

Rapid Recovery Plan

October 2021

Northampton





Acknowledgments

City of Northampton





Plan Facilitator



Subject Matter Experts











City of Northampton Rapid Recovery Plan

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The Department of Housing and Community Development, through its community and business partners, provides affordable housing options, financial assistance, and other support to Massachusetts communities. We oversee different types of assistance and funding for consumers, businesses, and non-profit partners.

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125 communities participated in the Rapid Recovery Plan Program

52 Small Communities 51 Medium Communities 16 Large Communities 6 Extra Large Communities Mass Downtown Initiative distributed nearly \$10 million across 125 communities throughout the Commonwealth to assess impacts from COVID-19 and develop actionable, project-based recovery plans tailored to the unique economic challenges in downtowns, town centers, and commercial districts.

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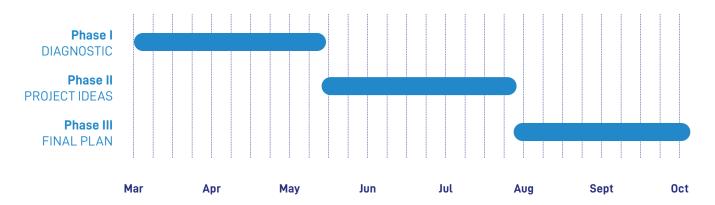
Rapid Recovery Plan (RRP) Program

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

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

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

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



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

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

Rapid Recovery Plan Diagnostic Framework



Who are the customers of businesses in the Study Area?



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



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



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

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



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other

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Executive Summary

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Executive Summary

Building resilience in Paradise City

The Local Rapid Recovery Plan (LRRP) Program was undertaken to provide Northampton with actionable, project-based recovery plans tailored to economic challenges and COVID-19 related impacts unique to the downtown. Communities and Plan Facilitators were partnered through the LRRP program to assess COVID-19 impacts, convene community partners to solicit project ideas and provide feedback, and develop project recommendations. The following plan summarizes key findings from the diagnostic phase of the program and includes a range of priority project recommendations for the community to implement.

Each Rapid Recovery Plan was developed across three phases between March and October 2021.

Phase 1 - Diagnostic: During the first phase, a methodical diagnosis of challenges and opportunities in the downtown's physical environment, customer base, business environment and administrative capacity was conducted through a review of existing conditions, plans and documentation, as well as a survey of local businesses owners and conversations with key local stakeholders. The Diagnostic revealed that the downtown is still responding to the challenges of COVID-19, with 78% of businesses still receiving less foot traffic in 2021 than before the pandemic and 96% still operating at reduced hours/capacity. It also revealed opportunities to address the conditions of public spaces, district-wide marketing strategies, and exploring permanent policy for outdoor dining and retail (source: LRRP Business Survey, April 2021).

Phase 2 - Project Recommendations: Approximately 100 ideas were generated during the Diagnostic and supported the development of a list of 25 draft project recommendations for consideration during Phase 2, ranging from crosswalk safety improvements to enhanced programming for entrepreneurs and innovators. The project recommendations were brought forward to two focus groups, as well as the general public, during a community meeting held in June, in order to be considered for inclusion in the Rapid Recovery Plan.

Phase 3 - Final Plan: The final phase brought together key stakeholders to help inform and guide the envisioning of the 14 project recommendations selected for inclusion in the Local Rapid Recovery Plan. The projects are divided into six categories: public realm, private realm, revenue & sales, administrative capacity, tenant mix, and cultural arts. A few examples of the projects are listed below.

- Implementing long-term permitting and operations mechanisms for outdoor dining and retail on public property.
- Supporting small businesses and entrepreneurs by growing capacity and opportunities for digital Marketing, improving access to resources and creating a new lab for innovation.
- Creating new public arts initiatives such as a mural program and new lighting installations.

Each project recommendation includes content for consideration, such as rationale, potential funding sources, risks, potential partners, and a recommended process for implementation. As with any plan, it will be critical for key stakeholders of the plan to convene and make needed decisions on ushering the projects toward implementation as part of downtown Northampton's COVID-19 recovery.

Diagnostic

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Diagnostics: Process & Key Findings









The Local Rapid Recovery Plan ("LRRP") process began with an approximately two-month survey of existing conditions ("Diagnostic") in the physical environment, business environment, customer base and administrative capacity of Northampton's main commercial area ("downtown Northampton"). This area is comprised largely of Main, Pleasant and King Streets and the 2-3 blocks surrounding them (see map on next page). The Diagnostic is intended to help readers of the LRRP to get to know and understand downtown Northampton's main economic development indicators as they relate to the COVID-19 pandemic and subsequent recovery efforts.

The Diagnostic for this LRRP was developed through a specific set of methods intended to gather both qualitative and quantitative data.

Business Survey, April 2021 (see Appendix): Distributed online and in-person to businesses located in downtown Northampton. Eighty-two out of 317 businesses responded to the survey.

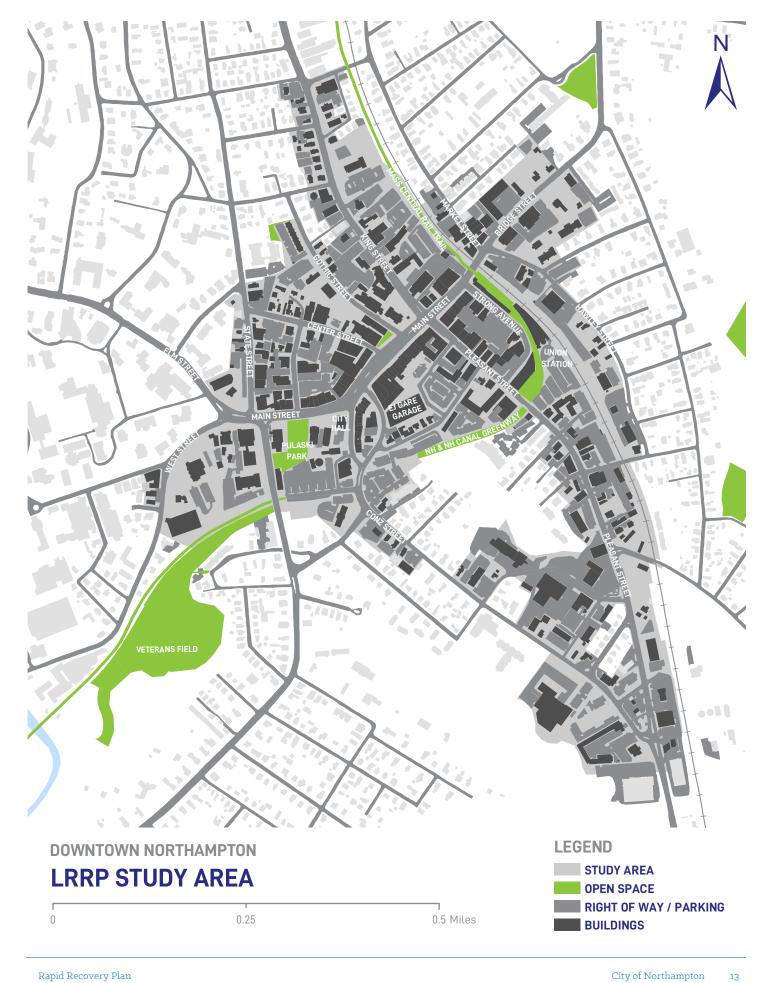
Baseline Data, April 2021 (see Appendix): Desktop data, such as demographic and economic indicators, were collected with the support of City of Northampton and downtown Northampton Association staff. Field data, such as the quality of roads, sidewalks and buildings, were collected during a site visit using a well-defined grading rubric.

Community Meeting, April 24, 2021: An online community meeting was held to hear from residents on findings from the business survey and baseline data, as well as their experiences navigating the COVID-19 pandemic.

Stakeholder Interviews, May 2021 (see Acknowledgments): Fourteen interviews were conducted with City and non-profit staff, as well as key arts/culture and business leaders.

Existing Plans and Resources: Content related to Picture Main Street, Walk/Bike Northampton, the Resilience Hub, and more were reviewed to help ensure the LRRP would serve as a complimentary planning document for the downtown.

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Physical Environment Highlights

Downtown Northampton's public realm has many great features including wide sidewalks, parks and open space, and a strong cultural identity. Together, these core characteristics help to make a welcoming Downtown.

SIDEWALKS AND CROSSWALKS

The sidewalks in the defined study area are in moderate condition, wide on some streets, and clean. Sidewalks that branch away from the Main Street and Pleasant/King Street "core" are in less favorable condition. Numerous crosswalks need improvement to increase pedestrian safety and vehicular visibility. The improvement of sidewalks and crosswalks are going to be addressed in the Picture Main Street project and are slated for improvements starting in 2025. However, shorter-term projects to address short term concerns for safety and accessibility could be implemented.

WAYFINDING

Wayfinding in the study area is primarily centered towards vehicular traffic. There is no cohesive wayfinding system for all modes of transportation, although new digital Soofa wayfinding stations and cultural district entrance signs have been installed. The City of Northampton also recently installed several digital parking counters downtown that point drivers to the nearest parking garage.

PARKS AND OPEN SPACE

There are two open spaces in Downtown: the newly renewed Pulaski Park and the Nagle Walkway, which also serves as the intersection of the Mass Central Rail Trail and the New Haven and Northampton Canal Greenway. Both spaces are well used by the community and cared for. In summer 2020, Pulaski Park had Ambassadors to help ensure people followed COVID-19 public

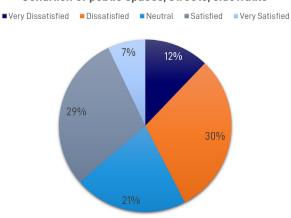
health guidelines. On the lawn, circles were drawn with spray paint to clarify where groups can sit in order to maintain six feet of spacing between groups.

Northampton's comprehensive rail trails and other shared use paths connect Northampton with Amherst, Belchertown, Easthampton, Florence, Hadley, Southampton, and Williamsburg. There are also 16 (soon to be 19) electricassist bike share locations and seven bike shops on or near the trail, which attract recreational bicyclists. The rail trail provides



New solar-powered digital Soofa wayfinding signage near Pulaski Park

Condition of public spaces, streets, sidewalks



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Physical Environment Hightlights, continued

an alternative mode of transportation and connects the economic centers and open spaces across these municipalities.

STREET TREES

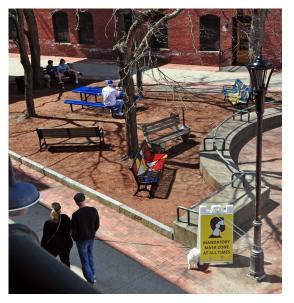
Overall, in downtown there are street trees that are small in stature. In front of Pulaski Park there are larger trees. Several sections of Pleasant Street, King Street, and Old South Street are lacking the presence of trees. On Main Street, there are many empty tree wells, which can be a tripping hazard or those who use mobility devices, such as wheelchairs or walkers, can get stuck. In addition, Main Street's medians have large planters with birch trees. These trees are maintained by the downtown Northampton Association and the Department of Public Works.

A detailed summary of field work and physical environment scoring is located in the Appendix.

CULTURE AND ART

There are a number of murals and other displays of public art within the downtown area which emphasizes the strong presence of cultural arts in Northampton's identity. Murals can be found on Bridge Street near the Roost, on Cracker Barrel Alley, Kirkland Avenue, and tucked into other nooks throughout the downtown. Two sculptures are featured on the outside faces of the bike path and railroad bridges. Sculptures of significance to the local community can be found along Main Street.

Many of the city's anchor institutions are in the arts sector, such as the Academy of Music Theatre, the Iron Horse Music Hall, and Smith College's Museum of Art. Residents and business owners take great pride in the art and music culture that defines Northampton.

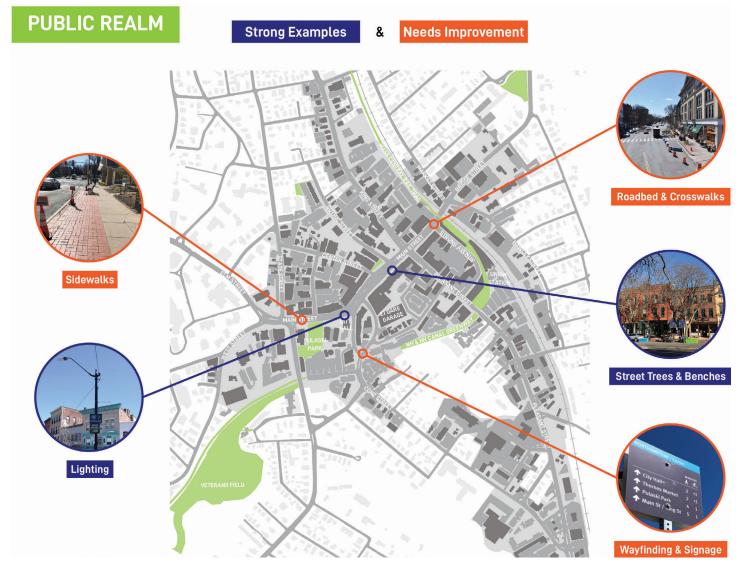


Benches between Thornes Marketplace and E.J. Gare Parking Garage (Photo credit: Camilla Elizeu)



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Northampton Memorial Hall



Map of public realm elements that scored well and need improvement

Overall Downtown Score		
SIDEWALK	Α	
STREET TREES + BENCHES	В	
LIGHTING	В	
WAYFINDING / SIGNAGE	В	
ROADBED / CROSSWALK	В	



Business Environment Highlights

Downtown Northampton is a bustling business district with 317 businesses spanning retail, cafes and restaurants, galleries, and a variety of professional services.¹

KEY CORRIDORS AND NODES

The most compact business corridors in Northampton are Main Street and Pleasant Street. Both of these streets are also primary routes for all transportation modes. There are several side streets that also have a number of businesses including Masonic Street, Crafts Ave, Strong Ave, and Market Street.

While businesses in downtown Northampton are satisfied overall with the density of, and proximity to, other businesses and their customers, there is a strong desire to improve the condition of public infrastructure and public safety along key corridors.²

KEY DESTINATIONS

Thornes Market serves as one of the key anchors in downtown for retail and provides easy access between Main Street and the E.J. Gare Public Parking Garage. The newly-renovated Academy of Music, Iron Horse Music Hall, and Smith College's Museum of Art are also key cultural destinations. Pulaski Park is one of the key destinations where people who have purchased food and beverages in downtown go to enjoy them.

There is a desire among the business community to implement more programming, events, and marketing strategies to enhance and grow the downtown's presence as a regional destination.²

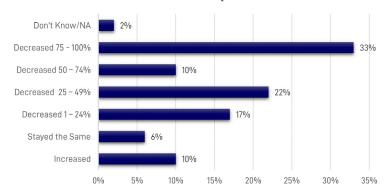
WINDOWS, SIGNAGE, AND LIGHTING.

Most downtown businesses have inviting window displays and clear signage on their facades. These engaging window displays help to attract the attention of shoppers and encourage people to stop. Many of the businesses have lighting on the outsides of their buildings to help attract customers in the evening. During the pandemic, all stores and restaurants had clear signage that reminded people about COVID-19 public health guidelines.



Pulaski Park lighting at night

Revenue in 2020 Compared to 2019



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Business Environment Highlights, continued

OUTDOOR DISPLAY AND DINING

In 2021, there were 23 cafes and restaurants with outdoor seating in on-street parking spaces and in privately owned parking lots. Many were on Main Street, especially east of Pleasant Street to Hawley and Market Streets.

Outdoor seating was permitted in response to the pandemic in an effort to reduce the spread of COVID-19 and encourage people to patron the restaurants, and as a result the outdoor dining created a lively street environment where people could gather.

There is a strong desire among most of the business community to iterate upon existing policy and permitting for outdoor dining and retail.²

COVID-19 IMPACTS

Mandated public health guidelines implemented in response to the spread of the COVID-19 virus were hard-felt in downtown Northampton, with 98% of businesses reported being impacted from revenue loss and reduced operations to employee layoffs and insolvency. Eighty-two percent of businesses generated less revenue in 2020 than they did in 2019, and for 65% of businesses, revenue declined by 25% or more.²

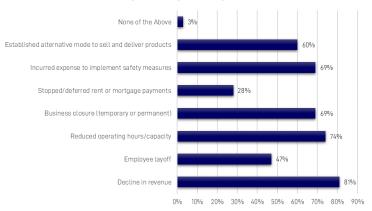
Seventy-eight percent of businesses had less foot traffic in January and February of 2021 than before COVID, and for 68% of businesses there was a 25% or more reduction of on-site customers.²

In Spring of 2021, 79% of businesses reported they were still operating at reduced hours or capacity, and many were experiencing severe hiring shortages due to shifting trends in the workforce.²

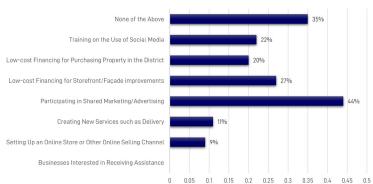


Wayfinding and outdoor dining on Main Street (Photo credit: Camilla Elizeu)

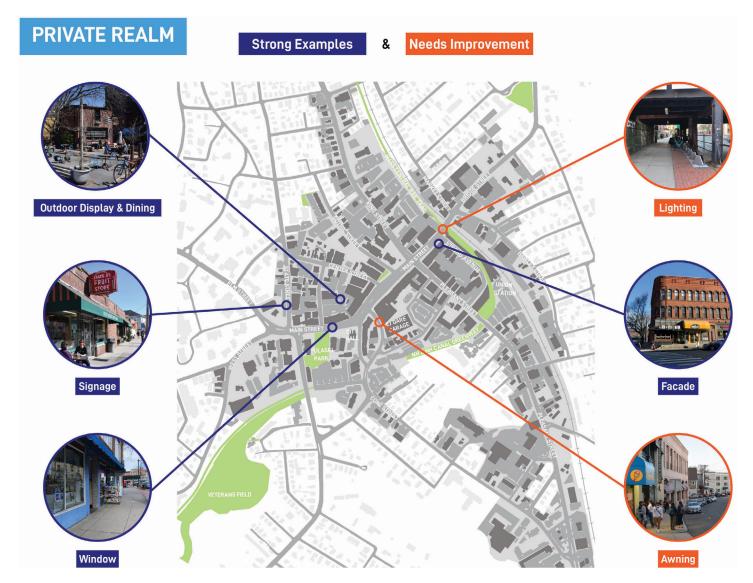
COVID Impacts Reported by Businesses



Businesses Interested in Receiving Assistance



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Map of Private Realm elements that scored well and need improvement

Overall Downtown Score	
WINDOW	В
OUTDOOR DISPLAY / DINING	В
SIGNAGE	Α
AWNING	В
FAÇADE	Α
LIGHTING	Α

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Customer Base Highlights

Situated along the Connecticut River Valley of Massachusetts, Northampton has long been a regional hub for academics, arts, music, and counterculture. Its resident population is 28,801 (source: City of Northampton, 2020) and student population is 5,549.³

ECONOMY AND TOURISM

Northampton has a workforce population of 15,526 and a median household annual income of \$66,522.3 It is estimated that over 900,000 visitors traveled to Northampton in 2019 to enjoy destinations such as Smith College, the Academy of Music, hospitality establishments and other arts/culture venues. The downtown's economic activity largely caters to these visitors, with 132 retail and 38 dining establishments currently in operation comprising about two thirds of the downtown's ground floor spaces. During the COVID-19 pandemic, downtown Northampton saw a 41% decline in foot traffic along Main Street and stalled the City's economic engine overnight.2

EDUCATION

Northampton's population is very well-educated, with the percentage of residents with graduate degrees being 33.9%, compared with 19.6% as the state average.³ This is in-part due to its role as municipal host to Smith College and close geographic proximity to the other members of the "Five Colleges" consortium: Amherst College, the University of Massachusetts Amherst, Hampshire College in Amherst, and Mount Holyoke College in South Hadley. Such ties with academia enable a host of events encouraging the promotion of intellectual thought and progressive values, such as book readings and rallies for social justice.

DEMOGRAPHY AND RACE/ETHNICITY

With the exception of college-age adults, Northampton's population trends slightly older, resulting in a median age of 40.0 vs. the state median of 39.5. Its average household size is 2.19, which is notably less than the state average of 2.52.

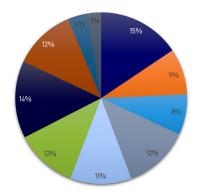
The self-identified racial and ethnic composition of the city is 88.5% White, 2.2% Black or African American, 0.2% American Indian and Alaska Native, 3.3% Asian, 0.0% Native Hawaiian and Other Pacific Islander, 1.7% as other races, and 4.2% from two or more races. Hispanic or Latino of any race were 8.7% of the population.³

Population by Age Distribution

(Current/2021 estimates)*

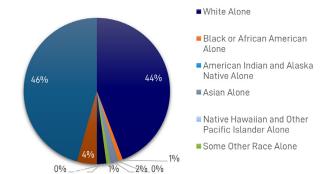
■ Age 0-17 ■ Age 18-20 ■ Age 21-24 ■ Age 25-34 ■ Age 35-44

■ Age 45-54 ■ Age 55-64 ■ Age 65-74 ■ Age 75-84 ■ Age 85+



Population by Race/Ethnicity

(Current/2021 estimates)*



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Administrative Capacity Highlights

The City of Northampton's economic response to the COVID-19 pandemic centered around the rapid ability to modify regulations and resources impacting the City's businesses and organizations, which are supported largely by the City's elected officials, administrative staff, main street organizations and the Chamber of Commerce.

CITY OF NORTHAMPTON

The City of Northampton organizes its elected officials into the role of Mayor, who serves in an executive capacity, and City Council, which serves legislatively. The Office of Planning and Sustainability, which serves in an administrative role to "identify and implement community vision for a sustainable and resilient future with a healthy and equitable economy and environment," is a key element of the City's administrative capacity for handling the economy recovery from the COVID-19 pandemic (www.northamptonma.gov).

LICENSING AND PERMITTING

The City of Northampton's License Commission was able to adapt its permitting process expediently in order to respond to the pandemic. Below are examples of City licenses and permits.

- Exempted permits for the placement of outdoor tables and chairs.
- Waived fees for the permitting of tents for outdoor dining.
- Enacted executive powers to make temporary changes to the public right of way without approval from City Council.
- The License Commission modified its monthly schedule and met, at times, on a weekly basis to accommodate the

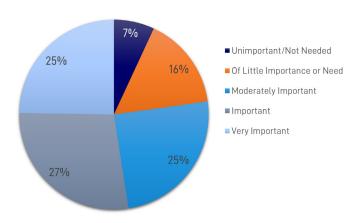
- increased need for approvals from the commission.
- A \$25 administrative fee was waived for license holders looking to extend/alter premises.

In addition, the Commonwealth allowed cities and towns to handle liquor licenses, which made it possible for restaurants to serve alcohol outside and transport across sidewalks. An important outcome from the pandemic is to understand how temporary additions or changes to the City's permitting processes will be adapted in the long term.



City staff and consultant team on a site visit

More Opportunities for Outdoor Dining and Selling



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Administrative Capacity Highlights, continued

DOWNTOWN NORTHAMPTON ASSOCIATION & GREATER NORTHAMPTON CHAMBER OF COMMERCE

Emerging as a result of conversations with community stakeholders following the demise of Northampton's Business Improvement District, the Downtown Northampton Association (DNA) is a non-profit organization, served by one paid staff member and a dedicated Board of Directors, who are "dedicated to preserving and improving the economic and cultural vitality of downtown Northampton" (www. northamptondna.com). DNA's annual budget, which is comprised of voluntary member donations, revenue from events and external funding, averages approximately \$100,000 annually.

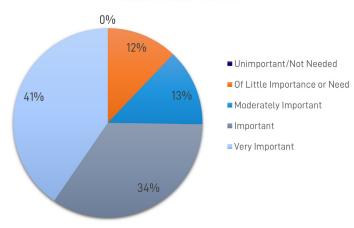
The Greater Northampton Chamber of Commerce (GNCC) "is a member-supported, non-profit organization that creates meaningful connections and facilitates business learning opportunities" and works closely in partnership with the DNA and City of Northampton on citywide matters related to economic development (www.northamptonchamber.com).

Both the DNA and GNCC played outsized roles during the COVID-19 pandemic, providing guidance on response- and recovery-related resources for local businesses and their employees. They also helped to spur the growth of online portals for retail and dining, such as Northampton Live and 413 Takeout, which served as critical links in helping residents continue to patronize local businesses.



Northampton Tuesday Farmer's Market (Photo credit: Camilla Elizeu)

Implementing Marketing Strategies for the Commercial District



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¹ Source: US Census Bureau, 2019.

² Source: LRRP Baseline Data, April 2021.

³ Source: LRRP Business Survey, April 2021.

Project Recommendations

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Project List + Key Icons

Legend Budget

- (5) Low Budget (Under \$50k)
- Medium Budget (\$50k-\$200k)
- (\$200k+)

Timeframe

- Short Term (Less than 5 years)
- Medium Term (5-10years)
- O Long Term (10+ years)

Risk

- ① Low Risk
- Medium Risk

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① F	ligh	Risk
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Number	Project	Category	Budget	Timeframe	Risk
1	Implement interim crosswalk safety improvements on Main Street prior to its reconstruction	\$	(\$) Medium	Short	Medium
2	Make improvements to the bike path and railroad underpasses on Main Street		\$ Medium	Short	Low
3	Improve the quality and activation of the furniture zone on Main Street	9	S Medium	Short	Low
4	Implement long-term permitting and operations mechanisms for outdoor dining and retail on public property		Low	Short	High
5	Create an information guide for storefront and façade improvements		Low	Short	Low
6	Conduct a 'Developer's Tour and Workshop' to expedite the redevelopment of 33 King Street and other sites in downtown Northampton		Low	Short	Medium
7	Support small businesses and organizations by growing capacity and opportunities for digital marketing	\$ 7	(\$) Medium	Short	Low
8	Restructure parking management strategies to increase vacancy rates for on-street parking		\$ Low	Short	High
9	Test feasibility for the reformation of a business improvement district (BID)		\$ Low	Short	Medium
10	Create a comprehensive municipal service to help entrepreneurs start, expand, and improve their Northampton-based businesses		(\$) Medium	Short	Low
11	Create a new ground floor space dedicated to the training and housing of start-up enterprises		\$ High	Medium	Medium
12	Pilot the activation of vacant storefronts with pop-ups		(\$) Medium	Short	Medium
13	Create a public mural program for local artists		\$ Low	Medium	Low
14	Implement a new lighting installation		(\$) Medium	Short	Low

Implement interim crosswalk safety improvements on Main Street prior to its reconstruction

Category	Public Realm	
Location	Five uncontrolled crosswalk	c locations on Main Street, at: Market Place)
Origin	City of Northampton Depart	ment of Planning & Sustainability
Budget	Medium (\$50,000 to \$200,000 Potential funding sources: • MassDOT: Shared Streets • AARP: Community Challe	and Spaces
Timeframe	Short term (less than 5 years implementation in Spring, 20	
Risk		of up to two parking spaces per , which may be contentious juire ongoing maintenance
Key Performance Indicators	 Change in the number of pedestrians and motor ve Change in the volume of pot using crosswalks Change in motor vehicles 	chicles pedestrians using crosswalks and
Partners & Resources	City of Northampton's OfCity of Northampton's DeCity of Northampton Cen	

Description

There are several crosswalks on Main Street in downtown Northampton that create unsafe conditions for drivers and pedestrians alike. The crosswalks will be updated in the Picture Main Street project; however, construction is still years away. Through baseline data and field data, it has been identified that pedestrian safety could be improved with low-cost, temporary adjustments, applying a concept often referred to as "tactical urbanism."

Diagnostic

- Crosswalk safety improvements are noted as a key feature of the Picture Main Street and Walk/Bike Northampton planning processes (see Appendix).
- Sixty-four percent of businesses surveyed believe the improvement of the streetscape and sidewalks is "important" (28%) or "very important" (36%) to the downtown's physical environment, atmosphere, and access (Source: LRRP Business Survey, April 2021).
- Main Street saw a 41% decline in foot traffic as a result of the pandemic in 2020 (Source: LRRP Baseline Data, April 2021).
- Overall, crosswalks and roadbeds in the downtown are currently designed for motor vehicle throughput and access, creating a poor and often dangerous pedestrian crossing experience (Source: LRRP Field Work, April 2021).

Action Item

- Improve the pedestrian street crossing experience on Main Street, while limiting the impact of the right-of-way use by motor vehicles.
- Update crosswalk signage for optimal visibility and legibility.



Faded crosswalk on Main Street and Masonic Street



Faded crosswalks at the Main Street and Pleasant Street intersection

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Process

Phase 1: Existing Work (1-3 months)

Complete efforts already in-progress related to the project.

- **Draft ordinance**: Continue to work with DPW on drafting the ordinance for removing parking spots that back onto or directly block the light of sight of crosswalks.
- **Preparation:** Fund and implement the removal of parking spots and installation of appropriate signage.

Phase 2: Planning & Engagement (3-6 months)

Prepare rationale, baseline data, and consenting opinion for the project.

- Apply for funding: Apply for a MassDOT Shared Streets and Spaces
 Program grant or a similar source, highlighting the importance of the
 project as it relates to previous applications and the reconstruction of
 Main Street.
- **Review plans**: Review existing plans and resources to identify key locations and conditions for redesign.
- **Align with policy**: Frame crosswalk improvements within existing policy to align with overall municipal objectives for pedestrian safety.
- Measure existing conditions: Take appropriate baseline measurements, including visibility, behaviors of motorists and pedestrians, and publish a public survey to capture the perceived safety of crosswalks by members of the public.
- Walk audit: Conduct a walk audit as the primary form of engaging key stakeholders, involving business owners and non-profit leaders.
- Interdepartmental Meeting: Convene an hour-long meeting of interdepartmental stakeholders to present findings from Phase 1.
- **Assess capacity**: Determine internal capacity for all project phases. Where needed, hire an external consulting firm to provide additional bandwidth for each phase.

Phase 3: Design & Operations (3-6 months)

Determine the ideal design for each intersection, including treatments, and materials.

- **Engagement and approval**: Prior to starting the design process, notify direct abutters about the crosswalk improvements and determine the review and approval process for each installation.
- **Conceptual design**: The design team should create at least two design alternatives for roadway and signage treatments, including types of materials.
- **Refine and finalize design**: Select a preferred design to refine and finalize, including materials, and prepare appropriate engineering plans.
- **Vet operations**: Meet on-site with DPW, Fire and Police to ensure compliance with emergency operations.
- **Ongoing operations**: Develop an operations plan to ensure the effective stewardship and maintenance of degradable materials.

Process, continued

Phase 4: Implementation (1 month)

Prepare for and conduct the installation of the project.

- **Procurement**: Purchase materials for implementation.
- **Notify**: Two weeks prior to the installation, direct abutters and other key stakeholders.
- Implementation: Conduct the installation in collaboration with DPW, other operational stakeholders and contractors.

Phase 5: Monitoring & Evaluation (6-12 months)

Refine and measure the implementation to help identify opportunities for their incorporation in long-term solutions.

- Monitor: Conduct monthly inspections of the implementation on a recurring basis, making repairs, and adjustments as necessary.
- Evaluate: Conduct post-implementation measurements identical to those measured prior to implementation, including visibility, behaviors of motorists and pedestrians, and re-publish a public survey to capture the perceived safety of crosswalks by members of the public.
- Tactical to practical: Update elements of the quick-build treatments as needed to comply with improvements occurring as part of Main Street's reconstruction.

Note: Selected processes are sourced from the Federal Highway Administration's Guide for Improving Pedestrian Safety at Uncontrolled Crossing Locations.



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Existing Conditions of a Main Street Crossing (Photo credit: Camilla Elizeu)



Crosswalks on Main Street

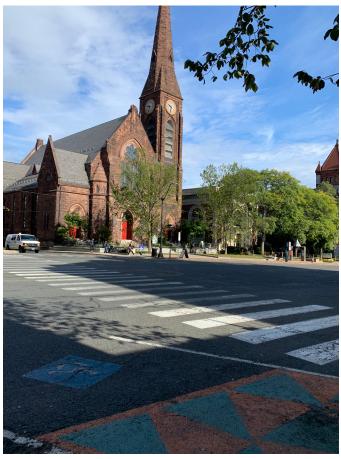
Crosswalks throughout downtown Northampton, while abundant, are long and provide high exposure for pedestrians to moving motor vehicle traffic. Parked cars adjacent the crosswalks also impact pedestrian visibility when crossing.



Crosswalk on Main Street at City Hall



Rainbow crosswalk at 150 Main Street



Crosswalk on Main Street at Center Street



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Crosswalk at Hawley Street and Bridge Street



Best Practice

Quick-Build Intersections

Best Practice: Quick-Build Intersections



Quick-build improvements to the public right-of-way provide low-cost, short-term and testable solutions for improving mobility safety before major reconstructions occur. Existing often under the phrase tactical urbanism, these types of improvements acknowledge their imperfection while asserting that short-term solutions lead to long-term incremental change.

In Winter 2021, the City of Lowell utilized funding from the MassDOT Shared Streets and Spaces program to explore quick-build safety improvements to the intersections of Cardinal O'Connell Parkway at Merrimack and Market Streets prior to their reconstruction in a few years. Located adjacent civic infrastructure (City Hall, Lowell High School) in a mixed-use district with ground floor retail, the site was host to ample foot-traffic, but suffered from poor roadway design, resulting in high vehicle speeds, dangerous turning movements from vehicles, and unprotected, unsignalized pedestrian crossings of more than 100 feet.

The City of Lowell contracted Neighborways Design, a firm specializing in low-cost solutions for traffic calming and placemaking, to conduct planning, engagement, and design services for the site's renewal. After observing existing conditions, capturing baseline data (quantitative and qualitative), and reviewing existing plans regarding the site, Neighborways convened a meeting of internal stakeholders to share their findings and conceptual design alternatives, as well as solicit feedback on quick-build projects using a SWOT (Strength, Weakness, Opportunities, and Threats) analysis.

The final quick-build intersection design selected included painted neckdowns, curb extensions, pedestrian refuges, vertically-delineated traffic medians, and bike lanes. Neighborways produced engineering plans and a materials list, as well as conducted field layouts for the City's Planning and Public Works Departments to implement in May 2021. The City is continuing to monitor for needed repairs and plans to conduct a post-implementation evaluation in order to assess differential change in traffic behavior and perceived mobility safety.

Website: www.neighborways.com

Image source: https://www.lowellma.gov/1340/GoLowell#sharedstreets

Make improvements to the bike path and railroad underpasses on Main Street

Category	9	Public Realm
Location		The railroad and bike path underpasses on Main Street in downtown Northampton
Origin		City of Northampton
Budget	\$	Medium (\$50,000-\$200,000) Potential funding sources: • MassDOT: Shared Streets and Spaces (grant already awarded for bridge underpass lighting) • Patronicity: Crowdfunding • New England Foundation for the Arts (NEFA): Public Arts Program
Timeframe	P	Short term (less than 5 years)
Risk		Low • Permitting and approvals
Key Performance Indicators		 Perceived improvements to safety Increased pedestrian foot traffic Perceived improvements to the bridge as a gateway to downtown Northampton
Partners & Resources		 City of Northampton Downtown Northampton Association (DNA) Historic Northampton Architect/lighting consultants Local artists

Description

A number of improvements can be made to the bike path and railroad underpasses on Main Street to create a better pedestrian experience. The underpasses could act as a gateway to help the lower portion of Main Street feel included in downtown Northampton. Improvements could include adding artistic lighting, cleaning the walls, and addressing leaks. Phase 1 with a lighting installation is underway in 2021 and is funded by MassDOT's Shared Streets and Spaces grant program.

Diagnostic

- The "Walk/Bike Northampton Plan by Alta Planning and Design" (2017)
 outlines the need for upgrading the sidewalks below the underpass due
 to poor condition.
- Seventy-one percent of business owners who responded to the business survey identified improvements to safety and/or cleanliness in the downtown as "important" (31%) or "very important" (40%) to the downtown's physical environment, atmosphere and access.
- Sixty-four percent of businesses surveyed believe the improvement of the streetscape and sidewalks is "important" (28%) or "very important" (36%) to the downtown's physical environment, atmosphere and access.¹
- Main Street saw a 41% decline in foot traffic as a result of the pandemic in 2020 (Source: LRRP Baseline Data, April 2021).

Action Item

- Make the underpass a place for safe passage by all modes of transportation.
- Reinforce the identity of downtown Northampton on both sides of the underpasses.

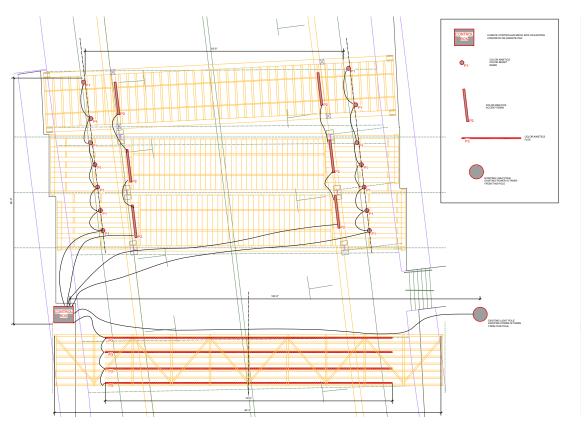
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 Make necessary improvements to the structure, including lead decontamination.

¹Source: LRRP Business Survey, April 2021



The Rail Trail Bridge on Main Street in downtown Northampton



Site plan of downtown Bridge Lighting for the City of Northampton (Source: Douglas Architects)

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Process

Several improvements to the bike path and railroad underpasses have been identified that include the following:

- Improve lighting for both aesthetics and safety
- Clean walls
- Fix leaking bridge, that will also help reduce ice on the sidewalk in the winter
- Remove lead paint
- Add art pieces between the bridges, underneath the bridge, and stairway to bike path
- Clear overgrowth and landscape the ledge on south retaining wall
- Add wayfinding and history of the railway signage

The City of Northampton has started this project by securing a grant from MassDOT's Shared Spaces and Streets to work on the concept development and implementation of lighting improvements.

Phase 1: Lighting Installation on Bike Path Bridge and Cleaning Walls (6-12 months)

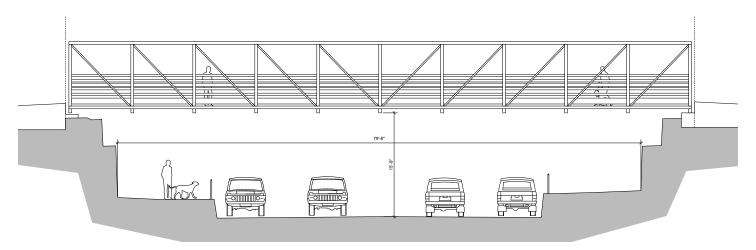
The first phase of this project is to improve the lighting for pedestrians and to clean the walls under the bike bridge.

- Apply and secure funding: In 2021, the City of Northampton applied to MassDOT's Shared Spaces and Streets grant for lighting improvements to the bike bridge underpass. MassDOT awarded the grant to the City in summer 2021, and Phase 1 is already underway.
- Lighting design: The City hired Tom Douglas Architects of Northampton as a consultant to design an artistic lighting installation under the bike bridge. In summer 2021, there was a community meeting to collect feedback. Lights made by Color Kinetics (colorkinetics.com), which are programmable and change colors, will be placed over the sidewalk area and, as funding allows, over the street. To connect the installation there would be a weather-proofed box located on site with controllers, power supply, and internet for lights to be run through an app. Finally, the design will not impede any regular bridge inspections.
- **Lighting pricing**: At the end of the process, there should be multiple design options and broken down by cost for each bridge. Based on the funding available, a lighting design and project scope will be selected.
- Approaching lighting equitably: Some residents experiencing homelessness use the bridge for shelter at night. Pay attention to ensure that lights are implemented humanely while addressing the needs of individuals who seek shelter at the bridge.Install Lights: Install lighting, with fixtures on the bike path bridge to be prioritized first as they do not require MassDOT approval.

Phase 2: Expanded Lighting Program Under the Railroad Bridges and Clean-up (12 months)

The second phase builds off the first phase to expand the lighting program to the railroad bridges and de-lead the bridges. Since there is lead paint on the bridge, MassDOT approval and permits will be necessary.

- **Funding**: For design implementation of Phase 2, additional funding is needed and can be best supported by applying for additional grants. Use cost estimates from Phase 1 to help determine the project scope for the application.
- Expanded lighting: During Phase 1, the lighting design will provide ideas for the full lighting program that includes the cross-section of the bridges over the street. Finalizing this lighting design and preparing final documentation should be prioritized along with any additional features, such as lighting on the stairway leading to the bike path.
- **Signage**: QR codes could be incorporated into signage to support any additional event programming. Add signage to indicate where Historic Northampton and the Community Arts Trust are located.
- **Approval process**: The railroad bridge installation and improvements will require approval by contacts at MassDOT's Rail and Transit Division.
- Capture pre-implementation metrics: Conduct a survey of measures listed in the 'Key Performance Indicators' section prior to conducting improvements to the underpass.
- **Public art**: Currently, there are two 80+ foot long art pieces visible to oncoming traffic and pedestrians. Between the bridges there is a 20- foot gap that could provide additional opportunities for art. Also, there is the staircase connecting to the Rail Trail.
- Maintenance improvements: There are several maintenance improvements to be made prior to the installation of new lighting, including:
 - **De-leading the railroad bridge**: The largest maintenance undertaking and will require state approval to complete.
 - Painting: Removing paint and repainting railings.
 - **Clearing overgrowth vegetation**: On the southside ledge and plant perennials.



Drawings from Bridge Lighting assessment (Source: Douglas Architects)

Phase 3: Installation

Phase 3 is the installation of designs from Phase 2, which could include the following types of projects that could be installed by a contractor, artists, or volunteers. Improvements include the following:

- Cleaning walls (power washing): MassDOT or contractor
- **De-leading**: MassDOT or contractor
- Re-painting bridges: MassDOT or contractor
- Installing additional lighting: DPW, contractor or designer
- Planting new vegetation: DPW, contractor, or volunteers with the Western Mass Pollinator Network
- Installing new art pieces: Artist overseen by the Art Council

For the railroad underpass, de-leading and repainting is necessary before other improvements can be made.

Depending on the project financing structure, the underpass improvements could be broken into smaller projects and completed in phases.

Phase 4: Evaluation

Capture measures listed in the 'Key Performance Indicators' section after installation.



Overgrowth under the underpasses on Main Street (Source: Douglas Architects)



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Existing conditions of the underpasses on Main Street (Photo credit: Camilla Elizeu)



Panoramic of existing conditions of the underpasses on Main Street (Source: Douglas Architects)



Best Practice

Lynn Lights

Location Lynn, MA

Lynn Lights was a lighting project implemented in Lynn, MA across three different underpasses as part of the Beyond Walls placemaking initiative. In 2018, the lighting was installed in response to the community's call for placemaking and visibility in the underpass (Source: Downtown Action Plan, 2016). Using Color Kinetics LED lighting, 600 linear feet of lighting has helped contribute to improved pedestrian safety, attract more people to the underpasses, and enhanced the streetscape's aesthetics. This project was funded by the Barr Foundation, MassDevelopment's Commonwealth Places, and crowdfunding through Patronicity, and received pro-bono architectural and lighting design, and electrical engineering.

Website: www.beyond-walls.org/lynnlights

Lighting installation in Lynn at an MBTA Underpass (Image source: Beyond Walls)

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Improve the quality and activation of the furniture zone on Main Street

Category	Public Realm
Location	Downtown Northampton Study Area
Origin	 LRRP Community Meeting, April 2021. Retail Business Focus Group, June 2021.
Budget	Medium (\$50,000 to \$200,000) Potential funding sources: City of Northampton: Annual Budget Chapter 90 MassDOT: Shared Streets and Spaces
Timeframe	Short Term (Less than 5 years)
Risk	Low Risk
Key Performance Indicators	 Linear feet of furniture zone (bricks) replaced Number of tree wells repaired Change in satisfaction of Main Street's aesthetic Cost per square foot
Partners & Resources	 City of Northampton Department of Public Works (DPW) City of Northampton Disability Commission Local businesses

Description

Downtown Northampton's Main Street has a wide sidewalk and furniture zone frequently filled with visitors and patrons of local businesses. Despite the downtown's many attractions, its public right-of-way for pedestrians has many missing bricks and empty tree wells that are a tripping and safety hazard, especially for those using wheelchairs, walkers and other mobility devices. This project rubric describes how to create a better pedestrian experience using low-cost solutions prior to Main Street's reconstruction.

Diagnostic

- Forty-two percent of business owners were either dissatisfied (30%) or very dissatisfied (12%) with the condition of public spaces, streets, and sidewalks in the downtown.
- Sixty-four percent of business owners believed that improvements to the streetscape and sidewalks was either important (28%) or very important (36%) to the physical environment, atmosphere, and access in the downtown. ¹
- Street trees and benches in the downtown scored an overall score of 'B' which is indicates that features in the "furniture zone" have not been cleaned or well-maintained, and require physical improvement (Source: LRRP Field Work, April 2021).

Action Item

- Fix missing bricks and empty tree wells on Main Street.
- Improve the accessibility and aesthetics of Main Street's furniture zone.
- Identify new spaces for outdoor dining where operationally viable.



Tree well in poor condition with missing bricks



Furniture zone in poor condition, including a fire hydrant

¹ Source: LRRP Business Survey, April 2021

Process

Phase 1: Project Scoping (3-6 months)

Determine the extent of the work that is needed for addressing the furniture zone on and around Main Street.

- Field assessment: Utilizing existing field surveying conducted as part of the LRRP process; conduct a field assessment to determine the condition of the brick sidewalk edge in 10 to 20 feet increments and assign the sections with a rating (e.g., good, fair, poor, and extremely poor). Also, identify spaces that may be operationally viable for outdoor dining and retail. For sections that are extremely poor, smaller increments may be needed. Areas will be prioritized in order of need and level of pedestrian activity.
- **Design alternatives**: Identify a few different design and material solutions to fix the problem. Below are a few options.
 - Replace all the bricks with concrete, which could include colored concrete or other artistic concrete solutions.
 - Patch the poorest sections with concrete or asphalt.
 - Replace bricks that are popping up with new bricks. Place planters, bike racks, and other amenities in the downtown to help program the space. On a related note: rain gardens will be looked at as part of Main Street's reconstruction and is not included in the scope of this project recommendation.
- **Cost estimates**: After discussing and selecting a couple of design solutions, receive a cost estimate for each approach that includes additional design, engineering, and installation costs. Discuss whether or not this project could be implemented by DPW or a contractor.
- **Engage business owners**: Engage and discuss the leading design solutions and pros and cons of each option. Clarify questions about the installation timeline and impacts to downtown, circulation, and access.
- Engage the Northampton Disability Commission: Meet to discuss overall compliance and satisfaction with regards to the project proposal.
- **Engage stakeholders**: Discuss with DPW and key City staff to determine the scope of work, general budget range, timeline, and installation staffing/contractor needs.

Phase 2: Budgeting & Approval (1-3 months)
Given the need for a rapid implementation of the project, it is recommended the City look to utilize municipal funds to advance the project towards implementation, although other funding options are available.

 If existing funds do not already exist in departmental budgets to cover the cost, it is recommended to include the project in the City's FY23 budget, which would require approval from the Mayor's Office and City Council.

Phase 3: Implementation (1-3 months)

- Implementation: For implementation, there are two options which should be identified during the project scoping and budget approval phases. The two options include DPW or hiring contractors.
- Engage business owners: Allow several weeks to notify business owners via email, phone calls, and flyers about the upcoming construction, timeline, and what to expect.



Missing bricks (Photo credit: Camilla Elizeu)



Example of tree well improvements (Source: https://www.kenherndonplacemaker.com/plants/n4dmndbl6q6q9q7qsqccksqimpnfqc)



Example of Perma-Cast Shake-On Color Hardener, Basketweave Stencil (Source: https://www.butterfieldcolor.com/gallery/stenciled-concrete/)

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Best Practice

Sidewalk Repair

Location

Boston, MA

While many of New England's brick sidewalks have been replaced over time with concrete, they are still used frequently in the "furniture zone," a typically 2-3 feet strip located between the pedestrian curb and right of way. Maintenance programs are needed to ensure that bricks and other features such as tree wells do not pose a threat to the public realm's accessibility and aesthetic over time.

Many cities choose to offer solutions in the form of permanent programs, capital improvement schedules may necessitate the creation of low-cost, interim solutions with similar materials and processes, similar to what is being explored for Northampton.

The City of Boston provides estimates on material cost per square foot, including concrete (\$10/square feet), brick or pavers (\$17 per square feet) and asphalt (\$7 per square feet), as well as guidance on standards for the reconstruction of sidewalks and tree wells.

Website: www.boston.gov/departments/public-works/sidewalk-deposits

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Image source: Street Caster Sidewalk Fair by The Mayor's Office of New Urban Mechanics and Boston Public Works https://twitter.com/ SEBVONS/status/1018975305564815363

Implement long-term permitting and operations mechanisms for outdoor dining and retail on public property

Category		Public Realm
Location	<u> </u>	City of Northampton
Origin		 LRRP Business Survey (April 2021) LRRP Stakeholder Interviews (May 2021)
Budget	\$	Low (Under \$50,000) Potential funding sources: • Coronavirus State and Local Fiscal Recovery Funds
Timeframe		Short Term (Less than 5 years)
Risk	(1)	 High Risk Real and perceived loss of parking Uncertainty around long-term structure of state Alcoholic Beverages Control Commission (ABCC) laws Considerations related to ADA, universal design, public health, and building codes
Key Performance Indicators		 Annual number of applications Amount of space activated (square feet) Change in revenue or number of ticket sales of businesses with and without permits Public opinion collected through community surveys
Partners & Resources		 City of Northampton Mayor's Office City of Northampton City Council City of Northampton Office of Planning and Sustainability Greater Northampton Chamber of Commerce Downtown Northampton Association (DNA) Local businesses

Description

The COVID-19 pandemic forced a rapid demonstration in the transfer of public space, either previously unused or for parking, into permitted spaces for outdoor dining and retail. This transformative activation was enjoyed by members of the public as safe ways to support local businesses. This project is designed to help the City understand what can be improved from this demonstration towards the implementation of new policy and permitting processes for outdoor dining and retail.

Diagnostic

- The City of Northampton has long permitted outdoor dining and retail on private property and, where sufficient space allows on public property.
- The COVID-19 pandemic expanded the notion of where and how much outdoor dining and retail spacecould be permitted in a temporary manner on public property, with 23 outdoor dining permits issued in first half of 2021. (Source: City of Northampton)
- Seventy-two percent of businesses surveyed believed that creating more opportunities for outdoor dining and selling was either important (34%) or very important (38%) to the downtown's economic recovery. (Source: LRRP Business Survey, April 2021)
- 132 retail and 38 dining establishments occupy approximately 2/3 of ground floor space in the downtown and serve as its main economic driver. (Source: LRRP Baseline Data, April 2021)
- There is a desire to understand to what extent the permitting of outdoor dining and retail is possible given the wide range of uses are demanded in the public right-of-way.

Action Item

- Enact a new ordinance for outdoor dining and retail on public property.
- Establish a streamlined permitting process and annual fee structure.
- Maintain a healthy balance of public use and private enterprise on public property.



Outdoor dining at Progression Brewing (Photo credit: Camilla Elizeu)

¹Source: LRRP Stakeholder Interviews, May 2021

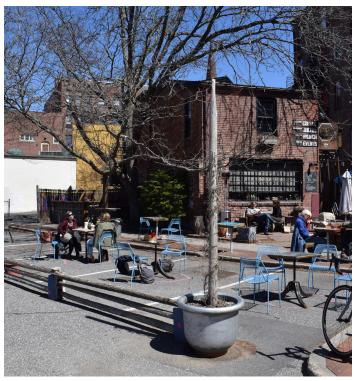
Process

The Department of Housing and Community Development's Outdoor Dining / Retail Toolkit ("Toolkit") has been designed to guide municipalities throughout the Commonwealth in their evolution of policy and permitting processes related to the private utilization of the public right-of-way. The following section elaborates a phased approach to implementing the toolkit with considerations unique to the context of downtown Northampton.

Phase 1: Planning (1-2 months)

Conduct necessary pre-work to advance new policy and permitting processes.

- Existing conditions: Prepare a summary of all existing documentation related to outdoor dining and retail, including policy language, permitting processes, list of current permits, and examples of a couple of outdoor dining applications.
- Convene a meeting: Bring together key stakeholders listed in the Partners and Resources section to review the summary of existing conditions. Discuss considerations for outdoor entertainment and current sentiment towards the use of parking spaces for alternative uses and consider a fee for during and post pandemic. Consider improvements to the site design to create a platform that is flush with the sidewalk to be ADA compliant and easy access to the outdoor dining space. Identify a main department responsible for leading Phases 2, 3 and 4 and plan to meet regularly throughout the process.
- Review the Toolkit: Each stakeholder should review and comment on the Toolkit as it relates to their unique position and perspective. Make sure stakeholders are able to review each other's comments to assist with drafting the policy.



Outdoor dining at Iconica



Outdoor dining on Main Street

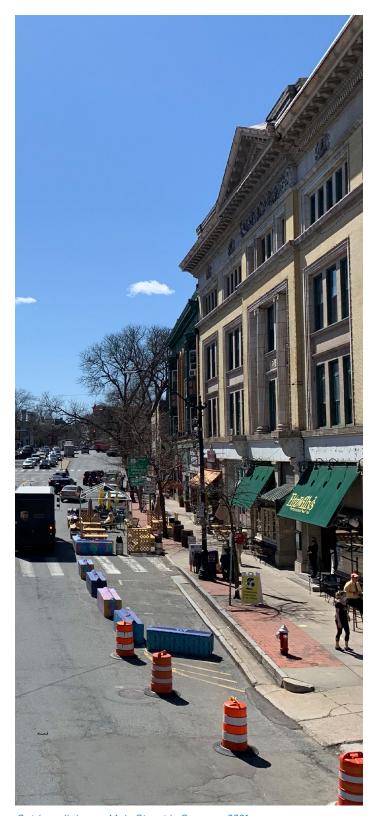
Phase 2: Drafting new policy (1-2 months)

Based on the outcomes of Phase 1, and utilizing best practices and templates provided in the Toolkit, prepare draft policy and permitting processes for an evolved outdoor dining and retail environment. A few considerations are listed below

- Ensure compliance for ADA-accessible and universal design.
- Consider design standards, such as types of barriers, heating and shade structures that are allowed.
- Consider how public use of the permitted spaces will be accommodated, such as how the spaces should be utilized outside of business operational hours, or if a percentage of space should be saved for general public access (e.g. seating, public amenities, etc.).
- Consider including zoning that allows outdoor dining to be exempted from parking requirements.
- Prepare an easy-to-disseminate presentation for presentation to City Council and other public venues.
- Consider how the permitting process would allow multiple business owners to submit one application for a public parklet that would be publicly accessible and supported by multiple business with the day-to-day maintenance.

Phase 3: Legislate (1-3 months)

- Municipal: Work with City Council to draft new policy based on outcomes from Phases 1 and 2. Refer to the Toolkit for recommendations and best practices. During presentations, highlight the universal benefits of outdoor dining to help mitigate individual concerns (e.g. negative impacts on business).
- State: Work toward state legislative and administrative support around outdoor dining in parks, even with alcohol, so that it does not conflict with Article 97 of the amendments to the state constitution. Consider obtaining an opinion from the Executive Office of Energy and Environmental Affairs, Attorney General or a municipal attorney on why patio dining is or is not considered a conversion of parkland.



Outdoor dining on Main Street in Summer 2021

Phase 4: Implementation (12 months)

Contract a project manager with appropriate experience working with the restaurant community and municipalities to assist with the items listed below.

- Work with the City on evolving online processes for the revised permits.
- Provide technical assistance to help businesses navigate the new policy, site design, permitting, and guidance.
- Develop a shortlist of vendors who are able to provide needed materials and contracted labor to meet the new standards. They may also explore opportunities for collective bargaining.

Phase 5: Evaluation

Measure data as outlined in the 'Key Performance Indicators' section on an annual basis or more frequently.



Banner for Summer on Strong



View of pergola at Summer on Strong



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Dining for Summer on Strong



Outdoor Dining (Photo credit: Camilla Elizeu)



Summer on Strong banner

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Create an information guide for storefront and façade improvements

Category	Private Realm
Location	City of Northampton
Origin	LRRP Baseline Data, April 2021
Budget	\$ Low (Less than \$50,000) Potential funding sources: • Coronavirus Local and State Recovery Funds
Timeframe	Short Term (Less than 5 years)
Risk	Low Risk • Potential lack of participants • Businesses prioritizing other COVID-19 impacts such as revenue loss
Key Performance Indicators	 Number of businesses/storefronts served Change in revenues Change in foot traffic Average grant per renovation/modification
Partners & Resources	 City of Northampton Downtown Northampton Association (DNA) Greater Northampton Chamber of Commerce

Description

Public-health requirements related to the COVID-19 pandemic severely contracted the ability to conduct in-person activities in downtown Northampton, which in-turn greatly impacted foot traffic and revenues for local businesses. To help maintain a state of good repair among the downtown's buildings, this project recommends the City of Northampton develop an informational guide that will help to reduce the barrier for business and property owners to conduct needed improvements to their storefronts.

Diagnostic

- Eighty-two percent of businesses surveyed saw a decrease in annual revenues in 2020 as a result of the pandemic. For 65% of businesses, revenue declined by 25% or more.¹
- Seventy-eight percent of businesses had less on-site customers in early 2021 than before COVID.¹
- Local business owners have mixed sentiment around the condition of private buildings, facades, storefronts, and signage in the downtown, with 20% of survey respondents dissatisfied with their repair and 33% neutral on the subject.¹
- Twenty-seven percent of businesses survey expressed a desire for lowcost financing for storefront/façade improvements.¹
- Sixty-seven percent of businesses surveyed believed the renovation of storefronts/facades were an important strategy for improving physical environment, atmosphere and access in the downtown's economic recovery.¹
- Physical surveying of the private realm revealed that while signage, facades and lighting were, overall, in good repair throughout the study area, window displays and awnings were two particular areas of improvement. Streets which received the lowest scores included Pleasant, West, Bridge, and Center Street (see Appendix).²

Action Item

- Ensure appropriate bandwidth among municipal staff to develop and oversee the implementation of the information guide for storefront and façade improvements.
- Create and launch the information guide for storefront and façade improvements, ensuring that it exists in digital and print formats and is paired with in-person technical assistance when needed.
- Build trust and capacity among local businesses and property owners by enhancing the sharing of information and showing support for improvement projects undertaken in the private realm.

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¹LRRP Business Survey, April 2021.

² LRRP Baseline Data, April 2021.

Process

Portions of this section have been adapted from a memo on storefront improvements located in the Appendix. The memo also includes additional information and best practices from other communities.

Phase 1: Planning & Design (3-6 months)

Gather organizational support, labor, and information needed to create a draft information guide for storefront and facade improvements

- Convene a meeting: Meet with key stakeholders listed in the Partners and Resources section to confirm project objectives and identify responsible municipal department for oversight and implementation. Needs discussed that can help to guide the development of project objectives include, but are not limited to, the following.
 - **Zoning**: Providing business owners guidance related to the City's zoning, signage, and Central District Architecture Regulations.
 - **Permits**: Step-by-step instructions for obtaining permits and complying with building codes.
 - **Design**: Clear design improvements that are desired by key stakeholders along Main Street and commercial side streets that still enable individual expression and uniqueness of character.
 - **Empty storefronts**: Consider standards for empty storefronts, along with any potential enforcement or zoning code updates to assist in their activation.
 - **Funding**: Create and/or promote municipal grant and loan program assistance.
- Confirm City staffing and bandwidth: While material cost for the project will be limited, appropriating funds, and hiring/contracting for designing the information guide and overseeing its implementation will be notable. Take time to ensure the project has appropriate bandwidth prior to initiating.
- Engage local businesses and property owners: City staff and project leaders should have conversations with local beneficiaries to confirm support needs and opportunities for assistance. This is an important step in an effort to build relationship capital and credibility from members of the private sector.

- Draft the information guide: Develop a draft of the information guide that is visually appealing and easy understand. Share the draft externally for review and comment. The guide could include, but is not limited to, the following content which has been previously discussed as during the LRRP process.
 - Regulations: An explanation of what can and cannot be done to a storefront relative to signage, ADA access, windows and other items controlled by the City's zoning and Central District Architectural Regulations.
 - Design visuals: Create visuals to show what is allowed as well as instructions for how to take critical measurements and calculations (e.g. square footage, percentages, etc.).
 - Public health: Provide information on improvements that can reduce airborne bacteria and viruses, such as door and window systems, outdoor structures, walk-up service windows, and additional signage, markings, or partitions to support social distancing guidelines.
 - Permitting: Step-by-step instructions for project permitting and links to City's online permitting portal.
 - Code: A code compliance manual.
 - Approvals: Outline how the City can help support and guide a property or business owner through the process to obtain approval for a storefront improvement. Provide a contact person or department name.
 - Funding sources: Lists of potential funding sources, including city, state, and federal funding, to support loans or grants for upgrading rental spaces and owned property. This could include the municipal general fund, the creation of a special tax body, coronavirus local and state fiscal recovery funds, CDBG programming, or historical funding.



Retail establishment Kestrel's outdoor display

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Phase 2: Implementation, Monitoring and Evaluation (1 year)

Launch the information guide and capture thorough data on its success.

- Conduct a baseline evaluation: Capture before measurements of metrics listed in the 'Key Performance Indicators' section of this project rubric. Track variables which may impact pre/post evaluation.
- Develop guide materials: Creating a landing page on the City's website should be considered, including an interactive form for contacting City staff for assistance. A pamphlet or flyer version of the guide can also allow interested entities to learn more about storefront improvements offline.
- **Go live**: Launch the new resources, taking close consideration for needed adjustments early-on and update as needed.
- Conduct a post-implementation evaluation:
 Conduct post measurements of metrics listed in the 'Key Performance Indicators' section of this rubric one year after implementation.
 Consider publishing the results publicly to help display project success to members of the public and the local business, and/or determine the future of the guide.



Tart Baking provides an excellent example of private realm lighting and windows (Photo credit: Camila Elizeu)



State Street Fruit Store provides an excellent example of signage, awnings and outdoor display

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Draft and release a request for proposals guided by a 'Developer's Tour and Workshop' for 33 King Street and other sites in downtown Northampton

Category	Private Realm
Location	Downtown Northampton
Origin	LRRP Stakeholder Interviews, May 2021
Budget	Low (Under \$50,000) Potential funding sources: • Massachusetts Department for Housing and Community Development's Community One Stop Program: Underutilized Properties Program • MassWorks Program
Timeframe	Short Term (Less than 5 years)
Risk	 Medium Risk The tour and RFP process will require the staffing of a project manager Ensure effective public-private partnership
Key Performance Indicators	 Number of prospective developers and local organizations engaged. Conduct a survey of perceived clarity and excitement about vision, next steps and potential for financing / partnership opportunities Number of RFP applicants Time from event to subsequent project milestones, including release of the RFP and the property's sale as well as redevelopment
Partners & Resources	 City of Northampton Office of Planning & Sustainability City of Northampton Mayor's Office Valley Community Development Corporation

Description

33 King Street is a landmark site poised for redevelopment in downtown Northampton. This project recommends that a request for proposals be drafted and released, guided by a 'developer's tour and workshop' that could foster greater collaboration and catalyze opportunities for further redevelopment in the downtown.

Diagnostic

- At approximately 24,000 square feet in size and 140 feet of street frontage, the parcel at 33 King Street comprises more than 1/5th of vacant ground floor space in the downtown.¹
- Sixty-seven percent of businesses surveyed believe the renovation of storefronts/facades are an important strategy for improving physical environment, atmosphere and access in the downtown's economic recovery. (Source: LRRP Business Survey, April 2021)
- The block of King Street including the 33 King parcel received a grade of "C" for private realm features such as windows, outdoor displays and dining, and lighting, impacting pedestrian perceptions of comfort and safety.¹

Action Item

- Conduct a successful tour and workshop about the redevelopment of 33 King Street, promoting clarity and excitement about vision, next steps, and potential for financing and partnership opportunities.
- Draft and release a request for proposals for 33 King Street
- Obtain quality data to enable sound pro-forma development and secure financing.



33 King Street, formerly the Hampshire County Hall of Records



Hotel Northampton is across the street from the 33 King Street parcel, making its redevelopment an opportunity for greater activation on King Street

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¹ Source: LRRP Baseline Data, April 2021

Process

Phase 1: Planning & Development (3-6 months)

- **Convene stakeholders**: Conduct a meeting with key stakeholders to determine what a successful redevelopment process for 33 King Street will look like.
- Submit an expression of interest into the Commonwealth's One-Stop for Growth Program: Use application to outline primary projects and any supporting elements known to date. Begin to identify necessary tasks and funds available along the development continuum to get the development shovel-ready status, including (but not limited to) the following.
 - Community capacity building (near-term; \$25,000-\$100,000 grant awards): Use to support and clarify the early-stage strategy and vision for development, and to identify key potential actors across sectors (the City, the private sector, Smith College, and others). This could be achieved via developers' tour and a half day redevelopment workshop. In addition to serving to draw developer interest and introduce them to potential partners, and helping them see market potential firsthand, the tour/workshop could serve as a process for refining content for a site development RFP and/or other strategy to promote site redevelopment.
 - Site preparation (\$50,000-\$100,000 grant awards): Apply, if needed, to support program refinement and pro-forma development. A recommendation would be to undertake a study that would serve key redevelopments sites as well as the broader commercial district. These may be used to provide RFP content and/or support the pursuing of technical assistance from MassDevelopment. Additional market data / market research may also be available by service contract with the UMass Donahue Institute of Public Policy and/or the UMass Boston Collins Center.
- **Due diligence**: Conduct appropriate property assessments to ensure transparency on potential hazards during redevelopment, such as asbestos and stormwater drainage.
- Land use: Determine appropriate mix of uses for the property, such as mixed income housing and commercial office space on upper levels and a thin façade of retail/dining on the ground floor.
- Parking assessment: Reassess the demand for public parking on and adjacent to the parcel, including the easement which is currently inplace.
- **Develop a local precedent**: Conduct a meeting with the new developers of the 175 Main Street ("Faces Building") in order to understand what attracted them to invest in the downtown.

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Phase 2: Programming & Evaluation (3 months)

Recruit and program for a successful tour and workshop

- Onboard a project manager: Use the One Stop Program's Community Capacity Building fund to onboard, either internally or externally, a project manager to lead the planning of and undertaking of the tour and workshop, as well as conduct appropriate follow-up. The role should be created under the assumption that it will closely collaborate with city staff and other stakeholders on materials preparation, programming and synthesis.
- **Program the tour and workshop**: Purposes that can be prioritized based upon funding, time, and personnel include (but are not limited to):
 - Generate excitement, bringing potential investors to town and/or help the community see the site(s) through a new lens.
 - Present key planning data and describe post-covid market context.
 - Efficiently display and detail information about key properties available for redevelopment.
 - Confirm community desires / needs for the property.
 - Set redevelopment goals (Net Zero Building, continuation of easements, etc.).
 - Advance program ideas: identify partnership opportunities and opportunities to develop both mixed-use and multi-use revenue strategies.
 - Clarify the City's role as a strategic partner in project review, permitting, etc.
 - Crowdsource information on program-specific grant funding, tax credits, and other financial opportunities that a redevelopment could benefit from; consider bringing in experts and/or lenders to speak on these topics.
 - Allow potential investors to meet current business and property owners, as well as City staff, MassDev and other public finance / economic development agency personnel.
- Recruit potential developers: Create a database of potential developers and local organizations for inviting to the tour and workshop, including local lawyers and architects who may be able to assist developers in navigating local context.
- Host the tour and workshop: Prepare documentation for distribution to attendees with information about the property, resources for property development in Northampton, and additional information about the Northampton community.
- Conduct Follow-Up and evaluate: Conduct a campaign to follow-up with every event attendee to hear feedback and discuss opportunities for future collaboration. Compile metrics as listed in the 'Key Performance Indicators' section.

Upon conclusion of the tour and workshop, as well as conducting appropriate follow-up, subsequent phases may be implemented as follows:

Phase 3: RFP development and contracting (6 months)

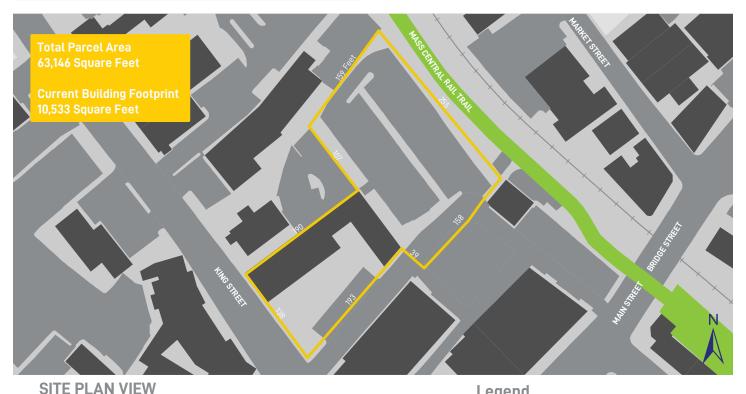
The project team will work to create an RFP. The RFP should include the key site and project details, such as parcel ID number, lot size, site map, current conditions, any known contaminants, and information collected during the Phase 1 site assessment.

Phase 4: Design/Demo/Construction/Move-in (2-3 years)

Consider potential funding from the Community One-Stop Program for building, such as the Underutilized Properties Program (\$250,000-\$2,000,000 grant awards), and infrastructure, such as the MassWorks Program (\$500,000-\$5,000,000 grant awards).



Open space and benches in front of 33 King Street



33 King Street

0 250 500 Feet

PARCEL BOUNDARY
OPEN SPACE
RIGHT OF WAY / PARKING
BUILDINGS

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Best Practice

New Bedford Developer's Tour

Location

New Bedford, MA

The New Bedford Developer's Tour, coordinated by the New Bedford Economic Development Commission and New Bedford's MassDevelopment TDI Fellow, paired a daylong, in-person tour with an accompanying tour document for prospective developers to take home and review. In addition to providing an agenda for the tour, the document included letters of introduction from the Mayor and MassDevelopment, property profiles and a summary of New Bedford's history and geography as they related to matters of community and economic development.

Each property profile included a brief description of the available site, a picture, a map, and a table of information such as current ownership and use, zoning, lot size and assessed value. The document was prepared in a manner so that it can be updated with new properties on a regularly recurring basis (e.g. quarterly, annually).

Source: New Bedford Economic Development Commission

Source: New Bedford Developer's Tour document

Support small businesses and organizations by growing capacity and opportunities for digital marketing

Category	\$ 7	Revenue/Sales
Location		Downtown Northampton
Origin		LRRP Stakeholder Interviews (May 2021)
Budget	(\$)	Medium (\$50,000-\$200,000) Potential funding sources: • EDA Travel, Tourism and Outdoor Recreation Program • Massachusetts Growth Capital Corporation: Small Business Technical Assistance Grant Program
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		 Number of businesses with completed business profiles on www.northampton.live Number of businesses who seek marketing and branding support Dollar amount of revenue generated from the sale of one-time and recurring paid promotions Increase in website visits to northampton.live
Partners & Resources		 Downtown Northampton Association (DNA) Greater Northampton Chamber of Commerce Rhyme Digital City of Northampton Mayor's Office Local businesses and organizations

Description

Northampton.live is the largest shared digital marketing platform for small businesses in Northampton. To accommodate a growing desire for digital marketing capacity and opportunities, this project recommends an increase in administrative capacity to grow small business engagement and ensure sustainable revenue streams for this valuable online resource.

Diagnostic

- There are 132 retail trade and 38 accommodation and food service businesses serving as the main economic anchors in Northampton (LRRP Baseline Data, April 2021).
- Eighty-two percent of businesses surveyed generated less revenue in 2020 than they did in 2019. For 65% of businesses surveyed, revenue declined by 25% or more.¹
- Seventy-three percent of businesses surveyed established alternative modes to sell and deliver products as a result of the pandemic, many towards e-commerce.¹
- Forty-four percent of businesses surveyed are interested in participating in shared marketing / advertising.¹
- Seventy-four percent of businesses surveyed believed the implementation of marketing strategies were either important (34%) or very important (40%) for the Downtown's economic recovery.¹
- Twenty-two percent of businesses surveyed are interested in training on the use of social media.¹

Action Item

- Contract a sales and businesses development professional to support the adoption of free business profiles on the northampton.live platform and sell promotional packaging.
- Incentivize the ownership of free business profiles on the northampton. live website through gamification and the promotion of data analytics.
- Increase digital marketing, branding and social media training opportunities for small businesses.



THORNES shap eat relax more...



northampton.live (Source: www.northampton.live)

¹ Source: Local Rapid Recovery Planning Business Survey, April 2021

Process

Phase 1: Development/Fundraising (3 months) Confirm funding and action items for implementation.

- Funding: Secure funds for a contracted sales and business development position responsible for acquiring paid promotions and driving small business engagement on www.northampton.live. Additional funding may also be needed to help update features on Northampton.live. Potential funding could come from the EDA's Travel. Tourism and Outdoor Recreation Program.
- Paid promotion assets: Prepare appropriate collateral for selling paid promotions. Content should include a microsite for northampton. live business members, including a section for submitting inquiries about paid promotion, and a pitch deck for meetings. Sales goals should be set and work toward matching northampton.live's budget for recurring operations.
- Training opportunities: Survey local businesses and organizations to determine what content should be highlighted during training opportunities for digital marketing, branding and social media. Efforts should be made to bolster the Greater Northampton Chamber of Commerce's existing training program, rather than starting from scratch.
- Incentivize the use of Northampton.live for small businesses and organizations: Determine which features should be introduced to northampton, live to help promote small business and organizational activity on the platform. Features to consider include but are not limited to the following.
 - Creating a "profile score" which incentivizes members to fully complete their profile.
 - Publishing website activity metrics regularly to celebrate individual and collective achievements.
 - Rewards for completed features could include free promotional content for small businesses and organizations.



Help small businesses pair physical marketing assets with digital resources (Photo credit: Camilla Elizeu)





zephyr rugs

store open online store

Mon: Closed Tues - Weds: 10AM to 5PM

(413) 594-8044 33 main st visit site order online

pioneer valley crossfit

stare open online

We're here and ready to meet you where you're at. It's ok to feel a little out of practice after some time away. Now is the time to rebuild

(413) 727-8061 375 south street visit site



'80s night at bar patria

lay. September 4th, 10:00 pm-1:00 am PATRIA (150 Main Street, Basement level, Northampton MA 01060)

Super Fun. Non-Lame Kinda, Ultra Deluxe, Sorta Rad 80's Night Party 10:00PM Start1:00AM Kick Out



northampton summer park series 2021 - salsa in the park w/ dj bongohead

Saturday, September 4th, 5:30 pm-7:30 pm

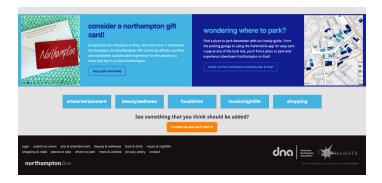
Northampton Summer Park Series 2021 Saturday September 4th 5:30pm Salsa in the Park w/ DJ Bongohead ...

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Businesses and events posted on northampton.live (Source: northampton.live)

Phase 2: Implementation, Monitoring & Evaluation (6-12 months)

- Sell paid promotions: Where it makes sense, integrate discussions for paid promotion with discussions for DNA membership. Set up a customer relationship management (CRM) platform to track progress.
- Conduct digital trainings: Offer accessible classes for small businesses and organizations to learn about digital marketing, branding and social media. Offer participants the opportunity to put their training into practice, such as a social media takeover of northampton.live's social media platforms.
- Monitor and evaluate: Track metrics as defined in the 'Key Performance Indicators' section of this project rubric on a quarterly basis.



Categories on northampton.live (Source: northampton.live)

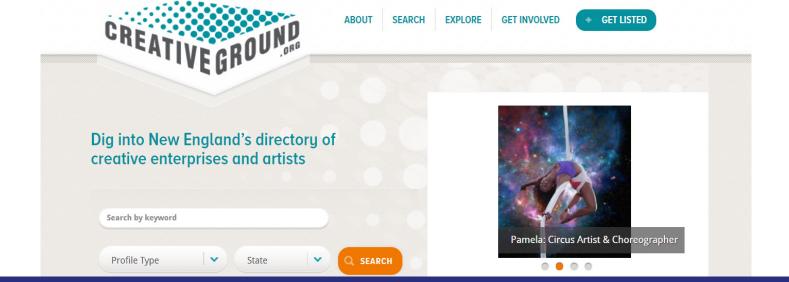


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View of Main Street façades



View of Crafts Avenue



Best Practice

Creative Ground

Location

New England Foundation for the Arts

Creative Ground is a free online directory of cultural nonprofits, creative businesses and artists of all disciplines for utilization by individuals and organizations seeking to collaborate with uniquely qualified creators and performers. As a self-described "realtime online community," a key to the Creative Ground's success is its use of a "profile score", incentivizing community members to regularly engage with the platform. By gamifying the process for generating crowd-sourced content, Creative Ground has been able to successfully implement aspects of the shared economy into its platform and mission.

Website: www.creativeground.org

Image source: homepage of www.creativeground.org

Restructure parking management strategies to increase vacancy rates for on-street parking

Category		Administrative Capacity
Location		Downtown Northampton with an emphasis on Main Street and municipal parking structures
Origin		 LRRP Stakeholder Interviews, May 2021 Downtown Northampton Parking Study (2015)
Budget	(\$)	Low (Less than \$50,000) Potential funding sources: • Coronavirus State and Local Fiscal Recovery Funds • Existing staff capacity
Timeframe		Short Term (Less than 5 years)
Risk	0	High • Political will • Tension surrounding parking management on Main Street
Key Performance Indicators		 Increase in average on-street parking space availability rates, by block Change in average duration of on-street parking space use on Main Street Change in average off-street parking space occupancy rate, by facility Adoption of updated parking regulations into code
Partners & Resources		 City of Northampton Office of Planning and Sustainability City of Northampton Transportation & Parking Commission City of Northampton Mayor's Office Downtown Northampton Association (DNA) City of Northampton Department of Public Works (if ordinance is needed) Toole Design Group ("Picture Main Street" consultants)

Description

The evolution of parking management in the downtown study area will allow the City of Northampton to better serve the needs of its base of customers and employees while addressing concerns over parking availability in the downtown.

Diagnostic

- The "Downtown Northampton Parking Management Study" by Walker Parking Consultants (2015) outlines a series of recommendations to help improve parking in the Downtown, the majority of which have not yet been implemented. Recommendations include modifications to pricing, hours of operation, and further incentives to transfer on-street parking to off-street lots and structures.
- Sixty percent of businesses believe that changes in parking availability, management or policy are "important" or "very important" to their continued operations following the COVID-19 pandemic.¹
- Businesses believe that parking regulations are the largest current obstacle to their business operations (33%) when compared to other policy improvements, such as outdoor dining (19%) and signage (17%).¹
- There are currently 2,096 public parking spaces in the Downtown area of focus 828 are on-street and 1,268 are off-street (Source: LRRP Baseline Data, April 2021).
- In a full year, the E.J. Gare Parking Garage is only at capacity (430 spaces) 1% of the time. For 87% of the year, there are more empty spaces in the E.J. Gare Parking Garage than all of the possible on-street parking spaces on Main Street (136 spaces). There is an abundance of available spaces on weekends in Smith College's privately-owned lots, which can also serve to help mitigate demand for on-street parking (Source: Northampton Transportation and Parking Commission).
- The Walk Bike Northampton Master Plan by Alta Planning and Design (2017) outlines opportunities to encourage more trips by walking and biking within a 15-minute threshold, reducing the reliance of parking for local residents when shopping Downtown. The Downtown also benefits greatly from walkable access to an Amtrak Station and the Mass Central, New Haven, and Northampton Rail Trails.

Action Item

- Use a combination of parking and transportation demand management strategies to accommodate customer and employee activity.
- Adjust enforcement and regulatory mechanisms, paired with a marketing campaign, to improve parking space turnover.

¹Source: LRRP Business Survey, April 2021

Process

Phase 1: Convene a Working Group (1-3 months)

Utilize the recurring monthly parking meeting with key stakeholders
to unravel and reconcile parking considerations based on proposed
designs for the downtown, as well as float unified messaging prior to
broader public engagement.

Phase 2: Implementation (1-2 years)

- **Goals and metrics**: Adopt formal parking goals and metrics. Collect and track data annually to support ongoing management and increase transparency of decision making for policy changes.
 - A set of formal goals will guide parking management and use
 of revenue in support of downtown Northampton's unique
 needs. Potential focus areas: availability (85%) and turnover,
 citations, customer friendliness, employee access, safety, equity,
 neighborhood preservation, and economic vitality.
 - Establish internal and external data sharing protocols, including making data "open source" via a data dashboard.
- Parking enforcement: Implement consistent and equitable parking enforcement. Raise citation rates from \$15 as recommended by the 2015 parking study to effectively deter motorists from violating parking regulations.
 - Update downtown-specific enforcement metrics and schedule. For example, shift enforcement to better accommodate evening use, from 11am to 8pm, making appropriate changes to regulation and signage.
 - Consider progressive parking rates on-street. For example, \$1/hr for the first two hours, then \$2/hr up to a maximum duration of 4 hours. In any case, the first hour should remain as-is to deter pushback from the community.
 - Revise training programs as needed for downtown-specific rules and programs.
 - Consider including information on public parking lots on the back of, or along with, tickets that are placed on vehicles.



Introduce a reduced-rate monthly pass for Downtown employees at the E.J. Parking Garage (Photo credit: Camilla Elizeu)



Masonic Street Parking Lot (Photo credit: Camilla Elizeu)

Phase 2, continued

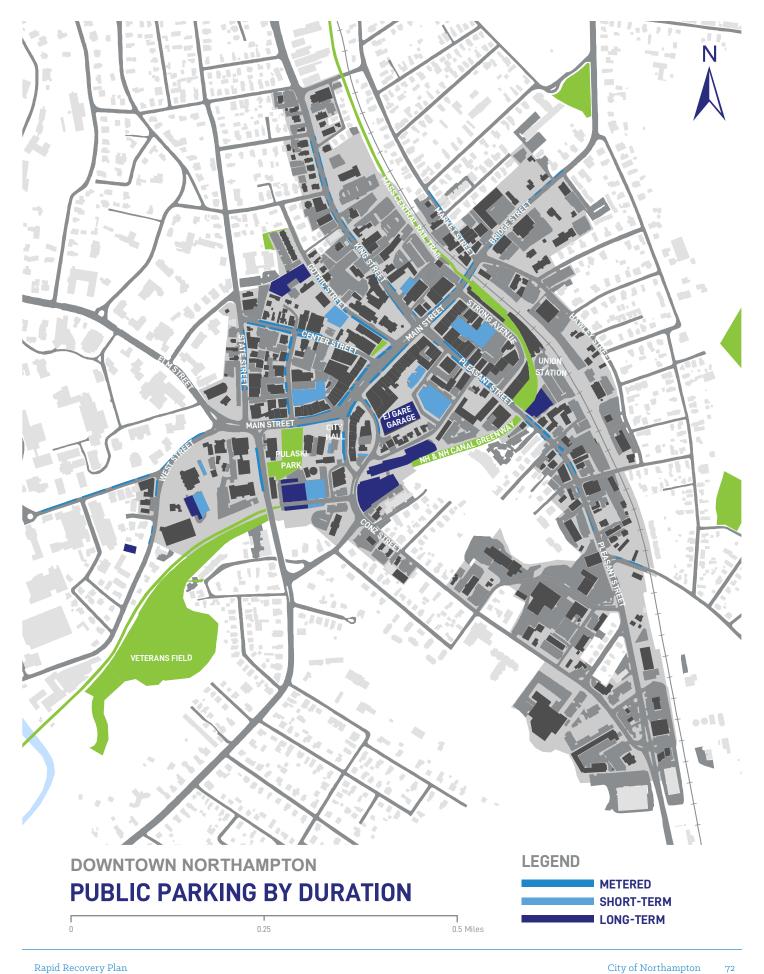
- **Regulations**: Adjust regulations on Main Street.
 - Adjust hours of on-street parking enforcement on Main Street to 11am – 8pm to better reflect hours demanding parking space turnover.
 - Concurrently, a marketing campaign for the E.J. Gare Garage's free first hour may encourage more visitors to divert from Main Street, and should be a focus prior to construction commencement that will reduce capacity.
- Communications and outreach: Develop communications program, defining key messages, collateral, and tools. Roll-out in coordination with on-street hours enforcement changes and in anticipation of Main Street reconstruction. Key elements could include the following.
 - Downtown-specific website and social media channels.
 - User-friendly maps, brochures, and FAQs on the City website.
 - Messaging and collateral at meter kiosks/apps.
 - Ongoing trainings, pop-up events, and informational sessions with merchants, employees, and residents.
 - Information on transit and multimodal options.



E.J. Gare Parking Garage



Digital parking counters downtown that point drivers to the nearest parking garage







Best Practice

"Limited Overnight" Parking Permit Program

Location

Ann Arbor, MI

The Ann Arbor Downtown Development Authority has an affordable evening parking permit program. They offer a "Limited/Overnight" permit available at some parking locations downtown for \$30 per month, compared to a standard \$195 monthly rate, and allow access to those facilities from 3:30 p.m. to 9:00 a.m. seven days per week. While used most often for overnight parking by downtown residents, the permit structure and hours allow many evening retail and restaurant employees to take advantage of the program as well.

Website: https://mainstreetannarbor.org/parking

Ann Arbor's parking site (Source: https://www.a2dda.org/getting-around/)

Rapid Recovery Plan City of Northampton

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Test feasibility for the reformation of a business improvement district (BID)

Category



Administrative Capacity

Location

Downtown Northampton

Origin

LRRP Stakeholder Meetings, May 2021



Low (Under \$50,000)

Budget

Potential funding sources:

 Department of Housing and Community Development: Community One Stop (Massachusetts Downtown Initiative or the MassDevelopment Real Estate Technical Assistance Program)

Timeframe



Short Term (Less than 5 years)

Risk



Medium Risk

Political will, support from property owners

Key Performance Indicators

- Number of property owners, stakeholders and politicians in-favor with reforming the BID
- Forecasted annual BID budget

Partners & Resources

- Downtown Northampton Association (DNA)
- Greater Northampton Chamber of Commerce
- City of Northampton Mayor's Office
- Local businesses, property owners and organizations



Northampton Farmer's Market sign in front of Gothic Street

Description

The LRRP process revealed several stewardship and placemaking initiatives that business owners and community members would like to see improved in downtown Northampton. This project recommends testing the feasibility of reformation of a business improvement district (BID) in an effort to provide sustainable funding and management for Downtown improvements.

Diagnostic

- Forty-two percent of business owners were either dissatisfied (30%) or very dissatisfied (12%) with the condition of public spaces, streets, and sidewalks in the downtown.¹
- Thirty-six percent of business owners were either dissatisfied (26%) or very dissatisfied (10%) when asked about the safety and comfort of customers and employees in the downtown.¹
- Seventy-one percent of business owners identified improvements to safety and/or cleanliness in the downtown as "important" (31%) or "very important" (40%) to physical environment, atmosphere, and access in the downtown.¹
- Fifty-eight percent of business owners believe the improvement/ development of public spaces and seating areas was either an important (37%) or very important (21%) strategy to the downtown's economic recovery.¹
- Seventy-seven percent of business owners identified the development of more cultural events/activities as "important" (40%) or "very important" (37%) for the attraction and retention of customers and businesses in the downtown.¹
- Seventy percent of business owners believed the creation of a district management entity, such as a BID or other organization, was either a "moderately important" (27%), "important" (27%), or "very important" (16%) strategy for the downtown's economic recovery.¹

Action Item

- Prepare convincing rationale for testing the reformation of a BID in downtown Northampton with data, programming ideas and case studies provided from the LRRP process.
- If successful, request technical assistance from the Department of Housing and Community Development (DHCD) in an effort to advance to BID planning, petitioning, and initiation.

¹ Source: LRRP Business Survey, April 2021)

Process

In the "Guide for Establishing BIDs" the Massachusetts Department of Housing and Community Development (DHCD) recommends the formation of a BID be approached in four phases: testing feasibility, creating a BID improvement plan, conducting a petition process, and initiating operations. The purpose of this section is to elaborate on the Guide's process for Phase 1: Test the Feasibility with key data, programming ideas, and other considerations from the LRRP process.

Phase 1: Testing Feasibility (1-3 months)

Compile appropriate rationale for the reformation of a BID in downtown Northampton.

- Are conditions right for a BID?
 - Property Mix: The Downtown's ground floor spaces are comprised of approximately 738,122 square feet of retail space, 379,264 square feet of office space, and 43,059 square feet of manufacturing space.²
 - Stakeholder and political support: Tap into the network of the key stakeholders listed in the Partners and Resources section of this project recommendation to conduct outreach and a survey to assess support from property owners, businesses and organizations. Consider how the City's 2021 candidates for Mayor and City Council will consider a potential reformation of the BID and if they would endorse such an effort.
 - Stable economic base: At the time of surveying there was approximately 25 storefronts comprising 103,144 square feet of vacant ground floor space in the downtown. Take a moment to consider the impacts of these depressed spaces in the formation of the BID. A few questions to ask many include:
 - How will their owners engage in the process?
 - What new programming can be considered which help to revitalize them?
 - Planned major developments or infrastructure projects: Consider how major projects would relate to the BID. A couple questions to ask many include the following.
 - How does the development of the Resilience Hub, the reconstruction of Main Street and the redevelopment of 33 King Street factor into a BID formation?
 - Can it help to anchor the process over mutual goals and objectives?

· State the case for a BID

 Data uncovered from the LRRP process can support to advance the case for forming a BID. Refer to the diagnostics section of this project rubric for notable results from the LRRP Business Survey, which was administered in April 2021 and received responses from 82 businesses located in the downtown area.

State the case for a BID, continued

- Almost every project mentioned in the LRRP plan could either be programmatically supported or fully funded by the reformation of a BID in downtown Northampton. In addition to these projects, some other programs that would benefit include, but are not limited to:
 - technical assistance and collective bargaining for storefront and outdoor space improvements
 - programming for the resilience hub
 - sidewalk sweeping, cleaning, and snow removal
 - wayfinding signs
 - public parklets
 - events and festivals

• Re-introduce the BID concept

The downtown's economic recovery from the COVID-19 pandemic
has changed the atmosphere of collaboration between sectors and
has brought forth new inspiration to try changes to the status quo,
such as with outdoor dining. Tap into the theme of building back
better for a potential BID reformation.

· Recruit the steering committee

 Work with key stakeholders listed in the Partners and Resources section of this project rubric to identify additional individuals and organizations to engage. A list of stakeholders interviewed for the LRRP process can be found in the Appendix.

• Find the gesources

 Begin conversations with DHCD regarding technical assistance and funding opportunities to help advance the BIDs reformation. Funding is available through the Community One Stop program's Massachusetts Downtown Initiative or MassDevelopment Real estate Technical Assistance Program. Letters of interest for FY22 are open in mid-October 2021.

Establish preliminary boundaries

 Re-examine the past BID boundary map and compare with the LRRP project boundary to provide guidance on a reformed BID's boundaries.

• Create a property owner database

 Ensure the property owner database has been updated since the start of the COVID-19 pandemic in March 2020, as approximately 31 businesses discontinued operations in the downtown in the year following.²

• Develop a plan outline and timeline

- Consider key projects as outlined in "Planned Major Developments and Construction Projects."
- Utilize the DNA's strategic planning process to explore developing potential plan for BID formation.

² Source: LRRP Baseline Data, April 2021



Northampton Tuesday Farmers Market (Photo credit: Camilla Elizeu)

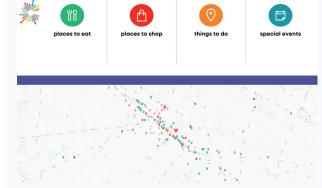
Rapid Recovery Plan City of Northampton

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Central Square Business Improvement District

Location

Cambridge, MA



Central Square Business Improvement District interactive map of businesses (Image source: https://centralsq.org/)

Formed after a self-described "30 years of momentum-building, organizing and advocating" the Central Square Business Improvement District (www.centralsq.org) was formed in 2019. This was in response to growing calls for a district management entity who could deliver the programming and services needed to provide real connections between the people of Central Square and the places in which they exist.

In addition to providing economic development programs traditional to BIDs such as cohesive branding and events, the Central Square BID serves as an on-the-ground intermediary between at-risk neighbors and the social services they need. They also captured public health data to assess the changes on indicators such as homelessness and needle pickup during the COVID-19 pandemic. By serving in a holistic capacity, the BID continues to be a close partner with the City of Cambridge and non-profits seeking to provide an equitable provision of support.

In addition to their website, which offers information on programming and an annual report, additional resources on the Central Square BID can be found in DHCD's "Guide to Establishing BIDs."

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Website:

- www.mass.gov/doc/2020-revised-businessimprovement-district-manual/download
- https://centralsq.org/

Create a comprehensive service to help entrepreneurs start, expand, and improve their Northampton-based businesses

Category		Tenant Mix
Location	iii [A]	City of Northampton
Origin		LRRP Stakeholder Interviews (May 2021)
Budget	(\$)	Medium (\$50,000-\$200,000) Potential funding sources: • Coronavirus State and Local fiscal Recovery Fund • Commonwealth of Massachusetts: Community Compact IT Grant
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk • Administrative Capacity
Key Performance Indicators		 Number of businesses who utilize the City's comprehensive service Change in the satisfaction of businesses towards the City of Northampton's economic development resources Change in the number of vacant storefronts
Partners & Resources		 City of Northampton Mayor's Office Greater Northampton Chamber of Commerce Downtown Northampton Association (DNA)

Description

The City of Northampton is improving its internal platform for licensing and permitting. This project recommends the City take this opportunity to create a complimentary service that will help small businesses navigate licensing and permitting, real estate, finance, and technical assistance resources.

Diagnostic

- There are currently 247 businesses in operation and approximately 15 vacant storefronts in downtown Northampton (Source: LRRP Baseline Data, April 2021).
- Seventy-six percent of businesses surveyed believe that recruitment programs to attract additional businesses were either important (39%) or very important (37%) to the downtown's economic recovery (Source: LRRP Business Survey, April 2021).
- Interviews with key stakeholders concurred with the business community's desire to recruit new businesses, and help diversify Northampton's commercial diversity, particularly by building capacity among business owners and growing entrepreneurship among their employees (Source: LRRP Stakeholder Interviews, May, 2021).

Action Item

- Introduce a new portal on the City of Northampton's Business website which offers a comprehensive service for licensing and permitting, real estate, financial and technical assistance.
- Develop resources and coordinate workshops to encourage worker cooperatives and entrepreneurial advancement.
- Create, and maintain a package of "ready to use" commercial spaces available for lease or purchase in downtown Northampton, updated quarterly.
- Align City's regulatory requirements (parking, zoning, stormwater) to encourage new development in the downtown.

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Process

Phase 1: Funding/Development (3 months)

Determine needed bandwidth and funding for revamping the City of Northampton's resources for small businesses.

- **Engage stakeholders**: Convene a meeting of the stakeholders listed to agree upon a roadmap for action items related to the project.
- Evaluate: Conduct an audit of the City's existing Business webpage and accompanying resources, including administrative capacity for providing assistance on commercial real estate, finance, and technical matters.
- Staff: Estimate the number of hours Economic Development staff will spend weekly on the comprehensive service, once the online portal is live. Make a determination on growing existing roles versus hiring new staff to manage the service.
- Fund: Request appropriate funds from the Coronavirus State and Local Fiscal Recovery Fund based on needs for labor and resources.



A one-stop can provide support for businesses working to transition ownership (Photo credit: Camilla Elizeu)



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Empty space for lease

Phase 2: Design & Programming (12 to 24 months)

Design resources and programming for the new comprehensive municipal service.

- Financial and technical assistance: Consider the development of resources and facilitation of workshops which would support new and existing small businesses, as well as those looking to close, including but not limited to the following.
 - Creating a budget and business plan.
 - Financing your business.
 - Making physical improvements.
 - Entrepreneurial training for employees.
 - Transitioning ownership and information on worker cooperatives.

Commercial real estate:

- Maintaining a package of ready to use commercial spaces available to lease or own (updated quarterly, at a minimum).
- Create a "site search" request form.
- Grow the list of available coworking spaces to include fabrication spaces, shared kitchens, and academic and publicly available spaces.
- Step-by-step guidance on storefront improvements (e.g. signage, facades).

Licenses and permitting:

- Create a digital and printable guide for helping businesses to determine their taxation structure and handle government documentation, such as their employer identification numbers, business certificates and other industry specific licenses and permits.
- Promote the availability of municipal resources such as the new websites for "Establishing a business in Northampton", "Doing Business in Northampton," and permitting matrix to businesses who apply for business certificates.
- Create a service request form to handle inquiries consistent to licensing and permitting.

Phase 3: Evaluation (Quarterly)

Conduct a quarterly evaluation of metrics listed in the 'Key Performance Indicators' section. Baseline data should be captured prior to the program's implementation, to help determine program success.



Best Practice

Doing Business in Somerville

Location

Somerville, MA

The City of Somerville's Economic Development Department maintains an easy to navigate website to help entrepreneurs start, expand, or improve their businesses. In addition to traditional information such as a step-by-step walkthrough for business start-ups and a landing page for key permits and licenses, the site also hosts a Business Help portal which pairs businesses with tailored comprehensive services to meet their tailored needs. Services offered range from help navigating financial resources, permits and licensing, and helping to find available spaces for lease or purchase.

By offering an experience unique to the needs of each inquiring small business, the City of Somerville's Economic Development Department is promoting healthy relations with the private sector in a tone that screams "open for business."

Website: www.somervillema.gov/businesshelp

Somerville cleantech incubator Greentown Labs expansion (Image source: https://greentownlabs.com/greentown-labs-launches-11-million-expansion-project/)

Rapid Recovery Plan City of Northampton

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Create a new space dedicated to the training and housing of start-up enterprises

Category	Tenant Mix
Location	Downtown Northampton
Origin	LRRP Stakeholder Interviews (May 2021)
Budget \$	Large (\$200,000) Potential funding sources: • Mass Development: Collaborative Workspace Program
Timeframe	Medium Term (5-10 years)
Risk	Medium Risk • Fiscal viability
Key Performance Indicators	 Number of enterprises incubated Number of jobs created Dollar amount of economic impact Dollar amount of collective funding raised
Partners & Resources	 Downtown Northampton Association (DNA) Greater Northampton Chamber of Commerce Northampton Arts Council City of Northampton Department of Economic Development Academic institution(s)

Description

The future of work in the Commonwealth will require the incubating of new enterprises in expanding industries and the retraining of workforces from contracting industries. To address this trend, this project will develop a successful incubator space with accessible and affordable programming, equipment, and materials for budding entrepreneurs.

Diagnostic

- Seventy-six percent of businesses surveyed believed that the creation of new programs to attract additional businesses was either important (39%) or very important (37%) to the economic recovery of the downtown (Source: LRRP Business Survey, April 2021).
- The Preparing for the Future of Work in the Commonwealth of Massachusetts report (2021) forecasts that 300,000 to 400,000 Massachusetts residents, particularly women and those with limited higher education, will need to retrain or shift industries as a result of changing demands in occupational categories over the next decade.
- Northampton's workforce population is 15,526 (US Census Bureau, 2019).
- Approximately 58% of ground floor space in the downtown is retail, a
 large sector that is forecasted to see a 9% decline in workforce demand
 over the next decade. Providing local opportunities for job retraining,
 particularly towards education, professional, scientific and technical
 services, will be a helpful strategy for retaining a workforce-age
 population (Source: Local Rapid Recovery Planning Field Work, April
 2021).

Action Item

- Offer recurring programming focusing on specific industries which will thrive in Northampton's socioeconomic environment.
- Find a brick-and-mortar space in downtown Northampton, dedicated to the housing and training of start-up enterprises.
- Integrate programming with opportunities for programming at the new Resilience hub.
- Foster and maintain a strong network of intersectoral partners dedicated to maintaining an entrepreneurial ecosystem in downtown Northampton.

Process

Phase 1: Planning (6-12 months)

Determine a high demand industry in need of entrepreneurial resources and coalesce an initial group of partners around the formation of an innovation space.

- Determine flagship organization: Determine
 which organization has the administrative
 capacity to serve as the lead entity
 responsible for fostering the project. They will
 ideally be able to receive public grant funding.
- Determine industry: Determine which industry would best fit Northampton's unique economic and cultural landscape for innovation. Industries discussed during the LRRP process include:
 - education technology, and
 - food service.

Food service is potentially a great area of focus for those seeking programming opportunities through the Resilience Hub.

- **Demonstrate**: Source a small amount of funding to pilot programming for the selected industry. The goal of the demonstration should be to prove the demand for entrepreneurial resources in that particular industry in downtown Northampton. For example, to test the interest in food services, an organization could offer cooking courses. For education technology, an organization could conduct a design thinking challenge or hackathon.
- Fund initial planning: Apply for a
 MassDevelopment Collaborative Workspaces
 Grant to fund planning of the new space.
- Shortlist partners:Based on the industry or industries selected and the outcomes of the demonstration, develop a shortlist of candidate organizations to serve in the following partnering capacities:
 - Fiscal administration (must be able to receive public grants).
 - Programming and operations (typically non-government).
 - Research and development (academic entrepreneurship programs).
 - An initial group of start-ups.
 - Investment (capital funds or corporate sponsorship from an organization with a philanthropic mission or vested interest in the selected industry).



Click Workspace (Photo credit: Camilla Elizeu)



Click Workspaces offers affordable office space in Northampton

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Phase 1, continued

- **Pitch to partners**: Meet individually with each interested organization to to continue the conversation.
 - Present the vision for an innovation space.
 - Why an innovation space is important for the future of downtown Northampton
 - · How it is envisioned.
 - What resources are needed from the organization in order to partner.

Appropriate partnership development follow-up should be made to assess interest in moving forward and work through potential roadblocks.

• Form an agreement: Initial founding partners should enter a legal agreement outlining specific roles and responsibilities, as well as structures for ownership and taxation.

Phase 2: Development/Fundraising (3-6 months)

Create an engaging and financially sustainable program.

- Funding fixed costs: Apply for an additional public grant, such as MassDevelopment's Collaborative Workspace Grant Program, to cover initial fixed costs related to equipment and retrofitting of a physical space.
- Secure a physical space: Identify and sign a lease for a space which can be retrofitted to serve industry needs. A ground floor location offers downtown visitors an opportunity to view innovation at work in downtown Northampton.
- Funding recurring costs: Develop a match program for recurring costs such as rent, utilities, and insurance between the founding startups and investors. Startups will benefit from receiving more than just a space in their recurring costs, while investors form new relationships with the budding enterprises.
- Funding variable costs: Variable costs such as programming can often
 be supported by grants, academic institutions, or non-profits looking
 to advance research or a mission. For example, UMass's Amherst's
 Berthiaume Center for Entrepreneurship would be an ideal partner to
 provide guest lectures from professors.
- **Programming**: Determine appropriate programming for the space, such as recurring event series, workshops, design thinking challenges and networking conferences.
- **Determine/hire staff**: Hire staff in preparation for launching the space.

Phase 3: Operations & Evaluation

Ensure ongoing success for the new space.

- Launch: Open the space for start-ups, offering programming for both members and nonmembers.
- **Promote**: Conduct a media relations campaign to highlight differentiating features of the new space.
- Recruit: Determine an appropriate process for the recruitment of additional start-ups and investors.
- Evaluate: Performance of the space should be evaluated quarterly and include metrics as shown in the 'Key Performance Indicators' Section.



Cyclists on the Rail Trail (Photo credit: Camilla Elizeu)

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Nibble Kitchen

Location

Somerville, MA



Nibble Kitchen, Summer 2020"From Bangladesh to Brazil, inside one Somerville restaurant" (Image source: https://www.bostonglobe. com/2020/08/11/lifestyle/bangladesh-brazil-insideone-somerville-restaurant/)

Successful incubator spaces are founded on partnerships that provide accessible and affordable programming, equipment and materials to their intended audiences.

Nibble Kitchen is an initiative of the Somerville Arts Council (SAC) that "celebrates culinary-cultural exchange, spurs cultural economic development and supports immigrant communities." Initially starting with tours of Somerville's international and often overlooked food markets, cooking classes, and a cookbook, SAC received a coworking grant from MassDevelopment to open a brick-and-mortar storefront with an industrial kitchen, allowing enterprising immigrant chefs and restaurateurs to conduct daily takeovers of the space to sell their goods while also receiving capacity building training from dedicated staff and the Nibble community.

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Website: www.nibblesomerville.com



Best Practice

Greentown Labs

Location

Somerville, MA

Greentown Labs in Somerville is a clean technology incubation lab that provides industryspecific resources to dozens of budding clean energy and life sciences companies. This community of "startups, corporations, investors, politicians" have come together to provide industry-specific prototype lab space and maker shops. Greentown Labs is privately funded by corporate partners who have made financial commitments to advancements in science-based climate initiatives. Greentown Labs has been able to provide a space for young entrepreneurs to find their place in a rapidly growing and often exclusive industry. An effective strategy they use is hosting events, such as their Climatetech Summit series, which lays a foundation for collective knowledge sharing and networking.

Website: www.greentownlabs.com

Greentown Labs innovation space (Image source: https://greentownlabs.com/greentown-boston/)

Rapid Recovery Plan City of Northampton

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Pilot the activation of vacant storefronts with pop-ups

Category	Tenant Mix
Location	Downtown Northampton
Origin	LRRP Baseline Data (April 2021) LRRP Stakeholder Interviews (May 2021) LRRP Focus Groups (June 2021)
Budget \$	Medium (\$50,000-\$200,000)
Timeframe	Short Term (Less than 5 years) Potential funding sources: • Commonwealth of Massachusetts: Vacant Storefronts Program
Risk	Medium Risk Level of interest from businesses and entrepreneurs/creatives Willingness of property owners to enter non-standard leasing agreements
Key Performance Indicators	 Change in the number of vacant storefronts Number of participating entrepreneurs/activators Number of patrons/visitors to the spaces Dollar amount of revenue generated by the spaces, if applicable Change in foot traffic outside of participating storefronts Change in sales/revenue at neighboring storefronts
Partners & Resources	 City of Northampton Downtown Northampton Association (DNA) Greater Northampton Chamber of Commerce Property owners and realtors Small business owners

Description

The desire to fill vacant commercial spaces was identified during several stages of rapid recovery planning process. In meetings with key stakeholders in the downtown, pop-up food halls, art markets, and holiday markets were all identified as potential worthwhile activations. The goal of this project is to identify property owners willing to pilot these types of activations in an effort to reduce the amount of vacant space in downtown Northampton.

Diagnostic

- As of April, 2021 there were 25 vacant storefronts in the study area, accounting for just over 100,000 square feet of ground floor commercial space.¹
- Vacancies as a result of COVID have been filled relatively quickly, however the dormancy of several long-vacant storefronts in the downtown pose a challenge when recruiting businesses (Source LRRP Stakeholder Interviews, May 2021).
- With an average price of ground floor retail space at \$25 per square foot, entering a long-term lease for a brick-and-mortar space with quality foot traffic may be out-of-reach for startup enterprises.¹
- Seventy-six percent of businesses surveyed believed that the development of new programs to attract additional businesses was either important (39%) or very important (37%) to the downtown's economic recovery (LRRP Business Survey, April 2021).

Action Item

- Convene partners to pilot a pop-up program for the activation of a vacant space.
- Establish a working relationship with property owners and work through any potential roadblocks to their participation through the execution of a sublease agreement.
- Conduct outreach to artists and entrepreneurs to join the pilot program and help with its development.
- Exemplify benefits of pop-ups/filling vacant spaces showing a positive correlation of activation and increased revenue or foot traffic.

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¹Source: LRRP Baseline Data, April 2021

Process

During the LRRP process, a few uses for vacant indoor spaces were identified, including:

- holiday market,
- · art market or gallery, and
- food hall.

Utilizing these vacant spaces in a piloted manner could be for any range of time, from one day to one year, depending on context.

Phase 1: Concept Development (1-3 months)

- **Research**: Identify successful examples of projects with inspiring elements.
- **Build a team**: Identify a team of stakeholders and project partners to coordinate the project.
 - The team should be diverse and represent any sectors the activation might touch on, such as city departments, property owners, designers, community organizers, as well as supporters and volunteers.
 - Mentors and project partners are a valuable resource for advice.
 - Roles and expectations of all team members should be clearly outlined and reviewed regularly throughout the process.
- **Define scope and goals**: Create a concise mission statement to quickly communicate the goals of the pilot.
 - Create a one-page pitch document to explain the purpose, goals, and intended process for the pilot.
 - Any document drafted should include a key with any language or vocabulary guidelines for consistency, as well as a list of rebuttals for common arguments that come up.
 - Highlight current barriers to activation, including unresponsive property owners as well as zoning and permitting processes.

Phase 2: Project Scoping & Funding (1-3 months)

- Connect with Partners
 - Contact district directors and local government officials to make sure everyone necessary is part of the conversation.
 - Connect with industry leaders to consult about inspiring example projects and advice.
 - Connect with community members to get a sense of the needs of the community and build relationships for when feedback or volunteers are needed.
- Budget and fundraising: Set a funding goal to apply for grants.
 - Searching for smaller grants first can make it easier to apply for larger grants later.
 - Find similar organizations and identify their funding source. Their funding source or the organization could be valuable for future funding.

Phase 2, continued

• **Determine key considerations**: Identify potential administrative road blocks related to the project's implementation, including (but not limited to): building codes and health permits, insurance, accessibility, and additional needs for staffing.

Phase 3: Project Planning (1-3 months)

- **Project planning**: When approaching district leaders and property owners, pitch the benefits of a temporary activation.
 - Pop-ups benefit adjacent businesses by increasing foot traffic, activate vacant storefronts, and improve health and happiness in a municipality.
- Location selection: A successful vacant space activation will be a balance between what is allowed by the property owner, how that aligns with the project goals, and the size of the space.
 - Keep in mind the physical location of your space, and if there is transportation access, neighborhood amenities, and regular foot traffic. Those elements will connect the space to the community more effectively.
 - It will be important to determine with the property owner any restrictions on what is allowed in the space, if approval is needed for programming, and how quickly the property owner can be reached if needed.
 - Determine if there is a community need for a public space, if community members have expressed interest, and are they willing to be community partners in the process.
 - Once a location is selected, a sublease must be negotiated. The
 goal is to establish a simple and mutually beneficial framework for
 partnership between owners of the spaces and the programmatic
 partners. In the agreement, 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,
 furniture and equipment.
- Research the area: The LRRP process gives a summarization of the physical and economic realms of Northampton in the wake of COVID-19.
 - Gathering and analyzing demographic information about your neighborhood will ensure the prioritization of diversity, equity, and inclusion in the process.
 - Identify the strengths of stakeholders and partners that could be interested in supporting a pop-up.
 - This rubric includes city entities that may be engaged; however, property owners will need additional outreach.

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 Make a plan for design, implementation, maintenance, programming, deinstallation, and evaluation of the space.

Phase 4: Implementation (3-6 months)

The type of vacant storefront activation and the condition of the building will greatly determine the implementation phases. During Phase 2 and 3 the implementation approach should be outlined. A few common considerations include the following.

- Improving interior conditions, as needed.
- Clean-up of the space.
- Approval for building codes.
- Permits depending on the type of business.
- Designing the space once selected based on the function and goals the project team has identified.
 - Work with stakeholders in the implementation phase to plan programming for the spaces, and the type of support they could provide.
 - Conduct a community survey to encourage feedback about the design and function of the space, depending on the type of activation.
 - Creating a memorable event and experience is important for visitors to have a good time and increase engagement.
- Advertisement of the pop-up space is important to let people know something is going on in a space that is usually empty.
 - Flyers, social media, newsletters, and any other method of advertising should be used to promote events.

Monitor:

- Measure data as listed in the 'Key Performance Indicators' section both before and after the implementation of the pop-up space.
- Anecdotal, qualitative observations can provide important feedback for inclusion in project summaries and media.

Phase 5: Evaluation (1-3 months)

- After the pop-up space has been deinstalled, look at the data points that were collected.
- Reviewing anecdotal, quantitative, and qualitative data gathered could provide guidance for a permanent space that fills community need.



A vacant storefront in downtown Northampton (Photo credit: Camilla Elizeu)



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Empty storefront in downtown Northampton



Best Practice

CultureHouse

Location Greater Boston, MA City of Northampton

Best Practice: Culture House

CultureHouse created their mission to create a public indoor space based on projects they'd seen in Copenhagen. Working with mentors at Olin College and Better Block, they crafted a mission statement and a one-page pitch explaining what their idea was about, why they wanted to create that space, and how they intended to execute it. Their next step was to connect with partners by contacting district directors, talking to community and industry leaders, and seeking out partners and grants. CultureHouse received a grant from the Forest Foundation, allowing them to set and achieve the goal of a month-long pop-up to test out their idea. After the pop-up activation was completed, they created a Manual to offer guidance to others on creating a pop-up space.

When CultureHouse first set out to select a location, they were dismissed by many real estate agents. They found success by connecting with property owners through the main street and district directors. CultureHouse knew they needed to persuade property owners by pitching the idea with the benefits to the community. Their Manual highlights the importance of determining location goals and researching your area, two important factors in deciding if a space is a good fit for the project.

CultureHouse designed their space with a list of requirements throughout their process. They identified play elements as an important part of the space. In order to build out, partners and community members were invited, and they utilized open-source designs to furnish the space. While construction is underway, they connected with stakeholders about programming the space, and advertised the space! Once the pop-up was ready to open, they staffed the space, hosted events, and engaged the community.

In order to monitor and evaluate, CultureHouse tracked numerical data such as age and length of stay, collected visitor comments in the space, and collected feedback through their survey. After the pop-up was complete, they broke down the space and evaluated the impacts of activating a vacant space, including how the space addressed community need, and gave people a place and a reason to stay.

With the experience of opening several pop-up community spaces under their belt, CultureHouse now works with communities to help them open up similar projects in their own downtowns. Most recently, they worked with community organizers in Peabody, MA, to open a pop-up that helped reconnect the neighborhood in light of the pandemic. You can view their Impact Report of that project at culturehouse.cc/peabody.

Website: www.CultureHouse.cc

Project: Pop-Up

Location

Newton and Needham MA



Newton Center - Piccadilly Pop-Up storefront (Source: project-pop-up.com)



Newton Upper Falls - Newton Nexus Pop-Up (Source: project-pop-up.com)

Project: Pop-Up (www.project-pop-up.com) is a grant-funded initiative created in Newton and Needham, Massachusetts as a direct economic recovery responses to the COVID-19 pandemic. Its goal is to be a business incubator enabling entrepreneurs to test their proofs of concept in a brick-and-mortar retail environment without significant investment.

For this incubator program, a dozen emerging establishments, including entrepreneurs, artists, and restaurants, were selected from 75 proposals. Upnext is the organization that acts as a matchmaker between would-be entrepreneurs and spaces. In the case of Project: Pop-Up, the spaces were empty storefronts and the duration was two to three months. Support for space activators included signage, marketing and online platforms.

The project was funded by Massachusetts Office of Business Development's Regional Pilot Project Grant Program to aid in the State's economic recovery from COVID-19.

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Website: www.poppingupnext.com

Create a public mural program for local artists

Category	Cultural/Arts
Location	Downtown Northampton
Origin	LRRP Stakeholder Interviews, May 2021
Budget \$	Low (Under \$50,000) Potential funding sources: • Mass Cultural Council • Commonwealth Places • MassDOT's Shared Streets and Spaces
Timeframe	Medium Term (5-10 years)
Risk	Low Risk • Approval from private property owners • Long-term maintenance
Key Performance Indicators	 Number of artists commissioned, and private properties used as canvasses Change in foot traffic on blocks hosting murals Digital indicators such as social media posts and QR code scans
Partners & Resources	 City of Northampton Arts Council City of Northampton Arts & Culture Department City of Northampton Office of Planning & Sustainability Historic Northampton Northampton Arts Council Northampton Community Arts Trust

Description

A mural program holds the potential to help both beautify Northampton and strengthen its creative economy. Foster collaboration between government and non-government groups to help identify new canvases in the downtown.

Diagnostic

- Seventy-eight percent of businesses surveyed had less on-site customers in January and February of 2021 than before COVID. This is a main driver in why 82% of businesses saw a decline in revenue generation during the pandemic.¹
- Seventy-seven percent of businesses surveyed believed the enacting of more cultural events/activities was either an important (40%) or very important (37%) to the Downtown's economic recovery.¹
- Business owners noted that murals near their businesses are engaged with often, and that additional property owners would be interested in such a program if it was effectively managed and there were incentives to participate (Source: LRRP Focus Groups, June 2021).
- More structured opportunities for graffiti art may help to decrease unwarranted tagging in the public and private realm (Source: LRRP Community Meeting, June 2021).

Action Item

- Create and maintain a database for tracking metrics related to mural impact (impressions, foot traffic, ghost signs, etc.).
- Engage a diverse range of creators throughout the enacting of the mural program.
- Work through hurdles related to the permissions of murals on private property.



Mural in the Masonic Street parking lot (Photo credit: Camilla Elizeu)

¹ Source: LRRP Business Survey, April 2021

Process

Phase 1: Planning & Engagement (3-6 months)

- Identify key stakeholders: Engage the artist community, property owners, and permitting and the City's licensing departments to facilitate coordination.
- **Database**: Review and update the City's existing artist database, including fields for the type of artwork they do and their style, as well as a record of properties willing to be a capyas
 - An interactive map with projects and artists from previous years is another tool to increase engagement with artwork. Interactive maps can be created on Google MyMaps (free) or ArcGIS Online (paid).
- Property owners and permission: Work to properly incentivize property owners in becoming a part of the mural program. Obtain written permission from property owners willing to participate in the mural program.
- Application: Update Northampton Arts
 Council's online application process to include
 a matching process for artists and physical
 sites (www.northamptonartscouncil.org).
 - Application updates could include a required question for artists and owners to ask if they are requesting to create or commission specific subject matter or open to custom designs.
 - Create a guide for installing a public art project with accompanying infographics and the website QR code, to make the information more accessible and interesting.
 - Consider updating the Arts Council's website with a better user interface and more graphically exciting elements that reflect the artistic and cultural identity of Northampton.



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Mural in downtown Northampton

Phase 2: Mural Program Development (3-6 months)

- Funding: There are several funding and grant opportunities, such as Mass Cultural Council and Commonwealth Places. Previous murals have been funded by the MassDOT's Shared Streets and Spaces grant program.
- Website: Utilize QR codes to collect data to track the number of site visits. Metrics can be tracked by an external agency, or by City staff using Google Analytics which is free.

Phase 3: Design & Implementation (3-6 months)

- Identify selection process: Create a protocol for how the artist and the mural location are matched.
- Artwork and approval: Concept artwork should be submitted at the time of application, and the Northampton Arts Council should coordinate design changes, if necessary. The artwork should be reviewed by the Arts Council and receive approval from relevant City departments to ensure content appropriateness and operational viability.
 - Contracting: Form and execute contracts which outline the terms and conditions of the scope of work between the artist and the property owner. The contract should include who determines the content of the mural, how much and when payment will be made, insurance responsibilities, timeline expectations, maintenance and repairs, copyright, and acknowledgments.
 - Insurance: Commercial general liability insurance is the most common type of insurance for public artwork, and cost is variable based on the size, duration, and risk associated with the installation.

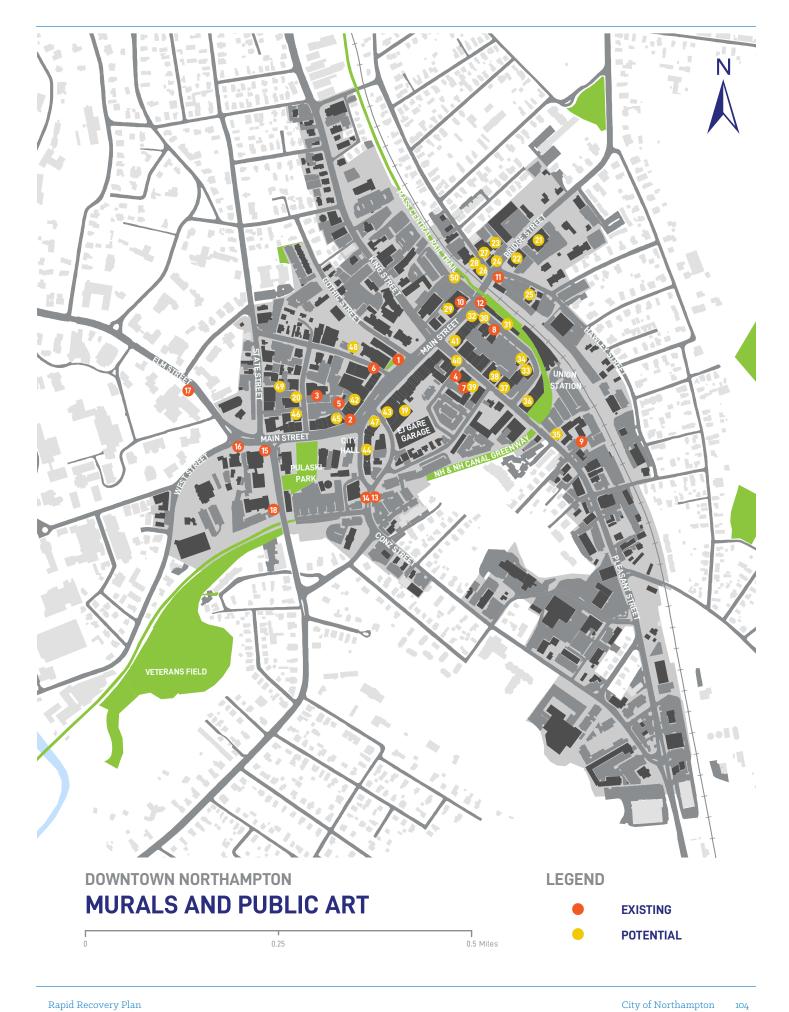


Mural at LimeRed



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Mural at LimeRed (Photo credit: Camilla Elizeu)



Phase 3, continued

- Plan implementation: Once an artist is matched with a location to work and artwork is finalized, the mural program will help facilitate the dates, times, personnel, and process of the installation.
- Implementation oversite: A mural program facilitator will oversee the installation to ensure the proper steps are being taken for safety measures and mural longevity.

Phase 4: Maintenance, Operations, and Evaluation (Ongoing)

- Maintenance: Ideally, an art or mural program facilitator will assess the murals in downtown on a regular basis to ensure they are in good condition.
- **Operations**: It is recommended the Director of Arts and Culture oversee maintenance requests.
- **Evaluation**: Capture metrics listed in the 'Key Performance Indicators' section on an annual basis.



Cracker Barrel Alley street mural "Oasis" by Kim Carlino



Mural along Cracker Barrel Alley



Best Practice

Beyond Walls Murals

Location Lynn, MA

Beyond Walls is a non-profit placemaking agency that has done a number of community activation projects promoting walkability and public art in Lynn. Over the past three years, Beyond Walls has held mural festivals to highlight the 46 murals and counting that have been created through the program. The mural program is funded by the Barr Foundation, MassDevelopment Commonwealth Places, Patronicity, and The Boston Foundation.

The artist selection process includes a public call to artists on their social media platforms, as well as posting on artists forums. The Beyond Walls committee and team review submissions for complete applications, their style of artwork, and their cultural background. Beyond Walls aims to reflect and celebrate the cultural diversity of Lynn, and highlights artists that have been historically underrepresented.

Their community partners include International Union of Painter's and Allied Trades DC 35, The Office of Community Development & Lynn

Engineering Department, The City of Lynn, Atlantic Toyota, RAW Art Works, East Coast International Church, Salem State University, and Volunteer Committee. The International Union of Painter's and Allied Trades DC 35 preps and primes all the walls as canvases for the artists.

Website: www.beyond-walls.org/annual-streetart-festivals

Map of Beyond Walls murals and installations (Image source: www.beyond-walls.org/mural-map)

Implement a new lighting installations

Category	Cultural/Arts
Location	Downtown Northampton
Origin	 LRRP Community Meeting (April, 2021) LRRP Focus group (June, 2021)
Budget	\$ Medium (\$50,000-\$200,000)
Timeframe	Short Term (Less than 5 years)
Risk	Low Risk • Compliance with municipal Dark Sky zoning standards • Ongoing maintenance and operations
Key Performance Indicators	 Change in the number of visitors or customers to areas with the new lighting during the holiday season and over the duration of the project. Compliance with municipal Dark Sky zoning standards. Perceptive data reflecting a reduction in safety concerns at night.
Partners & Resources	 City of Northampton Mayor's Office City of Northampton Office of Planning & Sustainability Northampton Arts Council Downtown Northampton Association (DNA) Greater Northampton Chamber of Commerce Historic Northampton

Description

There is great interest in additional downtown lighting installations that involve a partnership and collaboration between the City, Downtown Northampton Association (DNA), the Chamber of Commerce, the Northampton Arts Commission, and Historic Northampton. Currently, there are holiday lights on the trees in downtown. New lighting projects could include expanded holiday lighting, artistic lighting, and improved parking lot lighting.

Diagnostic

- Seventy-one percent of business owners identified improvements to safety and/or cleanliness in the downtown as "important" (31%) or "very important" (40%) to physical environment, atmosphere and access in the downtown.¹
- Seventy-seven percent of business owners who responded to the business survey identified the development of more cultural events/ activities as "important" (40%) or "very important" (37%) for the attraction and retention of customers and businesses in downtown Northampton.¹
- Projection art and seasonal light displays were identified as projects
 of interest during interviews conducted around public art installations
 (Stakeholder interviews, April 2021).

Action Item

- Foster a sense of cultural identity and creativity in the community when highlighting artwork or holidays.
- Support an increase in foot traffic and revenue for small businesses to meet or exceed pre-pandemic levels.
- Support perceptions of public safety and visibility at night with improved lighting and more feet on the street.

¹ Source: LRRP Business Survey, May 2021

Process

Several different types of lighting improvements were identified throughout the LRRP process, that include the following.

- Lights in trees
- Lights year-round
- Improved parking lot lighting
- Lights to outline the tops of buildings (winter)
- Lighting projections onto buildings (winter, events, or art)
- Lights under the bike path bridge (see Underpass Improvements Project Rubric)
- Northampton bike path between Hampton Lot and Union Station
- Sections of the Northampton bike path

These ideas are outlined in Phase 1 as different light options.

Phase 1: Planning & Design (3-6 months)

There are several types of lighting installations that garnered enthusiasm at the LRRP community meeting and focus group, such as expanded seasonal lighting, artistic lighting, and improved parking lot lighting.

- **Defining the project scope**: Project stakeholders such as the City, DNA, the Chamber of Commerce, the Northampton Arts Council, and Historic Northampton should continue conversations to define priorities for lighting and the project's scope. The priority of lighting projects might depend on the funding available or a grant opportunity.
- **Site evaluation**: Look at different sites' conditions to evaluate the feasibility of a lighting installation. Proximity to power sources should be a key consideration.
- Engage additional stakeholders: Discuss the lighting project concept with business owners, building owners, and other community partners as the project details begin to solidify, in an effort to solicit feedback and identify new potential stakeholders.
- Create concept design and renderings: Hire a lighting designer or contractor to develop the lighting design that includes renderings, site plan, budget, installation, and management plan.
- Considerations: Below are a few considerations.
 - Location of power sources and outlets.
 - National Grid light poles should have a meter and a permit.
 - Coordination between property owners.
 - Assess any potential damage to trees.
 - Northampton "Dark Skies" zoning standards to reduce light pollution.

Different types of lighting installations



Holiday lighting at the Anheuser-Busch Brewery, St. Louis, MO (Source: www.nytimes.com/2020/03/24/well/family/coronavirus-quarantine-christmas-lights.html)

Option A: Expanded Seasonal Lighting

- **Lighting projections:** Project winter light display onto City Hall.
- Building outlines: Outline the tops of the buildings in Downtown with string lights.



Option B: Artistic Lighting

- Bridge underpass lighting: Install artistic bridge underpass project. See Bridge Underpass Project Rubric for additional details.
- **Lighting projections:** Project artistic lighting displays or historic photos on City Hall and Historic, Northampton's building.

Projection display at the National Museum of African American History and Culture, Washington DC (Source: www.smwllc.com/projects/national-museum-of-african-american-history-and-culture)





Upfield Bike Path, in Victoria, Australia (Source: https://kliksystems.com.au/portfolio/civic/upfield-bike-path)

Option C: Parking Lots, Northampton Bikeway, Alley Ways and City Street Lights

- Parking lots: There is an opportunity to improve quality of lighting in several parking lots, including the Masonic Street Lot and Gothic Streets.
- Northampton bikeway: Lighting could be improved on the bike path between Hampton Lot and Union Station. This could be implemented with streetlights or an artistic lighting display. The railings on the bike path's bridge could also be lit up.
- Alley way: String lights, similar to those installed at Pulaski Park, have been used to transform alleys into pop-up event spaces or indicate that it is a safe pedestrian route.

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Process, continued

Phase 2: Fundraising and Funding

Identify project implementation and ongoing operations funding for a new lighting installation.

- Existing funding sources
 - City of Northampton (current installation costs estimated at \$30,000-40,000.
 - DNA (labor to assist with installation oversight and fiscal administration).
- **Funding sources**: A few funding sources could include:
 - MassDOT Shared Streets and Spaces
 - Mass Tourism
 - Mass Cultural Council
 - New England Foundation for the Arts (NEFA)
 - Commonwealth Places through MassDevelopment

Look into opportunities for collective purchasing while sourcing materials.

Phase 3: Implementation

- **Timeline**: Identify timeline for lighting placement, maintenance, removal, and storage.
- **Programming**: Identify any event programming partners and coordinate the lighting installation to the event.
- **Installation and maintenance**: Define project partner(s) responsible for installing and maintaining lights throughout the display season.

Phase 4: Evaluation, Removal, and Storage

Seasonal lighting installations require removing and storing the lights.

- **Evaluate**: Conduct an analysis of measures listed in the 'Key Performance Indicators' section.
- Removal and storage: During project concept development, begin discussion around removal and storage responsibilities and locations. Both should be included in all budget planning.



String lights at Pulaski Park create a welcoming evening space (Photo credit: Camilla Elizeu)

Rapid Recovery Plan City of Northampton

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Projecting Our Holiday Spirit

Location

Jamaica Plain, MA



Holiday Projection in Jamaica Plain (Image source: https://www.patronicity.com/project/ projecting_our_holiday_spirit_in_jamaica_plain#!/)

Projecting Our Holiday Spirit was a lighting projection mapping project implemented in JP's Centre and South business corridor in 2019. JP Centre/South Main Streets partnered with crowdfunding platform Patronicity, raising a total of \$32,000, with more than \$15,000 in crowdfunding and the remaining portion funded by a grant from Boston Main Streets Foundation, and a match from Boston Main Streets.

Website: https://jpcentresouth.com/jp-light-show/

Other US examples:

- Sacramento: www.sactownmag.com/stagingsacramento/
- Fort Worth, TX: https://fwtx.com/culture/new-storiesnew-futures-exhibit-to-light-up-pioneer-tower-wi/

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Next Steps

Rapid Recovery Plan Name of Community

Next Steps

As with any plan, it will be critical for a body of key stakeholders to convene in an effort to review the Rapid Recovery Plan and identify the best ways to advance the project recommendations toward implementation.

When convening the project leaders and partners, it is recommended to consider the following.

- Selecting projects that vary in timeline, budget, and risk.
- Convening additional project partners who can plan, fundraise, and implement projects to support their next steps to advance projects recommendation.
- Assessing potential funding sources to determine if they are a good match for the project and deadlines. Many programs, especially those funded by the American Rescue Plan Act (ARPA) have windows for application that close by the end of March 2022.
- Determining bandwidth needed for each project, and potential conflicts of bandwidth created by their implementation.
- Projects that will respond to the lingering effects of the COVID-19 Delta variant, compared to projects that will aid recovery once the virus is reduced in its impact.

With effective leadership and engagement, key challenges revealed by COVID-19 hold the potential to be translated into opportunities for building back better.



View of Main Street, south of Cracker Barrel Alley



View of Main Street, north of Cracker Barrel Alley

Appendix Business Survey

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 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 10.)

Northampton

Downtown Northampton

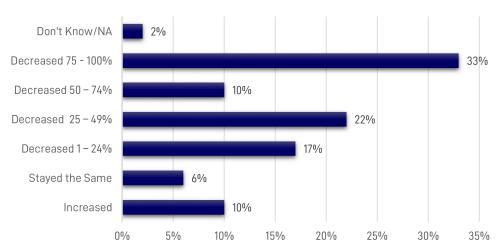
Responses: 82

Impacts of COVID-19

Decline in Business Revenue

82% of businesses generated less revenue in 2020 than they did in 2019. For 65% of businesses, revenue declined by 25% or more.

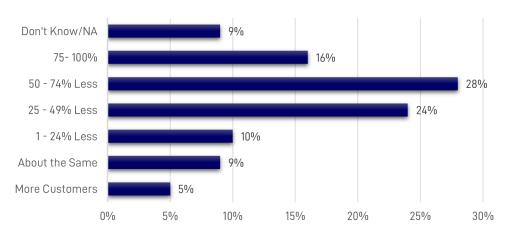
Revenue in 2020 Compared to 2019



Less Foot Traffic in Commercial Area

78% of businesses had less on-site customers in January and February of 2021 than before COVID.68% of businesses reported a reduction in on-site customers of 25% or more.

On-site Customers 2021 (Jan - Feb) vs. Pre-COVID

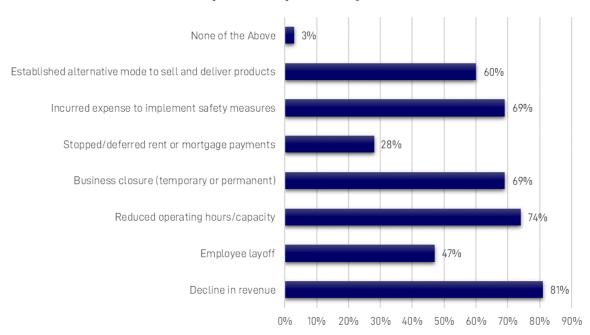


Impacts of COVID-19 (cont'd)

Reported Impacts

96% of businesses reported being impacted by COVID.

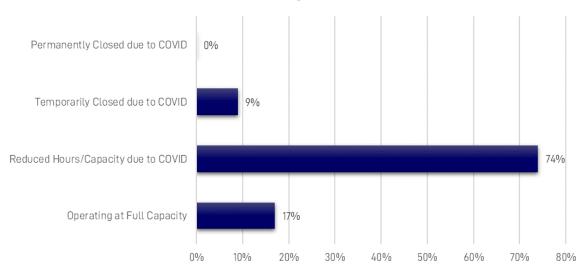
COVID Impacts Reported by Businesses



Operating Status

At the time of the survey, 79% of businesses reported they were operating at reduced hours/capacity or closed

Current Operating Status of Businesses (March/April 2021)



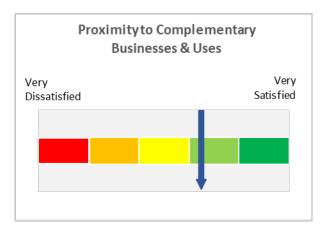
Business Satisfaction with Commercial District

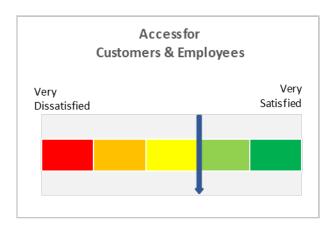
The charts below illustrate the average satisfaction rating among respondents regarding various elements.









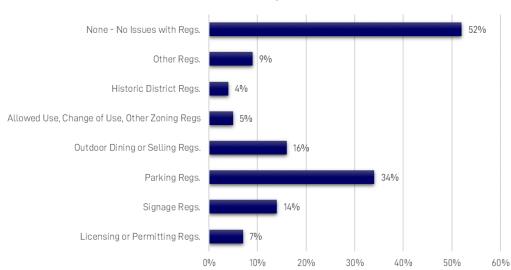


Business Satisfaction with Commercial District (cont'd)

Regulatory Environment

53% of businesses indicated that the regulatory environment poses an obstacle to business operation.

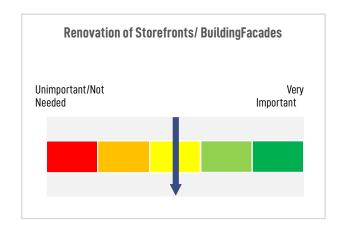
Regulations that Pose an Obstacle to Businesses Operations



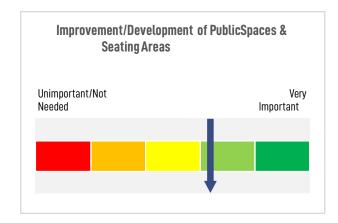
Business Input Related to Possible Strategies

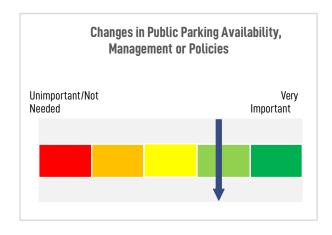
Physical Environment, Atmosphere and Access

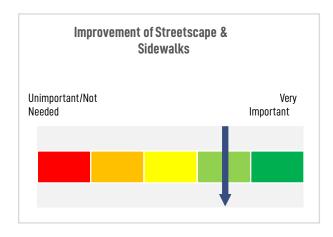
The charts below illustrate the average rating among respondents regarding importance of various strategies.

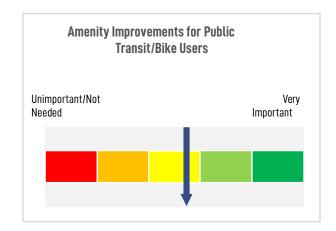








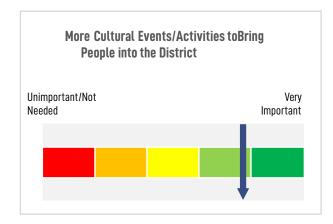


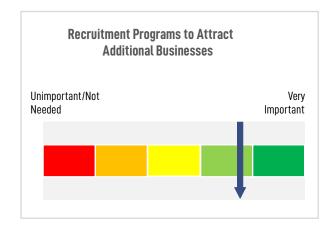


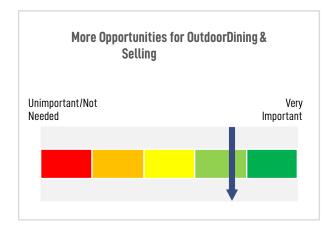
Business Input Related to Possible Strategies (cont'd)

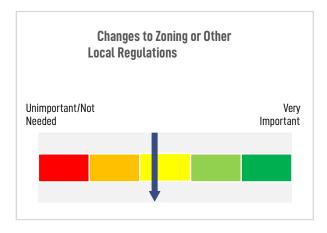
Attraction/Retention of Customers and Businesses

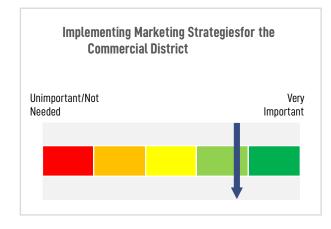
The charts below illustrate the average rating among respondents regarding importance of various strategies.

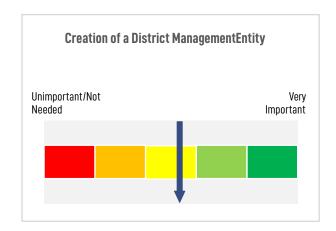










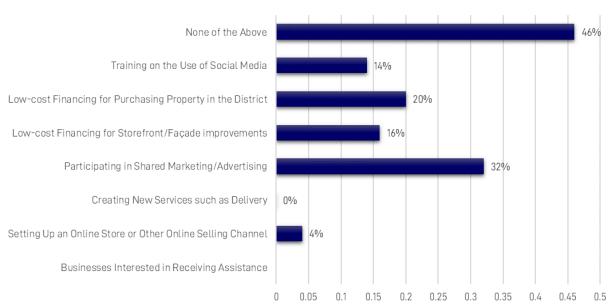


Business Input Related to Possible Strategies (cont'd)

Businesses Support

65% of businesses expressed interest receiving some kind of assistance.

Businesses Interested in Receiving Assistance

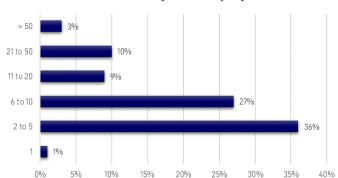


Business Characteristics

Business Size

38% of businesses are microenterprises (≤5 employees).

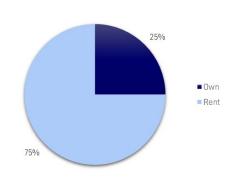
Businesses by # of Employees



Business Tenure

75% of businesses rent their space.

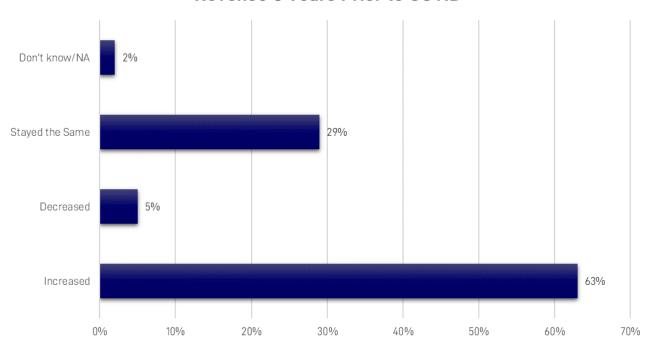
Business Tenure



Revenue Trend Prior to COVID

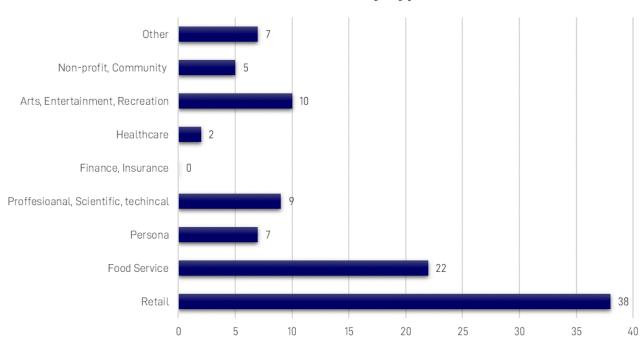
63% of businesses reported increase in revenue during the 3 years prior to COVID.

Revenue 3 Years Prior to COVID



Business Characteristics

of Businesses by Type



Community Where Targeted Downtown or Commercial District is Located

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

Northampton	82
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Business Characteristics & Satisfaction with Commercial Area

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

1	9	11%
2 to 5	22	27%
6 to 10	23	28%
11 to 20	10	12%
21 to 50	9	11%
More than 50	9	11%
Total	82	100%

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

Own	20	25%
Rent	61	75%
Total	81	100%

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

Increased	52	63%
Decreased	4	5%
Stayed about the Same	24	29%
Don't Know/Not Applicable	2	2%
Total	82	100%

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

Retail (NAICS 44-45)	29	35%
Food Service (restaurants, bars), Accommodation (NAICS 72)	22	27%
Personal Service (hair, skin, nails, dry cleaning) (NAICS 81)	8	10%
Professional Scientific, Technical, Legal (NAICS 54)	3	4%
Finance, Insurance (NAICS 52)	4	5%
Healthcare (medical, dental, other health practitioners) (NAICS 62)	7	9%
Arts, Entertainment, Recreation, Fitness (NAICS 71)	5	6%
Non-Profit, Community Services	4	5%
Other	0	0%
Total	82	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	10	12%
Dissatisfied	25	30%
Neutral	17	21%
Satisfied	24	29%
Very Satisfied	6	7%
Total	82	100%
Condition of Private Buildings, Facades, Storefronts, Signage		
Very Dissatisfied	4	5%
Dissatisfied	16	20%
Neutral	27	33%
Satisfied	31	38%
Very Satisfied	4	5%
Total	82	100%
Access for Customers & Employees		
Very Dissatisfied	6	7%
Dissatisfied	8	10%
Neutral	23	28%
Satisfied	34	42%
Very Satisfied	10	12%
Total	81	100%
Safety and Comfort of Customers & Employees		
Very Dissatisfied	8	10%
Dissatisfied	21	26%
Neutral	16	20%
Satisfied	27	33%
Very Satisfied	10	12%
Total	82	100%
Proximity to Complementary Businesses or Uses		
Very Dissatisfied	1	1%
Dissatisfied	10	12%
Neutral	20	24%
Satisfied	41	50%
Very Satisfied	10	12%
Total	82	100%

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

Licensing or permitting regulations	8	10%
Signage regulations	14	17%
Parking regulations	27	33%
Outdoor dining or selling regulations	15	19%
Allowed uses, change of use or other zoning	6	7%
regulations		
Historic District regulations	2	2%
Other regulations (not related to COVID)	7	9%
None - No Issues with regulations	38	47%

Impacts of COVID

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

Decline in revenue	69	84%
Employee layoff	52	63%
Reduced operating hours/capacity	72	88%
Business closure (temporary or permanent)	56	68%
Stopped/deferred rent or mortgage payments	33	40%
Incurred expense to implement safety measures	62	76%
Established alternative mode to sell and deliver	60	73%
products (on-line platforms, delivery, etc.)		
None of the Above	3	4%

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

Increased compared to 2019	8	10%
Stayed about the same as 2019	5	6%
Decreased 1 – 24% compared to 2019	14	17%
Decreased 25 –49% compared to 2019	18	22%
Decreased 75 - 100% compared to 2019	8	10%
Decreased 50 -74% compared to 2019	27	33%
Don't Know/Not Applicable	2	2%
Total	82	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	4	5%
About the same number as before COVID	7	9%
1 – 24% less customers than before COVID	8	10%
25 – 49% less customers than before COVID	20	24%
50 – 74% less customers than before COVID	23	28%
75 – 100% less customers than before COVID	13	16%
Don't Know/Not Applicable	7	9%
Total	82	100%

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

Operating at full capacity	17	21%
Operating at reduced hours/capacity due to COVID	61	74%
Temporarily closed due to COVID	4	5%
Permanently closed due to COVID	0	0%
Total	82	100%

Strategies for Supporting Businesses and Improving the Commercial District

12. A few approaches to address <u>Physical Environment, Atmosphere and Access</u> 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	8	10%
Of Little Importance or Need	18	23%
Moderately Important	24	30%
Important	25	31%
Very Important	5	6%
Total	80	100%
Improvement/Development of Public Spaces & Seating Areas		
Unimportant/Not Needed	3	4%
Of Little Importance or Need	13	16%
Moderately Important	19	23%
Important	30	37%
Very Important	17	21%
Total	82	100%
Improvement of Streetscape & Sidewalks		
	_	
Unimportant/Not Needed	1	1%
Off Little Importance or Need	1 12	1% 15%
·	•	
Of Little Importance or Need	12	15%
Of Little Importance or Need Moderately Important	12 16	15% 20%
Of Little Importance or Need Moderately Important Important	12 16 22	15% 20% 28%
Of Little Importance or Need Moderately Important Important Very Important Total	12 16 22 29	15% 20% 28% 36%
Of Little Importance or Need Moderately Important Important Very Important Total Improvements in Safety and/or Cleanliness	12 16 22 29 80	15% 20% 28% 36% 100%
Of Little Importance or Need Moderately Important Important Very Important Total Improvements in Safety and/or Cleanliness Unimportant/Not Needed	12 16 22 29	15% 20% 28% 36% 100%
Of Little Importance or Need Moderately Important Important Very Important Total Improvements in Safety and/or Cleanliness Unimportant/Not Needed Of Little Importance or Need	12 16 22 29 80	15% 20% 28% 36% 100%
Of Little Importance or Need Moderately Important Important Very Important Total Improvements in Safety and/or Cleanliness Unimportant/Not Needed Of Little Importance or Need Moderately Important	12 16 22 29 80 3 8	15% 20% 28% 36% 100% 4%
Of Little Importance or Need Moderately Important Important Very Important Total Improvements in Safety and/or Cleanliness Unimportant/Not Needed Of Little Importance or Need	12 16 22 29 80 3 8	15% 20% 28% 36% 100% 4% 10%

Changes in Public Parking Availability, Management o	r	
Unimportant/Not Needed	2	2%
Of Little Importance or Need	15	18%
Moderately Important	16	20%
Important	19	23%
Very Important	30	37%
Total	82	100%
Amenity Improvements for Public Transit Users and/or Bike Riders		
Unimportant/Not Needed	10	12%
, ,	10 18	12% 22%
Unimportant/Not Needed		
Unimportant/Not Needed Of Little Importance or Need	18	22%
Unimportant/Not Needed Of Little Importance or Need Moderately Important	18 19	22% 23%

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	5	6%
Moderately Important	14	17%
Important	33	40%
Very Important	30	37%
Total	82	100%
More Opportunities for Outdoor Dining and Selling		
Unimportant/Not Needed	2	2%
Of Little Importance or Need	6	7%
Moderately Important	15	18%
Important	28	34%
Very Important	31	38%
Total	82	100%
Implementing Marketing Strategies for the Commer	cial Distr	ict
Unimportant/Not Needed	0	0%
Of Little Importance or Need	10	12%
Moderately Important	11	13%
Important	28	34%
Very Important	33	40%
Total	82	100%

Recruitment Programs to Attract Additional

Roof of the formation to Attract Additionat		
Unimportant/Not Needed	1	1%
Of Little Importance or Need	7	9%
Moderately Important	12	15%
Important	32	39%
Very Important	30	37%
Total	82	100%
Changes to Zoning or Other Local Regulations (not related to COVID)		
Unimportant/Not Needed	6	8%
Of Little Importance or Need	28	35%
Moderately Important	27	34%
Important	9	11%
Very Important	9	11%
Total	79	100%
Creation of a District Management Entity (Business Improvement District or oth	er organizatio	n)
Unimportant/Not Needed	12	15%
Of Little Importance or Need	12	15%
Moderately Important	21	27%

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

21

13

79

27%

16%

100%

Setting up an online store or other online selling channel	7	9%
Creating new services such as delivery	9	11%
Participating in shared marketing/advertising	36	44%
Low-cost financing for storefront/façade	22	27%
improvements		
Low-cost financing for purchasing property in the commercial district	16	20%
Training on the use of social media	18	22%
None of the above	29	35%
Notic of the above	۷,	3370

Important Very Important

Total

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

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I think the town needs to do something about Monopoly owner Eric Suher, he is destroying the town with empty spaces and high rents
_
More support for the unhoused and more officers on foot patrol so as to direct panhandlers to social services and otherwise dissuade them from hassling pedestrians and making our downtown feel unsafe
Problem with homeless people who ask for money. Don't have a solution.
Jake's Restaurant
_
A.P.E.
_
_
Better parking
Eastside Grill
Too much loitering and no plan to deal with it. People with addiction and mental health issues should not be self "medicating" on our sidewalks.
_
_
Just keep listening to the business.
Fitzwilly's Restaurant
Attact non dispensary, entertainment and food business. Seek out interesting and necessary retail businesses. No one
needs downtown services right now. All the useful businesses are gone.
*Signage/Large outdoor maps to direct tourists to shops/restaurants *Eliminate metered parking tickets *Utilize empty
storefronts for public art projects and/or teaming up with local schools
Everywhere I go, people tell me that they no longer come to Northampton because of the panhandlers and how unsafe and unrespected they feel walking around Northampton.
_
Keep Main St wide as present
close the center of town from Thornes to Sweeties to traffic, increase outdoor arts, entertainment and dining, add public
parking to police/courthouse facilities

1. Safer access for bicycle riders on Main St. 2. Create alternatives for homeless people so that they are less of a presence downtown.
_
_
City attorney should be replaced. Board of Health unresponsive. Building Department not responsive. City Government
often unresponsive.
Need to clear up the graffiti around downtown. Ban smoking downtown
_
Improve parking- visible bike racks - better street signage for parking options
Open chamber of commerce, support mask wearing
_
Bring back to downtown practical businesses, eg family clothing, hardware, practical home needs - things for citizens,
not
just visitors/tourists Brits RU.S
Great Specs
_
-
I loved the refit of downtown last year: the bike lane, the parallel parking, offering businesses more space for outdoor usage - fresh & forward thinking. Bring it back!
City wide marketing campaign, help get the music venues open, help the homeless find homes, drug addiction outreach
_
Deal with unrented empty storefronts on the first floor level. Specifically implement a fee or fine for leaving ground
level storefronts empty for a long period of time.
How to deal with panhandlers and loitering which deter customers from coming downtown to do business in our shops.
How to deal with panhandlers and loitering which deter customers from coming downtown to do business in our shops. free/reduced fee legal work to help small business owners negotiate leases, free/reduced fee accounting/bookkeeping help for businesses who have reopened and had to pivot their business model

Shared st space & st closures. Events directed to lower main and not just upper main. City beautification (flowering trees) trash mngmnt, clean alleys, graffiti clean up. Address houselessness. Additional tourism marketing to draw visitors. Policies to encourage vacant properties to be rented; eg. tax penalty on downtown property vacancies of longer than 2 years Better snow clearing in winter support "Picture Main Street" Aid to new businesses to encourage startups. Incentive for filling long-term vacant storefronts. Lift ban on food trucks the downtown area. Anything to get people to the area is good. More collaboration with the University and 5 Colleges Make Main Street less of an eyesore and tripping hazard Sarah's Pet Services improved parking limits, street cleaning/trash removal and higher business occupancy rate Please keep parking in main st & improve bike trail for bikers - keep bikers going around town as opposed to thru I believe that free parking would help encourage folks to spend more time downtown I want to maintain two lanes of traffic in either direction on Main Street. I want to maintain current parking spaces and angled parking.

Moshi Moshi Japanese restaurant

card to use at any other area business.
Salon Herdis Inc.
Changes Salon
Social services to help the mentally ill and homeless that hang out downtown
Urban Outfitters
_

Appendix Field Work Summary

Memo

Phase 1: Baseline Data

Field Work Data Collection

Northampton April 6, 2021 Project: Local Rapid Recovery Program Prepared by: Civic Space Collaborative

This summary is of the Field Work data collected as part of Diagnostic Phase 1 of the Local Rapid Recovery Program (LRRP) in Downtown Northampton (the "Study Area"). Collecting baseline data will help the Commonwealth analyze the overall program impact, as well as support future funding and resource allocations that may be used to implement final projects.

On April 6, Civic Space Collaborative (CSC) collected baseline data in the Downtown Northampton study area and gave the individual blocks final grade for the following elements:

- public realm: sidewalks, street trees and benches, lighting, wayfinding/signage, and roadbed and crosswalks,
- **private realm**: window, outdoor display/dining, signage, awning, façade, and lighting
 These public and private realm categories were part of a standardized Public Realm Grading Rubric that was
 provided by the state (see appendix for the standardized evaluation criteria).

This field work analysis focused on key streets along the business corridors in the study area. These streets segments will be referred to as "Upper" and "Lower" Main Street, and Pleasant Street, as described below.

- "Upper" Main Street is from the Main Street/Pleasant Street intersection to the Post Office bus stop.
 - Study Area Map Segments: B6, B7, B9, C1, C3
- "Lower" Main Street is from the Main Street/Pleasant Street intersection to New South Street.
 - Study Area Map Segments: A7, A10, A11, A12, D3, D8, D9, D12
- **Pleasant Street** is included from Hotel Northampton down to the rotary.
 - Study Area Map Segments: A13, A14, A15, B2, B5, D2

For each of the public and private realm elements, strengths and weaknesses were identified. There are number of public realm elements were noted as weakness that are being looked into as part of the Picture Main Street project process that is underway.

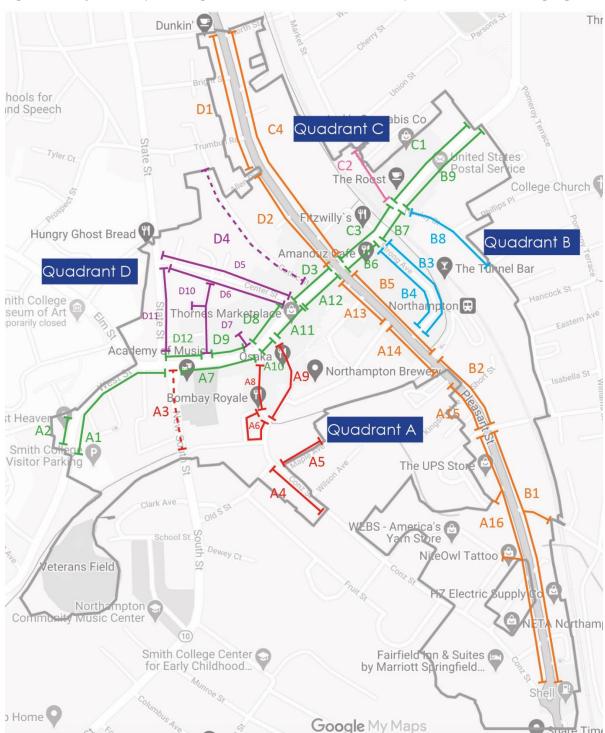
Methodology

The field work methodology included the following steps:

- 1. Field Work & Study Area Scoring
 - Each street in the Downtown Study area were surveyed.
 - Data across the public realm and private realm were assessed and graded in the following categories (please refer to the appendix for definitions).
 - **Public realm:** sidewalks, street trees and benches, lighting, wayfinding/signage, and roadbed and crosswalks
 - Private realm: window, outdoor display/dining, signage, awning, façade, and lighting
- 2. Data Entry & Grade Calculation
 - The field work streets segments scores were added in the spreadsheet, and a tally of each score (e.g. There were three "A" scores; six "B" scores, etc.) was calculated
 - The median of each element's grades were calculated for a final district score.



Figure 1: Study area map with segment codes for field work and representative streets highlighted





Results Physical Environment Scoring & Qualitative Assessment

Overall Downtown Score

PUBLIC REALM	
SIDEWALK	Α
STREET TREES & BENCHES	В
LIGHTING	В
WAYFINDING / SIGNAGE	В
ROADBED / CROSSWALK	В

PRIVATE REALM	
WINDOW	В
OUTDOOR DISPLAY / DINING	В
SIGNAGE	Α
AWNING	В
FAÇADE	Α
LIGHTING	Α

Strengths

- Sidewalks were wide and in good repair and typically received an A grade
- Roadbed/crosswalk received a fairly consistent B grade, which indicates the prioritization of motor vehicle safety over pedestrian safety. Main Street is a notable corridor to flag for improvement.
- Signage in the private realm was strong
- Lighting was stronger in the Private realm than the Public realm

Areas for Improvement

- Street trees and benches was the category that received the most "Fail" grades, which means that they were not present.
- Wayfinding received a B grade, however could use improvement for pedestrian wayfinding
- Outdoor display was inconsistent, with over half of the grades being B, C or Fail

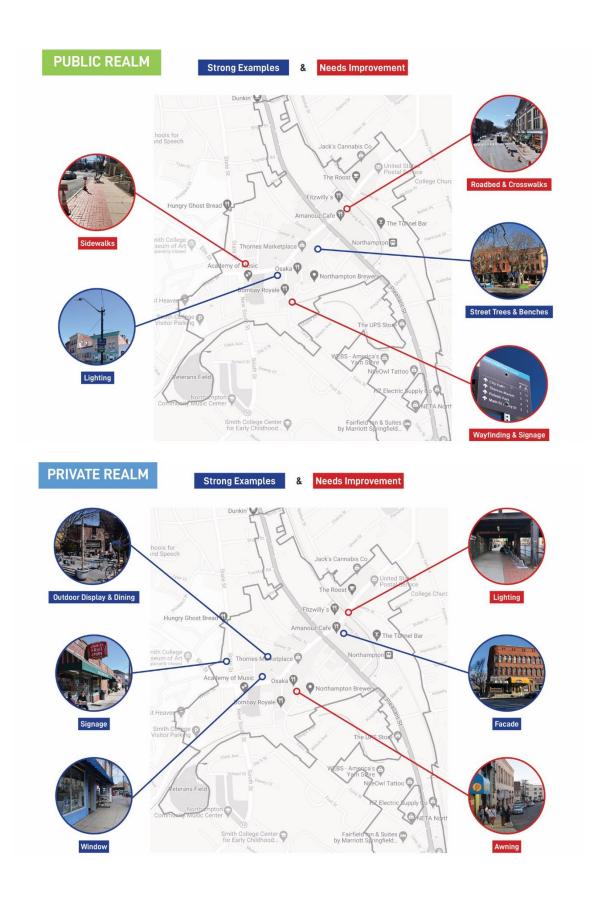


Example of a high scoring section of main street with a strong public and private realm, which include a clean wide sidewalk, street trees, strong window display, and retail presence on the on Main Street.



Outdoor dining on Main Street during the during pandemic







Main Street - "Upper"

PUBLIC REALM	
SIDEWALK	Α
STREET TREES & BENCHES	A
LIGHTING	В
WAYFINDING / SIGNAGE	В
ROADBED / CROSSWALK	В

PRIVATE REALM	
WINDOW	В
OUTDOOR DISPLAY / DINING	A
SIGNAGE	В
AWNING	В
FAÇADE	В
LIGHTING	C

QUALITATIVE ASSESSMENT

STRENGTHS

- Sidewalks are wide and in overall good condition
- Streets were located along this segment, but there could use more benches
- Outdoor display/dining were strong

AREAS FOR IMPROVEMENT

- Lighting under the bridge
- Windows and signage had more than half B and C scores
- Awnings and façades could be improved



View of Main Street looking west from the Rail Trail Bridge



Sidewalk and bike share under the Rail Trail bridge on Main Street



Main Street - "Lower"

PUBLIC REALM	
SIDEWALK	A
STREET TREES & BENCHES	A
LIGHTING	A
WAYFINDING / SIGNAGE	В
ROADBED / CROSSWALK	В

PRIVATE REALM	
WINDOW	A
OUTDOOR DISPLAY / DINING	A
SIGNAGE	A
AWNING	В
FAÇADE	A
LIGHTING	Α

QUALITATIVE ASSESSMENT

STRENGTHS

- Street trees and benches were located throughout
- Signage, outdoor display and dining, and windows in the private realm were strong
- One of the most well lit areas for both public and private realm

AREAS FOR IMPROVEMENT

- Crosswalk receives a B- they exist but are too long
- Inconsistent awnings- around 50% of storefronts have one
- Wayfinding for pedestrians is inconsistent



Pulaski Park



Wide sidewalks on lower Main Street in front of Pulaski Park



King Street - Pleasant Street

PUBLIC REALM	
SIDEWALK	Α
STREET TREES & BENCHES	A *
LIGHTING	Α
WAYFINDING / SIGNAGE	В
ROADBED / CROSSWALK	Α

PRIVATE REALM	
WINDOW	В
OUTDOOR DISPLAY / DINING	В
SIGNAGE	Α
AWNING	В
FAÇADE	Α
LIGHTING	Α

QUALITATIVE ASSESSMENT

STRENGTHS

- Street trees and benches are present but are less consistent to the north along King St. and along southern extents of Pleasant St.
- Sidewalk, roadbed, and crosswalk consistent with the rest of the study area
- Strong façades and lighting

AREAS FOR IMPROVEMENT

- Wayfinding and signage for pedestrians could be improved
- Windows and outdoor display and dining could be improved



There exist opportunities to tie the bike path into more physical elements of the downtown



Windows and outdoor display and dining could be improved along King Street



Next Steps

The results of the Field Data Summary are meant to serve two critical functions.

First, as they relate to the LRRP process, the results serve as one "input" datasets that will comprise our Phase 1 results. The Phase 1 results will be tabulated along with other inputs, such as baseline data, existing plans & resources, stakeholder interviews and community partner feedback, to offer guidance on areas of focus for project recommendations during Phase 2.

Second, as they relate to the Downtown Northampton Study Area, the results provide a block-by-block qualitative assessment of the public and private realm. From a district level, this can help to understand prioritization for certain categories for capital improvement, as well as offer potential categories for which to obtain external funding for improvement. From a block level, this information can be shared with local businesses and property owners to help understand ways they can improve the physical features of their brick-and-mortar, as well as for how the City can do the same in the public right-of-way.



Public Realm Grading Rubric
Created by streetsense for the Rapid Recovery Plan Program (2021)

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 and 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 welt-designed, welt- 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 and 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.



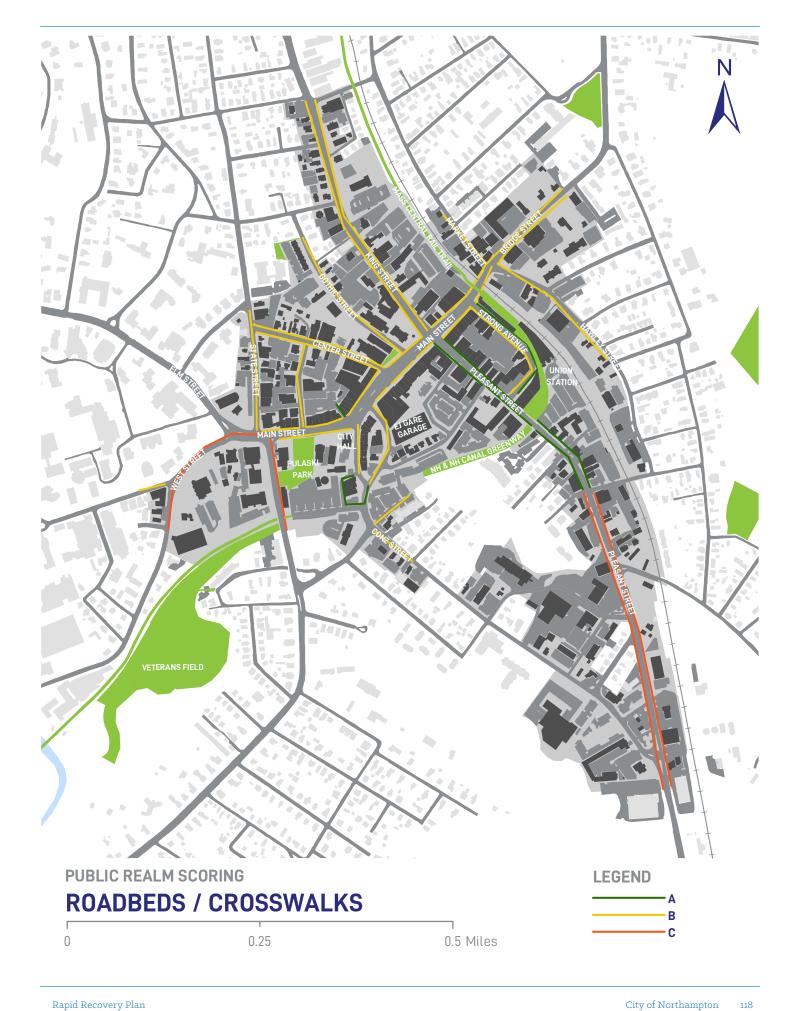
Private Realm Grading RubricCreated by streetsense for the Rapid Recovery Plan Program (2021)

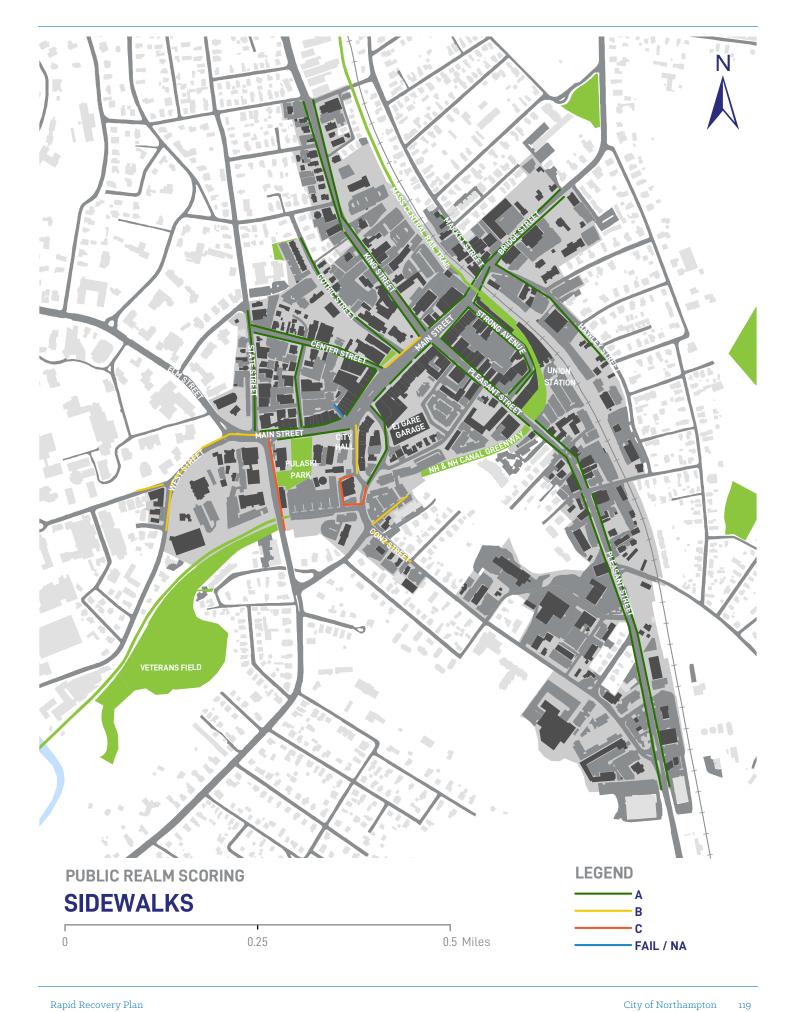
Element	Guiding Principles	A	В	С	FAIL
Window	Storefronts that maintain a minimum of 70% transparency ensure clear lines of sight between the business and the sidewalk to enhance attractiveness of storefront, as well as improve safety for the business, customers, and pedestrians.	More than 75% of storefronts maintain windows with at least 70% transparency.	About 50% of storefront windows maintain 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 alignn 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 businness 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 awninngs 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.
Façade	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.

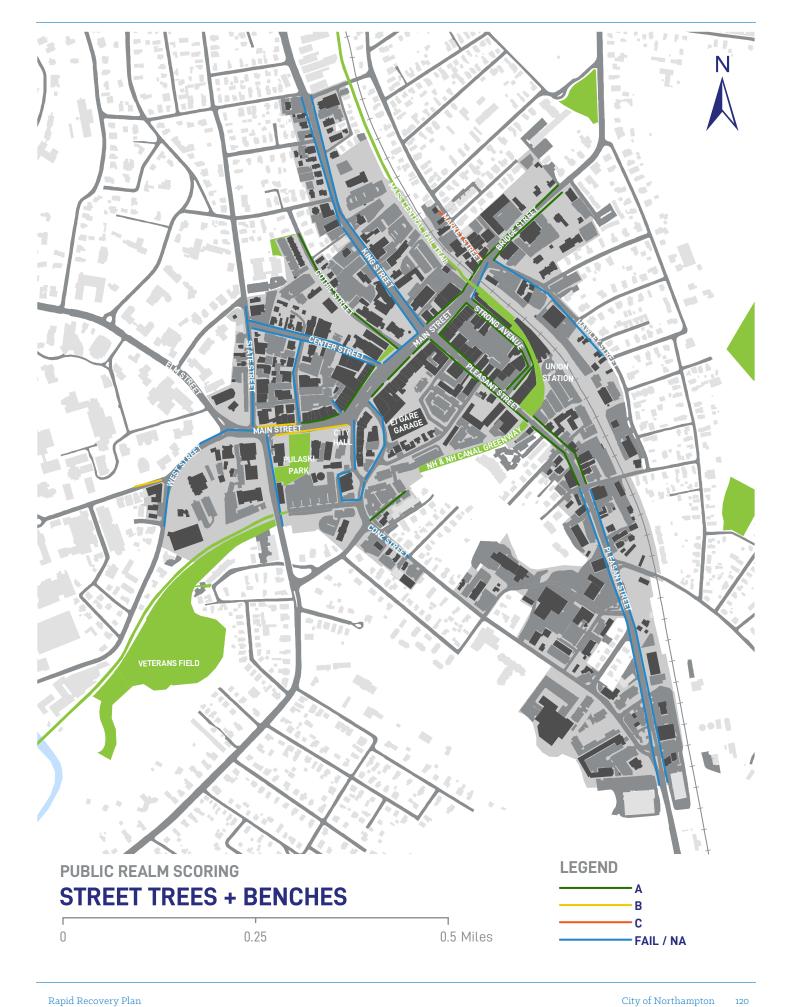


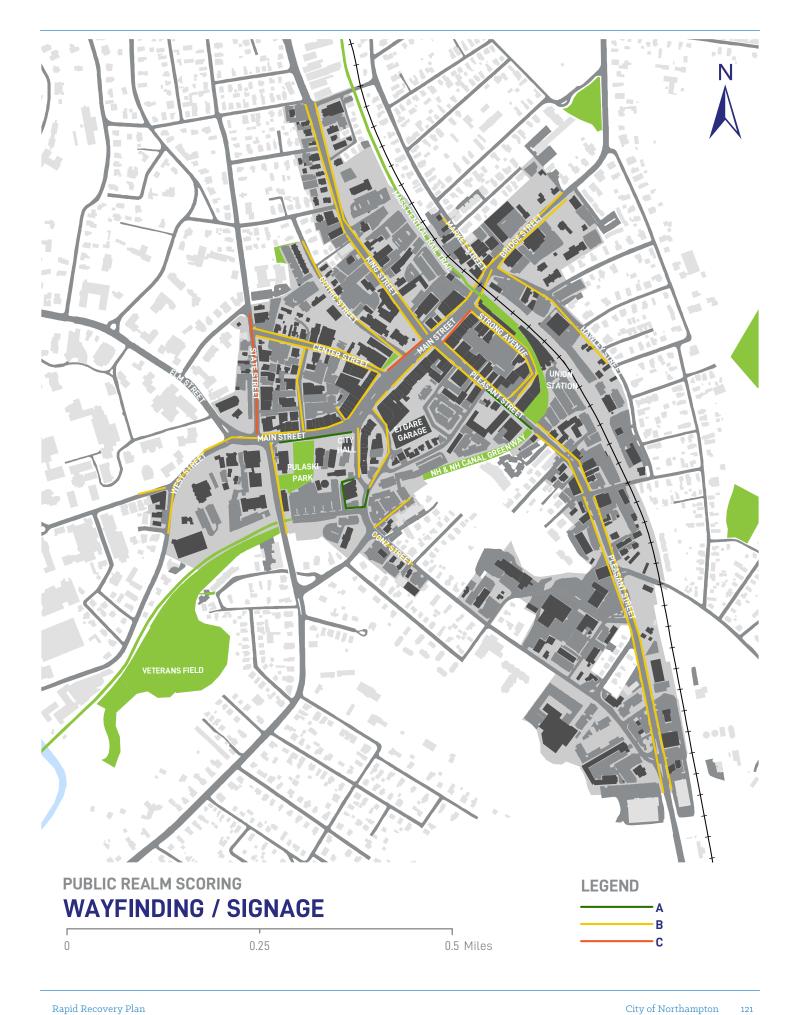


Rapid Recovery Plan Name of Community

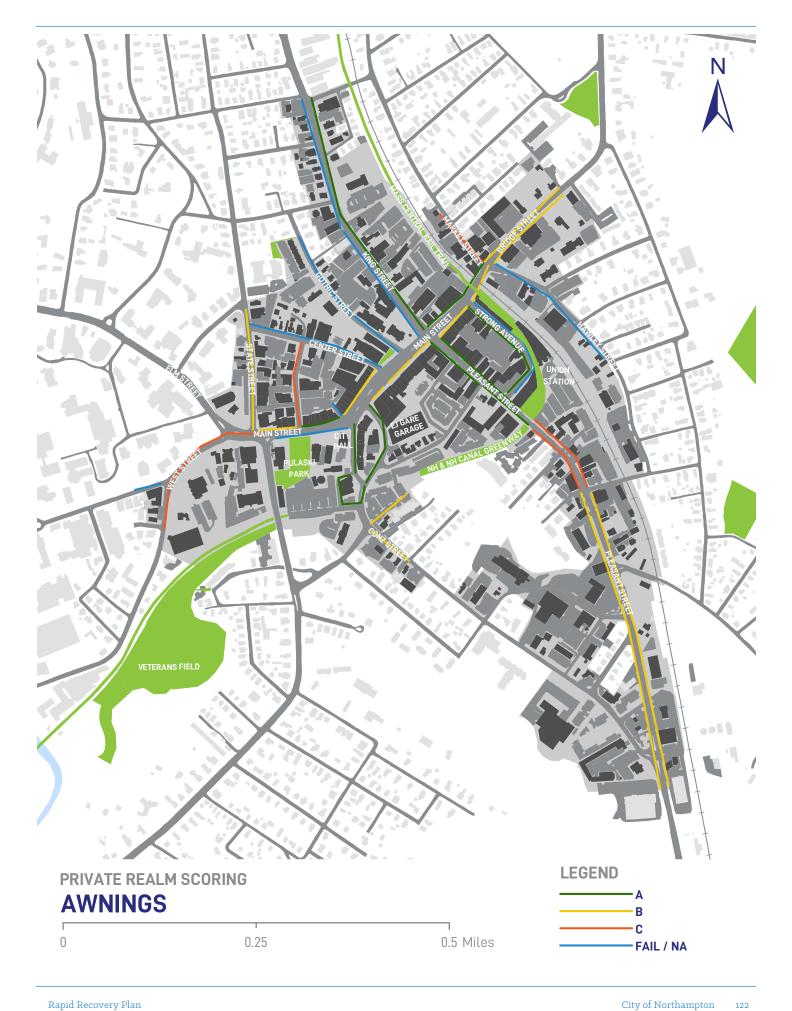


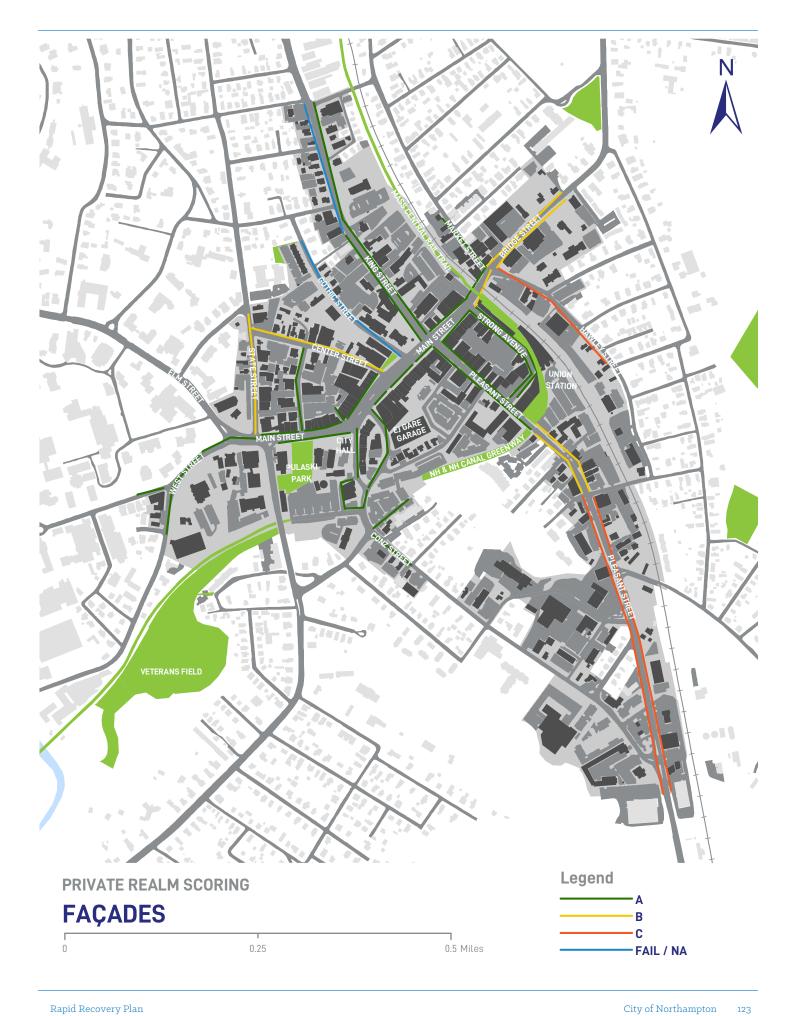


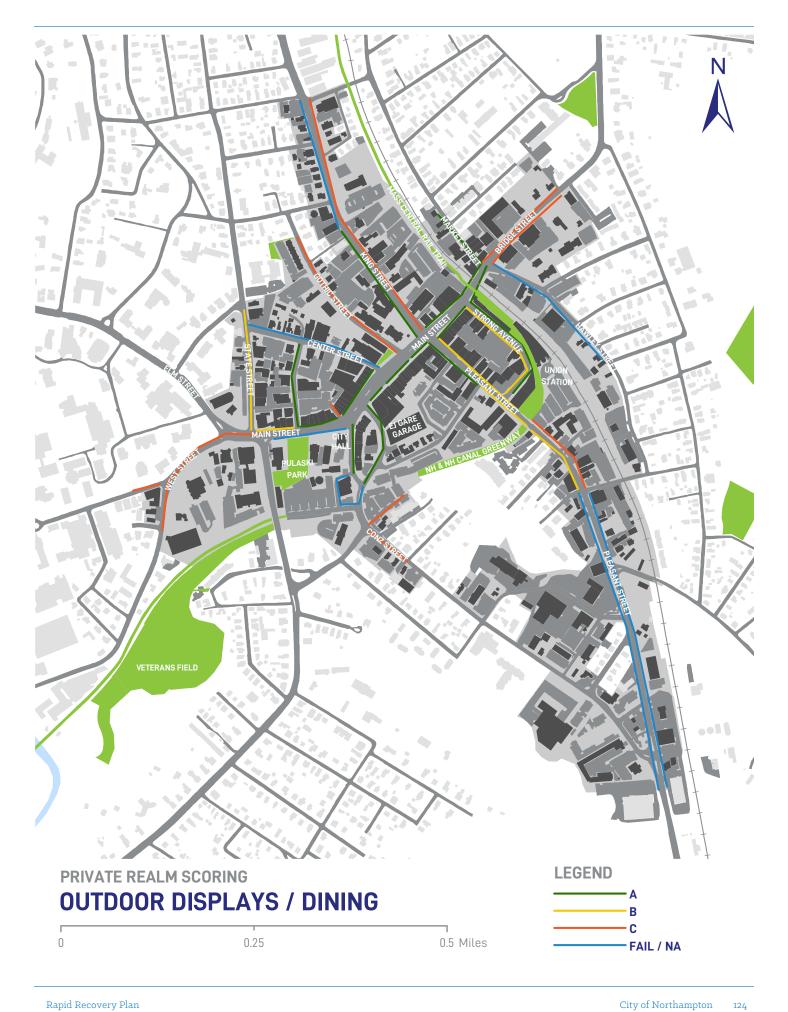


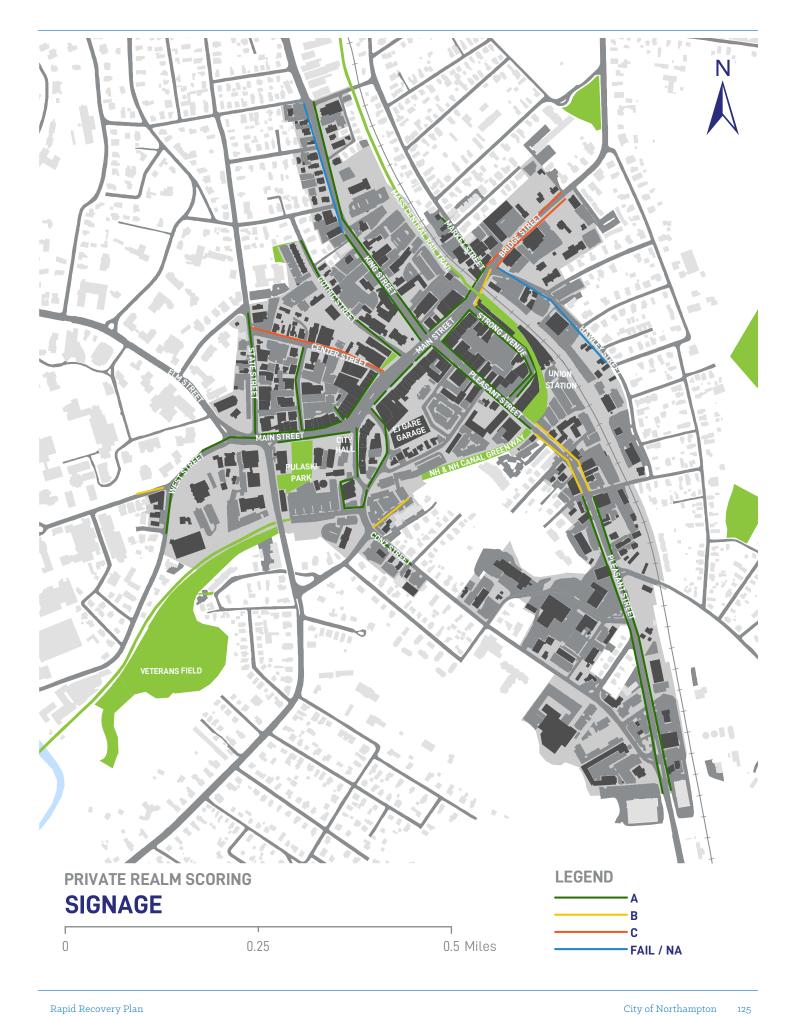


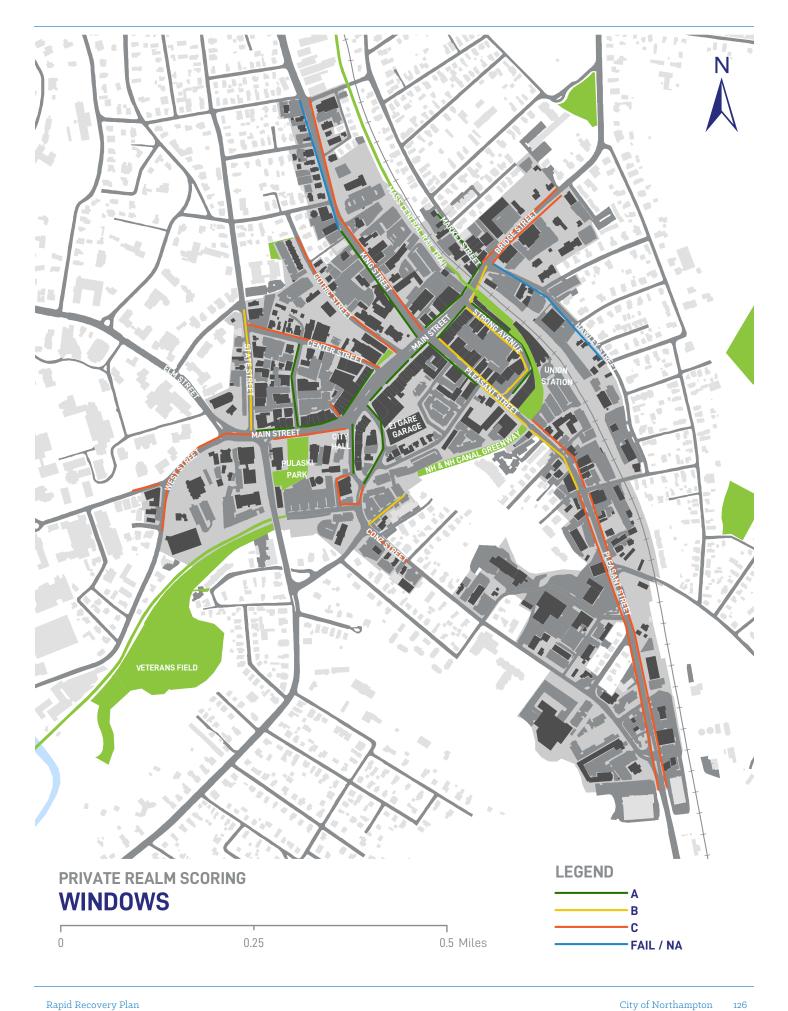
City of Northampton Rapid Recovery Plan











Appendix Baseline Data

LRRP Baseline Data Collection - Northampton Spring 2021 Data Point (*Denotes Required) Type of Data Input Average Annual Daily Vehicular Traffic (2019 or earlier) - Primary Street* 11,928 Innovative Data, LLC. (Nov 2019) Average Annual Daily Vehicular Traffic (2019 or earlier) - Secondary Street* 21,724 9.900 MassDOT Traffic Volume (2019) Average Annual Daily Vehicular Traffic (2020 or more recent) - Primary Street Average Annual Daily Vehicular Traffic (2020 or more recent) - Secondary Street 18,828 Total No. of Parking Spaces (On-Street and Off-street) 2.096 Whole number City of Northampton (May 2021) Average Annual Daily Pedestrian Traffic (2019 or earlier) - Primary Street 1,964 City of Northampton (5/1/19-3/14/20) City of Northampton (5/1/20-3/14/21) Average Annual Daily Pedestrian Traffic (2020 or more recent) - Primary Street 797 Average Annual Daily Pedestrian Traffic (2019) - Secondary Street N/A Average Annual Daily Pedestrian Traffic (2020 or more recent) - Secondary Street N/A 564,976 Sq. Footage Total Open/Public Space Area—parks + plazas City of Northampton (April 2021) Sidewalk Grade* Α Street Trees and Benches Grade* R Lighting Grade⁴ В A, B, C, or Fail Wayfinding/Signage Grade* R Roadbed and Crosswalks Grade* В Civic Space Collaborative (April 2021) Total No. of Storefronts 316 Whole number Total Ground Floor Retail Space 738,122 Total Ground Floor Office Space 379,264 Sq. Footage Total Ground Floor Manufacturing Space 43,059 В Window Grade* Outdoor Display/Dining Grade* В Signage Grade* Α A,B,C or Fail Civic Space Collaborative (May 2021) Awning Grade* B Façade Grade* Α Lighting Grade* Α 28,801 Total Resident Population (Current/2021 estimates)* City of Northampton (2020) Whole Number Median Household Income (Current/2021 estimates)* 66,522 US Census Bureau (2019) Median Age (Current/2021 estimates)* 40.0 Decimal Average Household Size (Current/2021 estimates)* 2.2 Population by Educational Attainment (Current/2021 estimates Less than High School 1,213 High School Graduate (or GED 3,063 Some College, No Degree 2,258 US Census Bureau (2019) Whole number Associate Degree 1,214 5.080 Bachelor's Degree Masters/Professional School/ Doctorate Degree 6.588 Population by Age Distribution (Current/2021 estimates)* Age 0-17 4,445 Age 18-20 2,480 Age 21-24 2 175 Age 25-34 3.529 Age 35-44 3,296 Whole number US Census Bureau (2019) Age 45-54 3.310 Age 55-64 4,155 Age 65-74 3,330 Age 75-84 1,047 Age 85+ 749 Population by Race/Ethnicity (Current/2021 estimates)* 25,236 White Alone 615 Black or African American Alone American Indian and Alaska Native Alone 43 948 Native Hawaiian and Other Pacific Islander Alone 10 US Census Bureau (2019) Some Other Race Alone 476 1188 Two or More Races Hispanic or Latino 2 4 9 0 Not Hispanic or Latino 26,026 Whole number Total Workforce/Employees (2018 or more recent)* 15,526 Total Secondary/Post Secondary Student Population (2019 or more recent) 5,549 Academy of Music; Historic Northampton; Hotel Northampton; Fairfield Inn; Thornes Market; Smith 892,951 Total Annual Visitors (2019 or more recent) College Museum of Art Tarry Mactareon: Lauria Sandare &

			Elizabeth Sharpe; Mansour Ghalibaf; Rich Madowitz: Lauren Shea-Warner
Total No. of Businesses (March 2020) – by NAICS categories*			
11 Agriculture, Forestry, Fishing and Hunting	-		
21 Mining	-	Whole number	City of Northampton (May 2021)
22 Utilities	4	Wildle Holliber	City of Northampton (May 2021)
23 Construction	3		

Extra Baseane Bata Cottootion Northampton	<u> </u>		Opring 2021
Data Point (*Denotes Required)	Input	Type of Data	Source
31-33 Manufacturing	3		
3113 Sugar and Confectionery Product Manufacturing	-		
3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing	-		
3115 Dairy Product Manufacturing	-		
3118 Bakeries and Tortilla Manufacturing	1		
3119 Other Food Manufacturing	2		
3121 Beverage Manufacturing	-		
42 Wholesale Trade	1		
44-45 Retail Trade	124		
4421 Home Furniture and Furnishings	5		
•			
4431 Electronics and Appliances	6		
4441 Building Materials, Garden Equipment and Supply	1		
4442 Lawn and Garden Equipment and Supplies			
4451 Grocery Stores	2		
4452 Specialty Food	9		
4453 Beer, Wine and Liquor	2		
4461 Health and Personal Care	53		
4481 Clothing and Accessories	13		
4511 Sporting Goods, Hobby, Books and Music	7		
4522 Department Store	-		
4523 General Merchandise	3	\\/\bala	Other of Name to annual (NA 0000)
4531 Florists	3	Whole number	City of Northampton (May 2021)
4532 Office supplies, Stationery and Gift Stores	4		
4533 Used Merchandise Stores	9		
4539 Other Miscellaneous Stores	7		
48-49 Transportation and Warehousing	1		
51 Information	7		
52 Finance and Insurance	6		
	7		
53 Real Estate Rental and Leasing			
54 Professional, Scientific and Technical Services	34		
55 Management of Companies and Enterprises	4		
56 Administrative and Support and Waste Management and Remediation Services	2		
61 Educational Services	9		
62 Health Care and Social Assistance	39		
71 Arts, Entertainment and Recreation	22		
72 Accommodation and Food Services	36		
7211 Accommodation	-		
7224 Drinking Places (Alcoholic Beverages)	2		
7225 Restaurants and Other Eating Places	34		
81 Other Services (except Public Administration)	14		
92 Public Administration	-		
Total No. of Businesses (Current/2021) - by NAICS categories*			
11 Agriculture, Forestry, Fishing and Hunting			
• • • • • • •	-		
21 Mining	- -		
21 Mining	4		
21 Mining 22 Utilities 23 Construction	4		
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing	4		
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing	4		
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing	4		
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing	4 3 2		
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing	4 3 2		
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing	4 3 2 - -		
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing	4 3 2 - - -		
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing	4 3 2 - - - - 2		
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing 42 Wholesale Trade	4 3 2 - - - - 2 - 1		
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing 322 Wholesale Trade 34-45 Retail Trade	4 3 2 - - - - 2 - 1 132	Whole number	City of Northampton (May 2021)
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing 322 Wholesale Trade 34-45 Retail Trade 3421 Home Furniture and Furnishings	4 3 2 - - - - 2 - 1 132 4	Whole number	City of Northampton (May 2021)
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing 3121 Beverage Manufacturing 322 Wholesale Trade 34-45 Retail Trade 34-21 Home Furniture and Furnishings 34-31 Electronics and Appliances	4 3 2 - - - - 2 - 1 132 4 6	Whole number	City of Northampton (May 2021)
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22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing 3121 Beverage Manufacturing 42 Wholesale Trade 44-45 Retail Trade 44-45 Retail Trade 44-41 Home Furniture and Furnishings 44-31 Electronics and Appliances 44-41 Building Materials, Garden Equipment and Supply 44-42 Lawn and Garden Equipment and Supplies 44-53 Grocery Stores 44-53 Specialty Food 44-53 Beer, Wine and Liquor	4 3 2 - - - 2 - 1 132 4 6 1 -	Whole number	City of Northampton (May 2021)
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing 322 Wholesale Trade 34-45 Retail Trade 34-45 Retail Trade 34-45 Retail Trade 34-41 Building Materials, Garden Equipment and Supply 34-42 Lawn and Garden Equipment and Supplies 34-51 Grocery Stores 34-52 Specialty Food 34-53 Beer, Wine and Liquor	4 3 2 - - - 2 - 1 132 4 6 1 - 1 - 1 8 2	Whole number	City of Northampton (May 2021)
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing 3121 Beverage Manufacturing 42 Wholesale Trade 44-45 Retail Trade 44-45 Retail Trade 44-41 Home Furniture and Furnishings 44-31 Electronics and Appliances 44-41 Building Materials, Garden Equipment and Supply 44-42 Lawn and Garden Equipment and Supplies 44-51 Grocery Stores 44-52 Specialty Food	4 3 2 - - - 2 - 1 132 4 6 1 -	Whole number	City of Northampton (May 2021)
22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing 3121 Beverage Manufacturing 342 Wholesale Trade 342 Home Furniture and Furnishings 3431 Electronics and Appliances 3441 Building Materials, Garden Equipment and Supply 3442 Lawn and Garden Equipment and Supplies 3453 Beer, Wine and Liquor 3461 Health and Personal Care	4 3 2 - - - 2 - 1 132 4 6 1 - 1 - 1 8 2	Whole number	City of Northampton (May 2021)
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing 322 Wholesale Trade 34-45 Retail Trade 34-45 Retail Trade 34-45 Retail Trade 34-41 Building Materials, Garden Equipment and Supply 34-42 Lawn and Garden Equipment and Supplies 34-51 Grocery Stores 34-52 Specialty Food 34-53 Beer, Wine and Liquor 34-61 Health and Personal Care 34-61 Sporting Goods, Hobby, Books and Music	4 3 2 - - - - 2 - 1 132 4 6 1 - 1 8 2 59	Whole number	City of Northampton (May 2021)
22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing 3121 Beverage Manufacturing 342 Wholesale Trade 342 Home Furniture and Furnishings 3431 Electronics and Appliances 3441 Building Materials, Garden Equipment and Supply 3442 Lawn and Garden Equipment and Supplies 3451 Grocery Stores 3452 Specialty Food 3453 Beer, Wine and Liquor 3461 Health and Personal Care 3461 Sporting Goods, Hobby, Books and Music 3522 Department Store	4 3 2 - - - 2 - 1 132 4 6 1 - 1 8 2 59 14 9	Whole number	City of Northampton (May 2021)
21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 3119 Other Food Manufacturing 3121 Beverage Manufacturing 322 Wholesale Trade 34-45 Retail Trade 34-45 Retail Trade 34-45 Retail Trade 34-41 Building Materials, Garden Equipment and Supply 34-42 Lawn and Garden Equipment and Supplies 34-51 Grocery Stores 34-52 Specialty Food 34-53 Beer, Wine and Liquor 34-61 Health and Personal Care 34-61 Sporting Goods, Hobby, Books and Music	4 3 2 - - - - 2 - 1 132 4 6 1 - 1 8 2 59	Whole number	City of Northampton (May 2021)

LRRP Baseline Data Collection - Northampton Spring 2021 Data Point (*Denotes Required) Type of Data Input 4533 Used Merchandise Stores 10 8 4539 Other Miscellaneous Stores 48-49 Transportation and Warehousing 1 51 Information 6 52 Finance and Insurance 6 53 Real Estate Rental and Leasing 7 54 Professional, Scientific and Technical Services 29 55 Management of Companies and Enterprises 4 56 Administrative and Support and Waste Management and Remediation Services 1 Whole number City of Northampton (May 2021) 61 Educational Services 62 Health Care and Social Assistance 40 71 Arts. Entertainment and Recreation 20 72 Accommodation and Food Services 38 7211 Accommodation 2 7224 Drinking Places (Alcoholic Beverages) 7225 Restaurants and Other Eating Places 36 14 81 Other Services (except Public Administration) 92 Public Administration Total No. of Business Closures (Since March 2020) - by NAICS categories* 11 Agriculture, Forestry, Fishing and Hunting 21 Mining 22 Utilities 23 Construction 31-33 Manufacturing 1 3113 Sugar and Confectionery Product Manufacturing 3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing 3115 Dairy Product Manufacturing 3118 Bakeries and Tortilla Manufacturing 1 3119 Other Food Manufacturing 3121 Beverage Manufacturing 42 Wholesale Trade 44-45 Retail Trade 15 4421 Home Furniture and Furnishings 1 4431 Electronics and Appliances 4441 Building Materials, Garden Equipment and Supply 4442 Lawn and Garden Equipment and Supplies 4451 Grocery Stores 1 4452 Specialty Food 1 4453 Beer, Wine and Liquor 4461 Health and Personal Care 4 4481 Clothing and Accessories Whole number City of Northampton (May 2021) 4511 Sporting Goods, Hobby, Books and Music 4522 Department Store 4523 General Merchandise 4531 Florists 4532 Office supplies, Stationery and Gift Stores 1 4533 Used Merchandise Stores 4539 Other Miscellaneous Stores 48-49 Transportation and Warehousing 51 Information 52 Finance and Insurance 53 Real Estate Rental and Leasing 54 Professional, Scientific and Technical Services 6 55 Management of Companies and Enterprises 56 Administrative and Support and Waste Management and Remediation Services **61 Educational Services** 62 Health Care and Social Assistance 1 71 Arts, Entertainment and Recreation 3 72 Accommodation and Food Services 1 7211 Accommodation 7224 Drinking Places (Alcoholic Beverages) 7225 Restaurants and Other Eating Places 1 81 Other Services (except Public Administration) 1 92 Public Administration Total No. of Vacant Storefronts (Current/2021)* 25 Whole number Civic Space Collaborative (May 2021)

103,144

25

20

Yes

100,000

Sq. Footage

Per Sq. Foot

Short Answer

Whole number

Downtown Northampton Association (April 2021)

Total Ground Floor Commercial Vacant Space (Current/2021) - including office, retail, and manufacturing

Average Asking Rent for Ground Floor Retail Space (Current/2021)*

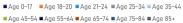
Average Asking Rent for Ground Floor Office Space (Current/2021)*

Annual Budget of District Management Organization

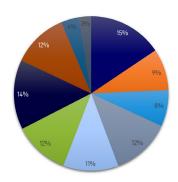
Is there a viable organization* acting as a steward for the study area?*

LRRP Northampton Baseline Data (Spring 2021) **Demographics**

Population by Age Distribution (Current/2021 estimates)*



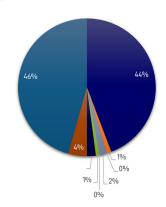




Population by Age Distribution (Current/2021 estimates)*



- American Indian and Alaska Native Alone
 Native Hawaiian and Other Pacific Islander Alone
- ■Two or More Races
- Not Hispanic or Latino
- Black or African American Alone
- Asian AloneSome Other Race Alone
- Hispanic or Latino



Population by Educational Attainment

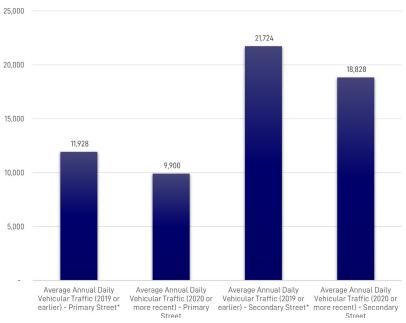
(Current/2021 estimates)*

- Less than High School
- Some College, No Degree Bachelor's Degree
- High School Graduate (or GED
- Associate Degree
- Masters/Professional School/ Doctorate Degree

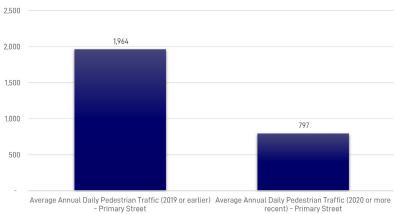
Rapid Recovery Plan Northampton

LRRP Northampton Baseline Data (Spring 2021) Traffic & Parking





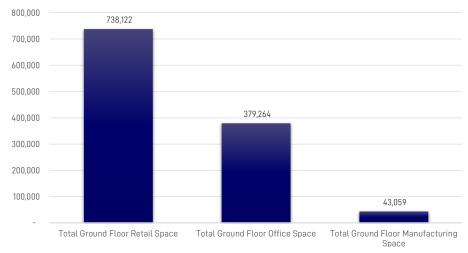
Average Annual Daily Pedestrian Traffic



Rapid Recovery Plan Northampton

LRRP Northampton Baseline Data (Spring 2021) Businesses





Rapid Recovery Plan Northampton

Appendix List of Project Ideas

	LRR	RP List of project ideas collecte	d during Phase 1 - N	North	amp	ton																						Spri	ng 20	021			
		Projects				Cum	ıulat	ive Ir	nput			E	Exist	ing F	Plans	& D	ocur	nent	S					Sta	akeh	olde	r Inte	ervie	ws				
Project Category	#	Project Description	Project Theme	# of Mentions	Existing Plans & Documents	Business Survey	Baseline Data (exc. Field)	Field Data	Stakeholder Interviews	Focus Group	Public Input	Picture Main Street	Walk/Bike Northampton	Resilience & Regeneration Plan	Northampton Community Resilience Hub	Parking Study	Justice Center Study	Chamber of Commerce Presentation	Panhandling Study	City - Office of Planning & Sustainability	City - Mayor's Office	Smith College	Downtown Northampton Association	Greater Northampton Chamber	Academy of Music	Arts Trust	Historic Northampton	First Churches	Hotel Northampton	Daily Hampshire Gazette	Thornes Market and HPMG	Valley CDC	Northampton Housing Authority
		Public Realm																															
	1	Bike Lanes on Main Street	Transportation & Infrastructure	5	•	•		•	•		•				•							•					•						
	2	Main Street Redesign	Transportation & Infrastructure	4	•	•	•		•			•	•	•						•	•												
	3	Redefine vehicular travel lanes on Main Street	Transportation & Infrastructure	3	•	•	•					•																					
	4	Shorter crosswalks on Main Street	Transportation & Infrastructure	3	•	•	•					•	•																				
	5	Flexible loading spaces on Main Street	Transportation & Infrastructure	1	•							•																					
E	6	Raised crosswalk on Main Street	Transportation & Infrastructure	3	•	•	•						•																				
Public Realm	7	Improved drainage at the rail trail crossing	Transportation & Infrastructure	1	•								•																				
Public	8	Improved link between Rail Trail and downtown with traffic calming	Transportation & Infrastructure	3	•	•	•						•										•										
	9	Address missing bricks and empty treewells on Main Street	Transportation & Infrastructure	1							•																						
	10	Bicycle boulevard: Hawley Holyoke -low volume- potential bike route	Transportation & Infrastructure	2	•	•							•																				
	11	Bicycle boulevard: Gothic & Trumbull -low volume- potential bike route	Transportation & Infrastructure	2	•	•							•																				
	12	West st crosswalk	Transportation &	J	•	•	•						•																				
	13	State St sidewalk improvement	Transportation & Infrastructure	3	•	•	•						•																				

L	RRP List of project ideas collected	d during Phase 1 - N	lorth	amp	ton																S	pring 20	21	
	Projects				Cum	nulativ	ve In	puts	Е	xisting	Plans	& Do	cumen [.]	ts				:	Stake	holde	r Inter	views		
1	Railtrail ADA access at North Street	Transportation & Infrastructure	3	•	•	•				•														
1	Wayfinding signage from lots to downtown	Placemaking & Public Space Activation	3	•	•	•						•												
1	6 Public messaging campaign around resources	Safety & Resources	2	•	•									•										
1	Giving fund to increse resources for entities serving at-risk populations	Safety & Resources	2	•	•									•										
1	8 De-escalation Team	Safety & Resources	2	•	•									•										
1	Community HUB / Resilience Hub (keep in mind surrounding neighbors and impacts related to their spaces)	Safety & Resources	3	•	•			•			•			•	•	•	•	•	•				•	•
2	Educational attainment opportunities for at-risk populations	Safety & Resources	2	•	•									•										
Public Realm	Address technology and information gap emerging among homeless population	Safety & Resources	1					•																•
Publ 2	Downtown storage units for people experencing homelessness	Safety & Resources	3	•	•			•						•		•								
2	Create flexible/day labor/flash job program	Safety & Resources	2	•	•									•										
2	Vending machines for personal hygiene items/food	Safety & Resources	2	•	•									•										
2	Improvements to safety/cleanliness	Safety & Resources	2		•			•						•				•	•				•	
2	improvement to public spaces/seating areas	Landscaping & Open Space	1		•																			
2	Add public parking for police/courthouse facilities	Transportation & Infrastructure	1		•																			
2	Shared streets and outdoor dining	Landscaping & Open Space	3		•	•		•										•						
2	29 Curb Use/Car share/pick-ups	Transportation & Infrastructure	1					•							•									
3	0 Murals	Placemaking & Public Space	1					•												•				
3	integrate history into new prejects	Placemaking & Public Space Activation	1					•													•			

	LRF	RP List of project ideas collected	d during Phase 1 - I	Northampt	on						Spring 2021	
		Projects		C	umulative	Inputs	Existing Plans & Do	ocuments		Stakeholder	Interviews	
	32	Improve Main Street connection under bridge	Landscaping & Open Space	2	•	•					•	
	33	Improve Pop's (Bridge Street) Parking lot	Landscaping & Open Space	1		•					•	
Public Realm	34	Covered seating areas with charging ports to allow for homeless populations to charge devices without using private spaces	Safety & Resources	1		•						•
	34	Purchase of permenant, easy-to-maintain planters	Landscaping & Open Space	1		•			•			
	34	Open up tunnel to get to 33 Hawley Street	Landscaping & Open Space	1		•					•	

								Pri	vate Re	alm						
	1	Creative use of underutilized private parking lots	Redevelopment	1	•						•					
	2	Storefront Improvements Program	Façade (Exterior)	1		•										
	3	Signage Improvement Program	Displays & Signage	1		•										
alm	4	Outdoor Display Improvement Program	Displays & Signage	1		•										
æ	5	Surplus properties redevlopoment	Redevelopment	1			•					•				
Private	6	33 King St Redvelopment	Redevelopment	1			•					•				
	7	Pleasant St Redelopment	Redevelopment	1			•					•		•		
	8	Adaptive reuse funding sources	Regulations, Zoning & Permitting	1			•							•		
	9	Northampton Academy of Music renovate the inner lobby, salon, and hallways to bathrooms - in progress	Redevelopment	1			•						•			

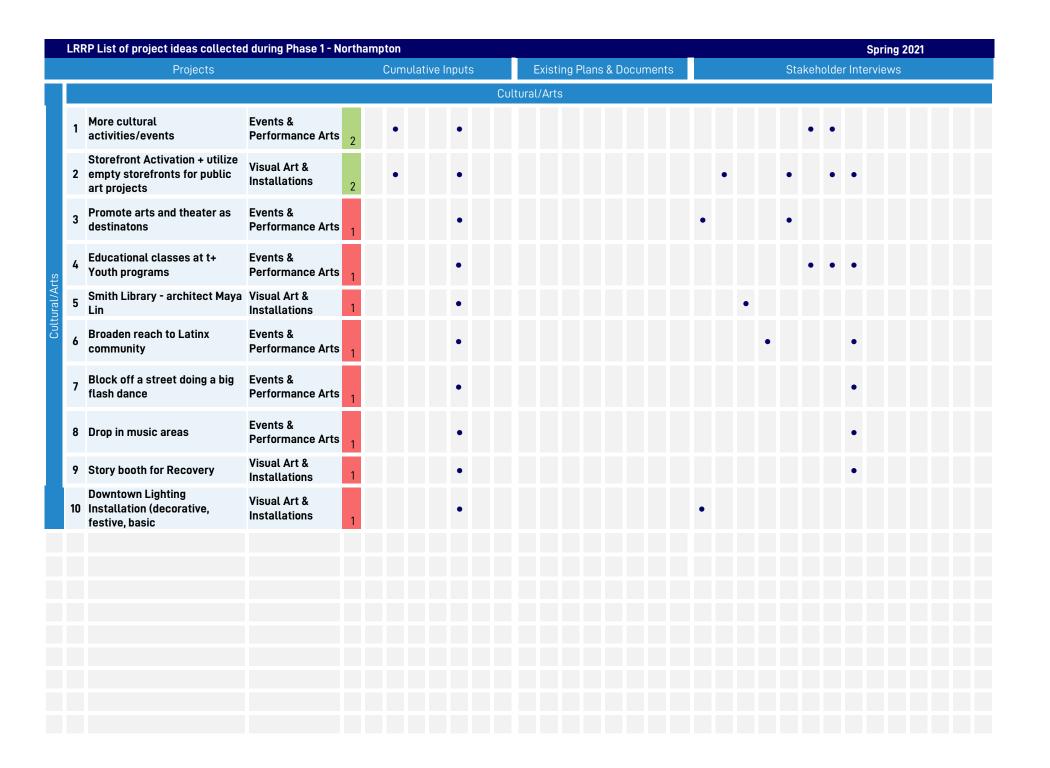
R	RP List of project ideas collected	d during Phase 1 - N	orth	amp	ton														Spr	ing 20	21	
	Projects				Cum	ulative	Input	S		Exis	sting Pl	ans &	Docume	ents		St	akehol	der In	tervie	ews		
								R	ever	iue & Sa	ales											
1	Increase marketing around Northampton gift card program	Marketing for Businesses	2	•	•									•								
2	2nd round of fundraising for Community Revitalization fund for small business grants	Business Technical Support	1	•										•								
3	Strategize tourism attraction with Hampshire County Tourism Advirsory Board	District Branding & Identity	2	•			•							•	•							
4	Implementing marketing strategies for the commercial district	Marketing for Businesses	1		•																	
5	Participation in shared marketing/advertising	Business Technical Support	1		•																	
6	Social media training	Business Technical Support	1		•																	
7	Attact new tourists/residents	Marketing for Businesses	1				•								•							
8	Northampton Live: Long-term site owner	District Branding & Identity	1				•								•							
9	Addressing bottom-line impacts to small biz's due to costs related to unemployment, PFML, raises to minimum wages	Business Technical Support	1				•									•						
10	Maintain direct avenues for small business technical support for accessing grants, loans, permits, and licenses (multilingual)	Business Technical Support	1				•									• •						
11	Employee Development opportunities to help rebuild service sector workforce	Business Technical Support	1				•									•					•	

	LRF	RP List of project ideas collected	l during Phase 1 - N	orthampton				Spring 2021
		Projects		Cumulative In	puts	Existing Plans & Documents	Stakeholder In	iterviews
	12	Continue to grow online retail presence with services such as 413 Takout and Northampton Live	Marketing for Businesses	1				
nue & Sales		Build out support services and training opportunities for entrepeneurs and budding retail	Business Technical Support	1				
Revenue &	14	Continue to make an affirmative effort in including makers of color and supporting a diverse community during downtown events	Business Technical Support	1	•			
	15	Bike, excerise and/or art tourism	Marketing for Businesses	1	•		•	

							A	ministrative Capacity	
	1	improvement to public parking availability/management/poli cies	Regulations & Permitting	2	•	•			
	2	Recruitment additional businesses	Stewardship & District Entities	1	•				•
Capacity	3	Incentives and temporary solutions for filling vacant storefronts	Stewardship & District Entities	3	•	•	•		
	4	Housing Zoning - 2 unit by right, etc (passed)	Zoning	1			•	•	
Administrative	5	Work with state to improve liquor licensing	Regulations & Permitting	1			•	•	•
Adm	6	Automated permit system	Regulations & Permitting	1			•	••	
	7	Stormwater regulations + off- site mitigation	Regulations & Permitting	1			•	•	
	8	Emergency operations task force	Engagement/Acti	1			•		
	9	Continue posting resources online to comply with Open Meeting Law	Stakeholder Engagement/Acti vation	1			•		•

LI	RRP List of project ideas collected	d during Phase 1 - Northa	ampton			Spring 2021
	Projects		Cumulative Inputs	Existing Plans & Documents	Stakeholder I	nterviews
1	Continued structures for interorganizational communications which grew as a result of the pandemic, especially City <> Businesses	Stakeholder Engagement/Acti vation	•		•	
Capacity 1	Utilize non-profits and academic institutions as a resource in matters of downtown development	Stakeholder Engagement/Acti vation 1	•		•	
Administrative (Incorporate best practices for public health in new development, such as outdoor space and ventilation	Zoning 1				
	Enhance organizational support for DNA ambassador program	Stewardship & District Entities 1	•		•	
1	Develop consistent revenue streams for Downtown Northampton Association, not necessarily from pay-in dues	Stewardship & District Entities	•		•	

							Tenant Mix				
	1	Encouraging other types of vendors for visitor clientele	Retail	1		•			•		
	2	Initiative to recruit additional businesses to Downtown Northampton, with an emphasis on diversity, equity & inclusion	Stewardship & District Entities	1		•		•			
Tenant Mix	3	Attact high end retail and others to kick-start visitor economy	Retail	1		•				•	
Te	4	Understand opportunities for new manufacturing spaces	Manufacturing	1	•						
	5	Create more new spaces for start-up retail and small business owners	Retail	1		•					•
	6	Increase/Improve/Expand Social Services	Community Development	1		•			•		



Appendix Subject Matter Experts (SME) Memos

Rapid Recovery Plan

Outdoor Dining/Retail Community Toolkit

A guide for communities seeking to assist business owners in creating outdoor dining and retail options





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





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

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

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

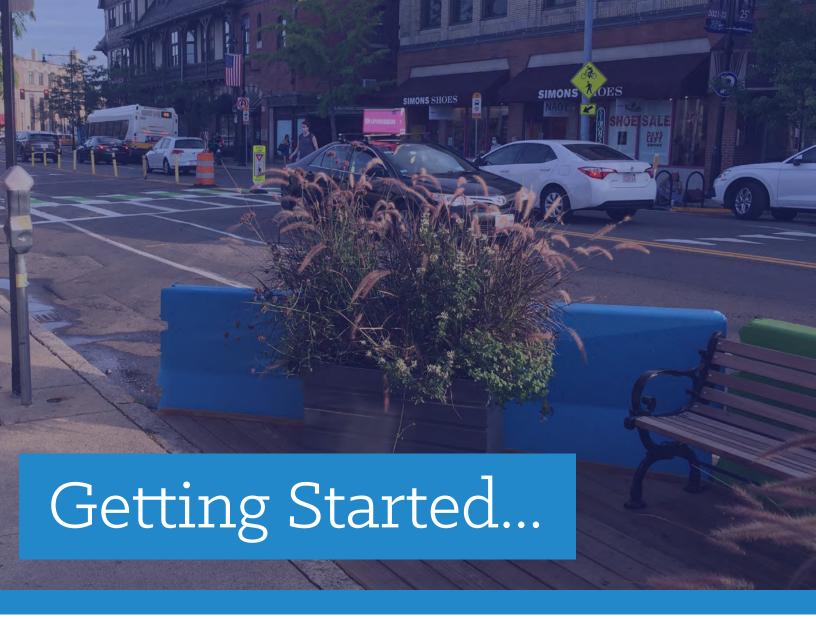
For more information, contact DHCD: 100 Cambridge St, Suite 300 Boston, MA 02114 617-573-1100 mass.gov/DHCD

Toolkit prepared by:



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We want to provide design and materials guidelines to businesses	p. 24
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Why this Toolkit

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

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

How to use this Toolkit

Think of this LRRP Toolkit as a guide for your own local government outdoor dining and retail decisions, regulations, and assistance to businesses. Every community is different, and some are further along than others in thinking through their outdoor dining and retail process. This Toolkit responds to the need for each community to take it's own unique approach by offering suggestions for design guidelines, asking a series of questions for municipalities, and providing examples from other communities. It's all about offering you flexibility and multiple options.

To this end, this Toolkit can be used by communities in three ways:

YOU NEED HELP ON A FEW INDIVIDUAL ITEMS FROM THE MUNICIPAL SIDE - things such as writing and passing bylaws and ordinances to make outdoor dining and/or retail permanent; streamlining permitting/ licensing; creating design and material standards, etc.

YOU WISH TO PROVIDE USEFUL INFORMATION AND ASSISTANCE TO BUSINESSES - things such as space guidelines for setting up socially distanced dining in a standard parking space; information on ADA requirements; suggestions or requirements on materials to be used, etc.

YOU WANT TO CREATE A FULL OUTDOOR DINING/ **RETAIL STEP-BY-STEP TOOLKIT FOR BUSINESSES -**

a pdf/packet and perhaps online, with all the information a business needs to create an outdoor space, including municipal requirements and guidelines, as well as suggestions for space, materials, aesthetics, and more.

Toolkit Checklist

Use this checklist to understand what you need and how this Toolkit can be most useful to you.

Par	t 1: Guidelines for Communities	
regar and, unde	will find a list of topics that your community may want rding outdoor dining/retail. Each topic includes possib in some cases, examples from other communities (in t rstanding that you don't necessarily want to reinvent to you do want to tailor it for your needs).	le solution :he
	We want to streamline the process for businesses to create outdoor dining/retail under existing State regulations.	p. 9
	We want to make our temporary/emergency outdoor dining/retail regulations permanent.	p. 21
	We want to provide design and materials guidelines to businesses.	p. 24
	We are interested in facilitating bulk purchasing of materials and equipment to help businesses and to get better prices for them.	p. 36
	We want to consider clustered public spaces for outdoor dining	p. 39
	We are concerned about costs and impacts, including loss of public parking and/or parking revenue, and noise.	p. 44
	We want to encourage winter outdoor dining.	p. 48
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0-		
Pa	rt 1: Guideline for Communities (continued)	
	We would like guidance to conduct a robust	p. 51
	public process to get community feedback on	
	outdoor dining/retail ordinances.	
	Managara hala idandiksia a ƙaradina ƙara	- F2
	We want help identifying funding for	p. 53
	implementing a Business Toolkit and for providing help to businesses in other ways.	
	providing help to bosinesses in other ways.	
	We want a template for our own complete	p. 55
	outdoor dining/retail Toolkit. – See Part 2 for	
	this information!	
P	art 2: Putting It Together	
	utdoor dining/retail Toolkit and offers ready-to-use des insert in any document or online resources you offer	
	insert in any document of offiline resources you offer	
	Suggested Outline for a Toolkit/Resource	
		businesses.
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	Suggested Outline for a Toolkit/Resource	businesses.
	 □ Suggested Outline for a Toolkit/Resource Guide for Businesses □ Sample Design Guidelines 	p. 57 p. 59
	 Suggested Outline for a Toolkit/Resource Guide for Businesses Sample Design Guidelines State Outdoor Dining/Seating Fact Sheet 	p. 57
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	 Suggested Outline for a Toolkit/Resource Guide for Businesses Sample Design Guidelines State Outdoor Dining/Seating Fact Sheet 	p. 57 p. 59



Choose the critical sections to get started! To do this, we recommend that you gather all the relevant Town or City staff to discuss how to ease the process for businesses to extend their dining and retail to outdoor spaces. You might give staff a copy of this Toolkit and then discuss what elements you want to provide. Collaboration and cooperation are key here. Those communities that acted quickly during the early days of the Pandemic and made the process work best for staff and businesses where those that brought municipal departments and staff together to problem-solve and communicate constantly. That same spirit of cooperation and collaboration applies here...

We want to...

STREAMLINE THE PROCESS FOR BUSINESSES TO CREATE OUTDOOR DINING/RETAIL UNDER EXISTING STATE REGULATIONS.

When we say "streamline the process," it can include all or some of the following goals:

- Offer a **single application** for businesses to apply for permits and licenses to provide outdoor dining and retail.
- B Offer an **online application** to help businesses save time.
- Provide a checklist of all requirements.

Provide a **liaison at City or Town Hall** to guide businesses through the outdoor dining and retail rules and requirements.

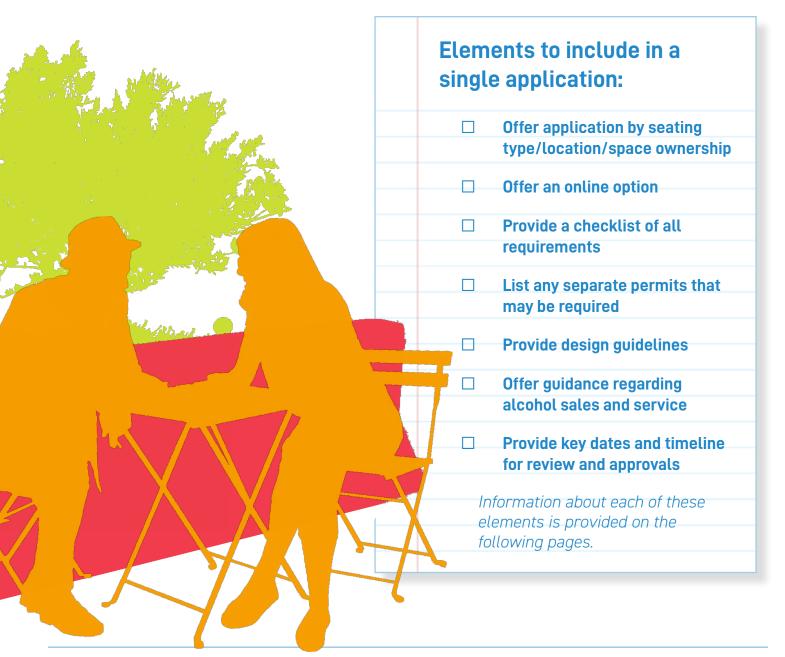
- Create a short-track or condensed timeline for permitting and approvals by coordinating Town or City inspections and reviews.
- Provide clear design guidelines and other requirements that take the guesswork out of providing outdoor dining and retail.
- Offer bulk purchasing of common items needed for outdoor dining and retail to get better prices for businesses and standardize select items that may be hard or confusing to source.



The choices on the previous page aren't mutually exclusive and you may choose to combine various methods of streamlining applications. For instance, some communities will offer a single, online application and also provide a short-tracked permitting and inspections process. If they offer design guidelines and a complete Toolkit for businesses (using this Toolkit as a guide, of course!), that's one more way to streamline the entire process for businesses. We cover these scenarios in various places in this Toolkit.

Offer a single application for businesses to apply for permits and licenses to provide outdoor dining and retail.

Creating a single application makes a simple process for businesses and municipal staff. A single application replaces all other permit and license forms that would typically be required for outdoor dining or retail. One required application also gives assurances to businesses that they are not missing any key steps.



part o	nation that is typically required as f an outdoor extension application
includ	les:
	Business name and contact information
	Business manager and property owner
	ABCC license # (if applicable)
	Proposed hours of operation
	Location of outdoor seating (parking lot, sidewalk, etc.)
	Proposed number of tables and chairs and seating capacity
	Site plan and materials list
	Proof of Occupancy/Control of Premises" - usually a lease or a deed or written permission from property owner if not the licensee.

Application by seating type/location/space ownership

Some municipalities opt to incorporate all types of outdoor seating into a single application and others have a different application depending on the type. For example, Brookline, MA has a single application on which the applicant selects their proposed outdoor dining type classified by location. As illustrated in Part 2 of this Toolkit, categorizing applications by the proposed location or by ownership of the space (public or private) makes good sense as different considerations (and different municipal permits and review) come into play if seating is proposed for the street or a sidewalk.



How others are doing it...

Single application requiring outdoor dining type by location Brookline, MA

1)		hat type of outdoor dining configuration are you proposing? (See Outdoor Seating nfigurations section of the Town of Brookline's Outdoor Dining Program Regulations and			
		idelines effective April 1, 2021 for reference.)			
		Façade Seating: Outdoor seating located on the sidewalk immediately adjacent to a building			
		Curbside Seating: Outdoor seating located on the sidewalk along the curb			
		On-Street Seating: Outdoor seating located in parking spaces in front of a restaurant storefront.			
		 Protective concrete jersey barriers required for on-street seating. Contact Todd 			
		Kirrane, Transportation Administrator, to request review			
		of your location and installation of the jersey barriers.			
	П	Combination Façade & Roadway Seating			
	I	Combination Curbside & Roadway Seating			



How others are doing it...

Separate applications — private and public property

Northampton, MA Two applications, one for seating on **private property** and one for seating on

public property.

A general application that all applicants must fill out for outdoor dining, Worcester, MA

plus a supplemental application for use of a public sidewalk, which is in lieu

of the Sidewalk Use permit that would typically be require

Saco, ME Three separate applications for proposals on private property, public

sidewalk, and public parking. Applications can be submitted for both

outdoor dining and outdoor retail.

What's happening at the State...

Per An Act relative to extending certain COVID-19 measures adopted during the state of emergency, a municipality's local licensing authority (LLA) can approve applications for an extension of outdoor table service until April 1, 2022 without the need to provide advance notice to abutters or hold a public hearing on the application. The State has not explicitly allowed this bypass for other forms of outdoor business, such as retail, other than table service.

At present, businesses that have been granted an outdoor extension of their premises through this expedited process will revert to their pre-approval status after April 1, 2022.



Boston, MA The City of Boston has a good example of an application checklist

CITY of BOSTON 2021 Outdoor Dining Program: Application Checklist Before you submit your application, please review the following checklist. This checklist provides an overview of the documents that you will need to prepare and upload with your application. Please reach out to 2021outdoordining@boston.gov if you have any questions after reviewing. Documents required from every applicant: ☐ Copy of Licensing Board License: Please have ready a copy of your Licensing Board License (example here) to upload. You will also be required to enter your license number. ☐ Site Plan: A site plan drawing of the proposed outdoor dining extension will be required. This may be hand drawn. It will need to include square footage, access to and from the licensed premise, and location and number of tables and chairs. See the 2021 Guidance <u>document</u> for more information on site plan and site set-up requirements. **Recent Photo(s) of Proposed Location:** You will be required to upload at least one and up to three recent photos of the proposed location of the outdoor dining extension. These photos will be used to give reviewers a better understanding of the location, so please upload clear photos from several angles to assist with review. ☐ Photo of Proposed Barrier(s): You will be required to upload a cut sheet, diagram or image of the proposed type of barrier to be used to create separation from traffic (e.g. planters, water filled barriers, wooden barriers). Please note: Barriers are needed for both sidewalk seating and on-street seating. Legal Right to Occupy: If you are applying for an extension on private property, you are required to submit a letter from the landlord granting the right to utilize the space. If you are applying for an extension on public property, legal right to occupy will be granted if your application is approved through the 2021 program application. See the 2021 Guidance document for more information ☐ Certificate of Inspection: Please have ready a copy of your most recent Certificate of Inspection (example here), whether current or expired.

□ Safety plan (what steps are being taken to employees and patrons & a social ensure materials do not enter the travel distancing plan

☐ Description of proposed service

week, hours of operation)

□ COVID-19 precautions for

& supervised

(including staffing levels, days of the

lacktriangle Overview of how the extension will be

separated from the non-licensed area

Source: https://docs.google.com/document/d/1LoOFKnBwFAyn7LwhymFI-eCY25Dtlvkf2J3ZYarzkWA/edit

☐ Health, Safety and Operation Plan: Please have ready a Health, Safety and Occupation Plan that adheres to the information outlined <u>here</u>. These plans should include the following:

traffic

■ ADA accessibility

operation)

□ Structures separating patrons from

☐ Maintenance and storage plan (will tables

and chairs be removed when not in

List any separate permits that may be required

It is important to explicitly identify any required or optional elements that need a separate permit application from the business. It is up to the discretion of the municipality to decide which elements to include as part of the primary application and which require separate permitting. When possible, streamline the process by designating pre-approval for certain equipment and models that have been vetted to remove uncertainty on the part of the businesses. Common examples of things that may require separate municipal approval/permitting include:



Tents/Canopies

Shrewsbury: All tents need a permit from the Building Dept.

Brookline: Tents or canopies exceeding 120 sq. ft. need a permit from the Building Dept.

Boston: Tents and canopies are not permitted in public outdoor dining spaces (umbrellas allowed). Tents on private property need approval from the Fire Dept. and Inspectional Services Dept.



Platforms (for parklets)

Boston: For a parklet-style deck, a photo of the proposed deck location and sketch of the proposed deck, including materials, dimensions, and drainage clearance, are required.

Worcester: Decks, platforms, and other structures may require a building permit.



Outdoor Heaters

Northampton: Provides guidance for use of heaters and requires inspection by the Fire Rescue Dept. and Building Dept. before operation.

Brookline: Temporary use of propane heaters must be approved by the Fire Dept. Electric heaters must be permitted by the Town's Electrical Inspector.



Sidewalk Use/Obstruction

Worcester: Supplemental application for sidewalk dining required in lieu of normal Sidewalk Use permit



Offer an online application

Online applications help ease the process for businesses and can be done two ways:

- If your municipality already has an online form center or portal for submitting permit **applications,** this is a streamlined way to allow applicants to attach any necessary uploads directly to their application and submit all in one place.
- If you don't have a public portal for applications and other submittals., an alternative option is to provide fillable PDFs that applicants can submit by email along with any other necessary attachments.

Hard copy applications should also be available upon request for applicants who may lack internet access or proficiency.



How others are doing it...

Online portal and form center for business applications. Northampton, MA

Worcester, MA

Fillable PDFs that are emailed by applicants with required attachments.



Provide a liaison at City or Town Hall

Designating someone as the single point person at City or Town Hall can help ease the process for businesses that have questions about outdoor dining permitting and provide one stop shopping. This liaison can also serve as the coordinator of staff and department requirements...providing a consistent presence and source of information. The liaison can also report back on barriers or challenges in the permitting process and initiative changes in response to real time feedback from businesses and public sector collaborators.



E

Create a short-track or condensed timeline for permitting and approvals

By coordinating Town or City inspections and reviews, and possibly eliminating or shortening some public review processes,* the overall timeline from application to permit approval can be shortened, helping restaurants make quick pivots to retain customers and staff.

In addition, providing clear timelines for permitting...from application submittal through inspections and approvals, helps businesses stay on track and prevents misunderstandings and missed deadlines. Time is money for businesses; important information to include in the timeline includes:

- Date the application process opens (if applications are seasonal)
- Overall estimated time from submission to municipal decision
- Outline any public review periods that are required*
- The application deadline and any intermediary deadlines, such as site inspections, municipal grants, or materials for loan (if applicable)
- When the outdoor dining/retail season begins and ends (if applicable)

* Your community may wish to eliminate or shorten public review periods for outdoor dining and retail applications in instances where all design guidelines and other criteria are met by the applicant with no requested waivers.

Outdoor Dining/Retail Toolkit



How others are doing it...

Boston, MA

An example of a timeline of key dates from **Boston's 2021 Outdoor Dining Pilot Program website**

KEY DATES

DECEMBER 9, 2020:

The 2021 Outdoor Dining Pilot program announced. Our online application opens for Licensees on this date.

JANUARY 18, 2021:

The initial deadline for licensees to submit an application to receive a decision or follow-up questions from our team by **February 19, 2021**. Licensees may also submit an application after this date to participate. We review these applications on an ongoing basis.

FEBRUARY 19, 2021:

We will notify licensees of approvals or requests for more information by this date if they submitted their application by January 18, 2021.

Key Dates as shown on the City of Boston's Website,

Source: https://www.boston.gov/departments/licensing-board/2021-outdoor-dining





Provide clear design guidelines and other requirements including alcohol licensing checklist of all requirements

Businesses have expertise in menus, food, dining experiences for customers, service, and in the case of outdoor retail, displays and signage. The design and construction of outdoor dining and retail can stymie the most sophisticated business owner...it's just not part of their expertise and experience. Guidelines can help! If you wish to provide guidelines for businesses, see the separate section on this topic below and actual guidelines in Part 2.

What's happening at the State...

The Massachusetts Alcoholic Beverages Control Commission (ABCC) has the following general regulations for licensed established to serve alcohol on patio and outdoor areas:

- i. Alcoholic beverages cannot be served outside of a licensed establishment unless and until an application to extend the licensed premises has been approved.
- ii. An application to extend the premises must describe the area in detail, including dimensions, seating capacity, and maximum occupancy.
- iii. The premises must be enclosed by a fence, rope, or other means to prevent access from a public walkway.
- iv. The outdoor area must be contiguous to the licensed premises with either (a) a clear view of the area from inside the premises, or, alternatively (b) the licensee may commit to providing management personnel dedicated to the area.
- v. The applicant must have a lease or documents for the right to occupy the proposed area.
- vi. The licensing authorities should consider the type of neighborhood and the potential for noise in the environs.
- vii. Preferred are outdoor areas where alcohol is served to patrons who are seated at the tables and where food is also available.



Previously, an application to extend the licensed premises to serve alcohol in a new outdoor area had to be approved by both a municipality's local licensing authority (LLA) and the ABCC. However, per Bill S.2475, An Act relative to extending certain COVID-19 measures adopted during the state of emergency, LLA's have been granted the authority to approve the extension of licensed premises until April 1, 2022 without the need for ABCC approval. This means allowing alcohol service in a public outdoor space, including a space across the sidewalk, is fully at the discretion of the LLA. After approval, the LLA must notify the ABCC of the amended license.

As with outdoor dining in general, businesses that have been granted an outdoor extension of their premises for alcohol service through this expedited process are presently scheduled to revert to their pre-approval status after April 1, 2022. If a business is seeking to extend their premises for outdoor alcohol service beyond April 1, 2022, they must follow the ABCC's usual regulations for Alteration of Premises/Change of Location. This consists of submitting an application to the LLA for approval, which then gets forwarded to the ABCC for approval.

Businesses that wish to serve alcohol in an outdoor space that does not fit the regulations above, such as in a non-adjacent space or without table service, can apply for a One-Day Special Permit through their LLA. Restrictions on the type of alcohol that can be sold vary depending on the type of business and the nature of the event. For-profit events may only sell wine and/or malt beverages under the One-Day Special Permit. This permit can only be utilized for a single day, but there is no limit to the number of permits a business can apply for, only that they cannot be granted to an individual person more than 30 times in one calendar year.

Offer bulk purchasing of common items needed for outdoor dining and retail

Some equipment or materials may be specialized and also need to meet safety requirements. Items such as outdoor heaters have to meet fire safety or electrical codes, and the storage of propane fuel, if used, can be complicated. Additionally, items such as platforms to raise on-street parking spaces to sidewalk height are fairly standardized but require construction knowledge and structural design. To get better prices for businesses and standardize select items that may be hard or confusing to source, towns and cities may choose to bulk purchase items on behalf of businesses. If you are interested in doing this, see page 36 for additional information.

We want to...

MAKE OUR TEMPORARY/ **EMERGENCY OUTDOOR DINING/** RETAIL REGULATIONS PERMANENT

Communities are now considering the next steps to shift from temporary/emergency outdoor dining and retail measures to permanent zoning and bylaw changes. The cost of a small outdoor seating area in a public parking space can be well over \$25,000, including materials, construction costs, and new furniture and equipment. For many small businesses, this size of capital investment is a challenge, and even more so if there is no certainty regarding the ability to continue outdoor operations post-Pandemic. Instituting permanent zoning and bylaw changes provides certainty for everyone involved.

Zoning Code Changes

Zoning code and bylaw changes can make outdoor dining and retail options permanent throughout a municipality or in selected geographic areas or zones. Some considerations should be:

What boards and committees must review any proposed changes, and what time is needed to do that? Examples can include: economic development committee; business district committee; planning board; city council or town selectboard, etc.

Allow enough time to enact permanent changes before any municipal emergency/COVID-19 **outdoor dining and retail programs expire.** We recommend six months, if possible. Your community may have to extend its emergency COVID-19 program in order to keep something in place until a permanent program can be adopted.

Consider any limitations you currently have on the length of time outdoor seating is allowed at any **one time.** Some communities limited outdoor seating to six months, or to actual dates. Should these be lifted? Do you wish to encourage year-round dining? See the section on winter outdoor dining below for additional information

Which temporary outdoor dining/retail measures or program elements do you wish to retain? What additional guidelines or elements do you wish to add to a permanent program? We hope this Toolkit provides useful information to answer these questions.

What are the benefits and costs for a permanent program? See the separate section below for information on what to consider.

The Importance of Local Voices

Some key temporary changes that were made to streamline the outdoor dining permitting process in response to the COVID-19 Pandemic were done at the state level. This included eliminating some public process requirements that can slow implementation, such as holding a public hearing and giving advance notice to all abutters, and forgoing the need for the ABCC to approve outdoor extensions of premises to serve alcohol.

While individual municipalities may not have the power to make permanent changes to these state laws, they can be influential voices to advocate for permanent adoption of temporary changes that have proven beneficial to their business communities. Local business organizations, chambers of commerce, and municipal leaders and staff should make their preferences known and provide stories of the positive benefits they have seen from COVID-19 temporary changes to their state Representatives.





How others are doing it...

Haverhill, MA

In 2004, the City of Haverhill, MA enacted an Outdoor Dining Permit Ordinance that defined and streamlined the outdoor dining process within their Commercial Center zoning district. In response to higher demand during the COVID-19 Pandemic, they streamlined the permit approval process further by moving initial permit application review from the License Commission to Inspectional Services. Using OpenGov, after Inspectional Services gives approval, it automatically triggers the application to be sent to the City's other regulatory bodies that need to review.

Brookline, MA

Brookline, MA is seeking to adopt new General and Zoning Bylaws to create permanent outdoor dining in the town by:

Extending the outdoor dining season from a 6-month maximum to vear-round

- Allowing outdoor seating in parking space parklets and privately-owned areas adjacent to restaurants
- Streamline the application process by replacing Planning Board review with Planning and Community Development Department staff review

At **2021 Spring Town Meeting** the Brookline Select Board voted in favor of these changes, following a presentation of rationale delivered by the Department of Planning and Community Development.

New York, NY

New York City is working on a permanent **Open Restaurants** program that would change zoning text to remove geographic restrictions on where in the city sidewalk cafes can be located and consolidate all applications under one agency.

We want to...

PROVIDE DESIGN AND MATERIALS GUIDELINES TO BUSINESSES

Design Guidelines

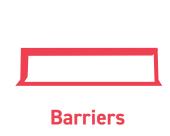
Perhaps the greatest positive impact a municipality can provide to businesses is to offer design guidelines for outdoor dining and retail spaces. These guidelines can save time – for research, design, codes compliance, ADA requirements, etc. Strong guidelines can also be critical to convince municipalities that they can allow uses by right, if the guidelines are met, and eliminate or reduce discretionary review.

Part 2 of this Toolkit contains sample design guidelines for a variety of outdoor dining and retail situations. Municipalities may distribute relevant samples to businesses in their communities as guides or use these samples as a resource to create their own guidelines. All outdoor dining and retail must meet state accessibility requirements; Outdoor Dining/Seating Fact Sheet for **Accessibility Requirements** is attached to this Toolkit at the end of Part 2.

When establishing guidelines for outdoor spaces adjacent to the curb, whether on the sidewalk or in on-street parking, it is important to identify existing curbside uses that prohibit the implementation of outdoor dining or retail.

Materials Guidelines

Materials guidelines can help provide an overall aesthetic framework while allowing businesses to express their individual brand/style and meet any code or other municipal requirements. There are several categories of materials that must be considered for an outdoor dining or retail space:







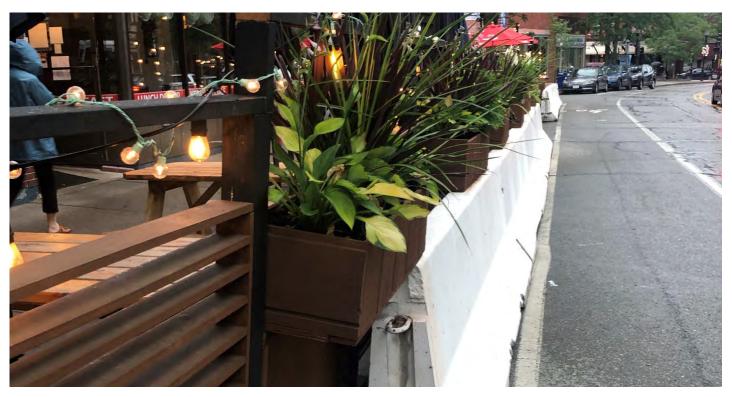


Parklets

Barriers

There are two categories of barriers that a business may need to use: protective barriers and separation barriers.

Protective Barriers are used when an outdoor space overlaps/abuts with motor vehicle space, with the most typical scenario being the use of a parking space in the street or in an active parking lot. Protective barriers are sturdy and heavy and must meet any requirements of local Department of Public Works or Transportation Department. A common practice is for the municipality to provide and install these barriers and remove them at the end of the outdoor dining/retail season, if applicable. Examples include concrete and water-filled jersey barriers and heavy planters, such





How others are doing it...

Boston, MA

In its **outdoor dining guidance document**, the City of Boston has identified the following curbside uses where conflicting outdoor dining requests will not be approved:

- 10' clearance on either side of a fire hydrant
- Handicap accessible parking
- No stopping
- Travel lane
- Bike lane

- Bus lane
- Crosswalk
- Fire access lane
- Bus stop
- Bike share station
- Car share space

as those weighted with sandbags. Protective barrier height minimums and maximums vary by municipality, though these are typically at least 30" high. The required extent of protective barriers varies by municipality, but at a minimum they should be placed where there are potential conflicts with forward-moving traffic.

Jersey barriers and water-filled barriers lack aesthetic appeal, and various strategies exist to beautify these enclosures, including treating the jersey barriers as a canvas for paint (see example below). We suggest another strategy which could benefit from municipal coordination: at 24" wide, iersey barriers take up considerable room and restaurants often then add another material or screen on the dining side of the barrier for aesthetic reasons and to support planter boxes, lattice, etc. Combining the aesthetic treatment with the barrier itself could reduce the space needed and provide a good solution to beautifying the barriers. A standard enclosure for this barrier consisting of a box, constructed of marine-grade plywood, with a planter space built in at the top could improve aesthetic appeal and regularity while allowing for individualization for each outdoor dining or retail area through the paint and details used.



How others are doing it...

Beverly, MA Salem, MA

Some businesses are paying artists directly to paint jersey barriers around their outdoor dining spaces. In other cases, cities and nonprofits are covering costs and providing a framework for a larger beautification effort around outdoor dining and retail barriers. In downtown Beverly and Salem, the Creative Collective's "Jersey Barrier Beautification" Project" has used \$35,000 to pay approximately two dozen artists to paint jersey barriers. Artists' payments run \$200 per barrier and up.



Colorfully painted protective barriers outside of Bambolina Restaurant in Salem, MA. Source: Karl Alexander

In most cases the appearance and maintenance of barriers is the responsibility of the business using them, and allowing businesses to paint or decorate barriers can create a more inviting and visually pleasing space or streetscape. An optional program add-on could be a public art project through competition or general matches of artists with businesses. Municipalities might consider providing grants to pay artists to paint jersey barriers and other protective barriers along the public street or right-of-way.

Separation Barriers are not intended to provide protection but are used to demark outdoor dining or retail space from pedestrian or public space. Planters, fencing, and lattice are commonlyused separation barriers. For spaces in parking areas, separation barriers are used where protective barriers are not present to create a full enclosure with no gaps leading to vehicular circulation areas.



Wood and screens are used to create separation barriers for a sidewalk café outside of a New York City restaurant.

State Regulation

Per ABCC state regulations, any outdoor space where alcohol is being served, whether public or private, must also be enclosed by barriers to prevent access from a public walkway. For outdoor spaces not in a parking area and without alcohol service, separation barriers are not universally required, and it is up to the discretion of the municipality to decide when they are needed.

Regardless of the type of barriers used, they should not be bolted down or fastened to the ground or other objects without municipal approval. The outside of barriers in a parking area may also need reflective strips if they do not already have reflective surfaces.

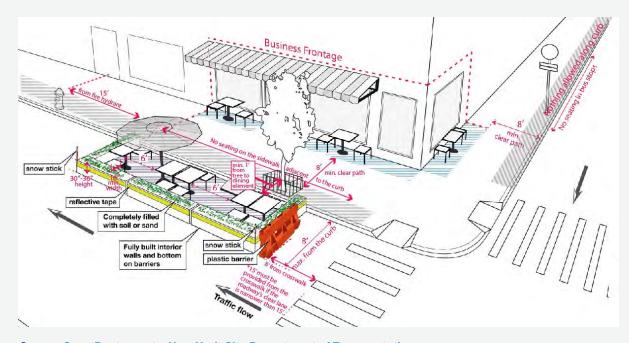
It should be noted that while the use of jersey barriers and other protective barriers has been implemented as standard operating procedure for outdoor dining in communities across Massachusetts, this standard was designed as part of rapidly rolled out programs using available equipment and is not based on universal best practices. In other parts of the country and the world, outdoor dining has been implemented with minimal or no protective barriers, which has certain benefits including sleeker and more attractive design and easier setup and removal, particularly in preparation for snow storms in areas where outdoor dining operates year-round. As municipalities are formulating permanent regulations to allow outdoor dining, additional research is needed on the value of protective barriers, including providing real safety benefits as well as customer perception of safety.



How others are doing it...

New York, NY

Protective barriers at least 18" wide are required on the side of the outdoor dining enclosure facing forward-moving traffic. As an alternative to jersey barriers, businesses are allowed to use barriers that are completely filled with soil or sand. The City has standardized the enclosure required for all outdoor dining in public parking spaces on the roadway to include planter boxes which, while having set dimensions, can be decorated and filled as each business desires. This is an effective approach to creating some visual order while allowing individual creativity at each business.



Source: Open Restaurants, New York City Department of Transportation



How others are doing it...

Portland, OR

Outdoor dining areas in parking spaces on streets with speed limits of 25 MPH or less do not require protective barriers (separation barriers are required). On streets with speed limits higher than 25 MPH, a traffic control plan is created in coordination with the City's transportation department.



Furniture

For outdoor dining spaces, furniture typically consists of tables, chairs, benches, and bike parking, and perhaps a type of overhead covering, such as umbrellas, tents, or awnings. Outdoor retail furniture can include racks, tables, merchandise stands, and shelving. Access within the space and access to, and use of, the furniture must comply with the state accessibility requirements, included in Part 2. Individual municipalities may have additional accessibility requirements or guidelines that affect furniture placement and considerations. If this is the case, we strongly recommend your municipality specify that your requirements are inclusive of state requirements OR combine your local requirements and the state requirements into one document...including the most stringent, as applicable, so that businesses do not have the confusion of comparing and choosing between the two.

When not in use, furniture should be brought inside or secured and locked together to prevent any possible obstruction of the public right-of-way. Furniture should not be stacked outside or secured to any other objects, such as trees, streetlights, or barriers. As with barriers, businesses are responsible for maintenance, and furniture should be easily movable and not bolted or fastened to the ground.

State Regulation

Per the **Governor's COVID-19 Order No. 35**, overhead covering must have at least 50% of the perimeter open and unobstructed by siding at all times. For example, if a tent is used, at least two sides must be open to the air without walls or siding. As mentioned earlier in Part 1, tents or canopies often require separate permitting to ensure they are set up and secured properly, that they are not fire hazards, and that they don't obstruct sightlines for road users. Umbrellas are normally allowed without separate permitting granted they meet the same conditions.



Heaters

Heaters are an important consideration for outdoor dining, especially to extend the outdoor dining season or when allowing all-season outdoor dining. Like canopies, separate permitting is often required for heaters to ensure they are in compliance with regulations and not fire or safety hazards. The two types of commonly used heaters are propane heaters and electric heaters. Municipalities are encouraged to continue adhering to their existing permitting and regulations for heaters.

While portable heaters are often less expensive than installing electric heaters (which require building permits and a licensed electrician), a particular obstacle for the use of propane heaters is the requirement for storage of propane tanks, which should not be stored inside buildings but only in approved structures or cages.



How others are doing it...

Brookline, MA

As a resource, the Town of Brookline, MA established a pilot program for permitting portable propane patio heating equipment to support businesses in establishing outdoor dining.



Parklets

Accessibility of Spaces - Ramps and Parklets

The common scenario of outdoor dining in an on-street parking space presents a challenge for accessibility. The difference in grade level between the sidewalk and street is typically a 6" curb height. To meet accessibility requirements, a ramp to access the lower street level from the sidewalk or a full platform (also known as a parklet) to bring the street level space up to sidewalk level must be constructed.

Platform parklet with a ramp, Portland, Maine



Diners eat on a parklet in New York City.



Platform dining, Portland, Maine

Ramp

Accessible ramps must have a maximum slope of 1:12 which means for every 1" in grade difference the ramp must be 12" long. This requires a 6' long ramp for a 6" curb height. Ramps should be a minimum of 4' wide and must have 4' of clear space at the bottom and top. The size requirements for a ramp cuts into usable outdoor dining and retail space and while less expensive to construct than a full platform, may be impractical for smaller outdoor areas. Part 2 has more information about ramps.

Platform/Parklet

A parklet is an extension of the sidewalk into an onstreet parking space made from temporary materials; the platform brings the street space level with the sidewalk. The construction of parklets to create new outdoor dining spaces became a popular and important tool during the COVID-19 Pandemic for restaurants that otherwise would not have had access to outdoor seating. A platform eliminates the need to provide a ramp to the dining or retail space and can also provide a level surface over a street that may have an uneven surface (cobblestones) or be sloped. The platform used for a parklet also allows the adjacent sidewalk to be an extension of the outdoor dining or retail space, if there is sufficient room.

The disadvantage of parklets is that they can be expensive and challenging for a business to build on its own, as even simple parklets can cost thousands or tens of thousands of dollars when factoring in the expense of design, materials, labor, and permitting. The change in level from the platform to the street requires a continuous barrier and railing around the space and also requires posts at corners to make this platform visible to vehicles. This Toolkit provides the basics for design and construction in Part 2, and any funding resources the municipality can provide will make this process easier for businesses.

The National Association of City Transportation Officials (NACTO) has created a short <u>design guide</u> <u>for parklets</u>, including the critical, recommended, and optional elements to consider. Among the most important things to keep in mind is that parklets must not interfere with the water drainage in the street, and they must be consistent with the state's <u>outdoor dining/seating accessibility</u> <u>requirements</u>. Another useful resource is Parkade's <u>parklet guide</u>, which includes design tips and options, materials options, and suggestions for constructing an affordable parklet.

CRITICAL

To ensure visibility to moving traffic and parking cars, parklets must be buffered using a wheel stop at a desired distance of 4 feet from the parklet. This buffer may also serve as a space for adjacent property owners to accommodate curbside trash collection.

Parklets should have vertical elements that make them visible to traffic, such as flexible posts or bollards.

+ Mare Info

Parklets have a desired minimum width of 6 feet (or the width of the parking lane). Parklets generally entail the conversion of one or more parallel parking spaces or 3–4 angled parking spaces, but may vary according to the site, context, and desired character of the installation. Where a parklet stretches the length of an entire curb, accessibility and sightlines must be taken into account.

+ More Info

The design of a parklet should not inhibit the adequate drainage of stormwater runoff. Small channels between the base and the platform facilitate drainage.

Parklets should have a flush transition at the sidewalk and curb to permit easy access and avoid tripping hazards.

More Info

RECOMMENDED

Parklets should avoid corners and are best placed at least one parking space away from the intersection corner. Where installation of a parklet is under consideration for a site near an intersection, volumes of turning traffic, sightlines, visibility, and daylighting should be taken into account.

Parklets should be heavy enough to make theft impossible or unlikely. Site selection should consider the level of surveillance both during the day and at night.

Incorporate seating into the parklet. Seating may be integrated into the design itself or made possible with moving tables and chairs.

+ More Info

Designs for the sub-structure of a parklet vary and depend on the slope of the street and overall design for the structure. The sub-structure must accommodate the crown of the road and provide a level surface for the parklet. "Bison pedestals" spaced under the surface and of different heights are a common application. Another method is to provide steel sub-structure and angled beams.⁴

+ More Info

Parklets should use a slip-resistant surface to minimize hazards and should be accessible to wheelchair users.

Parklet floor load-bearing weight standards vary by agency. At a minimum, design for 100 pounds per square foot.⁵

Include an open guardrail to define the space. Railings should be no higher than 3 feet and be capable of withstanding at least 200 feet of horizontal force.⁵

Parklet siting should avoid obstructing underground utility access and electrical transformer vaults.

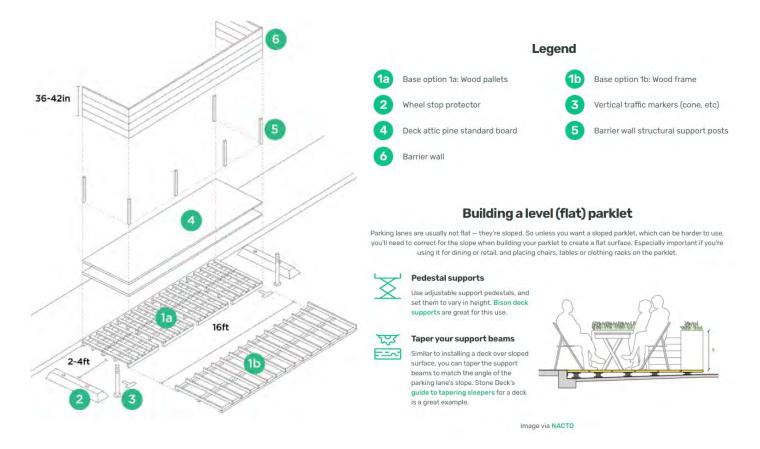
OPTIONAL

The design of any individual parklet may vary according to the wishes of the primary partner or applicant. Designs may include seating, greenery, bicycle racks or other features, but should always strive to become a focal point for the community and a welcoming public gathering place. Cities may opt to have a standard design template to reduce design and construction costs for applicants.

+ More Info

Bicycle parking may be incorporated into or adjacent to the parklet.

Source: NACTO Parklet Design Guidelines. Source: National Association of City Transportation Officials



Parkade's guide includes a diagram of how to construct an affordable wooden parklet. Source: Parkade Complete Guide to Parklet and Streeteries. https://parkade.com/parklet-guide-and-how-to-build-a-parklet.

All in all, the design, permitting, and construction of outdoor dining and retail is expensive. Materials, design drawings, construction, and purchasing tables, chairs and other equipment are not insignificant capital investments. Municipalities and businesses associations can play a role in making parklet construction more affordable (see the next section on bulk purchasing). The state also offers several funding opportunities that municipalities and businesses can take advantage of to support parklet construction, such as:

- **Complete Streets Funding Program**
- **Commonwealth Places**
- **Community One Stop for Growth**
- **Shared Streets and Spaces Program**
- **Massachusetts Growth Capital Grants and Loans**



We are interested in...

FACILITATING BULK PURCHASING OF MATERIALS AND EQUIPMENT TO HELP BUSINESSES.

The costs for buying materials and constructing and maintaining outdoor dining can be prohibitive for a small business. Municipalities may consider instituting a bulk purchase policy for reimbursement by businesses to get better prices and to help assure businesses that equipment such as heaters meet code and requirements. In addition, municipalities can offer delivery, pick-up, and provision of other materials, if desired.

Bulk Purchase Program

This process should start with an in-house assessment of resources and capabilities, as well as mechanisms for repayment of equipment costs by businesses (or grants to cover costs, if applicable). Municipalities should also consider coordinating efforts with multiple businesses through a business association or a Business Improvement District (BID) to investigate the most viable option for a bulk purchasing program. The most feasible items for bulk purchasing include equipment that must meet stringent code or permitting requirements, such as:

- Portable heating equipment
- Fuel (propane) storage equipment
- Outdoor communal storage for inclement weather
- Umbrellas
- Parklet platforms (constructed to building code and available in modular components the size of a standard on-street parking space)

Recommended steps to institute a bulk purchasing program:
□ What are the resources and capabilities of your municipality?
☐ Is there a staff member who can oversee a bulk purchase program?
☐ What department can best do this (DPW, Parks, Planning, Transportation, Facilities)?
☐ What are the mechanisms for payment by the businesses for equipment procured by the municipality? Can this be incorporated into an existing online fee payment structure (used by building department, tax clerk, etc.)?
☐ Can your municipality apply for a grant(s) to cover the cost of the program?
☐ Is there a business association, chamber of commerce, or BID with whom you can partner? Can they take on oversight of the program with collaboration from your municipality?
☐ Take a survey of businesses to assess interest and develop a list of needed furniture and/or equipment that would be good candidates for bulk purchasing.
Get prices for bulk purchase based on the items identified in the business survey.
☐ Arrange for payment for items/payment commitment from businesses

Resources

There are a host of restaurant supply companies that offer a range of heating products. Municipalities interested in bulk purchasing should investigate online sources for outdoor heating equipment and tables/chairs as well as talk to business owners who have made equipment purchases to identify possible bulk purchase options. We also encourage contacting area trade schools and trade unions about contracting for construction of platforms for parklets. Finally, using portable storage pods and placing them in a common area in a remote section of a public parking lot or extra alley space could help solve winter storage of equipment for multiple businesses if outdoor dining is seasonal.



We want to...

CONSIDER CLUSTERED PUBLIC SPACES FOR OUTDOOR DINING

Clustering outdoor dining spaces on public property may be a desirable option. If several businesses along a stretch of commercial area are interested in creating outdoor dining, it may be more space- and cost-effective to coordinate these efforts together. Creating a larger coordinated outdoor dining zone could also be an effective strategy to activate a public space and attract more visitors. Clustered outdoor dining can be operated in two ways: business-managed and municipality-managed.

Business-managed

In this scenario, your municipality would provide a general outdoor dining area that can be used by adjacent restaurants only (this would allow liquor service as per current State regulations).

- Space is used by multiple designated adjacent restaurants. Each restaurant is allocated a specific space.
- Municipality provides overall protective barriers for the entire space, if needed by local regulations.
- Restaurants are responsible for providing tables and chairs and for sectioning off their designated area.
- Cleaning of tables, maintenance, and movement of furniture, if required, is the responsibility of individual restaurants.
- Adjacency of space allows restaurants to serve alcohol.

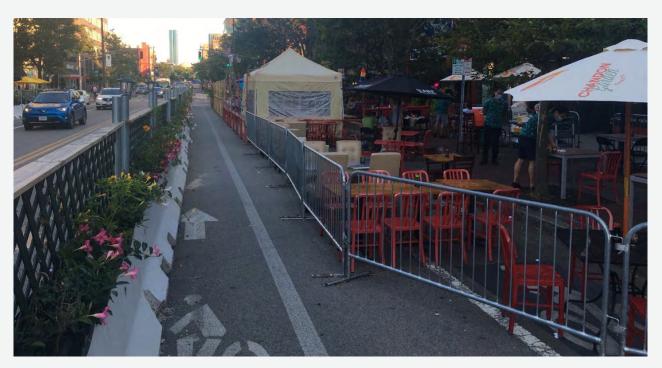


How others are doing it...

Cambridge, MA

The City of Cambridge, MA has provided a number of these larger dining areas in business districts including in Central Square, Harvard Square, Kendall Square, and Inman Square. These **flexible spaces** have offered increased opportunities for outdoor dining where adjacent sidewalk or parking areas aren't available for every business. On a section of Cambridge Street in Inman Square, the City has temporarily closed vehicular traffic in one direction to allow outdoor dining to expand into the street.

From the City of Cambridge website: "At permitted locations across the city, restaurants will be responsible for providing tables and chairs according to social distancing guidelines and sectioning off their outdoor dining areas each day. Due to liquor license requirements and to ensure that the tables are cleaned between each use, these new outdoor dining areas will be designated for use by the adjacent restaurants. Where possible, the outdoor dining areas may be used for loading or parking when they are not being used for dining."



A business-managed outdoor dining cluster in Cambridge's Central Square. Source: CivicMoxie



Northampton, MA

Northampton, MA temporarily closed Strong Avenue in its downtown to implement "Summer on Strong," a collaboration between the City and businesses on the street to offer expanded outdoor seating and musical performances during the summer. Funding for the effort largely came from sponsors, including some local businesses¹.



"Summer on Strong" outdoor dining. Source: Karl Alexander

1: Feldman, Luis. "'A little alfresco': Strong Avenue makeover provides new outdoor dining experience in Northampton." Daily Hampshire Gazette. May 26, 2021. https://www.gazettenet.com/StrongAvenuehg-05252021-40642962.

Municipality-managed

In this scenario, your municipality would provide a general outdoor dining area that can be used by anyone who is bringing their own food or who purchases takeout from a nearby restaurant, similar to a food court.

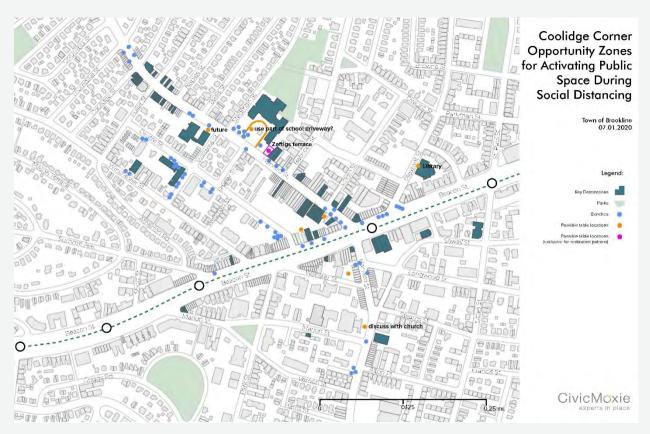
- Space is used by anyone. There are no allocated spaces for individual restaurants.
- Space can be as small as one table with benches or chairs, or larger.
- Municipality provides overall protective barriers for the entire space, and all tables and chairs.
- Municipality provides overall maintenance and upkeep of space (furniture, signage, major sweeping and trash removal) if needed by local regulations.
 - Table cleaning can be accomplished three ways:
 - 1. Municipality provides cleaning/sanitizer stations
 - 2. Nearby restaurants provide general cleaning (understanding that the space benefits their takeout business)
 - 3. Signage indicating that users of tables are responsible for own cleaning/ sanitizing
- No alcohol is allowed in the space.

It is recommended that your municipality look at an overall plan for providing seating and tables throughout your commercial district to ensure you are making the best use of public space and offering the most support possible to local businesses.



Brookline, MA

During the 2020 COVID-19 shutdown, the Town of Brookline sought opportunities to provide as much seating and table space in the Coolidge Corner commercial district to help businesses that had no adjacent usable public space for outdoor dining and retail or that didn't have the resources for quick buildout of outdoor dining. By identifying all possible locations for different opportunities for resting locations, seating, and eating spots, the Town was able to have a larger plan about which public spaces should be prioritized for seating and dining locations. These spaces were meant to supplement any business efforts to provide outdoor dining.



Source: Town of Brookline and CivicMoxie, LLC.

We are concerned about...

COSTS AND IMPACTS, INCLUDING LOSS OF PUBLIC PARKING AND/OR PARKING **REVENUE, AND NOISE**

There are municipal costs involved in permitting outdoor dining and retail, as well as community benefits. Being clear about the costs and benefits, as well as potential negative impacts, can help your community make educated decisions and tailor an outdoor dining and/or retail program to fit your needs and resources.

Loss of parking spaces

Enabling expanded outdoor dining or retail often involves the conversion of parking, both onstreet and surface lots, into dining and retail spaces. The loss of these spaces is a concern, both for merchants and the customers who frequent these business districts. This concern is especially pertinent if the business area is not easily accessible by walking or public transit, so vehicle trips cannot be replaced. While loss of street parking to parklets can contribute to a parking shortage, this is more likely to result from the conversion of private business parking lots into larger outdoor dining or retail spaces. Without parking alternatives, such as a garage or public lot, an unintended consequence could be the use of nearby residential streets as overflow parking, especially if there are no parking restrictions in those neighborhoods. It is important for planners and those granting permits for outdoor dining and retail to consider the transportation options and capacities of their business areas and neighborhoods when making permitting decisions.

When possible, advance notice of the planned removal of parking spaces should be posted both physically at the parking spaces and online. It is also important to emphasize that decisions to remove parking were made in collaboration with and with the support of the local business community.

Loss of parking revenue

Loss of metered on-street parking or parking spaces in municipal pay lots translates to a loss of revenue for the municipality. Quantifying this expected loss is an important first step in addressing concerns (see example below from Brookline, MA). Support of the entire business district is a public good and benefits residents by helping retain local businesses and services. A robust commercial district also contributes to property tax revenue and the jobs base. The loss of parking revenue is

often more than offset by higher property, meals, and rooms taxes.

However, if a municipality wants to make up expected lost revenue from the conversion of a metered space to a parklet, there are several possible strategies that can be employed:

- Replace lost meters by converting existing free parking spaces to new metered spaces.
- Increase the fees at the remaining parking meters to cover expected losses.
- Charge a fee to the business that will be using the metered space. One way to determine this fee is to calculate the expected lost revenue from the loss of the parking space.
- Implement or increase a **local meals tax** to generate new revenue.

Administrative and material costs

Administering an outdoor dining and retail program takes staff time from a number of departments and costs should be considered for:

- Permit application review
- Assistance to businesses (and staff to aid in streamlined processes)
- Materials such as jersey barriers (cost of materials and delivery/pick-up/re-positioning)

Noise

Another common concern of municipalities about expanded outdoor dining and retail is an increase in ambient noise, particularly in the evening, that disrupts residents. Despite the concern, investigation into this issue suggests that most communities who have implemented temporary outdoor dining have received few noise complaints, if any at all. This is likely because outdoor dining tends to be located in more commercial or dense areas where there are fewer residents, and residents living in those areas are accustomed to ambient noise into the early evening.

Since the most likely source of complaint is disturbance in the later evening, one solution is to set an earlier cut-off for hours of operation for outdoor dining or retail. For example, the Cities of Boston and Haverhill have restricted hours of operation for outdoor dining to 10 PM Sunday through Thursday and 11 PM Friday and Saturday, though restaurants may stay open later than this for indoor dining. If a city or town wishes to set more restrictive hours of operation for businesses in more residential zoning districts, this can be built directly into an outdoor dining or retail ordinance.

Another potential source of noise concern is from outdoor entertainment, such as music or televisions, as this is often louder and travels farther than patron conversations. If this is a major concern in the short-term, one option is to ban outdoor entertainment, as the City of Boston did for their 2021temporary outdoor dining season. However, this is likely not a good solution for communities that are seeking to create permanent outdoor dining regulations. If your municipality has a permitting process for outdoor entertainment licenses, it may be desirable to keep this separate from the outdoor dining or retail permitting process to streamline approval for dining or retail, while maintaining the ability to look more closely at outdoor entertainment on a case-bycase basis.



How others are doing it...

Northampton, MA

One of the lessons learned from the COVID-19 Pandemic is that municipalities, businesses, and residents must be willing to be creative and adapt to new situations. In response to noise complaints from neighbors regarding loud music at one restaurant, the Northampton License Commission voted to add pertinent restrictions to the restaurant's entertainment permit, including ending outdoor performances one hour earlier and banning the use of amplifiers. This solution allowed the restaurant to continue to offer outdoor entertainment while addressing the neighbors' needs.

It is good practice to be explicit in your materials to businesses that they should be considerate of neighbors regarding noise, and to provide information about reporting concerns (noise and otherwise) in a logical and accessible location. For example, the City of Worcester has contact information and instructions for reporting concerns on their **Temporary Outdoor Dining** Program webpage, shown below.

REPORT A CONCERN

Adherence to operating requirements and safety standards is an important component of the Temporary Outdoor Dining Program. To report a concern regarding the operation of a Temporary Outdoor Dining installation, please contact License Commission staff at License@worcesterma.gov.

- · Describe the location, date/time and nature of the compliant.
- Provide your name and contact info (optional, but recommended).



How others are doing it...

Brookline, MA

In its efforts to extend temporary outdoor dining to a permanent zoning bylaw change, the Town of Brookline quantified the estimated costs of the program for a typical outdoor dining space using on-street parking. This information allowed Town Meeting, the Planning Board, Selectboard, and others, to weight the benefits and costs when making decisions.

Estimated Costs

\$ 5,040/\$8,640	7 month/12 month
	Est. parking revenue loss per outdoor seating parking space parklet*
\$ 4,400	Value of 4 concrete jersey barriers (\$1,100.00 each) (applicable only to restaurants with outdoor seating parking space parklets)
\$ 350	Installation and removal of protective concrete jersey barriers (applicable only to restaurants with outdoor seating parking space parklets)
\$ 150	DPW Permit Review, Coordination, Administration, Site visit
\$ 75	Site inspection, ADA Compliance, Safety Inspection
\$ 25	Town Administrator's Office Licensing Administrative Fee
\$10,040-\$13,640	TOTAL ESTIMATED VALUE

^{*}Parking revenue loss estimate assumes that meters in 3 parking spots were fully paid for eight (8) out of twelve (12) hours a day.

Source: Warrant Articles 29 & 30 May 21, 2021 Town Meeting presentation by Meredith Mooney, Economic Development Planner, Town of Brookline Planning and Community Development Department.

We want to...

ENCOURAGE WINTER OUTDOOR DINING

Extending the outdoor dining season can provide significant support for restaurants, enabling them to operate throughout the year. While snow removal on public streets is often cited as the major barrier to winter outdoor dining, there are other considerations as well. Your community should consider the following when deciding how to support winter outdoor dining:

Snow removal

In the case of snow, street plowing and sidewalk clearance are the major concerns in allowing businesses to operate outdoor dining in on-street parking spaces in the winter months. Sidewalk clearance is generally the responsibility of the business. In the case of street plowing and winter weather precautions, there are a few possibilities that you should consider when crafting a policy about all-season dining:

- Allow winter outdoor dining only where there are continuous strips of dining or where there is sufficient gap between dining spaces to allow for plowing.
- Allow winter outdoor dining for all outdoor dining spots and create a system of requirements depending on storm severity:
 - Advisory: light snow (under 1" or 2"), ice, or sleet restaurants may continue operations but must clear sidewalks and hydrants of all snow and ice.
 - Alert: over 2" of snow outdoor dining suspended during storm event. Municipality may require removal of overhead elements including roofs, awnings, etc.

Snow removal need not block outdoor dining options. Some municipalities, including NYC, have smaller snow removal plows and blowers that are used in denser areas that can maneuver between spaces to clear parking and pathways. If you are considering permanent changes in your zoning bylaws to allow outdoor dining, you should consider year-round options and ways your DPW purchases and equipment can accommodate the new "normal." Additional research and insight into the value of protective barriers could also affect snow removal procedures and influence all-season outdoor dining rules; if fewer or no heavy barriers are used in the future, this would make it easier to disassemble outdoor dining materials in advance of heavy snow events.

Furniture and equipment storage

In inclement weather, some equipment and furniture may need to go into storage. For an operating restaurant, storage inside may be impractical. One consideration may be that municipalities provide common storage for restaurants (which may also be needed if no winter outdoor dining is allowed). Purchase and installation of pod-type storage containers for use by area businesses can help solve storage issues. These pods might be placed in public parking areas or other common areas with easy business access.

Heating and comfort

Clarity on heating equipment and where they may or may not be used is important.

Resources needed to "winterize" dining spaces

In addition to the costs for building outdoor dining spaces, businesses face additional expenses to winterize spaces for use all year. Those additional costs include:

- Heaters and fuel/electricity
- Storage for inclement weather

Municipalities might consider grants for businesses to help them winterize their outdoor dining spaces.



How others are doing it...

Boston, MA

The City of Boston created a **Reopen Boston Fund** in the Fall of 2020 to provide financial assistance to restaurants to provide winter outdoor dining. Grants of up to \$3,000 helped restaurants cover the costs of equipment needed for cold weather operations. Businesses were required to provide receipts for purchases of things such as heaters, fuel, and outdoor storage, as well as any additional purchases for winter seating and tables.

Brookline, MA Falmouth, MA

For winter 2020-2021, the Towns of **Brookline** and **Falmouth** launched temporary winter outdoor dining programs that can serve as references

We want to...

ENABLE OUTDOOR DINING IN PARKS

In addition to public sidewalks and streets, outdoor dining can be located in public parks. The process will likely be similar in many ways, although parks typically fall under the jurisdiction of a different department than roadways and require a different permitting process to reserve. If a municipality anticipates a number of requests to use park space for outdoor dining from individual businesses, they may want to coordinate with the parks department to build this option into the streamlined permitting application and review process. If requests to use park space will be minimal or will be restricted to larger efforts coordinated with multiple businesses, it may be simpler to treat these requests on a case-by-case basis. Either way, there are several things that should be considered when planning outdoor dining in public parks:

What are the other uses of the park? If the park is well-used by the community for other purposes, such as by families and children, exercise, or leisure, it is important to determine how much of the park space to preserve and if it is appropriate to use any of the space for outdoor dining.

Are there additional restrictions? A municipality may have stricter local regulations for parks than other public spaces, including alcohol service or live music, that require supplemental policies to allow desired uses.

How should the space be laid out? Dining on the sidewalk or in parking spaces is directly adjacent to transportation facilities, and so must have specific design guidelines to make sure accessibility is not impeded. Accessibility in parks is much less defined, other than not blocking formal pedestrian pathways. Therefore, it may be most useful to use the design guidelines for a full street closure provided in Part 2 when thinking about park spaces.

Is the outdoor dining space itself accessible? Outdoor dining areas in parks must still abide by the state's outdoor dining accessibility regulations, provided at the end of this Toolkit. This includes having an accessible route and a level, flat surface. Because parks are typically grass surfaces, temporary pathways and/or platforms may need to be used to meet accessibility requirements.

Is the park under municipal or state jurisdiction? If the park is under state jurisdiction, use for outdoor dining cannot be permitted through the local permitting system and would have to be done in coordination with the Massachusetts agency responsible for oversight.



How others are doing it...

Needham, MA

The Town of Needham, MA created several outdoor dining spaces on Town-owned property, including the Town Common, for restaurant-goers to enjoy takeout from local restaurants. Needham also adopted a temporary policy allowing to-go alcohol to be consumed in the designated public outdoor spaces.

We want suggestions for...

GAINING PUBLIC AND POLITICAL SUPPORT

Implementing outdoor dining and retail is not just about designing a robust and streamlined program; municipalities need the support of residents and local political leaders to turn proposals into actions, especially if the goal is to make these changes permanent once the State's temporary orders expire. While there will always be opponents, especially surrounding already controversial topics like the removal of parking, there a few positions advocates can focus on to help garner general support.

Outdoor dining has quickly revitalized restaurants and business districts. Outdoor dining was a major financial lifeline for restaurants during shutdowns and the peak of the COVID-19 Pandemic in Massachusetts. There is still much uncertainty surrounding the timeline of the Pandemic and emergence of variants, as well as cautioning from the scientific community about being indoors without face coverings, even for vaccinated individuals. Even when the Pandemic eventually subsides, there is uncertainty about the level of comfort much of the population will have about returning to indoor public settings. Outdoor dining and retail can continue to be a revenue boost for businesses, while removal of outdoor dining could be a large financial burden for those who are currently benefiting from it. Additionally, research has shown that investment in placemaking and public spaces, like outdoor dining or retail zones, indirectly benefits local businesses by increasing foot traffic to the surrounding area.

Outdoor dining has changed the way we think about public spaces. In addition to benefits for businesses, outdoor dining positively activated public spaces during a time when anti-urban and anti-density sentiments were spiking. Activated public spaces generate activity and opportunities for arts and culture that make commercial areas more vibrant, attractive, and economically healthy.

There are strategies for making up lost parking revenue. As discussed above, loss of metered parking revenue may be a concern for some municipalities, but there are strategies to replace much or all of the projected lost revenue. These include raising the price of other free or metered parking spaces, or charging a fee to business utilizing parking spaces, though this may be a less attractive option if the goal is to encourage outdoor dining. The Town of Brookline has also broached the idea of offsetting lost parking revenue with additional meals tax revenue.

Outdoor dining and retail is generally supported by the business community. Perhaps most importantly and influential, outdoor dining programs and process for making implementation easier have largely been supported by the business community. Local businesses play an important role in fostering the culture, activity, and sense of community in downtowns and neighborhoods, and can be influential advocates for outdoor dining and retail.



How others are doing it...

Outdoor dining and retail zones can enhance downtown spaces to attract new visitors and economic activity. Research by the **Brookings Institution** on downtown revitalization and recovery found that investment in public spaces and placemaking supported the development and success of local small businesses. This happens both directly by providing physical spaces for businesses to operate, and indirectly, by increasing foot traffic to the surrounding areas.

We want help...

IDENTIFYING FUNDING FOR IMPLEMENTING A BUSINESS TOOLKIT AND FOR HELPING **BUSINESSES IN OTHER WAYS**

In addition to the funding resources provided above for parklet construction, the Massachusetts Rapid Recovery Plan (RRP) Program has compiled a crowdsourced list of funding resources, many of which are applicable to the implementation of outdoor dining and retail. These include a mix of municipal, for-profit, and non-profit funding opportunities related to the **public** realm, private realm, revenue and sales, and arts and culture, as well as grants that support administrative capacity to help municipalities and non-profits fund the creation and roll-out of their own Toolkit.

Other non-grant strategies include pursuing sponsorship from local businesses and larger companies and collaborating with local non-profits and business associations to conduct community fundraising.



How others are doing it...

New York, NY

Assembly for Chinatown, launched by New York City non-profit Think!Chinatown and design studio A+A+A Studio, is an initiative to build outdoor dining spaces for Chinatown businesses at no cost. Buildouts are 100% funded by donations from individual contributors and organizations, and designs and materials are sourced from local vendors. Artists beautify the spaces with the help of volunteers. As of 2021, they've been able to create nine outdoor dining sites that serve 13 businesses.



Source: Assembly for Chinatown led by Think!Chinatown and A+A+A Studio. Design: A+A+A Studio, Contractor: Chaos Built, Art: Channel Miller, Photography: Trudy Giordano.

We want...

A TEMPLATE FOR OUR OWN COMPLETE **OUTDOOR DINING/RETAIL TOOLKIT**

In Part 2, we provide a suggested Table of Contents for your own community outdoor dining/retail Toolkit and also offer design guidelines to take the guesswork out of the design and construction of spaces and furniture quantities needed.





This Toolkit is primarily intended to be a resource for municipalities in their outdoor dining and retail decision-making and implementation. However, once your municipality designs your outdoor dining or retail program, you may want to assemble the regulations, resources, and instructions specific to your community in a guide for your businesses. This could take the form of a webpage or a community-specific business Toolkit in the form of a downloadable and paper-copy pdf. In this Part 2 of the Toolkit, we provide some resources to help structure such a resource guide for your businesses.

2.1 Suggested Outline for a Toolkit/Resource Guide for **Businesses**

Below is a suggested outline for your resource guide, along with some questions to help you think about how to build it out.

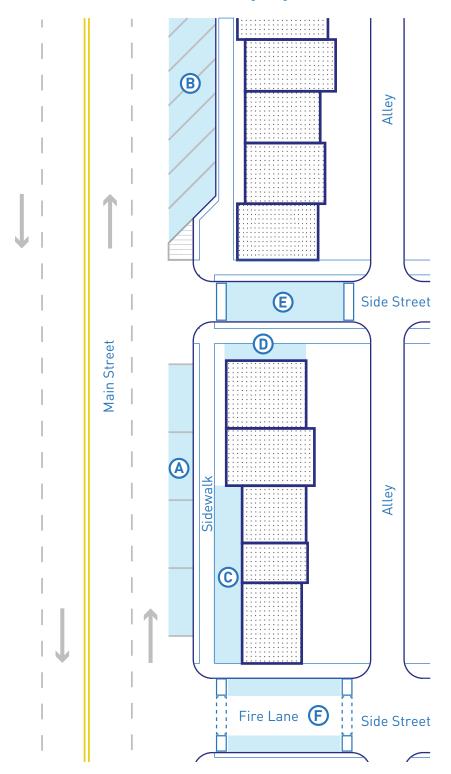
i. Introduction
a. What is the purpose of this resource guide?
b. How will the guide help businesses establish outdoor dining or retail?
ii. Eligibility
a. Who is eligible to apply? Restaurants? Retailers? Others?
iii. Types of outdoor dining or retail permitted
a. Private space?
b. Public space?
c. Curbside uses not allowed?
iv. How to apply
a. Where/how are applications submitted?
b. What steps need to be taken to complete an application?
c. What documents are necessary?
v. Key dates/timeline
a. When does the application open and close? Any intermediary deadlines?
b. When does outdoor dining/retail season begin and end? Or is it year-round?
c. Estimated time for application review and approval?
b. Public space? c. Curbside uses not allowed? iv. How to apply a. Where/how are applications submitted? b. What steps need to be taken to complete an application? c. What documents are necessary? v. Key dates/timeline a. When does the application open and close? Any intermediary deadlines? b. When does outdoor dining/retail season begin and end? Or is it year-round?

	vi. List of additional permits needed
	a. Separate permit needed for tents? Heaters? Entertainment? Others?
	vii. Materials guidance
	a. What will the municipality provide?
	b. What is the business responsible for?
	c. Are there any resources for acquiring materials including municipal bulk purchase programs?
	viii. Accessibility requirements
+	a. What are the minimum state requirements?
	b. Are there any additional accessibility requirements specific to your municipality?
	ix. Site plan/design guidelines for different types of dining/retail spaces
	a. What are sample layouts for the types of outdoor dining or retail permitted in your municipality?
	x. Alcohol guidelines
	a. What are the ABCC requirements?
	b. What does a business need to do to get an extension of premises from your Local Licensing Authority?
	xi. Contact/support available
	a. Who should a business reach out to if they have
	questions or are having difficulty with the application process?
	b. What types of issues can you help a business work through?

2.2 Sample Design Guidelines

The types of outdoor dining and retail offered will vary from community to community, depending on street layouts, space availability and requirements, other individual regulations. Below are a number of potential design scenarios; municipalities may take relevant scenarios to include in their resources to the businesses in their community.

Site Selection and Set up Options



TRAFFIC SPEED NOTICE

It is advised that outdoor dining in parking spaces and roadways be implemented only on streets with speeds under 25-30mph.

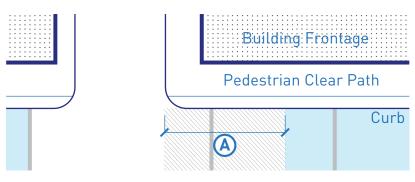
PATIO EXTENT

Proposed patio spaces should not extend beyond the host frontage / lateral property line without written permission from neighboring business except for multi-business shared parklets and street plazas.

CONVERTIBLE SPACES:

- (A) Parallel Parklet
- **Angled Parklet**
- C Large Sidewalk Patio
- Small Sidewalk Patio
- **(E)** Full Closure Street Plaza
- **Street Plaza with Fire Lane**

Site Selection and Set up Options



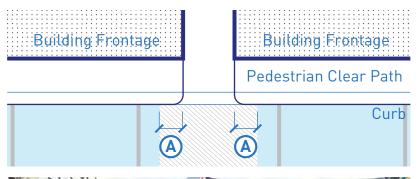


Brookline, MA

CORNER

(A) Corner setback:

On-street dining areas should be setback from intersection corners and stop signs by 20ft or one parking spot.





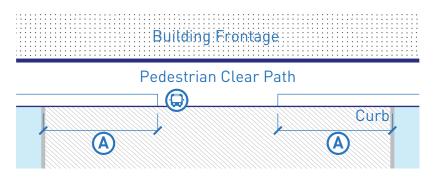
Cambridge, MA

ACTIVE DRIVEWAY AND CURB CUT

A Driveway setback:

On-street dining areas should be setback from active driveways and curb cuts by 2ft.

Safety and Access Setbacks





Brookline, MA

Building Frontage Pedestrian Clear Path Curb



Brookline, MA

BUS STOP

(A) Bus Stop setback:

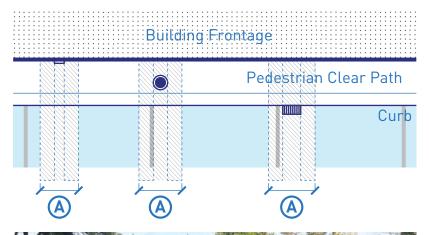
On-street dining areas should be setback from active bus stops and other similar public transportation access points by 15ft on both sides.

FIRE HYDRANT

(A) Fire Hydrant setback:

On-street dining areas should be setback from fire hydrants by 5ft to 15ft depending on local fire code.

Safety and Access Setbacks



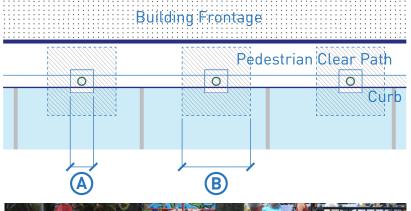


Brookline, MA

UTILITIES ACCESS POINTS

(A) Utilities setback:

All outdoor dining areas should be setback from utility access points and connections by 2ft on both sides to allow unobstructed access from the street.





Cambridge, MA

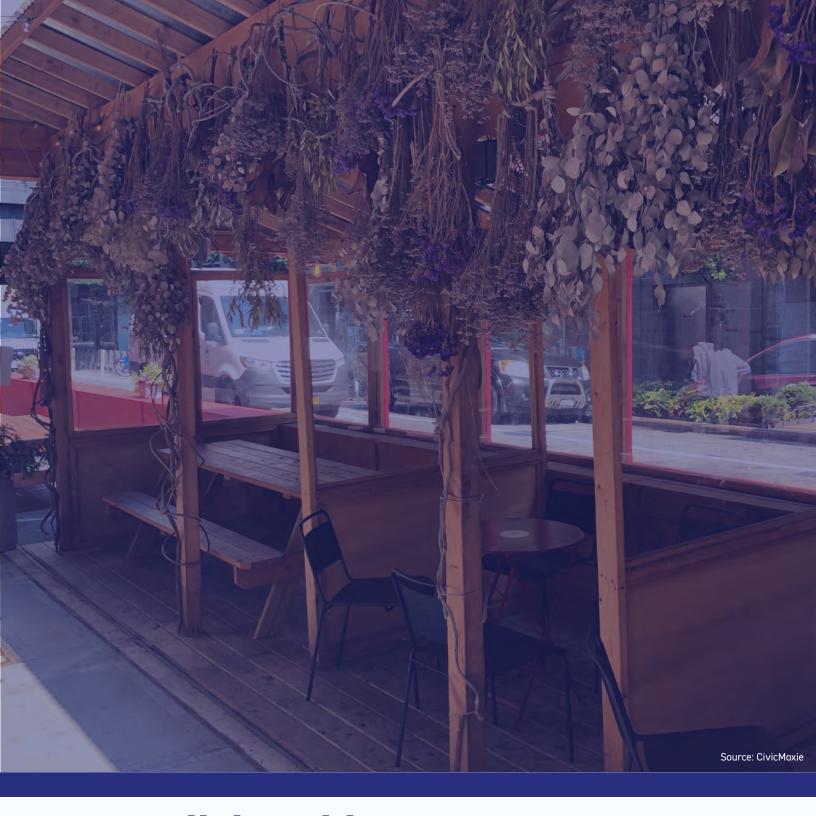
TREES AND STREET LIGHTING

A Tree and Street Lighting setback:

All outdoor dining and retail areas should be setback from trees and street lighting by 1ft-2ft on all sides.

(B) Tree buffer for heating elements:

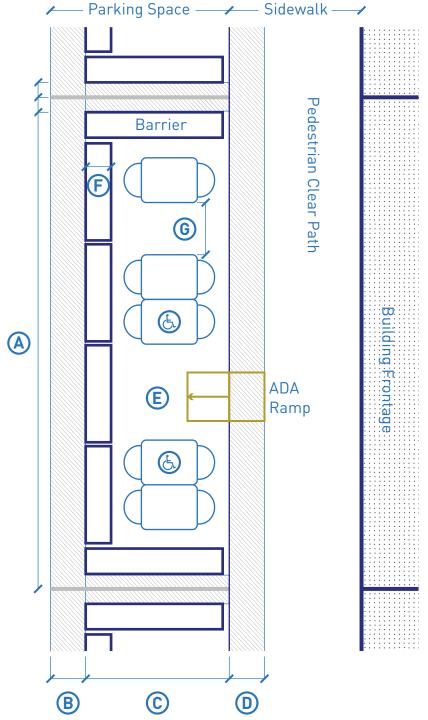
A separate 5ft buffer applies to outdoor heating elements such as heaters and open flames (such as candles), if such elements are approved.



A. Parallel Parklet

Typical Parallel Parklet Layout (Dining)

Parklets can occupy one or more parking spots. Parklet width on the sidewalk edge should not exceed the lateral property line of the host business without permission.



A Typical Parklet Size

A typical parallel parklet size is about 8ft x 22ft.

(B) Roadside Buffer

Buffer (Oft - 2ft) between outdoor dining areas and adjacent roadways and/or bicycle lanes for safety.

Parklet Width

Parklet width is typically 6ft - 8 ft. The parklet should not exceed the width of the parking space.

Pedestrian Path Buffer

Buffer (0.5ft - 4ft) between Parklet and Pedestrian Clear Path

(E) ADA Access

Where the parklet is not level with the sidewalk, an ADA Ramp (width 3ft - 5ft and maximum slope of 1:12) is required.

(F) Separation Barrier

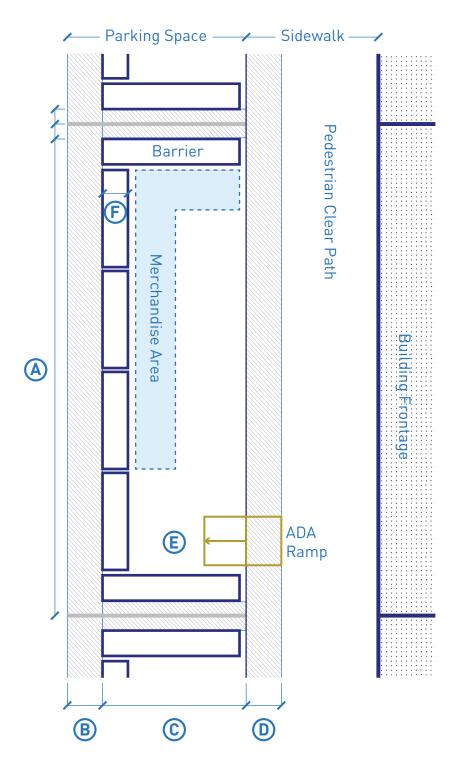
Non-protective separation barriers 12in - 18in wide.

(G) Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft - 3ft of separation or follow local guidelines.

Typical Parallel Parklet Layout (Retail)

Parklets can occupy one or more parking spots. Parklet width on the sidewalk edge should not to exceed the lateral property line of the host business without permission.



(A) Typical Parklet Size

A typical parallel parklet size is about 8ft x 22ft.

B Roadside Buffer

Buffer (Oft - 2ft) between outdoor dining areas and adjacent roadways and/or bicycle lanes for safety.

(c) Parklet Width

Parklet width is typically 6ft - 8 ft. The parklet should not exceed the width of the parking space.

Pedestrian Path Buffer

Buffer (0.5ft - 4ft) between Parklet and Pedestrian Clear Path.

(E) ADA Access

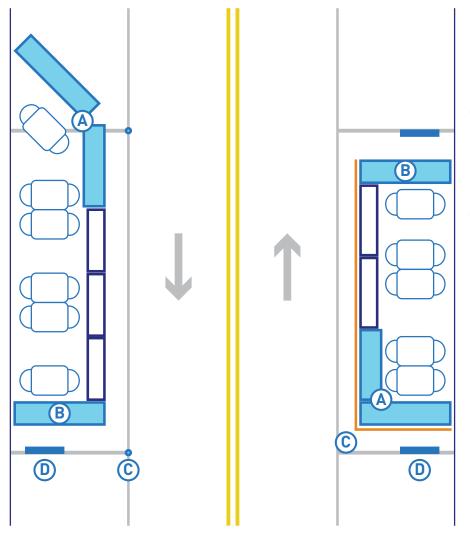
Where the parklet is not level with the sidewalk, an ADA Ramp (width 3ft - 5ft and a maximum) slope of 1:12) is required.

(F) Separation Barrier

Non-protective separation barriers 12in - 18in wide.

Protective Barriers and Equipment

Below are examples of different protective barriers equipment that can be used for parklets. Requirements for protective barriers will vary by municipality.



(A) Front Protective Barriers

A protective barrier at the traffic facing corner if adjacent to an active parking spot.

B Back Protective Barriers

A protective barrier at the end of the parklet if adjacent to an active parking spot.

C Reflective Surface

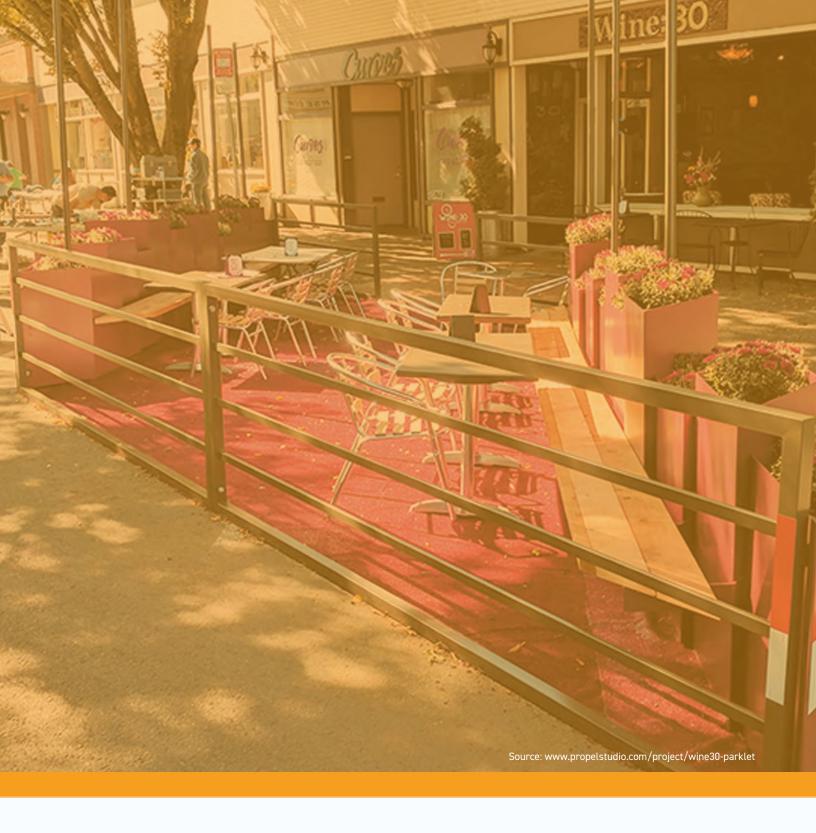
A safe-hit post at the corner or reflective tape on the barrier on traffic facing edge.

Wheel Stop

Wheel stops if adjacent to an active parking spot.



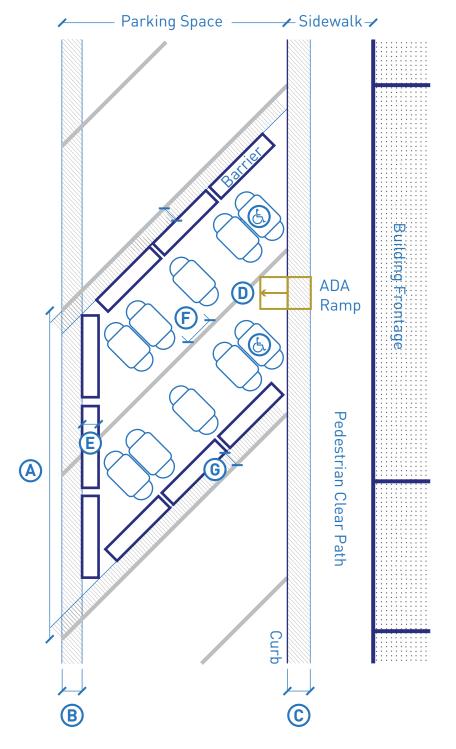
Brookline, MA



B. Angled Parklet

Typical Angled Parklet Layout (Dining)

Angled parklets typically occupy two or more parking spots. Parklet width on the sidewalk edge should not exceed the lateral property line of the host business without permission.



(A) Typical Angled Parklet Size

A typical angled parklet size varies depending on angle and depth. However, using two or more spots is recommended for material efficiency.

(B) Roadside Buffer

Buffer (Oft - 2ft) between outdoor dining areas and adjacent roadways and/or bicycle lanes for safety.

(C) Pedestrian Path Buffer

Buffer (0.5ft - 4ft) between Parklet and Pedestrian Clear Path.

(D) ADA Access

Where the parklet is not level with the sidewalk, an ADA Ramp (width 3ft - 5ft and maximum slope of 1:12) is required.

(E) Separation Barrier

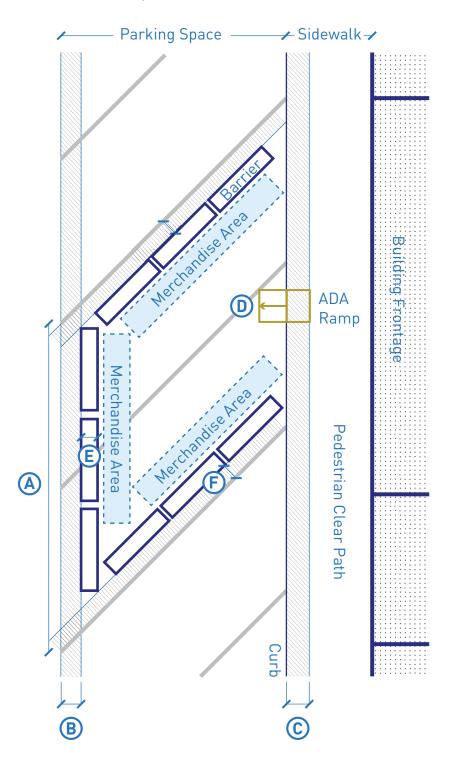
Non-protective separation barriers 12in - 18in wide.

(F) Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft -3ft of separation or follow local guidelines.

Typical Angled Parklet Layout (Retail)

Parklets can occupy two or more parking spots. Parklet width on the sidewalk edge should not exceed the lateral property line of the host business without permission.



Typical Angled Parklet Size

A typical angled parklet size varies depending on angle and depth. However, using two or more spots is recommended for material efficiency.

B Roadside Buffer

Buffer (Oft - 2ft) between outdoor dining areas and adjacent roadways and/or bicycle lanes for safety.

© Pedestrian Path Buffer

Buffer (0.5ft - 4ft) between Parklet and Pedestrian Clear Path.

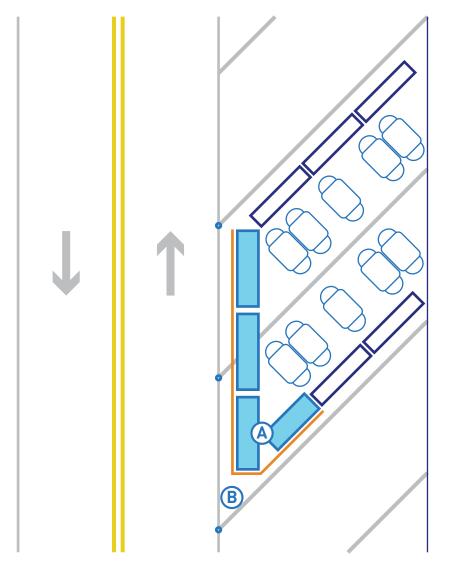
(D) ADA Access

Where the parklet is not level with the sidewalk, an ADA Ramp (width 3ft - 5ft and maximum slope of 1:12) is required.

(E) Separation Barrier

Non-protective separation barriers 12in - 18in wide.

Typical Angled Parklet Barrier and Safety.



(A) Front Protective Barriers

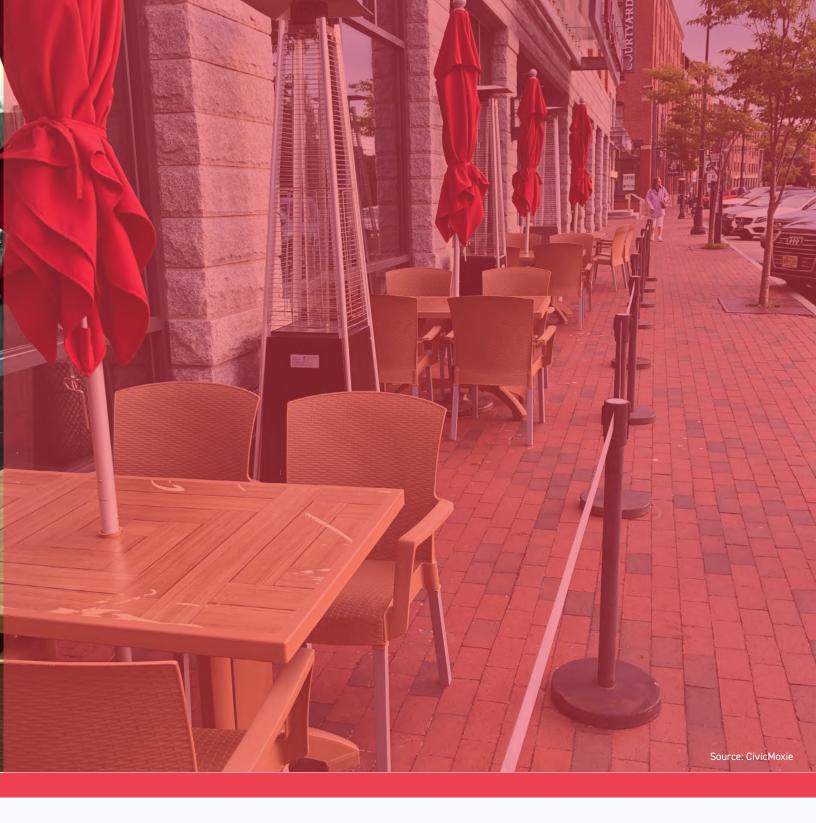
A protective barrier at the traffic facing corner if adjacent to an active parking spot.

B Reflective Surface

A safe-hit post at the corner or reflective tape on the barrier on traffic facing edge.



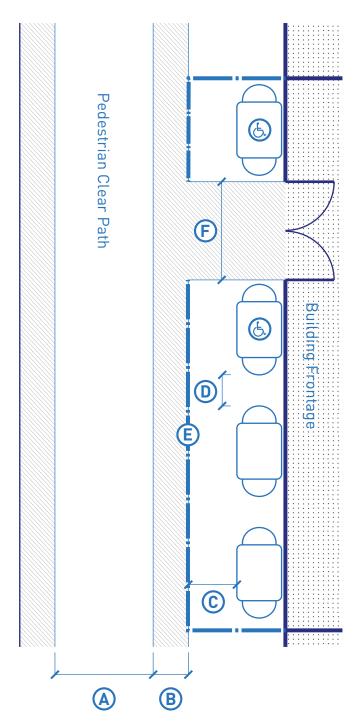
Walla Walla, WA



C. Large Sidewalk Patio

Typical Large Sidewalk Patio Layout (Contiguous)

Large sidewalk patio width should not exceed the lateral property line of the host business without permission.



(A) Pedestrian Clear Path

Sidewalk patio feasibility is contingent on the preservation of a Pedestrian Clear Path of 5ft - 10ft depending on districts and visitor volume.

(B) Pedestrian Path Buffer

Buffer (2ft) between Patio and Pedestrian Clear Path.

C Service and Access

Provide a clear path 2ft - 3ft depending on accessibility requirements for service and access. If sufficient dedicated accessible tables are available near entrance. path need not be accessible.

(D) Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft - 3ft of separation or follow local guidelines.

(E) Verticle Separation and Boundary

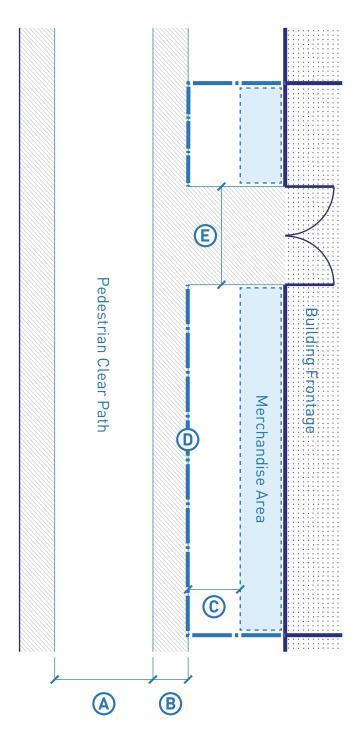
A clearly indicated enclosure in the form of a fence, or cordoned area allows for the service of alcohol.

(F) Entrance Clear Path

Entrance to the premises must not be obstructed by enclosures, tables, seating, or patrons.

Typical Large Sidewalk Patio Layout (Retail)

Large sidewalk patio width should not to exceed the lateral property line of the host business without permission.



Pedestrian Clear Path

Sidewalk patio feasibility is contingent on the preservation of a Pedestrian Clear Path of 5ft - 10ft depending on districts and visitor volume.

(B) Pedestrian Path Buffer

Buffer (2ft) between Patio and Pedestrian Clear Path.

Service and Access

Provide a clear path 2ft - 3ft © depending on accessibility requirements for service and access.

Verticle Separation and Boundary

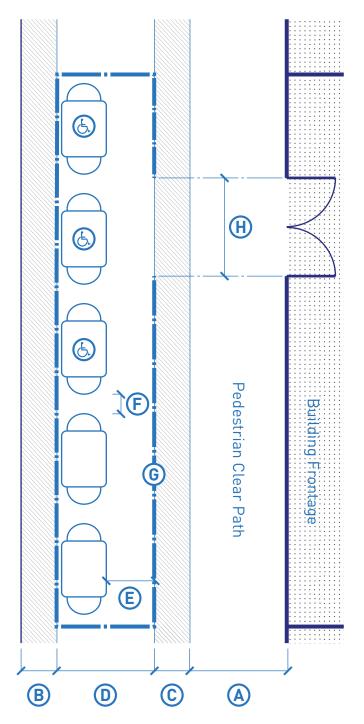
A clearly indicated enclosure in the form of a fence, or cordoned area.

Entrance Clear Path

Entrance to the premises must **(E)** not be obstructed by enclosures, merchandise, or patrons.

Typical Large Sidewalk Patio Layout (Non-Contiguous)

Large sidewalk patio width should not exceed the lateral property line of the host business without permission.



A Pedestrian Clear Path

Sidewalk patio feasibility is contingent on the preservation of a Pedestrian Clear Path of 5ft - 10ft depending on districts and visitor volume.

(B) Roadside Buffer

Provide an 18in buffer between curb and sidewalk dining area.

Pedestrian Path Buffer

Buffer (2ft) between Patio and Pedestrian Clear Path

Width

D Non-contiguous large sidewalk patio width contingent on providing a service and access path per E. Service and Access.

Service and Access

E Provide a clear path 2ft - 3ft depending on accessibility requirements for service and access. If sufficient dedicated accessible tables are available near entrance, path need not be accessible.

Table Separation

(F) Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide1.5ft - 3ft of separation or follow local guidelines.

Verticle Separation and Boundary

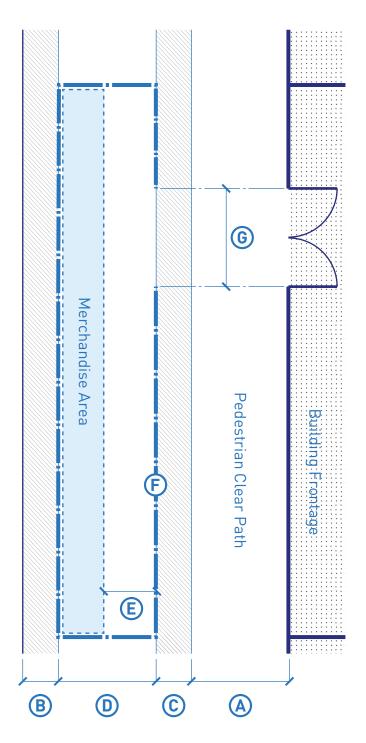
A clearly indicated enclosure in the form of a fence, or cordoned area, allows for the service of alcohol.

Entrance Clear Path

Entrance to the premises must not be obstructed by enclosures, tables, seating, or patrons.

Typical Large Sidewalk Patio Layout (Retail)

Large sidewalk patio width should not exceed the lateral property line of the host business without permission.



(A) Pedestrian Clear Path

Sidewalk patio feasibility is contingent on the preservation of a Pedestrian Clear Path of 5ft - 10ft depending on districts and visitor volume.

(B) Roadside Buffer

Provide an 18in buffer between curb and sidewalk dining area.

© Pedestrian Path Buffer

Buffer (2ft) between Patio and Pedestrian Clear Path.

Width

Non-contiguous large sidewalk patio width contingent on providing a service and access path per E. Service and Access.

Service and Access

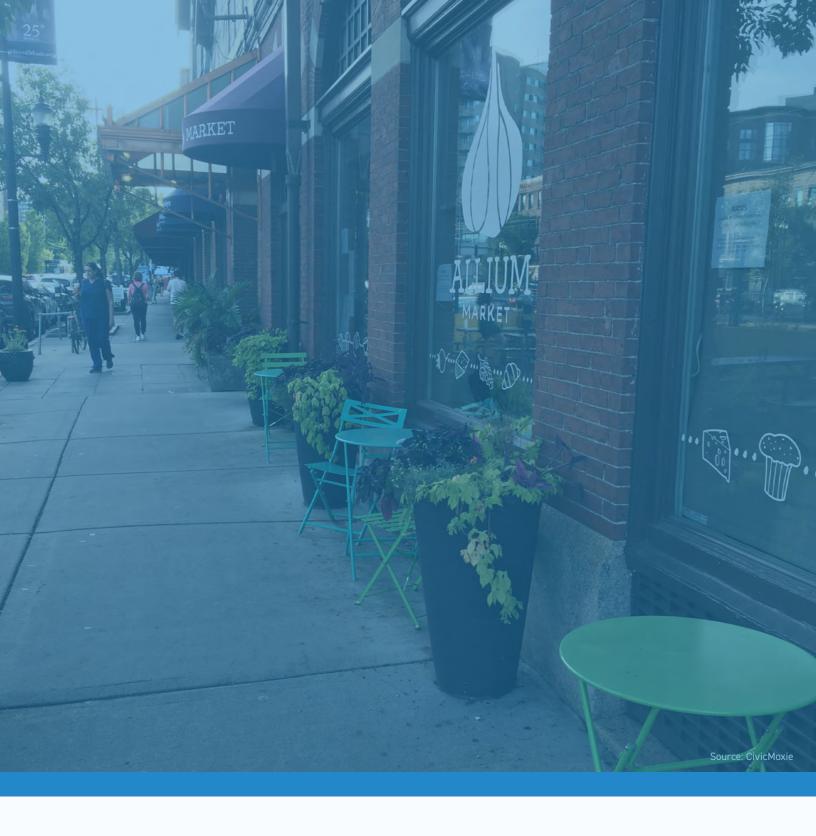
Provide a clear path 2ft - 3ft (E) depending on accessibility requirements for service and access.

Verticle Separation and Boundary

A clearly indicated enclosure in the form of a fence, or cordoned area.

Entrance Clear Path

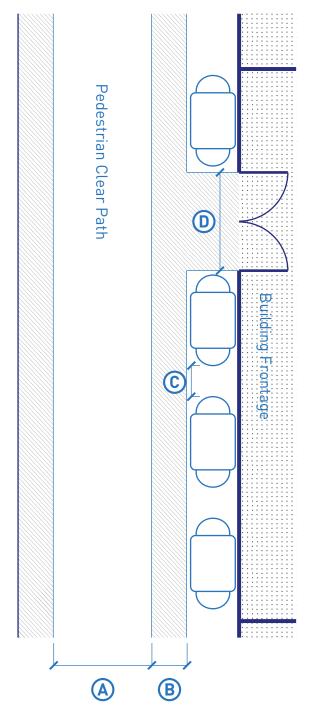
Entrance to the premises must not be obstructed by enclosures, tables, seating, or patrons.



D. Small Sidewalk Patio

Typical Small Sidewalk Patio Layout

Small sidewalk patio width should not exceed the lateral property line of the host business without permission.



(A) Pedestrian Clear Path

Sidewalk patio feasibility is contingent on the preservation of a Pedestrian Clear Path of 5ft - 10ft depending on districts and visitor volume.

(B) Pedestrian Path Buffer

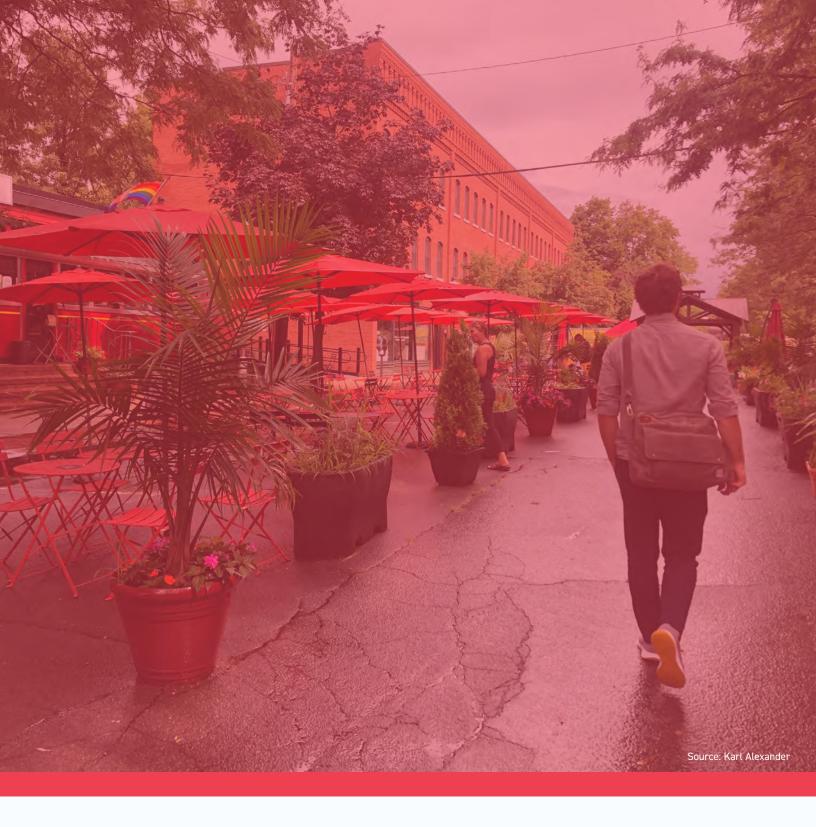
Buffer (2ft) between Patio and Pedestrian Clear Path to accommodate moving patrons, chairs, and services.

(C) Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft -3ft of separation or follow local quidelines.

Entrance Clear Path

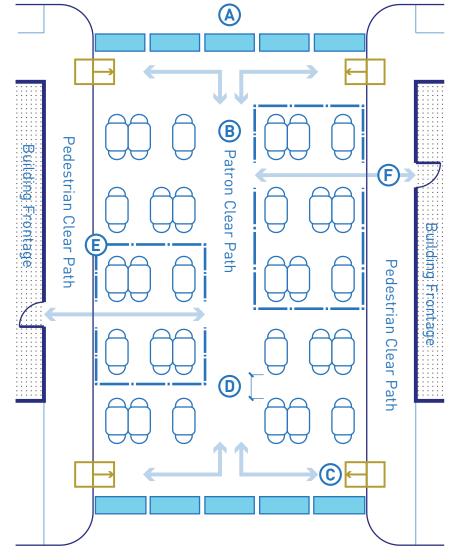
D Entrance to the premises must not be obstructed by enclosures, tables, seating, or patrons.



E. Full Closure Street Plaza

Typical Full Closure Street Plaza

Street Plaza outdoor seating may be hosted by individual businesses or shared amongst multiple participating businesses.



A Barriers

Protective barriers (filled with sand or water, or as directed by local quidelines) should be placed in front of the outdoor dining plaza on both ends. Suggested barrier width: 12in - 18in

(B) **Pedestrian Clear Path**

Provide a Pedestrian Clear Path of 5ft - 10ft depending on visitor volume.

(C)**ADA Access**

Provide an ADA Ramp (width 3ft - 5ft) on both sides of the plaza unless existing curb cuts into designated dining area are available.

Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft -3ft of separation or follow local guidelines.

(E) Hosted Outdoor Dining Area

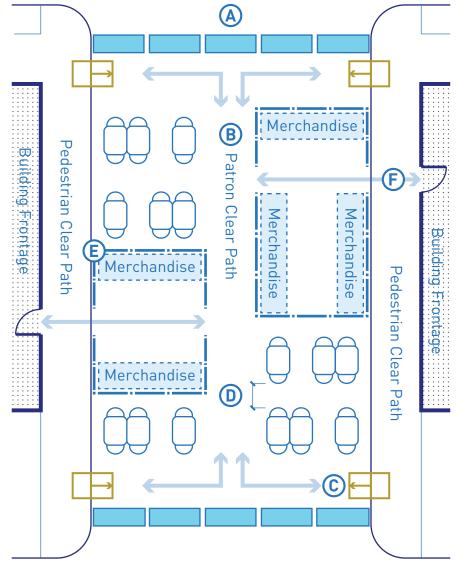
Certain areas may be privately hosted by adjacent businesses and reserved for their patrons. These areas must be clearly indicated and separated with verticle separators such as fences and cordons.

(F)**Service and Access**

A direct, straight service path should be provided between the host business and outdoor dining area. An additional access should be provided at road level for patrons requiring wheel chair access.

Typical Full Closure Street Plaza

Street Plaza outdoor seating may be hosted by individual businesses or shared amongst multiple participating businesses.



(A) Barriers

Protective barriers (filled with sand or water, or as directed by local guidelines) should be placed in front of outdoor retail plaza on both ends.

Suggested barrier width: 12in -18in

(B) Pedestrian Clear Path

Provide a Pedestrian Clear Path of 5ft - 10ft depending on visitor volume.

(C) ADA Access

Provide an ADA Ramp (width 3ft - 5ft) on both sides of the plaza unless existing curb cuts into designated retail area are available.

Table Separation

Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft -3ft of separation or follow local guidelines.

(E) Hosted Outdoor Retail Area

Certain areas may be privately hosted by adjacent businesses and reserved for their patrons. These areas must be clearly indicated and separated with verticle separators such as fences and cordons.

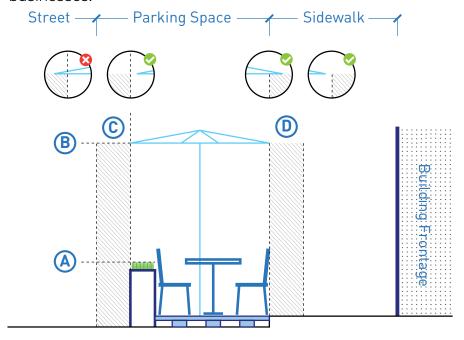
(F) Service and Access

A direct, straight service path be provided between the host business and outdoor retail area.

An additional access should be provided at road level for patrons requiring wheel chair access.

Typical Full Closure Street Plaza

Street Plaza outdoor seating may be hosted by individual businesses or shared amongst multiple participating businesses.



(A) Barriers

Barriers and vegetation should be limited to a total height of 36".

B Overhead Clearance

Provide a min. 7ft - 8ft clearance of overhead coverings, including umbrellas, trellises etc.

© Roadside Clearance

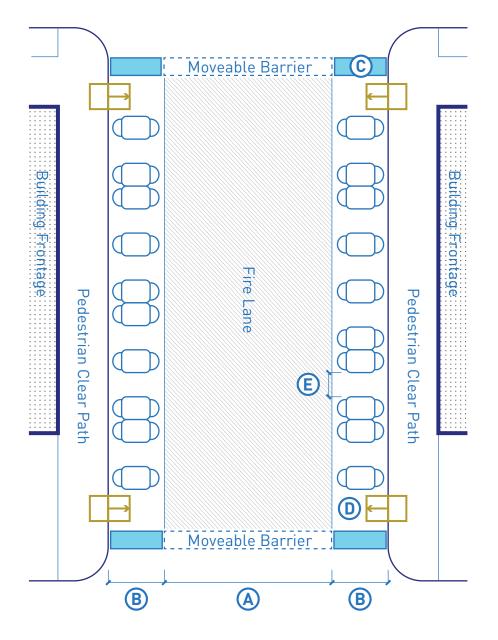
Overhead coverings may not extend beyond the barriers into the road.

Sidewalk Clearance

Overhead coverings may extend beyond the barriers into the sidewalk, providing the overhead clearance of 7ft - 8ft is maintained.

Typical Partial Closure Street Plaza with Fire Lane

Street Plaza outdoor seating may be hosted by individual businesses or shared amongst multiple participating businesses.



(A) Fire Lane

Partial closure plazas must maintain a 20ft clear emergency fire lane.

(B) Outdoor Dining Area Width

Remaining area (approx. 3ft - 5ft on both sides on a twolane road) may host outdoor dining set ups that may not enter into the fire lane. Set up may spill over onto sidewalk given that a Pedestrian Clear Path of 5ft - 10ft be maintained.

(C) Barriers

Protective barriers (filled with sand or water, or as directed by local guidelines) should be placed in front of the outdoor dining strip on both ends.

Moveable barriers to block off Fire Lane, to be removed as necessary.

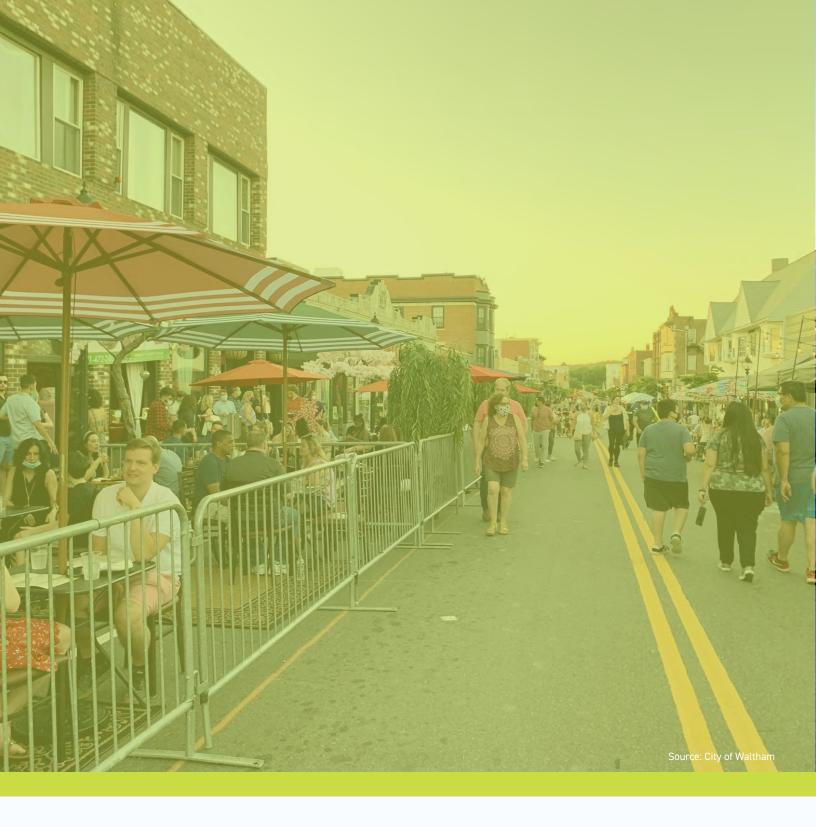
Suggested barrier width: 12in - 18in

(D) ADA Access

Provide an ADA Ramp (width 3ft - 5ft) on both sides of the plaza unless existing curb cuts into designated dining area are available.

(E) Table Separation

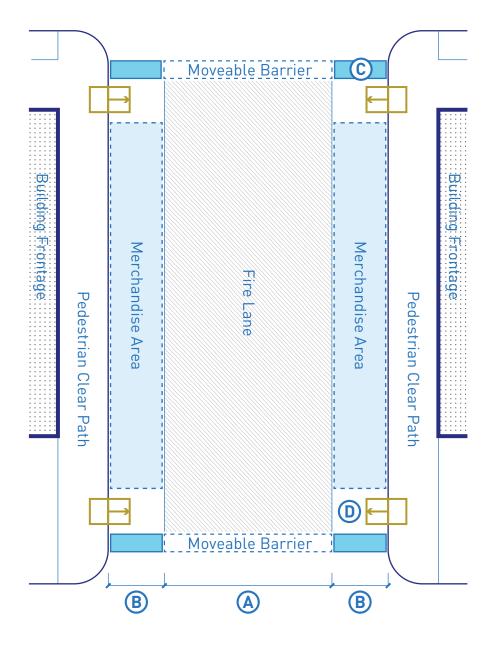
Under COVID-19 guidelines, diners at different tables should be spaced at least 6ft apart. Under normal operation, provide 1.5ft - 3ft of separation or follow local quidelines.



F. Street Plaza with a Fire Lane

Typical Partial Closure Street Plaza with Fire Lane

Street Plaza outdoor seating may be hosted by individual businesses or shared amongst multiple participating businesses.



(A) Fire Lane

Partial closure plazas must maintain a 20ft clear emergency fire lane.

Outdoor Merchandise Area Width

Remaining area (approx. 3ft - 5ft on both sides on a two-lane road) may host outdoor retail set ups that may not enter into the fire lane. Set up may spill over onto sidewalk given that a Pedestrian Clear Path of 5ft - 10ft be maintained.

(C) Barriers

Protective barriers (filled with sand or water, or as directed by local quidelines) should be placed in front of outdoor retail strip on both ends.

Moveable barriers to block off Fire Lane, to be removed as necessary.

Suggested barrier width: 12in - 18in

(D) ADA Access

Provide an ADA Ramp (width 3ft - 5ft) on both sides of the plaza unless existing curb cuts into designated retail area are available.

2.3 State Outdoor Dining/Seating Fact Sheet for **Accessibility Requirements**

On the following pages are the minimum accessibility requirements for outdoor dining as designated by the Commonwealth of Massachusetts. They can also serve as guidance for minimum space requirements for outdoor retail. This document can be shared with businesses or used as a resource for designing accessibility documentation for your municipality. While these are the minimum requirements, some municipalities may have additional local accessibility requirements, which should also be made explicit in your materials to businesses.



OUTDOOR DINING/SEATING

FACT SHEET FOR ACCESSIBILITY CONSIDERATIONS (COVID-19 EDITION)

The primary focus of this guidance is to provide eating establishments with an understanding of the requirements of the rules and regulations of the Massachusetts Architectural Access Board (MAAB), Massachusetts' state building code 521 CMR, that addresses architectural accessibility in the built environment. It will also reference anti-discrimination obligations under the Americans with Disabilities Act (ADA) and its associated Architectural Design Standards (ADADS).

As Massachusetts begins to re-open and restaurants and cafes are establishing outdoor seating areas for customers, entities must consider accessibility obligations that ensure a safe, equitable, and accessible experience for all visitors.

Accessible Route

An accessible route must be provided on site that coincides with the route the general public uses from arrival destination points to the receiving area such as the host station. An accessible route must also connect to accessible seating, restrooms/portable toilets, and to other unique amenities such as a bar, firepit, fans, or heat lamps. The additional listed amenities may also have their own obligations.

Components of an Accessible Route

Width of the Accessible Route:

The minimum width of an accessible route is 36 inches (MAAB 20.4). The use of separation devices such as, bollards, cones, planters, chairs, or chains attached to stands intended to delineate the dining area must not be placed in a way that reduces the width of the accessible route.

Surface:

The surface of the accessible route must provide a running slope measuring between 0%-5% to remain a walkway. If the slope reaches 5.1% the route will be classified as a ramp and be required to stay under 8.33% (MAAB 20.9). The surface must also be stable, firm, slip resistant (MAAB 20.9), free from changes in level exceeding ½ inch and unbeveled (MAAB 29.2), and free from protruding objects that extend into the accessible route (MAAB 20.6).

Please Note

If you would like to increase the level of accessibility being provided along an accessible route, we suggest increasing the width to 48 inches, allowing for additional maneuvering space.

Additionally, although landscaping is commonly used to be aesthetically pleasing, grass is not considered an accessible route under the regulations. Surfaces such as rocks, sand, and loose gravel are similarly not considered accessible. Businesses are welcome to include these surfaces on their property; however, these must not be used on the accessible route.



Accessible Tables and Seating

As restaurant seating is added or created compliance with MAAB Section 17.0 is required. Routes to all dining areas must be accessible, including outdoor seating areas (MAAB 17.5). A specific number of accessible seating must be provided on an accessible route, must be distributed based on size and location, and must follow detailed dimensions regarding clear floor space and table and counter heights.

Components of Accessible Tables and Seating

Seating:

At least 5%, but not less than one of the tables provided shall be accessible and be on an accessible route (MAAB Section 17.2). Seating at the accessible tables must be movable and not be fixed to the table like a picnic bench or school cafeteria table (MAAB Section 35.1).

Example:

A restaurant provides 45 tables outside in a park and are all similar in their location and seating capacity. Two tables, out of the 45 would need to be accessible and located along an accessible route.

Distribution:

Accessible tables must be distributed by the size and locations of the space being offered. Tables that are provided for large or small groups, in different locations, or for different services would all be required to meet the 5% obligation (MAAB Section 17.2).

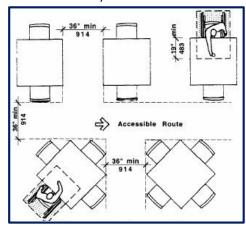
Example:

A restaurant has 62 tables. 10 of the tables offer light dining on the sidewalk while the remaining 52 tables are reserved for fine dining and are located on a closed street. In this scenario, 3 accessible tables would need to be provided. One accessible table would be in the light dining area and one accessible table would need to be provided in the fine dining area. The third accessible table could be provided in either area.

Remember, in this scenario someone may need to transition from the sidewalk to the street, so ensuring the accessible route is critical.

Accessible Aisle Between Accessible Tables:

A 36-inch clearance (access aisle) is required between accessible tables. No seating or any other obstruction shall overlap the access aisle. (MAAB Section 17.2.2).



Clear Floor Space at Accessible Tables:

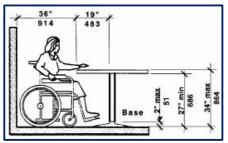
At each accessible table, a clear floor space measuring 36-inches by 48-inches should be provided to allow for an individual to easily set themselves at the table. This space should not overlap with the knee space depth under the table by more than 19-inches (MAAB Section 17.2.3). See graphic below.

Knee Clearances at Accessible Tables:

Knee space of at least 27-inches high, 30-inches wide, and 19-inches deep must be provided to allow for an individual using a mobility device to maneuver and use the table (MAAB Section 17.2.4).

Height of Tables and Counters:

The tops of the accessible tables shall be from 28-inches to 34-inches above the floor or ground (MAAB Section 17.2.5).



Note on Accessible Routes and Utilizing Parklets or On-Street Parking for Dining:

If a restaurant decides to offer outdoor dining using a parklet or on-street parking space, it is important to note that all of the aforementioned laws and regulations continue to apply even though technically the parklet may be in the vehicular lane. Parklets tend to be the size of an on-street parking space and often do not provide sufficient clear width between seating areas and the barrier that protects customers from vehicles. Since these types of areas are typically located on the street, consider how a customer with a disability can access the street from the curb. If no curb cut is provided, it could be extremely difficult for one to get to that location without a mechanism to either reduce or eliminate the change in level. Often businesses will use a temporary or portable ramp; however, in order to use such device, the building owner must apply for and be granted a variance from the MAAB. One cannot install a portable and/or temporary ramp without seeking permission from the MAAB. Since these types of spaces can quickly become a complicated subject, we strongly suggest reaching out to our office directly if you have additional questions or concerns regarding the use of parklets or on-street parking spaces.

Other Access Considerations

There are additional "dining" requirements under the MAAB that involve dining counters without service, counters and bars with service, and food service lines. These additional requirements can be found under MAAB Section 17 -Restaurants.

- If outdoor dining is occurring on a sidewalk, a 36-inch path of travel is required to allow for pedestrians to pass by or access an entrance.
- If portable toilets are provided in multiple locations on the same site, an accessible portable toilet (5%, but not less than 1) should be provided in each location. If portable toilets are all provided in one single location, the 5%, but not less than 1 must be provided (MAAB 30.1.2).
- If parking is affected by the provision of outdoor dining, it is important to remember that accessible parking is based on the number of parking spaces within a particular parking lot. If all parking is removed entirely then there would be no requirement to provide accessible parking. If parking is reduced, modified, or re-located there would be an obligation to provide the appropriate number of accessible parking spaces as required (ADADS 208.2 and/or MAAB 23.2.1).
- Ensure the accessible route is free from Protruding Objects, such as lights, umbrellas, signs, or other fixtures provided (MAAB 20.6)

If any of the above requirements cannot be met as prescribed by the MAAB rules and regulations, a variance would be required from the MAAB. Further information related to that process can be found on the Massachusetts Architectural Access Board's website¹.

¹ https://www.mass.gov/orgs/architectural-access-board

Effective Communication

The Americans with Disabilities Act requires businesses that are open to the public, such as eating establishments, to communicate effectively with people who have vision, hearing, or speech disabilities to ensure that they can communicate with, receive information from, and convey information to the business.

A business is obligated to provide auxiliary aids and services when necessary to communicate with a person with a disability unless doing so would create an undue burden, which is defined as significant difficulty or expense.

Examples of Auxiliary Aids and Services at a Restaurant:

- Providing a menu in Braille or large print
- Reading menu items to a customer
- Communicating with pen and paper
 - Speaking slowly and clearly

We hope you find this fact sheet a useful tool as dining re-opens in Massachusetts. If there are any questions related to this fact sheet, please contact MOD by reaching out to MOD's Community Services Unit by email at either Jeff.Dougan@mass.gov or Jakira.Rogers@mass.gov, or by phone at 617-979-7316.



Massachusetts Office on Disability One Ashburton Place, Room 1305 **Boston, MA 02108**

Contact MOD

Phone: 617-727-7440

Toll Free: 800-322-2020

Fax: 617-727-0965

Send MOD a Question Online²

Visit MOD on the Web3

Twitter: @MassDisability4

Blog: blog.mass.gov/mod⁵

YouTube⁶

² https://www.mass.gov/forms/contact-the-massachusetts-office-on-disability

³ http://www.mass.gov/mod

⁴ https://twitter.com/massdisability

⁵ https://blog.mass.gov/mod

⁶ https://www.youtube.com/channel/UCoS5kUnBGto7NW-pK24MrDg/



































IRL Developers' Tour

A half day event to expedite the redevelopment process. Helps potential developers efficiently evaluate if the community and the building are a match for their interests. Key goals:

- I. EXPERIENCE THE COMMUNITY / SEE MARKET POTENTIAL: Provides the why community vision and excite them about possibilities. Tour with key knowledge holders + summary information. Meet forward-thinkers in the community + potential team members (entrepreurers, lenders, etc.)
- II. INTRODUCE THE OPPORTUNITIES / EXPECTATIONS: Clarify the what / where: present pertinent information on a potential property, such as:
- > District / building history and relevant past reports or proposals
- > Building documentation (floor plans and elevations to scale > to 3-d scan of building)
- > Condition assessment report (appraisal > historic structures report, structural analysis, etc)
- > Site conditions and zoning, any known restrictions, covenants, limitations, etc.
- > Market research report for site, district or even region and context information
- > Preliminary cost estimate / assumption based feasibility analysis could include preliminary tax credit assessment and education session

Sets expectations on the how, the when, and the who:

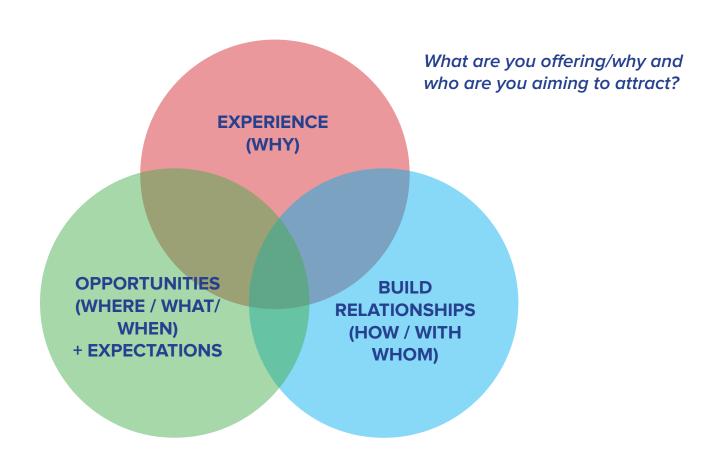
- > Determine how specific you want to be on future building uses and design guidelines
- > Proposal review process: efficient, equitable ... participatory (?)
- III. BUILD RELATIONSHIPS: With Town Staff, Potential Project Partners, Local Lenders, Key Consultants, etc. Invite key consultants (tax credit specialist etc.) and/or developers to present!

Organizing: Town Staff + planning consultant support, if need be.

Funding: Ask local banks and/or MassDevelopment to sponsor. Rely on in-kind time of many.

Developers' Tour / Interactive Program:

- Experience Northampton / Educate about Northampton's Long-Term Vision
- Introduce Development Opportunities & Expectations / Aspirations
- Build Relationships with Knowledge Holders & Potential Partners



Workshop / Charette (as pre-cursor / part of tour):

A way to make a developers' day even more interactive: a "teams" based approach that mixes developers with local knowledge holders (students, faculty, town staff, lenders, reps from non-profit orgs, etc.)

Usually needs to be driven by a specific challenge or set of challenges: Net Zero Building Rehab, etc.

- I. Clarify the what / where: more detailed review of pertinent information on a potential property and market data as a primer
- I. **Provides the why**: programming exercise to explicitly explore ways to realize the vision through available buildings

II. Build Relationships:

- > Teams present preliminary concepts at end of day
- > Everyone gets a copy / synthesis of all ideas to take forward
- > Can preceed / inform an RFP for redevelopment

Organizing: Takes more people to organize! Great for collaborations between universities and towns.

Funding:

- Ask local banks and/or Mass Development to sponsor the costs of day.
- Special sponsorship opportunity based upon program (Net Zero, Studio/Music Production etc.)
- Rely on in-kind time of many, including university faculty/students.



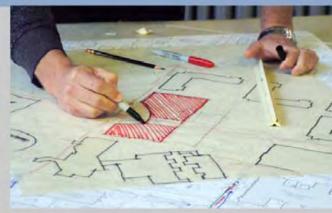
Charette

Penn State . students, faculty and administration State College community
National Renewable Energy Laboratory
Pennsylvania D.E.P.



Overland Partners
WTW Architects
Murase Associates
LaQuatra Bonci
Arup



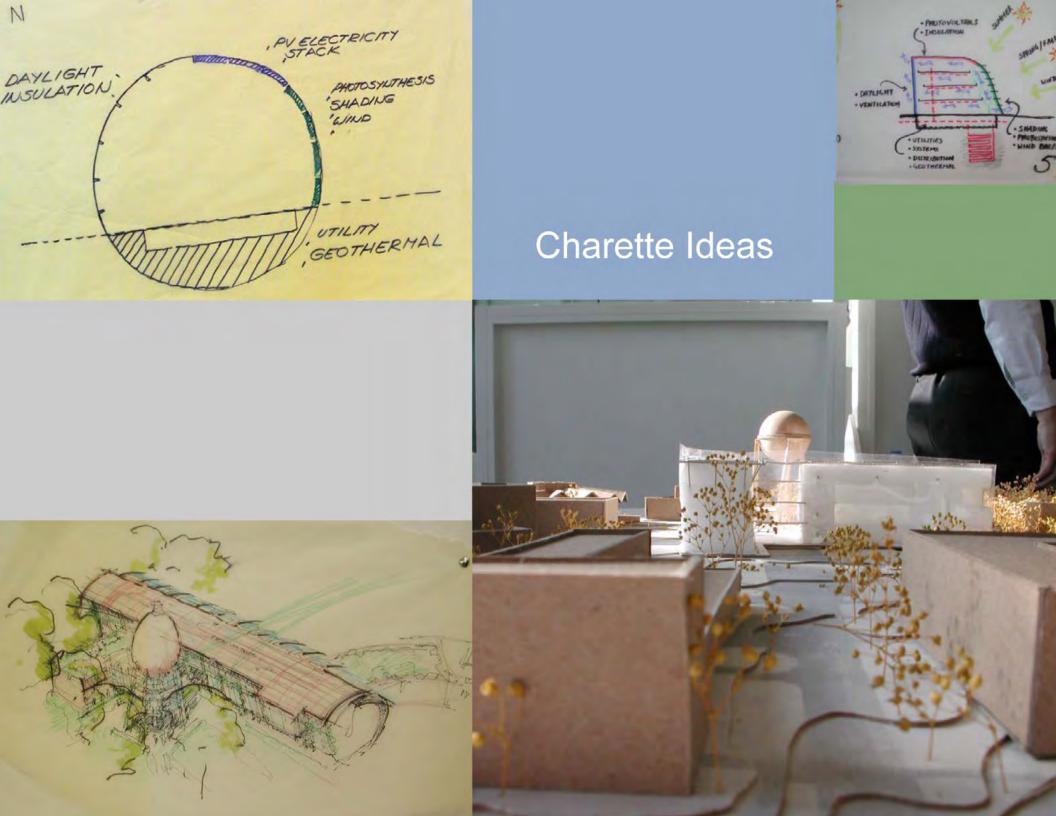






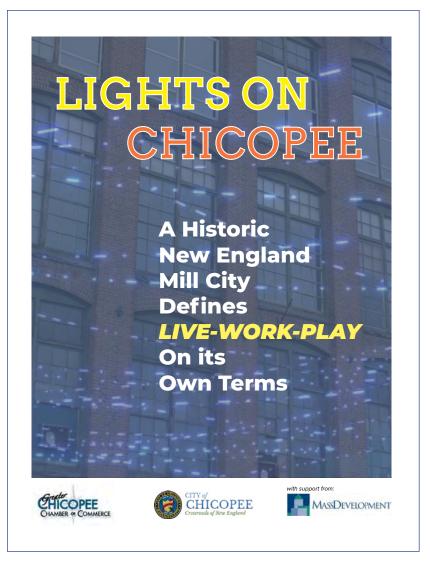




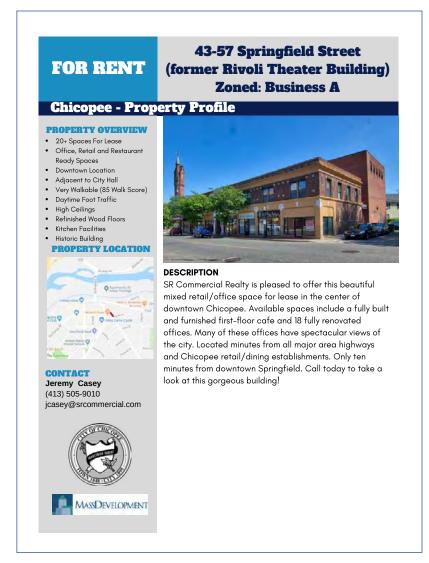




Examples / best practices: Lights on Chicopee (Vision)



- Six pages total; first person testimony
- Shared at Lights on Arts & Culture (Winter Placemaking / multi-site event)
- Created concurrently with assembled real estate cut sheets as well as discrete info on OZ development opportunity



 Cut Sheet Example - note assembled by Chicopee Town Planning Staff!

Examples / best practices: Make it In Fall River (Vision)





DESTINATION DINING
NICHE MANUFACTURING
SPECIALTY RETAIL & THE BLUE ECONOMY:
MEET US ON MAIN STREET
TO SEE WHAT WE'RE MAKING







- Seven pages total
- Shared at Taste Fall River
- Note range of people represented

Live-Work-Create

Fall River grew substantially during the late 19th and early 20th century as a mill and factory town, with residential neighborhoods a short distance from locations of work and production. In addition to the numerous 19th century and early 20th century industrial mill complexes still found throughout city, wealth and patronage generated from its industrial success was invested in architecture and landscape architecture. Noted architect Ralph Adams Cram designed the Fall River Public Library, which opened in 1899 and was restored in 2001, and the city boasts three public parks designed by Frederick Law Olmsted. The unique topography means that parts of the city share urban form characteristics with San Francisco (beautiful houses on a hillside, looking across a bay to a remarkable bridge), other parts embrace its working waterfront, while still others serve as a gateway to the farmland and nature preserves of the South Coast.



Looking back on its character in the middle of the 20th century, journalist William Moniz refers to Fall River's Main Street as an "elongated town square" and "the artery serving the heart of the city" where all members of society crossed paths. It was a densely populated promenade with theaters, schools, houses of worship, department stores for every price point, hotels and dining establishments, banks, and a center of local and county government. Though transformed over time by catastrophic fires. highway projects and the construction of a major government center complex under urban renewal, Main Street maintains many of its accrued assets and continues to be an important linkage between north and south neighborhoods. The potential to revive its mixed-use walkable and social urban characteristics -- both by restoring its physical density and through the introduction of more stores, businesses and cultural venues in existing buildings -- is supported by three factors: the density of resident neighborhoods such as Corky Row that abut it, its renewed connection to the waterfront brought about by recent investment in highway rerouting and waterfront beautification, and the presence of key businesses, developers and institutions already leading the way. Further, the central section of Main Street falls within a designated opportunity zone, with two adjacent census tracts also designated.

Transformation Underway

Alexandra's Boutique personifies Main Street's potential. Founded by Fatima Rodrigues, the bridal boutique carries the largest selection of custom designer wedding gowns in New England and an extension collection of formal wear. A Fall River native, Fatima's entrepreneurial vision has led her to lease or acquire five separate buildings on Main Street. The most recent is the Capitol Theater, which opened in 1926 and was designed by Maude Darling Parlin, the city's first female architect and the first female graduate of MIT. The building's entry level now serves as a dedicated showroom for the Jovani brand and the company intends to revive the once elegant 1,500 seat theater as an iconic event space.







From top: a historic photo of the Capital Theater. Founder Fatima Rodrigues and others gather as Mayor Jasiel Correla undertakes the ribbon cutting of the renovated theater building. The interior of the new Alexandra's Too/Jovani showroom, on the restored entry level of the theater.

• Profile who is there already and show their impact.

Examples / best practices: New Bedford Developer's Tour

NEW BEDFORD DEVELOPER'S TOUR JUNE 13, 2017 MASSDEVELOPMENT

- 38 pages total
- Intros from MassDevelopment and Mayor
- Tour day program, property profiles and maps
- New Bedford summary information history, industries, culture, momentum, contact info

The New Downtown





Throughout our history, New Bedford has always been a creative and diverse community. During the 19th century, when the whaling industry fueled New Bedford's economy, acclaimed artists, such as Albert Bierstadt, William Bradford, Albert Pinkham Ryder, and Clifford Ashely lived and worked in this cosmopolitan seaport.

Today, New Bedford's downtown is the arts and culture center of the SouthCoast of Massachusetts, boasting a wide array of attractions and diverse venues that showcase the historic, artistic, and cultural fabric of a community that is home to hundreds of artists and performers contributing to our distinct searont identity.

Downtown is home to nearly 600 establishments, with over 6,500 employees, and \$500 million in annual business sales. Regional business clusters exist in printing and publishing, depository institutions, real estate, legal services, accounting and consulting services, and administration of human resource programs. There is a strong potential to build clusters in health services, educational services, and eating and drinking establishments.

Competitive advantages include developable space, the National Park, existing business and arts and culture clusters, parking and public transportation, proximity to the working waterfront, and superior access to large regional consumer and business markets.

Since 2007, 60 Businesses have opened or expanded in downtown New Bedford. We see that trend continuing with a new hotel, 4 additional establishments and residential projects scheduled to break ground or open in the next year.

"New Bedford is where the arts, history, culture and commerce intersect in a pedestrian friendly downtown. Come see why Richard Florida ranked New Bedford among the best cities in America for artists to live and work."

ADRIAN TIO, FORMER DEAN OF THE UMASS DARTMOUTH COLLEGE OF VISUAL AND PERFORMING ARTS

NEW BEDFORD DEVELOPER'S DAY AND TOUR / 201

*Materials and tour organized by NBEDC and TDI Fellow, Jim McKeag, in coordination with a graphic designer.

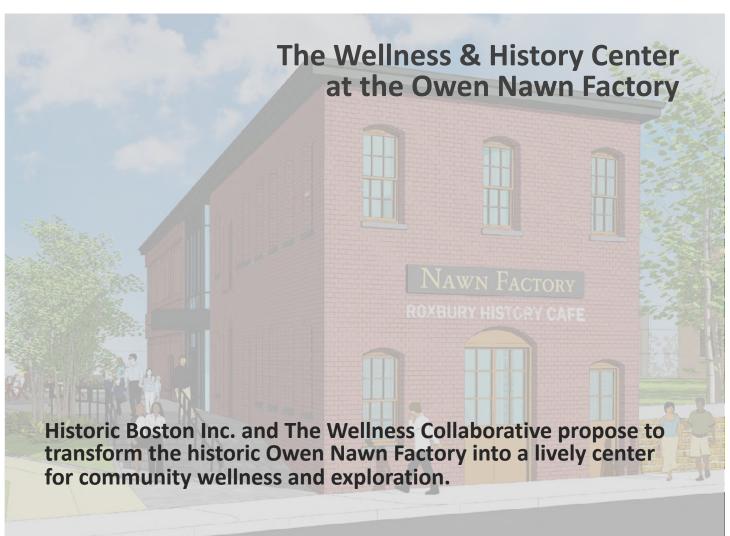
Examples / best practices: Owen Nawn Factory, Roxbury

Full context and links to RFP and presentations: http://www.bostonplans.org/planning/planning-initiatives/plan-nubian-square

BPDA + Historic Boston Inc.

https://historicboston.org/portfolio_page/owen-nawn-factory/

- Process involved the Roxbury Strategic Plan Oversight Committee
- Two responses were evaluated





LRRP SME Review: Aug 25, 2021 Laurie Zapalac, PhD







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

То:	Michele Moon, Civic Space Collaborative	Date:	September 15, 2021	
From:	Jef Fasser, LRRP SME			
Re:	Northampton LRRP SME Assistance - Façade Improvement Program and Permitting			

Through the Commonwealth's Local Rapid Recovery Program (LRRP), BSC was tasked with providing subject matter expertise for business and property owners who want to make façade improvements in downtown Northampton. Specifically, the City wants to be able to provide information to property and business owners regarding permitting and zoning regulations that must be adhered to when designing and constructing storefront improvements.

Benefits of Storefront and Façade Improvements

Across the country, many cities and towns have encouraged property and business owners to make storefront improvements. There are many economic and community benefits from successfully implemented storefront and façade improvements, such as:

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

Needs Identified by the City to Encourage Storefront and Façade Improvements

When a business or property owner wishes to make faced improvements, there are many issues to consider, from planning and design to funding, permitting and construction. Specific issues identified by Northampton include:

- Business and property owners need advice or a guide to help them understand what Zoning, Sign and Central District Architectural Regulations allow and do not allow on storefronts.
- Current process for obtaining permits and complying with building code is not easily understood by many applicants which discourages some business and property owners to invest and expand
- Improvements are desired along Main Street as well as commercial properties on side streets.
- The City wants to encourage signage and storefront improvements that still allow individual expression for businesses.
- The City wants to encourage the owners of vacant property to make their storefronts attractive.
- The City has the staffing and administrative capabilities to help with a grant or loan program.
- Potential partners with the City include Downtown Northampton Association and Chamber of Commerce.

Rev. 2015-11-16 Page 1 of 8



Guidance for Storefront and Façade Improvements

Many business and property owners are interested in making improvements that include but are not limited to signage, lighting, windows, doors, entryways, roof, awning/canopy, and paint. The City wants to encourage such improvements and needs to develop a manual or education tool that:

- Explains what can and what cannot be done to a storefront relative to signage, ADA access, windows and other items controlled by Zoning and Central District Architectural Regulations.
- Provides visuals of what is allowed as well as explains how to take critical measurements and calculate square footage and percentages for the items above.
- Provides recommendations for how the City can guide a property or business owner through the process to obtain approval for a storefront improvement.
- Provides a list of potential funding sources, including City, state and federal funding, to support loans or grants to businesses and property owners to upgrade their rental spaces or buildings.

Additional Considerations

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

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

Creating an "Information Guide to Storefront and Façade Improvements in Downtown Northampton"

Following are a few ideas and examples of items the City can pull together in order to provide tools or a manual to assist property and business owners in understanding the zoning and other permitting requirements associated with façade improvements.

a. Municipal Façade Improvement Permitting Manual

To assist with the design and construction process, it may be beneficial for the city to provide a permitting manual that is available online, as a hard copy, and in different languages. The following is an outline taken from the Town of Franklin website that provides information online as well as an outline that Northampton could use to start their hard copy manual.

What is the permit process? The process is generally the same for building, wiring, and plumbing. In addition, fire prevention and sprinkler permits will also require the input and approval of the local fire department.

When do you need a permit? Permits are typically required for the following, but remember to check with the department as some towns require permits for other construction activity.

- Additions
- New Construction
- Alarm Systems



- Parking Areas
- Decks/sheds
- Plumbing/Electrical Systems
- Demolitions
- Prefabricated Structures
- Fireplace/Wood Stoves
- Roofing/Siding
- Insulation
- Swimming Pools
- Mechanical Systems
- Temporary Structures

Steps for applicants to take for efficient and successful project permitting

- Step One: Schedule a preliminary meeting with City officials to encourage discussion and review of what you propose to do.
- Step Two: Submit the application and documentation to the appropriate department. You may need to consult with other town departments and boards and committees for their approval.
- Step Three: City then reviews and considers applications, documents, and plans against all applicable codes, rules, and regulations.
- Step Four: Decision from the City inspector. Your application may be approved or denied. There are appeal processes that will be explained to you if denied.
- Step Five: Once the work starts, the City will Inspect the work in progress. Each phase must be inspected for completeness and for compliance with the construction documents and State Building Code.
- o Step Six: Final acceptance and/or the issuance of occupancy permit, if required.

Source: https://www.franklinma.gov/building-inspections-department/faq/when-do-you-need-permit-and-what-permit-process#:~:text=When%20do%20you,is%20now%20complete

b. Code Compliance Manual

The following recommendations stem from the Western Planning Resources article <u>Code Compliance</u>: <u>Difficulties and Ideas for Small Towns</u>, which describes these recommendations in more detail.

When pulling together a Zoning and Code Compliance Manual, the following items should be considered. A key item is the inclusion of the "community", which in the case for Northampton centers on business and property owners. It is important that they are invited to review a draft manual to make sure that it is providing the information they feel they need.

- 1. <u>Have a positive view.</u> Paint your enforcement measures in a positive light by focusing on compliance (rather than noncompliance) and the benefits community members receive as they come into compliance and help their neighbors comply as well.
- 2. <u>Involve the community.</u> Make understanding and compliance a community effort through strategies that incorporate the entire community where possible. Community education events, assistance programs for business owners, and even small revolving loan funds can be available to large portions of the community.



- 3. <u>Take a measured approach.</u> Don't go too deep too fast. Community members and leaders will need to take their time feeling out how education and compliance can and should happen within the community. Taking small, incremental steps that slowly grow the zoning and code education program to the right size will ensure the community can handle more difficult enforcement questions in the future.
- 4. <u>Start the manual.</u> Start writing your manual by building upon good examples from other communities that answer the questions and issues most frequently raised by property and business owners. Does your general plan accurately address the most common concerns and questions?
- 5. <u>Verify code compliance</u>. The manual needs to accurately answer the most common code questions to comply with state laws. Since Building Codes and updated frequently, the manual should be updated on a yearly basis and provide a link to the current building code (below).
- 6. <u>Simply descriptions and definitions</u>. If an important code requirement seems irrelevant and unmanageable, or if no one within the community can understand or interpret the code, it's a pretty good indicator that there is an opportunity for simplification. If "Code too complicated for the leadership to understand is more burden than blessing; it can make planning commissions and city councils ineffective at implementing community goals at best and get the city tied up in legal battles at worst."
- 7. <u>Consistent Interpretation</u>. Consistent understanding and interpretation is the most important aspect of zoning and code enforcement over time. Before a manual is released for public use, City staff tasked with zoning and code enforcement must be trained to provide consistent interpretation of requirements and guidance to applicants.

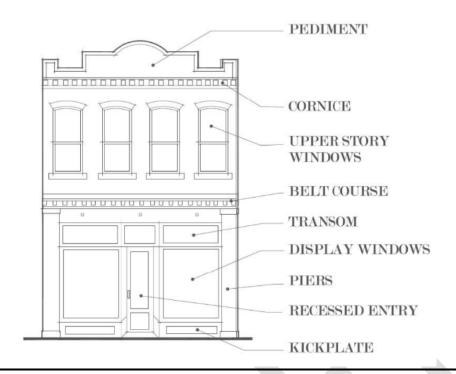
Link to current Massachusetts State Building Code: https://www.mass.gov/massachusetts-state-building-code-780-cmr

c. Successful Zoning and Code Compliance Education Tools for Storefront and Building Improvements

- Brockton Storefront Design Guidelines
 https://brockton.ma.us/wp-content/uploads/2018/10/brockton-storefront-guidelines-1-2.pdf
- A User Guide to the City of Cambridge Zoning Ordinance https://www.cambridgema.gov/-/media/Files/CDD/ZoningDevel/zoningguide/zguide.pdf
- LISC Storefront Improvement Design Guidelines
 lisc.org/media/filer public/storefrontdesignguidelines
- Great Streets Akron Storefront Design Guidelines <u>good graphics and photos of façade improvement elements</u>
 https://www.greatstreetsakron.com/sites/default/files/editor/Great%20Streets%20Akron%20Design%20Guide 2019-12-20.pdf
- An example of a good graphic labeling façade elements



Façade is defined as any portion of the exterior of a structure visible from the public right-of way. The drawing to the right is an example of a typical commercial storefront façade and the typical architectural components.



Example Storefront and Façade Programs with Good Graphics

Chicago, IL — The nonprofit North River Commission¹ operates the Albany Park Chamber of Commerce and administers the Facade Improvement Program, which is offered through the Albany Park & Irving Park Special Service Area #60 (SSA#60) whose overall purpose is to: Support a vibrant, safe, clean, beautiful and welcoming commercial district, filled with restaurants, attractive retail and service, entertainment and cultural options that meet the needs of the local residents and attract visitors. The Facade Improvement Program is designed to help property owners and tenants within the SSA#60 beautify the front of their buildings. The program provides a rebate of 50% of costs, and the maximum rebate is \$7,500 for 1 storefront or \$15,000 for buildings with 2 or more storefronts.

¹ https://northrivercommission.org/facade-improvement-program/





To view additional before and after photos:

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

Example to Involve Local Artists in Storefront Improvements

Atlanta, GA — Formed in 2005, Atlanta BeltLine Partnership is a nonprofit organization charged with the implementation of the Atlanta BeltLine Project. The Atlanta BeltLine, Inc. (ABI) Business Façade pARTnership Grant partners local artists and maker professionals with the local business community to complete capital improvements to the façade of a business site. The program is designed to catalyze business growth within the BeltLine Tax Allocation District (TAD) that spans the BeltLine corridor. Grants of up to \$40,000 are available and vary depending on the cost to implement the approved capital improvement design. Once business participants are selected, a call for artist and maker professionals, featuring the façade improvement project opportunities, is announced. Artist partners are invited to submit proposals that showcase the business' proximity to the BeltLine by providing a new BeltLine-facing façade, implementing a COVID-related adaptation to the storefront, or other façade improvement resulting in the attraction of new tenants, investment, and customers to the districts. Artist partner proposals are reviewed by subject-matter experts from ABI and receive input from the corresponding business participant. ¹

¹ https://beltline.org/the-project/economic-development-commercial-real-estate/business-facade-partnership-grant-program/







Key elements from Northampton's Zoning Bylaw and Design Guidelines

Attached to the memorandum is an outline of elements that should be included in a manual the City could develop to guide property and business owners through the design and permitting process to meet local regulations. This outline is intended to be an example, and pulls information from the City's current Zoning Regulations. The City is encouraged to review and add to this outline to create a manual they can provide to property and business owners to guide them through the local approval process. The intent to provide an easily understood manual to encourage owners to plan for and propose improvements that can be easily approved in accordance with zoning regulations and building code.

Sources of Funding

In addition to the manual, it may be beneficial for the City to provide funding information and options for proposed storefront and façade improvements. There are a variety of funding sources for the creation, administration, and management of a storefront and façade improvement programs. Funding can be local, state, or federal. It can come from a business management district, community development organization, chamber of commerce, or even a bank, non-profit, or foundation. Specific examples include:

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



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

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

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

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

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

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

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



Massachusetts Local Rapid Recovery Program SME Consultation Report

To: Northampton

From: Revby LLC

Project: Initiative to recruit additional businesses to Downtown Northampton

Business owner survey respondents indicated that recruitment of additional businesses to downtown was important or very important. There is a desire to recruit locally with a focus on diversity, equity and inclusion. A balanced mix of business types is needed.

To help guide the development of your project, we suggest consideration of the following points and questions...

1. To create an environment that is conducive to opening and sustaining a small business

- a. Address barriers to entry for new entrepreneurs and business owners seeking a new location.
- b. Align benefits to landlords with downtown revitalization and DEI objectives. Create a forum to communicate with landlords to gain buy-in on pop-up stores.
- c. Attract new business owner candidates within the community, including entrepreneurship departments at the Five College Consortium academic institutions.
- d. Create technical assistance capacity for relevant small business management subject matter

2. To mitigate risks of existing small business closing

a. Case Study: The Working World

Programs that help small business owners who are close to retirement age sell their business to employees

A local organization: https://icagroup.org/

b. Create technical assistance capacity for relevant small business management subject matter





1. What is the current process to open a business in Northampton? How can we streamline the process for long-term leases and short-term pop-up agreements?

One main barrier of entry for business creation such as retail stores, coffee shops, bars, and restaurants is the obtention of license and permit (e.g., certificate of occupation, liquor license, health department, fire department and so many more). This can be costly and takes time, slowing down the opening of businesses - many restaurants go bankrupt even before opening, due to the hassle and cost of paperwork.

Suggestions

- Cutting the red tape: Set up a package of "Ready to Use" spaces. This will include permit and license according to each location. With an expedited process and cost at zero or reduced.
- Offer free consulting to new businesses/startups: type of corporation, rules and regulations, feasibility (cash flow projection, business plan).
- Provide financing or advise on possible financing (work with a local bank or CDFI).
- List all available spaces and what kind of businesses each of them could host in agreement with the landlord. This analysis should include square feet, map, location, rent cost, and all other available specifications.
 - o How many of the vacant spaces are street-front?
 - o How many are second floor? Or higher floors?
 - o What is the possible use of each vacant space?
- Coordinate communication with storefront landlords. Help the landlord to be compliant with regulations such as environmental, energy, and more.

2. How can "clusters" of self-supporting retail entities be identified and supported to activate key blocks and increase downtown revitalization?

Downtown revitalization is not only about attracting businesses but also about creating a mentality dedicated to bringing back people. What goods and services do they need to bring them back not only to buy but also for leisure activities?

Suggestions





- Select the right mix of businesses to ensure diversity in people and goods and services. Avoid having too many businesses selling competitive products. Should there be more accommodations and leisure business types in Northampton?
- One of the vacant locations could be a city-run pop-up space, for art, tech, comics, photo, food, etc.



Pop-up retail has changed. It could have a big role in post-pandemic economy

www.metrowestdailynews.com



Can food halls help diversify the postpandemic restaurant industry? Yes, if done right

www.salon.com

https://www.metrowestdailynews.com/story/business/2021/06/11/pop-up-retail-massachusetts-temporary-space-events-music-food/7646069002/

https://www.salon.com/2021/06/16/can-food-halls-help-diversify-the-post-pandemic-restaurant-industry-yes-if-done-right/

- Use the Pop-Up strategy as a testing ground for business types to see which concepts thrive.
- How to ensure business sustainability over time? Tax incentive reduction, property tax reduction, rent control, job creation tax incentive.
 - o For example, think about Amazon opening in New York City and all the incentives offered to the company to move in. Adapt this idea to small businesses in your local region.
- Will the city consider creating a zone with no traffic, converting streets to pedestrians only? This has been very successful in Europe to revitalize the center of cities.
- Will the city authorize a terrace for restaurants, café, and bars and a front outdoor sales space for other businesses?





 Work with businesses to help them enroll in a point of sales (POS) payment system, build an online presence, and set up correct accounting and bookkeeping.

Consider Technical Assistance capacity for the following categories:

- Physical space and licensing aspects
 - Leasehold improvements and signage, utilities, security, licenses and regulation
- Digital Infrastructure aspects
 - Digital marketing, website development and management, digital presence on third party platforms, hardware (including a POS system)
- General business management aspects
 - Business planning, funding, banking, bookkeeping, hiring, staff training
- Set up a downtown dedicated website that will direct consumers to businesses.
- Mini-grocery and higher end food markets demand by locals and tourists.



https://www.wfft.com/content/news/New-mini-grocery-store-opening-in-Downtown-Fort-Wayne-slated-for-end-of-2021-574020781.html





Case Study:

Brookings Bass Center for Transformative Placemaking and the National Main Street Center

Emporia, KS, Wheeling, WV and Laramie, WY

Finding #1: Through connection to place governance organizations, downtown revitalization helps increase small businesses' and entrepreneurs' access to capital, skills training, and capacity-building supports—providing a critical foothold entering the COVID-19 recession.

Identify non-traditional sources of capital investment (including assisted crowdfunding events, pitch contests)

In Emporia, the regional university downtown co-created a crowdfunding strategy to close the capital gap, launching a membership-style investment program of interested residents who provided small businesses with \$5,000 loans to repay after five years, while participating businesses paid interest on the loan in the form of monthly \$25 gift cards. At the outset, these strategies were designed to raise capital for underserved small businesses, but ultimately they created a built-in **base of local supporters invested in the success** of these small businesses and provided a dedicated customer base and culture of supporting small businesses entering into the COVID-19 recession.

Providing skills training and tailored capacity-building support

Emporia's Main Street program partnered with Flint Hills Technical College and the Kansas Small Business Development Center at Emporia State University to offer a formal "Start Your Own Business" class.

In Wheeling, the Main Street organization partnered with Co.Starters to offer nine-week entrepreneurship training programs—an important outcome of which was to provide participants with lasting peer networks of fellow entrepreneurs.

https://www.costarters.co/





METRICS

Small Investment. Simple Programs.

Community Snapshot: Create Birmingham

Create Birmingham is the only local agency focused on Birmingham's creative industries. They support workforce development, entrepreneurial ventures, and job growth in the nonprofit and commercial creative sectors.

255

Entrepreneurs Served

51%

People of Color

240

Businesses Launched

68%

Women

ABOUT US

Homegrown talent is the best bet for growing your local economy.

Meet CO.STARTERS. We can help you equip you community's small businesses with everything they need to start & thrive.

We train your local team to run programs that help entrepreneurs. And we support them along the way.







Finding #2: Downtown revitalization helps connect small businesses with low cost, low barrier-to-entry incubator spaces, and with the relationships needed to mitigate rent costs amid COVID-19.

In Wheeling, the Main Street program housed the Wheeling Artisan Center Shop within its office building, where local entrepreneurs who did not have the funds for storefronts could sell their retail goods without the costs associated with running a business.

In Laramie, the Wyoming Main Street launched a "Made on Main" program aimed at placing small manufacturers in vacant downtown spaces to help them grow, access resources, and interact with other small business owners through selling their products in the locally owned food coop or working with farmers market vendors. And as small business owners struggle with rent payments amid the pandemic-induced recession, local Main Street organizations have been working with landlords and property owners to identify potential solutions.



Figure 1: The Wheeling Artisan Center Shop. Photo courtesy of Wheeling Heritage Media.





Case Study: Peabody, MA Pop-up

An example of a low-cost, tactical investment catalyzing private development. \$10,000 MassDevelopment grant and support from the agency's Vice President of Community Development Eleni Varitimos resulted in a new permanent use for a formerly vacant downtown space.

https://www.massdevelopment.com/who-we-are/success-stories/peabody-pop-up

In 2015, the TDI Partnership, including the Peabody Chamber of Commerce and the City of Peabody, identified a desired new use for downtown: a coffee shop. The partnership had applied for and received a \$3,200 TDI Places grant for a pop-up parklet with outdoor seating, the success of which led to another \$6,800 TDI Places grant for a pop-up café. Jaho Coffee and Tea participated in the pop-up, occupying the space throughout the summer of 2016. And though Jaho did not permanently locate there, when Northeast Arc, an organization that offers job training to people with disabilities, expressed interest in the space, Jaho acted as a resource and supported the permanent tenant during its startup phase. The development of a pop-up-to-permanent café helped inspire a culture in Peabody of regularly using pop-ups to test the market for new amenities.

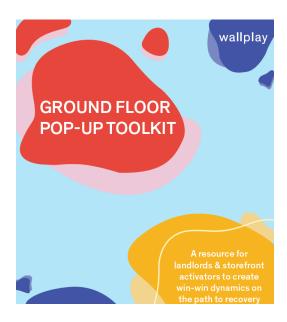


Figure 2: Toolkit written by Wallplay, commissioned and co-developed by Side Walk Labs





Relevant LRRP Best Practice Case Studies

- 1. Main St. Activation Program A post-Covid 19 downtown recovery plan¹
 - MassDev TDI Program for Brockton
 - Workshops, one-on-one consulting with each business, downtown block events
- 2. Permitting Pop-Up Events²
 - Fort Worth, TX; Austin, TX; Burlington, VT
 - User friendly municipal website for pop-up permitting process
 - Municipal staff training on new processes and electronic submission management
- 3. Facilitating Inclusive Entrepreneurial Ecosystem Building and Enhancement³
 - Regionally branded, centralized platform for entrepreneur support. Collaboration with
 existing technical assistance providers and resources in the area, local university entrepreneur
 and innovation centers, and banks.
 - Designed with on Diversity, Equity, and Inclusion in mind
 - Community and mission focused alternative lending
 - o https://www.connect2capital.com/



³ https://www.mass.gov/doc/admin-capacity-best-practice-sheets-compendium/download



¹ https://www.mass.gov/doc/private-realm-best-practice-sheets-compendium/download

² https://www.mass.gov/doc/admin-capacity-best-practice-sheets-compendium/download