



Rapid Recovery Plan

2021

North Quincy

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



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

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

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

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Thank you to those that participated in the survey and the public visioning session.

North Quincy Library

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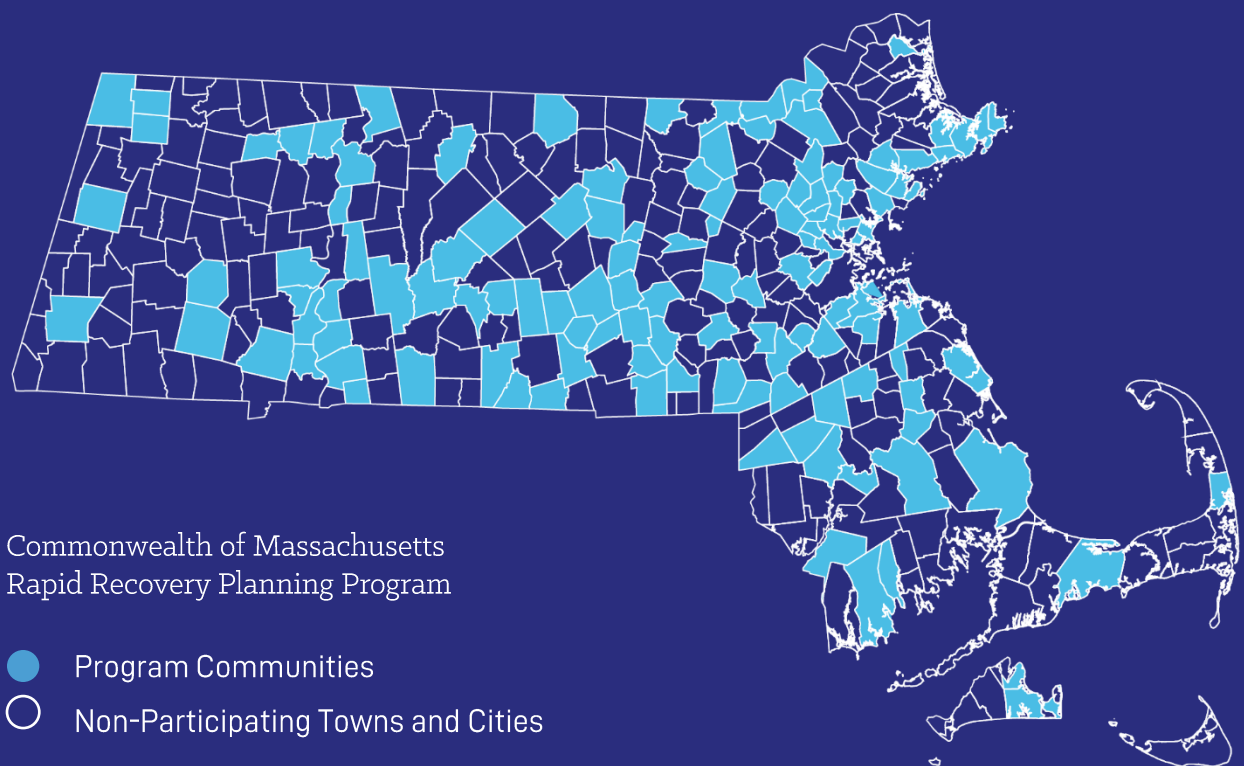
Table of Contents

Rapid Recovery Program	Page 2
Introduction	Page 7
Approach/Framework	Page 8
 Executive Summary	 Page 9
 Diagnostic Key Findings	 Page 16
Customer Base	Page 17
Physical Environment	Page 18
Business Environment	Page 21
Administrative Capacity	Page 23
 Project Recommendations	 Page 26
Public Realm	Page 28
Private Realm	Page 52
Revenue and Sales	Page 56
Administrative Capacity	Page 63
Tenant Mix	Page 77
Cultural/Arts Others	Page 81

125 communities participated in the Rapid Recovery Plan Program

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

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



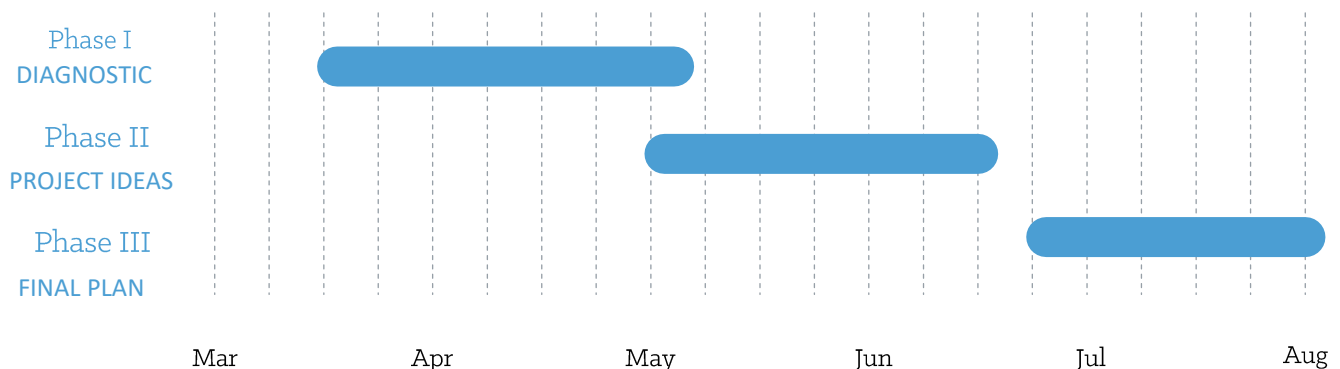
Rapid Recovery Plan (RRP) Program

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

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

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

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



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

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

Rapid Recovery Plan Diagnostic Framework



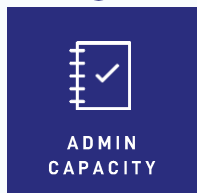
Who are the customers of businesses in the Study Area?



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



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



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

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



Public Realm



Private Realm



Tenant Mix



Revenue/Sales



Admin Capacity



Cultural/Arts



Other

Executive Summary

Executive Summary

North Quincy, A Neighborhood Rich in Diversity and Evolving to meet the Community's Needs Post-Covid-19

The North Quincy neighborhood of Quincy, Massachusetts has been known for its diverse make-up. North Quincy sits on the northern end of Quincy and is separated from the city of Boston by the Neponset River. The neighborhood is seeing a resurgence with a new Transit-Oriented Development (TOD) that features a new apartment development, Target and Red Line station, with other commercial space available. While that is indicative of the positive change going on that started pre-Covid-19, there is a need for strengthening the core of the community that suffered during the Covid-19 pandemic. That is the focus of this program.

Through site visits, research and the LRRP Business Survey we were able to see the detrimental effects Covid-19 had on the businesses in North Quincy, as was common across communities in the Commonwealth. Some of the effects documented were:

- 100% of the businesses surveyed were affected by Covid-19
- 58% experienced temporary closures
- 58% had to layoff employees
- 74% of business reported generating less revenue in 2020 than they did in 2019
- 84% of businesses had less on-site traffic in Jan/Feb 2021 than before Covid
- 68% had a decline in revenue
- 74% had to reduce their hours



*Community Visioning Session – June 2021, North Quincy.
Source: Goman+York*

The information collected allowed our team, made up of the Plan Facilitator from Goman+York Property Advisers, LLC and officials from Quincy economic development, planning and the Mayor's office, to focus on what could be done to support the district to recover from the effects of Covid-19 in the near-term that would ultimately benefit the community for the long-term. As Quincy was one of six (6) Extra-Large communities in the LRRP, there were to be at a minimum, fifteen (15) projects developed to support the recovery process. With businesses input from the Business Survey and a Community Visioning Session, along with recommendations from the team, seventeen (17) project recommendations are contained in this report.

The goal was to focus on projects that will have immediate impact on the community, to that we added the goals of focusing on projects that could be easily implemented, cost-effective and reality-based. In doing this we realized that several projects were inter-related and crossed over to another recommended project and even some that were building on projects that the City had already begun or planned for.



Restaurant Storefront, North Quincy. Source: Goman+York Property Advisers, LLC

The North Quincy Neighborhood's Recovery will depend on a mix of infrastructure improvements, new developments coming online and strengthening the core of the community.

Resiliency of the businesses is key to solidifying the neighborhood post-Covid-19. The businesses lost revenue, traffic and staff during the pandemic and continue to struggle to recoup those losses. The projects outlined in this overview cover the six (6) realms of the project structure as defined earlier. Many of the project recommendations focus on the Public Realm, signifying that support from the City is essential to recovery.

Enticing customers and visitors to the area through events, art and improvements, and drawing the new residents in the TOD apartments to venture out down the block to support the local North Quincy businesses will aid in recovery. In order to do that communication with the residents, businesses, visitors and the City is critical. People want to know what there is close to home in a safe convenient environment. The potential positive effects from the suggested projects will strengthen the core of North Quincy.

The following pages will recap the Business Survey results conducted in Phase 1, which supported the project development.

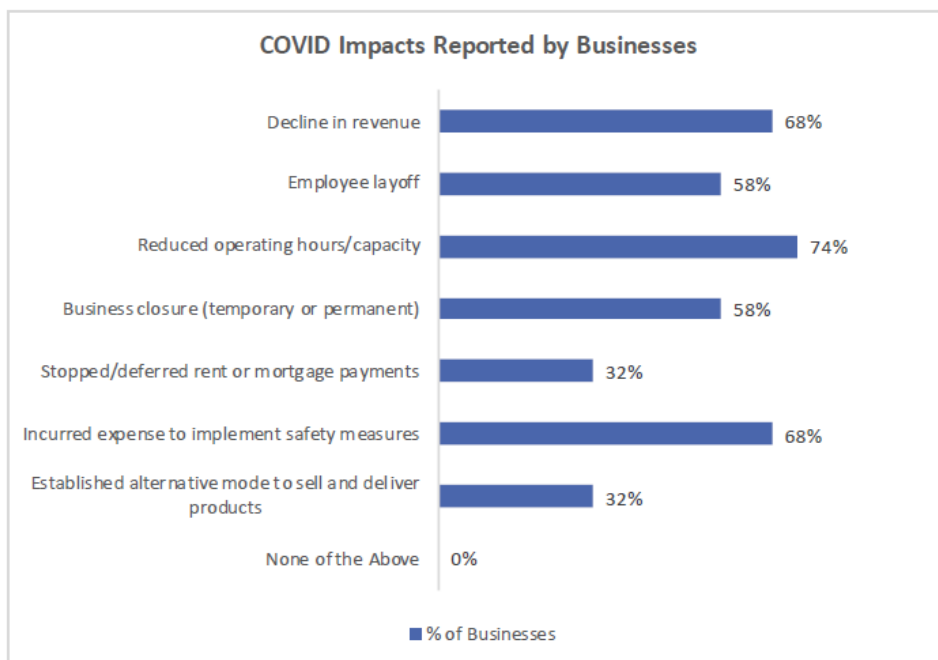


North Quincy Businesses Credit: Goman+York

Business Survey Results

Reported Impacts

100% of businesses reported being impacted by COVID.



- 74% of businesses generated less revenue in 2020 vs. 2019
- 84% of businesses had less foot traffic in early 2021 than pre-Covid
- As of April 2021, 68% of businesses were still operating at reduced capacity or temporarily closed

North Quincy is safe and accessible:

- Satisfaction ratings were high for condition of sidewalks, streets, and public spaces

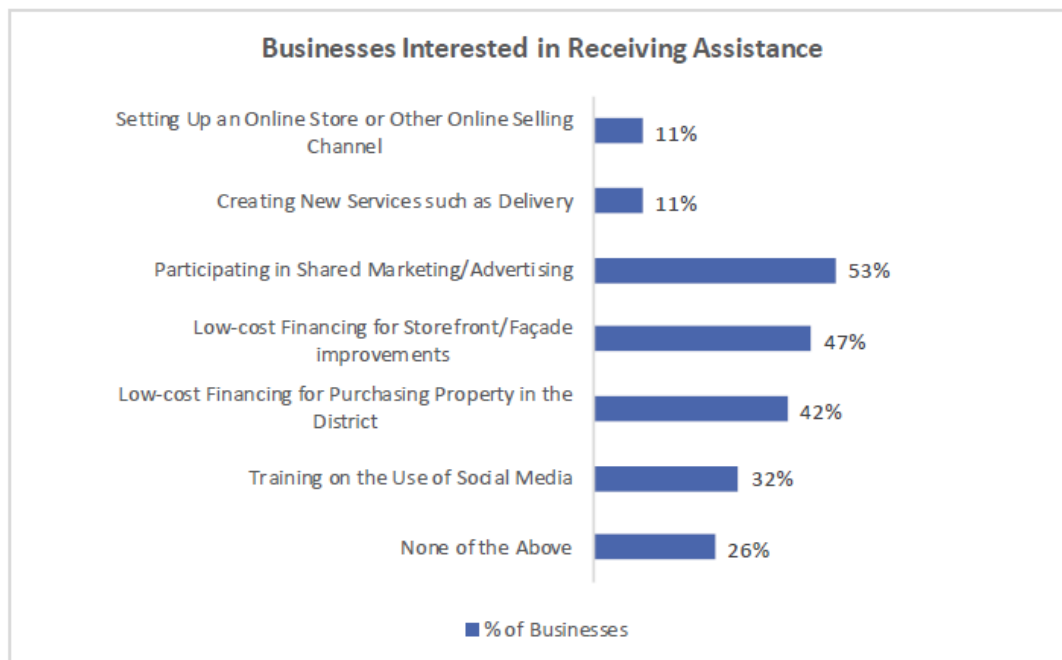
However,

- 32% indicated obstacles in regulatory policies for signage, parking, and outdoor dining
- Business input showed that improvements in public spaces, & seating areas were important for safety & cleanliness
- They also placed high priority on changes in parking availability, access to parking, management or policies

Business Survey Results (cont.)

Businesses Support

74% of businesses expressed interest in receiving some kind of assistance.



North Quincy businesses believe the following will attract & retain customers:

- Cultural events & activities
- Business recruitment programs
- Marketing of the commercial district
- Easier access to parking lots

North Quincy businesses would like support in the following areas:

- Shared marketing/advertising
- Low-cost financing for storefront/façade improvements
- Low-cost financing to purchase property in the district
- Training for social media platforms

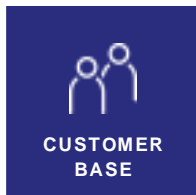
Data Collection Overview

- 300 public parking spaces
(on-street/off-street)
- 16,000+ vehicles daily (ADT)
at Hancock & Billings
- Pedestrian counts –
2020 vs 2019 were down +40%
- Open space within the study
area – 4,000 SF
- Median Age - 40



Diagnostic

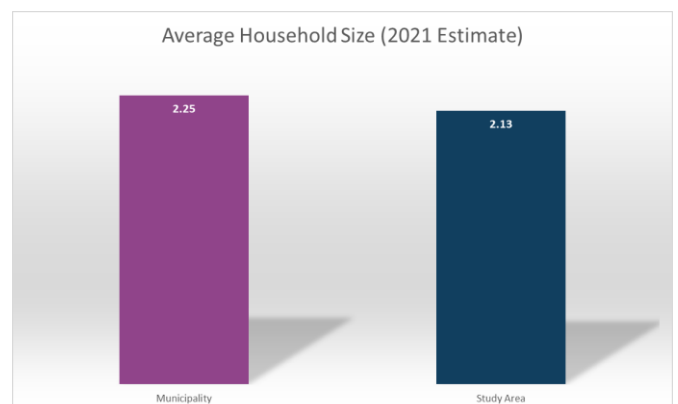
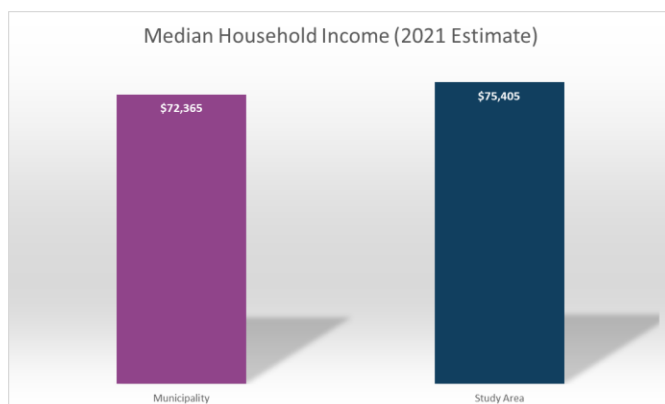
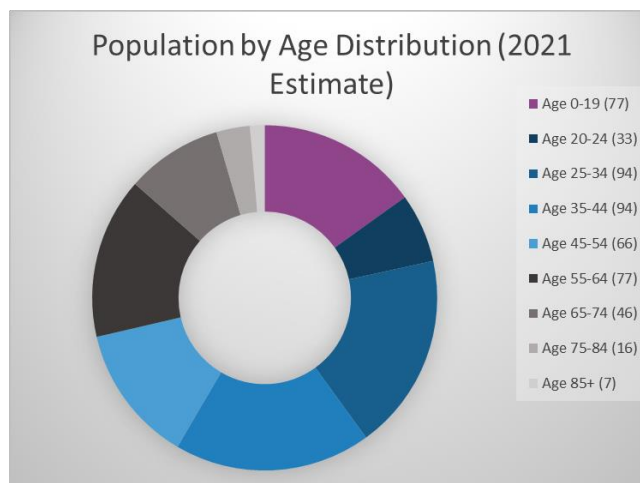
Key Findings



The Neighborhood's customer base is diverse and growing

The most recent census data shows that the City of Quincy has grown over the past 10 years. The additions of new apartments and condominium developments in North Quincy has contributed to this growth, as is reflective of what is seen throughout the city.

The North Quincy customer is well-educated with an average age of 40. The Median Household Income of \$75,405 is slightly higher than that of the municipality at \$72,365. (source: ESRI & US Census data). The high Asian population of the North Quincy area is reflected in many businesses throughout the district and add to its uniqueness. The heritage and history of the community is also reflected in the ethnicity of the area making it a wonderful blending of culture and community.



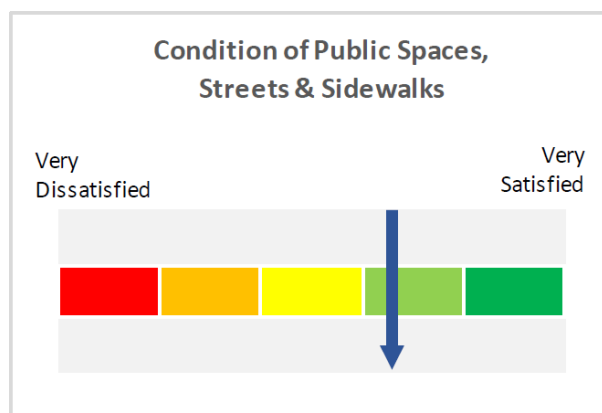
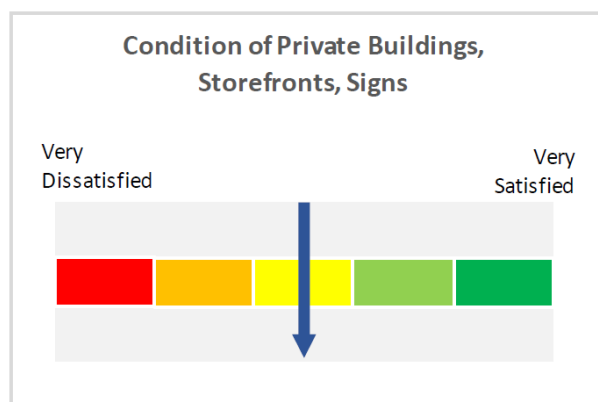
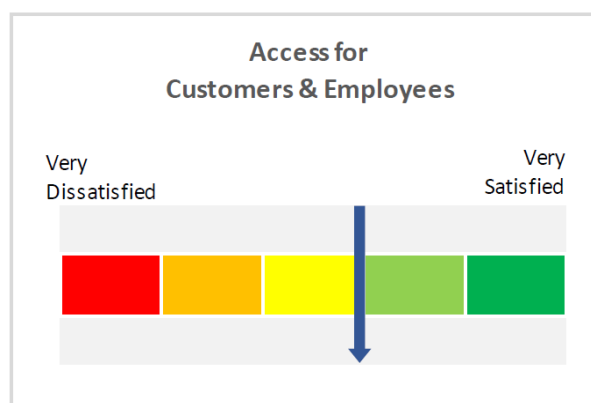
Mix of business by NAICS category. Source: City of Quincy/Site review



The Neighborhood continues to evolve and improve

There is a sense of pride and "small town feel" in the neighborhood, even though it is a heavily trafficked which is reflected in the cleanliness of the neighborhood. The City officials, Mayor Koch and business owners that we interacted with were very positive overall with the physical environment of the area. It should be noted that Mayor Koch was born, raised and continues to live in the North Quincy district and is very proud of that. He was able to give us insight into how the area has evolved over the years and he, along with his staff, are very willing to endorse the project recommendations in this report.

The Business Survey, Community Visioning Session and team site visits raised awareness of the District's current physical environment conditions and needs and how they related to and were impacted by the Covid-19 pandemic. Recent streetscape and other improvements have been made and continue to be made, though there is room for improvements to be made to properties, storefronts, parking and open space.



LRRP Business Survey Results



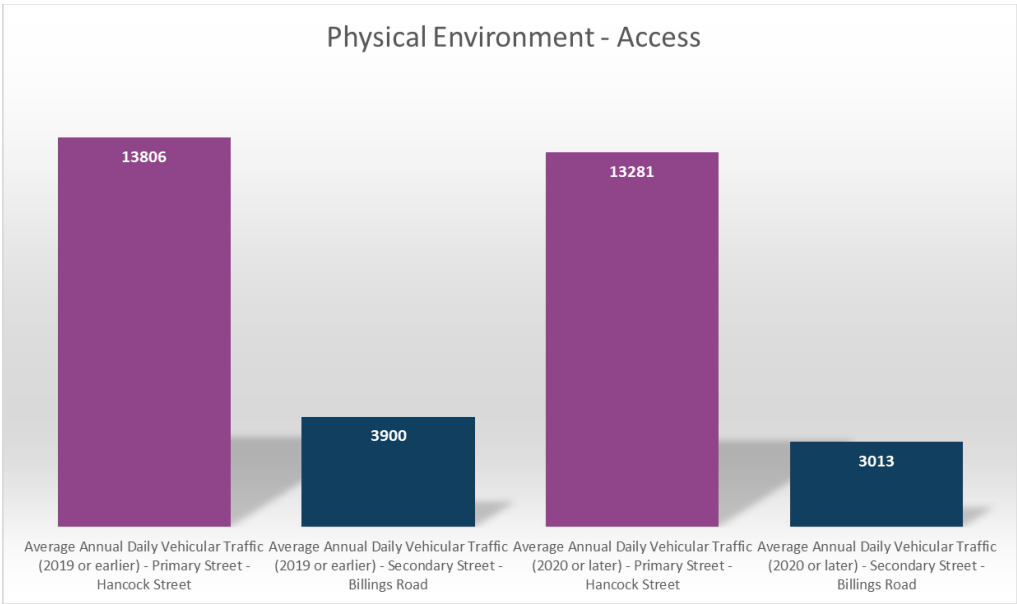
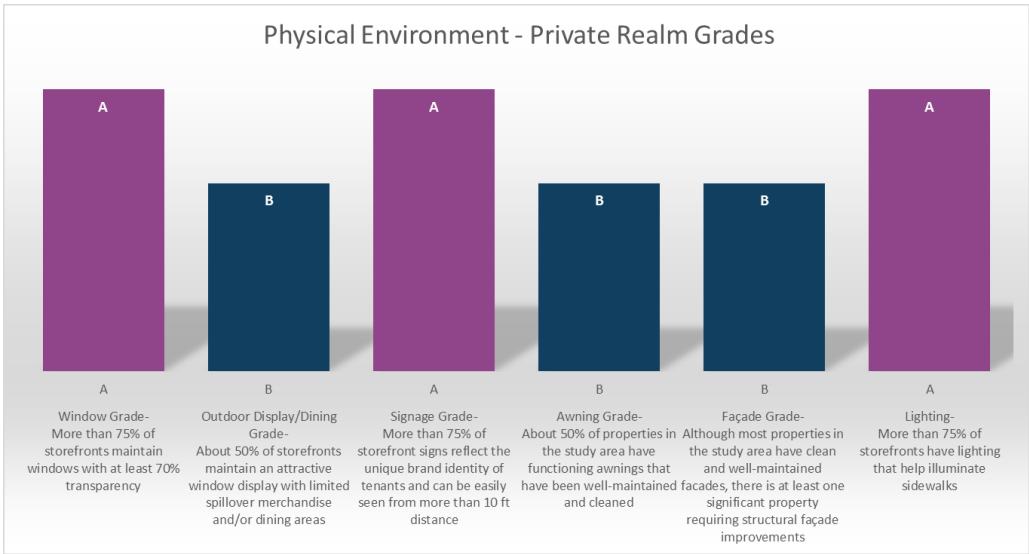
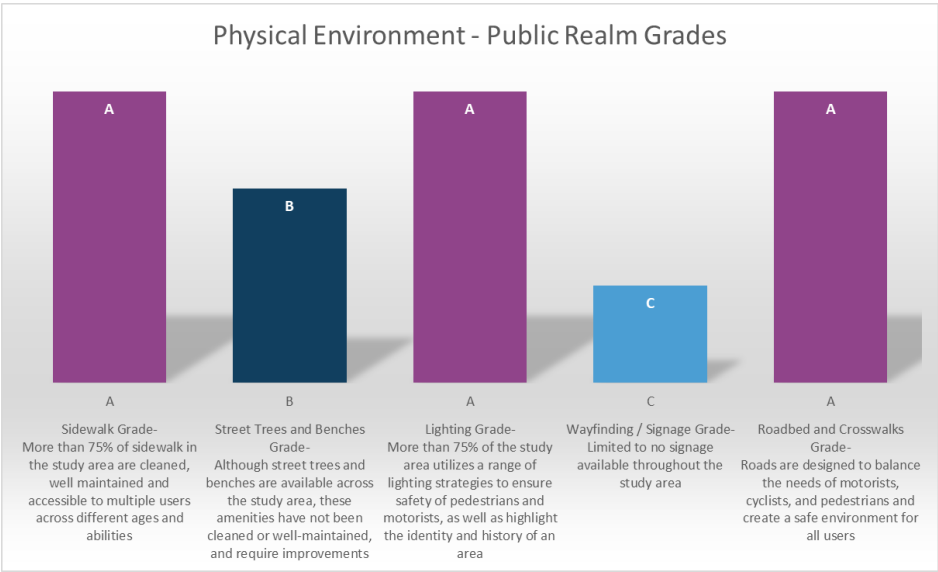
PHYSICAL ENVIRONMENT

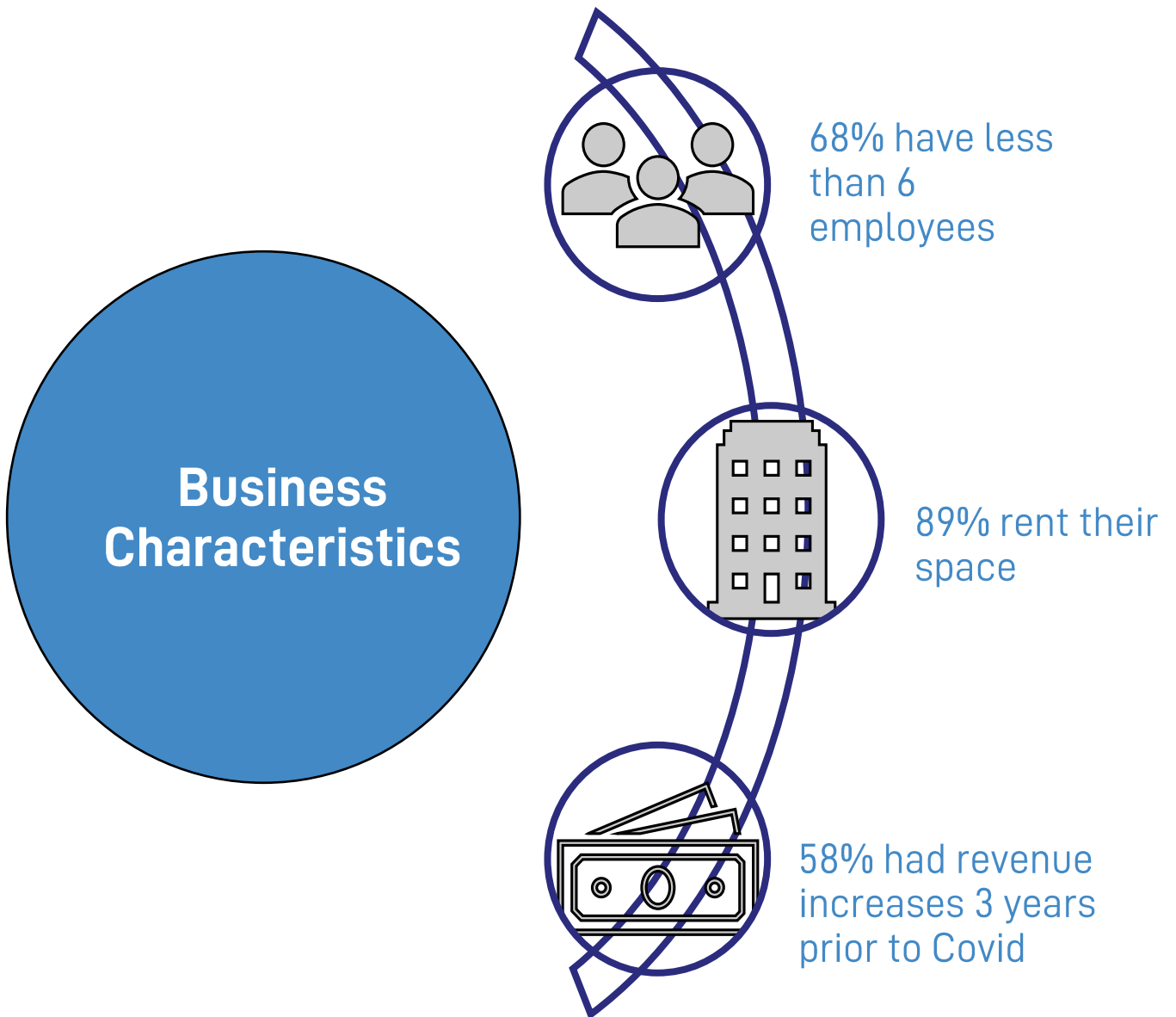
Google Maps



Imagery ©2021 Google, Imagery ©2021 MassGIS, Commonwealth of Massachusetts EOE, Maxar Technologies, Map data ©2021 100 ft

North Quincy Business District
Traffic Calming & Mitigation
Short Term Improvements







The Neighborhood is anchored by thriving restaurants and host of walkable amenities.

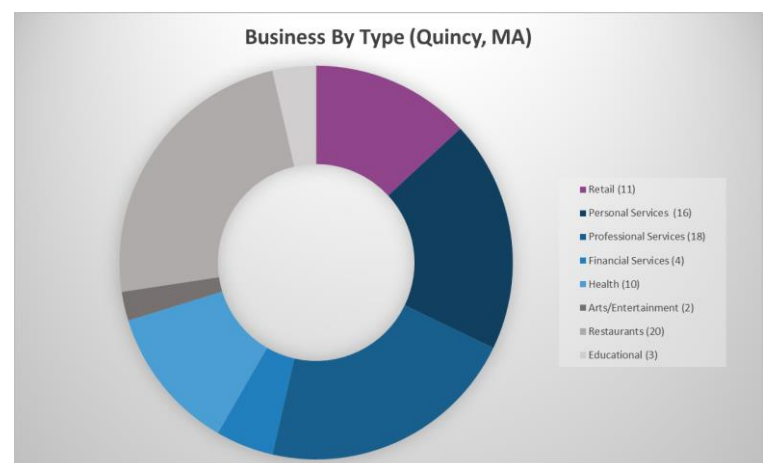
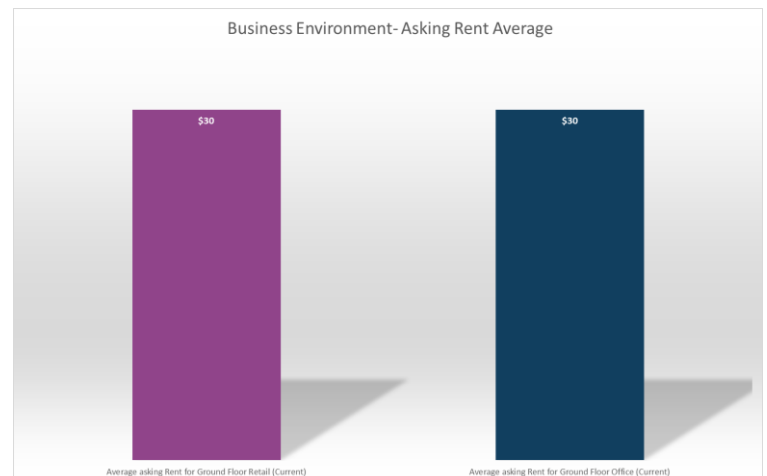
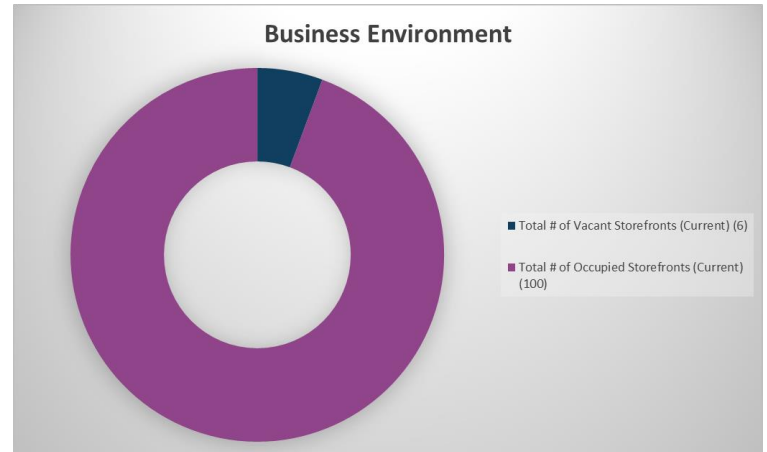
The defined area of North Quincy for this study focuses on the Primary Street – Hancock Street (Route 3A) that runs north/south and the secondary street – Billings Road which runs east/west. As indicated in the Business Survey (March/April 2021), Covid-19 caused foot traffic to decrease by 25% or more for 63% of the business respondents and 68% were working at reduced hours and capacity.

Major area destinations include two (2) large Asian supermarkets - C Mart Quincy and 99 Markets, the South Cove Community Health Center and numerous . The Hancock and Billings corridor is home 100 storefront businesses including a number of specialty restaurants featuring a variety of cuisines.

Asking rents in the area for both retail and office space according to area brokers are \$30 psf. There are currently six (6) vacant storefronts. Though these vacancies were present prior to Covid-19, the pandemic has attributed to the slow leasing of the storefront space. That and the conditions of three of those spaces seem to be a deterrent to potential businesses.

The project recommendations in this report will focus on recovery by:

- Increasing traffic to the area and businesses
- Supporting the businesses through training
- Physical improvements, and
- Changes to the regulatory environment.





The Businesses would benefit from a downtown organization, streetscape improvements and regulatory changes to aid recovery efforts

In the Business Survey, respondents indicated that they would like to see the formation of a business association or group to create a greater sense of ownership in the district, while at the same time having a cohesive voice for the neighborhood merchants. This was further discussed at the Community Visioning Session with positive comments from those attending. Further discussion was had on addressing blighted and abandoned property and the lack of greenspace in the area having only 4,000 sf of potential open space in the business district.

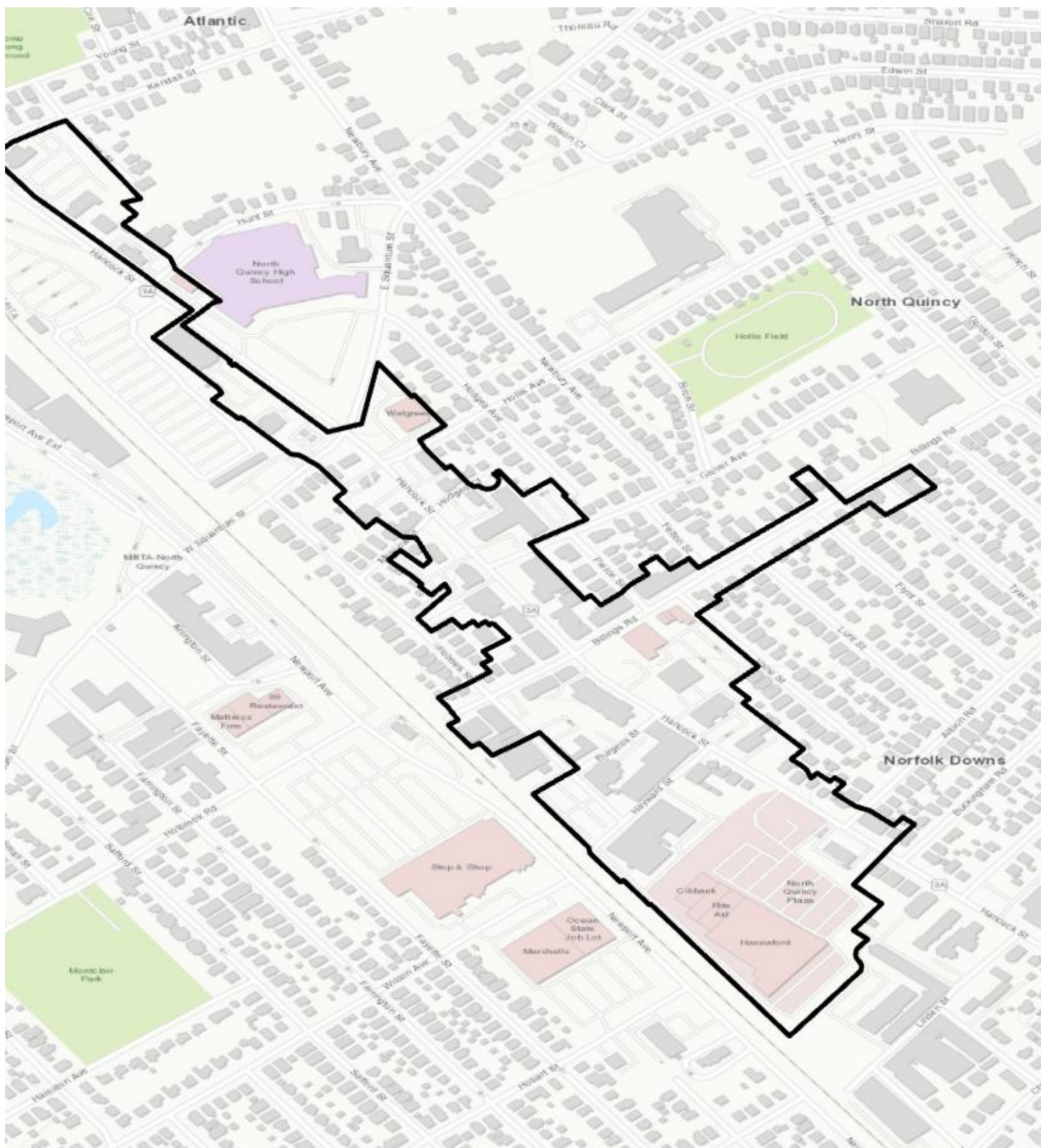
With 32% of businesses indicating that the regulatory environment posed obstacles to their business operations – those were focused on signage regulations and, parking access and regulations.

To approach their concerns, project recommendations that can support business recovery have been made for:

- Formation of a Merchants/Business group
- Reviewing the signage regulations to better serve the businesses such as using signage to increase awareness of them
- Developing and enforcing standards for private properties
- Refreshing and adding access to the Vane Street parking lot
- Adding and improving the streetscapes through a refresh of the Vane Street parking access parklet and a new Library gather space



Billings @ Vane Street Parking. Source: Goman+York

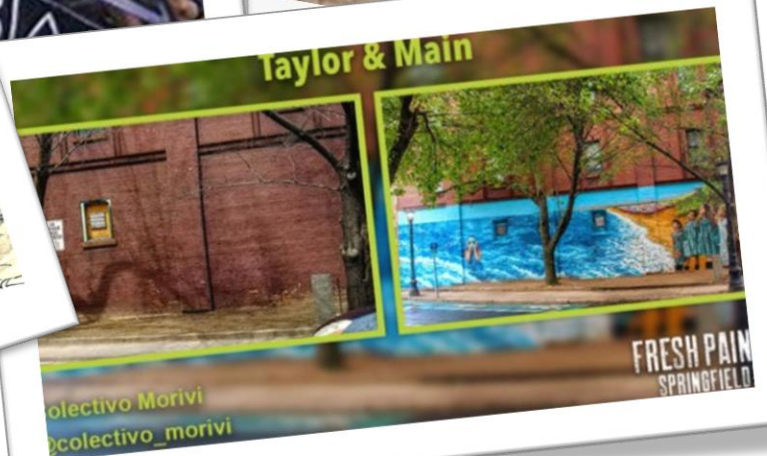
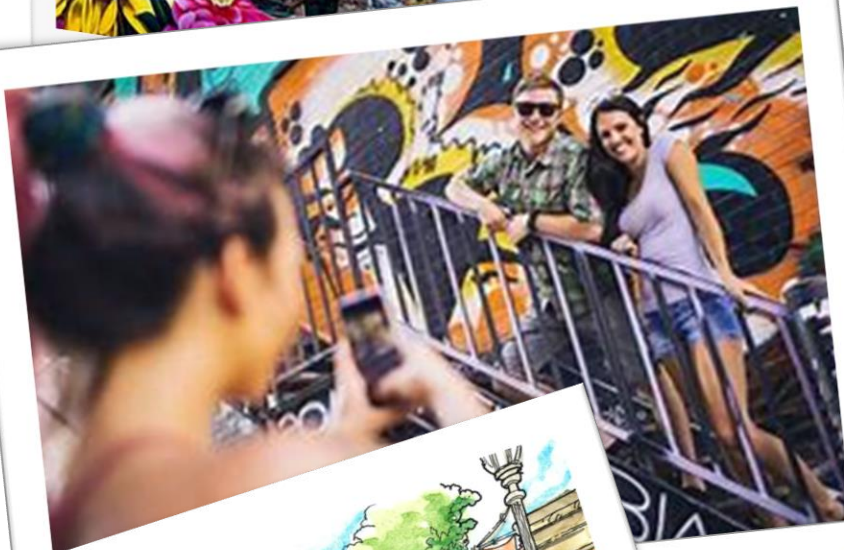


North Quincy LRRP Defined Area

Demographics and Information Sources:

ESRI Business Analyst, CoStar/LoopNet, Census, City of Quincy & Quincy Parcel Records, Mass DOT, site visits, business survey and stakeholder interviews

Imagine the possibilities!



Project Recommendations

Project Categories

Public Realm

Public spaces, landscaping, lighting, wayfinding signage, parking



Private Realm

Façade & storefront interior improvements, vacancies



Cultural/Arts

Arts, programming, events



Revenue & Sales

Consumer/traffic generation



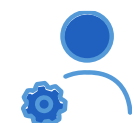
Tenant Mix

Who's here – What's needed?



Administrative Capacity

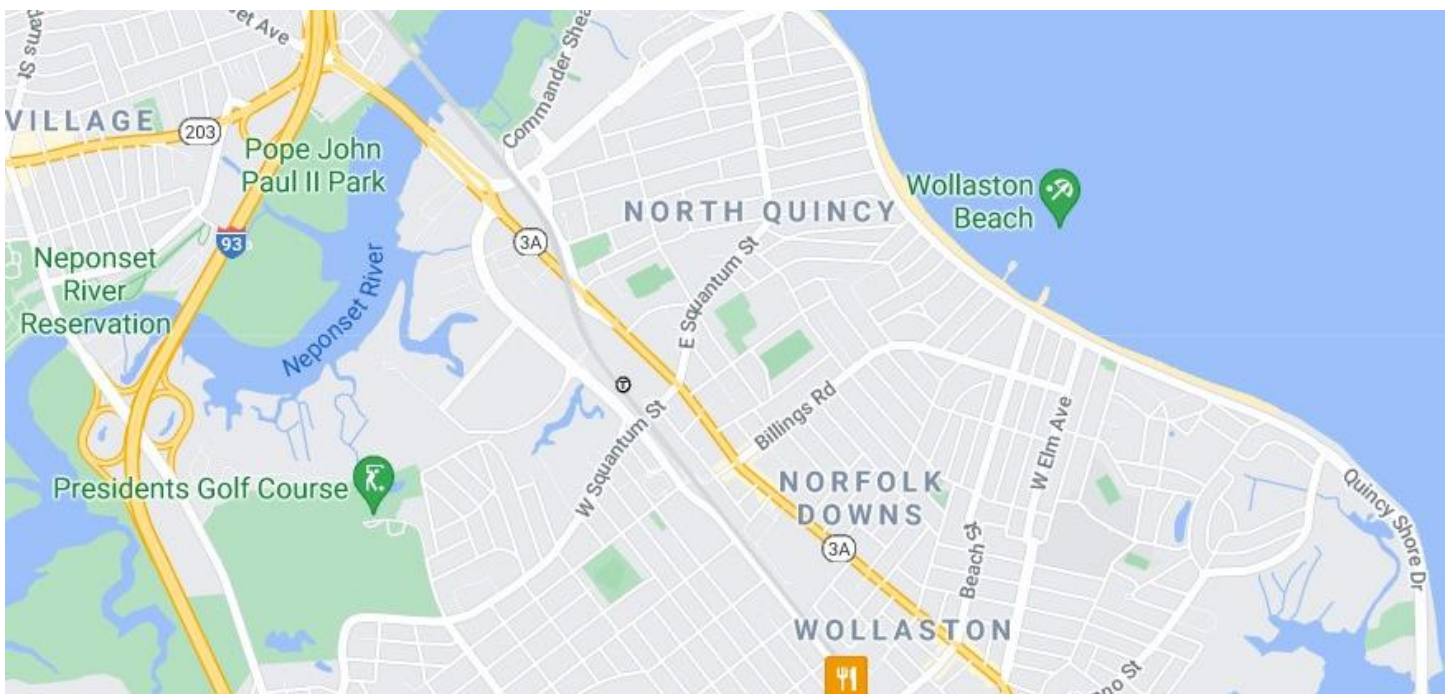
District entity, regulations, permitting processes



Note: Projects are numbered in order of priority.

2. Wayfinding/Parking/District Signage

Category	 Public Realm
Location	Study Area
Origin	Site visit, businesses and committee comments
Budget	 Medium Budget - based on scope and types of installations Funding Sources – Mass Development Grants - TDI Catalyst, CDBG
Timeframe	 Short Term
Risk	 Low Risk
Key Performance Indicators	Increased traffic, greater use of municipal parking, increased sales
Partners & Resources	City-Planning/DPW, Design/Signage Firm, Community, Businesses



Credit: Google Maps 2021

Diagnostic

Locals have for many years called it North Quincy. Though North Quincy District is needing where it comes to identification of the district and its businesses. There is no clear way to know that you have entered the district or for that matter that it is a district if you are new to the area. With the addition of the new transit hub and retail, the area would benefit from creating a wayfinding system and brand for the district.

If you are traveling down Hancock Street, you will see the businesses there but are unaware of the businesses or restaurants that are adjacent to the main road.

With the lack of traffic both vehicular and especially pedestrian during the height of the pandemic it became clear that there was a need to identify the area and direct potential customers to the businesses throughout the district.

There was also a need to direct people to the under-used Vane Street municipal parking lot, since on street parking is at a premium and it was commented that employees have been taking up on street parking. By directing people to the municipal parking lot, they will see how walkable the area can be.



Current Vane Street Municipal Parking Lot Wayfinding. Photo Credit: GOMAN+YORK

Action Items

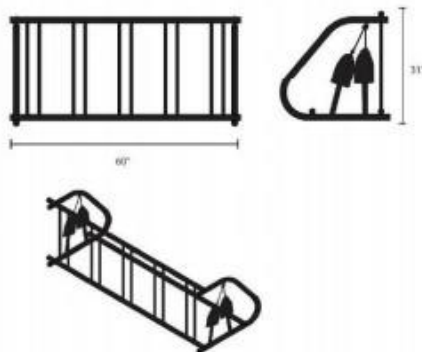
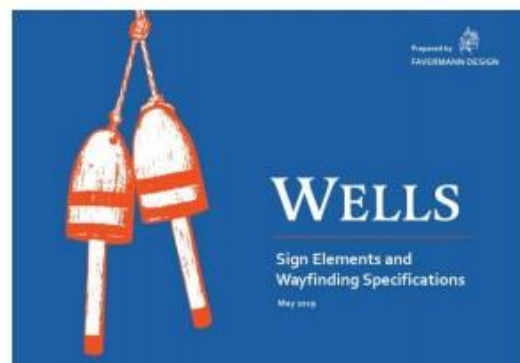
Overview: Wayfinding helps to create a sense of place and provides information to pedestrians and motorists as to location, direction, and offerings in a Downtown area. Wayfinding helps to define the downtown area, and lets people know that they have arrived, where they may be headed, and enables people to discover that there is more than the single destination they may have come for.

Wayfinding systems incorporate the logo and branding images for Downtown, to help create an identity and raise awareness of the defined area. Elements of a wayfinding system include entrance/gateway signs, directional signs (vehicular and pedestrian), maps, identification of public parking, trail signage, banners, etc. Some wayfinding systems also feature business and downtown directories. Key to a successful program implementation is the visual cohesiveness utilizing the brand across the signage program.

- To develop a wayfinding program that will direct visitors and customers throughout the North Quincy district
- To make it easier for visitors to find North Quincy businesses and points of interest
- To develop a theme/brand for the North Quincy Business District
- To create signage that will direct customers and visitors to the municipal parking lot.
- To identify areas of interest and businesses in the district



Credit: Siebert Perkins Group



Credit: Favermann Design

Process

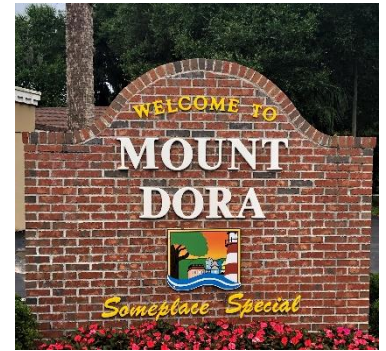
- Identify key stakeholders – City, strategic stakeholders, business owners, community members to lead a team or committee – they should represent a diverse variety of the district.
- Determine City lead on the project and assemble a team of key stakeholders.
- Review and set goals for the wayfinding program, these include:
 - Identity of District
 - Awareness of Municipal Parking
 - Awareness of the variety of businesses
 - Encourage visitors to explore the North Quincy Business District
- Hire a designer to design a program that can both make the North Quincy district unique, as well as being a diverse neighborhood of Quincy.
 - Engage a consultant and/or sign professional.
 - Choosing the right colors are important and well as looking at what has been done for the other neighborhoods of and the City of Quincy.
- Perform a wayfinding audit and prepare a master plan/map to determine the locations and type of signage desired. Determine how far out of Business District do you want to capture. Consider primary, secondary and tertiary or gateway locations in the mapping along with the types of signage needed.
- Develop a budget that is determined by the implementation schedule and scope of the project. The budget should take into consideration the timeline if the project is to be instituted in phases, especially if this is a multi-year process and should include design, fabrication, staff coordination, installation and an ongoing maintenance program.



Credit: Mount Dora, FL website



Credit: City of Quincy.



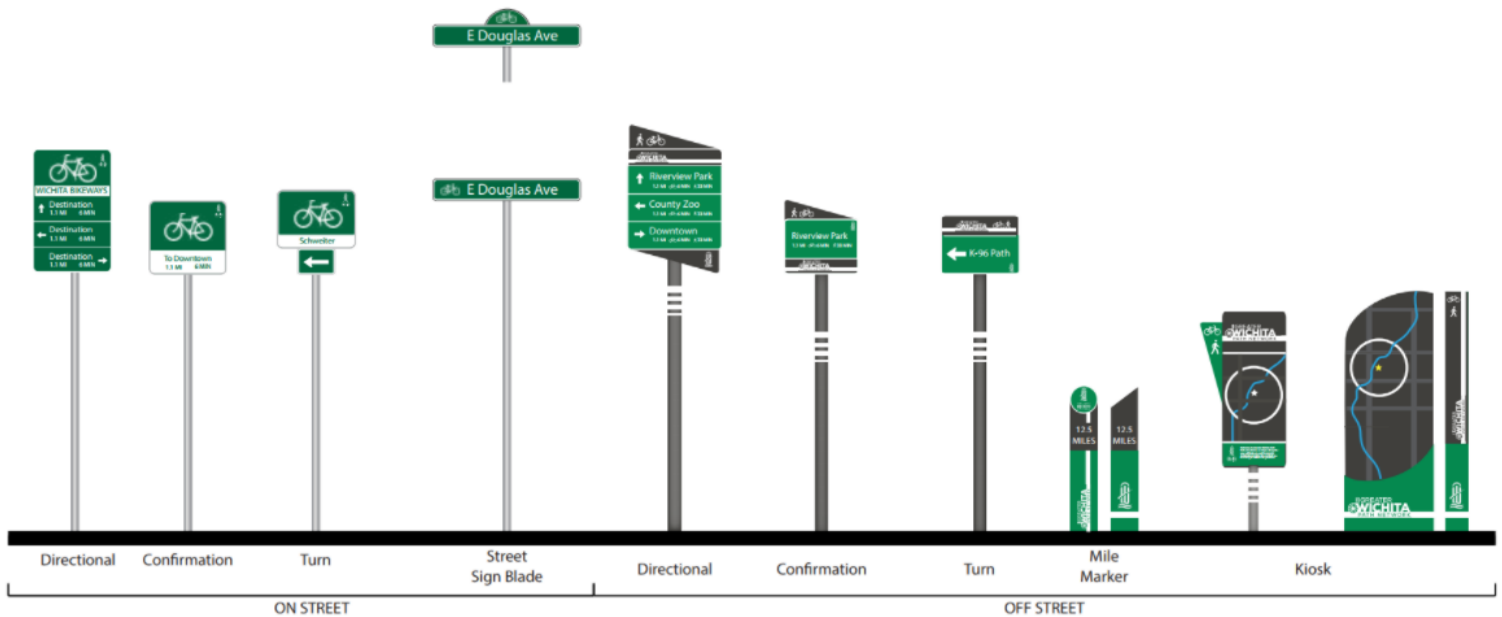
*Big Belly Trash cans can be utilized in a wayfinding program
Credit: Goman+York*

Best Practices

The basic process of wayfinding involves four stages:


1. **Orientation** is the attempt to determine one's location, in relation to objects that may be nearby and the desired destination.
2. **Route decision** is the selection of a course of direction to the destination.
3. **Route monitoring** is checking to make sure that the selected route is heading towards the destination.
4. **Destination recognition** is when the destination is recognized.

Credit: Lidwell, William; Holden, Kritina; Butler, Jill (2010). "Wayfinding". The Pocket Universal Principles of Design: 125 Ways to Enhance Usability, Influence Perception, Increase Appeal, Make Better Design Decisions, and Teach through Design. Rockport Publishers. p. 260. ISBN 9781610580656 – via Google Books.



Credit: Altapanning.com – Wichita Wayfinding System

4. Vane St. Parking Lot

Category	 Public Realm
Location	Vane Street Parking Area
Origin	Town and business owners
Budget	 Medium Budget – Shared Streets & Spaces, MassDevelopment grants, Accessibility grants, LED lighting grants, City
Timeframe	 Short Term - (< 5 years)
Risk	 Low Risk
Key Performance Indicators	Increased utilization of lot, easier access for customer parking
Partners & Resources	City/DPW/Adjacent Building Owners



Vane Street parking lot Credit: Goman+York

Diagnostic

The Vane Street Parking lot, even prior to COVID-19, has been underutilized and unnoticed. Access, visibility and recognition of the lot is currently limited. This hidden gem would benefit local business patrons and visitors to the area, if they knew they could access it.

The lot would benefit from a refresh – lighting, signage, fencing and access (access will be addressed in additional projects). ADA parking and accessibility should be evaluated as it does not appear up to current standards.

In the Business Survey, conducted with the program, it was commented that the length of time allotted to parkers should be returned to the increased number of hours to allow people to dine and walk the district.

During the project development process Quincy DPW offered solutions for this and other project improvements that could be made.

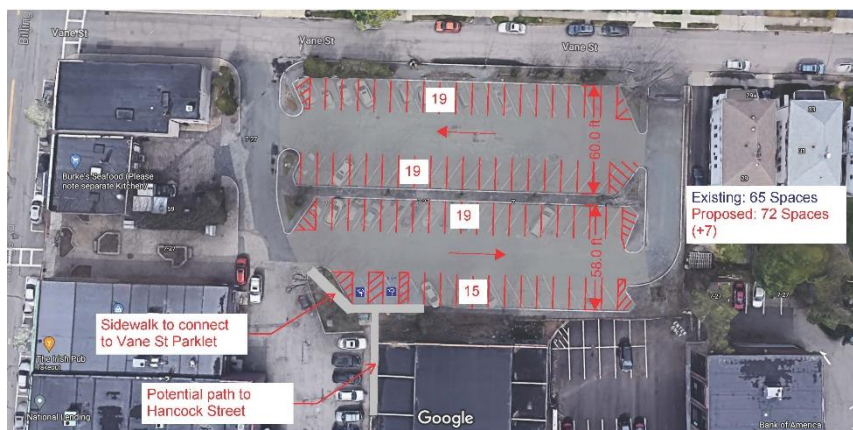
Changes in Public Parking Availability, Management or Policies



Source: LRRP Business Survey 2021

Action Items

- To raise awareness and utilization of the parking area.
- Upgrade the parking area.
- Repairs are needed for fencing, lighting, striping, ADA accessible spaces & signage.
- The lot would benefit from a refresh including signage, fencing, lighting, landscaping, striping and access points.



Imagery ©2021 Google, Map data ©2021, Map data ©2021 20 ft

North Quincy Business District
Vane Street Parking
Short Term Lot Restriping

Source: City of Quincy & Google Maps



Source: Google Maps



Source: Goman+York

Process

1. Meet with City DPW officials to determine the scope of the improvements.

Upgrades should include: ADA accessibility to walkways and access points, ADA compliant parking spaces and signage, wayfinding and lot signage, decorative lighting to match recent district improvements, new perimeter fencing, striping, tree trimming and landscaping upgrades.

2. Determine costs and budget for the upgrades needed.
3. Determine Funding sources
4. If outside contractors are required, implement bid and award process
5. Implementation of upgrades
6. Notification and marketing to raise awareness of the lot





Source: ADA Sign Depot – Massachusetts sign



Credit: City of Quincy

5. Traffic Calming for Pedestrian Awareness

Category	 Public Realm
Location	Within the Study area, particularly along the two (2) main streets and at intersection of Hancock Street/Billings
Origin	City officials and business owners
Budget	 Medium Budget - Funding sources may include: DPW budget, Shared Streets and Commonwealth Places.
Timeframe	 Short Term
Risk	 Low Risk – may require some road improvements and improved pedestrian crosswalks and signals
Key Performance Indicators	Reduction in rates of vehicle speeds, increased pedestrian safety, increased awareness of pedestrians by drivers

Partners & Resources

City/DPW



Hancock & Billings Intersection – Source: Goman+York

Diagnostic

As the City and the area tries to return to normal post-Covid we anticipate that there will be increased pedestrian traffic in the area.

It was expressed by merchants and business owners that there is an increased need to calm traffic for the safety of the pedestrians within the study area of Hancock/Billings and the new TOD development at the far end of the study area.

With more people moving into the newly developed apartments at one end and with the food markets at the other end of the main road, pedestrian safety should be addressed sooner rather than later.

Action Items

Institute Traffic Calming/Slowing for safe pedestrian crossings

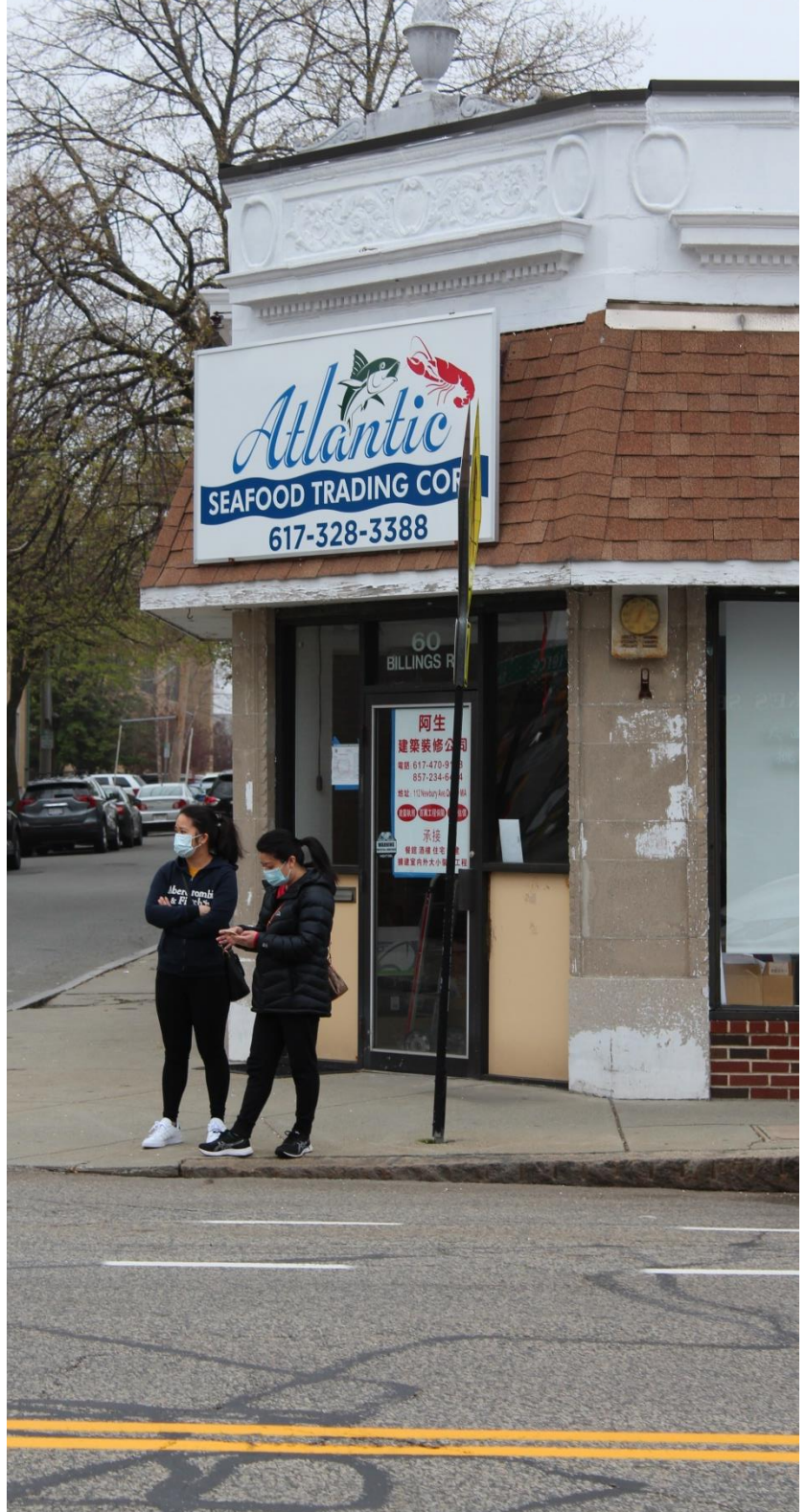
- Add pedestrian crossing lights, speed reduction features such as iridescent painted crosswalks, rubble stripping/grooved pavement

Reduce Vehicular Speeds, particularly on Hancock & Billings

- Add "flashing" pedestrian advance warning lighting at select crosswalks to slow traffic

Raise Driver Awareness of Pedestrian Crossings

- Create "fun-looking, easy maintainable" crosswalks on side streets bordering Hancock & Billings



Billings Road pedestrians – Credit: Goman+York

Process

Meet with Chief of Traffic and other City departments to discuss the issue and how to take steps to improve the safety of pedestrians in the area.

Seek Input on Areas of Concern - outreach to business, residents, community police

Determine Priority of Projects and Budget to Accomplish – what areas raise the most concern

Determine Sources of Funding – applications and internal & external requests

Develop a Timeline for Implementation of the Improvements – Determine if this is a single or multi-phased project



Credit: Bikewalknc.org



Credit: Franklin Regional Council of Governments



Credit: Neighborways Design



Turn crosswalks into
works of art along side
streets

Credit: Architectureanddesign.net



Credit: Design Boom UK

8. Library/Community Center Parklet

Category	 Public Realm
Location	North Quincy Library
Origin	Site visit, City of Quincy, Library staff
Budget	 Low Budget – City Funding, MA Downtown Initiative Program, Shared Streets & Spaces, Community Change Grant
Timeframe	 Short Term
Risk	 Low Risk
Key Performance Indicators	Use of area by Library, Number of participants at events held in the parklet, Availability of outdoor space for cultural activities
Partners & Resources	City/Planning/DPW/Mktg/Landscape Design/Library/Foundations



Reimagined Courtyard next to North Quincy Library Credit: Goman+York

Diagnostic

During the Covid-19 pandemic, the North Quincy library was closed for extensive renovations. The new upgrades and the fact that the staff is looking for new ways to reintroduce itself back into the community post Covid-19 is an excellent opportunity to add an outside element to a space that normally sits vacant and unwelcoming. This space would offer a safe area of outdoor activities and would raise awareness of the library through library and community activations.

The current space also provides access to the entrance of the community center and appears to be a former loading driveway with a curb cut to the street. The access to that space would benefit by introducing ADA compliant ramping.

Action Item

Add an outside element to the North Quincy Library that can be utilized and activated as a gathering space.

Enhance a vacant area by redesigning it into a parklet.

Create an opportunity for outdoor art and activities in the district

Address ADA accessibility to community center



Courtyard next to North Quincy Library Credit: Goman+York

Process

Determine Scope of Work

- Determine project lead, noting that the project is a combined effort to support the City, Library and Community Center and will need cooperation from the liquor store building owner if a mural is added.
- Project Elements: Demo of current space, Landscaping, seating, gathering, lighting, soft surfacing, accessibility to the community center and courtyard events, art (murals)

Budget & Funding:



- Determine costs and budget for the upgrades needed.
- Determine If outside contractors are required, implement bid and award process
- Determine Sources of Funding - applications and internal & external requests

Develop a Timeline for Implementation of the Improvements

- Implementation of upgrades
- Engagement of artists and/or community
- Notification and marketing to raise awareness of the lot



10. Billings/Vane Parklet Improvements

Category	 Public Realm
Location	Billings Road
Origin	City, Businesses, Community
Budget	 Medium Budget – Funding sources include: MassDevelopment Grants – TDI Creative Catalyst, Commonwealth Places, Shared Streets and Spaces, private grant funding
Timeframe	 Short Term
Risk	 Low Risk
Key Performance Indicators	Use of parklet, activation of public area, use of entrance to Vane Street parking lot
Partners & Resources	City-Planning, DPW, Landscape Design firm, Arts Council



Credit: Goman+York

Diagnostic

With the Covid-19 pandemic it became apparent the people wanted to be outdoors – it was perceived as safe space. The North Quincy business district lacks gathering outdoor space where people can gather.

The current parklet that connects Billings to the Vane Street public parking lot is past its prime. The trees are overgrown, the pavement is older and uneven, and seating is limited. (See photo to right.)

The space was utilized by Burke's seafood restaurant for outdoor dining at bistro tables, however the uneven surface is not optimum for this use.

The area has the potential to become a focal point on Billings to draw people to the businesses there, while at the same time creating an outdoor space that can be activated with music, arts and popups

Action Item

To create an outdoor gathering and green space within the North Quincy area. – This will include upgrades to the landscaping, seating, gathering spots, decorative lighting, resurfacing

To create a “fun” area within the district by adding building/wall murals – enabling visitors to the area to create “Instagramable” moments (See Best Practice example: Fresh Paint Springfield 2021)

To create greater use and visibility of the Vane Street Parking lot



Billings entrance to Vane Street Parking Credit: Goman+York

Process

Determine Scope of Work

- Determine project lead, noting that the project will need cooperation from the adjacent building owners with the murals added.
- Project Elements: Demo of current space, Landscaping, seating, gathering, lighting, accessibility to the parking lot, courtyard events, and art (murals)

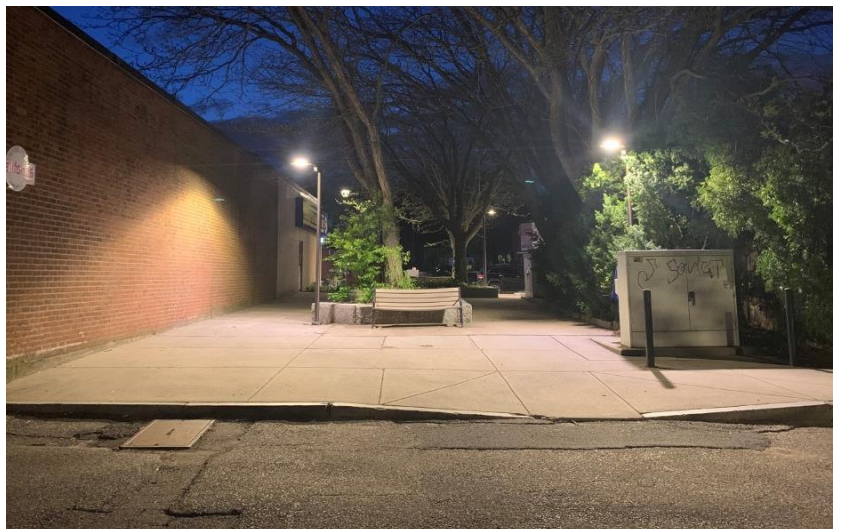
Budget & Funding:

- Determine costs and budget for the upgrades needed.
- Determine If outside contractors are required, implement bid and award process
- Determine Sources of Funding - applications and internal & external requests

Develop a Timeline for Implementation of the Improvements

- Implementation of upgrades
- Engagement of artists and/or community
- Events activation and marketing to raise awareness of the lot

Reference: Public Compendium - Tipton Alley - Bench Consulting Activate Alleys - Neighborways Design



Credit: Goman+York and City of Quincy

13. MBTA Crossover Bridge Improvements

Category	 Public Realm
Location	Billings Road – Study Area
Origin	City representatives and site tour
Budget	 Medium Budget – Funding Sources – MBTA/MassDOT, Community Arts Grants and possibly private donations)
Timeframe	 Short Term
Risk	 Medium Risk – will need a combined effort from the City and MBTA
Key Performance Indicators	Increased use of walk bridge, creating public art for the neighborhood
Partners & Resources	City/Quincy Arts Council/MBTA/Community



Billings Road pedestrian walk bridge Credit: google Maps

Diagnostic

The pedestrian crossing over the Red Line sits at the end of the street has graffiti and dull paint. The current structure provides access to the shopping center, businesses and parking on the opposite side of the tracks. On visits to the area, it was observed that this walkway is utilized by a number of people even though it has a less than desirable appearance.

With the number of people working at home through the pandemic and continuing to do so, this walk bridge provides easy access for them to the businesses on the opposite side of the tracks, instead of driving.

The structure, if given a refresh and added artwork would enhance the appearance of the neighborhood.



Action Item

- **Refresh the walk bridge to encourage use** by more people in the area.
- **Portray a more positive and safe appearance by refreshing the structure** - Repainting of the structure/Art on structure to enhance the look
- **Create a Community Art structure out of an ordinary walk bridge** to enhance the cultural or historical reflection of the neighborhood.



Credit: Goman+York (top) Northampton Walk bridge Project (bottom)

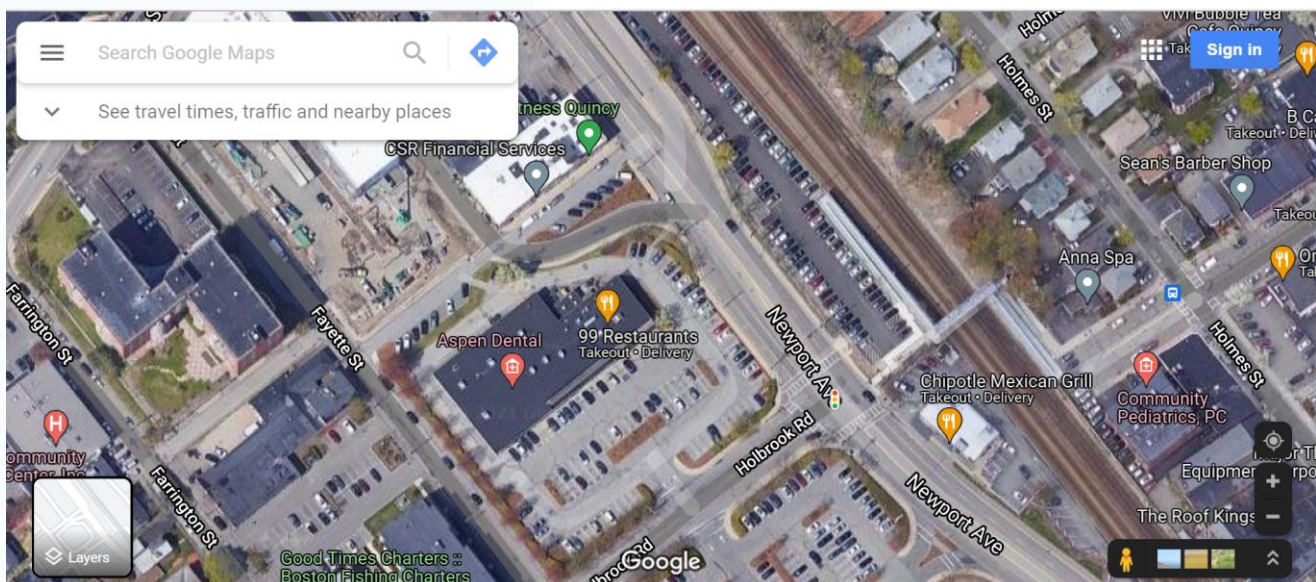
Process

Working with the City and the MBTA determine:

- **Who is the lead on the project** or ideally it is a partnership between the two entities
- **Budget and Funding of the project**
 - Public funds
 - Private/Grant Funding
 - Sponsorships from Quincy area businesses
 - RFP process if necessary
- **Scope of work**
 - Structure painting
 - Enhancement of access points
 - Signage
 - Structural artwork
 - Project timeline
- **Solicitation of artists**
 - Funding
 - Community Involvement
 - Competition




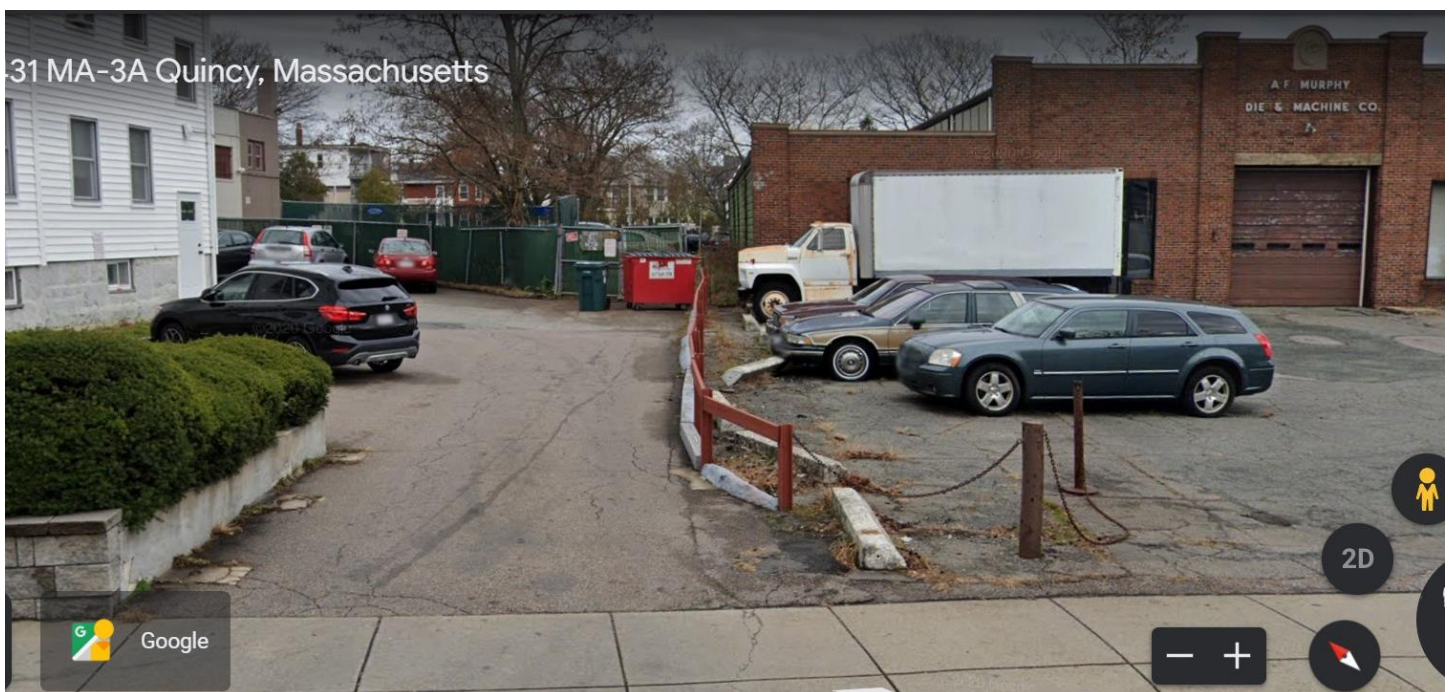
*Beehive Bridge, New Britain, CT Credit: Fuss & Oneill – www.fando.com.
Svignals + Partners, SignPro Link to project -
<https://www.fando.com/story/beehive-bridge-new-britain-ct/>*



Credit: Google Maps Imagery 2021

14. Hancock Access to Vane St. Parking

Category	 Public Realm
Location	Hancock Street – adjacent 430 Hancock Street leading to the Vane Street Municipal parking lot
Origin	City officials, business owners, site visit observations
Budget	 Medium - Costs of easement/land - atty acquisitions fees - Improvements (sidewalk/lighting); accessibility grants
Timeframe	 Short Term – Funding Sources: City, Build Back Better, ARPA
Risk	 Medium Risk – needs access over privately owned land
Key Performance Indicators	Increased use of the Vane St parking lot, Access to parking by Hancock St patrons
Partners & Resources	City-Planning/DPW, property owners



Possible Vane Street Parking lot entrance at 430 Hancock Street Credit: Google Maps

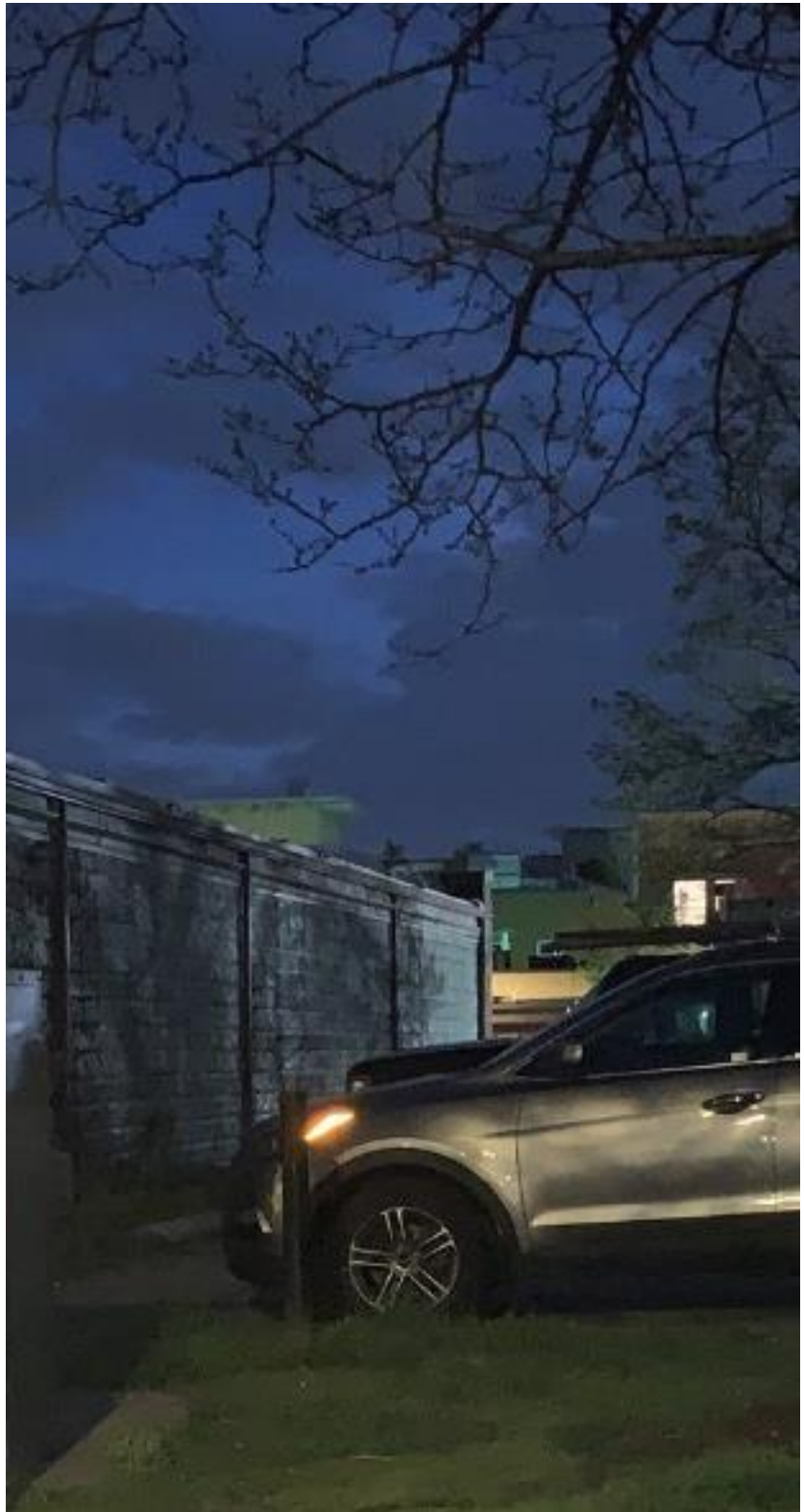
Diagnostic

The restaurants and other businesses in the North Quincy area saw a decline in business and customer traffic during Covid-19. Some expressed that the lack of access to convenient parking for their customers was an issue. City representatives indicated that the access to parking could be an issue for developers of the vacant parcel next to the Assembly Bar.

The need to find an alternative pathway to the Vane Street parking lot from Hancock St is not only needed to support the need for more parking along the Hancock and Billings corridor, but to support the businesses there.

Action Item

- To gain access to the Vane Street Parking lot - access needs to be opened to Hancock Street - this could be accomplished by creating a walkway and its needed upgrades
- To support the need for more parking along the Hancock and Billings corridor
- To provide additional parking access for the Hancock Street area business patrons
- To visually improve an area along Hancock Street



Credit: City of Quincy

Process

Scope of work for the project

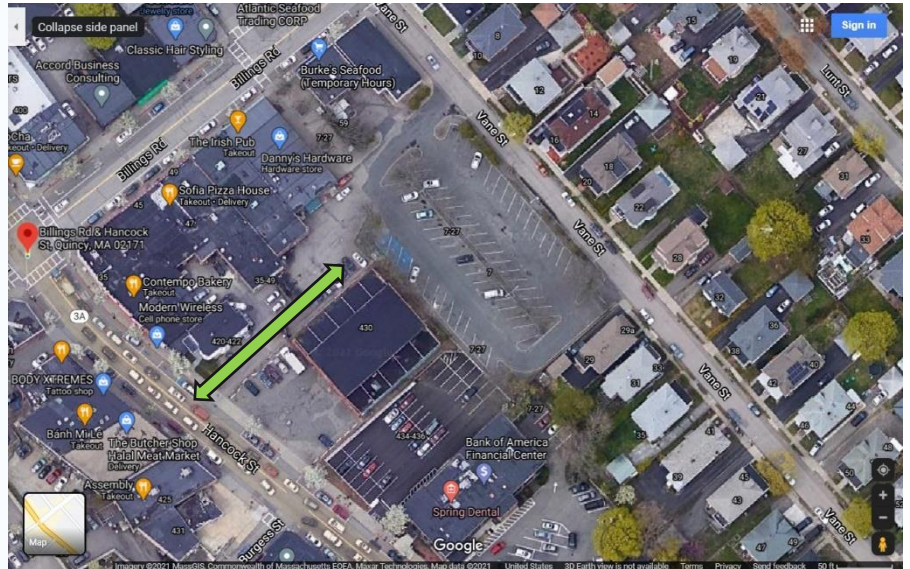
- Improvements needed – sidewalks, lighting, ADA accessibility
- Land use or acquisition – purchase, easement

Process for acquiring and improving an alternative access to the Vane St parking

- Legal process for the project – land acquisitions or easements, landowner agreements, access, lot line reconfigurations

Project Implementation

- Budget and Funding
- City or Outside bid/RFP process
- Construction timeline
- Community/Business communication and marketing
- Ongoing maintenance



*Aerial of Vane Street Parking (Green arrow depicts possible access from lot to Hancock Street)
Credit: Google Maps*



Possible Vane Street Parking lot entrance at 430 Hancock Street Credit: Goman+York

12. Storefront/Façade Improvement Plan – Storefront Signage/Awnings

Category	 Private Realm
Location	Study Area
Origin	City officials, business owners and site visitations
Budget	 Low Budget - The City Center Sign Improvement Program, Mass Downtown Initiative, Build Back Better, CDBG, Funding of program incentives for improvements
Timeframe	 Short Term - Ongoing
Risk	 Medium Risk – Requires adopting and enforcing regulations/Secure Funding Low
Key Performance Indicators	New standards adopted by the City, Owners adopting new standards, Visual improvements of the storefronts, consistency of signage and storefronts
Partners & Resources	City – Zoning Standards/Regulations/Enforcement, Design Professionals



Assembly Restaurant storefront – Hancock Street Credit: Goman+York

Diagnostic

As storefronts set the tone for the district and the first impression of the clients/patrons, the need for standards and possible improvement incentives are crucial as businesses rebuild post-COVID-19 and as new businesses are enter the district. Having standards in place will create a cohesive environment and raise the bar for new business competition.

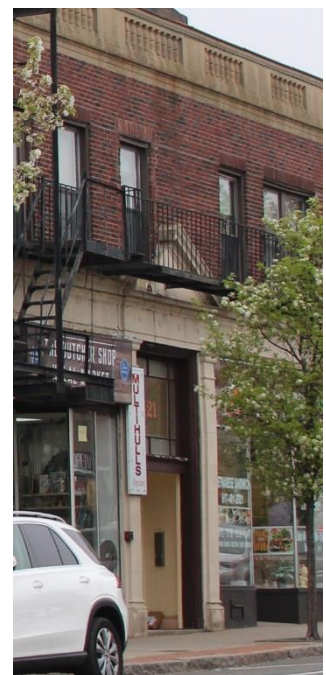
Setting the stage for enticing customers into the area businesses are the presentation of their storefronts. This is done with appealing storefronts, awnings, windows and signage. Upon visiting and walking the North Quincy District it was observed that many of the businesses would benefit from updating signage, awnings and window displays as some are in disrepair or "tired and messy." During the diagnostic survey 47% of businesses said that they would be open to low-cost loans.

As consumers and the community come out with the COVID restrictions lifted, refreshed and clean looking storefronts will entice new and old customers in. Reminding businesses that their storefronts are their first introductions to their customers and first impressions should be their best.



Action Item

- Complete a storefront assessment of the businesses in the North Quincy study area
- Establish design standards and guidelines for storefront, signage and awnings in the North Quincy district.
- Establish guidelines and/or regulations for upkeep of storefronts, signage and awnings.
- Establish an incentive or grant program for property owners and businesses to spearhead storefront and signage improvements.
- Establish a communication program for business and property owners



Current storefronts Credit: Goman+York

Process

Assess the various storefronts - A Business Assessment can help to transform a struggling business or a long-term successful business that needs a refresh. A critical look at the business from the outside in is important not only from the customer's perspective, but for the business to grow and be a vibrant contributor to the community. This may require a consultant. Data collection from the assessments is important when working with the businesses and property owners.

Consult City Regulations - If standards are not in place in the city - this should be addressed through the proper channels - such as building codes and zoning regulations.

Delivery of the assessments to the building owners and tenants – work with property owners and tenants. A consultant can be brought in for this and the assessment process.

Develop incentive programs to encourage storefront improvements - What are the means and incentives that can be provide to make improvements - examples of funding are tax abatements or matching funds programs, low interest loans or grants.



Downtown Manchester, CT Design Guidelines Credit: Goman+York



Urban Lodge Brewery – Downtown Manchester, CT Credit: Patch.com

Business Assessments



Location

Multiple Communities

Excerpted from LRRP Business Assessments: An Outside in Approach by Goman+York

"A Business Assessment can help to transform a struggling business or a long-term successful business that needs a refresh. A critical look at the business from the outside in is important not only from the customer's perspective, but for the business to grow and be a vibrant contributor to the community."

Solutions to thrive & survive

- An honest assessment of a business will help the business owner to recover from the effects COVID-19 has had on their business. Consumers are venturing out more with the positivity rates declining and vaccinations increasing.



The Report

- Be direct as to what needs to be done
 - "Take down the handwritten signs"
- ✓ Producing printed easy to read signs
- "Clean your windows"
- ✓ Allows customers to see what you have to offer and entices them to enter
- "Window displays should feature what you have to offer"
- ✓ Customers will want to walk in to see more!

The Consultation

- ✓ Be direct
- ✓ Be sympathetic
- ✓ Be honest
- ✓ Offer suggestions
- ✓ Do an outside-in walkthrough
- ✓ Be open to questions
- ✓ Share your findings with key stakeholders

- Business assessments are funded through a variety of sources. The GOMAN+YORK team has worked with individual tenants at their request, at the request of a town as an ongoing Economic Development consultant and throughout our careers in the commercial real estate industry.
- Our business consultants have provided business assessments for a variety of public and private clients including, the Town of Bloomfield, CT; the CTrail Property Management and Utilities Unit, Capital Region Development Authority (CRDA) shopping center and local retail tenants.

7. Develop A District Business Marketing Program

Category	 Revenue/Sales
Location	Study Area
Origin	Businesses owners
Budget	 Low Budget
Timeframe	 Short Term
Risk	 Medium Risk – This program is dependent upon business participation.
Key Performance Indicators	Participation by businesses, Increased awareness of the area businesses, analytics, revenue growth of participating businesses
Partners & Resources	Business owners, Quincy Chamber of Commerce



Credit: City of Quincy

Diagnostic/COVID-19 Impacts

North Quincy lacks a cohesive marketing initiative that would identify the businesses within the area. As with many communities, North Quincy saw a downturn for its local businesses and traffic during the Covid-19 pandemic.

Many of North Quincy's small businesses could take advantage of social media and other marketing strategies that would share or coordinate efforts to promote their businesses to create a sense of community and support local businesses.

The Business Survey conducted in Phase 1 of the LRRP program 53% of respondents indicated that shared marketing efforts were important. Both traditional and social media, could greatly increase visibility of the many local businesses, create a cohesiveness to the corridor and introduce potential customers to businesses and services that consumers and visitors may not have been aware of.

Action Item

In developing a marketing plan in cooperation with businesses, the goal is to increase retail activity, sales and visitation to the commercial corridor.

Create a brand identity – based on identity or theme of district; build off branding from other parts of the City

Develop a diverse marketing/branding campaign that utilizes promotion, social media, visual media (advertising, art, murals, lighting, signage/wayfinding, banners, etc.)

Develop marketing opportunities that focus on what the area has and what does well in the area and those that will increase business participation.

Encourage business recruitment and growth of new and current businesses through promotion and strengthening of awareness of the district.



Social media promotion. Credit: VisitGreenvilleSC.com

Process

Build on and complement what has been done in the area – incorporating the Discover Quincy logo into a new design for the district can be done to enhance the recognition to the City, while at the same time, instituting an identity for the district.

Marketing Effort

Develop a Marketing and Communications Plan – Consider if this is done in-house or if there is a need to hire a communications professional. This will affect your budget structure. Consider utilizing an intern from a local college or funding this position to both market the district businesses and to market the district to foster economic development.

This plan will be the roadmap to enhance the North Quincy brand year-round and should incorporate how you communicate that “North Quincy is a great place” – i.e., develop hashtags for social media, what sources can be utilized for messaging for businesses, to the public and the surrounding communities.

Consider expanding the City website with a tab or section that features the various districts in the City and make the Discover Quincy link more prominent. This plan will serve as a feeder to events marketing for the area - events that should encourage patrons to explore the Downtown area.

Build on and complement what has been done in the area – New and current businesses, culture and amenities of the area should be highlighted in marketing and social media efforts.

Concentrate on the Excitement in the area – Focus should be on new and existing businesses, what's great and unique about North Quincy and its businesses, history and culture. The revitalization taking place is a start-off point for what's new, what's here and what's to come in Millbury Center.

Provide training and support for local businesses for marketing their businesses individually and in a shared format – social media, geo-targeted advertising, sales and events marketing programs will serve to enhance promotion of the district. (See Project 17)

Enabling businesses with the ability to self-promote and better market their businesses will serve to draw more traffic to the area.

Marketing partnerships within the district will enable businesses to expand their reach and audience



Credit: City of Quincy



17. Social Media Training

Category	 Revenue/Sales
Location	Study Area
Origin	LRRP Business Survey, City Officials
Budget	 Low Budget - under \$50k – Small Business Technical Assistance grants, MA Downtown Initiative programs
Timeframe	 Short Term – ongoing program
Risk	 Low Risk
Key Performance Indicators	Increase social media traffic, Social Media Analytics, Increase in sales and traffic
Partners & Resources	City of Quincy, Chamber of Commerce, District Businesses



Credit: Clipart-library.com

Diagnostic

With Covid-19 consumers wanted their information quickly and many relied on social media for networking, information gathering, shopping and ordering out. Social media allows for quick and concise messaging to consumers – with the visuals to entice them. Website allow consumers to connect with the businesses in a variety of methods – informational, introductory, online shopping, and messaging.

During the Diagnostic phase of the LRRP 32% of business respondents indicated that they would be open to training on the use of social media. This can also involve a program to set up websites if the businesses do not currently have a site.

Partnering together, the City, Chamber and the businesses can increase the social media reach.

Action Item

- Host small business training sessions to help drive traffic and sales
- Provide support for small businesses that allows them to gain the knowledge to raise awareness of their businesses
- Enable small businesses with tools needed to grow their brand and be successful in the marketplace



Credit: shaburestaurant.com

Process

Partner with the Chamber or local social media experts to launch training sessions for North Quincy businesses.

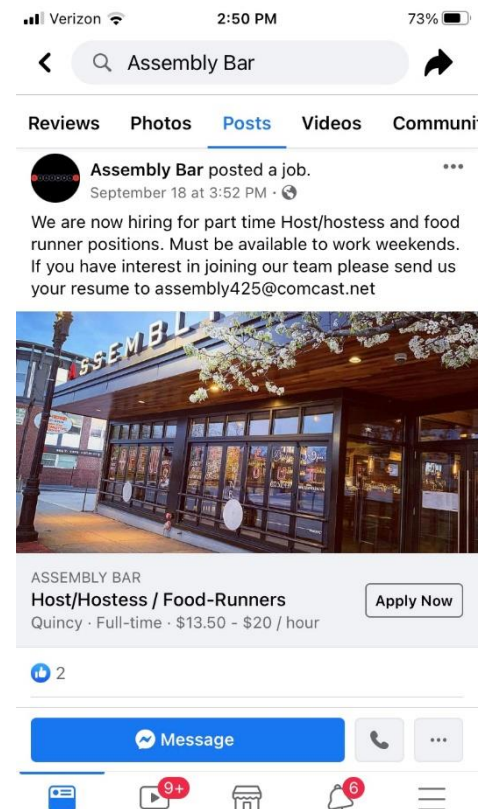
Engage a consultant(s) to design and implement a training program. The training program should involve a series of sessions to engage the businesses and include:

- Websites – easy to use, SEO, online ordering & shopping platforms
- Social Media – what platform is the right one or ones for your business
- Imaging 101 – capturing the perfect video or photo
- Messaging – the importance of images and text
- Multi-lingual messaging on social media platforms and websites.

Work with Discover Quincy to assure that businesses are featured and listed on that site.



Credit: Instagram – Capeology featuring Cape Cod Coffee



Credit: Facebook – Assembly Bar

Rapid Website Development



REVENUES
& SALES

Location

Boston, MA

Excerpted from Revenue & Sales
Compendium by Cambridge Retail
Advisors

Diagnostic

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

Action Item

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

Process

Onboarding Phase

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

Discovery Phase

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

Review/Finalization Phase

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

1. Streetscape Improvements

Category	 Admin Capacity
Location	Study Area
Origin	City team and site visit observations
Budget	 Low Budget – TDI Creative Catalyst, City DPW
Timeframe	 Short Term - 1-2 years development ongoing enforcement
Risk	 Low Risk - billboard regulations - state regs with local regs
Key Performance Indicators	District cleanliness, upkeep, visually appealing to visitors
Partners & Resources	City/DPW/Building Owners



Image of abandoned pay phone Credit: Goman+York

Diagnostic

With the Covid-19 pandemic people have a heightened awareness of safety and cleanliness, it is important that the study area portray that it is a clean, safe place to visit. We noted that the area was kept very clean, especially in comparison to other cities visited. One can see that the City takes pride in their community presentation. These observations were made during visits to the area, and from public and city officials' comments.

As shoppers, diners, visitors and neighbors stroll the district certain streetscape improvements need to be addressed to enhance the look and feel of the area. Some items that need to be addressed are trash around privately owned buildings and along the commuter rail line, nonfunctioning payphones, rooftop billboards (owned by Clear Channel), broken tree grates, asphalt patching, courtyard landscaping, etc.

There is a need to address these issues, while at the same time, the City should be commended on the improvements they have already made and continue to address.

Action Item

Address multiple streetscapes issues that need to be improved and repaired

View the district through the eyes of the visitor and resident

Enhance the customer image of the North Quincy area by providing a clean environment and safe place to visit



Sidewalk repairs. Photo Credit: Goman+York

Process

1. Conduct a conditions assessment of the district to identify areas or improvements needed.
2. Prioritize improvements needed and identify sources and resources needed.
3. Communicate and work with stakeholders - City, DPW, building owners, others (3rd party providers - billboards, pay phones, trash receptacles)
4. Determine budget, funding, & staff needed.
5. If needed for better enforcement, regulations or standards for upkeep should be adopted for privately owned property;
6. Initiate improvements.
7. Ongoing inspections & maintenance and identification of responsible parties.



Billings Road billboards Credit: Goman+York



Building repairs Credit: Goman+York

6. Formation of Merchants/Business Association or Group

Category	 Admin/Capacity
Location	Study Area
Origin	Business Requests
Budget	 Low Budget – Funding Sources: TDI Creative Catalyst, Build Back Better, small business grant programs, dues structure
Timeframe	 Short Term – Ongoing
Risk	 Medium Risk – Due to business participation
Key Performance Indicators	Number of businesses participating, Ability to meet and communicate on a regular basis, Work together for the betterment of the district
Partners & Resources	Chamber, Retailers, Community Business Groups, City



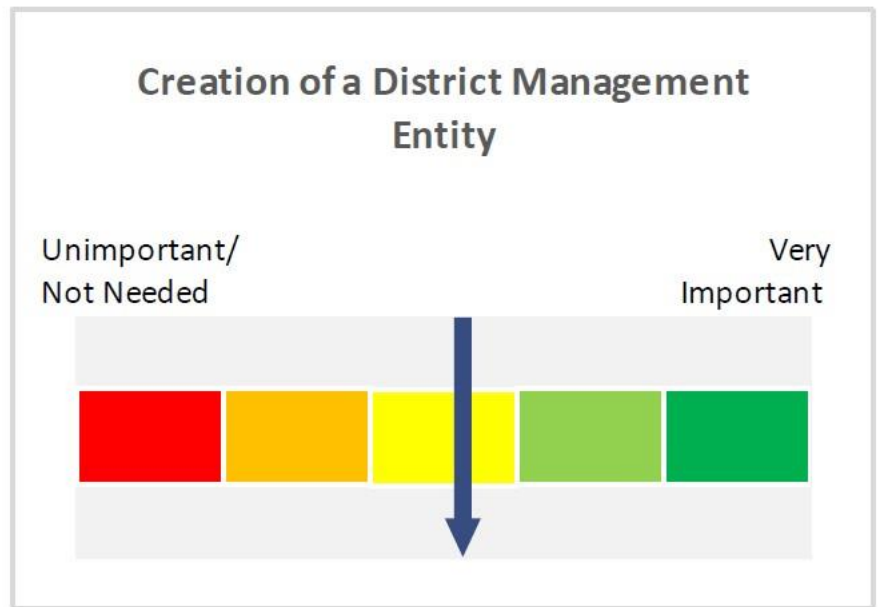
Credit: Goman+York

Diagnostic

Lack of a formal business organization limits a small businesses' ability to effectively address common local issues of the commercial corridor.

Businesses in the North Quincy district have expressed an interest in coming together with the creation of a District Management Entity for advertising and promotional purposes (see chart to right). A neighborhood business association can utilize "buying power" to advertise at lower costs - this can directly tie into the need for social media for the district's businesses, it can also open communication between the City, the businesses, residents and visitors. It is essential to note the cultural diversity within the district and the fact that the group stakeholders should reflect that.

During and after the Covid-19 recovery process, the emergence of such a group can help to aid in the recovery process, while at the same time being a voice for the community.



Credit: LRRP Business Survey

Action Item

Create a vested sense of ownership in the North Quincy district

Voice for the neighborhood businesses

A group effort can lead to a faster Covid - 19 recovery

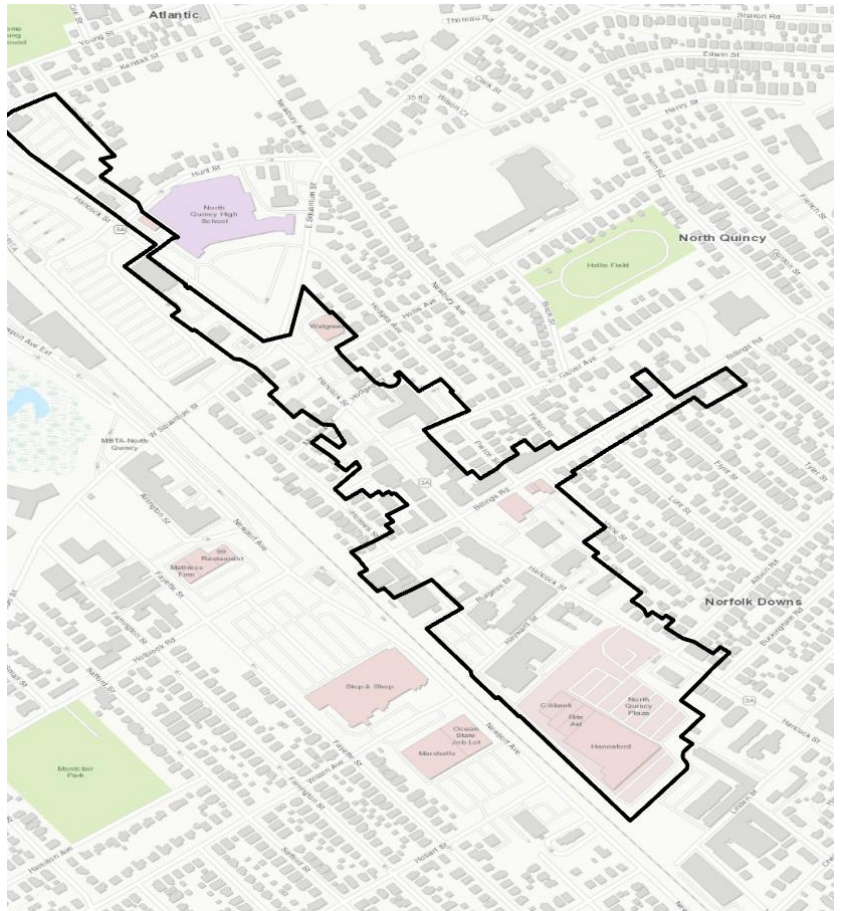
Create a diverse Merchants group (formation of a group or partnership with Chamber-like org to spearhead district events and promotions - diversity to reflect the NQ population)



Credit: Goman+York

Process

1. Identify key stakeholders - Chamber, City, Tourism, NQ Library, Asian Business orgs, other business alliances. Stakeholders/board should reflect the diversity of the neighborhood.
2. Form a working group. (Leadership)
3. Identify funding and staffing resources - MDI, grants.
4. Survey the businesses/non-profits/community institutions to identify program priorities and preferences.
5. Develop a plan
 - a. Strategy and mission of the business group – to promote and support the businesses of North Quincy and to draw customers and visitors to the area.
 - b. Focus of the group – advertising, social media, promotion, meetings, training, events, business features, etc.
 - c. Coordination
 - d. Budget
 - e. Leadership & Meetings
6. Evaluation – what’s working – what needs to be adjusted



Credit: Goman+York

11. Sign Regulations

Category	 Admin/Capacity
Location	Study Area
Origin	Business Requests
Budget	 Low Budget - Address zoning issues for seasonal signs/type A-frames - locations permitted
Timeframe	 Short Term – 6 months – 1 year
Risk	 Low Risk
Key Performance Indicators	Visually appealing signage, increased awareness of businesses
Partners & Resources	City/Zoning/Businesses



Business Signage from vacated North Quincy tenant Credit: Goman+York

Diagnostic

It is important for businesses and restaurants to entice customers into their establishments. 58% of businesses reported increase revenue the three (3) years prior to Covid-19, only to see those increases wiped away when the pandemic hit. Many that have suffered through Covid-19 know how important it is that customers are able to find them.

During the site visit it was observed that signage in the district ranged from handwritten signs in windows to well-kept awning signage. The LRRP Business Survey indicated that 31% of the respondents were dissatisfied with the conditions of private buildings, facades, storefronts and signage in the district, though only 16% indicated that sign regulations were an obstacle. That would seem to indicate that the current regulations need to be reviewed and amended to address some issues that may not be covered in the current regulations – for instance, A-frame signage for restaurants/business uses during certain months (April – October use so as not to hamper snow removal).



Action Item

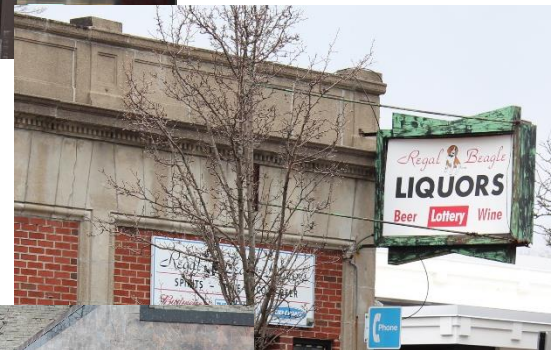
Identify need for short-term use standards regarding temporary signage such as for A-frames to be used to increase visibility & recognition of businesses to pedestrians and vehicular traffic

Explore use and standards for blade signs that will enhance the visibility & recognition of businesses to pedestrians

Research best practices that can be enforced and will

Standardization of regulations – regulation or standards can be explored and enacted for the district or City-wide

Importance on the part of community leadership to make processes -
“Simple, Swift & Certain”



Signage in North Quincy Credit: Goman+York

Process

1. Determine City lead on this project and if needed, engage a consultant
2. Review current sign regulations
3. Identify changes to regulations
 - a. Input from City
 - b. Input from businesses
4. Follow City process to enact changes to the regulations
5. Inform current and future business of the new standards and work with them to meet the standards
6. Enforcement of regulations

Link to current Quincy Sign Regulations:

<https://www.quincyma.gov/civicax/filebank/blobdload.aspx?t=38570.29&BlobID=35000>



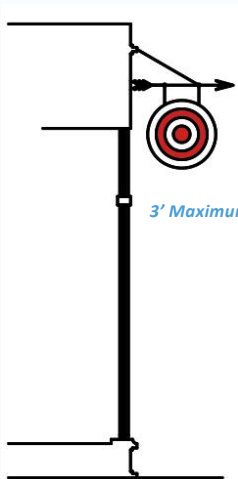
Credit: Examples taken from Compendium Presentation on Storefronts and Signage

Sign & Design Guidelines



Location

Manchester, CT



3' Maximum width from storefront

Blade or Hanging Bracket Signs
Credit: Manchester, CT Guidelines

- Signage improvement programs – grant funding, community matching funds, are sources that can be utilized to help offset costs to businesses.
- Signs need to be readable as patrons are walking down the sidewalks or driving by.
- Streamline the zoning process to change sign criteria that will include storefront signs, window signage, blade signs and awnings. Crafting the specific language and criteria for the regulation is key.

Changes came about by an assessment of signs, tenant input and willingness of the town officials to react. We like to say there is an importance on the part of community leadership to make processes like this - "Simple, Swift & Certain," especially as we enter the post-Covid recovery era.



Credit: Google images Exterior-mounted and Painted on Glass Credit: Manchester, CT Guidelines

15. Blighted Buildings/Vacancies/Abandoned Property

Category	 Admin/Capacity
Location	Study Area
Origin	Site visit, City and community comments
Budget	 High - CDBG funding can be used for blighted properties
Timeframe	 Short Term – for program development - ongoing enforcement
Risk	 Medium Risk - Regulatory Risks - private ownership compliance – environmental issues
Key Performance Indicators	Improvement - New business opportunities through space improvements and utilization; more marketable properties
Partners & Resources	City, Assessors, Zoning, Property Owners



Hancock Street property Credit: Goman+York

Diagnostic

Like other recessionary periods, Covid-19 is a time to look at how your community is presenting itself to consumers. Is there a need to address building upkeep in North Quincy?

Vacancies become more attractive to potential businesses if they are presented in a visually appealing manner – this sets a tone for the area - portrays safety and a sense of ownership.

Though most of the buildings in the North Quincy district are kept up nicely, action is needed to address blighted and vacant properties. Along with these issues is the need to address abandoned/unregistered vehicles. On the site visits it was noted that properties have remained unattended, vacant and in disrepair for several years. Upon further research it was found that abandoned vehicles have sat on one commercial property for several years. Regulations need to be put in place to address these issues and if regulations are in place, they need to be enforced.



Assembly restaurant next to vacant Hancock Street Parcel Credit: Goman+York

Action Item

Develop and set standards/regulations for the upkeep of vacant properties – possibilities include:

- Progressive vacancy tax
- Right to clean up, tax or acquire blighted properties

Enforcement of standards - How violations are processed and City staffing requirements.



Vacant Dry Cleaners Storefront Credit: Goman+York

Process

1. During the business assessment process (highlighted in other project recommendations) property conditions should be noted, especially for those neglected properties
2. Research existing regulations.
3. Implement existing allowable enforcement.
 - It is recommended that the first approach is a discussion with the ownership of the property to rectify any issues
4. Draft and implement new regulations/fines/taxes
5. Ongoing enforcement



Abandoned vehicles with flat tires at Hancock St. business Credit: Goman+York

Storefront Vacancies

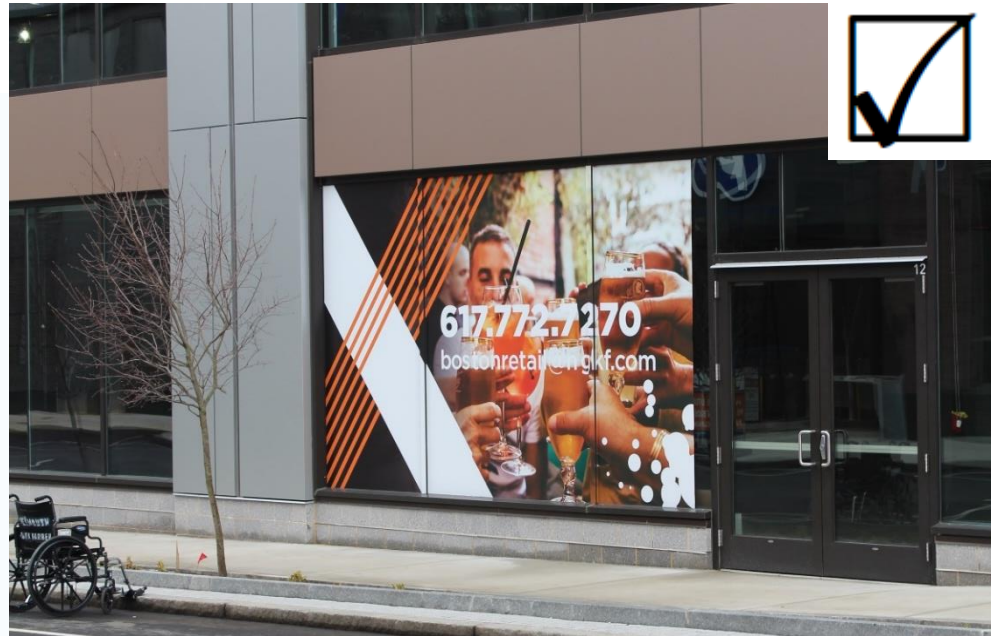


Location

Multiple Communities

*Excerpted from Compendium
Business Assessments – An
Outside-In Approach
Credit: Goman+York*

“The site assessment begins with the exterior of a business – in this case we are looking at how vacancies are handled – the one on the left portrays activity and fun – enticing people to want to bring a business here. The one on the bottom is closed off and leaves nothing to the imagination for its potential as a new business.”



GOOD



BAD

16. Small Business Recruitment

Category	 Tenant Mix
Location	Study Area
Origin	City, Site Visit, Business Survey
Budget	 Medium Budget –incentives such as grants or low interest loan programs, other sources BIZ-M-Power, CDBG, MA Downtown Initiative grant
Timeframe	 Short-term – Ongoing effort
Risk	 Medium Risk – Procuring funding for incentive programs
Key Performance Indicators	Number of new businesses, number of businesses participating, number of vacancies filled
Partners & Resources	City, local banks, pop-up consultants, SBA



Credit: Bing images

Diagnostic

If the Covid-19 pandemic taught cities and towns something, it was how important small businesses are to the vitality of our downtowns. Many small businesses had to pivot and learn a new way to deliver their goods and services. It also taught us the importance of communication with our local businesses.

Although Quincy only has a few small space vacancies, it is important to develop a program to support local and small business growth within the community. Cultivating new opportunities and supporting business growth was indicated in the LRRP Business Survey as being important to the current businesses in the district. The more the district has to offer the more successful all the businesses will be.

Action Item

Engage the economic development efforts to support the development of new small business efforts in the North Quincy district which can be incorporated into the City's economic development plan

Conduct an assessment of small business needs and develop a program to support those efforts – i.e., grants, incentives, low interest loans, peer support, mentorship programs, streamlined business processes and support to navigate through the processes and procedures.

Develop a marketing program/plan that will support the efforts to bring new businesses to the study area

Create a program that has awareness of the diversity of the neighborhood – know how to communicate with business types and ownership through the marketing program and materials

Encourage Pop-up opportunities, markets, and shops in the district to incubate new business – i.e. host a pop-up market in parklet, work with a property owners that may have vacancies to activate a space during the holidays



Credit: Storefront.com

Recruitment Programs to Attract Additional Businesses



Credit: LRRP Business Survey

Process

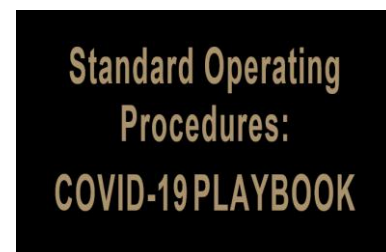
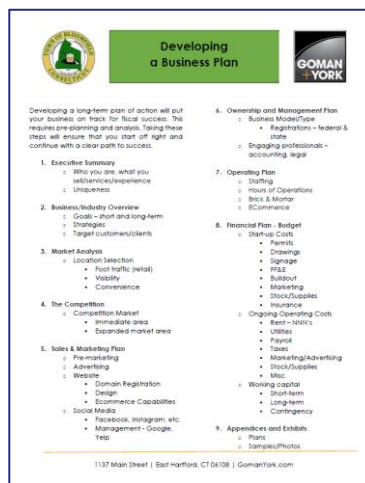
Develop specific economic development plan and efforts to recruit and cultivate small businesses. This will include:

- A dedicated small business section on the website
- A small business specialist as part of the economic development office
- Streamlined policies and procedures to aid small businesses
- Develop a toolkit for small businesses that gives them a step-by-step process on how to open a business in Quincy – information will include how to write a business plan, City contacts, SBA and other small business support contacts
- Communicate with local banks as many have small business specialists
- Host City-wide workshops for entrepreneurs looking to open business – partnering with local organizations or the Chamber

During the business assessment of the North Quincy district investigate what types of businesses the community would benefit having as additions.

Develop an incubator or pop-up plan to encourage small businesses to “test the waters”

- Host pop-up shop opportunities working with property owners with vacancies to make sure they are to code
- Host an open-air pop-up in the parklet or holiday market
- Partner with a pop-up specialist



*Tools to support businesses – Black Business Alliance Workshop, Small Business Toolkits
Credit: Goman+York for Bloomfield, CT*



NYC Holiday Pop-Up Shops Credit: meltingbutter.com

Up Next – facilitating small business pop-up opportunities



Location

Greater Boston Area

Excerpted and used with permission from UpNext™

**“What’s UpNext?
UPNEXT FACILITATES
MATCHMAKING AND
CREATIVE
COLLABORATIONS
BETWEEN BRANDS AND
SPACES**

We work across a wide range of innovative formats, from pop-ups and pop-ins to mobile retail and collectives. Whether you’re a brand looking for meaningful ways to connect with consumers or a space holder wanting to utilize excess capacity, UpNext can help you bring your vision to life.”



THE MARKET WILL WELCOME SHOPPERS EACH WEEKDAY ALONG [THE GREENWAY](#) JUST OUTSIDE SOUTH STATION IN BOSTON’S BUSTLING FINANCIAL DISTRICT

Rotating weekly, we’ve got a stellar lineup of local brands offering everything from handcrafted candles and jewelry to sustainably-made clothing and French macarons.

OPEN WEEKDAYS ONLY

TUESDAY, DECEMBER 3RD - FRIDAY, DECEMBER 20TH 2019
11:00 AM - 7:00 PM DAILY

NEED A MAP TO THE MARKET?

[DEWEY SQUARE AT THE ROSE KENNEDY GREENWAY](#)





Don’t shop hungry! The Greenway features Boston’s best [food truck](#) lineup for breakfast and lunch throughout the week.

Sample Holiday Pop-Up Shop Event Credit: [poppingupnext.com](#)



*Storefront transformed to Pop-Up Shop –
Bloom Collective – Providence, RI
Credit: [poppingupnext.com](#)*

3. Public Art

Category	 Cultural/Arts
Location	Study Area
Origin	City and site visits
Budget	 Medium Budget – scope of project will determine budget Funding sources: Shared Streets and Spaces, MA Downtown Initiative, TDI Creative Catalyst, partnerships and sponsors
Timeframe	 Medium Term and Ongoing
Risk	 Medium Risk – securing funding and property owner collaboration
Key Performance Indicators	Number of art activations, increased number of visitors, number of partners and sponsors supporting the program
Partners & Resources	City, Chamber, Arts Council/Groups, Area Businesses



Diagnostic

During Covid-19 pedestrian traffic was down 50% and the recovery moves along there is a need to bring pedestrian traffic back into the district. Public art can create a sense of place where people want to come outdoors.

As site visits were conducted during Phase 1 of this program, the team saw many opportunities to incorporate art into the North Quincy business district.



Possible site for mural - Vane St Parking retaining wall facing Hancock St Credit: Goman+York

Action Item

Create a Public Art program that will activate spaces/walls with murals to enhance the neighborhood and reflect business and the diversity of the community

Utilize Public Art to add a sense of place to the North Quincy district – murals, electrical boxes, side street crosswalks, walk bridge

Use public art to activate spaces and welcome visitors to North Quincy



Credit: Architectureanddesign.net

Process

Determine what you want to accomplish with a public art program:

- Refresh a building or structure
- Activate an outdoor space
- Encourage visitors to walk the district
- Welcome customers and visitors to North Quincy

Develop a plan and budget – involve key stakeholders and partners and determine sources of funding and potential sponsorships

Develop a marketing and promotion campaign for static art and if needed temporary art.

Create ways to engage the public – i.e., community paint day for a mural installation, local call for artists for design on walk bridge, temporary art installations sponsored by area businesses and hosted by local businesses.

Create a map of the art in the area – handheld can serve as a business listing also and a web version for visitor sites.

See Best Practice examples: Fresh Paint Springfield 2021 and Simsbury ART WALK

[The Piano Project | Stamford Downtown - This is the place! \(stamford-downtown.com\)](#)



Art can change the look of a neglected building - Credit: Goman+York

Fresh Paint Springfield 2021



CULTURAL/
ARTS

Location

Springfield, MA

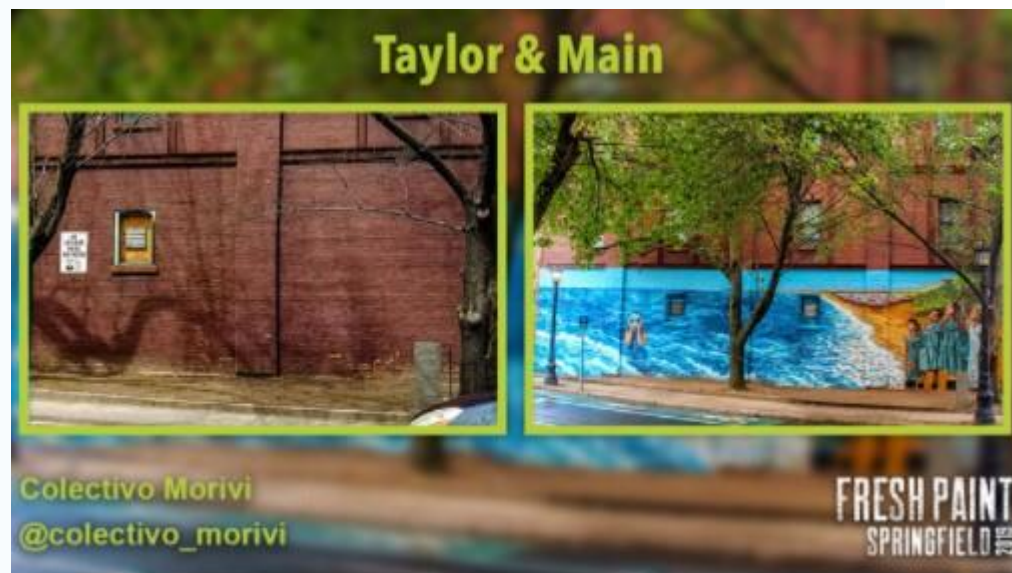
"FRESH PAINT SPRINGFIELD 2021: PROFESSIONAL MURALISTS FROM ACROSS THE US COLLABORATED WITH THE COMMUNITY TO CREATE ALL OF THE MURALS"

"During FPS2021, all of the murals were created using a special process where community members gave input into the design of the murals, the murals were turned into giant paint-by-numbers on special mural fabric, we held outdoor covid-safe paint parties every day so over 1000 people could help paint, and then the murals were permanently installed on the walls.





We put up most of the murals in Mason Square, and added to the murals downtown. Professional murals attract new investment in the neighborhood, increase walkability and pedestrian traffic, and improve perceptions of Springfield."

Source: Fresh Paint Springfield - <https://www.freshpaintspringfield.com/>

FRESH PAINT
SPRINGFIELD 2021



9. Community Events and Activations

Category	 Cultural/Arts
Location	Study Area
Origin	Discussions with City and businesses
Budget	 Low Budget – Funding – Shared Streets and Spaces, MA Downtown Initiative, TDI Creative Catalyst, Sponsorships
Timeframe	 Short Term – Ongoing program
Risk	 Low Risk
Key Performance Indicators	Increased traffic, Increased Sales, Longer visitor stays
Partners & Resources	City, Library, Arts, Businesses, Chamber other local organizations



Story Time at North Quincy Library
Tuesday mornings @10am
followed by Stroller Strides @10:30am
Meet in the Library parklet!

Sample event Credit: Goman+York

Diagnostic

With limited outdoor space in the North Quincy business district, strategic activations and events will be key to enhancing the district. Covid-19 has caused people to seek more outdoor activities and with the limited amount of green space available in the district creativity is called for.

In the LRRP Business Survey the businesses indicated that they thought there should be more cultural arts and activities. As the North Quincy Library reopens after their renovation, they are looking forward to being a driving force with activities for the area – (See sample to the right).

It is important to remember to focus on the diversity of the neighborhood when developing a cultural arts plan and that the plan should encourage visitors to walk throughout the district.



Credit: LRRP Business Survey

Action Item

Increase traffic and awareness of area businesses. Encourage residents and customers to walk the business district.

Activate social areas throughout the district - i.e., library courtyard and Billings/Vane St parklet. Keep the momentum going long-term.

Establish community partnerships with Arts/Music business owners, engage the Library as a lead for family related activities - Senior/Kids/ Storytime/Parklet activations, engage the Community center and culturally diverse groups, create and build on holiday celebrations



Credit: Emory News Center - emory.edu

Process

Identify a program coordinator and key stakeholders to spearhead the program, i.e., City, Library, Cultural Arts, Chamber, business leaders

Develop an events and activation plan for the district, making sure to include any community events that are currently held in the area by organizations, churches, etc. Events should reflect the diversity of the district.

- The Library could sponsor a StoryWalk throughout the district – see link: [StoryWalk | Boston Children's Museum \(bostonchildrensmuseum.org\)](https://www.bostonchildrensmuseum.org/storywalk), host a Storytime or a reading from a visiting author
- Activate the proposed parklets to host music, makers events & pop-ups, Storytime, host a Taste of North Quincy, even simply having a cornhole game set up in a parklet, or the high school jazz band perform.
- See Best Practice Sheet for Fresh Paint Springfield – events such as this combine arts programs with community interaction - you can have the community help paint the murals and tie children's activities to the event which will allow you to activate multiple areas in the community.
- Engage the restaurants and local rescue by hosting a "Yappy Hour"

Develop a budget and identify funding to match the plan. When considering funding of the events – look to sponsorships and partnering opportunities with organizations and businesses to augment the budget. (See the Best Practice Sheet for Simsbury ART TRAIL which was organized by the Chamber).

Develop a communications plan – social media, media, press releases, community calendar, business communications

Implement and evaluate.



Credit: Fresh Paint Springfield - Paint Parties - Events — Fresh Paint Springfield - <https://www.freshpaintspringfield.com/events>



Credit: SPCA Albrecht Yappy Hour 2021

Simsbury ART TRAIL



CULTURAL/
ARTS

Location

Simsbury, CT

Simsbury Chamber of Commerce –
ART TRAIL

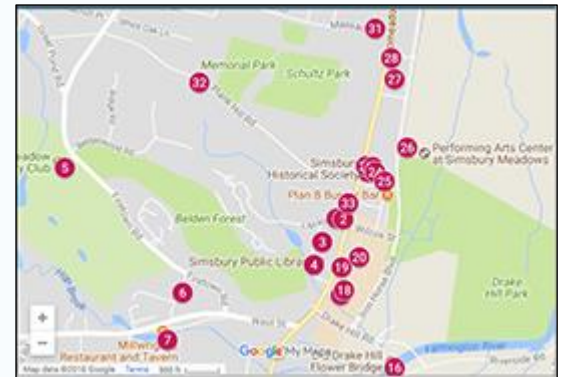
Links:

News | Simsbury Art Trail -
<http://www.simsburyarttrail.com/news/news/>

Art Trail - Simsbury Chamber of
Commerce, CT ([simsburycoc.org](http://www.simsburycoc.org)) -
<https://www.simsburycoc.org/art-trail>

Simsbury Art Trail | Simsbury Art Trail -
<http://www.simsburyarttrail.com/>

ART TRAIL encouraged people to visit key areas of the community – this art project was *On Loan From The Seward Johnson Atelier, Inc.* and hosted by the Simsbury Chamber of Commerce with community sponsors for the pieces of artwork.



Credit: Copyright © 2021 Simsbury Chamber of Commerce, All Rights Reserved
All Photos of works by Seward Johnson,
Copyright © 2021 Seward Johnson, On Loan From The Seward Johnson Atelier, Inc., All Rights Reserved