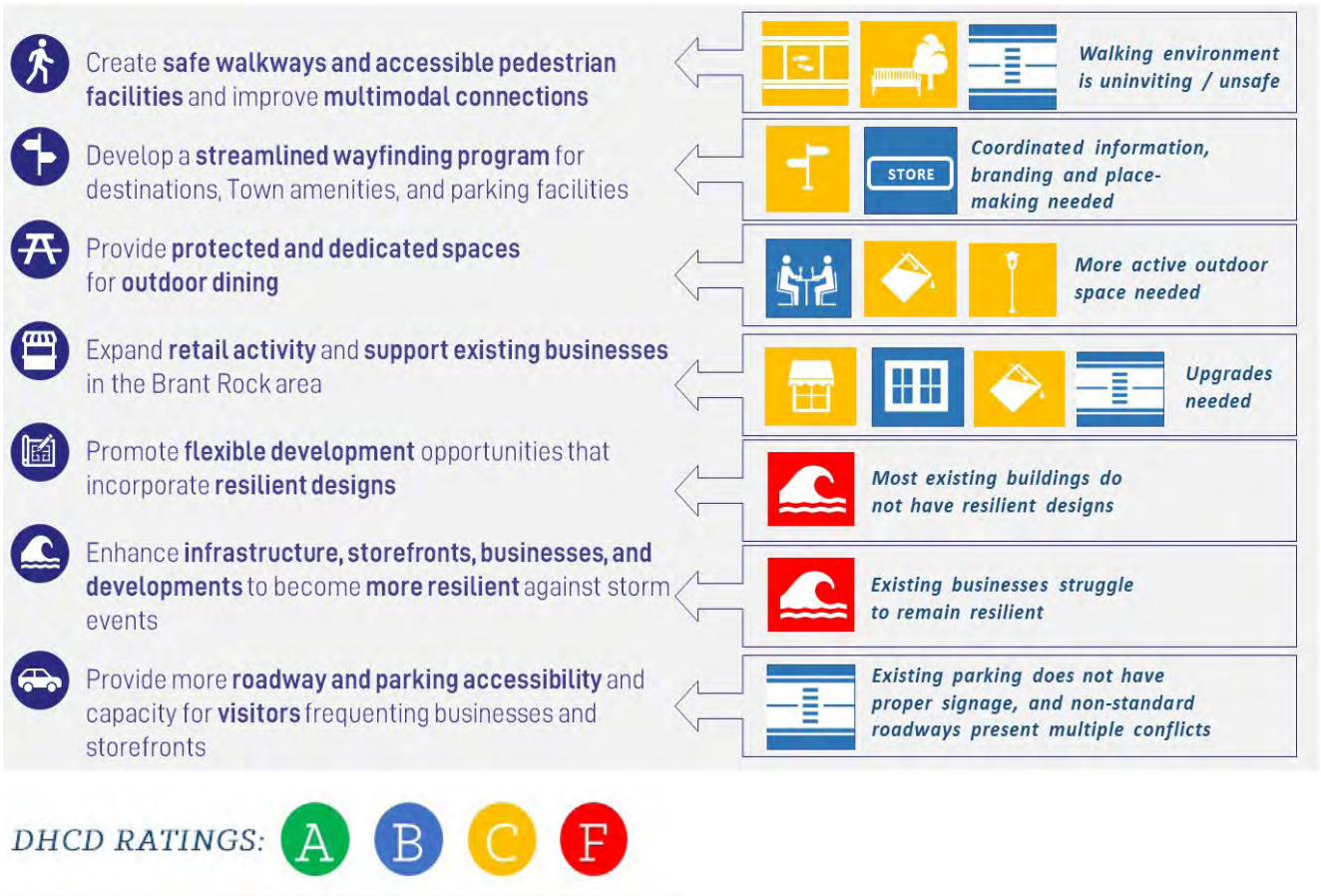
Summary of Needs

Key Findings

The Brant Rock Esplanade district faces barriers to growth as a result of constant flooding and storm surge events, as well as streetscape infrastructure that does not adequately connect patrons and residents to recreational attractions or storefronts. The business environment in the area is not well promoted or encouraged to collaborate, therefore creating a disconnect between residents, the Town, and businesses. However, the diagnostic grades and data-driven analyses give Brant Rock the opportunity to seek funding for capital investments and encourage technical support and the development of resources to promote economic development on the Esplanade.

Alignment of Goals & Key Findings

In order to develop project ideas that address the primary needs of Brant Rock, the Plan Facilitator team compared the diagnostic grades and findings for the physical environment (public and private realm), business environment, customer base data, and administrative capacity observations to the Brant Rock LRRP study goals. This comparison illustrated that project ideas should consider resilient solutions that help existing businesses and the Esplanade streetscape.



The following graphic illustrates how the LRRP diagnostic grades for Brant Rock align with the study goals developed by the Brant Rock LRRP team and stakeholders. Overall, most diagnostic categories scored "B" or "C" grades, highlighting the need for upgrades to the built environment and streetscape, with focus on implementing solutions that are resilient and address flooding impacts.

Project Recommendations & Implementation

Identification & Prioritization of Projects

Integration of Project Goals & Recommendations

All project ideas developed through the LRRP program integrate the overarching goals of supporting business competitiveness, building vibrant communities, creating a trained and skilled workforce, and using technical assistance to create a defined and actionable project list. Brant Rock's goals focus on creating a safer, accessible, and inviting Esplanade for visitors and residents, while promoting and supporting existing businesses, attracting new development, and developing solutions that are resilient and address climate change. During the project development process, the Plan Facilitator team worked with the Town, existing organizations, and the public to create a comprehensive list that meets all of the community's needs.

Project ideas focused on a few key themes, including:

- Access to Brant Rock
- Flooding & Resilience in Brant Rock
- Brant Rock Business Support & Community
- Brant Rock Culture & Arts
- Safer Mobility

The following section documents the project prioritization process, and feedback received from the community to better understand the goals from the resident, developer, municipal, and business perspectives.

Brant Rock businesses and residents had the opportunity to attend a workshop to provide input on draft project ideas and LRRP study goals Source: Stantec

Public Engagement Efforts

PHASE I DIAGNOSTIC DATA PUBLIC MEETING

In order to understand the needs and goals of the Brant Rock community, the LRRP team included a series of engagement efforts with the public and key Esplanade stakeholders. On May 26, 2021, the Town hosted a virtual public meeting to present the program goals and schedule, as well as the diagnostic approach, results, and key findings. Preliminary study goals were reviewed and updated to reflect public feedback.

STAKEHOLDER ENGAGEMENT

The project team targeted key stakeholders to collect feedback on economic development and administrative challenges and existing obstacles that impede growth. Stakeholders such as the Brant Rock Village Association, Beach Administrator, businesses, and Chamber of Commerce provided crucial feedback for the development of project recommendations.

PHASE II PROJECT IDEA WORKSHOP

On June 15, 2021, the Town and project team hosted an in-person workshop at Haddad's Ocean Cafe to provide an update on study status, collect feedback on study goals and flooding challenges, and develop preliminary project ideas. This event formed consensus around certain study themes and highlighted key projects that are important to the residents and business community.

SME GUIDANCE

To better define and create strong and implementable projects, the Brant Rock LRRP team worked with dedicated Subject Matter Experts assigned by DHCD upon request. The Brant Rock team met with community activation experts, mobility and parking professionals, and climate change specialists to assist with project idea development.

Prioritization Process

The study team developed a prioritization process that evaluated project ideas based on public feedback, alignment with the study goals, and municipal priorities.

During the Phase II Project Idea Workshop, participants had the opportunity to vote on their top priority projects, resulting in a list that ranked projects based on public input. From there, the project team increased a projects priority based on the number of goals that the project addresses. Other stakeholder engagement and conversations with municipal representatives provided an additional layer of context regarding local priorities, funding sources, and future planning initiatives. The prioritized project list can be found in the "Project List and Map" section.

Participants in the Phase II workshop had the opportunity to "vote" on their top projects

Source: Stantec

The LRRP Project Ideas Evaluation Process helped prioritize the 17 projects based on public opinion and local context

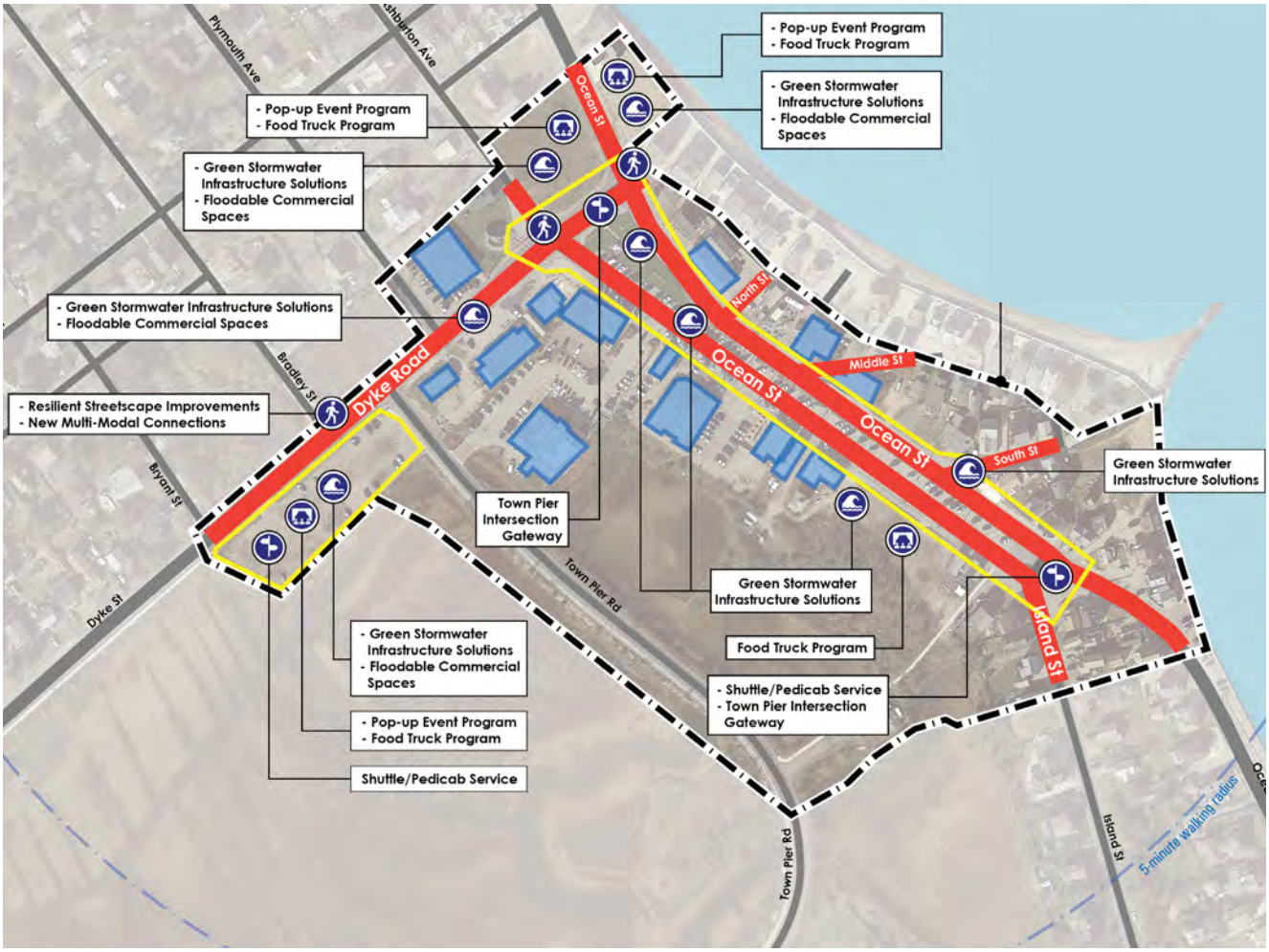
Project List & Map

Project Ideas

The following section provides an overview of the project prioritization results from the public engagement efforts and stakeholder feedback, along with a map that illustrates project locations at a site and district-level. Each project is categorized by the project theme, such as flooding and resilience or business community support.

The Brant Rock LRRP Report includes 17 projects, all of which fall within the DHCD categories of Physical Environment, Business Environment, Customer Base, and Administrative Capacity. Particular consideration was given to flooding impacts and climate change; therefore most projects incorporate resiliency and climate adaptation planning.

Marshfield (Brant Rock) LRRP Project Idea List (by LRRP Project Category)				
Project Idea	**Description**	**Project Theme**	**Priority**	**Project Page No.**
Physical Environment Project Ideas (Public and Private Realm)				
Pedestrian Safety Improvements	Install improved crosswalks, ADA-compliant curb ramps, crossing islands and curb extensions to make walking safer to and along the esplanade and integrate resilient design	Safer Mobility	★	69
Brant Rock Parking Plan	Develop a parking plan that installs wayfinding, improves existing public parking, facilitates private shared parking, increases access to and visibility of remote lots, and makes on-street parking safer	Safer Mobility	★	76
New Multimodal Connections/Mobility Plan	Improve / install sidewalks to remote parking, nearby beach access, and along the eastern side of the esplanade. All designs should incorporate resilient streetscape components	Safer Mobility		85
Brant Rock Wayfinding Program	Develop a wayfinding signage system that intercepts visitors, directs visitors to parking (remote lots) and recreational facilities and destinations, and provides walking distances	Access to Brant Rock		95
Shuttle/Pedicab Service	Develop a peak season shuttle or pedicab service in Brant Rock that provides drop-off and pick-up services to businesses, destinations, and remote parking lot	Access to Brant Rock		104
Town Pier Road Intersection Gateway	Mitigate recurrent flooding with raised intersection, also creating signed gateway & traffic calming	Access to Brant Rock		110
Business Environment Project Ideas				
Resilient Business Program	Develop a set of resources on resilient private building retrofits and funding sources for operating with storm events and incorporates Green Stormwater Infrastructure solutions	Flooding & Resilience in Brant Rock	★	116
Floodable Commercial Spaces	Pilot solutions that create moveable restaurants and retailers that can leave before a storm event (container retail, floodable pavilions, floating buildings, etc.)	Flooding & Resilience in Brant Rock	★	122
Façade Improvement Program	Create local façade improvement program with federal grants to work with local artists and businesses to revitalize storefront awnings, windows and signage	Brant Rock Business Support & Community		128
Administrative Capacity Project Ideas				
Brant Rock Business Association & Technical Assistance Resources	Develop a business association for Brant Rock business owners to discuss Brant Rock development goals, lessons learned, and future collaboration efforts. Create a set of resources that new businesses can use to promote development and successfully build in Brant Rock	Brant Rock Business Support & Community		140
Brant Rock Grant Funding Team/Marketing Services	Dedicate / hire Town staff to focus on applying for local, state, and federal funding for private and public realm improvements. Build upon Chamber marketing program that enhances Brant Rock events via social media, online platforms, and integrates all public and private events via one Brant Rock webpage/site	Brant Rock Business Support & Community		151
Cultural/Arts Project Ideas				
Pop-Up Event Program/ Food Truck Program	Pilot a program where Town provides materials, licenses and landowner liability protection so that vendors can provide pop-up style events and food truck events in open spaces and vacant parcels (during peak season)	Brant Rock Culture & Arts		163



The above map provides an overview of all project ideas developed with the Town, key stakeholders, and public during the various public engagement efforts. While some projects are identified as site-specific, other project ideas can be incorporated across the entire study area/Brant Rock. Source: Stantec

Study Area Recommendations

- Brant Rock Wayfinding Program
- Brant Rock Event Marketing Services
- Resilient Business Program
- Brant Rock Business Association
- Development & New Businesses Technical Assistance
- Brant Rock Funding Team
- Brant Rock Parking Plan

- Access to Brant Rock
- Brant Rock Art & Culture
- Flooding & Resilience in Brant Rock
- Brant Rock Business Support & Community
- Safer Mobility
- Streetcape Improvements Area
- Existing Business with Facade Improvement Program
- General Improvement Area
- Study Area

Project Overview

Project Categories

Physical Environment: Public Realm

Projects for the public realm enhance streets and public spaces in communities to spur other investment and create opportunities for business activity and gathering that lead to community vitality. The recovery of Massachusetts downtowns, town centers, and business districts has relied on public spaces like these to extend the areas in which business communities and public life can operate.

Physical Environment: Private Realm

These projects focus on enhancements on private properties and buildings, improving the aesthetics and attractiveness of existing buildings but also helping new buildings to contribute to a commercial district's recovery in a positive way.

Business Environment: Revenue and Sales

Projects intended to increase revenue and sales can include strategic organizations such as task forces and business improvement districts, but also include more creative approaches that draw on attributes of the physical environment and special events to promote businesses in a downtown district and encourage increased visits and spending.

Business Environment: Tenant Mix

These project efforts are intended to diversify the types of businesses in communities. This can not only respond more closely to community needs, but also work toward a more resilient commercial fabric in business centers so that major disruptions like COVID-19 do not result in disproportionate closures and a lack of activity.

Administrative Capacity/Culutural Arts

Capacity-building projects help make local governments and their partner agencies more able to take on the other kinds of project efforts recommended in this Local Rapid Recovery Plan. Cultural and arts projects combine components such as private realm, business environment, and administrative capacity. These projects engage local artists to revitalize commercial districts and attract visitors and residents.

Implementation / Next Steps

Project Action Plan

The Local Rapid Recovery Program gives communities a defined and implementable compilation of projects that have been vetted by the community, as well as a data-driven plan that can alleviate the impacts from COVID-19 pandemic. This report provides detailed information on the budget ranges, timeframe, funding sources, action items, and key processes required to properly execute and implement the project ideas. The project ideas developed through this program serve as opportunities for communities to rapidly implement capital improvements and address administrative and economic development challenges. Municipal departments and planning entities can use the project ideas as a resource for internal or external funding opportunities.

Obtaining Funding

Considering the vast number of project ideas and differing budget ranges (less than $50K or greater than $400K), it can be overwhelming and overly time-consuming for communities to seek assistance and find funding opportunities. The Department of Housing and Community Development provides extensive resources that contain information on existing local, state, and federal grant programs, organized by the diagnostic categories including physical environment, business environment, administrative capacity, and customer base.

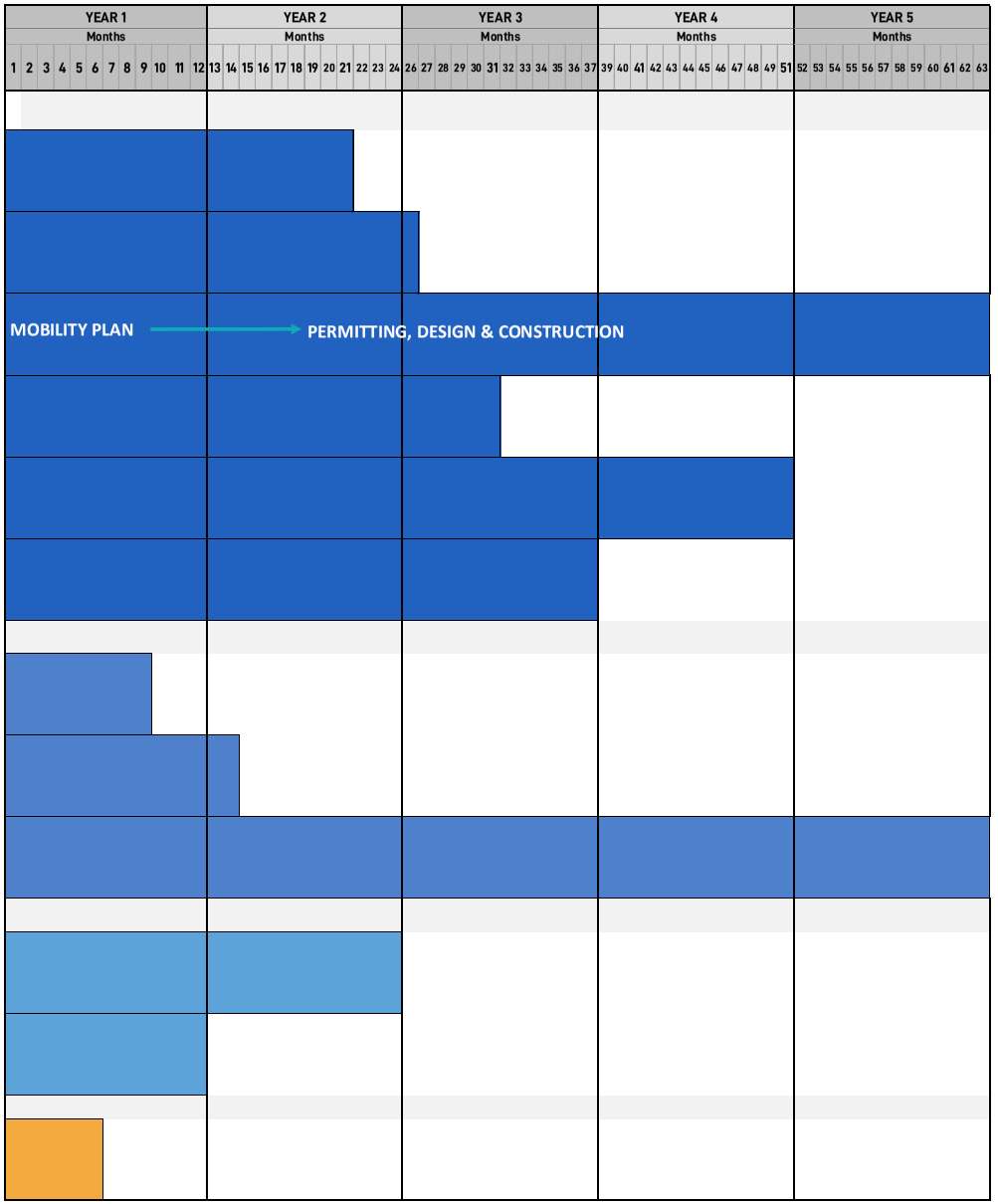
The chart on the following page organizes the 12 projects for the Brant Rock LRRP plan by project category and prioritization. The chart also depicts a high level implementation plan for the Town. This chart can act as a resource for Marshfield to assess projects that could be implemented quickly and cheaply, and which projects should be addressed at a later date due to funding, political, or administrative setbacks.

Marshfield (Brant Rock) Project Implementation

DHCD Local Rapid Recovery Program

Legend: Physical Environment | Business Environment | Administrative Capacity | Cultural/Arts

Project Idea	Project Theme	Budget	Priority	Timeframe (Months)
Physical Environment				
Brant Rock Parking Plan	Safer Mobility	Low Budget (< $50k)	**YES**	21
Brant Rock Pedestrian Safety Improvements	Safer Mobility	High Budget (+$200k)	**YES**	26
Brant Rock Multimodal Connections/Mobility Plan	Safer Mobility	High Budget (+$200k)		63+
Brant Rock Wayfinding Plan	Access to Brant Rock	Low Budget (< $50k) & High Budget ($200k +)		31
Brant Rock Shuttle/Pedicab Service	Access to Brant Rock	Medium Budget ($50K-$200k)		51
Town Pier Road Intersection Gateway	Access to Brant Rock	High Budget (+$200k)		37
Business Environment				
Brant Rock Resilient Business Program	Flooding & Resilience in Brant Rock	Low Budget (< $50k)	**YES**	9
Brant Rock Floodable Commercial Spaces	Flooding & Resilience in Brant Rock	High Budget (+$200k)	**YES**	14
Façade Improvement Program	Brant Rock Business Support & Community	Low Budget (< $50k) & High Budget ($200k +)		63+
Administrative Capacity				
Brant Rock Grant Funding Team/Marketing Services	Brant Rock Business Support & Community	Low Budget (< $50k) & Medium Budget ($50K-$200k)		24
Brant Rock Business Association & Technical Assistance Resources	Brant Rock Business Support & Community	Low Budget (< $50k)		12
Cultural/Arts				
Pop-up Event Program/Food Truck Program	Brant Rock Culture & Arts	Medium Budget ($50K-$200k)		6



Project Recommendations: Physical Environment

PHYSICAL ENVIRONMENT

PRIORITY

BRANT ROCK PEDESTRIAN SAFETY IMPROVEMENTS

Description - Install improved crosswalks, ADA-compliant curb ramps, crossing islands and curb extensions to make walking safer to and along the esplanade.

BRANT ROCK LRRP STUDY GOALS

- **Create safe walkways and accessible pedestrian facilities and improve multimodal connections**
- Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities
- Provide protected and dedicated spaces for outdoor dining
- Expand retail activity and support existing businesses in the Brant Rock area
- Promote flexible development opportunities that incorporate resilient designs
- **Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events**
- Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts

Category		Public Realm
Location		Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin		Project Idea generated by the LRRP project team Project could be championed by Town Planning Department (with collaboration from other Town departments)
Budget	 High	**Large (over $200k)** • Planning process: $80k • Design development: $150-250k (est.) • Construction: $1-2M (est.) **Primary Costs:** • Staff/administrative time for the development of RFP for design plans • Staff/administrative time for the management of pedestrian safety improvement projects and coordination with DPW/ Engineering • DPW/Engineering labor for implementation of improvements (unless contracted out)

Budget

Potential Funding Sources:

Funding for planning & design:
- TDI Creative Catalyst
- Commonwealth Places
- MA Downtown Initiative
- Community Development Block Grant

Funding for construction:
- MassDOT Shared Streets and Spaces
- MassWorks
- CARES Act statewide programs (TBD)
- ARPA funding programs (TBD)

Timeframe

Short

Short Term (Less than 5 years)
- 3 months: Departments to coordinate pedestrian safety improvement priority locations
- 3 months: Project champion seeks design firm for design of improvements
- 6-8 months: Design planning, stakeholder coordination, and public outreach efforts for pedestrian safety improvements design
- 6-12 months: Bid solicitation and implementation of pedestrian safety design
- Pedestrian Safety Improvements could be fully functional within 17 to 26 months

Risk

Medium

Medium Risk
- Financing limitations from Town Budget (funding availability)
- Labor and availability constraints for existing staff to shift responsibilities and coordinate with other public and private entity
- Capacity for DPW to assist with construction/development of improvements for design plans
- Town staff and community acceptance of converting automobile space to walking space (narrower travel lanes, potential removal of on-street/angled parking)
- Abutter acceptance of new/widened sidewalks
- Local & state permitting & design regulations

Key Performance Indicators
- Design & Implementation of pedestrian safety improvements (temporary or permanent)
- Feedback from business community and residents.
- Total length of new sidewalk
- Number of new crosswalks
- Pedestrian traffic counts
- New business openings/increased revenues

Partners & Resources

Town Planning/Zoning Department, DPW, Chamber of Commerce, Board of Selectman, Police Department, Permitting/ Planning Departments, Board of Selectmen, Complete Streets Representative, Brant Rock Village Association

Diagnostic

Key Challenges
- Administrative & financial Town constraints
- Lack of pedestrian connectivity and accessibility between parking, residences, and destinations

COVID-19 Impacts
- Reduction in Town budget/finances
- Limiting staffing capabilities (to manage projects and implementation)

Action Item

This project includes the development of enhanced pedestrian facilities in Brant Rock, including improved crosswalks, accessible curb ramps, and new/additional sidewalks. This project will address the Town's, business community's and residents' goal of creating a safer walking environment at Brant Rock.

Project champions should identify and construct sidewalk improvements that connect commercial corridors to nearby residences and areas of available on-street parking, helping to alleviate the impulse to drive and park to every destination, building Brant Rock as a more walkable, thriving and sustainable community that is more resilient. Key actions:

- Community Engagement
- Conceptual Design
- Funding Recommendations
- Final Design
- Construction

Solutions to be considered should include:
- Access management controls and driveway narrowing
- Reconfiguration of on-street/angled parking for access and traffic calming
- Installation of missing sidewalks
- Crosswalk curb extensions to improve visibility
- Implementation of other strategic traffic calming measures, such as speed humps, narrowed lanes, raised crosswalks, crossing islands, bulb outs, on-street parking, bike lanes, gateway signage, etc.

Process

1. Identify project lead/sponsor and institutional partners: Preliminarily, the project will require coordination with Town staff to build consensus around purpose and need and to ensure the likely outcomes will be compatible with operational and design expectations, particularly around fire access, turning radii, and lane width.
2. Seek initial study funding for engagement and conceptual design (Town funds or local planning grant) and hire a consultant.
3. Develop & begin a community engagement process (continuous through all steps below)
4. Conduct mobility study to assess existing and future conditions and to support evaluation of design alternatives. May include data and analysis about traffic movements by mode, speeds, crashes, roadway layout, rights of way, property lines and local and State regulatory environment. Include a parking supply and demand evaluation to demonstrate project value.
5. Draft likely project list (sidewalks, crosswalks & ramps, curb extensions, new markings, parking stalls, etc.) and score based on key performance metrics derived from community feedback on desired outcomes. Ensure metrics can evaluate before and after conditions in line with community goals.
6. Develop conceptual designs for preferred projects.
7. Submit for design and construction grant funding.
8. Advertise & select design consultant.
9. Commence with site evaluation, analysis, survey and mapping.
10. Conduct necessary drainage, utility and soils studies where needed.
11. Finalize Conceptual Design w/ Opinion of Probable Construction Cost (OPCC)
12. Develop Schematic Design w/ OPCC update
13. Develop Maintenance and Protection of Traffic (MPT) plan
14. Identify and apply for necessary permits and approvals
15. Complete Detailed Design (90%, 100% and conformance documents for bidding) w/ OPCC at each stage
16. Establish and confirm final construction budget
17. Confirm funding and adjust project if needed
18. Contractor procurement and award (allow 2-4 months)
19. Construction, final punchlist and closeout
20. Assess project results against performance metrics established at scoping

WHY DEVELOP A PEDESTRIAN IMPROVEMENT/MOBILITY PLAN?

Transportation is not an end unto itself, rather it supports other key components of livability ranging from safety to job access to recreation.

A comprehensive mobility plan that addresses pedestrian connectivity and accessibility provides a prioritized list of improvements to support key municipal goals. To do this, most plans start by assessing how mobility in the community today measures up to those goals. This includes an assessment of both physical infrastructure and policy, and can often be illuminating for all as the planning process identifies gaps.

This community-driven process then yields targeted solutions, which in turn provide a framework for improvements. In short, a mobility plan document or process creates transparency, because people understand the bigger picture of what a certain infrastructure project or policy is trying to achieve.

Common Pedestrian Improvement/ Mobility Plan Goals

- **Support economic development**
- **Improve safety for all travelers**
- **Expand or improve existing networks, including transit, walking, and biking**
- **Create more options for people with limited mobility**
- **Manage congestion**
- **Prioritize the needs of vulnerable users**

Best Practice

Pedestrian Improvement Plan/ Streetscape Best Practices

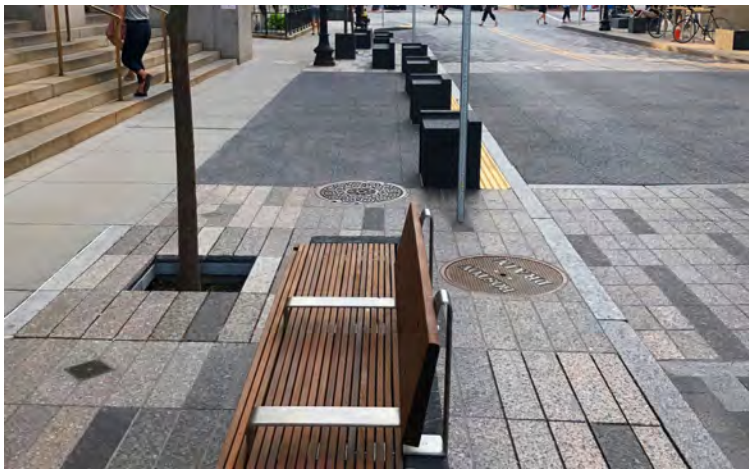
PHYSICAL ENVIRONMENT

Corridor Focus

- Northampton, MA – Route 9 Crossing Improvements
- Spot issue at one crossing improved by creating multiple crossings
- Traffic calmed, walking network overall improved
- Before: One high-pressure crossing, with few opportunities to slow down vehicles
- After: Many opportunities to cross, with more friction to slow down vehicles

Streetscape Design

- New England Conservatory, South End, Boston
- Creating a cohesive identity for a university precinct
- Unique identity carried through furniture, public art, pocket parks and custom paving
- Beneficial road diet, raised crossings, and bike parking integrated into design
- Completed in 2020



Pedestrian Connectivity Examples

- Implement infrastructure such as bump-outs, continental crosswalks, pedestrian warning signage, and raised crosswalks/ sidewalks
- Focus the improvements at easy to see connectivity challenges
- In turn easy for public to understand places to target improvements and feel safer while visiting Brant Rock

PHYSICAL ENVIRONMENT

PRIORITY

BRANT ROCK PARKING PLAN

Description - Develop a parking plan that installs wayfinding, improves existing public parking, facilitates private shared parking, increases access to and visibility of remote lots, and makes on-street parking safer.

BRANT ROCK LRRP STUDY GOALS

- **Create safe walkways and accessible pedestrian facilities and improve multimodal connections**
- **Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities**
- Provide protected and dedicated spaces for outdoor dining
- Expand retail activity and support existing businesses in the Brant Rock area
- Promote flexible development opportunities that incorporate resilient designs
- Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events
- **Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts**

Category		Public Realm
Location		Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin		Project Idea generated from the LRRP project team Project could be championed by Town Planning Department (with collaboration from other Town departments)
Budget	 Medium	**Medium Budget - $50-200k (likely $75-100k)** **Primary Costs:** • Staff/administrative time for development of RFP, procurement process, and project management • Staff/administrative time to work with consultant to develop parking plan • Staff/administrative time to implement parking plan recommendations and work with associated departments **Potential Funding Sources:** • MassDevelopment's Commonwealth Places • DHCD's MDI • Town funding • Upcoming CARES Act disbursements from the State of MA (TBD) • Upcoming ARPA grants (TBD)

Timeframe	Short	**Short Term (Less than 5 years)** • 3 months: Planning Department coordinate with Town departments regarding staffing responsibilities, RFP development, and selection process • 12 months: Development of Parking Plan & associated recommendation (joint effort between consultant and Planning Department) • 3 - 6 months: Implementation of Parking Plan recommendations
Risk	Low	**Low Risk** • Labor and availability constraints for existing staff to shift responsibilities and coordinate with other departments and manage consultant team • Development of Town support for parking recommendations and implementation • Establishment of sufficient Town capacity to administer / operate an expanded parking management system • Business support for recommendations • Funding - Identifying funding for study and Implementation of recommendations • Long term parking management - Need to determine permanent management and operations practices / capacity
Key Performance Indicators		• Development of Brant Rock Parking Plan • Implementation of Parking Plan recommendations • Development of parking inventory and demand dataset and associated maps (for defined study area) • Parking-related feedback from business community and resident • Increased parking availability • Increased sales and meals tax revenue • Customer and visitor satisfaction surveys
Partners & Resources		Town Planning/Zoning Department, DPW, Chamber of Commerce, Board of Selectman, Police Department, Permitting/Planning Departments, Board of Selectmen, Brant Rock Village Association

Diagnostic

COVID-19 has increased the negative perception of parking availability in Brant Rock. While ample available supply exists within a short walk, prime front-door on- and off-street spaces nearest the commercial core experience higher occupancy, contributing to negative perceptions when available spaces are not well-known, advertised or incentivized. This condition has not improved during the pandemic, impacting the perception that parking availability is constraining the recovery of merchant revenues.

COVID-19 Impacts

- Reduction in Town budget/finances
- Limiting staffing capabilities (to manage parking plan, and/or take on additional responsibility)

Action Item

This project includes the development of a parking plan focused along the Esplanade and within Brant Rock (potential to include Green Harbor marina area). A parking plan will provide an assessment of existing parking inventory, demand, and management in Brant Rock, which will help the Town understand how parking is utilized and managed. The plan will also address multimodal and wayfinding issues, accessibility to and from parking assets, and sharing private parking facilities.

Developing a parking use, needs and management analysis for the district will require a parking study that recommends a parking management program that the Town and its partners can implement as soon as possible. The study should carefully evaluate previously identified parking patterns, regulatory controls, enforcement protocols, off-street regulations and controls, future development impacts and local administrative capacity for the existing downtown and proposed developments, updating with recent data, counts and observations if necessary program. It should include outreach to Town and private stakeholders, residents, tourists, landowners, merchants, and other key users of the downtown parking system. The preferred program should address on- and off-street supply, policy, management, controls, regulations and other strategies in a phased approach that considers improved short-term activation of underutilized supply and long-term development of a second garage as parking demand grows. Key actions include:

- Inventory analysis and mapping
- Use analysis
- Operations, management and administrative review
- Phased plan for investments in equipment and infrastructure
- Regulatory changes
- Management recommendations
- Marketing, information, wayfinding, etc. improvements

Process

Define study area: Determine boundary for data collection. Should include primary public parking areas associated with commercial activity and extend a block beyond the limit of associated activity to determine if spill-over parking exists.

Identify a working group: An oversight committee comprised of municipal staff, volunteer board members, the business community, merchants and residents is recommended to define study goals, focus analysis, support outreach activities, and review recommendations.

Collect available data: Amassing information about parking activity, parking demand, land uses, multimodal conditions, etc. in advance of beginning a study will help reduce costs by more clearly defining the need.

Scope study: A study sufficient to understand supply, demand and the regulatory, land use and network factors influence parking patterns should include the following steps (outlined in greater detail separately):

- Detailed parking inventory
- Parking activity analysis
- Operational & financial management analysis
- Parking demand & zoning analysis
- Public engagement process
- Strategies & recommendations
- Final plan

Identify study lead: While typically a consultant is hired as an outside, objective and professional resource, a parking study can be done by the municipality or a local organization if objectivity and sufficient capacity is available.

Study advertising & initiation: For consultant studies, an RFP with the recommended scope should be prepared and advertised, followed by an approved selection process. The start of a study by a consultant or in-house resources should be advertised and promoted to get broad input, especially if public surveys, interviews, etc. are expected.

Working group engagement and finding a champion: An active working group representing the fully array of parking interests is recommended to participate throughout the study and to provide continuity after the study is complete. Ideally a champion(s) can be found to guide implementation of recommendations and report back to working group members.

PARKING PLAN OUTCOMES

A variety of possible outcomes may help the Esplanade address its parking issues, all of which may be on the agenda for a committed champion. These may include:

- Changes to on-street regulations, such as adjusting/removing time-limits, adjusting span of regulation/pricing, or changes to pricing;
- Wayfinding improvements, including static and electronic signs, as well as online mapping for lots, walkways, remote parking, and short & long term options;
- Parking permit changes, including modifications to on- and off-street residential programs, employee permits, and commuter parking;
- Supply enhancements, including re-striping on-street spaces, new on-street spaces, lot reconfigurations, and parking garages;
- Enforcement changes, including adjustment of hours, routes, staffing, handheld technologies, and protocols;
- Payment technologies, including pay-by-cell, kiosks, smart meters, reservation systems, parking gates, and more;
- Demand management solutions, such as parking cash-out programs, market-rate parking pricing, transit & bikeshare subsidies, traveler information programs, etc.
- Parking access solutions, such as improvements to sidewalks, crosswalks, lighting, landscaping, security features, etc.;
- Parking design improvements, such as landscaping, screening, garage fenestration, walkways, plantings, green infrastructure, and more.

WHY DEVELOP A PARKING PLAN?

Most municipalities do not have a comprehensive or current understanding of what parking exists in their communities, how it is managed including regulations such as time limits and price, and how it is used by residents, employees, and visitors.

A parking plan helps to support community goals and ongoing planning efforts by addressing parking access to key destinations, downtowns, residences, public facilities, places of employment, etc. It should also provide an objective perspective on parking demand in a given area, understand public feedback on parking conditions, and develop parking policy, management and supply solutions to address identified problems.

The best parking plans begin with a thorough analysis of existing conditions, management practices and associated policies.

Common Parking Plan Goals

- **Support economic development**
- **Overcome negative perceptions of parking system**
- **Improve the experience for different users such as residents, employees, customers and visitors**
- **Document parking supply and demand**
- **Improve the management of the parking system**
- **Identify and recommend parking supply efficiencies/opportunities to improve parking in areas of higher demand**
- **Develop flexible parking standards to support development**

PARKING PLAN OUTCOMES

- **Parking Inventory Analysis:** This should consider using a mappable database to document on-street regulations, off-street restrictions, and public and privately owned spaces
- **Parking Demand Analysis:** This should consider counting all cars across multiple hours during "typical" condition, conducting cunts on weekdays and weekends, and documenting utilization numbers and percentages
- **Operational & Financial Management Analysis:** This should consider analyzing enforcement and hours, violation schedule and collection rates, meter/facility revenues, and debt service, parking fund, and maintenance costs
- **Parking Demand & Zoning Analysis:** This should consider land use projects, an assessment of parking requirements against peer & national standards, and a forecast of demand based on existing demand patterns
- **Public Engagement Process:** This should consider engaging key stakeholders, developing public surveys and in-person workshops, and required translation services
- **Strategies & Recommendations:** This should propose strategies for parking operations/management, policy/zoning, parking supply and access, and customer information
- **Final Plan:** This should include clear data and maps, actionable recommendations, responsible parties, and projections

Typically, a parking study is requested when members of a community or neighborhood see regular front-door parking problems impacting the ease of finding a space. The front-door problem is often real, even if ample parking is nearby. A parking study reveals where parking is available and should recommend management practices to better utilize spare capacity, with supply enhancements only if cost-effective.

Best Practice

Parking Plan Best Practices

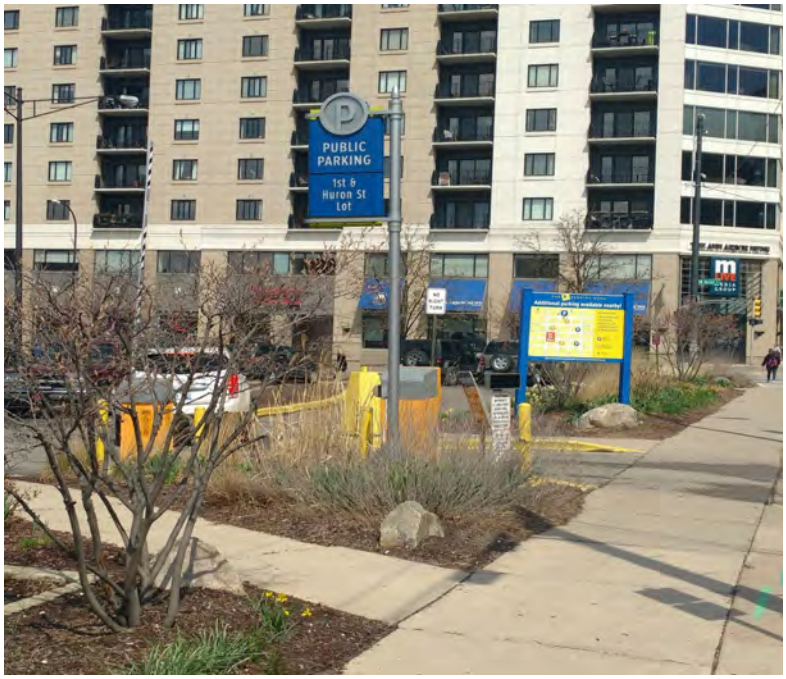
PHYSICAL ENVIRONMENT

Shared Parking Districts

- West Hartford, CT – Consolidated Lots
- Town worked to consolidate privately owned lots
- For customers – just one big lot
- Town maintains – striping, snow removal, etc.
- Paid parking for all who park within the lot

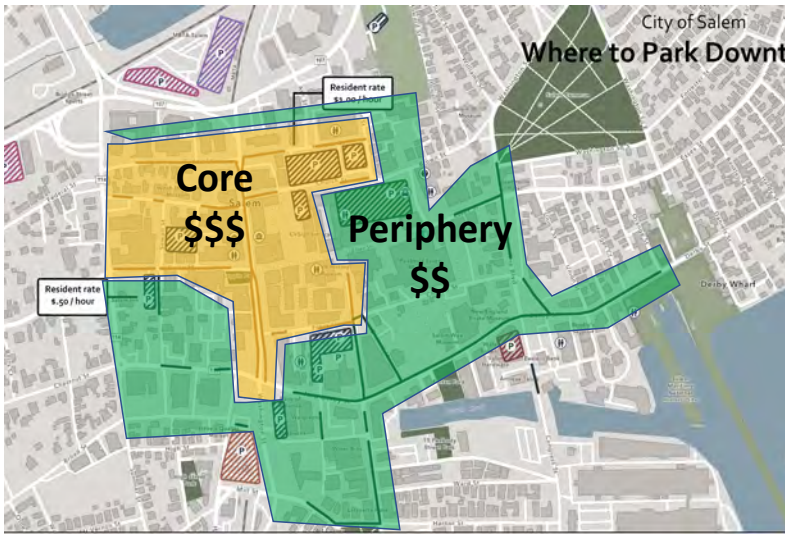
Shared Parking Districts

- Ann Arbor, MN – Streamlined Public System
- BID manages parking on behalf of Town
- Includes parking on private lots
- Signage/wayfinding bring private lots into public system
- Parking revenues fund parking management AND transit, travel information, and a commuter pass program



Parking Pricing Strategies

- Salem, MA – Pricing Tiers
- Prices tiered by location relative to core
- Creates availability in key locations
- Creates options for all users (pay a little more to go directly to your destination, pay a little less outside of the core and stay longer)



Parking Pricing Strategies

- Haverhill, MA – Time Of Day Adjustments
- Implemented paid parking in 2011
- Originally: 3:00 pm – 8:00 pm to create availability at key times
- Recently expanded to 10:00 am to 8:00 pm

PHYSICAL ENVIRONMENT

BRANT ROCK MULTIMODAL CONNECTIONS / MOBILITY PLAN

Description - Improve / install sidewalks to remote parking, nearby beach access, and along the eastern side of the esplanade

BRANT ROCK LRRP STUDY GOALS

- **Create safe walkways and accessible pedestrian facilities and improve multimodal connections**
- Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities
- Provide protected and dedicated spaces for outdoor dining
- Expand retail activity and support existing businesses in the Brant Rock area
- Promote flexible development opportunities that incorporate resilient designs
- Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events
- Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts

Category		Public Realm
Location		Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin		Project Idea generated by the LRRP project team Project could be championed by Town Planning Department (with collaboration from other Town departments)
Budget	High	**Large Budget - $200k** **Primary Costs:** • Staff/administrative time for development of RFP, procurement process, and project management • Staff/administrative time to work with consultant to develop funding strategy and mobility plan • Staff/administrative time to implement proposed capital improvements, secure funding, and work with associated departments

Budget

Potential Funding Sources:

- MassDevelopment's Commonwealth Places, DHCD's MDI
- Mass Works, EDA Competitive Tourism Grants
- Upcoming CARES Act disbursements from the State of MA (TBD)
- Upcoming ARPA grants (TBD)
- MassDOT Complete Streets/Shared Streets & Spaces funding

Funding for construction:

- MassDOT Shared Streets and Spaces
- MassWorks
- CARES Act statewide programs (TBD)
- ARPA funding programs (TBD)

Timeframe

Short

Medium

Short Term (Less than 5 years) - Mobility Plan

- 3 months: Departments to coordinate pedestrian safety improvement priority locations
- 3 months: Project champion seeks design firm for design of improvements
- 6-8 months: Design planning, stakeholder coordination, and public outreach efforts for pedestrian safety improvements design

Mid Term (5 - 10 years) - Design & Implementation

- Community Engagement Process (6-12 months)
- Utility Assessment (6 months)
- Complete Streets / Multimodal Study (12 months)
- Design Development, Funding Approvals, Contractor Procurement (6-18 months)
- Construction/Implementation (18-24 months)

Risk

Medium

Medium Risk

- Labor and availability constraints for existing staff to shift responsibilities and coordinate with other departments and manage design team
- Local & state permitting and design regulations
- Stakeholder/abutter opposition
- Business support for recommendations along Esplanade
- Funding - Identifying funding for study and implementation of recommendations
- Capacity for DPW to assist with construction/development of improvements for design plans
- The bidding environment has an impact on the cost of materials and labor exacerbated by the 2020/2021 COVID pandemic.
- Long-term maintenance of multimodal facilities

Key Performance Indicators

- Development of Complete Streets / Multimodal Plan
- Multimodal counts (pedestrian, bicycle, and transit)
- Number of implemented multimodal improvements
- Increased parking availability (due to modal shifts)
- Increased business revenues/openings
- Customer and visitor satisfaction surveys

Partners & Resources	Town Planning/Zoning Department, DPW, Chamber of Commerce, Police Department, Board of Selectmen, Complete Streets Committee/Representative, Design Consultant, Transportation Engineering Consultant, Brant Rock Village Association

Diagnostic

COVID-19 has created drastic impacts on businesses, residents, and visitors to Brant Rock. Businesses are experiencing a reduction in patronage, highlighting the need to increase access to the Esplanade. With the increased demand for outdoor dining facilities/gathering spaces, excess pavement and roadway is a prime candidate for improved outdoor dining spaces and multimodal accommodations and facilities. New multimodal connections can encourage visitors and residents to use other modes to frequent Brant Rock, therefore increasing parking availability and creating a more connected and vibrant Esplanade.

COVID-19 Impacts

- Reduction in Town budget/finances
- Limiting staffing capabilities (to manage parking plan, and/or take on additional responsibility)

Action Item

This project includes the development of a multimodal or Complete Streets plan focused along the Esplanade and within Brant Rock (potential to include Green Harbor marina area). An assessment of existing multimodal connections can highlight issue and opportunity areas, develop a database of multimodal counts, and prioritize capital improvements. The plan should include new multimodal data collection, identify local resident and business goals, create metrics to evaluate those goals, prepare analyses of data using those or similar metrics to ensure a relevant consensus outcome, and develop appropriate solutions for the Brant Rock Esplanade context that support broader community goals.

Study and recommended solutions should focus on defining appropriate cross-sections that accommodate all modes, including vehicles, loading trucks, DPW vehicles (during flooding events), bicycles, buses/shuttles, and pedestrians. Designs should not encourage higher speeds to the detriment of other modes, particularly those seeking to walk to local business safely.

Key actions include:

- Community Engagement
- Conceptual Design
- Funding Recommendations
- Final Design
- Construction

Solutions to be considered should include:

- Access management controls and driveway narrowing
- Reconfiguration of on-street/angled parking for access and multimodal connection impacts
- Implementation of other strategic multimodal improvements such as bicycle parking/storage, bicycle lanes, electric-vehicle parking spaces, shared streets, raised crossings, and multimodal signage.

Process

Conduct a comprehensive multi-modal study that will:

- Develop a comprehensive vision for improving mobility and reducing congestion.
- Explore specific mobility needs of all user groups, including families with young children and seniors
- Identify strategies for transit, walking, biking, demand management solutions, parking and vehicle access
- Develop an implementation program and identify funding
- Identify & implement early-action projects and pilots
- Identify key physical improvements needed, including creating dedicated bicycle facilities connecting to and along the Esplanade
- Identify key programmatic, policy and regulatory changes

To engage in the mobility study/develop the multimodal conceptual plans, conduct the following steps:

1. Identify and secure study funding
2. Draft and finalize confirm study scope (town) to include public engagement, goals identification, data collection & analysis, multi-modal needs assessment, strategy development and action planning.
3. Write an RFP for a consulting team (transportation /mobility planning lead) and select a team.
4. Form an ad hoc committee for input; coordinate with the master plan committee.
5. Plan for early action / pilot implementation project(s)
6. Identify appropriate roles & responsibilities to implement all recommended strategies, including municipal departments, private partners and island-wide agencies
7. Develop multi-year capital and operations program
8. Launch pilot project(s)
9. Develop funding / financing plan for all recommended strategies
10. Complete conceptual designs to be eligible for transportation improvement program (TIP) funding

KEY COMPONENTS OF A MOBILITY PLAN

- **Identify Mobility Goals:** This should include goals highlighted in other planning initiatives (such as a comprehensive plan), as well as objectives for the study process (that may be different from community goals)
- **Historic & Current Data Assessment:** This should identify key questions beforehand to avoid the creation of redundant data, should consider replicability of process, and include multimodal data collection
- **Public Engagement Process:** This should consider engaging key stakeholders, developing public surveys and in-person workshops, and required translation services
- **Identify Gaps & Needs:** This should define needs relative to community goals, use measures relatable to user experience rather than vehicle movement, identify where the existing system is falling short, and highlight the "pain points" as noted by the public/stakeholders
- **Strategies & Recommendations:** This should propose strategies to address pedestrian streetscape local policies, infrastructure improvements, prioritization of funds, and staffing needs
- **Final Plan:** This should include clear data and maps, actionable recommendations, responsible parties, and projections

The most important component of a mobility plan can be setting goals and/or a vision for mobility. With a comprehensive and community-wide understanding of goals, it can be easier for communities to make the difficult decisions that are inherent in transportation planning.

TIPS FOR SUCCESSFUL OUTCOMES WHEN DEVELOPING A MOBILITY/ MULTIMODAL PLAN

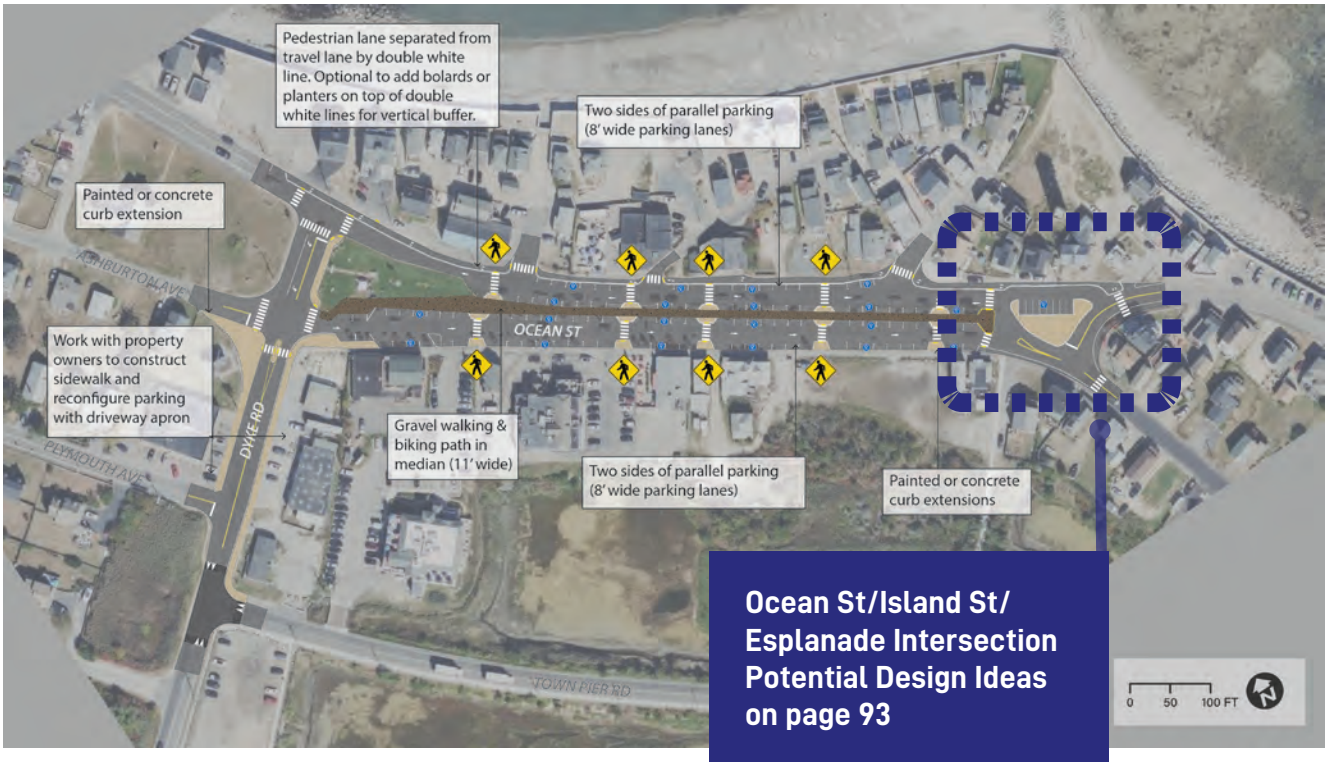
- Review other community documents (i.e. Comprehensive Plan) to incorporate as applicable
- Include goals that are measurable
- Include the public in identification & ranking of project/improvement goals
- Target analysis on what is most important to community
- Use this plan as an opportunity to collect comprehensive data that is lacking, i.e. bicycle parking or walk barriers
- Outreach should 'meet people where they are' (i.e. digital or in-person workshops across multiple hours)
- Connect with the community early and often (and ensure that all efforts are inclusive)
- Look beyond a physical problem and consider the entirety of a corridor/area
- Take a "user perspective" when evaluating infrastructure
- Use measures related to goals, not performance (i.e. travel time not Level of Service)
- Use maps, visuals & graphics to communicate
- Use community goals-based measures to find solutions (with the understanding that legacy projects may not score well)
- Vet top strategies through public process
- Some areas may require additional detail/focus, i.e. Ocean Street or Island Street

Common Multimodal Improvement/ Mobility Plan Goals

- **Support economic development**
- **Improve safety for all travelers**
- **Expand or improve existing networks, including transit, walking, and biking**
- **Create more options for people with limited mobility**
- **Manage congestion**
- **Prioritize the needs of vulnerable users**

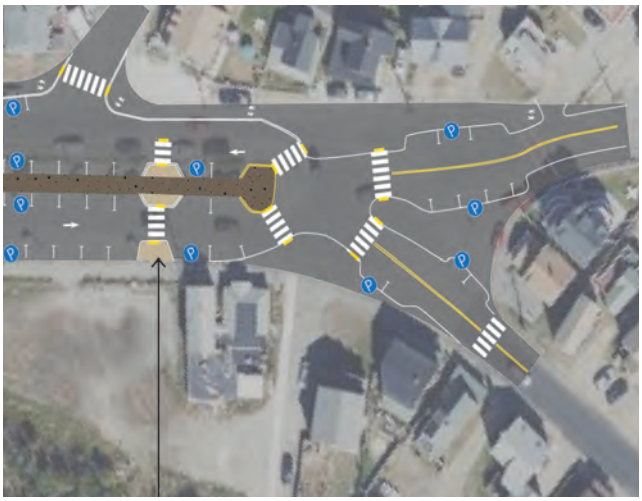
Ocean St/Island St/Esplanade Corridor - Existing Conditions

Ocean St/Island St/Esplanade Corridor - Potential Design Options



Ocean St/Island St/ Esplanade Intersection Potential Design Ideas
on page 93

Ocean St/Island St/Esplanade Corridor - Potential Design Options



The designs above propose various redesigns and solutions for the Ocean St/Island St intersection. The Town should conduct a multimodal mobility study to asses the feasibility of designs such as these to better accommodate and plan for different modes such as those who walk and bike. Source: Environmental Partners Group 2015 Design Report & Stantec

Best Practice

Multimodal Facilities/ Streetscape Best Practices

PHYSICAL ENVIRONMENT

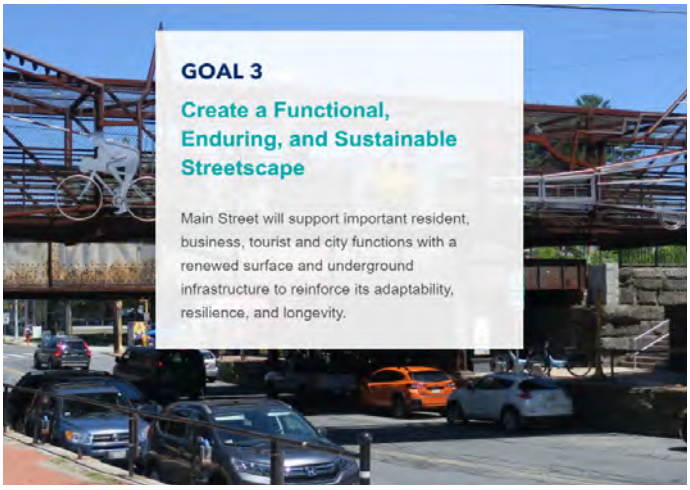
Sample Mobility/Multimodal Goals

Northampton: Picture Main Street

- Addresses accessibility, connectivity, and functionality
- Implements goals that address resiliency and sustainability
- Prioritizes solutions that promote alternative modes

Newton, MA - Newton Leads 2040

- Descriptive goals
- Open-ended objectives that address solutions for all users/modes



Safe | The City's first priority is the safety of all travelers. Newton's transportation strategy aims to eliminate all transportation-related fatalities and injuries. To do so, Newton will address all travel modes equitably and will use infrastructure investments to eliminate hazards, near-misses, and collisions. All travelers in Newton will feel safe and be safe when traveling in Newton, no matter how they travel. We will especially be in tune with the young, the elderly, and those with differing capabilities.

Outreach Methodologies

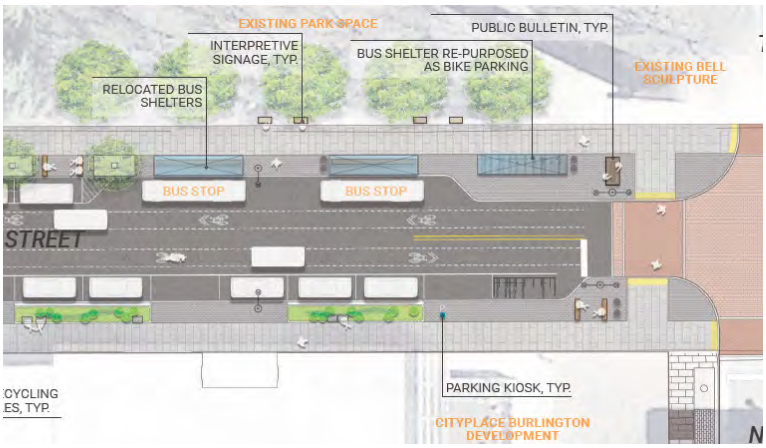
- Somerville, MA: Design Your Own Road
- Helps people understand space necessary for roadway improvements, especially on historic MA roads
- In-person or digital format
- Stakeholders can hear from each other

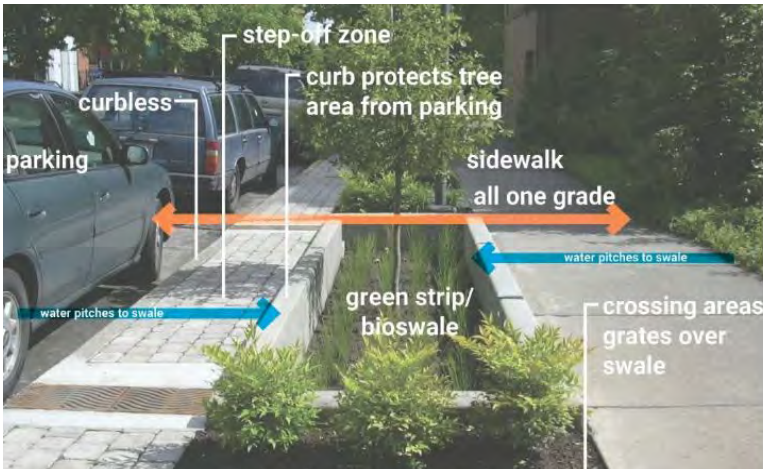
Outreach Methodologies

- Amherst, MA: Transportation Days
- Posters printed and pasted on a van created mobile workshop
- Target gatherings like farmers' market, but also key destinations like grocery stores

Multimodal & Resilient Streetscapes

- Burlington Great Streets, Vermont
- Redevelopment of Town Center streets
- Focused on development of designs that provided streetscape upgrades such as:
- Sidewalks, crosswalks, stormwater, utility, lighting, and multimodal transportation improvements
- All elements designed to integrate with historic character and built realm along pedestrianized Church Street





PHYSICAL ENVIRONMENT

BRANT ROCK WAYFINDING PROGRAM

Description - Develop a wayfinding signage system that intercepts visitors, directs visitors to parking (remote lots) and recreational facilities and destinations, and provides walking distances

BRANT ROCK LRRP STUDY GOALS

- Create safe walkways and accessible pedestrian facilities and improve multimodal connections
- **Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities**
- Provide protected and dedicated spaces for outdoor dining
- **Expand retail activity and support existing businesses in the Brant Rock area**
- Promote flexible development opportunities that incorporate resilient designs
- Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events
- Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts

Category		Public Realm
Location		Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin		Project Idea generated by the LRRP project team Project could be championed by Town Planning Department, Brant Rock Village Association, or Chamber of Commerce
Budget	 Low High	**Low Budget - Under $50k (for design concepts, est. $50k)** **High budget - $200K+ (for design development and fabrication, est. $250-400k)** **Primary Costs:** • Staff/administrative time for development of RFP, procurement process, and project management • Staff/administrative time to work with consultant to develop wayfinding program • Staff/administrative time to implement wayfinding program and work with associated departments **Potential Funding Sources:** • MassDevelopment TDI Creative Catalyst or Commonwealth Places grants • DHCD MDI or Community Development Block grants • Upcoming ARPA programs (TBD) • Sponsorship & off-site advertising

Timeframe	Short	**Short Term (Less than 5 years)** • Conceptual design process – 12 months • Schematic design – 6 months • Design development – 6 months • Fabrication & installation – 6 months
Risk	Low	**Low Risk** • Labor and availability constraints for existing staff to shift responsibilities and coordinate with other departments and manage consultant team • Coordinating with various Town departments for design and implementation • Reaching consensus with business/ visitor attraction parties on design and location of wayfinding signs • Identifying funding for implementation. • Signage clutter & competing designs (existing signage that competes with new designs)
Key Performance Indicators		• Development of Wayfinding Program • Implementation of Wayfinding Program Designs • Percentage change in foot traffic in the district, % • Percentage change in survey respondents who report parking as a primary challenge. • Before and after studies of spending by mode • Surveys to capture user perceptions, behavioral changes in mode choice • Number of existing wayfinding signs, number of the types of wayfinding signs for pedestrians, bikers and vehicular traffic. • Perception and feedback from business community
Partners & Resources		Town Planning/Zoning Department, DPW, Chamber of Commerce, Police Department, Board of Selectmen, Local Business Owners, Historical Commission/Beach Administrator, Community Groups, Brant Rock Village Association, Local Artists (to provide additions such as accent inset panels, materials, glass, ceramic, metal, etc.), On-Call Fabrication Consultant for continued maintenance efforts

Diagnostic

COVID highlighted the importance of visitors to the Esplanade to support businesses and dining. Post COVID recovery feedback from Brant Rock businesses, residents, and visitors, has identified the need to welcome visitors back to Brant Rock and help new visitors find local retail, dining, ADA-accessible routes, multimodal hubs including parking facilities, and attractions. Businesses in particular cited the need for better wayfinding to help visitors navigate the district and its parking, dining, retail and visitor offerings.

COVID-19 Impacts

- Reduction in Town budget/finances
- Limiting staffing capabilities (to manage and/or take on additional responsibility)

Action Item

A multi-phased wayfinding design process is recommended. Key actions include:

- Develop a design working group, comprised of key stakeholders supportive of improved wayfinding as well as Town staff responsible for its management, design plan execution, installation, and upkeep.
- Review plans and documents for the previous wayfinding plan and other relevant plans
- Include all interested entities for design plan input and to understand how wayfinding plan will integrate with similar programs
- Identify the wayfinding "needs" and desired outcomes by developing a prioritized list of key destinations, needed identification, potential gateways, and key directional needs
- Review/create map of existing wayfinding signage systems
- Evaluate where the "gaps" are for wayfinding signs and current conditions/ remaining lifespan for existing signs. Determine if the new system will be a conscious extension or evolution of the previous system, or install a new design and completely extract signage from the previous plan (to avoid signage clutter and confusion)
- Ensure that the proposed design adheres to all required design guidelines, including ADA-compliance for font size, size, and contrast. Encourage design considerations to meet multi-lingual needs.
- Develop aesthetic design options, working with community, businesses, and potentially local artists.
- Identify and obtain conceptual design funding

Process

Key Steps to Consider:

Schematic Conceptual Design (35% of project efforts)

- Identify the project goal and wayfinding needs
- Identify required signage types and create a Sign Inventory
- With understanding of the local aesthetic in hand, explore two – three different design options for consideration to ensure that the design is unique and appropriate for the community
- Develop a few representative sign types and analyze them and how they would fit in the built environment and in the Brant Rock Esplanade area
- Develop preliminary signage locations and messaging, with an understanding of the various contexts for the signs (i.e., freestanding, pole-mount, wall mount, projecting, etc.)
- Develop a target budget for infrastructure
- Identify the audience for signs, their information hierarchy, signing types
- Identify applicable code requirements
- A Sign Fabricator should be consulted for Raw Order of Magnitude (ROM) price estimates. These ROM numbers will help inform the decision of which design direction to pursue (and identify any Value Engineering measures).

Design Development Process (30% of project efforts)

- Desired design option (or hybrid of) to be applied to all sign types
- Develop Location Plans and Message Schedules
- Confirm design compliance with rules and regulations
- Circulate design package to Town staff for input
- Issue design package to prospective Sign Fabricators for Preliminary Bids and reveal possible Value Engineering moves that might be required to meet budget.

Design Intent (25% of project efforts)

- Add/include all specifications and fabrication details necessary to solicit competitive bids from capable Fabricators
- Finalize Location Plans and Message Schedules
- Circulate design intent package (bid document) to entire Team for final sign-off

Bid Assistance (5% of project efforts)

- Identify recommended/capable Fabricators
- Issue Design Intent Package, field all questions and issue responses to all bidders
- Review bids and select fabricator

Process (Continued)

Key Steps to Consider:

Artwork Coordination (Sign Fabricator efforts, shop drawings, material sample submittals)

- Hand-off of all specific, unique art, icons, symbols and logos.
- Development of all required templates for Sign Fabricator's use in building out sign messages (Including but not limited to one-line, two-line and multi-line variations, side A and side B layouts, flush left and flush right variations, etc.)

Construction Observation (5% of project efforts)

- Review and approve Fabricator's Shop Drawings
- Review and approve Fabricator's paint finish and material sample submittals
- Conduct a shop visit mid-fabrication if desired/required before completion.

Post-Installation (Punch Review)

- Once installed, Designer is to review each sign installation to ensure its completion, quality and adherence to the Design Intent
- This review should be summarized in a document to be issued to the Town (proof of completion)

WHY DEVELOP A WAYFINDING DESIGN PLAN?

Wayfinding in any municipality is complex and often exhibits evolution of different approaches/solutions layered over one another over time. This means that signage is often inconsistent, both in design and placement.

A comprehensive wayfinding plan considers both signage design and placement. A wayfinding package not only helps people get where they want to go, but in doing so supports economic development and creates community identity.

Wayfinding traditionally focuses on signage, but can also comprise other elements that help orient people such as roadway markings, street light fixtures, street furnishings (trash, furniture, fixtures, equipment, landscape), handrails transit stops, roadway markings, printed maps, and lighting.

It is important to note that there are three types of signage. A typical wayfinding plan focuses on identification, informational, and directional signs. Often identification designs are already existing and/or controlled by another party.

Signage Types

- **Identification (circulation such as streets and trails, or facility such as garages, transit stops, and restrooms)**
- **Informational (directory, banners)**
- **Directional (vehicular, pedestrian, temporary/movable)**
- **Placemaking (icons/landmarks, thematic repetition i.e. banners - optional)**
- **Promotional (advertising, sponsorship, events)**

KEY COMPONENTS OF A WAYFINDING PLAN

- **Discovery and Design Brief:** This should include a fact-finding meeting, identification of locations for signage to direct to, familiarization with the site, target budget for infrastructure, and discuss audience and information hierarchy
- **Schematic Design:** This should include the draft design direction drawings, preliminary drawings for major sign types, preliminary location identification, and a design work session
- **Design Development:** This includes the development of more detailed drawings (50% complete), with details such as messages, location plans, and compliance with design guidelines
- **Design Intent Bid Drawings:** This should consider development of the design intent drawings, signage bid document, incorporation of local codes/ ADA standards, and coordination with state agencies to confirm compliance and signage location/placement
- **Bid Consultation:** This should consider identifying recommended fabricators in the local area, and support from the municipality through the bid process
- **Signage Artwork:** This should include the preparation of specific, unique art/icons/ symbols/logos and preparation of templates for sign types
- **Fabrication/Installation Observation:** This should include a review of shop drawings, fabricator details, and a walk through of signage installation

Best Practice

Wayfinding Best Practices

PHYSICAL ENVIRONMENT

Identification & Parking Signage

- MA Rail Trail signage uses unique fonts, arts, and materials to attract and help visitors locate destinations
- Beverly, MA – Short- and Long-Term Guidance for different parking locations, and intercepts people before they get to the heart of Downtown
- Pittsfield, MA – Integrated parking wayfinding into unique design
- Blue "P" is universally understood

Pedestrian Wayfinding

- South Boston, MA - Pedestrian-oriented signage providing key destinations, direction, and walking times
- Kendall Square, Cambridge, MA - Destination map that is easily readable map highlighting major destinations, public facilities, and transit stations

Informational and Directional Signage

- Example Design Plan of signage types
- Includes location of signage, type of information to include, and design information (such as scale, directional arrows, and fonts)

2.1 Primary District Directory

Ground

2.2 District Banner Program

Ground

3.1 Primary Vehicular Directional

Ground

3.2 Secondary Vehicular Directional

Horizontal or Vertical Ground

PHYSICAL ENVIRONMENT

BRANT ROCK SHUTTLE/PEDICAB SERVICE

Description - Develop a peak season shuttle or pedicab service in Brant Rock that provides drop-off and pick-up services to businesses, destinations, and remote parking lot

BRANT ROCK LRRP STUDY GOALS

- **Create safe walkways and accessible pedestrian facilities and improve multimodal connections**
- **Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities**
- Provide protected and dedicated spaces for outdoor dining
- **Expand retail activity and support existing businesses in the Brant Rock area**
- Promote flexible development opportunities that incorporate resilient designs
- Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events
- Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts

Category		Public Realm
Location		Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin		Project Idea generated by the LRRP project team Project could be championed by Town Planning Department, Brant Rock Village Association, or Chamber of Commerce (with collaboration from other Town departments)
Budget	 Medium	**Medium Budget ($50-200K) est. $50-100K for shuttle service design, funding, and operating plans** **Primary Costs:** • Staff/administrative time for development of RFP, procurement process, and project management of feasibility/shuttle study • Staff/administrative time to work with consultant to develop funding strategy and shuttle feasibility plan • Rental agreement/contract with shuttle provider/vendor **Potential Funding Sources:** • MassDevelopment's Commonwealth Places, DHCD's MDI • Mass Works, EDA Competitive Tourism Grants • Upcoming CARES Act disbursements from the State of MA (TBD) • Upcoming ARPA grants (TBD) • MassDOTShared Streets & Spaces funding

Timeframe	Short	**Mid Term (5 - 10 years)** • Community Engagement Process (6-12 months) • Utility Assessment (6 months) • Complete Streets / Multimodal Study (12 months) • Design Development, Funding Approvals, Contractor Procurement (6-18 months) • Construction/Implementation (18-24 months)
Risk	Medium	**Medium Risk** • Labor and availability constraints for existing staff to shift responsibilities and coordinate with other departments and manage design team • Local & state permitting and design regulations • Stakeholder/abutter opposition • Business support for recommendations along Esplanade • Funding - Identifying funding for study and implementation of recommendations
Key Performance Indicators		• Multimodal counts (pedestrian, bicycle, and transit) • Level of congestion (pedestrian) during peak visitor days in summer season • Alternative transportation ridership (pedicab, shuttle) • Customer and visitor satisfaction surveys • Increased perception and use of shuttle service • Vehicle congestion at parking facilities adjacent to beach/ Esplanade area
Partners & Resources		Town Planning/Zoning Department, DPW, Chamber of Commerce, Police Department, Board of Selectmen, Shuttle vendors/ consultants, Beach Administrator, Brant Rock Village Association

Diagnostic	COVID-19 has increased the negative perception of parking availability, particularly along the immediate Esplanade. While ample available supply may exists within a short walk in the remote lot (Beach Parking Lot), prime front-door on- and off-street spaces along the waterfront nearest the beach or commercial destinations core experience higher occupancy, contributing to negative perceptions when available spaces are not well-known, advertised or incentivized. A shuttle/pedicab service would promote parking further away, creating availability in prime spaces, increasing access to businesses, and opening the roadway to different modes. COVID-19 Impacts • Reduction in Town budget/finances • Limiting staffing capabilities (to manage parking plan, and/or take on additional responsibility)
Action Item	Accessing Brant Rock is difficult for visitors and residents who prefer to use alternative modes. Most visitors and patrons seek to park directly along the Esplanade, without knowing that free, available parking is not much farther away near Green Harbor. Implementing a pedicab or shuttle service would encourage more walking along the Esplanade, while giving visitors an opportunity to tour Brant Rock is a fun and entertaining manner. A shuttle program also can easily connect residents to Esplanade businesses, as well as remote parking facilities such as the Beach Parking Lot. Key actions of a pedicab/shuttle feasibility/pilot program include: • Conduct feasibility study • Work with vendors to assess shuttle vehicle types and financial feasibility • Implement pedicab/shuttle pilot on Esplanade • Advertise pilot/implemented shuttle service • Offer more frequent service during peak season

Process

Develop a Market Analysis

Evaluate current local transit service, existing travel patterns, and analyze/ identify key destinations and public facilities that the shuttle would service. Establish macro and micro travel patterns to better understand how the pedicabs or a shuttle would circulate, which can help to establish the purpose and need, and provide the broader perspective of what an operational plan would achieve

Develop Service Design

Develop pilot programs/shuttle concepts and evaluate on how best to develop a service that can be successful within Brant Rock's parameters. In this stage, potential routes should be developed and assessed to gauge how they would perform including ridership, travel time, reliability, coverage, targeted populations or destinations served, and other factors as developed. These measures will help identify the routes and destinations to serve

Consult with shuttle providers

Engage with local pedicab/shuttle providers to understand costs, equipment/ vehicle management, fee structure, and overall management structure. Consulting with multiple providers will give the Town the opportunity to assess vehicle needs (i.e. pedicab, jitney, trolley, etc.)

Develop Operation and Management Plan

For a pedicab or shuttle to be successful, clear expectations of cost, management and other operating factors must be accurately calculated in advance. Challenges such as funding, staffing, and management, as well as scalability and potential for community-wide expansion should be considered.

Best Practice

Shuttle Services Best Practices

PHYSICAL ENVIRONMENT

Local Shuttle Service

Rockport, MA - Beach Shuttle

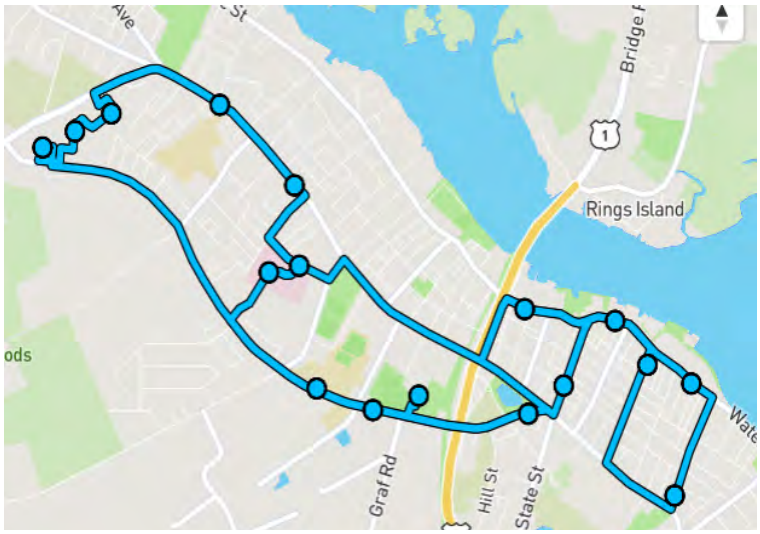
- Shuttle service during peak season that connects visitors from remote parking lot to Downtown and recreational attractions
- Advertised as a "Park N Ride" shuttle
- Costs $1/person each way (with reduced prices for seniors, children under five, and persons with disabilities)

Local Shuttle

- Newburyport, MA - Regional Shuttle
- Operated by MVRTA
- Runs on weekdays and weekends and circulates through Downtown, regional attractions, plazas, and commuter rail station
- Integrated with Charlie Card MBTA fare system

Pedicab Service

- Everett, MA - Pilot Service
- Free pedicab service on Broadway
- Provided drop-off/pick-up services to bus stops and key destinations
- Created a more interactive way to connect first & last mile services for Everett residents



First/Last Mile Shuttle

- Boston (Seaport District), MA – First/Last Mile Shuttle
- "Circuit" shuttle that provides free service for Seaport visitors and residents
- Electric shuttles that can be hailed from the street or requested for pick-up through a mobile phone application
- Rides are offered all week

PHYSICAL ENVIRONMENT

TOWN PIER ROAD INTERSECTION GATEWAY

Description - Mitigate recurrent flooding with raised intersection at Town Pier Road and Dyke Road, also creating signed gateway & traffic calming

BRANT ROCK LRRP STUDY GOALS

- **Create safe walkways and accessible pedestrian facilities and improve multimodal connections**
- Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities
- Provide protected and dedicated spaces for outdoor dining
- Expand retail activity and support existing businesses in the Brant Rock area
- Promote flexible development opportunities that incorporate resilient designs
- **Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events**
- **Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts**

Category		Public Realm
Location		Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin		Project Idea generated by the LRRP project team Project could be championed by Town Planning Department (with collaboration from other Town departments)
Budget	 High	**Large Budget - $200k (Project should advance to Transportation Improvement Program. Consultant fee approximately $50K, with final construction cost between $250K-$500K)** **Primary Costs:** • Staff/administrative time for development of RFP, procurement process, and project management • Staff/administrative time to work with consultant to develop funding strategy and design plan • Staff/administrative time to implement proposed capital improvements, secure funding, and work with associated departments **Potential Funding Sources:** • MassDevelopment's Commonwealth Places, DHCD's MDI • Mass Works, EDA Competitive Tourism Grants • Upcoming CARES Act disbursements from the State of MA (TBD) • Upcoming ARPA grants (TBD) • MassDOT Complete Streets/Shared Streets & Spaces funding

Timeframe	Medium	**Mid Term (5 - 10 years)** • Phase I–Research (1 month, Summer 2021) • Phase II–Mobility Study (4 months, Fall 2021) • Phase III—Plan Development (6 months, Summer Spring 2022) • Phase IVII–Funding & Approvals (submission to RPC, Summer 2022; TIP approval, Fall 2022-Spring 2023; Funding approval, typically 1-5 years) • Phase IV–Bidding, Construction & Implementation (typically 6-12 months)
Risk	Medium	**Medium Risk** • Labor and availability constraints for existing staff to shift responsibilities and coordinate with other departments and manage design team • Local & state permitting and design regulations • Stakeholder/abutter opposition • Business support for recommendations along Esplanade • Funding - Identifying funding for study and implementation of recommendations (TIP funding approval process) • Bond financing limitations (if municipally-funded) • The bidding environment has an impact on the cost of materials and labor exacerbated by the 2020/2021 Covid pandemic
Key Performance Indicators		• Multimodal counts (pedestrian, bicycle, and transit) • Vehicle counts • Business Revenues • Crash Rate • Multimodal Level-of-Service • Increased business revenues/openings • Customer and visitor satisfaction surveys
Partners & Resources		Town Planning/Zoning Department, DPW, Chamber of Commerce, Police Department, Board of Selectmen, Complete Streets Committee/Representative, Design Consultant, Transportation Engineering Consultant, Brant Rock Village Association

Diagnostic	Opportunities • Inviting gateway entrance to coastal, beach community • Walkable Esplanade • Active businesses near Ocean St Challenges • High daily vehicular traffic volumes • Esplanade lacks definition • Poor walkability
Action Item	The development of a gateway intersection will include planning and implementation of a more pedestrian-friendly intersection. The plan will examine the intersection in the context of its intersecting roadway corridors and consider each corridor's interaction with each other and the surrounding context, including considerations of factors influencing vehicle speeds in advance of the intersection, such as land use, curb cuts, pedestrian activity, speed zones, lateral friction, vertical profile, sidewalks, shoulders, bike lanes, visibility, etc. Factors to consider include future land uses, planned walking and biking infrastructure, public realm / streetscape plans, unmet walk desire lines, access management opportunities, and other features of each corridor and how they influence the intersection. The design preferably addresses recurrent stormwater flooding early in events which affects residents seeking to evacuate. Likely solutions include a raised intersection that corrects the low point and adds the desired traffic calming gateway.

Process

1. Collect and analyze data about traffic movements by mode, speeds, crashes, delays, roadway layout, rights of way, property lines and local and State regulatory environment
2. Conduct mobility study to assess existing and future conditions and to support evaluation of design alternatives
3. Conduct engagement process to Receive community/abutters' input
4. Evaluate all community-supported design options for the redesign of the intersection and/or each corridor in advance of the intersection
5. Conduct a community workshop(s) to discuss identify a preferred alternatives
6. Develop 30% design and PS&E submission
7. Identify and secure funding (municipal bond or TIP project)
8. Obtain approvals from MassDOT (if applicable)
9. Complete final 100% design
10. Bid project and hire contractor(s)
11. Implement redesign

Town Pier Road & Dyke Road Intersection - Existing Conditions

Town Pier Road & Dyke Road Intersection - Potential Design Options

Raised intersection with improved crosswalks to calm traffic and gateway signage to greet visitors

Project Recommendations: Business Environment

PRIORITY

BRANT ROCK RESILIENT BUSINESS PROGRAM

Description - Develop a set of resources on resilient private building retrofits and funding sources for operating with storm events

BRANT ROCK LRRP STUDY GOALS

- Create safe walkways and accessible pedestrian facilities and improve multimodal connections
- Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities
- Provide protected and dedicated spaces for outdoor dining
- **Expand retail activity and support existing businesses in the Brant Rock area**
- **Promote flexible development opportunities that incorporate resilient designs**
- **Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events**
- Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts

Category	Business Environment/Private Realm
Location	Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin	Project Idea generated by the LRRP project team Project could be championed by Chamber of Commerce, Brant Rock Village Association and/or Town Planning/Zoning Department.
Budget	Low **Low Budget - Under $50k (for design concepts, est. $50k)** **Primary Costs:** • Staff/administrative time for compilation of funding source • Staff/administrative time for setup of webpage and social media accounts • Consultant: Development of resilient retrofit/floodproofing solutions & private business development "toolkit" **Potential Funding Sources:** • Municipal Vulnerability Preparedness Program, Action Grant • Massachusetts Coastal Zone Management Coastal Resilience Grant Program • American Rescue Plan Act (ARPA) • Building Resilient Infrastructure and Communities (BRIC) Funding • U.S. Small Business Administration

Timeframe	Short	**Short Term (Less than 5 years)** • 3 months: Planning Department coordinate with other Town departments regarding staffing responsibilities to develop program • 3 months: Planning Department to work with flooding/ resiliency consultant to compile a list of funding resources, • 1-3 month: Market toolkit & provide toolkit "training" for business community • Resilient Business Program could be fully functional within 12 months
Risk	Low	**Low Risk** • Financing limitations from Town Budget • Labor and availability constraints for existing staff to shift responsibilities and coordinate with other public and private entities (such as local businesses and DPW)
Key Performance Indicators		• Development of "resilient businesses" toolkit • Number of local businesses that have used said toolkit for flood prevention/preparation • Number of local business that have received funding/ administrative support • Feedback from businesses regarding toolkit contents & funding sources
Partners & Resources		Town Planning/Zoning Department, DPW, Chamber of Commerce, Board of Selectmen, Local Business Owners, Brant Rock Village Association, Harbormaster, Climate State Agencies (DCR, EOEEA)

Diagnostic

Key Challenges
- Administrative & financial Town constraints
- Flooding prevention/preparation for businesses

COVID-19 Impacts
- Reduction in Town budget/finances
- Limiting staffing capabilities (to take on additional responsibility)
- Funding for flooding/facade improvements for storefronts

Action Item

This project includes the development of a resilient business program and a set of tools for living with recurrent flooding that include solutions such as dry/wet floodproofing. The Town will work with business owners and developers to assess potential locations to house moveable infrastructure and materials, all of which will allow for more businesses in Brant Rock. The Business Resilience Toolkit should address and include resources such as:

Designing With Water: Creative Solutions from around the Globe (2014)
- Applicability: This report provides a framework (criteria for success) and a series of case studies that provide a range of solutions that may be applied at different scales. Each case study describes a "process" that Marshfield may choose to draw upon aspects of when considering how to implement this program.

Municipal Vulnerability Preparedness Findings Report for Marshfield (Available from the Town of Marshfield)
- Applicability: This report specifically calls out Brant Rock and conducting a study to assess "Business as Usual" conditions and to use this information for long-term future decision-making for the area to include flood protection measures (e.g. adaptation options), incentive programs for businesses, and education efforts for residents and business owners. Consider these recommendations as part of a short-term 12 month planning process as part of a living with water approach to resilience within the business district – MC-FRM mapping shows this entire area with at least 20% probability of flooding in present day and the area between 50-100% yearly storm inundation.

Business Continuity and Crisis Communications Planning
- Applicability: The Disaster Resistant Business (DRB) Toolkit Workgroup is an IRS certified 501(c)(3) non-profit organization that specializes in developing and implementing tools, education, and training to assist small-to-medium sized businesses and non-profits to become more resilient. Similarly, the report Climate Change Preparedness and the Small Business Sector focuses on the important of developing a business continuity plan (sometimes referred to as a risk management plan) which helps to identify the risks of climate change impacts specific to small business. Any event that could impact business operations such as supply chain interruption or loss of or damage to critical infrastructure may be considered in a business continuity plan.

Process

Solutions that integrate risk mitigation, placemaking, and climate resilient design to support social and economic resilience. The goals of a climate resilient toolkit should seek to achieve as many of these guiding principles as possible for each climate resilient action identified in the toolkit.

- Design for Resilience – Climate resilient design solutions must minimize impacts to business (buildings or assets) during storm events, promote functional persistence of businesses within the Esplanade (shorten recovery time), and plan/anticipate change over time that considers changes to climate exposure (apply current downscaled climate data projections).
- Consideration of Co-Beneficial Solutions – Where possible, solutions should seek to achieve multiple and overlapping solutions to maximize economic, ecological, and social gain.
- Strengthen Community Resilience – Social resilience seeks to strengthen community identity through resilience networks and social support systems. Strategies that strengthen social resilience are cost effective and provide meaningful benefits to participants. Areas subject to retreat or transformation present opportunity to educate the public about future change, challenges, and opportunity for the community in response to the effects of climate change.
- Incentivize and Institutionalize Preparedness – Addressing solutions within the Esplanade will require collaboration across municipal department (goals, strategies, and policies), the business community (risk tolerance, long and short-term planning), and residents. Adaptation solutions within the Esplanade are unique and may vary from other locations within the community in need of climate resilient solutions. Unique adaptation solutions for the Esplanade are needed.
- Phase Plans Over Time – Phased implementation strategies are necessary in the Esplanade. Solutions should be considered across multiple planning horizons with the understanding that in the absence of complete transformation of the esplanade (i.e. raising the ground surface elevation), retreat is likely.

ADDITIONAL OPTIONS FOR CONSIDERATION

- **Short Term Adaptation Solutions:** Elevating buildings is a common adaptation solution where structures exist in floodplain are subject to repetitive flood damage. For businesses however elevating a building structure is not feasible due to regulatory compliance (e.g. ADA requirements) or is cost prohibitive. FEMA provides guidance on building that cannot be elevated and serve as short-term, cost-effective, climate resilience options for consideration. This document provides case studies with comparative cost estimates for a range of adaptation solutions.

- **Transformation –** Goals of transformation achieve more than building resilience to the effects of climate change. Rather, goals of transformation allow for reimagining of the Esplanade that fit within the broader goals of the community. Asking the question, what does climate resilience look like at the Esplanade? And How can we consider the Esplanade in the context of a complex and dynamic system? An example of transformation within an urban context is the Clippership Wharf development project in East Boston. A constant focus on trade-offs related to transformation must be considered. For example, making sure the resilience for one community, neighborhood, business, or residence doesn't cause adverse impacts for others (e.g. green gentrification) is an important goal of transformation. If a transformational development project like Clippership Wharf is considered for the Esplanade, project development goals must reconcile the risk of development in this area, the vulnerability of future businesses and residences, and broader development goals in the community.

- **Pumping Solutions:** Pumping solutions are expensive and often applied in areas where flooding impacts present significant economic disruptions. Pumping stormwater also presents significant permitting challenges related to the potential for adverse environmental impacts. The Town of Miami, FL for example, has implemented a significant flood management pumping system that may provide some background information on possible solutions in the Esplanade. A cost-benefits analysis is recommended if pumping systems are considered. We do not recommend pumping solutions as a viable option in the Esplanade.

ADDITIONAL OPTIONS FOR CONSIDERATION (CONTINUED)

- **Deployable Flood Barriers:** Deployable flood barriers, sometimes referred to as temporary flood barrier solutions, are flood barriers systems that are deployed before and/or during a flood event and retracted after a flood event. Deployable Flood Barriers generally fall into three categories: Modular Barriers, Membrane Barriers, and Passive Barriers. The Town of Boston has developed Deployable Flood Barrier Guidance which outlines design considerations, operations and maintenance considerations, and a comparison matrix of sample deployable flood barrier products. Deployable flood barriers have been used successfully in Boston at commercial buildings in the Seaport District, MassPort facilities, and along the East Boston Greenway.

- **Managed Retreat –** Managed retreat is the "purposeful, coordinated movement of people and assets out of harm's way." Managed retreat is increasingly realized as an adaptation solution in places where recurring climate impacts strain financial resources to protect everyone in place, and adversely degrade natural resources such as public land and water. Managed retreat remains less understood than may other, more commonly applied, adaptation solutions. The Climigration Network, based in Cambridge, Massachusetts, provides resources and facilitates community led approaches to relocation for people impacted by recurring climate change impacts.

Resilient Retrofit Option in Burnham Hall, Lincoln, VT

PRIORITY

BRANT ROCK FLOODABLE COMMERCIAL SPACES

Description - Pilot solutions that create moveable restaurants and retailers that can leave before a storm event (container retail, floodable pavilions, floating buildings, etc.)

BRANT ROCK LRRP STUDY GOALS

- Create safe walkways and accessible pedestrian facilities and improve multimodal connections
- Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities
- Provide protected and dedicated spaces for outdoor dining
- **Expand retail activity and support existing businesses in the Brant Rock area**
- **Promote flexible development opportunities that incorporate resilient designs**
- **Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events**
- Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts

Category		Business Environment/Private Realm
Location		Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin		Project Idea generated by the LRRP project team Project could be championed by Chamber of Commerce, Brant Rock Village Association and/or Town Planning/Zoning Department.
Budget	High	**Large Budget (+ $200k)** **Primary Costs:** • Funding for external floodproofing design vendor • Funding for improvement grants/loans for Brant Rock businesses • Funding for flood-proofing and public realm infrastructure • Funding for preliminary financing & DPW technical assistance (utility hook-ups) **Potential Funding Sources:** • Municipal Vulnerability Preparedness Program, Action Grant • Massachusetts Coastal Zone Management Coastal Resilience Grant Program • American Rescue Plan Act (ARPA) • Building Resilient Infrastructure and Communities (BRIC) Funding • U.S. Small Business Administration

Timeframe	Short	**Short Term (Less than 5 years)** • Phase I: Planning Process (3-4 months) • Phase II: Pilot Preparation (2-3 months) • Phase III: Pilot Setup (1 month) • Phase IV: Pilot Implementation (3-4 months) • Phase V: Monitoring & Evaluation (1-2 months)
Risk	Low	**Low Risk** • Labor and availability constraints for existing staff to shift responsibilities and coordinate with other departments and manage • Coordinating with various Town departments for design and implementation • Abutter opposition • Identifying funding for commercial space material • Business community interest • Site ownership (of certain private parcels)
Key Performance Indicators		• Feedback from Esplanade businesses post-storm/flooding events. • Number of "floodable" spaces developed • Feedback from public (those who frequent/use the piloted commercial spaces)
Partners & Resources		Town Planning/Zoning Department, DPW, Chamber of Commerce, Police Department, Board of Selectmen, Local Business Owners, Historical Commission/Beach Administrator, Community Groups, Brant Rock Village Association,

Diagnostic	Key Challenges • Increased retail/commercial/restaurant demand in Brant Rock/Esplanade • Floodable and resilient commercial infrastructure COVID-19 Impacts • Continued need for accessible and "floodable" spaces for visitors & residents to socially distance • Businesses may not have capacity to finance/staff pilot commercial spaces
Action Item	This project includes the implementation of a pilot program that will provide floodable and resilient infrastructure for pop-up style events and commercial/ restaurant uses in the Brant Rock and Esplanade area. The Town will work with business owners and developers to assess potential locations to house moveable infrastructure and materials, all of which will allow for more businesses in Brant Rock. Key phases for this project are provided in the list below: • Phase I: Planning Process (3-4 months) • Phase II: Pilot Preparation (2-3 months) • Phase III: Pilot Setup (1 month) • Phase IV: Pilot Implementation (3-4 months) • Phase V: Monitoring & Evaluation (1-2 months)

Process

Key Steps to Consider:

Phase 1: Planning Process (~3-4 months)

- Define goals of the parcel activation and what type of business you are targeting. Is the goal to seed new businesses in the vacant spaces in order to support the existing businesses, or give existing businesses new space to create moveable pop-ups? Is this also to be an event space for community organizations or artists?
- Define the key personas of people who you want to attract to the space. People should be at the core of your plan for the site. Understanding who will be interested in visiting the space will drive your design decisions and help you hone in on which businesses to bring in. Then ask people what experiences they want to have in the space.
- Define key metrics for success. Could include: change in the number of underutilized/vacant parcels; number of participating businesses; number of patrons/visitors to the spaces; revenue generated by the space; change in revenue at neighboring storefronts; number of community activations; community perception.
- Document baseline data. The baseline data you have available or you are able to gather could alter the determination of key metrics for success.
- Gather project partners. Tap into organizations that can help move your project forward. This will include surrounding businesses and community organizations that may use or benefit from the space.
- Document your program plan. This documentation should also include your marketing strategy the reach out to businesses, as well as thinking through the marketing of the space at launch.

Phase 2: Pilot Preparation (~2-3 months)

- Identify businesses that will be part of a pilot program. Reach out to your business community with clear communication about the goals of the program, benefits to the businesses, and general process of the pilot program. Think of the first year as a pilot. This will help the project team and business partners to be bold in participation.
- Identify the vacant parcels that would best serve the businesses/activations you are targeting.
- Location, size, ground cover, access, parking, walkability. Getting the land-owners on the project team early (in the planning phase) will help this selection process. Document square footage, available facilities (like restrooms), and access.

Process (Continued)

Key Steps to Consider:

Phase 2: Pilot Preparation (~2-3 months)

- Zoning/Permitting. Work with the Town, as needed, on zoning and permitting to ensure the plan can be implemented. Understanding there may be regulatory restrictions on length of temporary uses, look to find the maximum allowable temporary use timeframe, in order to give the pilot time to establish and course correct in response to early lessons.
- Secure funding. This may include the MassDevelopment Commonwealth Places Seed Grant. If you are targeting existing businesses, you may want to put a financial burden on them. If your project goal is to lift up struggling businesses or seed new businesses, grant funding will be more important. Don't forget to include marketing/publiTown in the budget.
- Consider a third-party management agreement. Having a third party managing lease agreements and taking on liability can simplify the process for already busy Town staff. Identify the duration of the lease, hours of operations, causes for a breach of agreement, considerations for set-up and breakdown, and provision of resources such as utilities.

Phase 3: Pilot Setup (~1 month)

- Determine the Timing. An early strategy could also be to do the pilot in a non-flood season to limit disruptions in the process early on.
- Design the Space. Determine the layout and materials needed for the activations.

Floodable commercial space example in South Jordan, Utah that accommodates outdoor dining space and open market areas.

Floodable commercial space example at the Western Market in Muskegon, Michigan that creates a "pop-up" environment and a coastal feel for patrons.

DESIGN THE SPACE: KEY QUESTIONS/ CONSIDERATIONS

- Resources MUST be allocated to ongoing care and cleanliness (and ideally programming) for any temporary public space to be successful.
- For paved spaces, consider painting the pavement to further exemplify this is a planned space. Artistic painting or wayfinding features show territoriality and care.
- Activate the area with furniture: movable tables and chairs, adirondacks, picnic bench with shade umbrella, a cart with board and lawn games. This would supplement the store pop-ups and give people a reason to linger. Don't forget to provide shade so everyone is comfortable.
- How will you draw people into the space? What is the creative edge at the roadway?
- To supplement restaurant pop-ups, consider incentives to people/ organizations to seed additional activations to increase foot traffic. Focus on generating feedback on experiences people want to have in the space and use those experiences to guide the design and plan development.
- Believe strongly in the power of experiences that move beyond passive observation and allow for active participation. These experiences are more unique, dynamic, and are more likely to create a shared memory and return visit. Users get a lot of pleasure by both actively participating and by watching others do so.
- Consider ownership opportunities as anything that the user can control and influence: from a movable chair to a multi-story interactive light installation and everything in between.
- Good design, while powerful, does not create a great space on its own. Programming and operations should both be considered as in the design process. Especially short term, programming options delivered on a regular basis can be powerful tools for building momentum for the final project and understanding what will be successful long term.

FACADE IMPROVEMENT PROGRAM

Description - Create local façade improvement program with federal grants to work with local artists and businesses to revitalize storefront awnings, windows and signage

BRANT ROCK LRRP STUDY GOALS

- Create safe walkways and accessible pedestrian facilities and improve multimodal connections
- Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities
- Provide protected and dedicated spaces for outdoor dining
- **Expand retail activity and support existing businesses in the Brant Rock area**
- **Promote flexible development opportunities that incorporate resilient designs**
- **Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events**
- Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts

Category		Business Environment
Location		Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin		Project Idea generated by the LRRP project team Project could be championed by Chamber of Commerce, Brant Rock Village Association and/or Town Planning/Zoning Department.
Budget	 Low High	**Low Budget ($50K) - estimate for facade standard design guidelines** **High Budget (+$200K) - estimate for facade improvements** **Primary Costs:** • Funding for facade design consultant • Potential for funding for grant development to provide financial assistance for facade/capital improvements **Potential Funding Sources:** • MassDevelopment's Commonwealth Places, DHCD's MDI • Mass Works, EDA Competitive Tourism Grants • Upcoming CARES Act disbursements from the State of MA (TBD) • Upcoming ARPA grants (TBD)

Timeframe	Medium	**Medium Term (5-10 years)**
Risk	Low	**Low Risk** • Labor and availability constraints for existing staff to shift responsibilities and coordinate with other departments and manage • Identifying funding for facade improvement/capital improvements • Buy-in and willingness to participate from the existing (and future) business community • Opposition to the establishment of design guidelines/policies
Key Performance Indicators		• Businesses participation in design guidelines establishment • Number of new businesses • Visitor and business perception of implemented improvements • Implementation of facade improvements (windows, wayfinding signage, facade) • Awarded grant funding for capital improvements • Business patronage trends and revenue changes
Partners & Resources		Chamber of Commerce, Board of Selectmen, Permitting/Planning Departments, Local Business Owners, Historical Commission/ Beach Administrator, Community Groups, Brant Rock Village Association

Diagnostic

Before and since COVID-19, Esplanade business facades have fallen into various states of disrepair and have not implemented measures to maintain windows, signage, and storefront infrastructure. Some, even if well-kept, detract from what could be a more inviting, warm pedestrian environment, with unclear signage, lack of lighting, or lack of windows. Facades along Ocean Street and Dyke Road could more effectively offer shade and lighting to passers-by, stir up interest to would-be visitors, and contribute to a more lively coastal, beach Esplanade environment.

The restrictions and challenges associated with COVID-19 asked businesses to individually reassess, in many ways, how they present themselves to potential customers. As a whole, as restrictions and behaviors related to COVID-19 change, downtown business clusters want to find ways to draw people back downtown

Action Item

Key actions include:

- Define central business area and businesses slated for facade improvements
- Conduct a current conditions assessment (using DHCD LRRP diagnostic data as a framework)
- Identify key stakeholders for design guideline guidance/facade improvement program goals
- Develop, implement, and monitor program
- Collect funding opportunities through grant programs

Process

Key Steps to Consider:

Step 1. Define the area

Use the LRRP study area (which captures the business/commercial district) as a guideline when reaching out to stakeholders and conducting the conditions assessment.

Step 2. Conduct a current conditions assessment

Physical, governmental, private, character of the district. Some examples of disruptive alterations include:

- Blocking out windows, which is typically uninviting
- Replacing original architectural detailing with substandard or non-sustainable materials
- Covering original details with aluminum siding or random placement of wood paneling
- Introducing new design elements which were not in keeping with the original design
- Random placement with no coordination of ornamentation, lighting fixtures or signage
- Oversized signage creating visual confusion and blocking architectural details of upper floors

Step 3. Identify main stakeholders

Including but not limited to; Building Owners, Tenants, Residents, Clients and Customers). Must preserve and highlight what makes this downtown unique: eclectic structures, public spaces, community facilities, ample parking, and an enjoyable pedestrian experience.

Step 4. Development & Implementation

Reminder: A vibrant, healthy and attractive downtown must be clean, safe and aesthetically pleasing. This relies on quality design and positive public-private relationships.

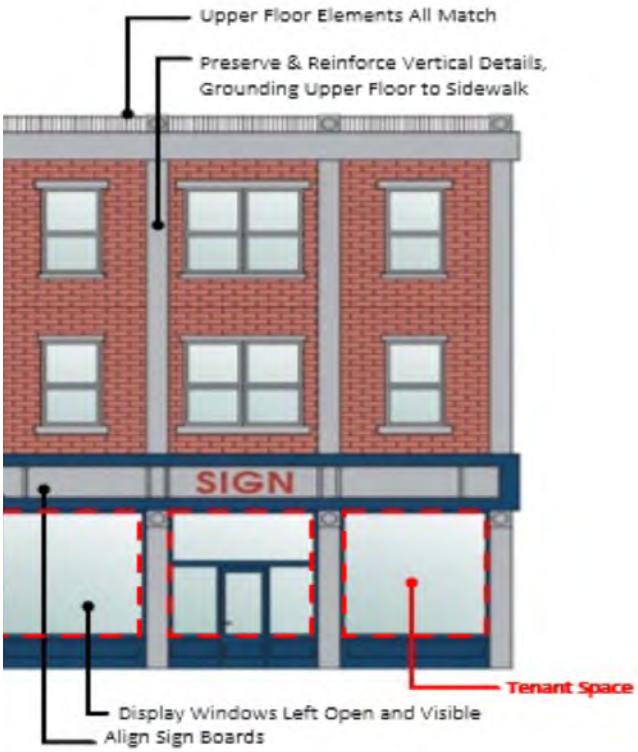
GROUND FLOOR TENANT STOREFRONT CONSIDERATIONS

The storefront is the most significant feature of most commercial buildings. Its appearance plays a critical role in how a business is perceived and contributes to the pedestrian experience from the sidewalk. Building owners are expected to acknowledge critical elements of a building when redesigning a storefront.

Traditionally, the storefront is set into an opening in the building, framed by a building's columns or piers on either side, and sometimes includes a cornice or lintel along the top. Decorative elements of the storefront are definitive characteristics that ground the upper portions of the building to the sidewalk. When possible, these decorative elements should be retained in their original material, color and finish.
The window area is generally large in contrast to the smaller windows on the upper stories to visually communicate and display the products and services offered within. The entranceway is often asymmetrical and recessed to increase display window area, provide weather protection, and allow clearance for the door swing.

When planning to renovate a storefront, its proportion in relation to the entire façade should be considered. Renovations should be done with durable and sustainable materials and retain existing modules, proportions, and structure.

No



Yes

GUIDANCE FOR WORKING WITH LANDLORDS WHO DO NOT MAINTAIN PROPERTIES

- 1. Maintain a vacant property registry and map the district by property ownership; explore strengthening regulations around vacant, abandoned and foreclosing property, including fees for vacancy (See Town of Swansea, Town of Fall River).

- 2. Identify how much property a problematic landlord owns and how many problematic landlords exist. Develop a good working inventory of key issues -- and whether these are tied to one landlord or represent something more systemic / structural.

- 3. Define the issue: is it a failure to comply with building codes or zoning; failure to comply with design guidelines; other health & safety concerns; aesthetics? Be sure property owners understand discrete repercussions: condemnation, fines, etc., and know about available resources. Provide warnings and resources to help address outstanding issues.

- 4. Talk with existing tenants: ensure they know their rights and best practices for communicating issues.

- 5. Identify need for rehabilitation: be sure property owners have current information on available grants and no/low interest loans available through state programs - including programs that offer technical assistance -- as well as pertinent contact information. If there is demand across multiple buildings, consider applying for assistance as a district.

- 6. Create a toolkit for marketing properties (developer toolkit) and offer property owners best practices -- such as having properties "move in ready" and/ or making property available through a (town approved) short term lease program. Make current real estate comps widely available so that property owners do not maintain unrealistic expectations about what a property will rent or sell for.

- 7. If possible, make introductions. Sometimes property owners who are interested in selling simply need to be approached.

- 8. Consider working with maintenance providers to provide a discount program if multiple properties commit to a service agreement. And ensure the Town is doing its part to maintain the public realm.

- 9. Share best practices on leasing and building configuration/condition improvements, including new

approaches that have emerged or gained popularity post COVID. In some case, improvements that generate energy efficiency may be eligible for grants or rebates.

- 10. Promote/praise and acknowledge the specific work of landlords who are keeping their buildings in good shape, making improvements and being creative in solving problems.

- 11. Create a culture around pride of place, even among property owners who are awaiting permits or in limbo about next steps. Doing simple things -- like keeping windows washed, trash out of vestibules and select building lighting operable -- will communicate care, security and stability.

- 12. Create a beautification / awards program by category: most creative rehab, best lighting scheme, best window design, best landscape design, most sensitive treatment of a historic building, etc. and publicize the businesses/property owners who are working hard to shine.

- 13. Promote peer-to-peer learning and information sharing: use committees and message boards for sharing resources on common issues: trash management; security lighting; marketing programs, etc.

- 14. If all else fails, be prepared to issue fines, condemn buildings or explore eminent domain. While none is ideal, knowing that enforcement is in place may lead property owns to take some action over doing nothing.

Best Practice

Storefront Design Guidelines

OPEN
BUSINESS ENVIRONMENT

Everett's Storefront Guidelines (MA)

The Town of Everett is a primarily working class community just north of Boston. It has a large share of Brazilian, Latino and Italian first- and second-generation residents. In the last few years, a very large casino has opened in Everett that gives the Town some needed donations and fees for public improvements. There are two major retail enclaves in Everett: Everett Square and Glendale Square. Everett Square, the larger of the two, is the traditional downtown

where the public library and Town Hall and many amenities are located. Stores and restaurants are primarily locally owned, family enterprises. Only a minority of Everett's business are national or regional chains.

In a bid to encourage the appeal of Everett's downtown to outside visitors, the year before the Pandemic, the Mayor directed the Community Development Director to create a framework to better guide merchants in enhancing their storefronts. A subsidy grant program was being developed to encourage merchant and landlord participation. The Mayor also felt that a more restricted approach to storefront design be adhered to with similar sign details and limited awning colors.

A study was commissioned to develop Guidelines for Signage and Storefronts. Following this, the guidelines were to be translated into the Town of Everett's Building Code.

- Photo-documentation of all commercial blocks and stores in both Everett Square and Glendale Square.
- Creating a panoramic view each block showing "existing" and "proposed."
- Thorough review of existing storefront improvement programs throughout the United States and Canada to recognize applicable precedents and best practices.
- Development of a Town of Everett Guidelines format while exploring various cases for refinement and review.

Applicable Commercial Areas

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

Everett Square

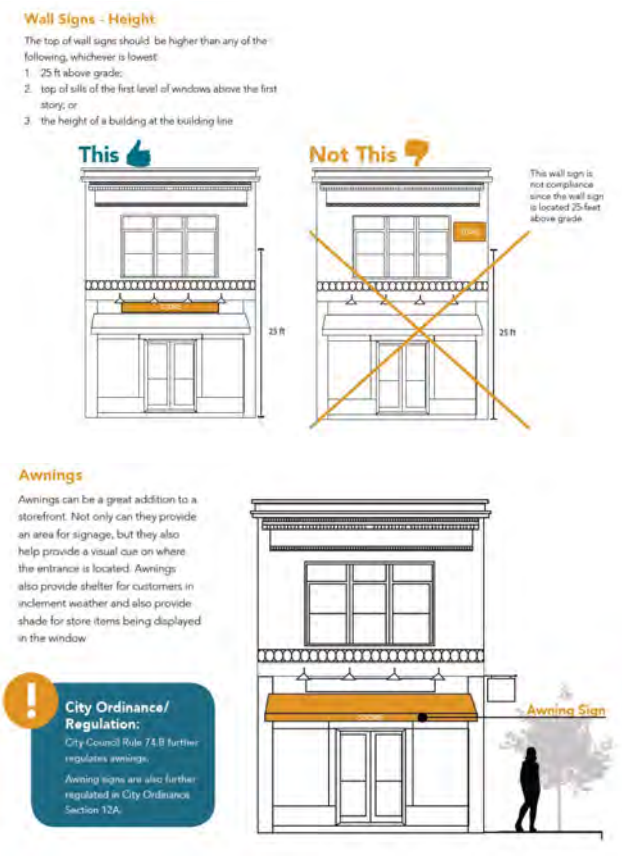
Everett Square is a prominent commercial corridor in the city center running along Broadway Street between Hancock Street in the north and Revere Beach Parkway in the south. The center of Everett Square is at the intersection of Broadway and Chelsea/Norwood streets.

Applicable areas. Source: Town of Everett, via DHCD

- Drafting distinct pages referencing individual aspects of storefronts. These included wall signs, blade signs, awnings and window treatments.
- Review the drafted pages with Everett's planning staff, Building Department and representatives of the Mayor's office.
- Final approval of Storefront Guidelines.

PROCESS

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



Ordinance illustrations

Source: Town of Everett, via DHCD

STRATEGIC DECISIONS

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

Before

After

Final Design for Everett Storefront Facades: Source: Town of Everett, via DHCD

Project Recommendations: Administrative Capacity

ADMIN CAPACITY

BRANT ROCK GRANT FUNDING TEAM/MARKETING SERVICES

Description - Dedicate / hire Town staff to focus on applying for local, state, and federal funding for private and public realm improvements. Build upon Chamber marketing program that enhances Brant Rock events via social media, online platforms, and integrates all public and private events via one Brant Rock webpage/site

BRANT ROCK LRRP STUDY GOALS

- **Create safe walkways and accessible pedestrian facilities and improve multimodal connections**
- **Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities**
- **Provide protected and dedicated spaces for outdoor dining**
- **Expand retail activity and support existing businesses in the Brant Rock area**
- **Promote flexible development opportunities that incorporate resilient designs**
- **Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events**
- **Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts**

Category	Admin Capacity	Administrative Capacity
Location		Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin		Project Idea generated by the LRRP project team Project could be championed by Chamber of Commerce, Brant Rock Village Association and/or Town Planning/Zoning Department.
Budget	Low	**Low Budget (< $50k)** **Primary Costs:** • If hiring individual: Funding for hiring of grant funding Town staff • If not hiring individual: Funding for labor of existing staff • Potential for funding for grant development technical assistance • Staff/administrative time for compilation of marketing needs and collection of Brant Rock events • Staff/administrative time for setup of webpage and social media accounts • Management of social media accounts/webpage **Potential Funding Sources:** • MassDevelopment's Commonwealth Places, DHCD's MDI • Mass Works, EDA Competitive Tourism Grants • Upcoming CARES Act disbursements from the State of MA (TBD) • Upcoming ARPA grants (TBD)

Timeframe

Short

Short Term (Less than 5 years)

- 3-6 months: Work with treasurer/collector to assess budgetary/financing constraints and staffing needs (to hire or utilize internal staff)
- 6 months: Hire & train new staff (if hiring) OR train existing staff
- 3-6 months: Have funding staff work with existing departments to address grant needs and goals. Marketing team to create coordinated marketing materials/branding
- 3-6 months: Research and apply for grant programs and promote to business community (for private-related grants. Train existing staff/work with IT department to work on setting up social media/webpage platform
- Funding Team & Marketing Services could be fully functional within 12 to 24 months

Risk

Low

Low Risk

- Labor and availability constraints for existing staff to shift responsibilities and coordinate with other departments and manage
- Coordinating with various Town departments for event planning/coordination
- Business community interest
- Financial limitations (for development of webpage/social media accounts)
- Identifying funding for new staff/shift in staff responsibilities

Key Performance Indicators

- Number of dedicated staff on funding "team"
- Number of grant applications
- Number of grant award notifications
- Number of executed projects (public or private) from grant program funding
- Feedback from Treasurer regarding impact of grant awards on Town budget (report noting approximate amount of revenue/ funds saved) who frequent/use the piloted commercial spaces)
- Creation of marketing services team
- Creation of social media accounts, webpage, and branding materials
- Number of businesses/organizations involved in marketing program
- Participant numbers at events promoted through marketing program
- Number of local business marketing programs generated
- Feedback from public regarding outreach efforts and extent of reach

Partners & Resources

Chamber of Commerce, Board of Selectmen, Permitting/Planning Departments, Local Business Owners, Historical Commission/ Beach Administrator, Community Groups, Brant Rock Village Association

Diagnostic	Key Challenges • Increased retail/commercial/restaurant demand in Brant Rock/Esplanade • Administrative & financial Town constraints • Lack of coordination and enthusiasm from business community to use marketing services COVID-19 Impacts • Businesses may not have capacity to finance/staff events and coordinate with marketing staff • Administrative & financial Town constraints • Lack of coordination and enthusiasm from municipal departments
Action Item	This project includes the implementation of a grant funding team that will prioritize efforts on grant funding opportunities. The team will dedicate staff time to applying for local, state, and federal funding for private and public realm improvements. The Town will assess the limitations for hiring additional staff for this effort or using existing staff. The Planning Department could work with the Chamber and other staff to enhance/initiate the program by developing marketing materials, working with other departments and the business community to determine events and programs, and provide outreach and online resources via a Town webpage and social media accounts.

Process

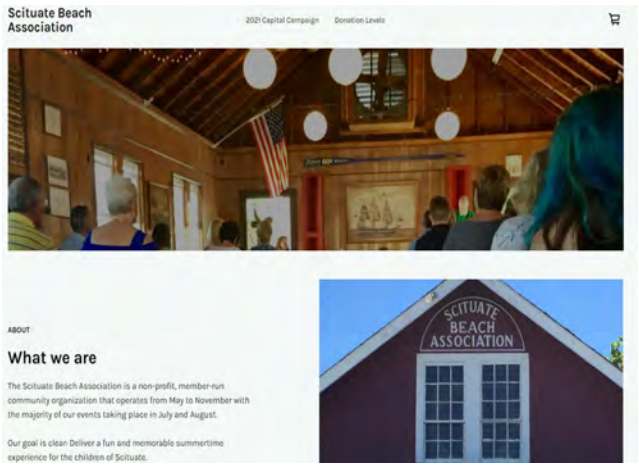
Key Steps to Consider (Grant Funding Program):

- Town Planning Department to work with Treasurer/Collector to assess financial limitations to hire staff or use internal staff (in terms of impact to Town budget)
- Hire & train new staff OR train/restructure responsibilities for existing staff
- Grant Funding staff to research/apply for state & federal grant program (public and private grant opportunities)
- Develop webpage on Town website that includes information such as Grant Funding Team contact information, team goals, grant program applications, and grant program award notifications
- Promote grant team support staff and grant award notifications to business community
- Evaluate success of grant funding team (ability to receive grant awards and executed projects)

Key Steps to Consider (Marketing Services Team):

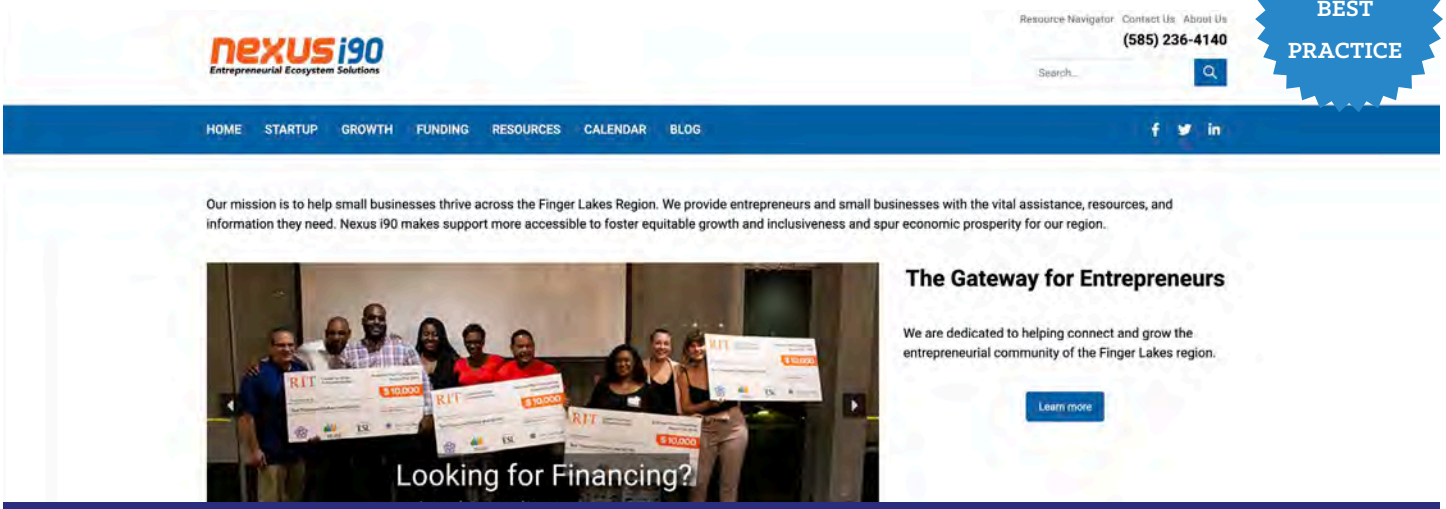
- Town Planning Department to work with Chamber of Commerce to assess gaps, needs, and opportunities for existing and future program
- Train/restructure responsibilities for existing staff
- Work with business community to collect list of upcoming events, and ideas for marketing programs
- Develop webpage on Town website that includes information such as the marketing team contact information, marketing materials, schedule of events, links to social media accounts, and branding tools.
- Promote marketing services, resources, and Town staff contact information to residents and business community
- Evaluate success of marketing team, materials, and outreach.

Bloomfield Economic Development COVID-19 program that provides assistance to small businesses - Business Recovery Program, Bloomfield, CT



Website for the Scituate Beach Association (non-profit) that hosts events in the beach area and coordinates activities during peak seasons.

BEST PRACTICE



Facilitating Inclusive Entrepreneurial Ecosystem Building and Enhancement

ADMIN CAPACITY

Provided by SME Consultant	Third Eye Network, LLC
Location	Rochester, New York/Finger Lakes Region

Origin	City of Rochester – Mayor's Office of Community Wealth Building Rochester Institute of Technology (RIT) Center for Urban Entrepreneurship Rochester Economic Development Corporation (REDCO)
Budget	$417.5k Digital Infrastructure; $1.5M Ecosystem Enhancement
Timeframe	28 Weeks *(SourceLink Pro Implementation)*; 12 Months *(Regional CRM Expansion)*; 24 Months/cohort *(Ecosystem Enhancement)*
Risk	Requires public and philanthropic investment, socio-political will and actively engaged collaboration among the entrepreneur support community
Key Performance Indicators	Network Collaborations *(# of partners & referrals, funds raised, engagement rates)*, Community Commerce *(# of businesses/jobs created/retained, # and % of goals achieved)*, Ecosystem Enhancements *(# of new offerings/improvements, impact of policy changes)*
Partners & Resources	Collaborators: City of Rochester Mayor's Office of Community Wealth Building, RIT Center for Urban Entrepreneurship, REDCO, Rochester Public Library Business Insight Center, JustCause, Monroe County Economic Development Dept., Urban League of Rochester, IBERO-American Action League, M&T Bank Foundation, ESL Foundation, Rochester Downtown Development Corporation, SCORE Greater Rochester, PathStone Enterprise Center, Small Business Administration Rochester Chapter Sponsors: Living Cities – City Accelerator Catalytic Capital Grant ($100k); JPMorgan Chase – Matching & CRM Expansion Grants ($137.5k, $180k); Empire State Development/New York State – Ecosystem Enhancement Grant ($1.5M)

Diagnostic

Strategy Feasibility Planning

- Biennial small business climate and needs assessment survey; allot three to four months for planning and execution at $10k – $15k
- 4 – 5 culturally-specific, peer-led focus groups *(e.g., Black-owned, Latinx-owned, and women-owned businesses, businesses earning over $100k annually, and those who had prior dealings with the "Organizational Hub")*; 6 to 10 participants per group at $15k – $20k total
- Findings: Bureaucracy was a barrier; universal monocultural approaches fail; support resources and pathways were unclear, decentralized, and disjointed; little capital access and know-how

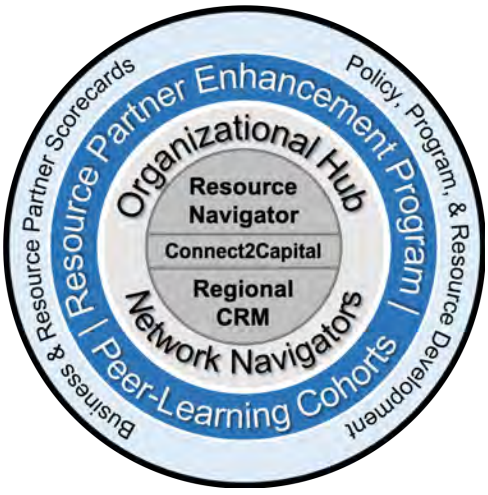
Anti-Racist Community Building

- Host 3 – 5 three-day Undoing Racism® Workshops with The People's Institute for Survival and Beyond (www.pisab.org) for resource partners, small businesses, influencers, and other stakeholders; allot three to four months for planning and execution at $13.5k/workshop, when hosting 2 or more
- Attend Kauffman Foundation's ESHIP Summit, join networks, and invest in related learning materials to plug into the global entrepreneurial ecosystem movement; allot up to $2k/person

Action – Facilitating Nested "Hub and Spoke" Model Development

- Co-created the scale of proposed digital asset development activities (consider hyper-local versus regional approaches) with REDCO
- Spearheaded SourceLink implementation with key collaborators
- Hosted resource partner gathers during project kick-off and launch events
- Prepared and released resource partner enhancement program RFPs
- Selected cohort participants by committee
- Publicly launched and currently administering the inaugural cohort

Campbell's Nested "Hub and Spoke" Model for Inclusive Ecosystem Building and Enhancement



Nexusi90.org home page

Process - Digital Asset Development *(phased)*

Resource Navigator Implementation (Nexusi90.org)

Select a vendor like SourceLink (joinsourcelink.com), establish a project team, and maintain a weekly meeting schedule to identify and map resources, develop site content, create social media pages and a hotline, participate in train-the-trainer workshops, and convene regional resource partners for project kick-off and pre-public launch meetings; allot four to six months at $75k for implementation and $15k for annual maintenance *(prices may vary by vendor, number of counties, population size, and/or features)*

Custom CRM Development and Platform Integration

Determine the scope of work based on community needs *(Rochester was interested in expanding access to SourceLink's CRM so any resource partner in the region that wanted to adopt the platform as a system of record or integrate their organizational system with the shared platform)*; allot 12 months of planning and execution at $180k *(future SourceLink clients would not incur this expense)*

Connect2Capital is a collaborative online lending network created by Community Reinvestment Fund USA; allot four months for planning and execution *(in progress)* at an unknown cost due to a third-party sponsor

Process – Resource Partner Enhancement Program

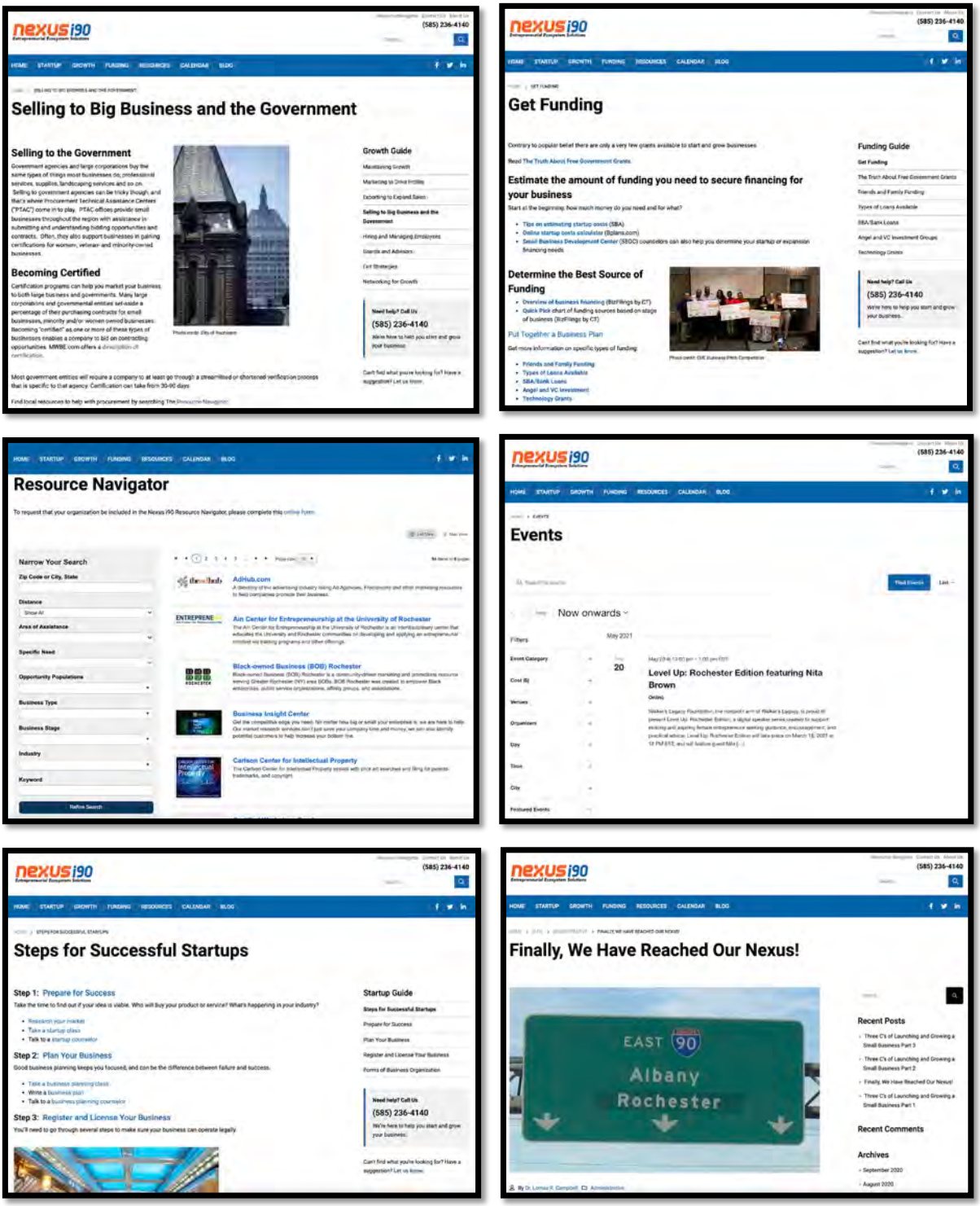
Peer-learning Cohort Program

Program Planning: Determine target cohort size based on funds raised for the program; prepare requests for proposals for prospective resource partner and organizational coaches cohorts; responses should articulate proposed enhancement plans from resource partners, and demonstrate coaches' expertise and commitment to support the cohort and program; and establish a selection committee and develop scoring rubrics before releasing both requests for proposals, conduct candidate selection and matching processes, and notify program participants; allot six months at $750k – $2M total for three to six resource partners *($150k – $200k grants each)* and three to six organizational coaches (*$100k – $150k grants each*)

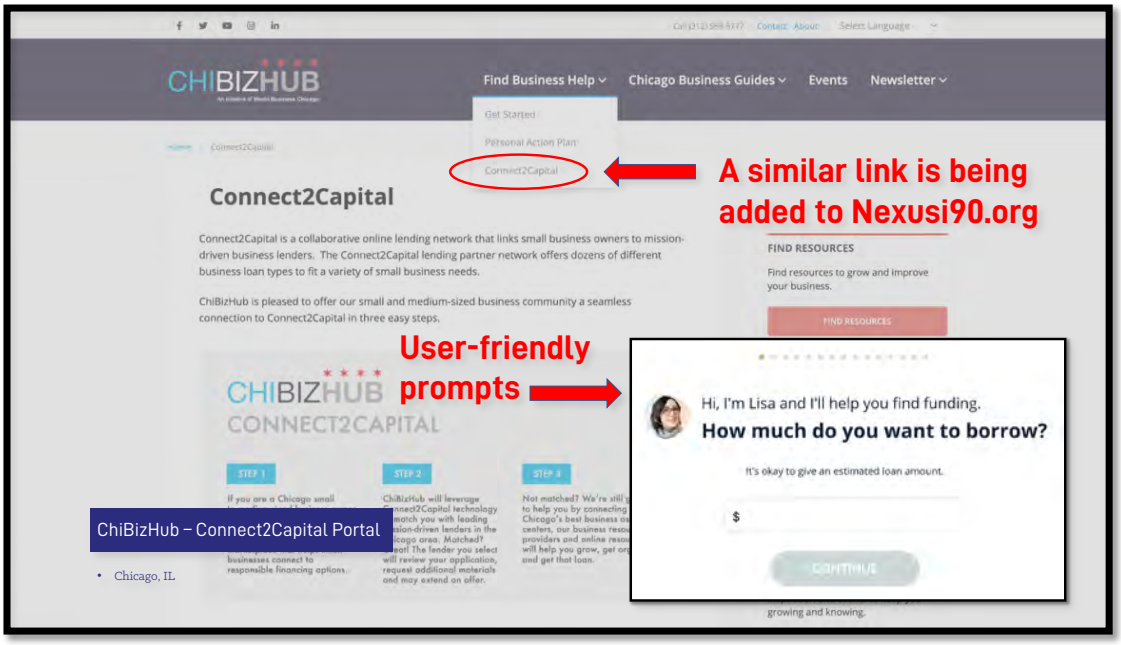
Program Convenings: Host two day convenings *(virtual or in-person)* to kick-off and receive major progress updates at the beginning, middle, and end of the program; these events should include culturally-relevant music, soul checks *(check-ins)*, opening remarks from dignitaries and program administrators, a keynote speaker, relevant panels, team presentations, engaging activities, and breakout rooms/groups; allot six to nine months for planning and execution at varying costs based on delivery format *(virtual vs. in-person)*, refreshments and parking fees according to the number of participants, insurance requirements, interpretation and translation service needs, entertainment, decorations, and honorariums; these costs should be equitably deducted from the funds awarded to the resource partners and organizational coaches cohorts

Program Management: Resource partners should meet with their assigned coaches at least bi-weekly throughout the program, all coaches should meet with program administration at least once monthly for check-ins, an "all-cohort" meeting should be conducted monthly with both cohorts for updates and cohort collaboration, and resource partners should meet with program administration for an individual onboarding session at the beginning of the program and periodically as warranted throughout the program

Program Workshops: All cohort members should be required to participate in an Undoing Racism® Workshop early in the program to inform their work, and principals and tools should be regularly revisited; two to three months for planning and execution at costs equitably deducted from the funds awarded to the resource partner and organizational coaches cohorts



Nexus i90 screenshots



SourceLink affiliate ChiBizHub demonstrates how the Connect2Capital portal will integrate into Nexusi90.org

Resource Partner Enhancement Program – Cohort I Member Organizations

Urban League of Rochester, N.Y., Inc.

Walker's Legacy Foundation

IBERO American Action League, Inc.

JustCause
Connecting Legal Volunteers with the Community

Greater Works Collaborative, Inc.

The Commissary
downtown kitchen incubator

Each Cohort I member above focuses on different entrepreneurial cultural communities: Black-owned, Latinx-owned, Women-owned businesses, low-to-moderate income residents, previously incarcerated and justice system involved residents, and food-based businesses (including new ventures and those who previously operated informally)

BEST PRACTICE

Rapid Website Development

REVENUES & SALES

Provided by SME Consultant	Cambridge Retail Advisors
Location	Boston, MA

Origin

Established in 2019, the Retail and Restaurant Technology Initiative has piloted, vetted, and implemented its mission in partnership with Boston Main Streets Foundation, the City of Boston, and Citizens Bank. During the COVID-19 crisis we have quantified the significant impact of our program and are proud to promote the great diversity of participants.

Budget

$1,000-$2.000 per site to design and build

Timeframe

1-2 weeks for a website to be designed and built depending on complexity

Risk

Participant Limitations – Project timelines are dependent on participant involvement. We use our screening process to make sure those chosen have the time and ability to commit.
Language Barriers – Language can present a challenge, but we have invested in translation services to keep our program available to businesses owners of different races and creeds.

Key Performance Indicators

Development time, online ordering/eCommerce integration, website traffic

Partners & Resources

Cambridge Retail Advisors – Website design and development

Erin of Boston Photography, LLC – Photography services

Diagnostic

Websites are a pivotal gateway for businesses to reach out to the world, often serving as a centralized hub of activity. As part of this process, we provide expertise that has been refined through hundreds of builds. Our Rapid Website Development is honed and proven to deliver immediate digital transformation.

Action

Our website development program provides a fast and effective web presence for retailers or restaurants. We alleviate the major pain points of including technological hurdles and costs, and in less than 2 weeks create a platform to promote from and sell on. Websites not only serve as the face of an organization, but they also serve as a pivot point for most operations including marketing and sales. We're proud to offer this service and have many success stories from small businesses throughout Boston.

Process

Onboarding Phase

1. Explain the simple design process and benefits of the end website
2. Purchase the desired domain name
3. Set manageable goals with clear timeframes

Discovery Phase

4. Gather content and determine look/feel for the website
5. Collect media such as photos and video *(Schedule photographer if required)*
6. Link Social Media *(if applicable)*
7. Link online selling platforms *(if applicable)*

Review/Finalization Phase

8. Review website with business owner prior to publishing live
9. Publish site and encourage business owner to incorporate their new website into their marketing plan
10. Handoff website to business owner and encourage frequent edits!

ADMIN CAPACITY

BRANT ROCK BUSINESS ASSOCIATION & TECHNICAL ASSISTANCE RESOURCES

Description - Develop a business association for Brant Rock business owners to discuss Brant Rock development goals, lessons learned, and future collaboration efforts. Create a set of resources that new businesses can use to promote development and successfully build in Brant Rock

BRANT ROCK LRRP STUDY GOALS

- Create safe walkways and accessible pedestrian facilities and improve multimodal connections
- **Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities**
- **Provide protected and dedicated spaces for outdoor dining**
- **Expand retail activity and support existing businesses in the Brant Rock area**
- **Promote flexible development opportunities that incorporate resilient designs**
- **Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events**
- Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts

Category		Administrative Capacity
Location		Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin		Project Idea generated by the LRRP project team Project could be championed by Chamber of Commerce, Brant Rock Village Association and/or Town Planning/Zoning Department.
Budget	 Medium	**Medium Budget ($50k - $200K)** **Primary Costs:** • If hiring individual: Funding for hiring of grant funding Town staff • If not hiring individual: Funding for labor of existing staff • Potential for funding for grant development technical assistance **Potential Funding Sources:** • MassDevelopment's Commonwealth Places, DHCD's MDI • Mass Works, EDA Competitive Tourism Grants • Upcoming CARES Act disbursements from the State of MA (TBD) • Upcoming ARPA grants (TBD)

Timeframe	Short	**Short Term (Less than 5 years)**
Risk	Low	**Low Risk** • Labor and availability constraints for existing staff to shift responsibilities and coordinate with other departments and manage • Identifying funding for new staff/shift in staff responsibilities
Key Performance Indicators		• Number of business association members • Perception of association and technical assistance solutions from business community • Number of executed projects/programs • Visitor and satisfaction surveys from Esplanade residents/ visitors
Partners & Resources		Chamber of Commerce, Board of Selectman, Permitting/Planning Departments, Local Business Owners, Historical Commission/ Beach Administrator, Community Groups, Brant Rock Village Association

Diagnostic

Key Challenges

- Increased retail/commercial/restaurant demand in Brant Rock/Esplanade
- Administrative & financial Town constraints
- Lack of coordination and enthusiasm from business community to use marketing services

COVID-19 Impacts

- Businesses may not have capacity to finance/staff events and coordinate with marketing staff
- Administrative & financial Town constraints
- Lack of coordination and enthusiasm from municipal departments

Action Item

A downtown management organization could serve as an effective resource in convene businesses and Brant Rock Esplanade stakeholders. The purpose of the organization would be to provide better coordination and pooled funding to advocate on behalf of business interests, interface with the Town on economic development priorities, and for marketing and other strategies.

These action items involve an approach to forming a sustainable Brant Rock Esplanade management entity that reflects the needs and opportunities of businesses, residents, and other stakeholders in Brant Rock. Organizers would undertake a phased and iterative process to evaluate which organizational model would work best.

Getting Started

Municipal officials could initiate the process by creating a working partnership between the municipality and Brant Rock Esplanade stakeholders such as businesses, nonprofits, media, civic leaders, property owners and active residents.

Develop the Value Proposition

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

Key benefits of a district management approach include:

- The ability to collectively and cost-effectively purchase priority programs and services to achieve a desirable impact and scale.
- Provision of a unified voice and "seat at the table" to advocate for district priorities.
- Professional management and staff dedicated to implementing programs and services in the district.
- The ability to respond to future crises.
- The ability to leverage resources and collaborations.

Action Item

Stakeholder Engagement, Leadership, and Partnerships

Key property owners, business owners, and civic leaders should be engaged as part of the conversation about forming a downtown management entity; this is critical to identify key priorities and begin discussions on which model would be the most sustainable for Brant Rock. The goal of this effort would be to form an inclusive and representative steering committee to develop a sustainable district management model. The municipality may initiate this effort but should transition to a private sector-led Steering Committee with strong public sector support. The clear demonstration of a public/ private partnership will help move this effort forward.

Create a Community Outreach Strategy to Identify Priorities

The Chamber of Commerce/Brant Rock Village Association/Planning Department should undertake efforts to engage businesses, property owners and interested residents to continue to identify needs and priorities for the downtown. This work has already begun through the LRRP process. The effort will provide the vehicles for community education on different organizational models, identify needs and opportunities, as well as identify potential leadership. This could happen in a variety of ways including: Key benefits of a district management approach include:

- Community forums (in person, if possible) – organizers should hold fun, engaging and informational visioning sessions in convenient, accessible, and informal locations, like a popular casual restaurant, community business
- Peer learning panels – Executive Directors from downtown management entities in other successful communities can provide valuable perspective to the community.
- Visits to other communities with downtown entities to see programs in action.
- Survey of needs and priorities, building off the success of the local LRRP survey.
- Use of websites and social media.
- One-on-one conversations with key stakeholders

Evaluate Organizational Models

Once organizers have established downtown priorities, proposed programs, and budget, the most appropriate district management organizational model should be determined. Two of the most common models are a voluntary nonprofit "Main Streets" type organization and a more formal Business Improvement District (BID).

Organizers must consider an approach to financial sustainability and governance for each model under consideration. The Steering Committee may evaluate different organizational models through site visits, peer learning from Executive directors of downtown organizations, online research, or other technical assistance.

Action Item

Resources for Startup and Sustainability

Starting a district management organization requires seed money. Sources include technical assistance through the Massachusetts Downtown Initiative, the MassDevelopment Real Estate technical assistance program (for BIDs), or ARPA funds if the development of the organization is tied to implementing COVID recovery activities.

Local institutions, foundations and key stakeholders and individual contributors may also be sources for seed money to launch an effort to form a downtown management entity. Organizers need to develop a realistic budget and a variety of revenue opportunities for the organization.

Process

Key Steps to Consider:

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

- Create a Downtown Partnership between the municipality, key property owners, key local destination businesses, and other stakeholders to launch the effort.
- Form an inclusive, broad-based advisory committee to provide input and feedback.
- Secure seed funding for technical assistance to explore district management models through the Massachusetts Downtown Initiative, ARPA, foundations,
- MassDevelopment, and other stakeholder support.
- Create community outreach events, widely distributing surveys and other engagement tools to develop program priorities.
- Hold community forums on different management district models.
- Initiate one-on-one conversations with stakeholders to secure support and engagement in process.
- Consensus building with stakeholders on preferred models, programming, and budget.
- Consider executing a demonstration project that could "show" potential programs and services provided by a district management organization.
- Formal creation of selected management entity model.

RECOMMENDED QUALITATIVE INTERVIEW QUESTIONS PRIOR TO CREATING DEVELOPER/BUSINESS RESOURCES

The following data would be gathered as part of short, semi-structured, "qualitative" interviews/conversations (10-15 mins) where the interviewer records the key points/responses said by the interviewee and then subsequently codes/summarizes these for review by Town Staff, the Downtown Vitality Committee, etc. Gaining responses from a small sample may generate helpful insights. Responses can also become part of the kit content as quotes - and/or this process may help identify individuals/ projects to include as examples, etc.

New/recent business owners:

- What is your business and when did it open?
- Do you rent or own?
- What led you to locate in Brant Rock?
- What has been the best thing about your experience so far?
- Could the Town be even more supportive? If so, how?
- What types of new businesses would help create synergy with your business?
- Do you refer customers to other businesses? If so, which businesses and why?
- How do you market your businesses? What do you think has brought you the most success?
- Are you familiar with business technical assistance, loan and grant programs offered by MassDevelopment?

Property owners:

- When was the last time you made a substantial improvement in your property? What was it, and what was the motivation for doing so?
- If financed: How was it financed? Where is the lender based? Was it difficult to obtain financing?
- What are your main concerns about investing in your property? What data would help you?
- Would you be interested in meeting with a representative of MassDevelopment to learn more about state-run grant and loan programs for which your property may be eligible? (Programs include technical assistance for retrofit design, construction improvements as well as in some cases, low interest loans for equipment.)

Potential business or property investors (if these can be reached through existing Town networks):

- What type of information would be most useful to your due diligence process and/or business plan development regarding investing in Brant Rock?
- Do you have any particular concerns or questions at this time that an information toolkit could help address?

RECOMMENDED APPROACH ON FEEDBACK PRIOR TO DEVELOPMENT OF TOOLKIT

Passive Sharing

- Link on town home page
- Embed content and offer a downloadable PDF (information current as of 2021)
- Add ons: short video-profiles and interviews - either organized comprehensively or by individual businesses

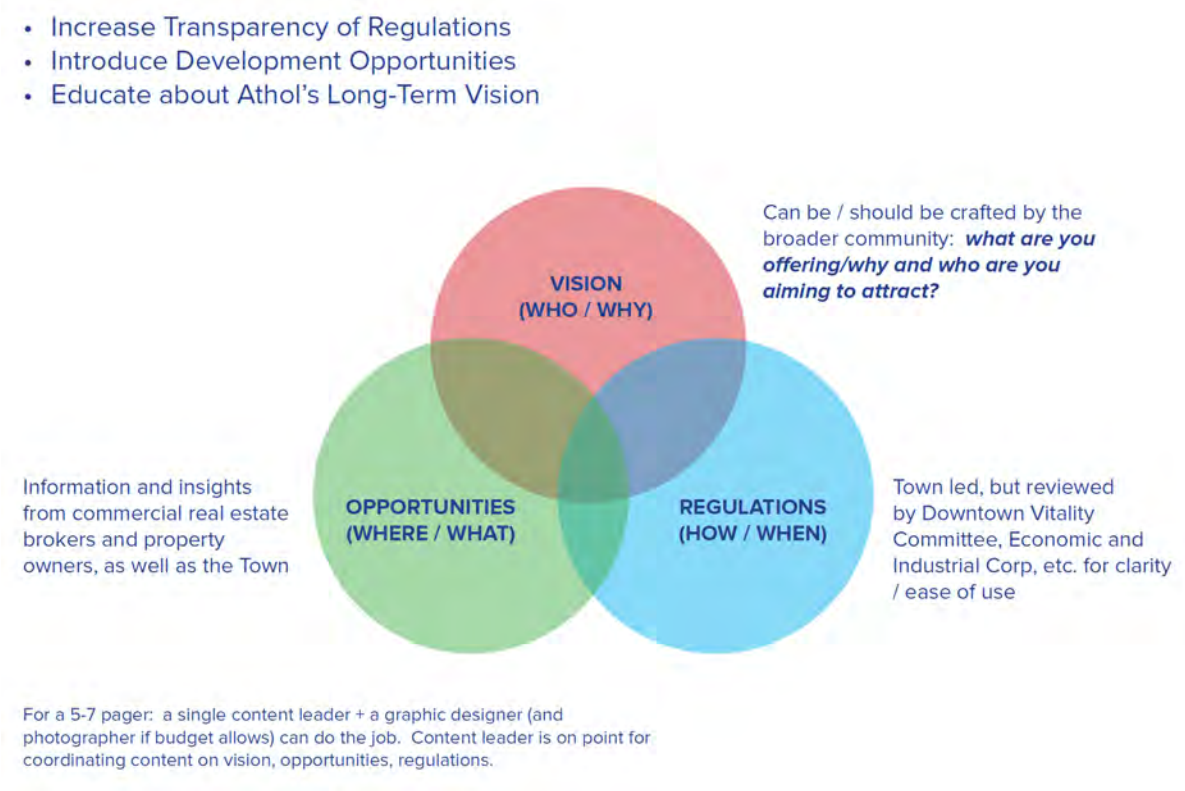
Active Sharing

Virtual

- Email to all businesses and property owners and ask them to SHARE!
- Email in responses to any inquiry
- Boost / advertise online with emphasis on using a social media campaign / cross-posting

In person

- Distribute copies to businesses
- Integrate into campaigns
- Distribute during key events
- Plan a site tour



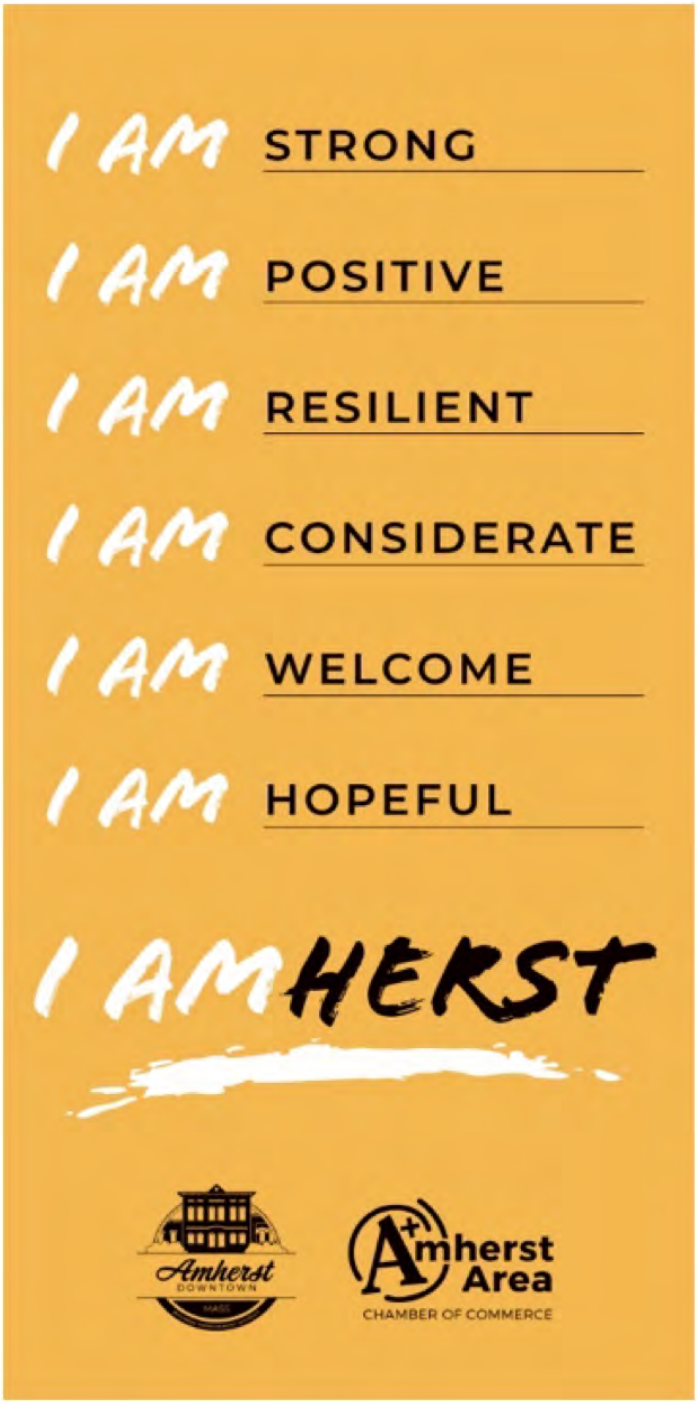
Guidance on Soliciting Input and Feedback on a Draft Developer/New Business Toolkit Proposal

#IAMherst Welcome

BEST PRACTICE

REVENUES & SALES

Provided by SME Consultant	Amherst Business Improvement District
Location	Amherst MA



Origin	Amherst BID, Downtown Amherst Foundation, Town of Amherst, Amherst Area Chamber of Commerce
Budget	Low Budget: Materials $15,000/ Graphics $1,500 Marketing $2,500
Timeframe	Immediate impact but with a message that can and will continue long past the pandemic with simple alterations and replacements
Risk	Every moment of this pandemic has been immediate and high risk for downtowns and Main Streets across the globe. There was never time, money or energy to waste.
Key Performance Indicators	Social Media reaction. Business stability. Consumer Confidence .
Partners & Resources	Tiger Web graphics, Downtown Amherst Foundation, the Chamber of Commerce
Diagnostic	• Amherst MA was effectively "shut down" 3 weeks prior to the Shelter in Place orders on March 13. The University and College with in 48 hours closed and sent their students, faculty and staff home, effectively removing close to 40,000 residents of our community. Our downtown and surrounding areas became a ghost town overnight. We did not see the robust summer that the "summer vacation destinations" enjoyed while case numbers were relatively low. Amherst business hovered at around 20-25% of previous years and our unemployment at an all time high of 22% in the State today remains at one of the highest at 5.1%. • Consumer confidence during the pandemic with our student population and spikes had to be addressed as did the "anti-student" sentiment that continued to grow with each spike. The #IAMherst campaign addressed head on our demands that in our BID area masks were to be worn, distancing was to be respected and that we took this Virus seriously. Just as important to this messaging was that ALL are WELCOME in Amherst and that we are a strong, resilient, compassionate and open community to all residents.
Action Item	Create a marketing campaign that can launch Amherst Wide on all available platforms addressing the immediate concerns of the pandemic while reminding all that we are welcome, safe and in this together.

Process

① Identify the need for rebranding for Pandemic Life

② Bring Tiger Web design team on board

③ Start with key elements of 1.Mask 2. Hand washing 3. Social Distance

④ Look to how to "lighten" and make less threatening

⑤ Establish "emoticons"

⑥ #IAMherst – borrowed from incredible ad campaign seen in Amsterdam

⑦ Brainstorm of who "we are": Strong! Resilient! Etc.

⑧ Maintain thread that We, YOU, I am/are WELCOME – keep in mind that we want this campaign to go past COVID-19

⑨ Be able to separate with ease the COVID related parts. IE: hand wash, mask, distance

⑩ Selfie Wall concept – large scale – find placement

- Distribution: *100+ Light post banners*
- *Wear a Mask, Wash Your Hands, 6' Distance Posters in over 200 Amherst wide storefronts*
    - *Delivered with FREE PPE: masks, gloves, hand sanitizer*
- *12 Sandwich boards Amherst wide*
- *8 – 12' tall window "Selfie wall" I AM & Welcome Back facing UMASS campus*
- *Continued Print and Social Media*
- *20+ Town Ambassadors promoting mask awareness, health and safety wear the "I AMherst" shirts*

Continued messaging and support with and for businesses that Amherst businesses take this pandemic seriously, we take safety measures, we support you and are grateful that you support local business.

Social media posts.

Post Pandemic

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

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

Project Recommendations: Cultural/Arts

POP-UP EVENT PROGRAM/FOOD TRUCK PROGRAM

Description - Pilot a program where Town provides materials, licenses and landowner liability protection so that vendors can provide pop-up style events and food trucks in open spaces and vacant parcels (during peak season).

BRANT ROCK LRRP STUDY GOALS

- Create safe walkways and accessible pedestrian facilities and improve multimodal connections
- **Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities**
- **Provide protected and dedicated spaces for outdoor dining**
- **Expand retail activity and support existing businesses in the Brant Rock area**
- **Promote flexible development opportunities that incorporate resilient designs**
- **Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events**
- Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts

Category	Cultural/Arts	Culture & Arts
Location		Brant Rock LRRP Study Area (Census Tract 5062.04)
Origin		Project Idea generated by the LRRP project team Project could be championed by Chamber of Commerce, Brant Rock Village Association and/or Town Planning/Zoning Department.
Budget	Medium	**Medium Budget ($50k-200K)** **Primary Costs:** • Simple facade and internal improvements/material costs • Artist/food truck stipend • Advertising • Staff time for development of program conditions, application and review process, and implementation oversight **Potential Funding Sources:** • MassDevelopment's Commonwealth Places, DHCD's MDI • Mass Works, EDA Competitive Tourism Grants • Upcoming CARES Act disbursements from the State of MA (TBD) • Upcoming ARPA grants (TBD)

Timeframe	Short	**Short Term (Less than 5 years)**
Risk	Medium	**Medium Risk** The project utilizes existing vacant property, so there is less risk associated with identifying or developing a long-term space. Some risk is involved in garnering participation by pop-up and food truck vendors/artists/services that the public may be attracted to. There may also be additional work/minor investment required in order to make the spaces usable and in keeping with safety/permitting requirements.
Key Performance Indicators		• New visitors to downtown (perceived increase of activity) • Number of attendees to food truck pilot event • Increase in monthly sales of nearby businesses • Increased formal interest in long-term usage of space by potential business owners and food truck vendors (on a seasonal basis) • Participation level of people of various ages in art project competition • Number of attendees to food truck pilot event
Partners & Resources		Chamber of Commerce, Permitting/Planning Departments, Local Business Owners, Historical Commission/Beach Administrator, Community Groups, Brant Rock Village Association, Board of Selectmen

Diagnostic

Key Challenges

- Increased retail/commercial/restaurant demand in Brant Rock/Esplanade
- Administrative & financial Town constraints
- Lack of coordination and enthusiasm from business community to use marketing services
- Lack of interest from food truck/pop-up event business community

COVID-19 Impacts

- Businesses may not have capacity to finance/staff events and coordinate with marketing staff
- Administrative & financial Town constraints
- Lack of coordination and enthusiasm from municipal departments

Action Item

Key actions include the following:

- Identifying which spaces are the most appropriate for temporary occupation and which can generate foot traffic in areas it is most needed
- Determine whether an open invitation for businesses to occupy the space or selectively inviting businesses (whose services may be a good fit for the space) is more likely to secure commitment.
- Reach out to local food trucks to assess feasibility
- Decide which funding source is appropriate and, if the source is a grant program, apply for funds.
- If a consultant is deemed appropriate, go through the Commonwealth's procurement process
- Identify the people/organizations who need to be part of this process.
- Identify both local and regional resources for artistic talent that could be solicited and likely to participate in an art competition.
- Develop an engagement process appropriate for the municipality and the required approval process.
- Market event and reach out to local networks to promote attendance
- Work with local businesses to promote event and coordinate event efforts
- Ensure permitting and public safety protocols are in place before and during event
- Once the pop-up shop has been implemented, evaluate its success to consider if it should be extended, or if interest from other businesses would warrant multiple pop-up shops to be tested with defined revolving periods. A public education program to inform people on a regular basis about the new offerings will be essential in building support and generating excitement.

Process

Key Steps to Consider:

PHASE 1 (Month 1)

- Work with DPW/building inspector to finalize selection of suitable vacant property(ies)
- Work with DPW/building inspector to install signage regarding property access (e.g. 'no entry without town official', etc')
- Work with DPW/building inspector to identify simple physical improvements needed/possible for façade/interior that require minimal labor (e.g. updated paint)

PHASE 2 (Months 1-2)

- Define a selection process and review committee (or designated reviewer(s))
- Prepare applications for both pop-up shop vendors and artist applicants
- Outline a written agreement that incorporates the "rules" of the popup shop (funding/service support, type of service permitted, hours of operation, duration of usage, property maintenance, restrictions on alterations, compliance with liquor laws, waste management, other ordinances, etc)
- Outline a written agreement that incorporates the "rules" of the art program (physical size of window display art space, location, stipend amount and conditions, media permitted, duration of art, IP/"ownership", etc)
- Advertise the opportunity in both local and regional media

PHASE 3 (Months 3-4)

- Selection process to identify artist(s), vendor(s) and sign agreements
- Onboarding of vendors, tech assist on best practices for success (e.g. placemaking, signage, online presence, payment options, etc)
- Prepare space for occupation (sourcing volunteers, business owners, etc)

PHASE 4 (Months 5-6)

- Launch pop-up shop and implemented art display
- Provide a place/source for public feedback
- Conduct periodic check-in with vendors and address any concerns
- Conduct "exit" process for vendors as part of compliance with written agreements (e.g. property returned to original state of condition, etc.)
- Post-evaluation by review committee/person(s) on success of project and potential (data gathering, informal surveys, et

KEY STEPS TO CONSIDER WHEN IMPLEMENTING A POP-UP/FOOD TRUCK PROGRAM OR EVENT

- Coordinate with entities such as Brant Rock Village Association, Community Groups, Planning Department, Beach Administrator, and Chamber of Commerce to decide on goals (support local businesses, bring shoppers and diners back, celebrate a larger event, etc.)
- Gather parties with similar interests, complementary resources and expertise.
- Brainstorm ways to achieve the core goals. Develop criteria to select one strategy to move forward: 1) Is there someone who has done an event before? 2) Does someone have paid staff that can lend a hand? 3) Who has graphics and marketing expertise? Can this strategy tag onto another event or a milestone in the community?
- Answer these questions: 1) Who is the audience? 2) What message to convey? 3) How does this align with municipal and business district goals? 4) What does success look like? 5) What would cause everyone to smile the day after the event? Keep the answers to these questions in mind throughout planning
- Work back from the goals to identify people, organizations, agencies available to help: chart interests, capacity, resources, contacts.
- What location best supports the goals? Create a plan of the area.
- List and draw activity areas, food truck/pop-up pilot event elements
- Link program activities with partners/volunteers.
- Refine event: what happens, time, day, activities

Best Practice

Food Truck/Pop-up Events Best Practices

OPEN
BUSINESS ENVIRONMENT

Food Truck Program

- Food trucks as seen in the images to the right in Miami Beach, Florida and Williamsburg, Virginia illustrate how portable and easily implementable these events can be in a coastal area
- Food trucks can be located in a line-up format or parked in a public/private parking lot for patrons

Outdoor Dining Opportunities

- Outdoor dining spaces in West Stockbridge and Salem, Massachusetts
- Outdoor dining furniture can provide a dedicated space for patrons to enjoy open space and frequent different businesses

Pop-up Events

- Pop-up spaces as seen in Massachusetts, including Cambridge
- The Central Square "Popportunity" creates a unique environment for visitors to frequent different businesses, while dining and participating in engaging activities
- These pop-up structures can be easily setup and removed in case of weather events

BEST PRACTICE

Permitting Pop-Up Events

ADMIN CAPACITY

Provided by SME Consultant	Pioneer Valley Planning Commission
Location	Fort Worth, TX; Austin, TX; Burlington, VT

Origin	Fort Worth, TX; Austin, TX; Burlington, VT
Budget	Medium cost, municipal staff participation/training and possible investment in permitting software
Timeframe	Medium-term, will require changes to municipal review processes
Risk	Low Risk
Key Performance Indicators	Number of permits reviewed and issued, length of permitting and approval process, collaborator level of satisfaction
Partners & Resources	Municipal departments, to include, but not limited to Planning, Police, Fire, Building, DPW, and Health, and Town/City Administration; DLTA funding to assess permitting

Diagnostic

As downtowns emerge from the pandemic partners, collaborators and business improvement districts are eager to plan and hold pop-up (time-limited and purposefully impermanent) events, such as a pancake breakfast, to bring people back to these vital retail and commercial centers. In Springfield MA both the city and collaborators have been frustrated by the city's event permitting process and are eager to seize this moment to improve the process. Issues identified include: lack of an on-line event permitting process; requirement to pay fees using cash; necessity to make in-person visits to multiple city offices; time required, and confusion about the materials required to make the request. Springfield is in the midst of addressing this issue; Fort Worth TX, Austin TX and Burlington VT are Best Practice sites as they have implemented on-line relatively easy to navigate event permitting processes. Fort Worth has a robust on-line event permitting system that includes a downloadable manual as well as numerous topic specific PDFs and a phone number to call with questions and/or for additional information. Austin TX has created the Austin Center for Events, an interdisciplinary team to assist applicants through the event permitting process, and Burlington VT produced an exemplary manual in 2018 that is referenced by most cities working on this issue.

More efficient and easier permitting processes can lead to quicker turn-around and peace of mind for those organizing these events for the community and will increase the likelihood of such events happening and bringing people back to our city and town centers and other commercial districts. Implementing on-line permitting for local government is an appropriate and approved use of COVID recovery funds from the federal government so it is timely to advance this best practice.

Action Plan

Permitting a pop-up event efficiently requires municipal staff to differentiate permitting processes for permanent versus impermanent events. An important pre-requisite for a user-friendly efficient pop-up permitting process is a user-friendly municipal website. Making sure your municipal website is easy to navigate and includes a "How do I..." option is recommended because many applicants will come to the municipality not knowing where to start. Ideally the municipality will accept pop-up event applications electronically, and this may require new software, staff training, and updates to the existing municipal permitting processes; additional best practices are to identify a municipal staff person charged with helping applicants to navigate the process and including a flow chart or other visual display of the process. In Burlington VT the event permitting process is facilitated by an Associate Planner in the Planning Department but the approvals and permits are granted by the Department of Public Works (DPW), the entity responsible for streets and rights of way-the location where most events happen. In Fort Worth TX they have an Outdoor Events Manager to facilitate the process and they differentiate between neighborhood events (that require a one-page form) and larger city-wide events that require a 6 page form).

Just as many cities and towns have a Development Review Committee, made of municipal staff representing the departments that need to sign off on new developments (DPW, Planning, Building, Police, Fire, Health, Legal, Licensing), it is recommended that municipalities form a comparable pop-up event review committee. In Springfield this group is called the "Events and Festival Committee". Applicants visit this committee to propose pop-up events and receive preliminary approval, and then have to visit all the participating departments to receive their separate approvals. Stream-lining this process to move from paper to an electronic application would enable the Events & Festivals committee to forward their preliminary approval to all the relevant municipal departments clearly stating any necessary supplemental information required from the applicant. The applicant provides the necessary information electronically and the permit is issued.

Pop-up event applications can be simplified, but by their very nature are not simple and it may make sense to explain this to potential applicants. Applicants will need to explain where the event is taking place, provide a site plan, proof of insurance, and an operations plan. Fort Worth TX provides sample traffic plans and sample site plans as part of the application process on their outdoor events webpage.

Home / Departments / Public Events Department / Office of Outdoor Events

Office of Outdoor Events

Any outdoor gathering on public or private property that attracts more than 500 attendees, requires a street to be closed, sells food or beverages, or uses tents, stages, bleachers, fireworks, open flames or portable toilets requires a city permit. The rules also apply to parades, neighborhood events requiring the use of city streets, events in parks and some First Amendment activity.

Events conducted entirely on the property of a church, educational institution, college or university campus, or on property containing an occupied residence are exempt. Also, events per contracts with the City or at City-owned facilities and at the Texas Motor Speedway are exempt.

Event organizers are required to apply to the city within a lead time based on event size and purpose in order to obtain approval, be placed on the city's Event Calendar, attend the Pre-Event Committee Meeting and provide notice to surrounding property owners. Two committees are in charge of scheduling events, reviewing event plans and applications. The Event Calendar Committee includes city staff and representatives from Sundance Square, Downtown Fort Worth Inc., the Cultural District, Fort Worth South, the Chambers of Commerce and the Stockyards. The Pre-Event Committee includes city staff and representatives from Trinity Metro, the Texas Alcoholic Beverage Commission and various stakeholders. A designated employee from the City's Public Events Department will serve as special events manager to coordinate the process.

Please carefully read the guidelines below for **document submission deadlines** specifically for Neighborhood Events and Parades, Large Outdoor Events and Parades, and First Amendment activity.

Contact Us

Location
Fort Worth

Ordinance

- View the ordinance »
- View the latest updates »
  (PDF, 86KB)

Other

View information on Fort Worth street classifications in the Master Thoroughfare Plan.

Staff Contact:
Cynthia Alexander, Outdoor Events Manager
817-392-7894

Office of Outdoor Events, City of Fort Worth, TX
https://www.fortworthtexas.gov/departments/public-events/outdoor-events

Process

Permitting a Pop-Up event efficiently requires municipal staff (especially decision-makers) to believe in the importance and utility of pop-up events. Municipalities need a pop-up event champion(s) to secure the necessary human and financial resources to make these processes work efficiently and effectively. Consider reaching out to your BID or any existing business support organization if you are experiencing push-back from CEOs or other decision-makers. Investing in an on-line permitting software package and related training and web-site updates and refinements is the ideal process for facilitating pop-up events for larger municipalities hoping to host numerous events annually. Fort Worth TX is using Accela for their on-line permitting. The pandemic has taught cities and towns around the country that we do not need as much paper and in-person contact as we used to think we did and that we can conduct work on-line safely, securely and efficiently. Moving to on-line applications has increased employee safety, customer satisfaction and will facilitate pop-up events.

As identified in the Action Plan, the process to make pop-up event permitting more efficient is:

1.Assess your current situation: are your collaborators and affected municipal staff happy with the existing process? Identify 'pain points' and start improving there. Who makes decisions and why? Who is missing? And what can you learn from COVID innovations that can become permanent?

2.User-friendly municipal website. Fort Worth, TX, designed their page to have a landing page where you could easily find the documents and requirements of what was needed for special events. Additionally, a citation and link to the city ordinance is presented which establishes the justification for the requirements to follow.

3.On-line and/or e-permitting software. At a minimum accept applications via email, and consider investing in e-permitting software, especially after the pandemic as such investments by municipal government are an approved use of federal COVID recovery funds. Accela permitting software is being used in Fort Worth to process pop-up event applications.

4.Identify and publicize a Pop-up event coordinator. A municipal staff person or department needs to be identified as the primary contact for pop-up permits. The staff person assists the applicant with ensuring the review process is comprehensible and efficient and that all the requirements of the application are met. In Burlington, VT, the Associate Planner in the Planning Department is the facilitator of the application and process. In Fort Worth, the Office of Outdoor Events has a staff contact, an Outdoor Events Manager, who is tasked with facilitating the process of review and determining whether an application is for neighborhood events or larger city-wide events, which is determined in accordance with their City Ordinance.

5.Create a Manual that describes the process and publicize it widely and regularly. All three example cities have developed beautiful, easy to follow manuals that not only explain the local permitting process but also help applicants differentiate between the kinds of po-up events possible and how to design and implement effective ones.

6.Provide sample documents. Fort Worth requires a site plan and offers a sample version on the permit website to make it easier for applicants to understand what is needed.

Process (Continued)

7. Create a pop-up event permitting review committee comprised of the municipal staff representing departments that need to approve the permits: Streets (DPW), law enforcement and public safety, Insurance (Legal), Parks or Schools if not on the streets, and others as appropriate to your situation.

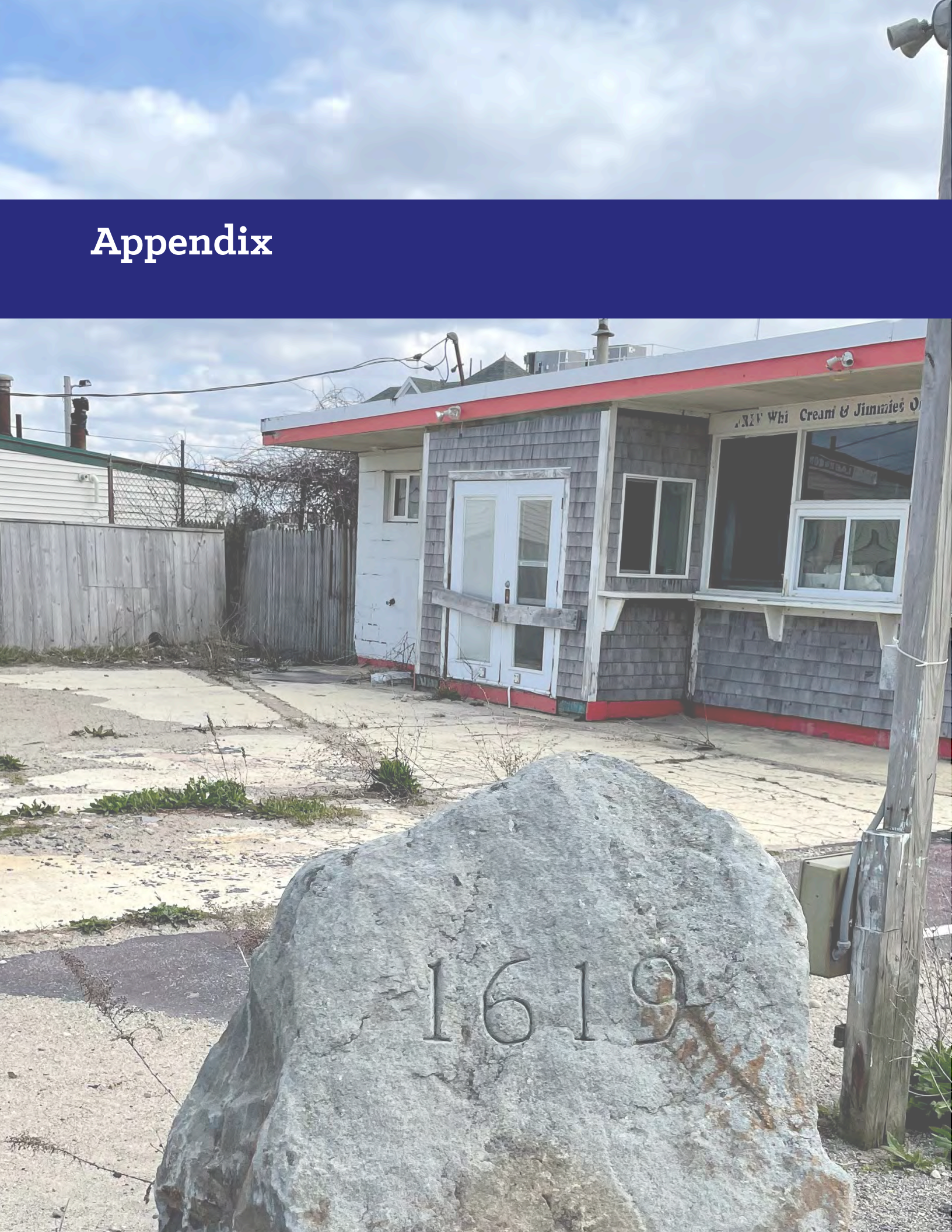
For municipalities not yet ready to move to an on-line permitting process, it is recommended that you mimic the effectiveness of on-line permitting in real life by forming a pop-up event review committee, similar to a Development Review Committee, with very clear guidance on all information required of applicants to host a pop-up event and commit to requiring no more than two meetings with the applicant: one for preliminary approval and the second to receive any information missing from the first visit. Each department that needs to sign off should delegate a pop-up event staff person and a back-up. Fees should be able to be paid using credit cards or other on-line payment methods.

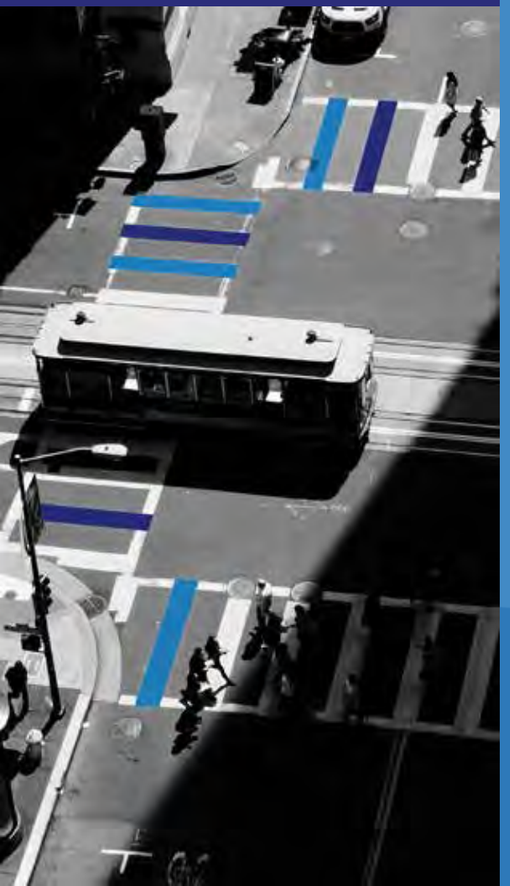
Some additional resources utilized for this document and will be used to explore further recommendations for permitting pop-up events can be found here:

Delaware Valley Regional Planning Commission produced a Toolkit on "The Pop-Up Economy" that explains three different kinds of pop-up events: shops, events and planning, emphasizing the temporary nature of pop-up events and how cities and towns can more easily facilitate such happenings.

https://www.dvrpc.org/reports/MIT026.pdf

Appendix





Brant Rock
Phase I – Baseline Data
Local Rapid Recovery Plan

May 26, 2021

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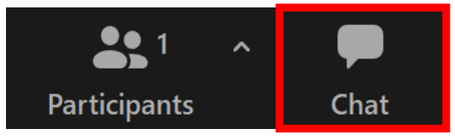
RAPID RECOVERY PLANS

ZOOM PROTOCOL



- Q&A or Chat
- Polling questions related to the goals
- Raise your hand during Q&A

PROJECT TEAM

- **Town**
  - Greg Guimond – Town Planner
  - Karen Horne – Assistant Town Planner
- **Stantec**
  - Jason Schrieber – Plan Facilitator
  - Amelia Casey – Project Planner
- **DHCD**

Agenda

- Project Background
- Project Goals/Timeline
- Diagnostic/Data Results
- Key Findings & Goal Prioritization
- What’s Next?

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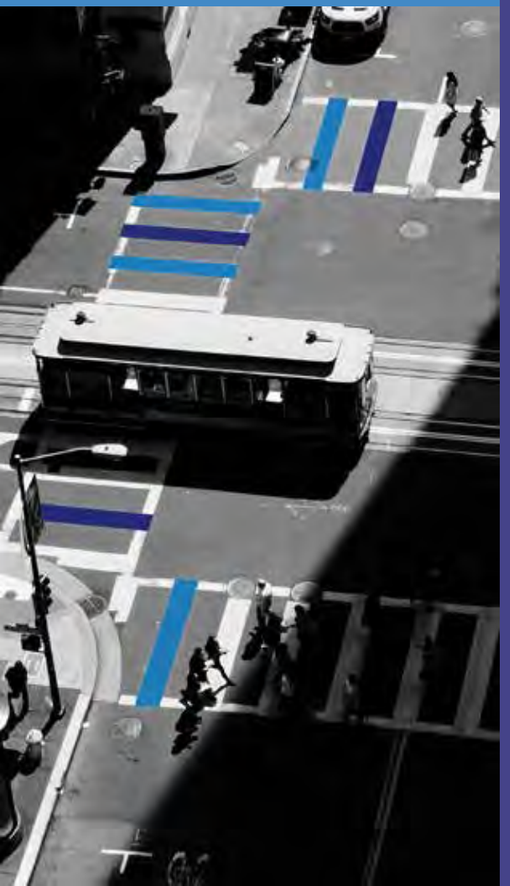

Project Background

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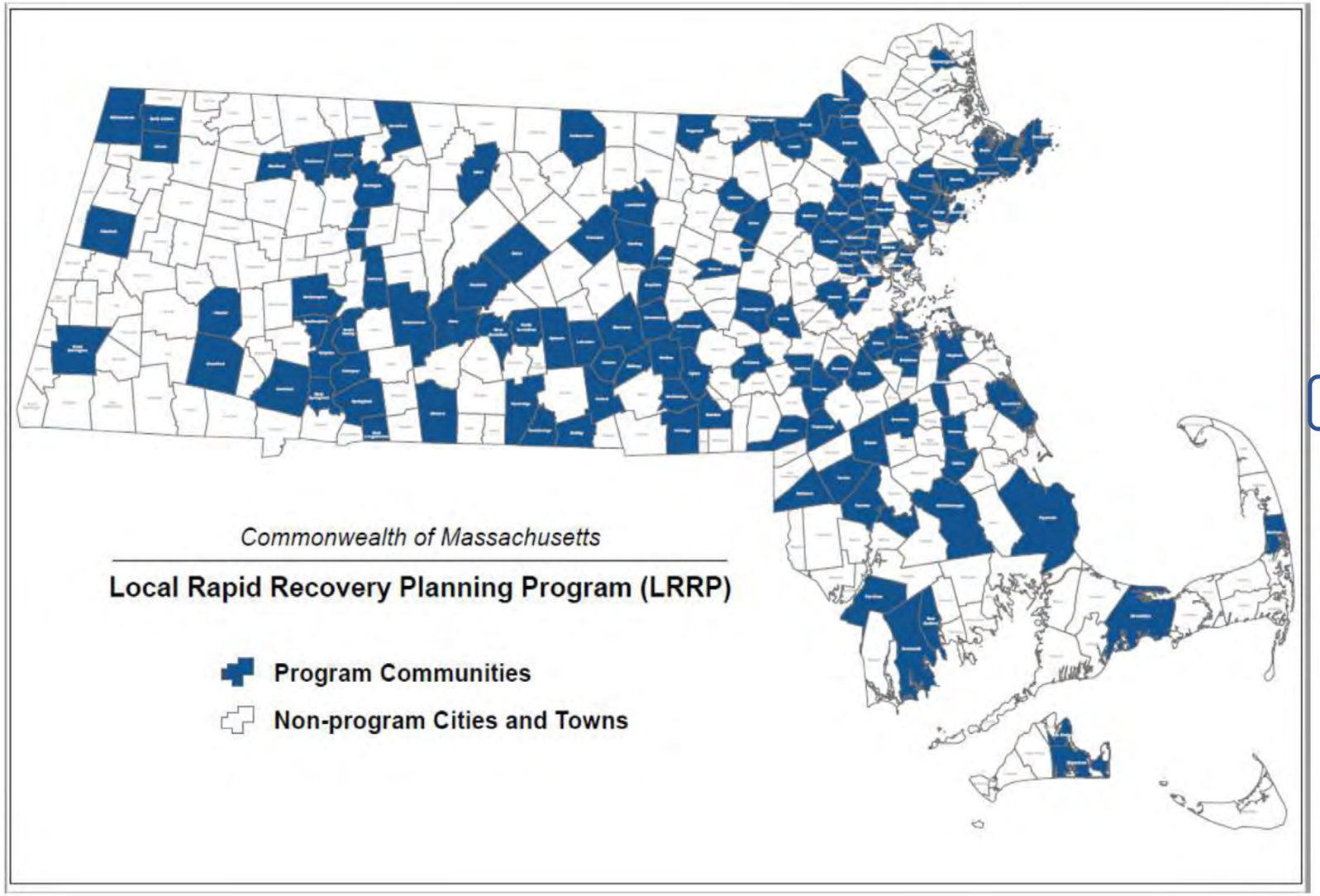
RAPID RECOVERY PLANS

WHY WAS THE PROGRAM CREATED?

"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."



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Rapid Recovery Plans

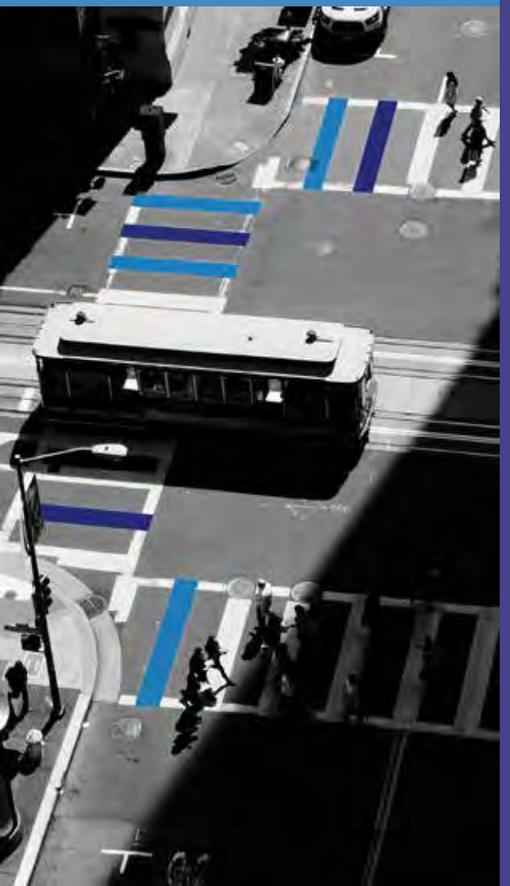
- **43 Small**
- **54 Medium**
- 16 Large
- 6 Extra Large

PURPOSE OF THIS MEETING

- **Review Goals for Brant Rock**
- **Share Baseline Data**
  - Previous studies
  - Data collected for DHCD in the field
  - Demographic & market data
  - Business survey results
  - Early stakeholder discussions
- **Adjust Goals and Prioritize**
- Initial Project Ideation

MASSACHUSETTS DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT (DHCD) GOALS FOR THE LRRP

- Support **business competitiveness**
- Build **Vibrant Communities**
- Train a **Skilled Workforce**
- Respond to the **Housing Crisis**
- Ensure that communities have **data-driven plans** to aid in COVID-19 recovery effort.
- Support the Commonwealth in the collection and **standardization of baseline data** to measure COVID-19 impacts.
- Clearly defined and **actionable projects** that have been vetted by your community



Project Goals/Timeline

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STUDY AREA

UNION CHAPEL
BRANT ROCK MARKET
LAUNDROMAT
THE JETTY
VENUS II
HADDADS
BEACH PARKING
ROCKY ROADS
LIGHT TOWER
HANCOCK STREET
PLYMOUTH AVENUE
BRADLEY STREET
DYKE ROAD
NORTH STREET
MIDDLE STREET
SOUTH STREET
TOWN PIER ROAD
ISLAND STREET
bing
0
130
260
390
520
Feet
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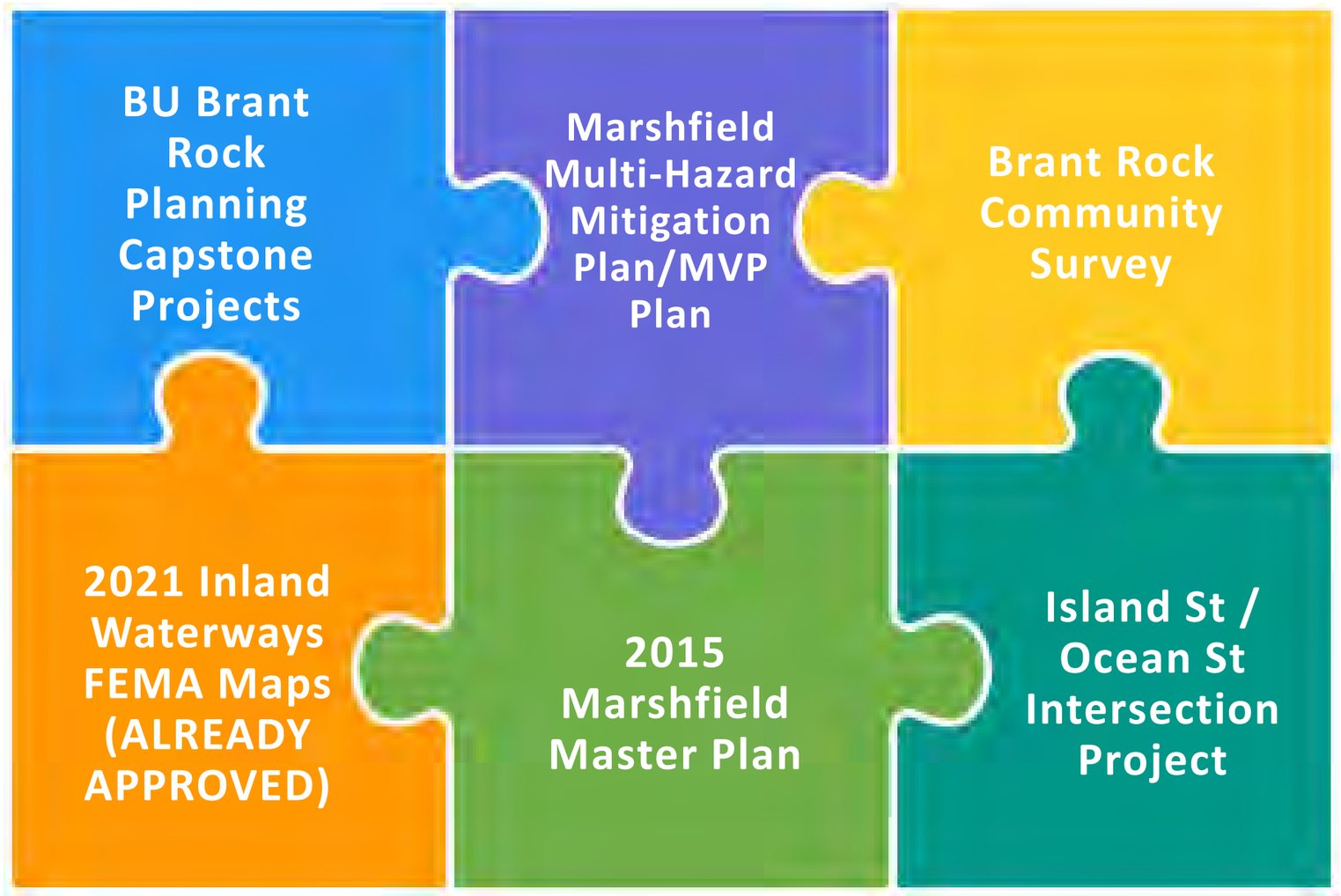
HOW THE LOCAL RECOVERY PLAN WORKS WITH OTHER EFFORTS



LRRP

- Business Survey
- Baseline Data
- Stakeholder Input
- Public Workshops
- Other?

BRANT ROCK'S APPLICATION: PROJECT PRIORITIES

	1st PRIORITY	2nd PRIORITY	3rd PRIORITY
Short-Term	Safe Walkways for Pedestrians	Improve Wayfinding	Protect Outdoor Dining
Mid/Long-Term	Create dedicated multimodal facilities	Implement handicapped beach access infrastructure	Create a walkable environment that promotes outdoor activities

Short & mid/long-term priorities focused on the public realm

DRAFT COMMUNITY GOALS

Create **safe walkways and accessible pedestrian facilities** and improve **multimodal connections**

Develop a **streamlined wayfinding program** for destinations, Town amenities, and parking facilities

Provide **protected and dedicated spaces** for **outdoor dining**

Expand **retail activity** and **support existing businesses** in the Brant Rock area

Promote **flexible development** opportunities that incorporate **resilient designs**

Enhance **infrastructure, storefronts, businesses, and developments** to become **more resilient** against storm events

Provide more **roadway and parking accessibility** and capacity for **visitors** frequenting businesses and storefronts

OVERALL LRRP GOALS

- Support **business competitiveness**
- Build **Vibrant Communities**
- Train a **Skilled Workforce**
- Respond to the **Housing Crisis**
- Ensure that communities have **data-driven plans** to aid in COVID-19 recovery effort.
- Support the Commonwealth in the collection and **standardization of baseline data** to measure COVID-19 impacts.
- Clearly defined and actionable projects that have been vetted by your community

PLANNING SCHEDULE

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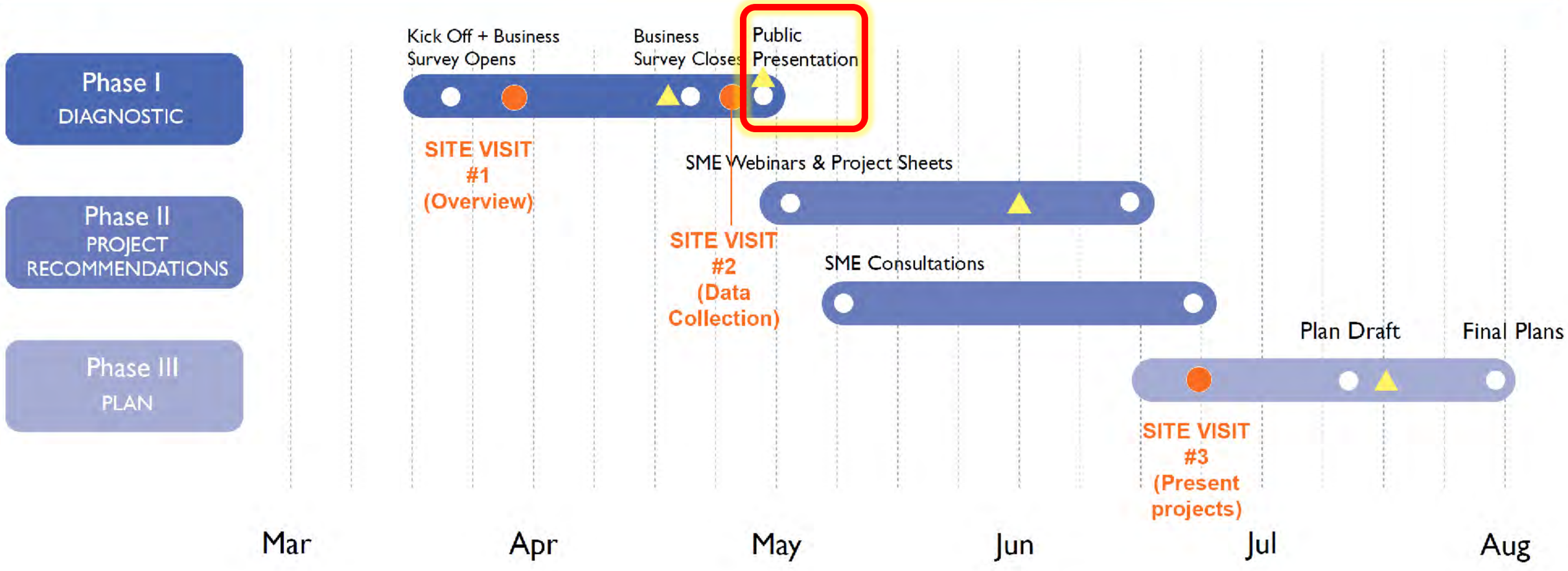

BASELINE DATA / DIAGNOSTIC CATEGORIES

Market Information

Trends
Consumer Profiles
Demand

+

Physical Environment

Public Realm
Private Realm
Access + Visibility

+

Business Environment

Anchors/Destinations
Asset Mix
Nodes/Clusters

+

Administrative Capacity

Partners
Funding
Regulations/Zoning

BASELINE DATA / DIAGNOSTIC DATA POINTS (SAMPLE)

- ✓ Sidewalk conditions
- ✓ Street conditions
- ✓ Street furniture
- ✓ Amenities (murals, artwork, banners)
- ✓ Crime and safety
- ✓ Open spaces
- ✓ Transit stop/ shelter conditions
- ✓ Parking ratios and meter utilization
- ✓ Bike lane network, bike parking facilities
- ✓ Public transit ridership
- ✓ Building condition
- ✓ Storefront and signage
- ✓ Interior retail space (size, conditions)
- ✓ Opportunity sites
- ✓ Vacant lot conditions and development plans

CUSTOMER BASE

Market Data

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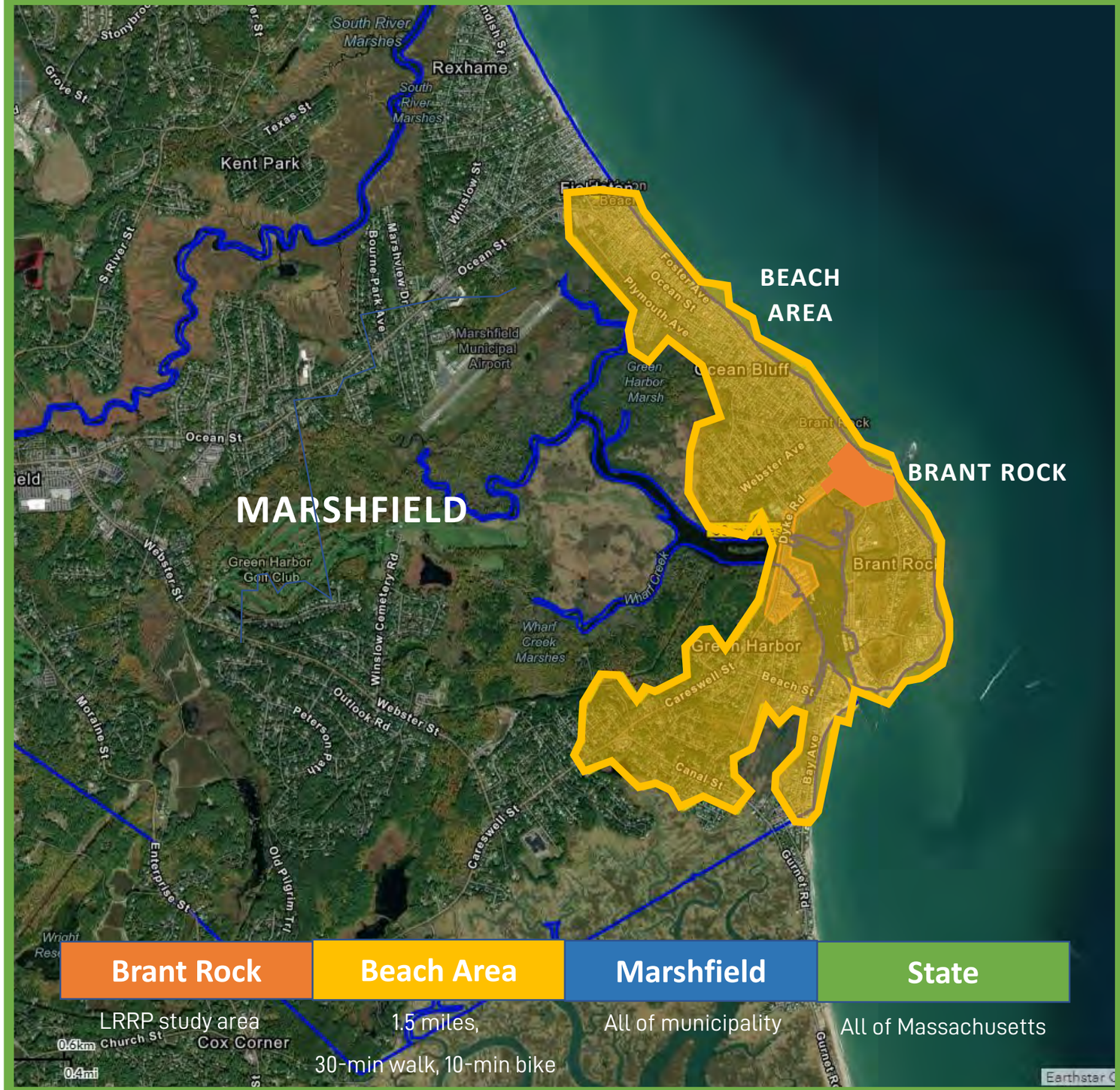
CUSTOMER BASE: LOCAL MARKETS

- The study area's extent is **limited to Brant Rock.**
- To understand the local market this **analysis also looks at a 1.5-mile ring** (30-minute walk, 10-minute bike ride) **around Brant Rock**, the entire municipality, and statewide.

Brant Rock	LRRP study area
Beach Area	1.5 mi, 30-min walk, 10-min bike
Marshfield	All of municipality
State	All of Massachusetts



POPULATION TREND (2010 to 2025)

- The beach area and Marshfield overall surpass the state's growth rate.

Beach Area

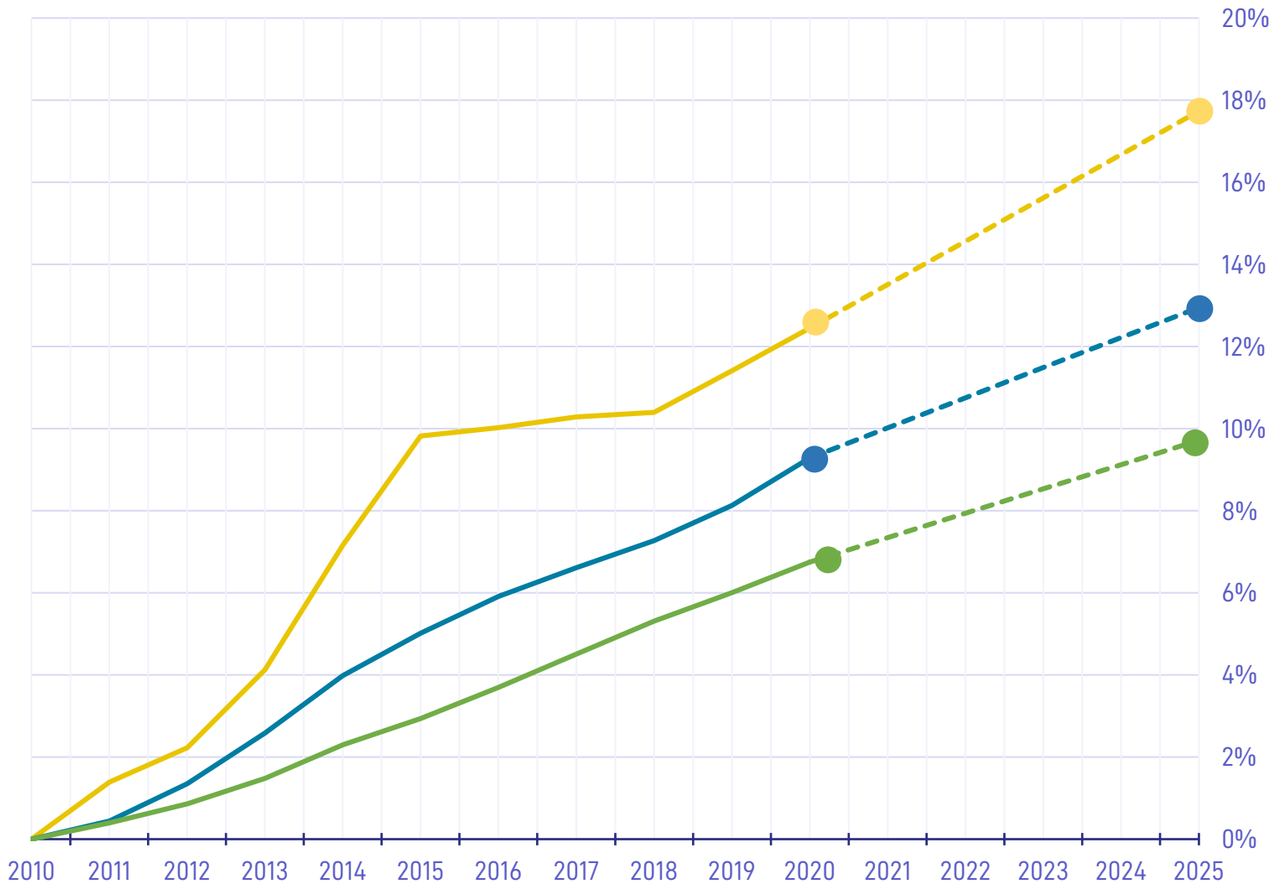
3,894	+183
Current	Projected

Marshfield

27,471	+923
Current	Projected

State

6.9 mil	+194,486
Current	Projected



CUSTOMER STATISTICS:
HOUSEHOLD SIZE

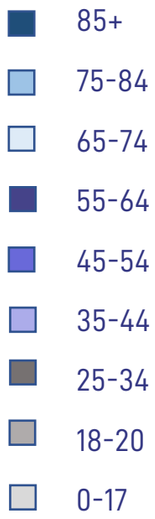
- The local area is expected to add an additional **183 households in the coming 5 years.**

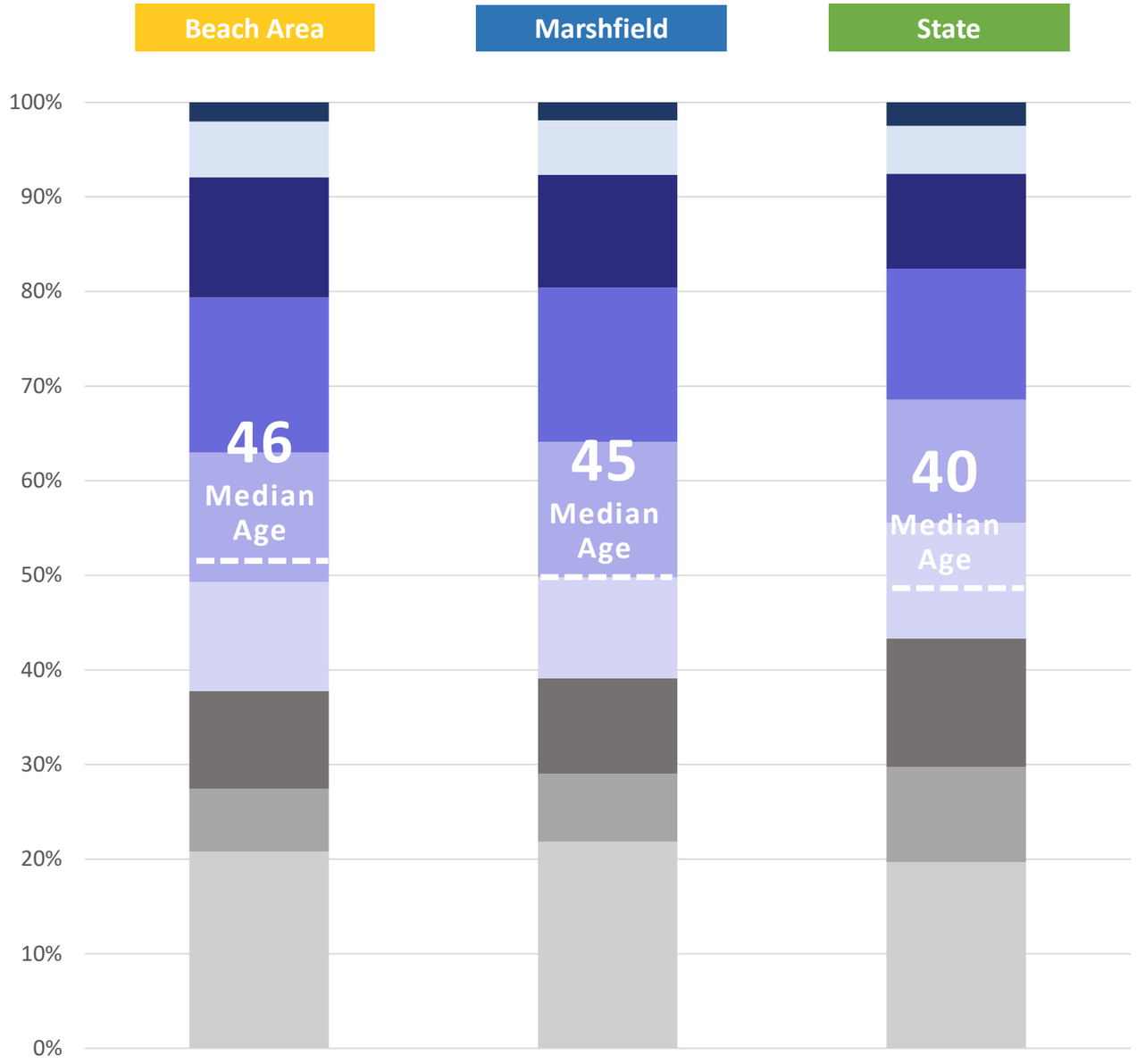
Population

	Beach Area	Marshfield	State
Avg. household size	2.4	2.6	2.5
Residential population (current)	3,894	27,471	6,993,463
Households	1,600	10,408	2,702,578
5-year forecast, population change	**183**	**923**	**194,486**
5-year forecast, household change	**71**	**347**	**73,332**
Median age	46	45	40

CUSTOMER STATISTICS:
AGE DISTRIBUTION

- The local area's age distribution skews **slightly older than the state average.**





CUSTOMER STATISTICS:
RETAIL SPENDING OPPORTUNITY

- The number of jobs in the local area is about less than the residential population.
- Housing in the local area is predominantly owner-occupied.

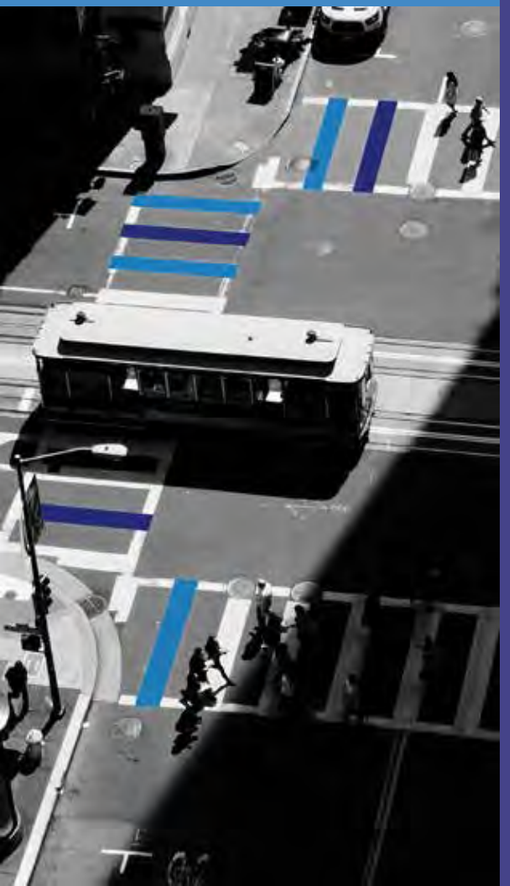
Employment and income

	Beach Area	Marshfield	State
Median household income	$81k	$109k	$81k
Employees	909	9,504	3,384,476
Students (secondary & above)	497	2,780	933,098
Jobs-to-residents ratio	0.2	0.3	0.5

Housing

	Beach Area	Marshfield	State
Median home value	$444k	$498k	$415k
5-year forecast, home value growth	14%	16%	17%
Owner-occupied housing	84%	82%	61%

PHYSICAL ENVIRONMENT



Public Realm Field Grades

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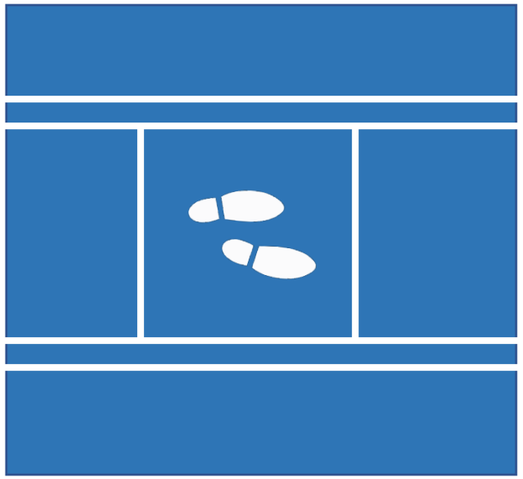
ELEMENT: SIDEWALKS



Guiding Principles:

Sidewalks should be wide enough to accommodate both the flow of customers and spillover retail/dining activity. In addition, sidewalks should be clean and well-maintained to ensure the safety and comfort of pedestrians.

Best Practice Example

ELEMENT: SIDEWALKS

GOAL IMPACT: SAFE WALKWAYS

How Brant Rock ranks:

A

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

B

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

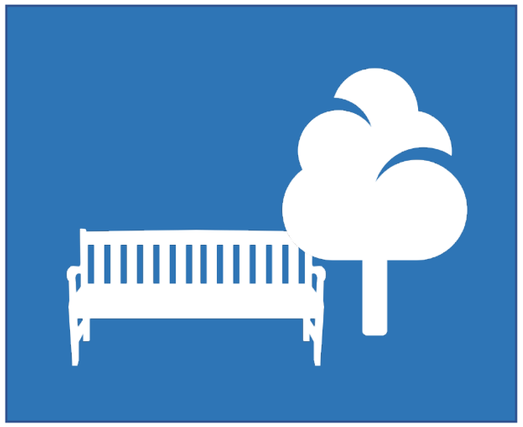
C

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

F

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

ELEMENT: STREET TREES AND BENCHES



Guiding Principles:

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

ELEMENT: STREET TREES AND BENCHES

GOAL IMPACT: SAFE WALKWAYS

How Brant Rock ranks:

A

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

B

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

C

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

F

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

ELEMENT: LIGHTING

Guiding Principles:

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

Best Practice Example

ELEMENT: LIGHTING

GOAL IMPACT: SAFE WALKWAYS

How Brant Rock ranks:

A

More than 75% of the study area utilizes a range of lighting strategies to ensure safety of pedestrians and motorists, as well as highlight the identity and history of an area.

B

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

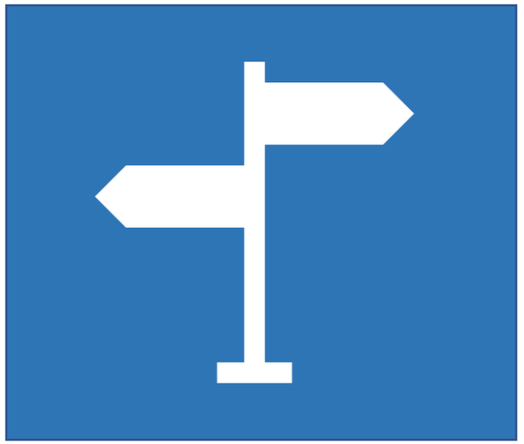
C

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

F

There is no street lighting in the study area.

ELEMENT:
WAYFINDING / SIGNAGE



Guiding Principles:

A wayfinding system supports overall accessibility of a commercial district. It benefits pedestrians and bicyclists, and directs motorists to park and walk. Without clear visual cues, customers may find it difficult to park or may be less aware of local offerings.

Best Practice Example

ELEMENT: WAYFINDING/SIGNAGE

GOAL IMPACT: WAYFINDING

How Brant Rock ranks:

A

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

B

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

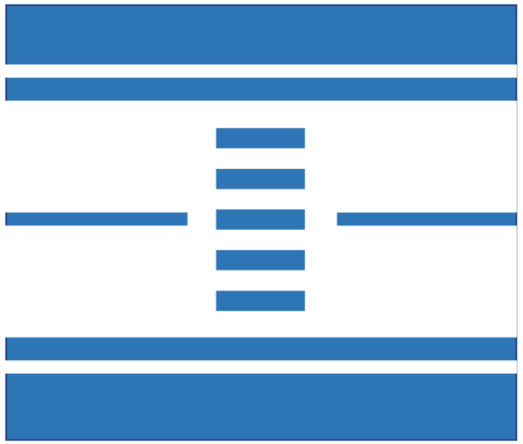
C

Limited to no signage available throughout the study area.

F

There is no wayfinding/signage in the study area.

ELEMENT: ROADBED / CROSSWALKS



Guiding Principles:

Roads should be well-maintained to ensure safety of drivers and pedestrians. Crosswalks that are unsafe or inconvenient to customers may undermine accessibility between stores and overall shopper experience.

Best Practice Example

ELEMENT: ROADBED/CROSSWALKS

GOAL IMPACT: SAFE WALKWAYS

How Brant Rock ranks:

A

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

B

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

C

Roads are hazardous to all users.

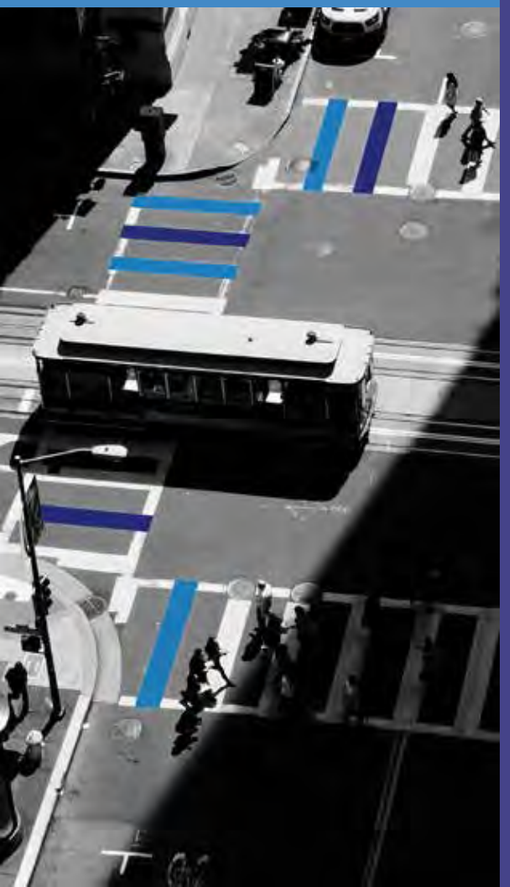
F

The study area is not connected by any major roads.

PUBLIC REALM: KEY TAKEAWAYS

- **Sidewalk network is disconnected**, not well-maintained, and major streets have large sidewalk gaps.
- **Crosswalks are not very safe or accessible**, mostly lacking standard markings, width, warning signs and markings, and ADA-compliant curb ramps.
- **Streetscape amenities are lacking,** with no sidewalk trees, few benches, no pedestrian-scale lighting, and few plazas or welcoming active spaces.
- **Wayfinding is almost non-existent,** with few disconnected signs and little sense of clarity, arrival or identity.

PHYSICAL ENVIRONMENT



Private Realm Field Grades

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ELEMENT: WINDOWS

Guiding Principles:

Storefronts that maintain a minimum of 70% transparency ensure clear lines of sight between the business and the sidewalk to enhance attractiveness of storefront, as well as improve safety for the business, customers, and pedestrians.

Best Practice Example

ELEMENT: WINDOWS

GOAL IMPACT: SUPPORT BUSINESSES

How Brant Rock ranks:

A

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

B

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

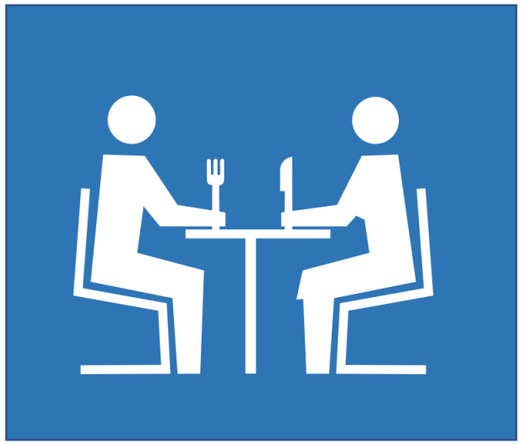
C

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

F

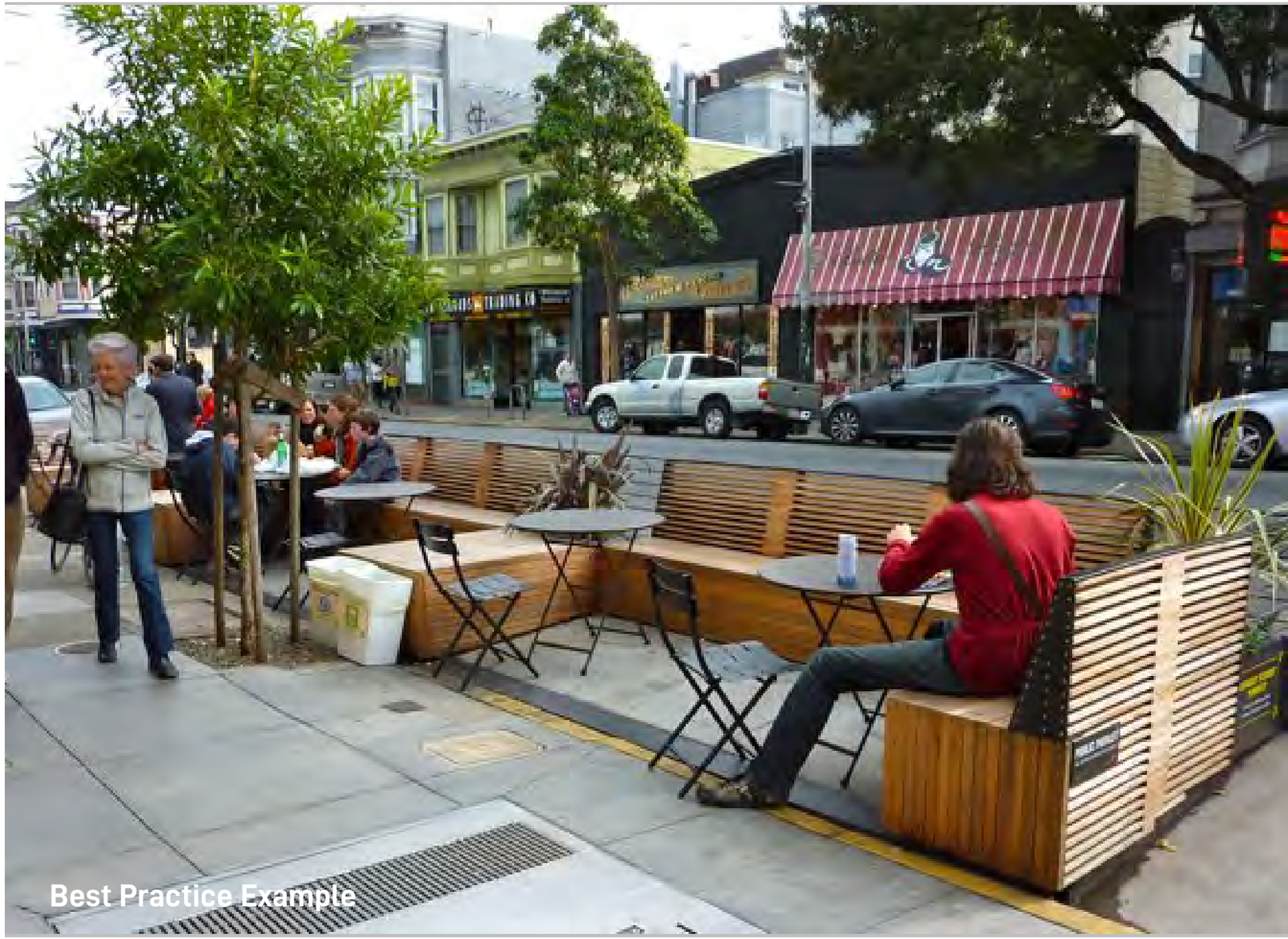
All storefronts are boarded up and/or have limited transparency.

ELEMENT: OUTDOOR DISPLAY / DINING



Guiding Principles:

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



Best Practice Example

ELEMENT: OUTDOOR DISPLAY / DINING

GOAL IMPACT: OUTDOOR DINING

How Brant Rock ranks:

A

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

B

About 50% of storefronts maintain an attractive window display with limited spillover merchandise and/or dining areas.

C

More than 25% of storefronts have spillover merchandise display and outdoor dining that pose challenges to the pedestrian experience.

F

There is no spillover retail/restaurant activity in the district.

ELEMENT: SIGNAGE

STORE

Guiding Principles:

Signage can help customers identify the location of storefronts and businesses from a distance. Signage should also reflect the visual brand and identity of tenants to help attract new customers.

Best Practice Example

ELEMENT: SIGNAGE

GOAL IMPACT: WAYFINDING

How Brant Rock ranks:

A

More than 75% of storefront signs reflect the unique brand identity of tenants and can be easily seen from more than 10 ft distance.

B

About 50% of storefronts have clear signage that reflect basic business information and can easily be seen from adjacent sidewalks.

C

More than 25% of storefronts have signage that does not communicate names of business or types of products/services being offered.

F

Storefronts in the study area do not have signage.

ELEMENT: AWNING

Guiding Principles:

Awnings can provide shade during warmer months, enabling comfortable outdoor dining arrangements for customers. However, they must be well-maintained and designed in coordination with other elements of the storefront.

Best Practice Example

ELEMENT: AWNING

GOAL IMPACT: SUPPORT BUSINESSES

How Brant Rock ranks:

A

More than 75% of properties in the study area have retractable awnings that have been well-maintained and cleaned.

B

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

C

More than 25% of properties in the study area do not have awnings and/or have awnings that are unusable or have not been cleaned and maintained.

F

Storefronts in the study area are not equipped with awnings.

ELEMENT: FACADE

Guiding Principles:

Storefronts that use high-quality and durable building materials, as well as paint and color to differentiate from other businesses, can dramatically improve the appearance of the commercial district to potential customers.

Best Practice Example

ELEMENT: FACADE

GOAL IMPACT: SUPPORT BUSINESSES

How Brant Rock ranks:

A

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

B

Most properties have clean and well-maintained façades, but at least one significant property requiring structural façade improvements.

C

More than 25% of properties require significant building façades improvements, including power washing, painting, and structural enhancements.

F

All properties in the study area require significant façade improvements.

PRIVATE REALM: KEY TAKEAWAYS

- **Good individual business presence**, with most having nice signs, good window coverage, and some entry awnings to attract customers.
- **No coordinated district-wide presence**, lacking continuity, of signage, facades, awnings, lighting, etc.
- **Poor outdoor customer amenities**, with few places to sit and wait, no connected awnings, and notable gaps in the street wall.
- **Outdoor dining is lacking**, with limited private spaces at only a few destinations and few eyes on the street

BUSINESS ENVIRONMENT

Business Activity Data

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BUSINESS ACTIVITY: BUSINESS SURVEY

Total Number of Businesses

12

Number of Businesses closed since COVID (temporary or permanent, of participating survey takers, only)

Businesses such as Haddad's temporarily closed (during off-peak season & COVID)

0

Number of Vacant Storefronts

2 - 3

BUSINESS ACTIVITY:
RETAIL LEAKAGE

- The local area and Marshfield are **leaking all categories of retail spending**
- **Retail demand is greater than current supply**

Retail Market

	Beach Area	Marshfield	State
Total retail surplus/leakage	78.6	52.6	5.8
Grocery store surplus/leakage	34.7	31	2.4
Restaurant surplus/leakage	34.5	27.1	-0.7

ADMIN CAPACITY

Support for Businesses & Infrastructure

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ADMINISTRATIVE CAPACITY:
RECOVERY SUPPORT

"A combination of leadership, organizational capacity, resources, and regulatory and policy frameworks that enable catalytic investments and improvements to take root."

- 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?
- If lacking a stakeholder entity, **is a discussion needed on District Management**?

ADMINISTRATIVE CAPACITY:
RECOVERY SUPPORT

"A combination of leadership, organizational capacity, resources, and regulatory and policy frameworks that enable catalytic investments and improvements to take root."

- Dedicated Brant Rock Marketing Staff/Organization
- Presence of a Brant Rock Business Association
- Presence of a Brant Rock Main Streets Organization
- Dedicated Maintenance Focus on Brant Rock mobility infrastructure

CLIMATE

Data Results

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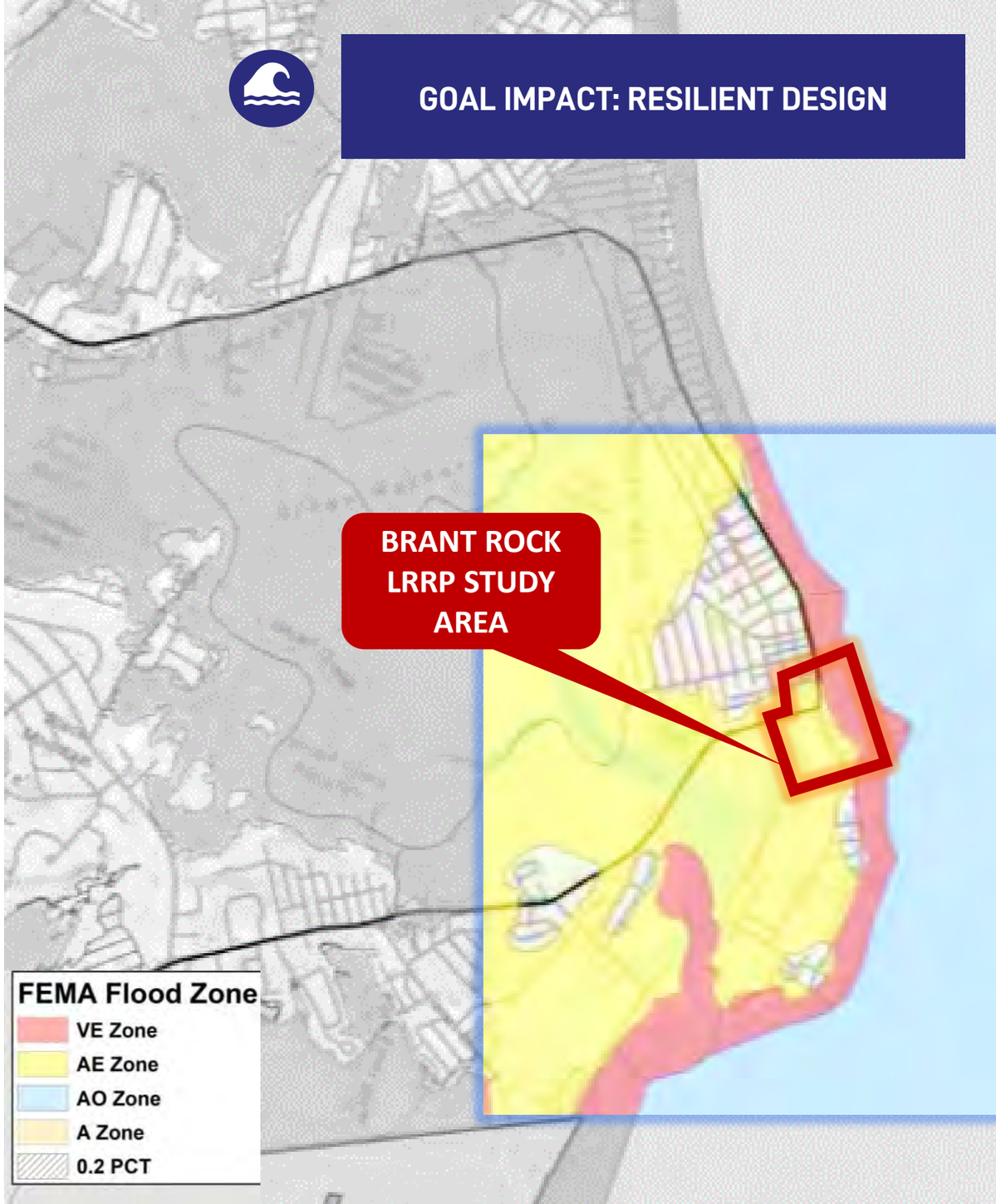
CLIMATE:
COASTAL FLOODING

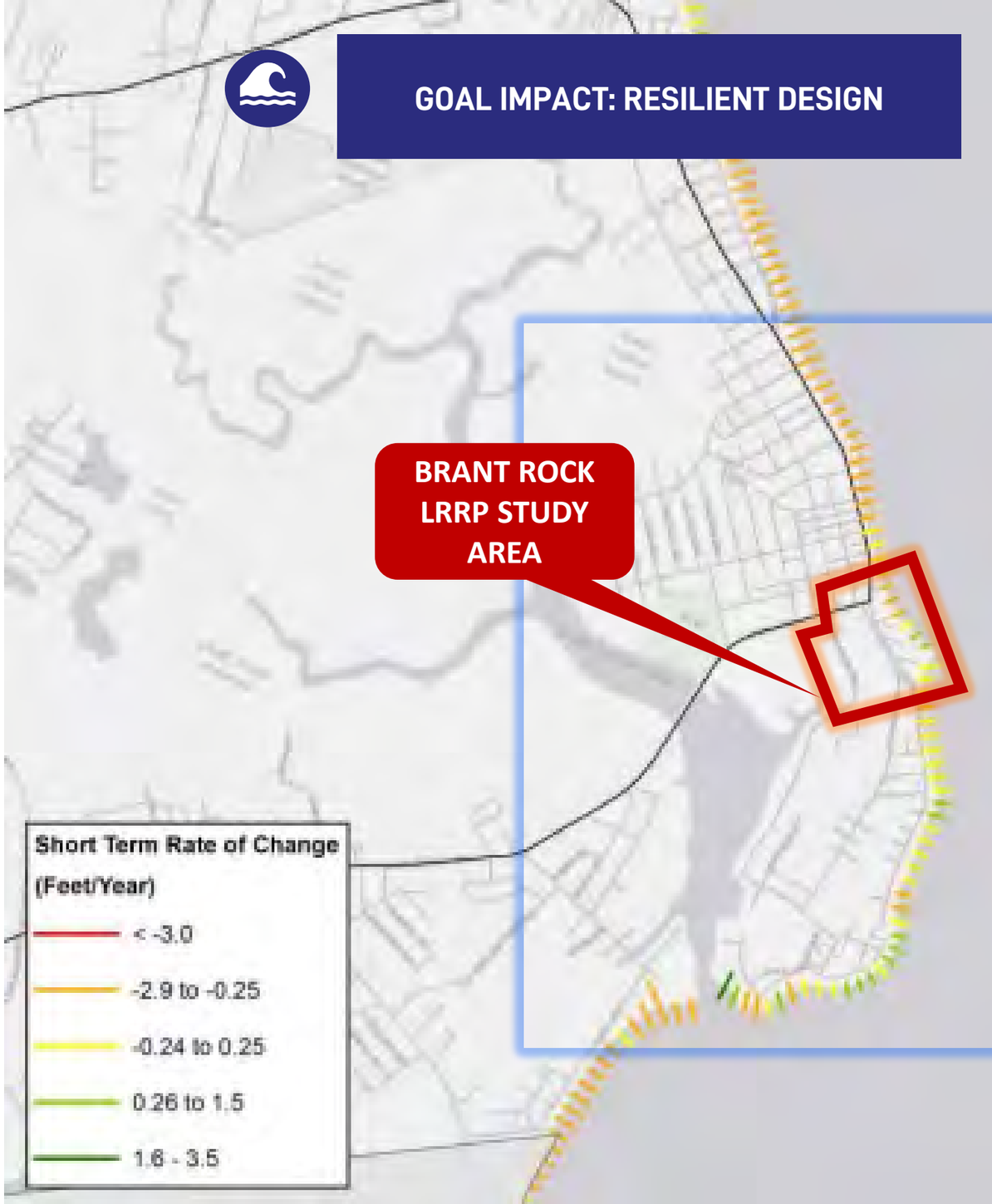
- Most of the Brant Rock study area falls within **High-Risk Coastal Area (VE) & 1% Annual Chance of Flooding (AE)** Flood Zones
- The majority of businesses and retail storefronts in Brant Rock experience **annual flooding** during storm surge events

GOAL IMPACT: RESILIENT DESIGN



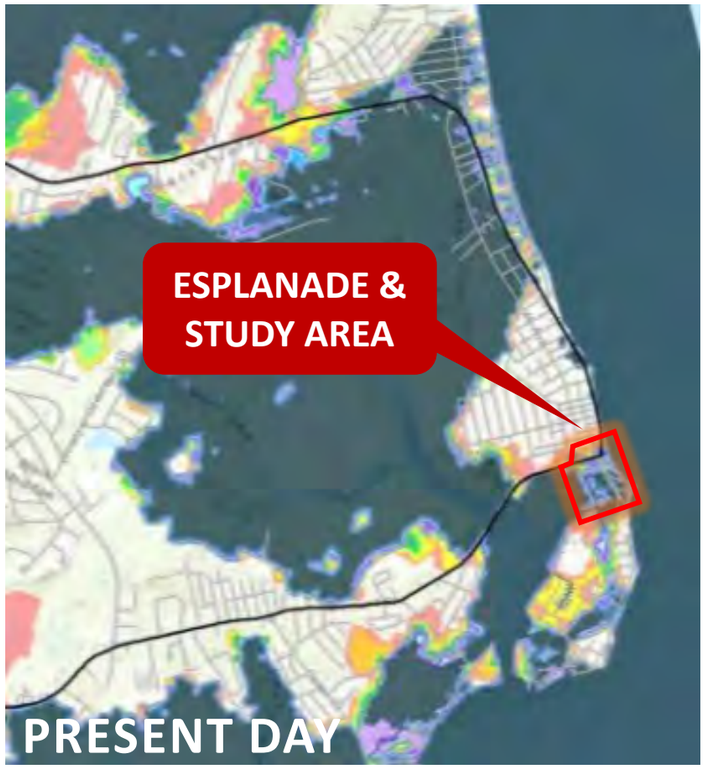
CLIMATE:
COASTAL EROSION

- Brant Rock will experience up to **2.9' of coastal erosion per year**

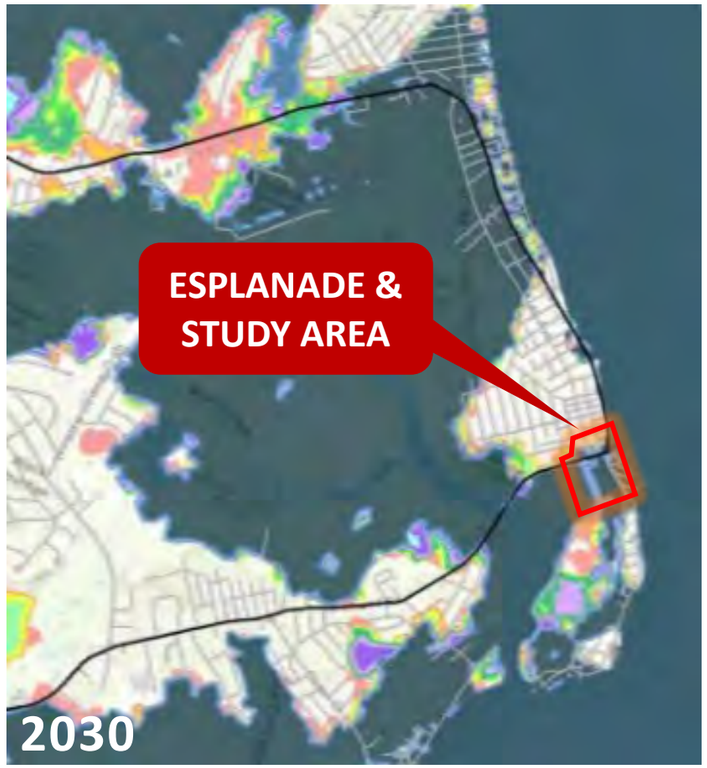


CLIMATE:
STORM INUNDATION DUE TO SEA-LEVEL RISE

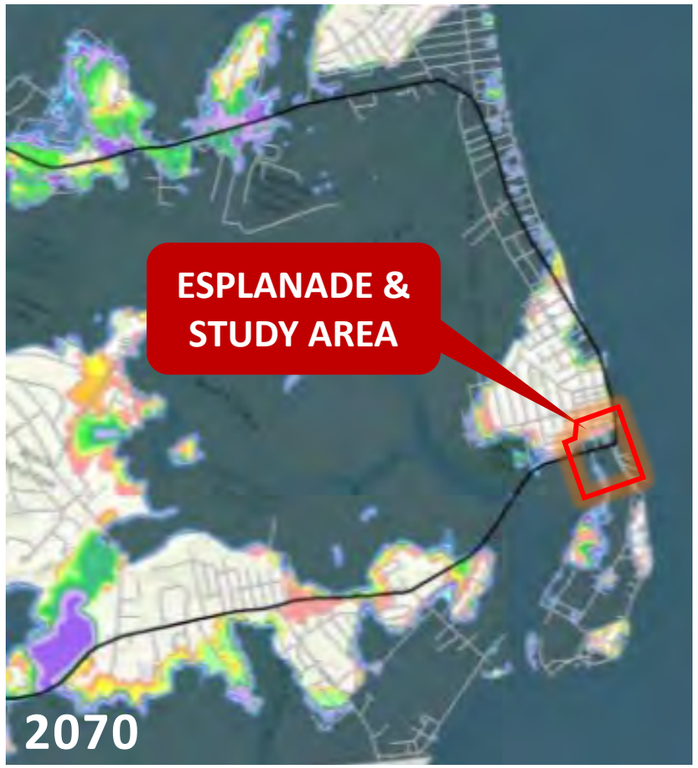
GOAL IMPACT: RESILIENT DESIGN



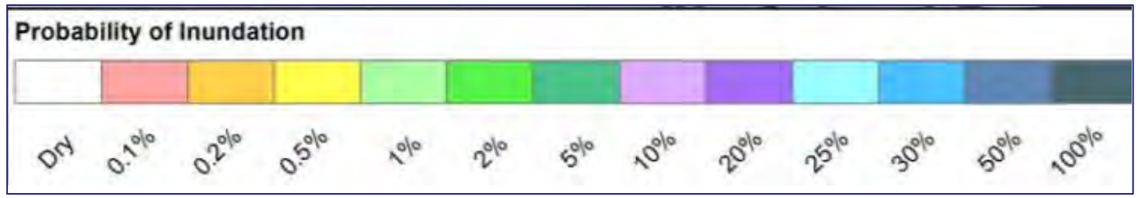
Sea-level rise impacts major routes and businesses areas in Brant Rock during 100-year storm events



In 10 years, Island and Ocean Street will experience between 50-100% inundation during storm events



Most of Brant Rock will experience serious and continuous sea-level rise and storm surge impacts



The probability of coastal flooding today and in future years 2030 and 2070. A range of percent chance spans from 100% (annual storm condition) to 0.1% (a one in 1,000 chance storm – a less frequent, more intense occurrence).

Key Findings & Goal Prioritization

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RAPID RECOVERY PLANS

BASELINE DATA: KEY FINDINGS OVERVIEW

CUSTOMER BASE / ADMIN CAPACITY

- **Growing local and regional population** is an opportunity for retailers
- **Retail activity is declining** with vacancies, gaps in storefronts, and short hip seasons
- **Incoming businesses** in **could improve unemployment rates**
- There is no dedicated and collaborative **Brant Rock business association**

BUSINESSES

- Most retail uses are **seasonal**, leaving little diversity and little year-round activity
- Some businesses have **attractive signage and facades,** but quality varies
- Most businesses have **worn facades** and **lack awnings** but have sufficient window coverage
- **More outdoor dining** is needed

PUBLIC / INFRASTRUCTURE ASSETS

- **Little to no wayfinding** exists
- Most crosswalks and sidewalks **are not accessible or well-maintained**
- A lack of **outdoor seating, landscaping, and lighting** to accommodate visitors
- Roadways **prioritize vehicles,** given the **large right of ways and head-in parking**

CLIMATE

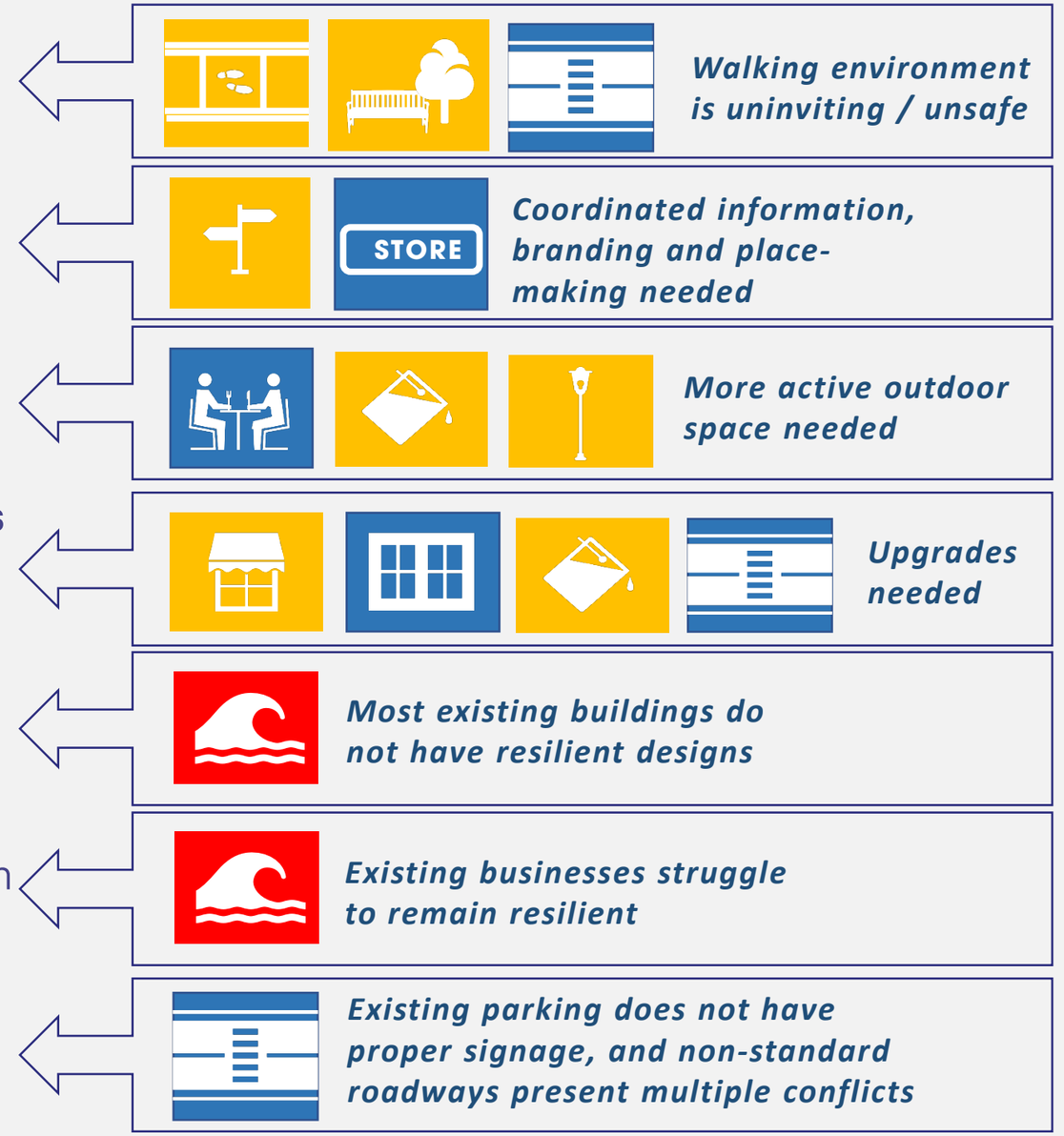
- Brant Rock is significantly impacted by **coastal flooding** at a worsening rate every year
- **Short-term flooding will continue**
- **Sea-level rise** between now and 2070 will **heighten storm impacts**
- **Existing businesses** will continue to face **annual storm flooding impacts**

DRAFT COMMUNITY GOALS

RELATED DIAGNOSTIC SCORES

DHCD RATINGS: A B C F

- Create **safe walkways and accessible pedestrian facilities** and improve **multimodal connections**
- Develop a **streamlined wayfinding program** for destinations, Town amenities, and parking facilities
- Provide **protected and dedicated spaces** for **outdoor dining**
- Expand **retail activity** and **support existing businesses** in the Brant Rock area
- Promote **flexible development** opportunities that incorporate **resilient designs**
- Enhance **infrastructure, storefronts, businesses, and developments** to become **more resilient** against storm events
- Provide more **roadway and parking accessibility** and capacity for **visitors** frequenting businesses and storefronts



Goals Poll

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Q&A

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What's Next?

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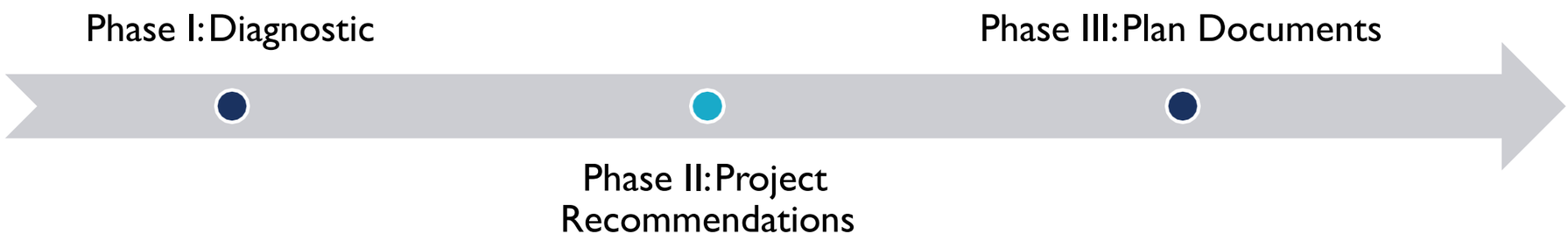
Phase II – Project Recommendations

- Project identification and development of project details in consultation with Lead Applicant, community and stakeholders

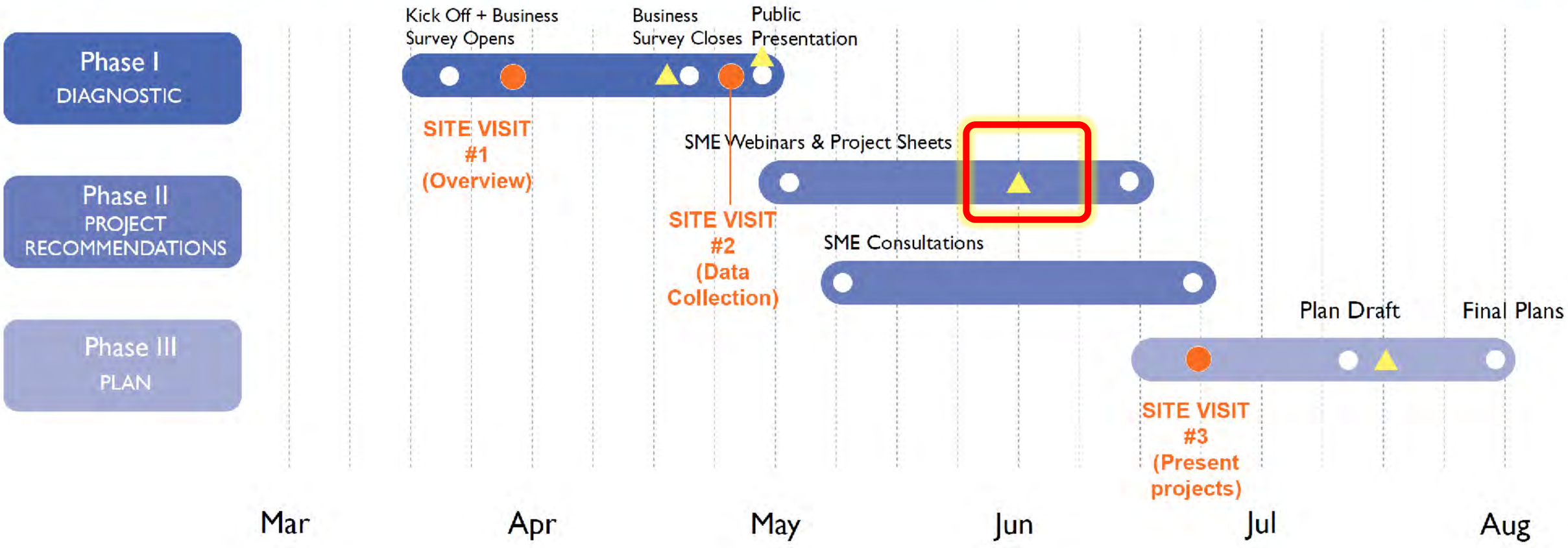


PHASE II:
Subject Matter Expert (SMEs) Opportunities

- *SMEs will be available in the following categories (depending on the projects developed for each community):*
- **Public Realm**
  - Public Space Transformation (Parking, Biking, Sidewalks, Streets)
  - Finding opportunities in overlooked spaces
- **Private Realm**
  - Overcoming Zoning/Permit/Licensing Hurdles
- **Revenue & Sales**
- **Administrative Capacity**
- **Tenant Mix**
- **Cultural/Arts**

PLANNING SCHEDULE

▲ Public Meetings



Thank You!

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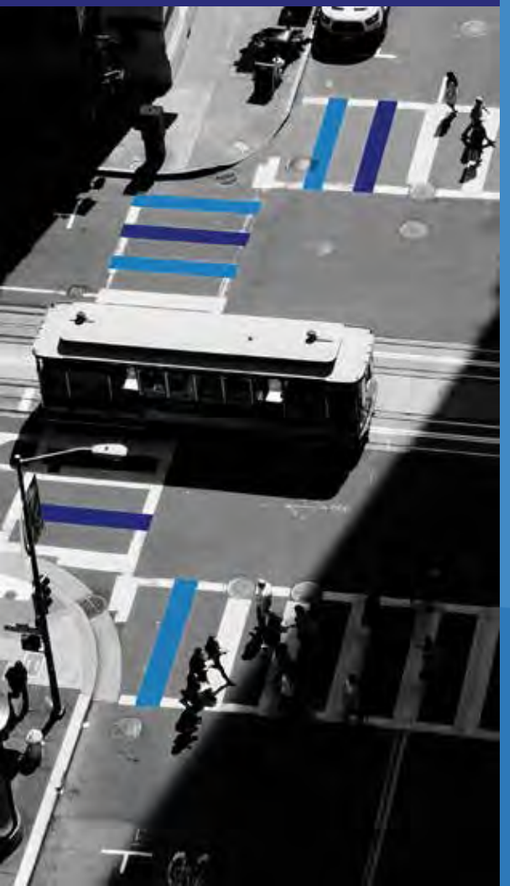
RAPID RECOVERY PLANS

DRAFT



Brant Rock
Phase I – Baseline Data
Local Rapid Recovery Plan

DATE

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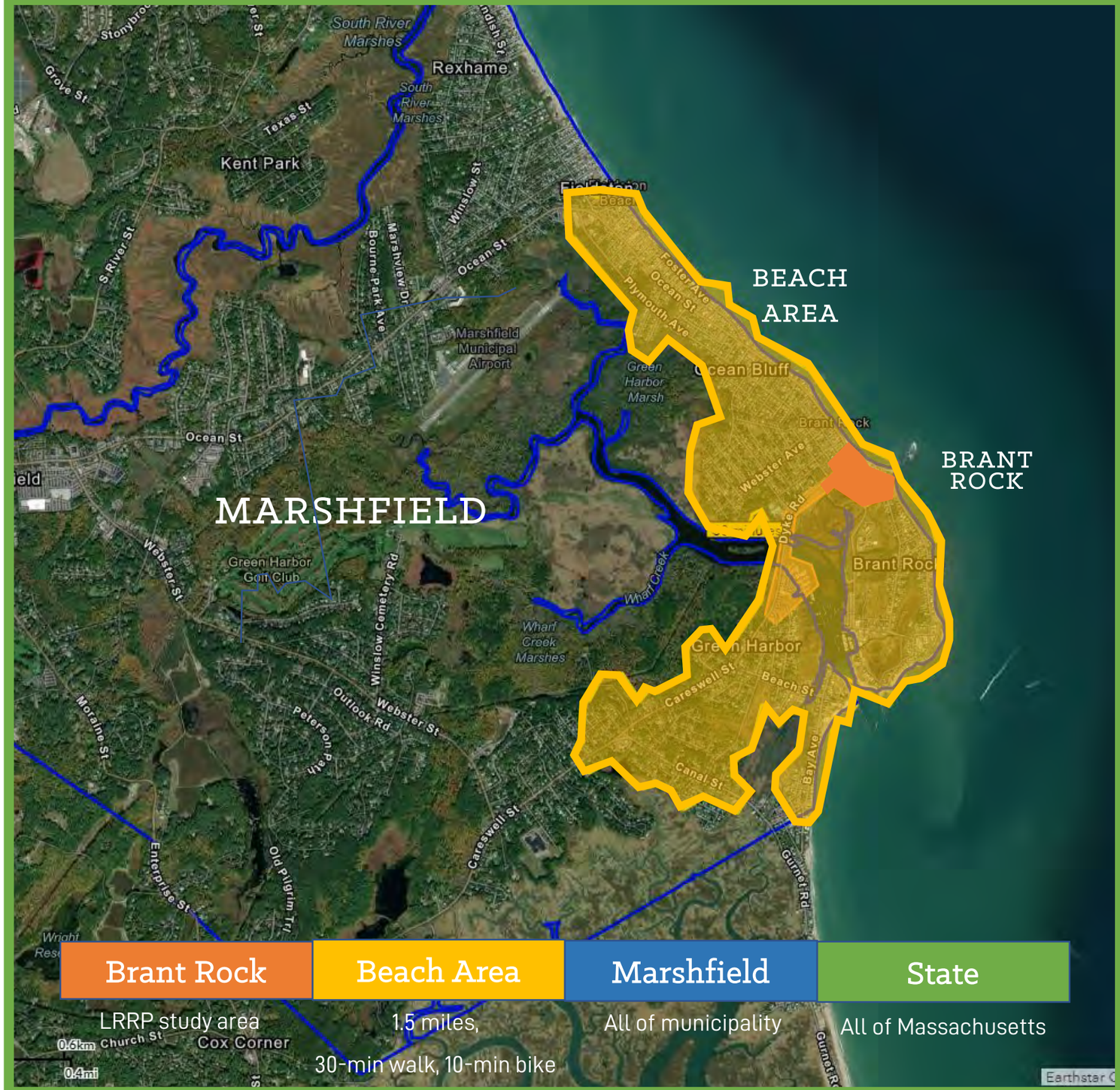
Massachusetts
RAPID RECOVERY PLANS

CUSTOMER BASE: LOCAL MARKETS

- The study area's extent is **limited to Brant Rock.**
- To understand the local market this **analysis also looks at a 1.5-mile ring** (30-minute walk, 10-minute bike ride) **around Brant Rock**, the entire municipality, and statewide.

Brant Rock	LRRP study area
Beach Area	1.5 mi, 30-min walk, 10-min bike
Marshfield	All of municipality
State	All of Massachusetts



POPULATION TREND (2010 to 2025)

- The beach area and Marshfield overall surpass the state's growth rate.

Beach Area

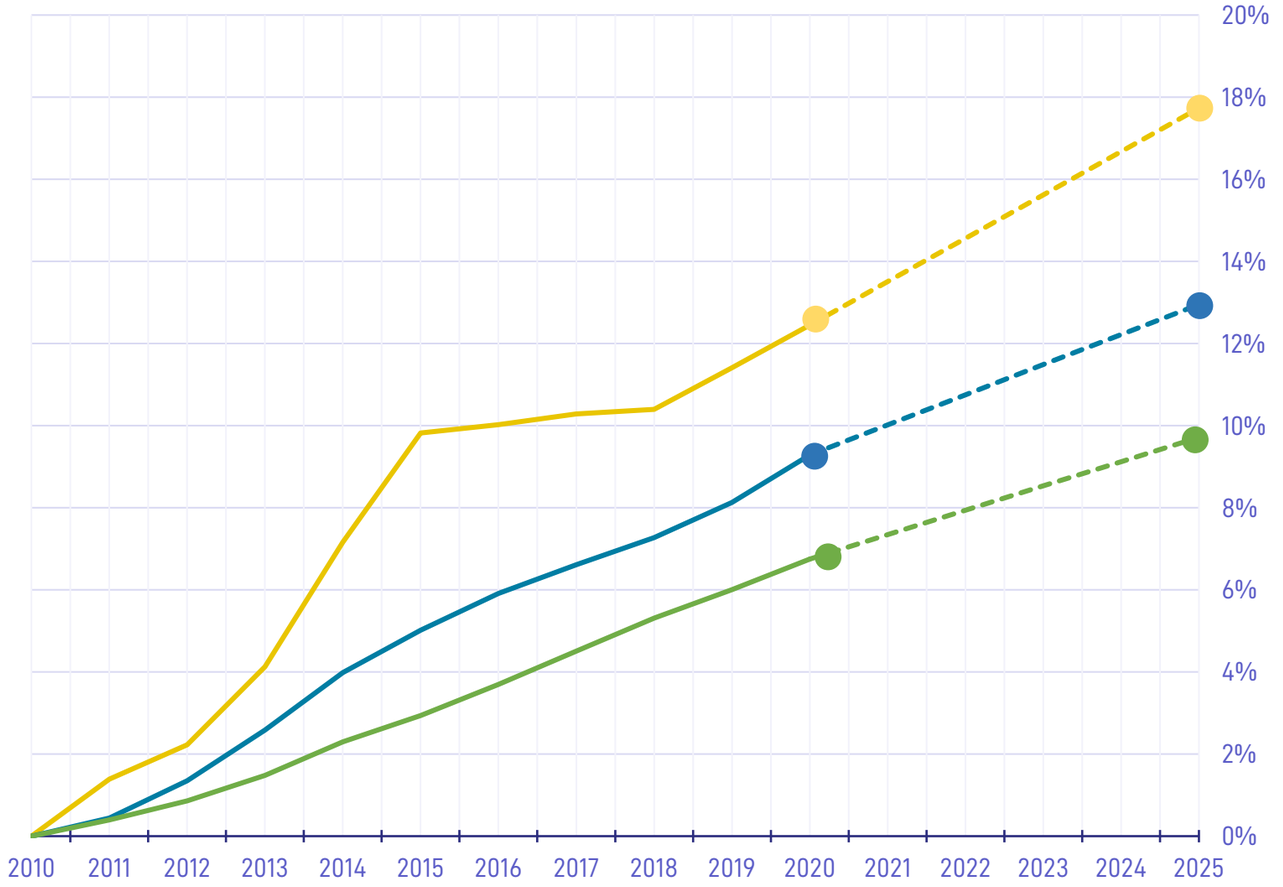
3,894 Current — +183 Projected

Marshfield

27,471 Current — +923 Projected

State

6.9 mil Current — +194,486 Projected



CUSTOMER STATISTICS: HOUSEHOLD SIZE

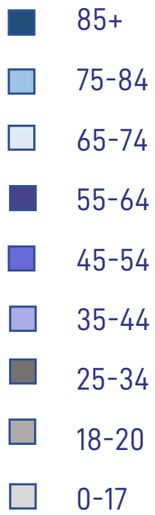
- The local area is expected to add an additional **183 households in the coming 5 years.**

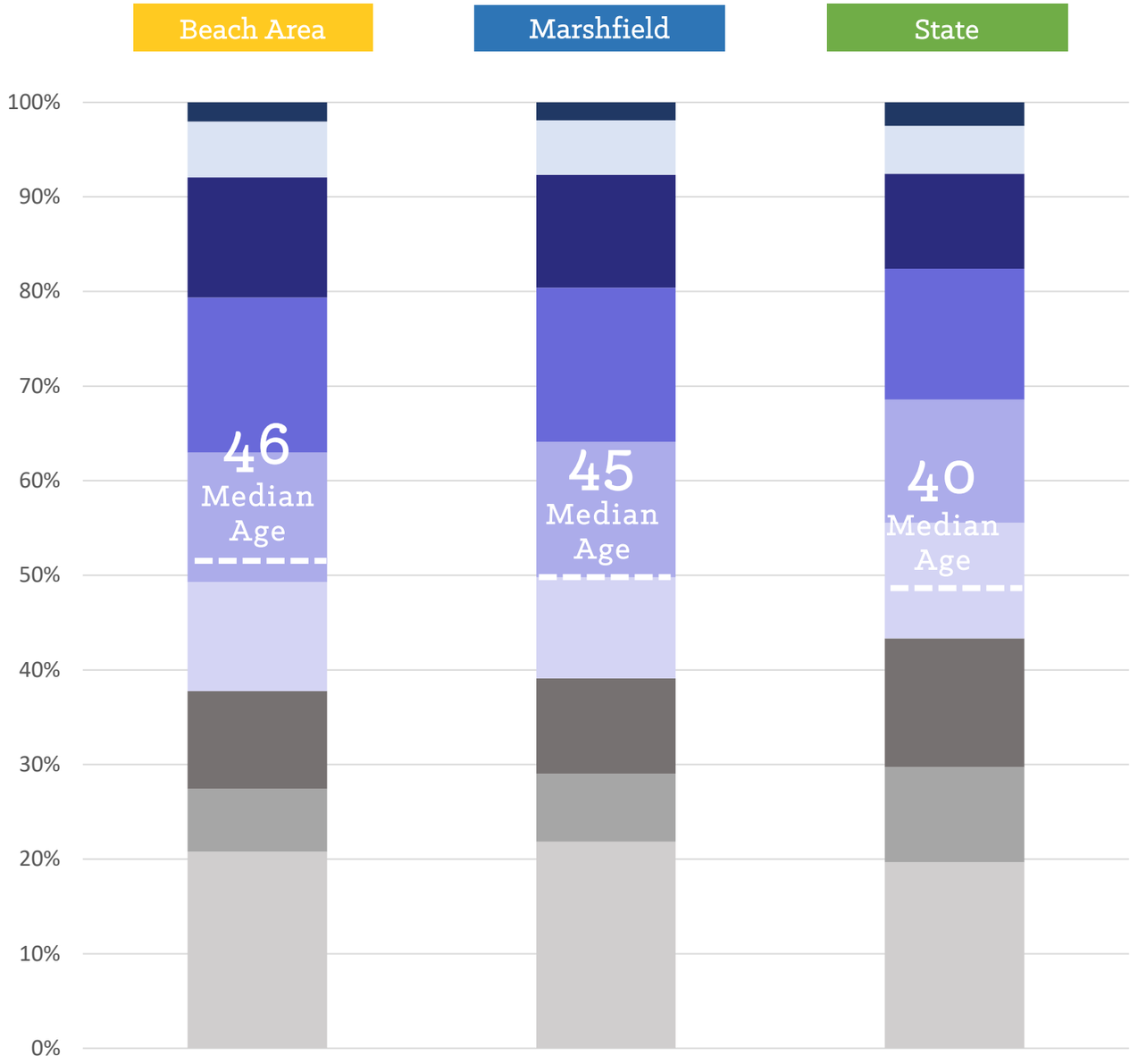
Population

	Beach Area	Marshfield	State
Avg. household size	2.4	2.6	2.5
Residential population (current)	3,894	27,471	6,993,463
Households	1,600	10,408	2,702,578
5-year forecast, population change	**183**	**923**	**194,486**
5-year forecast, household change	**71**	**347**	**73,332**
Median age	46	45	40

CUSTOMER STATISTICS:
AGE DISTRIBUTION

- The local area's age distribution skews **slightly older than the state average.**





CUSTOMER STATISTICS:
RETAIL SPENDING OPPORTUNITY

- The number of jobs in the local area is about less than the residential population.
- Housing in the local area is predominantly owner-occupied.

Employment and income

	Beach Area	Marshfield	State
Median household income	$81k	$109k	$81k
Employees	909	9,504	3,384,476
Students (secondary & above)	497	2,780	933,098
Jobs-to-residents ratio	0.2	0.3	0.5

Housing

	Beach Area	Marshfield	State
Median home value	$444k	$498k	$415k
5-year forecast, home value growth	14%	16%	17%
Owner-occupied housing	84%	82%	61%

BUSINESS ACTIVITY: RETAIL LEAKAGE

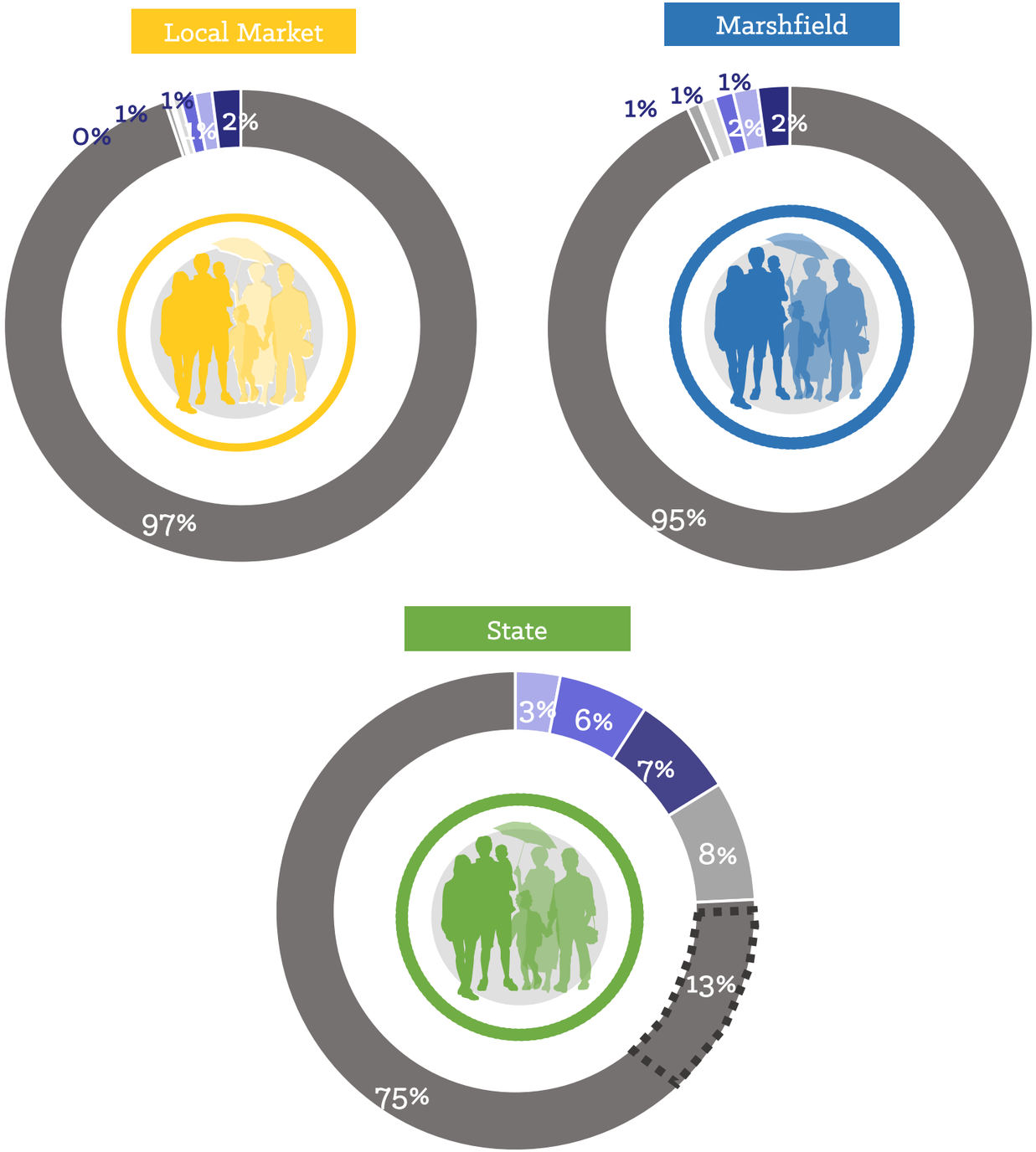
- The local area and Marshfield are **leaking all categories of retail spending**
- **Retail demand is greater than current supply**

Retail Market

	Beach Area	Marshfield	State
Total retail surplus/leakage	78.6	52.6	5.8
Grocery store surplus/leakage	34.7	31	2.4
Restaurant surplus/leakage	34.5	27.1	-0.7

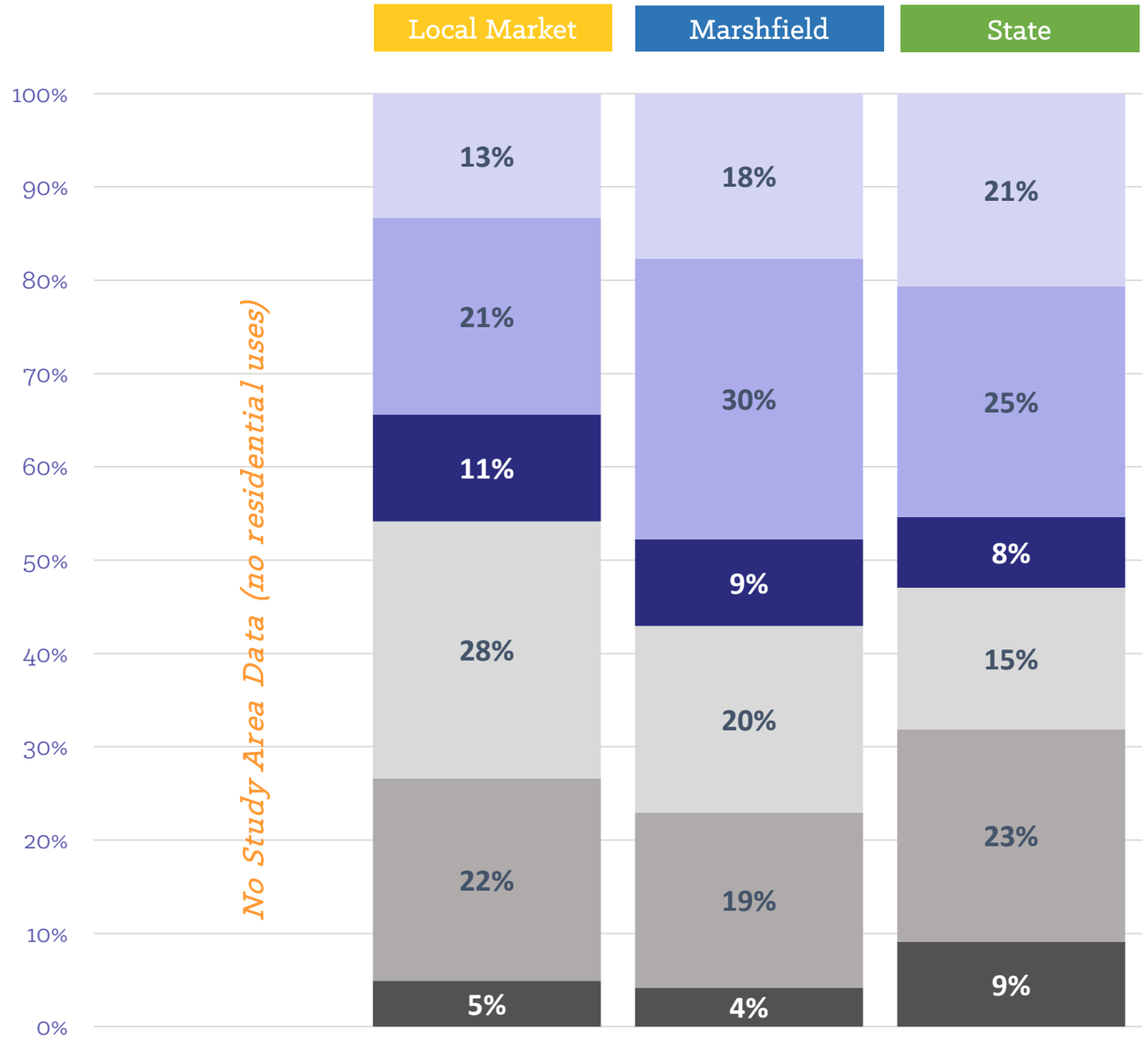
Race and ethnicity

- The local community is less diverse than the state.
- The area has a relatively lower proportion of people with Hispanic origin.



Education

- The study area and the community are about equal to the state average for educational attainment.



Customer statistics

- The local area is expected to add an additional **183 households in the coming 5 years.**

Population

	Local Market	Athol	State
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Households	1,600	10,408	2,702,578
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5-year forecast, household change	**71**	**347**	**73332**
Median age	46	45	40

Customer statistics

- The number of jobs in the local area is about less than the residential population.
- Housing in the local area is predominantly owner-occupied.

Employment and income

	Downtown	Local Market	Athol	State
Median household income		$81k	$109k	$81k
Employees	16	909	9,504	3,384,476
Students (secondary & above)		497	2,780	933,098
Jobs-to-residents ratio		0.2	0.3	0.5

Housing

Median home value		$444k	$498k	$415k
5-year forecast, home value growth	14%	16%	17%	14%
Owner-occupied housing	84%	82%	61%	84%

Additional statistics

- The local area and Marshfield are leaking all categories of retail spending.
- The study area has a lower rate of crime than the national average.
- Most local area residents have access to a vehicle.
- The proportion of households below the poverty level and unemployment in the study area is about equal to the statewide average.

Crime

	Downtown	Local Market	Marshfield	State
Crime index**	31	64	44	67

Other indicators

	Downtown	Local Market	Marshfield	State
Own or lease any vehicle		92%	93%	83%
Have a smartphone		90%	91%	90%
Carry health insurance		81%	81%	77%

Poverty

	Downtown	Local Market	Marshfield	State
Households w/ food stamps/SNAP		8%	4%	12%
Unemployed (age 16+)		20%	16%	15%
Households below poverty level		11%	7%	11%

*The Leakage/Surplus Factor is scaled from -100 (surplus supply) to +100 (leakage), the balance between sales volume and retail demand potential from household spending. Positive numbers are where demand exceeds supply.
**Crime index score of 100 is the national average. A score of 200 is double the national average and a score of 50 is half the national average.

CUSTOMER BASE KEY TAKEAWAYS

- **Growing Town wide population.** The Town is growing and exceeding the growth rate of the state.
- **Older population.** Mobility infrastructure and accessibility improvements should be prioritized to accommodate older populations between 55-74.
- **Wide range of incomes.** There is a large difference between the median income of downtown, the local market, and the State, implying a need for downtown businesses to cater to people with different spending capacity.
- **Unemployment rates in the local market exceed the Town/State rates.** There is a need to implement revitalization improvements that help to provide jobs in the Bran Rock area.

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WHAT DOES THIS MEAN FOR BRANT ROCK?

- Is there enough Are there enough businesses and activity to support this growth?
- How will Brant Rock/Marshfield attract younger demographics in the years to come?
- How will the community create a more attractive retail market that meets the needs of residents with varying incomes?
- How will the current and future market help to create jobs?

Category	Indicator	Municipality	Type of Data	Primary Data Source	Other Data Sources
Physical Environment (Access)	Average Annual Daily Vehicular Traffic (2019 or earlier) - Primary Street	6,088	Quantitative (Whole number)	Mass DOT Traffic Volume	-
Physical Environment (Access)	Average Annual Daily Vehicular Traffic (2019 or earlier) - Secondary Street	6,708	Quantitative (Whole number)	Mass DOT Traffic Volume	-
Physical Environment (Access)	Average Annual Daily Vehicular Traffic (2020 or more recent) - Primary Street	4,258	Quantitative (Whole number)	Local estimates (Interviews)	-
Physical Environment (Access)	Total No. of Parking Spaces (On-Street and Off-street)	450	Quantitative (Whole number)	Town parking maps (typically available for parking benefit districts)	Field survey during site visit; Aerial survey (Google Maps)
Physical Environment (Access)	Average Annual Daily Pedestrian Traffic (2019) - Secondary Street	83	Quantitative (Whole number)	Downtown/commercial district organization pedestrian counter data (if available)	Mass DOT Mobility Dashboard
Physical Environment (Public Realm)	Total Open/Public Space Area— parks + plazas	40,771	Quantitative (SF)	Town Open Space Map	Aerial survey (Google Maps)
Physical Environment (Public Realm)	Sidewalk Grade*	C	Quantitative (A, B, C, or Fail)	Site Visit	-
Physical Environment (Public Realm)	Street Trees and Benches Grade*	C	Quantitative (A, B, C, or Fail)	Site Visit	-
Physical Environment (Public Realm)	Lighting Grade*	C	Quantitative (A, B, C, or Fail)	Site Visit	-
Physical Environment (Public Realm)	Wayfinding/Signage Grade*	C	Quantitative (A, B, C, or Fail)	Site Visit	-
Physical Environment (Public Realm)	Roadbed and Crosswalks Grade*	B	Quantitative (A, B, C, or Fail)	Site Visit	-
Physical Environment (Private Realm)	Total No. of Storefronts	12	Quantitative (Whole number)	Downtown/Commercial District organization database	Aerial survey (Google Maps)
Physical Environment (Private Realm)	Total Ground Floor Retail Space	36,495	Quantitative (SF)	Municipality land use maps (GIS), Municipality tax assessment, CoStar	Aerial survey (Google Maps)
Physical Environment (Private Realm)	Total Ground Floor Office Space	0	Quantitative (SF)	Municipality land use maps (GIS), Municipality tax assessment, CoStar	Aerial survey (Google Maps)
Physical Environment (Private Realm)	Total Ground Floor Manufacturing Space	0	Quantitative (SF)	Municipality land use maps (GIS), Municipality tax assessment, CoStar	Aerial survey (Google Maps)
Physical Environment (Private Realm)	Window Grade*	B	Qualitative (A,B,C or Fail)	Site Visit	-
Physical Environment (Private Realm)	Outdoor Display/Dining Grade*	B	Qualitative (A,B,C or Fail)	Site Visit	-
Physical Environment (Private Realm)	Signage Grade*	B	Qualitative (A,B,C or Fail)	Site Visit	-
Physical Environment (Private Realm)	Awning Grade*	C	Qualitative (A,B,C or Fail)	Site Visit	-
Physical Environment (Private Realm)	Façade Grade*	C	Qualitative (A,B,C or Fail)	Site Visit	-
Physical Environment (Private Realm)	Lighting Grade*	Fail	Qualitative (A,B,C or Fail)	Site Visit	-
Market Information (Customer Base)	Total Resident Population (Current/2021 estimates)	27,471	Whole number)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census
Market Information (Customer Base)	Median Household Income (Current/2021 estimates)	$ 108,678	Quantitative (Whole number)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census
Market Information (Customer Base)	Median Age (Current/2021 estimates)	45.2	Quantitative (Decimal)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census
Market Information (Customer Base)	Average Household Size (Current/2021 estimates)	2.6	Quantitative (Decimal)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census
Market Information (Customer Base)	Population by Educational Attainment (Current/2021 estimates)		Quantitative (Whole number)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census
	Less than High School	814			
	High School Graduate (or GED	3,654			
	Some College, No Degree	3,905			
	Associate Degree	1,812			
	Bachelor's Degree	5,866			
	Masters/Professional School/ Doctorate Degree	3,446			
Market Information (Customer Base)	Population by Age Distribution (Current/2021 estimates)		Quantitative (Whole number)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census
	Age 0–17	5,999			
	Age 18–20	915			
	Age 21–24	1,060			
	Age 25–34	2,767			
	Age 35–45	2,941			
	Age 45–54	3,933			
	Age 55–64	4,473			
	Age 65–74	3,281			
	Age 75–84	1,576			
	Age 85+	526			
Market Information (Customer Base)	Population by Race/Ethnicity (Current/2021 estimates)		Quantitative (Whole number)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census
	White Alone	26,120			
	Black or African American Alone	227			
	American Indian and Alaska Native Alone	45			
	Asian Alone	269			
	Native Hawaiian and Other Pacific Islander Alone	4			
	Some Other Race Alone	349			
	Two or More Races	457			
	Hispanic or Latino	596			
	Not Hispanic or Latino	26,875			
Market Information (Customer Base)	Total Workforce/Employees (2018 or more recent)	7,288	Quantitative (Whole number)	Census Bureau OnTheMap	-
Market Information (Customer Base)	Total Secondary/Post Secondary Student Population (2019 or more recent)	2,780	Quantitative (Whole number)	National Center for Education Statistics	-
Business environment (Tenant Mix & Vacancy)	Total No. of Businesses (March 2020) – by NAICS categories*	2	Quantitative (Whole number)	ESRI Business Analyst	Downtown/commercial district organization database
Business environment (Tenant Mix & Vacancy)	Total No. of Businesses (Current/2021) – by NAICS categories*	12	Quantitative (Whole number)	Site Visit	Downtown/commercial district organization database
Business environment (Tenant Mix & Vacancy)	Total No. of Business Closures (Since March 2020) – by NAICS categories*	0	Quantitative (Whole number)	Local business surveys	Local estimates (Interviews); Downtown/commercial district organization database
Business environment (Tenant Mix & Vacancy)	Total No. of Vacant Storefronts (Current/2021)	3	Quantitative (Whole number)	Site Visit	CoStar
Business environment (Tenant Mix & Vacancy)	Average Asking Rent for Ground Floor Retail Space (Current/2021)	16.12	Quantitative (PSF) (Decimal)	Local estimates (Interviews)	CoStar
Administrative Capacity	Is there a viable organization* acting as a steward for the study area?	No	Quantitative	Site Visit and Stakeholder Interviews	-

Business Summary

Brant Rock Study Area
Area: 0.03 square miles

Prepared by Esri

Data for all businesses in area	
Total Businesses:	2
Total Employees:	27
Total Residential Population:	0
Employee/Residential Population Ratio (per 100 Residents)	0

	Businesses		Employees	
by SIC Codes	**Number**	**Percent**	**Number**	**Percent**
Agriculture & Mining	0	0.0%	0	0.0%
Construction	0	0.0%	0	0.0%
Manufacturing	0	0.0%	0	0.0%
Transportation	0	0.0%	1	3.7%
Communication	0	0.0%	0	0.0%
Utility	0	0.0%	0	0.0%
Wholesale Trade	0	0.0%	0	0.0%
Retail Trade Summary	1	50.0%	11	40.7%
Home Improvement	0	0.0%	0	0.0%
General Merchandise Stores	0	0.0%	0	0.0%
Food Stores	0	0.0%	2	7.4%
Auto Dealers, Gas Stations, Auto Aftermarket	0	0.0%	0	0.0%
Apparel & Accessory Stores	0	0.0%	0	0.0%
Furniture & Home Furnishings	0	0.0%	0	0.0%
Eating & Drinking Places	0	0.0%	9	33.3%
Miscellaneous Retail	0	0.0%	0	0.0%
Finance, Insurance, Real Estate Summary	0	0.0%	0	0.0%
Banks, Savings & Lending Institutions	0	0.0%	0	0.0%
Securities Brokers	0	0.0%	0	0.0%
Insurance Carriers & Agents	0	0.0%	0	0.0%
Real Estate, Holding, Other Investment Offices	0	0.0%	0	0.0%
Services Summary	1	50.0%	14	51.9%
Hotels & Lodging	0	0.0%	0	0.0%
Automotive Services	0	0.0%	0	0.0%
Motion Pictures & Amusements	0	0.0%	0	0.0%
Health Services	0	0.0%	0	0.0%
Legal Services	0	0.0%	0	0.0%
Education Institutions & Libraries	0	0.0%	0	0.0%
Other Services	1	50.0%	14	51.9%
Government	0	0.0%	1	3.7%
Unclassified Establishments	0	0.0%	0	0.0%
Totals	2	100.0%	27	100.0%

Source: Copyright 2020 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2020.
Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

May 14, 2021

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Business Summary

Brant Rock Study Area
Area: 0.03 square miles

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	0	0.0%	0	0.0%
Mining	0	0.0%	0	0.0%
Utilities	0	0.0%	0	0.0%
Construction	0	0.0%	1	3.7%
Manufacturing	0	0.0%	0	0.0%
Wholesale Trade	0	0.0%	0	0.0%
Retail Trade	0	0.0%	2	7.4%
Motor Vehicle & Parts Dealers	0	0.0%	0	0.0%
Furniture & Home Furnishings Stores	0	0.0%	0	0.0%
Electronics & Appliance Stores	0	0.0%	0	0.0%
Bldg Material & Garden Equipment & Supplies Dealers	0	0.0%	0	0.0%
Food & Beverage Stores	0	0.0%	2	7.4%
Health & Personal Care Stores	0	0.0%	0	0.0%
Gasoline Stations	0	0.0%	0	0.0%
Clothing & Clothing Accessories Stores	0	0.0%	0	0.0%
Sport Goods, Hobby, Book, & Music Stores	0	0.0%	0	0.0%
General Merchandise Stores	0	0.0%	0	0.0%
Miscellaneous Store Retailers	0	0.0%	0	0.0%
Nonstore Retailers	0	0.0%	0	0.0%
Transportation & Warehousing	0	0.0%	1	3.7%
Information	0	0.0%	0	0.0%
Finance & Insurance	0	0.0%	0	0.0%
Central Bank/Credit Intermediation & Related Activities	0	0.0%	0	0.0%
Securities, Commodity Contracts & Other Financial	0	0.0%	0	0.0%
Insurance Carriers & Related Activities; Funds, Trusts &	0	0.0%	0	0.0%
Real Estate, Rental & Leasing	0	0.0%	0	0.0%
Professional, Scientific & Tech Services	0	0.0%	0	0.0%
Legal Services	0	0.0%	0	0.0%
Management of Companies & Enterprises	0	0.0%	0	0.0%
Administrative & Support & Waste Management & Remediation	0	0.0%	0	0.0%
Educational Services	0	0.0%	0	0.0%
Health Care & Social Assistance	0	0.0%	0	0.0%
Arts, Entertainment & Recreation	0	0.0%	0	0.0%
Accommodation & Food Services	0	0.0%	9	33.3%
Accommodation	0	0.0%	0	0.0%
Food Services & Drinking Places	0	0.0%	9	33.3%
Other Services (except Public Administration)	0	0.0%	13	48.1%
Automotive Repair & Maintenance	0	0.0%	0	0.0%
Public Administration	0	0.0%	1	3.7%
Unclassified Establishments	0	0.0%	0	0.0%
Total	2	100.0%	27	100.0%

Source: Copyright 2020 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2020.
Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

May 14, 2021

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Search Analytics

INVENTORY SF	UNDER CONSTRUCTION SF	12 MO NET ABSORPTION SF	VACANCY RATE	MARKET RENT/SF	MARKET SALE PRICE/SF	MARKET CAP RATE
1.9K +0%	0 -	0 -	0% +0%	$24.02 +0.1%	$176 -0.9%	7.0% +0%
Prior Period 1.9K	Prior Period 0	Prior Period 0	Prior Period 0%	Prior Period $23.99	Prior Period $178	Prior Period 7.0%

Key Metrics

Availability	
Vacant SF	-
Sublet SF	-
Availability Rate	-
Available SF	-
Available Asking Rent/SF	-
Occupancy Rate	100.0%
Percent Leased Rate	100.0%

Inventory	
Existing Buildings	1
Under Construction Avg SF	-
12 Mo Demolished SF	0
12 Mo Occupancy % at Delivery	-
12 Mo Construction Starts SF	0
12 Mo Delivered SF	0
12 Mo Avg Delivered SF	-

Sales Past Year	
Asking Price Per SF	-
Sale to Asking Price Differential	-
Sales Volume	$0
Properties Sold	1
Months to Sale	-
For Sale Listings	-
Total For Sale SF	-

Demand	
12 Mo Net Absorp % of Inventory	0%
12 Mo Leased SF	0
Months on Market	-
Months to Lease	-
Months Vacant	-
24 Mo Lease Renewal Rate	100.0%
Population Growth 5 Yrs	1.5%

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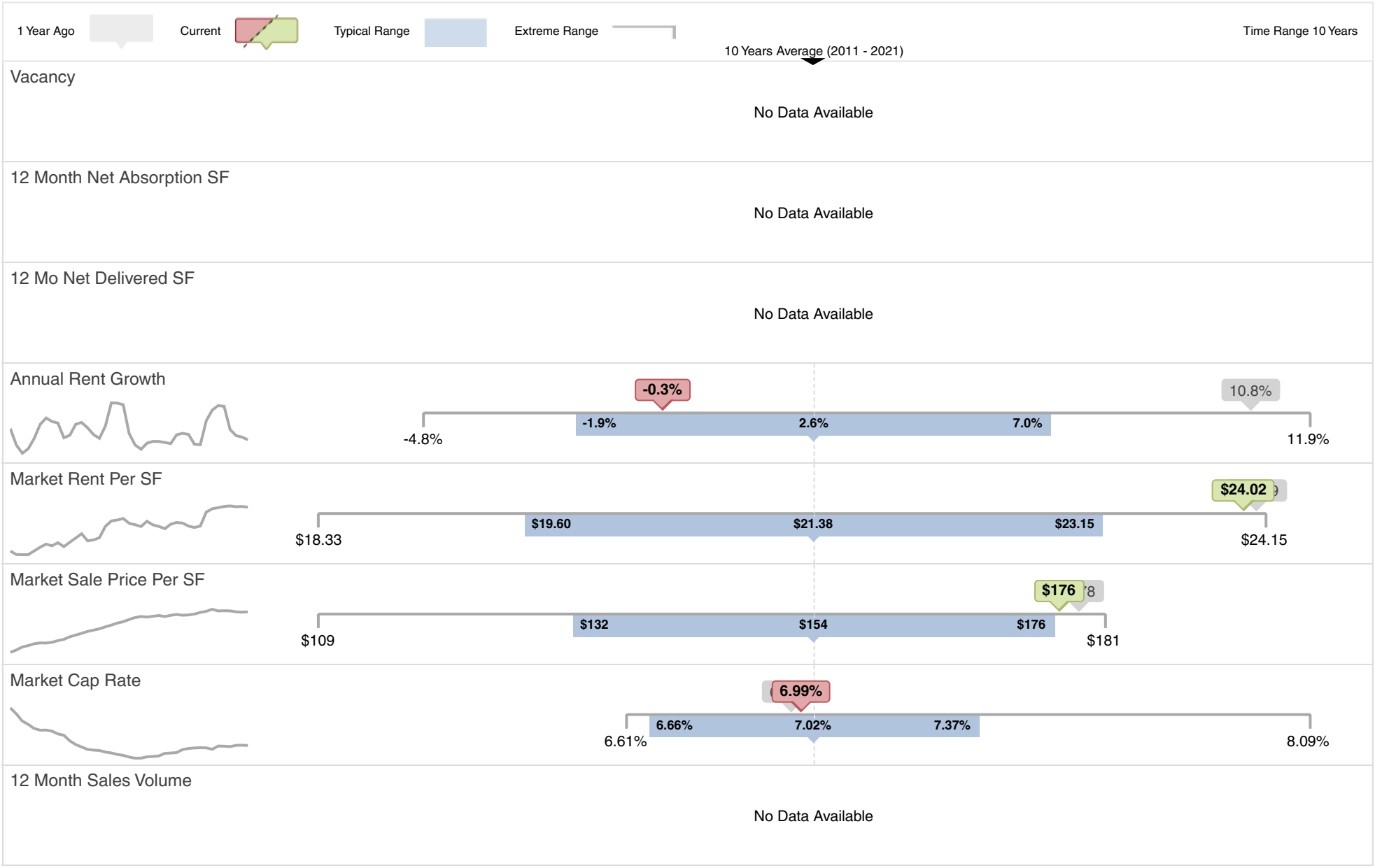
Search Analytics

Key Performance Indicators



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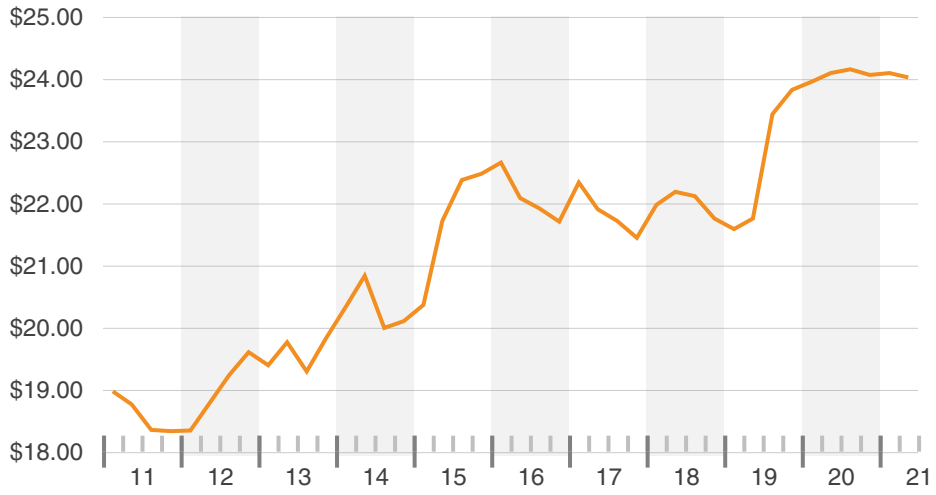
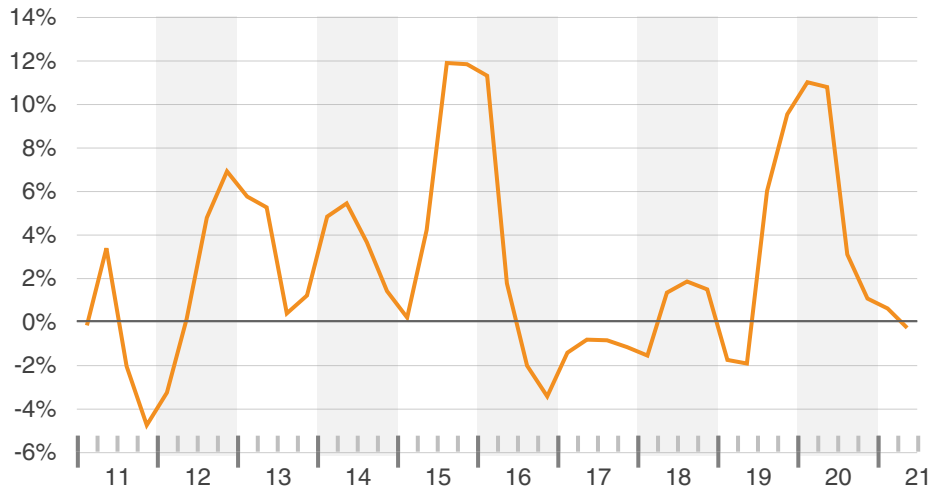
Search Analytics

Market Rent Per SF



Market Rent Growth (YOY)



Market Rent & Asking Rent Per SF

Asking Rent Per SF

No Data Available

Data for this series is considered to be insufficient

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Search Analytics

Daily Asking Rent Per SF

No Data Available

Data for this series is considered to be insufficient

Direct & Sublet Rent Per SF

No Data Available

Data for this series is considered to be insufficient

Direct Rent Per SF

No Data Available

Data for this series is considered to be insufficient

Sublet Rent Per SF

No Data Available

Data for this series is considered to be insufficient

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Search Analytics

Daily Vacancy Rate

No Data Available

No data available for the past 1 year

Vacancy Rate

No Data Available

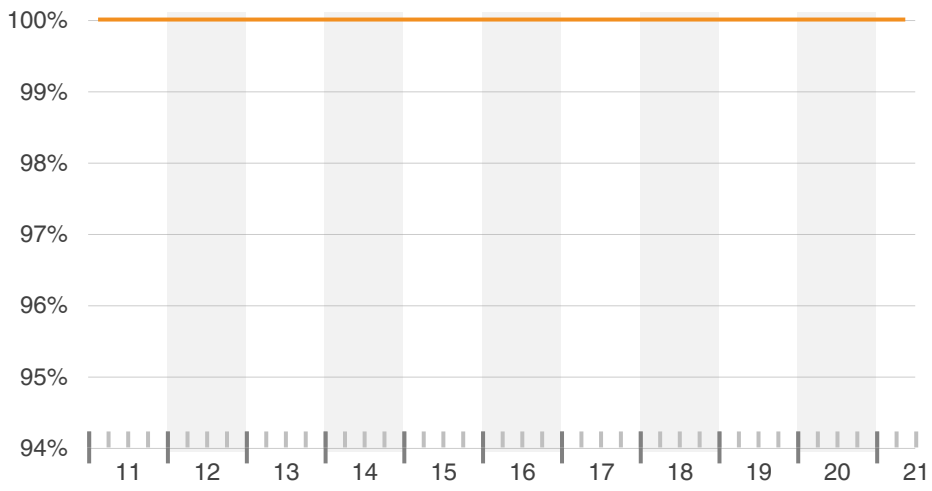
No data available for the past 10 years

Vacant SF

No Data Available

No data available for the past 10 years

Occupancy Rate



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Search Analytics

Sublet Vacancy Rate

No Data Available

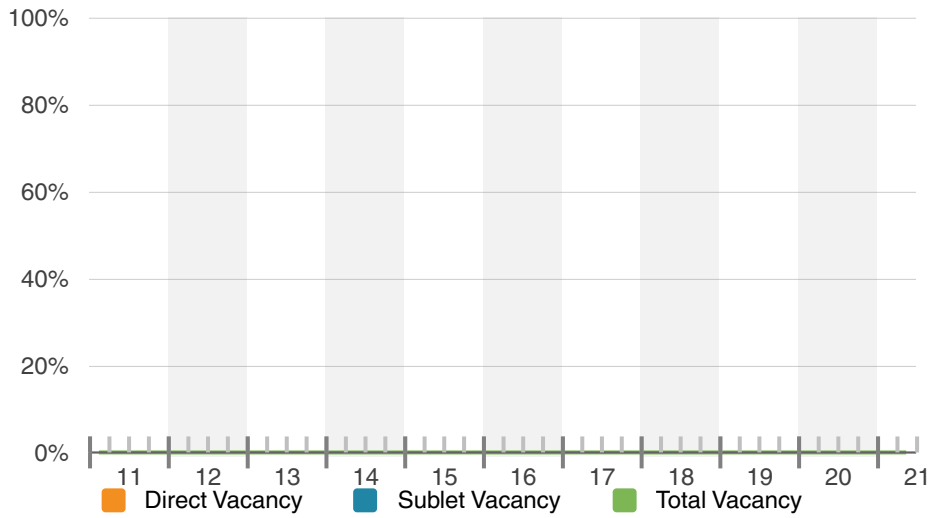
No data available for the past 10 years

Direct Vacancy Rate

No Data Available

No data available for the past 10 years

Direct, Sublet & Total Vacancy Rate



Availability Rate

No Data Available

No data available for the past 10 years

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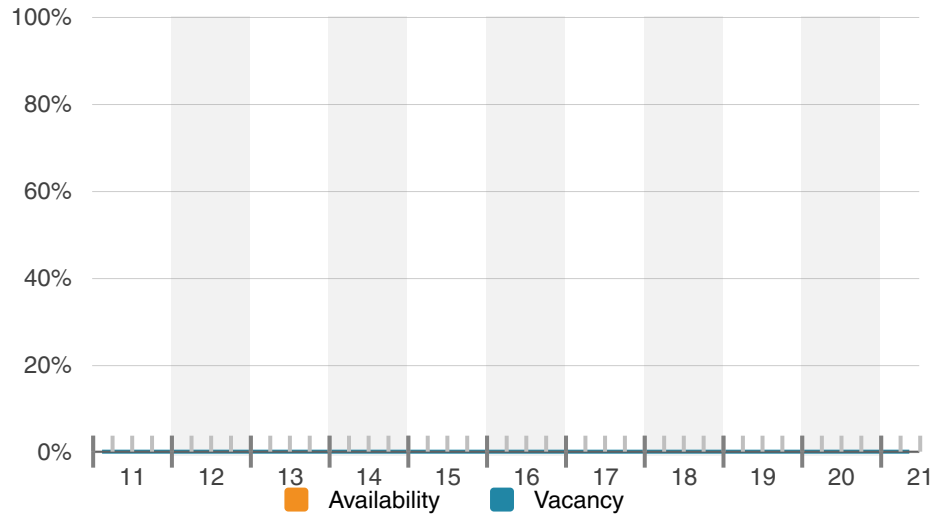
Search Analytics

Available SF

No Data Available

No data available for the past 10 years

Availability & Vacancy Rate



Available & Vacant SF

No Data Available

No data available for the past 10 years

Occupancy At Delivery

No Data Available

Data for this series is considered to be insufficient

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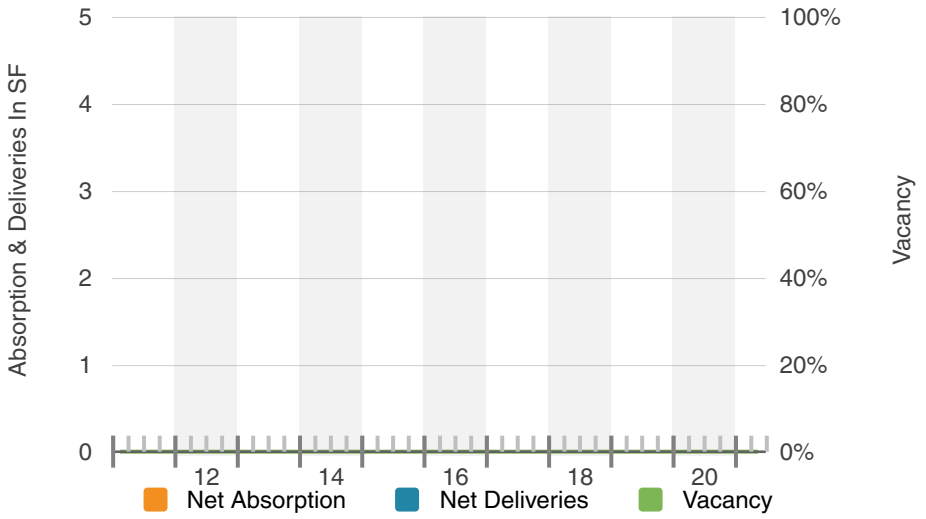
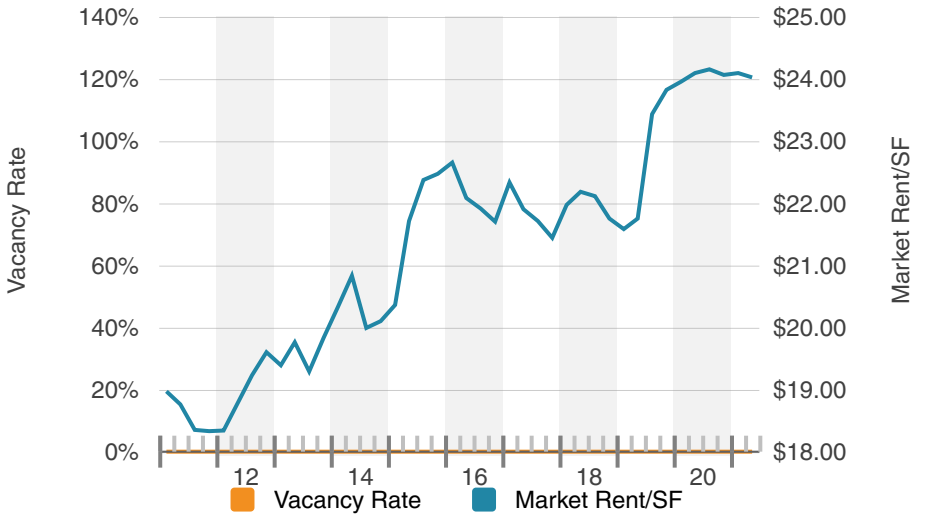
Search Analytics

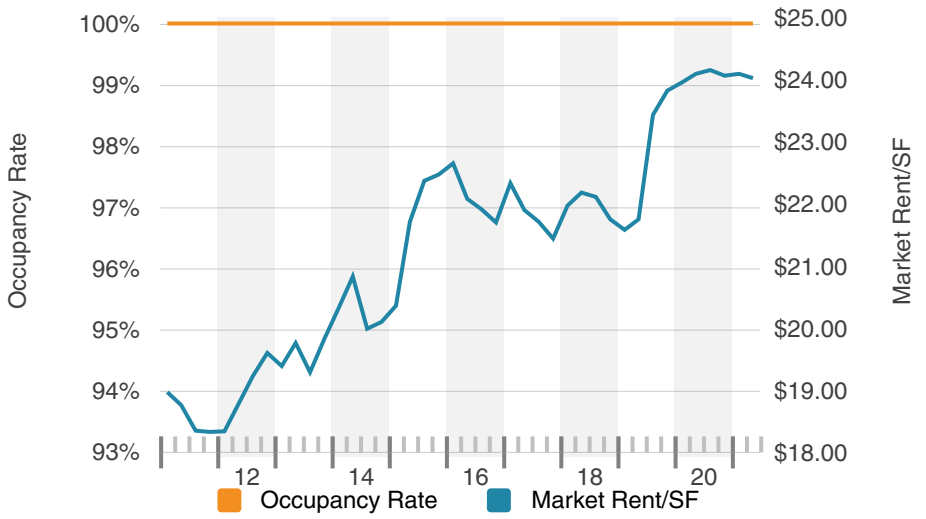
Net Absorption, Net Deliveries & Vacancy



Vacancy & Market Rent Per SF



Occupancy & Market Rent Per SF



Net Absorption

No Data Available

No data available for the past 10 years

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Search Analytics

Leasing Activity

No Data Available

Data for this series is considered to be insufficient

Months On Market

No Data Available

Data for this series is considered to be insufficient

Months To Lease

No Data Available

Data for this series is considered to be insufficient

Months Vacant

No Data Available

Data for this series is considered to be insufficient

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Search Analytics

Probability Of Leasing In Months

No Data Available

No data available for the current selection

50% Probability Threshold

Construction Starts

No Data Available

No data available for the past 10 years

Under Construction

No Data Available

No data available for the past 10 years

Deliveries & Demolitions

No Data Available

No data available for the past 10 years

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Search Analytics

Deliveries

No Data Available

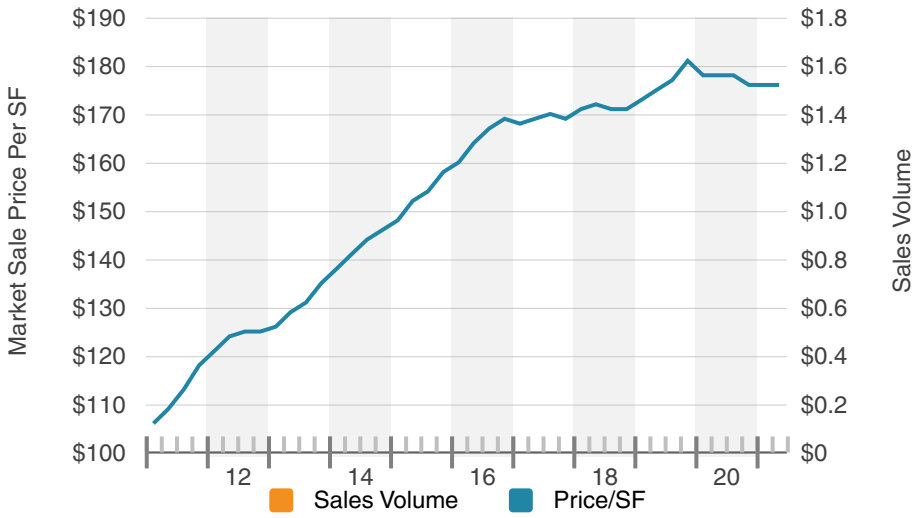
No data available for the past 10 years

Demolitions

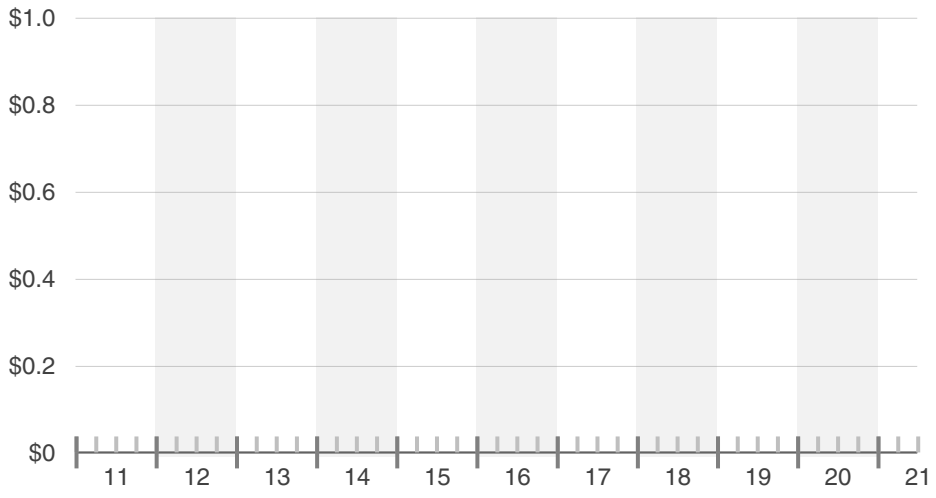
No Data Available

No data available for the past 10 years

Sales Volume & Market Sale Price Per SF



Sales Volume



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Search Analytics

Sales Volume By Transaction Type

No Data Available

Data for this series is considered to be insufficient

Sale Price Per SF

No Data Available

Data for this series is considered to be insufficient

Sale Price Per SF By Transaction Type

No Data Available

Data for this series is considered to be insufficient

Sale Price Per SF By Location Type

No Data Available

Data for this series is considered to be insufficient

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Search Analytics

Cap Rate

No Data Available

Data for this series is considered to be insufficient

Cap Rate By Transaction Type

No Data Available

Data for this series is considered to be insufficient

Cap Rate By Location Type

No Data Available

Data for this series is considered to be insufficient

Market Cap Rate & Transaction Cap Rate

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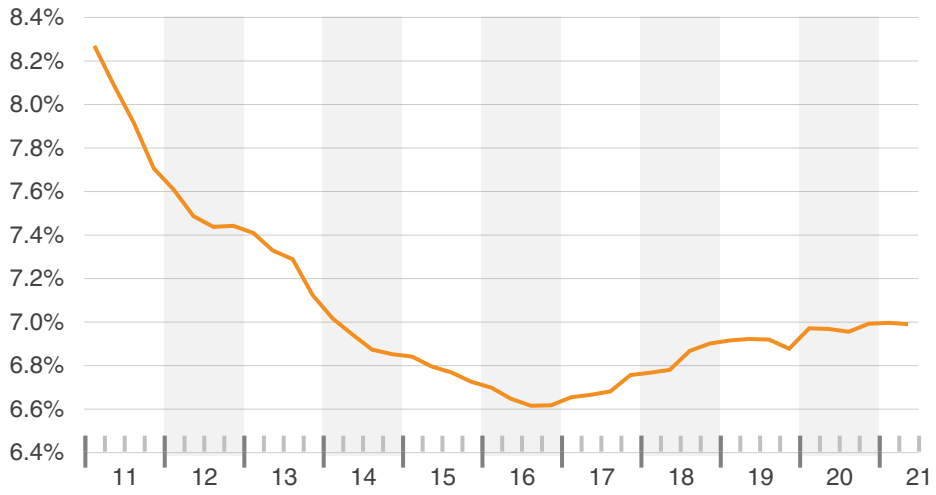
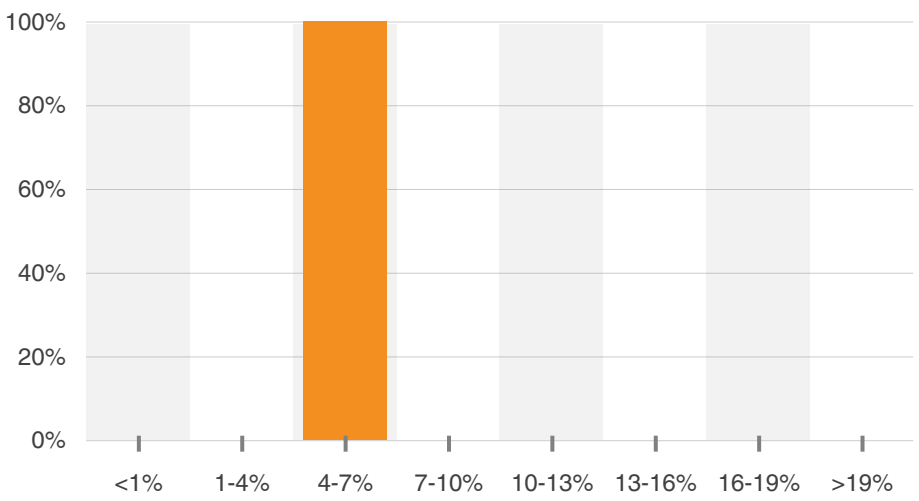
Search Analytics

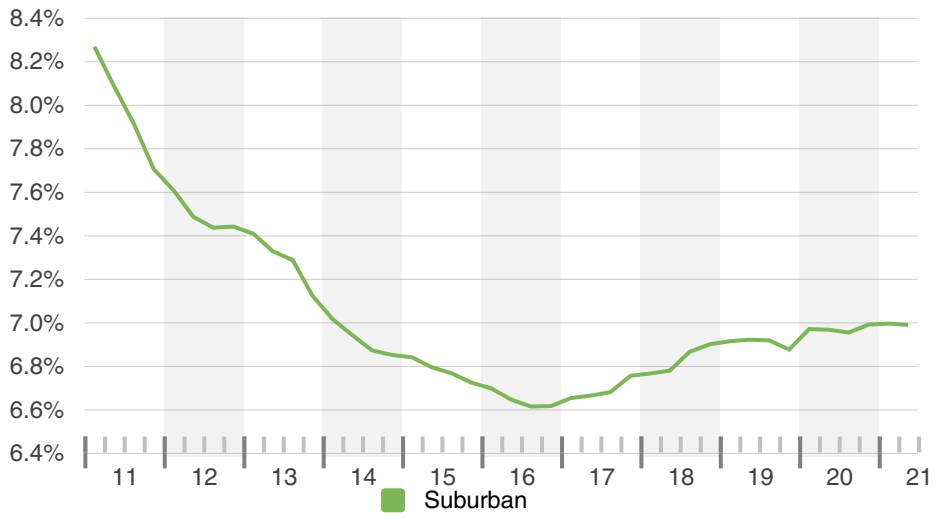
Market Cap Rate



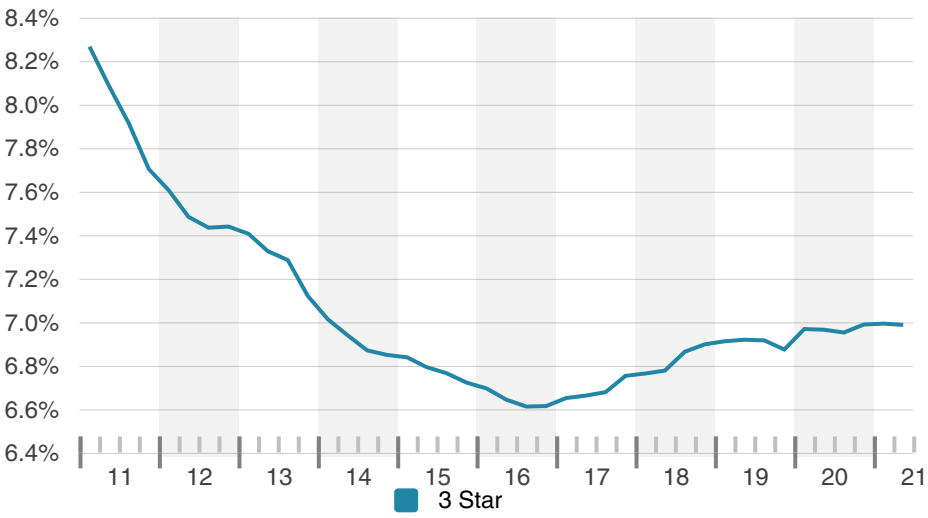
Market Cap Rate Distribution



Market Cap Rate By Location Type



Market Cap Rate By Star Rating



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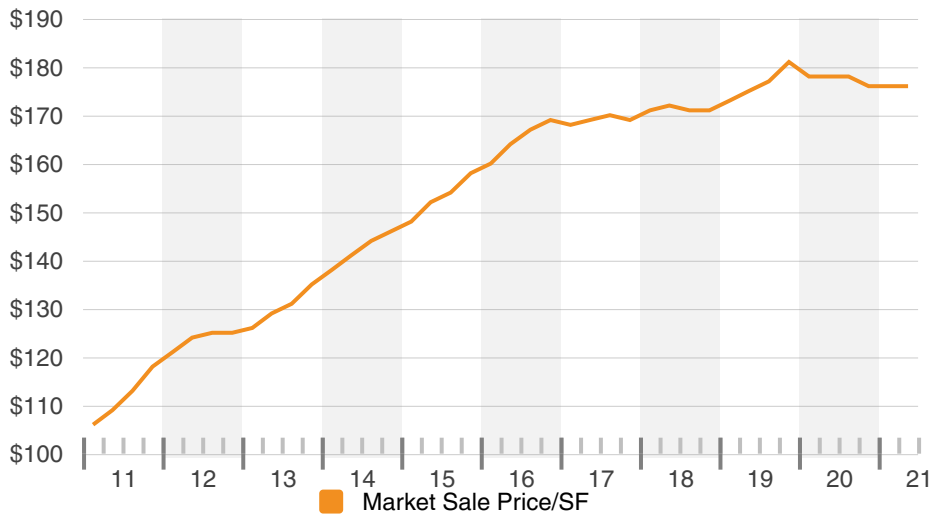
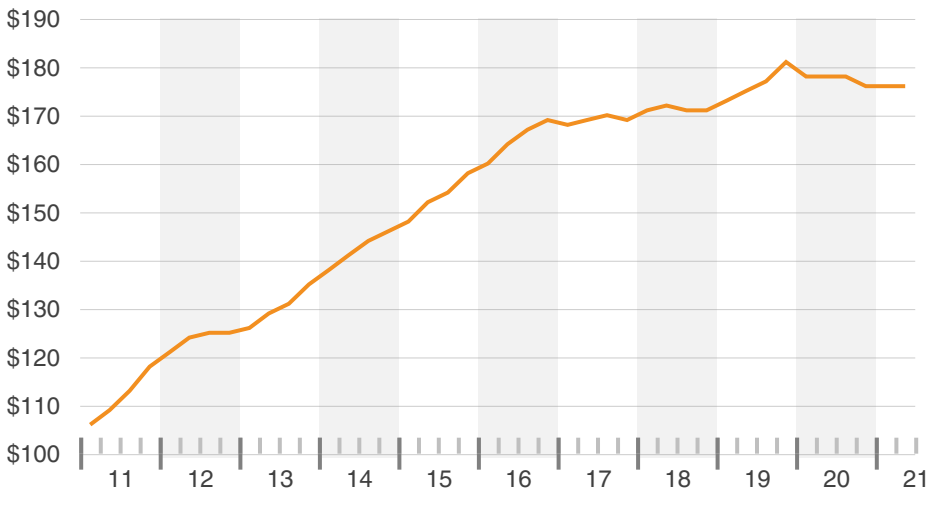
Search Analytics

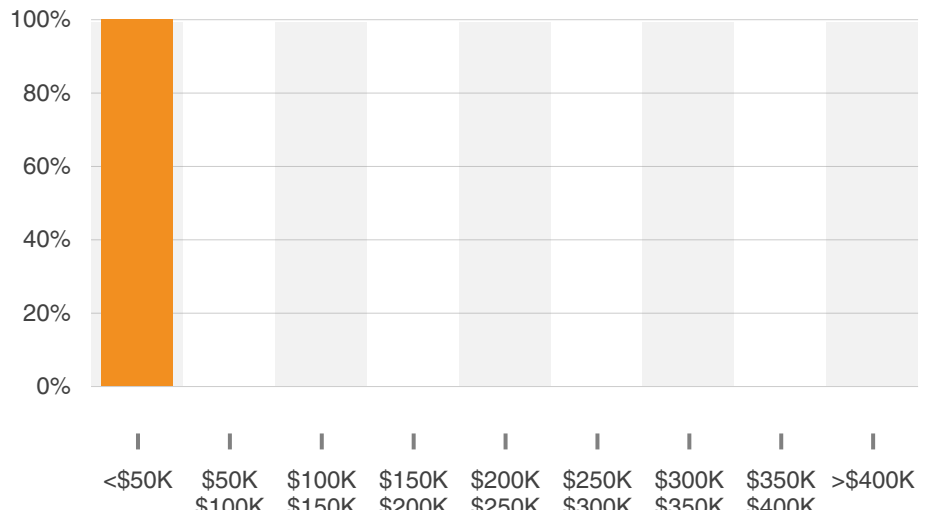
Market Sale Price & Transaction Sale Price Per SF



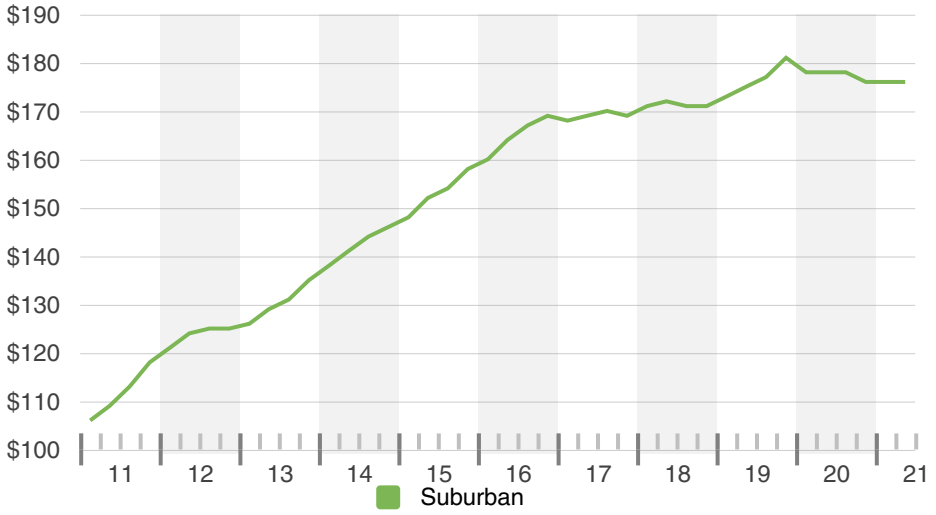
Market Sale Price Per SF



Market Sale Price Per SF Distribution



Market Sale Price Per SF By Location Type



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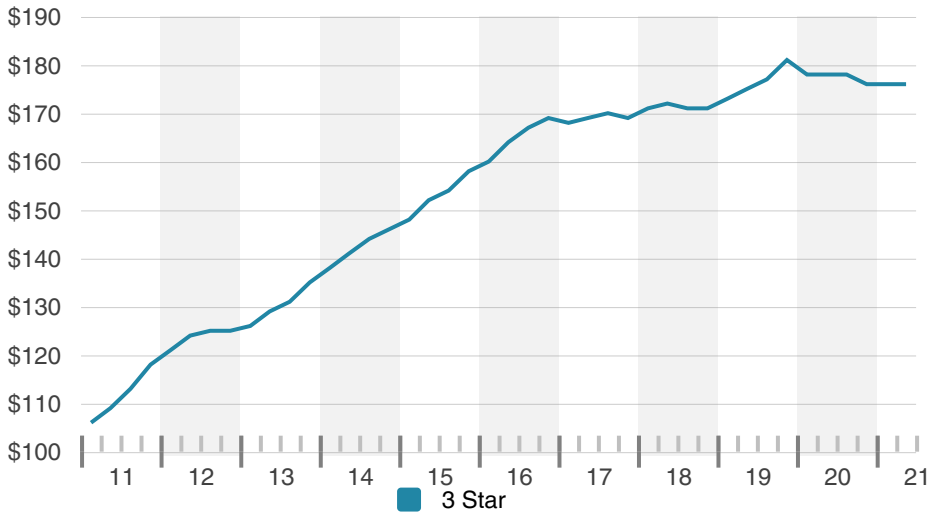
Search Analytics

Market Sale Price Per SF By Star Rating



Sale To Asking Price Differential

No Data Available

Data for this series is considered to be insufficient

Probability Of Selling In Months

No Data Available

No data available for the current selection

50% Probability Threshold

For Sale Total Listings

No Data Available

Data for this series is considered to be insufficient

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Search Analytics

For Sale Total SF

No Data Available

Data for this series is considered to be insufficient

For Sale Asking Price Per SF

No Data Available

Data for this series is considered to be insufficient

Top Buyers

No Data Available

No data available for the current selection

Top Sellers

No Data Available

No data available for the current selection

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Search Analytics

Top Buyer Brokers

No Data Available

No data available for the current selection

Top Seller Brokers

No Data Available

No data available for the current selection

Asset Value By Owner Type

No Data Available

No data available for the current selection

Sales By Buyer Type

No Data Available

No data available for the current selection

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Search Analytics

Sales By Seller Type

No Data Available

No data available for the current selection

Sales Volume By Buyer Type

No Data Available

Data for this series is considered to be insufficient

Sales Volume By Seller Type

No Data Available

Data for this series is considered to be insufficient

Net Buying & Selling By Owner Type

No Data Available

Data for this series is considered to be insufficient

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Search Analytics

Asset Value By Owner Origin

No Data Available

No data available for the current selection

Sales Volume By Buyer Origin

No Data Available

No data available for the current selection

Sales Volume By Seller Origin

No Data Available

No data available for the current selection

Average Price Per SF By Buyer Origin

No Data Available

Data for this series is considered to be insufficient

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Search Analytics

Average Cap Rate By Buyer Origin

No Data Available

Data for this series is considered to be insufficient

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Report Criteria

- 1 Properties / 0 Spaces
- Custom Polygon
- Property Type: Office

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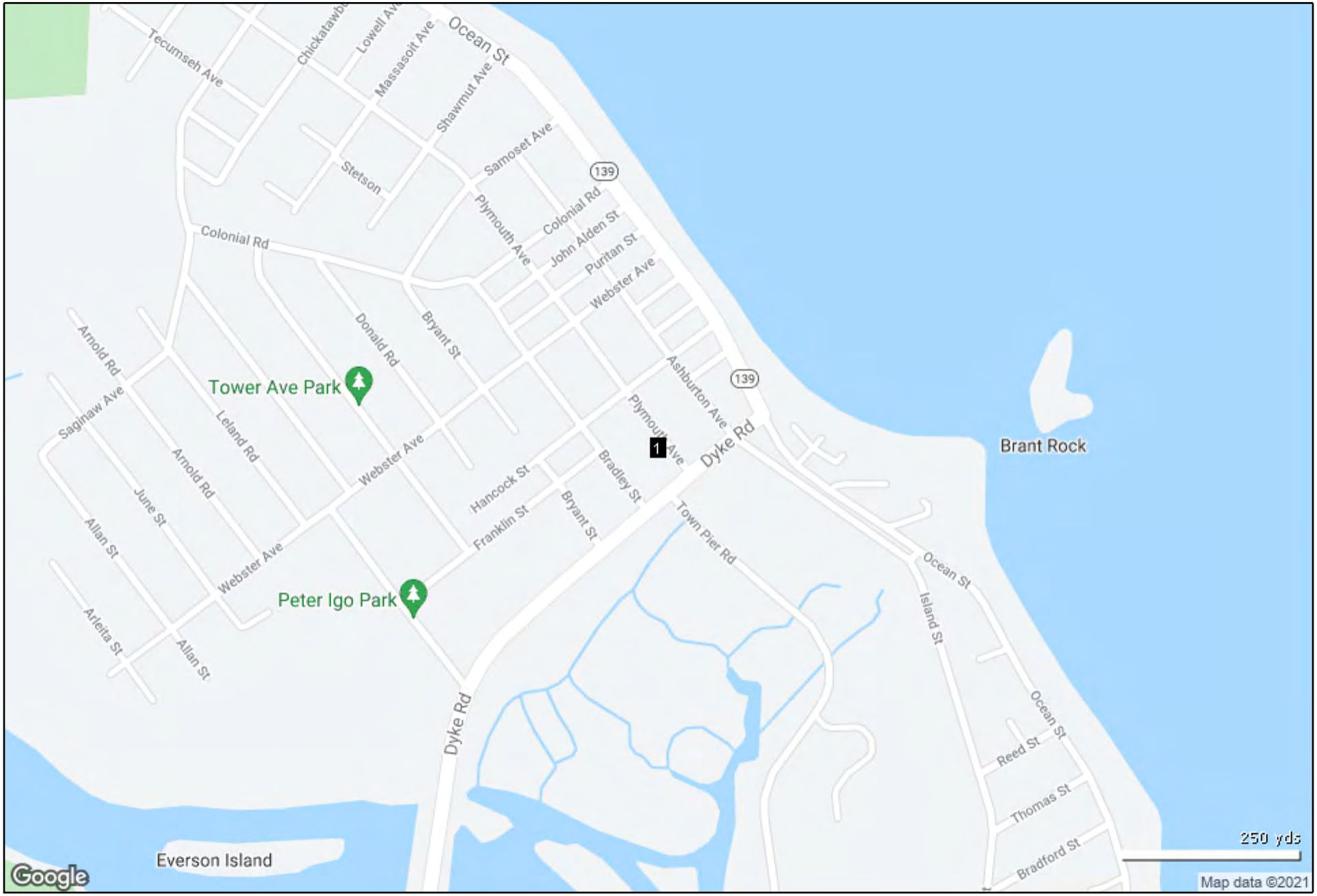

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Property Summary Report

11 Plymouth Ave

Marshfield, MA 02050 - Route 3 South Submarket

BUILDING

Type	3 Star Office
Year Built	1986
RBA	1,851 SF
Stories	2
Typical Floor	926 SF

LAND

Land Acres	0.23 AC
Zoning	R-3

EXPENSES

Taxes	$3.80/SF (2021)

PARCEL

MARS-000007M-000004-000006

SALE

Sold Price	Not Disclosed
Date	Aug 2020
Financing	1st Mortgage Bal/Pmt: $399,000/-

TRANSPORTATION

Airport	56 min drive to Logan International Airport
Walk Score®	Somewhat Walkable (50)
Transit Score®	Minimal Transit (0)

PROPERTY CONTACTS

Recorded Owner	John K Shea 11 Plymouth Ave Marshfield, MA 02050
Previous True Owner	Mcpherson Irene F 11 Plymouth Ave Marshfield, MA 02050 (781) 837-7939 (p)

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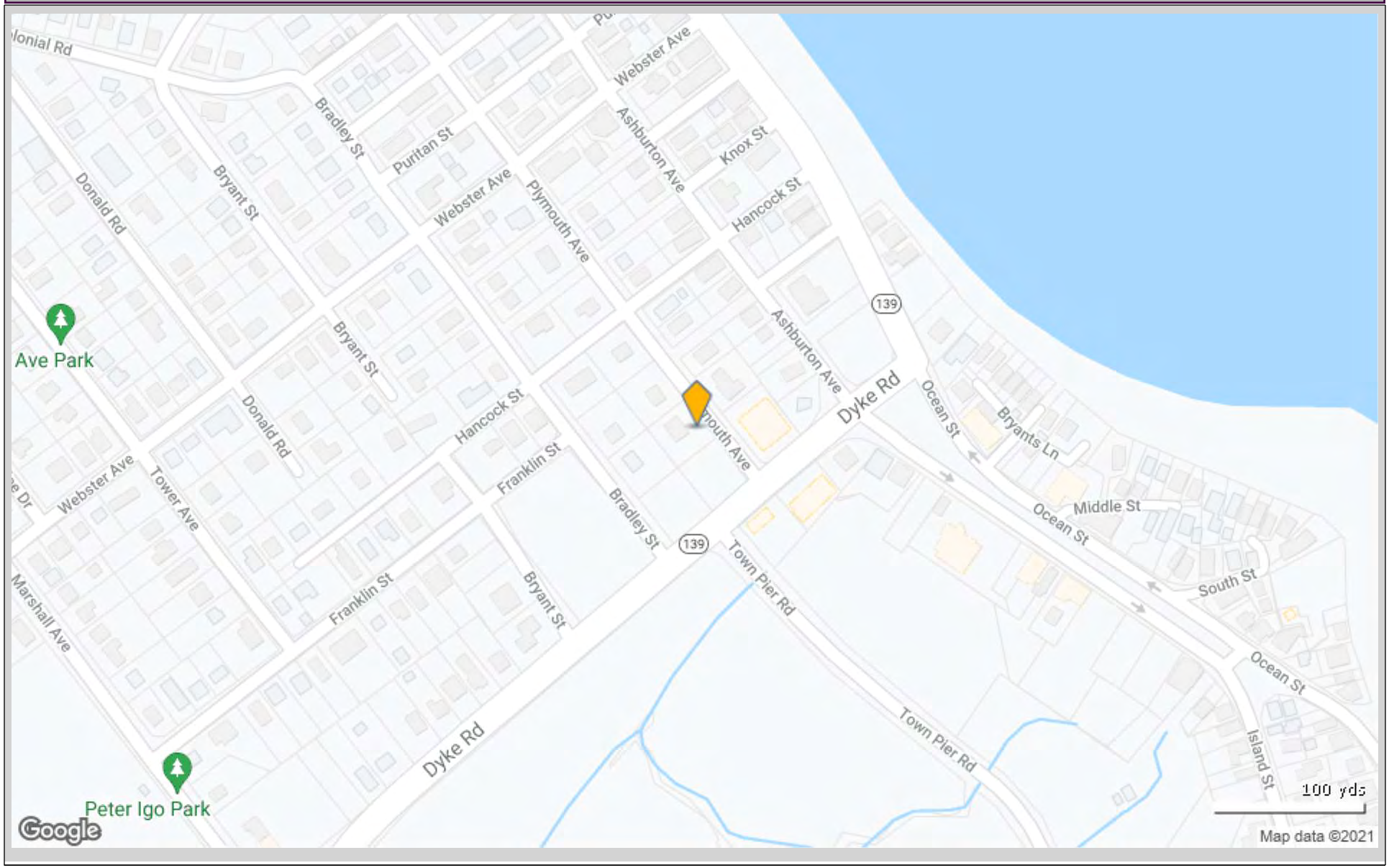
11 Plymouth Ave - Marshfield, MA 02050



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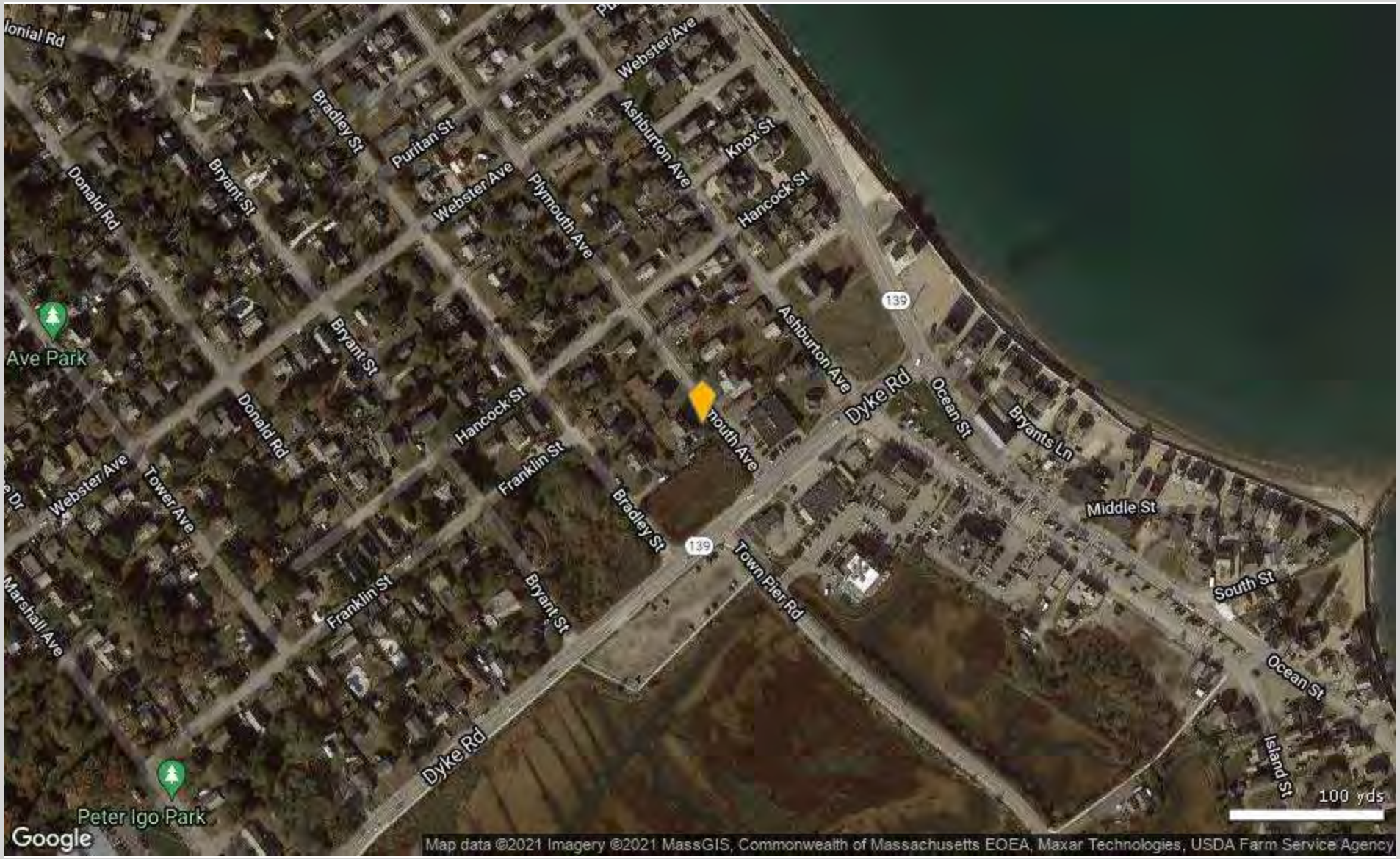
11 Plymouth Ave - Marshfield, MA 02050



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Search Analytics

INVENTORY SF	UNDER CONSTRUCTION SF	12 MO NET ABSORPTION SF	VACANCY RATE	MARKET RENT/SF	MARKET SALE PRICE/SF	MARKET CAP RATE
26.3K +0%	0 -	0 -	0% +0%	$16.05 +0.9%	$195 -1.3%	6.4% +0.1%
Prior Period 26.3K	Prior Period 0	Prior Period 0	Prior Period 0%	Prior Period $15.90	Prior Period $198	Prior Period 6.3%

Key Metrics

Availability	
Vacant SF	-
Sublet SF	-
Availability Rate	-
Available SF	-
Available Asking Rent/SF	-
Occupancy Rate	100.0%
Percent Leased Rate	100.0%

Inventory	
Existing Buildings	8
Under Construction Avg SF	-
12 Mo Demolished SF	0
12 Mo Occupancy % at Delivery	-
12 Mo Construction Starts SF	0
12 Mo Delivered SF	0
12 Mo Avg Delivered SF	-

Sales Past Year	
Asking Price Per SF	-
Sale to Asking Price Differential	-
Sales Volume	$0
Properties Sold	0
Months to Sale	-
For Sale Listings	-
Total For Sale SF	-

Demand	
12 Mo Net Absorp % of Inventory	0%
12 Mo Leased SF	0
Months on Market	-
Months to Lease	-
Months Vacant	-
24 Mo Lease Renewal Rate	100.0%
Population Growth 5 Yrs	1.3%

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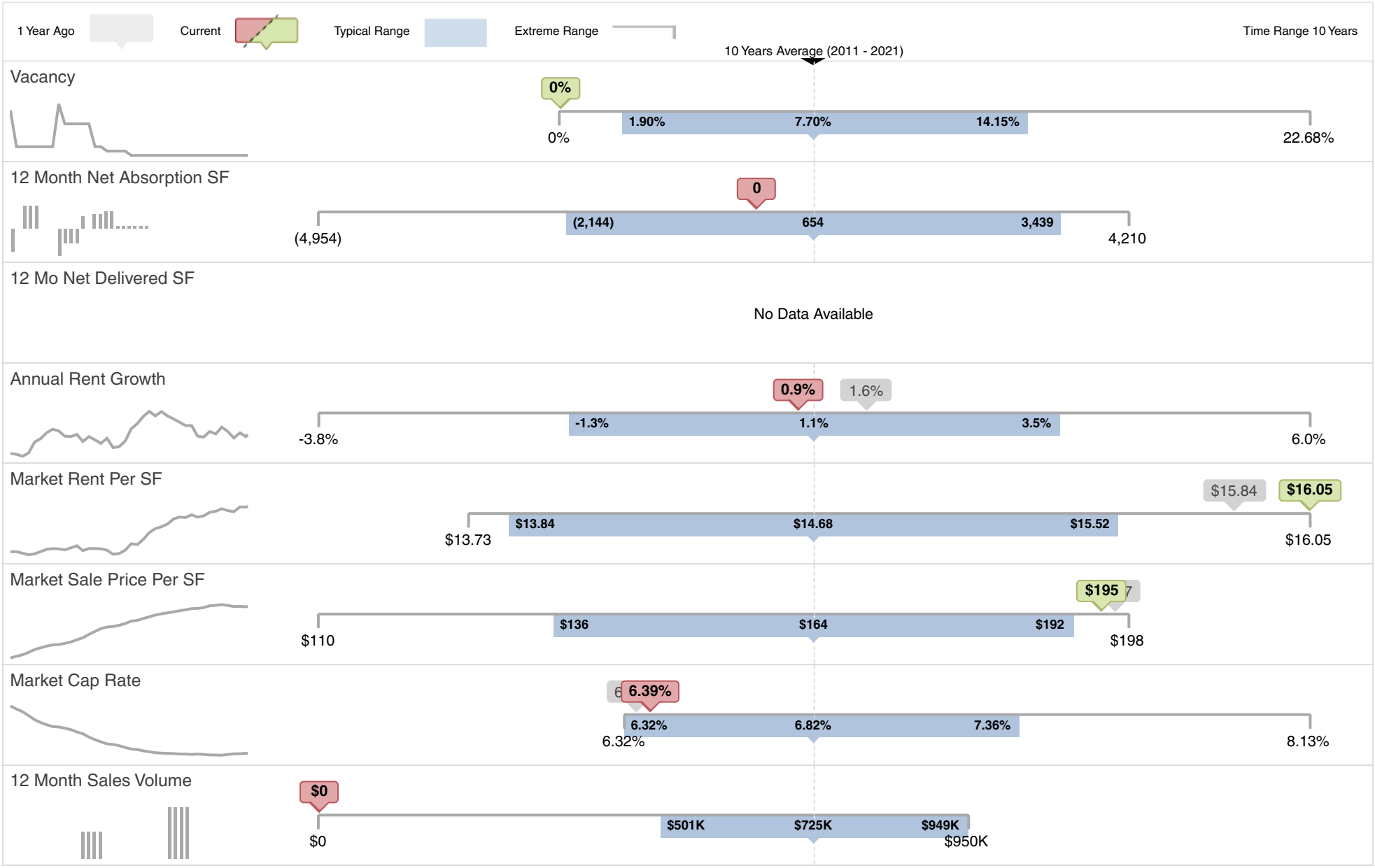
Search Analytics

Key Performance Indicators



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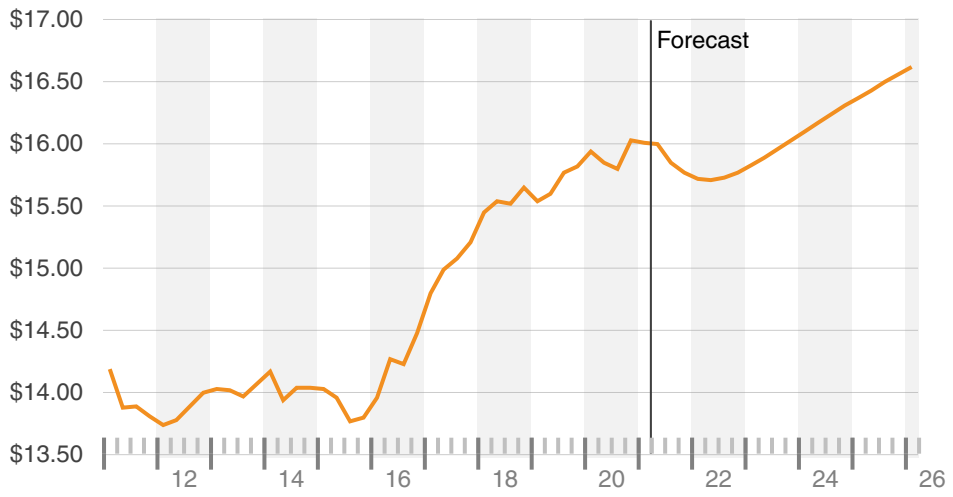
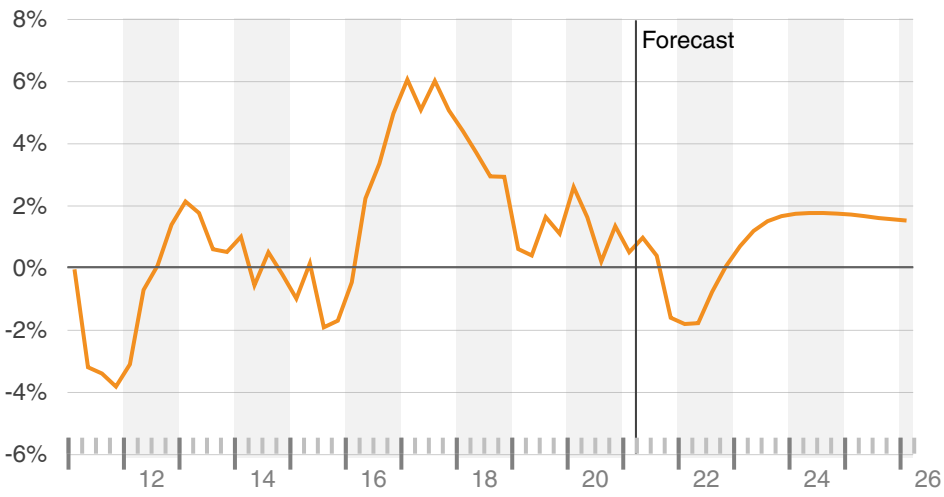
Search Analytics

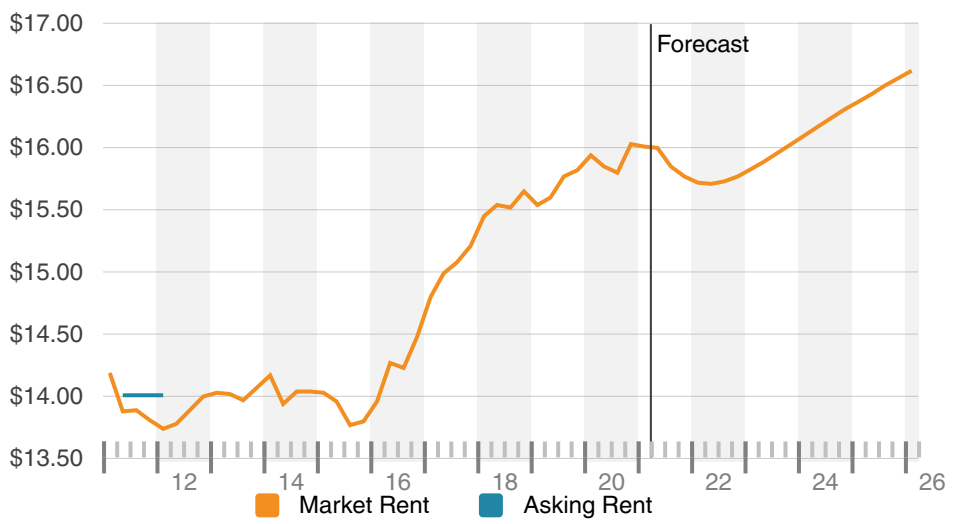
Market Rent Per SF



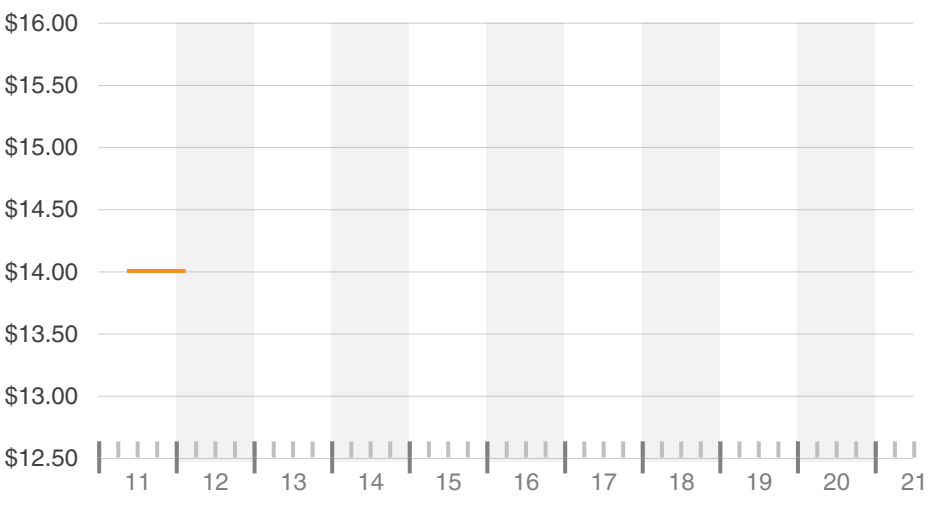
Market Rent Growth (YOY)



Market Rent & Asking Rent Per SF



Asking Rent Per SF



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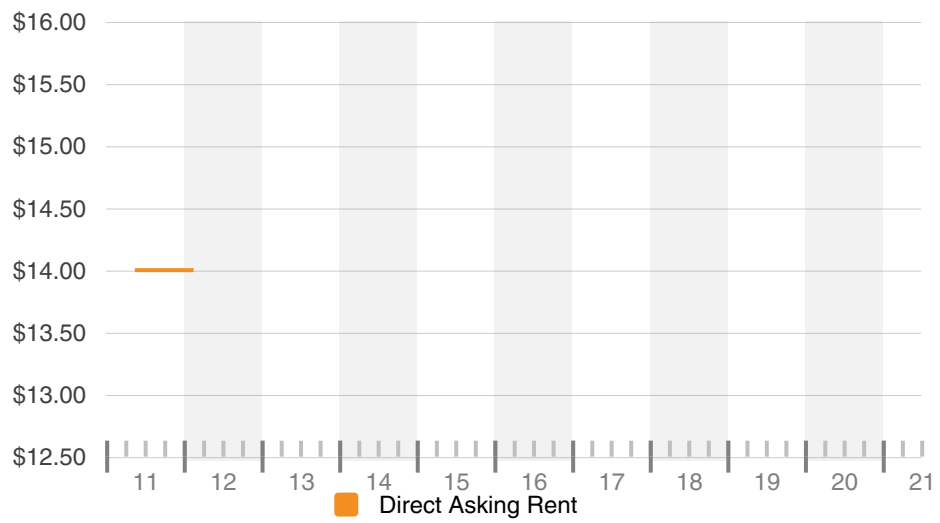
Search Analytics

Daily Asking Rent Per SF

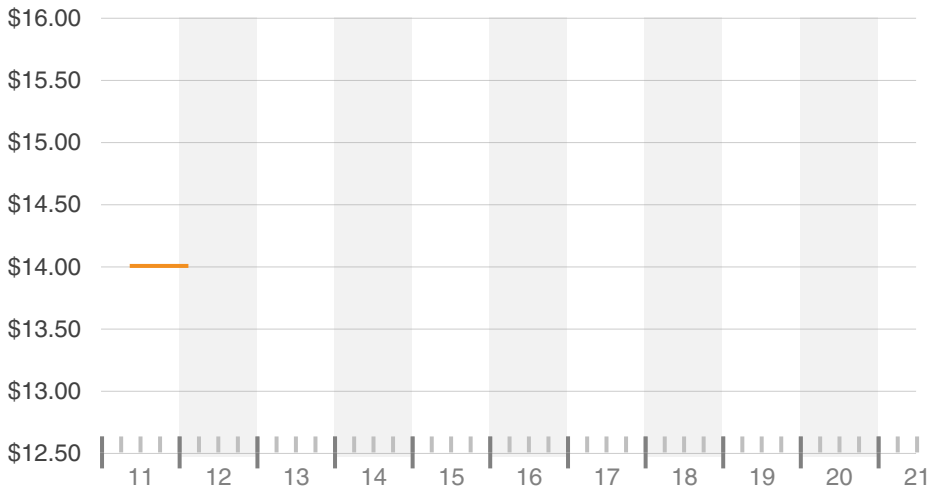
No Data Available

No data available for the past 1 year

Direct & Sublet Rent Per SF



Direct Rent Per SF



Sublet Rent Per SF

No Data Available

Data for this series is considered to be insufficient

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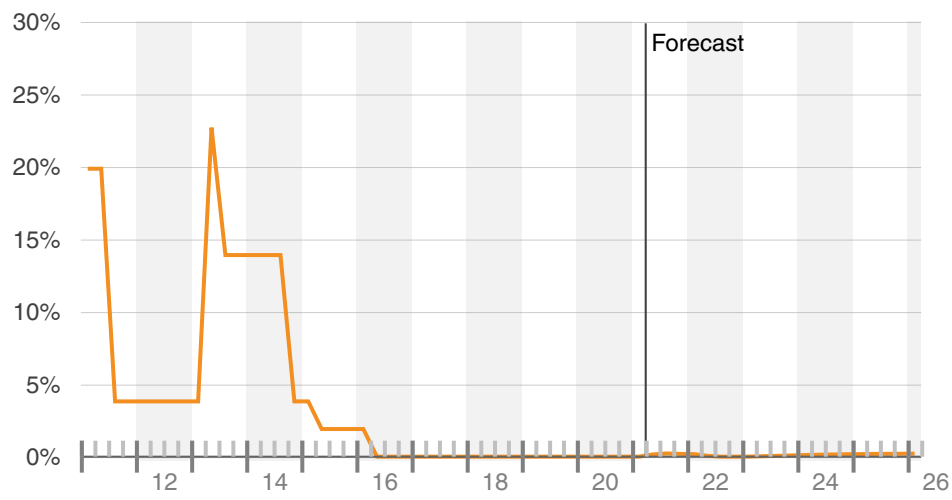
Search Analytics

Daily Vacancy Rate

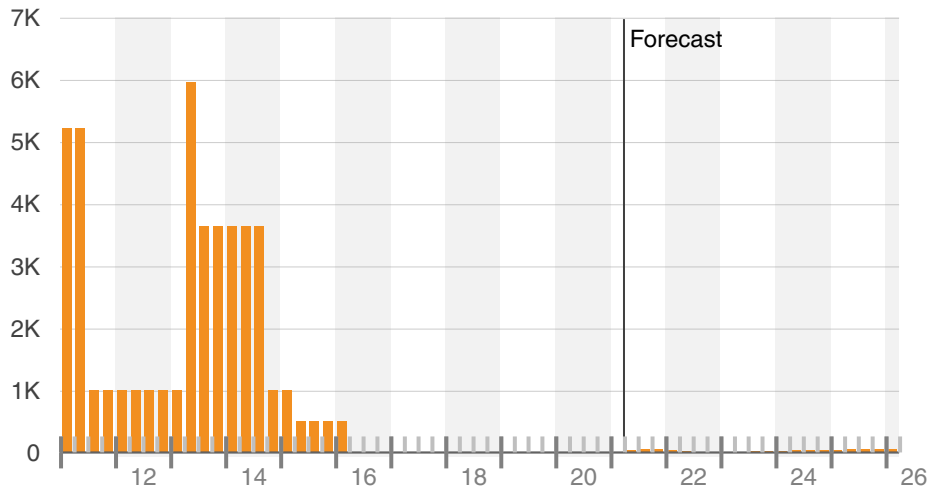
No Data Available

No data available for the past 1 year

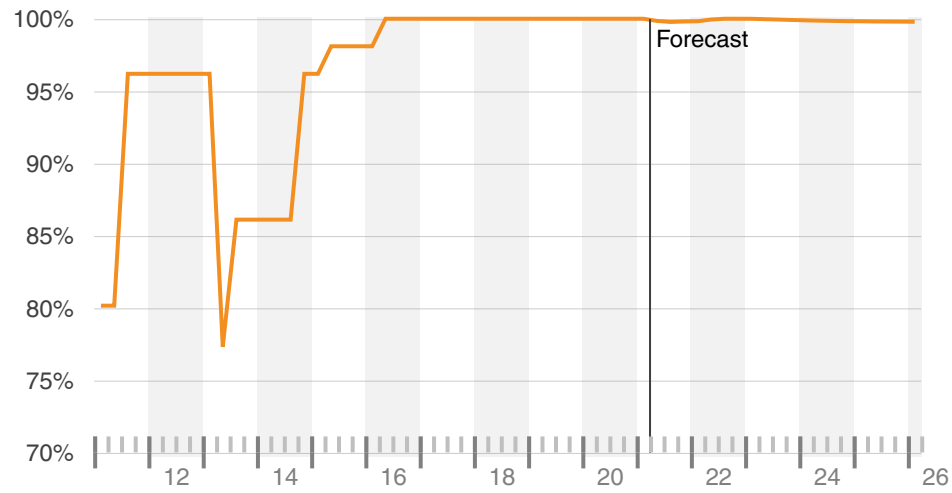
Vacancy Rate



Vacant SF



Occupancy Rate



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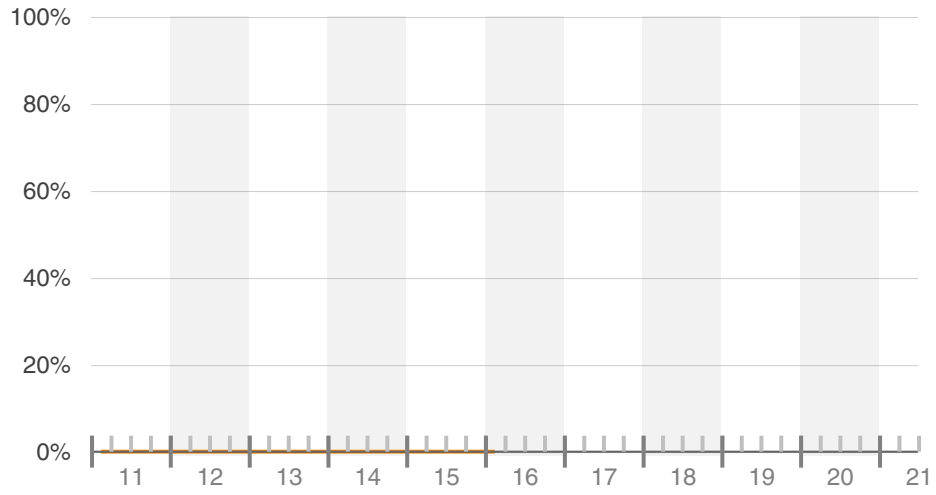
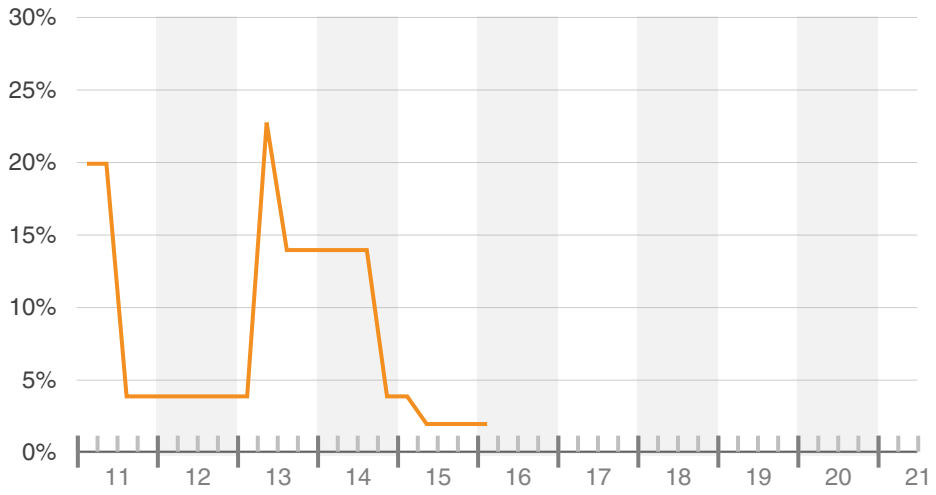
Search Analytics

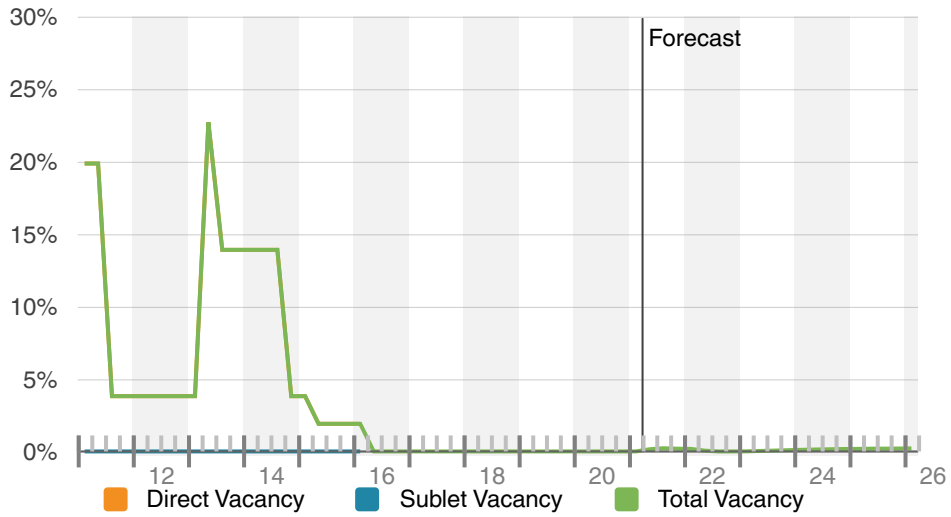
Sublet Vacancy Rate



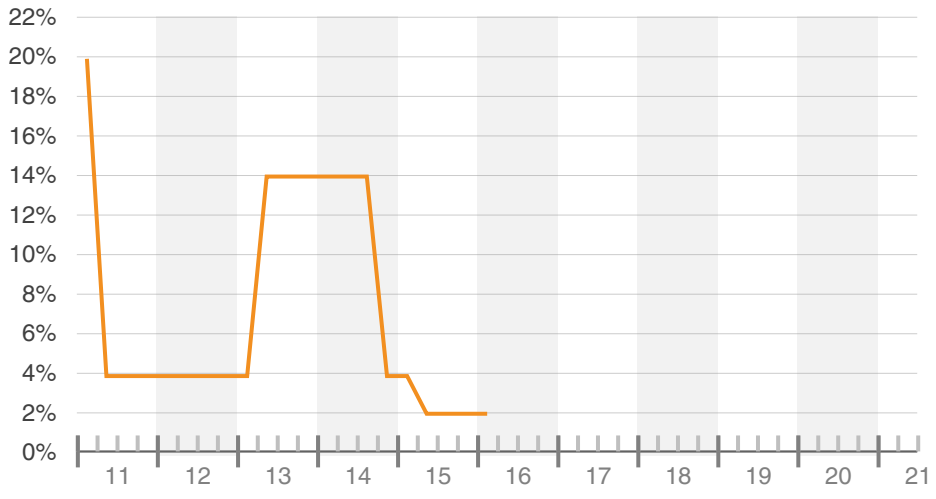
Direct Vacancy Rate



Direct, Sublet & Total Vacancy Rate



Availability Rate



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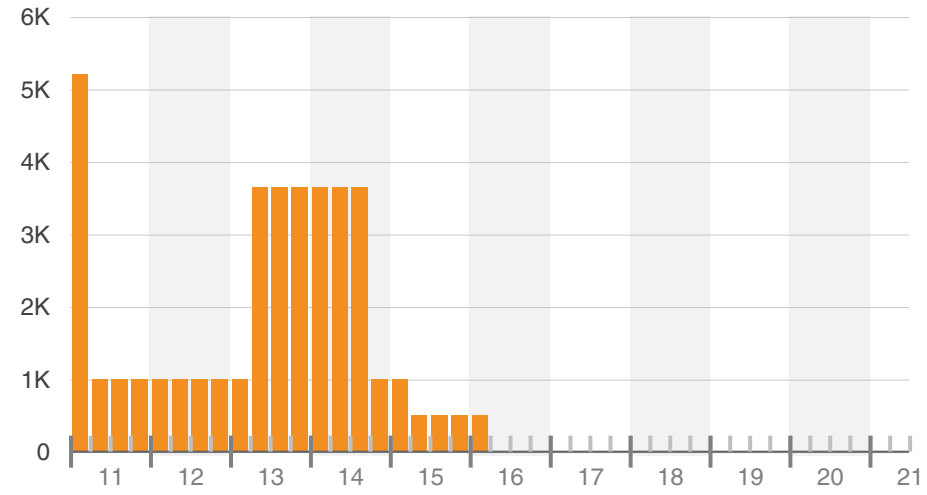
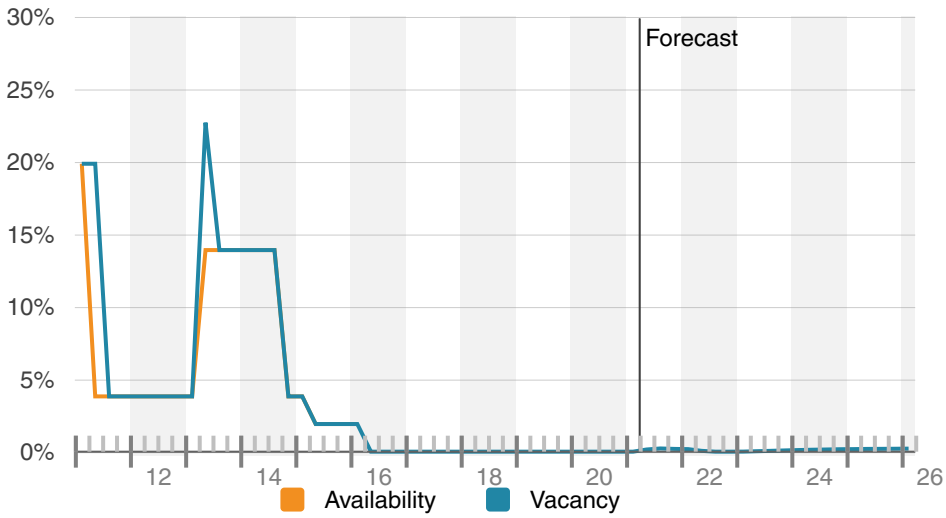
Search Analytics

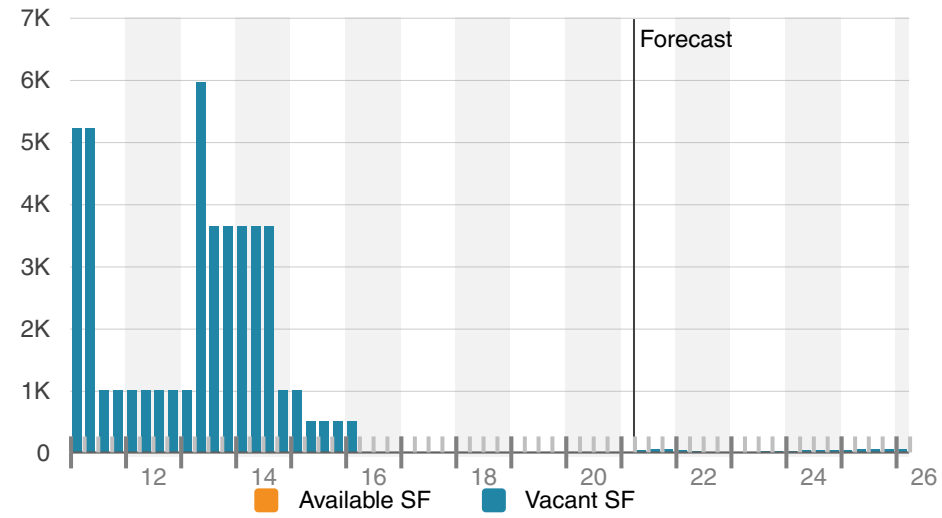
Available SF



Availability & Vacancy Rate



Available & Vacant SF



Occupancy At Delivery

No Data Available

Data for this series is considered to be insufficient

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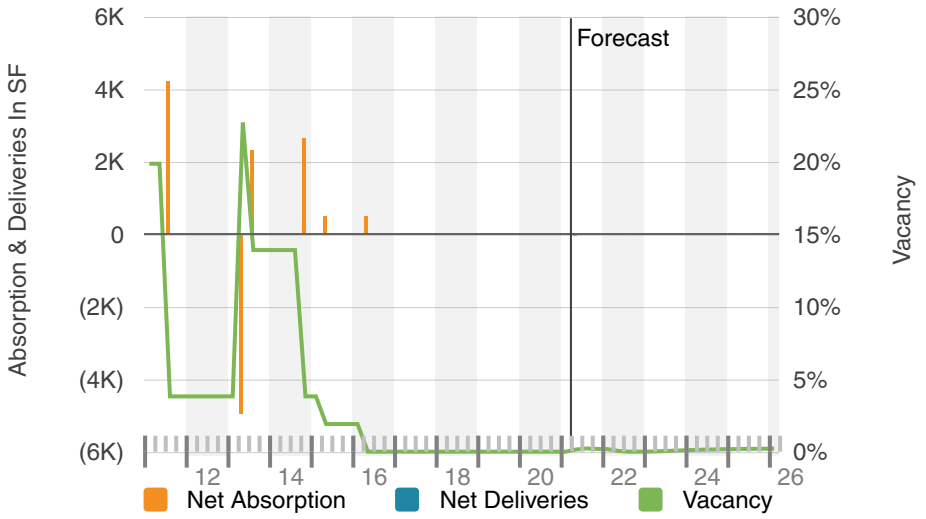
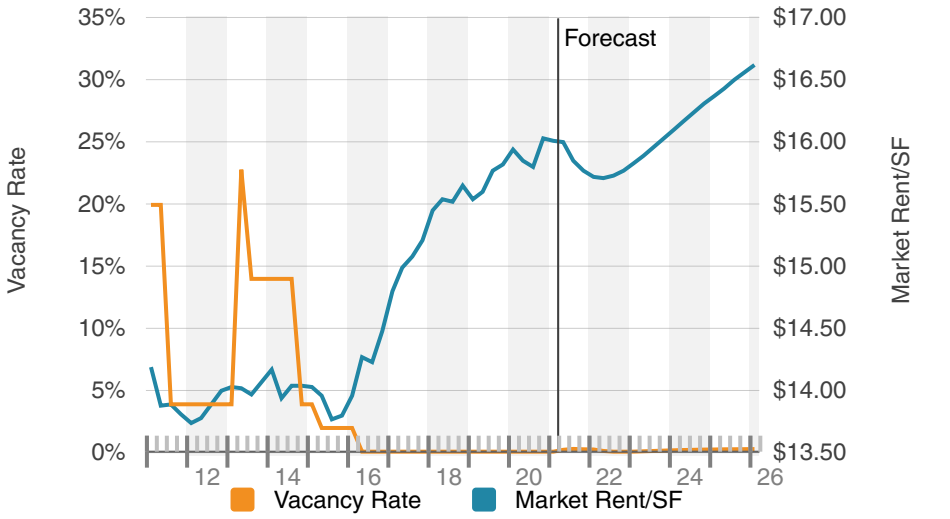
Search Analytics

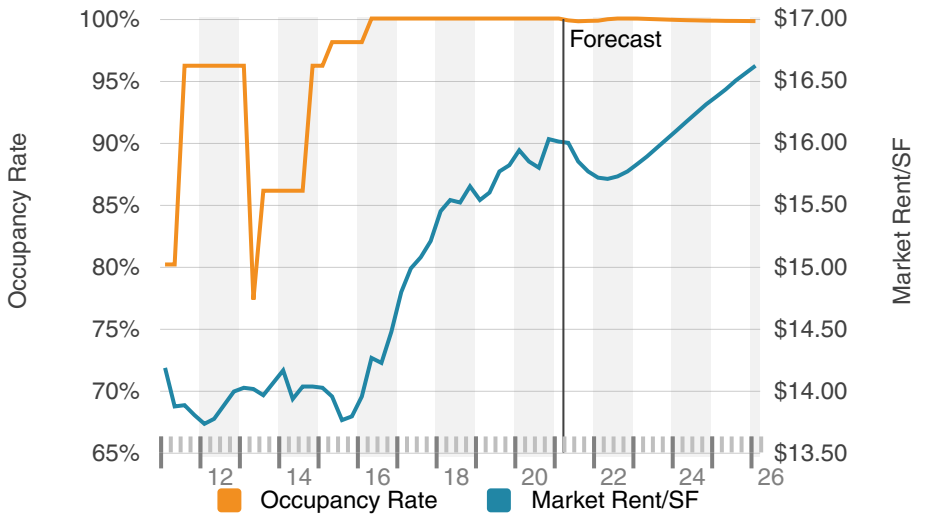
Net Absorption, Net Deliveries & Vacancy



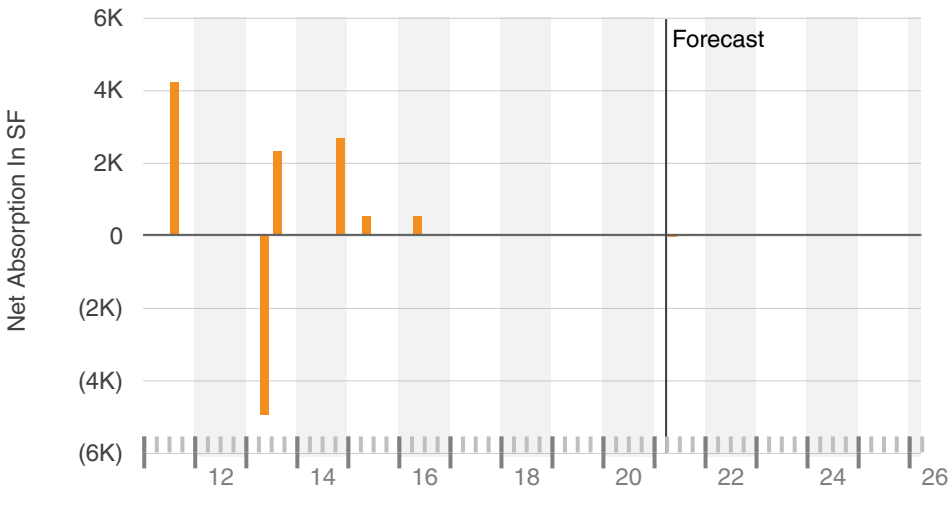
Vacancy & Market Rent Per SF



Occupancy & Market Rent Per SF



Net Absorption



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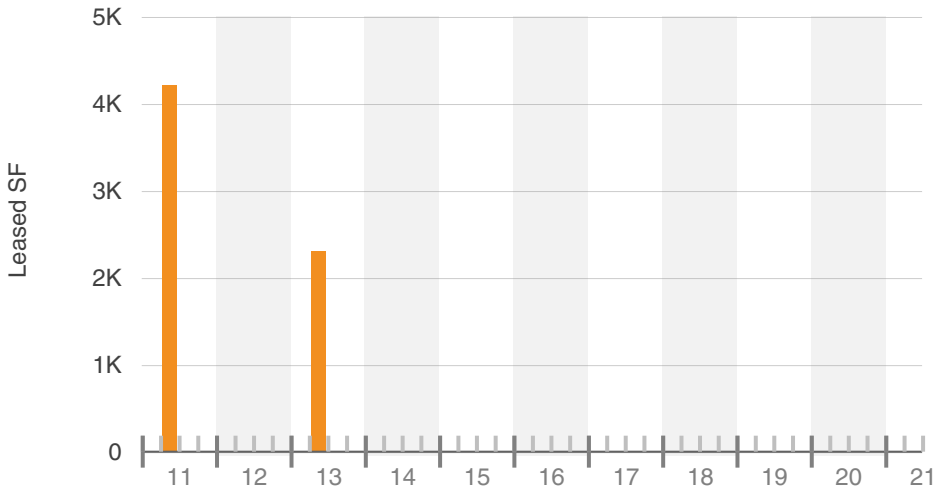
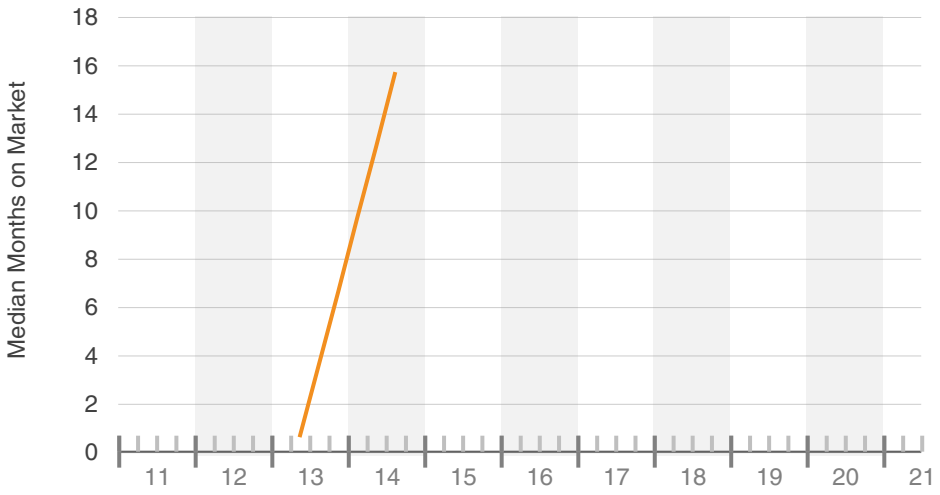
Search Analytics

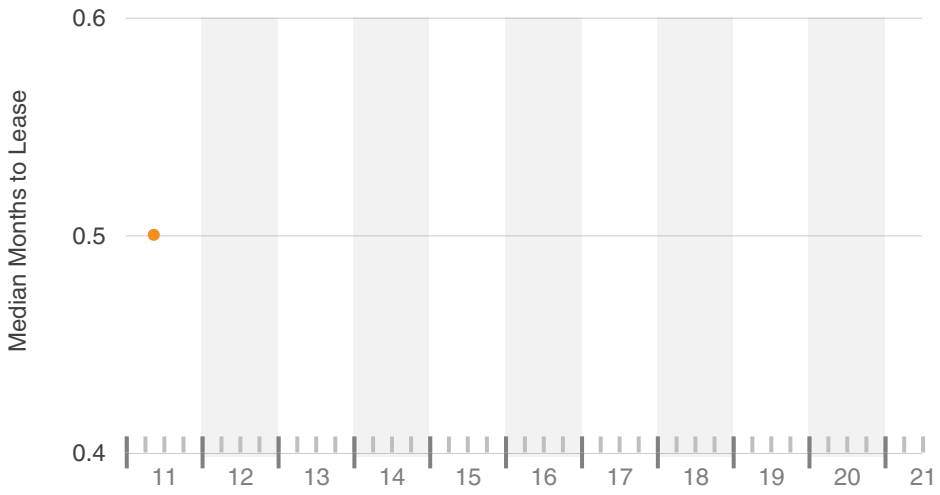
Leasing Activity



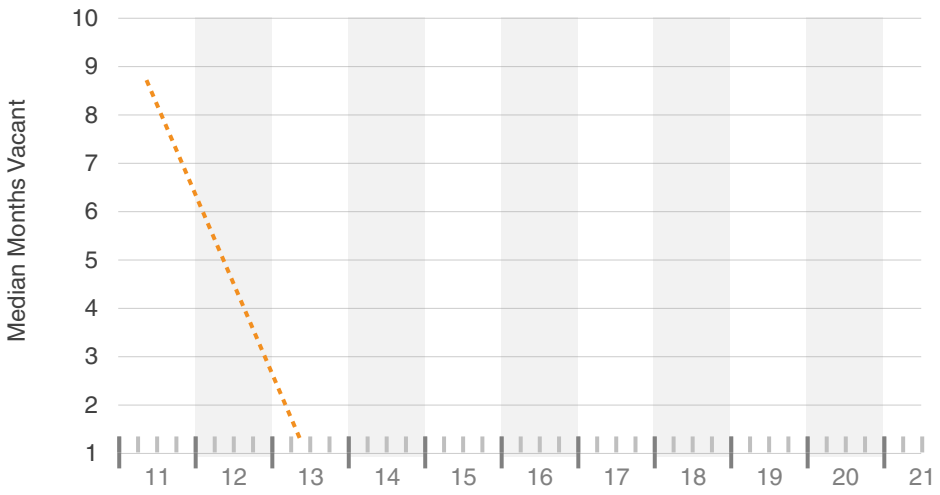
Months On Market



Months To Lease



Months Vacant



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Search Analytics

Probability Of Leasing In Months

No Data Available

No data available for the current selection

50% Probability Threshold

Construction Starts

No Data Available

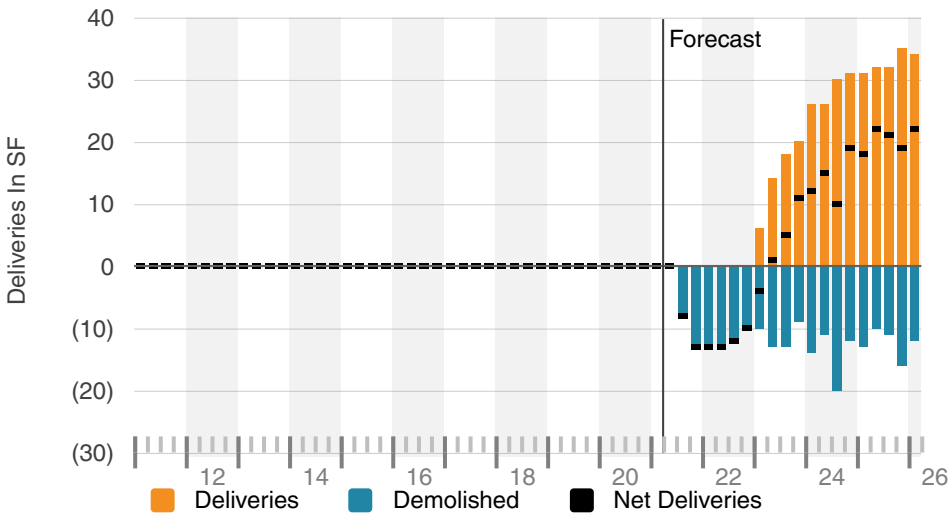
No data available for the past 10 years

Under Construction

No Data Available

No data available for the past 10 years

Deliveries & Demolitions



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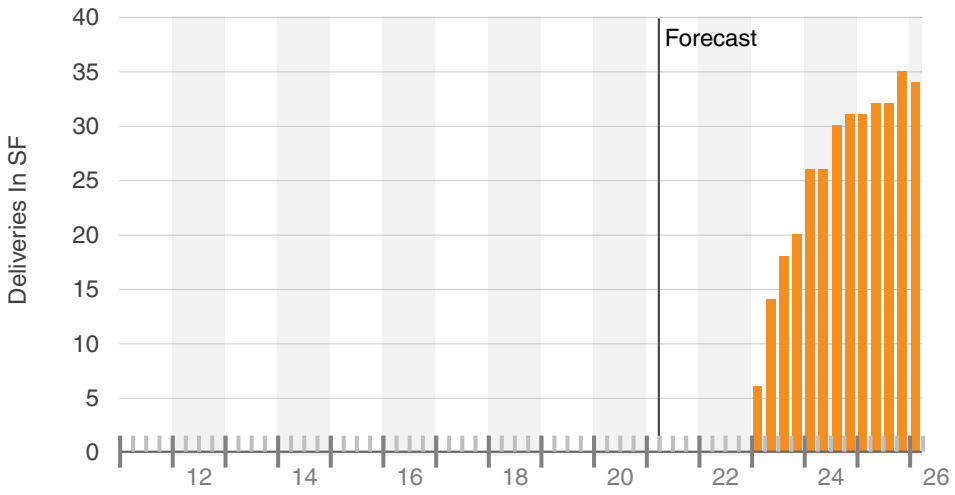
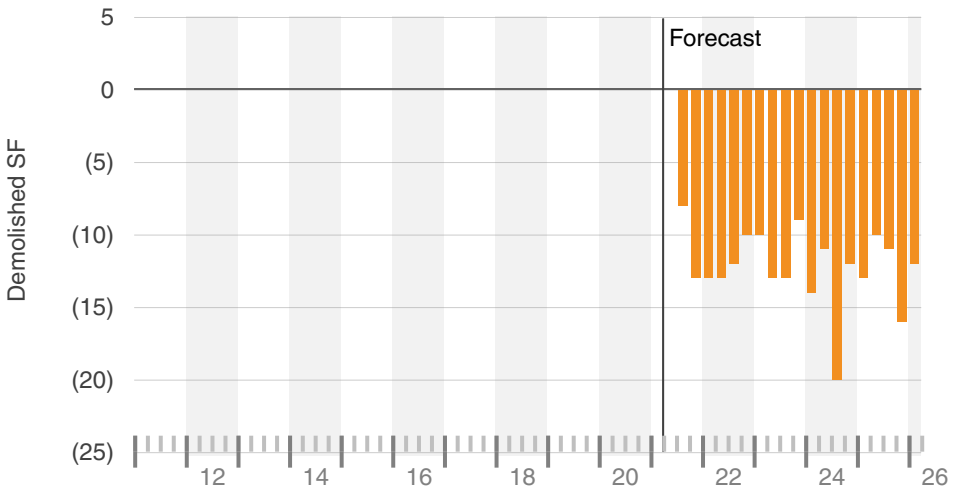
Search Analytics

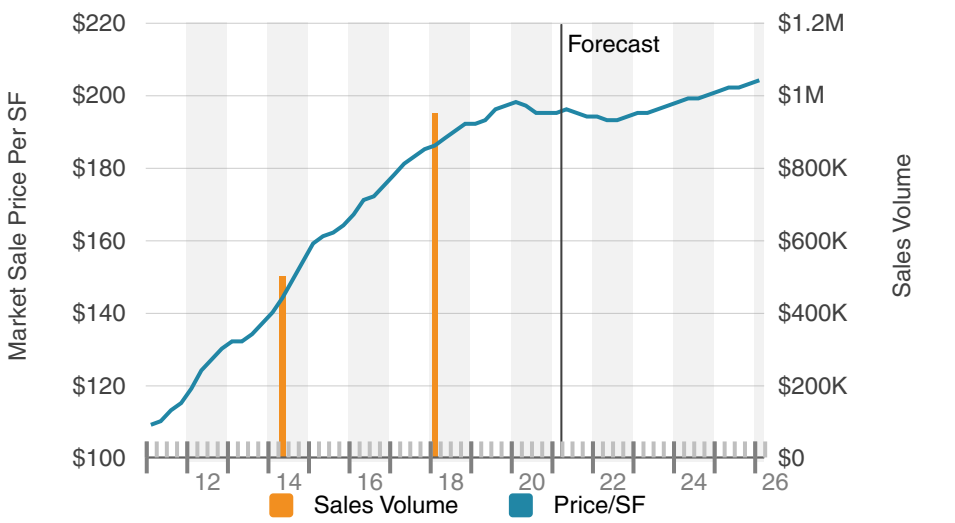
Deliveries



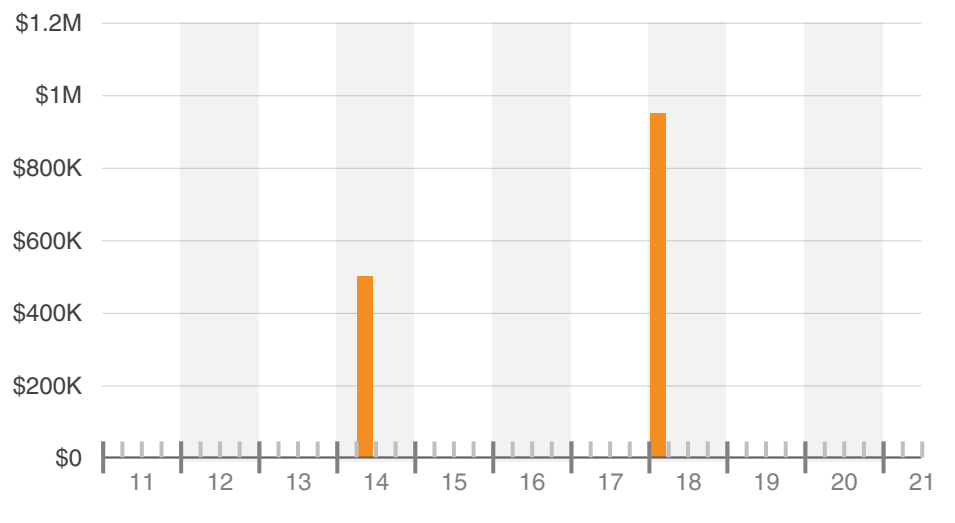
Demolitions



Sales Volume & Market Sale Price Per SF



Sales Volume



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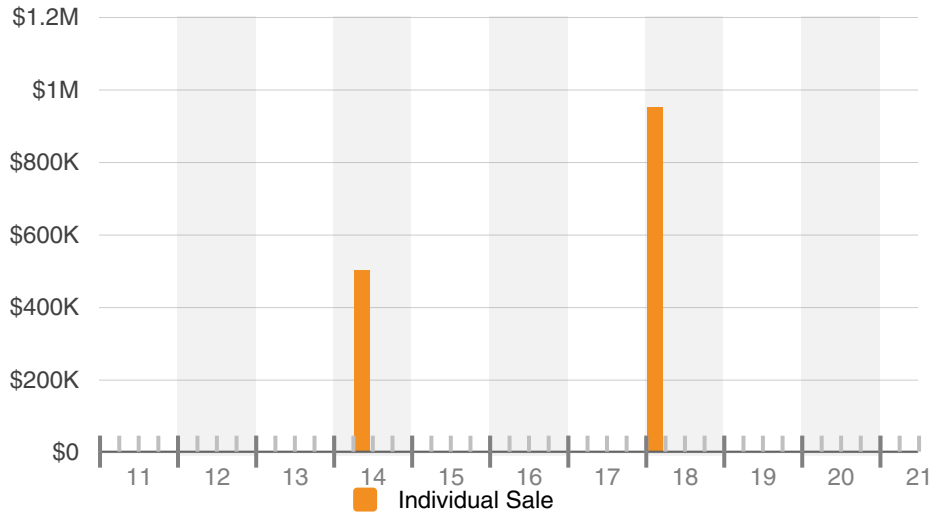
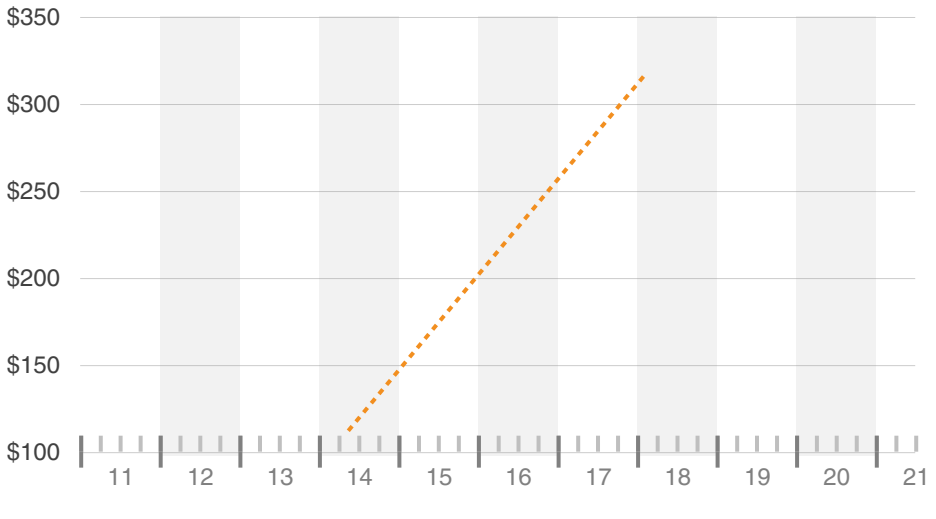
Search Analytics

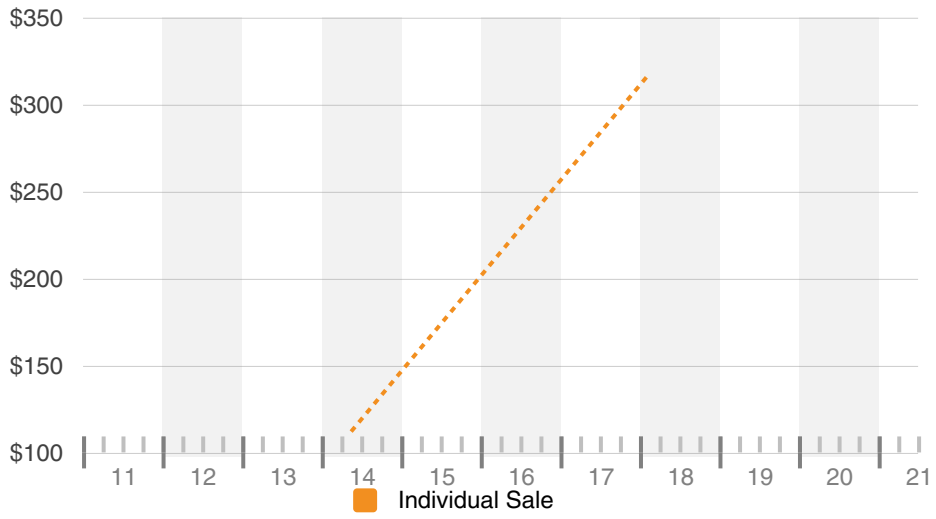
Sales Volume By Transaction Type



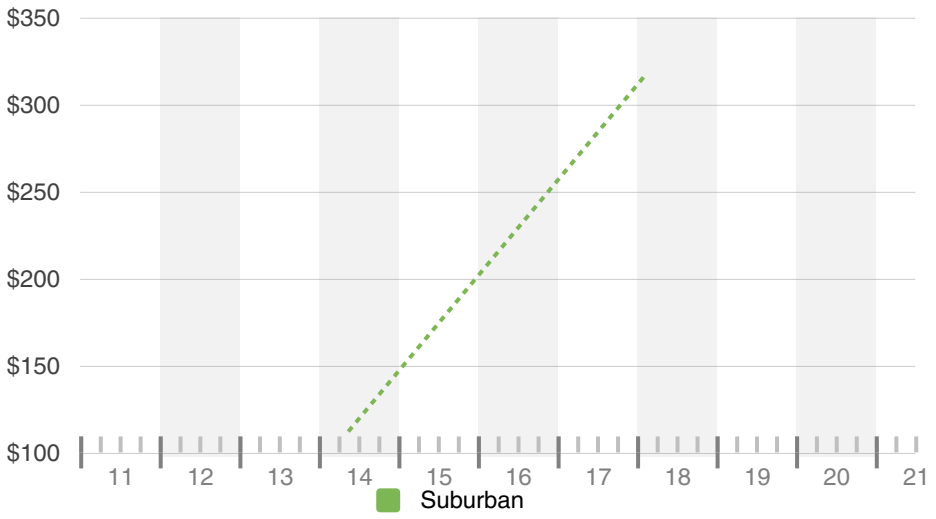
Sale Price Per SF



Sale Price Per SF By Transaction Type



Sale Price Per SF By Location Type



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Search Analytics

Cap Rate

No Data Available

Data for this series is considered to be insufficient

Cap Rate By Transaction Type

No Data Available

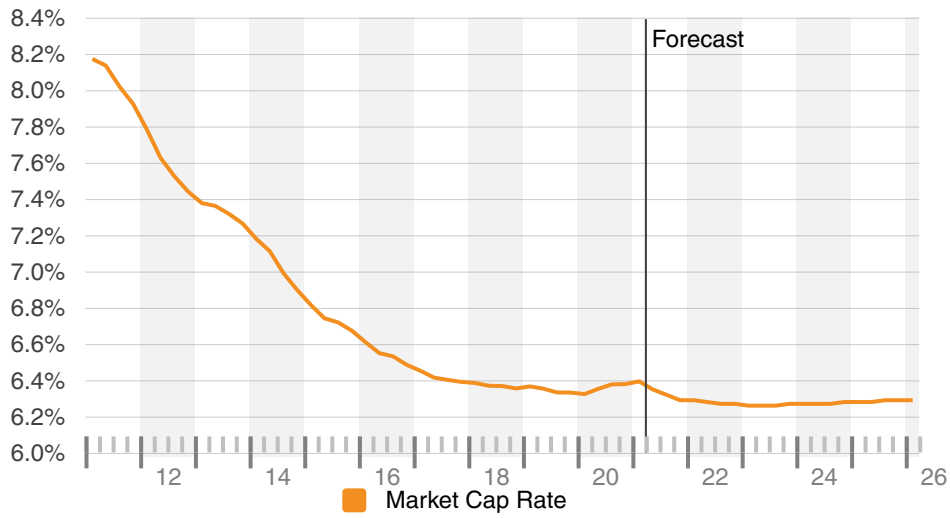
Data for this series is considered to be insufficient

Cap Rate By Location Type

No Data Available

Data for this series is considered to be insufficient

Market Cap Rate & Transaction Cap Rate



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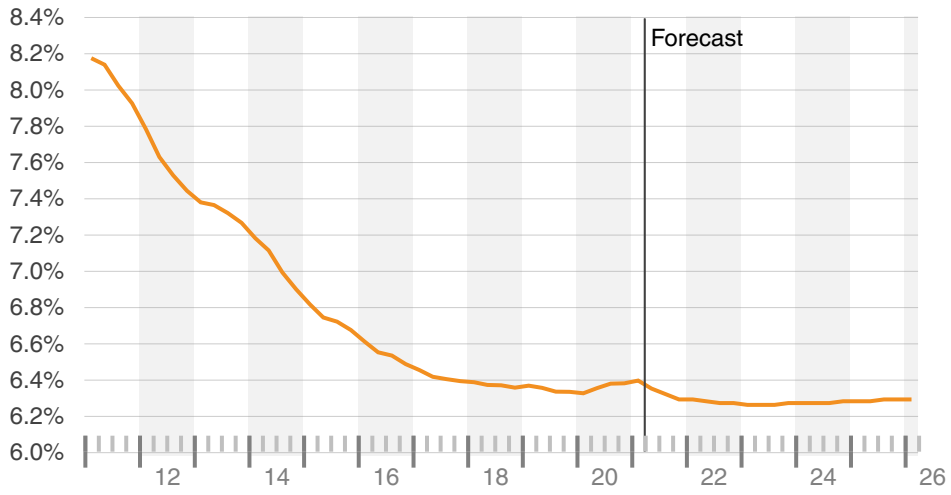
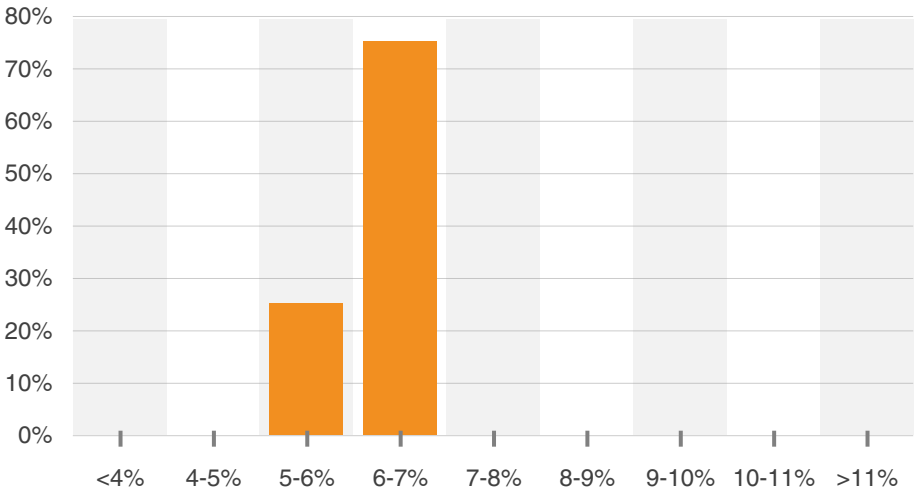
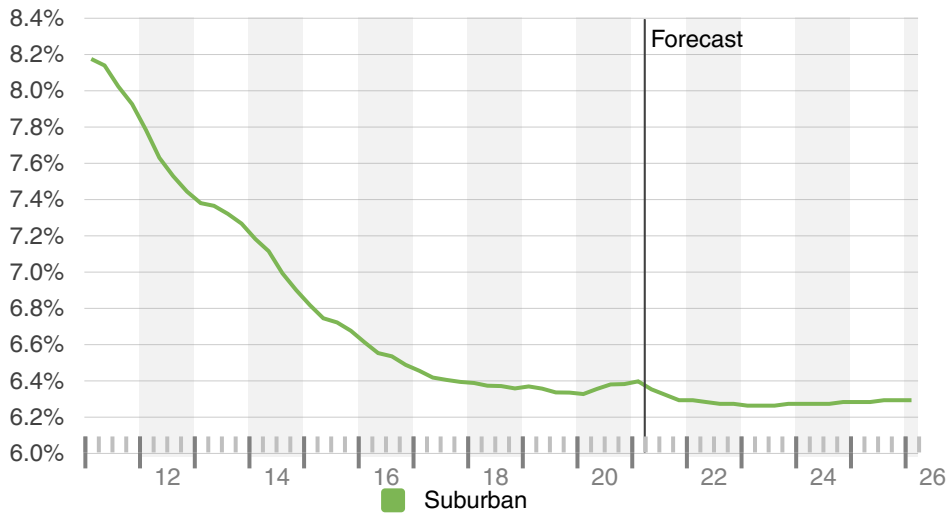
Market Cap Rate



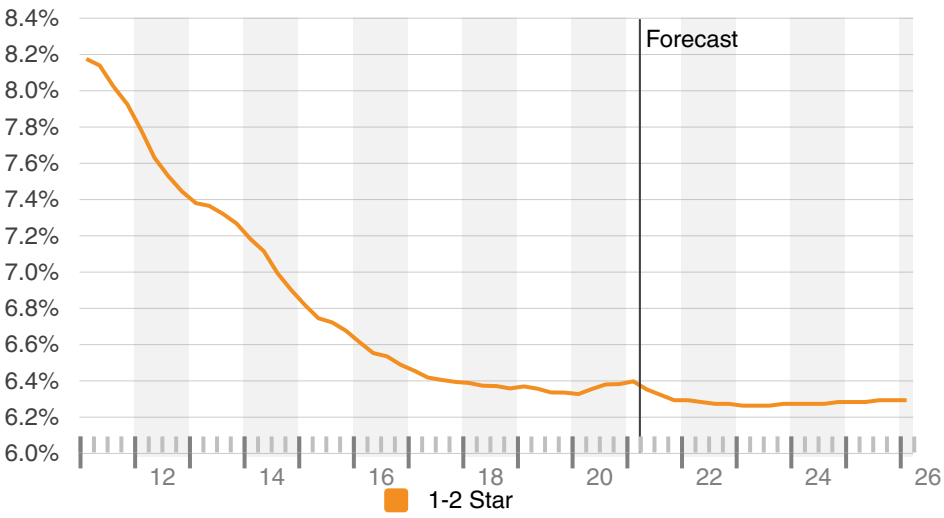
Market Cap Rate Distribution



Market Cap Rate By Location Type



Market Cap Rate By Star Rating



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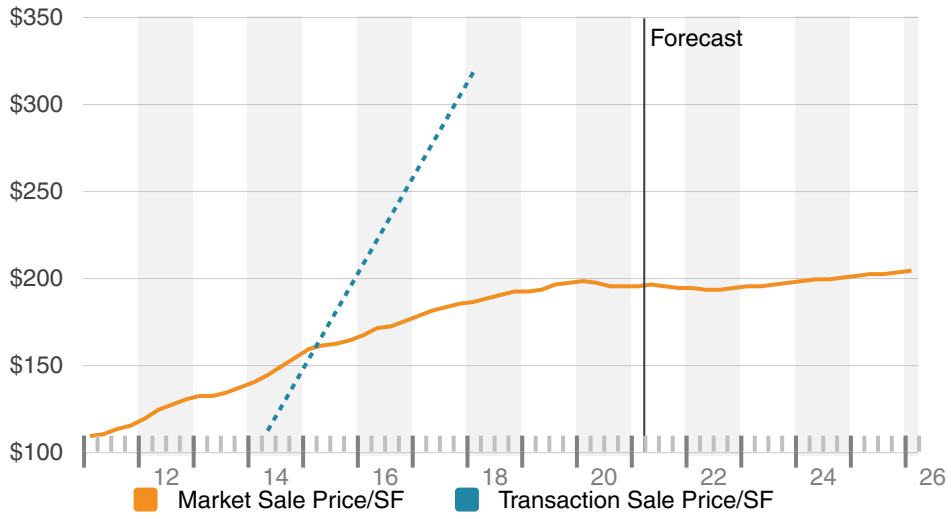
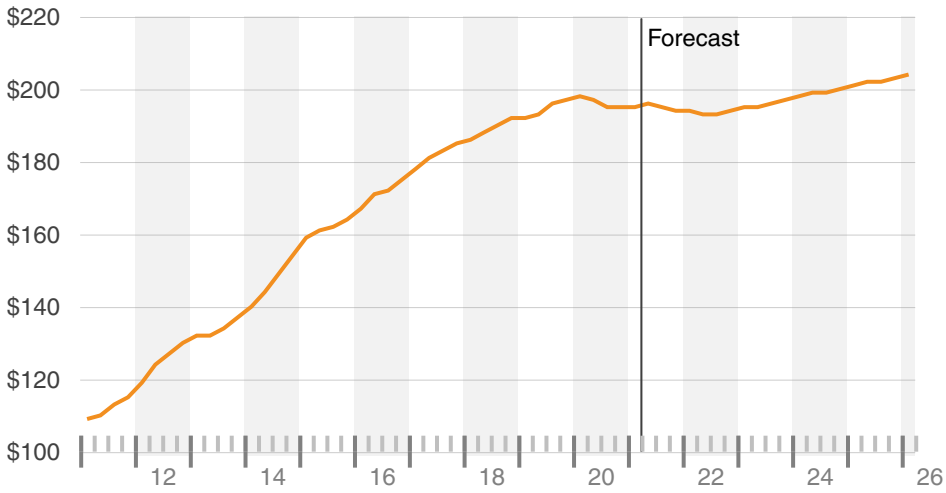
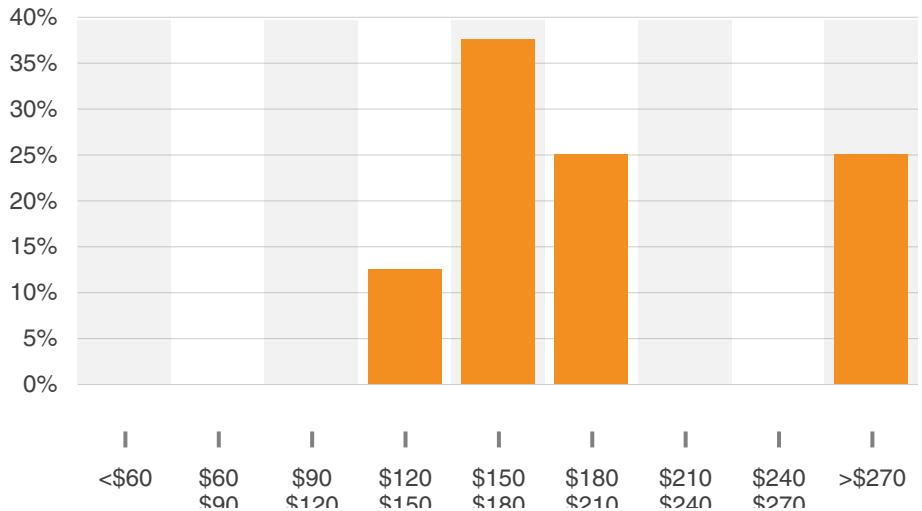
Market Sale Price & Transaction Sale Price Per SF



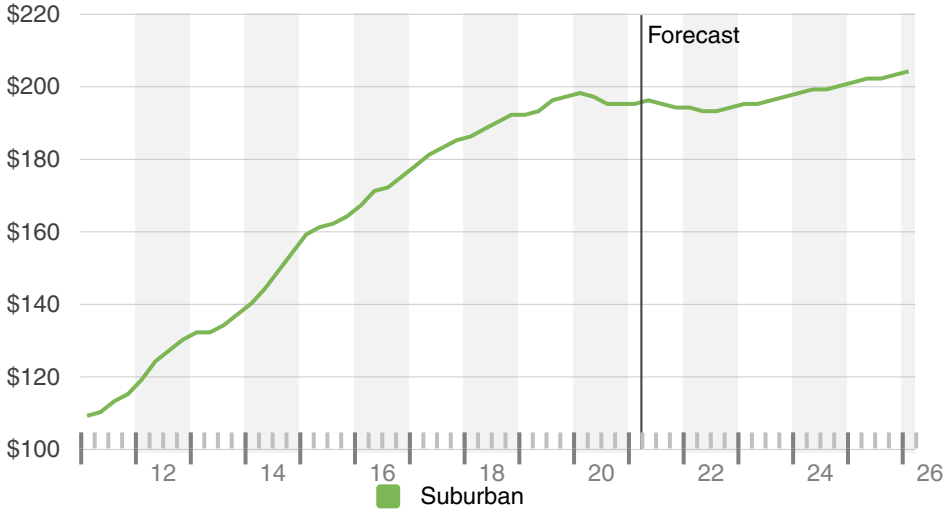
Market Sale Price Per SF



Market Sale Price Per SF Distribution



Market Sale Price Per SF By Location Type



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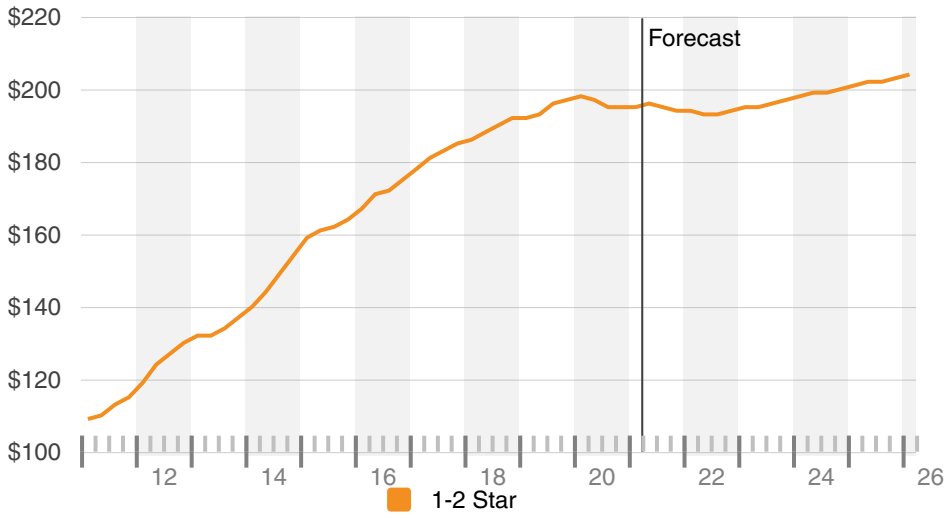
Market Sale Price Per SF By Star Rating



Sale To Asking Price Differential

No Data Available

Data for this series is considered to be insufficient

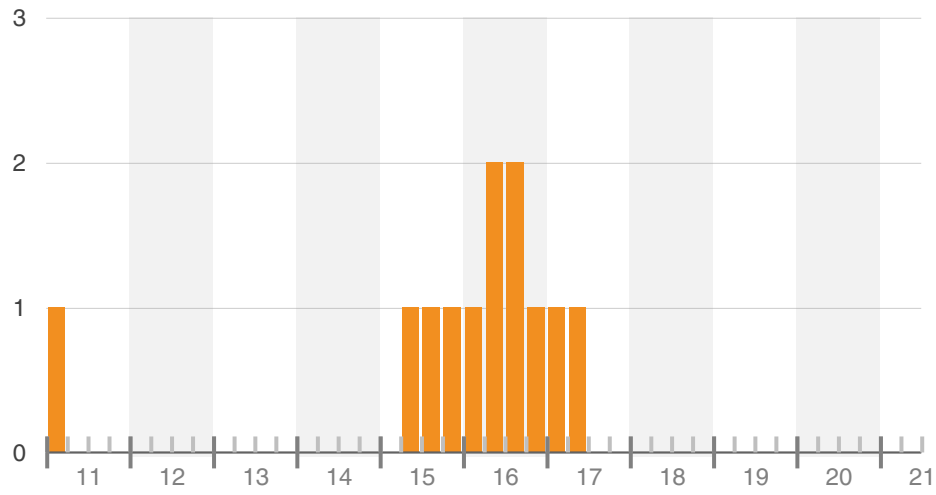
Probability Of Selling In Months

No Data Available

No data available for the current selection

50% Probability Threshold

For Sale Total Listings



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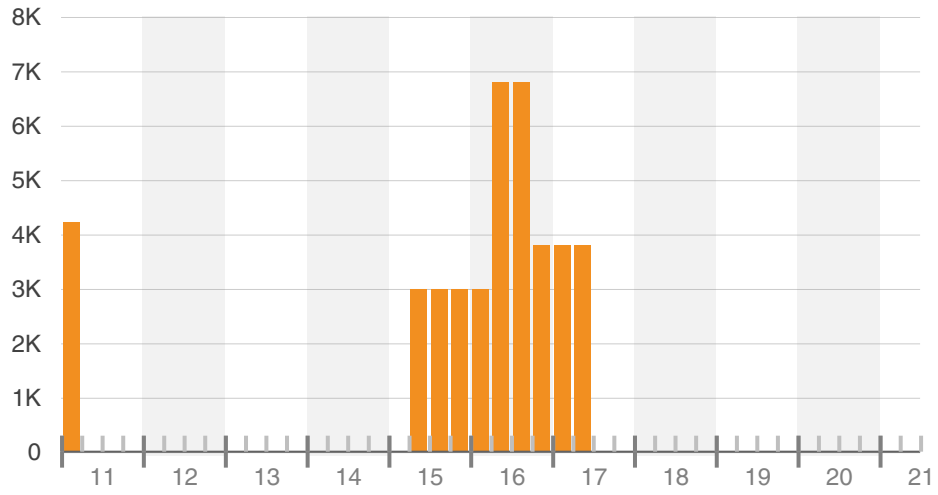
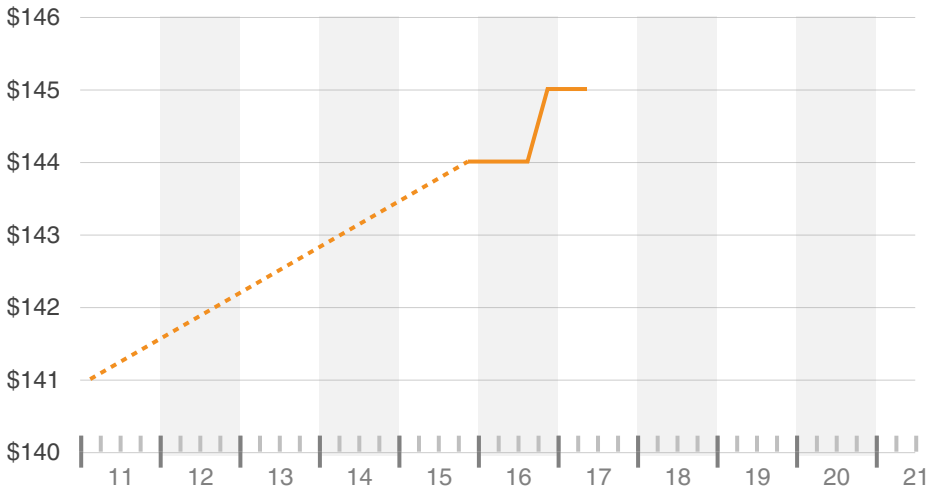
For Sale Total SF



For Sale Asking Price Per SF



Top Buyers

No Data Available

No data available for the current selection

Top Sellers

No Data Available

No data available for the current selection

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Search Analytics

Top Buyer Brokers

No Data Available

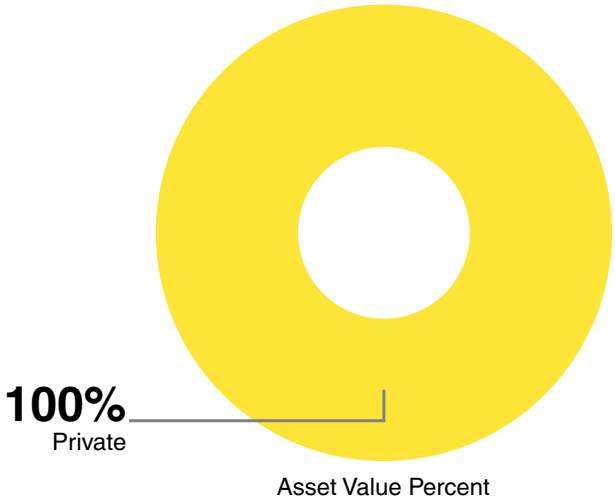
No data available for the current selection

Top Seller Brokers

No Data Available

No data available for the current selection

Asset Value By Owner Type



Sales By Buyer Type

No Data Available

No data available for the current selection

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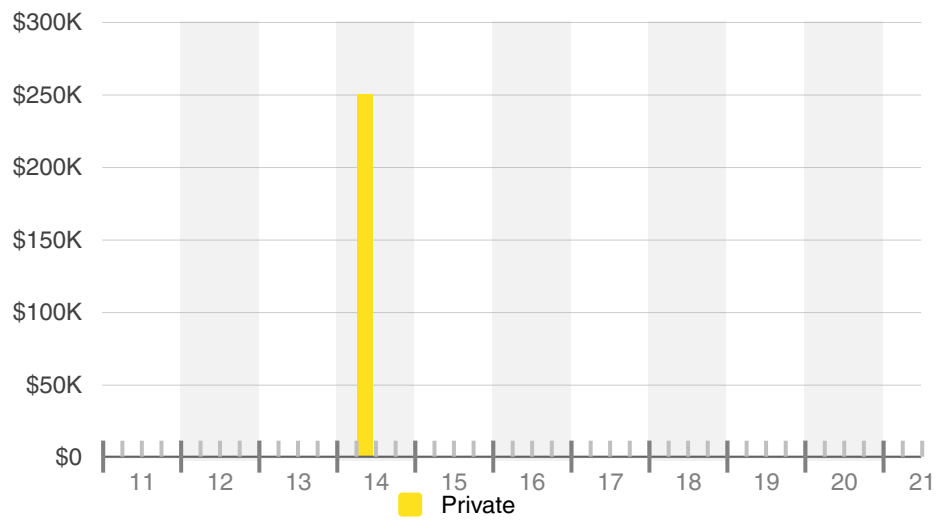
Search Analytics

Sales By Seller Type

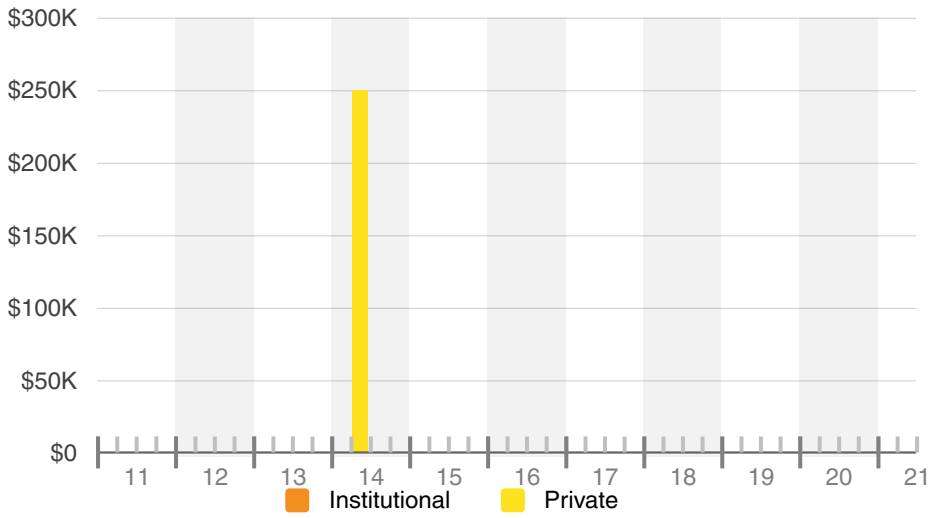
No Data Available

No data available for the current selection

Sales Volume By Buyer Type



Sales Volume By Seller Type



Net Buying & Selling By Owner Type

No Data Available

No data available for the past 10 years

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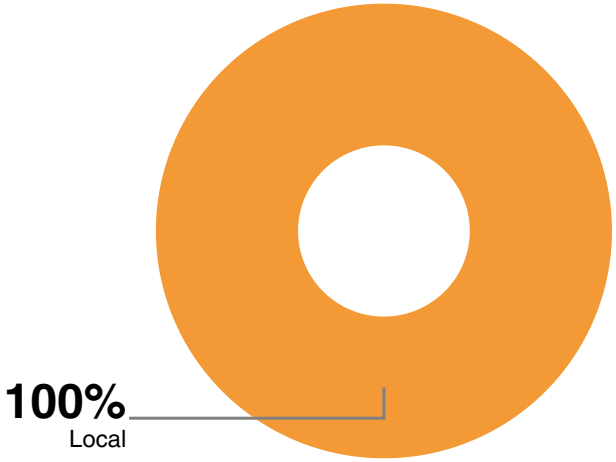
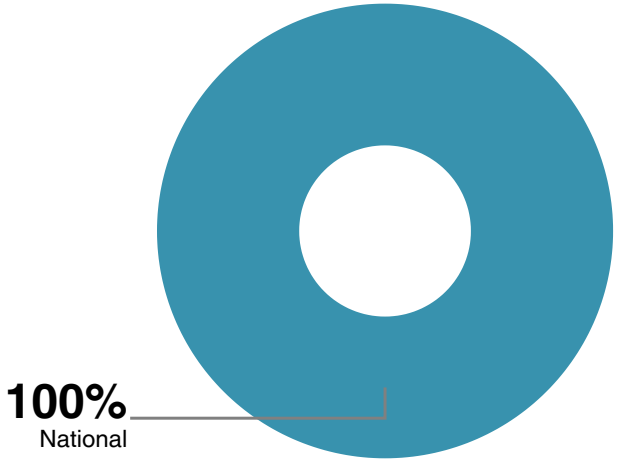
Search Analytics

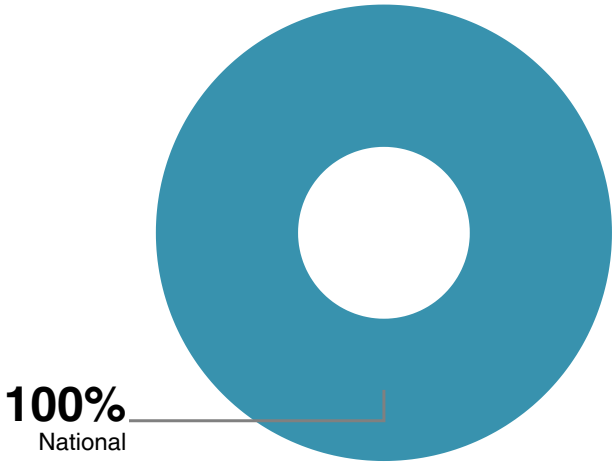
Asset Value By Owner Origin



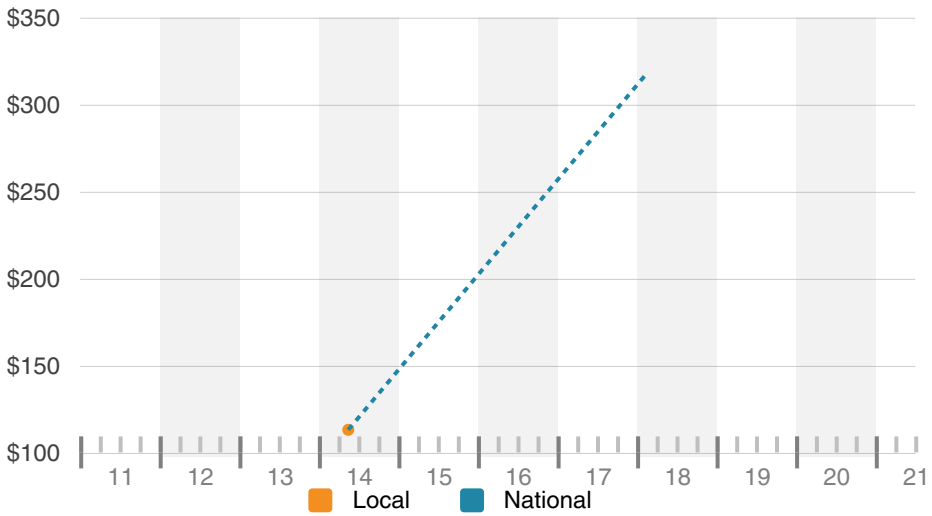
Sales Volume By Buyer Origin



Sales Volume By Seller Origin



Average Price Per SF By Buyer Origin



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Search Analytics

Average Cap Rate By Buyer Origin

No Data Available

Data for this series is considered to be insufficient

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Report Criteria

- 8 Properties / 0 Spaces
- Custom Polygon
- Property Type: Retail

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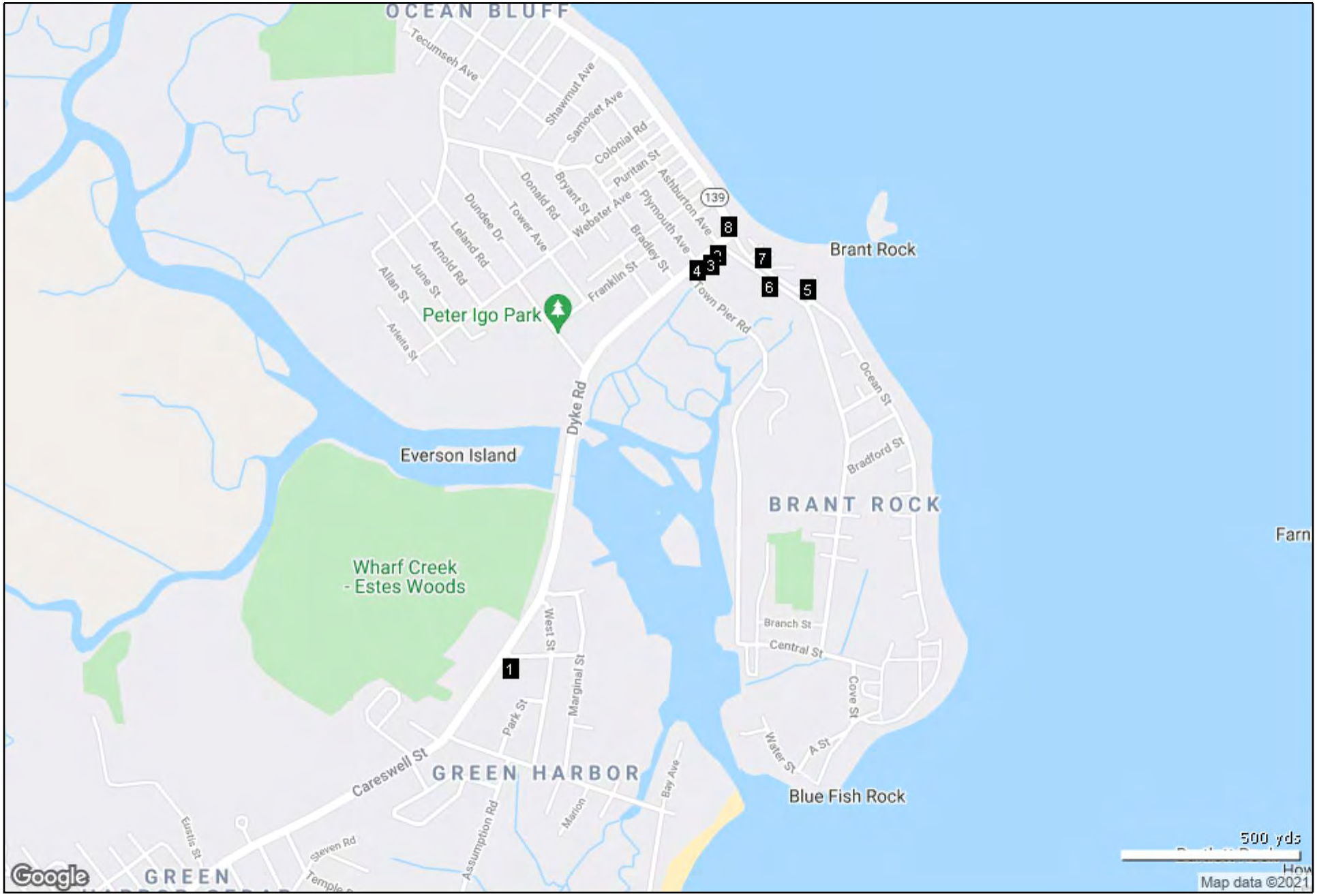

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Property Summary Report

93 Careswell St

Marshfield, MA 02050 - Route 3 South Submarket

BUILDING

Type	2 Star Retail Restaurant
Tenancy	Single
Year Built	1965
GLA	4,210 SF
Stories	1
Typical Floor	4,210 SF
Docks	None

LAND

Land Acres	1.16 AC
Zoning	R-3

EXPENSES

Opex	$3.09/SF (2010-Est);
Taxes	$2.58/SF (2021)

PARCEL

MARS-000006M-000002-000008

TENANTS

Anna Begins Cafe	4,245 SF

TRAFFIC & FRONTAGE

Traffic Volume	7,149 on Careswell St & Landing Rd NE (2020) 7,185 on Tremont St & Duck Hill Rd S (2020)
Frontage	149' on Careswell St 186' on Landing Rd

Made with TrafficMetrix® Products

TRANSPORTATION

Parking	77 available (Surface);
Airport	56 min drive to Logan International Airport
Walk Score®	Car-Dependent (38)
Transit Score®	Minimal Transit (0)

PROPERTY CONTACTS

True Owner	93 Careswell St LLC 93 Careswell St Marshfield, MA 02050 (508) 274-5655 (p)
Recorded Owner	93 Careswell St LLC 93 Careswell St Marshfield, MA 02050 (508) 274-5655 (p)

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Property Summary Report

93 Careswell St

Marshfield, MA 02050 - Route 3 South Submarket

BUILDING NOTES

Over an acre of land; off street parking is plentiful. Building consists of over 4000SF, a large kitchen, and features a horseshoe bar. Conveniently located less than a mile from Ocean Street, Brant Rock. In the heart of Green Harbor, formerly and famously known for decades as “Brian’s Place” and recently “The Garlic”, where local patrons and visitors enjoy food and beverage year round.

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Property Summary Report

17 Dyke Rd

Marshfield, MA 02050 - Route 3 South Submarket

BUILDING

Type	2 Star Retail Fast Food (Strip Center)
Tenancy	Single
Year Built	1966
GLA	1,395 SF
Stories	1
Typical Floor	1,395 SF
Docks	None
Construction	Masonry

LAND

Land Acres	0.18 AC
Zoning	B-4

EXPENSES

Taxes	$3.30/SF (2021)

PARCEL

MARS-000007M-000003-000008

AMENITIES

- Bus Line

TRAFFIC & FRONTAGE

Traffic Volume	7,149 on Careswell St & Landing Rd NE (2020) 15,848 on Ocean St & Webster St W (2020)
Frontage	141' on Dyke Rd 24' on Ocean St

Made with TrafficMetrix® Products

TRANSPORTATION

Parking	9 available (Surface);Ratio of 6.45/1,000 SF
Airport	57 min drive to Logan International Airport
Walk Score®	Car-Dependent (46)
Transit Score®	Minimal Transit (0)

PROPERTY CONTACTS

True Owner	Crowley Dennis G PO BOX 2228 Ocean Bluff, MA 02065
Recorded Owner	Crowley Dennis G PO BOX 2228 Ocean Bluff, MA 02065

True Owner	Crowley Dennis G PO BOX 2228 Ocean Bluff, MA 02065 (781) 837-9175 (p)

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Property Summary Report

25 Dyke Rd

Marshfield, MA 02050 - Route 3 South Submarket

BUILDING

Type	2 Star Retail Freestanding (Strip Center)
Tenancy	Single
Year Built	1965
GLA	2,306 SF
Stories	1
Typical Floor	2,306 SF
Docks	3 ext
Construction	Wood Frame

LAND

Land Acres	0.21 AC
Zoning	B-4

EXPENSES

Taxes	$2.36/SF (2021)

PARCEL

MARS-000007M-000003-000009

AMENITIES

- Bus Line

TRAFFIC & FRONTAGE

Traffic Volume	7,149 on Careswell St & Landing Rd NE (2020) 15,848 on Ocean St & Webster St W (2020)
Frontage	135' on Dyke Rd (with 1 curb cuts)

Made with TrafficMetrix® Products

TRANSPORTATION

Parking	9 available (Surface);Ratio of 3.90/1,000 SF
Airport	57 min drive to Logan International Airport
Walk Score®	Somewhat Walkable (50)
Transit Score®	Minimal Transit (0)

PROPERTY CONTACTS

True Owner	Crowley Dennis G PO BOX 2228 Ocean Bluff, MA 02065 (781) 837-9175 (p)
Recorded Owner	Crowley Dennis G PO BOX 576 Brant Rock, MA 02020

True Owner	Crowley Dennis G PO BOX 576 Brant Rock, MA 02020

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Property Summary Report

33 Dyke Rd

Marshfield, MA 02050 - Route 3 South Submarket

BUILDING

Type	2 Star Retail Freestanding (Strip Center)
Tenancy	Single
Year Built	1986
GLA	1,253 SF
Stories	1
Typical Floor	1,253 SF
Docks	None
Construction	Wood Frame

LAND

Land Acres	0.23 AC
Zoning	B-4

EXPENSES

Taxes	$3.39/SF (2021)

PARCEL

MARS-000007M-000003-000010

AMENITIES

- Bus Line

TRAFFIC & FRONTAGE

Traffic Volume	7,149 on Careswell St & Landing Rd NE (2020) 15,848 on Ocean St & Webster St W (2020)
Frontage	121' on Dyke Rd 131' on Town Wharf Ave

Made with TrafficMetrix® Products

TRANSPORTATION

Parking	9 available (Surface);Ratio of 7.18/1,000 SF
Airport	56 min drive to Logan International Airport
Walk Score®	Somewhat Walkable (50)
Transit Score®	Minimal Transit (0)

PROPERTY CONTACTS

True Owner	Crowley Dennis G PO BOX 2228 Ocean Bluff, MA 02065 (781) 837-9175 (p)
Recorded Owner	Crowley Dennis G PO BOX 2228 Ocean Bluff, MA 02065 (781) 837-9175 (p)

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Property Summary Report

239 Ocean St

Marshfield, MA 02050 - Route 3 South Submarket

BUILDING

Type	2 Star Retail Restaurant
Year Built	1942
GLA	2,985 SF
Stories	1
Typical Floor	2,985 SF

LAND

Land Acres	0.50 AC
Zoning	BROD

EXPENSES

Taxes	$1.60/SF (2021)

PARCEL

MARS-000007N-000002-000019

SALE

Sold Price	$950,000 ($318.26/SF)
Date	Feb 2018
Financing	1st Mortgage Bal/Pmt: $760,000/-

TRAFFIC & FRONTAGE

Traffic Volume	7,149 on Careswell St & Landing Rd NE (2020) 15,848 on Ocean St & Webster St W (2020)

Made with TrafficMetrix® Products

TRANSPORTATION

Airport	56 min drive to Logan International Airport
Walk Score®	Car-Dependent (42)
Transit Score®	Minimal Transit (0)

PROPERTY CONTACTS

True Owner	S & D Properties, LLC 277 Ocean St Marshfield, MA 02020 (781) 837-6368 (p)
Recorded Owner	Nsd Development Llc

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Property Summary Report

263 Ocean St

Marshfield, MA 02050 - Route 3 South Submarket

BUILDING

Type	2 Star Retail Restaurant
Tenancy	Multi
Year Built	1920
GLA	3,800 SF
Stories	2
Typical Floor	1,900 SF
Construction	Wood Frame

LAND

Land Acres	0.20 AC
Zoning	B-4

EXPENSES

Taxes	$1.50/SF (2021)

PARCEL

MARS-000007N-000002-000023

TENANTS

Scoops By The Sea	-

TRAFFIC & FRONTAGE

Traffic Volume	7,149 on Careswell St & Landing Rd NE (2020) 15,848 on Ocean St & Webster St W (2020)
Frontage	66' on Ocean St

Made with TrafficMetrix® Products

TRANSPORTATION

Airport	57 min drive to Logan International Airport
Walk Score®	Car-Dependent (42)
Transit Score®	Minimal Transit (0)

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Property Summary Report

278 Ocean St

Marshfield, MA 02050 - Route 3 South Submarket

BUILDING

Type	1 Star Retail Restaurant
Tenancy	Single
Year Built	1938
GLA	4,445 SF
Stories	1
Typical Floor	4,445 SF

LAND

Land Acres	0.22 AC
Zoning	Commercial

EXPENSES

Taxes	$1.75/SF (2021)

PARCEL

MARS-000007N-000001-000034

TENANTS

Jetty LLC	4,445 SF

SALE

Sold Price	$500,000 ($112.49/SF)
Date	Apr 2014
Sale Type	Owner User

TRAFFIC & FRONTAGE

Traffic Volume	7,149 on Careswell St & Landing Rd NE (2020) 15,848 on Ocean St & Webster St W (2020)
Frontage	21' on Ocean St

Made with TrafficMetrix® Products

TRANSPORTATION

Parking	13 available (Surface);Ratio of 2.92/1,000 SF
Airport	56 min drive to Logan International Airport
Walk Score®	Car-Dependent (42)
Transit Score®	Minimal Transit (0)

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Property Summary Report

278 Ocean St

Marshfield, MA 02050 - Route 3 South Submarket

PROPERTY CONTACTS

True Owner	The Vaughan Company 49-71 Federal Ave Quincy, MA 02169 (617) 890-1101 (p) (617) 890-1099 (f)
Previous True Owner	William J Bailey 101 P St Boston, MA 02127 (617) 269-9862 (p)
Recorded Owner	Jetty Llc
Previous True Owner	Hingham Institute for Savings 55 Main St Hingham, MA 02043 (781) 749-2200 (p)

Property Summary Report

301 Ocean St

Marshfield, MA 02050 - Route 3 South Submarket

BUILDING

Type	1 Star Retail Storefront Retail/Residential
Year Built	1920
GLA	5,856 SF
Stories	2
Typical Floor	2,928 SF
Construction	Wood Frame

LAND

Land Acres	0.27 AC
Zoning	B-3

EXPENSES

Taxes	$1.43/SF (2021)

PARCEL

MARS-000007M-000003-000002

SALE

Sold Price	$525,000 ($89.65/SF)
Date	Nov 2006
Sale Type	Investment or Owner User
Financing	1st Mortgage: Hingham Institution For Savings Bal/Pmt: $625,000/-

TRAFFIC & FRONTAGE

Traffic Volume	7,149 on Careswell St & Landing Rd NE (2020) 15,848 on Ocean St & Webster St W (2020)

Made with TrafficMetrix® Products

TRANSPORTATION

Airport	55 min drive to Logan International Airport
Walk Score®	Car-Dependent (45)
Transit Score®	Minimal Transit (0)

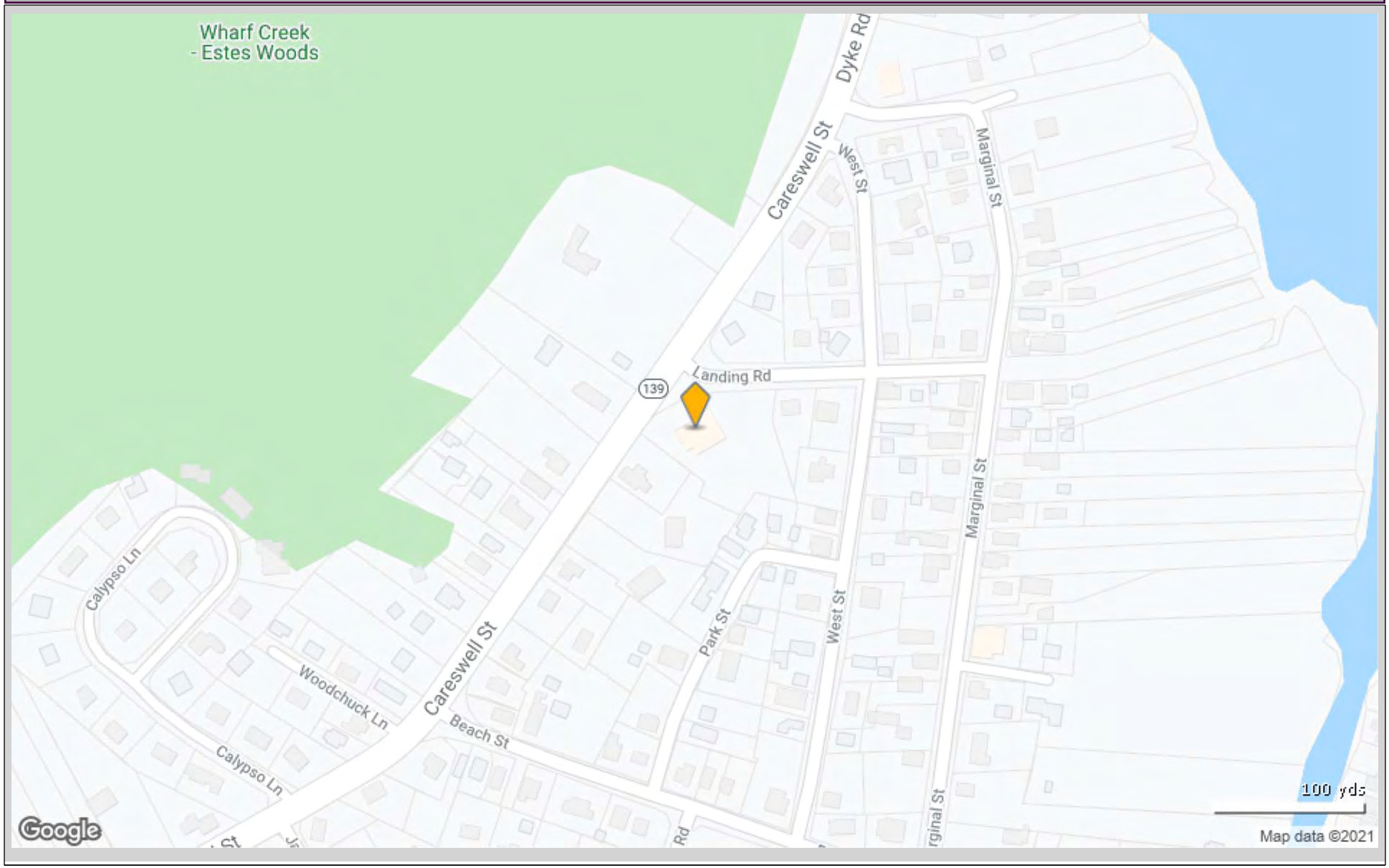
PROPERTY CONTACTS

True Owner	Pino B. Lotti 11 Oregon Rd Marshfield, MA 02020 (781) 834-6682 (p)
Recorded Owner	Kirojo, LLC 11 Oregon Rd Brant Rock, MA 02020 (781) 834-6682 (p)

BUILDING NOTES

The property has two residential units.

93 Careswell St - Marshfield, MA 02050



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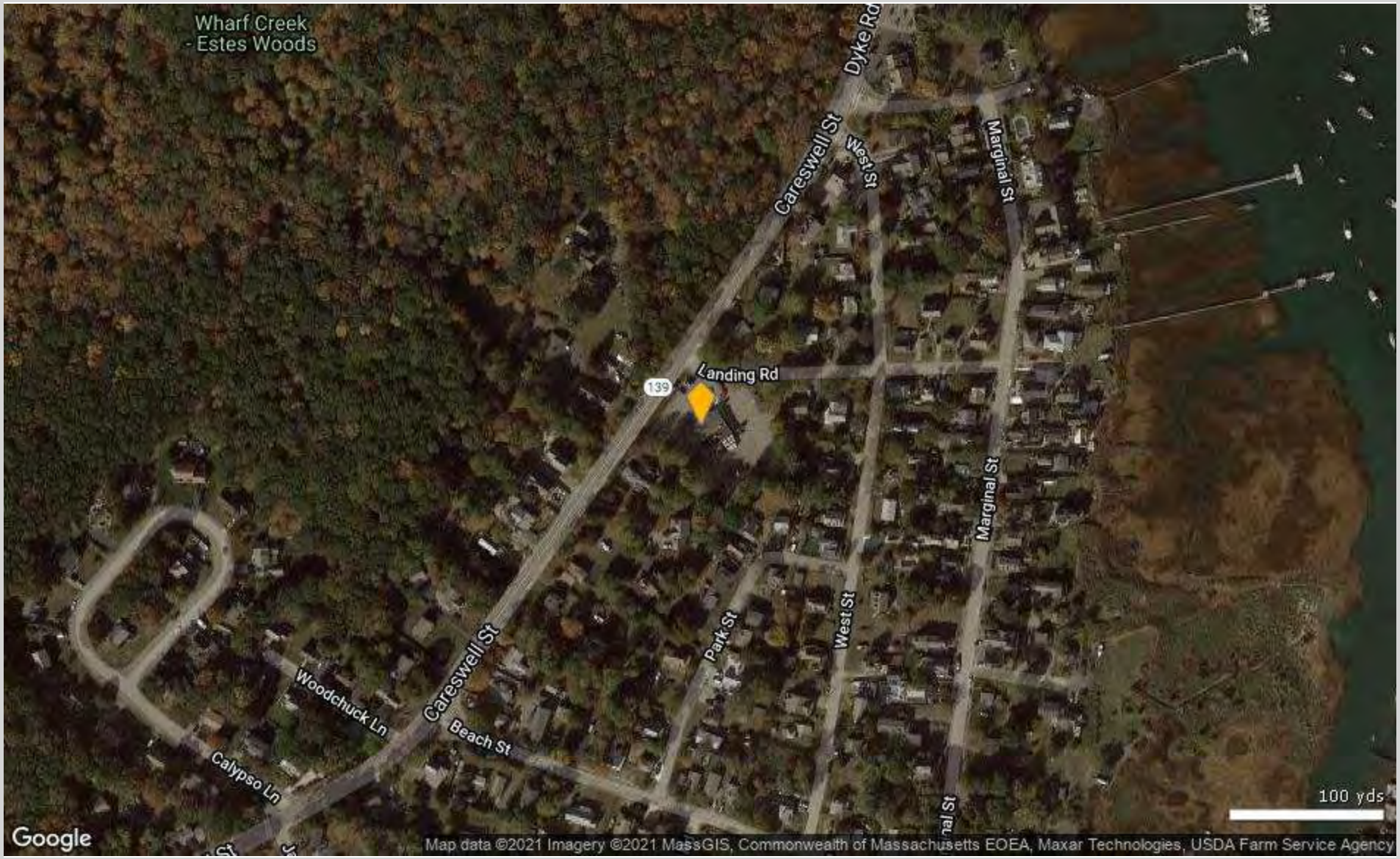
93 Careswell St - Marshfield, MA 02050



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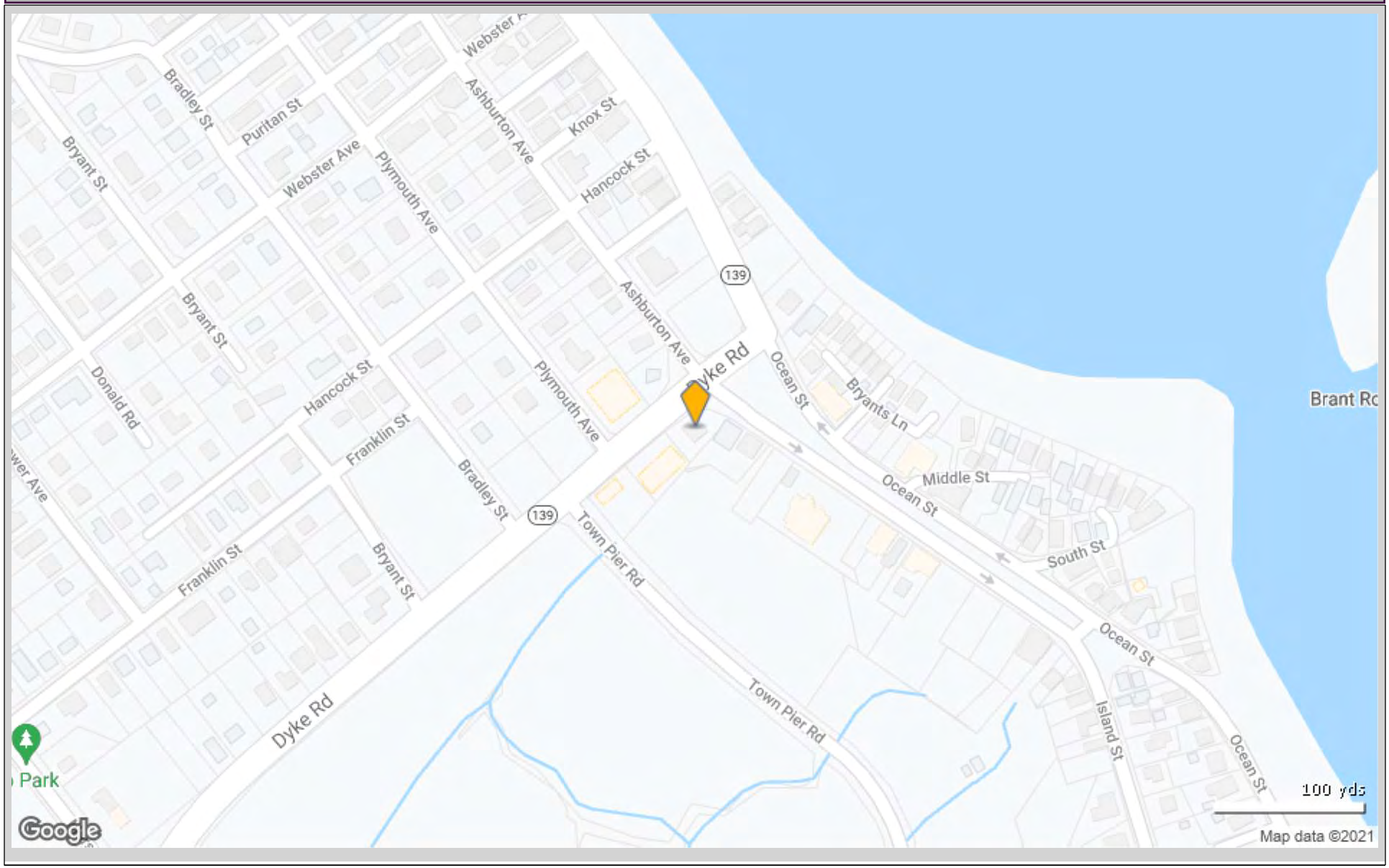
17 Dyke Rd - Marshfield, MA 02050



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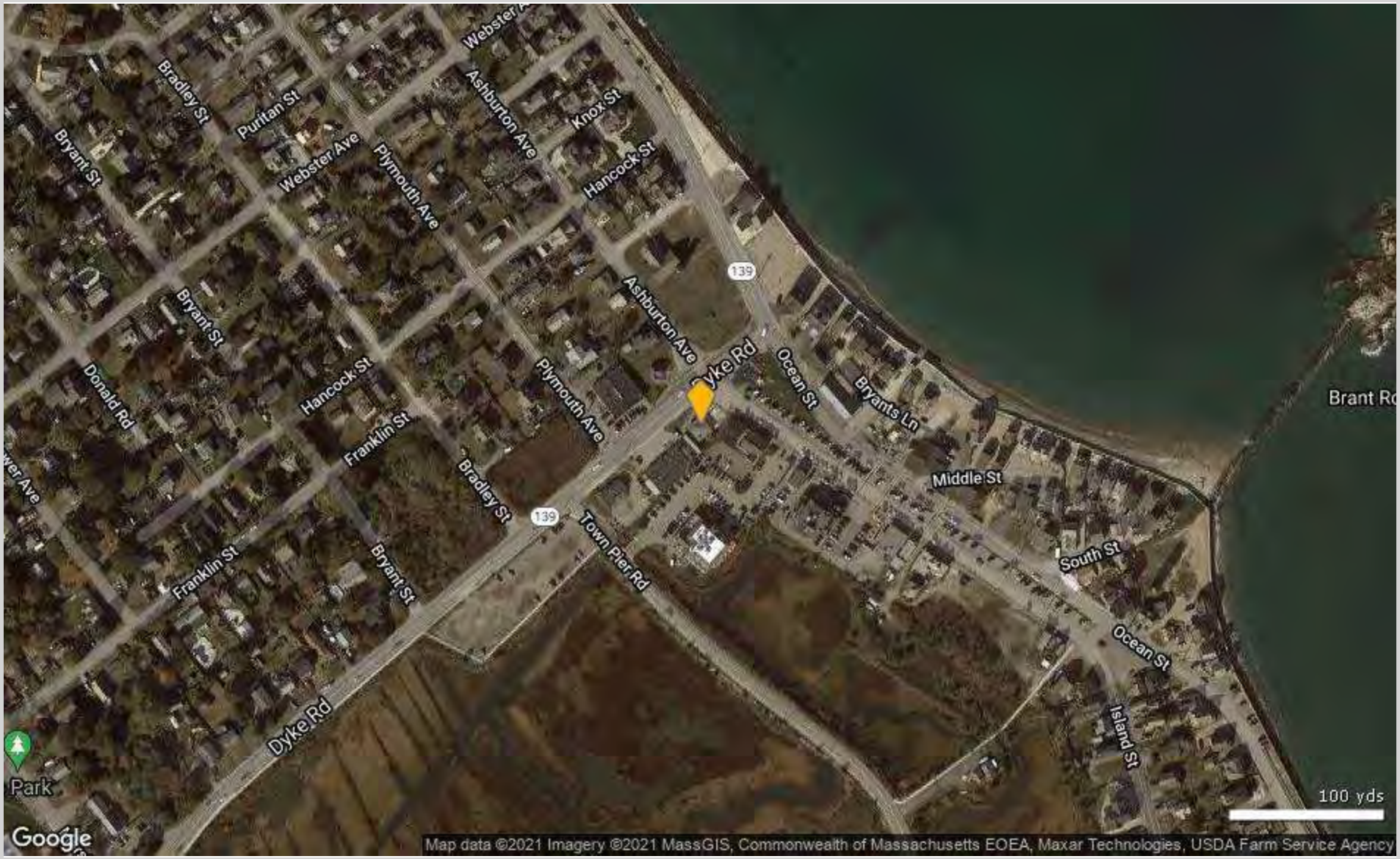
17 Dyke Rd - Marshfield, MA 02050



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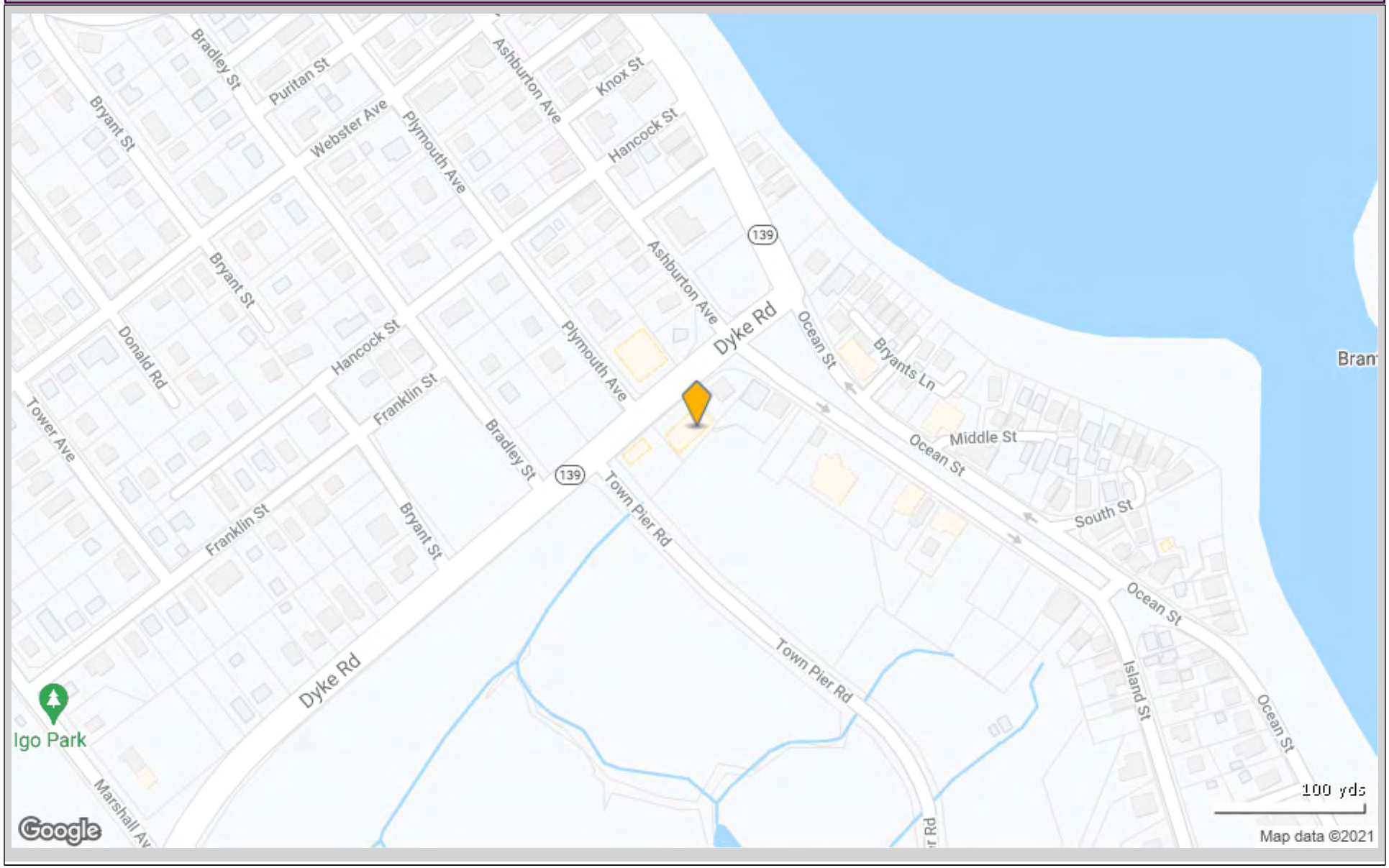
25 Dyke Rd - Marshfield, MA 02050



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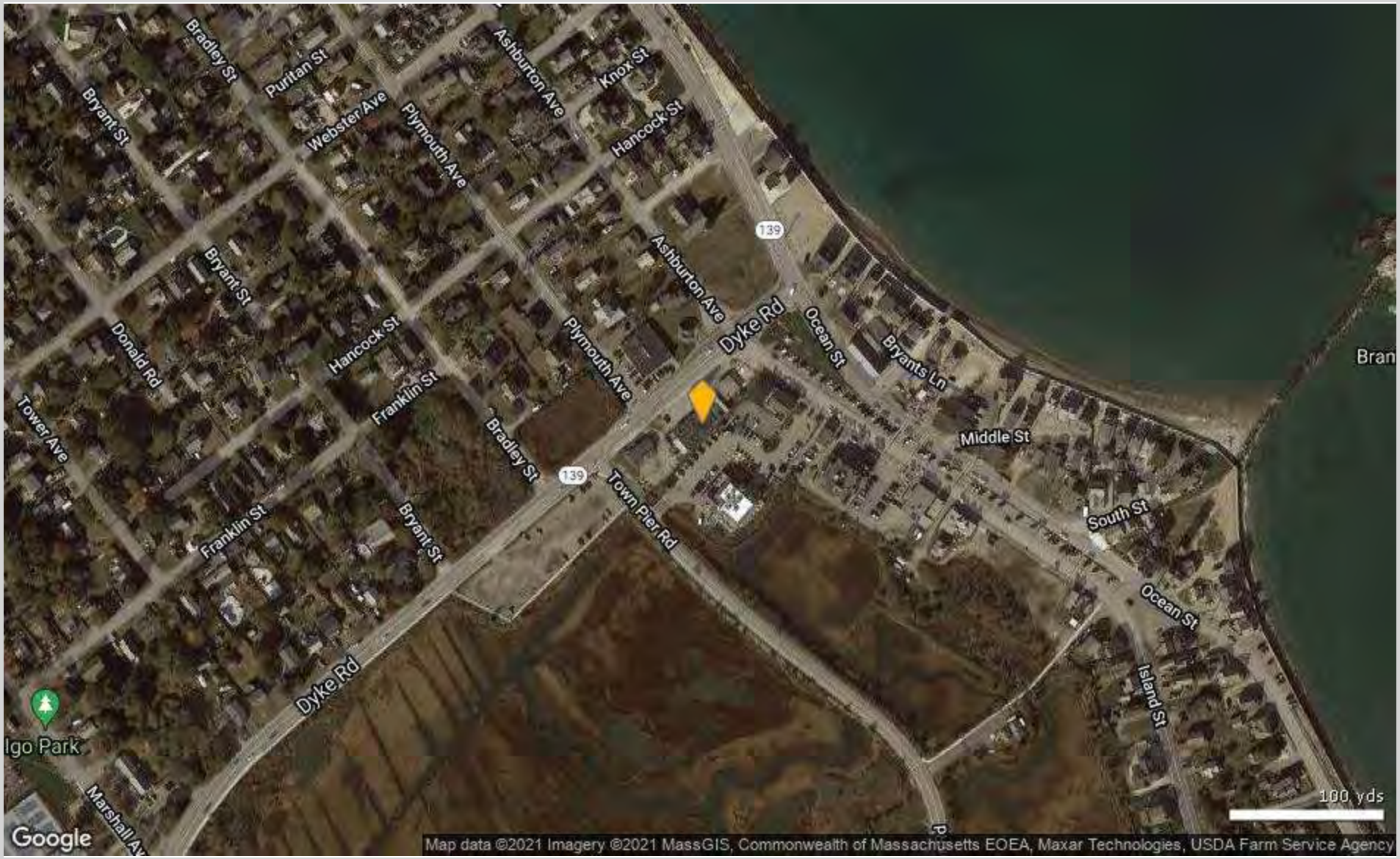
25 Dyke Rd - Marshfield, MA 02050



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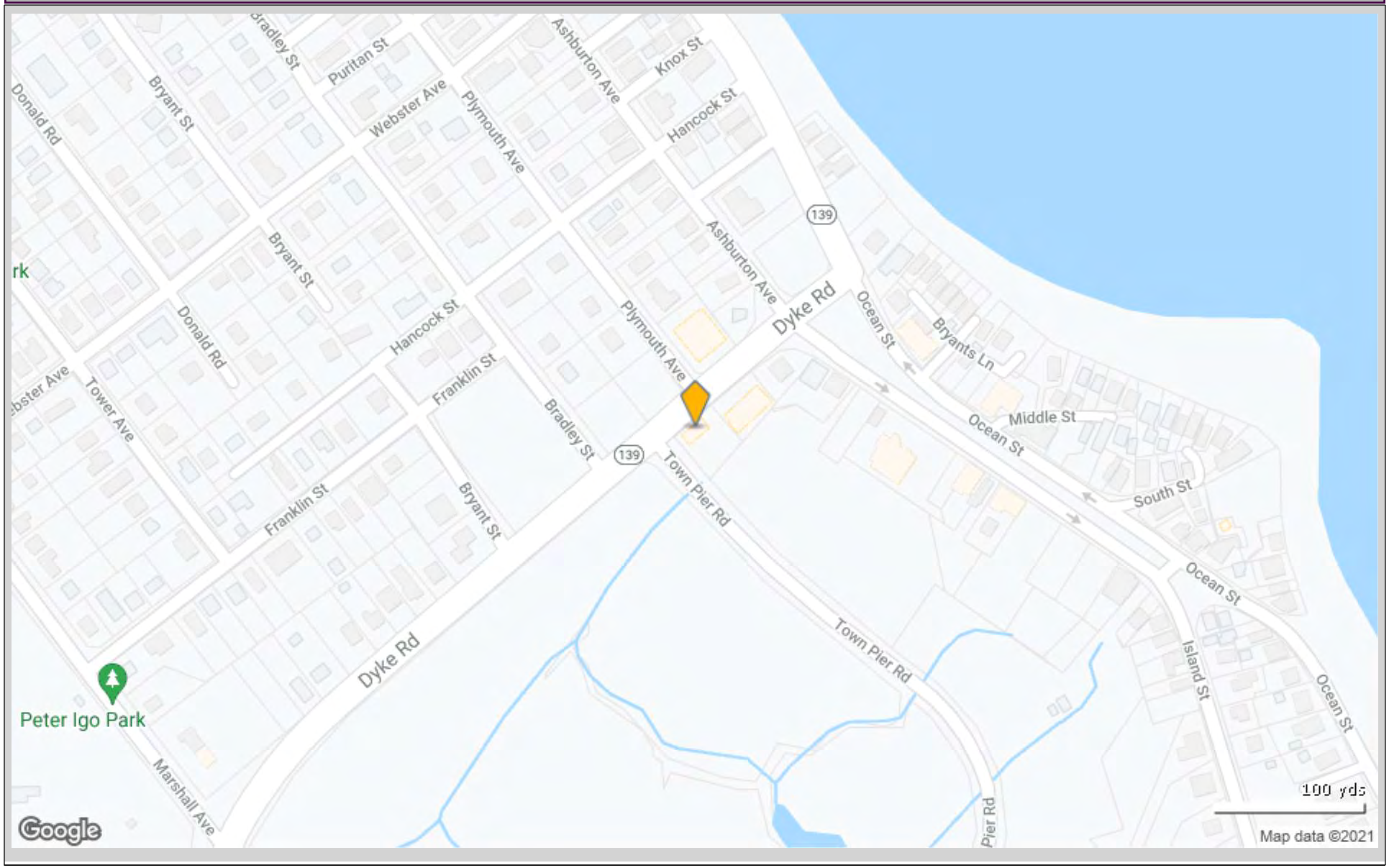
33 Dyke Rd - Marshfield, MA 02050



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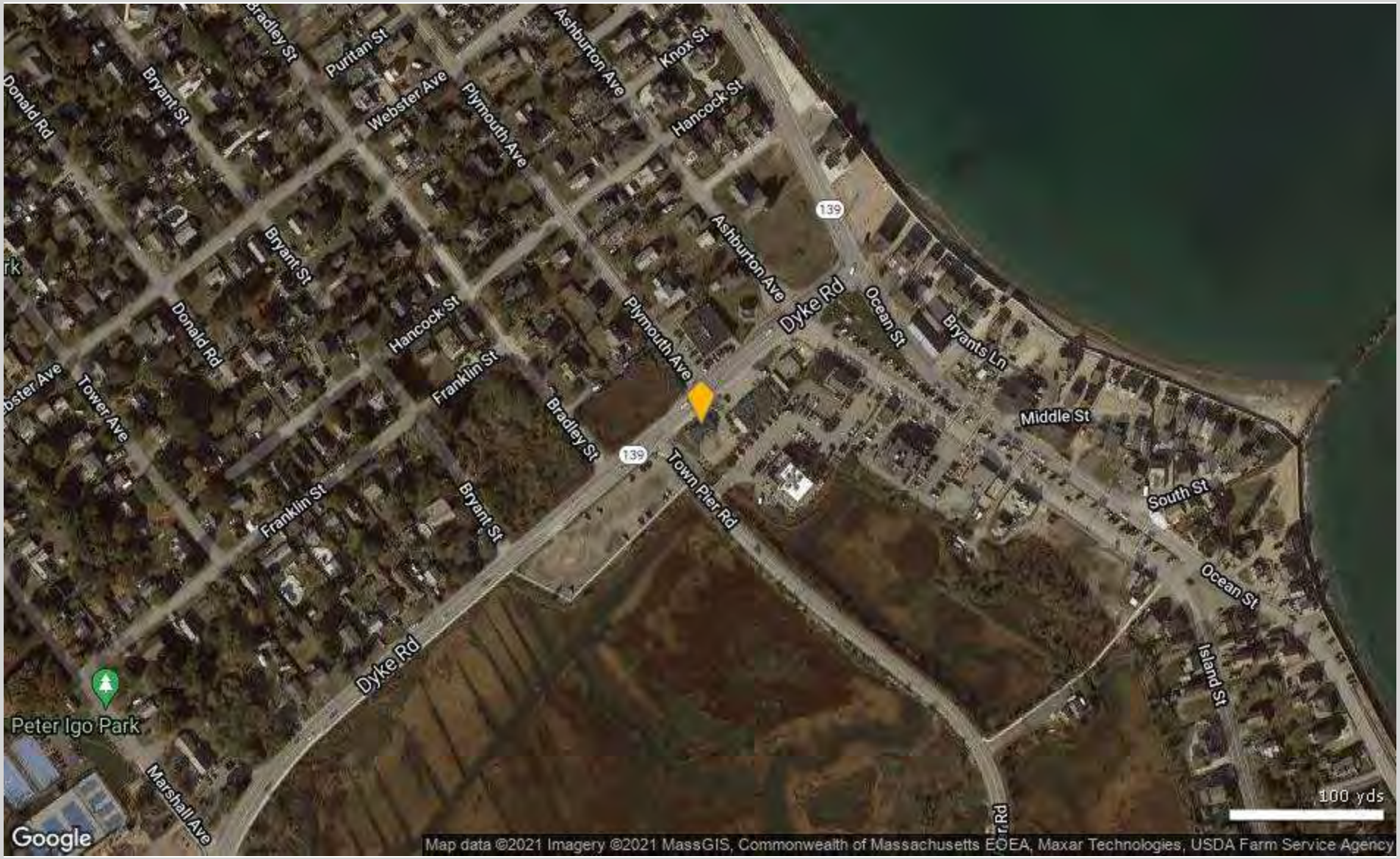
33 Dyke Rd - Marshfield, MA 02050



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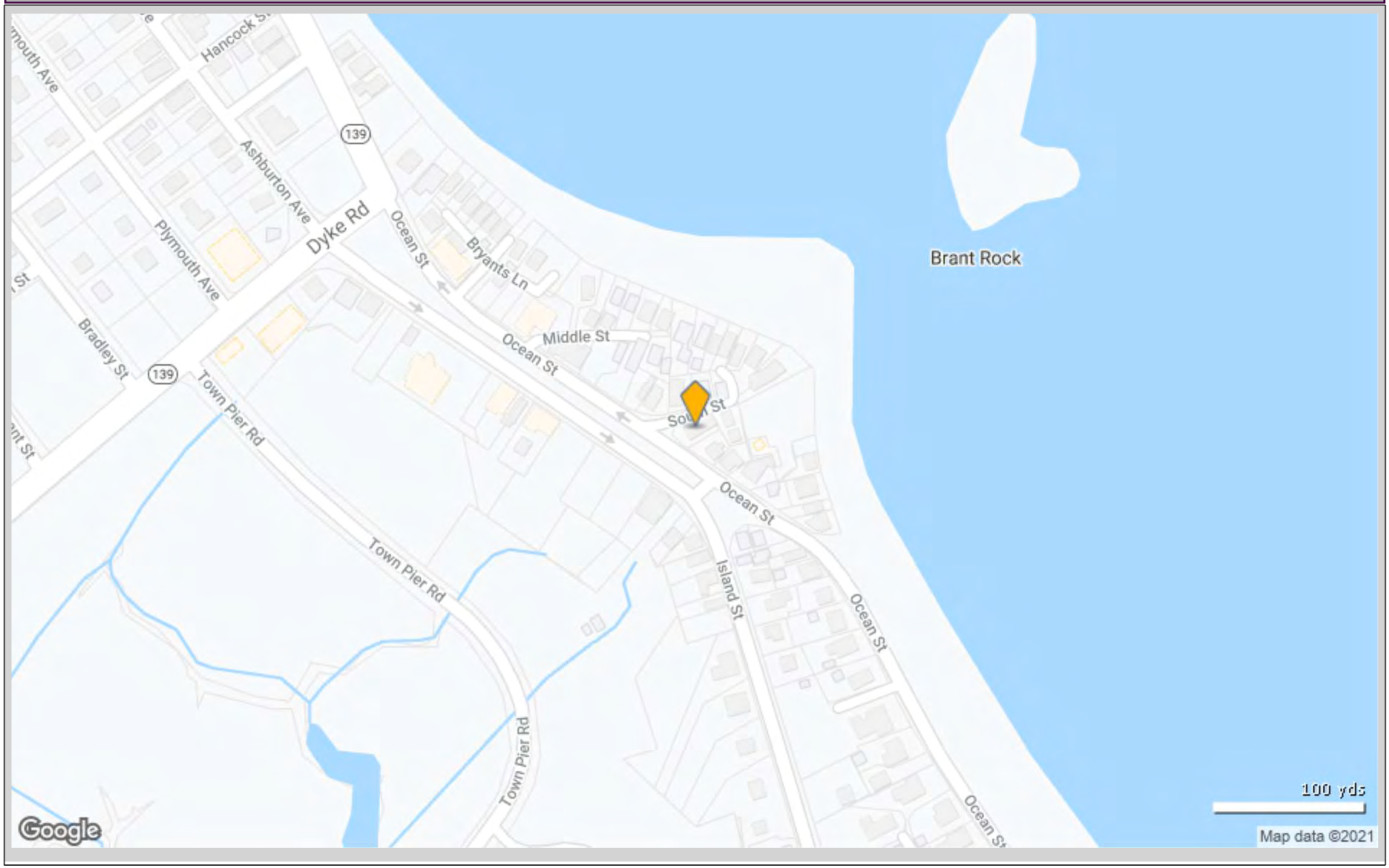

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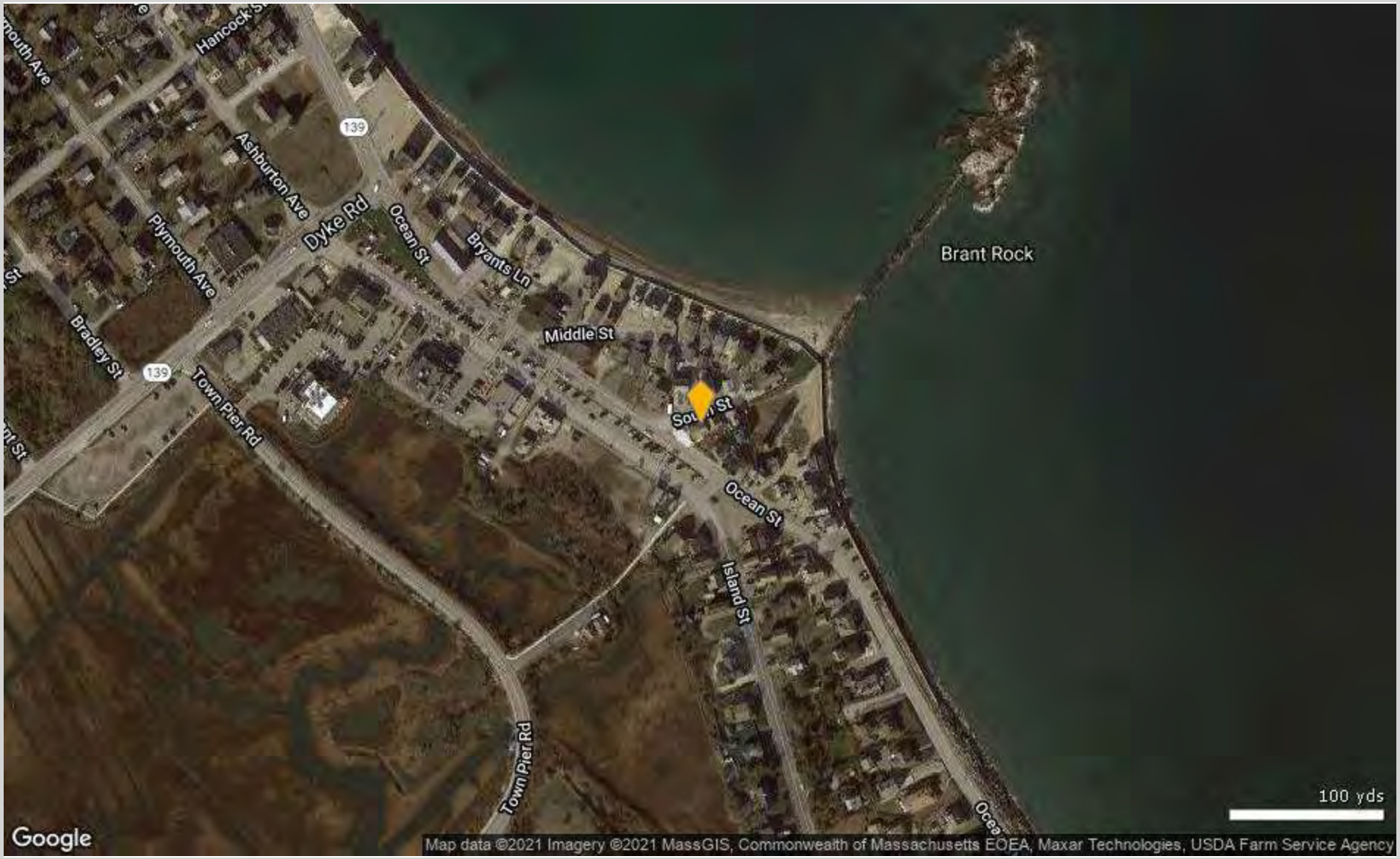

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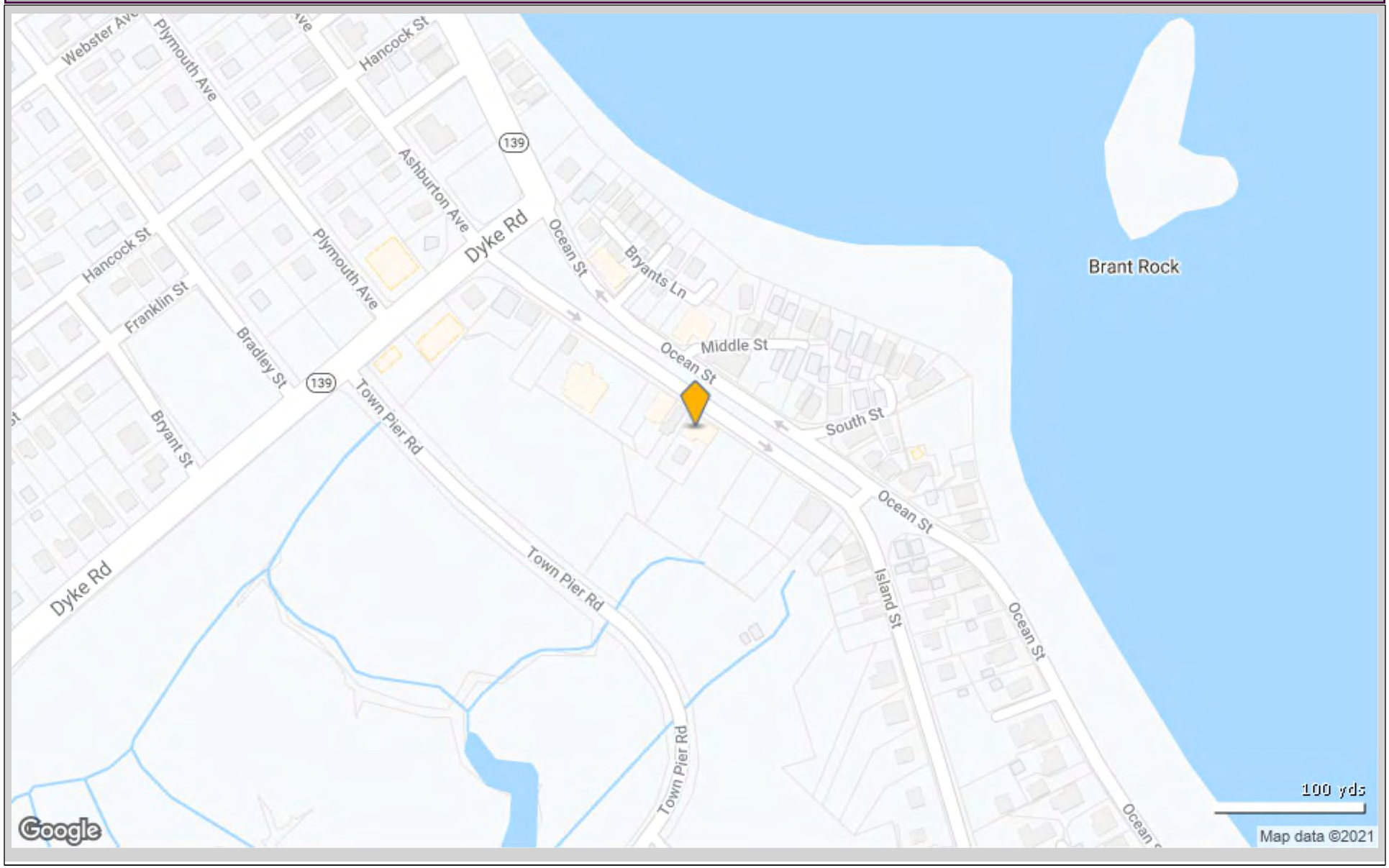
263 Ocean St - Marshfield, MA 02050



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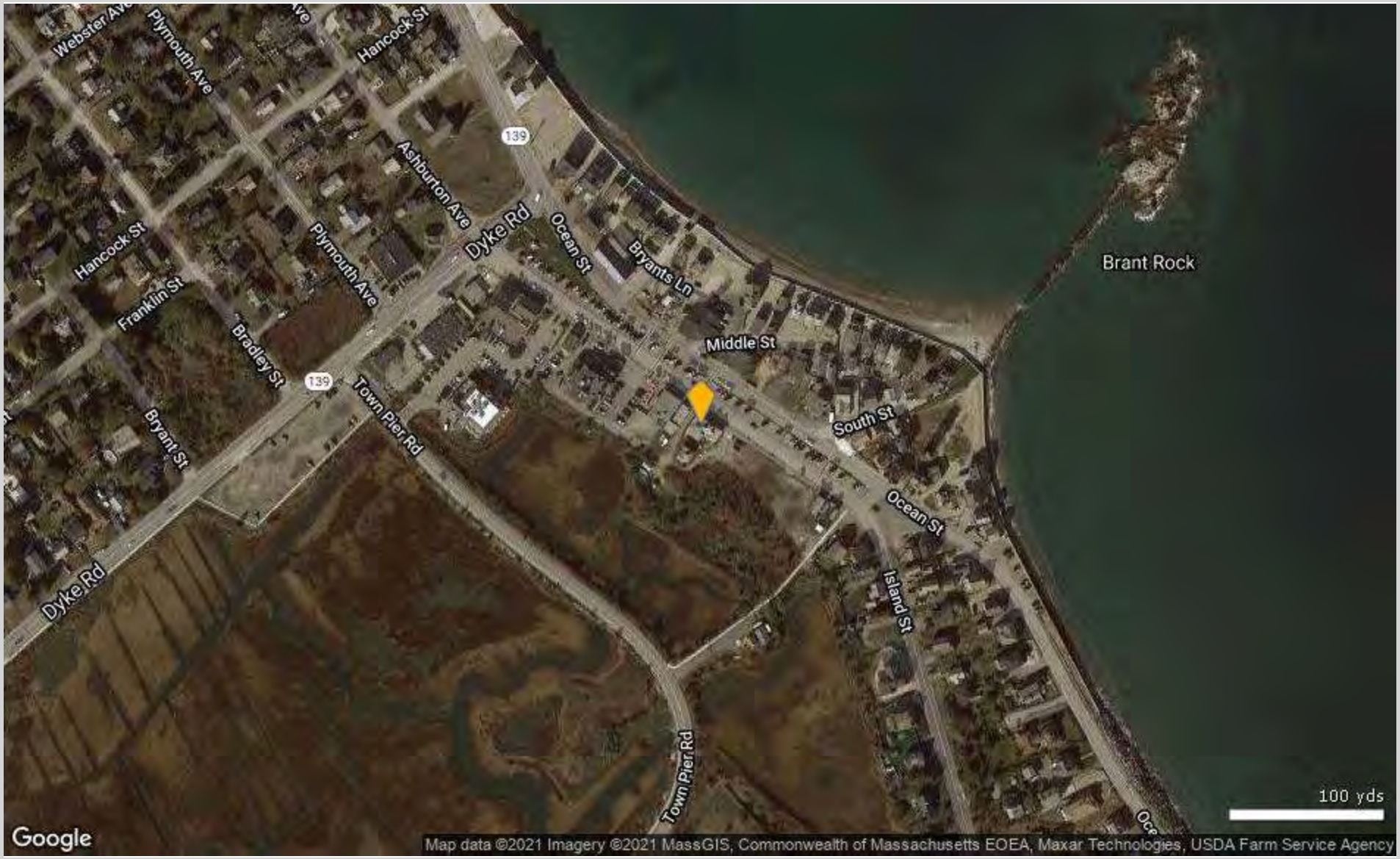

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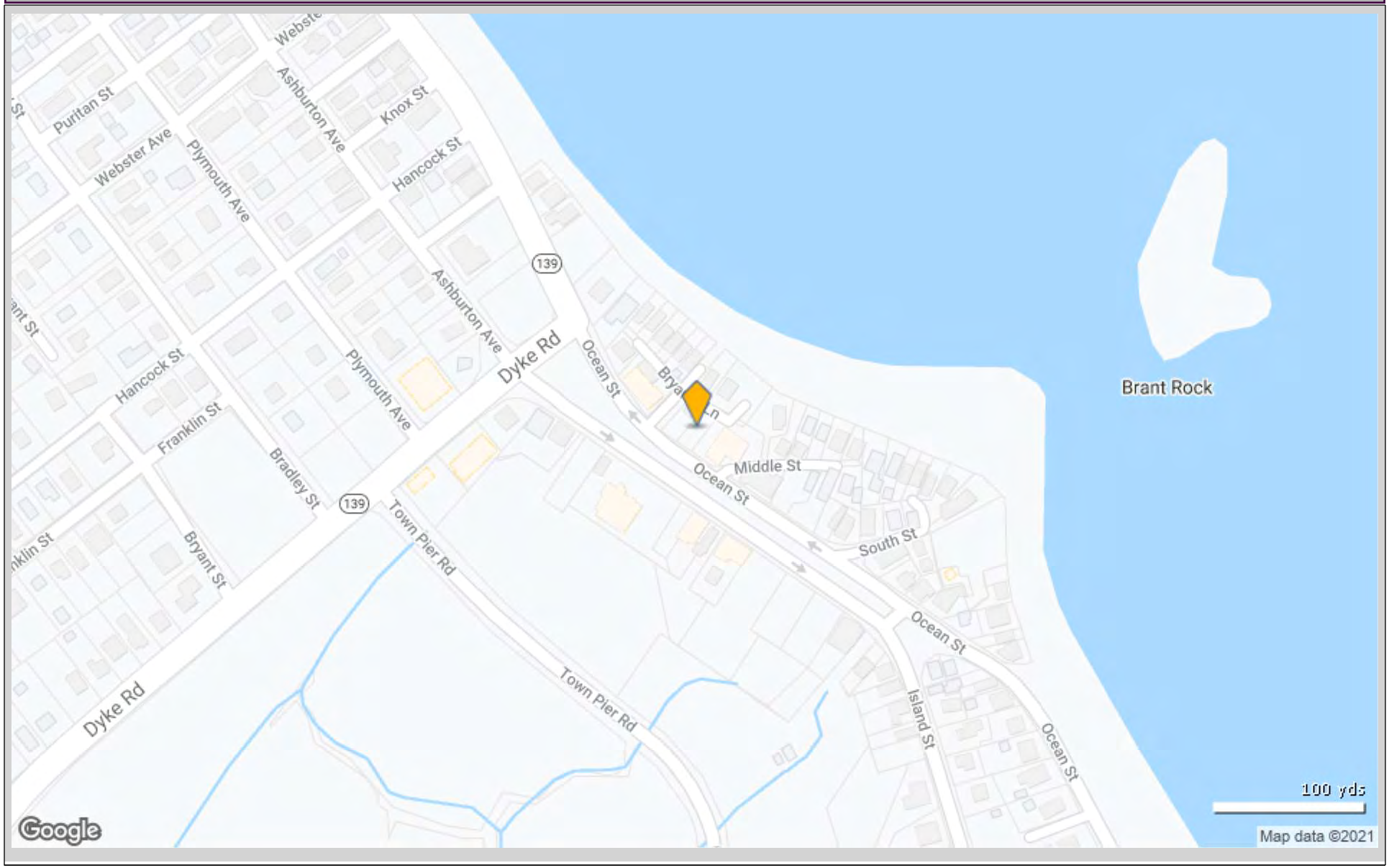

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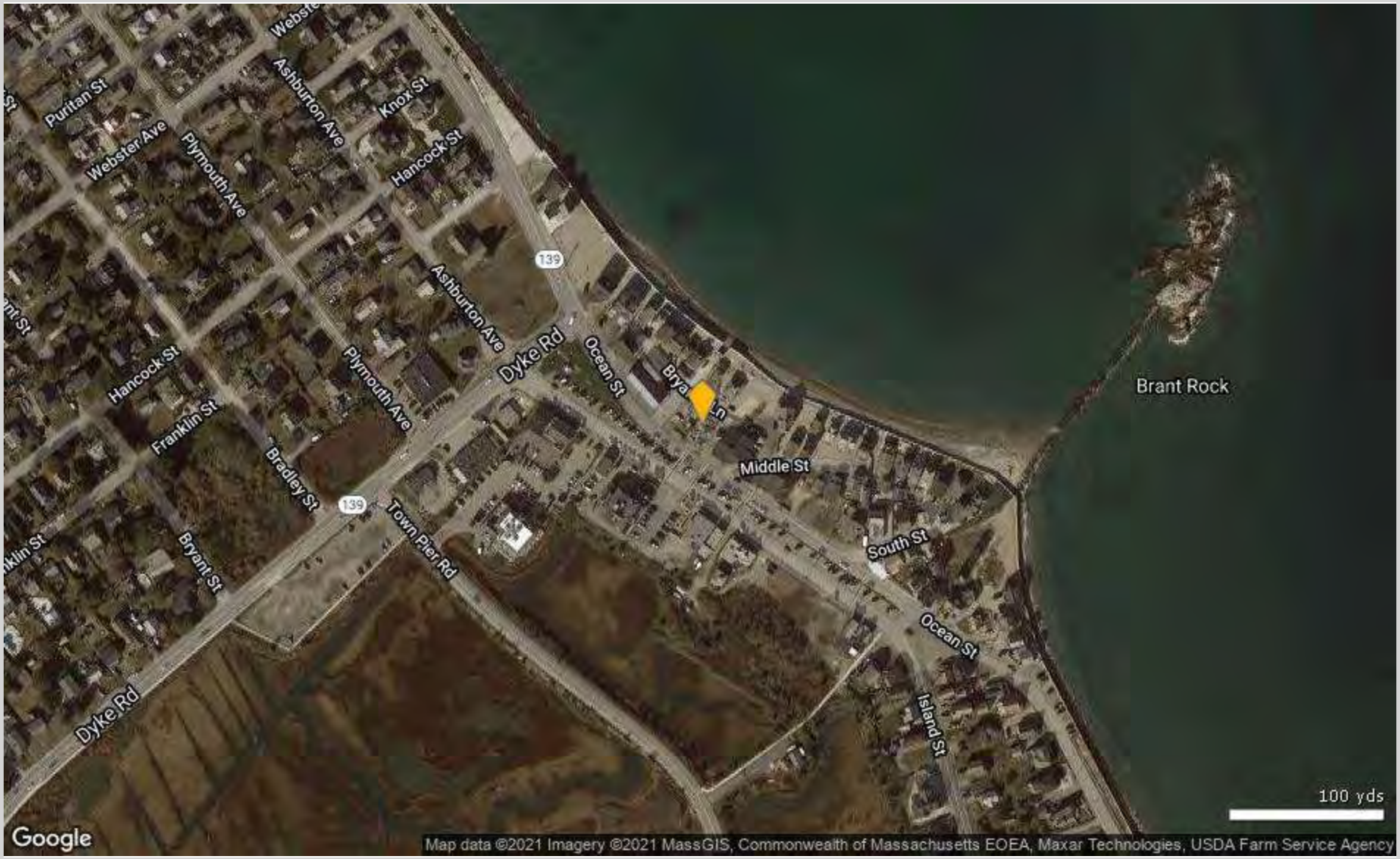
278 Ocean St - Marshfield, MA 02050



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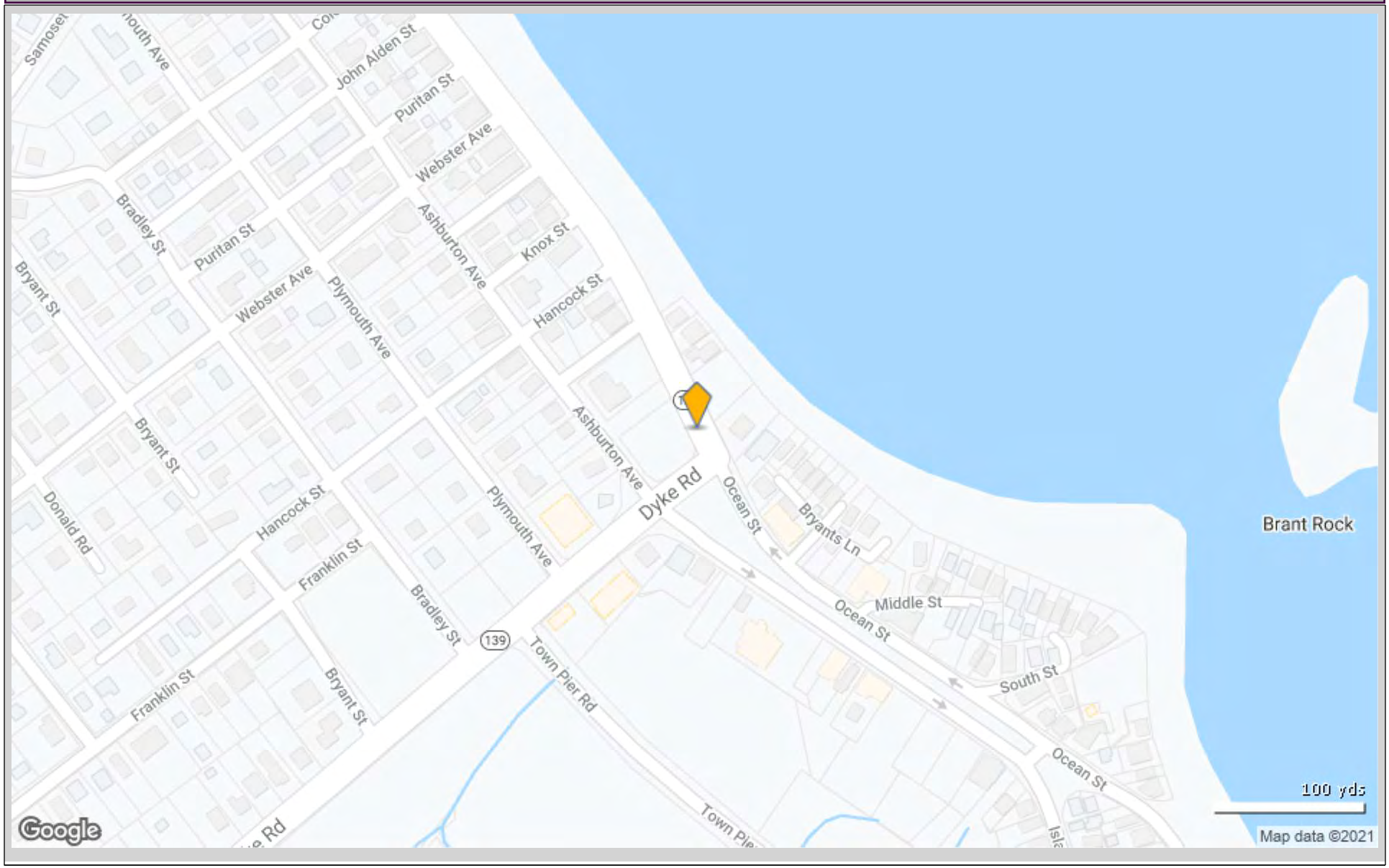
301 Ocean St - Marshfield, MA 02050



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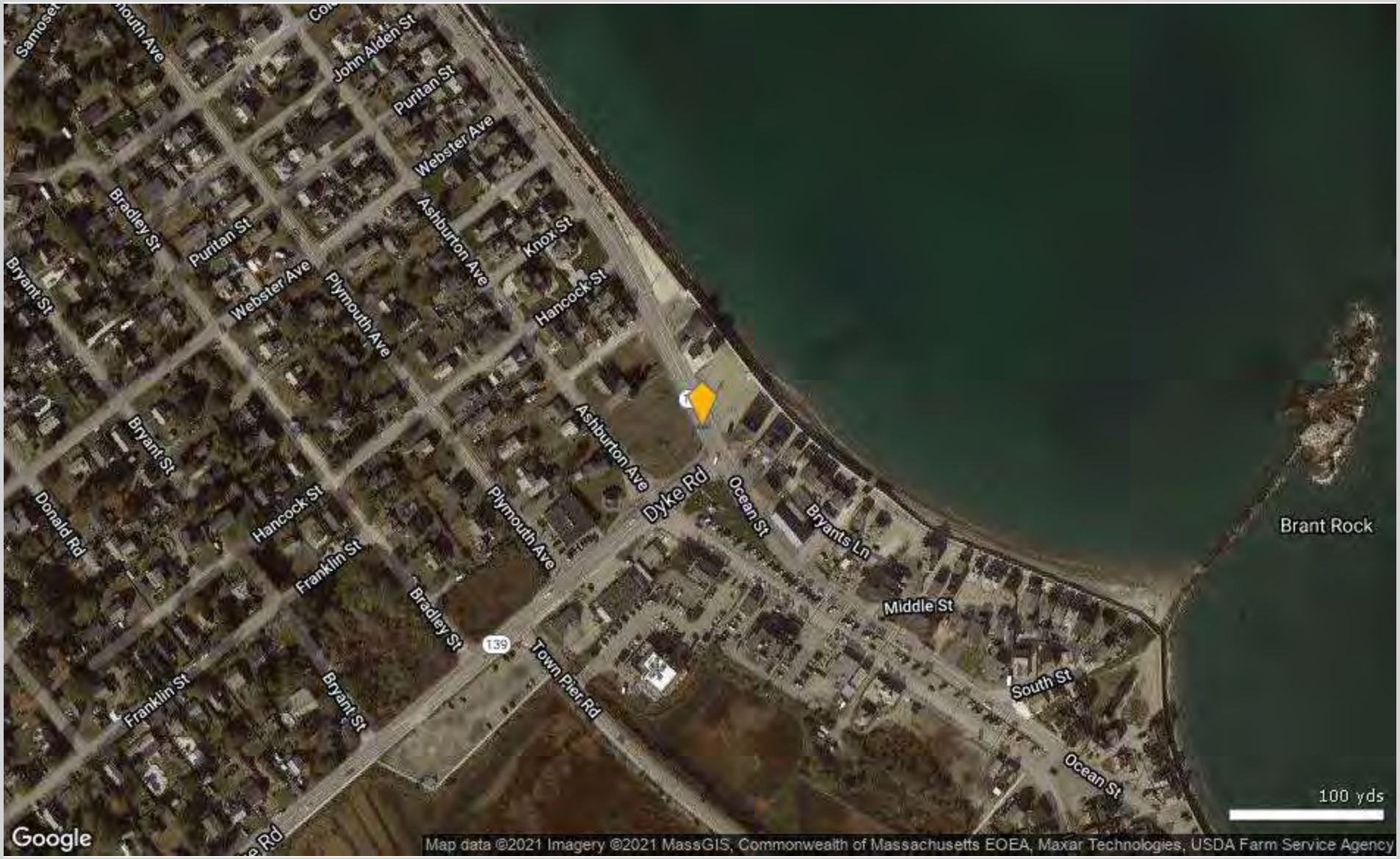

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Massachusetts DHCD Rapid Recovery Plan Program

BUSINESS SURVEY REPORT

This report provides the results of a business survey conducted during March and April of 2021. The survey is part of a program launched by the Massachusetts Department of Housing and Community Development to help communities develop Rapid Recovery Plans for downtowns and commercial districts. The survey was directed to owners or other appropriate representatives of business establishments located in the targeted commercial areas. (For Data Tables, see page 9.)

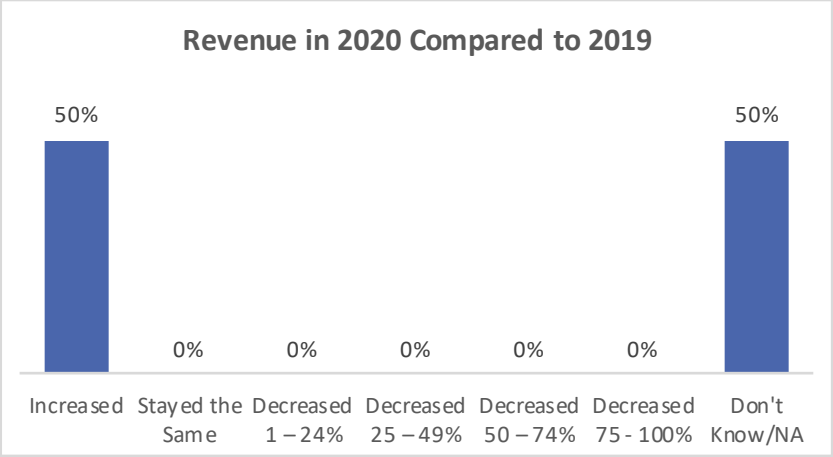
Marshfield
Brant Rock Core & Periphery Area

Responses: 2

Impacts of COVID-19

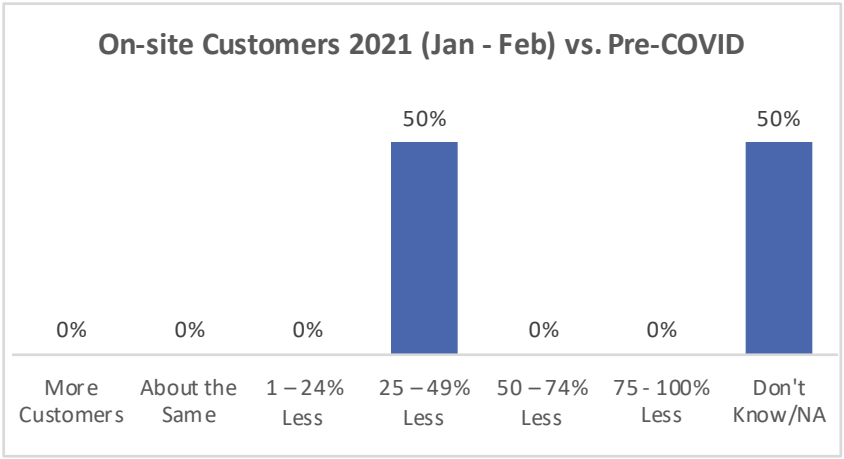
Decline in Business Revenue

0% of businesses generated less revenue in 2020 than they did in 2019.
For 0% of businesses, revenue declined by 25% or more.



Less Foot Traffic in Commercial Area

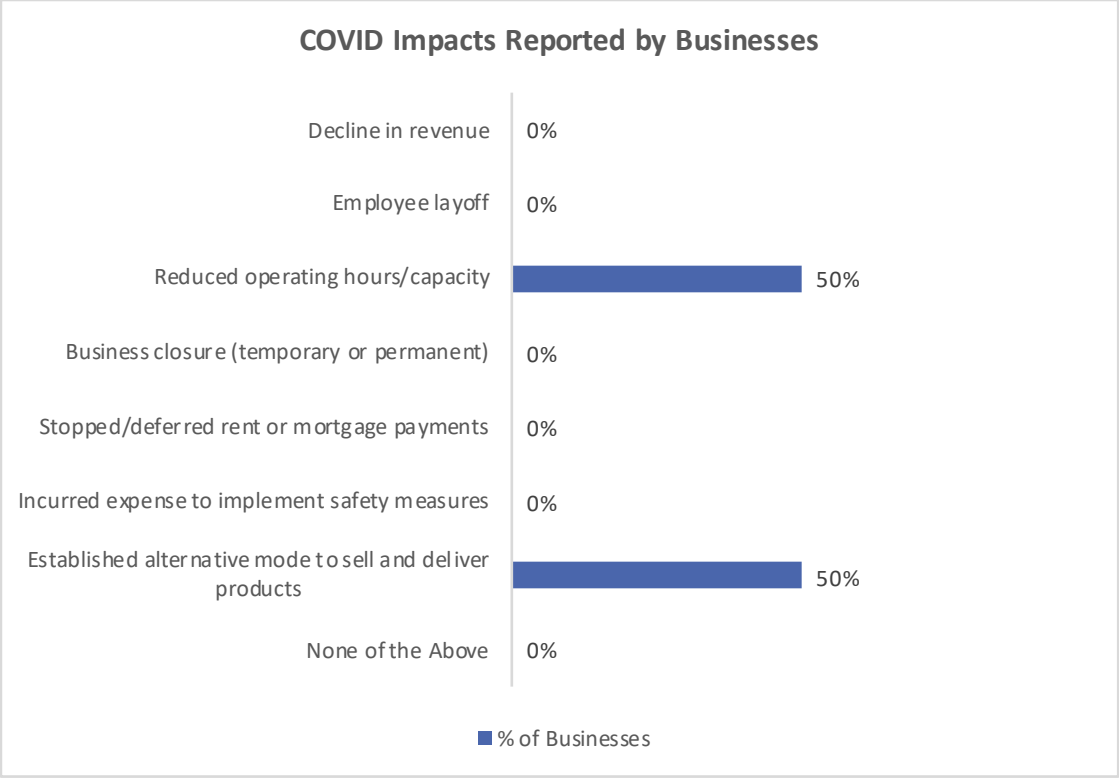
50% of businesses had less on-site customers in January and February of 2021 than before COVID.
50% of businesses reported a reduction in on-site customers of 25% or more.



Impacts of COVID-19 (cont'd)

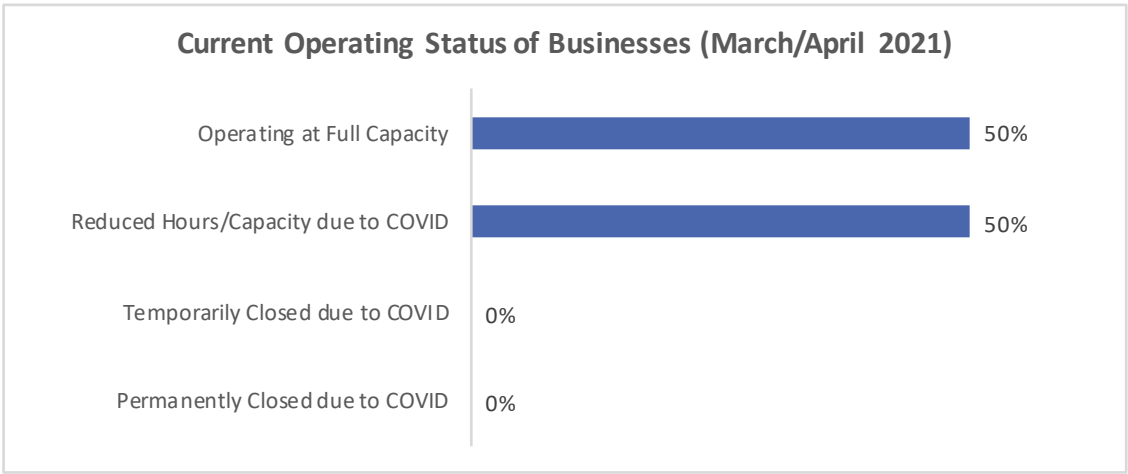
Reported Impacts

100% of businesses reported being impacted by COVID.



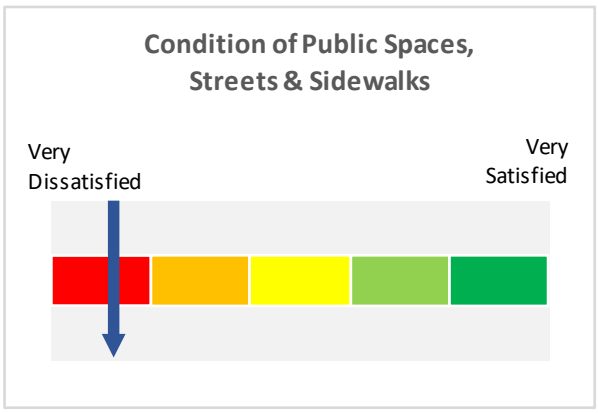
Operating Status

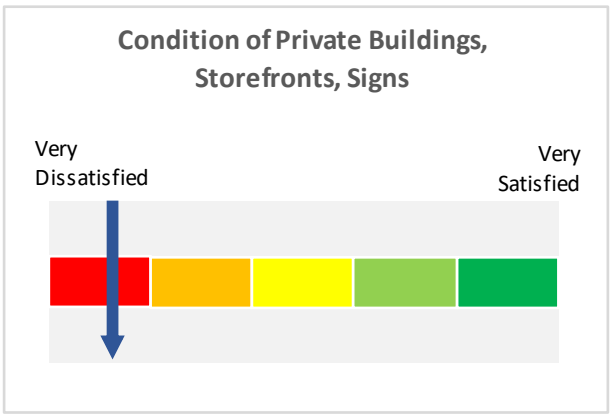
At the time of the survey, 50% of businesses reported they were operating at reduced hours/capacity or closed.

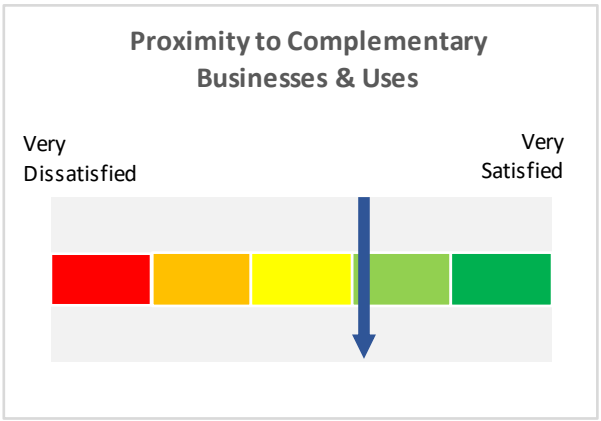


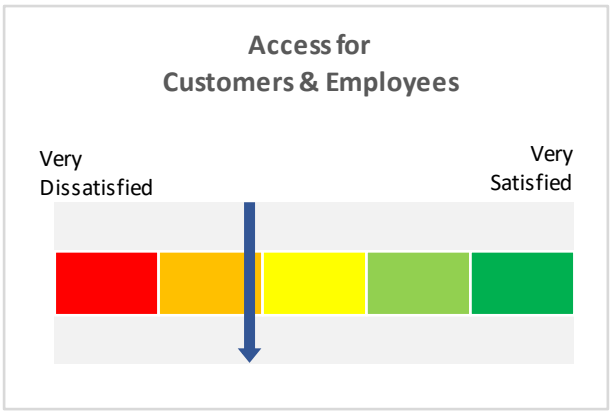
Business Satisfaction with Commercial District

The charts below illustrate the average satisfaction rating among respondents regarding various elements.





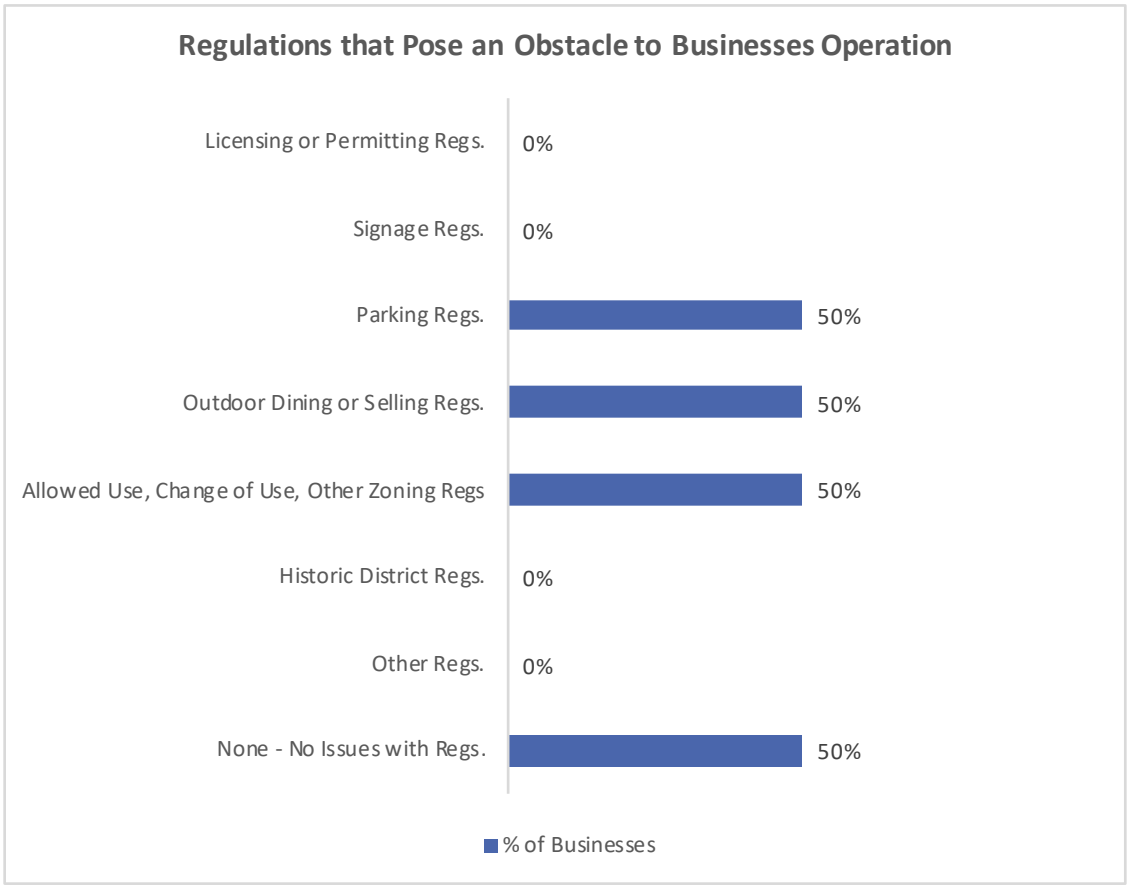




Business Satisfaction with Commercial District (cont'd)

Regulatory Environment

50% of businesses indicated that the regulatory environment poses an obstacle to business operation.

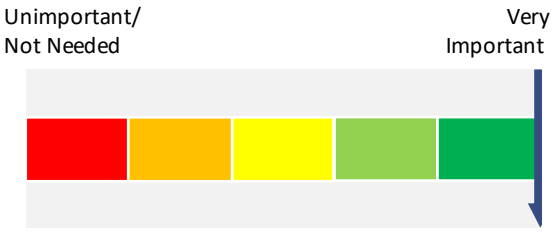


Business Input Related to Possible Strategies

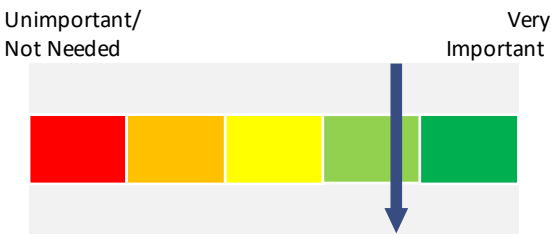
Physical Environment, Atmosphere and Access

The charts below illustrate the average rating among respondents regarding importance of various strategies.

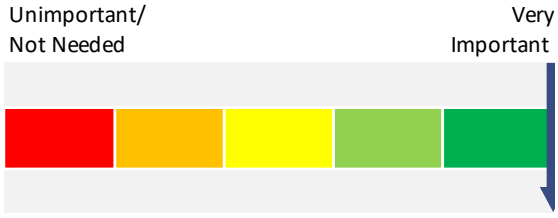
Renovation of Storefronts/ Building Facades



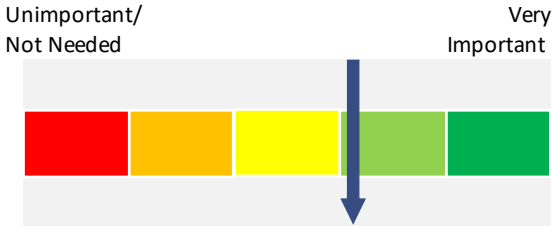
Improvements in Safety and/or Cleanliness



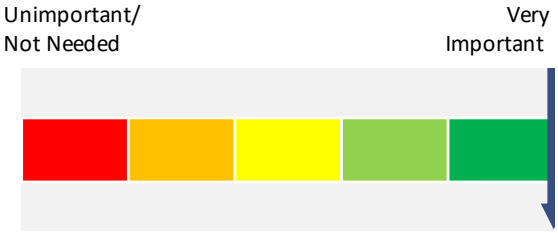
Improvement/Development of Public Spaces & Seating Areas



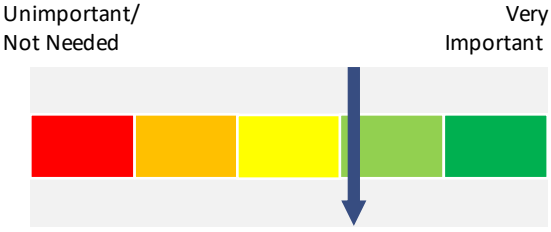
Changes in Public Parking Availability, Management or Policies



Improvement of Streetscape & Sidewalks



Amenity Improvements for Public Transit/Bike Users



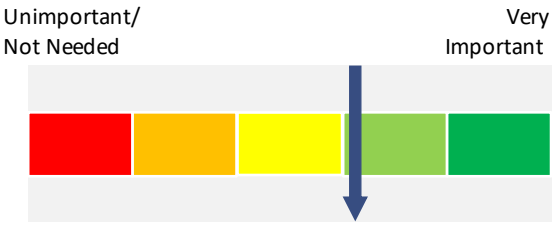
Business Input Related to Possible Strategies (cont'd)

Attraction/Retention of Customers and Businesses

The charts below illustrate the average rating among respondents regarding importance of various strategies.

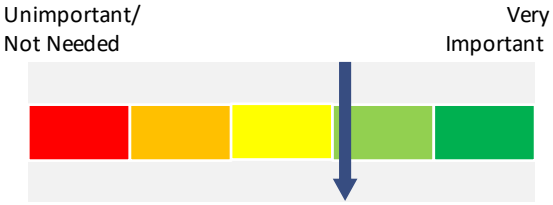
More Cultural Events/Activities to Bring People into the District

Recruitment Programs to Attract Additional Businesses



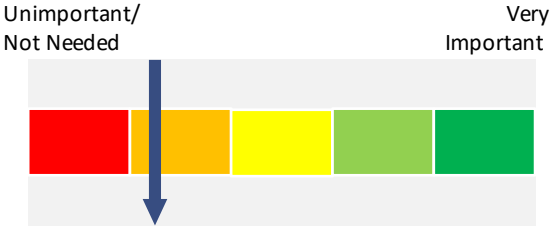
More Opportunities for Outdoor Dining & Selling

Changes to Zoning or Other Local Regulations



Implementing Marketing Strategies for the Commercial District

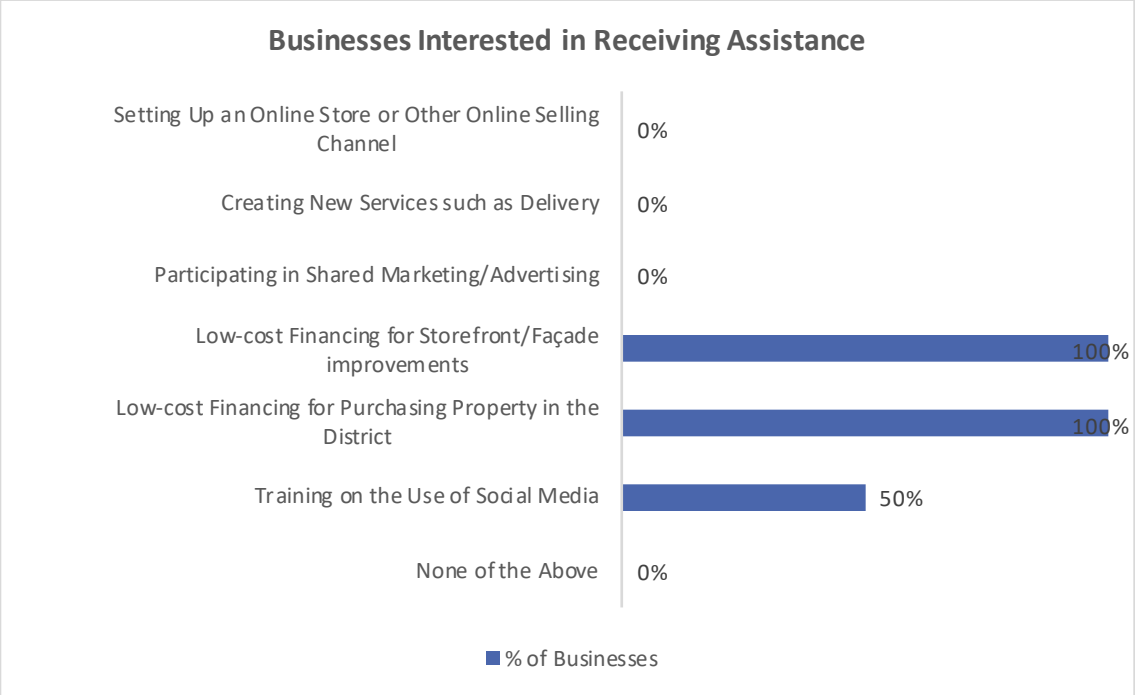
Creation of a District Management Entity



Business Input Related to Possible Strategies (cont'd)

Businesses Support

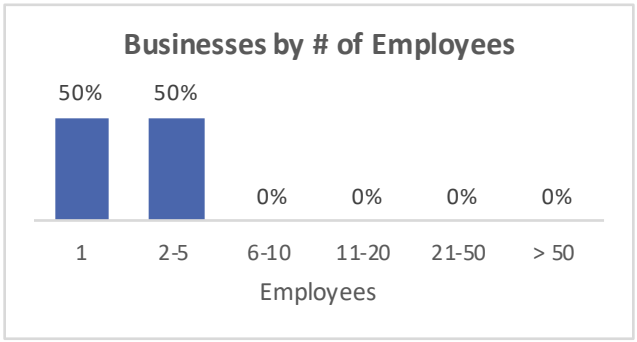
100% of businesses expressed interest in receiving some kind of assistance.



Business Characteristics

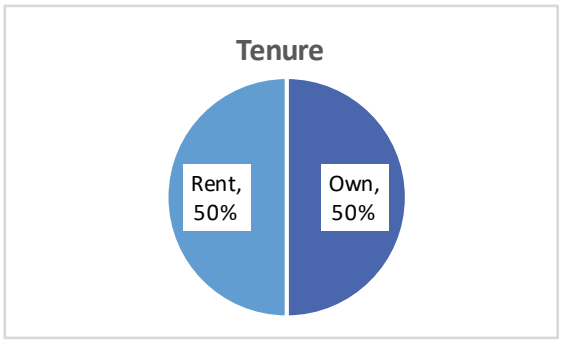
Business Size

100% of businesses are microenterprises (≤ 5 employees).



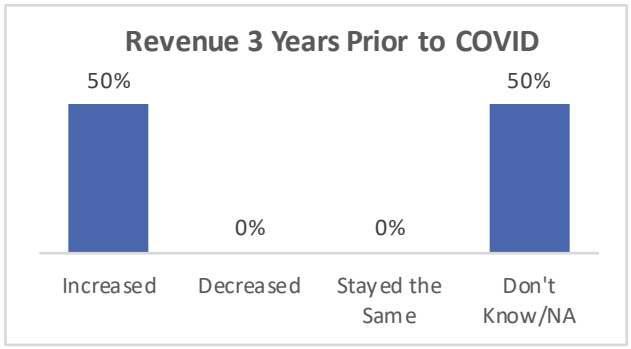
Business Tenure

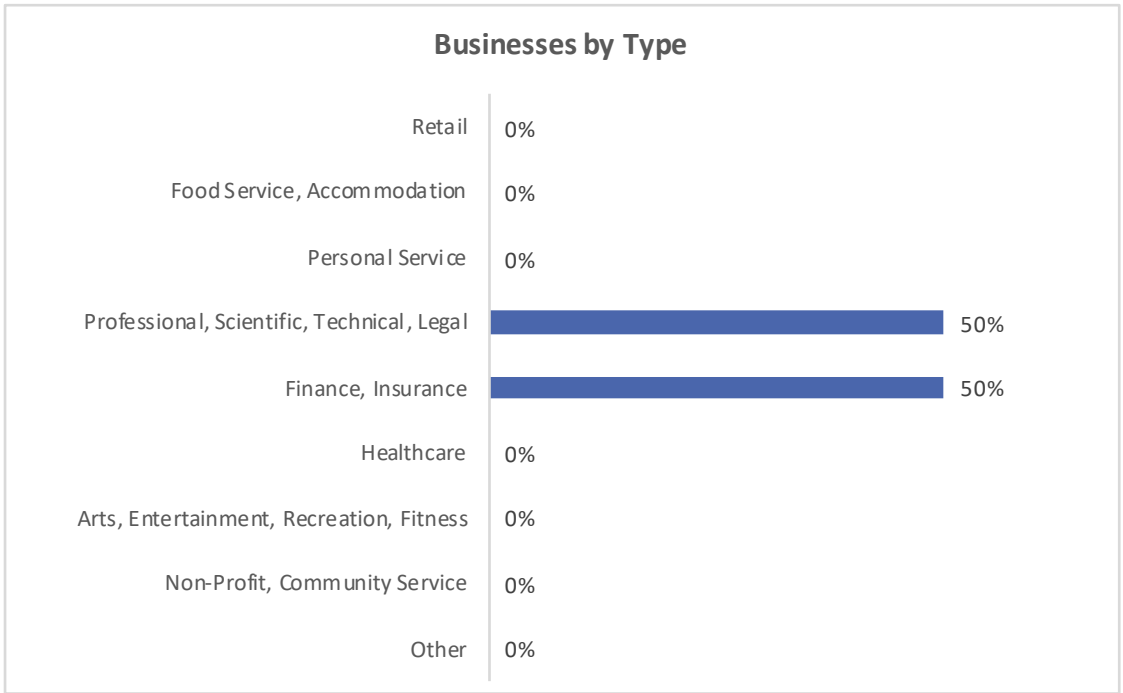
50% of businesses rent their space.



Revenue Trend Prior to COVID

50% of businesses reported increase in revenue during the 3 years prior to COVID.





Community Where Targeted Downtown or Commercial District is Located

1. Please select the community where your business is located.

Marshfield	2

Business Characteristics & Satisfaction with Commercial Area

2. Including yourself, how many people did your business employ prior to COVID (February 2020), including both full-time and part-time?

1	1	50%
2 to 5	1	50%
6 to 10	0	0%
11 to 20	0	0%
21 to 50	0	0%
More than 50	0	0%
Total	2	100%

3. Does your business own or rent the space where it operates?

Own	1	50%
Rent	1	50%
Total	2	100%

4. During the 3 years prior to COVID, had your business revenue . . .?

Increased	1	50%
Decreased	0	0%
Stayed about the Same	0	0%
Don't Know/Not Applicable	1	50%
Total	2	100%

5. Please select the category that best fits your business.

Retail (NAICS 44-45)	0	0%
Food Service (restaurants, bars), Accommodation (NAICS 72)	0	0%
Personal Service (hair, skin, nails, dry cleaning) (NAICS 81)	0	0%
Professional Scientific, Technical, Legal (NAICS 54)	1	50%
Finance, Insurance (NAICS 52)	1	50%
Healthcare (medical, dental, other health practitioners) (NAICS 62)	0	0%
Arts, Entertainment, Recreation, Fitness (NAICS 71)	0	0%
Non-Profit, Community Services	0	0%
Other	0	0%
Total	2	100%

6. Please rate your satisfaction with the following aspects of the Downtown or Commercial District where your business is located.

Condition of public spaces, streets, sidewalks

Very Dissatisfied	1	50%
Dissatisfied	1	50%
Neutral	0	0%
Satisfied	0	0%
Very Satisfied	0	0%
Total	2	100%

Condition of Private Buildings, Facades, Storefronts, Signage

Very Dissatisfied	1	50%
Dissatisfied	1	50%
Neutral	0	0%
Satisfied	0	0%
Very Satisfied	0	0%
Total	2	100%

Access for Customers & Employees

Very Dissatisfied	1	50%
Dissatisfied	0	0%
Neutral	0	0%
Satisfied	1	50%
Very Satisfied	0	0%
Total	2	100%

Safety and Comfort of Customers & Employees

Very Dissatisfied	1	50%
Dissatisfied	0	0%
Neutral	0	0%
Satisfied	1	50%
Very Satisfied	0	0%
Total	2	100%

Proximity to Complementary Businesses or Uses

Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	1	50%
Satisfied	1	50%
Very Satisfied	0	0%
Total	2	100%

7. Do any local regulations (not related to COVID) pose an obstacle to your business operation?

Licensing or permitting regulations	0	0%
Signage regulations	0	0%
Parking regulations	1	50%
Outdoor dining or selling regulations	1	50%
Allowed uses, change of use or other zoning regulations	1	50%
Historic District regulations	0	0%
Other regulations (not related to COVID)	0	0%
None - No Issues with regulations	1	50%

Impacts of COVID

8. Did your business experience any of the following due to COVID? Select All that apply.

Decline in revenue	0	0%
Employee layoff	0	0%
Reduced operating hours/capacity	1	50%
Business closure (temporary or permanent)	0	0%
Stopped/deferred rent or mortgage payments	0	0%
Incurred expense to implement safety measures	0	0%
Established alternative mode to sell and deliver products (on-line platforms, delivery, etc.)	1	50%
None of the Above	0	0%

9. How did your 2020 business revenue compare to your 2019 revenue?

Increased compared to 2019	1	50%
Stayed about the same as 2019	0	0%
Decreased 1 – 24% compared to 2019	0	0%
Decreased 25 – 49% compared to 2019	0	0%
Decreased 75 - 100% compared to 2019	0	0%
Decreased 50 – 74% compared to 2019	0	0%
Don't Know/Not Applicable	1	50%
Total	2	100%

10. Please estimate how the number of customers that physically came to your business in January and February 2021 compares to before COVID.

More customers than before COVID	0	0%
About the same number as before COVID	0	0%
1 – 24% less customers than before COVID	0	0%
25 – 49% less customers than before COVID	1	50%
50 – 74% less customers than before COVID	0	0%
75 – 100% less customers than before COVID	0	0%
Don't Know/Not Applicable	1	50%
Total	2	100%

11. At the current time, what is the status of your business operation?

Operating at full capacity	1	50%
Operating at reduced hours/capacity due to COVID	1	50%
Temporarily closed due to COVID	0	0%
Permanently closed due to COVID	0	0%
Total	2	100%

Strategies for Supporting Businesses and Improving the Commercial District

12. A few approaches to address Physical Environment, Atmosphere and Access in commercial districts are listed below. Considering the conditions in your commercial area, in your opinion, how important are each of the following strategies?

Renovation of Storefronts/Building Facades

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	0	0%
Important	0	0%
Very Important	2	100%
Total	2	100%

Improvement/Development of Public Spaces & Seating Areas

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	0	0%
Important	0	0%
Very Important	2	100%
Total	2	100%

Improvement of Streetscape & Sidewalks

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	0	0%
Important	0	0%
Very Important	2	100%
Total	2	100%

Improvements in Safety and/or Cleanliness

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	1	50%
Important	0	0%
Very Important	1	50%
Total	2	100%

Changes in Public Parking Availability, Management or Policies

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	50%
Moderately Important	0	0%
Important	0	0%
Very Important	1	50%
Total	2	100%

Amenity Improvements for Public Transit Users and/or Bike Riders

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	50%
Moderately Important	0	0%
Important	0	0%
Very Important	1	50%
Total	2	100%

13. A few approaches to address Attraction and Retention of Customers and Businesses in commercial districts are listed below. Considering the conditions in your commercial area, in your opinion, how important are each of the following strategies?

More Cultural Events/Activities to Bring People into the District

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	50%
Moderately Important	0	0%
Important	0	0%
Very Important	1	50%
Total	2	100%

More Opportunities for Outdoor Dining and Selling

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	50%
Moderately Important	0	0%
Important	0	0%
Very Important	1	50%
Total	2	100%

Implementing Marketing Strategies for the Commercial District

Unimportant/Not Needed	1	50%
Of Little Importance or Need	0	0%
Moderately Important	0	0%
Important	0	0%
Very Important	1	50%
Total	2	100%

Recruitment Programs to Attract Additional Businesses

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	50%
Moderately Important	0	0%
Important	0	0%
Very Important	1	50%
Total	2	100%

Changes to Zoning or Other Local Regulations (not related to COVID)

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	50%
Moderately Important	0	0%
Important	0	0%
Very Important	1	50%
Total	2	100%

Creation of a District Management Entity (Business Improvement District or other organization)

Unimportant/Not Needed	0	0%
Of Little Importance or Need	2	100%
Moderately Important	0	0%
Important	0	0%
Very Important	0	0%
Total	2	100%

14. Are you interested in receiving assistance for your business in any of the following areas? Select All that Apply.

Setting up an online store or other online selling channel	0	0%
Creating new services such as delivery	0	0%
Participating in shared marketing/advertising	0	0%
Low-cost financing for storefront/façade improvements	2	100%
Low-cost financing for purchasing property in the commercial district	2	100%
Training on the use of social media	1	50%
None of the above	0	0%

15. Please list any specific suggestions or ideas for possible projects, programs or actions that could help support businesses and improve the commercial district. (Optional)

Comments

expansion of sidewalks and walkability; bike paths connecting town center to the beaches and residential areas of town
Implementation of phases 2 and 3 drawn up by Town around 2004

BSC GROUP

MEMORANDUM

33 WALDO STREET, WORCESTER, MA 01608 - www.bscgroup.com
TEL 508-792-4500 - 800-288-8123

To:	Jason Schrieber and Amelia Casey (Stantec)	**Date:**	September 22, 2021
From:	Jeffrey Malloy, Ph.D. (BSC Group, Inc.)	**Proj. No.**	61157.03 - 22
Re:	Subject Matter Expert (SME) Assistance – Recommendations Summary LRRP Community: Brant Rock, Marshfield, MA		

Jason and Amelia.

The following recommendations summary is intended to support the development of a Resilient Business Program in accordance with LRRP Community recommendations for the Brant Rock business district (hereby referred to as the Esplanade) in Marshfield, MA. This recommendations summary memorandum is organized into three parts. First, a framework for resiliency assessment is provided. This framework may be used as the basis for the development of a resilient business toolkit for implementation by the town. Second, a list of potential funding sources is provided to support the implementation of a Resilient Business Program. For each recommended public funding source, rationale is provided regarding program applicability. Third, a list of resources is provided to support community decision-makers when developing a resilient business toolkit. A key finding from each resource is provided to facilitate document review. Finally, a summary of possible adaptation options is provided.

Resilient Business Program: Framework

Solutions that integrate risk mitigation, placemaking, and climate resilient design to support social and economic resilience. The goals of a climate resilient toolkit should seek to achieve as many of these guiding principles as possible for each climate resilient action identified in the toolkit.

Design for Resilience – Climate resilient design solutions must minimize impacts to business (buildings or assets) during storm events, promote functional persistence of businesses within the Esplanade (shorten recovery time), and plan/anticipate change over time that considers changes to climate exposure (apply current downscaled climate data projections).
Consideration of Co-Beneficial Solutions – Where possible, solutions should seek to achieve multiple and overlapping solutions to maximize economic, ecological, and social gain.
Strengthen Community Resilience – Social resilience seeks to strengthen community identity through resilience networks and social support systems. Strategies that strengthen social resilience are cost effective and provide meaningful benefits to participants. Areas subject to retreat or transformation present opportunity to educate the public about future change, challenges, and opportunity for the community in response to the effects of climate change.
Incentivize and Institutionalize Preparedness – Addressing solutions within the Esplanade will require collaboration across municipal department (goals, strategies, and policies), the business community (risk tolerance, long and short-term planning), and residents. Adaptation solutions within the Esplanade are unique and may vary from other locations within the community in need of climate resilient solutions. Unique adaptation solutions for the Esplanade are needed.
Phase Plans Over Time – Phased implementation strategies are necessary in the Esplanade. Solutions should be considered across multiple planning horizons with the understanding that in the absence of complete transformation of the esplanade (i.e. raising the ground surface elevation), retreat is likely.

Resilient Business Program: Recommended Funding Sources

A Resilient Business Program for the Esplanade will require public funding to plan for and implement solutions. The following funding sources are recommended.

Municipal Vulnerability Preparedness Program, Action Grant – Marshfield received a FY22 MVP Action Grant to conduct a "Long-Term Coastal Resiliency Plan" ($78,030). The challenges related to sea level rise and coastal storm

inundation at the Esplanade make this location an excellent candidate for future, "site specific" projects eligible for funding under the MVP Program. The Long-Term Coastal Resiliency Plan should focus closely on short term solutions at the Esplanade (<10 years), and present recommendations for longer term solutions (>10 years) with solutions that may include complete transformation or retreat. Planning horizons should evaluate timeframes between the years 2030 – 2050. Restoration of the wetlands in this location opens the community up for a broader set of grant funding sources, such as Massachusetts Land and Water Conservation Fund Grant Program, Conservation District Innovation Grants, Department of Ecological Restoration Wetland Restoration Grants, Massachusetts Environmental Trust, Department of Fish and Game In-Lieu Fee Program, National Fish and Wildlife Fund – National Coastal Resiliency Fund, and FEMA Flood Mitigation Assistance Grant. Each of these grant programs are described in more detail on the MVP Funding Source Worksheet.

Massachusetts Coastal Zone Management Coastal Resilience Grant Program – This program provides financial and technical support for local and regional efforts to increase awareness and understanding of climate impacts, identify and map vulnerabilities, conduct adaptation planning, redesign and retrofit vulnerable public facilities and infrastructure, and restore shorelines to enhance natural resources and provide storm damage protection

American Rescue Plan Act (ARPA) – ARPA funding distributed to state and local governments may be spent on activities related to COVID-19, economic recovery, climate change, and addressing inequity in areas where there are traditionally underserved or disadvantaged populations.

Building Resilient Infrastructure and Communities (BRIC) Funding – BRIC funding may be used by local municipalities to undertake hazard mitigation projects to reduce the risks they face from disasters and natural hazards. The BRIC program guiding principles support communities through capacity building, encouraging innovation, promoting partnerships, enabling large projects, maintaining flexibility and providing consistency. Climate resilience projects in the Esplanade are BRIC eligible and efforts at the business district may be funded independently or as part of a larger, community-scale resilience project. FEMA provides an excellent benefit-cost analysis calculator that could be considered for ongoing decision-making at the Esplanade.

U.S. Small Business Administration – SBA offers a range of financing and other assistance in a post-disaster context.

Municipal Vulnerability Preparedness Program, Funding Sources Worksheet: This working document provides funding overviews, project type eligibility and other important information such as links to program webpages.

Resilient Business Program: Toolkit Resources

Designing With Water: Creative Solutions from around the Globe (2014)

Applicability: This report provides a framework (criteria for success) and a series of case studies that provide a range of solutions that may be applied at different scales. Each case study describes a "process" that Marshfield may choose to draw upon aspects of when considering how to implement this program.

Municipal Vulnerability Preparedness Findings Report for Marshfield (Available from the Town of Marshfield)

Applicability: This report specifically calls out Brant Rock and conducting a study to assess "Business as Usual" conditions and to use this information for long-term future decision-making for the area to include flood protection measures (e.g. adaptation options), incentive programs for businesses, and education efforts for residents and business owners. Consider these recommendations as part of a short-term 12 month planning process as part of a living with water approach to resilience within the business district – MC-FRM mapping shows this entire area with at least 20% probability of flooding in present day and the area between 50-100% yearly storm inundation.

Business Continuity and Crisis Communications Planning

Applicability: The Disaster Resistant Business (DRB) Toolkit Workgroup is an IRS certified 501(c)(3) non-profit organization that specializes in developing and implementing tools, education, and training to assist small-to-medium sized businesses and non-profits to become more resilient. Similarly, the report Climate Change Preparedness and the Small Business Sector focuses on the important of developing a business continuity plan (sometimes referred to as a risk management plan) which helps to identify the risks of climate change impacts specific to small business. Any event that could impact business operations such as supply chain interruption or loss of or damage to critical infrastructure may be considered in a business continuity plan.

Adaptation Options for Consideration

Short Term Adaptation Solutions: Elevating buildings is a common adaptation solution where structures exist in floodplain are subject to repetitive flood damage. For businesses however elevating a building structure is not feasible due to regulatory compliance (e.g. ADA requirements) or is cost prohibitive. FEMA provides guidance on building that cannot be elevated and serve as short-term, cost-effective, climate resilience options for consideration. This document provides case studies with comparative cost estimates for a range of adaptation solutions.

Transformation – Goals of transformation achieve more than building resilience to the effects of climate change. Rather, goals of transformation allow for reimagining of the Esplanade that fit within the broader goals of the community. Asking the question, what does climate resilience look like at the Esplanade? And How can we consider the Esplanade in the context of a complex and dynamic system? An example of transformation within an urban context is the Clippership Wharf development project in East Boston. A constant focus on tradeoffs related to transformation must be considered. For example, making sure the resilience for one community, neighborhood, business, or residence doesn't cause adverse impacts for others (e.g. green gentrification) is an important goal of transformation. If a transformational development project like Clippership Wharf is considered for the Esplanade, project development goals must reconcile the risk of development in this area, the vulnerability of future businesses and residences, and broader development goals in the community.

Pumping Solutions: Pumping solutions are expensive and often applied in areas where flooding impacts present significant economic disruptions. Pumping stormwater also presents significant permitting challenges related to the potential for adverse environmental impacts. The City of Miami, FL for example, has implemented a significant flood management pumping system that may provide some background information on possible solutions in the Esplanade. A cost-benefits analysis is recommended if pumping systems are considered. We do not recommend pumping solutions as a viable option in the Esplanade.

Deployable Flood Barriers: Deployable flood barriers, sometimes referred to as temporary flood barrier solutions, are flood barriers systems that are deployed before and/or during a flood event and retracted after a flood event. Deployable Flood Barriers generally fall into three categories: Modular Barriers, Membrane Barriers, and Passive Barriers. The City of Boston has developed Deployable Flood Barrier Guidance which outlines design considerations, operations and maintenance considerations, and a comparison matrix of sample deployable flood barrier products. Deployable flood barriers have been used successfully in Boston at commercial buildings in the Seaport District, MassPort facilities, and along the East Boston Greenway.

Managed Retreat – Managed retreat is the "purposeful, coordinated movement of people and assets out of harm's way." Managed retreat is increasingly realized as an adaptation solution in places where recurring climate impacts strain financial resources to protect everyone in place, and adversely degrade natural resources such as public land and water. Managed retreat remains less understood than may other, more commonly applied, adaptation solutions. The Climigration Network, based in Cambridge, Massachusetts, provides resources and facilitates community led approaches to relocation for people impacted by recurring climate change impacts.

cc:

Pop-Up Shops and Activating Underutilized Parcels

By: The Musicant Group for the City of Marshfield

To: **Amelia Casey**

From: **The Musicant Group**
Ella Rasp, Linda Spohr

Re: **SME Consultation**

Thank you for the opportunity to work with you on the pop-up market/storefront project. Our notes and recommendations are below.

Phase 1: Planning Process (~3-4 months)

Define goals of the parcel activation and what type of business you are targeting. Is the goal to seed new businesses in the vacant spaces in order to support the existing businesses, or give existing businesses new space to create moveable pop-ups? Is this also to be an event space for community organizations or artists?

Define the key personas of people who you want to attract to the space. People should be at the core of your plan for the site. Understanding who will be interested in visiting the space will drive your design decisions and help you hone in on which businesses to bring in. Then ask people what experiences they want to have in the space.

Define key metrics for success. Could include: change in the number of underutilized/vacant parcels; number of participating businesses; number of patrons/visitors to the spaces; revenue generated by the space; change in revenue at neighboring storefronts; number of community activations; community perception.

Document baseline data. The baseline data you have available or you are able to gather could alter the determination of key metrics for success.

Gather project partners. Tap into organizations that can help move your project forward. This will include surrounding businesses and community organizations that may use or benefit from the space.

Document your program plan. This documentation should also include your marketing strategy the reach out to businesses, as well as thinking through the marketing of the space at launch.

Phase 2: Pilot Preparation (~2-3 months)

Identify businesses that will be part of a pilot program. Reach out to your business community with clear communication about the goals of the program, benefits to the businesses, and general process of the pilot program. Think of the first year as a pilot. This will help the project team and business partners to be bold in participation.

Identify the vacant parcels that would best serve the businesses/activations you are targeting. Location, size, ground cover, access, parking, walkability. Getting the land-owners on the project team early (in the planning phase) will help this selection process. Document square footage, available facilities (like restrooms), and access.

Zoning/Permitting. Work with the City, as needed, on zoning and permitting to ensure the plan can be implemented. Understanding there may be regulatory restrictions on length of temporary uses, look to find the maximum allowable temporary use timeframe, in order to give the pilot time to establish and course correct in response to early lessons.

Secure funding. This may include the MassDevelopment Commonwealth Places Seed Grant. If you are targeting existing businesses, you may want to put a financial burden on them. If your project goal is to lift up struggling businesses or seed new businesses, grant funding will be more important. Don't forget to include marketing/publicity in the budget.

Consider a third-party management agreement. Having a third party managing lease agreements and taking on liability can simplify the process for already busy city staff. Identify the duration of the lease, hours of operations, causes for a breach of agreement, considerations for set-up and breakdown, and provision of resources such as utilities.

Phase 3: Pilot Setup (~1 month)

Determine the Timing. An early strategy could also be to do the pilot in a non-flood season to limit disruptions in the process early on.

Design the Space. Determine the layout and materials needed for the activations.

- Resources MUST be allocated to ongoing care and cleanliness (and ideally programming) for any temporary public space to be successful.
- For paved spaces, consider painting the pavement to further exemplify this is a planned space. Artistic painting or wayfinding features show territoriality and care.
- Activate the area with furniture: movable tables and chairs, adirondacks, picnic bench with shade umbrella, a cart with board and lawn games. This would supplement the store pop-ups and give people a reason to linger. Don't forget to provide shade so everyone is comfortable.
- How will you draw people into the space? What is the creative edge at the roadway?

- To supplement restaurant pop-ups, consider incentives to people/organizations to seed additional activations to increase foot traffic. Focus on generating feedback on experiences people want to have in the space and use those experiences to guide the design and plan development.
- We believe strongly in the power of experiences that move beyond passive observation and allow for active participation. These experiences are more unique, dynamic, and are more likely to create a shared memory and return visit. From our experience, users get a lot of pleasure by both actively participating and by watching others do so. We see ownership opportunities as anything that the user can control and influence: from a movable chair to a multi-story interactive light installation and everything in between.
- Good design, while powerful, does not create a great space on its own. Programming and operations should both be considered as in the design process. Especially short term, programming options delivered on a regular basis can be powerful tools for building momentum for the final project and understanding what will be successful long term.

Begin Marketing Campaign. Spread the word about the pop-up at least one month prior to launch (e.g., press releases and paid media, social media).

Phase 4: Pilot implementation (~3-4 months)

Prepare the Space. Build out the space according to your design.

Launch. Begin the pilot's programming and conduct regular check-ins with partners to ensure satisfaction and identify opportunities for iteration.

Publicity. Get photos for newspaper/social media to show that people have had positive experiences.

Collect Data. Community ambassadors who spend time on site activating it and caring for the space often create safer, more welcoming environments. These ambassadors can also serve to collect data on the key metrics for success identified in the planning phase.

Make changes and iterate. Expect unforeseen challenges to come along during the pilot and be prepared to be responsive, problem solve and try new ideas.

Foster partnerships and begin thinking about moving from pilot to long term use. Partner with organizations and community groups who have a stake in seeing success. If the City can attract the funds to produce the pilot, often the organizations will be able to support with the staff capacity the City doesn't have to spare.

Phase 5: Monitoring and Evaluation (~1-2 months)

- Evaluate your Key Metrics for Success.

- Communicate Results to key stakeholders.
- Plan for long-term project implementation.
- Secure funding.

For more on The Musicant Group, please visit our website www.musicantgroup.com or contact info@musicantgroup.com for further support on implementing your vision.

RANKING OF
PROJECT GOALS
OVERALL RANKING BY MAY 26 WORKSHOP PARTICIPANTS
Lowest Priority
Highest Prio
#1 Enhance infrastructure, storefronts, businesses, and developments to become more resilie
#2 Promote flexible development opportunities that incorporate resilient designs
#3 Expand retail activity and support existing businesses in the Brant Rock area
#4 Create safe walkways and accessible pedestrian facilities and improve multimodal connections
#5 Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities
#6 Provide protected and dedicated spaces for outdoor dining
#7 Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts
0%
100%
The priorities here come from the first workshop hosted on May 26. Do you agree with these priority rankings? If not, please write in the ranking number you believe a goal should move to.
MARSHFIELD (BRANT ROCK)
Local Rapid Recovery Plan
dhcd
Massachusetts
RAPID RECOVERY PLANS
High Capacity Pump station To Pump water over Drie Beach way Back into Harbor
More Development mixed use Retail / Commercial Residential
Proven Stormwater Remediation
Rocks out a bit — AND SAND!
SAND!
There is a concern that if there something like coastal armoring, it slowly naws away at the sand in the beach, removing some natural sand
do what you can to pump water out during storms
Rocks out Beach SAND on Beach
Rocks out!! Sand on Beach
Rocks on Beach
A Barrier in the ocean to break the waves an remove Boldens & Add Sand. Doxbury gets all the attention
Fundraisers to raise money
Rocks on Beach
Farmer's markets would be great... provided they do not compete with the existing businesses
Rock beach
Sand on Beach
Sand
Build a barrier w/in the water to break the waves & have sand to enjoy the beach
Living & doing biz in BR is a Labor of Love. We spend Approx $50K Annually on Flood Ins. Storm cleanup & Lost Rec
This would allow food trucks to undercut prices & steal biz. on the best days of the year No to Food Trucks!
more Shops like Shops at B.R.
SAND

PROJECT
IDEAS & PRIORITIES

Access

Wayfinding Program

Develop a wayfinding signage system that directs visitors to parking, recreational facilities and destinations, and provides walking distances.

Shuttle/Pedicab Service

Develop a peak season shuttle or pedicab service in Brant Rock that provides drop-off and pick-up services to businesses, destinations, and remote parking lot.

Town Pier Intersection Gateway

Mitigate recurrent flooding with raised intersection, also creating signed gateway & traffic calming.

Arts + Culture

Event Marketing Services

Build upon Chamber marketing program that enhances Brant Rock events via social media, online platforms, and integrates all public and private events via one Brant Rock webpage/site

Pop-up Event Program

Pilot a program where Town provides materials, licenses and landowner liability protection so that vendors can provide pop-up style events in open spaces and vacant parcels (during peak season)

Food Truck Program

Pilot a program where Town provides licenses and landowner liability protection so that food trucks can operate in open spaces and vacant parcels (during peak season)

Flooding + Resilience

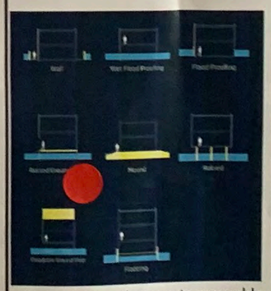
Resilient Business Program

Develop a set of resources on resilient private building retrofits and funding sources for operating with storm events.

Green Stormwater Infrastructure Solutions

Develop a set of solutions that provides a GSI toolkit for developers and new businesses.

Floodable Commercial Spac



Pilot solutions that create moveable restaurants and retailers that can leave before a storm event (co tainer retail, floodable pavilions, floating buildings, etc.).

Take 10 dots, which represent project priorities and - considering the goals of this project - identify your preferences in the box beside the project idea name. You can put all your dots in one topic or spread them around.

MARSHFIELD (BRANT ROCK)
Local Rapid Recovery Plan

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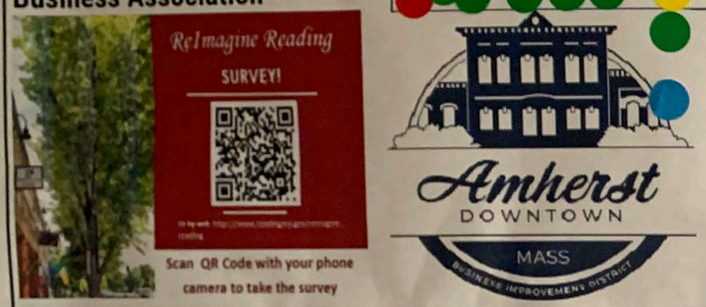
RAPID RECOVERY PLANS

PROJECT

IDEAS & PRIORITIES

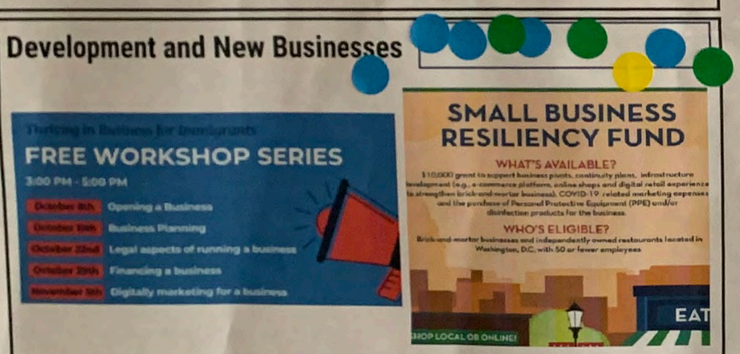
Business Support + Community

Business Association



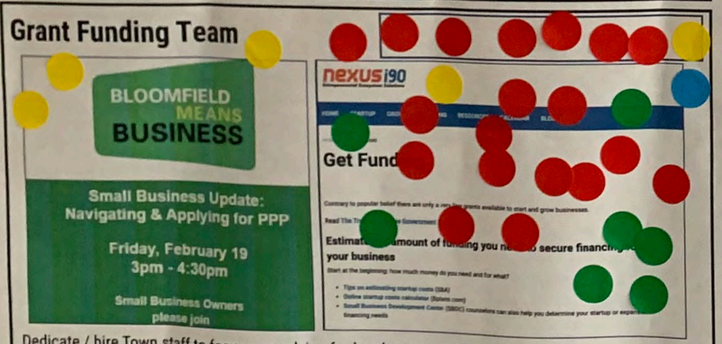
Develop a business association for Brant Rock business owners to discuss Brant Rock development goals, lessons learned, and future collaboration efforts

Development and New Businesses



Develop a set of resources that new businesses can use to promote development and successfully build in Brant Rock

Grant Funding Team



Dedicate / hire Town staff to focus on applying for local, state, and federal funding for private and public realm improvements

Facade Improvement Programs

Create local façade improvement program with federal grants to work with local artists and businesses to revitalize storefront awnings, windows and signage

Pedestrian Safety Improvement

Install improved crosswalks, ADA-compliant curb ramps, crossing islands and curb extensions to make walking safer to and along the esplanade

Safer Mobility in Brant Rock

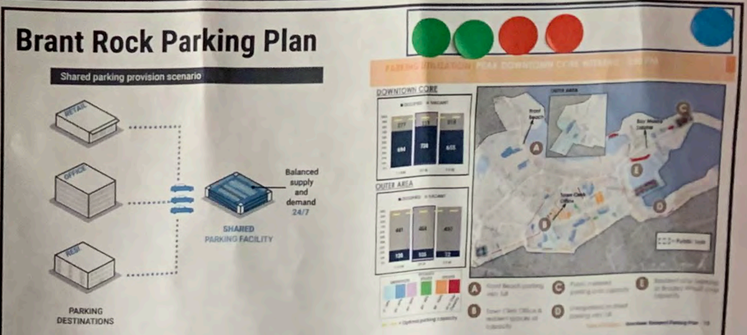
Resilient Streetscape Improvements

Instal[illegible]m-resistant materials on all hardscape/roadway and create storm swales for debris to speed post-storm cleanup

New Multimodal Connections

Improve / install sidewalks to remote parking, nearby beach access, and along the eastern side of the esplanade

Brant Rock Parking Plan



Develop a parking plan that installs wayfinding, improves existing public parking, facilitates private shared parking, increases access to and visibility of remote lots, and makes on-street parking safer

Take 10 dots, which represent project priorities and - considering the goals of this project - identify your preferences in the box beside the project idea name. You can put all your dots in one topic or spread them around.

MARSHFIELD (BRANT ROCK)
Local Rapid Recovery Plan

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RAPID RECOVERY PLANS

PUBLIC
IDEAS & PRIORITIES

Initial Project Ideas

Project Themes	Initial Project Ideas	Goals Addressed
Access to Brant Rock	Brant Rock Wayfinding Program	
	Shuttle/Pedicab Service	
	Town Pier Intersection Gateway	
Brant Rock Culture & Arts	Brant Rock Event Marketing Services	
	Pop-Up Event Program	
	Food Truck Program	
Flooding & Resilience in Brant Rock	Resilient Business Program	
	Green … Solutions	
	Flood…	
Brant Rock Business Support & Community	Brant…	
	Deve… Technical Assis…	
	Brant Rock Grant Funding Team	
	Façade Improvement Program	
Safer Mobility	Pedestrian Safety Improvements	
	Resilient Streetscape Improvements	
	New Multimodal Connections	
	Brant Rock Parking Plan	

Need pump station over Drieseck way Big

Your Project Ideas

STREETSCAPE IMPROVEMENTS. WHY WAIT?
- RAISED ISLANDS (Flood resistant)
- improved pedestrian circulation
- more efficient parking
- WOONERF

Enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events

FIX STORM DRAINS + ADD PUMPS (125 M)

MUNICIPAL FLOOD FORECAST WARNING

Create a city-ran relief fund in order to fund business recovery / funding damages

Address flooding

LARGE BARRIER ROCKS OFF SHORE

Large barrier Rocks off shore! BEACH!!

Promote flexible development opportunities that incorporate resilient designs

Expand retail activity and support existing businesses in the Brant Rock area

Create safe walkways and accessible pedestrian facilities and improve multimodal connections

Develop a streamlined wayfinding program for destinations, Town amenities, and parking facilities

Provide protected and dedicated spaces for outdoor dining

Provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts

What did we miss in our list of project ideas? Use sticky notes to write-in your own project ideas as they relate to the project goals, and use sticky dots to vote for other, proposed project ideas.

MARSHFIELD (BRANT ROCK)
Local Rapid Recovery Plan

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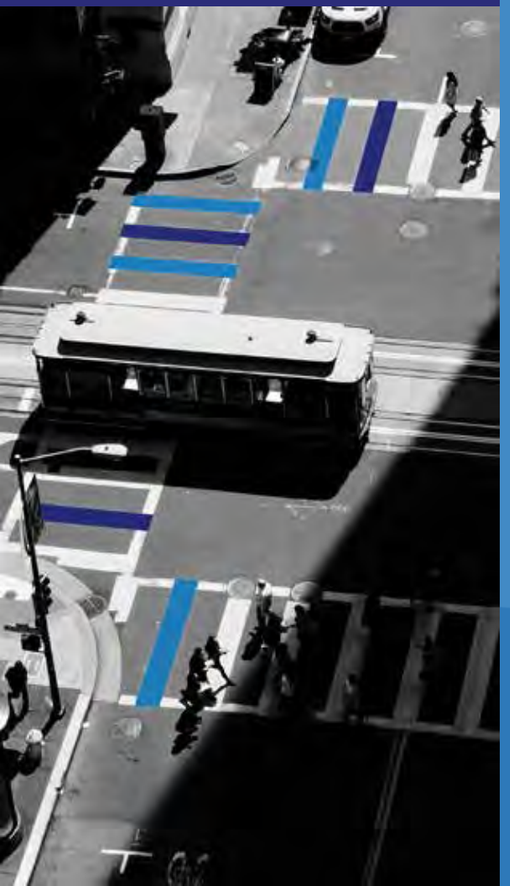

Brant Rock LRRP Update Chamber of Commerce

September 8, 2021

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RAPID RECOVERY PLANS

Agenda

- Open House Recap & Findings
- Project Prioritization
  - Subject Matter Expert Requests
  - Esplanade Issues & Opportunities
- Next Steps

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Open House Recap & Findings

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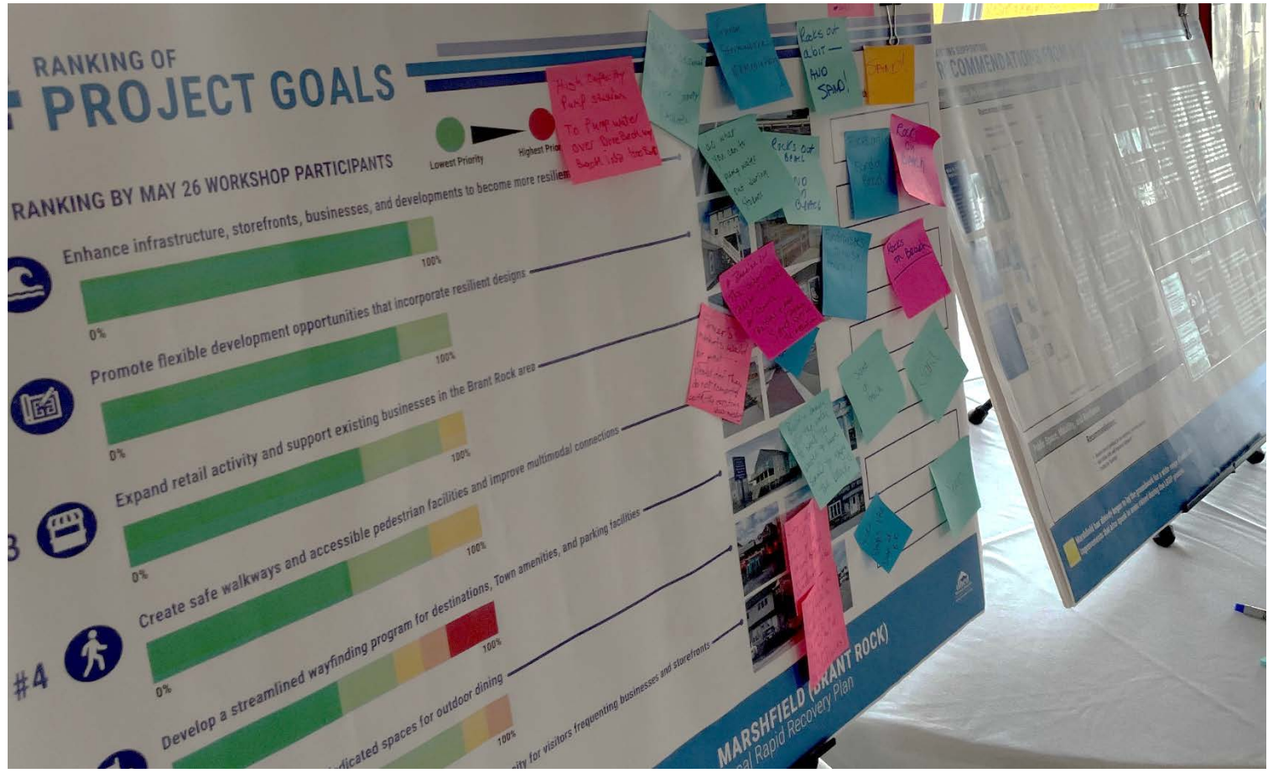
Open House Activities

- Priority Goal Feedback
- Phase I Data Findings& Flooding Challenges/Review
- Project Priorities Feedback
- Existing Supporting Recommendations Review (BU Study)

All attendees had the opportunity to "vote" on their preferred projects which provided input on project prioritization

Open House Findings

- Attendees agreed that **enhancing the business community in Brant Rock is a priority**
- Most attendees **preferred projects** addressing **flooding and pedestrian safety**
- Additional project input from the **public noted the need for streetscape improvements** and investments towards **resilient/floodproofing infrastructure**



Project Prioritization

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Project Themes

- **ACCESS TO BRANT ROCK**
  - Enhance wayfinding for businesses & attractions
  - Enhance access to transit & improve shuttle/pedicab services (during events, pilot)
  - Improve gateway roadways into Brant Rock (particularly at Town Pier)

- **BRANT ROCK CULTURE & ARTS**
  - Enhance marketing for Brant Rock events (Lobster Fest, Road Races, Art Festival, Levitate & Levitate mini-events, Fairground Music Events) & align with Chamber of Commerce efforts
  - Create pop-up event program
  - Work with local businesses to promote Food Truck collaborations

- **FLOODING & RESILIENCE IN BRANT ROCK**
  - Resilient Technical Assistance for New Businesses
  - Resilient Activation Infrastructure
  - Floodable Commercial spaces

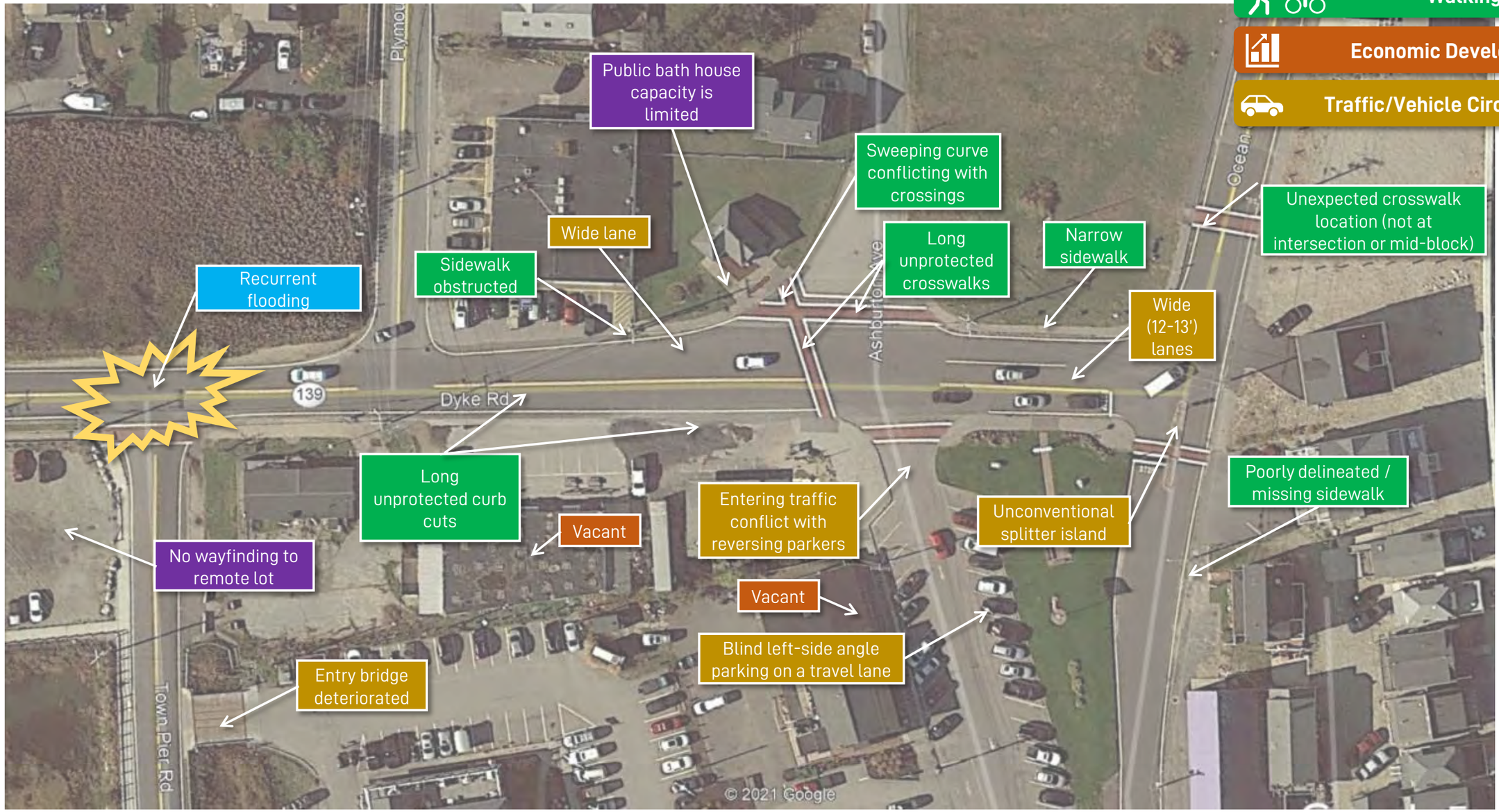
Project Themes

- **BRANT ROCK BUSINESS SUPPORT & COMMUNUITY**
  - Develop a business association (within Chamber of Commerce or separate entity)
  - Provide technical advice for new businesses
  - Focus on collecting grant funding for business improvements
  - Improving facades & exterior infrastructure

- **MOBILITY IN & THROUGHOUT BRANT ROCK**
  - Address pedestrian safety on Ocean St & Island St
  - Improve multimodal amenities & connections
  - Provide resilient streetscape amenities
  - Increase parking supply & visibility of remote lots

Esplanade Revitalization: Issues

Flooding
Public Realm
Walking/Biking
Economic Development
Traffic/Vehicle Circulation



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Public Realm

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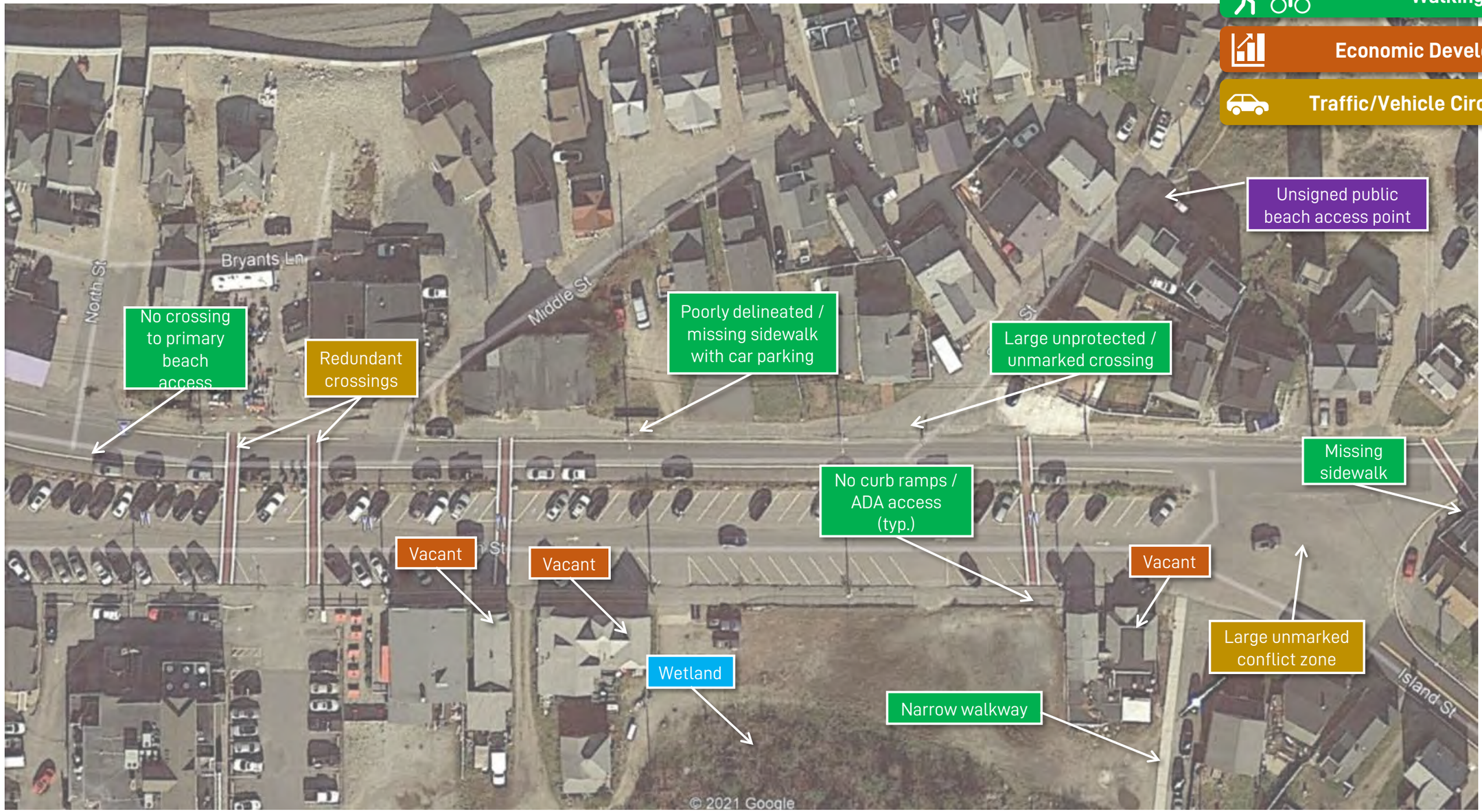
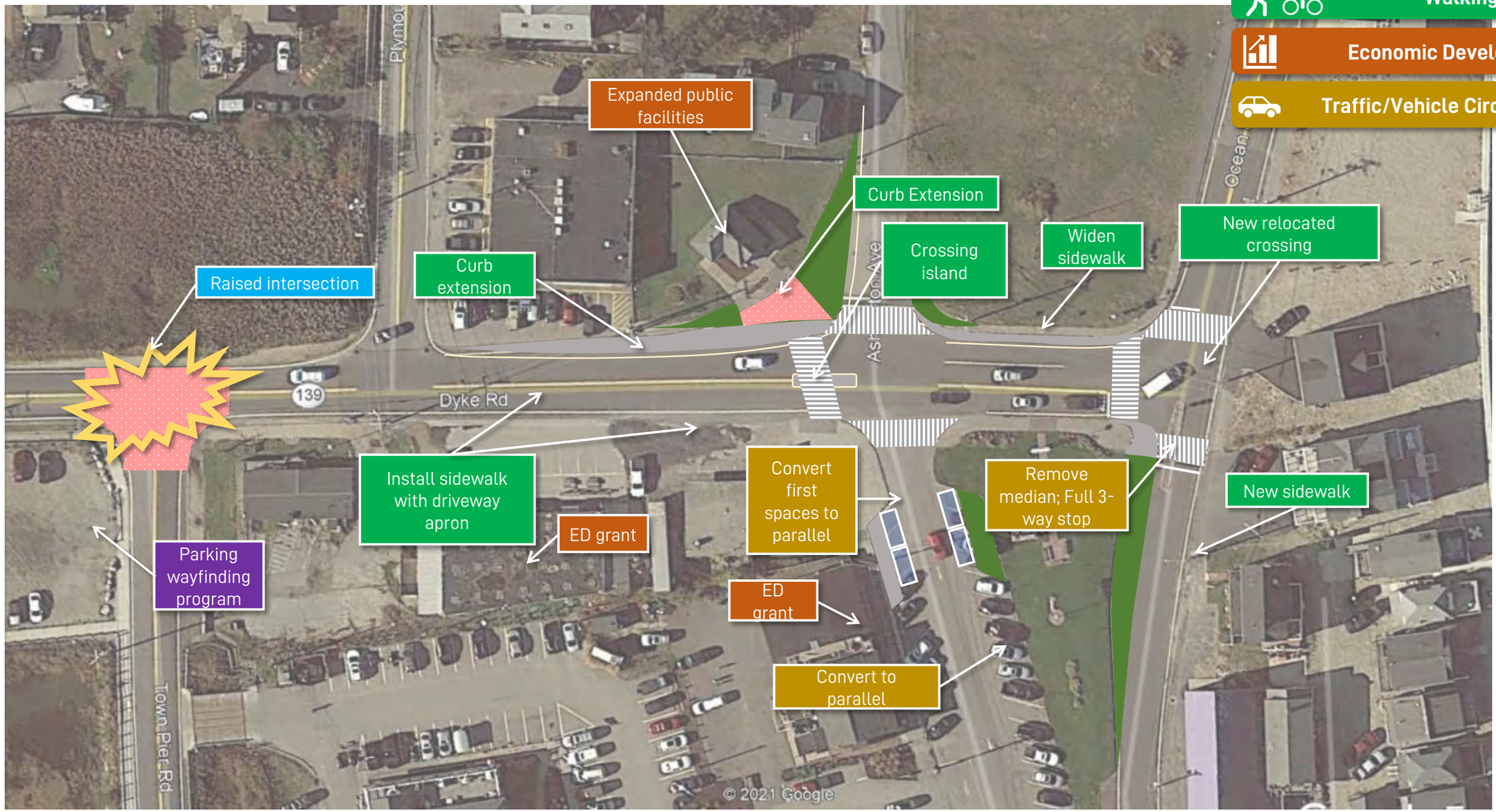


Esplanade Revitalization: Opportunities



Esplanade Revitalization: Opportunities

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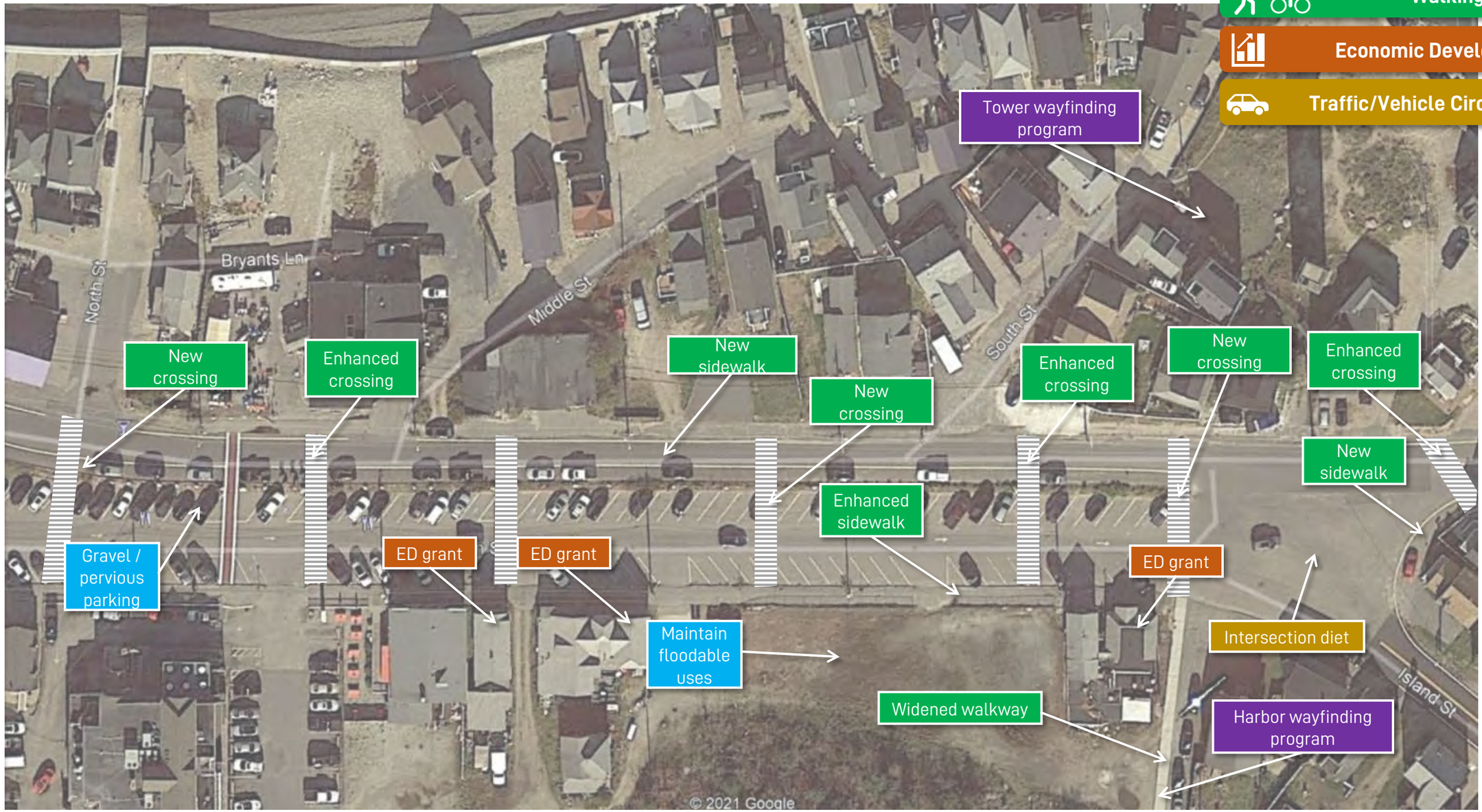
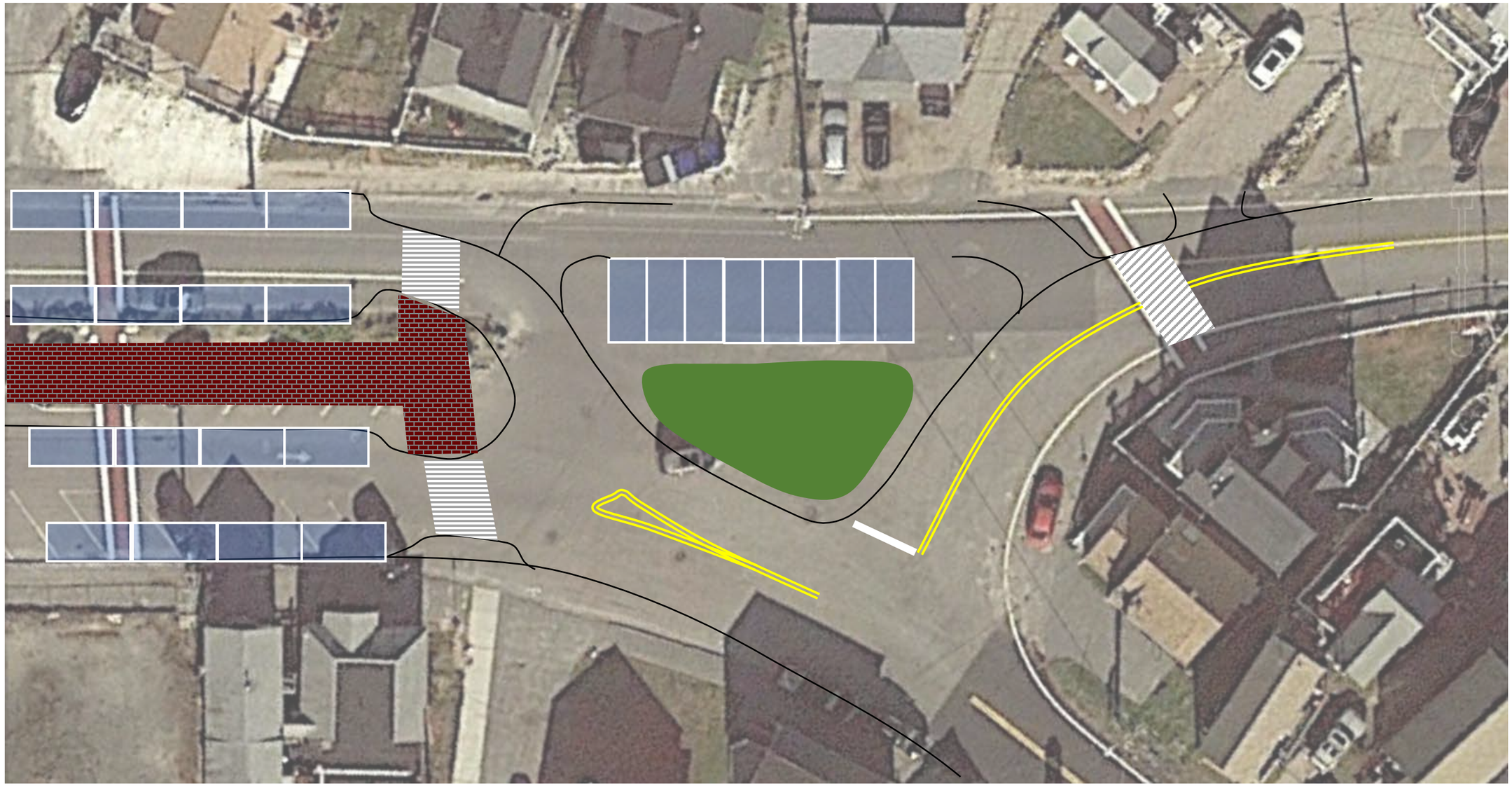
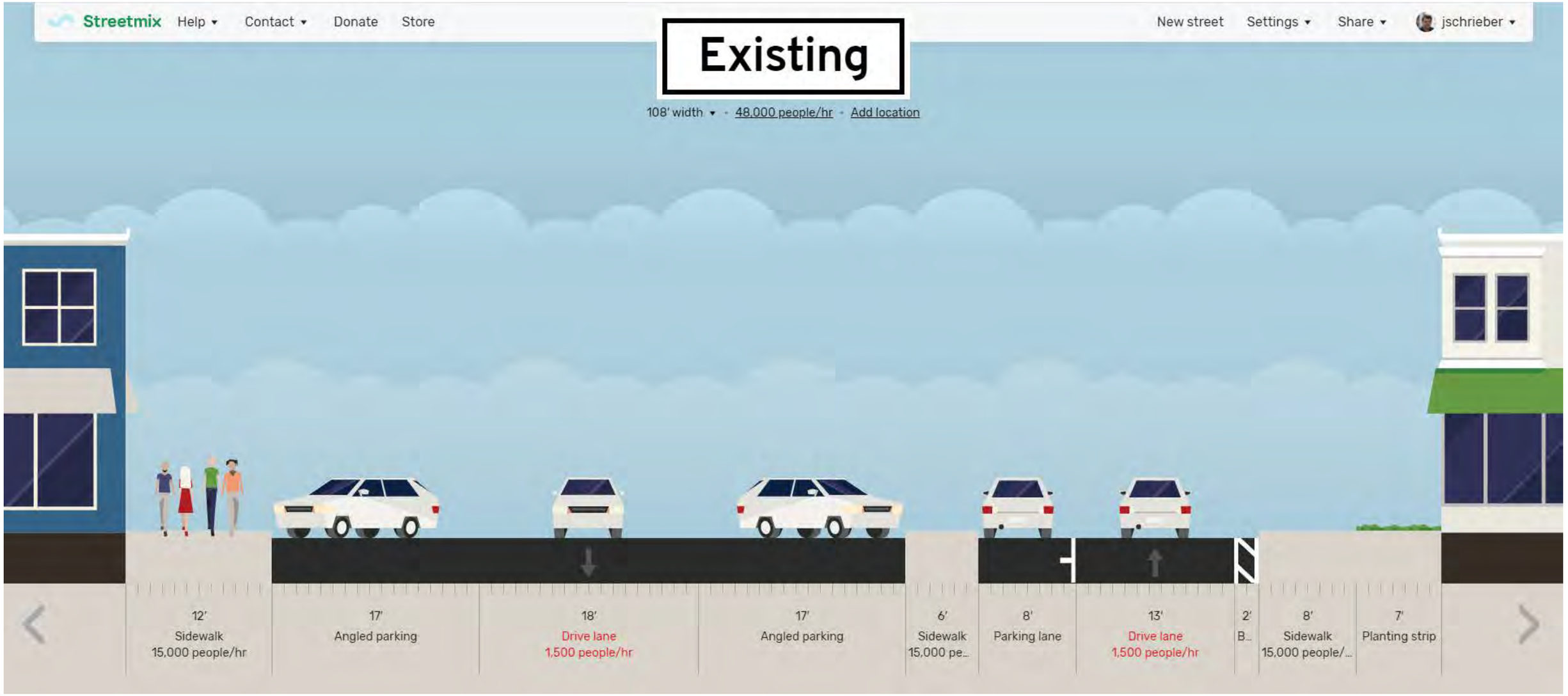


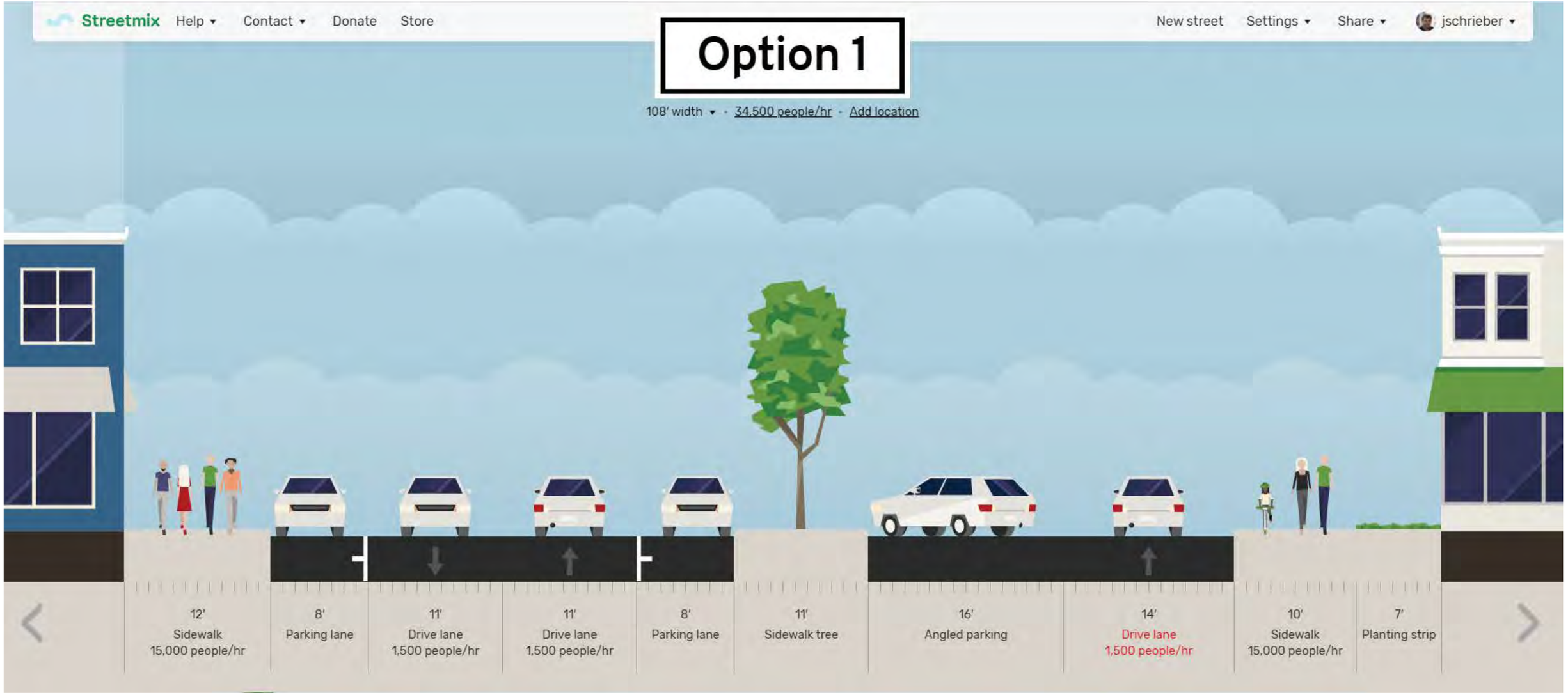
Island St/Ocean St Mobility Opportunities



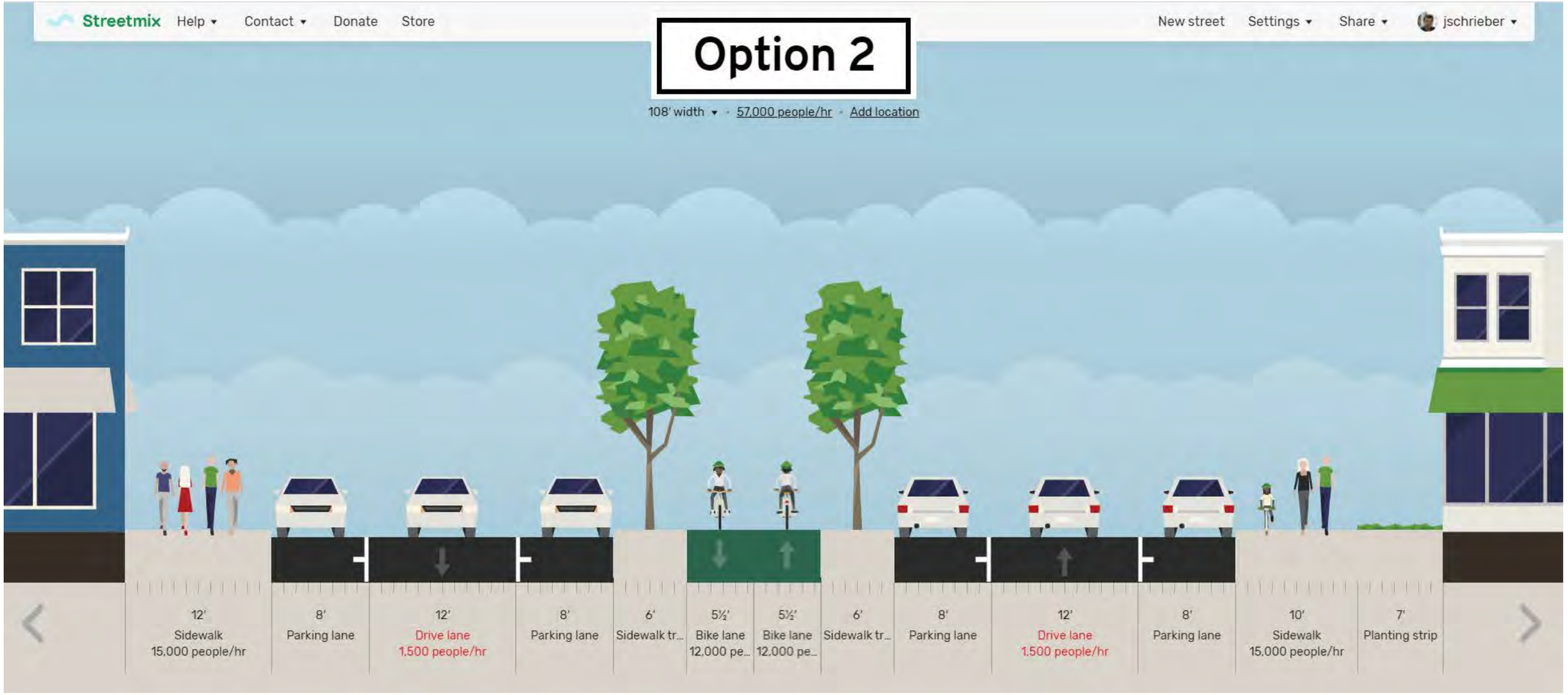
Esplanade Streetscape Opportunities



Esplanade Streetscape Opportunities



Esplanade Streetscape Opportunities



Project Prioritization Process

1. **Developed a ranked list of projects based on the open house priority project activity**
2. Added additional points based on the number of goals project addresses
3. Worked with Town staff (DPW, Planning, etc.) to provide additional input

Project Prioritization Process

1. Developed a ranked list of projects based on the open house priority project activity
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- Create **safe walkways and accessible pedestrian facilities** and improve **multimodal connections**
- Develop a **streamlined wayfinding program** for destinations, Town amenities, and parking facilities
- Provide **protected and dedicated spaces** for **outdoor dining**
- Expand **retail activity** and **support existing businesses** in the Brant Rock area
- Promote **flexible development** opportunities that incorporate **resilient designs**
- Enhance **infrastructure, storefronts, businesses, and developments** to become **more resilient** against storm events
- Provide more **roadway and parking accessibility** and capacity for **visitors** frequenting businesses and storefronts

Project Prioritization Process

1. Developed a ranked list of projects based on the open house priority project activity
2. Added additional points based on the number of goals project addresses
3. **Worked with Town staff (DPW, Planning, etc.) to provide additional input**

What flooding projects are planned?

What flooding mitigation has been unsuccessful/successful in the past?

What are parking perceptions in Brant Rock and how is parking managed?

What are the administrative hurdles to economic development?

Project Prioritization Results

Project Idea	Project Description	Open House Rankings	Total Score
Floodable Commercial Spaces	• **Pilot solutions that create moveable restaurants and retailers that can leave before a storm event (container retail, floodable pavilions, floating buildings, etc.)**	**44**	**47**
Pedestrian Safety Improvements	• **Install improved crosswalks, ADA-compliant curb ramps, crossing islands and curb extensions to make walking safer to and along the esplanade**	**44**	**46**
Brant Rock Grant Funding Team	• **Dedicate / hire Town staff to focus on applying for local, state, and federal funding for private and public realm improvements.**	**32**	**33**
Façade Improvement Program	• **Create local façade improvement program with federal grants to work with local artists and businesses to revitalize storefront awnings, windows and signage**	**21**	**24**
Green Stormwater Infrastructure Solutions	• **Develop a set of solutions that provides a GSI toolkit for developers and new businesses**	**18**	**21**
Resilient Business Program	• **Develop a set of resources on resilient private building retrofits and funding sources for operating with storm events**	**15**	**18**
Brant Rock Event Marketing Services	• Build upon Chamber marketing program that enhances Brant Rock events via social media, online platforms, and integrates all public and private events via one Brant Rock webpage/site	**13**	**16**
Development & New Businesses Technical Assistance	• Develop a set of resources that new businesses can use to promote development and successfully build in Brant Rock	**9**	**12**
Pop-Up Event Program	• Pilot a program where Town provides materials, licenses and landowner liability protection so that vendors can provide pop-up style events in open spaces and vacant parcels (during peak season)	**7**	**11**
Brant Rock Business Association	• Develop a business association for Brant Rock business owners to discuss Brant Rock development goals, lessons learned, and future collaboration efforts	**9**	**11**
Town Pier Intersection Gateway	• Mitigate recurrent flooding with raised intersection, also creating signed gateway & traffic calming	**7**	**9**
Resilient Streetscape Improvements	• Install storm-resistant materials on all hardscape/roadway and create storm swales for debris to speed post-storm cleanup	**6**	**9**
Brant Rock Parking Plan	• **Develop a parking plan that installs wayfinding, improves existing public parking, facilitates private shared parking, increases access to and visibility of remote lots, and makes on-street parking safer**	**5**	**8**
Food Truck Program	• Pilot a program where Town provides licenses and landowner liability protection so that food trucks can operate in open spaces and vacant parcels (during peak season)	**4**	**7**
Brant Rock Wayfinding Program	• Develop a wayfinding signage system that intercepts visitors, directs visitors to parking (remote lots) and recreational facilities and destinations, and provides walking distances	**4**	**6**
Shuttle/Pedicab Service	• Develop a peak season shuttle or pedicab service in Brant Rock that provides drop-off and pick-up services to businesses, destinations, and remote parking lot	**2**	**4**
New Multi-Modal Connections	• Improve / install sidewalks to remote parking, nearby beach access, and along the eastern side of the esplanade	**2**	**3**

What Happened Next?

Project Idea	Project Description	Open House Rankings	Total Score
Floodable Commercial Spaces	• Pilot solutions that create moveable restaurants and retailers that can leave before a storm event (container retail, floodable pavilions, floating buildings, etc.)	44	47
Pedestrian Safety Improvements	• Install improved crosswalks, ADA-compliant curb ramps, crossing islands and curb extensions to make walking safer to and along the esplanade	44	46
Resilient Business Program	• Develop a set of resources on resilient private building retrofits and funding sources for operating with storm events	15	18
Brant Rock Parking Plan	• Develop a parking plan that installs wayfinding, improves existing public parking, facilitates private shared parking, increases access to and visibility of remote lots, and makes on-street parking safer	5	8

- *Project Team engaged with "Subject Matter Experts" to dive deeper into topic areas to address the "priority projects" and "Esplanade revitalization issues" such as:*
  - *Administrative capacity solutions to provide more resources for small businesses in Brant Rock*
  - *Economic development opportunities that address private realm resilient infrastructure improvements*
  - *Mobility constraints/pedestrian accessibility & safety*
  - *Parking operations & asset management solutions*

Next Steps

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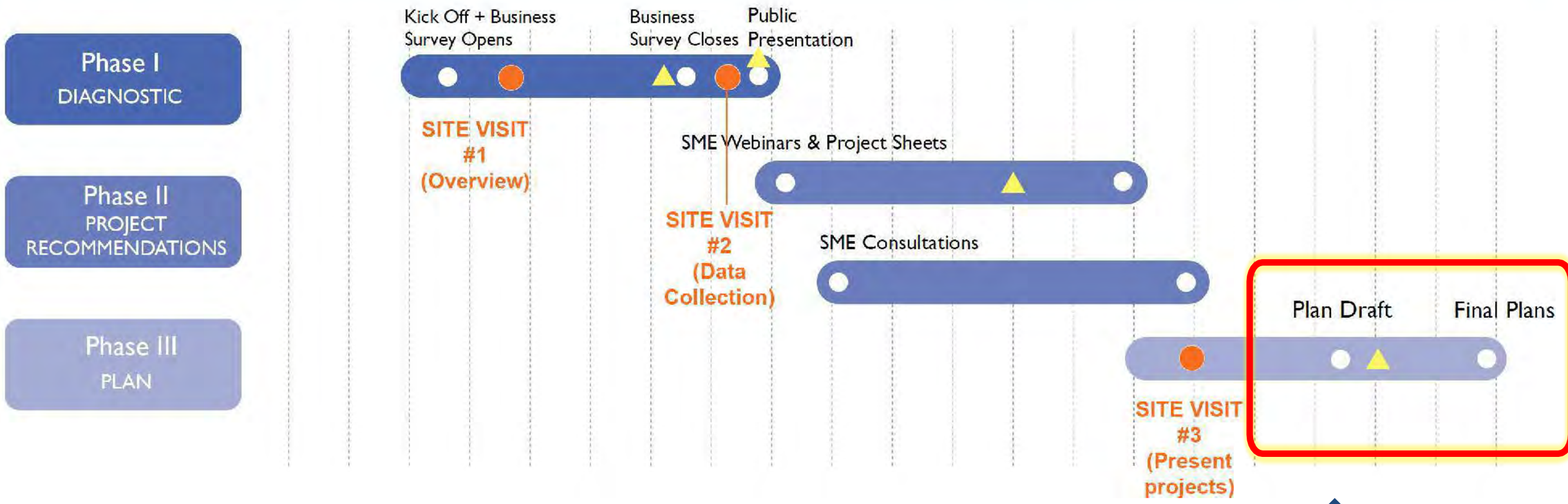
RAPID RECOVERY PLANS

PLANNING SCHEDULE

▲ Public Meetings



Final Plan: Oct 8th

Thank You!

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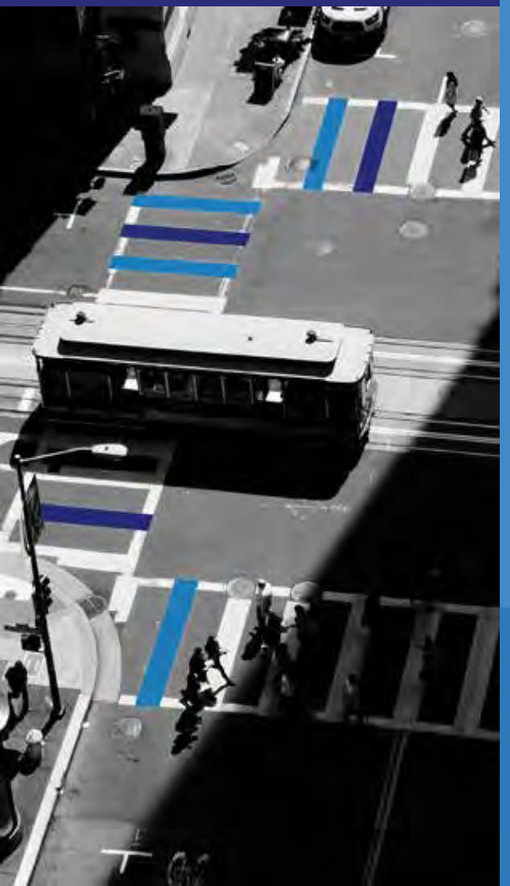
RAPID RECOVERY PLANS



Brant Rock
Phase II – Project Ideation

June 15, 2021

dhcd Massachusetts
RAPID RECOVERY PLANS

Agenda

- Introductions
- Phase I: Priority Goals & Diagnostic Data Takeaways
- Phase II Schedule & Goals
- Flooding Challenges
- Project Themes
- Open House Activities

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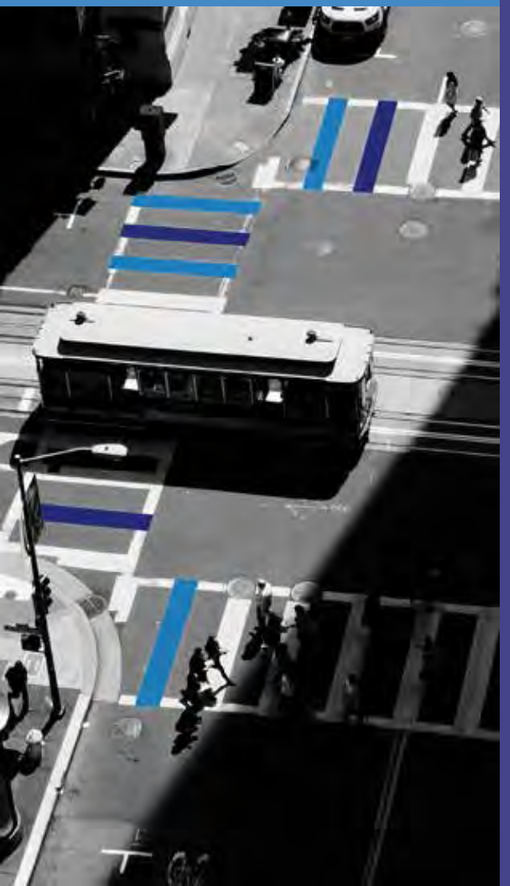
RAPID RECOVERY PLANS

PROJECT TEAM

- **Town**
  - Greg Guimond – Town Planner
  - Karen Horne – Assistant Town Planner
- **Stantec**
  - Jason Schrieber – Plan Facilitator
  - Amelia Casey – Project Planner
- **DHCD**



Phase I: Priority Goals & Diagnostic Data Takeaways

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RAPID RECOVERY PLANS

BASELINE DATA: KEY FINDINGS OVERVIEW

CUSTOMER BASE / ADMIN CAPACITY

- **Growing local and regional population** is an opportunity for retailers
- **Retail growth is slower, with persistent vacancies, gaps in storefronts, and short hip seasons**
- **Retail activity is leaking outside of Brant Rock & Marshfield to other regional commercial centers**
- While the Marshfield **Chamber of Commerce is strong**, there is **no dedicated Brant Rock business association**

BUSINESSES

- Most retail uses are **seasonal**, leaving little diversity and little year-round activity
- Some businesses have **attractive signage and facades,** but quality varies
- Most businesses have **worn facades** and **lack awnings** but have sufficient window coverage
- **More outdoor dining** is needed

PUBLIC / INFRASTRUCTURE ASSETS

- **Little to no wayfinding** exists
- Most crosswalks and sidewalks **are not accessible or well-maintained**
- A lack of **outdoor seating, landscaping, and lighting** to accommodate visitors
- Roadways **prioritize vehicles,** given the **large right of ways and head-in parking**

CLIMATE

- Brant Rock is significantly impacted by **coastal flooding** at a worsening rate every year
- **Short-term flooding will continue**
- **Sea-level rise** between now and 2070 will **heighten storm impacts**
- **Existing businesses** will continue to face **annual storm flooding impacts**

DRAFT COMMUNITY GOALS

RELATED DIAGNOSTIC SCORES

DHCD RATINGS: A B C F

- Create **safe walkways and accessible pedestrian facilities** and improve **multimodal connections**
- Develop a **streamlined wayfinding program** for destinations, Town amenities, and parking facilities
- Provide **protected and dedicated spaces** for **outdoor dining**
- Expand **retail activity** and **support existing businesses** in the Brant Rock area
- Promote **flexible development** opportunities that incorporate **resilient designs**
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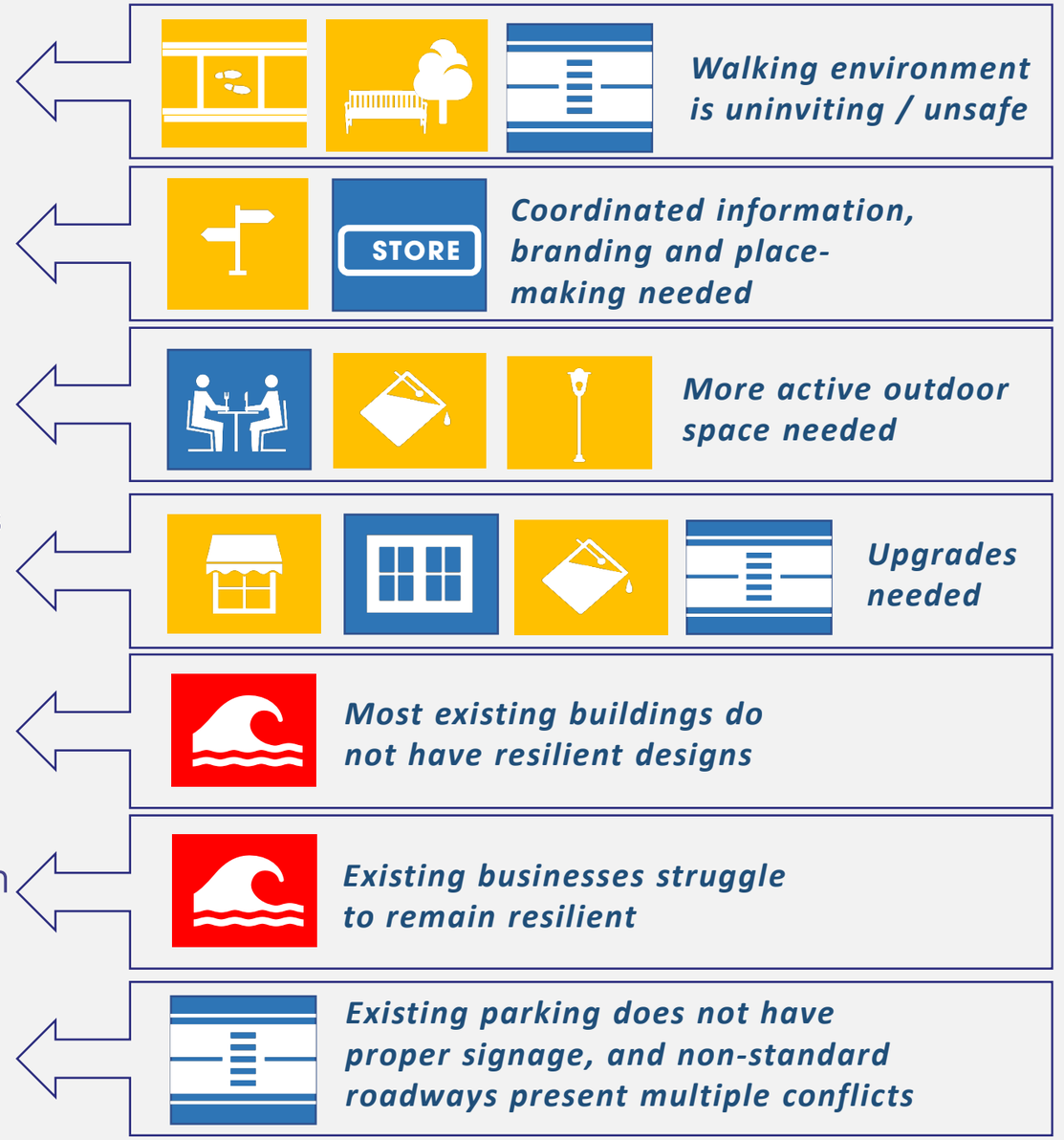
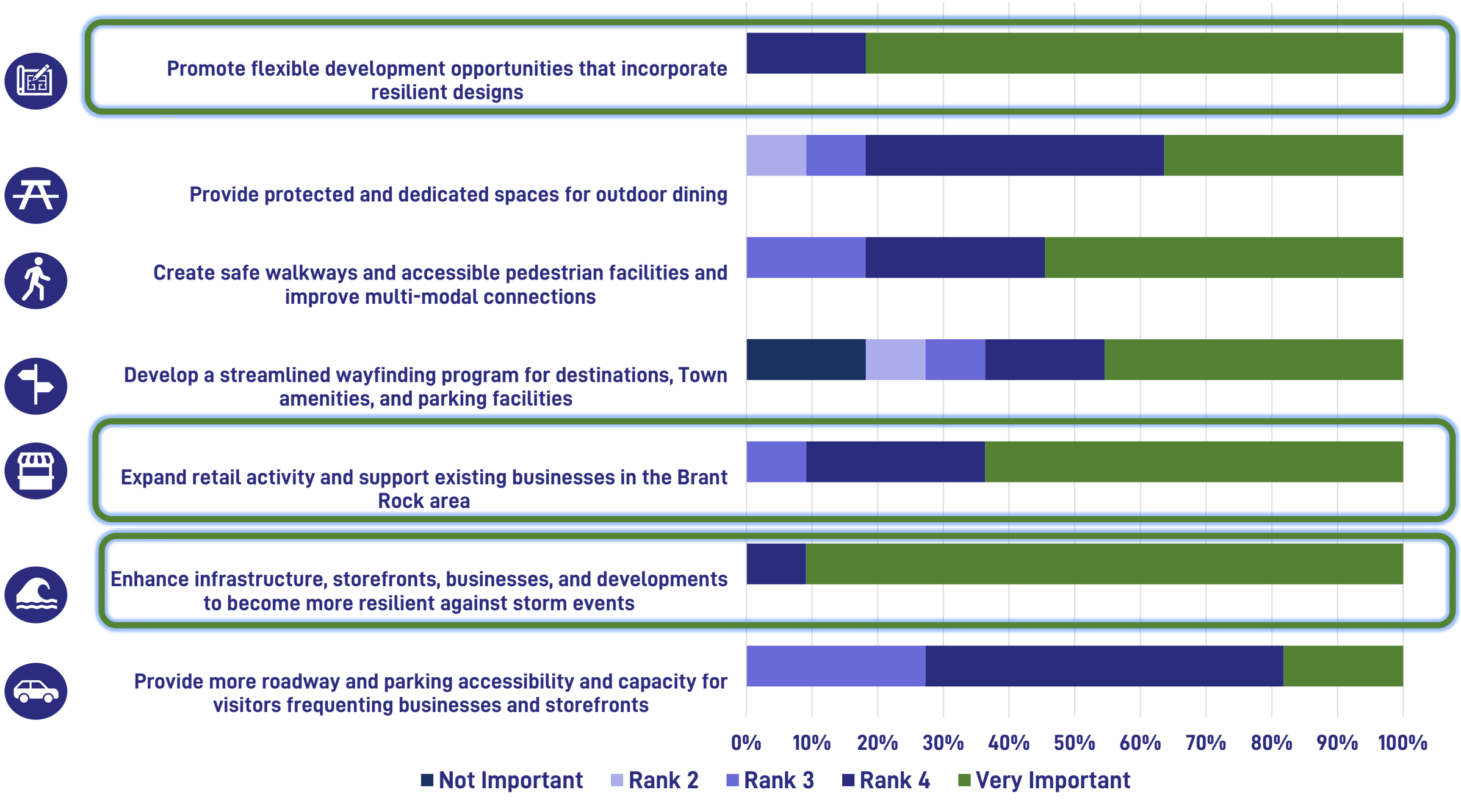


PHASE I PUBLIC FEEDBACK – PRIORITY GOALS



Phase II Schedule & Goals

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PLANNING SCHEDULE

▲ Public Meetings

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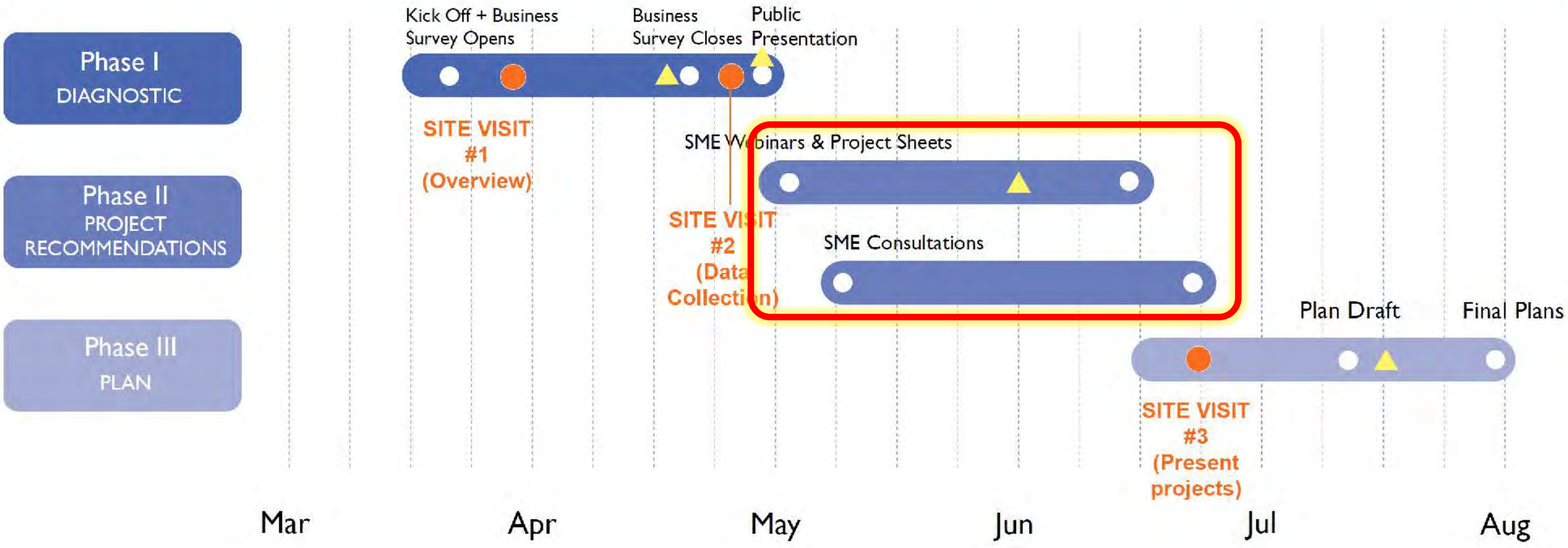
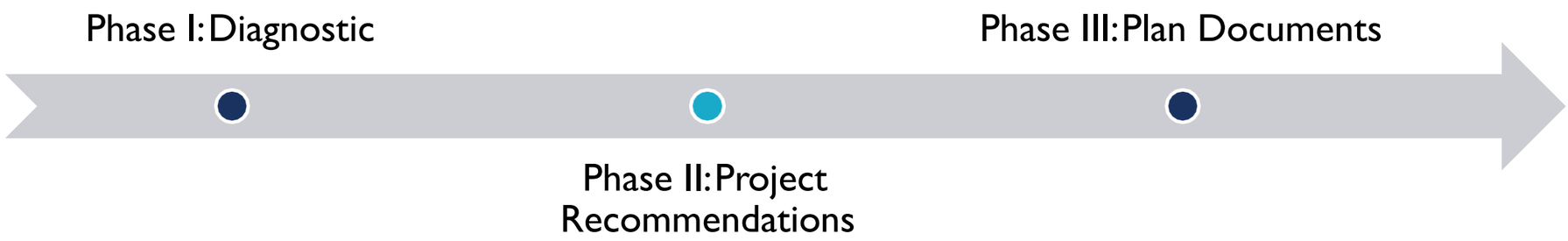


Phase II – Project Recommendations

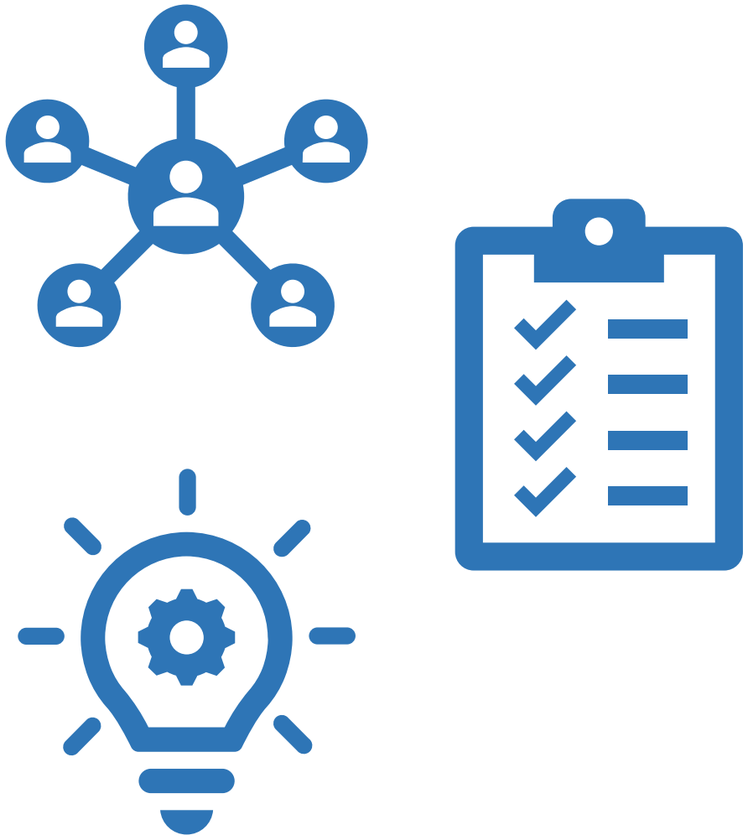
- Project identification and development of project details in consultation with Lead Applicant, community and stakeholders



PHASE II:
Subject Matter Expert (SMEs) Opportunities

- *SMEs will be available in the following categories (depending on the projects developed for each community):*
- **Public Realm**
  - Public Space Transformation (Parking, Biking, Sidewalks, Streets)
  - Finding opportunities in overlooked spaces
- **Private Realm**
  - Overcoming Zoning/Permit/Licensing Hurdles
- **Revenue & Sales**
- **Administrative Capacity**
- **Tenant Mix**
- **Cultural/Arts**

Project Ideation Open House Goals



- Learn more about potential project ideas related to the Brant Rock LRRP program goals
- Provide feedback on initial projects
- Propose additional ideas to enhance the project list

Project Ideation Open House Schedule

- **10-15 mins:** Participant Sign-in
- **15-20 mins:** Open House Kick-off Presentation
- **~60 mins:** Open House Activities

Flooding Challenges

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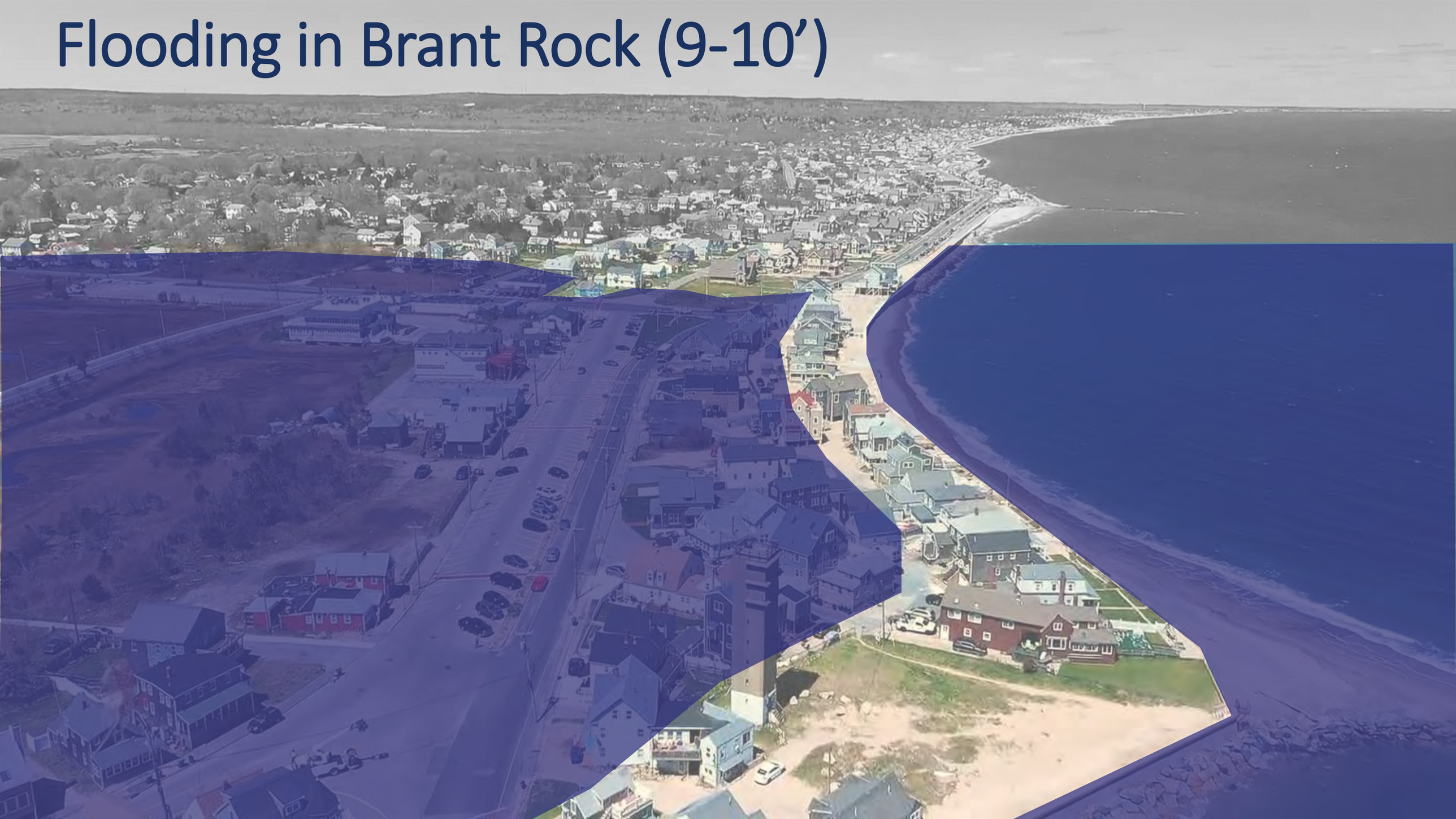
Important Elevation Contours

- Flooding is unavoidable
- Drainage solutions are expensive and do not properly solve the problem

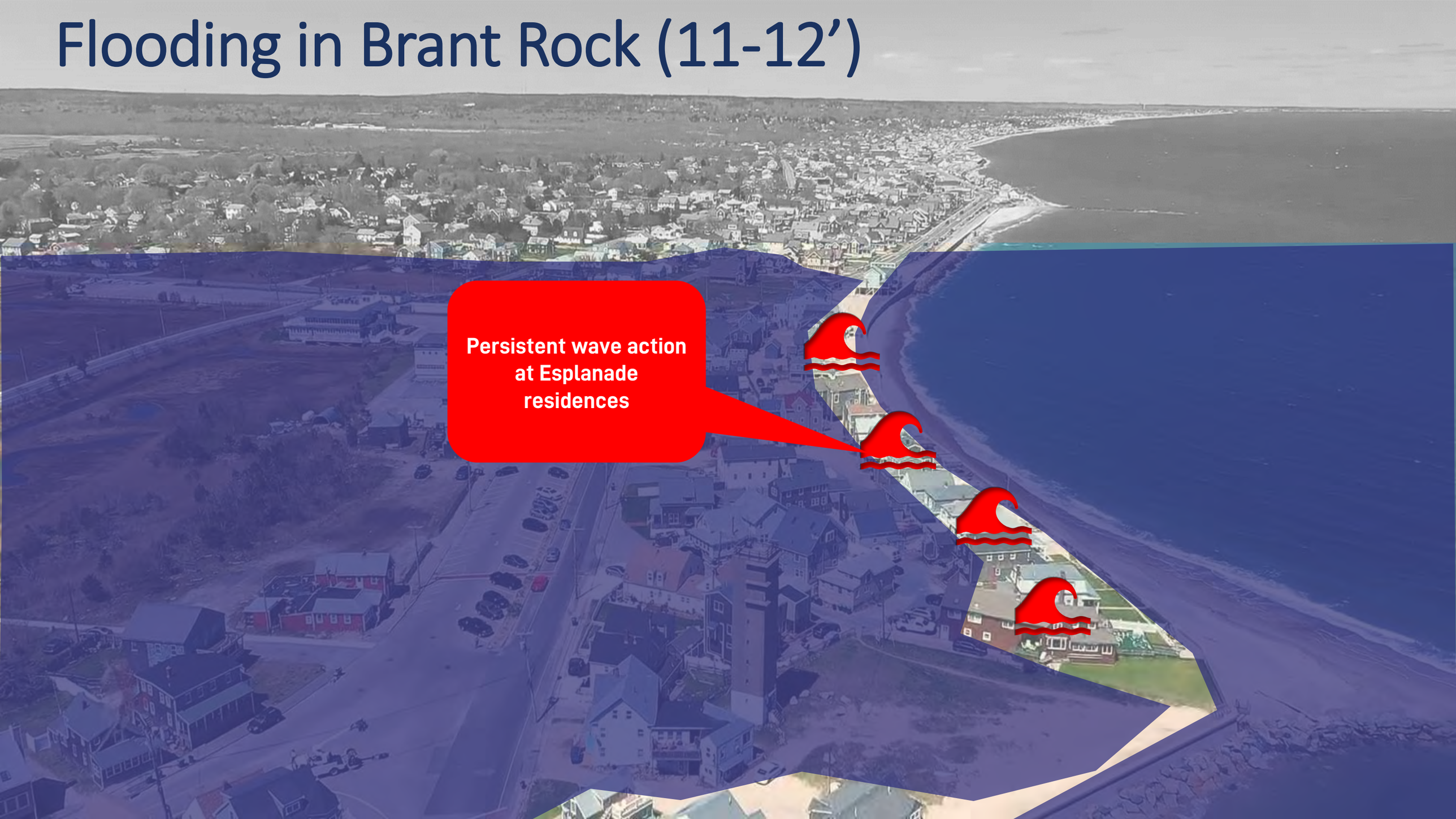
- 3’ (Feb 2013/Jan 2018 Blizzards)
- 4’ (Feb 2013 blizzard)
- 9’ (9.2’ 10-yr storm)
- 10’ (10.4’ 100-yr storm/FEMA VE Flood Zone)
- 11 (11.2’ 500-yr storm)
- 12’ (FEMA AE Flood Zone)

Flooding in Brant Rock (3-4’)

Flooding in Brant Rock (9-10’)



Flooding in Brant Rock (11-12’)



Project Themes & Initial Project Ideas

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Project Themes

- **ACCESS TO BRANT ROCK**
  - Enhance wayfinding for businesses & attractions
  - Enhance access to transit & improve shuttle/pedicab services (during events, pilot)
  - Improve gateway roadways into Brant Rock (particularly at Town Pier)

- **BRANT ROCK CULTURE & ARTS**
  - Enhance marketing for Brant Rock events (Lobster Fest, Road Races, Art Festival, Levitate & Levitate mini-events, Fairground Music Events) & align with Chamber of Commerce efforts
  - Create pop-up event program
  - Work with local businesses to promote Food Truck collaborations

- **FLOODING & RESILIENCE IN BRANT ROCK**
  - Resilient Technical Assistance for New Businesses
  - Resilient Activation Infrastructure
  - Floodable Commercial spaces

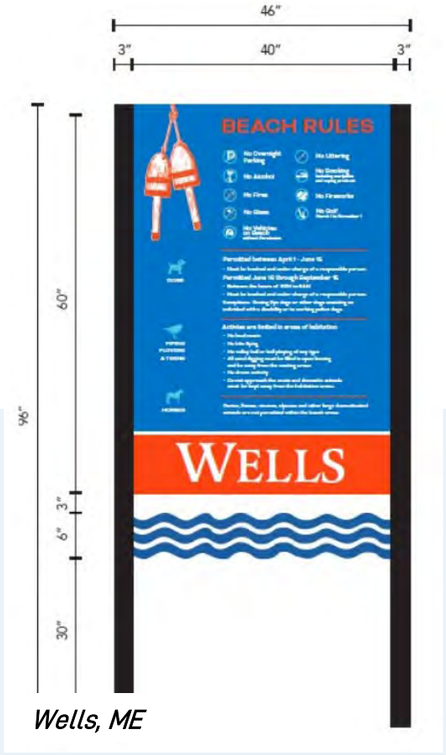
Project Themes

- **BRANT ROCK BUSINESS SUPPORT & COMMUNUITY**
  - Develop a business association (within Chamber of Commerce or separate entity)
  - Provide technical advice for new businesses
  - Focus on collecting grant funding for business improvements
  - Improving facades & exterior infrastructure

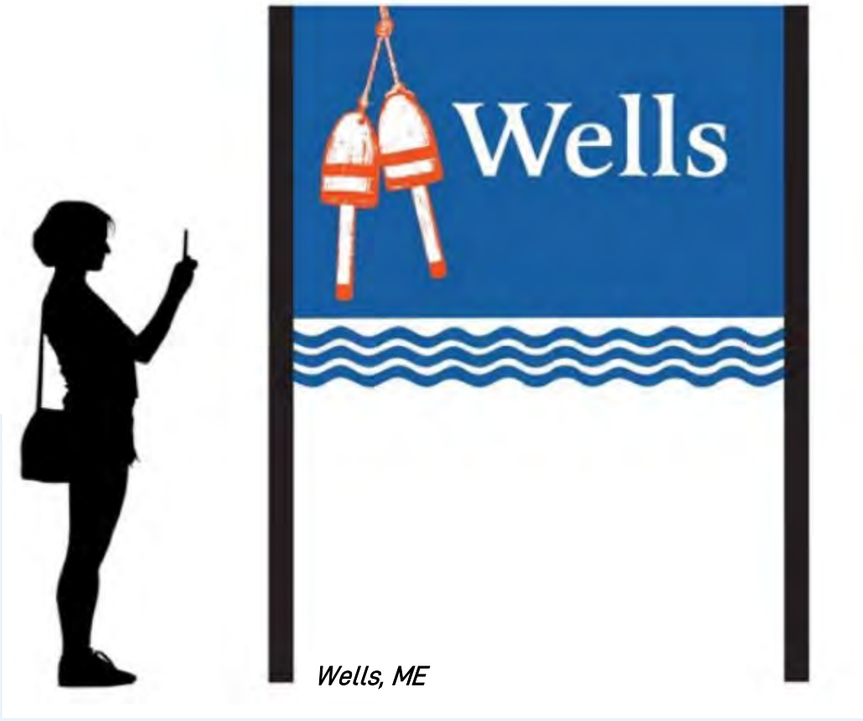
- **MOBILITY IN & THROUGHOUT BRANT ROCK**
  - Address pedestrian safety on Ocean St & Island St
  - Improve multimodal amenities & connections
  - Provide resilient streetscape amenities
  - Increase parking supply & visibility of remote lots

Access to Brant Rock

- **Wayfinding Program**
- Brant Rock Shuttle/Pedicab Service
- Town Pier Intersection Gateway



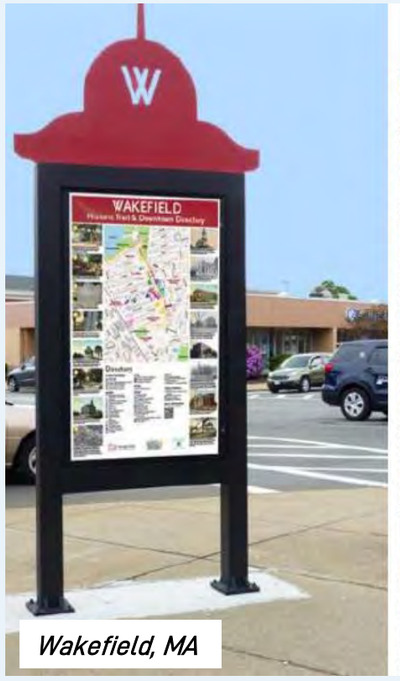
Wells, ME



Wells, ME

Rockport, MA

Pittsfield, MA



Wakefield, MA

Access to Brant Rock

- Wayfinding Program
- **Brant Rock Shuttle/Pedicab Service**
- Town Pier Intersection Gateway

Pedicab Services

Pedicab Services

Rockport CATA Shuttle, Rockport, MA

Access to Brant Rock

- Wayfinding Program
- Brant Rock Shuttle/Pedicab Service
- **Town Pier Intersection Gateway**

Roseville Gateway signage/road, Roseville, CA

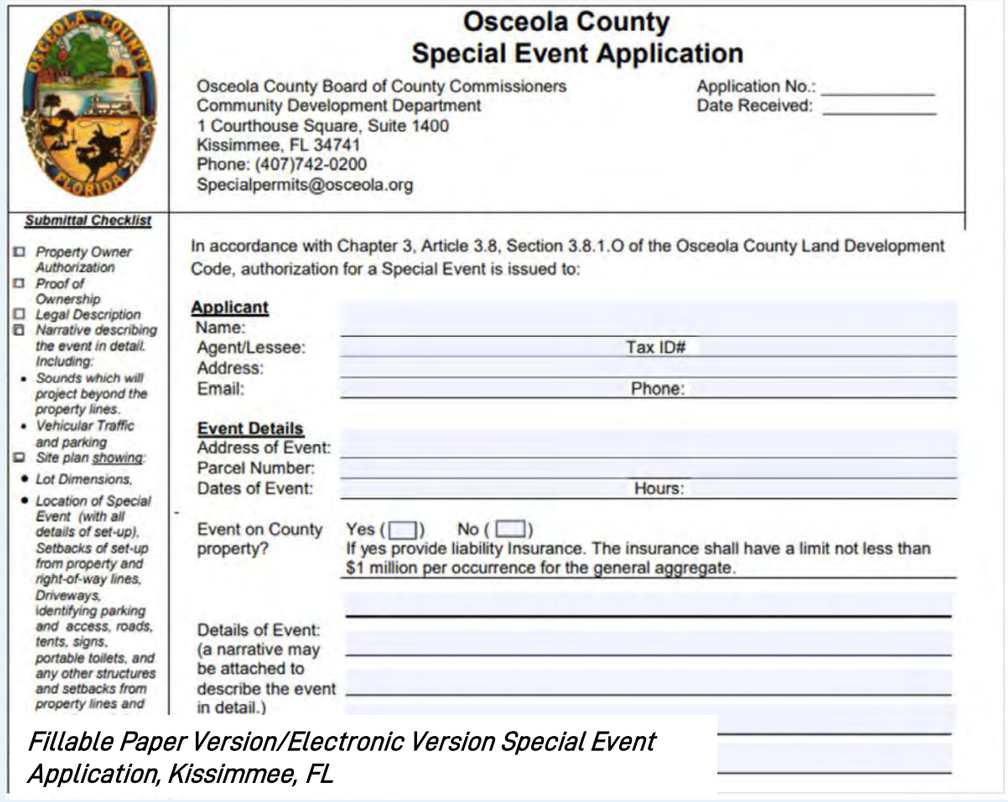
Raised Intersection

Brant Rock Arts & Culture

- **Event Marketing Services**
- Pop-up Event Program
- Food Truck Program

Pledge to Support Local, Amherst, MA

Bloomfield Economic Development COVID-19 Business Recovery Program, Bloomfield, CT



Osceola County
Special Event Application

Osceola County Board of County Commissioners
Community Development Department
1 Courthouse Square, Suite 1400
Kissimmee, FL 34741
Phone: (407)742-0200
Specialpermits@osceola.org

Application No.: _____
Date Received: _____

Submittal Checklist

- ☐ *Property Owner Authorization*
- ☐ *Proof of Ownership*
- ☐ *Legal Description*
- ☐ *Narrative describing the event in detail. Including:*
  - *Sounds which will project beyond the property lines.*
  - *Vehicular Traffic and parking*
- ☐ *Site plan showing:*
  - *Lot Dimensions,*
  - *Location of Special Event (with all details of set-up), Setbacks of set-up from property and right-of-way lines, Driveways, identifying parking and access, roads, tents, signs, portable toilets, and any other structures and setbacks from property lines and*

In accordance with Chapter 3, Article 3.8, Section 3.8.1.O of the Osceola County Land Development Code, authorization for a Special Event is issued to:

Applicant
Name: _____
Agent/Lessee: _____ Tax ID# _____
Address: _____
Email: _____ Phone: _____

Event Details
Address of Event: _____
Parcel Number: _____
Dates of Event: _____ Hours: _____

Event on County property? Yes (☐) No (☐)
If yes provide liability Insurance. The insurance shall have a limit not less than $1 million per occurrence for the general aggregate.

Details of Event: (a narrative may be attached to describe the event in detail.)

Fillable Paper Version/Electronic Version Special Event Application, Kissimmee, FL

Business Recovery Task Force, Lowell, MA

Brant Rock Arts & Culture

- Event Marketing Services
- **Pop-up Event Program**
- Food Truck Program

MAPC Contracting with Artists Initiative, Various Locations MA

Town Center Shared Space, West Stockbridge, MA

POPPORTUNITY, Central Square, Cambridge, MA

Brant Rock Arts & Culture

- Event Marketing Services
- Pop-up Event Program
- **Food Truck Program**

Food Truck Lineup, Miami Beach, FL

Coastal Coffees, Food Truck Mashup, USA Today

Food Truck, in Parking Lot, Williamsburg, VA

Flooding & Resilience in Brant Rock

- **Resilient Technical Assistance for New Businesses**
- Green Stormwater Infrastructure Solutions
- Floodable Commercial Spaces

Cazadores Restaurante Mexicano Tent with Outdoor Seating, Tyngsborough, MA

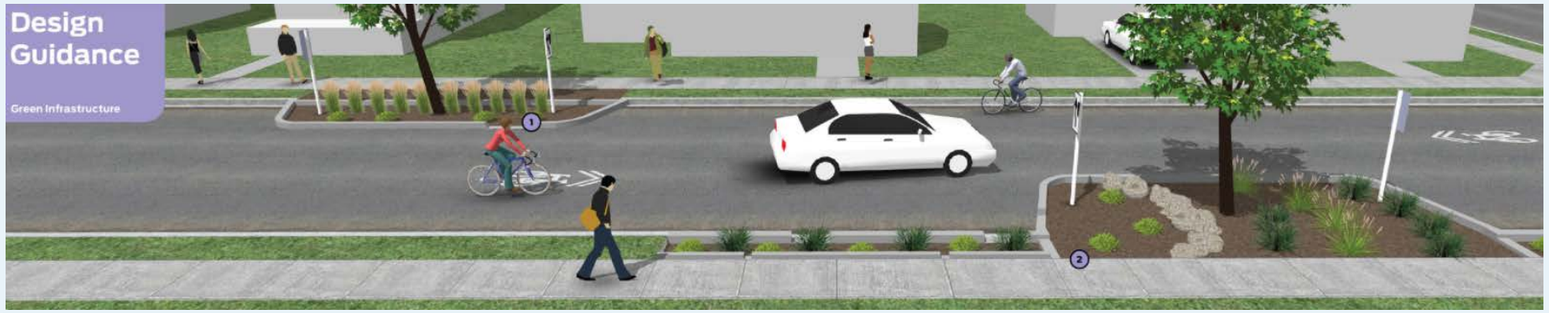
Western Market, Muskegon, Michigan

Flooding & Resilience in Brant Rock

- Resilient Technical Assistance for New Businesses
- **Green Stormwater Infrastructure Solutions**
- Floodable Commercial Spaces

Permeable Pavers

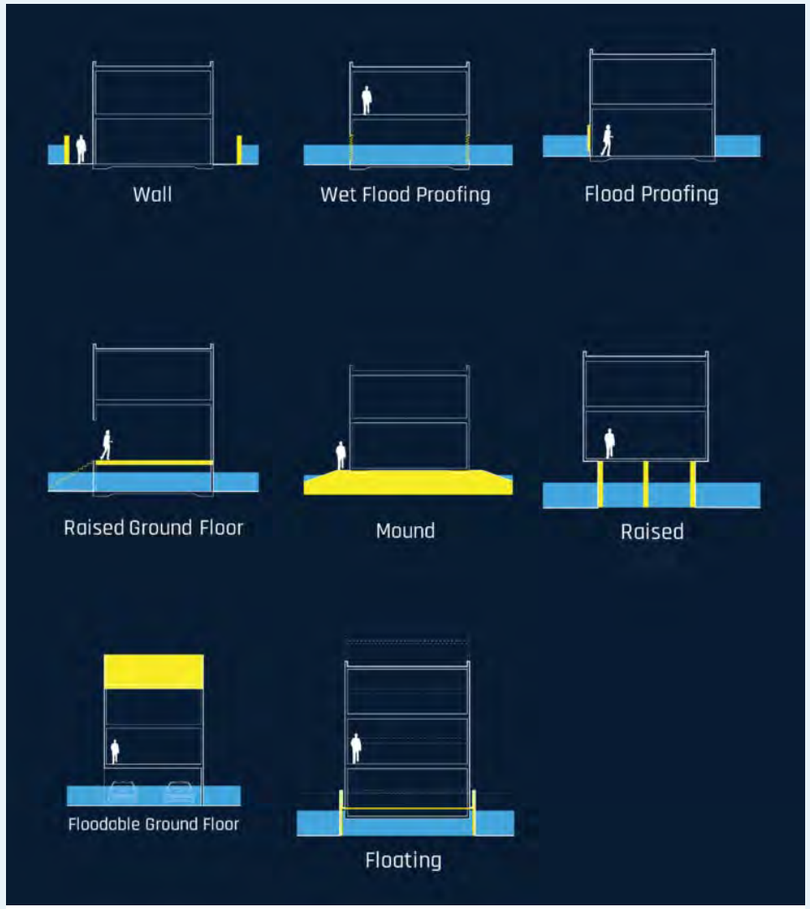
Western Market, Muskegon, Michigan



NACTO Green Infrastructure Design Guidance

Flooding & Resilience in Brant Rock

- Resilient Technical Assistance for New Businesses
- Green Stormwater Infrastructure Solutions
- **Floodable Commercial Spaces**



Resilient Planning/Building, Kinder Institute for Urban Research

Resilient Retrofit, Burnham Hall, Lincoln, VT

South Jordan, UT

Brant Rock Business & Community Support

- **Brant Rock Business Association**
- Development & New Businesses Technical Assistance
- Grant Funding Team
- Façade Improvements

Downtown Reading District Management Model, Reading, MA

Downtown Reading District Management Model, Reading, MA

Amherst DOWNTOWN MASS BUSINESS IMPROVEMENT DISTRICT

Amherst Downtown BID, Amherst, MA

Brant Rock Business & Community Support

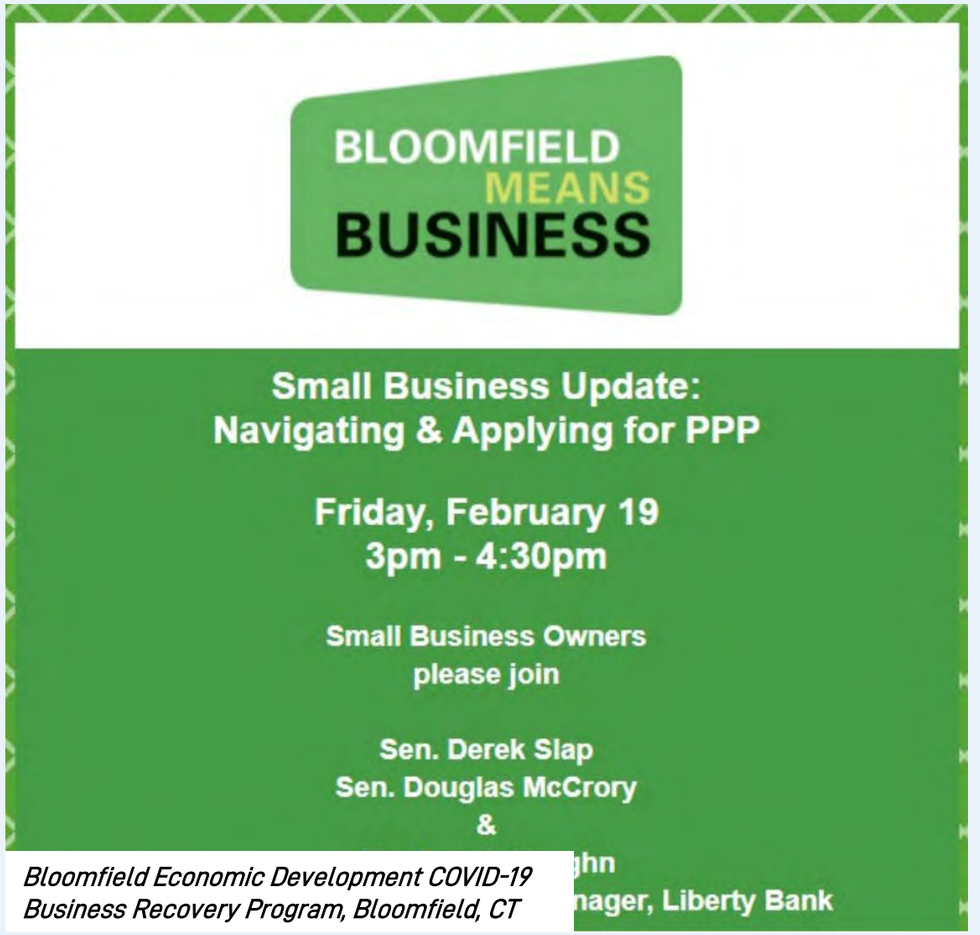
- Brant Rock Business Association
- **Development & New Businesses Technical Assistance**
- Grant Funding Team
- Façade Improvements

Thinking in Business for Immigrants Workshop Series, Boston, MA

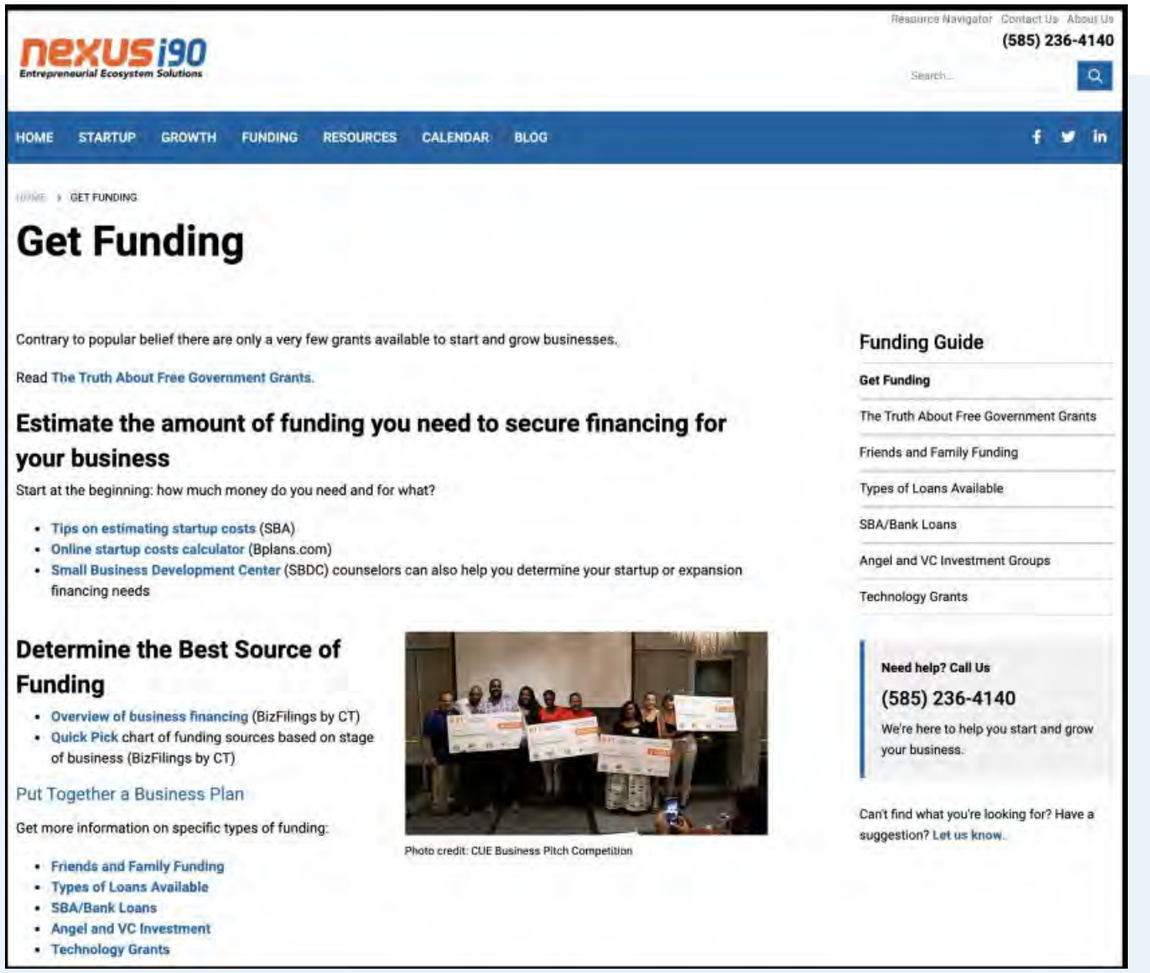
Small Business Resiliency Fund, DC

Brant Rock Business & Community Support

- Brant Rock Business Association
- Development & New Businesses Technical Assistance
- **Grant Funding Team**
- Façade Improvements



Bloomfield Economic Development COVID-19 Business Recovery Program, Bloomfield, CT



Facilitating Inclusive Entrepreneurial Building & Enhancement, Resource Navigator Implementation, Rochester, NY

Brant Rock Business & Community Support

- Brant Rock Business Association
- Development & New Businesses Technical Assistance
- Grant Funding Team
- **Façade Improvements**

Interactive Storefront Installation, Worcester, MA

Storefront Design Guidelines , Everett Square, MA

Mobility Within Brant Rock

- **Pedestrian Safety Improvements**
- Resilient Streetscape Improvements
- Multimodal Connectivity
- Parking Plan

Painted Bump-outs & flex posts, Baltimore, MD

Outdoor Dining & Commerce in Moody St, Waltham, MA

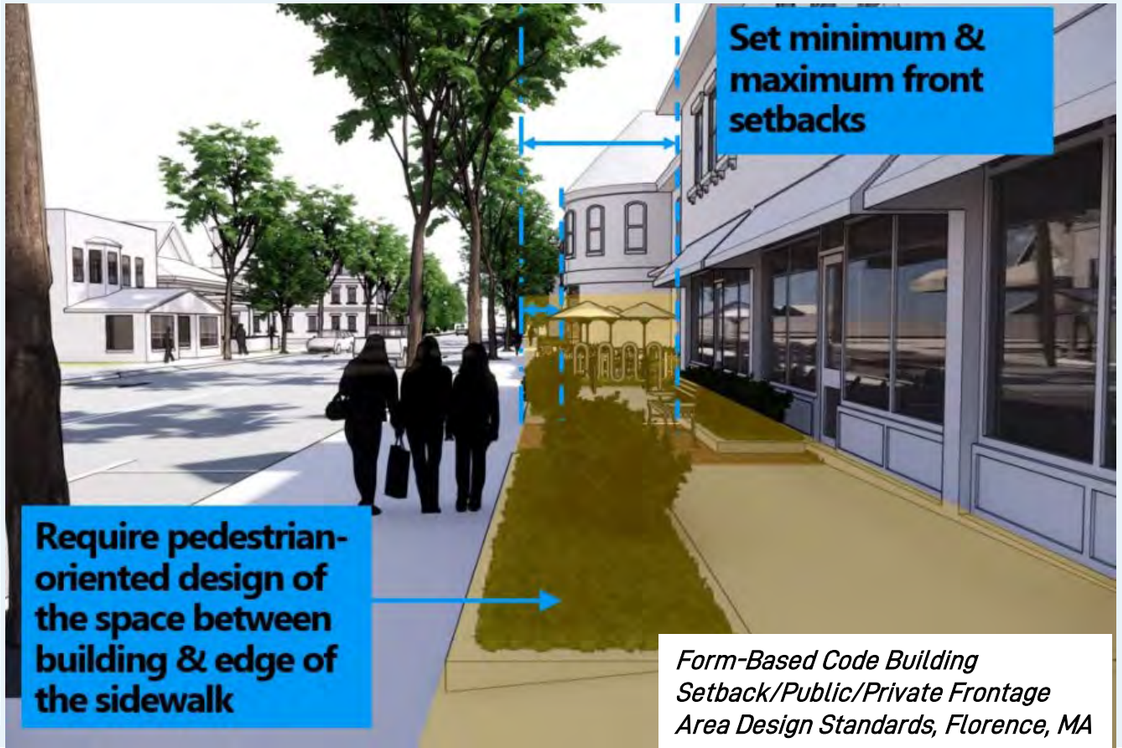
Roslindale Square, Roslindale, MA

Mobility Within Brant Rock

- Pedestrian Safety Improvements
- **Resilient Streetscape Improvements**
- Multimodal Connectivity
- Parking Plan

Temporary Painting & Native Pollinator Garden Installation, Somerville, MA

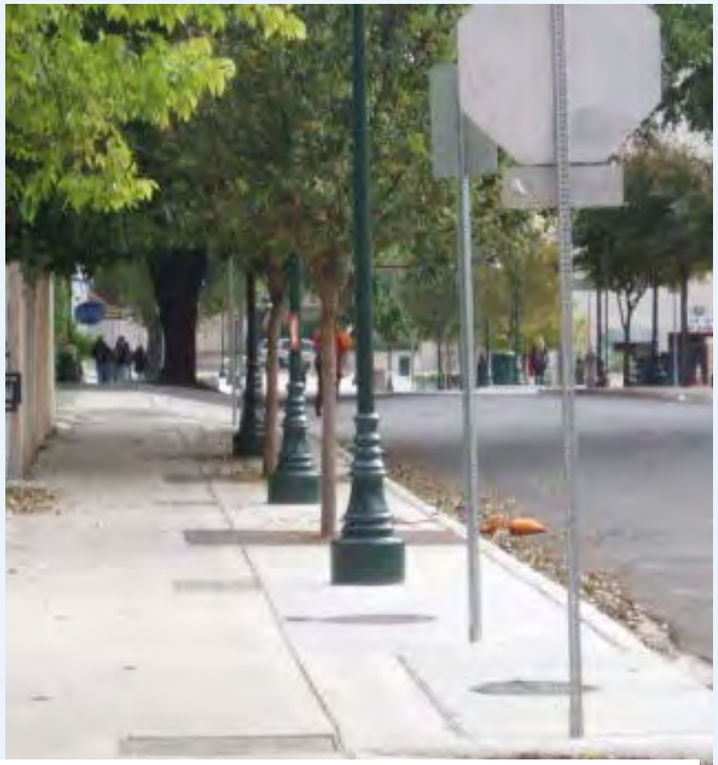
Bioswale



Form-Based Code Building Setback/Public/Private Frontage Area Design Standards, Florence, MA

Mobility Within Brant Rock

- Pedestrian Safety Improvements
- Resilient Streetscape Improvements
- **Multimodal Connectivity**
- Parking Plan



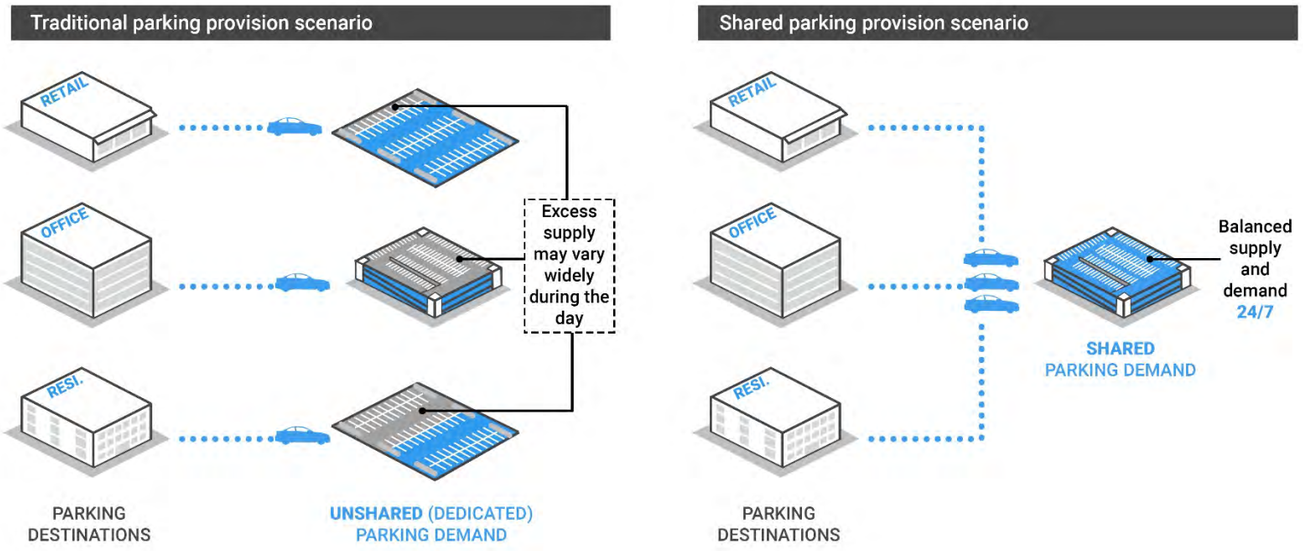
Paved sidewalk, Austin, TX

Raised sidewalk with curb extension

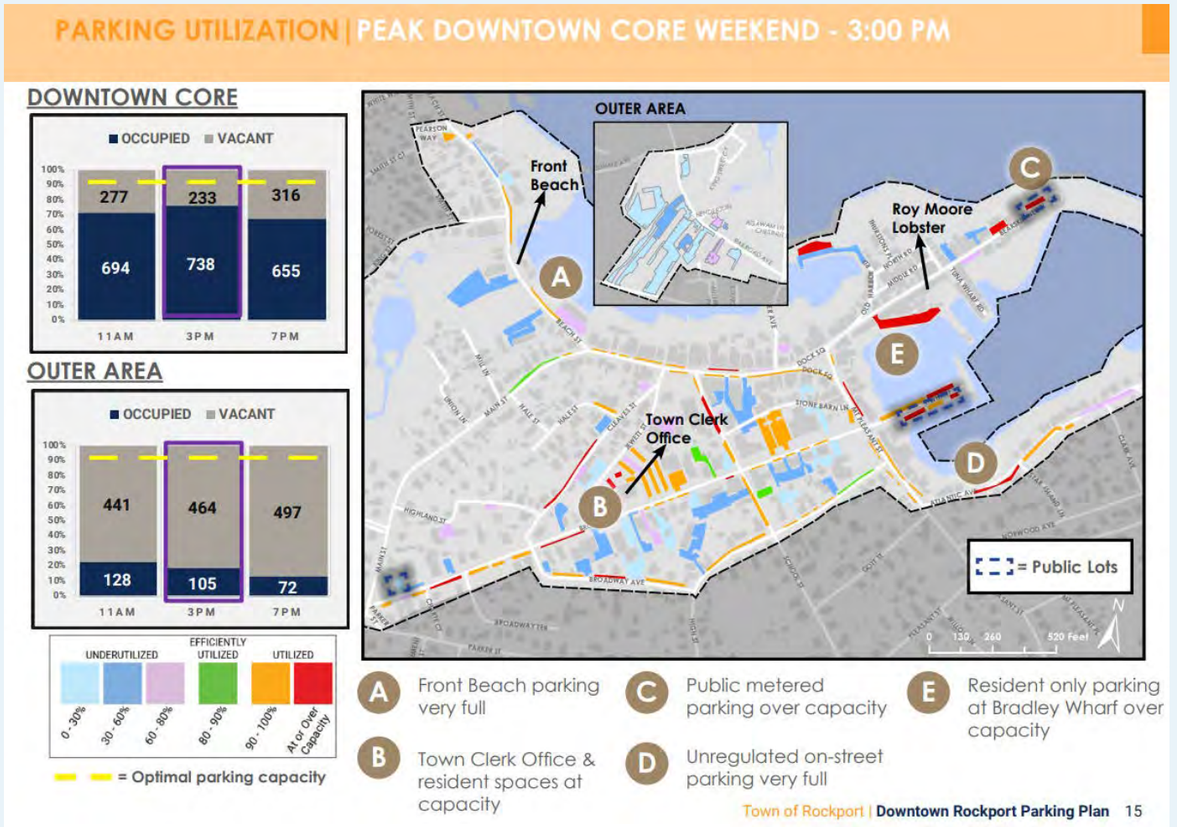
Pedestrian crossing with bump-outs, crosswalks

Mobility Within Brant Rock

- Pedestrian Safety Improvements
- Resilient Streetscape Improvements
- Multimodal Connectivity
- **Parking Plan**



Shared Parking Diagram



Downtown Rockport Parking Plan (Parking Demand), Rockport, MA

Open House Activities

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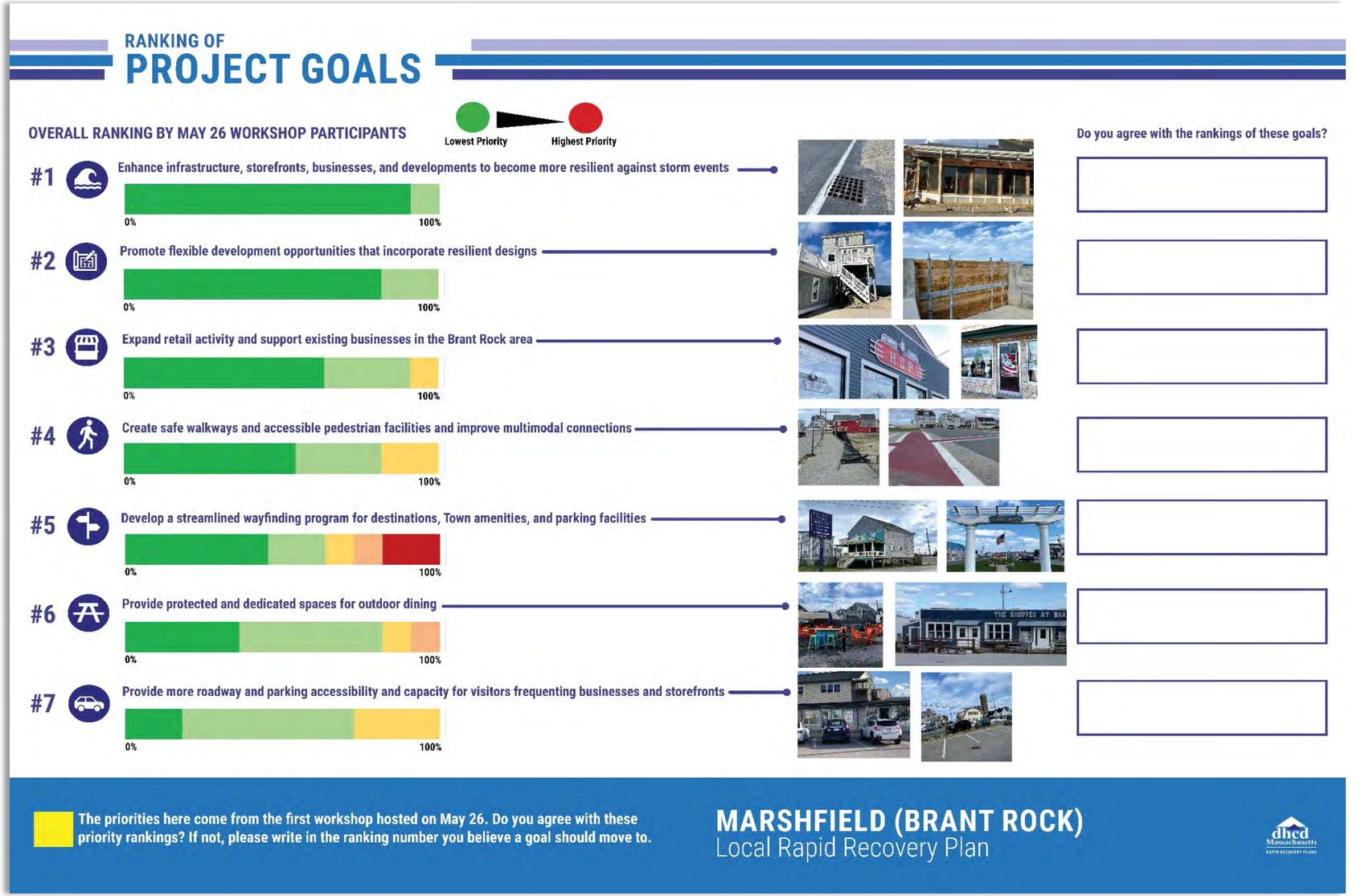
RAPID RECOVERY PLANS

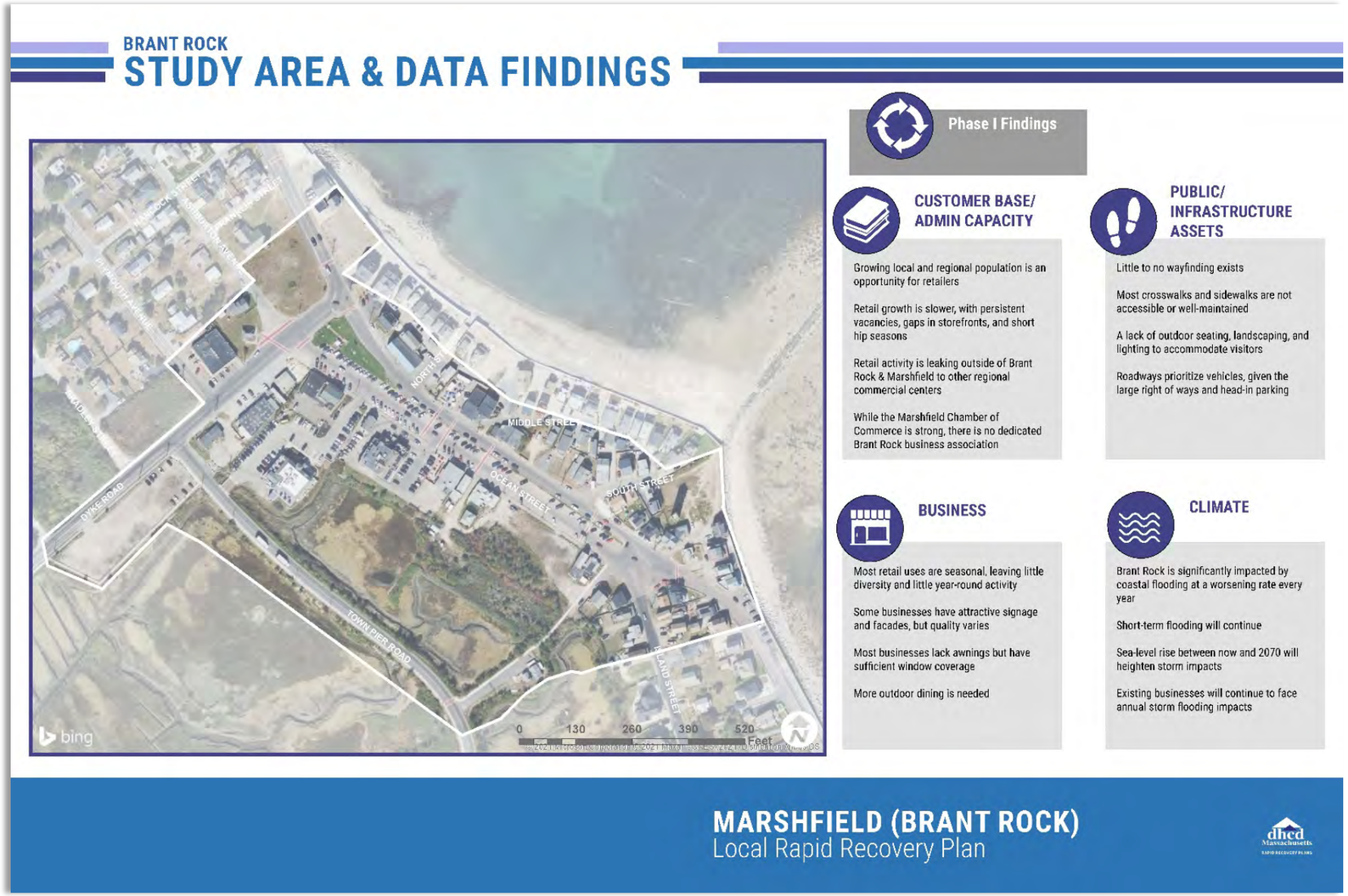
Priority Goals Review

- Learn about the **project goals**
- Understand the **public's priority goals** for Brant Rock
- Providee **feedback** on **project priorities**



Phase I Data Findings& Flooding Challenges Review

- Review **key findings** from Phase I Diagnostic data analysis
- **Provide** your input on the **findings and flooding issues** that impact you



Project Priorities Feedback

- Learn about the **range of project ideas**
- **Vote** on your **project priorities**

PROJECT
IDEAS & PRIORITIES

Access

Wayfinding Program

Develop a wayfinding signage system that directs visitors to parking, recreational facilities and destinations, and provides walking distances.

Shuttle/Pedicab Service

Develop a peak season shuttle or pedicab service in Brant Rock that provides drop-off and pick-up services to businesses, destinations, and remote parking lot.

Town Pier Intersection Gateway

Mitigate recurrent flooding with raised intersection, also creating signed gateway & traffic calming.

Arts + Culture

Event Marketing Services

Build upon Chamber marketing program that enhances Brant Rock events via social media, online platforms, and integrates all public and private events via one Brant Rock webpage/site

Pop-up Event Program

Pilot a program where Town provides materials, licenses and landowner liability protection so that vendors can provide pop-up style events in open spaces and vacant parcels (during peak season)

Food Truck Program

Pilot a program where Town provides licenses and landowner liability protection so that food trucks can operate in open spaces and vacant parcels (during peak season)

Flooding + Resilience

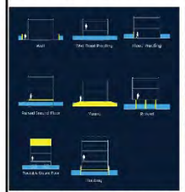
Resilient Business Program

Develop a set of resources on resilient private building retrofits and funding sources for operating with storm events.

Green Stormwater Infrastructure Solutions

Develop a set of solutions that provides a GSI toolkit for developers and new businesses.

Floodable Commercial Spaces



Pilot solutions that create moveable restaurants and retailers that can leave before a storm event (container retail, floodable pavilions, floating buildings, etc.).

Take 10 dots, which represent project priorities and - considering the goals of this project - identify your preferences in the box beside the project idea name. You can put all your dots in one topic or spread them around.

MARSHFIELD (BRANT ROCK)
Local Rapid Recovery Plan

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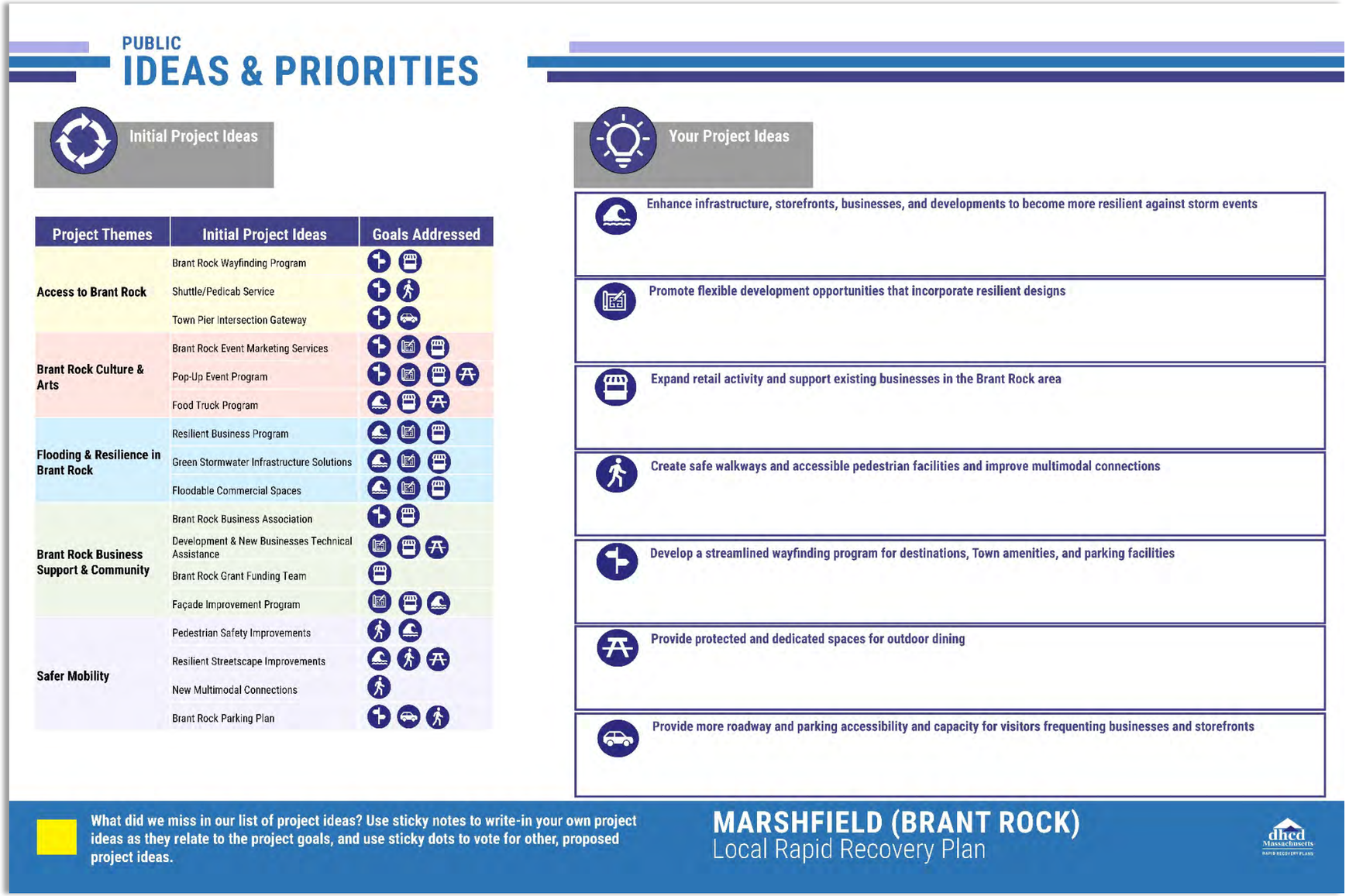
RAPID RECOVERY PLANS

Project Priorities Feedback – Your Ideas

- **Provide input** on **additional projects and populate with YOUR ideas**



Existing Supporting Recommendations (BU Study)

- Understand **additional projects** proposed by **other planning efforts**
- **Provide feedback** on **projects** and how they should be **integrated into the LRRP program**

EXISTING SUPPORTING

RECOMMENDATIONS FROM B.U. STUDIES

Revitalizing Brant Rock: An Economic and Aesthetic Approach

Recommendations:

Develop a Brant Rock Esplanade Committee (BREC)	• 7-member committee targeting a common vision • Part-time or full-time
Economic Development Director	• Community programming and increase tourism • Economic Development for Brant Rock and Marshfield in general • Opportunity to pay for through increase to Room Occupancy Tax from 4% to 6%, ensure short term rentals are paying occupancy tax
Pop-Up and Permitted Uses	• Short leases for amateur businesses needing retail space • Further diversifies Esplanade • Amending town 's municipal code to allow for temporary certificates of retail occupancy
Permeable Pavers	• Significantly reduces flooding - Water flow rates through pervious concrete are usually around 480 in /hr • Grants are available through the State, MVP program, and others • Suggestion of Public Works and Planning to champion these efforts • Start with pilot project to show effectiveness in area before larger implementation
Art Walk/Public Art Installations	• Community Pride & Tourism • Investing in Local Artists, allowing them to showcase talent • Possible grants include MCC (Requires designation first), CPA Funds, and many art forward organizations • Suggestion of Planning and Administration working in conjunction with the local art association and neighborhood association to champion these efforts, possibly Marshfield Cultural Council
Cultural District Destination	• Attain MCC cultural designation • Opens up grant opportunities and cultural draw (tourism) • Empty spaces in Esplanade provide opportunities for growth and restoration of the village • Marshfield Cultural Council (with charge change), Planning, Town Administration to champion efforts
Bike Share	• Integrated into existing bike trails • Compliment with year-round decorative bike racks • Southern terminus of Bridle Trail For a "full package " 10 bike share pricing between $25,000-40,000
Brant Rock Tower	• A revitalized Brant Rock Tower could prove a good backdrop for veterans' events

Public Space, Mobility, and Resilience

Recommendations:

- Remove lots of parking for bio retention, pervious pavers
- Add a bike path and improved sidewalk
- Trolley for Tourists

Promoting Wanderability in Brant Rock

Recommendations:

The Chapel Plaza as a vibrant Open Space	• Proposal- Refining the existing public open spaces by strengthening existing relationships and adding new content and attractive qualities • New Content- A public stage which can provide space for community activities • Secondary uses, such as Bike rental, service events holding in the plaza.
The Tower Plaza as a vibrant Open Space	• Proposal- Refining the existing public open spaces by strengthening existing relationships and adding new content and attractive qualities. • New Content- Art gallery or library and Viewing platform as the primary use.
Ocean Street- Creating the Spinal Cord of Brant Rock	• Bike parking and renting & a wall for graffiti for young people as the secondary uses.
Implementing Bike Lanes asnd Shared Use Path	• Proposal- Adding Dedicated Bike lanes. • Removing center parking, flip remaining parking to back-in for increased safety for biking. • Reconstructing commercial sidewalks • Adding stormwater management elements
Bike and Pedestrian Lane Design: Harbor Walk	• Process- • Formalize plan and design. • Funding: MassDOT Complete Streets Funding Program SHORT TERM PLAN: • The version below could be implemented immediately using the Shared Streets and Spaces program. Must finish by September 2021. • Formalize plan and design. • Funding: MassDOT Complete Streets Funding Program
Neighborhood Streets Improvement- Placemaking	• Short Term Plan- • The version below could be implemented immediately using the Shared Streets and Spaces program. Must finish by September 2021. • Goals- Improving safety, enhancing pedestrians/bikers experience, low impact developments • Goals- Accessing to the beach, improving the safety and walking experience of pedestrians, street beatification, stormwater improvements, low impact development

Flood Risk in Brant Rock

Recommendations:

Neighborhood/Streetscape Interventions	• Mobilize neighborhood social support systems • Implement virtual warning/notification system • Establish a cautionary signage system throughout the streetscape indicating flood-risks • Utilize geofencing technology
Infrastructure Best Management Practices (BMP) Marshfield Stormwater Consortium	• Permeable pavement for streets, alleys, sidewalks • Rain gardens/vegetated berms • Organize Marshfield Stormwater Consortium and call on Town representatives and stakeholders to join • Hold regular sessions with an option for virtual participation • Provide a forum for oversight, collaboration, education, and outreach on
Sale-Leaseback Program	• Identify funding sources and start a dialogue with Town of Marshfield officials and Brant Rock residents • Provide the opportunity for homeowners to remain in their home (contrast with FEMA-funded buyout) until SLR activity becomes too severe

Marshfield has already begun to lay the groundwork for a wide range of needs and improvements that also speak to areas raised during the LRRP process.

MARSHFIELD (BRANT ROCK)
Local Rapid Recovery Plan

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Thank You!

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