



## PUBLIC REALM

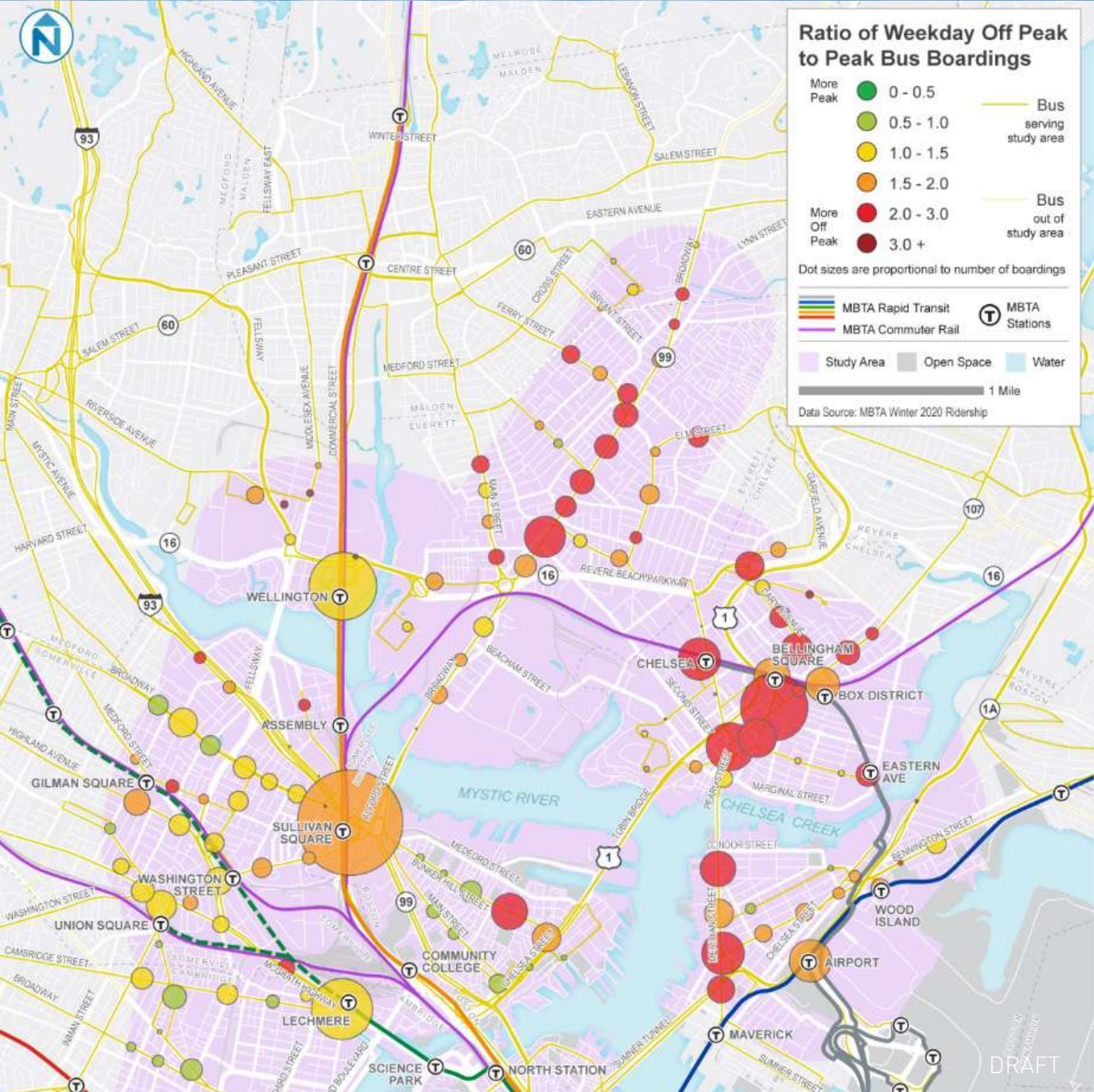


# Best Practice Compendium

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Public Realm v1.0  
June 01, 2021





# Analyzing and Anticipating Post-Pandemic Commuting and Equitable Job Access by Mode: Lessons from the Silver Line Alternatives Analysis



PUBLIC  
REALM

Provided by SME Consultant

Nelson\Nygaard

Location

Boston, MA

Origin	MassDOT, MBTA
Budget	 Medium Budget (\$50k-\$200k)
Timeframe	 Short Term (Less than 5 years)
Risk	 Low Risk
Key Performance Indicators	Number of Commuters by Mode (Before, During, and After Pandemic), Bus / Shuttle Boardings, Number of Jobs Accessible by Mode, Density of Population and Jobs within Buffer of Trail or Transit Alignment
Partners & Resources	GIS-specialized consultancies
Diagnostic	<p>The typical starting point for transit improvement efforts is to understand underlying demand. This is most often determined using population and employment density, because transit works best in denser places. However, density alone does not consider that different populations use transit at different rates. To reflect this, Nelson\Nygaard developed a process to more accurately measure transit demand. This process makes transit service more equitable by more accurately identifying areas with greater needs. It also helps make service more productive because ridership will be higher where demand is higher.</p> <p>COVID-19 has illuminated that essential workers and transit-dependent riders ride transit not in peaks but rolling hills. Trends like this illuminate findings that could help anticipate post-pandemic commuting needs by mode and connect equity communities with job opportunities. For smaller communities, such analyses could also be considered when planning local transit services. Similar analyses can also be conducted for anticipating how many people and who will benefit from new bike lanes or trail infrastructure.</p> <p>The Silver Line Extension Alternatives Analysis is assessing the feasibility, utility, and costs of various alignment and service frequency options to extend the Silver Line with a goal of providing high quality transit from Chelsea through Everett and on to Somerville, Cambridge and/or Boston. The project aims to consider economic growth, job access, equity, and environmental justice.</p>



## Action Item

In order to create this analysis, seek information covering four factors that have particularly strong influences on transit demand:

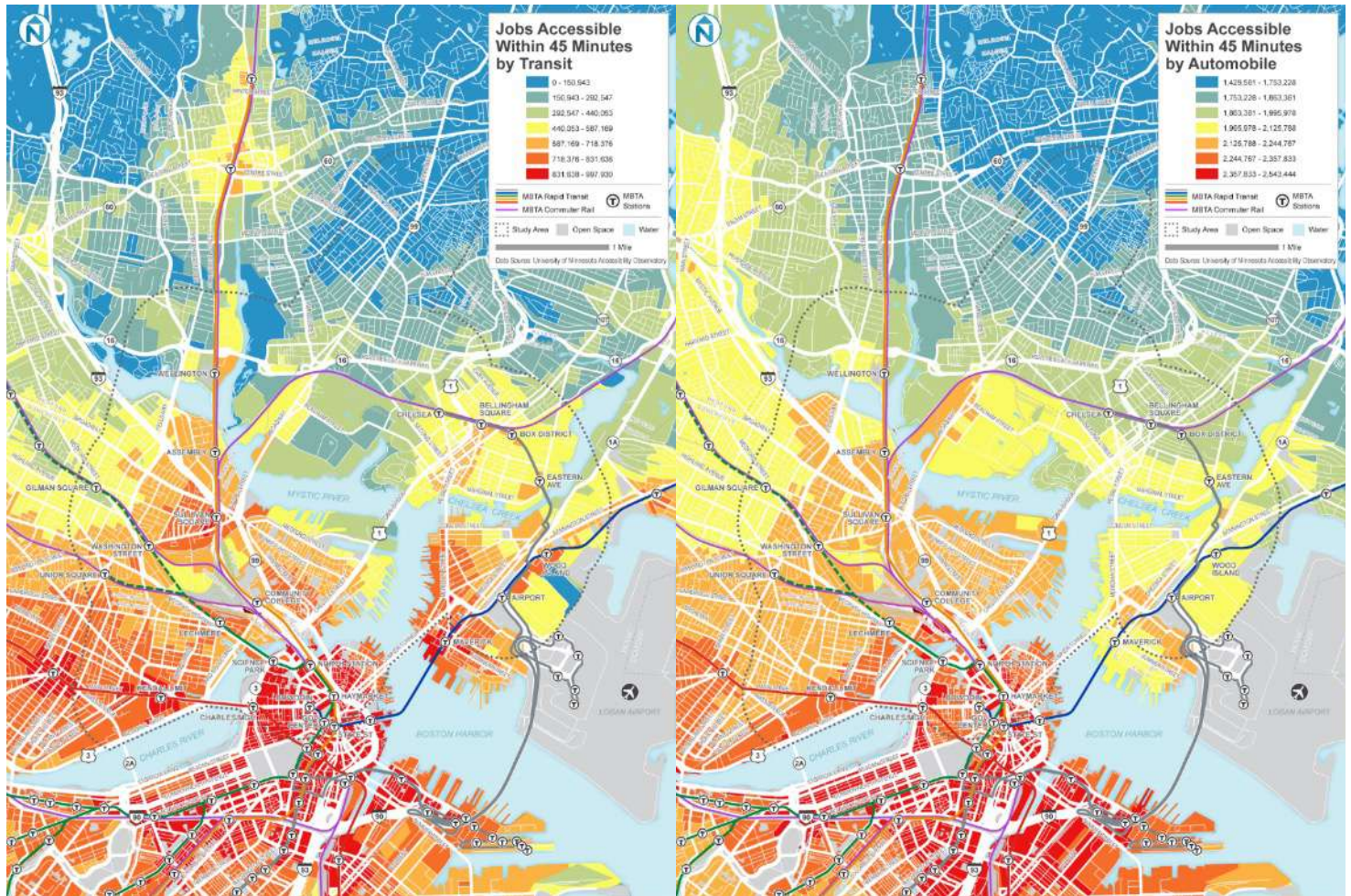
- Race and ethnicity: People of color use transit more, and non-Hispanic white people use transit less.
- Vehicle ownership: Members of households with no or few cars use transit more, and those with many cars use transit less.
- Country of origin: People born outside the United States are usually more likely to ride transit.
- Household income: People from lower-income households are more likely to use transit, and people from higher-income households use transit less.

Similar metrics can be considered for estimating for commuting by walking and biking or for connectivity and could also consider incorporating safety and age measures.

### Key Actions Included:

- Document goals of analysis
- Aggregate existing socio-demographic data from census or local surveys
- Aggregate data related to travel trends
- Create intersectional analysis and figures to distill results
- Consider engaging community and stakeholders for comment and feedback
- Consider policy implications and facility and long-term planning depending on findings

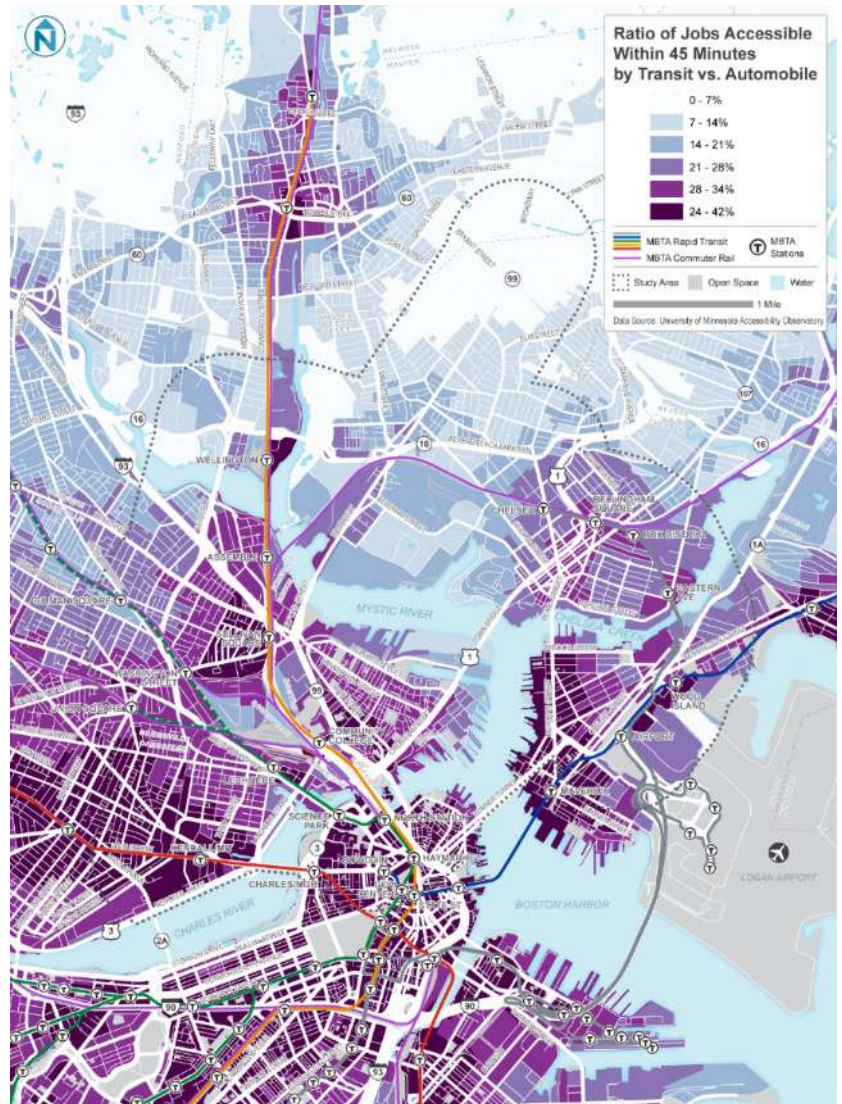




Maps showing how Everett and Chelsea have poor access to jobs both via transit and auto considering Downtown Boston proximity – indicating need for connective service enhancements

## Process

- Source data on population density, including sociodemographic characteristics
- Source job density information
- Map transportation networks and alignments
- Survey community on how they travelled in the past and whether they anticipate that changing in the future (including how and why)
- Distill findings on transportation network gaps between populations and jobs
- Consider what transportation planning factors could lead to more equitable economic recovery outcomes



*Map of composite job access by car and by transit*

*More detail on this analysis can be found at [nelsonnygaard.com](http://nelsonnygaard.com) under News*





# Develop an urban renewal plan to support revitalization of the public realm




Provided by SME Consultant

Emily Keys Innes, AICP, LEED AP ND, Innes Associates Ltd.

Location

Brockton, MA



Origin	Downtown/Trout Brook Redevelopment Plan	
Budget		Medium (\$50,000-\$200,000) – Operating Funds, MassDevelopment Technical Assistance
Timeframe		Medium (5-10 years) – Property acquisition and disposition; public infrastructure improvements; private development
Risk		Medium – Risk Political, legal
Key Performance Indicators	<p>Linear feet of multimodal trails, sidewalk, bicycle lanes, roads, utilities, installed.</p> <p>Square feet of open space, recreation, non-residential uses developed.</p> <p>Units of market-rate and affordable housing developed; types of housing developed.</p>	
Partners & Resources	<p>Redevelopment Authority; Municipal Boards and Committees; Residents, Property owners, Employers, Institutions; Municipal Planning Staff; Department of Housing and Community Development</p>	
Diagnostic	<p>The COVID-19 pandemic highlighted existing inequities in access to jobs, housing, public open space, broadband, safe non-vehicular transit, and many other elements of our built environments. By combining public and private investment into a single strategic plan, a municipality with a redevelopment authority can address some of these inequities through three steps: acquiring underutilized land; implementing public infrastructure improvements; and disposing of the land to developers who must meet specific criteria for redevelopment. This process allows communities to incorporate long-term changes to address challenges from the last year.</p> <p>In Brockton, the criteria for redevelopment grew out of the goals for the planning process, including the continued revitalization of the Downtown, which is adjacent to the redevelopment area; connecting existing isolated neighborhoods to the Downtown, regional public transit, and local playgrounds and parks; addressing repetitive loss from the flooding of Trout Brook; and using Trout Brook as an organizing and linking component of the plan.</p>	
Action Item	<p>The acquisition of underutilized land will allow the Brockton Redevelopment Authority to reparcelize the land for four distinct purposes:</p> <ul style="list-style-type: none"> <li>• Creating a central multiuse path along Trout Brook that links the existing neighborhood to two other parks in the area and a proposed new neighborhood playground.</li> <li>• Extending local streets to improve pedestrian and bicycle access to public transit and the Downtown.</li> <li>• Creating flood storage areas to address repetitive flood losses from the impaired brook.</li> <li>• Developing a mix of uses, including commercial flex, multifamily, and small single-family to provide space for local jobs and a variety of housing types to meet different community needs.</li> </ul> <p>Other action items include the following:</p> <ul style="list-style-type: none"> <li>• Modifying the zoning ordinance to meet the redevelopment goals of the plan.</li> <li>• Applying for grants and other funding sources to address the public components of the plan.</li> </ul>	

## Process

Implementation of this plan includes the following steps:

- Modify the existing zoning to incorporate new uses and dimensional standards that reflect the proposed and existing uses.
- Acquire underutilized land.
- Develop an RFP for the acquired land incorporating criteria for the required improvements.
- Develop design and engineering plans for the multi-use path, flood storage, and new street layout.
- Dispose of the land according to specific criteria for the redevelopment of that land.
- Apply for grants to address public infrastructure component of the plan. Other funding sources are outlined in the plan and include state and federal grants as well as District Improvement Financing.



# Undertake a Public Planning and Visioning Process for the Public Realm



Provided by SME Consultant

Dodson & Flinker

Location

Florence, Massachusetts

Origin	Planning and visioning is a common function of community planning departments, regional planning agencies, and their consultants, and there are many great examples. Those included here are drawn from the experience of Dodson & Flinker and our client teams in Northampton, Turners Falls and Williamsburg.
Budget	 <p>Low Budget: (Under \$50k) depending on size and extent of project area and the goals of the project.</p>
Timeframe	 <p>Short term: (less than 5 years) a typical master-planning and visioning process can be accomplished in less than a year, but the time frame needs to fit the community's specific needs and challenges relative to outreach, public involvement and consensus-building.</p>
Risk	 <p>Low to Medium: With careful preparation and inclusion of all interests and community stakeholders, most people can be brought to the table. Forging a consensus among them is the point of the process.</p>
Key Performance Indicators	Public support for necessary zoning and regulatory changes; increased funding and public investment in improvements and infrastructure; physical and policy changes adopted to implement the vision.
Partners & Resources	Downtown residents, landowners, businesses, government agencies, boards and commissions, non-profits, Chamber of Commerce, Downtown Business Association.



## Diagnostic

The typical public realm planning process starts with a desire to improve physical and aesthetic conditions to bring people downtown, to make the area safer and more accessible, to accommodate new uses, or all of the above. Often there is a real or perceived conflict that arises when different groups of people need to share a limited space. Landowners and businesses that have invested in a place may need parking and amenities for their tenants and customers, while residents and visitors may have other needs.

Often the varied stakeholders in a village or downtown setting have little to do with each other until there is a conflict, or when that conflict comes before a local board, commission, council or town meeting. Along with creating a physical plan and action strategies, the purpose of the planning and visioning process is to bring diverse stakeholders together to have a conversation about the future; to build a shared understanding of the facts of the matter; to evaluate alternatives and their resulting costs and benefits; and to forge a consensus in support of that alternative that will achieve broad and lasting improvement for the whole community.

## Action Item

The actions required to develop a plan or vision for the public realm follow the traditional planning process of inventory, analysis, exploration of alternatives and selection of a preferred approach. Each step requires a level of public involvement and review appropriate to the specific location and issues at hand, but the most durable plans are usually rooted in a shared consensus that cannot be achieved in a vacuum. Typical steps in the planning process include:

1. Define the specific study area and its planning context.
2. Establish a steering committee and determine the means of organizing the public process, either through a representative working group, a series of open public meetings, or some combination of the two.
3. Collect and review all relevant topographic surveys, GIS data, publicly available and proprietary data, previous reports and other materials relevant to the project area.
4. Prepare a detailed survey and analysis of existing conditions, including dimension of streets and sidewalks, architecture, use patterns, materials, etc. as appropriate to the scope of the effort.
5. Prepare an analysis of trends and likely future conditions, based on zoning, demographics, real estate market, business conditions.
6. Develop and visualize alternatives for redesign and redevelopment of the public realm within this larger physical, economic, social and environmental context.
7. Evaluate alternatives within a robust public discussion and build consensus in support of a preferred alternative.
8. Document the preferred alternative within a final masterplan and/or design strategy and prepare an action plan to implement it.

## Process

Implementing the plan begins with a detailed action strategy that should be part of the plan itself. The best action plans detail realistic and achievable objectives and list the specific actions necessary to achieve them. The description of each action includes the time frame, needed resources (whether funding or staff time), and most importantly, the party responsible for carrying out that action. If that party has not accepted that responsibility, at least on a preliminary basis, that action should not be included in the final plan.

Implementation of a typical public realm plan includes using staff or volunteers to identify and apply for grant funding (or secure town funds) to pursue detailed design and construction, but it can also include zoning and regulatory changes, establishment of formal or informal improvement organizations, and partnerships with local institutions, landowners, non-profits and developers. Even after changing zoning to enable redevelopment, in many places the potential rental rates will not support private redevelopment efforts. Some form of direct investment or subsidy by government or institutions may be required to overcome these inherent economic challenges.

## Get Public Input Early and Often

Getting public input on existing conditions, problems and opportunities in the study area sets a strong foundation for further planning. Establishing a shared understanding of facts and asking residents and businesses to weigh in on “what’s working well” and “what needs to be fixed,” builds trust in the process and ensures that the planning and design process addresses the most important issues.



*Images from public workshops in Florence and Williamsburg*

## Ask “What’s Working?” “What Needs to be Fixed?”

Given the right tools, local residents and business owners can quickly identify the most important issues – saving time and ensuring the focus is on the key problems and opportunities.



*Participants used stickers and notes to identify positive and negative aspects of existing buildings and streetscape elements in Florence.*

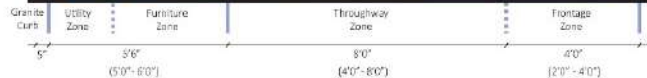
## Reach out to Town Staff, Residents and Business Owners

Walking the study area with residents, business owners and town staff is a great way to gather information while forging the connections that will be critically important for further planning and implementation.



## Document How the Public Realm Works Today

Streetscape design and other planning concepts can be confusing to a layperson. Simple maps, photos and diagrams help to communicate key concepts using examples that are familiar to local residents and business owners.



## Celebrate What's Working Well

There are usually some successful elements within the existing public realm, or as in this case, within the private frontage adjacent to the sidewalk. These examples illustrate the goals of the planning process and can serve as models for continued investment in other parts of the study area.



## Take Stock of What's Not Working So Well

Without pointing fingers, it's useful to analyze why some uses need to be improved or replaced. Often, as in this case, the approach succeeded in providing parking or meeting other needs but failed to account for how that use impedes the success of the surrounding area.





## Test Alternatives and Get Public Feedback

The growing popularity of Tactical Urbanism strategies demonstrates the value of testing out potential improvements on a temporary basis. Whether applying paint striping for a period of months, or demonstration projects lasting a day or a week, this method of testing alternatives is guaranteed to prompt immediate engagement and feedback from those most affected by the potential changes. As in the Williamsburg example, temporary installations can be combined with local festivals and other events that bring people downtown.



*Images from Park[ing] Day in Florence, involving taking over a parking space for a day to create a "parklet." This is an annual event started by Rebar in San Francisco in 2005 and sponsored locally by members of the American Society of Landscape Architects.*



*"Burgie Revelation Day" in Williamsburg, combined a festival atmosphere with temporary markings for a new multi-use path and a "ribbon-cutting" ceremony to celebrate envisioned future improvements (project by Dillon Sussman while at Pioneer Valley Planning Commission).*

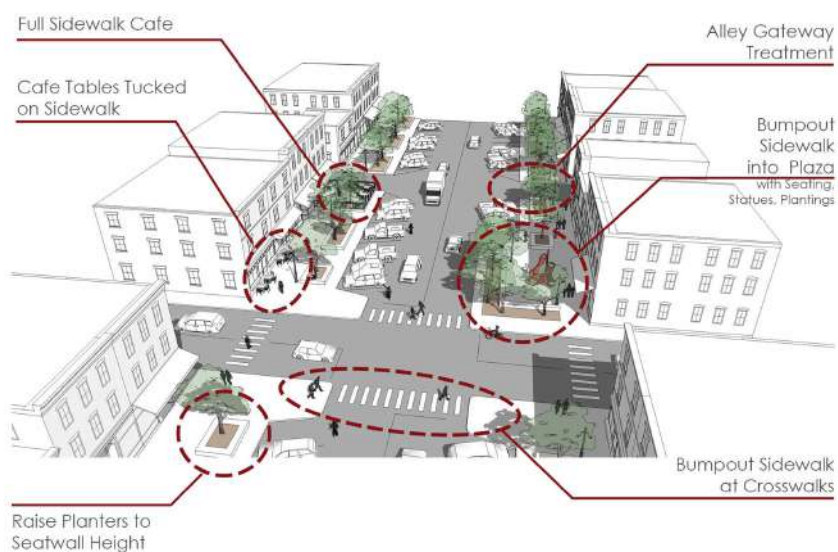
## Visualizing Alternatives

Sketchup and other modeling tools allow for the creation of simple models and diagrams that help participants understand how various streetscape improvements fit together. In these views from the Downtown Turners Falls Livability Plan, a view of existing conditions on Avenue A is contrasted with a diagram showing a range of potential Complete Streets improvements and pedestrian amenities. The project laid the groundwork for creation of a sidewalk plaza, lighting upgrades, rebuilt sidewalks and other improvements.

[https://www.montague-ma.gov/files/Downtown\\_Turners\\_Falls\\_Livability\\_Plan\\_2013.pdf](https://www.montague-ma.gov/files/Downtown_Turners_Falls_Livability_Plan_2013.pdf)



*Digital model showing existing conditions along Avenue A in Turners Falls.*



*Digital model showing potential Complete Streets improvements and streetscape amenities.*



## Visualizing Alternatives

Rendered models helped stakeholders in Florence understand alternatives for redeveloping Main Street, including the potential for new mixed-use buildings within the private realm and potential improvements to the public realm.

A key benefit of the digital approach is allowing for multiple alternatives to be turned on an off. This helps make choices clear, while showing how public and private realm improvements can be coordinated within an overall masterplan. It also helps show the potential phasing of improvements over time – allowing participants to see how public investment in new sidewalks and street trees can help set the stage for private redevelopment efforts.



*Digital model showing existing conditions on Main Street in Florence.*



*Model view showing potential Complete Streets improvements and tree plantings in the Public Realm.*



*Model showing potential infill development and a new park within the private realm.*



# Incorporate development standards into zoning to address public realm



Provided by SME Consultant

Emily Keys Innes, AICP, LEED AP ND, Innes Associates Ltd.

Location

Arlington, MA

Origin	Economic Study of Industrial Zoning District and Recommended Zoning Changes
Budget	 Medium (\$50,000-\$200,000) – Operating Funds Other options include Massachusetts Downtown Initiative, MassDevelopment Technical Assistance
Timeframe	 Short Term (1-5 years) – Analyze existing zoning and conditions, including current market, test fit studies, develop and approve zoning changes.
Risk	 Medium – Political risk may delay passage or cause modifications.
Key Performance Indicators	New businesses relocating to the Industrial District. Number of public realm components incorporated into new developments.
Partners & Resources	Municipal Boards and Committees; Residents, Property owners, Employers, Institutions; Municipal Planning Staff
Diagnostic	<p>The COVID-19 pandemic required municipalities to become creative around strategies for using the public and private realms in our downtowns. This included outdoor dining, retail display, expanded outdoor seating, and small events.</p> <p>Many communities did not have the regulations in place to allow for such use and relied on COVID-19 Order 50 from Governor Baker to allow outdoor dining. Other communities did not have the physical space for these uses.</p> <p>Development standards integrated into a zoning ordinance or bylaw can address aspects of the public realm that became critically important during the pandemic, such as public plazas for outdoor eating or seating and appropriate pedestrian and bicycle connections from a private development to amenities, such as open space, goods, services, jobs, and housing. Development standards can also address future crises, such as climate change, by requiring the integration of stormwater management, resource efficient architecture, and energy-generating systems.</p> <p>The key to development standards is to tie them to the ability of a developer to finance the construction of both the development and the required amenities while still making a profit sufficient to justify the investment. Without such analysis, communities with high standards may not see the development they anticipate because the cost of meeting those standards is too high.</p>

## Action Item

The process involved a parallel analysis of the existing zoning bylaws for the industrial district and the existing market conditions for industrial development given new trends for industrial areas.

Community engagement included a steering committee and public meetings to discuss the current conditions and community values and vision for the future of this area.

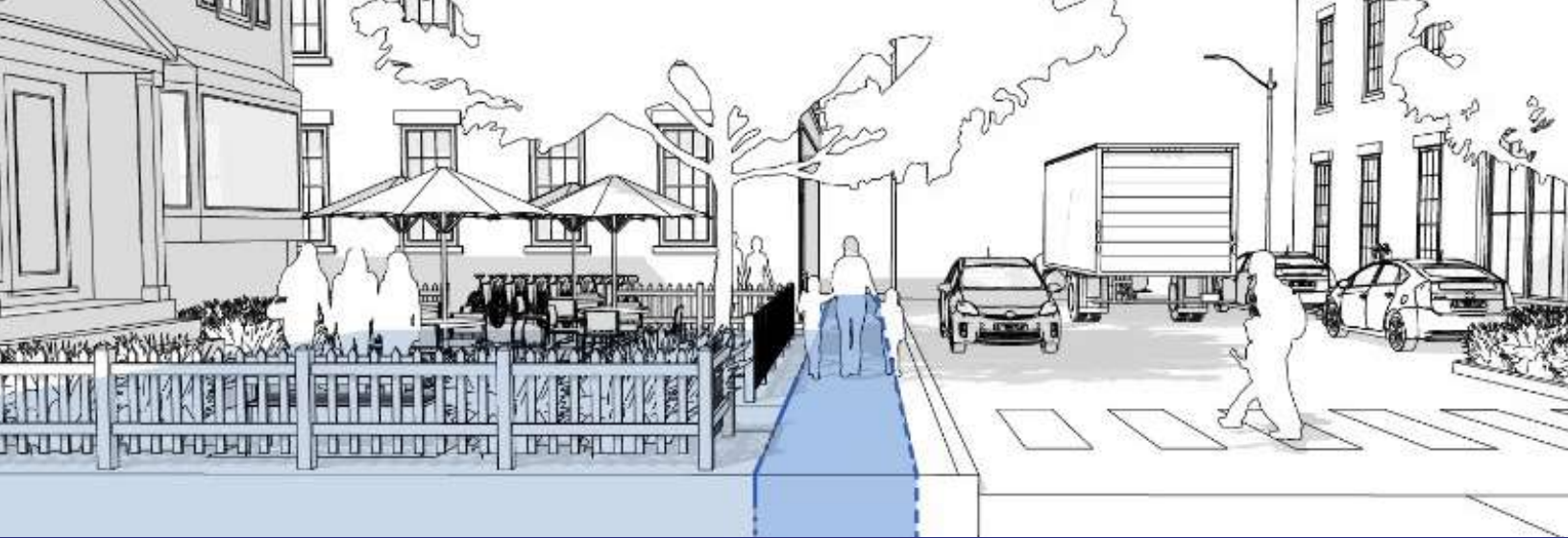
Fit studies tested the amount of development volume that could fit on selected sites while pro forma analysis identified whether such volumes would be profitable enough to support community desires for sustainable development and a pedestrian-focused public realm. Such studies should be included in the public engagement process for discussion and can be checked by working with the local real estate community to understand potential impacts.

Zoning changes incorporated development standards that matched community values for new development and provided a menu of options for required amenities. Such a menu allows for a flexible response from projects of varying sizes, densities, and uses.

## Process

The post-study implementation process are as follows:

- Develop the draft zoning language (see Process, below).
- Discuss draft language with appropriate land use boards and modify as needed to address concerns.
- Submit the draft language to the municipal approval process which will vary by municipality but will include the Planning Board and either City Council/Ordinance Committee or Select Board/Finance or Bylaw Review Committee/Town Meeting.
- (If the zoning change is successful) Publicize the new zoning broadly prior to new applications for development.
- Track and evaluate the applications and which public realm components were most successful in terms of implementation. Evaluate whether the development standards need to be modified to address changing conditions.



# Use a Form Based Code to Shape Public Realm Improvements Over Time



Provided by SME Consultant

Dodson & Flinker

Location

Florence, Massachusetts

Origin	An ongoing project of the Northampton Dept. of Planning & Sustainability, with consulting assistance from Dodson & Flinker and Brovitz Community Planning and Design (please note that zoning elements described here have not been adopted, and many elements have changed or been eliminated over the course of the project).
Budget	 <p>Medium Budget: (\$50k-\$200k) depending on size and extent of project area and the complexity of potential development types.</p>
Timeframe	 <p>Medium: while codifying the design standards is relatively straightforward, building consensus around the masterplan and streetscape design on which those standards is based can take several years, and is often accomplished in stages.</p>
Risk	 <p>Low to Medium: If there has been an effective, stakeholder-driven planning process leading to a shared vision, form-based codes are well-supported; resistance rises according to the extent to which landowners and businesses see that vision as limiting rather than enabling future opportunities.</p>
Key Performance Indicators	Reduced time in design, review and permitting; reduced conflicts between users of the public realm; improved longevity of street improvements and tree plantings; increased investment in public realm improvements; increased rents; increased property values.
Partners & Resources	Chamber of Commerce, Downtown Business Association, Planning Board, Design Review Committee, Downtown residents and business owners.



## Diagnostic

Like a lot of communities, Northampton is working to promote redevelopment of its downtown while preserving the historic character of its unique buildings and streetscapes. An architectural review committee administers design guidelines that were prepared 20 years ago, but much time is spent in negotiation as the committee works with applicants to interpret them. Current district boundaries, moreover, include areas within the core historic district where stringent architectural guidelines make sense, as well as side streets and transitional areas where more flexibility is appropriate.

The form-based code approach provides an opportunity to fine-tune the zoning for each part the downtown: setting clear standards for good urban design in all areas, maintaining a strong historic preservation standard in the core, and allowing for more flexibility and creativity in other areas.

The challenge (as well as opportunity) of this approach is that before the code can be written there has to be a clear idea of what is desired. Where the current zoning and review process leaves a lot of those decisions to be made (and negotiated) during the design and permitting process, the form-based code requires the community to make those design decisions up front – greatly simplifying design and permitting and allowing for a predictable outcome for all concerned.

## Action Item

1. Define the study area and generally establish how detailed the code should be, and whether it should be very prescriptive or more flexible.
2. Review the existing zoning for the area and consult with property owners, residents, business owners, developers, planning department staff, planning board members, zoning board of appeals members, and the code enforcement officer to determine what is working in the existing zoning and should be kept and what is not working and needs to change.
3. If none exists, conduct a detailed survey and analysis of existing conditions, including dimension of streets and sidewalks, setbacks, lot dimensions, parking, landscaping, architecture, use patterns, materials,, etc.
4. Establish and/or verify the community's overall vision for the future of the area, likely including some combination of preservation, adaptation or transformation. Verify how the vision relates to the public and private realms, including functional and aesthetic goals, pedestrian connections, complete street concepts, etc.
5. Determine the best approach to enabling the community's vision, which could be adopting a new district with form-based standards, a form-based overlay district, or incorporating form-based standards throughout the code.
6. Determine the topics to be regulated and the standards for them. At a minimum, establish maximum front setbacks, building massing standards including the height and orientation of buildings fronting streets and public spaces, a front entrance requirement, standards for ground-floor uses, minimum transparency on the ground floor, and standards for pedestrian friendly off-street parking.
7. Draft the code at the level of detail needed to establish a clear and predictable process of design and review, balanced with the specific community's capacity to manage that process and the ability of the real estate market to support the desired vision. Test the code on a range of sites within the study area and revise the code as needed to ensure the desired outcomes.
8. Incorporate within each of these steps a robust process of public involvement and iterative development of design concepts and regulatory approaches. Most communities benefit from a scenario-based process that explores multiple alternatives at each stage before settling on a preferred approach.

Process

The process of implementing a form-based code for the public realm starts with planning for the district and drafting the code itself, as described above. Key implementation steps involve bringing the code forward for public review, making any necessary changes to respond to feedback from stakeholders, and moving through the adoption process as governed by state and local law.

Defining Standards for the Public Realm

The form-based code for the public realm provides a detailed breakdown of each element, including the frontage zone adjacent to the buildings; the throughway zone that provides a clear path for pedestrians; and a furnishing and utility zone for trees, light fixtures, benches and other furnishings. It can also include a street enhancement zone with standards for parking spaces, stormwater management and temporary uses within the parking area.

A simpler or more complex cross section can be developed, depending on the need. The goal is to provide for a predictable arrangement of all desired elements, coordinated with the provision for vehicular passage, parking, public transit and bicycling. This ensures that outdoor dining, sidewalk displays, public seating, art and other elements can all coexist within a compact footprint while minimizing conflicts. If some uses won't fit the dimensions of the street or are inappropriate to the area, that decision is made up front, providing clear direction to all involved.

Throughway & Frontage Zone Standards | Main Street- Primary [MS-p]

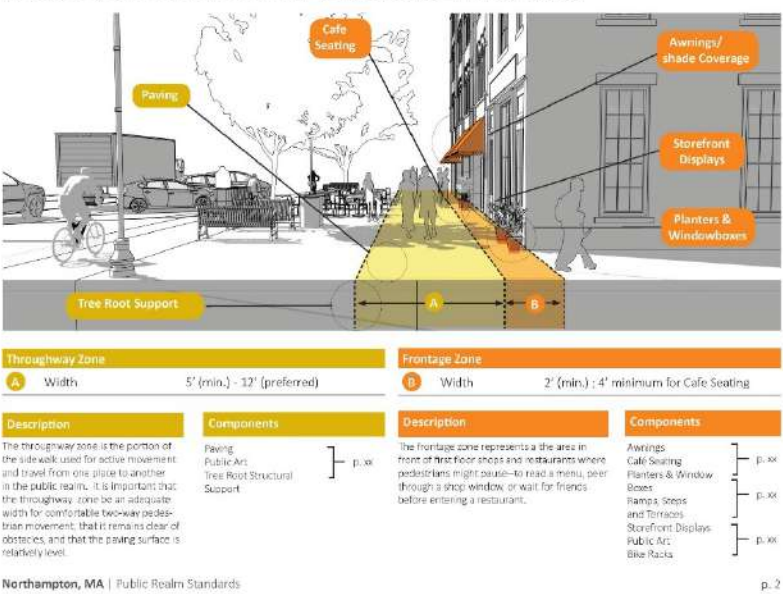


Diagram showing dimensions, allowed components and uses within the Throughway and Frontage Zones.

Furnishing & Utility and Street Enhancement Zone | Main Street- Primary [MS-p]

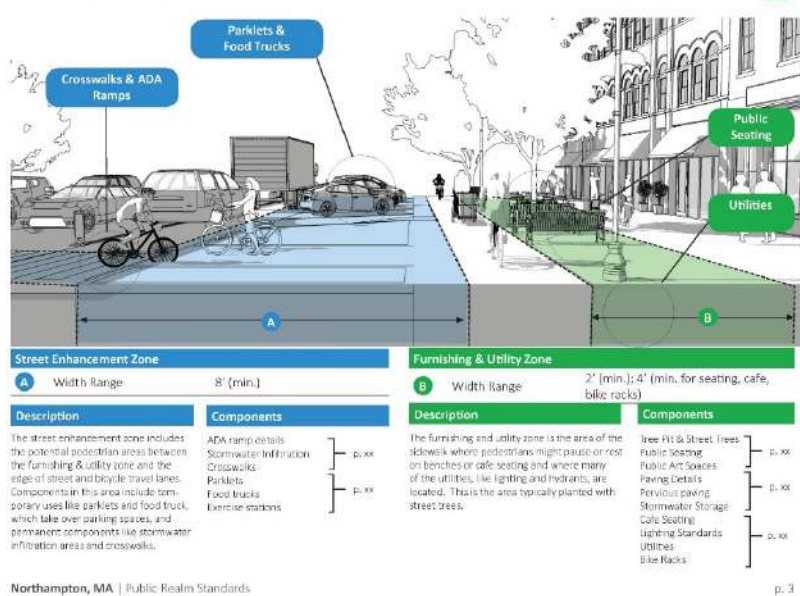
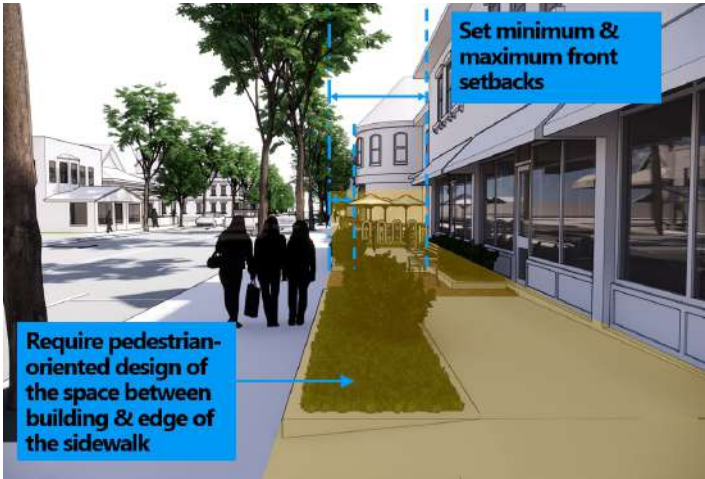


Diagram showing dimensions, allowed components and uses within the Furnishing and Utility and Street Enhancement Zones.

### Calibrating Public Realm Standards to different street types, districts or neighborhoods.

One value of the graphic form-based code is the ease to which it can be calibrated to reflect different design and dimensional standards for varied districts or street types.

This is usually represented by cross sections (or three-dimensional representations) of each area, with simple tables defining the desired parameters for setbacks, street and sidewalk elements, and the relationship of building entrances and façade elements to the public way.



The form-based code establishes appropriate building setbacks, then provides standards for designing both public and private frontage areas within a unified composition.

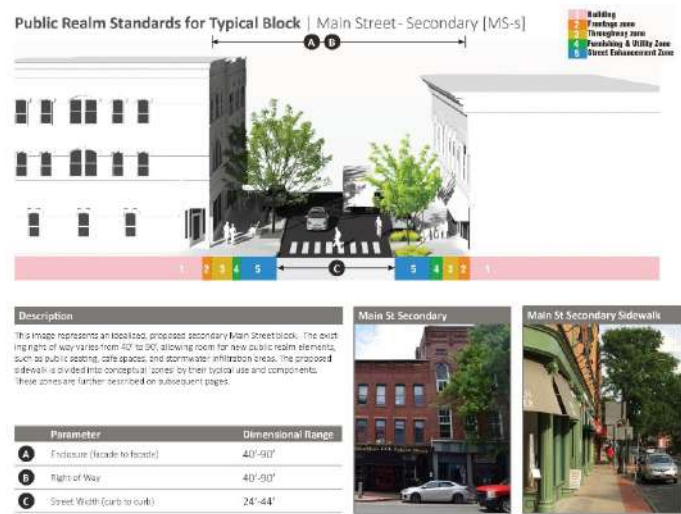


Diagram showing cross section, dimensional parameters and photographic examples for a typical "Main Street - Secondary" block.



Diagram showing cross section, dimensions and examples for a typical "Side Street" block..



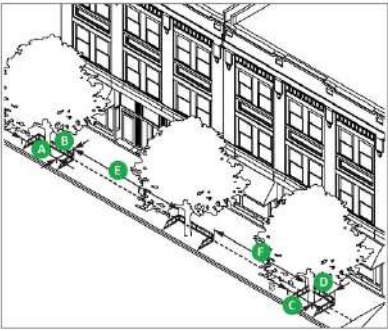
Raising the Bar for Streetscape Design

In a successful downtown, the streetscape and buildings work together to shape a series of "outdoor rooms." The character of these outdoor rooms fundamentally shapes people's perceptions of the downtown, how they move through it, and how they can use the space. A form-based code provides the opportunity to ensure that public and private investments are working in tandem to create memorable and functional places.

A form-based code takes the successful elements of a typical streetscape project and places them into zoning, where they will have a chance to outlive the brick and mortar of the original plan. It also makes clear which elements of the streetscape design are key contributors to the character of that place across decades, and which ones can and should vary over time to reflect new materials and design trends. It can also serve as a guidebook to how best to accommodate the growing demand for temporary private use of the public space for outdoor dining, display, retail sales and other purposes.

A form-based code provides an opportunity to set a higher standard for the design of elements that, whether installed by the town DPW or a private abutter, tend to be driven by the needs of the moment rather than the long-term vision. It also allows for functional elements such as stormwater treatments, bike lanes, and crosswalks to be integrated into a comprehensive scheme based on a shared community vision.

Public Realm Component Standards | Street Trees & Tree Pits



**General Standards**

(1) Sidewalks must include street trees planted within the furnishing zone in a regular spaced allee pattern, with a recommended spacing of twenty to thirty (20 - 30) feet on center depending on species, and no greater than forty (40) feet on center. Along Frontage Zones, street trees may be planted in an irregularly-spaced allee pattern to avoid obscuring windows and signage. Tree trunks should not be placed in front of doorways or stairs.

(2) When planted, street trees must be a minimum height of ten (10) feet and/or two (2) inches in caliper.

(3) Recommended tree pit dimensions are five (5) feet wide (dimension perpendicular to curb) and ten (10) feet long (dimension along curb), for the area of exposed soil surrounding the tree. If this configuration is not possible due to site constraints, other tree pit configurations amounting to 50 square feet may be allowed. When level with an adjacent walkway, the soil area must be protected by eighteen (18) inch tall metal tree guard fencing. When recessed below an adjacent walkway, open soil areas must be protected by porous rubber tree pit surfacing.

(4) Sidewalks in front of terminated vistas and along civic space frontage may be granted a waiver from street tree requirements at the discretion of the Planning Board.

(5) Street trees must be planted at least five (5) feet from fire hydrants, six (6) feet from street signs, seven (7) feet from curb cuts, and thirty (30) feet from stop signs. The edges of tree planting beds must be at least two (2) feet from gas, electric, water, and sewer lines, and at least four (4) feet from oil fill pipes.

**Dimensional Standards**

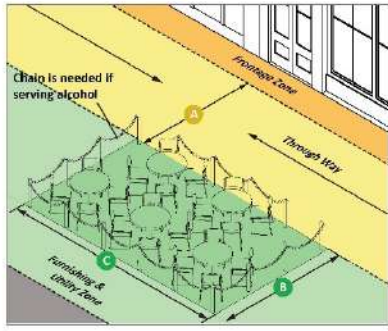
A	Tree Pit Length	10'
B	Tree Pit Width	5'
C D	Tree Pit Alternative Length and Width	~50 SF
E	Maximum tree spacing (trunk to trunk)	40'
F	Recommended tree spacing (trunk to trunk)	20' - 30'
	Recommended soil volume	600 cubic feet (min) for small tree to 1000 cubic feet (min) for large tree

Northampton, MA | Public Realm Standards

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Adequate standards for street tree plantings, especially for providing sufficient soil volume, are lacking in many communities .

Public Realm Component Standards | Cafe Seating



**General Requirements**

(1) Outdoor cafe seating is permitted as an ancillary activity of one (1) eating & drinking establishment.

(2) The operator of the outdoor cafe seating is responsible for the proper maintenance of the cafe area at all times, including proper disposal of all trash generated.

(3) Outdoor cafe seating may be located in a Private Frontage Zone. Pedestrian space, Public Frontage Zone, Furnishing Zone, or sidewalk. Outdoor cafes with a table Public Realm must receive an Encroachment Permit from City Council.

**Dimensional Standards**

A	Thoroughway Zone Width	5' minimum typical (4' minimum on Side Streets)
B	Cafe Seating Depth	6' minimum to 15' maximum from facade
C	Cafe Seating Length	Adjacent to and not extending beyond the establishment it serves
D	Width of Clear Path of Access to Entrance	4' minimum

Northampton, MA | Public Realm Standards

p. 17

Clear standards for outdoor dining should establish acceptable locations within a particular cross section, as well as the relationship of seating areas to the thorough way and other elements.



Source: Wickedlocal

# Establish Parking Benefit District to Better Manage Parking Resources and Enhance Village Vitality

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Provided by SME Consultant

Stantec Consulting, Inc.

Location

Brookline, Massachusetts



Origin	Town of Brookline
Budget	 <p>Low – No cost to the Town to establish a Parking Benefit District (PBD) and supporting committee. Administrative responsibilities are conducted by existing departments/employees.</p>
Timeframe	 <p>Short Term (&lt;5 years) – The establishment of the Parking Benefit District and formal allocation of meter funds took approximately one year.</p>
Risk	 <p>Medium Risk – Political buy-in and support from local businesses and public for increase in parking prices</p>
Key Performance Indicators	Net new parking meter revenues
Partners & Resources	Parking Benefit District Advisory Board, Department of Public Works, Arts Commission, Select Board, Transportation Board, Local Businesses
Diagnostic	<p>The creation of the PBD was intended to help Brookline respond to the commercial decline of Brookline Village and an increase in vehicle congestion. Through the creation of a PBD, funds from meters in a Parking Meter Zone could be allocated to expenditures and Town budgets used to create improvements that continue attracting visitors and businesses, including:</p> <ul style="list-style-type: none"> <li>• Accessibility improvements to sidewalk infrastructure</li> <li>• Public art recommendations from the Arts Commission</li> <li>• Parking and traffic operational improvements (related to needs identified by the Transportation Board and/or DPW)</li> </ul>
Action Item	<ul style="list-style-type: none"> <li>• The Brookline Parking District Advisory Board was established and is comprised of local businesses and residents.</li> <li>• The BVPBDAB defined the area of the parking benefit district.</li> <li>• The BVPBDAB ongoing tasks include: <ul style="list-style-type: none"> <li>• Recommending an annual budget;</li> <li>• Reviewing and adjusting parking rates, as necessary, and expenditures in the PBD to the Select Board for approval; and</li> <li>• Making recommendations related to parking/traffic operations and temporary or permanent physical changes to the Transportation Board and/or DPW as appropriate and making recommendations related to public art to the Arts Commission.</li> </ul> </li> </ul>



## Process

In 2016, the Massachusetts General Court enacted the Municipal Modernization Act. One of the provisions of that law authorized the creation of parking benefit districts (PBDs).

The Town approved the article to create a PBD in Brookline Village and an associated Brookline Village Parking Benefit District Advisory Board (BVPBDAB). The BVPBDAB is composed of nine members appointed by the Select Board, at least five of whom shall be business/commercial owners and managers in the district.

The BVPBDAB recommends an annual budget, parking rates, and expenditures in the PBD to the Select Board for approval. The Advisory Board will also develop and propose recommendations that will be funded by the PBD fund.

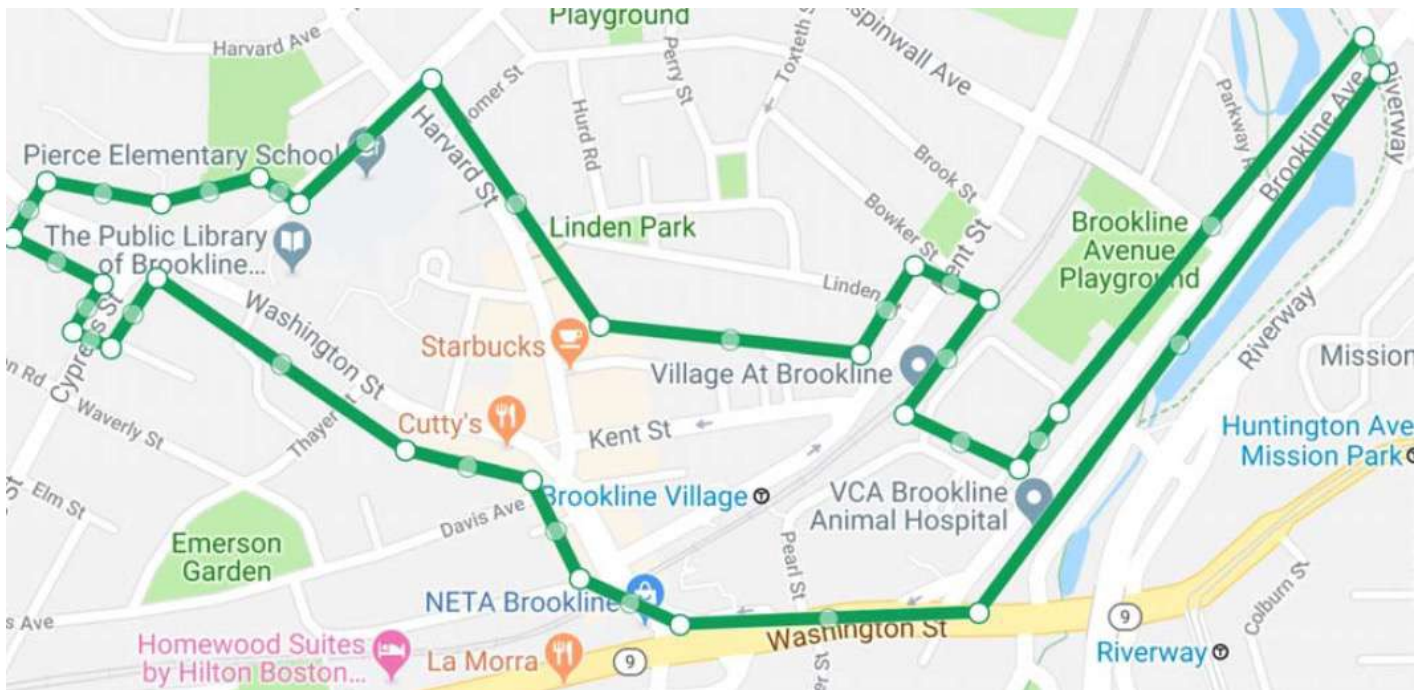
Once the area had been defined, a portion of parking meter revenues only is transferred into the Parking Benefit District Revolving fund.

Fund revenues are the increment above previous parking revenues, which continue to flow into the General Fund. Incremental increases in revenue are based on a parking pricing rate increase from \$1.25 to \$1.50/hour. This does not include revenue from parking violations or parking permits.

## Success Story

Since the establishment of the PBD, \$1M has been invested to support a range of improvements and associated administrative oversight.

Brookline was awarded a MassDOT Shared Streets & Spaces Grant and installed many temporary dining areas, drop-off zones, and bike lanes. The Town intends to use PBD funds to make many of these improvements permanent.



Brookline's PBD Map. Source: May 2019 Annual Town Meeting



Source: Arlington

# Establishment of Parking Benefit District for Improvements and Amenities in Arlington's Town Center

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Provided by SME Consultant

Stantec Consulting, Inc.

Location

Town of Arlington, Massachusetts



Origin	Town of Arlington
Budget	 <p>Low – No cost to the Town to establish a Parking Benefit District (PBD) through the Select Board. Arlington DPW manages maintenance tasks. The Town hired a contractor for beautification efforts and snow plowing.</p>
Timeframe	 <p>Short Term (&lt;5 years) – The establishment of the Parking Benefit District, implementation of new parking meters, and formal allocation of meter funds took approximately 1 year.</p>
Risk	 <p>Medium Risk – Political buy-in and support from local businesses and perception issue related to implementing new meters</p>
Key Performance Indicators	Parking meter revenue
Partners & Resources	Arlington Select Board, Arlington Department of Public Works, Finance and Capital Planning Committee
Diagnostic	<p>Arlington was in need of a dedicated revenue source to fund needed changes in their Town Center. The PBD was ideal for setting aside a stream of money to implement improvements that did not have priority in the Town's Capital Plan.</p> <p>Through a parking study, Arlington determined that a performance-based adjustment to their parking pricing would provide much needed curbside availability while increasing revenues. Arlington installed new meters and initiated the parking management changes during the PBD approval process.</p> <p>The PBD fund was created to support a wide range of physical improvements as well as administrative/maintenance responsibilities including installation &amp; ongoing meter maintenance; the parking control officer's salary; credit card &amp; collection fees; servicing lease payments for meters; implementing pay-by-phone; snow removal in parking lots; the Arlington Center Sidewalk Project (ongoing); and parking lot re-designs.</p>
Action Item	<ul style="list-style-type: none"> <li>Establishing a Parking Advisory Committee, to manage the PBD. The Committee has complete flexibility to amend revenue allocation details and the operational/managerial structure, as the adopted local enabling legislation was written to ensure flexibility</li> <li>Establishing a system of accountability and trust for ongoing oversight by the Town's Financial Committee &amp; Capital Planning Committee, including <ul style="list-style-type: none"> <li>Periodic reporting to committees &amp; stakeholders, maintaining consistent engagement and input; and</li> <li>Making an annual presentation at Town Meeting</li> </ul> </li> <li>Establishing a special revenue fund with a revolving fund structure for on-going parking meter revenues</li> <li>Defining a list of streetscape, mobility, connectivity, and accessibility improvements that are funded by the PBD special revenue fund</li> </ul>



## Process

In 2016, the Massachusetts General Court enacted the Municipal Modernization Act. One of the provisions of that law authorized the creation of parking benefit districts (PBDs).

The Town approved the article and adopted local legislation to create a PBD in Arlington Center with a defined geographic area, per State rules.

The Arlington Center Parking Benefit District Committee formed and developed a reporting structure to the Select Board, regularly proposes PBD-funded improvements, and manages PBD operations.

Once the PBD had been defined, parking meter revenue only is transferred into the Parking Benefit District Special Revenue fund, from which disbursements are made.

Following the adoption of the PBD, additional managerial responsibilities and expenditure management tasks may need to be assigned depending on the project type [e.g. the Department of Public Works manages sidewalk improvements].

## Success Story

Upon adoption of the PBD no negative impacts have been identified. New parking meters on Massachusetts Avenue were readily embraced by the community.

The original PBD revenue projection presented to the Select Board was conservative. It has regularly exceeded expectations.

The PBD has created an appetite for parking meters in other districts, which are being explored.

While parking revenue was lower due to pandemic impacts, the Town took advantage of the MassDOT Shared Streets & Spaces Grant in 2020 to create impactful temporary improvements downtown. PBD funds were used to supplement this award through the purchase of planters to beautify and protect outdoor dining areas.

In the future, the PBD will fund permanent installations of other temporary improvements including outdoor dining infrastructure and landscaping.



Public engagement flyer for PBD. Source, Arlington.



Plan of proposed downtown improvements, including PBD-funded features such as landscaped pots and benches, and sidewalk enhancements. Source, Town of Arlington.



Lake Cochituate

Town Line

Exist. Trail Connections

Project Limits

# Route 30 Shared Winter Streets and Spaces Separated Bicycle and Shared-Use Lanes



Provided by SME Consultant

BETA Group, Inc.

Project  
Location

Wayland, MA  
Natick, MA

Origin	Sarkis Sarkisian, Planning Director, Town of Wayland, MA; Jeremy Marsette, Director of Public Works, Town of Natick, MA; Marianne Larossi, Open Space Planner & Conservation Agent, Town of Natick, MA	
Budget	<div> <div>\$</div> <div>\$40,000</div> </div>	
Timeframe	<div> <div>🕒</div> <div>Short Term (&lt;5 years) – project has been completed</div> </div>	
Risk	<div> <div>⚠️</div> <div>Low Risk -post-pandemic outlook on outdoor recreation appears strong</div> </div>	
Key Performance Indicators	Number of pedestrians and bicyclists using the facilities and reduction of vehicle speeds	
Partners & Resources	Towns of Natick and Wayland, MassDOT, DCR	

## Diagnostic

Route 30 is a wide two-way arterial street with wide shoulders and no on-street parking which encourages high traffic speeds with no protection for pedestrian and bicyclists. Traffic volumes and speeds are moderate to high along the corridor. Demand for pedestrian and bicycle use along the corridor is moderate to high as it connects with businesses and the Cochituate Rail Trail on the west end with recreational opportunities in Cochituate State Park to the east.

## Action Item

The Rt. 30 (Commonwealth Road) Shared Winter Streets and Spaces Project provides separated bicycle and shared-use lanes that improves safety for pedestrians and bicyclists and reduces vehicle speeds along the corridor. The project corridor is approximately 2/3rds of a mile long and is located in both Natick and Wayland, MA. The project links the Cochituate Rail Trail and an office development on the west side with Cochituate State Park and the Snake Brook Trail on the east side.

The project was initially developed as a Pilot Project but was ultimately planned as a permanent installation. Coordination between the Towns of Natick and Wayland, MassDOT, and DCR was a critical element of the project.

## Process

The Route 30 Separated Bicycle and Shared-Use Lane Project was planned, designed, and implemented during the Fall of 2020 in Natick and Wayland, MA. Town of Wayland staff led the effort to obtain funding through the MassDOT Shared Winter Streets and Spaces Program while Town of Natick staff led the implementation and construction effort.

The project included the installation of vertical flex posts within the buffer area between the travel lanes and the separated bicycle and shared-use lanes. The flex-posts were installed with anchor cups that allows them to be screwed into the anchors for the Spring, Summer and Fall seasons, and unscrewed during the winter to allow for snow plowing. The next Actions of the project will include:

Monitor and record pedestrian and bicycle volumes along the project corridor and measure vehicle speeds using video cameras.

Maintain flex posts, pavement markings and signage as needed.

The Town of Wayland is studying the feasibility of extending the bicycle and shared-use lanes to connect with Route 27 one-half mile to the east.





*Route 30 Shared Winter Streets and Spaces Separated Bicycle and Shared-Use Lanes*



# Creating Safe Pedestrian Access in a Rural Village Center






Provided by SME Consultant

Franklin Regional Council of Governments

Location

Whately, MA

Origin	The project was envisioned in a master plan for the Whately Center Historic District.
Budget	 Medium Budget (\$50,000 - \$200,000) for construction Design and engineering funded by the Town of Whately Additional public participation process and construction funded through Massachusetts Complete Streets grant
Timeframe	 Short Term (Less than 5 years)
Risk	 Medium Risk
Key Performance Indicators	Measures of the positive impacts of the improvements are an increased number of events, visitors, and restaurant receipts as well as a reduction in traffic speeds.
Partners & Resources	Municipal committees focused on the target area and technical assistance providers, including a landscape architecture school and the regional planning agency.



## Diagnostic

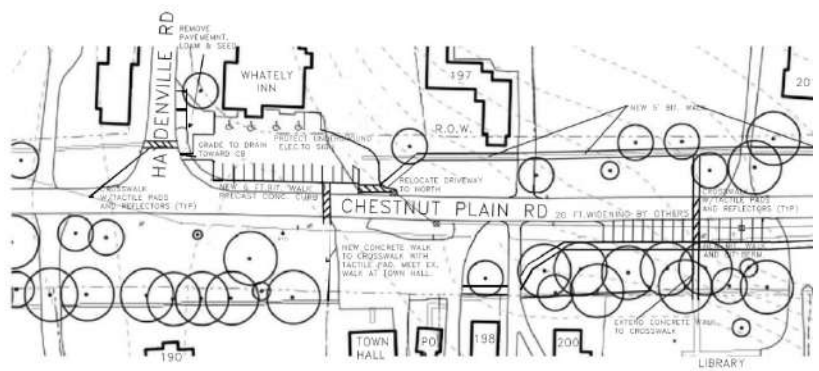
Chestnut Plain Road has a wide linear town common layout and is an integral part of the character and landscape of the town center historic district.

Creating safe pedestrian access in the village center was identified as a priority during the development of the Complete Streets Prioritization Plan that was part of the town's participation in the MassDOT Complete Streets Funding Program. The Complete Streets Prioritization Plan was developed through a comprehensive public process. A committee comprised of representatives from the Selectboard, the Planning Board, the Historical Commission, and the Finance Committee, a Library Trustee, a resident, the Town Administrator, and the Highway Superintendent worked with the Franklin Regional Council of Governments staff to compile a Complete Streets Prioritization Plan and seek implementation funding for the project. Public outreach for the Complete Streets Prioritization Plan included a series of meetings of the committee to review and prioritize the projects, an input meeting with the general public, and a meeting of the Whately Selectboard to review and endorse the project rankings.

Therefore, to move forward, this project needed to have broad and strong community support. The project was successfully implemented because public outreach and an engaged planning process had taken place during the town center master planning process before the initiation of the final design and implementation of the improvements.



*BEFORE: Google Maps aerial image of the Whately Inn at the corner of Chestnut Plain Road and Haydenville Road. A major renovation of the old Town Hall completed in 2019 resulted in a new community center and history museum across the street from the Whately Inn. With no crosswalks or sidewalks, the pedestrian pathway connecting these two attractions was not well defined.*



*Engineering plan created by Sara E. Campbell, PE, consulting civil engineer, for the project area of Chestnut Plain Road near Haydenville Road.*



## Action Items

The The Whately Historic District Complete Streets project included the construction of new sidewalks and pedestrian infrastructure on the town's main street, Chestnut Plain Road – e.g. construction of a new section of sidewalk in front of the Whately Inn, a vibrant local restaurant, where there was no sidewalk. Some of the parking for the Whately Inn was located next to the road in the space where a sidewalk would be located. The town worked cooperatively with the Whately Inn to redesign and relocate the parking area to allow for the construction of a sidewalk. By relocating the entrance to the parking area, additional parking was created and the sidewalk was constructed. Site ownership at a location where there was no sidewalk has the potential to pose an obstacle to the successful implementation of a continuous sidewalk through a project area. By the town and the Whately Inn communicating and working collaboratively this project was a success.

The project also improved pedestrian connections between the Whately Inn and the recently renovated old Town Hall, which is now a community center and local history museum. As in-person events begin to be held again at the old Town Hall, residents and visitors can safely and easily park and walk to and from the Whately Inn and the event.



*AFTER: With new crosswalks and sidewalks, pedestrians have safe access to the Whately Inn as well as the new community center and history museum, Post Office and public library across the street.*



*AFTER: The well defined parking area in front of the Whately Inn provides space for both parking and a seasonal tent for outdoor dining.*

## Process

- Completion of a conceptual design process that included broad participation.
- Adoption of a Complete Streets Policy.
- Development of a Complete Streets Prioritization Plan, facilitated by the Franklin Regional Council of Governments.
- Approval of Complete Streets Prioritization Plan by the Massachusetts Complete Streets Funding Program so that the community is eligible to apply for complete streets implementation funding.
- Application to the Massachusetts Complete Streets Funding Program for project implementation funding.
- Approval of implementation funding through the Massachusetts Complete Streets Funding Program for the project.
- Completion of the final design for the project which includes collaboration with businesses and abutters so as to address needs for parking, outdoor dining, and pedestrian facilities.
- Temporary construction or permanent easements were identified and sought
- Conduct procurement process to hire contractor.
- Contractor completes project construction.

## Importance of Public Engagement

Early in the project development the interests, concerns, and perspectives of many residents were considered through a master plan development process. Concerns related to the preservation of the historic streetscape while updating the sidewalks and crossings to improve accessibility for pedestrians was a challenge. Specifically, a robust public outreach process was completed that included a solicitation of input from those who would be impacted by the project. Two major considerations/challenges to implementation were making sure to preserve the historic double row of trees and to avoid damaging the root systems and also making sure that any signs did not detract from the historic character of the neighborhood. The project involved balancing pedestrian and motorist safety while also not detract from the historic qualities and feel of the area.

With the approval of the Select Board, the Whately Historical Commission formed an ad hoc committee to focus on the Whately Center Historic District. The ad hoc committee included a broad range of representation. They engaged the Conway School of Landscape Design to facilitate a visioning process and create conceptual designs for a Whately Center Historic District master plan. Since the visioning took place early in the project development, many interests and concerns were considered and incorporated into the conceptual designs that helped communicate proposed improvements.

Later, during the development of the design plans for the Chestnut Plain Road sidewalk, representatives of the Whately Inn were also consulted to discuss and brainstorm a solution to the parking issue. The solution was developed that improved the access to the parking lot and the configuration of the parking to allow for the construction of the sidewalk. The Inn donated towards the construction costs to compensate for a portion of the project that was on their property.



# Watchemoket Square/1<sup>st</sup> Street Pilot Project – Protected Bike Lane






Provided by SME Consultant

BETA Group, Inc.  
Lincoln , RI

Location

East Providence, RI

Origin	City of East Providence, RI: James Moran Chief Economic Planner, William Fazioli, Director Planning; Erik Skadberg, City Engineer; Christopher Martin, Executive Director, East Providence Waterfront Commission	
Budget		\$35,000
Timeframe		Short Term (<5 years) – project is in development phase
Risk		Medium Risk -post-pandemic outlook on outdoor recreation and outdoor dining appears good
Key Performance Indicators	Number of pedestrians and bicyclists	
Partners & Resources	Various City Departments; East Providence Chamber of Commerce	



## Diagnostic

The 1<sup>st</sup> Street Protected Bike Lane Pilot Project in Watchemoket Square in East Providence, RI will fill an existing gap in the East Bay Bike Path system. The 1<sup>st</sup> Street segment is the only link in the multi-mile system that does not have protected or buffered bike lanes.

1<sup>st</sup> Street is a narrow two-way street with no formal on-street parking, shared lanes for traffic and bicycles, and sidewalks on both sides. The traffic volumes and speeds are moderate and sharing the roadway presents a safety issue for bicyclists. This segment of Bike Path is used by commuters, as well as by riders of all ages for recreation. The businesses located along 1<sup>st</sup> Street have an opportunity to serve active transportation pedestrians and bicyclists.

The Pilot Project was developed to test the feasibility and operations of implementing separated bike lanes. The Pilot Project would also convert two-way 1<sup>st</sup> Street to one-way southbound direction for traffic. Outreach with abutters was a critical element of the project. Key issues included maintaining access to business parking lots and change in circulation of 1<sup>st</sup> Street.



*Intersection of 1<sup>st</sup> St and Warren Ave. Existing and proposed*

## Action Items

Planning and design for the 1<sup>st</sup> Street Protected Bike Lane Pilot Project in Watchemoket Square in East Providence, RI is completed. The Pilot Project is planned to be implemented in Spring 2021 and will be in operation until Fall 2021.

The City of East Providence will obtain the materials and construct the Pilot Project. Actions will include:

- Secure materials for construction.
- Implementation of pavement markings, signage, flex posts, and mountable curbs.
- Traffic management during construction.
- Outreach to abutters to solicit feedback on Pilot operations, access, deliveries, etc.
- Adjust elements of the project as needed based on feedback.
- Record number of pedestrians and bicycles using the 1<sup>st</sup> Street during the Pilot Program.



*Intersection of 1<sup>st</sup> St and Mauran Ave. Existing and proposed*





# Gove Street Crossing: Pop-up Park + Plaza

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Provided by SME Consultant

Civic Space Collaborative

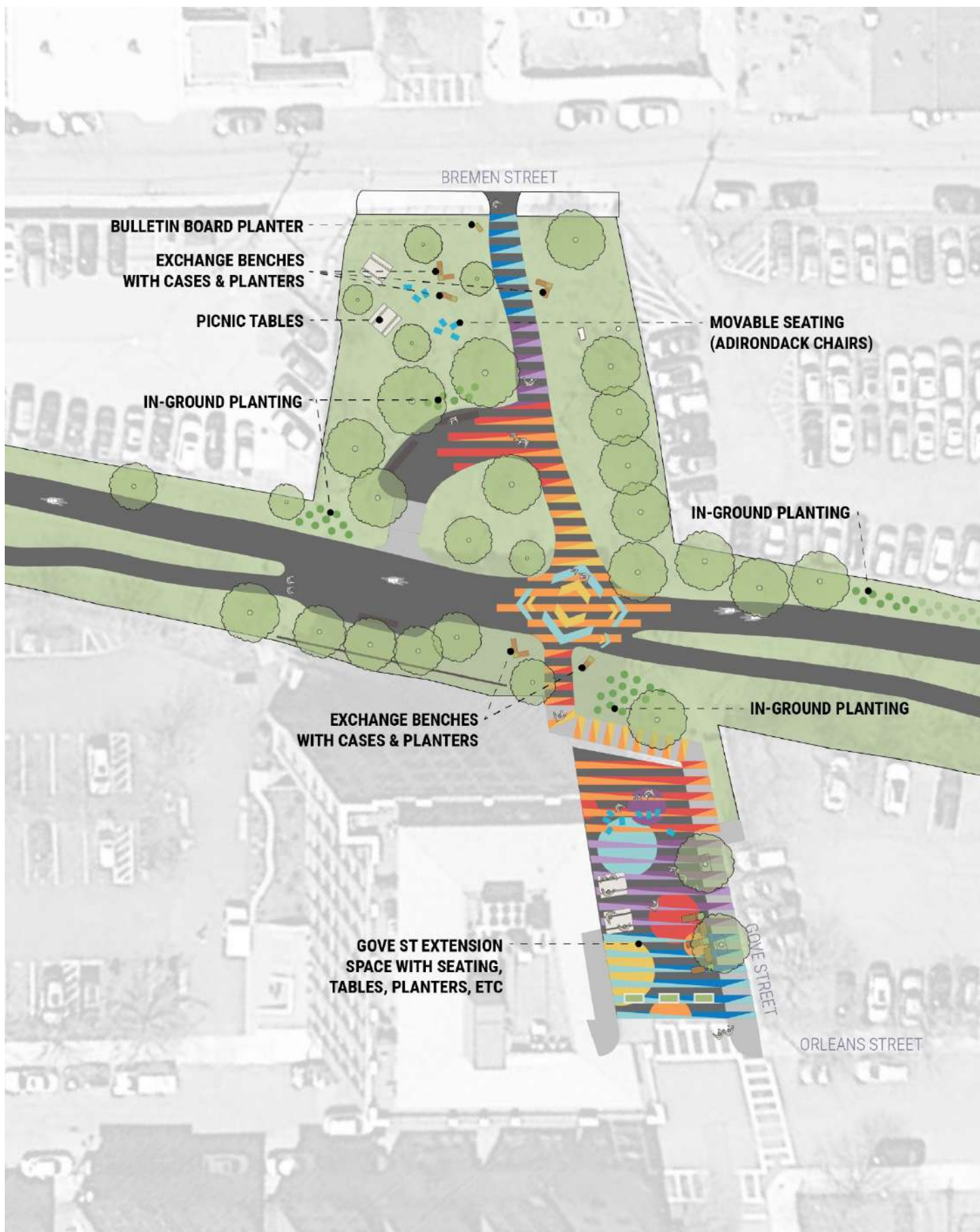
Location

East Boston, MA



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





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

## Process

### Design Competition

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

### Pop-Up Installation Planning + Design

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



*Toole Design laying out the design before volunteers arrive*



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



*Gove Street one week pop-up tactical plaza*



## Process (Continued)

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

## Implementation

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





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



Gove Street Crossing: East Boston Greenway signage and temporary benches



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





# Create a way-finding system to help reinforce the downtown experience






Provided by SME Consultant

Mark Favermann, Favermann Design

Location

Wakefield, MA

Origin	Town of Wakefield
Budget	 Medium-- approximately \$80,000 (kiosk only; additional elements to cost \$30,000)
Timeframe	 Short -- planning and implementation in 3-1/2 months
Risk	 Medium --political will, lightning caused devastating fire, unjustified NIMBYism and lack of community transparency
Key Performance Indicators	Continued use by visitors and residents
Partners & Resources	Wakefield Main Streets, Town of Wakefield, Mass Legislature, Wakefield Police Department, Wakefield Public Library, Wakefield Historical Commission and Wakefield DPW

## Diagnostic

The Town of Wakefield is a north of Boston middle-income suburban community. Most residents work outside of Wakefield and commute to work. There are two MBTA Commuter rail stations in Wakefield—Wakefield Center and Greenwood.

There was no universally accepted brand or wayfinding system for the Town of Wakefield.

On the edge of Wakefield Center, Lake Quannapowitt is a popular setting for walkers, joggers, bikers, and in-line skaters off Route 128 in Middlesex County. It is the site of many organized races from 5Ks to Ultra Marathons. However, rarely do outside visitors travel beyond the lakeside the 200 yards to the Town of Wakefield's Downtown. This is a lost opportunity to support restaurants and shops in the Downtown.

With a vital mix of restaurants, goods and services, the downtown appeared robust. However, things could be improved by an effort for better direction and more on-street communication. Here was an opportunity to build on the downtown's commercial base and solidify Wakefield as a Northshore destination.

The Town's administration allotted funding to design a branding and wayfinding system. Seven months later a Massachusetts Legislative Earmark was granted to the Wakefield Main Streets Program for the design and fabrication of informational kiosks.

## Action Item

The two overlapping programs took two different paths.

- Over an eight-month period, the branding and wayfinding design process went through a series of group meetings with a large Advisory Group of 24 representatives.
  - A month after the town landscape-based brand was approved by the Advisory Committee and presented in the local daily newspaper and to the Town Council, a devastating lightning-induced fire burned down the majestic church steeple. The loss of the church set back the discussion of whether or not the approved image should be brought forward as a historical image or changed to reflect the current conditions.
  - The designs and branding and wayfinding program were put on hold.
- Overseen by the Wakefield Main Streets Board of Directors and invited Town officials, the kiosk design program was mandated to have only 3.5 months to complete design, design review, put out for bidding and start implementation.
  - The kiosk program went fully ahead.
  - However, some community members felt left out of the design and placement of the project elements. Their concerns had to be integrated.



*Joggers and runners around Crystal Lake, a target audience of non-residents as potential patrons to the downtown.*



*Old Band Stand adjacent to Lake Quannapowitt in Wakefield, MA*

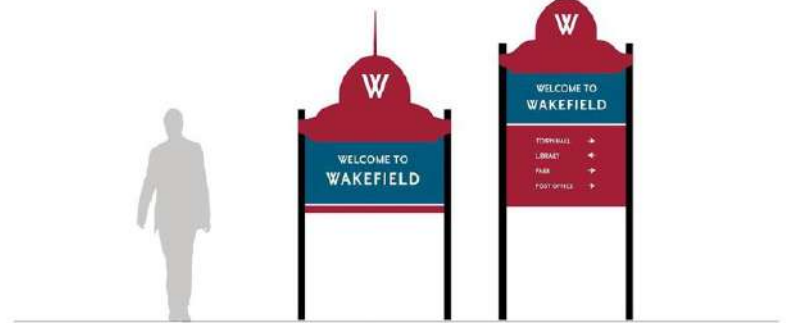


## Process

- After a number of kiosk design alternatives were presented to the Wakefield Main Streets Board, one design was chosen to develop, locate and specify.
- Three (3) of the kiosks were to be two-sided and analog; the fourth was to be digital and four-sided. The digital one would be set closest to the lake.
- Historical town images and commentary was developed to fit around as a border around a business directory for one side of the directory.
- Set in an airtight locked Plexiglas window, this information could be easily changeable on the two-sided kiosks. On the opposite side was space for timely event posters and community announcements.
- The digital kiosk was designed to have a screen/monitor that was programmable from the town hall.
- There was much criticism around the placement and look of the digital kiosk. The town council eventually addressed the public and took a stand that the location, size and look of the kiosk was the best possible solution.
- Kiosk-opposing residents were invited to an expanded Branding and Wayfinding meeting to assist with eventual sign element placement on maps.
- Favermann Design was then hired by the Town administration to create a style guideline to reflect the iconic kiosk toppers.
- After a period of about four months the guidelines have resulted in the establishment of a consistent Town of Wakefield visual brand for internal communication, the official website, e-mails, business cards, interior town hall signage, newsletters and even drop boxes.
- These guidelines were in place during the Covid-19 pandemic, and further thought was given to the on-hold wayfinding program. It was decided that a new approach should be taken that abandoned the problematic landscape and instead visually reflected the kiosk and style of the Town of Wakefield.
- Utilizing the new design approach, plans are going ahead for a new directional sign for the Greenwood neighborhood. A test will take place during the Summer of 2021 to see how wayfinding can connect the Lake with downtown.



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



*Besides interested citizens, town officials including the Town Planner, Police Officer, City Counselor, and Main Street board member are making decisions regarding locations.*

## Local Press Coverage of Controversial Town Council Meetings Occurred due to Kiosks

- Though carefully announced by the Main streets Board, controversy was caused by residents feeling left out of the process.
- Several Town council meetings addressed the size, content and location of the kiosks, especially the proposed digital one adjacent to the lake.
- All kiosk locations are on Town property and are at the best decision-point locations possible.
- The "waters" were eventually calmed and the process continued until a successful implementation of the program.

## Previous Historical Landscape Design for Wakefield's Branding and Wayfinding Shelves

- Below is an image of the previous design that was affected by the destructive church fire.
- The "new" simpler design has found favor in the community.
- The Town of Wakefield is now creating a fully consistent "look" for all its official elements.



**See our 2018 Wakefield Memorial High graduation supplement**

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

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

**the Wakefield DAILY ITEM**

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www.wakefielditem.com

### Sailboat with cherries



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

## Community Meeting and Open House: Hurd School future options

WAKEFIELD — The Town Council and Town Administrator Stephen P. Maio will give the public an update on the ongoing evaluation of the Hurd School located at 27 Cordis Street in the "Lakeside" neighborhood. The public is invited to a second Open House and Community Meeting.

The first Open House and Community Meeting was held on Wednesday, June 20, at the school. The Town Administrator will lead the discussion and provide updates to the ongoing evaluation followed by a question and answer session about the building's future.

"After hearing from the public at our first meeting and evaluating our swing space and other needs, it is time to re-engage the neighborhood and community to discuss the best use of the building moving forward," according to the Town Administrator.

The Hurd School was declared excess property in 2005 by the Wakefield School Committee and

## Stolen credit cards reported

WAKEFIELD — A Winslow Drive woman called police at about 11 a.m. yesterday to report that her credit cards had been stolen. The woman noticed that the cards were missing over the weekend but was not sure when they were taken.

Police said that fraudulent charges were made using the credit cards at Home Depot in Danvers and Target in Stoneham. The cards have been cancelled.

At about 3 p.m. yesterday, a caller reported that a UPS truck took down some wires at the corner of Oak Street and Orchard Avenue. Police confirmed that they were cable wires and made sure they

POLICE Page 9

HURD Page 7

## Kiosks coming to downtown

### Town Council notebook

By MARK SARDELLA

WAKEFIELD — As part of the ongoing effort to revitalize the downtown area, four new kiosks will be installed at various locations offering "way-finding" and other useful information for visitors and residents. The Town Council approved the installation of the signs, one of which will have a digital component, at their meeting last week.

Bob Mailhot, president of Wakefield Main Streets, appeared before the Town Council along with Mark Faverman of Faverman Design to discuss the project. The kiosks will be paid for by Wakefield Main Streets through their private fundraising efforts. Faverman Design has been retained by the town to develop a branding and wayfinding program for the town's business districts.

Two of the free-standing, two-sided kiosks will be located on sidewalks in the Square and will be placed at Main and Water streets and Main and Albion streets. A third two-sided kiosk will be placed near Veterans Field on North Avenue. The digital kiosk will be three-sided and will be placed at the southern end of the Lower Common, near the corner of Common Street and Lake Avenue. One side of this kiosk will be digital and have a changeable screen. Faverman talked about the design of the kiosks, which will incorporate the look of the iconic Bandstand, including a red top that

KIOSKS Page 7



KIOSKS LIKE THIS ONE will be installed at four key locations around town to help promote the downtown area. Conceived by Faverman Design, the kiosks will incorporate the look of the iconic Bandstand.

**the Wakefield DAILY ITEM**

Family-owned publication serving Wakefield since 1894

### Kiosks back before Council tonight

Rebilled to the July 16, 2018 edition.

WAKEFIELD — A plan to display wayfinding kiosks as a way to help drive visitors to the downtown area has been approved by the Town Council last night. The council voted 5-2 to approve the plan, which would place the kiosks at four locations around town. The kiosks would be placed at the corner of Main and Water streets, the corner of Main and Albion streets, the corner of Main and Lake Avenue, and the corner of Main and Common Street. The kiosks would be paid for by Wakefield Main Streets through their private fundraising efforts. Faverman Design has been retained by the town to develop a branding and wayfinding program for the town's business districts.

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### Kiosk Debate Dominates Town Council Meeting

Latest town effort to draw visitors to downtown faces no shortage of opposition.

By Bob Harris, Staff Writer | July 16, 2018 11:15 pm ET

PHOTO BY BOB HARRIS



WAKEFIELD — It's true that Lake Quannapowitt was named by the British in 1630. But it's also true that the town's kiosk project has been a source of controversy since it was first announced.

The kiosk project, which would place four kiosks around town, has been a source of controversy since it was first announced. The kiosks would be paid for by Wakefield Main Streets through their private fundraising efforts. Faverman Design has been retained by the town to develop a branding and wayfinding program for the town's business districts.

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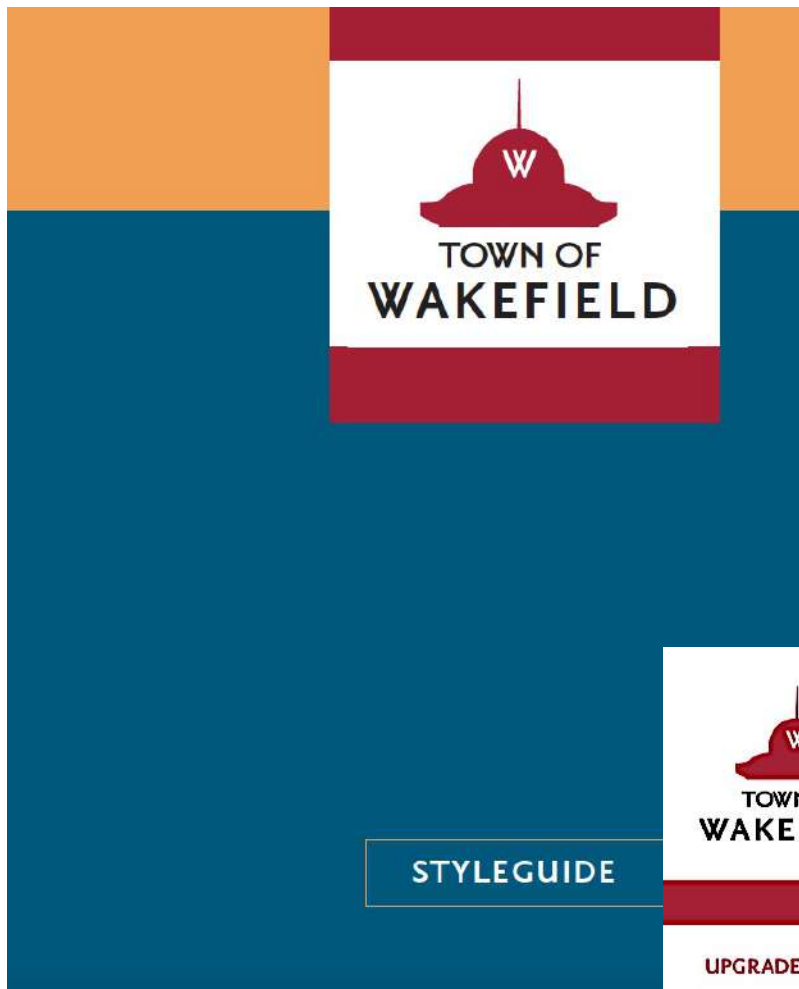
Ready to meet someone new? Try our new dating app.

Join our new community group. Meet new people and make friends.

Save up to 25% off grocery store prices. Join our new loyalty program.

Join our new fitness class. Get in shape and stay healthy.





#### UPGRADED DROP BOXES AT TOWN HALL



With safety a top priority for Town Hall employees and guests, residents are strongly encouraged to conduct their Town transactions virtually. Payments can be made online at [www.wakefield.ma.us/online-payments](http://www.wakefield.ma.us/online-payments) for many services, including taxes, water bills, white-goods stickers, refuse bags, cemetery services, and more. Many forms and applications can also be accessed on the Town's website [www.wakefield.ma.us](http://www.wakefield.ma.us).

Town Hall has installed new drop boxes to make submitting documents to staff quick and easy. These boxes are clearly marked and located near the accessible parking spaces and sidewalk ramp, to the left of the Town Hall entrance.

#### DATES TO NOTE

##### Tax Collector

Third-quarter actual real estate bill due:

February 1, 2021

Third-quarter actual personal property bill due:

February 1, 2021

2021 motor vehicle excise bill commitment #1  
Issued February 4, 2021 | Due March 8, 2021

##### Assessing Department

Abatement applications due:

February 1, 2021

Statutory exemptions due:

April 1, 2021



In 2015, Wakefield lifted its December-to-April on-street parking ban and now enforces parking limitations on an emergency basis.

When preparing for a snow event, the Town often initiates a temporary restriction of on-street parking. This allows plowing crews and public safety vehicles to safely access the roads and perform curb-to-curb cleanup. Parking ban announcements and other emergency notifications are made via our CodeRED e-alert system.

All parked cars must be removed from the roadways during a parking ban. If your residence does not have a driveway, connect with your landlord for parking options or coordinate with a neighbor who has extra driveway space. Vehicles that interfere with snow operations or emergency-vehicle access may be towed.

1 Lafayette Street Wakefield, MA 01880 | [wakefield.ma.us](http://wakefield.ma.us)

*The Town of Wakefield "branded" elements and strictly adhered to style guidelines demonstrate how programs can build upon and even improve each other to reinforce a sense of place, a sense of arrival and a sense of shared experience.*





# Wayfinding on Fairmount Greenway

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PUBLIC  
REALM

Provided by SME Consultant

Civic Space Collaborative

Location

Boston, MA

Origin	Fairmount Greenway Task Force
Budget	 Low Budget (approximately \$10,000)
Timeframe	 Short Term (approximately 10 weeks)
Risk	 Low Risk: Temporary installation requiring no major construction, low cost, no City approvals needed
Key Performance Indicators	Installation of twelve wayfinding signs to mark 1.5 miles of the Fairmount Greenway route. Increase usage of bike share programs, pedestrian walkways, and T-ridership.
Partners & Resources	Fairmount Greenway Task Force, Neighborhood Associations, DotBike, Metropolitan Area Planning Council, City of Boston Transportation Department, The Trust for Public Land, Civic Space Collaborative
Diagnostic	<p>The Fairmount Greenway is an on-street cycling and walking route, also known as a “neighborhood greenway” or “neighborway”, that links MBTA stations, business districts, open space, and other developing neighborhood amenities along the MBTA’s Fairmount/Indigo Rail Line. Currently, along the Fairmount Corridor in Dorchester residents fear cycling and walking in their neighborhoods due to a lack of safe infrastructure. Wayfinding signs, combined with on-street improvements part of the Boston Transportation Department’s Slow Zone program such as shared lane markings (“sharrows”), district signage, speed humps, and bulb-outs, comprise the treatments for the Greenway. In addition, Blue Bike Stations have been installed further south in Dorchester with four stations along this 1.5-mile stretch.</p> <p>During the pandemic, we have seen a rise in cycling across the nation, in Boston, and especially among Black and Brown people. With the increase in people cycling and walking, the Fairmount Greenway route signs are incredibly timely. This summer, we anticipate seeing an increase in walking and cycling along the Fairmount Greenway to reach business districts, the Fairmount Line, and recreation to reach regional parks and greenways, such as the Neponset River Greenway, Franklin Park, the Emerald Necklace, and Southwest Corridor.</p>
Action Item	<p>Boston’s nine-mile Fairmount Greenway is a life-changing development, connecting Dorchester, Roxbury, Mattapan, and Hyde Park with a route that links parks, green space, on-street bike routes, trails, transit stations, and city squares. Since 2008, the Greenway’s 10-member task force have been working with the City of Boston and multiple other organizations on this long-term vision to connect the Fairmount communities to the heart of Boston. More than 1,000 residents have joined in planning, designing, and implementing Greenway park, streets, and greenway projects.</p> <p>In 2021, the Fairmount Greenway installed wayfinding signs to mark a 1.5-mile on-street route of the Fairmount Greenway in Dorchester near Four Corners and Codman Square. The wayfinding signs were updated to include key neighborhood destinations and mark the on-street route in February 2021. Twelve signs were printed on corrugated plastic and installed with residents in May 2021.</p>



## Process

### Planning + Design

- **Fairmount Greenway concept development (2008 – 2010):** The Fairmount Greenway concept first emerged in 2008 for an on-street walking and biking route that loosely follows the MBTA Fairmount Rail Line. In 2011, the Fairmount Greenway Concept Plan was published, outlining 10 to 20 years of phased developments, portions of which were incorporated into the Mayor's Go Boston 2030 plan.
- **Signage branding, design, and placement (2013 – 2014):** The Fairmount Greenway Task Force (FGTF) worked with MAPC to create a wayfinding system, utilizing existing street poles to attach signs. The FGTF worked on branding the Greenway sign design process and solicited feedback from the City of Boston's transportation department. Based on the City's comments, additional destinations were added to the signs to create wayfinding signs.
- **Approval Process:** The original request to the City was to install metal signs, but due to lack of funding for the required CAD drawings, the signs were not installed.
- **Finalizing wayfinding sign design (2021 – 4 weeks):** In 2020, the FGTF received funding for temporary signs through a grant from The Trust for Public Land. The temporary signs did not require approval from the City as they were made of corrugated plastic. The wayfinding signs design were updated for 1.5 miles on Fairmount Greenway to include the route directions, Fairmount Station, and local parks.



Garden at Magnolia



Washington Food



Norwell St Park



OASIS on BALLOU



Woolson St Garden



Dovle Playground



Key spaces to connect and a Fairmount Greenway map



A photo of Michelle Moon with the test print, final signage design





### Process (Continued)

## Installation

- **Material Acquisition:** The wayfinding signs PDF were sent to a local, minority-owned print shop in Mattapan. A test sign and twelve final signs were printed on 12 x 18-inch corrugated plastic sheets for \$250. Additional materials needed include zip-ties to attach the signs to street poles and a drill to add holes to the signs.
- **Installation Day:** A group of 4-6 volunteers will install the signs in May.
- **Monitoring:** WOW members will monitor the conditions of the signs and let the project team know if any are damaged and need to be replaced.



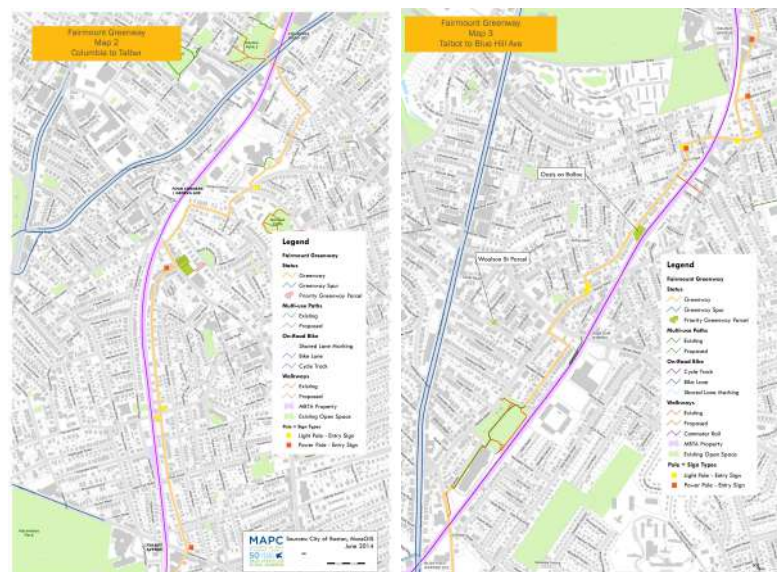
**NEIGHBORWAY** Mamelon Circle, Mattapan

*Neighborway on Mamelon Circle, Mattapan*



**PLAY STREET** Magnolia Street, Dorchester

*Play street programming concept along Fairmount Greenway Route in Dorchester*



*Fairmount Greenway Map with sign locations and types (Columbia to Talbot) and Map 3 (Talbot to Blue Hill Ave)*





# Integrate Brand and Art into your Wayfinding System

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Provided by SME Consultant

Selbert Perkins Design

Location

Worcester, MA

# Integrate Brand and Art into your Wayfinding System



Provided by SME Consultant

Selbert Perkins Design

Location

Worcester, MA

Origin	City of Worcester, MA
Budget	 High Budget (\$200k+) - with full build-out
Timeframe	 Medium Term (5-10 years)
Risk	 Low Risk
Key Performance Indicators	Ownership and longevity of brand/system, amount of development/investment
Partners & Resources	Mayors, City Planning Departments, Marketing & Communications Departments
Diagnostic	<p>SPD created a unified brand identity and wayfinding master plan for the City of Worcester, including:</p> <ul style="list-style-type: none"><li>• City-wide Logo</li><li>• District Identity</li><li>• Storytelling and Interpretive Elements</li><li>• Signage Design</li><li>• Art Opportunities</li></ul> <p>SPD collaborated with the project team to increase awareness and tourism, and to improve the overall image of the City by creating an iconic brand and functional wayfinding system for visitors and residents.</p>



## Diagnostic (continued)

As a large City, it was important to create consistency but also provide distinctions between districts to help people navigate and understand the unique character and stories of each area.

The brand reflects the colors of each district and creates a scalable kit-of-parts still in use some 15 years later. Worcester implemented a sampling of signs and landmarks to raise capital for the larger system, which is being installed now.

## Action Item

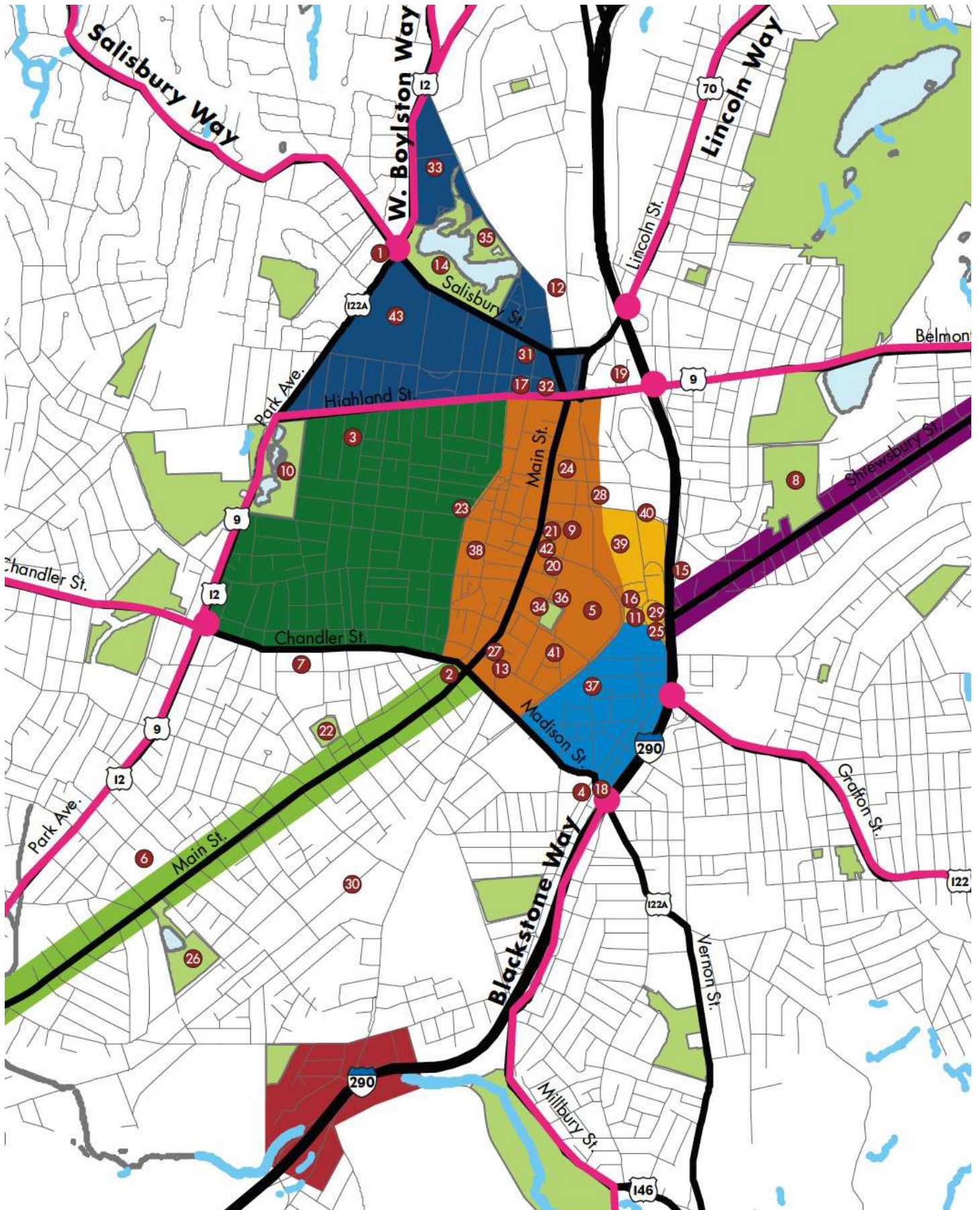
As this project continues to roll out it will be important to look at it in light of current development, updating locations and messages as-needed.

Things to consider adding in the future:

- Dynamic signage
- Walking distances
- Sculptural landmarks
- Integrated elements to reinforce District stories
- Revenue generation

## Process

- Understand who the stakeholders and decision-makers will be.
- Visit site to audit of existing conditions.
- Conduct a Wayfinding Analysis including; multi-modal circulation, main decision points, key destinations, etc.
- Identify opportunities for art/placemaking
- Research the history of the place, uncover stories that might inspire the design.
- Engage with stakeholders and the public to understand needs and perceptions. If possible, create a survey to get feedback from a larger cross-section of people.
- Develop project goals and a positioning statement to guide design efforts.
- Design concepts for brand and wayfinding elements.
- Develop the preferred design into a family of sign types with materials, colors, etc.
- Provide a sign location plan and message schedule.
- Create Design Intent drawings and a bid document to solicit pricing from fabricators
- Update the budget and project schedule
- Assist with communication between the fabricator and municipality.
- Provide Construction Administration, Site Visits, and Punch List as-needed.
- Celebrate!



Districts and Wayfinding analysis





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



Provided by SME Consultant

Mark Favermann, Favermann Design

Location

Well, ME

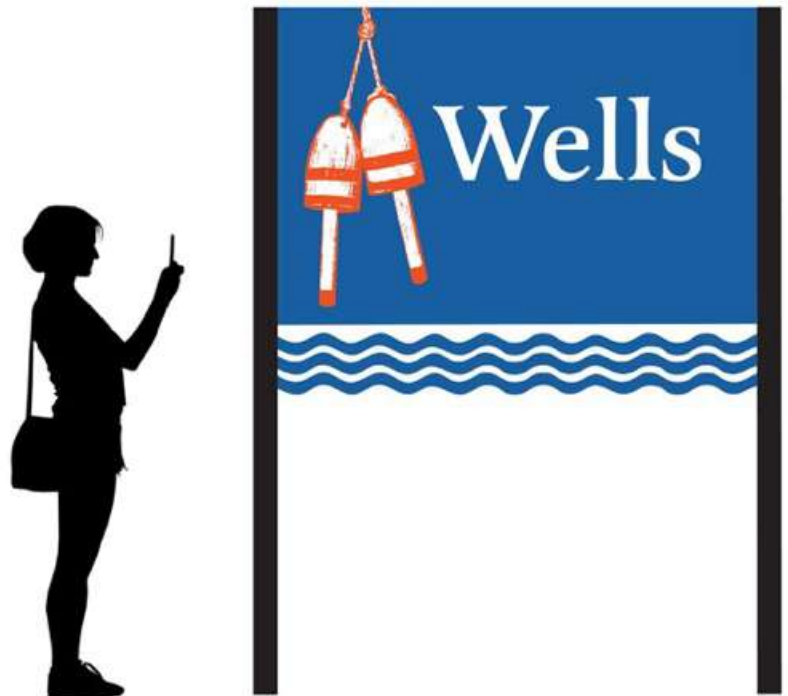
Origin	Town Administrator and Board of Selectmen
Budget	 Medium—\$30,000 design fee + \$80,000 for implementation
Timeframe	 Short- 8 months for design and planning
Risk	 Low
Key Performance Indicators	Installation and use of signage, Functionality of signage
Partners & Resources	Town of Well, Maine

## Diagnostic

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

## Action Item

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

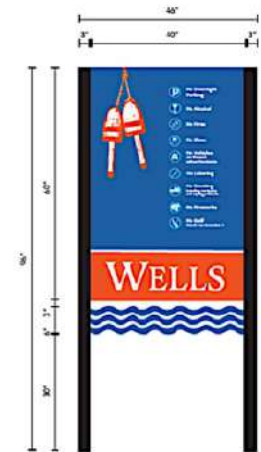


*Precedent: Lobster buoys.*



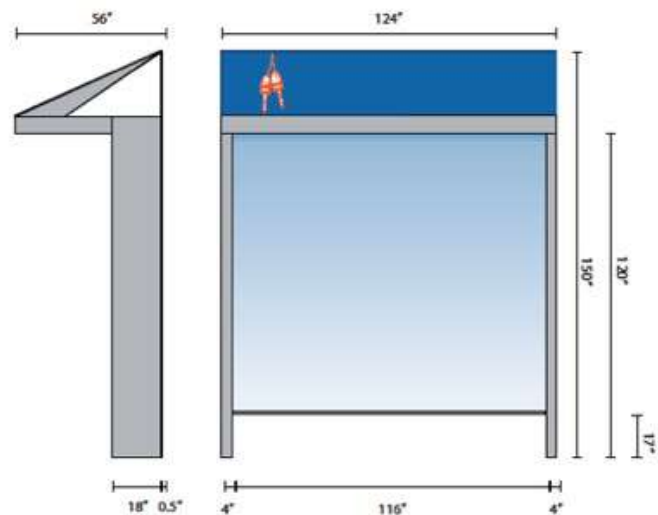
## Process

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



Favermann Design | March 2019

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



*The trolley stop between Ogunquit and Kennebunkport.*

## Process – Strategic Decisions

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



### J INSTRUCTIONAL

#### GRAPHICS

Dimensions: 40" x 60"

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

Print: Full color print on adhesive vinyl

All major white vinyl lettering is reflective

Anti-graffiti coating

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

Font: Latienne Pro Medium, Bicyclette Bold

#### STRUCTURE

Posts: 3" square posts metal capped

Baked Enamel Finish: Pantone Black C

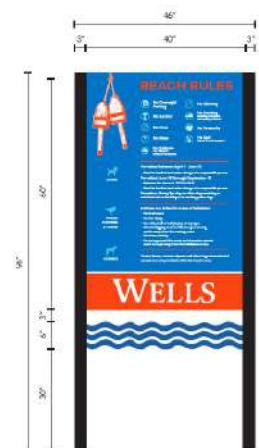
Paint applied to all sides; must have 8 year guarantee

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

Must verify overall dimensions and orientation in the field

Vendor will make recommendations to affix panel to posts

Footings to be recommended by installer



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

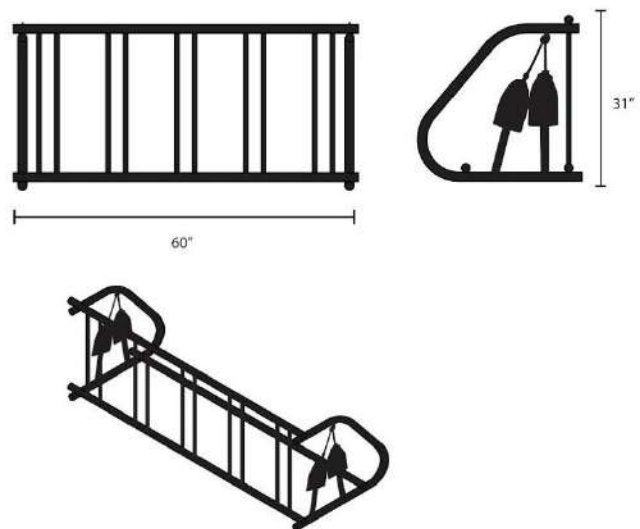
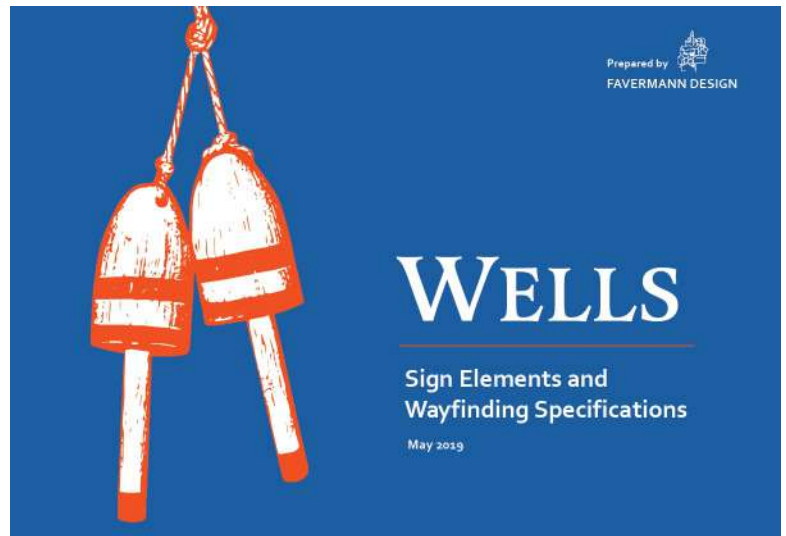


## Desired Outcomes

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

## Add-ons

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



# Create “Bass in the Grass” Event



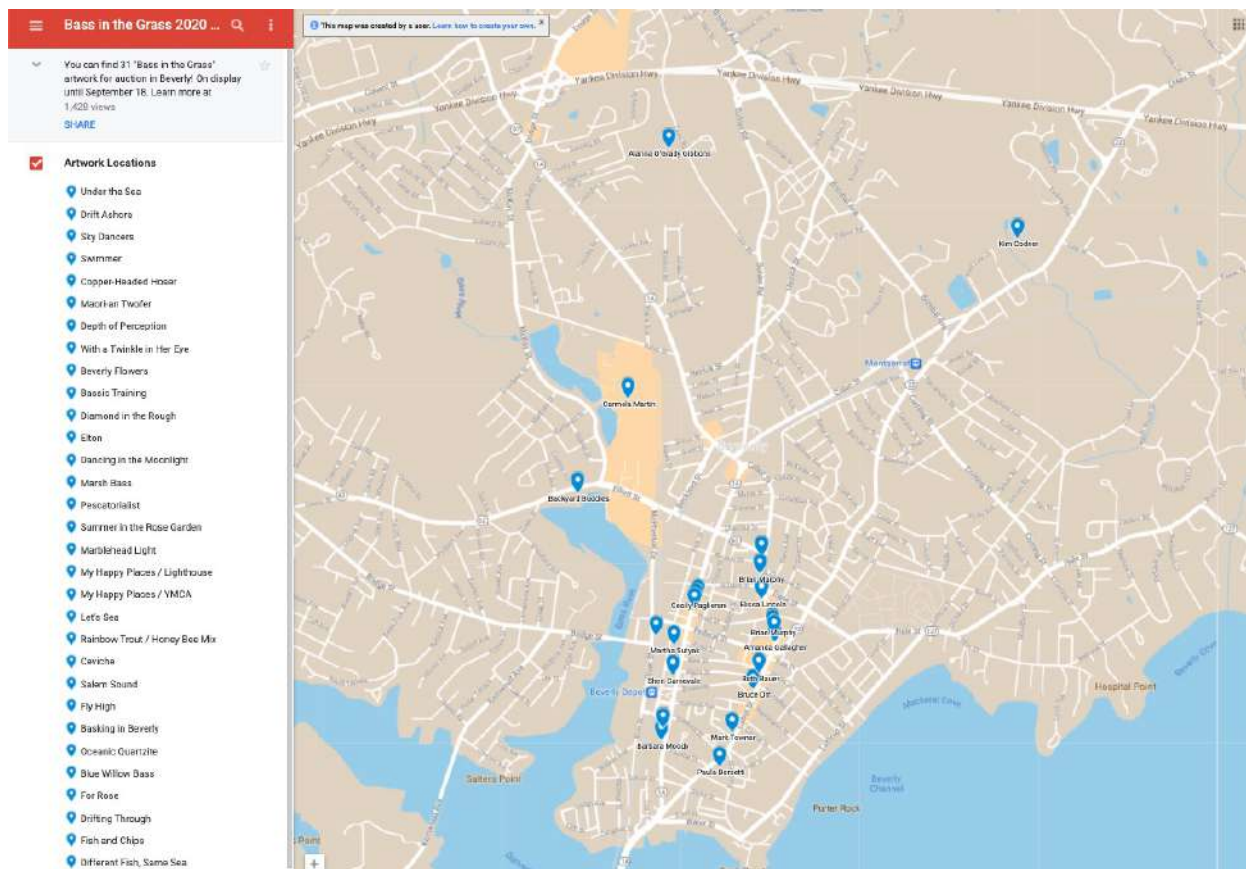
Provided by SME Consultant

Beverly Main Streets

Location

Beverly, MA

Origin	Beverly Main Streets
Budget	 Low budget: Materials \$1735, Stipends \$3850, Auction Site & Marketing: \$1844
Timeframe	 Short term: The event was set up in 5 months. Due to its success, the event is expected to run as an annual event.
Risk	 Low Risk: Capacity restrictions, event name, reliance on grants being awarded
Key Performance Indicators	No. of visitors/attendees (the cultural event attracted 450 visitors over 2 days – 1st event of its size in Beverly since lockdown; local artist support)
Partners & Resources	Beverly Main Streets, Historic Beverly, Gentile Brewing, Beverly Cultural Council, MA Commonwealth Places, Chatham Merchants Association
Diagnostic	<p>We couldn't offer a guaranteed stipend to artists other than half of the highest bid on their fish; artists signed on without knowing if they'd be compensated (bids not guaranteed).</p> <p>We were on such a tight time frame and didn't have decisions on grants we had applied for; this was a risk for BMS to outlay cash when our revenue was significantly down.</p> <p>We didn't have time to do an open call for art so we engaged artists we were familiar with. There was some backlash from artists who weren't invited.</p>





<p><b>Action Item</b></p>	<p>We created 31 blank 3' bass and made stands for each. Local artists painted the bass, creating 31 unique pieces of art. We held a socially-distanced outdoor viewing event at historic Hale Farm over the weekend of August 15-16. Then we delivered the bass to 31 different businesses in our downtown where they were on display for 2 weeks. During that time, we launched an online auction.</p>
<p><b>Process</b></p>	<ol style="list-style-type: none"> <li>1 Identify role of committee (plan, jury, manage, help get sponsors)</li> <li>2 Decide on shape/size/quantity of public art, event names</li> <li>3 Find location for public event</li> <li>4 Decide on dates &amp; raindates for Hale Farm</li> <li>5 Identify artist to design shape and size</li> <li>6 Confirm who will cut out stencils</li> <li>7 Decide on base structure</li> <li>8 Decide on sponsorship fee per shape</li> <li>9 Share ideas on where shapes could go while auction is happening</li> <li>10 Decide on artist stipend and share of auction proceeds</li> <li>11 Create logo</li> <li>12 Decide whether artists submit fish design or portfolio</li> <li>13 Kids - What is age range, any compensation? on paper, no jury</li> <li>14 Complete sponsor form, call for art, BMS site, social media for call</li> <li>15 Artists submit applications</li> <li>16 Create draft schedule of all events</li> <li>17 Get feedback from restaurants re: hosting in 2020</li> <li>18 Share sign template with cutter</li> <li>19 Start teasing on social</li> <li>20 Jury artists</li> <li>21 Alert artists of status (in or not)</li> <li>22 Deliver stencils to cutter</li> <li>23 Select auction platform</li> <li>24 Identify emerging artists from MCA, EC, BHS</li> <li>25 Work out logistics with Hale Farm</li> <li>26 Identify ways to reach kid artists</li> <li>27 Challenge board &amp; committee members to get at least 1 sponsorship</li> <li>28 Identify how to display kids' fish</li> <li>29 Finish cutting shapes</li> <li>30 Build / test auction platform</li> <li>31 Build bases</li> <li>32 Send contract to artists</li> <li>33 Artists pick up fish</li> <li>34 Create volunteer schedule (setup, take down, during event)</li> <li>35 Enlist volunteers</li> <li>36 Artists complete fish and deliver to BMS</li> <li>37 Share fish name with BMS</li> <li>38 Photograph each fish</li> <li>39 Make signs (for each fish and large sign for event)</li> <li>40 Assemble fish and signage</li> <li>41 Test arrangement at Hale House</li> <li>42 Create map of downtown locations (if applicable)</li> <li>43 Hold event at Hale House</li> <li>44 Host auction</li> <li>45 Pay artists</li> <li>46 Deliver fish to businesses</li> <li>47 Display fish</li> <li>48 Deliver fish back to BMS</li> <li>49 Distribute fish to buyers</li> <li>50 Hold wrap up event</li> </ol>

# Event Branding: Taste Fall River



Provided by SME Consultant

Zapalac Advisors

Location

Boston, MA

Origin	The Fall River TDI partnership, supported by Laurie A Zapalac, PhD working as a technical advisor to MassDevelopment's TDI program and the partnership
Budget	 Low (Less than \$30,000)
Timeframe	 Short Term (Less than 1 year)
Risk	 Low Risk
Key Performance Indicators	Number of event tickets sold, direct feedback from the community including participating restaurants and ticket buyers, social media response and press coverage
Partners & Resources	Mass Development, The TDI Fall River Partnership, People Inc., Alexandra's, City of Fall River, Bank Five and Rockland Trust
Diagnostic	<p>In 2017 Fall River launched a new "brand" for the city, <i>Make it Here</i>, drawing from the city's textile heritage and celebrating its potential as an environment for Makers.</p> <p>Fall River had applied to the MassDevelopment's Transformative Development Initiative and in 2018, MassDevelopment wanted to ensure that critical public sector, private sector and institutional partners on the ground were ready to make the commitment to support the two to three-year technical assistant program to drive transformative change on Main Street.</p> <p>Just as planning was underway, negative headlines about Fall River started appearing in the press in relationship to the indictment of the current mayor. This led to broader discussion about the need to drive key narratives about Fall River that put a spotlight on positive things in the community</p> <p>In 2019, planning begun on the creation of a "first initiative," intended to give the partners experience collaborating with one another while addressing the need to amplify an existing city brand and find new things to celebrate.</p>

## Diagnostic (continued)

The partnership had enough institutional memory to know that a similar event had been carried out in Fall River in years past – and had been relatively successful – but not sustained due to relying heavily on volunteers, so one goal was to strengthen cross-sector collaboration and work toward a sustainable operating model.

Among the Main Street businesses there were traditional, well known Portuguese and Portuguese-influenced restaurants – something for which Fall River is recognized – as well as number of newer additions expanding offerings in downtown.

While Main Street had maintained an interesting mix of uses, there were deficiencies in building management and some properties were vacant. So one goal was to raise the “brand” of Main Street by showing it’s potential and a vibrant and activated streetscape.

As the *Taste Fall River* idea emerged, there were two interrelated concerns from certain members of the partnership: 1) Would anyone from beyond Fall River be interested in this event and 2) Were online ticket sales even necessary? – reflecting an “everyone uses cash” mindset. The partnership discussed both and pressed forward with the idea that if they worked to assemble a top-notch event, there would be interest from Fall River – as well as other markets. That then confirmed that investing the time and money in developing a website and Eventbrite posting for the event would be necessary and worthwhile.

## Action Item

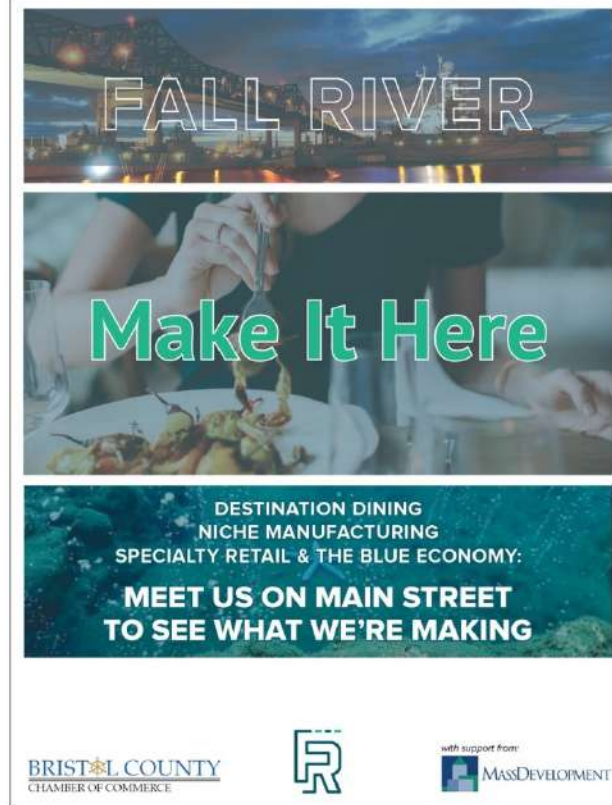
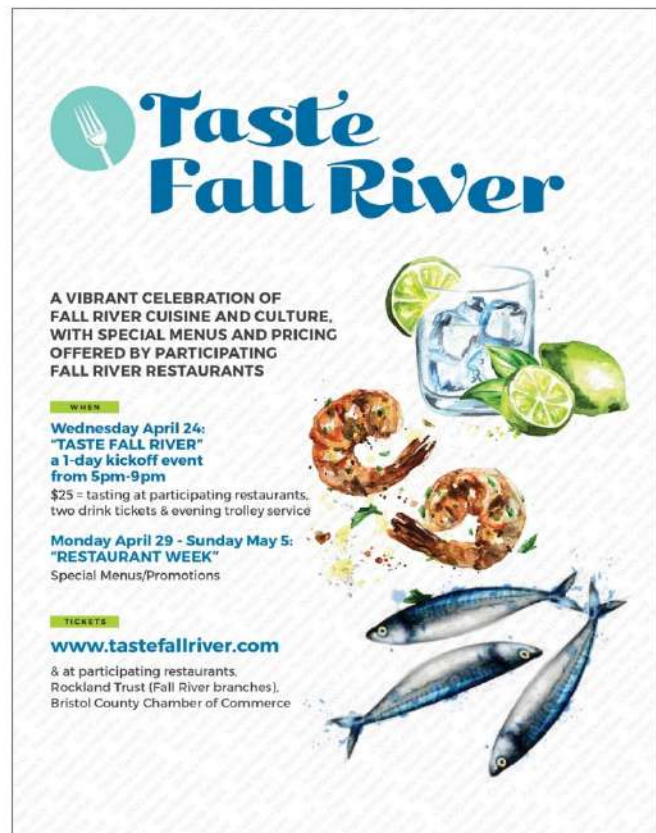
The relevance of this project for thinking about Covid rapid recovery includes:

- Bringing together a set of partners to to collaborate on a response to drive economic development and direct narratives towards shared values and aspiration.
- The actual event included Taste Fall River – a one evening dining event – and Fall River Restaurant Week – a weeklong program of discounts offered by participating businesses.
- In tandem, the partnership developed an information “kit” that included a topline narrative that elaborates on the core “Make it Here” brand, while also including practical information for any party interest in investing or developing along Main Street. We gathered cut sheets for all property listed for sale or lease and summarized this information, making all of it available as part of the information kit.



## Process (for Covid pivots)




- **Event conceptualization led by the partnership**, including event co-chairs who organized schedule, recruited restaurants to participate, other "node" locations to be open, and managed ticket sales by all partners. Other partners played key roles including securing sponsorships and lining up musicians who played at key locations throughout the evening.
- **Coordination led by the City of Fall River representative on the partnership** – including securing trolley, permitting, police detail, etc.
- **Website Design and Social Media Campaign.** The lead consultant worked closely with one of the event co-chairs to launch an event website. Another partner member set up the Eventbrite for online ticket sales (and acted as the fiscal representative for the project). Another partner worked with an in-house graphic designer to develop the event poster. We found ways to message creative and strategic tie-ins between the Make it Here and Taste Fall River concepts, "Make it a girls' night, make it a date night ... etc."
- Any social media coverage for a new event starts small – so it was important to not let a low number of "likes" discourage efforts. Training and encouragement were necessary to drive home the importance of liking/sharing/posting – but we felt this was worthwhile overall to encourage businesses to support one another.
- We aligned with a relevant social media influencer active on Instagram (and Facebook) to push out the message to her audience and provide some specialty photography. On the day of the event, we posted restaurant owners preparing ("pre-game"), during the event, as well as as the event wrapped and an after-party at one of the participating restaurants was underway.
- A partner member with marketing and social media experience was instrumental in deploying a press release and managing a social media campaign.
- **Information Kit and Real Estate Data.** Was created by the lead consultant, with input from local commercial real estate brokers.
- 2019 Taste Fall River proved to be a fun and successful event, helping Main Street businesses build stronger relationships, prove the vitality of the district, showcase a unique range of dining offerings, and inspire confidence in all partners as well as the broader community about what is possible in Fall River's future.
- Having access to analytics from the event website, Eventbrite, Facebook and Social Instagram gave us clear feedback about what messages resonated and hard data about interest in Fall River from the broader regional market.
- The partnership surpassed the goal of selling 400 tickets, and the profit was donated to the City of Fall River to be put towards the purchase of an ADA-accessible trolley.



Taste Fall River – Fall River, MA

# Branding through site planning and development: Island Creek Oysters



Provided by SME Consultant	Zapalac Advisors
Location	Boston, MA
Origin	Island Creek Oysters, logo/branding /graphic design: Jennifer Lucey-Brzoza, Oyay Studio and Rory Keohane, Oat Studio, art/signage/various projects: Michael Coyne, master planning + strategic planning: Zapalac Advisors
Budget	 High Budget (\$200k+) - with full build-out
Timeframe	 Short Term (Less than 5 years)
Risk	 Low Risk
Key Performance Indicators	Annual visitors to the farm, farm revenue, direct to consumer revenue, response on social media and across other media platforms
Partners & Resources	The Nature Conservancy, DSK Architects
Diagnostic	<p>In 2017, Island Creek Oysters acquired a 12-acre former marine science research campus operated by the Battelle Institute. Located on Duxbury Bay, ICO aimed to create a highly functional setting for the diverse activities it undertakes as a shellfish aquaculture farm, including research, visitor education and hospitality offerings.</p> <p>While ICO had developed a brand approach prior to acquiring this site, they were faced with determining how best to steward the site, which includes five historic buildings and some 20,000 square feet of purpose-build lab space. Further, anachronistic zoning meant that ICO would need to go before Town Meeting to request rezoning of the site for commercial purposes. As the site sits in a prominent location on Washington Street (a main thoroughfare) and is located within the Old Shipbuilders Historic District – it was critically important that the Town understand ICO’s intent to be good stewards of the property, honoring its unique cultural and natural heritage while also breathing new life into the Duxbury waterfront economy.</p> <p>Zapalac Advisors helped ICO develop a Farm Vision document to guide site development and realize an unparalleled opportunity to educate and strengthen relationships with its consumers.</p>

## Diagnostic (continued)

The original brand deployment on site at Island Creek Oysters was able to leverage key elements:

- An existing brand / logo and core values document
- A robust social media presence
- A “version 01” farm tour program, operated from their former leased location.
- Partnership in restaurants beyond Duxbury, which afforded them a great deal of insight about consumer understanding of commercial seafood, expectation about brand experience and customer loyalty.

Still, there was work to be done in “fitting” the ICO brand to a site in need of much attention in order to make it feel like the ICO home – and then expanding the brand experience in a way that holds true to ICO’s core values.

By the time Covid hit, ICO had two years of experience operating the site and was moving into its next phase in site development. With the closure of restaurants, the tap for a critical revenue stream all but evaporated, requiring ICO to reconfirm its long-term site development goals while also looking for new ways to be in relationship with consumers that would be true to its brand values.

Note: while this site is privately owned, it is farm campus that is open to the public and supports different uses by the Duxbury community. As such, it presented as a “public realm” example.

## Action Items

Three concurrent action items came together to shape ICO’s response to the pandemic and have set the stage for a ICO’s next steps post Covid:

### ICO’s OWN STRATEGIC BUSINESS RESPONSE, INCLUDING SOCIAL MEDIA PIVOTS

- The bulk of the credit for ICO’s agility goes to ICO leadership and its incredibly talented team. It is to be noted that ICO has invested over time in developing its social media presence and messaging campaigns. This was important groundwork for making a hard push for e-commerce expansion during the pandemic. This is an important note for any business (or district) focused on developing and maintaining a robust e-commerce platform.

### SITE PLANNING:

- Building on the Farm Vision document, Zapalac Advisors helped ICO develop a subsequent Site Utilization Program, refining and expanding ICO’s original vision and putting it in a Covid / post-pandemic context.
- The core consultant team was expanded to include DSK Architects to assist with retrofits of key buildings and contribute to long range site planning.

### SITE DEVELOPMENT:

- In addition to developing and training on Covid safety protocols, ICO applied for and received permission to expand the liquor license perimeter for its waterfront raw bar so that social distancing requirements could be met.
- ICO constructed “A-Frames” to provide protection from the elements for its raw bar dining tables distributed across the site.



## Process (for Covid pivots)

- **Refining Guiding Principles** for site experience allowed us to connect necessary Covid responses to core values. For example, distribution of raw bar tables across the site ensure required social distancing while creating a new, more intimate and unfettered dining experience – another way that the “primacy of the bay” principle could be carried out.
- **Stay “in step” with consumers via social media.** This meant changing the vibe of images and shifting the tone of messaging to be sensitive to consumers’ experiences during the pandemic.
- **Expand education through social media and on-site programs.** ICO stayed in relationship with a captive audience by showing how shellfish can easily be consumed at home (or at the beach, etc.), developing segments on proper storage, how to shuck oysters, and easy to follow recipes. The ICO farm site became the “media backdrop” for these virtual touchpoints with consumers. Further, educational segments about the farming process show consumers what is afoot at the farm, even from a distance. A refined farm tour experience launched in May will follow Covid safety protocols while expanding learning around key topics – speaking to consumers in a way that demonstrates that anyone could step in to the fun and meaningful jobs of shellfish farming, if they are willing to put in the hard work.
- **Expand consumer-driven content:** ICO drove sales through campaigns like #StayHomeEatOysters and the weekly #shuckdown in which ICO shared photos sent in by e-commerce customers of their own culinary creations made from seafood ordered from ICO.
- **Showcase fellow businesses and partners.** ICO has long promoted other shellfish farms with whom they have relationships, as well as organizations like the Nature Conservancy with whom they have a research partnership. Given the uncertainty of Covid, promoting the brands of fellow businesses and other partners takes on new meaning – and provides consumers with content they might otherwise not have access to (especially from home).

By staying in relationship with customers as well as the other shellfish farmers, ICO was able to expand e-commerce revenue and maintain loyal customers, many of whom share that they are eager to return to the ICO farm. And many now more deeply understand shellfish farming and the role ICO plays in the New England seafood economy.

Building on three years of experience and the lessons that come from surviving a pandemic, ICO has expanded its vision to look beyond shellfish, and even beyond seafood while remaining focused on what these industries can do for New England. Their vision statement now reads: ***We grow Thriving Coastal Communities.***



*Island Creek Oysters, Duxbury MA*





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

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Provided by SME Consultant

Nelson\Nygaard

Location

Natick, MA

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



## Action Items (Continued)

Key actions included:

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

## Process

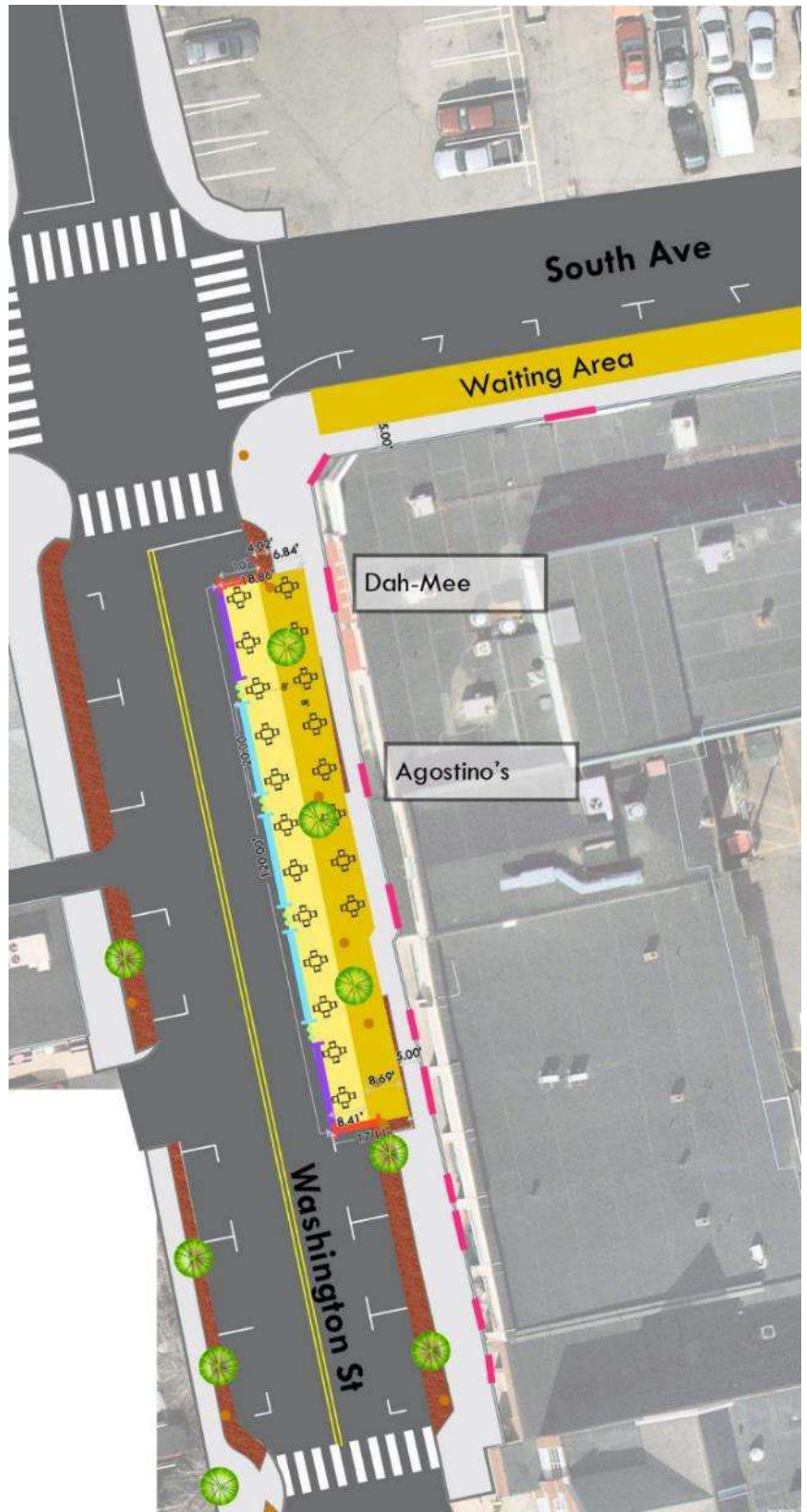
- Discuss Need for Intervention
- Field Visits and Observations, Counts, Documentation
- Measure Key Dimensions
- Create Design Alternatives
- Present to Stakeholders for Feedback
- Plan Installation Date and Timeline
- Promote Event through Fliers, Social Media, and Town-wide Announcements
- Design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



*Image of Tactical Testing Before Striping and Adding Bollards*

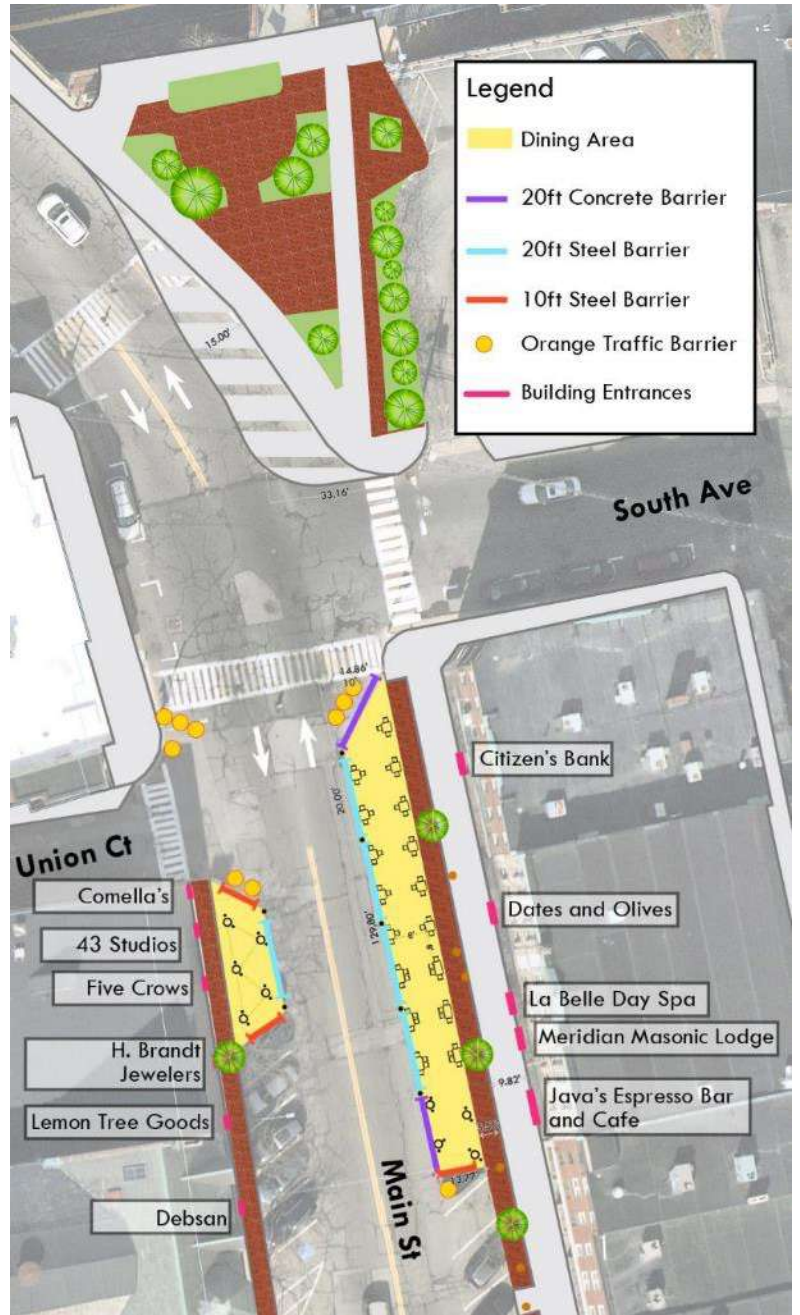


*Image of Washington Street Eatery As Installed*



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





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





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





# Increase Outdoor Dining and Safe Bike/Pedestrian Connections

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PUBLIC  
REALM

Provided by SME Consultant

Stantec Consulting, Inc.

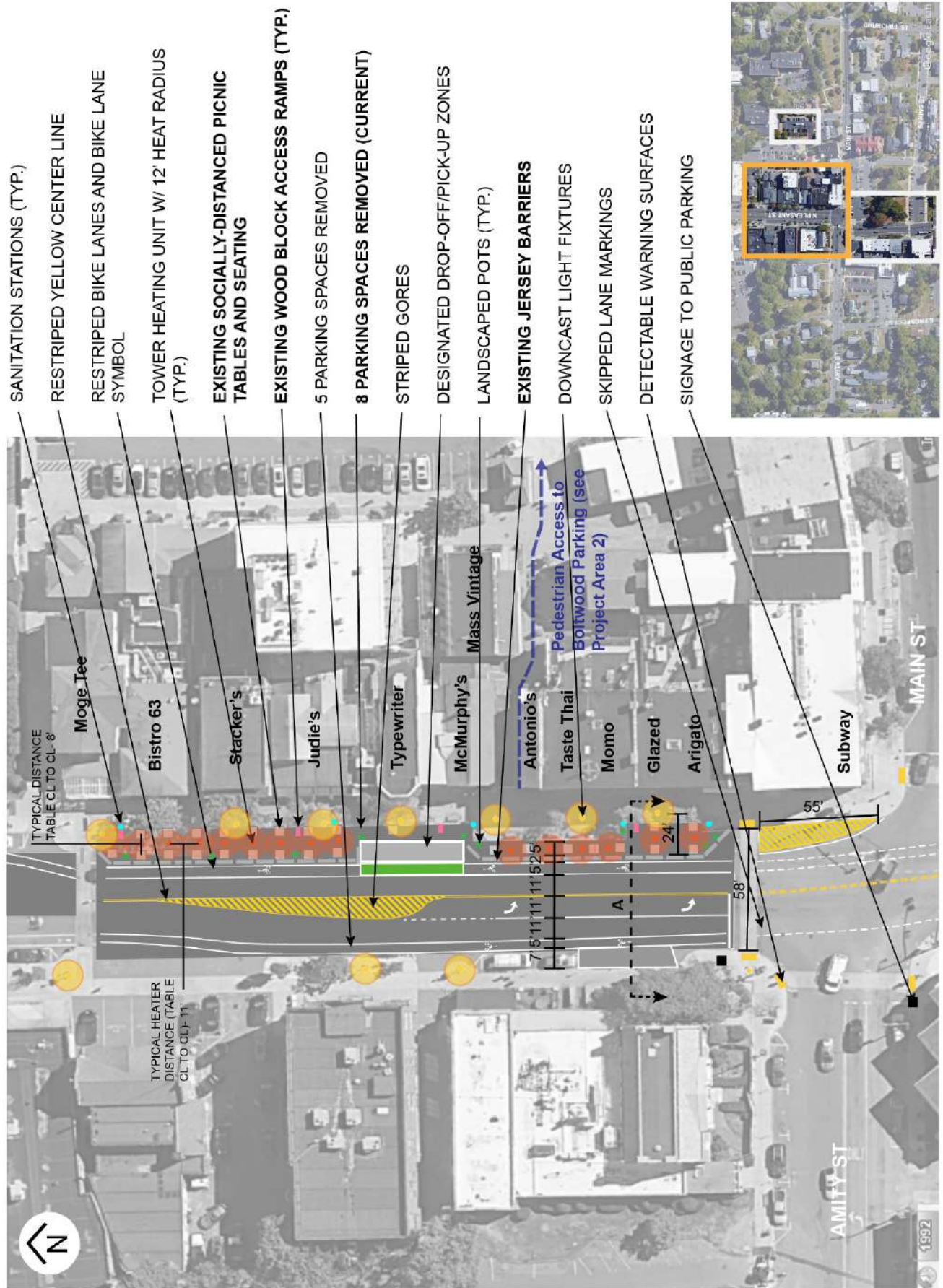
Location

North and South Pleasant Streets- Town of Amherst, Massachusetts

Origin	Town of Amherst Planning Department, Amherst Area Chamber of Commerce, and Amherst Business Improvement District (BID)
Budget	 <p>Medium (\$129,000) – All costs financed through the MassDOT Shared Streets and Spaces Grant Program (e.g. \$46,000 heating towers, \$36,000 bus shelters, \$12,000 road/re-stripping work, \$2,600 picnic tables)</p>
Timeframe	 <p>Short Term (&lt;5 years) – Project required rapid implementation within 30 days (full installation or procurement initiated) to guarantee funding</p>
Risk	 <p>Medium Risk – Pandemic impacted procurement of materials, management/maintenance of some materials required negotiation between the Town and local businesses</p>
Key Performance Indicators	<p>Number of outdoor dining seats; Restaurant sales/patrons</p> <p>Daily boardings at the two bus stops with new shelters</p>
Partners & Resources	Chamber of Commerce, Amherst Business Improvement District, Downtown Restaurants and Businesses, Department of Public Works, Amherst Planning Department, Amherst Inspectional Services Department
Diagnostic	<p>This project was crucial in preserving economic activity and multi-modal access during the winter months following the pandemic. The Town hosts a large population of university students that were not in physical attendance during the fall 2020 semester due to COVID-19 protocols. The normal numbers of regional visitors and local residents to downtown also dropped. Restaurants located along North and South Pleasant Street were particularly vulnerable to this impact on their businesses.</p> <p>The project focused on a group of solutions that, together, facilitated socially-distanced outdoor dining and extended business activity into the evening and cooler months, increased space for those walking and biking in downtown, and enhanced the experience of transit riders during the colder months.</p> <p>The key project elements included: installing expanded on-street dining areas and designated rideshare/pick-up areas by removing on-street parking; adding propane heating towers for diners; preservation of bicycle facilities by removing a turn lane; adding detectable warning surfaces for crosswalk ramps; adding new picnic tables in the Town Common; adding new pedestrian-scale streetlights; and installing heated bus shelters at two downtown stops.</p> <p>The final awarded amount was approximately \$70,000 less than was requested, so the number of light fixtures and heating towers in the original concept were reduced.</p>
Action Item	<p>Upon receipt of the grant, the Town was responsible for procuring or purchasing all items, materials, and labor that were identified as part of the proposed concept within the grant application.</p> <p>Key action items included:</p> <ul style="list-style-type: none"> <li>• Developing a detailed concept plan that could be used for installation as part of the grant application (aided by a Technical Assistance grant from the Barr Foundation);</li> <li>• Obtaining letters of support from affected businesses;</li> <li>• Identifying roles and responsibilities for the procurement, installation, and maintenance of various components of the project;</li> <li>• Working with the TA provider (Stantec) to ensure grant criteria were met and designs complied with local and State regulations;</li> <li>• Procuring and installing the project components; and</li> <li>• Developing a summary report for MassDOT as part of the requirements of the grant.</li> </ul>



# TOWN OF AMHERST PROPOSED MASSDOT SHARED STREETS CONCEPT- PROJECT AREA 1



North Pleasant Street Design Concept. Credit, Stantec.

## Process

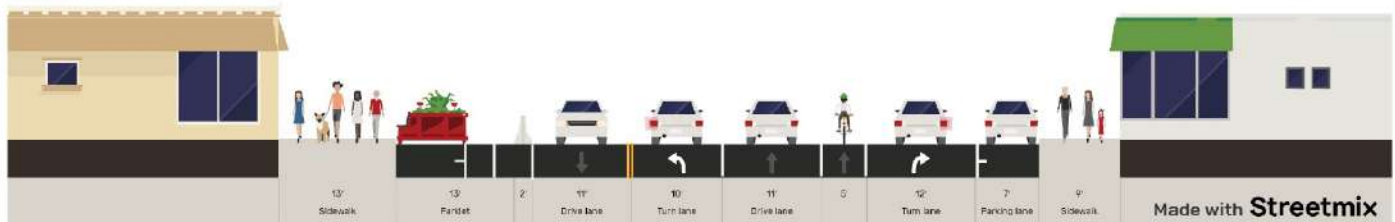
The general implementation steps identified for the project included:

- Initial team coordination meeting
- Developing a detailed concept plan (see excerpt, previous page)
- Developing a list of materials required for purchase/procurement according to party responsible for purchase and/or implementation
- Creating a traffic management plan
- Submitting and receiving grant funding
- Conducting "before" speed study
- Removing a median on South Pleasant Street, making roadway realignments and re-striping
- Obtaining Fire Department approval for outdoor heaters
- Installing other remaining elements
- Conducting "after" speed study

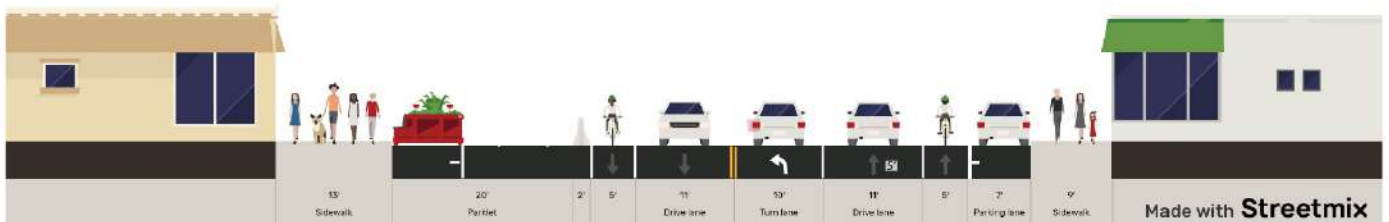
Within 15 days of the award, the South Pleasant Street median was removed, travel lanes were re-aligned and re-striped, detectable warning surface were installed, and safety barriers placed. Picnic tables, landscape pots, parking sandwich board signs, and sanitation stations were also purchased and placed.

Within 30 days of the award, the Town installed heating towers and had begun procurement of the upgraded bus shelter. (The shelter is being installed in May 2021 due to procurement and manufacturing delays.)

### Existing (Looking south)



### Proposed (Looking south)



*Sections demonstrating the removal of the right-turning lane to be able to expand outdoor dining areas while maintaining bicycle lanes on both sides of the street.*



## Success Story

The project was an overall success because it had built upon strong community efforts to immediately mobilize and respond to the pandemic in the spring of 2020. Following the award of the MassDOT grant, Town Manager Paul Bockelman stated, "These changes have the potential to make a permanent improvement to the streetscape in our Downtown."  
*(Amherst Indy)*



*View along North Pleasant Street of the expanded dining area with heating towers.*



*View of North Pleasant Street showing the realigned roadway to accommodate bicycle lanes and expanded dining areas.*





# Programming & Activating Open Streets

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Provided by SME Consultant

Jeanette Nigro – Perch Advisors LLC

Location

Brooklyn, New York City

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

## Action Items

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

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

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

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



## Process

Considerations in implementing such a program:

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

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

- Make sure businesses have equitable access to open space.

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

- Make sure program can be sustained.

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

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

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

Programming should be

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

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

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



## “Social Zones & Shared Streets”

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PUBLIC  
REALM




Provided by SME Consultant

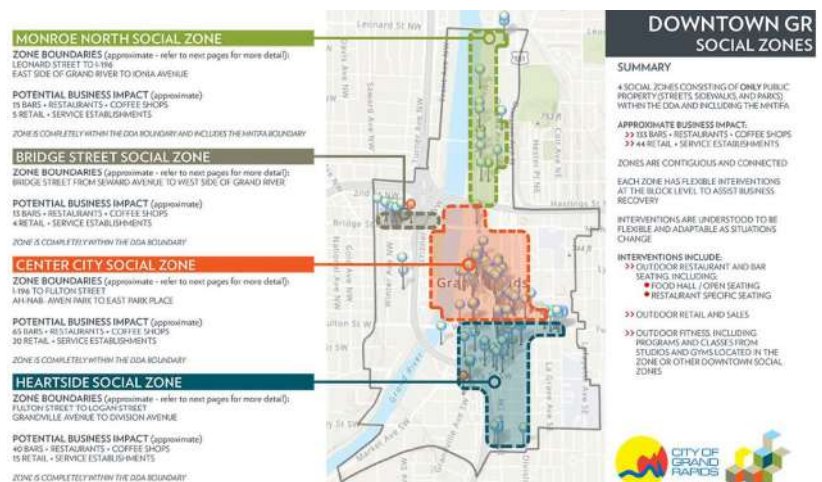
Bench Consulting (from Patronicity)

Location

Grand Rapids, Michigan *(and other communities)*



Origin	City of Grand Rapids
Budget	 <p>The total cost to implement is minimal depending upon how much you want to activate your street. Tables and chairs are necessary but nicer street furniture, turf, games, artwork and landscaping will make the space more comfortable and inviting.</p>
Timeframe	 <p>Setup takes only a few days and can last most of the year.</p>
Risk	 <p>Outdoor alcohol consumption can have its inherent risks and you'll have to gauge your public's stomach for altering vehicle access and parking. Is it an actual "parking problem" or a parking perception problem.</p>
Key Performance Indicators	<p>The number of attendees at different events and pedestrian counts in downtown. Area business increase on days of events or activations. Increase in restaurant sales. Measure public perception of downtown and use patterns.</p>
Partners & Resources	<p>Area small business support groups, local chambers of commerce, designers, landscapers, contractors and community groups.</p>
Diagnostic	<p>Downtown Grand Rapids piloted a number of outdoor "social zones" last year on a rapid implementation basis in response to the impacts of the pandemic. The goal was to get visitors downtown and provide a safe outdoor space for people to spend time and consume food and beverages. With the success of last years installations, the City and State pushed forward with language allowing broader outdoor social zones which allow patrons to purchase AND consume alcohol in these designated areas, some of them being as long as the City block itself. The idea is that encouraging people to visit the district, stop and stay longer while making it not just an errand but also an experience, solving for some of the issues facing brick &amp; mortar retail pre pandemic.</p>
Action Item	<p>These types of programs aren't new around the country but are being more heavily adopted by cities as a response to the difficult conditions created by the pandemic and issues driving sustained foot traffic into our downtowns.</p>





## Process

1. **LOCATE:** These types of interventions are best suited to commercial settings. Typically they will involve reclaiming some street space for people and you'll want to be strategic about the type of street treatment that makes the most sense for your community, whether that's shared street, or a full open street or a part time open street.
2. **PARTNER:** In Grand Rapids downtown BID was the project lead while city officials supported with municipal resources and area pedestrian and cycling organizations stepped up to ensure these spaces were fully adopted and supported by the community with "adopt a social zone" campaigns. In addition, more than 150 artists were paid a stipend to paint the barricades, support the creative economy during a difficult time.
3. **PLAN:** Planning for an initiative like this involves an extensive array of program partners, from the state level to change the liquor licensing laws to local partners to close the street and support of businesses and restaurant community to ensure all changes work well for everyone and police to ensure security for attendees and the City. Ensure vehicle access levels
4. **IMPLEMENT:** DPW and other local contractors supported the installation while area restaurants were given the ability to spruce up their shared spaces. In addition "adopt a social zone" programs created volunteer groups able to clean and maintain the spaces, taking some of the onerous off the City, BID and restaurant.
5. **ITERATE:** After a very rapidly deployed year 1 of the Social Zone experiment which occurred during the pandemic, year two features some changes to the layout and demarcation of the downtown social zones as well as an expansion into over a dozen social zones across the rest of Grand Rapids to encourage support of other neighborhood business districts without drawing too much business away from those districts by focusing on Downtown only.







## Increase Outdoor Dining and Safe Walking in Support of Businesses During the 400<sup>th</sup> Anniversary of the Pilgrim's Landing

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Provided by SME Consultant

Stantec Consulting, Inc.

Location

Main Street/Court Street, Town of Plymouth, Massachusetts

Origin	Town of Plymouth
Budget	 <p>Medium (\$172,000) – All costs financed through the MassDOT Shared Streets and Spaces Grant Program (e.g. \$105,000 safety barriers, \$38,000 variable message board signs, \$10,000 bike lane installation, etc.)</p>
Timeframe	 <p>Short Term (&lt;5 years) – Project required rapid implementation within 30 days (full installation or procurement initiated) to guarantee funding</p>
Risk	 <p>Medium Risk – Pandemic impacted procurement of materials, and the altered travel direction of a portion of the roadway required strong communication with the public</p>
Key Performance Indicators	<p>Number of outdoor dining seats; Restaurant sales/patrons</p> <p>Daily vehicle traffic counts compared to previous years at the same time</p>
Partners & Resources	Town officials, Public Works Department, community stakeholders, Plymouth Area Chamber's Recovery Task Force
Diagnostic	<p>This project was developed to facilitate economic recovery for Downtown Plymouth businesses and accommodate regional visitation during the 400th anniversary of the Pilgrims' landing. The greatest needs identified for this celebratory period with consideration of the pandemic were to promote safe, social distancing, expand multi-modal accommodation, and expand outdoor dining for visitors to the many shops and restaurants along its primary commercial corridor.</p> <p>The project built upon a temporary summertime donation of water-filled barriers to facilitate a narrowing of Main/Court St. to accommodate dining and walking space. Plymouth consulted with downtown restaurants and retailers and agreed on a plan to preserve one-side of parking by converting the road to one-way traffic. Plymouth piloted the solution to ensure traffic operations were not adversely affected, then proceeded with the grant request to purchase the donated barriers and add other essential project elements.</p> <p>Working with Technical Assistance from Stantec via the Barr Foundation, Plymouth used the barriers in two ways. Where on-street parking was preserved, the barriers were placed close to the curb to allow the full sidewalk to be used for walking and dining without parking activity directly intruding. Where on-street parking was removed, the barriers were placed off the curb, creating either in-street dining zones or safe walkways past sidewalk-level dining areas. The design included curb ramps for wheelchair access, barrels and planters to define crossing locations, a bike facility, and appropriate roadway signing.</p>
Action Item	<p>Upon receipt of the grant, the Town was responsible for procuring or purchasing all items, materials, and labor that were identified as part of the proposed concept within the grant application.</p> <p>Key action items included:</p> <ul style="list-style-type: none"> <li>• Piloting the conversion from two-way to one-way traffic with temporary water-filled barriers;</li> <li>• Identifying support extended deployment from restaurants and retailers;</li> <li>• Developing a detailed concept plan that could be used for extended installation as part of the grant application (aided by the Technical Assistance grant);</li> <li>• Working with the TA provider (Stantec) to ensure grant criteria were met and designs complied with local and State regulations;</li> <li>• Procuring and installing the final project components; and</li> <li>• Developing a summary report for MassDOT as part of the requirements of the grant.</li> </ul>



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## MAIN STREET CORRIDOR BETWEEN CHILTON ST AND BREWSTER ST



Main Street design concept between Chilton Street and Brewster Street. Credit, Stantec.

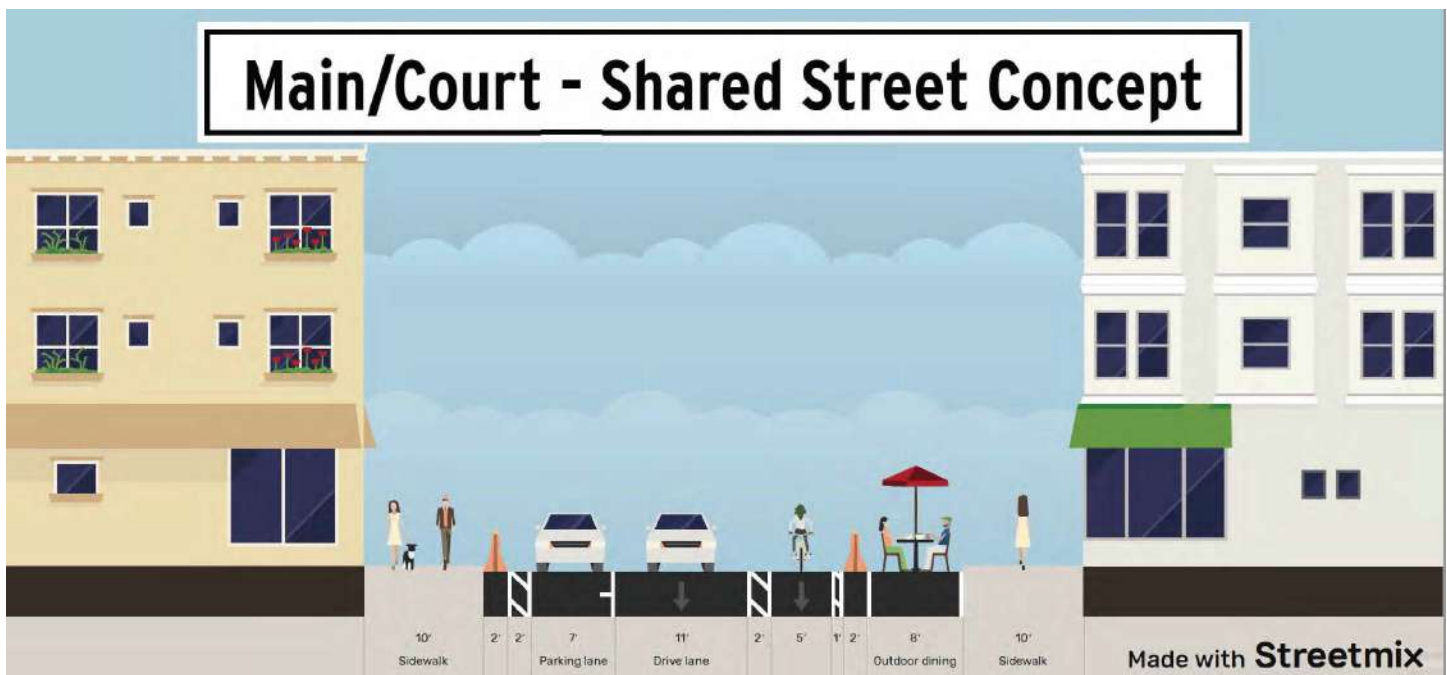
## Process

The pilot conversion of Court Street and Main Street to one-way southbound travel between Chilton Street and Sandwich Street occurred in June 2020. Based on its success, the Town applied for the MassDOT grant to be able to keep the donated barriers. The final design was upgraded to include safer crosswalks, parking chicanes to slow traffic, widened sidewalk dining space, in-street dining, and in-street socially-distanced walkways. Thanks to the water-filled barriers, the Town had a solution that could be easily removed during winter months for snow and ice clearance and redeployed the following spring.

Within 0-15 days of the award, the Town deployed variable message signs, installed new barrels and landscape pots to improve crosswalks, and deployed barriers in their final configuration.

Within 30 days of the award, temporary curb ramps were added for in-street walkways, and pavement markings and temporary signs were installed.

The re-envisioned street operated until November of 2020 before the barriers were drained and stored off-site. The barriers were re-deployed in April of 2021 for a new season of outdoor dining on Main and Court Streets.



*Sections demonstrating the conversion to a one-way only street, and the addition of a buffered bike lane and protected dining areas.*



## Success Story

The project was an overall success because it had built upon strong community efforts to immediately mobilize and respond to the pandemic in the spring of 2020. This included utilizing strong vendor partnerships to secure donated safety barriers quickly and the efforts of a proactive and enthusiastic Downtown Recovery Task Force.



*View along Main Street/Court Street of expanded dining areas.*



*View along Main Street/Court Street of expanded dining areas.*





# Connect Neighborhoods to Business Districts via Neighborways




Provided by SME Consultant

Neighborways Design

Location

Somerville, MA

Origin	Neighborways Design, Students, Residents, City of Somerville
Budget	 \$10,000 - \$50,000 per mile for design and install – may include tactical traffic calming, wayfinding, branding, asphalt murals, and other placemaking features
Timeframe	 3-12 months - iterative program allows opportunities to upgrade designs each year
Risk	 Low. No to minimal parking removal, potential for contra-flow bicycling on one-way streets; selective use of diversion to reduce traffic
Key Performance Indicators	<b>Safety:</b> Crash history, % vehicles traveling over 20mph (safety zone) or 25 mph <b>Modal split:</b> increase walking and biking mode share to business districts <b>Economic Impact</b> <u>before and after studies</u> of spending by mode <b>User Feedback:</b> Surveys to capture user perceptions, behavioral changes in mode choice
Partners & Resources	Mayor Joseph A. Curtatone, The Mayor's Office of Strategic Planning and Community Development, Public Works, Police, Fire, City Council, Commission for Persons with Disabilities, Pedestrian & Transit Advisory Committee, Bicycle Advisory Committee, Somerville residents, Shared Street Stewards, and livable streets advocates, Neighborhood and Business Associations, organized local groups such as garden clubs, after school programs, churches, etc.  Received Somerville Arts Council Grant for street murals, and Solomon Foundation grant for shared streets funding support in 2020.

## Diagnostic

*Neighborhoods*, also known as neighborhood greenways or bicycle boulevards, are low stress, comfortable, designated biking and walking routes. They are typically local roadways that connect neighborhoods and destinations such as downtown business districts, transit stops, schools, and employment centers.

Somerville is the Boston Region's first Neighborhood network which began in 2014 as student projects. The evolution of the program has grown each year to span 2+ miles of connected streets. The City developed guidelines for treatments based on research, testing, and implementing tactical traffic calming treatments.

In response to the pandemic, the City initiated the states largest "Shared Streets" network to increase access to essential services via walking and biking – modeled after and inspired by the Neighborhoods network.



- Midblock neckdown yield street via flexposts. Morrison Avenue, 2020



- Paint Day Block Party, Dimmick Street at Waldo Street 2017.

## Action Items

In 2021, Somerville plans to expand the Neighborhoods network of permanently marked roadways using existing and new treatments such as:

- **Gateways** to slow turning vehicles and provide wayfinding via painted tan curb extensions, painted red crosswalks, flexible posts at corners, and branding signs.
- **Contra-Flow Bicycle Streets** (One-way for people driving / two-way for people biking) to expand network accessibility via signs and pavement markings.
- **Midblock Traffic Calming** to slow speeds to 20 mph or less via speed humps / cushions, curb extensions, yield streets, flexpost neckdowns, one-lane yield conditions.
- **Vehicle Volume Reduction** to reduce conflicts and create lower stress, comfortable routes via regulatory signage, median islands / diverters, and one-way street direction changes.
- **Placemaking** to brand and engage the community via public art (sculpture, paint day block parties), stencils, lighting, planters and street trees, and rain gardens.



## Lessons Learned

**Keys to success:** invest in an iterative public engagement strategy that provides multiple opportunities for engagement. Door to door canvassing, public meetings to the street, and an open forum for ongoing feedback online engages a wider stakeholder group.

- Identify wide stakeholder group and tap into community leaders
- Table at existing events to build synergy.
- Create a **Street Steward** volunteer program to support ongoing monitoring of materials and feedback loops for improvements.

### Challenges / lessons learned:

- Provide multiple opportunities and advanced notice to engage the community, especially direct abutters to traffic calming treatments and public art installations.
- Work with emergency responders early in the process to support traffic calming treatments. Test layouts with fire and/or public works trucks. Use speed cushions vs speed humps and avoid emergency access routes if concerns about vertical deflection and delay.

## Process

1. **Project Initiation and Planning:** Identify goals and define success. Identify biking and walking network through network analysis / existing network plans. Start small and pilot routes that connect key destinations. Consider prioritization plan and phasing based on trip generators, popular destinations, demographics, underserved populations, crash history and traffic calming requests.
2. **Community Design Process:** Use iterative and ongoing engagement process including lemonade socials, walk and bike audits, canvassing and online feedback portals. DRAFT designs to get feedback and work with abutters to adjust as needed.
3. **Implementation:** estimate quantities and procure materials. Hire contractors or work with public works to install.
4. **Ongoing Monitoring / Maintenance:** develop feedback portal and maintenance plan. Coordinate volunteers (street stewards) to support monitoring and maintenance.
5. **Evaluation :** conduct before and after analysis including quantitative (e.g., speeds, volumes, revenue of businesses) and qualitative (e.g. photo, video, conversations, surveys) measures.



*Shared Streets Gateway Treatment , 2020.*



*DRAFT Spring Hill Neighborhood Planning Network Map 2021*



*Wayfinding sign with times for walking and biking*





# Launch a public art program

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PUBLIC  
REALM

Provided by SME Consultant

Selbert Perkins Design

Location

Melrose, MA



Origin	City of Melrose, MA
Budget	 Medium Budget (\$70K) - with full build-out
Timeframe	 Short Term (1 years)
Risk	 Low Risk
Key Performance Indicators	Number of survey engagements and art commissions far exceeded expectations.
Partners & Resources	Mayor, City Manager, Planning Department, DPW, Local Arts Organizations, Local Businesses, High School Students
Diagnostic	<p>Selbert Perkins Design collaborated with the City and community stakeholders to develop a wayfinding and creative placemaking master plan for the City of Melrose including:</p> <ul style="list-style-type: none"> <li>• Wayfinding Analysis</li> <li>• Preliminary Design Concepts</li> <li>• Art Opportunities</li> <li>• Call-for-Art</li> <li>• Art Program Logo</li> </ul> <p><b>The entire project, including was conducted during Covid-19 with over 700 participants. Community engagement was conducted in partnership with Civic Space Collaborative.</b></p> <p>In February of 2020, the City of Melrose extended a solicitation for quotes regarding a wayfinding study &amp; design services. The scope of work discussed in the solicitation described development of a multi-modal wayfinding system that speaks to the city's past and present that will provide wayfinding for pedestrians, cyclists &amp; vehicles. The City of Melrose received funding from the Massachusetts Marketing Partnership &amp; the Massachusetts Office of Travel &amp; Tourism for this effort.</p> <p>Selbert Perkins Design, in collaboration with Civic Space Collaborative, won the bid with the City of Melrose in March of 2020. The proposal submitted to the City of Melrose met all the conditions of the original solicitation and was modified after being awarded to include a larger outreach effort to the city's residents. In addition to the amplified outreach, public art would be an important element of the placemaking and wayfinding effort.</p> <p>In late March, the COVID-19 virus became a global pandemic. The project team adapted to the crisis, pivoting to web based resources for interviewing city residents, project meetings, committee and focus group meetings, as well as a virtual community meeting with the City's residents.</p> <p>"The selected art projects are unique and diverse and will enhance the vitality of the City's public spaces and promote economic development, which were goals of the initiative" says Mayor Brodeur. "I am excited to showcase and support the amazing talent in our community through this effort."</p> <p>Working closely with Mayor Paul Brodeur, the Planning Department, and project committee, we were able to successfully complete the project in 9 months.</p>

## Action Items

### Recommendations for signage and wayfinding include:

- Develop additional wayfinding as a placemaking element in Melrose to help residents and visitors find their way around the city.
- Create a signage pilot to roll out less expensive sign types throughout the city.
- Earmark funding for implementation over the next 1-2 years.
- Prioritize directing visitors and residents to downtown to support the local Melrose commerce.
- Install trail signage to help residents and visitors successfully utilize trails and greenspace in Melrose.
- Include walking distances on major signage to encourage walking as a method of transportation.
- Initiate outdoor seating, street narrowing, and other measures to support small business in the downtown and other commercial areas.
- Partner with local organizations to help envision and manage these programs to further support Melrose commerce.
- Consider a regular "open main street" program, closing streets to car traffic to encourage outdoor activity and support local downtown businesses.

## Process

- Understand who the stakeholders and decision-makers will be.
- Form a committee to oversee the process.
- Visit the site to audit of existing conditions.
- Conduct a Wayfinding Analysis including; multi-modal circulation, main decision points, and key destinations.
- Research the history of the place, uncover stories that might inspire the design.
- Identify opportunities for art/placemaking.
- Engage with stakeholders and the public to understand needs and preferences. If possible, create a survey and/or focus groups to get feedback from a larger cross-section of people.
- Develop project goals and a positioning statement to guide design efforts.
- Design concepts for brand and wayfinding elements.
- Develop the preferred design into a family of sign types with materials, colors, etc.
- Provide a sign location plan and order of magnitude budget.
- Create public art criteria and develop a call-for-art to identify qualified public artists.
- Release the call for art or bid and select artists/vendors.
- Oversee installation.
- Celebrate!





*Stakeholder engagement event outdoors*





## The Corner Spot

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Provided by SME Consultant

Bench Consulting (from Patronicity)

Location

Ashland, MA



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

## Process

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

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



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



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





# Host a Paint Day Block Party



Provided by SME Consultant

Neighborways Design

Location

Beautification Way, Everett, MA

Origin	Everett High School Students, City of Everett, Neighborways Design
Budget	<div>  <div> <b>Labor Budget:</b> \$13,000  <b>Supplies Budget:</b> \$2,000 </div> <b>Artist Stipend Budget:</b> \$2,000 </div>
Timeframe	<div>  <div>Project Initiation through Implementation: 6-8 months</div> </div>
Risk	<div>  <div>Private / Public property agreements and permission to install art; Stakeholder buy-in and consensus on art design</div> </div>
Key Performance Indicators	Improving aesthetics, community feedback and perceptions, number of participants engaged
Partners & Resources	<p><b>Partners:</b> City of Everett Transportation and Planning Departments; Public Works, Communications Office, Mayor's Office, Property Owners, residents, High School and Middle School Students, Everett Public Schools Director of Art and Teachers, Local Artists.</p> <p><b>Resources:</b> MassDOT Shared Streets and Spaces grant partially funded this project, with as well as funding from the City of Everett.</p>

## Action Item

Community designed and installed art is a strategy for tapping into community talent and building community. **Paint-day block parties** gather the community to engage in the improvements in their neighborhood. Music, food and activities for all ages inspire friendships and community pride. Repainting parties semi-annually help maintain and further build relationships, allowing designs and art to evolve over time as active installations.

Beautification Way is an important informal pedestrian path connecting Everett High School and Glendale Square shopping district and transit hub. High school students and the City identified this opportunity to re-envision and re-paint a 20-year-old mural and beautify the space for the alley to live up to its name.

Through our community design process we worked with adjacent business and property owners, residents, students and teachers to vision the future of the alley. Long term visioning of community gardens, a dog park, event space, and stonedust pathways led to short term action to install a community mural and plant eight magnolia trees.

The community painted the background of the mural, with 8 local featured artists adding their unique voice and expression within the theme of the mural.



*Paint Day In Progress.*



*1 of 8 Featured Local Artists*

## Diagnostic

The pandemic arrived just as we began outreach. We pivoted from in person to online engagement, launching a public art survey promoted on facebook. Tapping into existing local networks and email lists including the Integral Arts Everett and Everett Public Schools we solicited art themes and ideas from the community for how to create a more people friendly, beautiful space.

Coordination with the abutting property owners early on supported implementation. Working with the legal department, we developed agreements for the installation of the street trees and art on private property.

The City's Public School Art Coordinator and High School art teacher volunteered and led the artistic vision of the project. They developed and curated a cohesive theme for the mural: *celebrating unity, diversity, and inclusion during these changing times.*

A committee comprised of art teachers selected featured artists from an online submission form shared on social media and local networks. Artists were given a timeline for implementation and coordinated the pickup of paints at City Hall. We asked artists to document and send photos of the installation to receive their stipends.



## Process

1. **Project Initiation and Planning:** Identify goals and define success. Identify key stakeholders and decision makers to support design process and request necessary approvals.
2. **Community Design Process:** Plan multiple streams of engagement to:
  - Solicit art themes
  - Develop DRAFT concept renderings of art designs
  - Refine and finalize Design
  - Coordinate approvals and permitting process
3. **Prepare for Paint Day:** Estimate quantities and procure materials. Clean and prime surface (patch walls if necessary, for asphalt art sweep). Staff artist to outline wall mural and colors for volunteers to fill in colors similar to “paint by number” during paint day.
4. **Plan, Market, and Host Community Paint Day:** Create flyers and marketing content to share on social media, canvass abutters, and invite people to paint day. Plan for a daylong event on a Saturday with rain day date on Sunday. Provide individually wrapped free food and drinks. Consider entertainment and kids activities – from a speaker and internet radio to a band or instrument petting zoo. Plan for seating and shade structures, bathrooms, and water access for cleaning paint brushes. Register volunteers online and develop volunteer schedule to limit capacity of outdoor gathering as needed for COVID protocols. Artist to clean up and finalize art post community paint day.
5. **Featured Artists Selection and Installations:** Advertise call to local artists to be featured in mural. Provide parameters for design including theme, color palette, and any other criteria. Committee selected artists and tweaked designs as needed to fit the theme and criteria to create a cohesive mural. Notify and coordinate with artists to pick up paints and clearly identify their canvas for installation. Artist to install within designated timeframe and send photos / videos of completed installation to receive stipend.
6. **Repainting Party - Maintenance:** Consider hosting a re-painting party to evolve and refresh art as needed.



1. Before
2. Concept Rendering
3. Post Install: Magnolia trees, street mural, temporary paving
4. Close up of featured local artist work





# Muskegon Western Market

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Provided by SME Consultant

Bench Consulting (from Patronicity)

Location

Muskegon, Michigan



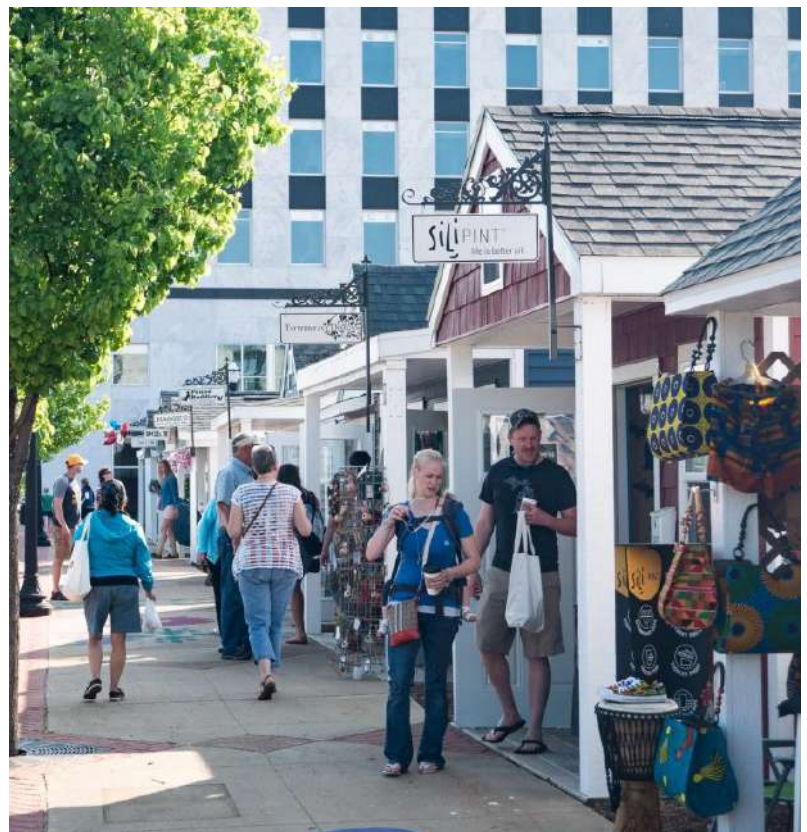
Origin	The City of Muskegon
Budget	 <p>The total project budget ran was \$100,000 but low cost rentals from vendors allow the municipality to recoup a portion of the costs of building and operating this project, in addition to recouped sales tax revenue.</p>
Timeframe	 <p>Implementation can take 2-3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

## Process

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

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

*- City Manager Frank Peterson*







# Rice + Larpenteur: Activation and Retention in a Suburban, Multicultural Community



Provided by SME Consultant

The Musicant Group

Location

Multicultural commercial district at the confluence of urban and suburban land uses where three municipalities converge in the Twin Cities region, Minnesota

Origin

The Musicant Group in partnership with and funding from the Rice and Larpenteur Alliance, who in turn received funding from each of the three communities and the county that converge at this commercial district

Budget



\$20,000 a year for 2-3 events

Timeframe



District Block Party: Planning April - August, Event: September  
Winter Activation: Planning September - November, Event: December

Risk



Creating an identifiable space in a spread-out parking lot setting. Barriers to participate small minority and immigrant owned businesses.

Key Performance Indicators

Number of local businesses who participated and % that were BIPOC owned, permanent improvements that were shaped or continued, event attendance, business patronage during the events, PR for the district.

Partners & Resources

Public: leaders from each municipality spoke at each event and promoted it via their channels, served to resolve permit issues if they arose.

Private: Property owners contributed their parking lots for event space, small businesses hosted event activities

Community/Non-profit: hosted event activities at their sites, promoted it through their channels

## Diagnostic

The Rice and Larpenteur Alliance was created to support the community and commercial interests of the low-moderate income, multicultural community that converges at the intersection of three municipalities. The central commercial district was both bustling and suffering from neglect and bad press in large part due to one business. The goals of these events in general were to:

- Generate new, lasting positive activity and visitation in the district
- Strengthen the newly launched brand for the area and reputation broadly
- Test and build support for larger capital improvements

### Key Opportunities included

- Building off the momentum and buy-in from the first event the year prior

### Challenges included

- The need to take a concentrated event format and spread it out throughout the district
- Generate positive activity while also minimizing unsafe congregation
- Generating participation by and benefits for small businesses, especially BIPOC owned ones
- Ensuring those from communities who spoke one of 5 non-English languages felt invited and included
- Overcoming negative press from high profile incident that occurred at the long-standing bad behaving business

## Action Items

The COVID-safe approach to the events was to create a main event hub that then supported attendees to visit businesses and other activities throughout the district.

### Action #1 – Expand the event spaces and programming as a benefit, not a bug

While we couldn't have everyone come to a single site, we used it as an opportunity to get attendees to visit area businesses and organizations directly – which in many ways created even more benefit for them. This was done by creating an event hub that had live music and info tents that distributed district passports (with rewards to visiting all the sites) and branded bags to support shopping. The district was visibly activated by attendees who were walking between sites holding their branded bags. The event blended fun, food, community engagement, and services for those of all ages.

### Action #2 – Lead with equity

Business are often seen as a source for event sponsorship revenue. As a district dominated by new and BIPOC owned businesses we wanted to ensure that the event series was as beneficial to these entities as possible. As such, small businesses were meaningfully compensated provide event features such as free food samples, live performances, and interactive demonstrations. For promotion, we both partnered with organizations and used communication channels in the native languages of those who lived in the surrounding neighborhoods to promote the event.

### Action #3 – Use one-time events to drive long term improvements

Many changes to the physical environment are often possible during larger events that are more difficult to put into place during non-event days. Each of the events featured physical pilots that tested out concepts that stakeholders sought to implement in larger ways going forward these included: public art, a new plaza, new patio seating areas for restaurants, expanded landscaping, seating areas, and wayfinding.

### Action #4 – Leverage positive events to create new narratives

Despite much good that occurs in the district, most mentions of the area were dominated by criminal activity that occurred at one business. The event series created reasons for the media to cover the district and served the change the narrative for the broader public



## Process

- Establish shared goals for client, communities, small businesses, and other stakeholders
- Recruit event committee, roles, and meeting schedule
- Create event name, concept, and partner recruitment one-pager
- Conduct outreach to businesses and community organizations to host event sites and/or provide event activations
- Create promotional materials
- Secure 3rd party vendors and performers and stakeholder contributions
- Finalize site map, furnishings, supplies, give-aways, and volunteer shirts or hats
- Create passport and onsite signage
- Finalize day-of plan and program with staff and volunteer roles
- Notify press
- Execute event and track KPIs
- Create summary report with successes, lessons learned, and opportunities for increased impact in years to come

## Event Features

### Rice and LarpentOUR Event

- Concerts and tents for participating non-profit organizations
- Two storefront patio expansions
- Permanent planter improvements
- Art installation at local park pavilion
- Free food samples given out by compensated local businesses
- Event passport
- Event poster, lawn signs, postcards
- Gift and Go Event
- Shop Local Guide
- Gift bags with local business gift cards, swag, cookies, branded PPE (mask, sanitizer)



*Physical Improvements were part of the event activities provided for community participation.*



*Business owners were compensated for providing samples and food offerings during events.*



# Winter Activation at the Panoway in Downtown Wayzata



Provided by SME Consultant

The Musicant Group

Location

Linear lakefront park within downtown Wayzata, MN

Origin	The Musicant Group + Wayzata Chamber of Commerce with funding from the City of Wayzata and the Panoway Conservancy
Budget	 \$90,000 covering larger events, weekly programming, physical improvements, project management and staffing
Timeframe	 Planning: Nov - Dec 2020   Implementation: Jan - Mar 2021
Risk	 Very short planning period, frigid temperatures, alignment within the partnership, brand new space
Key Performance Indicators	Return visitors during event series, emergence and increases in self-programming, local news coverage, community awareness of the space displayed by event attendance, number of pilot features continued during future seasons
Partners & Resources	Small businesses and community organization partnerships to co-produce events. City provision of bathrooms, storage, snow removal, site care, and Christmas trees. These partnerships unlocked a significant increase in possible programming and expanded of the impact from a one-time site activation to a series that would impact traffic in downtown overall.



## Diagnostic

Wayzata is a lakefront main street community located 15 miles west of Minneapolis, MN long known as a destination for shopping and dining. A major challenge that the downtown has faced for decades is that while the single-sided main street looks out over Lake Minnetonka, there lies a parking lot and active freight railway that cut off access between the two. Through years of effort, the 2-block long parking lot was converted into a linear park – the Panoway – which opened in the late summer of 2020. As the effects of COVID were increasingly felt by the community and the retailers, the city and chamber saw the newly opened space as a strategic features to help drive customer traffic downtown during the coldest months of the year.

In order to remain responsive and iterative with the changing COVID-19 landscape, we adopted a gradual implementation that focused on providing a variety of activities within regularly scheduled times and serving the needs of the community members already present, while building to safe in-person gatherings for signature events.

### Key opportunities included:

- Leveraging the views of the lake
- Providing high quality outdoor places for people to enjoy take out
- Working with existing habits of dog walking, walking, running, bike riding, and fire building

### Challenges included

- Ensuring that visitors could stay warm and/or warm up
- The need to create experiences that didn't need to be actively staffed
- How to translate a long standing one-time event into a season long experience

## Action Item

The project took a holistic approach to the activation of the space and its impact on the entire downtown. We combined the physical enhancement of the space with a spectrum of programming and promotion to support a continuum visitation – from daily, to weekly outing, to first-time local tourist.

### Action #1 – Persona Generation + Experience Mapping

At the onset we mapped out the different audience/user types (personas), identifying their characteristics, wants, desires, and pain points. We then collated these together to craft the key experiences that the overall project should aim to deliver.

### Action #2 - Building Partnerships

Once the core event and improvement framework had been set, we engaged with local businesses and organizations to co-produce events as part of the activation. Critically, budget was allocated to pay the partners for their participation. These efforts brought in additional resources, promotional capacity, and generated heightened feelings of community ownership.

### Action #3 – Physical improvements

Throughout the activation, improvements were made to support programming and everyday use. The two fold focus of these were to enhance visitor warmth and to create more things to do. Enhancements included: a winter garden / wind block, curling court, activity cart, fire pits, ice sculptures, light installations, and a pop up dog run.

### Action #4 – Execute Programming

Each Friday new small and large scale events would occur, providing both regularity and variety – which together serve to build an audience over time.

### Action #5 – Promotion

Through multichannel marketing, PR, and the events themselves the brand and awareness of the space downtown grew which drove continued increases in daily visitation, weekly rituals, and destination tourists.

## Process

- Project launch with the city to define shared goals and what can be done as-of-right, what needs a permit, and what is off limits. Also to catalogue what other resources partners can provide upfront and stakeholders who should be engaged
- Engage with the broader community – both stakeholders, partners, and the broader public. Conversations with stakeholders and partners should focus on what shared success looks like and if there are ways to collaborate. For the public, focus question on what they want to be able to do in the site – these then shape the core experiences that the project / site should deliver.
- Feedback from the public and stakeholders should shed light on which direction to take for items where the project team may disagree.
- Once personas and priority experiences have been defined, craft improvements plan that incorporates physical improvements, events, promotions, and site care.
- Make first round of improvements. Gauge relative success through agreed upon metrics. Be sure to reserve budget to fund iterations based on learnings that can only occur after a project has begun
- Promote via mediums that are relevant to the site and targeted audiences. Leverage community partners to promote through their networks.
- Collect data throughout the effort to gauge success, lessons learned, and testimonials. Capture data that not only is important to you, but also current and future project partners and funders
- Once project is complete, craft a final report that can be used to guide future iterations and to solicit funding in future years.



*Physical Improvements: Fire to warm up visitors, a winter garden of repurposed evergreen trees, and lighting installations with pop-up domes*



*Ongoing Site Materials: Outside of events, there were still elements available on site for users to enjoy, including a Letters to the Lake interactive opportunity, an activity box, and a Puppies of Panoway box of dog treats + toys.*





# Activate Alleys: Attract People to Under-Utilized Spaces



Provided by SME Consultant

Neighborways Design

Location

Frost Alley Somernova Campus, Somerville, MA

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

## Diagnostic

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

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

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

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

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

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

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



*Before*



*Concept Rendering*



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



## Diagnostic

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## Action Items

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*Before*



*Concept Rendering*



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

## Process

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

## Lessons Learned

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

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

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

### Challenges / lessons learned:

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





*DIY Self watering planter construction.*



*Temporary painting and native pollinator garden installation*





# Tipton Alley



Provided by SME Consultant

Bench Consulting (from Patronicity)

Location

Tipton, Indiana

Origin	City of Tipton, Tipton Main Street Association, Chamber of Commerce, Tipton County Economic Development Organization	
Budget		\$39,000
Timeframe		Two to three months to build and install most components and artwork.
Risk		Low risk assuming you can get buy in from local property owners and those who use the alley. Low investment costs makes this a low risk, high reward proposition.
Key Performance Indicators	Visitor counts, "stopping and staying time," events and attendees at programmed events. Change in area vacancy rates and, if you have willing businesses, sales numbers before and after intervention.	
Partners & Resources	Tipton Main Street, Local economic development corporation, the area Chamber of Commerce and local artists and youth organizations. Funding was provided through a combination of crowdfunding and matching grant dollars from a state government grant program.	





Before



After

<p><b>Diagnostic</b></p>	<p>Issues arose around pedestrian safety crossing the alley space. Located in the heart of Main Street this space was an obstacle to a safe, inviting pedestrian experience. In addition, there was a startup Main Street organization looking to develop space, build support for its work, but more importantly, the Main Street district as a whole. The street itself was extremely car oriented with more traffic than pedestrians on the streets. An improved sense of place was needed to get drivers out of their cars and on foot, a proven tactic for increasing spending opportunity. The proximity to existing businesses, the town square, and the need for a gathering space made this alley ideal for investment and improvement.</p>
<p><b>Action Item</b></p>	<p>The intention with Tipton Alley was to develop a space that could serve as the hub of the Main Street. A space, built on a human scale, that provided a respite from the busy traffic on the street while enticing people to 1) visit downtown safely and 2) extend their stays while visiting downtown, and 3) create community connections.</p> <p>As with any placemaking project, the process is as important as the outcome. How do you ensure this space will be something that residents embrace and enjoy? Have them engaged in the planning and implementation process as much as possible. Because collaboration is key and here, local artists help design the mural installations on one wall and others worked to transform the entry way of the alley to incorporate historically contextual photographs.</p> <p>Early on, it was important to have proper permissions in place to use the alley and eliminate vehicle access from the main street on a permanent basis. Enjoy maintenance plans and activation and programming plans are also in place at the start.</p> <p>It was important to not just plan for how the space would be transformed but activated so a community wide "farm to table" dinner was planned as part of the planning and fundraising. This project focused on programming of the space in the design phase and clarified the needs for ongoing maintenance and support.</p>
<p><b>Process</b></p>	<p><b>LOCATE:</b> Find a space that you have reasonable site control over or a permission agreement in place that is centrally located within your main street or commercial district. Consider spaces that need care and attention.</p> <p><b>PARTNER:</b> The more local representation that's involved in planning and implementing these projects, the more successful they will be. Here, local Chamber of Commerce was involved, engaging the business community, artists helped to design the public art and residents volunteered to implement.</p> <p><b>PLAN:</b> Ensure site control is in order, insurance is in place and proper permissions to use any alley space have been granted before beginning to build your project. Define the potential uses for space, the more variety, the better. Consider local vendors and source products locally.</p> <p><b>IMPLEMENT:</b> Consider adding elements in stages, celebrating at each milestone. Be sure your site is supervised. Communication with all contractors, artists, and volunteers is important so be sure to plan ahead. Getting community investment is critical, ask for the financial support you need locally first.</p> <p><b>FEEDBACK:</b> Public comments can be typical and predictive, often they include questions about government waste, maintenance and use. Prepare your responses before hearings and reach out personally when possible. Also, prepare to preemptively share the most compelling project elements.</p> <p><b>ITERATE:</b> Additional features can be added based on use, one example is WiFi. If there is a high demand for the space, ensure there is a process for renting and reserving the space.</p>



# Chair the City's Restaurant Reopening Task Force






Provided by SME Consultant

Beverly Main Streets

Location

Beverly, MA

Origin	Beverly Main Streets (BMS)
Budget	 <p>Low budget. No direct costs to the Task Force (TF) but City did take TF's recommendation to supply jersey barriers for outdoor dining and pay artists to paint them</p>
Timeframe	 <p>Medium</p>
Risk	 <p>Low Risk. City created a Business Reopening Task Force; BMS suggested the creation of a separate restaurant TF because of specific challenges faced by the industry sector.</p>
Key Performance Indicators	Downtown saw a positive economic impact from social media promotions BMS and each restaurant shared ("tiponyourtakeout")
Partners & Resources	Beverly Main Streets, City of Beverly, Greater Beverly Chamber of Commerce
Diagnostic	<p>Among restaurant business owners, there was an urgent need to get clear guidance on re-opening from a trusted and familiar source, including the following emerging trends and issues:</p> <ul style="list-style-type: none"> <li>• PPE sourcing, effectiveness, guidelines</li> <li>• Social distancing techniques for specific spaces</li> <li>• Insider information ahead of public releases from MA Restaurant Association and MA Brewer's Guild</li> <li>• Federal funding (PPP loans) through local lenders</li> </ul> <p>There was also a need for to advocate for local guidance on re-opening that aligned closely with the State's to ensure consistency and ease of implementation (and to not lose business to neighboring communities because of stricter restrictions)</p>

## Action Items

Created a Task Force (TF) with 10 restaurant owners across the city (not just downtown) plus the City's Planning Department and Mayor's Office.

The groups met weekly at first then biweekly as State reopening phases lasted longer. Shared what we heard from TF members with all restaurant owners.

Beverly Main Streets conducted research on PPE, PPP, EIDL, HVAC systems, plexiglass sources, heaters, etc. They also advocated for changes at state and local levels, including ABCC, both for indoor and outdoor dining.



*Jersey Barrier Beautification Project in Beverly - Beverly Citizen - Beverly, MA*

## Process

- Identify restaurant owners
- Identify City staff
- Recommend initial categories of focus
- Find contact info for non-downtown businesses, relevant state agencies and trade groups
- Attend relevant webinars; take notes and share with owners, City staff, partners
- Communicate with neighboring Main Streets organizations and business contacts
- Host webinars on PPP and EIDL with SBA reps and with MA Unemployment who could answer questions specific to restaurants

