



# Rapid Recovery Plan

2021

Revere



# Acknowledgements



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- Mike Wells, Director of Inspectional Services, City of Revere
- Bob Upton, Board Member - Revere Historical Society, Founder of RevereBeach.com

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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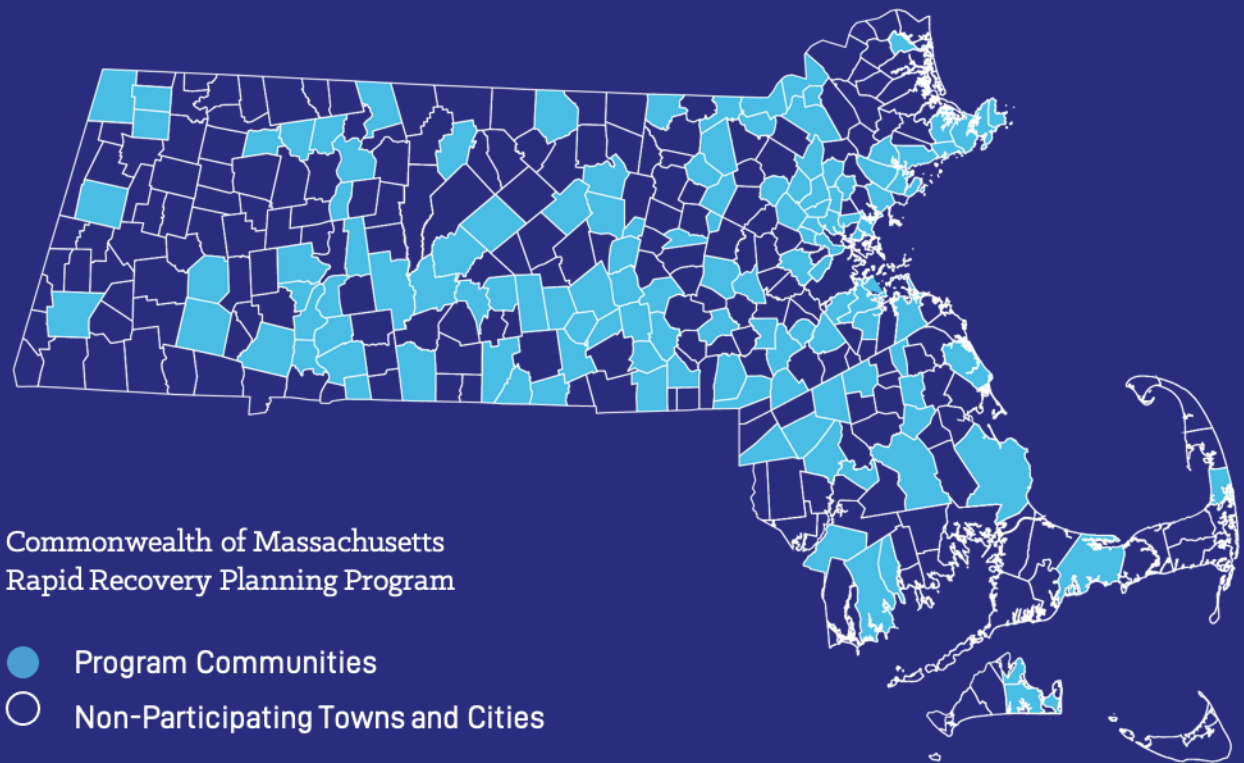
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## 125 communities participated in the Rapid Recovery Plan Program

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

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



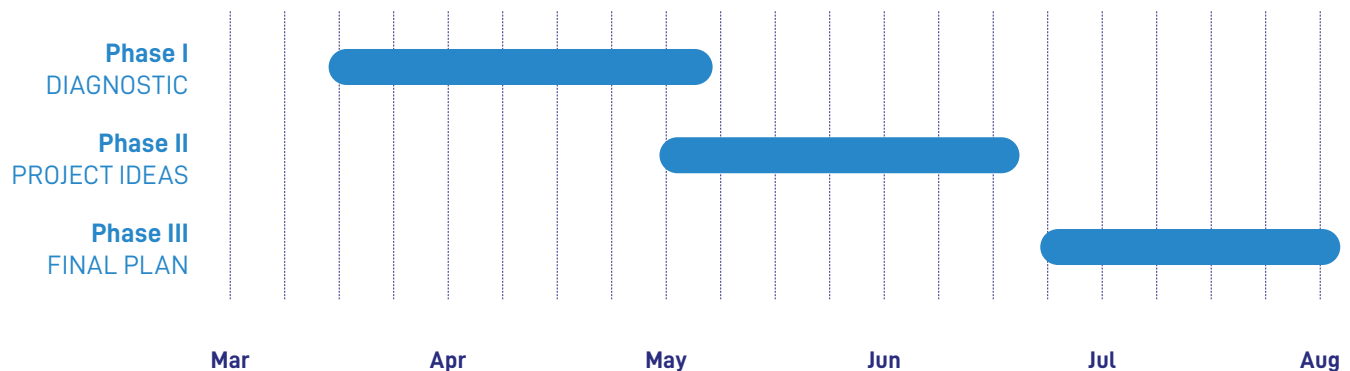
# Rapid Recovery Plan (RRP) Program

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

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

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

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



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

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

## Rapid Recovery Plan Diagnostic Framework



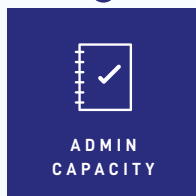
Who are the customers of businesses in the Study Area?



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



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



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

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



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other

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# Executive Summary

# Executive Summary

## Revere's Broadway Business District: A dynamic and unique downtown

This Local Rapid Recovery Plan for the Broadway Business District represents another milestone in the City's efforts to support its unique assets, namely the businesses and residents of Revere. Over the past several years, the City has led a set of planning processes that have resulted in increased civic engagement, redesign of City processes and services, and the implementation of new policies and targeted investments in pursuit of the goal of ensuring that Revere is a place where everyone can thrive.



*Broadway Corridor (Source: City of Revere)*

### **CITY EFFORTS**

As the central business district of Revere, Broadway has been the target of downtown revitalization efforts and infrastructure investments since 2012. Historically, Broadway had once been a busy walkable downtown urban center consisting of a variety of local merchants providing the core staples of local consumer needs, with shops featuring grocery, clothing, pharmaceutical, healthcare, and sporting good products. Over the years, the mix of commercial tenants evolved to include primarily hair and nail salons, restaurants, and banks, prompting the City to try to attract different business offerings to provide consumers with a greater variety of options. The City's district enhancement efforts have also included two MassWorks Grants Awards in 2012 and 2017 that funded infrastructure and aesthetic improvements such as the installation of new sidewalks, trees, ornamental lighting, and a pedestrian pathway leading from Broadway to the Harry Della Russo Stadium Recreational Facility. The corridor has also benefited from a City-run store front & signage program that has provided new signs and lighting to approximately 25 businesses in the corridor. These strategies have collectively produced a much more walkable corridor. The City continues to invest in Broadway, with the placement of BlueBikes and Electric Vehicle Charging stations, improvements to its traffic signalization system, a dedicated morning peak bus lane, and improvements to its Central Parking lot.

### **DISTRICT CONTEXT**

The Broadway business district represents a key commercial node in Revere and has played a critical role in the development of the city itself. The north-south orientation of the corridor draws customers from Lynn, Malden, Chelsea, and other locales, creating both opportunities and challenges for the district, given the high volume of vehicle traffic. Revere's City Hall serves as the main anchor for the district, in addition to nearby public resources such as the American Legion building and the Post

Office. Events and amenities in and near the district also serve as a draw, such as the Farmers' Market located at the American Legion parking lot and the Harry Della Russo Stadium and recreation center, which draws crowds for sporting events and other activities.

## MARKET INFORMATION

When conducting market analysis for urban business districts, it is important to note that such analysis should consider the proximity of other business districts as well as the ability of the district to draw from a larger radius than business districts in less densely populated areas. Nearly 40,000 people live within a 1-mile radius of the business district, representing a potentially strong customer base, in addition to those individuals who travel through the district each day enroute to destinations north and south. An analysis of the district's ability to capture the retail market potential of residents within a one-mile radius revealed positive leakage values indicating that the demand is exceeding the supply. In other words, retailers outside the corridor are fulfilling the demand for retail products; therefore, the demand is leaking out of the trade area. This loss can be due to customers choosing to purchase goods and services available in other business districts or online. While such leakage is higher in dense urban areas given the proximity of business districts, this figure reveals an opportunity to capture additional customers through targeted improvements to the district, increased marketing efforts, and expansion of the goods and services available in the district.

## BUSINESS COMPOSITION

At the time of the study, there was a vacancy rate of only 3%, which was a favorable sign following the significant shutdowns and resulting decrease in businesses due to COVID-19. A total of 172 storefronts were observed along the corridors. It is important to note that these storefronts differ from the total number of businesses as few retail offerings are housed in buildings without individual storefronts. We note more than 185 businesses along the corridor. The establishments in the district represent a mix of retail, food services, finance, and insurance services, professional services, personal beauty businesses, as well as a smaller number of businesses in the areas of health care/social assistance, transportation, and warehousing, and other services. While many businesses have been located on the Broadway corridor for decades, others have opened within recent years, offering new goods and services to the district.

## IMPACTS OF COVID-19

It is important to note that this plan was designed to respond to the impacts of COVID-19 on the district, both the challenges that were exacerbated by the pandemic, as well as those that emerged over the past year. The majority of the 35 businesses surveyed by DHCD said they generated less revenue in 2020 than in 2019, with 94% reporting significant impacts from COVID-19.

## PHYSICAL CONDITIONS OF THE DISTRICT

While the Broadway business district contains important new amenities and infrastructure improvements that facilitate the growth and development of businesses along the corridor, targeted investments in the district could further enhance the customer experience. These improvements include strategies to reduce noise, given the high volume of traffic on the street, in order to improve the pedestrian experience and facilitate outdoor activities such as outdoor vending and dining. To promote and increase foot and bike travel to the Broadway business district, the City has prioritized residents' access to bike share and is currently making improvements to the signals and crosswalks at seven key intersections along the corridor.

As with any business district, parking was noted as a challenge by business owners surveyed. While the City has implemented several parking management strategies, the plan contains recommendations to better communicate the parking management strategy to constituents, as well as ways to improve wayfinding and parking management itself to improve the experience of customers and business owners.

As the City continues to invest in the Broadway business district, as in other parts of the city, there is an opportunity to continue to create a cohesive business district identity through wayfinding and district enhancement efforts, as well as continued development and redevelopment of key properties in the district.

## COMMUNITY OUTREACH AND ENGAGEMENT

During the community engagement timeline, the City sought to solicit and engage feedback from a diverse group of stakeholders. Stakeholders of the Broadway business district guided this plan through two primary mechanisms—the Task Force and the engagement activities listed below. The Task Force was comprised of city staff, business leaders, and community stakeholders who provided valuable input throughout the planning process. A focus group was also conducted to engage the business community. This gave the participants the opportunity to provide feedback on how



*Screenshot of goal prioritization exercise undertaken with the Revere Taskforce (Source: MAPC)*

the district's small businesses have dealt with the impact of COVID-19 and how the city can best address their needs. The recommendations generated by this plan is informed by the insights collected from various engagement activities conducted throughout the planning process.

## COMMUNITY FEEDBACK

Topics cited most frequently by stakeholders included feedback regarding ways to strengthen City Hall support, the need for more effective outreach strategies to businesses, and the delivery of resources to respond to businesses' immediate and long-term needs. The business owners also expressed the need for and interest in coordinating and collectively advocating for services and resources in the district via a business association or similar entity. Elements of the physical environment in need of improvement that were most often cited were traffic, parking, district cleanliness, and lighting. Participants also noted the opportunities to increase foot traffic and customers to the business via capturing the individuals who attend events in or near the district or who use services at City Hall and other public buildings in the district. In addition, interviews were conducted with 27 business owners located throughout the

Broadway corridor. Major issues brought up during these interviews included parking, lighting, the need for trash cans, safety concerns and need for additional police presence, permitting issues, and beautification. In addition, there was significant interest in the creation of a business association focused on the Broadway corridor.

## OPPORTUNITIES FOR CONTINUED ENGAGEMENT

The business owner focus group revealed significant interest in developing and implementing solutions to the problems they identified. The City has a unique opportunity to capitalize on this interest to partner with the businesses on the delivery of quick wins and long-term strategies to continue to enhance the district.

## GOALS

Listed below are the goals and recommended strategies that were formulated using city input, insights from inputs community engagement, input from task force meetings as well as from the subject matter expert recruited as part of this program. The report contains project sheets, detailing prioritized recommendations to provide an actionable blueprint for implementation.

### Goal 1: Improve two-way communication between City departments and businesses.

#### Recommendations and Strategies

- Explore strategies to reach businesses before they sign a lease.
- Leverage internal city processes to promote and support immigrant owned businesses, focusing on businesses with language isolation.
- Improve 311 support and evaluate need for increased coordination and capacity. Improve in-person navigation of City Hall for business support services. Create one place that business owners can go to in order to understand municipal processes
- Create a review committee that focuses on improving internal city processes such as change of use processes, building permits, construction, and new business support.
- Improve the city's capacity to collect and track business data, with an emphasis on MWBE businesses.

### Goal 2: Recruit partners who can offer tailored and accessible technical assistance (TA) to help businesses survive beyond COVID in a sustainable manner.

#### Recommendations and Strategies

- Explore the establishment of a physical location to provide business support.
- Offer workshops, classes, and 1-1 support to business owners in online marketing, accounting, and financial basics, and store front presentation and design
- Partner with existing technical assistance organizations and companies to tailor offerings and enhance outreach to ensure Revere businesses can access available resources.
- Connect businesses to potential employees and or incumbent employee training programs.

## Engagement Timeline

- Survey conducted: March-April
- Community meeting: May 25
- Stakeholder interviews: May-July
- Focus group with business owners: July 26
- Feedback on recommendations: July-August

## Prioritized Audience

- Business owners
- Property owners
- Corporate anchor businesses
- City staff
- Partner organizations
- Business support providers

## Metrics

- 35 survey respondents
- 27 businesses interviewed
- 13 focus group participants

**Goal 3: Increase number of customers in the district through enhancement of the physical environment.****Recommendations and Strategies**

- Develop a marketing strategy to better market the businesses within the district.
- Improve awareness of amenities in the district with a focus on wayfinding and signage.
- Increase beautification efforts in the district, especially from a placemaking perspective.
- Offer events in or near the district and develop strategies to retain foot traffic from major events within the corridor.
- Improve pedestrian safety and remediate noise levels within the corridor.
- Improve traffic flow and ensure ADA compliance along the corridor.
- Improve parking management via developing an asset management program which can measure the benefits of metered parking and developing a strategy to provide guidance for parking locations and parking alternatives.
- Improve bike infrastructure to and from the Broadway district from other neighborhoods and the MBTA Blue Line rapid transit stations.

**Goal 4: Explore the formation of a business association or a district entity for the district.****Recommendations and Strategies**

- Host meetings with business owners and other stakeholders to discuss strategies to increase business owner support and engagement.
- Create a district management entity to provide targeted business support resources through a partnership between the City and local and or regional business support organizations.

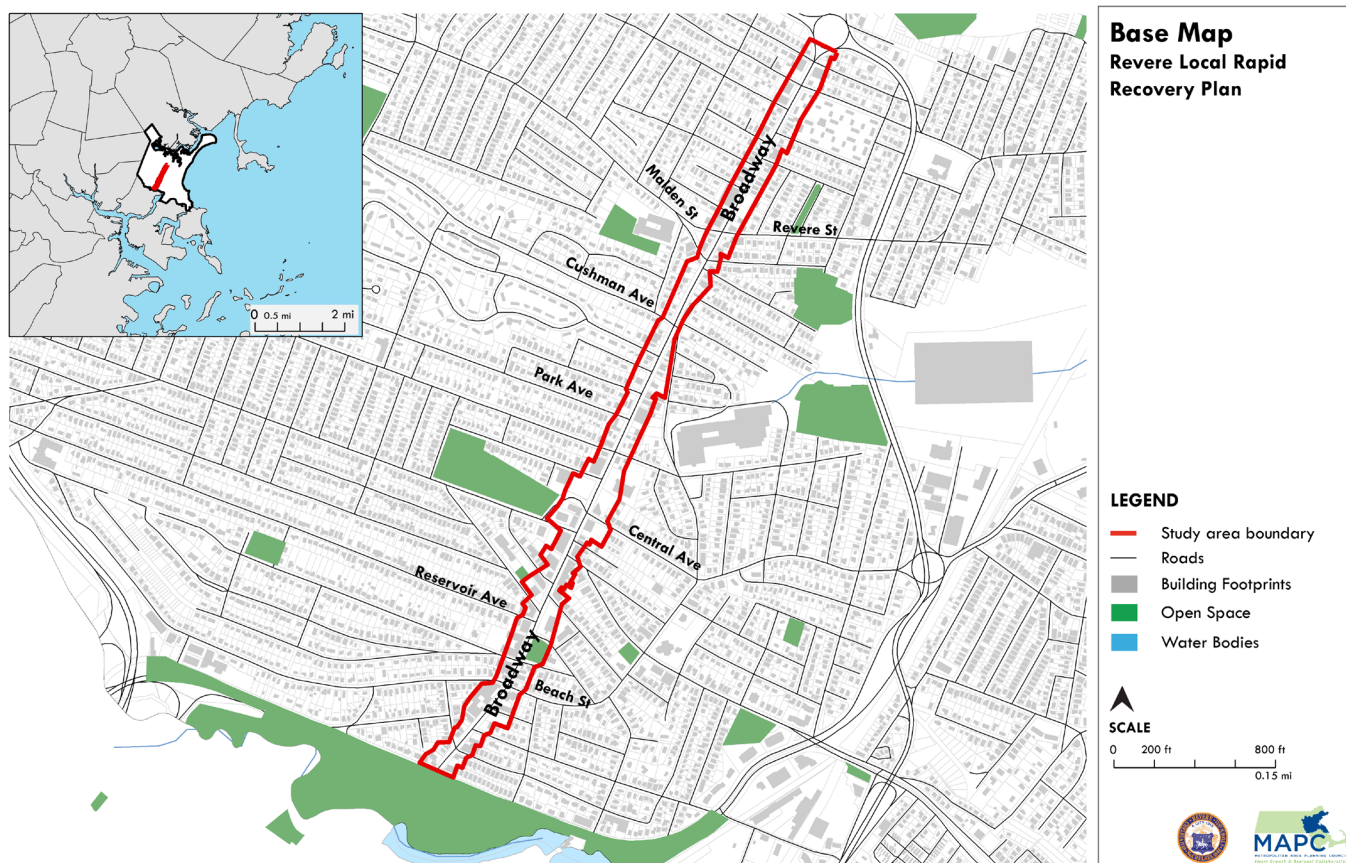
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## Diagnostic Findings

# Diagnostic Findings

## Overview

The Diagnostic Phase of this plan concentrated on collecting required and additional data to establish baselines and measure COVID impacts. The information collected throughout this phase aims to inform our understanding of market constraints and opportunities, and to guide the community to strategically prioritize public and private sector investments. That said we acknowledge that data can only show a part of the picture and can be used as a guide and only in conjunction with the broader context. Data collected is broadly divided in four key categories: physical environment, market information, business environment, administrative capacity.



Revere LRRP Study Area Base Map (Source: MAPC)

## Methods

The diagnostic assessment included community engagement strategies and data analysis to establish baselines and measure COVID impacts. The aim was to understand market constraints and opportunities and to inform strategic public and private sector investments. Secondary data sources included both paid as well as public data. These sources provide data for various geography levels and time durations. The table below provides information on each of these secondary data sources.

**Table 1 Data Sources**

Data source	Timespan	Geography Level	Description
ESRI Business Analyst	2020, 2021 estimates	Study area, intermediate, city level	Paid data source; demographic and socio-economic data for the study area, retail leakage estimates, business locator dataset
Infogroup	2016	Study area	Paid data source; utilized to supplement business list creation
CoStar	2020 estimates	Study area	Paid data source; real estate indicators like rents, vacancy, retail space estimations
Census Bureau (ACS)	2014-2019, 5-year estimates	City, census tract	Public data source; demographic estimates, at-risk population data like households with 1+ person with a disability, households with no vehicles
MassGIS	-	Study area, city	Public data source; parcel data, building footprints, city boundaries
City of Revere	-	City	Past planning efforts documentation



## Access

- The Broadway corridor's north-south orientation draws traffic from Lynn, Malden, Chelsea, and other locales, creating both opportunities and challenges for the district, given the high volume of vehicle traffic. Between 2019 and 2020, the corridor has seen an overall 27.2% increase in pedestrian counts with some streets seeing more than 90% increase in pedestrian activity at the intersections of Central Avenue and Broadway and School Street & Broadway.
- Nearly 900 cars pass through the corridor everyday according to 2019 estimate with heavier volumes of traffic on the South bound side.
- Broadway is served by several bus lines, all of which provide connections to rapid transit. Bus stops on 116, 117 and 411 bus lines are located along the corridor. The 116-bus line provides connection to Boston and other communities, while the 411 bus connects Revere with North Shore cities and towns. The corridor will benefit from soon to be installed mid peak morning only bus lane (south bound).
- Visitors to the Harry Della Russo Stadium, Farmers' Market, American Legion events, and City Hall generate additional traffic and the need for parking.
- The district has three parking lots that can serve the visitors along with on-street, storefront parking along the corridor. These include the City Hall, Hill School and Central Avenue Parking lot. There are approximately 195 metered spots along the corridor and a mix of 240 free and metered spots located within the three additional parking lots.
- The City's recent installation of free electric vehicles charging stations in two of the parking lots that service the Broadway district present an opportunity to increase the longevity of time spent by visitors on the corridor potentially boosting sales.
- While the City has implemented several parking management strategies, they recognize the need for better communication of the parking management strategy to constituents, including wayfinding signage to the available parking.



Site assessment photo; public realm (Source: Techrosette Leng)



Site assessment photo; public realm (Source: Techrosette Leng)



## Public Realm

- Strengths of the public realm on the corridor include high quality, recently paved sidewalks and streets including new lighting in some areas.
- Challenges in terms of the amenities on the corridor include the need for ADA compliance of crosswalks in some areas and need for improved trash removal scheduling and increased trash cans.
- Some sections of the corridor suffer from excessive stimulus from noise due to traffic, leading to a lack of protected environment for outdoor dining/vending.
- Few dead zones for pedestrians were also observed. This was due to a combination of factors such as lack of lighting and a higher concentration of residential use over commercial activity.
- Lack of wayfinding signage which also leads to lack of clear district identity and consistent character impacting the overall customer experience.

## Private Realm

- A total of 172 storefronts were observed along the corridors. It is important to note that these storefronts differ from the total number of businesses as a few retail offerings are housed on second and third floors in buildings without individual storefronts. We note more than 185 businesses along the corridor.
- At the time of study, only four vacant storefronts were observed which was a favorable sign following the significant shutdowns and resulting decrease in businesses due to COVID-19. That said, the low vacancy rates might not represent the true health of businesses with some struggling to remain open.
- Outdoor displays and outdoor dining/vending are identified as an opportunity but require mitigation of exposure issues. Since the beginning of the Storefront Redesign and Signage Program, approximately 25 businesses along the corridor have accessed and benefited from the program.
- The condition of windows, awnings and facades are a mixture of well-maintained storefronts abutting others that are either in disrepair or have fewer effective designs, leading to a few instances of hidden businesses.
- More recently, the corridor has been successful in attracting second locations of businesses in the Greater Boston area, indicating a positive trend to explore in the future.



*Left: Site assessment photos; business environment  
Below: Site assessment photo; private realm  
(Source: Techrosette Leng)*





## Customer Base

Note: The information below is based on data sources from ESRI Business Analyst – a paid data source for demographic and socio-economic data for the custom geography levels of one mile radius from the Broadway and Proctor Ave. intersection. At the time of the study, the estimates from 2020 Census are not reflected.

- We utilized the area within a 1-mile radius to identify the immediate customer base of the district with the center at Broadway and Proctor Ave.
- Nearly 40,000 people live within this area, representing a potentially strong customer base, in addition to those individuals who travel through the district each day enroute to destinations north and south. For reference, the City of Revere has close to 59,000 residents based on recent estimates.
- The median annual household income within the 1-mile radius is \$59,000 which is slight lower than that of the City (\$62,700).
- Average household size in the 1-mile radius is 2.7 with median age of 38 years.
- Additional demographic indicators collected from 2015-2019 ACS estimates indicate the need for additional accommodations for customers in the district include:
  - Nearly 3,600 household with at least 1 person with disability.
  - Approximately 6,300 residents above 65 years of age.
  - A total of 5,100 residents that report they do not speak English well or at all.
  - 2,500 households without vehicles.

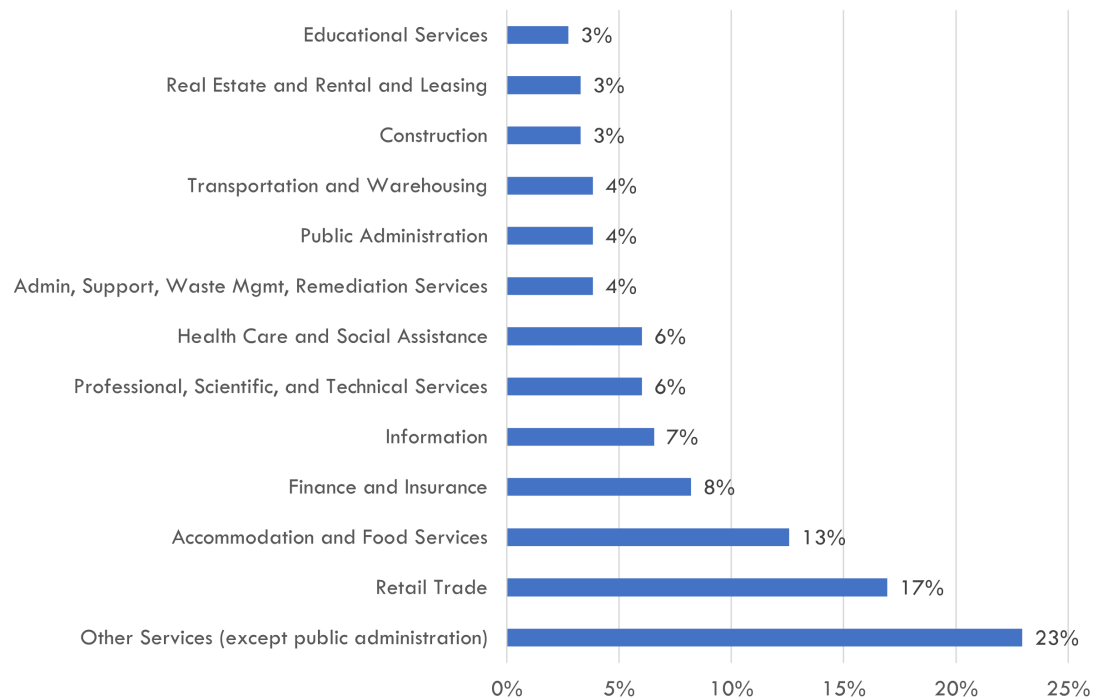


*Site assessment photo; business environment (Source: Techrosette Leng)*



## Tenant Mix and Vacancy

- As indicated above, at the time of study, a total of 172 storefronts were observed along the corridor. Additionally, we note more than 185 businesses along the corridor including few that are housed in buildings without a storefront.
- At the time of study, a vacancy rate of 3% was observed along the corridor.
- There are approximately 284,000 square feet of ground floor retail within the corridor with average asking rents of \$19/sq ft. and \$21/sq ft. for retail and office spaces respectively. It should be noted that these data reflect averages, not ranges from 2020; newer construction since 2021 and the costs of upgrading or rehabbing older buildings suggest the current average may be higher.
- The majority of businesses along the corridor (23%) belong in the 'Other Services' category of NAICS which include establishments primarily engaged in activities, such as equipment and machinery repairing, promoting, or administering religious activities, and personal care services such as hair/nail salons, and barbershops, etc.
- Seventeen percent of businesses observed belong to the retail trade category with approximately seven convenience stores and eight grocery stores.
- The corridor also has a high concentration of businesses in food and accommodation services including at least 20 restaurants at the time of study.
- Additional categories of businesses of note are financial institutions, educational institutions as well as public institutions like the City Hall and the Revere Historical Society.



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



## Findings from business survey administered by DHCD

Key highlights from a business survey created by DHCD, and administered by the City during March and April of 2021 are presented below. The survey was directed to owners or other appropriate representatives of business establishments located within the Broadway business district to solicit information on the impacts of COVID on their operations.

- Participant profile: A total of 35 responses were received primarily from (74%) owners of small business with five or fewer employees. The top three categories of industry-types represented by the respondents include retail (24%), food and accommodations (18%) and personal services (12%). Additionally, majority of respondents (63%) rent their space.
- Impacts of COVID: The pandemic had significant negative impacts on the day-to-day operations of the surveyed businesses with 94% of the businesses reporting being impacted by COVID-19. This is significant, given that 40% of businesses reported increase in revenue during the 3 years prior to COVID.
  - 63% of businesses reported they were operating at reduced hours/capacity or closed.
  - 62% of businesses generated less revenue in 2020 than they did in 2019 with 46% of businesses reporting revenue declines of 25% or more.
  - 65% of businesses had fewer on-site customers in January and February of 2021 than before COVID.
- Satisfaction with regulatory environment: 49% of businesses expressed concerns about the regulatory environment. 43% of those who expressed those concerns cited parking while 17% cited licensing and permitting.
- Input regarding possible strategies: Respondents indicated strategies related to improvements to safety and cleanliness, renovation of storefronts, parking management, improvement/ development of public spaces as well as streetscape improvements as important strategies.
- Interest in receiving assistance: 63% of businesses expressed interest in receiving some kind of assistance with majority expressing interest in low-cost financing for purchasing property, storefront improvement or participating in shared marketing/advertising.



## Administrative Capacity

The district is supported by the City's Planning and Community Development Department with one staff member dedicated as a business liaison. Additionally, there are budding private-public partnerships that can connect non-profit workforce development agencies, financial institutions, and other agencies to provide small business owners with programming and technical assistance as well as to those interested in setting up shop.

There is an opportunity to create and promote a Broadway business district support entity. Based on conversations through business interviews, focus groups, and the Task Force, there is a need to increase capacity, ideally through an entity on the ground that focuses on promoting district businesses. This entity would also be able to be a one-stop shop to serve as the liaison between the Broadway business community and the City of Revere.

Historically, the Revere Chamber of Commerce was the primary nongovernmental resource for businesses on Broadway. In recent years, the changing marketplace of the corridor coincided with decreased district membership and participation in Chamber programming. At the time of writing this plan, a new Chamber director has been named, and the organization's current priorities include re-establishing the Chamber's presence among business owners, rebuilding membership, and developing a work plan that aligns with businesses city wide. Given the citywide scope of the Chamber's mission and membership, the agency is likely to be one of many local organizations that will assist the City in creating and sustaining a more place-based business entity for Broadway.

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## Project Recommendations

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Goal 1.

Improve two-way  
communication  
between City and  
businesses.

## 1.1 Create a review committee that focuses on internal city processes such as improving change of use processes, building permits, construction, and new business support.

Category		Admin Capacity
Location		Citywide (Census tracts 1701, 1702, 1703, 1704, 1706.01, 1705.01, 1705.02, 1701.01, 1707.02, 1708, 9815.02)
Origin		City of Revere
Budget		Medium (\$50,000 - \$200,000) to cover extra staff capacity as necessary. CDBG funding along with local relief funds through ARPA allocations can be used to help cover the capacity needs as they arise.
Timeframe		Short term (less than 5 years), this committee can be put together on an appointed basis. Full time staff capacity would take anywhere from 6 months to a year to fill and onboard. Beyond a year, staff capacity can be reviewed to determine the best way to address business review needs.
Risk		Low, this project would have wide support from the business community, and there is consensus to streamline this process as well among all major stakeholders.
Key Performance Indicators		<ul style="list-style-type: none"><li>• Decrease the time it takes to open a business and to receive permits for business construction and operation.</li><li>• Increase in number of businesses who are able to go through the process in a shorter timespan</li><li>• Creation of a standardized timeline to receive various permits, with various metrics being met within the parameters of the set timeline</li></ul>
Partners & Resources		City of Revere (Planning and Community Development department, Inspectional Services department, Fire Department, Licensing and Permitting Department and 311 support services at the city.

### Diagnostic/COVID-19 Impacts

According to the business survey administered by DHCD, 49% of businesses cited the regulatory environment as a major concern for businesses and 17% of respondents cited licensing and permitting as a major hurdle for businesses. In addition, conversations with business owners held through the focus group mentioned how there is a lack of support and resources for businesses going through the permitting process.

#### Action Item:

- Develop a workflow that enables the City's site plan review process to divert business applicants to staff who can ensure they have the right tools necessary to open a business.
- Create a "one-stop shop" for new businesses to come to before they sign a lease to make sure that they have everything the need to be successful from a permitting perspective
- Delineate a parallel referral workflow with City 311 staff internally.





#### Process:

- Identify key personnel within the City who are instrumental in site review, business plan review, and permitting.
- Create a review panel from relevant staff members who can participate in pre-screening of site plans for businesses prior to full committee review.
- Establish a review and notification workflow to ensure that review is conducted in a timely and streamlined manner.
- Develop an assessment process that is conducted either internally and/or externally to ensure that this panel is efficient in their business support processes.

### Best Practice:

Improve zoning, licensing, and permitting interactions; BSC Group, Inc. - In the wake of the COVID-19 pandemic, many municipalities worked to streamline their zoning and licensing processes to adapt to the new environment. The recommendations include actions that planning boards and commissions can do to better streamline certain regulatory processes. More information can be found on Page 1 of the [Best Practices Compendium – Administrative Capacity](#).

## 1.2 Create a one-stop business operating guide that acts as a checklist of steps to open a physical space

<b>Category</b>		Admin Capacity
<b>Location</b>		Broadway Corridor, could be used city-wide (Census tracts 1701, 1702, 1703, 1704, 1706.01)
<b>Origin</b>		City of Revere
<b>Budget</b>		<p>Low Budget (Under \$50,000)</p> <p>Community Compact Best Practice Program grant funds can be utilized specifically for "Creating and distributing an Economic Development Guide/ Manual to not only promote development goals and priorities, but also specifically and clearly outlines the community's policies and procedures related to zoning and permitting."</p>
<b>Timeframe</b>		Short term (less than 5 years), with updates to the guide, as needed
<b>Risk</b>		Low, the relevant City departments would be able to put together the guide in a relatively easy manner. In addition, this initiative would have broad support from the business community
<b>Key Performance Indicators</b>		<ul style="list-style-type: none"> <li>• Reduction in the amount of time required by city staff to respond to inquiries from local businesses.</li> <li>• Reduction in the amount of time required to obtain licenses and permits.</li> <li>• Number of businesses that open and refer to the operating guide</li> <li>• Increase in number of businesses that apply for a business license</li> <li>• Increase in number of businesses that are granted a business license</li> <li>• Decrease in the amount of time it takes for a business open its doors to customers</li> </ul>
<b>Partners &amp; Resources</b>		City of Revere (multiple departments), other sources of business data – i.e., health department (restaurants, health offices), Chamber, online search engines

### Diagnostic/COVID-19 Impacts

Based on community engagement through the planning process, it was identified that businesses have been delayed in opening due to unexpected difficulties with the business permitting process. Specifically, there are business owners that have signed a lease without full knowledge of all the investment that would be needed to acquire an occupancy permit. The flow chart or checklist would guide business owners through the process and assist with determining next steps. Increasing the transparency and ease of opening a business will create a more business-friendly environment in Revere, reduce unexpected costs for new businesses, and promote entrepreneurship to spur economic growth.

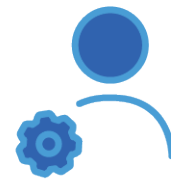
### Action Item

Create an easy-to-use business guide to assist entrepreneurs and business owners in opening a business in Revere.

### Process

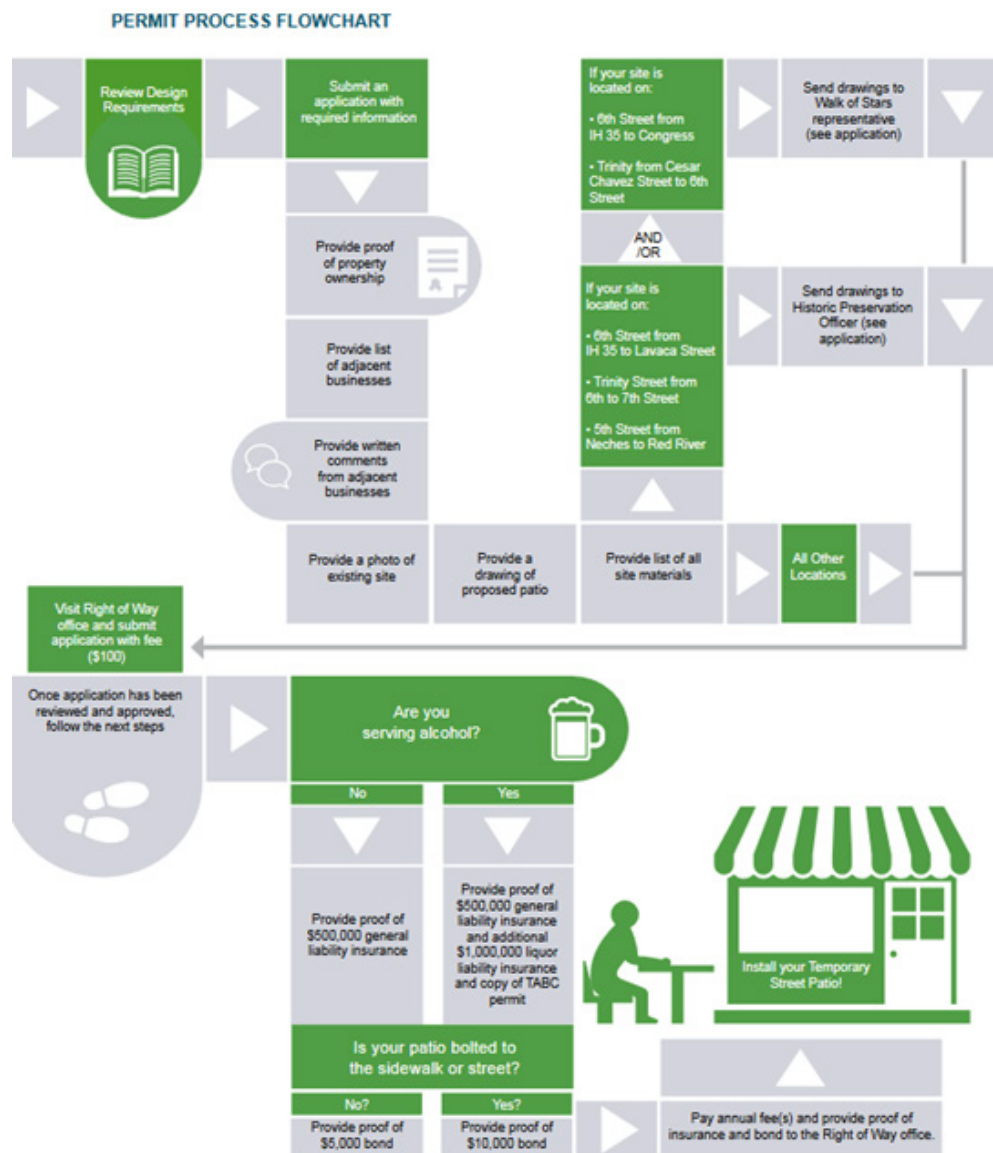
- Identify the main points of contact for relevant staff, Committees, and Boards; the step-by-step process for each permit; fee schedules; and anticipated processes for each required permit
- Create easy-to-read flowcharts, checklists, and infographics to clearly communicate the identified information useful to new businesses, including a flowchart with the step-by-step process for acquiring an occupancy permit for a physical commercial space in Revere
- Work with other City departments and community partners to review the guide
- Translate the full guide into Spanish, Arabic, and Portuguese.
- Distribute the business guide widely, including to minority-owned businesses, realtors, lending institutions, social service organizations, and other partners, and make it easily accessible on-line.
- Continue to promote the business guide so that it is a helpful and easily accessible reference.

# Permitting User Guides



Admin Capacity

"A Best Practices Model for Streamlined Local Permitting" by the Massachusetts Association of Regional Planning Agencies (MARPA) provides guidance and examples on creating a "User's Guide to Local Permitting" and "Permitting Flow Charts & Checklists". In addition, the Economic Development and Industrial Corporation (EDIC) of Lynn created a simple "[City of Lynn Business Guide](#)" in 2019 that can be used as a model.



Example from City of Austin, TX – handbook with permit process flowchart (more information [available here](#))  
[Street Patio Handbook](#) Graphic (Source: [Street Patio Handbook](#), City of Austin, TX)

## 1.3 Leverage internal city processes to promote and support immigrant owned businesses, focusing on businesses with language isolation

<b>Category</b>	 Admin Capacity
<b>Location</b>	Citywide (Census tracts 1701, 1702, 1703, 1704, 1706.01, 1705.01, 1705.02, 1701.01, 1707.02, 1708, 9815.02)
<b>Origin</b>	City of Revere, Revere Task Force, Covid Ambassadors
<b>Budget</b>	 <p>Medium (\$50,000 - \$200,000), most of the funding would cover staff salaries that would have language and cultural capacity available to language-isolated businesses.</p> <p>Funding sources would include local fiscal recovery allocations through local relief allocation through ARPA and Community Development Block Grant (CDBG) Program allocations could be used.</p>
<b>Timeframe</b>	 Short term (less than 5 years), this process would be able to be start immediately and would be an ongoing process that would occur throughout the long term
<b>Risk</b>	 Medium, the risk is due to the potential delays in hiring relevant staff personnel and operational or administrative challenges in coordination
<b>Key Performance Indicators</b>	<ul style="list-style-type: none"><li>• Increase in number of minority-owned businesses supported through city/business entity programs.</li><li>• Increase in staff and capacity to conduct targeted outreach.</li><li>• Number of training opportunities and contextualized ESOL programs conducted.</li></ul>
<b>Partners &amp; Resources</b>	Revere Chamber of Commerce, (CHASE Small Business Support), Women Encouraging Empowerment, the North Shore Latino Business Association and BIPOC-focused entities. The Revere business community can be supported by organizations like NSLBA who work with Lynn Chamber of Commerce to share best practices and resources to increase support for minority-owned businesses.

### Diagnostic/COVID-19 Impacts

Based on the conversations that were conducted with business owners through the Task Force meetings and Focus Groups, there was a consensus that there was a disconnect between the City, the Chamber, and the immigrant business community given the impacts of COVID-19 on the entire business community. With the outreach conducted by the COVID ambassador program, it has shown that there is an opportunity for the City to build upon its outreach efforts with limited English-proficiency businesses.

### Action Item

Develop a strategy to recruit and retain staff with working capacity in the local languages spoken within the Revere business community. They will provide services to English as Second language (ESL) members of the community.

### Process





- Actively recruit and hire liaison staff that have working capacity and knowledge of the languages that are spoken within the Revere business community and understanding of the cultures, ethnicities, and nationalities represented.
- Provide contextualized ESOL programs, training opportunities, and technical assistance to business owners and workers.
- Continue to fund and implement the COVID ambassador program. This program already provides a level of outreach to immigrant and BIPOC-owned businesses that provides that needed connection with the city.

### Best Practice

Culturally Competent Volunteer and Mentoring for Black Entrepreneurs; Perch Advisors LLC. – This best practice focuses on needs of Black-owned businesses and entrepreneurs and provides examples of how to best build support networks. For more information, please refer to page 35 of the [Best Practices Compendium – Administrative Capacity](#).

## 1.4 Improve city's capacity to collect and track business data, with an emphasis on MWBE businesses

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Category	 Admin Capacity
Location	Broadway Corridor, could be used city-wide (Census tracts 1701, 1702, 1703, 1704, 1706.01)
Origin	City of Revere Note: This recommendation was created in partnership with Goman and York (assigned subject matter expert). Please see the appendix for a detailed memo.
Budget	 <p>Low budget (Under \$50,000) Funding would be utilized for the personnel required to coordinate and execute the project this staff person (database coordinator) would be in a part-time admin capacity. The specific budget and funding sources will range from low to medium. If an Excel Data Collection and Form or other software being utilized in the City by another department the costs should be minimal. If a Customer Relationship Management (CRM) software or other program/cloud-based software needs to be purchased or subscribed to with yearly licenses that cost would be considerably higher (i.e., Salesforce, Executive Pulse (<a href="http://executivepulse.com">executivepulse.com</a>) or other Economic Development-focused).</p> <p>Specific funding would be sourced through Economic Development funding sources – ARPA, Community Compact IT Grant Program and/or City-funded Economic Development budget.</p>
Timeframe	 Short term (less than 5 years), Development of the program will lead to this being an ongoing effort
Risk	 Medium, this activity depends upon the quality of the business data available, and the ability to collect and capture the data. An analysis regarding the return on the investment in data management tools utilizing what is readily available in the short-term. The project requires a commitment by the City as to allocation of ongoing staff resources for the management and execution of this project.
Key Performance Indicators	<ul style="list-style-type: none"><li>• Decrease in the number of returned (mail) or bounced back (email) communications sent out by the City to business owners.</li><li>• Efficient communication source for communicating with business owners.</li><li>• Accuracy of real-time business data.</li></ul>
Partners & Resources	City of Revere (multiple departments), other departments and organizations who host business data – i.e., health department (restaurants, health offices), Chamber, online search engines

## Diagnostic/COVID-19 Impacts

Over the past year, the City of Revere employed creative strategies to engage with the businesses in the City to ensure that they had up-to-date Information regarding COVID-19 restrictions and resources available. Unfortunately, they found that a significant percentage of the data that the City had on file was out-of-date or inaccurate, making it difficult to communicate with many of the businesses.

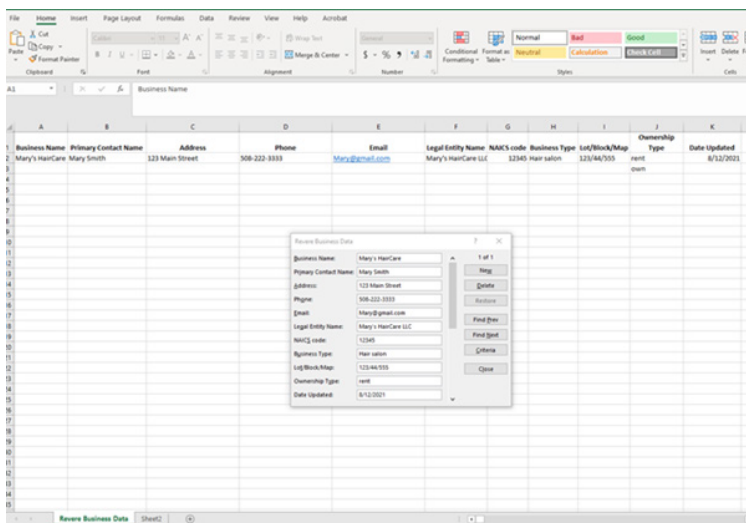
The City determined that it would be beneficial to have a comprehensive database of businesses that could serve to communicate with the businesses and if structured properly, could have multiple uses within the City government – i.e., economic development, building ownership tracking, tenant listings, business locations, types and size, vacancies, etc. Revere, like many other municipalities, has limited financial and staff resources to focus on a project such as this.

## Action Item

The City needs creative strategies to effectively gather and maintain accurate data in an efficient cost-effective manner. If planned effectively this tool will not only serve as an information base to facilitate cohesive communication, but it will allow the City to capture pertinent information on its businesses. This data can be used not only for communication but can also be utilized for economic development by tracking the types of current businesses and categories where there is growth potential. The data collected should be able to be parsed and manipulated for a variety of internal and external uses.

## Process

- Conduct an analysis of current data management practices employed by the City of data management solutions currently available, and determine if they have the capability to be shared within different departments.
- On a limited budget, if no other City databases are to be used, an Excel spreadsheet can be used to capture up to 30 fields of information – this can be created in a protected document using the FORM function to enter and edit data. If at a later date the City decides to purchase CRM software this data can be easily transferred.
- Determine utilization scenarios of data – internal and external
  - Who “owns” the database – designate a staff champion(s)
  - Who will utilize the data and for what uses? Communications, grants opportunities.
- Determine information/fields of data to be captured - If data is used by multiple departments, buy in for all is important – i.e. planning, building, communications, enforcement – types of data to be captured: minority/ women-owned businesses, size, location, building ownership (tie to city GIS block/lot/map), email/ phone, legal entity name, license number, etc. (See screenshot sample)
  - Database Management
  - Build Database
- Data Compilation – consolidation of multiple sources and sources of capturable data – city clerk, chamber lists, current lists, online searches (MA Business Listings).
- Implementation/Revisions/Additions/Updates
  - Additional Data Capture - Create an online fillable form or survey link on the City website to capture business information – coordinate with City's webmaster.



**Example of a business data collection spreadsheet (Source: Gorman and York Advisory Services)**

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Goal 2.

Recruit partners who can offer tailored and accessible technical assistance to help businesses survive beyond COVID in a sustainable manner.

## 2.1 Offer tailored and accessible technical assistance by partnering with existing technical assistance organizations and companies to ensure businesses can access TA resources

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Category		Revenue and Sales
Location		Throughout the Broadway Corridor (Census tracts 1701, 1702, 1703, 1704, 1706.01)
Origin		City of Revere Task Force
Budget		Low (under \$50,000), sources of funding are to be determined.
Timeframe		Short term (less than 5 years) and ongoing - this project will be an ongoing effort.
Risk		Medium, this activity will depend on the allocation of resources and capacity of the city and the business entity. This will include securing a physical location of conducting workshops and training sessions as well as partnering with appropriate assistance providers located in Revere as well as in the region.
Key Performance Indicators		<ul style="list-style-type: none"><li>• Increase in programs to support businesses</li><li>• Increased sales among businesses within the corridor, measured by receipts</li><li>• Increase in business formation</li><li>• Decrease in business turnover</li></ul>
Partners & Resources		Revere Chamber of Commerce, Chase small business support programming, Women Encouraging Empowerment, and North Shore Latino Business Association

### Diagnostic/COVID-19 Impacts

According to the business survey administered by DHCD, 63% of respondents were interested in receiving further technical assistance for their business. This desire in the wake of the COVID-19 pandemic has shown that having more assistance available to businesses will be a helpful tool for the continued recovery.

### Action Item

- Work with the Historical Society to allow the use of their building to host a business assistance program that works with new and long-standing businesses to provide the tools necessary to operate efficiently.
- Provide technical assistance opportunities to local vendors participating at the Revere Farmers' Market, which currently offers lower barriers to market for vendors interested in growing into a future brick-and-mortar location in Revere.

### Process

- With the business training seminar, create a program that businesses can enroll in to receive one-on-one technical assistance. In addition, continue to recruit partners (such as the North Shore Latino Business Association) that can work to create individualized action plans for businesses that meet their needs.
- Using sales and anecdotal data, identify high-performing Farmers' Market vendors with significant interest in moving into a Revere brick and mortar location. An action plan should be developed with these vendors to determine their future sales growth and identify space needs in order for them to find a permanent location.

### Best Practice





Launch an Equitable Technical Assistance Network for COVID-19 pandemic relief and Beyond; Perch Advisors, LLC – This program outlines an excellent technical assistance strategy that focuses on equity and provides a list of resources. For more information, visit page 43 of the [Best Practices Compendium – Administrative Capacity](#).

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Goal 3.

Increase number of  
customers in the district  
through enhancement of  
the physical environment.

## 3.1 Develop a marketing strategy to better market the businesses within the district

<b>Category</b>		Revenue and Sales
<b>Location</b>		Throughout the Broadway Corridor (Census tracts 1701, 1702, 1703, 1704, 1706.01)
<b>Origin</b>		City of Revere Note: This recommendation was created in partnership with Perch Advisors (assigned subject matter expert). Please see the appendix for a detailed memo.
<b>Budget</b>		Low (under \$50,000), can be funded through a combination of City and business anchor institution funding
<b>Timeframe</b>		Short term (Less than 5 years), marketing plans can typically be implemented anywhere from 12-18 months at most. In addition, a marketing strategy can be updated multiple times within a 5 year span to reflect the changing nature of the district and for changes in consumer demand.
<b>Risk</b>		Low, this recommendation has wide support from the business community, and can be easily implemented at a low cost.
<b>Key Performance Indicators</b>		<ul style="list-style-type: none"><li>• Increase in total visitors to the corridor during the times open of the promotion.</li><li>• Increase in sales at businesses during the promotion.</li><li>• Increase in press and social media mentions</li></ul>
<b>Partners &amp; Resources</b>		Revere Chamber of Commerce & any established district management entity

### Diagnostic/COVID-19 Impacts

According to the business survey released by DHCD, 63% of those who responded were interested in receiving assistance in shared marketing and promotion of the businesses.

### Action Item

Develop a shared marketing and branding campaign of the Broadway district to promote the area as a destination to visit for residents within and outside Revere.

### Process

This can be done through a combination of the following:

- Utilize existing marketing opportunities for businesses (i.e. Small Business Saturday, Valentine's Day, etc.). Develop a calendar of events that occur annually and build an outreach plan around them. Consider group promoting businesses around 'National Days'.
- Pair businesses in a co-branding exercise.
- Develop regular hashtags to promote the businesses (for example, #ShopBroadway) or around a recurring event (for example, #FoodieFriday)
- Proactively gather business data to measure the effectiveness of the branding campaign
- Create an active email list where businesses can be promoted on a regular basis.



There are opportunities to integrate shared branding and art into the wayfinding and signage. These can go beyond the corridor and extend into surrounding assets like the Revere Beach, providing a cohesive experience. Key activities can include:

- Corridor/district-wide Logo
- Storytelling and Interpretive Elements combined with historical markers. This provides an opportunity to work with the Historical Society.
- Signage Design that compliments the branding theme.
- Art Opportunities with an opportunity to collaborate with Parks and Recreation department for pop-up events to undertake public art.

### Best Practice

Coordinated Social Media Marketing; Cepheid Solutions. - this best practice outlines an example of how to implement a large-scale marketing strategy online and how to engage relevant stakeholders in the process. For more information, please view page 26 of the [Best Practices Compendium – Revenue and Sales](#).

## 3.2 Improve awareness of amenities in the district with a focus on wayfinding and signage

<b>Category</b>		Public Realm, Arts and Culture
<b>Location</b>		Along the Broadway corridor and centrally located by City Hall (Census tracts 1701, 1702, 1703, 1704, 1706.01)
<b>Origin</b>		City of Revere, Revere Task Force. Note: This project sheet was made in tandem with Stantec as a subject matter expert. Please find the full report in the appendix.
<b>Budget</b>		High (\$200K+) with 50K for design development and remaining for fabrication Possible sources: <ul style="list-style-type: none"> <li>• MassDevelopment TDI Creative Catalyst or Commonwealth Places grants</li> <li>• DHCD MDI or Community Development Block grants</li> <li>• Sponsorship &amp; off-site advertising</li> </ul>
<b>Timeframe</b>		Short term (less than 5 years) <ul style="list-style-type: none"> <li>• Conceptual design process – 12 months</li> <li>• Schematic design – 6 months</li> <li>• Design development – 6 months</li> <li>• Fabrication &amp; installation – 6 months</li> </ul>
<b>Risk</b>		Medium Discussion would be needed about the design and placement of the signs, along with the maintenance to ensure they are well-maintained and up to date if any changes are needed. Coordination would be required with relevant entities. Additional Risks: <ul style="list-style-type: none"> <li>• Coordinating with various Town departments for design and implementation</li> <li>• Reaching consensus with business/ visitor attraction parties on design and location of wayfinding signs</li> <li>• Identifying funding for implementation and possible design competition.</li> <li>• Signage clutter &amp; competing designs (existing signage that mixes with new designs)</li> <li>• Approval by MassDOT or DCR of any signs on State roadways.</li> <li>• Approval by MassDOT of any truck route signing</li> </ul>
<b>Key Performance Indicators</b>		<ul style="list-style-type: none"> <li>• Percentage change in foot traffic in the district.</li> <li>• Percentage change in survey respondents who report parking as a primary challenge.</li> <li>• Before and after studies of spending by mode.</li> <li>• Surveys to capture user perceptions, behavioral changes in mode choice.</li> <li>• Number of existing wayfinding signs, number of the types of wayfinding signs for pedestrians, bikers and vehicular traffic.</li> <li>• Perception and feedback from business community.</li> </ul>
<b>Partners &amp; Resources</b>		City of Revere, Business Association, Local Business Owners, Revere Historical Society, Economic Development Advisory Committee, Department of Conservation and Recreation, Community Groups, Visitor Bureaus, Local Artists (to provide additions such as accent inset panels, materials, glass, ceramic, metal, etc.), On-Call Fabrication Consultant for continued maintenance efforts, Chamber of Commerce.

## Diagnostic/COVID-19 Impacts

The businesses along the Broadway business corridor are looking forward to increasing their customer base as part of the recovery process. In surveys, parking was cited as one of the main concerns of the business owners, but analysis of the parking has shown that the available parking capacity is sufficient for the demand. In addition, others have noted the lack of cohesive district identity, and a clear sense of where amenities are located within the district.

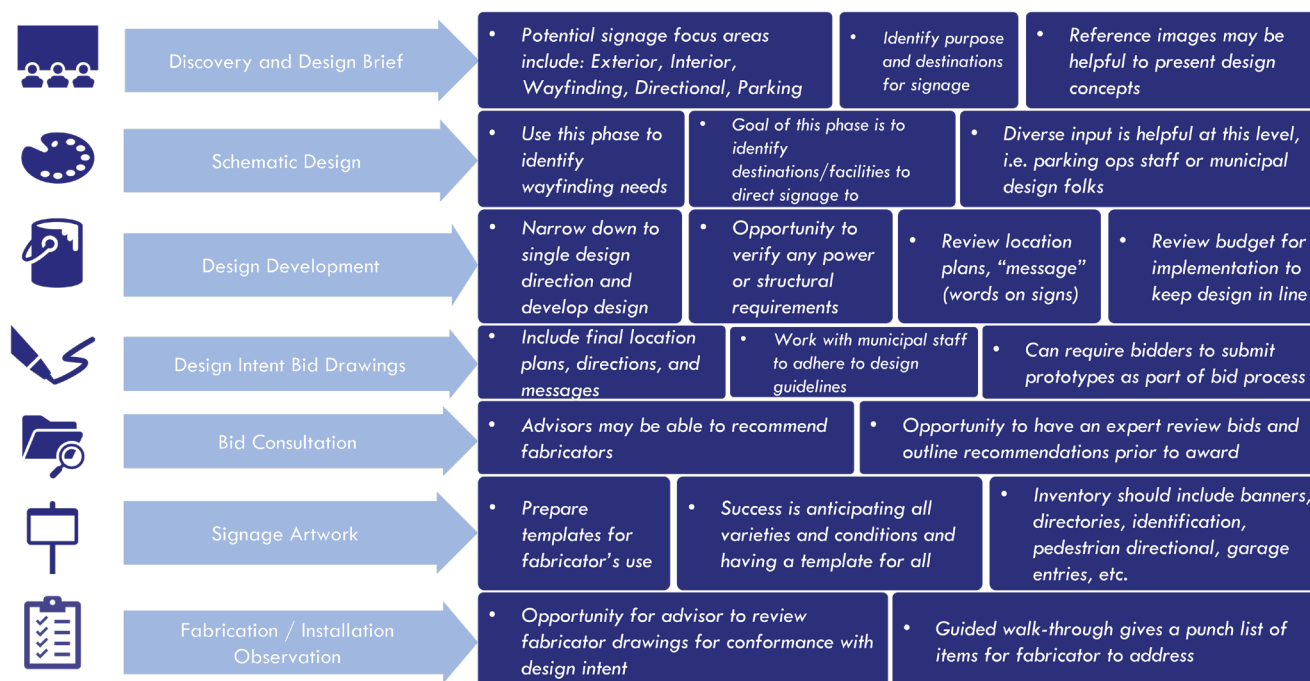
The expectation is that new wayfinding signage to direct visitors to parking and amenities will increase the number of visitors to the district and will also increase the amount of time visitors spend in the district.

## Action Item

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

- Develop a design working group, comprised of key stakeholders supportive of improved wayfinding as well as City staff responsible for its management, design plan execution, installation, and upkeep.
- Include all interested entities for design plan input and to understand how wayfinding plan will integrate with similar programs.
- Identify the wayfinding "needs" and desired outcomes by developing a prioritized list of key destinations, needed identification, potential gateways, and key directional needs.
- Review/create map of existing wayfinding signage systems.
- Evaluate where the "gaps" are for wayfinding signs and current conditions/remaining lifespan for existing signs.
- Ensure that the proposed design adheres to all required design guidelines, including ADA-compliance for font size, size, and contrast. Encourage design considerations to meet multi-lingual needs.
- Develop aesthetic design options, working with community, businesses, and local artists.
- Implement a low-cost pilot for central parking lot and evaluate feedback.
- Identify and obtain design funding for full wayfinding program.
- Commission a fabricator and install signs.
- Develop a maintenance and repair program.

## Wayfinding Plan Tips for Successful Outcomes



Wayfinding plan tips (Source: Stantec)

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## Process - Key Steps to Consider

### Schematic Conceptual Design (35% of project efforts)

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

### Pilot Installation

- Working with a Sign Fabricator, produce a limited run of lower-cost signs for mounting on existing poles by City staff
- Install and evaluate feedback from working group
- Advertise pilot as part of applying for full wayfinding program funding

### Full Program Design Development Process (30% of project efforts)

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

### Design Intent (25% of project efforts)

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

### Bid Assistance (5% of project efforts)

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

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

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

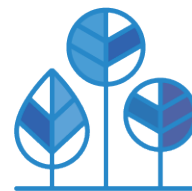
### Construction Observation (5% of project efforts)

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

### Post-Installation (Punch Review)

- Once installed, designer is to review each sign installation to ensure its completion, quality and adherence to the design intent.
- This review should be summarized in a document to be issued to the city (proof of completion).

# Wayfinding & Signage



Public Realm

**Lakewood Gulch – Directional (pictured).** Multi-lingual directional painted directional "signage" on walkways. More info can be found here: <https://westcolfaxbid.org/portfolio/candy-cane-lane/>



Directional signage; Lakewood Gulch (Source: Stantec)

**Pittsfield, MA – Integrated Wayfinding (pictured).** Blue "P" is universally understood, overall wayfinding scheme includes parking, ped-level signage helps you return to your car as well as find a place to park.



Integrated wayfinding sign; Pittsfield, MA (Source: Stantec)

**South Boston – Walking Times (pictured).** Pedestrian-oriented signage providing key destinations, direction, and walking time. More info can be found here: <https://www.boston.gov/news/new-pedestrian-wayfinding-signs-coming-south-boston-waterfront>

YOU ARE AT THE Boston Convention & Exhibition Center			
The Lawn On D		↑ 6 MIN	
Seaport World Trade Center		↑ 8 MIN (5AM-1AM)	
Fish Pier		↑ 8 MIN	
Liberty Wharf		↑ 9 MIN	
Concert Pavilion		↑ 10 MIN	
ICA Boston		↑ 13 MIN (5AM-1AM)	
		↑ 18 MIN	
#WalkSBW			

South Boston Walk Time Sign; Boston, MA (Source: Stantec)

# 3.3 Increase beautification efforts in the district

Category		Public Realm, Arts and Culture
Location		Throughout the Broadway Corridor (Census tracts 1701, 1702, 1703, 1704, 1706.01)
Origin		City of Revere Task Force
Budget		Low (under \$50,000) Sources of funding would be easily picked up between the City and major anchor institutions. In addition, MassTrails grants could be utilized to help pay for new trees, planters, and other beautification efforts.
Timeframe		Short term (less than 6 months), tree planting and trash pick-up efforts can happen immediately
Risk		Low, beautification efforts are very simple and low cost to implement. These efforts can also bring the community together for some of the simpler parts of the project (i.e. trash cleanup, tree planting).
Key Performance Indicators		
<ul style="list-style-type: none"><li>• Decrease in visible trash and litter in high traffic areas within the district</li><li>• Increase in trash cans within the district</li><li>• Increase in number of trees planted and tree coverage</li><li>• Cooler temperatures measured/less urban heat island effect within the district.</li></ul>		
Partners & Resources		City of Revere, DPW & DOT, DCR Greening the Gateway Program, Revere Beautification Committee and any potential district entity that would operate within the district.

### Diagnostic/COVID-19 Impacts

Beatification was cited as a major desire based on stakeholder interviews with members of the Revere Task Force. Based on the site visit as well, there were instances of trash collecting within tree pits and missing trees as well.

### Action Item

- Work with DPW to identify current scopes of work related to tree maintenance, planting, and other beautification efforts of Broadway. Develop a yearlong maintenance plan and funding source that can be expanded upon yearly.
- Work with DCR's Forest Rangers to Develop a strategy to increase the number of trees planted within the district through the Greening of the Gateway Program.
- Increase the number of public trash and recycling cans in order to decrease the amount of litter within the district.

### Process

- The process would focus on purchasing trash and recycling bins for the corridor. Areas of high foot traffic will need to be identified beforehand to ensure that receptacles are placed in the most strategic areas.
- In addition, there are programmatic efforts that can be led by numerous community organizations. This includes volunteer days recruiting members of the community to help plant trees and to do a trash pickup at least once a month.

### Best Practice

Host a Paint Day Block Party; Neighborways Design – This practice outlines an example of a community based beautification plan. This outlines the types of events that can take place along with the coordination between the community and relevant municipal stakeholders. For more information, please view page 105 of the [Best Practices Compendium – Public Realm](#)

### 3.4 Improve parking management via developing an asset management program which can measure the benefits of metered parking and developing a strategy to provide guidance for parking locations and parking alternatives

Category	 Public Realm
Location	Throughout the Broadway Corridor (Census tracts 1701, 1702, 1703, 1704, 1706.01)
Origin	City of Revere, Revere Task Force, City of Revere Parking Department
Budget	 Low (under \$50,000) Funding could happen through a combination of City and private business funds. APRA funding for the city can also help cover any gaps in funding as well as MAPC's Technical Assistance Program.
Timeframe	 Short term (less than 5 years)
Risk	 Medium; the potential to change parking arrangements and consideration of adding more parking meters would raise many issues with business owners and customers
Key Performance Indicators	<ul style="list-style-type: none"><li>• Increase in access to parking.</li><li>• Decrease in time to find parking.</li></ul>
Partners & Resources	City of Revere Department of Transportation, MAPC

### Diagnostic/COVID-19 Impacts

According to the business survey, improving parking was considered an important strategy to pursue for the district. In addition, according to interviews conducted with up to 27 different businesses, parking has become an issue, as many owners have complained about tickets, meter prices, and have seen customer frustration over not finding parking and being ticketed.

### Action Item

Develop a parking study to create a best practice to manage existing assets and to determine where parking needs should be met.

### Process





The parking study would require a consultant to come on board through an RFP process. This study would determine the existing parking assets on the ground and see where improvements will need to be made. The addition of metered parking will be assessed in this process as well and will be determined what should be included.

- Collect background data collection and kick-off meeting
- Review any recent studies, projects, and parking analyses conducted around the Broadway corridor
- Look at existing conditions and conduct field analysis
- Analysis and evaluation of parking data
- Mapping and signage
- Produce a report.
- Ensure community engagement throughout the entire process.

### Best Practice

Establish Parking Benefit District to Better Manage Parking Resources and Enhance Village Vitality; Stantec Consulting, Inc. - This best practice outlines an example of how to best establish a parking benefits district and how funding would best be utilized to benefit the area it serves. For more information, please view page 24 of the [Best Practices Compendium – Public Realm](#).

## 3.5 Improve pedestrian safety and remediate noise levels within the corridor

<b>Category</b>	 Public Realm
<b>Location</b>	Throughout the Broadway Corridor (Census tracts 1701, 1702, 1703, 1704, 1706.01)
<b>Origin</b>	City of Revere Task Force Note: This recommendation was created in partnership with Stantec (assigned subject matter expert). Please see the appendix for a detailed memo.
<b>Budget</b>	 Medium budget (\$50K-\$200K) MassDOT Complete Streets or Shared Streets & Spaces funding is available for initial study and plan beginning January 2022 (and lower-scale implementation). Alternative study/plan and implementation funding sources include DHCD's Massachusetts Downtown Initiative, MassDevelopment's Commonwealth Places, and upcoming grants from Massachusetts funded by the CARES and American Rescue Plan Act.
<b>Timeframe</b>	 Short term (less than 5 years) <ul style="list-style-type: none"> <li>• Phase I: Research (1 month, Summer 2021)</li> <li>• Phase II: Mobility Study (4 months, Fall-Winter 2021)</li> <li>• Phase III: Plan Development (4 months, Spring 2022)</li> <li>• Phase IV: Funding &amp; Approvals (3 months, Summer 2022)</li> <li>• Phase IV: Implementation (2 months, Fall 2022 or Spring 2023)</li> </ul>
<b>Risk</b>	 Medium, the project would only be limited by local and state permitting and design regulations, funding availability, and potentially business community opposition to any alterations to the street and sidewalks.
<b>Key Performance Indicators</b>	<ul style="list-style-type: none"> <li>• Perception/input from abutters, business community, and residents</li> <li>• Feedback from pedestrians frequenting Broadway corridor</li> <li>• Pedestrian/vehicle traffic changes</li> <li>• Freight traffic changes/shifts</li> <li>• Change in noise level (decibels)</li> </ul>
<b>Partners &amp; Resources</b>	City of Revere, Local businesses, Local residents, City Council, MassDOT, MBTA

## Diagnostic/COVID-19 Impacts

Throughout the diagnostic process, noise, traffic, and pedestrian safety were cited as major concerns within the study area. During the site visit conducted by MAPC with partners from the Revere Task Force, there were areas identified that had poor lighting that created dead zones at night. In addition, certain sections of the corridor had higher traffic speeds as well. Many members of the Task Force also cited noise as a major concern to pedestrian comfort along the corridor. Addressing these issues will make it easier for pedestrians to be able to walk comfortably within the corridor and increase foot traffic near businesses.

It is also important to note the ongoing city efforts regarding traffic flow remediation and overall accessibility related improvements along the corridor. These efforts include a signalization project to address pedestrian crossing times, ADA compliance issues and improved traffic flow with adaptive signal technology.

## Action Item

Streetscape enhancements to reduce noise, increase sense of safety for pedestrians while walking on the sidewalk, increase the creation of outdoor dining opportunities for restaurants

- Identifying Champions
- Community Engagement
- Conceptual Design (focus on traffic calming measures)
- Funding Recommendations
- Final Design
- Construction

Solutions should also consider:

- Access management controls and driveway narrowing
- Addition of on-street parking for access and traffic calming
- Installation of missing sidewalks
- Crosswalks with curb extensions and/or crossing islands to improve visibility.
- Implementation of other strategic traffic calming measures, such as narrowed lanes, raised crosswalks, raised intersections, bike lanes, gateway signage, etc.

## Process

Traffic Noise Calming Study:

- Develop scope for analysis.
- Identify funding sources & procure consulting assistance (if needed).
- Initiate study and collect data about multi-modal traffic movements (including freight), rights-of-way, and local and State regulatory environment.
- Evaluate traffic/freight speeds along and around Broadway corridor.
- Coordinate permitting and jurisdictional needs for roadways controlled by MassDOT.
- Evaluate existing truck routes and potential alternative routes (as well as signage needs).
- Identify community/abutters' goals for how they use and access Broadway.
- Develop appropriate metrics based on goals.
- Analyze travel data per community metrics and prioritize needs.
- Develop a plan/conceptual design with specific measures and locations.
- Conduct a community workshop to refine plan.
- Finalize plan.
- Prepare cost estimate.

Design & Installation:

- Identify and secure funding
- Complete 30% design
- Obtain approvals from MassDOT
- Complete 100% design
- Develop bid documents, advertise, select & hire contractor
- Implement measures

# Social Zones & Shared Streets



Public Realm

## Burlington Great Streets, VT (pictured right)

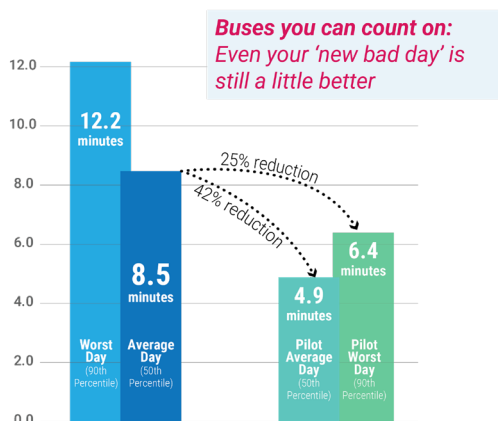
- Redevelopment of Town Center streets.
- Focused on development of designs that provided streetscape upgrades such as: Sidewalks, crosswalks, stormwater, utility, lighting, and multimodal transportation improvements. All elements designed to integrate with historic character and built realm along pedestrianized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



Burlington Great Streets Traffic Calming Design (Source: Stantec)

## Arlington, MA - Sample Plan Metrics that Reflect User Values (pictured below)

- Measuring Bus Lane Impacts by measuring reliability rather than congestion and rider satisfaction and driver comfort.
- More info: <http://www.bostonbrt.org/arlingtonbrt>



Sample bus lane impact metric for Arlington, MA (Source: Stantec)

## Lynn, MA - Measuring the Impact of 'Streeteries' (pictured below)





- Compare the number of people served by different configurations of street space.
- 9 parking spaces for empty car storage became 36 seats for people.



Streeteries Example, Lynn, MA (Source: Stantec)

For more information, see [Social Zones & Shared Streets; Bench Consulting \(page 87 - Best Practices Compendium - Public Realm\)](#)

### 3.6 Improve bike infrastructure to and from the Broadway district from other neighborhoods and the MBTA Blue Line rapid transit stations

Category		Public Realm
Location		Beach Street, Winthrop Avenue & Central Avenue. (Census tracts 1701, 1702, 1703, 1704, 1706.01, 1702.02, 1707.01, 1705.01)
Origin		City of Revere Planning Staff, Traffic Commission
Budget		Low Budget (Under \$50,000)  Funding: Complete Street Design Funds, Shared Street and Spaces Grant
Timeframe		Short Term (Less than 5 years), priority areas for increasing bicycle infrastructure have been identified, the primary focus of this recommendation would focus on implementation
Risk		Medium, while the increase in bicycle infrastructure is expected to have significant support, there may be issues with any sort of perceived or actual loss of on-street parking as a result of bicycle infrastructure construction. Extensive outreach to business owners and residents must take place in order to mitigate the risk of pushback from bike infrastructure.
Key Performance Indicators		Implementation can be measured through showing the increase in mileage of protected bike lanes and can be measured by specific location within the City. <ul style="list-style-type: none"> <li>The primary performance indicator would include data on decrease in major bicycle crash and increase in bicycle usage.</li> <li>Secondary data could measure the change in use of single vehicle for trips and commuting, increase in demand for bicycle infrastructure such as bicycle racks, and change in usage and expansion of Blue Bikes.</li> </ul>
Partners & Resources		City of Revere Planning Staff, Traffic Commission, MassBike, TAP funds from MAPC

## Diagnostic/COVID-19 Impacts

The increase of bicycle use city wide has been growing since 2017, and since the onset of the pandemic the City saw a steady stream of cyclists riding throughout the day. With the implementation of a peak hour dedicated bus lane that will remain open to bikes as well, the City expects to see a continued increase in demand for dedicated or shared facilities.

## Action Item

- Look at existing parking accommodations along Beach Street, Winthrop Avenue & Central Avenue to determine the placement of a shared facility or dedicated bike lane.
- Work with Engineering department to develop lane widths and pavement marking plan
- Seek approval of Traffic Commission.
- Work with the ownership and Vendor of BlueBikes to identify areas for expansion.

## Process

- Conduct an on street parking survey, looking at number of spots and utilization along Beach Street, Winthrop Avenue, and Central Avenue
- Create a series of community outreach events and meetings with residents, business owners, and property owners who will be affected by the construction of bicycle facilities
- Develop a timeline schedule for the Traffic engineering department to develop bicycle infrastructure in the following way:
  - Identify the most optimal bicycle lane for each section
  - Identify contractors and subcontractors to help build bicycle infrastructure
  - Create notice of construction to help mitigate negative impact to adjacent properties during the construction process
- Identify major corridors of high bicycle traffic, popular destinations, and electric sources to see where the most optimal BlueBike station can be installed
  - With this data, an action plan can be implemented to ensure that bikeshare infrastructure can utilize the newly expanded bike lanes.







**Revere Bicycle Lane Map (Source: Next Stop Revere Master Plan)**

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Goal 4.

Explore the formation of  
a business association  
or a district entity for the  
district.

## 4.1 Create a district management entity to provide targeted business support resources through a partnership between the City and local and or regional business support organizations

Category		Admin Capacity
Location		Throughout the Broadway corridor (Census tracts 1701, 1702, 1703, 1704, 1706.01)
Origin		Revere Task Force, Revere Chamber of Commerce, City of Revere. Note: This recommendation was created in partnership with Ann McFarland Burke (assigned subject matter expert). Please see the appendix for a detailed memo.
Budget		Medium (\$50,000 - \$200,000). <ul style="list-style-type: none"><li>Seed money is required to start a district management organization. Sources include TA through the Massachusetts Downtown Initiative, MassDevelopment Real Estate TA program (for BID), or ARPA funds (if the development of the organization is tied to implementing COVID recovery activities).</li><li>If a business improvement district was formed, then funding would be primarily through a surcharge property tax. If the Chamber is revitalized or a Main Street organization is put in place, funding would come from business owners. In addition, the City has an allocation of funding that is dedicated to funding the Chamber and can be utilized in this situation.</li></ul>
Timeframe		Short term (less than 5 years)
Risk		Medium. While there is consensus that there is a support entity that is needed for the corridor, there is widespread opposition to funding coming from businesses. Initial and stable funding sources would need to be identified before the entity would be able to receive business buy-in. Until then, any entity would need to find a way to provide services to the business base at no charge.
Key Performance Indicators		<ul style="list-style-type: none"><li>Improvement in business sales among participants within the entity</li><li>Higher engagement metrics with existing businesses</li></ul>
Partners & Resources		City of Revere, Revere Chamber of Commerce, Revere Historical Society

## Diagnostic/COVID-19 Impacts

The need for a district management entity focused on the Broadway corridor was identified throughout the engagement process of this plan. Services needed include shared marketing, advocacy support and creating awareness of the programs available to the businesses.

### Action Item

The following items can be used to determine the best organizational model for a business district entity:

- **Getting Started** – this can be done by creating a working partnership between the municipality and downtown stakeholders such as businesses, nonprofits, media, civic leaders, property owners and active residents. The municipality has spearheaded the LRRP planning process. The opportunity may exist to use the LRRP planning process as a launching point for stakeholder engagement.
- **Develop the Value Proposition** – It will be essential to develop the value proposition for investing human capital and the financial resources into a downtown organization and communicate to the municipality and private stakeholders the impact of their investment. The goal of any downtown organization is to build a destination that is attractive to existing and potential businesses, residents, and visitors. A successful district management effort can result in increased property values, sales and meals taxes, stronger tenancy, a vibrant cultural scene, and a destination where people want to shop, locate a business, dine, and live. A well-managed and sustainable organization will undertake strategic programs and services that will help achieve that goal. Key talking points include:
  - Ability to collectively and cost effectively purchase priority programs and services to achieve impact /scale.
  - Provide a unified voice / "seat at the table" to advocate for district priorities.
  - Professional management and staff dedicated to implementing programs and services in the district.
  - Ability to respond to crisis – COVID.
  - Leverage resources and collaborations
- **Stakeholder Engagement/ Leadership and Partnerships** – The municipality may engage key property and business owners, and civic leaders to launch the conversation about forming a downtown management entity and begin discussions on which model is the most sustainable for Revere. The goal of this effort would be to form an inclusive and representative steering committee to develop a sustainable district management model for Revere. The municipality may initiate this effort but should transition to a private sector led working steering committee with strong public sector support. A clear demonstration of a public / private partnership will help move this effort forward.
- **Create a Community Outreach Strategy to Identify Priorities** – The Steering Committee should undertake efforts to engage businesses, property owners and interested residents to continue to identify needs and priorities for the downtown. This work was initiated through the LRRP process but will need to continue to develop the priority programs and services. Additionally, this provides the opportunity to provide community education on different organizational models, identify needs and opportunities as well as potential leadership. This could happen in a variety of ways Including:
  - Community Forums – fun, engaging and Informational visioning sessions
  - Peer Learning Panels – Executive Directors from downtown management entities other successful communities
  - Visits to other communities with downtown entities to see programs in action
  - Surveys of needs and priorities (although this has recently been down through the LRRP process but could include a broader distribution to other stakeholders)
  - Websites/social media etc.
  - One on one conversations with key stakeholders.
- **Evaluate Organizational Models** – Once organizers have established the downtown priorities/ proposed programs and budget, it will be important to determine the most appropriate district management organizational model for Revere. Two of the most common models are a voluntary nonprofit "Main St" type organization or a more formal Business Improvement District. Organizers must consider an approach to financial sustainability and governance for each model under consideration. The steering committee may evaluate different organizational models through site visits, peer learning from Executive Directors of downtown organizations, online research, or other TA.
- **Resources for Startup and Sustainability** – Additionally, local institutions, foundations and key stakeholders/ Individual contributors may be sources for seed money to launch an effort to form a downtown management entity. Careful attention should be given to developing a realistic budget, and a variety of revenue opportunities for the organization. Depending on the selected organizational model this may include assessment/fees, sponsorships, event revenue, grants or contracts, foundation, and individual giving. If possible, the downtown organization should strive to secure multiple year commitments from funders (if forming a voluntary based nonprofit). If the municipality approves the formation of a BID, property owners will reauthorize the organization every five years.

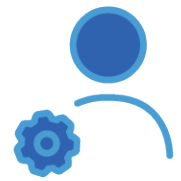
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## Process

The following are the steps to begin the process of building support for a downtown management entity and determining the best model for their community.

- Create a downtown partnership with the municipality, key property owners, key local destination businesses, and other stakeholders to launch effort.
- Form an inclusive, broad-based advisory committee to provide input and feedback.
- Secure seed funding for TA to explore district management models through the Massachusetts Downtown Initiative (now part of the One Stop), ARPA, foundations, MassDevelopment, and other stakeholder support.
- Create community outreach events, widely distribute surveys and other engagement tools to develop program priorities.
- Hold community forums on different management district models.
- Initiate one-on-one conversations with stakeholders to secure support and engagement in process.
- Consensus building with stakeholders on preferred models /programming.

# District Management Model



Admin Capacity

## Reading, MA - Determining a District Management Model for Downtown Reading

Economic Development Plans for downtown Reading had included the recommendation to establish a sustainable downtown organization to support the economic and social health of the downtown. The Town of Reading spearheaded activity to launch the process of community and property owner engagement to explore what model would be appropriate for downtown Reading. This included:

- Identification of staff and financial resources
- Creating a Community Outreach and Engagement Strategy
- Research to identify community priorities/recommendations
- Peer learning from other communities
- Consensus building among stakeholders
- Transition of leadership to private sector

### Process:

- The Town of Reading secured Massachusetts Downtown Initiative Technical Assistance funding and committed staff to initiate and support.
- A large broad-based community advisory/ working group was formed to provide input and feedback.
- A survey was widely distributed to community residents, businesses and other stakeholders - 1600 response was received providing insight into program priorities and community preferences.
- Community Outreach Event - A Pizza/ Ice Cream Social brought over 150 residents to provide input
- 3 Community Forums – Panels featuring executive directors of different types of downtown organizations described their programs, challenges and models.
- Working sessions with Advisory committee to discuss specific model alternatives / cost and benefits
- One on one conversations with key stakeholders
- Consensus building with stakeholders and recommendation of preferred model and next steps.
- Transition from city led effort to Steering committee comprised of property owners, businesses, and other stakeholders to lead organizational effort. City staff continued staff support. TA support continued through additional MDI grant.
- BID Steering Committee. BID organizational process underway.



Reimagining Reading promotion (Source: Ann McFarland Burke)

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# Appendices

Subject Matter Expert Memos  
Business Survey Report

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

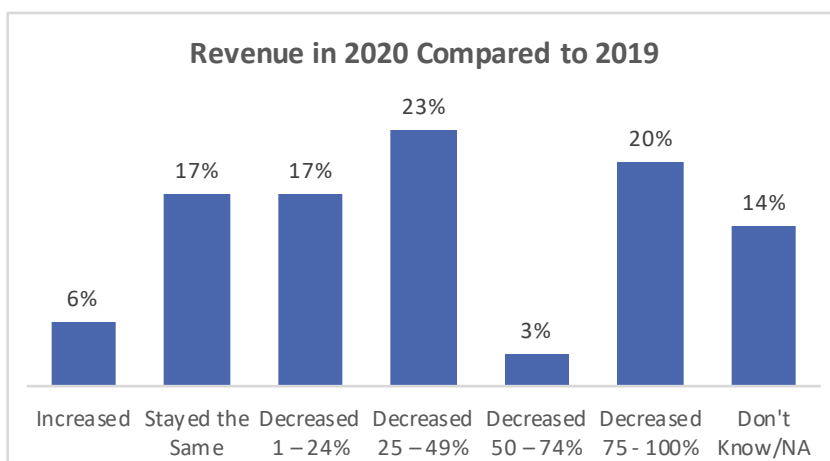
**Revere**

Broadway Business District

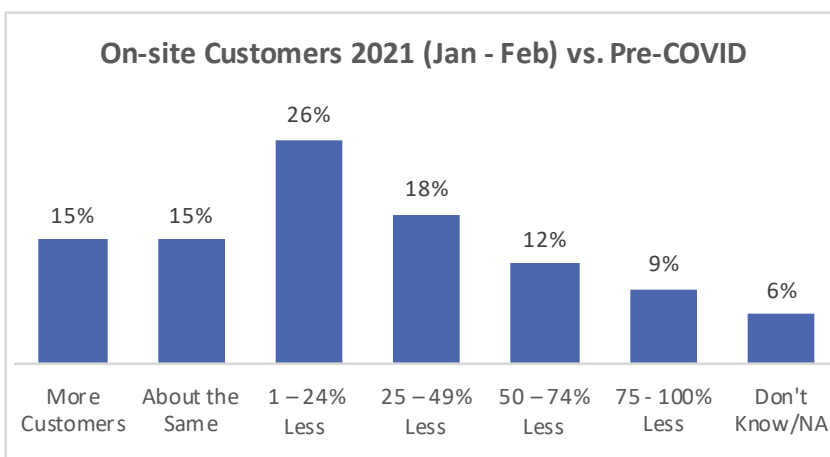
Responses: 35

**Impacts of COVID-19****Decline in Business Revenue**

63% of businesses generated less revenue in 2020 than they did in 2019.  
For 46% of businesses, revenue declined by 25% or more.

**Less Foot Traffic in Commercial Area**

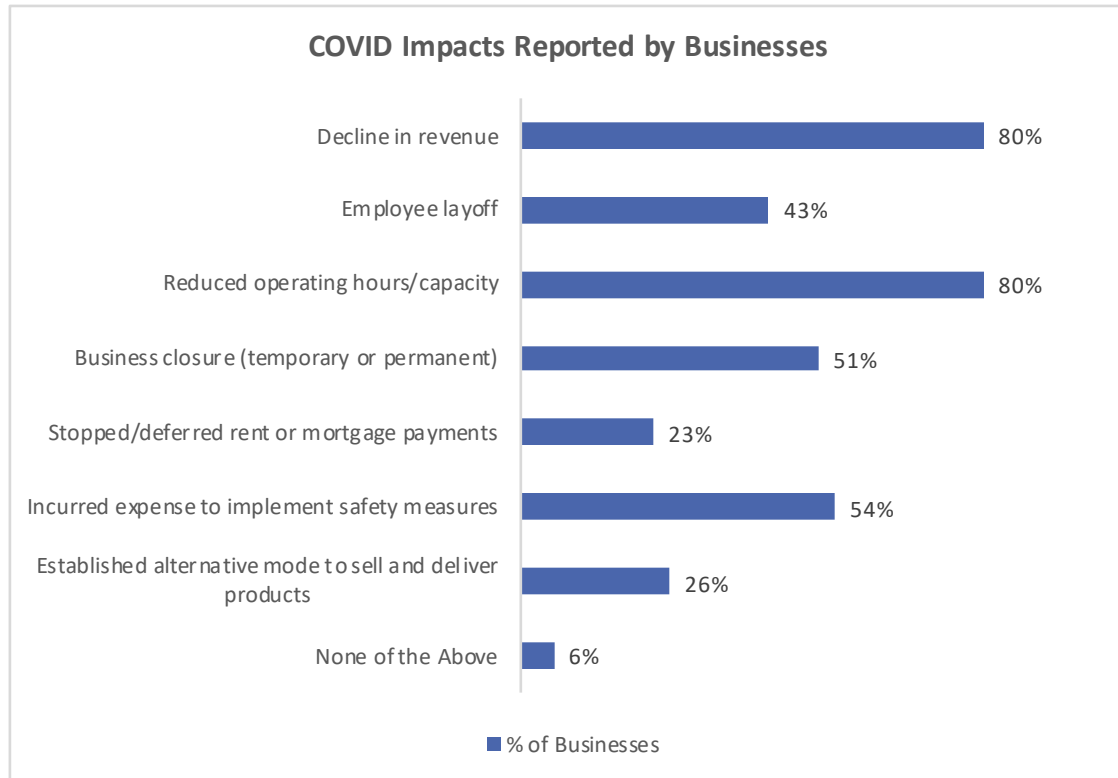
65% of businesses had less on-site customers in January and February of 2021 than before COVID.  
39% of businesses reported a reduction in on-site customers of 25% or more.



## Impacts of COVID-19 (cont'd)

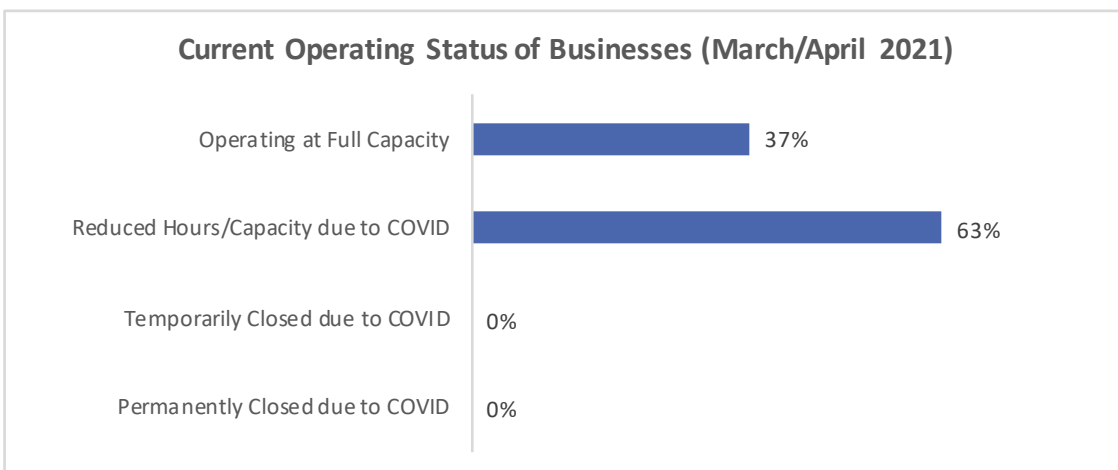
### Reported Impacts

94% of businesses reported being impacted by COVID.



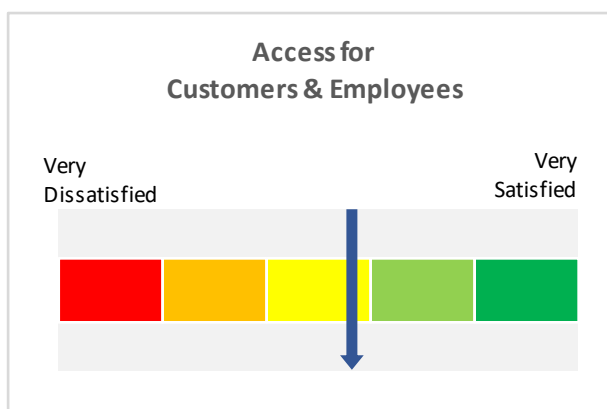
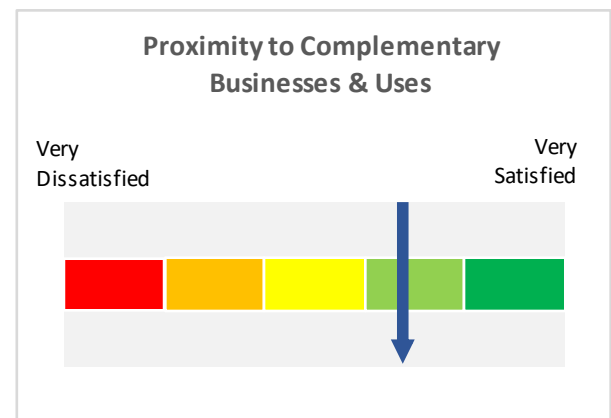
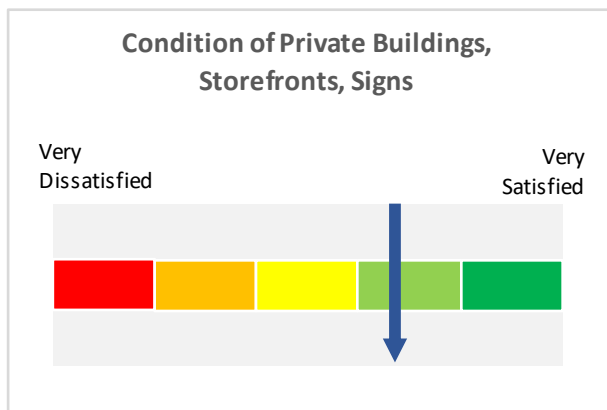
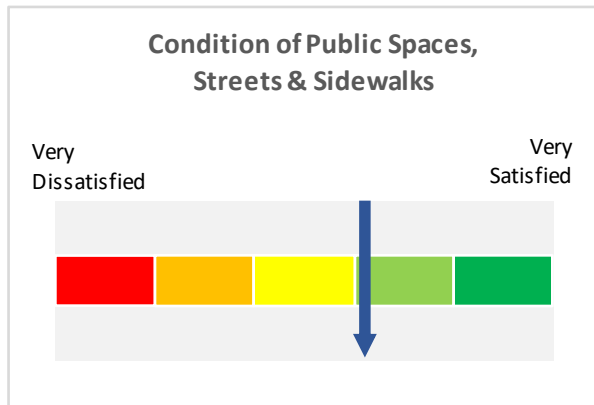
### Operating Status

At the time of the survey, 63% of businesses reported they were operating at reduced hours/capacity or closed.



## Business Satisfaction with Commercial District

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

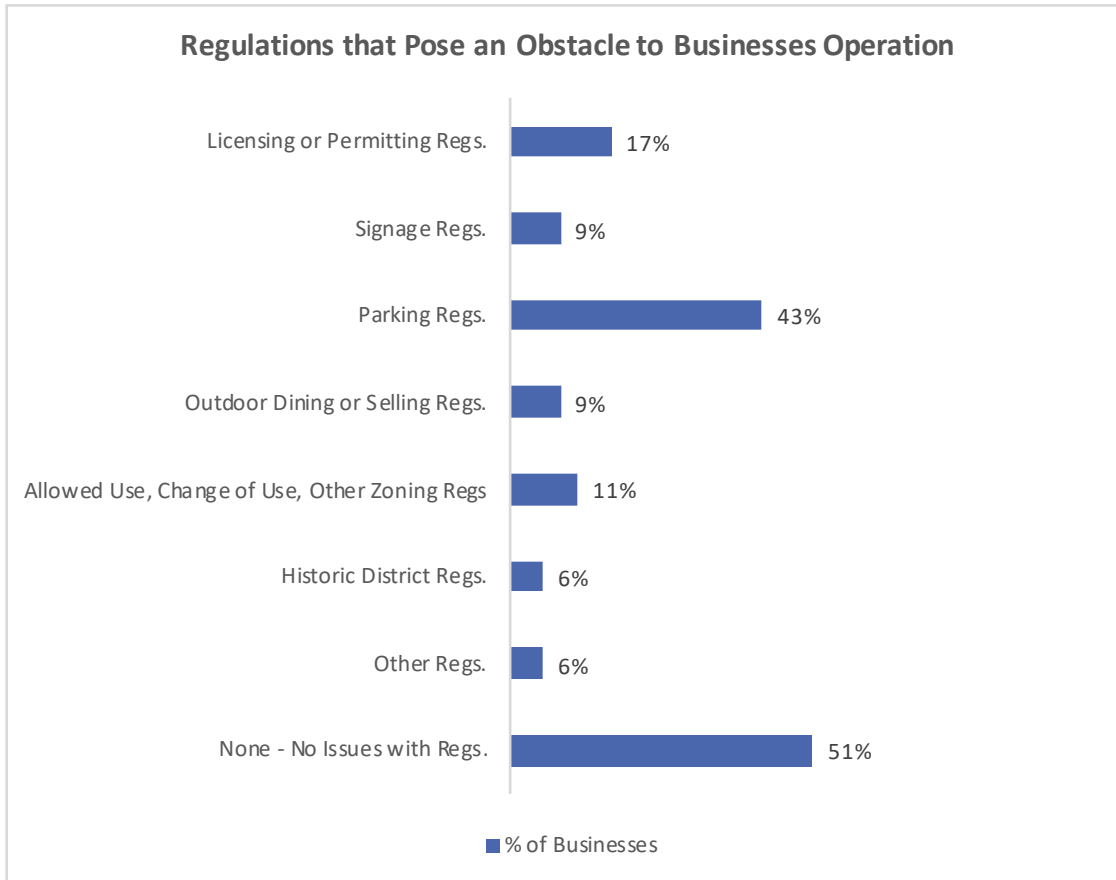


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## Business Satisfaction with Commercial District (cont'd)

### Regulatory Environment

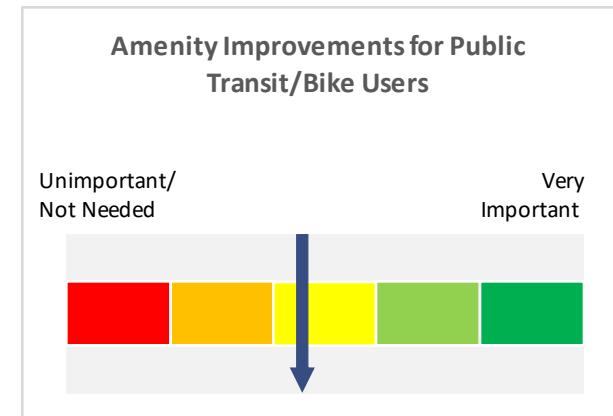
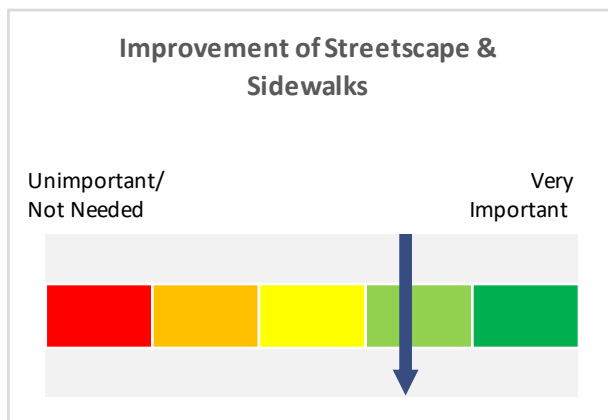
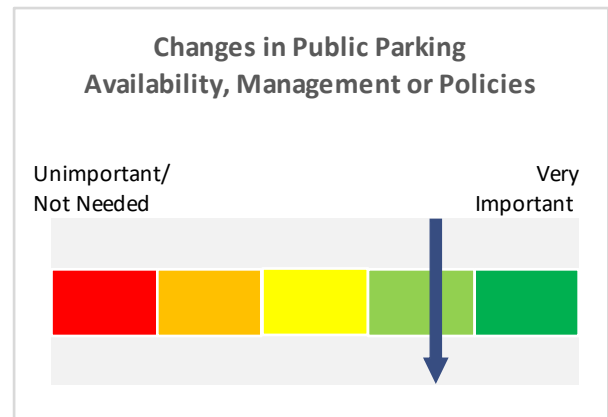
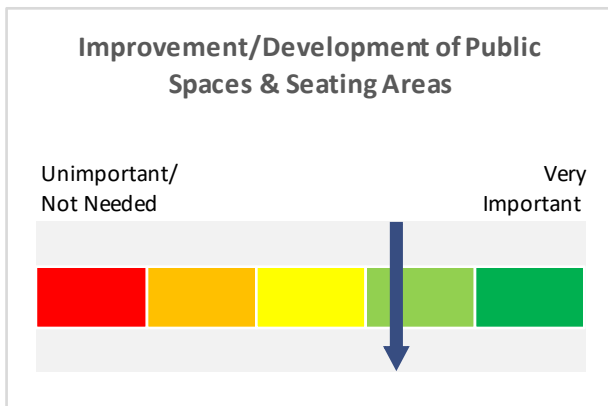
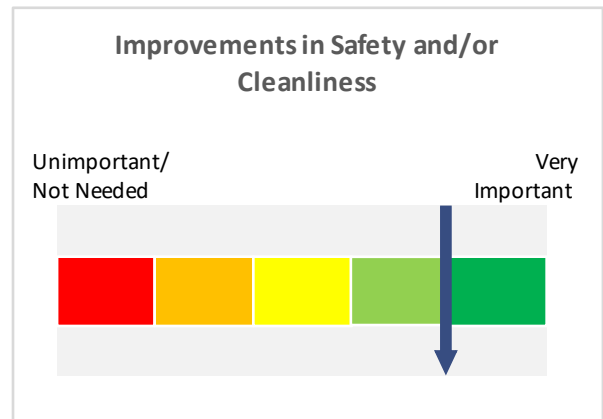
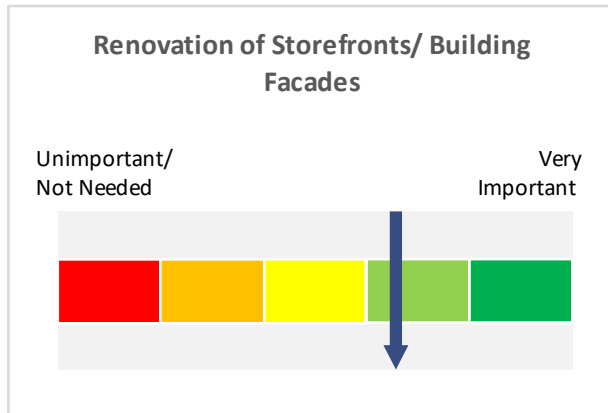
49% of businesses indicated that the regulatory environment poses an obstacle to business operation.



## Business Input Related to Possible Strategies

### Physical Environment, Atmosphere and Access

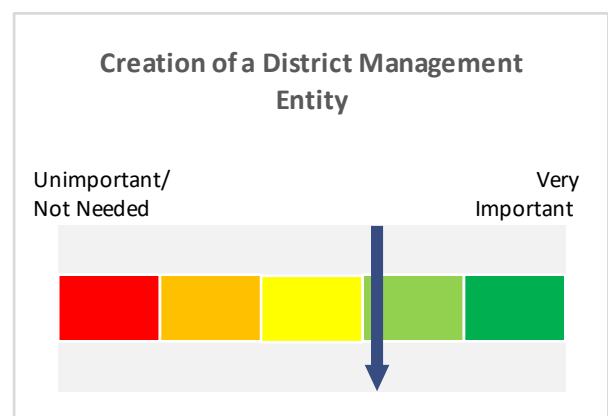
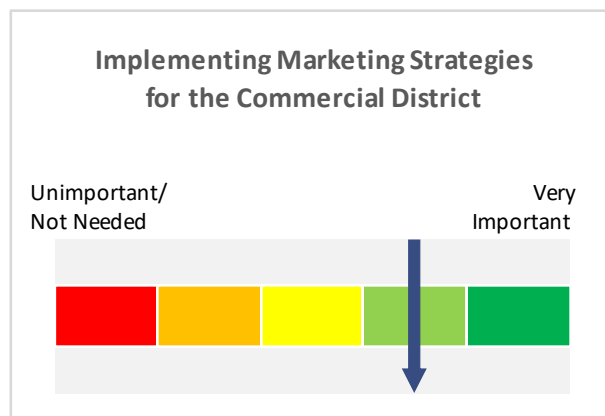
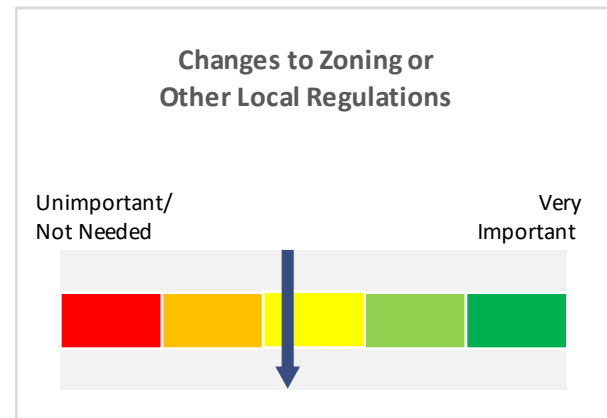
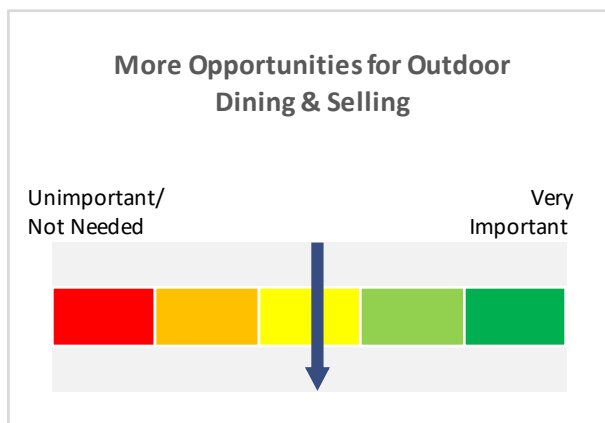
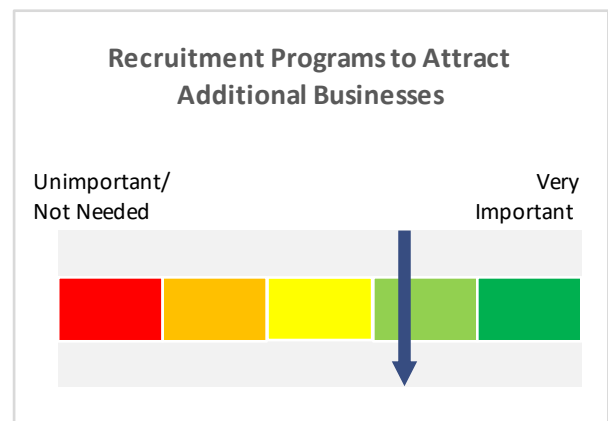
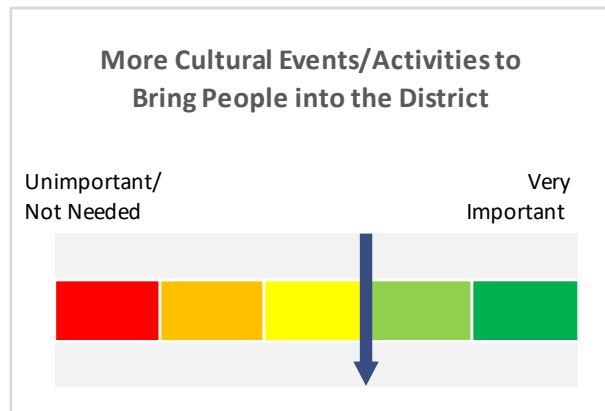
The charts below illustrate the average rating among respondents regarding importance of various strategies.



## Business Input Related to Possible Strategies (cont'd)

### Attraction/Retention of Customers and Businesses

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

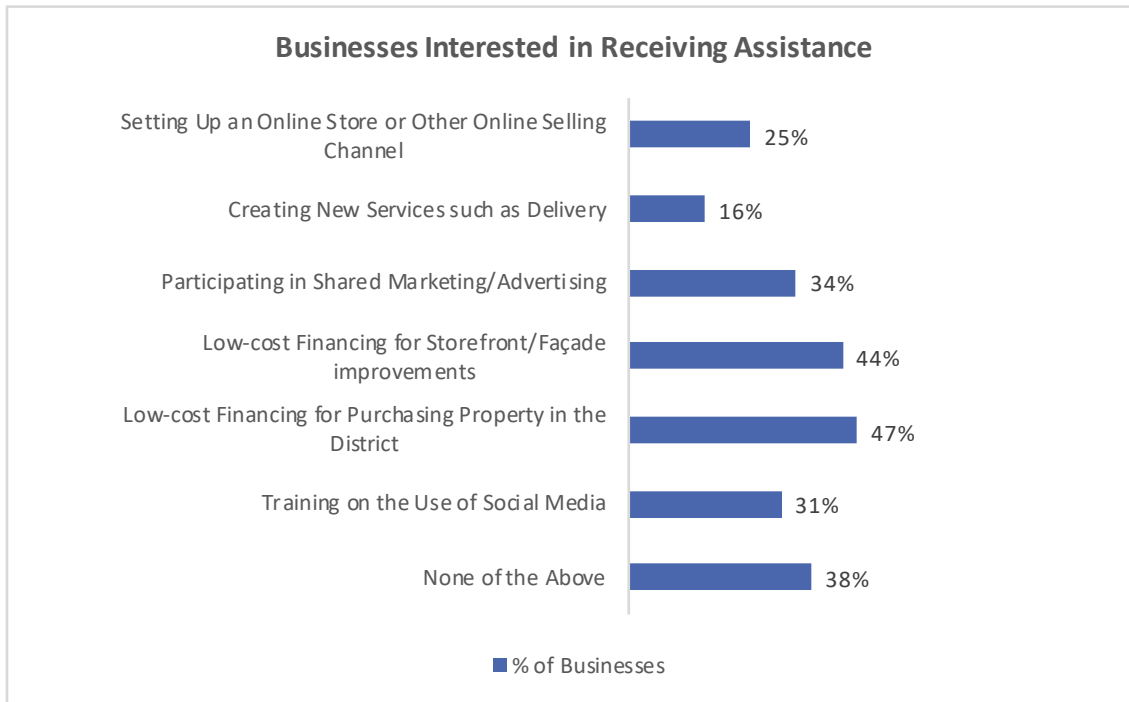


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## Business Input Related to Possible Strategies (cont'd)

### Businesses Support

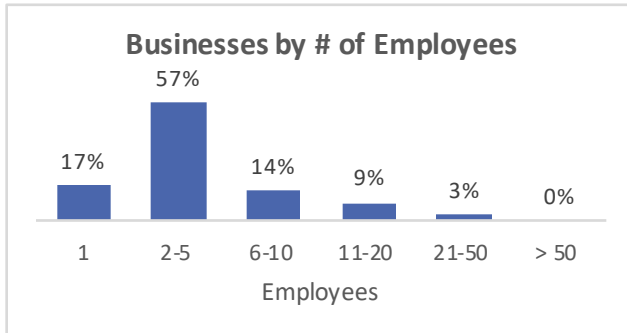
63% of businesses expressed interest in receiving some kind of assistance.



## Business Characteristics

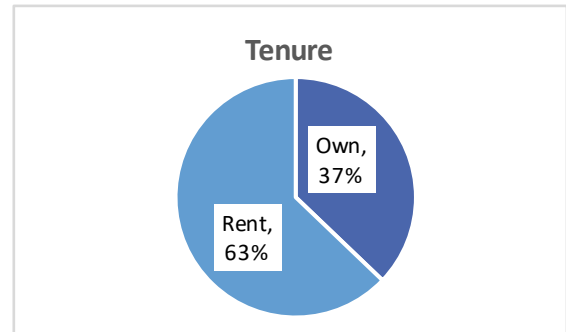
### Business Size

74% of businesses are microenterprises ( $\leq 5$  employees).



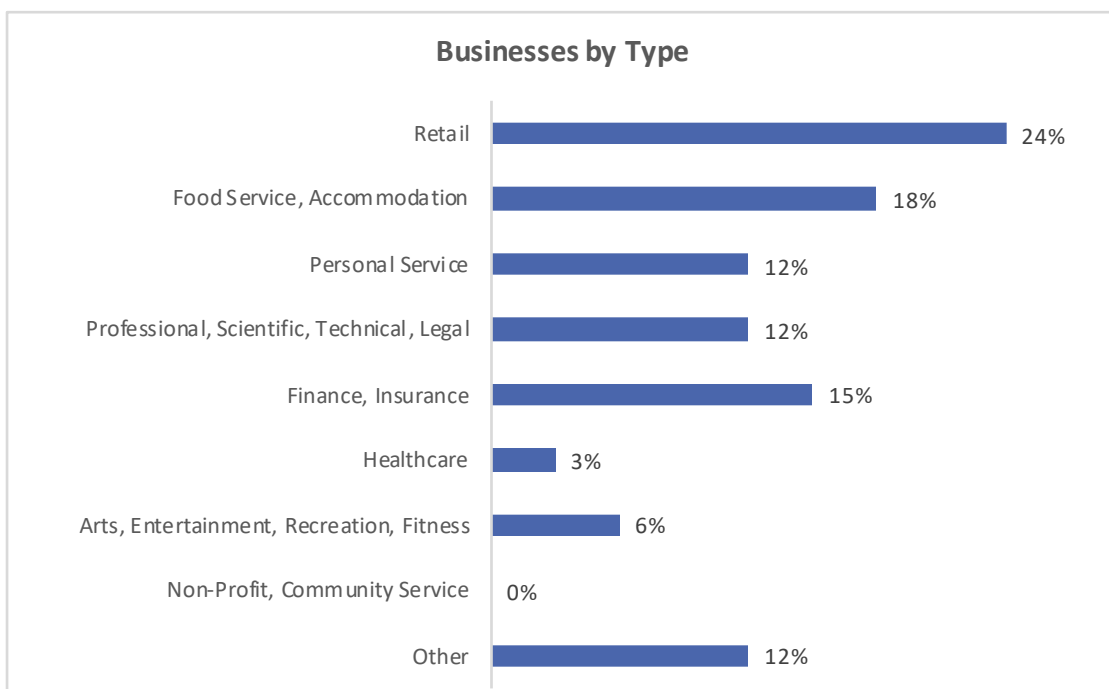
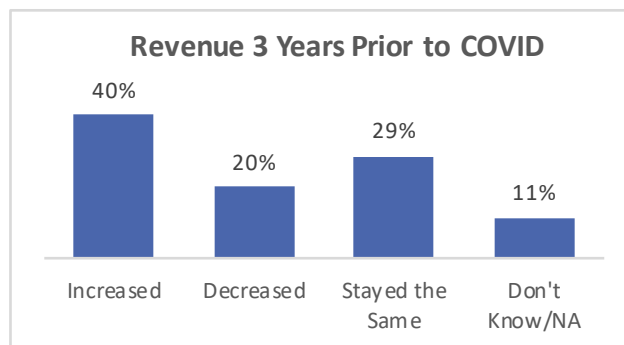
### Business Tenure

63% of businesses rent their space.



### Revenue Trend Prior to COVID

40% of businesses reported increase in revenue during the 3 years prior to COVID.



## Business Survey Results - Data Tables

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### Community Where Targeted Downtown or Commercial District is Located

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

Revere	35
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### Business Characteristics & Satisfaction with Commercial Area

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

1	6	17%
2 to 5	20	57%
6 to 10	5	14%
11 to 20	3	9%
21 to 50	1	3%
More than 50	0	0%
Total	35	100%

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

Own	13	37%
Rent	22	63%
Total	35	100%

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

Increased	14	40%
Decreased	7	20%
Stayed about the Same	10	29%
Don't Know/Not Applicable	4	11%
Total	35	100%

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

Retail (NAICS 44-45)	8	24%
Food Service (restaurants, bars), Accommodation (NAICS 72)	6	18%
Personal Service (hair, skin, nails, dry cleaning) (NAICS 81)	4	12%
Professional Scientific, Technical, Legal (NAICS 54)	4	12%
Finance, Insurance (NAICS 52)	5	15%
Healthcare (medical, dental, other health practitioners) (NAICS 62)	1	3%
Arts, Entertainment, Recreation, Fitness (NAICS 71)	2	6%
Non-Profit, Community Services	0	0%
Other	4	12%
Total	34	100%

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

**Condition of public spaces, streets, sidewalks**

Very Dissatisfied	2	6%
Dissatisfied	5	14%
Neutral	9	26%
Satisfied	12	34%
Very Satisfied	7	20%
Total	35	100%

**Condition of Private Buildings, Facades, Storefronts, Signage**

Very Dissatisfied	1	3%
Dissatisfied	3	9%
Neutral	8	23%
Satisfied	17	49%
Very Satisfied	6	17%
Total	35	100%

**Access for Customers & Employees**

Very Dissatisfied	3	9%
Dissatisfied	7	20%
Neutral	6	17%
Satisfied	16	46%
Very Satisfied	3	9%
Total	35	100%

**Safety and Comfort of Customers & Employees**

Very Dissatisfied	1	3%
Dissatisfied	5	14%
Neutral	7	20%
Satisfied	13	37%
Very Satisfied	9	26%
Total	35	100%

**Proximity to Complementary Businesses or Uses**

Very Dissatisfied	1	3%
Dissatisfied	0	0%
Neutral	12	35%
Satisfied	16	47%
Very Satisfied	5	15%
Total	34	100%

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

Licensing or permitting regulations	6	17%
Signage regulations	3	9%
Parking regulations	15	43%
Outdoor dining or selling regulations	3	9%
Allowed uses, change of use or other zoning regulations	4	11%
Historic District regulations	2	6%
Other regulations (not related to COVID)	2	6%
None - No Issues with regulations	18	51%

**Impacts of COVID**

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

Decline in revenue	28	80%
Employee layoff	15	43%
Reduced operating hours/capacity	28	80%
Business closure (temporary or permanent)	18	51%
Stopped/deferred rent or mortgage payments	8	23%
Incurred expense to implement safety measures	19	54%
Established alternative mode to sell and deliver products (on-line platforms, delivery, etc.)	9	26%
None of the Above	2	6%

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

Increased compared to 2019	2	6%
Stayed about the same as 2019	6	17%
Decreased 1 – 24% compared to 2019	6	17%
Decreased 25 – 49% compared to 2019	8	23%
Decreased 75 - 100% compared to 2019	1	3%
Decreased 50 – 74% compared to 2019	7	20%
Don't Know/Not Applicable	5	14%
Total	35	100%

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

More customers than before COVID	5	15%
About the same number as before COVID	5	15%
1 – 24% less customers than before COVID	9	26%
25 – 49% less customers than before COVID	6	18%
50 – 74% less customers than before COVID	4	12%
75 – 100% less customers than before COVID	3	9%
Don't Know/Not Applicable	2	6%
Total	34	100%

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

Operating at full capacity	13	37%
Operating at reduced hours/capacity due to COVID	22	63%
Temporarily closed due to COVID	0	0%
Permanently closed due to COVID	0	0%
Total	35	100%

**Strategies for Supporting Businesses and Improving the Commercial District**

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

**Renovation of Storefronts/Building Facades**

Unimportant/Not Needed	5	14%
Of Little Importance or Need	3	9%
Moderately Important	6	17%
Important	7	20%
Very Important	14	40%
Total	35	100%

**Improvement/Development of Public Spaces & Seating Areas**

Unimportant/Not Needed	2	6%
Of Little Importance or Need	8	25%
Moderately Important	1	3%
Important	10	31%
Very Important	11	34%
Total	32	100%

**Improvement of Streetscape & Sidewalks**

Unimportant/Not Needed	3	9%
Of Little Importance or Need	5	15%
Moderately Important	3	9%
Important	11	32%
Very Important	12	35%
Total	34	100%

**Improvements in Safety and/or Cleanliness**

Unimportant/Not Needed	1	3%
Of Little Importance or Need	4	12%
Moderately Important	1	3%
Important	10	29%
Very Important	18	53%
Total	34	100%

**Changes in Public Parking Availability, Management or Policies**

Unimportant/Not Needed	4	11%
Of Little Importance or Need	2	6%
Moderately Important	4	11%
Important	8	23%
Very Important	17	49%
Total	35	100%

**Amenity Improvements for Public Transit Users and/or Bike Riders**

Unimportant/Not Needed	13	38%
Of Little Importance or Need	4	12%
Moderately Important	1	3%
Important	8	24%
Very Important	8	24%
Total	34	100%

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

**More Cultural Events/Activities to Bring People into the District**

Unimportant/Not Needed	6	18%
Of Little Importance or Need	4	12%
Moderately Important	5	15%
Important	9	26%
Very Important	10	29%
Total	34	100%

**More Opportunities for Outdoor Dining and Selling**

Unimportant/Not Needed	9	27%
Of Little Importance or Need	5	15%
Moderately Important	2	6%
Important	9	27%
Very Important	8	24%
Total	33	100%

**Implementing Marketing Strategies for the Commercial District**

Unimportant/Not Needed	0	0%
Of Little Importance or Need	7	21%
Moderately Important	4	12%
Important	12	35%
Very Important	11	32%
Total	34	100%

**Recruitment Programs to Attract Additional Businesses**

Unimportant/Not Needed	4	12%
Of Little Importance or Need	3	9%
Moderately Important	5	15%
Important	11	32%
Very Important	11	32%
Total	34	100%

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

Unimportant/Not Needed	8	24%
Of Little Importance or Need	9	26%
Moderately Important	5	15%
Important	6	18%
Very Important	6	18%
Total	34	100%

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

Unimportant/Not Needed	4	11%
Of Little Importance or Need	3	9%
Moderately Important	8	23%
Important	11	31%
Very Important	9	26%
Total	35	100%

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

Setting up an online store or other online selling channel	8	25%
Creating new services such as delivery	5	16%
Participating in shared marketing/advertising	11	34%
Low-cost financing for storefront/façade improvements	14	44%
Low-cost financing for purchasing property in the commercial district	15	47%
Training on the use of social media	10	31%
None of the above	12	38%

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

**Comments**

Parking mostly metered, hard for customers to park
More small business support and more one on one conversations with the businesses
—
Parking is a Problem take out meters
REmove meters parking issues
—
—
I think a Broadway Civic Association might be helpful could help with all kinds of Projects
—
—
Need help I didn't receive any money
—
—
Improve Cleanliness, remove parking meters
—
Parking improvements related to overnight parking permits for employees working the night shift for businesses open 24 hours a day.
Parking
—
Fast Traffic, more foot traffic needed on Broadway
Parking for Customers Street Lights
Parking is of great need
—
Add more trees on Broadway, relocation of highway signs, street lights, more lighting
Remove meters from Broadway Parking

—
—
Make things easy to get like approvals
Chamber could be more involved
—
Light improvements
—
—
—
—
Commercial tax - help to businesses





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

**To:** Betsy Cowan Neptune

Plan Facilitator - Revere

**From:** Ann McFarland Burke

**RE: SME Consultation on Organizational Capacity to determine a district management model for Revere MA in response to COVID recovery efforts.**

Thank you for the opportunity to collaborate with you on your organizational capacity project for Revere. If you have any questions, please feel free to contact me. Notes and recommendations are below.

**Overview** - The COVID pandemic significantly impacted downtown businesses. Business surveys have verified that downtown small businesses, dining, cultural attractions, residential developments, and tourist destinations experienced loss of employment, revenue, customer base and foot traffic. Downtowns with active downtown organizations demonstrated their ability to pivot and respond to this crisis to help their small businesses weather the storm. Many downtowns have realized that a sustainable district management entity or similar organization is positioned to help downtowns recover from COVID and prepare for the future.

In Revere, there is interest in developing a downtown management organization to provide better coordination and pooled funding to support businesses, advocate for needed physical improvements to the public realm, and market the district as a destination. Additionally, the municipality intends to undertake a process that is inclusive of all stakeholders in the district. This project is to develop an approach to forming a sustainable downtown management entity that reflects the needs and opportunities of businesses,



residents, and other stakeholders in Revere. Organizers will undertake a phased and iterative process to evaluate which organizational model will work best.

**Action Items:** The PF may consider these action items when developing the project rubric to create a sustainable downtown management entity for Revere:

- Getting Started - Identify Startup Resources
- Develop the Value Proposition
- Stakeholder Engagement
- Create a Community Outreach and Engagement Strategy
- Identify Downtown Priorities
- Evaluating Organizational Models
- Resources for Sustainability

**Getting Started** - Revere municipal officials may initiate this project by creating a working partnership between the municipality and downtown stakeholders such as businesses, nonprofits, media, civic leaders, property owners and active residents. The municipality has spearheaded the LRRP planning process. The opportunity may exist to use the LRRP planning process as a launching point for stakeholder engagement.

**Develop the Value Proposition** - It will be essential to develop the value proposition for investing human capital and the financial resources into a downtown organization and communicate to the municipality and private stakeholders the impact of their investment. The goal of any downtown organization is to build a destination that is attractive to existing and potential businesses, residents, and visitors. A successful district management effort can result in increased property values, sales and meals taxes, stronger tenancy, a vibrant cultural scene, and a destination where people want to shop, locate a business,



dine, and live. A well-managed and sustainable organization will undertake strategic programs and services that will help achieve that goal. Key talking points include:

- Ability to collectively and cost effectively purchase priority programs and services to achieve impact /scale
- Provide a unified voice / "seat at the table" to advocate for district priorities
- Professional management and staff dedicated to implementing programs and services in the district.
- Ability to respond to crisis - COVID
- Leverage resources and collaborations

**Stakeholder Engagement/ Leadership and Partnerships** - The municipality may engage key property and business owners, and civic leaders to launch the conversation about forming a downtown management entity and begin discussions on which model is the most sustainable for Revere. The goal of this effort would be to form an inclusive and representative steering committee to develop a sustainable district management model for Revere. The municipality may initiate this effort but should transition to a private sector led working steering committee with strong public sector support. The clear demonstration of a public / private partnership will help move this effort forward.

**Create a Community Outreach Strategy to Identify Priorities** - The Steering Committee should undertake efforts to engage businesses, property owners and interested residents to continue to identify needs and priorities for the downtown. This work has begun through the LRRP process but will need to continue to develop the priority programs and services. Additionally, this provides the opportunity to provide community education on



different organizational models, identify needs and opportunities as well as potential leadership. This could happen in a variety of ways Including:

- Community Forums - fun, engaging and Informational visioning sessions
- Peer Learning Panels - Executive Directors from downtown management entities other successful communities
- Visits to other communities with downtown entities to see programs in action
- Surveys of needs and priorities (although this has recently been down through the LRRP process but could include a broader distribution to other stakeholders).
- Websites/social media etc.
- One on one conversations with key stakeholders.

**Evaluate Organizational Models** - Once organizers have established the downtown priorities/ proposed programs and budget, it will be important to determine the most appropriate district management organizational model for Revere. Two of the most common models are a voluntary nonprofit " Main St" type organization or a more formal Business Improvement District. Organizers must consider an approach to financial sustainability and governance for each model under consideration. The steering committee may evaluate different organizational models through site visits, peer learning from Executive directors of downtown organizations, online research, or other TA.

**Resources for Startup and Sustainability:** Seed money is required to start a district management organization. Sources include TA through the Massachusetts Downtown Initiative, MassDevelopment Real Estate TA program (for BID), or ARPA funds (if the development of the organization is tied to implementing COVID recovery activities). Additionally, local Institutions, foundations and key stakeholders/Individual contributors may be sources for seed money to launch an effort to form a downtown management entity. Careful attention should be given to developing a realistic budget, and a variety of



revenue opportunities for the organization. Depending on the selected organizational model this may include assessment/fees, sponsorships, event revenue, grants or contracts, foundation, and individual giving. If possible, the downtown organization should strive to secure multiple year commitments from funders (if forming a voluntary based nonprofit). If the municipality approves the formation of a BID, property owners will reauthorize the organization every 5 years.

## **PROCESS**

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

- Create a downtown partnership with the Municipality, key property owners, key local destination businesses, and other stakeholders to launch effort.
- Form an inclusive, broad-based advisory committee to provide input and feedback.
- Secure seed funding for TA to explore district management models through Massachusetts Downtown Initiative (now part of the One Stop), ARPA, Foundations, MassDevelopment, and other stakeholder support.
- Create community outreach events, widely distribute surveys and other engagement tools to develop program priorities.
- Hold Community forums on different management district models.
- Initiate one- on -one conversations with stakeholders to secure support and engagement in process.
- Consensus building with stakeholders on preferred models /programming /budget.



- Organizers may consider executing a demonstration project that could "show" potential programs and services provided to the proposed area by a district management organization.
- Formal creation of selected management entity model.

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

- **Business Improvement District** - Undertake a petition process under direction of the steering committee to secure support of 60% of property owners representing, 51% of the assessed valuation of the district.

The petition will include:

- # Map and legal description of BID boundaries,
- # BID improvement Plan - programs and services
- # Fee Structure
- # Budget
- # Hardship Provisions
- # ID Management
- # Property owner signatures of support

- Formal Local Legislative Approval - Public hearing and formal vote by City Council to establish the BID.
- Organizers complete 501c3 and Articles of Organization filings
- Approval of bylaws
- Establishment of a Board of Directors.
- Initiation of supplemental services
- Reauthorization by property owners every 5 years.



**Voluntary Main St type Organization -**

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

**Timeframe:** Organizers should be able to form a district management organization in 18 months or sooner for a district of this size.

**Resources:**

How to Form a BID In Massachusetts

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

Best practice rubric - Reading

Sample Communities with management district models to consider:

Main St Communities: Beverly or Salem

BID Communities: Hudson BID, Taunton, Amherst, Central Square Cambridge, Worcester, Springfield, Hyannis.



## Introduction

The Commonwealth of Massachusetts Department of Housing & Community Development Local Rapid Recovery Plan Program (LRRP) is providing the town of Revere the opportunity to develop an actionable, project-based recovery plan tailored to the town's unique economic challenges and its COVID-19 related impacts. Revere has determined that marketing and building the district identity of the Broadway corridor is essential to its recovery plan.

## District Identity/Marketing:

Recommendation	Action Items	Considerations/Challenges	Key Performance Indicators
<b>Data Collection</b>  <b>Cost:</b> \$  <b>Timeline:</b> Short-Term (6 months - 1 year)  <b>Rationale:</b> Knowing what businesses exist along Broadway is the first step toward marketing the corridor and targeting customers for an increase in foot traffic.	A. Create a database of all businesses along Broadway and their contact information.  B. Create a unified guide for categorizing businesses. (See <a href="#">HERE</a> for an example of business categories. Also, see <a href="#">Live XYZ business map</a> ).  C. Consider what a public facing business directory might look like: What format (digital, print)? Does it include a map? Will there be space for ads?  (See <a href="#">case study folder</a> for sample business directory)	Are there sources of volunteers or interns for door to door data collection and data input?  What info on businesses can be pulled from any town permitting processes?  Who has access to the database, and how often does it get updated? Do you create a shared spreadsheet like Google Sheets and allow members of the Merchant's Association or Chamber of Commerce to update in their own time as they see new businesses come in  Do you include all businesses or just public facing commercial businesses (i.e. accountants, lawyers, etc.)? Where's the line between full engagement and losing focus?	Accuracy of information, especially owner contacts.  Usability for engagement and marketing purposes.

Recommendation	Action Items	Considerations/Challenges	Key Performance Indicators
<p><b>Help Broadway businesses market themselves (in conjunction with Technical Assistance SME Project)</b></p> <p><b>Cost:</b> \$</p> <p><b>Timeline:</b> Short-Term (6 months - 1 year)</p> <p><b>Rationale:</b> Businesses marketing themselves is an important part of raising general awareness of the corridor, and goes hand in hand with a collective marketing strategy for Broadway</p>	<p>A. Prioritize workshops and webinars that help businesses create a brand for themselves, increase their digital presence, and own their listings in the digital sphere (ie, Google Map location, Yelp!, other mapping platforms).</p> <p>B. Host peer to peer best practice sharing forums. Identify and ask one or two businesses who are experienced and successful at marketing to serve as “subject matter experts” for the area.</p>	<p>Are workshops/ peer groups online or in person?</p> <p>No need to duplicate efforts -- consider what types of small business technical assistance already exists (i.e. through the local chamber, local small business development centers, etc). How to best create awareness among businesses about these opportunities? (leverage contact list, see above)</p> <p>Are there professionals who would teach workshops in exchange for exposure?</p> <p>Are there free/low-cost online resources like <a href="#">Coursera</a> that you can promote?</p>	<p>Number of businesses attending workshops and peer groups</p> <p>Change in the number of businesses on Broadway with an online presence</p> <p>Change in the number of social media followers of businesses on Broadway</p>
Recommendation	Action Items	Considerations & Challenges	Key Performance Indicators
<p><b>Create social media presence for the corridor</b></p> <p><b>Cost:</b> \$</p> <p><b>Timeline:</b> Short-Term (6 months - 1 year)</p>	<p>A. Determine best platforms for messaging and create accounts (ie, Facebook, Instagram, Twitter, LinkedIn)</p> <p>B. Create a <a href="#">plan</a> and <a href="#">calendar</a> for posting content regularly (link is an example, there are many free versions</p>	<p>What social platforms will have the most use for your visitors? Ask what platforms district businesses are currently on and see the most benefit from?</p> <p>Aim for consistent handles and account names across</p>	<p>Platform engagement with followers. Set goals for the number of followers over specific timelines (30 days, 90 days, 1 year). Set goals for the number of tags, likes, comments, every week or month.</p>

<p><b>Rationale:</b> Establishing an online presence through social media channels dedicated to the Broadway I corridor as a whole will allow for communication directly to consumers and area stakeholders.</p>	<p>that can be found online).</p> <p>C. Follow relevant accounts (area businesses, media outlets, local food bloggers, tourism agencies, cultural institutions, local sports teams, etc.) and follow accounts that follow you. Make sure to engage with and build relationships with local hotels and beach related businesses.</p> <p>D. Explore and select a scheduling tool like <a href="#">hootsuite</a>, <a href="#">buffer</a>, or <a href="#">contentcal</a> to consolidate your accounts and to enable scheduling future posts. Service typically costs \$15-30/month.</p> <p>E. Follow all district merchants and repost when appropriate.</p> <p>F. Set up auto-reposting for specific hashtags. (i.e. #shoprevere)</p>	<p>platforms.</p> <p>Claim related and similar handles to avoid future confusion. (i.e. @revere, and @shoprevere, etc.)</p> <p>Be careful with social logins and account access. Don't mix personal and business activity.</p> <p>Regularly check account and activity to monitor for suspicious activity.</p> <p>Decide who manages the account and have a clear reason for your decision.</p> <p>Engage all district businesses equally to avoid feelings of favoritism.</p> <p>Make note of engaged businesses as potential members of a merchant's association</p>	<p>Account engagement with businesses. Set goals for the number of likes, comments, and shares for local businesses. Spread them across the district and try to ensure equal attention to all businesses.</p> <p>Business engagement with your account. Track how often they like, share, or comment on your posts. How many local businesses follow the account.</p> <p>***note a tool like hootsuite can make this easier but there will be a cost***</p>
Recommendation	Action Items	Considerations & Challenges	Key Performance Indicators
<p><b>Create Website for District</b></p> <p><b>Cost:</b> \$</p> <p><b>Timeline:</b> Short Term (less than 3 months)</p> <p><b>Rationale:</b> A website establishes the legitimacy of an organization, serves as a key point of contact with the public, and can function as a centralized source</p>	<p>A. Purchase relevant and a few potentially related (i.e. reveremass.com and shoprevere.com) domains through a site like godaddy or bluehost.</p> <p>B. Use a template website like squarespace or wix to create a simple 2-3 page website with social feed plugins, general background information, and links out to relevant websites. See <a href="#">Example</a></p> <p>C. Share website with relevant agencies and partners to be linked on their</p>	<p>Keep the website simple at this point. Don't try to include all information, just list businesses, provide basic background of the area, and contact information for the association.</p> <p>Use social media plug-ins to add twitter, facebook, and/or instagram feeds to keep the site updated with content.</p> <p>Make sure to check the associated email account and respond to emails.</p> <p>Regularly check business listings to stay accurate and</p>	<p>Visits per week/month.</p> <p>Time spent on site per week/month.</p> <p>Emails to the association.</p>

of information	website. Be sure to link those sites on your page.	update with information. Start simple, but don't forget about the site and let it become stale. Slowly add to it over time.	
Recommendation	Action Items	Considerations/Challenges	Key Performance Indicators
<p><b>Create short-term marketing campaigns to encourage customers to visit the corridor</b></p> <p><b>Cost:</b> \$</p> <p><b>Timeline:</b> Short-Term (3 months - 1 year)</p> <p><b>Rationale:</b> A long-term branding/ visioning effort for the corridor is best started with simple, easy wins that help get businesses onboard with the effort.</p>	<p>A. Take advantage of holidays and already-existing marketing opportunities (ex: Valentine's Day, Small Business Saturday). Create a calendar of events for the year or the quarter, create content and build an outreach plan around it.</p> <p>B. Consider promoting groups of businesses in conjunction with national "days" (aka "national ice cream day," "national coffee day," etc)</p> <p>C. Pair up businesses to co-brand, (aka "get a free X when you visit store Y and Z)</p> <p>D. Use regular hashtags to promote the district (#shopbroadway) and/or structure recurring content (#foodiefriday)</p> <p>E. Proactively gather info from businesses for interviews, spotlights, and profiles.</p> <p>F. Create an email account where businesses can submit information to be published and promote the opportunity to merchants.</p> <p>G. Create a list of emails to local publications as well as publicists/concierges/general managers at local hotels and beach related businesses.</p>	<p>Not every holiday needs to be marketed to. Pick a few that make sense with your district and start there.</p> <p>Identify which marketing opportunities are major events requiring full campaigns and which just require individual-business-level or block-level participation so you can allocate your time and resources efficiently.</p> <p>Find a corporate partner who can cover the cost of incentivizing a purchase, American Express provides marketing material for <a href="#">Shop Small Saturday</a>, sports teams and cultural institutions may have tickets or other items you can request for giveaways.</p> <p>Prioritize tracking KPIs: How do marketing efforts translate directly into purchases at businesses, and how can this be tracked? (Ex: discount codes, items given away by merchants, etc.)</p>	<p>Number of customers visiting the corridor businesses during the timespan of the promotion.</p> <p>Number of dollars spent at businesses as a result of the promotion (if trackable).</p> <p>Press hits and social media mentions.</p>

	<p>Email them bi-weekly or monthly about upcoming events. Include larger regional outlets, as well.</p> <p>H. Create a database of local event calendars and submit listings to them as needed.</p>		
Recommendation	Action Items	Considerations/Challenges	Key Performance Indicators
<p><b>Create and Distribute Print Collateral -Brochures/Maps</b></p> <p><b>Cost:</b> \$-\$\$</p> <p><b>Timeline:</b> Short-Term (6 months - 1 year)</p> <p><b>Rationale:</b> Print collateral is a simple and well established means of raising awareness and spreading information about the district.</p>	<p>A. Use Broadway brand identity to develop a brochure, shopping guide, or other print marketing asset advertising local businesses.</p> <p>B. Distribute brochures at local attractions and institutions (cultural venues, transit hubs, etc). Prioritize distribution to hotels and beach businesses, make sure to use these engagements to build relationships with key stakeholders and decision makers.</p> <p>C. Consider also including regular local events in brochures.</p> <p>D. Consider collaboration with other Revere corridors if Broadway isn't enough of a draw</p>	<p>Think about potential costs before you start -design, layout, printing, distribution. Do you need to secure funds first? Can you sell ad space or find a sponsor to pay for the project?</p> <p>Selling ads will require a fiscal sponsor to accept the money **speak with your SME about this need**</p> <p>In addition to a print version, consider a digital version that can live on your website.</p> <p>This information will eventually go bad as businesses open and close. Start with smaller runs and see how it goes. **note** a new version will mean new setup costs, but additional copies just have printing costs.</p> <p>If a map is created for wayfinding, can you use it here? If not, can you design a simple map of the area -it doesn't have to be elaborate to be useful.</p> <p>Make sure to highlight amenities like parking and charging stations.</p> <p>Consider a discount code/ coupon/QR code in brochure</p>	<p>Number of brochures distributed</p> <p>Number of coupon redemptions/QR scans (if applicable)</p> <p>Money raised through ad sales (if applicable)</p>

		<p>to track engagement.</p> <p>Consider the scope of physical distribution -how far from your district can you share it, are there locations that have better visibility than others?</p> <p>Who is going to distribute it and keep displays stocked? Can you hire someone for this?</p>	
Recommendation	Action Items	Considerations/Challenges	Key Performance Indicators
<p><b>Event Planning (in conjunction with placemaking SME project)</b></p> <p><b>Cost:</b> \$-\$\$ (depending on scale and number of projects selected)</p> <p><b>Timeline:</b> Short-Term (3 months - 1 year)</p> <p><b>Rationale:</b> Rally stakeholders to work together to build relationships and achieve immediate desired outcomes. Successful event execution builds organizational foundations that can be leveraged for further merchant organizing.</p>	<p>A. Leverage an already-existing local event as an opportunity for businesses to engage with consumers (local arts/ culture events, events at local high schools/ colleges)</p> <p>B. Connect Seasonal and Annual events in the area to downtown using sponsorships and activating public spaces</p> <ul style="list-style-type: none"> <li>• (<a href="#">Case Study: Make Music New York</a>)</li> </ul> <p>C. Leverage nationwide or regional events like Small Business Saturday or Make Music Boston.</p> <p>D. Start with familiar events like Holiday Lights/Windows, Art Crawls, Trick or Treating, etc. rather than trying to establish new events.</p> <p>E. Create event calendar on district website where businesses can share events happening at their business or establish an email where they can send details to be promoted beyond the district.</p>	<p>Plan and host events that have opportunities for both merchant participation and community involvement that benefits both businesses and residents.</p> <p>Consider both events that transform physical space (pedestrianized streets, town square, etc), and events that move participants throughout the corridor (bar crawl, fitness crawl)</p> <p>Consider incentives for businesses to participate in events (staffing support, sponsorship and branding opportunities)</p> <p>Seek synergies among clusters of businesses (food, clothing, recreation, family-oriented, etc. Consider events that promote industry-specific groups of businesses (“Take Out Revere”/ “Dine Out Revere”)</p>	<p>Measure Social Impacts</p> <ul style="list-style-type: none"> <li>• Success of event participation(business sponsors, schools, local non-profits, elected officials funding)</li> </ul> <p>Measure Economic Impacts</p> <ul style="list-style-type: none"> <li>• Funds Raised</li> <li>• Local Multiplier Effect (funds used within the local economy)</li> </ul>

## Developing District Brand Identity

Recommendation	Action Items	Considerations/Challenges	Key Performance Indicators
<p><b>Asset Mapping</b></p> <p><b>Cost:</b> \$</p> <p><b>Timeline:</b> Short-Term (3 - 6 months)</p> <p><b>Rationale:</b> To begin formulating a brand for Revere, a process of gathering a list of district/regional assets and identifying general thoughts and feelings about the district will aid in defining a unique selling proposition and creating a brand that resonates.</p>	<p>A. Identify and convene stakeholders for inclusive participation and consensus building and invite feedback</p> <ul style="list-style-type: none"> <li>Community events</li> <li>Town board meetings</li> </ul> <p>B. Survey businesses, residents, visitors to gauge the general perception of town</p> <ul style="list-style-type: none"> <li>Create digital surveys for visitors/ residents and businesses</li> <li>Incentivize survey participation - swag, raffles, event tickets, locally donated goods</li> <li>Identify opportunities, such as public events, for conducting surveys</li> </ul> <p>C. Conduct a market analysis of similar towns/cities to gather best practices in detail</p> <p>D. Consider tie-ins with other RRP projects in Revere: if it's way-finding, then how can the physical space inform the visual brand that gets built</p> <p>E. Consider how the role of the corridor plays into its branding (Broadway as a "connector" between south Revere and the Beach)</p>	<p>Make an effort to reach a wide audience -age, tenure (legacy/new biz), resident status (new/generational)</p> <p>Consider access barriers that might exclude some respondents like language skills and digital access/literacy.</p> <p>Take advantage of this to ID merchants who can be a part of organizing</p> <p>Think of assets that may not be obvious, such as unique retail (Indian Motorcycles), Broadway's ability to capture traffic on its way to Revere Beach and back, and practical amenities, such as the EV charging stations.</p>	<p>Number of participants, engagements</p> <p>Number of survey responses collected</p> <p>Findings report with both qualitative and quantitative data</p>

Recommendation	Action Items	Considerations/Challenges	Key Performance Indicators
<p><b>Create Branding Campaign</b></p> <p><b>Cost: \$\$</b></p> <p><b>Timeline:</b> Short (immediate to 1 year)</p> <p><b>Rationale:</b> A consistent visual identity for Broadway helps create a sense of coherence and community that maximizes the value of marketing -- customers think about Broadway as a whole, rather than a collection of individual businesses.</p>	<p>A. Identify key imagery based on resident/ visitor engagement and asset identification</p> <p>B. Identify target audience -- who do we want to attract?</p> <p>C. Identify assets and placement opportunities</p> <ul style="list-style-type: none"> <li>Physical signage -- banners, trash can wraps</li> <li>Digital</li> <li>Social media</li> </ul>	<p>Consider hiring a designer or brand consultant, leverage community feedback to develop imagery</p> <p>Case Studies:</p> <ul style="list-style-type: none"> <li><a href="#">Rockaway ConneX</a></li> <li><a href="#">North Flatbush Open for Business Campaign</a></li> <li><a href="#">"Hate Has No Business Here"</a></li> <li><a href="#">Small Business Sweethearts</a></li> </ul> <p>Start simple. Use a unified color scheme, font, and other common visual identifiers, then build support/funding for a "final" branding effort</p> <p>Prioritize scalable projects to provide opportunity for stakeholder buy-in, before spending larger funds and other resources on a branding campaign</p> <p>Websites like <a href="#">Fivver</a> or <a href="#">Upwork</a> can be a source of affordable freelancers, but the quality can be inconsistent.</p> <p>Slogans and wordmarks can also help create a sense of shared identity and might be cheaper</p> <p>Create a decision-making hierarchy for branding. Consider a "marketing committee" of local retail.</p> <p>Balance the need to engage stakeholders and be seen as legitimate with the need to keep forward motion</p>	<p>Number of stakeholder groups engaged</p> <p>Number of businesses who display the district logo in their business</p>

Recommendation	Action Items	Considerations/Challenges	Key Performance Indicators
<p><b>Create Outreach Strategy + Templates for Branding</b></p> <p><b>Cost: \$-\$\$</b></p> <p><b>Timeline:</b> Short (immediate to 1 year)</p> <p><b>Rationale:</b> A dynamic visual brand is only effective if it reaches its target audience</p>	<p>A. Identify all potential uses of the branding (signs, banners, swag/giveaways, website, etc.) to ensure needed deliverables</p> <p>B. Identify assets and placement opportunities: Physical signage -- banners, trash can wraps Digital and Social media</p> <p>C. Create a digital media “toolkit” with templates for social media, newsletters, etc.</p> <p>D. Can you sell ads for revenue &amp; cover costs</p> <p>What physical assets can be branded to generate revenue through advertising sales? (Big Belly wraps, banners, etc)</p>	<p>How easily can you get needed permissions from owners of the assets (local DOT, etc) that you’d like to put branding on?</p> <p>How many different ways are you planning on using the logo/branding and do they require different layouts? (i.e. a street banner vs. a social media icon)</p> <p>A simple logo and color scheme can be used more easily across different mediums and sizes than a complex visual identity.</p> <p>Use of a unique or custom font may pose challenges for others trying to use the branding.</p>	<p>Number of digital assets branded</p> <p>Number of physical assets branded</p> <p>How widely used is the branding?</p> <p>How consistently is it used by businesses and in marketing?</p> <p>Does it succeed in making the district feel connected and united?</p>

## Future Merchant Organizing Considerations

Recommendation	Action Items	Considerations/Challenges	Key Milestones
<b>Capacity Building</b>  <b>Cost:</b> \$  <b>Timeline:</b> Short-Term (6 months- 1 year)  <b>Rationale:</b> Engaging businesses to create a brand and identity for the Broadway corridor requires staff capacity and funding	<p>A. Identify an organization to serve as a short-term fiscal conduit for grant funds. This can be a local cultural nonprofit, civic group, or another 501c Corp.</p> <p>B. Identify sources of funding/ resources:  1) Seed money/community development grants from local banks or financial institutions  2) Utility companies  3) Sports teams  4) Regional and national corporate retailers</p> <p>C. List funding priorities. Recommendations:  1) A designer to create branding visuals  2) Basic subscriptions to digital promotion sites, such as Mailchimp and Hootsuite  3) Freelancers and vendors to manage recurring activities</p> <p>D. Identify short term / long term staffing plans. Consider a goal of hiring a full time staff member dedicated to business outreach and marketing efforts.</p> <p>E. Consider sources of volunteers: Local high schools or colleges, Church groups</p>	<p>Don't assume that merchants will volunteer, prioritize assigning a paid person to tasks OR a paid person to manage volunteers</p> <p>Consider what tasks can be easily handed off to volunteers:  Updating databases  Distributing brochures  Plugging content into already-existing digital templates</p> <p>Think long term when fundraising -how can you turn sponsors into long term partners invested in Broadway?</p> <p>Don't think of it as a donation, sell sponsors an opportunity to do something that benefits their businesses.</p> <p>Try to get merchant volunteers engaged in the 'fun' stuff and let them enjoy the win. Make sure they get recognition for their efforts</p>	<p>A. Memorandum of Understanding in place</p> <p>B. Target partnership list created and amount of funds raised</p> <p>C. Consensus built and key goals articulated</p> <p>D. Staffing plan articulated</p>

Recommendation	Action Items	Considerations/Challenges	Key Milestones
<p><b>Leverage Engagement around marketing campaign to Initiate/Create/ Formalize Business Association</b></p> <p><b>Cost:</b> \$</p> <p><b>Timeline:</b> Medium (1-3 years)</p> <p><b>Rationale:</b> Formalized organizations are best poised to respond to community needs</p>	<p>A. Develop Steering Committee and Identify Leadership</p> <ul style="list-style-type: none"> <li>Identify merchants and other stakeholders capable of playing an active role in the formation and leadership of a merchants association</li> </ul> <p>B. Establish a purpose for the merchants association</p> <ul style="list-style-type: none"> <li>Develop a set of goals that respond to the identified corridor needs and challenges</li> <li>Solidify goals into a purpose or mission statement which can be communicated to neighborhood stakeholders</li> </ul> <p>C. Create an Information Database</p> <ul style="list-style-type: none"> <li>Engage steering committee to assist in the development of a database containing property and business owners, and commercial vacancies.</li> </ul> <p>D. Schedule regular meetings of steering committee and merchant / property owners / stakeholders</p>	<p>Inclusion of all businesses - not just most engaged</p> <p>Can you sustain core leadership group</p> <p>Guaranteeing continued funding for programs and activities (annual dues, fundraising campaigns, merch).</p> <p>How can you gain and keep the trust of businesses?</p> <p>Are you engaging property owners when advocating for small businesses?</p> <p>Are you getting buy-ins from district national/regional retailers?</p>	<p>A. Increase in consistently engaged stakeholders with an active role in information gathering and decision making</p> <p>B. Articulated goals and composed mission statement</p> <p>C. Business and property surveys completed</p> <p>D. Scheduled vacancy updates</p> <p>E. Calendared meetings (ideally quarterly); Agendas, Attendance records, Meeting minutes</p> <p>Others:</p> <ul style="list-style-type: none"> <li>Creation of organization by-laws</li> <li>Determination and creation of a formal organization structure (501c3. 501c6, etc) dedicated to independently marketing and promoting the district.</li> <li>Establishment of an organization with the capacity to independently raise funds for marketing, promotion and other activities</li> </ul>

## Improving Business Data Collection for the City of Revere

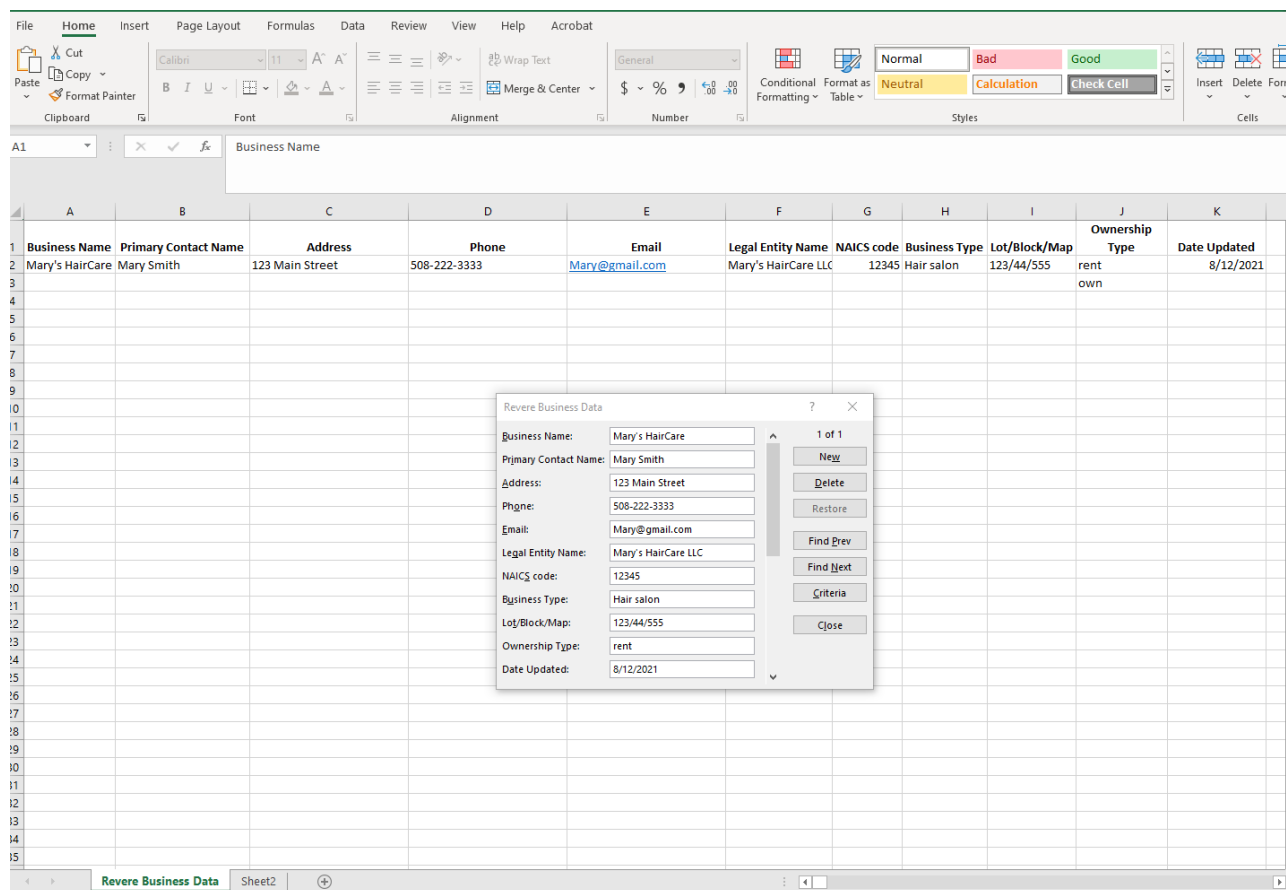
Prepared by GOMAN+YORK

Project Title	Improving business data collection for the City of Revere
Origin	City of Revere, MAPC
Location/Census Tract	Broadway corridor within Revere – could be expanded for citywide use
Budget & Sources of Funding	<p><b>Small budget</b> (\$10,000-50,000)</p> <p>Funding would be utilized for the personnel required to coordinate and execute the project this staff person (database coordinator) would be in a part-time admin capacity.</p> <p>The specific budget and funding sources will range from small to medium. If an Excel Data Collection and Form or other software being utilized in the City by another department the costs should be minimal. If a Customer Relationship Management (CRM) software or other program/cloud-based software needs to be purchased or subscribed to with yearly licenses that cost would be considerably higher (ie, Salesforce, Executive Pulse (executivepulse.com) or other Economic Development-focused).</p> <p>Specific funding would be sourced through Economic Development funding sources – ARPA, Massachusetts funding and/or City-funded Economic Development budget.</p>
Timeframe	<b>Short term</b> (less than 5 years), Development of the program will lead to this being an ongoing effort
Risks	<b>Medium Risk</b> --This activity depends upon the quality of the business data available, and the ability to collect and capture the data. An analysis regarding the return on the investment in data management tools utilizing what is readily available in the short-term. The project requires a commitment by the City as to allocation of ongoing staff resources for the management and execution of this project.
Key Performance Indicators	<p>Decrease in the number of returned (mail) or bounced back (email)communications sent out by the City to business owners.</p> <p>Efficient communication source for communicating with business owners.</p>

	Accuracy of real-time business data
Partners & Resources	City of Revere (multiple departments), other sources of business data – i.e., health department (restaurants, health offices), Chamber, online search engines
Diagnostic/ COVID-19 Impacts	<p>Over the past year, the City of Revere employed creative strategies to engage with the businesses in the City to ensure that they had up-to-date Information regarding Covid-19 restrictions and resources available. Unfortunately, they found that a significant percentage of the data that the City had on file was out-of-date or inaccurate making it difficult to communicate with many of the businesses.</p> <p>The City determined that it would be beneficial to have a comprehensive database of businesses that could serve to communicate with the businesses and if structured properly, could have multiple uses within the City government – i.e., economic development, building ownership tracking, tenant listings, business locations, types and size, vacancies, etc.</p> <p>Revere like many other towns have limited financial and staff resources to focus on a project such as this.</p>

Action Item	<p>The City needs creative strategies to effectively gather and maintain accurate data in an efficient cost-effective manner.</p> <p>The City needs to capture and compile information and data on businesses in order to effectively communicate.</p> <p>If planned effectively this tool will not only serve as an information base to facilitate cohesive communication, but it will allow the City to capture pertinent information on its businesses. This data can be used not only for communication but can also be utilized for economic development by tracking the types of current businesses and categories where there is growth potential.</p> <p>The data collected should be able to be parsed and manipulated for a variety of internal and external uses.</p>
Process	<ul style="list-style-type: none"> <li>Conduct an analysis of current data management practices employed by the City of data management solutions currently available, and determine if they have the capability to be shared within different departments.</li> <li>On a limited budget, if no other City databases are to be used, an Excel spreadsheet can be used to capture up to 30 fields of information – this can be created in a protected document using the FORM function to enter and edit data. If at a later date the City decides to purchase CRM software this data can be easily transferred. (See screenshot example below)</li> <li>Determine utilization scenarios of data – internal and external <ul style="list-style-type: none"> <li>Who “owns” the database – designate a staff champion(s)?</li> <li>Who will utilize the data and for what uses: Communications, grants opportunities,</li> </ul> </li> <li>Determine information/fields of data to be captured - If data is used by multiple departments, buy in for all is important – i.e. planning, building, communications, enforcement – types of data to be captured: minority/women-owned businesses, size, location, building ownership (tie to town GIS – block/lot/map), email/phone, legal entity name, license number, etc. (See screenshot sample)</li> <li>Database Management</li> </ul>

- Build Database
  - Data Compilation – consolidation of multiple sources and sources of capturable data – city clerk, chamber lists, current lists, online searches (MA Business Listings)
  - Implementation/Revisions/Additions/Updates
- Additional Data Capture - Create an online fillable form or survey link on the City website to capture business information – coordinate with City's webmaster.



The screenshot shows an Excel spreadsheet with a table of business data. A dialog box titled 'Reverse Business Data' is open, displaying the details for a specific business entry.

Business Name	Primary Contact Name	Address	Phone	Email	Legal Entity Name	NAICS code	Business Type	Lot/Block/Map	Ownership Type	Date Updated
Mary's HairCare	Mary Smith	123 Main Street	508-222-3333	Mary@gmail.com	Mary's HairCare LLC	12345	Hair salon	123/44/555	rent own	8/12/2021

**Reverse Business Data Dialog Box Fields:**

- Business Name: Mary's HairCare
- Primary Contact Name: Mary Smith
- Address: 123 Main Street
- Phone: 508-222-3333
- Email: Mary@gmail.com
- Legal Entity Name: Mary's HairCare LLC
- NAICS code: 12345
- Business Type: Hair salon
- Lot/Block/Map: 123/44/555
- Ownership Type: rent
- Date Updated: 8/12/2021

## RRP Rubric for Proposed Project\*

Last Updated 6/8/2021

*WHEN USING FOR SME APPLICATIONS, PLEASE FILL OUT TO THE BEST OF YOUR ABILITY*

Project Title	Improving navigation in the Broadway corridor through wayfinding signage
Origin	City of Revere, MAPC
Location	Broadway corridor within Revere
Budget & Sources of Funding	<p>Low budget - Under 50k (for design concepts, est. \$50k)</p> <p>High budget - \$200K+ (for design development and fabrication, est. \$250-400k)</p> <p>Possible sources:</p> <ul style="list-style-type: none"> <li>• MassDevelopment TDI Creative Catalyst or CommonwealthPlaces grants</li> <li>• DHCD MDI or Community Development Block grants</li> <li>• Upcoming ARPA programs (TBD)</li> <li>• Sponsorship &amp; off-site advertising</li> </ul>
Timeframe	<p>Short term (less than 5 years)</p> <ul style="list-style-type: none"> <li>• Conceptual design process – 12 months</li> <li>• Schematic design – 6 months</li> <li>• Design development – 6 months</li> <li>• Fabrication &amp; installation – 6 months</li> </ul>
Risks	<p>Medium--discussion would be needed about the design and placement of the signs, along with the maintenance to ensure they are well-maintained and up-to-date if any changes are needed. Coordination would be required with relevant entities.</p> <p>Additional Risks:</p> <ul style="list-style-type: none"> <li>• Coordinating with various Town departments for design and implementation</li> <li>• Reaching consensus with business/ visitor attraction parties on design and location of wayfinding signs</li> <li>• Identifying funding for implementation and possible design competition.</li> <li>• Signage clutter &amp; competing designs (existing signage that mixes with new designs)</li> <li>• Approval by MassDOT or DCR of any signs on State roadways.</li> <li>• Approval by MassDOT of any truck route signing</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>• Percentage change in foot traffic in the district</li> <li>• Percentage change in survey respondents who report</li> </ul>

	<p>parking as a primary challenge.</p> <ul style="list-style-type: none"> <li>• Before and after studies of spending by mode</li> <li>• Surveys to capture user perceptions, behavioral changes in mode choice</li> <li>• Number of existing wayfinding signs, number of the types of wayfinding signs for pedestrians, bikers and vehicular traffic.</li> <li>• Perception and feedback from business community</li> </ul>
Partners & Resources	<p>City of Revere, Business Association, Local Business Owners, Historical Commission, Economic Development Advisory Committee, Department of Conservation and Recreation, Community Groups, Visitor Bureaus, Local Artists (to provide additions such as accent inset panels, materials, glass, ceramic, metal, etc.), On-Call Fabrication Consultant for continued maintenance efforts</p>
Diagnostic/COVID-19 Impacts	<p>The businesses along the Broadway business corridor are looking forward to increasing their customer base as part of the recovery process. In surveys, parking was cited as one of the main concerns of the business owners, but analysis of the parking has shown that the available parking capacity is sufficient for the demand. In addition, others have noted the lack of cohesive district identity, and a clear sense of where amenities are located within the district.</p> <p>The expectation is that new wayfinding signage to direct visitors to parking and amenities will increase the number of visitors to the district and will also increase the amount of time visitors spend in the district.</p>
Action Items	<p>A multi-phased wayfinding design process is recommended. Key actions include:</p> <ul style="list-style-type: none"> <li>• Develop a design working group, comprised of key stakeholders supportive of improved wayfinding as well as Town staff responsible for its management, design plan execution, installation, and upkeep.</li> <li>• Include all interested entities for design plan input and to understand how wayfinding plan will integrate with similar programs</li> <li>• Identify the wayfinding “needs” and desired outcomes by developing a prioritized list of key destinations, needed identification, potential gateways, and key directional needs</li> <li>• Review/create map of existing wayfinding signage systems</li> <li>• Evaluate where the “gaps” are for wayfinding signs and current conditions/remaining lifespan for existing signs</li> <li>• Ensure that the proposed design adheres to all required design guidelines, including ADA-compliance for font size, size, and contrast.</li> </ul> <p>Encourage design considerations to meet multi-</p>

	<p>lingual needs.</p> <ul style="list-style-type: none"> <li>• Develop aesthetic design options, working with community, businesses, and local artists</li> <li>• Implement a low-cost pilot for central parking lot and evaluate feedback</li> <li>• Identify and obtain design funding for full wayfinding program</li> <li>• Commission a fabricator and install signs</li> <li>• Develop a maintenance and repair program</li> </ul>
Process	<p>Key Steps to Consider:</p> <p>Schematic Conceptual Design (35% of project efforts)</p> <ul style="list-style-type: none"> <li>• Identify the project goal and wayfinding needs</li> <li>• Identify required signage types and create a Sign Inventory</li> <li>• With understanding of the local aesthetic in hand, explore two – three different design options for consideration to ensure that the design is unique and appropriate for the community</li> <li>• Develop a few representative sign types and analyze them and how they would fit in the built environment and in the downtown area</li> <li>• Develop preliminary signage locations and messaging, with an understanding of the various contexts for the signs (i.e., freestanding, pole-mount, wall mount, projecting, etc.)</li> <li>• Develop a target budget for infrastructure</li> <li>• Identify the audience for signs, their information hierarchy, signing types</li> <li>• Identify applicable code requirements</li> <li>• A Sign Fabricator should be consulted for Raw Order of Magnitude (ROM) price estimates. These ROM numbers will help inform the decision of which design direction to pursue (and identify any Value Engineering measures).</li> </ul> <p>Pilot Installation</p> <ul style="list-style-type: none"> <li>• Working with a Sign Fabricator, produce a limited run of lower-cost signs for mounting on existing poles by City staff</li> <li>• Install and evaluate feedback from working group</li> <li>• Advertise pilot as part of applying for full wayfinding program funding</li> </ul> <p>Full Program Design Development Process (30% of project efforts)</p> <ul style="list-style-type: none"> <li>• Desired design option (or hybrid of) to be applied to all sign types</li> <li>• Develop Location Plans and Message Schedules</li> <li>• Confirm design compliance with rules and regulations</li> </ul>

	<ul style="list-style-type: none"> <li>• Circulate design package to Town staff for input</li> <li>• Issue design package to prospective Sign Fabricators for Preliminary Bids and reveal possible Value Engineering moves that might be required to meet budget.</li> </ul> <p>Design Intent (25% of project efforts)</p> <ul style="list-style-type: none"> <li>• Add/include all specifications and fabrication details necessary to solicit competitive bids from capable Fabricators</li> <li>• Finalize Location Plans and Message Schedules</li> <li>• Circulate design intent package (bid document) to entire Team for final sign-off</li> </ul> <p>Bid Assistance (5% of project efforts)</p> <ul style="list-style-type: none"> <li>• Identify recommended/capable Fabricators</li> <li>• Issue Design Intent Package, field all questions and issue responses to all bidders</li> <li>• Review bids and select fabricator</li> </ul> <p>Artwork Coordination (Sign Fabricator efforts, shop drawings, material sample submittals)</p> <ul style="list-style-type: none"> <li>• Hand-off of all specific, unique art, icons, symbols and logos.</li> <li>• Development of all required templates for Sign Fabricator's use in building out sign messages (Including but not limited to one-line, two-line and multi-line variations, side A and side B layouts, flush left and flush right variations, etc.)</li> </ul> <p>Construction Observation (5% of project efforts)</p> <ul style="list-style-type: none"> <li>• Review and approve Fabricator's Shop Drawings</li> <li>• Review and approve Fabricator's paint finish and material sample submittals</li> <li>• Conduct a shop visit mid-fabrication if desired/required before completion.</li> </ul> <p>Post-Installation (Punch Review)</p> <ul style="list-style-type: none"> <li>• Once installed, Designer is to review each sign installation to ensure its completion, quality and adherence to the Design Intent</li> <li>• This review should be summarized in a document to be issued to the Town (proof of completion)</li> </ul>
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# Wayfinding Plan Guide

*Mobility SME Toolkit*



## Table of Contents

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- **Why Develop a Wayfinding Plan?**
- **Key Components of a Wayfinding Plan?**
- **Tips for Successful Outcomes**
- **Best Practice Wayfinding Strategies**



# Why Develop a Wayfinding Plan?



*There are many types of wayfinding signage. A typical Wayfinding Plan should focus on Informational and Directional signage as outlined below.*

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

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

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

It is important to note that there are three types of signage. A typical wayfinding plan focuses on #1, 2 and 3 (to right). Often identification designs (#1) are already existing and/or controlled by another party.

## Signage Types:

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

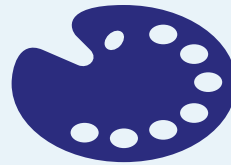
Included in  
municipal  
wayfinding  
plan

# Key Components of a Wayfinding Plan



## Discovery and Design Brief

- Fact-finding meeting
- Identification of locations for signage to direct to (destinations)
- Familiarization with the site
- Target budget for infrastructure
- Audience, information hierarchy, etc.
- Applicable code requirements



## Schematic Design

- Draft design direction drawings
- Preliminary drawings for major sign types
- Preliminary location identification
- Design work session



## Design Development

- More detailed drawings (“50% complete”)
- Messages
- Location plans
- Review with fabricators to compare to initial budget
- Compliance with design guidelines (local & state)



## Design Intent Bid Drawings

- Design intent drawings (“100% complete”)
- Develop signage bid document
- Incorporate local codes, including ADA guidelines
- Coordinate with state agencies to confirm compliance and potential sign locations



## Bid Consultation

- Identify recommended fabricators
- Support for municipality through bid process



## Signage Artwork

- Prepare specific, unique art/icons/symbols/logos
- Prepare templates for sign types
- Fabricator does layout for all signs



## Fabrication / Installation Observation

- Review shop drawings
- Review fabricator details
- Walk-through of installation

# Wayfinding Plan Tips for Successful Outcomes



## Discovery and Design Brief

- Potential signage focus areas include: Exterior, Interior, Wayfinding, Directional, Parking

- Identify purpose and destinations for signage

- Reference images may be helpful to present design concepts



## Schematic Design

- Use this phase to identify wayfinding needs

- Goal of this phase is to identify destinations/facilities to direct signage to

- Diverse input is helpful at this level, i.e. parking ops staff or municipal design folks



## Design Development

- Narrow down to single design direction and develop design

- Opportunity to verify any power or structural requirements

- Review location plans, “message” (words on signs)

- Review budget for implementation to keep design in line



## Design Intent Bid Drawings

- Include final location plans, directions, and messages

- Work with municipal staff to adhere to design guidelines

- Can require bidders to submit prototypes as part of bid process



## Bid Consultation

- Advisors may be able to recommend fabricators

- Opportunity to have an expert review bids and outline recommendations prior to award



## Signage Artwork

- Prepare templates for fabricator’s use

- Success is anticipating all varieties and conditions and having a template for all

- Inventory should include banners, directories, identification, pedestrian directional, garage entries, etc.



## Fabrication / Installation Observation

- Opportunity for advisor to review fabricator drawings for conformance with design intent

- Guided walk-through gives a punch list of items for fabricator to address

# Sign Inventory: Identification



**MA Rail Trail:** Trail Signage

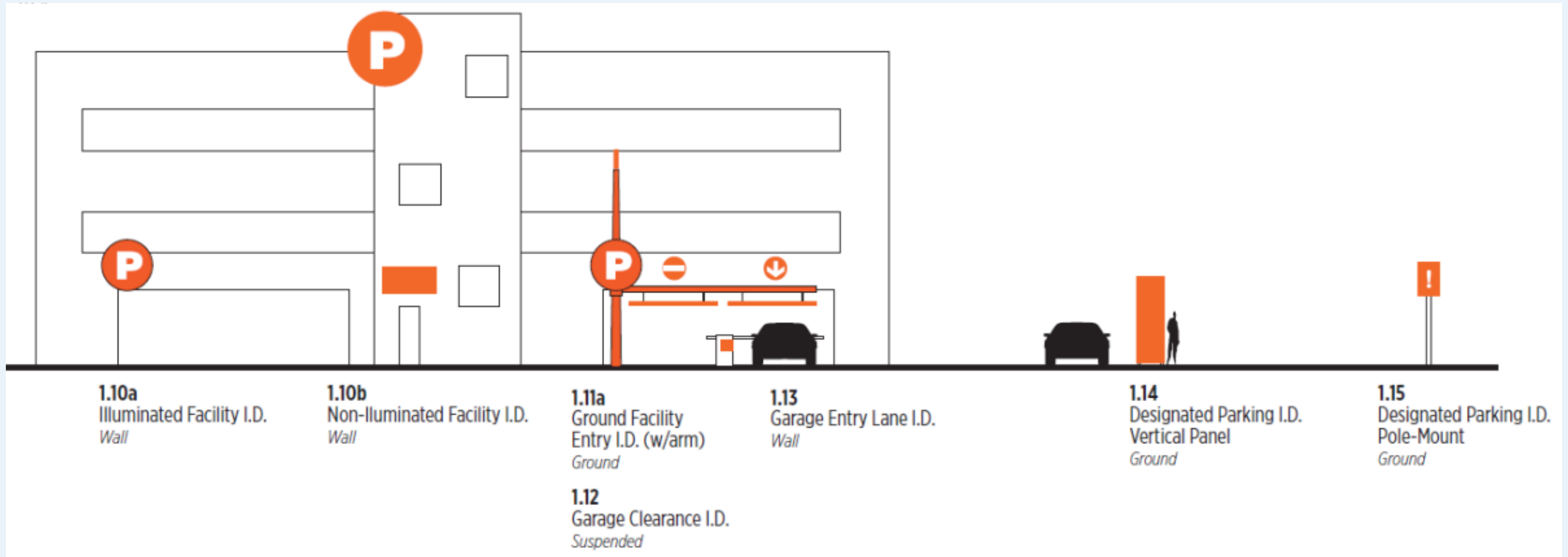


**Shuttle Service:** Shuttle Stop Signage at Alewife Station, MA



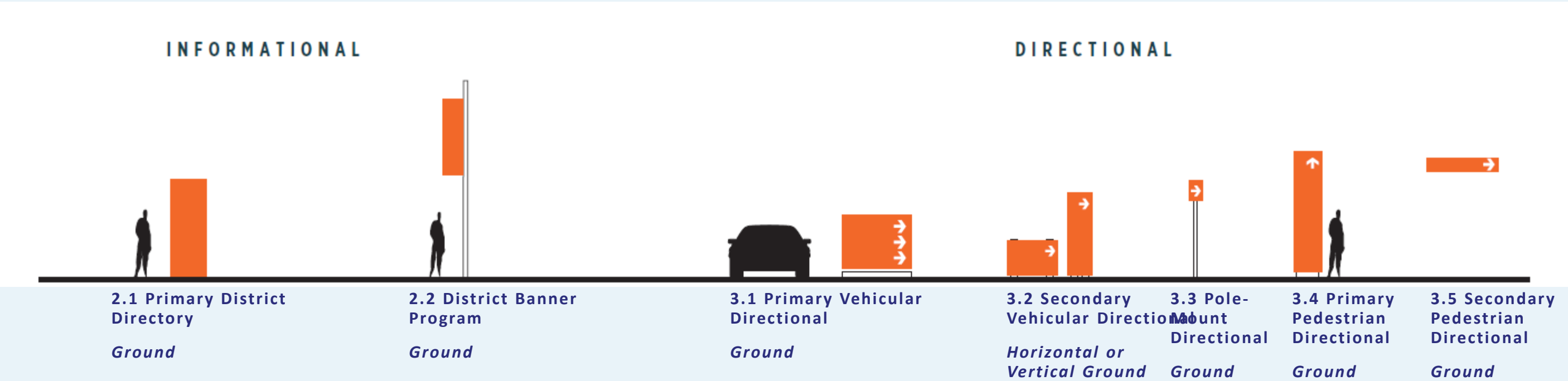
**MBTA:** Commuter Rail Station

# Sign Inventory: Identification



**Parking Facility Identification:** Garage Wayfinding Design Plan (Identification)

# Sign Inventory: Informational and Directional



2. Informational		
Project Directory	Primary, neighborhood, district (other neighborhoods)	Freestanding, wall-mount. Interactive/Dynamic
Facility Informational	Rules/Rates/ Information	Overhead, wall-mount, tabletop. Interactive/Dynamic
Entry Door Information	Vinyl application, typ.	Hours of Operation, services, destinations
Life Safety	Wall-mount, Pole-mount,	Max Occupancy, In Case of Fiire, Evacuation Plans, Stairwell Info, Fire Lane, Prohibitive Messages (No Skating..)
IRD Stanchion Upgrade		
Temporary/Moveable Informational		Sandwich signs, events, seasonal
Misc. Informational		
3. Directional		
Vehicular Directional	Primary, Secondary	“Windshield View”, scaled for fast/slow speeds, many messages/single message
Pedestrian Directional	Primary, Secondary	Overhead for crowded conditions, eye level as required, many messages/single message
Temporary/Moveable Directional		As required

# Best Practices: Parking Wayfinding



## Pittsfield, MA – Integrated

- Blue “P” is universally understood
- Overall wayfinding scheme includes parking
- Ped-level signage helps you **return to your car** as well as find a place to park



## Beverly, MA – Signage for Zones

- Signage matches pricing zone
- Actual price not on sign (easy to change)
- More info:  
<https://www.parkbeverly.com/visitors>



## Hanover, NH & Beverly, MA – Short- and Long-Term Guidance

- Wayfinding includes options for short and long-term
- Intercept people before they get to the heart of Downtown

# Best Practices: Pedestrian Wayfinding



## South Boston – Walking Times

- Pedestrian-oriented signage providing key destinations, direction, and walking time
- More info:  
<https://www.boston.gov/news/new-pedestrian-wayfinding-signs-coming-south-boston-waterfront>



## Minneapolis – Directional

- Directional signage with visual iconography & directional arrows
- Includes multiple languages for accessibility



## Kendall Square, Cambridge – Destination Map

- Easily readable map highlighting major destinations, public facilities, and transit stations
- Provides context on walking distances, street layout, and identification of signage for orientation

# Best Practices: Unique Wayfinding Signage



## Adelaide, Australia- Bicycle Wayfinding

- Bicycle-oriented signage located on bikeway facilities, with destination distances and icons
- More info: <https://www.studiobinocular.com/projects/adelaide-city-cycle-wayfinding/>



## Lakewood Gulch – Directional

- Multi-lingual directional painted directional “signage” on walkways
- More info: <https://westcolfaxbid.org/portfolio/candy-cane-lane/>



## Rochester, NY

- Pedestrian and directional signage that provides QR codes, icons directing to key destinations, and walking/biking times

# Mobility Plan Guide

*Mobility SME Toolkit*



**Stantec**



## Table of Contents

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- **Why Develop a Mobility Plan?**
- **Key Components of a Mobility Plan**
- **Tips for Successful Outcomes**
- **Sample Mobility Plan Items**



# Why Develop a Mobility Plan?

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Tip

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

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

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

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

## *Common Mobility Plan Goals*

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

# Key Components of a Mobility Plan



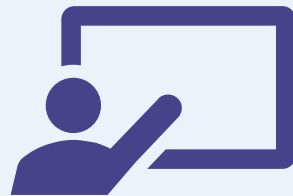
## Identify Mobility Goals

- Include other goals (comprehensive plan, etc.)
- Objectives for study process may be different than community goals



## Historic & Current Data Assessment

- Identify key questions beforehand to avoid “data for data’s sake”
- Consider replicability of process
- Be multi-modal



## Strategies & Recommendations

- Policies
- Infrastructure improvements
- Prioritization of funds
- Staffing needs



## Public Engagement Process

- Key stakeholders
- Public surveys
- In-person workshops
- Language considerations



## Final Plan

- Clear data & maps
- Actionable recommendations
- Responsible parties
- Projections



## Identify Needs and Gaps

- Define needs relative to community goals
- Use measures relatable to user experience rather than vehicle movement
- Where is the system falling short?
- What are “pain points” for the public and stakeholders?



# Mobility Plan Tips for Successful Outcomes



## Identify Mobility Goals

- Review other community documents (i.e. Comprehensive Plan) to incorporate as applicable
- Include goals that are measurable
- Aspirational goals are still useful
- Include public in identification & ranking



## Historic & Current Data Assessment

- Target analysis on what is most important to community
- Study area should include all networks & key trip generators
- Opportunity to collect comprehensive data that is lacking, i.e. bicycle parking or walk barriers



## Public Engagement Process

- Stakeholder roundtables ensure that people hear other perspectives
- Outreach should 'meet people where they are' (i.e. digital or in-person workshops across multiple hours)
- Talk early & often to be inclusive



## Identify Needs and Gaps

- Look beyond a physical problem and consider the entirety of a corridor/area
- Take a "user perspective" when evaluating infrastructure
- Use measures related to goals, not performance (i.e. travel time not LOS)
- Use maps, visuals & graphics to communicate



## Strategies & Final Recommendations

- Use community goals-based measures to find solutions; legacy projects may not score well—that's ok
- Some areas may require additional detail/focus, i.e. downtown
- Vet top strategies through public process



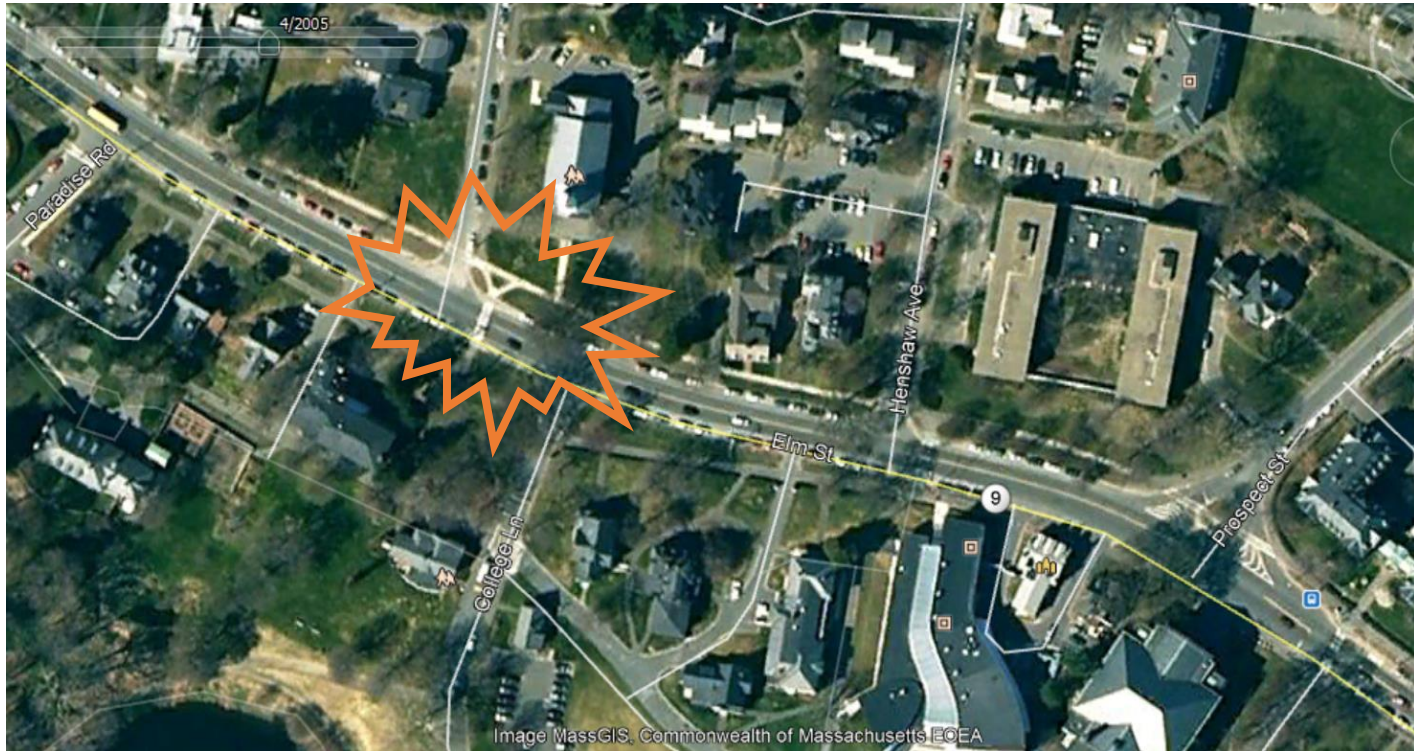
## Final Plan

- Address all users and readers
- Consider a more public facing summary
- Can include future detailed planning efforts
- Technical information can be an appendix
- Be visual!

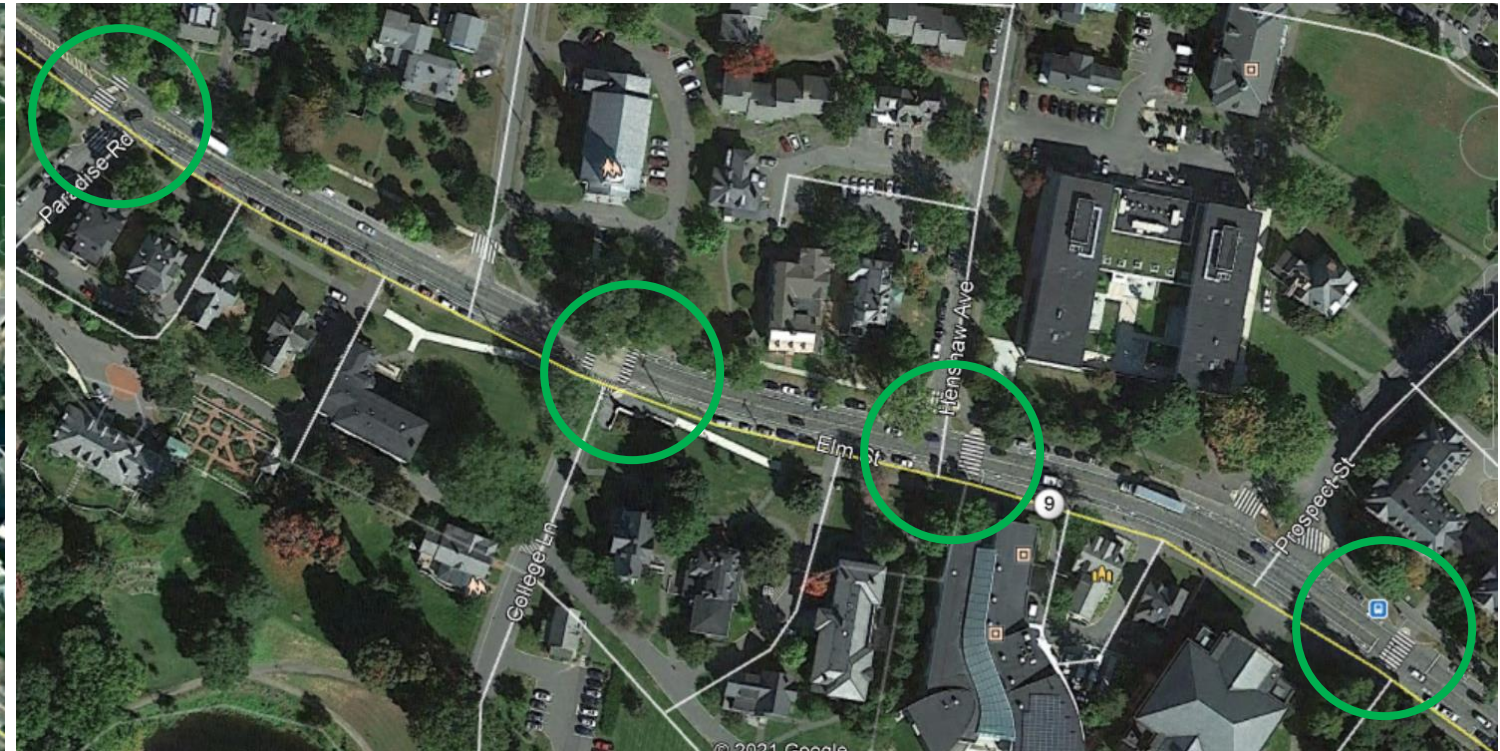
# Sample Mobility Plan Approach: Corridor Focus

## Northampton, MA: Route 9 Crossing Improvements

- Spot issue at one crossing improved by creating multiple crossings
- Traffic calmed, walking network overall improved



**Before:** One high-pressure crossing  
Few opportunities to slow vehicles down



**After:** Many opportunities to cross  
More friction slows vehicles down

# Sample Plan Goals

## Boston, MA: Go Boston 2030

- Aspirational
- Measurable (US Census releases annually)

### How We Get to Work Today and Aspire to in 2030

#### Mode for Bostonian Commutes

	Today*	2030 Aspirational Goal
Public Transit	34%	↑ Up by a third
Walk	14%	↑ Up by almost a half
Bike	2%	↑ Increases fourfold
Carpool	6%	↓ Declines marginally
Drive Alone	39%	↓ Down by half
Other/Work from Home	5%	↑ Slight increase in Work from Home

More info: <https://www.boston.gov/departments/transportation/go-boston-2030>

## Newton, MA: Newton Leads 2040

- Descriptive
- Open-ended

#### **Safe** | The City's first priority is the safety of all travelers.

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

#### **Smart** | The City will incorporate cutting-edge transportation, technology, and data-driven solutions.

Newton will continue to adapt to evolving transportation needs and adopt innovative tools. The City will monitor, analyze, and revise decisions as needed to guide the system towards its vision.

#### **Accessible** | The City will ensure that everyone has a variety of attractive, efficient, and affordable travel options.

Newton will aim to reduce congestion without expanding roads by building on our own successful environment and expanding travel choices. Newtonians, age 9 to 90, already walk, bike, and take public transit at some of the highest rates in the country, avoiding tens of thousands of car trips every day.

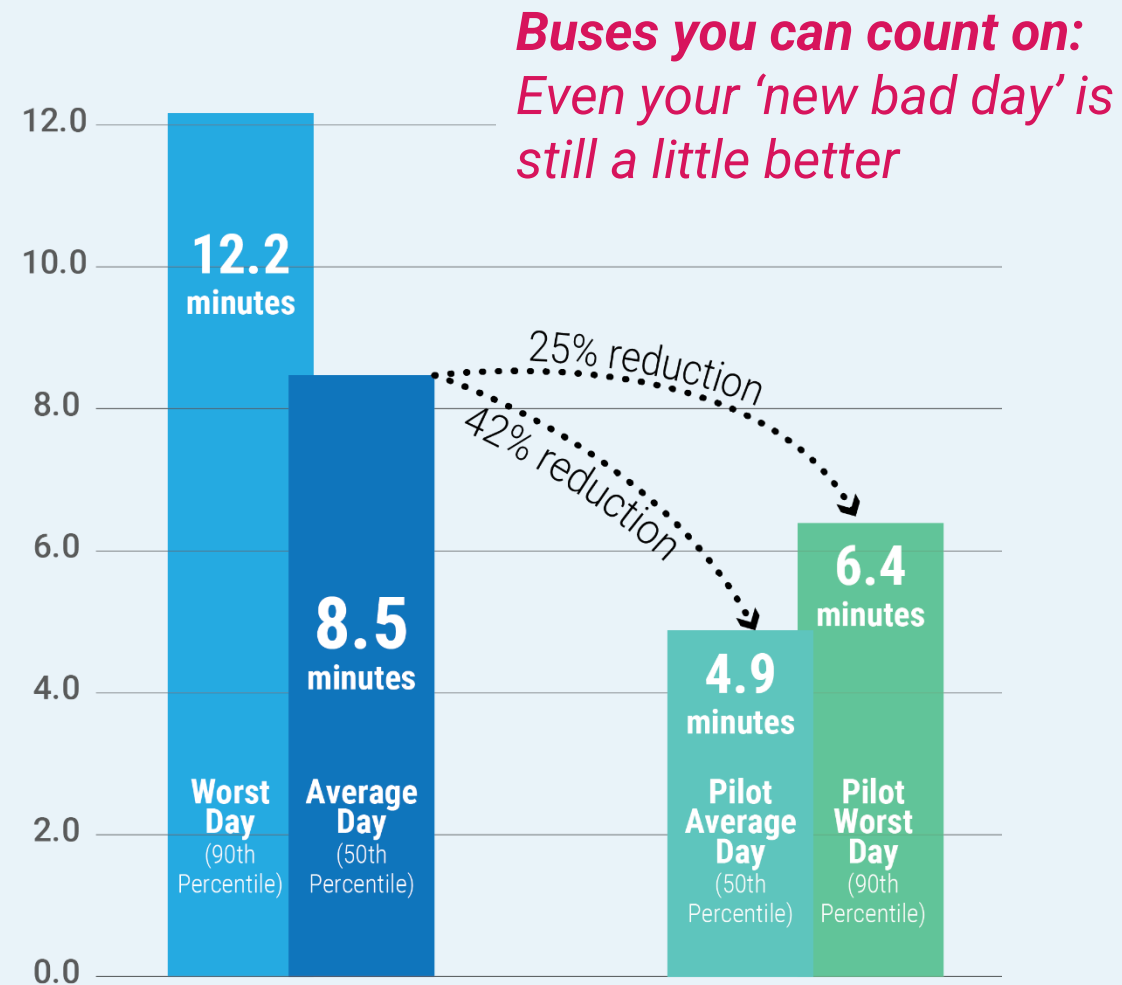
More info: <https://www.newtonma.gov/government/planning/plans-policies-strategies/transportation-strategy>

(...and others)

# Sample Plan Metrics that Reflect User Values

## Arlington, MA: Measuring Bus Lane Impacts

- Measured reliability rather than congestion
- Measured rider satisfaction and driver comfort



More info: <http://www.bostonbrt.org/arlingtonbrt>

## Lynn, MA: Measuring the Impact of 'Streeteries'

- Compare the number of people served by different configurations of street space



9 parking spaces for empty car storage became 36 seats for people

# Sample Outreach Methodologies



## Somerville, MA: Design Your Own Road

- Helps people understand space necessary for roadway improvements, esp. on historic MA roads
- In-person or digital
- Stakeholders can hear from each other



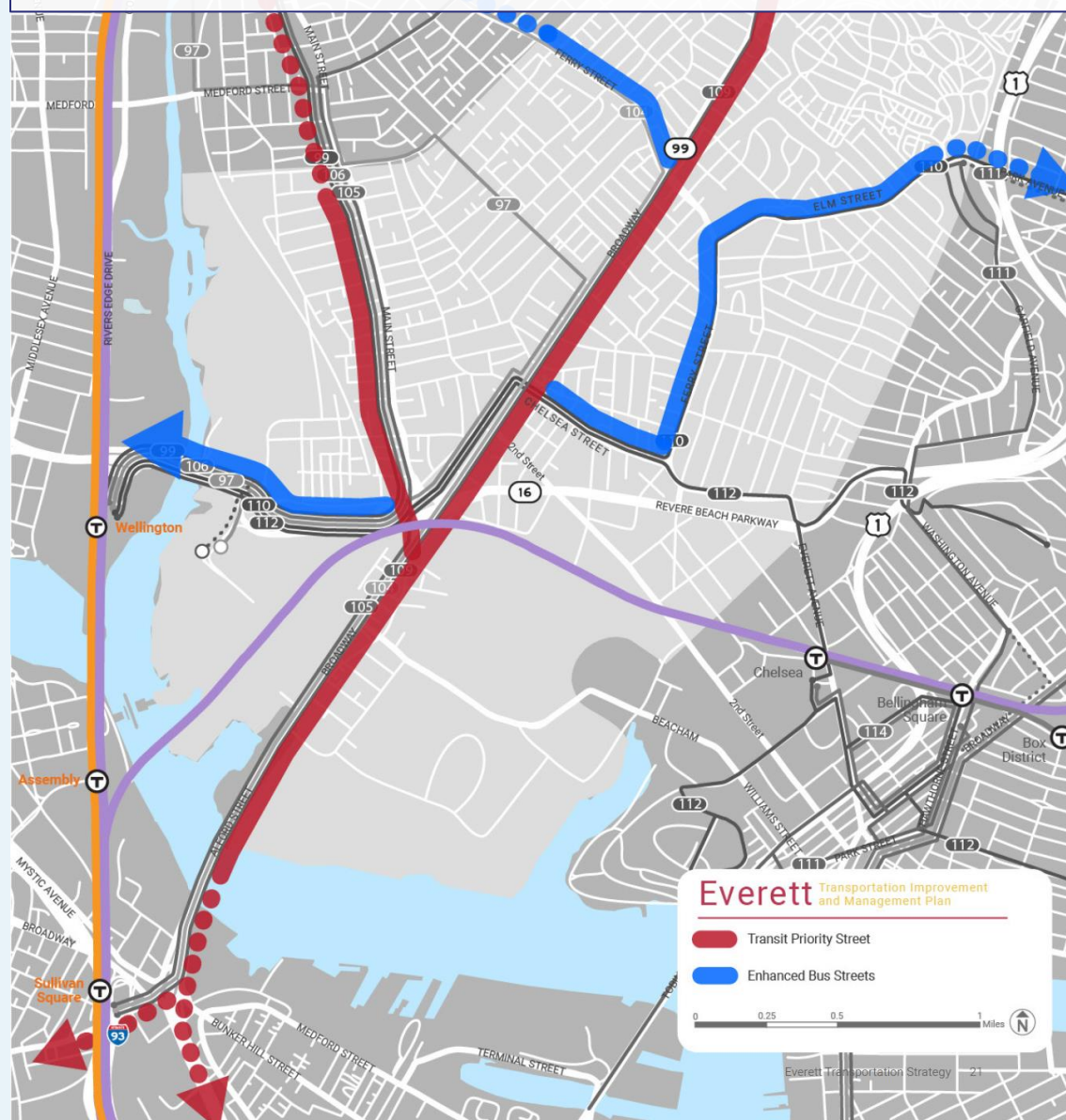
## Amherst, MA: Transportation Days

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

# Sample Final Plan Visuals

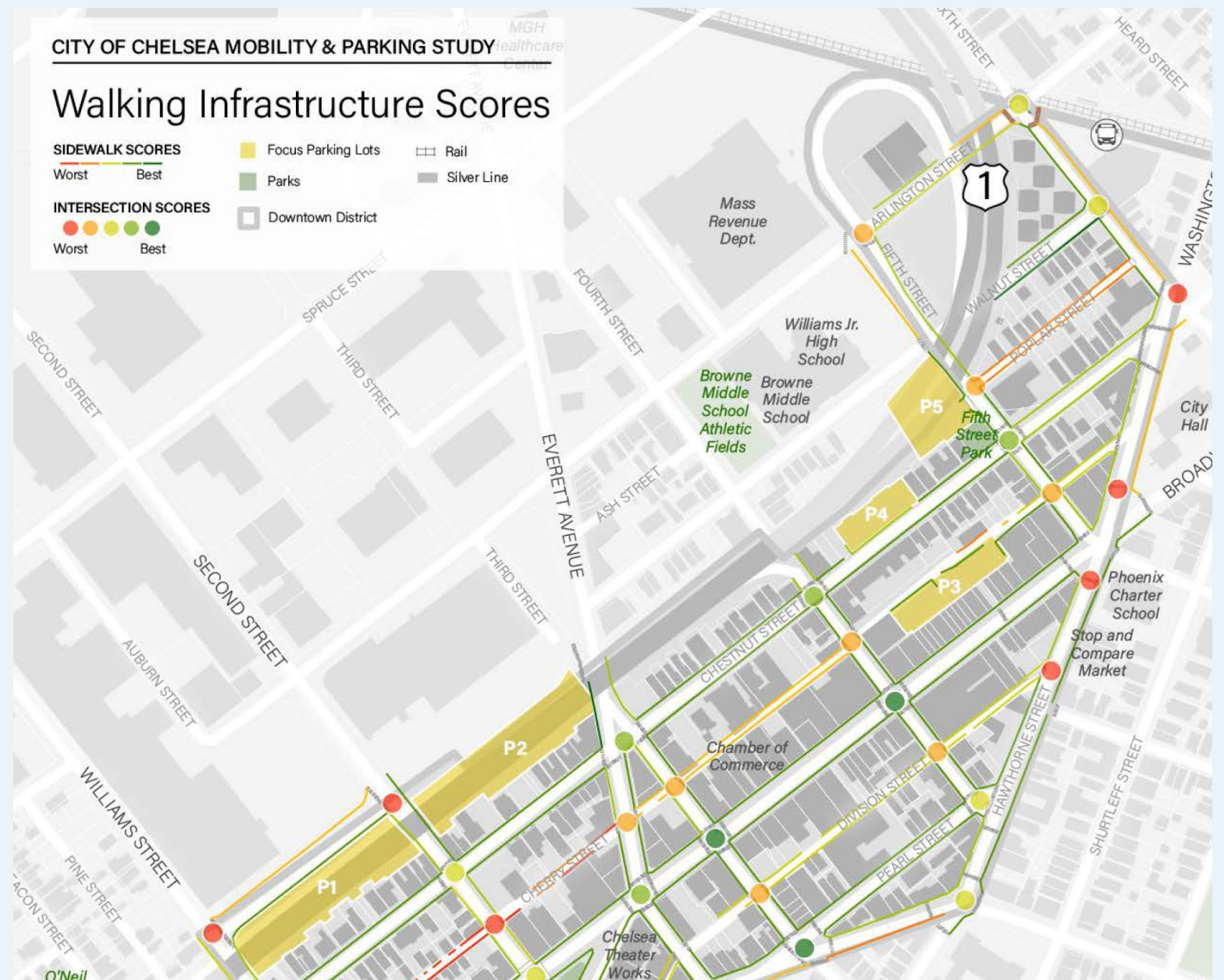
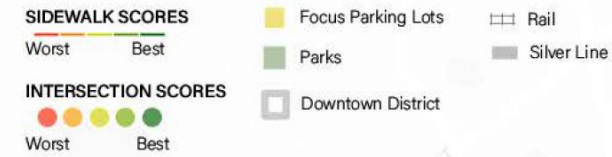
## Everett, MA: Transit Streets

- Simple, readable map
- Provides just enough context: existing bus routes, nearby rapid transit network



## CITY OF CHELSEA MOBILITY & PARKING STUDY

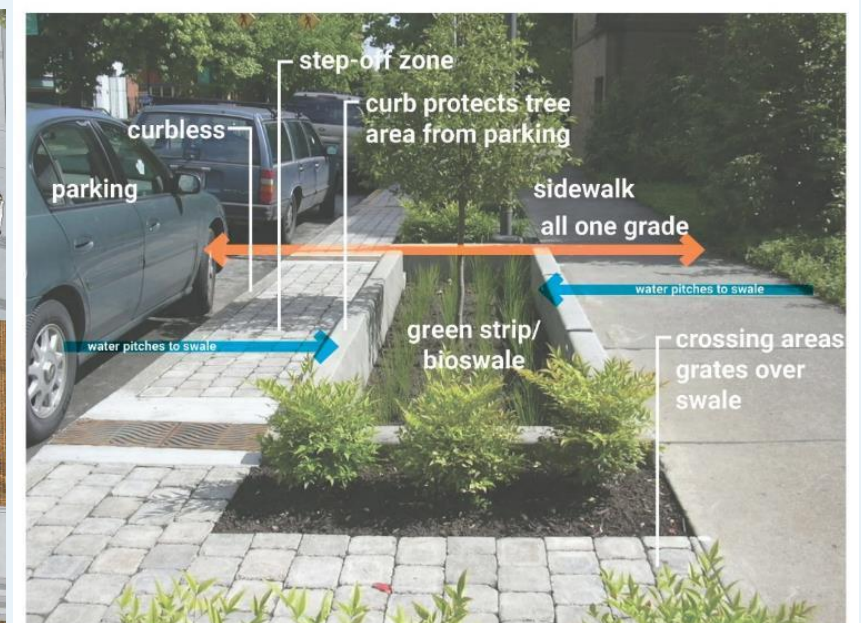
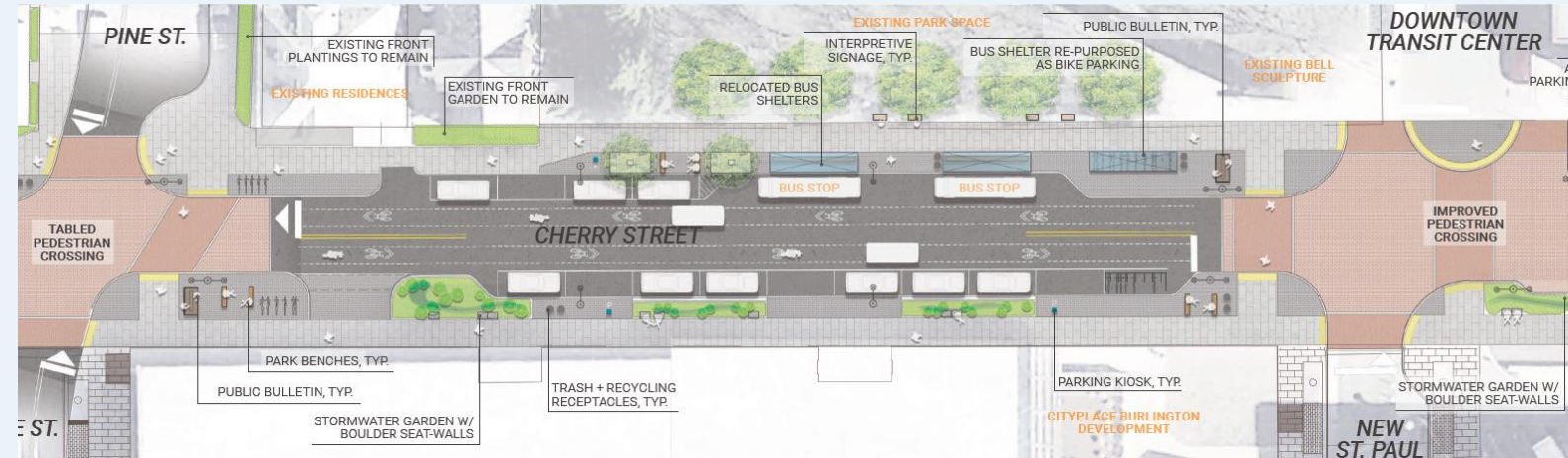
### Walking Infrastructure Scores



## Chelsea, MA: Infrastructure Assessment

- Easy to see connectivity challenges
- In turn easy for public to understand places to target improvements

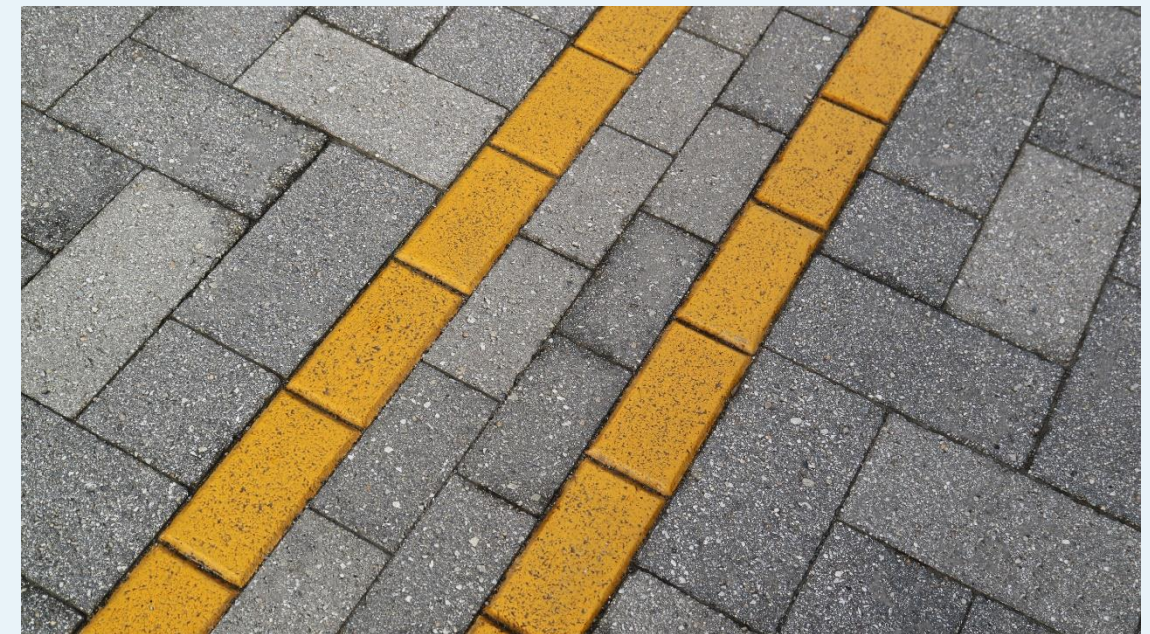
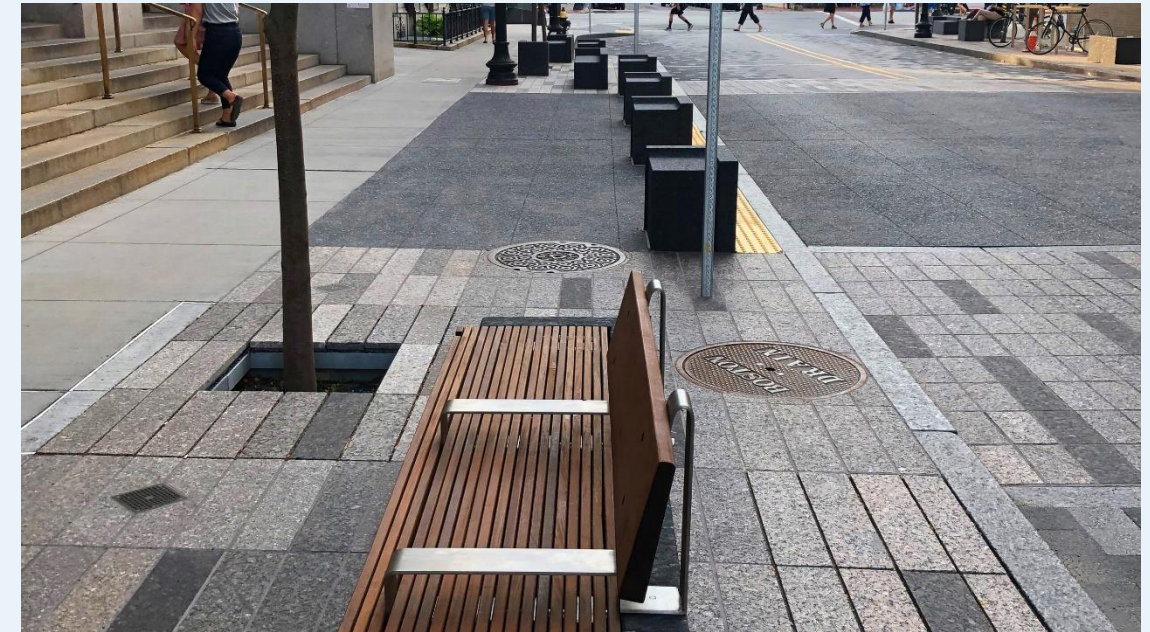
# Best Practices: Streetscape/Traffic Calming Design



## BURLINGTON GREAT STREETS, VERMONT

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

# Best Practices: Streetscape/Traffic Calming Design



## **NEW ENGLAND CONSERVATORY, SOUTH END, BOSTON**

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

## RRP Rubric for Proposed Project\*

Last Updated 6/8/2021

WHEN USING FOR SME APPLICATIONS, PLEASE FILL OUT TO THE BEST OF YOUR ABILITY

Project Title	Traffic Noise Reduction Strategies
Origin	City of Revere, MAPC
Location	Broadway Corridor
Budget & Sources of Funding	<p>Medium budget (\$50K-\$200K) MassDOT Complete Streets or Shared Streets &amp; Spaces funding is available for initial study and plan (and lower-scale implementation)</p> <p>Alternative study/plan and implementation funding sources include DHCD's Massachusetts Downtown Initiative, MassDevelopment's Commonwealth Places, and upcoming grants from Massachusetts funded by the CARES and ARP Acts</p>
Timeframe	<p>Short term (less than 5 years)</p> <p>Phase I—Research (1 month, Summer 2021) Phase II—Mobility Study (4 months, Fall-Winter 2021) Phase III—Plan Development (4 months, Spring 2022) Phase IV—Funding &amp; Approvals (3 months, Summer 2022) Phase IV—Implementation (2 months, Fall 2022 or Spring 2023)</p>
Risks	<p>Low risk, however there might be some pushback regarding slower speeds and the inconveniences created by potential construction</p> <p>Medium Risk</p> <ul style="list-style-type: none"> <li>• Local &amp; state permitting and design regulations/restrictions</li> <li>• Funding availability</li> <li>• Stakeholder/business community/political/abutter opposition</li> </ul>
Key Performance Indicators	<ul style="list-style-type: none"> <li>• Perception/input from abutters, business community, and residents</li> <li>• Feedback from pedestrians frequenting Broadway corridor</li> <li>• Pedestrian/vehicle traffic changes</li> <li>• Freight traffic changes/shifts</li> <li>• Change in noise level (decibels)</li> </ul>

Partners & Resources	City of Revere, Local businesses, Local residents, City Council, <a href="#">MassDOT</a> , MBTA
Diagnostic/COVID-19 Impacts	One of the largest issues identified through the diagnostic phase was the traffic and noise issue along the Broadway corridor. Based off site visits and interviews, the Broadway corridor is largely a commuter corridor with high traffic speeds and a non-friendly pedestrian environment. While pedestrian activity has increased since the COVID-19 pandemic, the above factors threaten the recovery projection of the corridor. Given the growing interest in outdoor dining and other pedestrian place-making activities in the wake of the COVID-19 pandemic, it is important to pursue strategies to address the impact of traffic noise.
Action Items	<p>Streetscape enhancements to reduce noise, increase sense of safety for pedestrians while walking on the sidewalk, increase the creation of outdoor dining opportunities for restaurants</p> <ul style="list-style-type: none"> <li>• Identifying Champions</li> <li>• Community Engagement</li> <li>• Conceptual Design (focus on traffic calming measures)</li> <li>• Funding Recommendations</li> <li>• Final Design</li> <li>• Construction</li> </ul> <p>Solutions should also consider:</p> <ul style="list-style-type: none"> <li>• Access management controls and driveway narrowing</li> <li>• Addition of on-street parking for access and traffic calming</li> <li>• Installation of missing sidewalks</li> <li>• Crosswalks with curb extensions and/or crossing islands to improve visibility</li> <li>• Reconfiguration of major intersections</li> <li>• Implementation of other strategic traffic calming measures, such as narrowed lanes, raised crosswalks, raised intersections, bike lanes, gateway signage, etc.</li> </ul>
Process	<p>Traffic Noise Calming Study:</p> <ul style="list-style-type: none"> <li>• Develop scope for analysis</li> <li>• Identify funding sources &amp; procure consulting assistance (if needed)</li> <li>• Initiate study and collect data about multi-modal traffic movements (including freight), rights-of-</li> </ul>

**Commented [SJ1]:** Only if roadway is under State jurisdiction

- way, and local and State regulatory environment
- Evaluate traffic/freight speeds along and around Broadway corridor
  - Coordinate permitting and jurisdictional needs for roadways controlled by MassDOT
  - Evaluate existing truck routes and potential alternative routes (as well as signage needs)
  - Identify community/abutters' goals for how they use and access Broadway
  - Develop appropriate metrics based on goals
  - Analyze travel data per community metrics and prioritize needs
  - Develop a plan/conceptual design with specific measures and locations
  - Conduct a community workshop to refine plan
  - Finalize plan
  - Prepare cost estimate

Design & Installation:

- Identify and secure funding
- Complete 30% design
- Obtain approvals from MassDOT
- Complete 100% design
- Develop bid documents, advertise, select & hire contractor
- Implement measures