



# Rapid Recovery Plan

2021

Rockport

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.

**For more information, contact DHCD:**

**100 Cambridge St, Suite 300  
Boston, MA 02114  
617-573-1100  
[mass.gov/DHCD](https://mass.gov/DHCD)**

# Acknowledgements



Town of Rockport

Mechelle Brown, Director, Cultural District  
and Community Engagement



Joseph Beggan,  
Transportation Planning and Engineering



Favermann Design

Mark Favermann, Principal



**Community Circle**

Community Circle

Daphne Politis, Principal

---

The Planning Team would also like to thank the following individuals for participating as key stakeholders throughout the planning process:

The working group for the LRRP include:

Ross Brackett, Business Owner,  
Resident, and Board of Selectmen  
John Porter, Business Owner, Resident  
Christina Willcox, Business Owner, Resident  
Peter Webber, Sr Vice President Cape Ann Chamber  
of Commerce, Resident  
Marshall Tulley, Business Owner, Resident  
Jim Ugone, Resident, Historic Committee Chair  
Rusty Kinnunen, Business Owner, Resident  
Tom Mikkus, Resident, Green Team Task Force  
and Planning Board Member



---

# Table of Contents

Rapid Recovery Program	7
Introduction	8
Approach/Framework	9
Executive Summary	10
Diagnostic Key Findings	14
Customer Base	
Physical Environment	
Business Environment	
Administrative Capacity	
Project Recommendations	23
Way finding and branding	
Improve traffic and parking	
Increase Town capacity and hold more events	
Increase programming of performing arts	
Activate barrette park and the amphitheater	
Increase dining options and menu diversity	
Promote art and history	

---

# Table of Contents

## Appendix 50

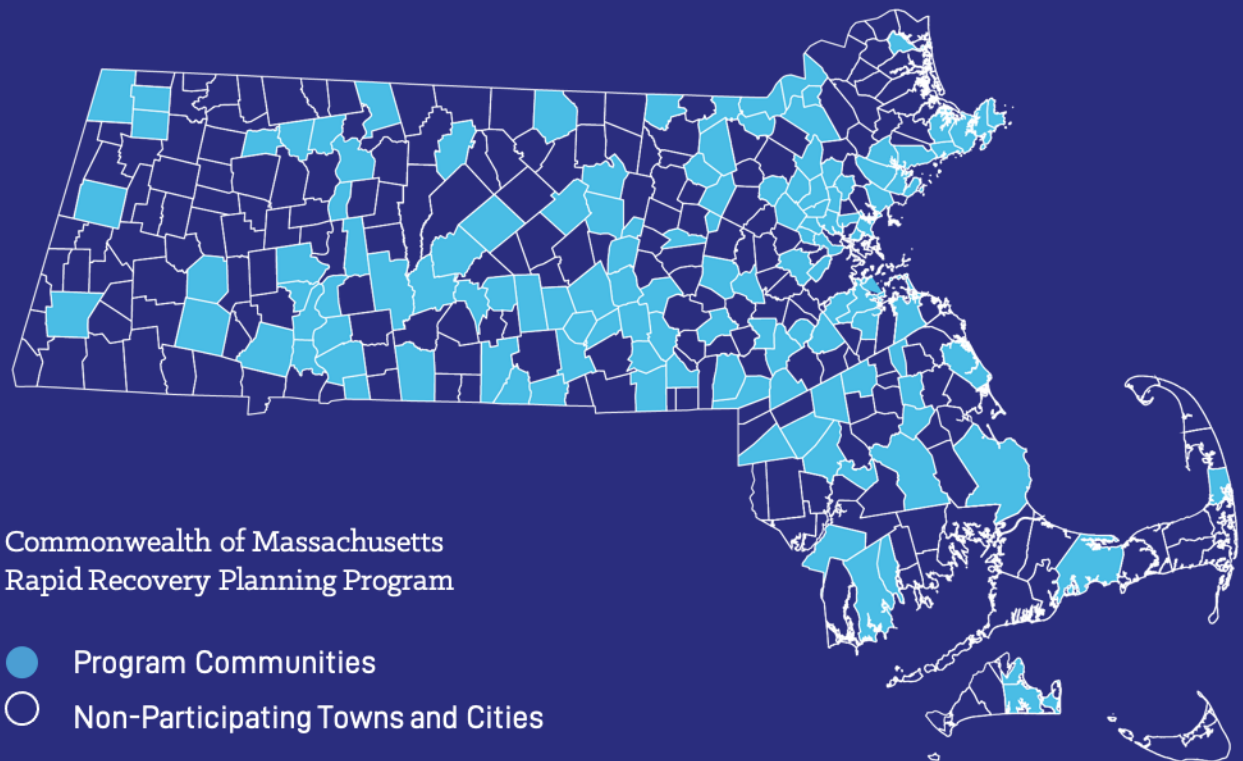
Transportation- Circulation Recommendations  
Administrative-Capacity-Activating-Public-Space  
Administrative-Capacity-Special-Events-Permitting  
Cultural/Arts-Needs-Assessment  
Design-Guidelines-Everett  
Downtown-Events-Cultural/Arts  
Event-Branding  
Funding-Arts-Districts  
Programming and Activating Streets  
Public Realm-Wayfinding-Seaside  
Revenue\_Sales-Buy-Local-program  
Shared-Streets-and-Spaces-Grant  
Traffic-Calming-Pedestrian-Pop-up

---

## 125 communities participated in the Rapid Recovery Plan Program

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

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



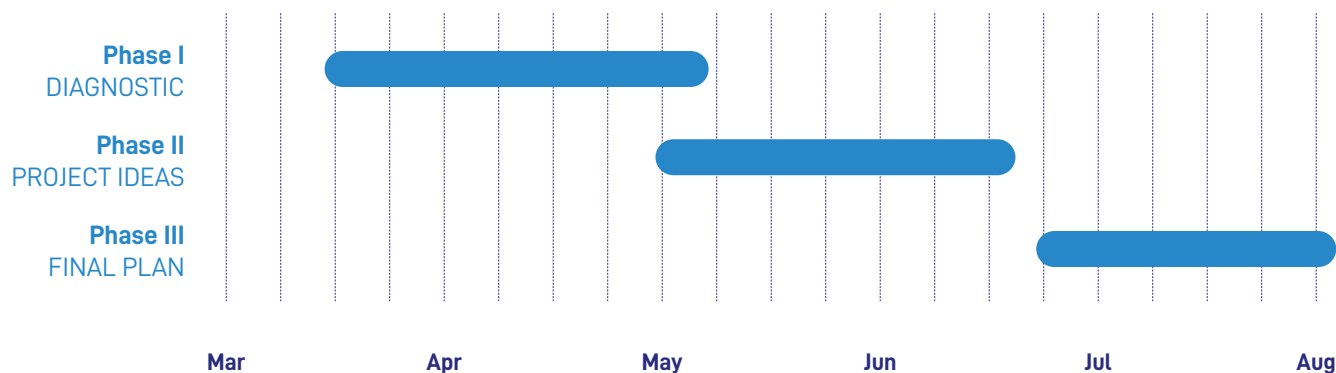
# Rapid Recovery Plan (RRP) Program

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

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

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

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



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

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



## Rapid Recovery Plan Diagnostic Framework



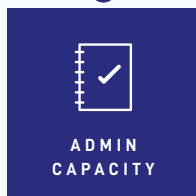
Who are the customers of businesses in the Study Area?



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



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



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

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



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other

---

## Executive Summary

# Executive Summary

Rockport is a historic seaside town on the tip of Cape Ann Peninsula in Essex County, Massachusetts. With a population of about 7300, Rockport is located approximately 40 miles northeast of Boston. It borders Gloucester to the west, and is surrounded by the Atlantic Ocean in all other directions.

Founded in 1623, its major industries were first timber for shipbuilding and fishing, then lobstering as well as granite quarrying. Rockport separated from Gloucester as a separate town in 1840. As the demand for its high-grade granite grew during the Industrial Revolution, the quarries of Rockport became a major source of the stone during the 19th century. A distinctive form of sloop was developed to transport the granite to until the second decade of the 20th century.

## **A suburban seaside tourist town**

Today Rockport is primarily a suburban residential and tourist town, but it is still home to a number of lobstermen and artists. Its rocky beaches and seaside parks are a favorite place for tourists, skin-divers and biologists.

Downtown Rockport is a Massachusetts Cultural Council designated Cultural District. As a tourist attraction and artist community, there are a number of prominent visitor sites. These include Bearskin Neck, a quaint stretch of old fishermen and lobstermen shacks that have been turned into a tourist mecca of restaurants, shops and galleries; Halibut Point Reservation, a nature reserve; Rockport Art Association founded in 1921; the constantly painted and photographed Motif #1, a red fishing shack on Bradley Wharf; and the Shalin Liu Performance Center, a state of the art performing arts facility.

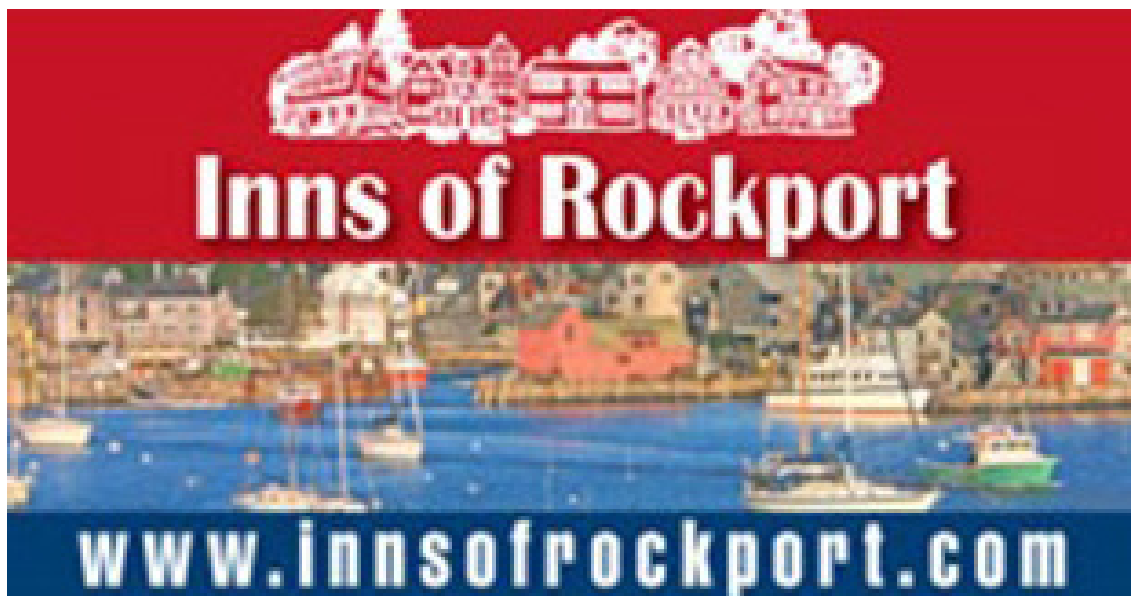
## **The pandemic resulted in attracting more visitors to Town, putting pressure on infrastructure and making more pressing the need to address inadequacies**

Covid-19 had a strange effect on Rockport's commercial district. Due to the fact that it is a primarily outdoor visitor experience, and its proximity as day trips from Massachusetts, New Hampshire and Rhode Island, tourism was very high. However, the Pandemic did make clear inadequacies in the commercial area including parking, lack of wayfinding, limited staffing and openings for restaurants and cafes, etc. Reviewing these needs and several others, our LRRP study recommends several strategic projects and plans.

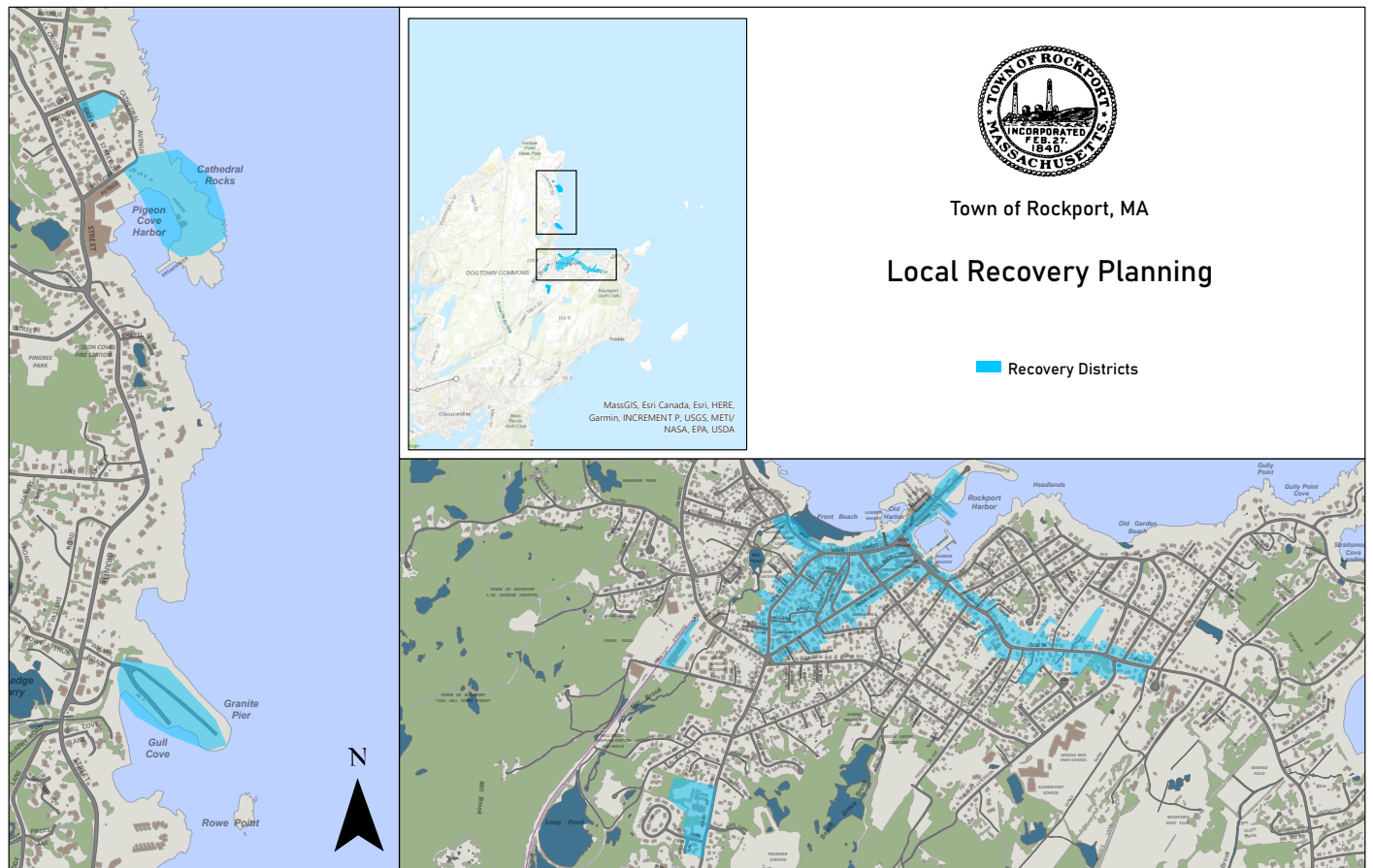
### Recovery will depend on a wide range of initiatives

Recommendations span making improvements in both the public and private realm, increasing administrative capacity, and amplifying the existing cultural and artist scene. They include:

- Creation of a Wayfinding and branding system to make the Town feel more like a connected and cohesive "place"
- Improving traffic and parking to create a more welcoming visitor experience
- Developing guidelines for outdoor dining and options for other shared space ideas
- Encouraging businesses to upgrade and maintain signs and storefronts by establishment of an easy to read and implement Storefront Guidelines.
- Assisting restaurant owners to promote fish-to-table and farm-to-table narratives, and encouraging them to diversify their menus thus attracting more and more diverse patrons, obtaining a grant to create a Culinary School, including a training restaurant.
- Increasing Town capacity and hold more civic events.
- Developing a public art plan that strategically places and creates photo opportunities for visitors to seek. Prepare an Art Gallery Map and add more Cultural District Walking Tours and creating a Map of historic resources.
- Thoughtfully restoring artists and makers place in Rockport economy (as opposed to only "T-shirt shops"). Preparing a Makers' Map of the Town.







---

## Diagnostic

# Key Findings



## Who are the customers of businesses in the Study Area?

The population of Rockport had slightly decreased between 2000 and 2010, but has been slowly increasing since and is projected to continue to do so as is the number of households.

The median household income (\$ 86,812) is approximately the same as than that of the State (\$85,843 in 2019). A bit over one-third (38%) of the Town's residents are of workforce age and the majority have at least some college education. A little over one-third (37%) is between the ages of 65 and 85 years old. The large majority of residents are White (95%).

Rockport has a large tourist economy. Visitors need to be persuaded to return post-COVID in order to help support the large number of businesses that depend on tourism.

### ROCKPORT DEMOGRAPHICS

POPULATION	
2000 Census	7,732
2010 Census	6,952
2021 Estimate	7,363
2026 Projection	7,540

HOUSEHOLDS	
2000 Census	3,475
2010 Census	3,213
2021 Estimate	3,492
2026 Projection	3,605

INCOME	
2021 Est. Average Household Income	\$ 117,315
2021 Est. Median Household Income	\$ 86,812
Per Capital Income (2021)	\$ 55,638

AGE	
Median Age	54.1
Age 35 – 64	38%
Age 65 – 85	37%

HOUSEHOLD SIZE	
2021 Est. Average Household size	2.1

EDUCATION (AGE 25+ 2021 ESTIMATE)	
At least some college or higher	77%

RACE	
White	95%
Black/African American	1%
Asian	1%
Latin@	3%

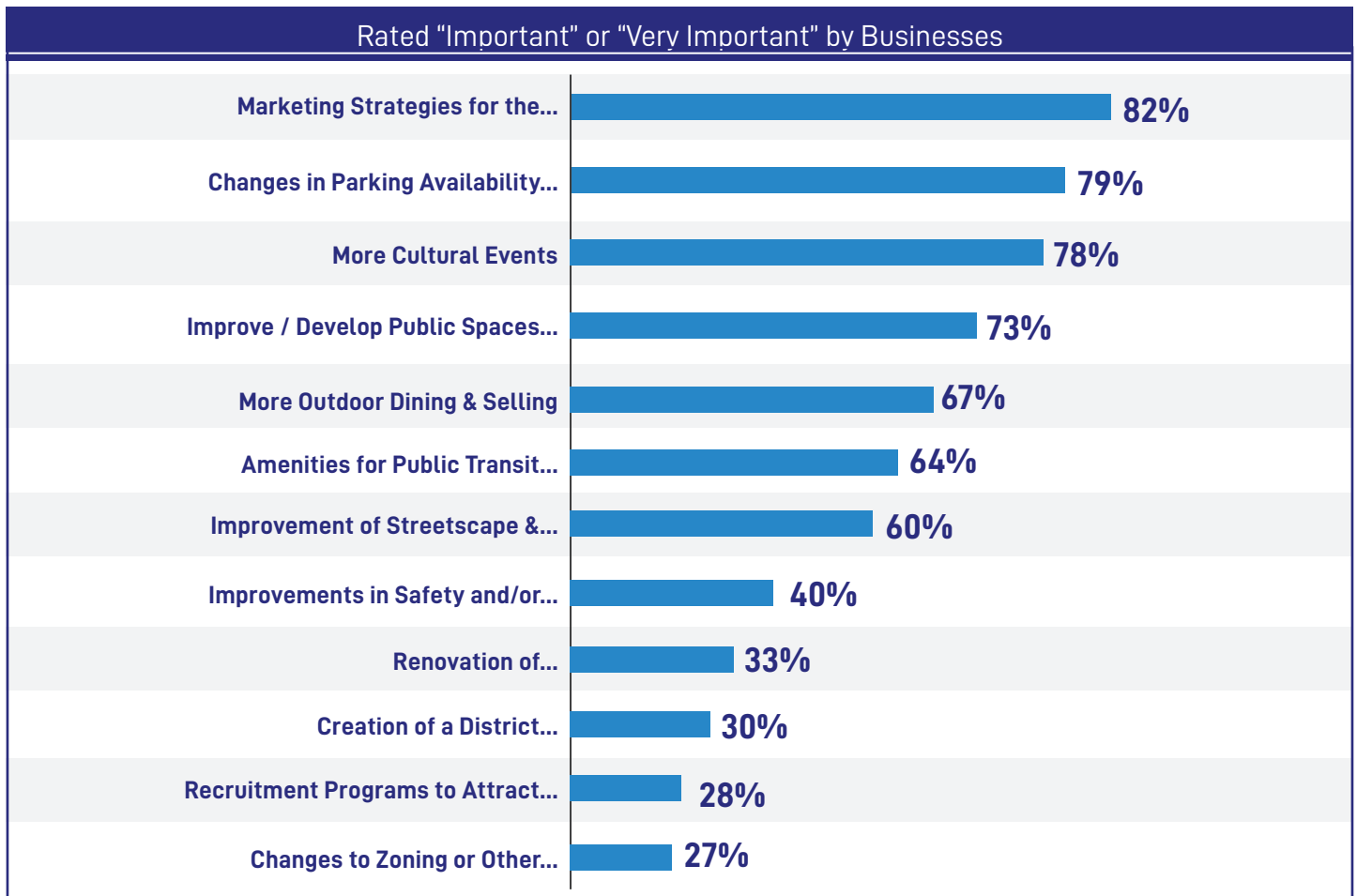


## How conducive is the physical environment to meeting the needs and expectations of both businesses and customers?

What Business Owners Had to Say... The strategies most important to Rockport businesses include marketing initiatives, changes related to parking, and more cultural events.

### Strategies Most Important to Businesses

1. Marketing Strategies for the Business District
2. Changes in Parking Availability, Management or Policies
3. More Cultural Events
4. Improvement/Development of Public Spaces
5. More Outdoor Dining and Selling Opportunities
6. Amenity Improvements for Public Transit Users/Biker Riders





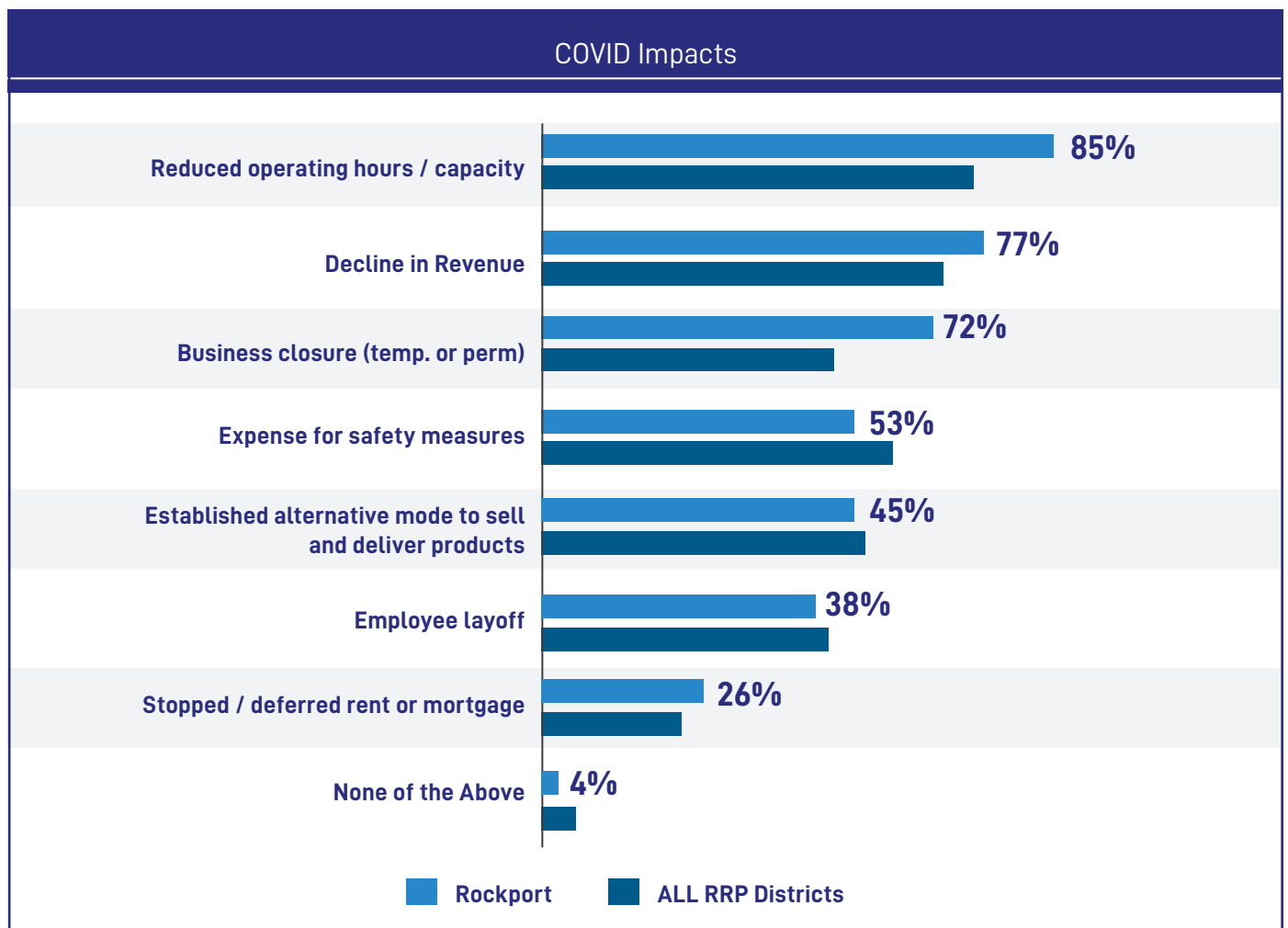


## What are the impacts of COVID-19 on businesses in the Study Area? How well does the business mix meet the needs of various customer groups?

COVID impacts were widespread and significant among the businesses. In some respects, businesses in the Rockport Target Area were somewhat harder hit than most businesses in RRP Districts.

**96% of Rockport Target Area businesses reported impacts** from COVID-19. A majority of businesses reported: reduced operating hours, a decline in revenue, temporary or permanent business closure, and expenses incurred to implement safety measures. In several categories, the rate of impacts reported by Rockport businesses was slightly higher than the rate among all businesses in RRP Districts.

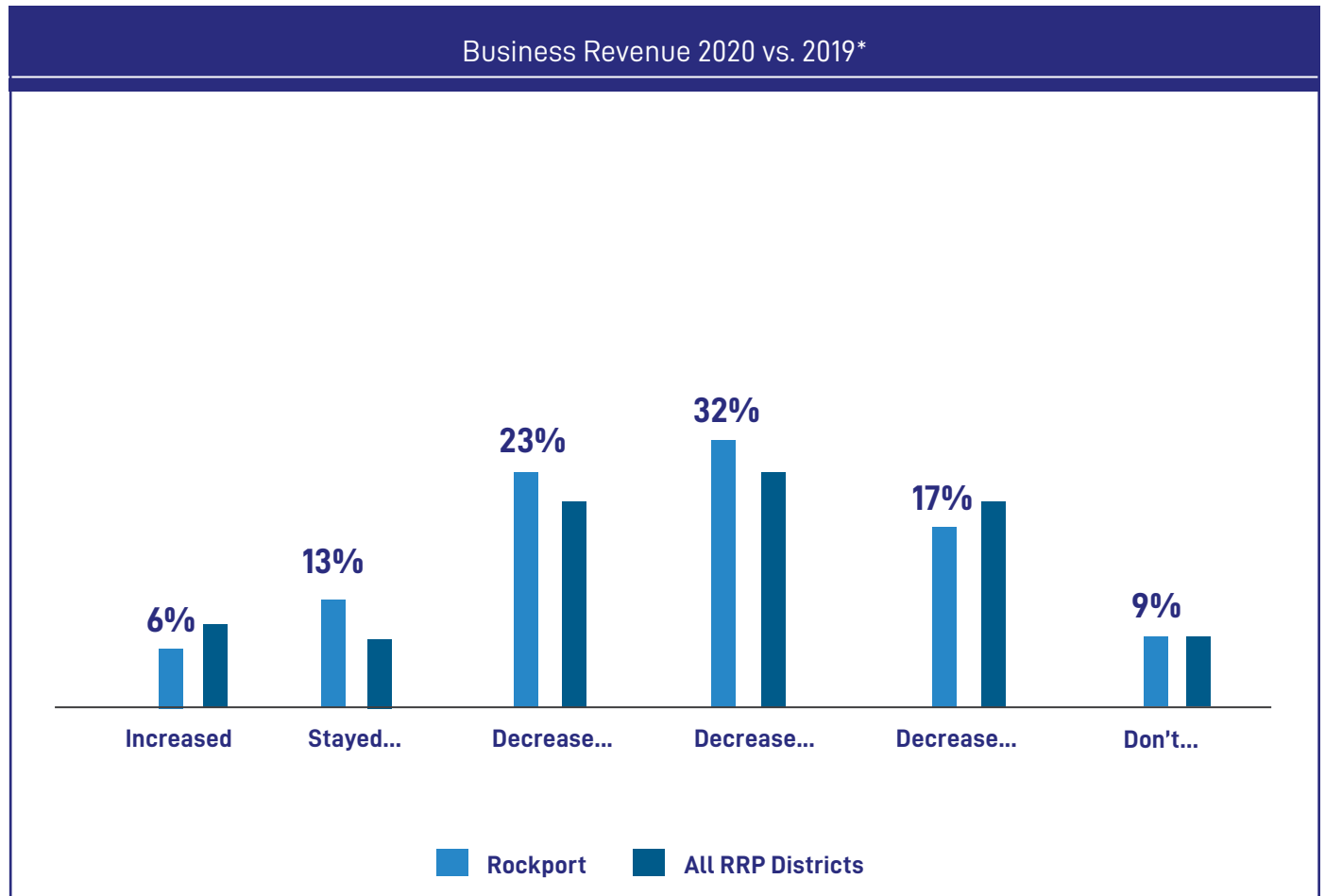
**Decline in Business District foot traffic** was significant. 50% of businesses had less on-site customers in January and February of 2021 than before COVID.



A slightly higher percentage of Rockport businesses experienced a year-over-year revenue loss.

**Loss of Revenue** – Approximately 72% of Rockport businesses suffered a year-over-year revenue loss (compared to 68% of businesses in all RRP Districts).

**On a positive note** - 45% of businesses said they established an alternative mode to sell or deliver products or services (which will likely help them retain and grow sales going forward).





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?

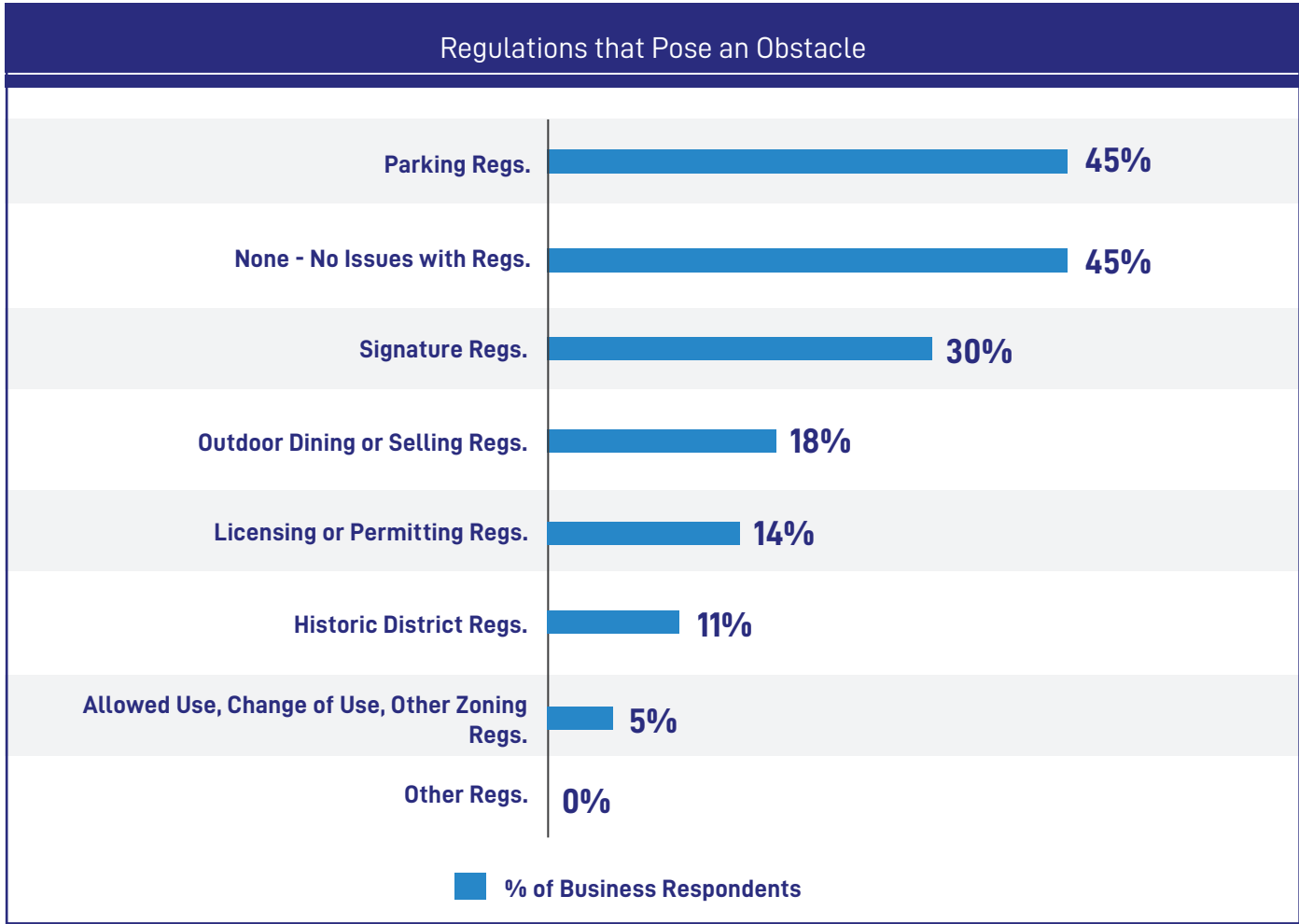
What Business Owners Had to Say... The majority of businesses were generally satisfied with key features of the Business Area.

The majority of businesses were generally satisfied with public realm conditions, private realm conditions, customer access, safety/cleanliness and proximity to complementary to business or uses.

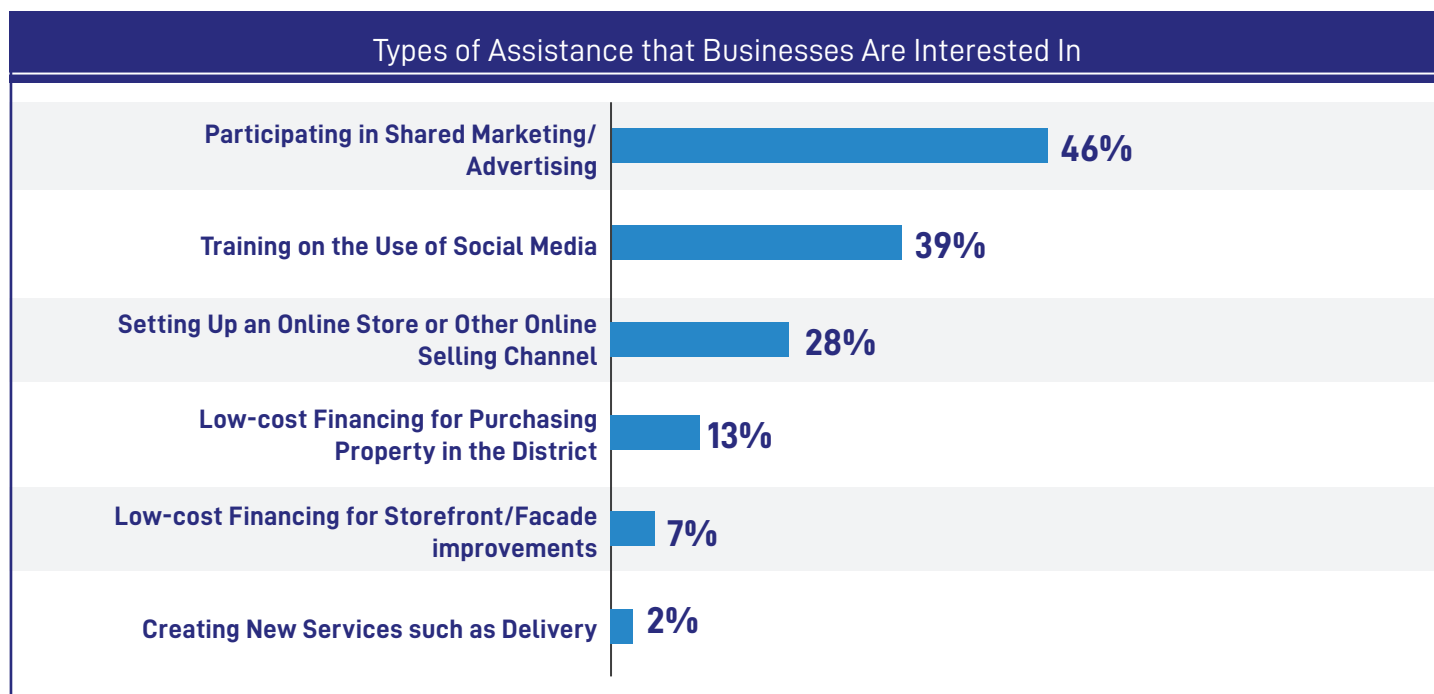
- A small portion of businesses (30%) expressed dissatisfaction with Access for Customers and Employees.

55% of businesses said that some aspect of the regulatory environment poses an obstacle.

- Parking regulations were cited most frequently (by 45% of businesses).
- 30% cited signage regulations



What Business Owners Had to Say... Participating in shared marketing or advertising initiatives is the top request among businesses.







## Highlights from the Physical Environment

### A VERY HUMAN-SCALE WALKABLE FISHING HARBOR WITH AN ECLECTIC MIX OF CHARM-ING SHOPS AND RESTAURANTS.

Located 40 miles north of Boston, Rockport is located on a peninsula surrounded by the Atlantic Ocean at the tip of Cape Ann. The town is known for its rocky, boulder-strewn ocean beaches and its historical visually prominent fishing harbor. The scale of residential and commercial structures in Rockport are appealingly quite uniform giving it a charming visually, appealing atmosphere. Conversely, the shops, stores and restaurants have an eclectic look.

### A WORKING HARBOR WHERE LOBSTERMEN AND FISHERMEN MAKE THEIR LIVING

It is a working harbor with lobster boats (when seasonally allowed) and pleasure craft. Historically, Rockport was a strategic timber producing and granite quarrying center. Rockport-based fishermen and lobstermen fished in one of the richest fishing grounds in the Northeastern United States. Today, lobster fishing is highly limited by Federal re-strictions.

### AN ARTIST COLONY THAT CONTINUALLY ATTRACTS MORE ARTISTS

Historically, the residential community consisted primarily of large estates, summer homes, and a small fishing village. Rockport Granite was in great demand until concrete replaced it during the 1930s. However, the town has continued to thrive as an artist colony that began and has flourished since the end of the 19th Century. This is because of its picturesque quality, beautiful vistas and general physical appeal.

### WAYFINDING WOULD ENHANCE THE VISITOR EXPERIENCE AS WOULD AN EXPANSION OF TRANSPORTATION OPTIONS AND UPGRADING OF THE URBAN FABRIC

Some specific challenges of the physical aspects of Rockport are a need to repair streets and lanes in the commercial districts, to refresh various storefronts and facades, to redo sidewalks and walkways to reflect after as well as ADA requirements, to bury underground unsightly utility poles and wires and to expand the transportation system of trolleys, water taxis, etc. Additionally, a badly needed wayfinding system does not currently exist and would greatly connect the various quality aspects of the community



**Baritta Park Amphitheater, Rockport, MA**

## Highlights from the Business Environment

### THE TOWN'S ECONOMY IS HIGHLY DEPENDENT ON TOURISM

A primarily tourist destination, Rockport's main commercial district Bearskin Neck is a uniquely picturesque and quaint seaside shopping enclave. Many shops are housed in weatherworn shingled cottages and former fishermen's shacks. They are easily walkable on a peninsula jutting out into Rockport Harbor. Views of the ocean, harbor and the striking red fishing shack known as Motif #1 are seen between the shops and at the end of Bearskin Neck. The adjacent areas of Dock Square and Main St. have plenty of additional shops to visit, explore and shop. Mostly a seasonal summertime destination, many Rockport shops also open for holiday shopping and weekends during the Fall and the Spring.

There are no chains here. Instead, small eclectic shops and eating establishments offer a range of jewelry, clothing, accessories, gifts, fair trade items and holiday decorations. Most offer art by local artists and craftspeople as well. Several stand alone art galleries showcase local realist artwork. Two major town cultural institutions are The Rockport Art Association and The Shalin Liu Performance Center.

This picturesque town has an abundance of inns and B&B's with historic architecture and beautiful furnishings. An appealing destination for a day trip or a week's vacation, Rockport has a lot to do and see including a variety of cozy seafood restaurants, cultural activities and lovely beaches. Due to its unique ecology, it has become a marine biology research lab and attracts scientists plus novice and serious divers as well.

### IN ORDER FOR MORE AND MORE DIVERSE VISITORS TO VISIT AND THEREFORE, SUPPORT THE TOURIST-DEPENDENT ECONOMY, A NUMBER OF INITIATIVES MUST BE UNDERTAKEN

Specific challenges include

- a need for a better variety of restaurant cuisine
- clear Wayfinding. Arriving in the main town center is a bit of a leap of faith in that there are no strategic directional signs or focal points to orient the new visitor until approaching very close to town.
- A thoughtful parking systems needs to be developed for visitors, merchants, employees, etc. along with easily identifiable off-street options.
- due to seasonal crowds, more outdoor dining options, both individually private and publicly shared, need to be strategically located in and around Bearskin Neck.



*Scenes from Rockport, MA*



*Scenes from Rockport, MA*

---

## Project Recommendations



## Public Realm



Create a **wayfinding and branding system** to make the Town feel more like a connected and cohesive "place." Consider gateway signage to improve the sense of arrival and to give direction to parking facilities.

**Improve traffic and parking to create a more welcoming visitor experience.** Consider providing water shuttle, better connect the MBTA station to the downtown, make clear through wayfinding. Develop shared parking agreements with private entities during off hours. Make sidewalks and crosswalks ADA compliant. Traffic calming, improve bike accommodations. Propose a resident sticker program. Consider park-and-ride at Granite Pier, extending CATA shuttle route to Halibut Point or to Lobster Pool; explore option of water taxi service. Improvements to Blue Gate parking lot.

Develop guidelines for outdoor dining and options for other shared space ideas.

Installation of **decorative streetlights** in Bearskin Neck area.

Encourage businesses to **upgrade and maintain their storefronts**. Establishment of an easy to read and implement Storefront Guidelines.

**Improve Bearskin Neck infrastructure.** Explore option of cleaning up or burying utility lines. Repair asphalt, traffic calming.

## Private Realm



Create a Business Incentive Program (matching grants for facade and signage improvements, store windows, outdoor merchandise, etc.). Use Storefront Guidelines to make improvements.

## Revenue/Sales



**Increase dining options and menu diversity.** Introduce higher caliber and more diverse menu and promote this to area restaurants, connect to food trucks. Connect to local fishermen, narrative of farm and sea to table. Increase food trucks and identify appropriate locations.

**Obtain a grant to create a Culinary School**, including a restaurant.

Consider partnering with the Greater Cape Ann and North Shore Chamber of Commerce to **promote commerce with local businesses**.

## Admin Capacity



**Increase Town capacity and hold more events.** Expand staffing, e.g. expand the Planning Department to include Arts and Culture, Economic Development, Town Planner, grant writer, Administrative Assistant and Marketing functions.

Expand **marketing campaign**. Need to tell the Town's story, increase on-line presence and use of social media, brochures, etc. Promote festivals, trade shows.

**Encourage businesses to participate in a Downtown Initiative.** Hire consultant to conduct outreach to businesses and promote membership in a Downtown Association.

## Cultural / Arts



**Promote art and history.** Develop a public art plan that strategically places and creates photo opportunities for visitors to seek.

**Increase programming of performing arts.** Increase programming with professional musicians to play in different locations (e.g. parks, church lawn, Dock Square, etc.).

**Activate Barletta Park and the Amphitheater.** In addition to programming consider a mural (digital light show on mural wall), bench, fountain (turn off and on) to enhance the experience.





**Restore artists and makers place in Rockport** economy (as opposed to only "T-shirt shops"). Prepare a Maker Map of the Town.

### PLEASE NOTE:



While all of the projects listed here were identified as important to the community's recovery, those with a thick, light blue outline were identified as priority projects. More detailed Project Sheets are provided on these in the pages that follow.

# Create a **wayfinding and branding system** to make the Town feel more like a connected and cohesive “place.”

Category		Public Realm
Location		Rockport Downtown
Origin		Director, Cultural District and Community Engagement
Budget		Medium—\$30,000 design fee + \$80,000 for implementation
Timeframe		Short Term (Less than 5 years): 8 months for design and planning
Risk		Low Risk
Key Performance Indicators		Installation and use of signage, Functionality of signage
Partners & Resources		Town of Rockport
Diagnostics		Tourism is an important component of Rockport's economy; many people depend on tourists, either directly or indirectly, for their livelihood. Prior to COVID-19 the Town attracted many tourists to its charming downtown area with multiple shops and restaurants located near and along the waterfront. In order to attract these visitors to return as well as to be appealing to new visitors, a branding and wayfinding signage system would help to improve the sense of place.
Action Item		Create a <b>wayfinding and branding system</b> to make the Town feel more like a connected and cohesive "place." Consider gateway signage to improve the sense of arrival and to give direction to parking facilities.

## Process



Retail Shop, Rockport, MA

Create a wayfinding and branding system to help emphasize the features that make Rockport unique and to connect the Downtown to adjacent areas, better integrating the Downtown with these and better direct users to their destination but also create a sense of place and sense of arrival. The project will involve:

- Creation of a Team (Wayfinding Advisory Committee) to guide the project. Work with the Wayfinding Advisory Committee to coordinate the project. This group will guide the project and ensure concerns within each Department are met early on in the process
- Review of relevant project limits, points of interest, destinations and businesses
- Design of a brand theme, logo and optional tagline
- Identification of locations for wayfinding elements
- Implementation of wayfinding and branding element
- Review relevant project limits, points of interest, designations and businesses.
- Design a brand theme, logo and optional tagline

The team would work to ideate themes around Downtown Rockport as it relates to community branding which would support strategic placemaking.

- Review any historical experiences, local symbols both physical and non-physical, and aspirations for the corridor
- Translate potential themes into branding and wayfinding concepts along with optional tagline
- The team would then select a final brand design and optional tagline
- Develop a final Family of Elements which would identify wayfinding opportunities for various applications
- Identify locations for wayfinding elements
- The team will work to identify location for wayfinding elements.
- Create a sign schedule identifying the location of the signs and quantity needed
- Create a map that identifies the sign locations

## IMPLEMENTATION

- Fabricate and install the wayfinding elements
- Consider phasing implementation if financial resources are limited
- Translate the branding across other Town applications such as Town Letter Head, logo, newsletters, etc. to begin telling the brand story Town-wide



# Maritime Wayfinding Theme

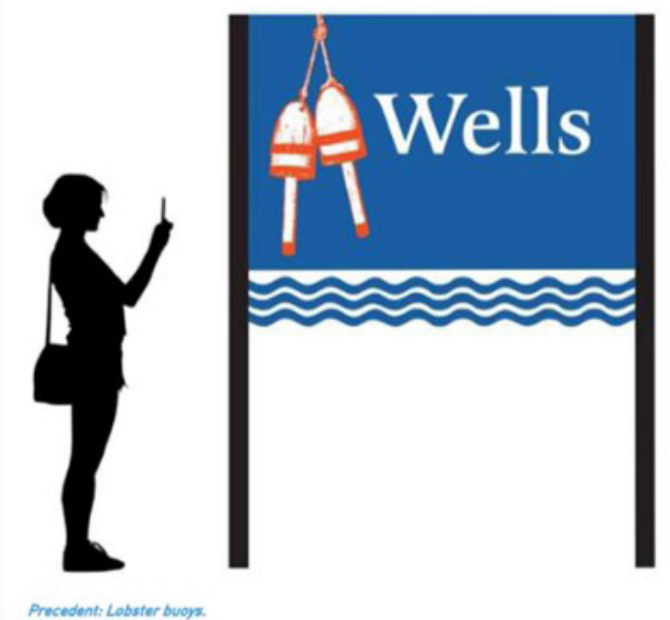
Wells, ME

## SEE APPENDIX FOR BEST PRACTICE:

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

A maritime themed brand was created and used throughout the Town of Wells, ME for wayfinding signage as well as other branding elements.

- The notion of the Wells brand was to make the town more of a destination than just a pass-through place on the Southern coast of Maine
- The themed street furniture also had sculptural qualities marrying form and function with aesthetics.



# Improve traffic and parking to create a more welcoming visitor experience.

---

Category		Public Realm
Location		In and around Rockport's Downtown
Origin		Director, Cultural District and Community Engagement
Budget		Medium Budget (\$50k - \$200k)
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		Improved vehicle, pedestrian and bicycle safety.
Partners & Resources		Community Development Director, DPW, CATA, MAPC, MassHighway
Diagnostics		<p>During COVID-19, Rockport was discovered by many people looking for an appealing outdoor walk. The MBTA has not been running for a year, it was shut down for repairs and repairs are expected to take an additional year (one year longer than expected). Additionally, it is not self evident where people should park and getting around as a pedestrian or a bicyclist could be made safer and more pleasant .Wayfinding can help visitors to navigate getting around Town and connecting to the Downtown where they can patronize restaurants and retail.</p>



### Action Item

Improve traffic and parking to create a more welcoming visitor experience. Better connect the MBTA station to the downtown, make clear through wayfinding. Make sidewalks and crosswalks ADA compliant. Implement traffic calming at Bearskin Neck. Improve bike accommodations.

### Process

Develop a comprehensive transportation and circulation implementation plan and include the following action items:

1. Brand the Rockport Shuttle and other CATA services in Rockport
2. Improve and simplify the information sheet on the CATA website for the Rockport shuttle
3. Investigate extending the Rockport Shuttle to Granite Pier or the Lobster Pound/Halibut Point
4. Investigate improvements to the entry and circulation roads for the current remote parking
5. Prepare a wayfinding signage plan for the remote parking lot
6. Evaluate the potential for a regional remote parking option near Route 128
7. Investigate traffic calming options on Bearskin Neck

### SEE APPENDIX FOR MORE DETAILED RECOMMENDATIONS

Also explore including the following in the Transportation Implementation Plan:

- Consider providing water shuttle from Granite Pier to White Wharf or Lumber Wharf.
- Better connect the MBTA station to the downtown, make clear through wayfinding.
- Develop shared parking agreements with private entities during off hours.
- Make sidewalks and crosswalks ADA compliant.
- Improve bike accommodations.
- Propose a resident sticker program.
- Consider park-and-ride at Granite Pier; explore option of water taxi service.
- Make improvements to Blue Gate parking lot.



**Main Street, Rockport, MA**



**CATA route map for the Rockport Shuttle showing potential extensions to the Granite Pier and the Lobster Pound.**



# Use art for traffic calming and COVID-related transportation challenges.

In partnership with Forecast Public Art and with funding from the Kresge Foundation and the National Endowment for the Arts, Smart Growth America (SGA) launched the Arts & Transportation Rapid Response initiative during the summer of 2020 in the middle of the world's worst pandemic in more than a generation. The project sought to partner transportation agencies with artists to develop creative solutions to COVID-related transportation challenges, with the hypothesis that artists' creative practices would enhance agencies' responses to quickly shifting new demands related to mask wearing, social distancing, and communicating rapidly changing rules and regulations.

After issuing an open call for proposals, SGA received an unprecedented number of applications—almost 200—and selected five agencies to include in the initiative. Each of the selected projects committed to addressing COVID-related transportation challenges and systemic inequities and to do so in unique, creative ways, with the support of local artists.

For specific examples see:





<https://www.transportation.art/sgas-projects/arts-transportation-rapid-response/>



PC: Kahlm Davis

As part of the Arts & Transportation Rapid Response initiative, the City of Oakland worked with artist Jonathan Brumfield to pilot a solution for more aesthetically pleasing, sturdy Oakland Slow Streets barricades that better reflect East Oakland culture and still support safe distancing while traveling and exercising during the pandemic. Brumfield, in partnership with East Oakland residents, built a set of four barricade planters and a set of corresponding culturally-relevant signage.

# Increase Town capacity and hold more events.

Category		Public Realm
Location		Downtown
Origin		Director, Cultural District and Community Engagement
Budget		Large Budget (\$200k +)
Timeframe		Medium Term (5-10 years)
Risk		Low Risk
Key Performance Indicators	An increase in the number of programs, events and activities. An increase in the number of grants obtained. An increase in marketing materials and activities. An increase in the number of participants in events and patrons to Rockport's restaurants, retail and art galleries. The number of website hits.	
Partners & Resources	Select Board, Director, Cultural District and Community Engagement, area businesses (hopefully organized into some sort of a Downtown Management Entity)	
Diagnostics	There is limited capacity for the Town to organize and manage events. Some of the events the Town has organized in the past have had measurable positive impacts on the revenue and sales of the Downtown businesses. Increasing capacity is expected to help increase the number of events, festivals, and other activities.	
Action Item	Increase Town capacity and hold more events. Expand staffing, e.g. expand the Planning Department and relevant Departments to increase the Town's capacity to organize and hold more town-wide events.	

## Process

1. Expand staffing to include a Cultural Events Officer, Economic Development Director, Town Planner, Grant writer, Administrative Assistant (to include marketing functions).
2. Encourage local merchants to form a Downtown Management Entity to help coordinate with Town Staff
3. Establish a Team that includes representatives from the local business community and artists.
4. Build on Existing Events
  - Illuminations Weekend in August (lobsters plus lights, 3 lobster boats)
  - Makers Festival, drew in large amount of revenue but no capacity to do it again
  - Art in the Park/Wet Paint
5. Collect market information (e.g. Weekend of Makers Festival had a measurable impact on revenues and sales)
6. Develop public/private partnership with area businesses, artists and performers to hold additional **cultural events/programming**;
  - Consider Kite Festival (invite local artists to make the kites and then sell them)
  - Consider Porchfest in collaboration with local performers.
7. **Connect to the schools** to develop programming oriented to children and teens. Offer programming for children and youth all year long. Focus on art, music, and maritime theme.
8. **Solicit feedback** from residents, business owners, visitors, artists and performers
9. **Develop marketing campaign** including the use of social media to promote the events calendar. Centralize information regarding the events on a website.



*Paint Air Program/Wet Paint (buy before paint dries), Rockport, MA*

ARTS & CULTURE / GALLERIES / MUSEUMS

<p><b>1 THE ART OF DAVID ARSENAULT</b> • 8 Dock Sq. 518-466-9093 • <a href="http://artofdavid.com">artofdavid.com</a> • <b>D-Map</b></p> <p><b>2 CANTERBURY HILL STUDIO &amp; GALLERY</b> • 41 Main St. 978-309-8468 • Fine arts &amp; crafts — Representing over 50 artisans &amp; artists. <a href="http://canterburyhillstudio.com">canterburyhillstudio.com</a> • <b>D-Map</b></p> <p><b>4 CAPE ANN MUSEUM</b> 27 Pleasant St., Gloucester • 978-283-0455 Cape Ann-related paintings &amp; sculpture, maritime &amp; quarrying artifacts, library/archives. Exhibitions, tours, programs. <a href="http://capeannmuseum.org">capeannmuseum.org</a></p> <p><b>3 CYNTHIA CURTIS POTTERY</b> 80 Pigeon Hill St. • 978-546-6186 <a href="http://cynthiacurtispottery.com">cynthiacurtispottery.com</a> • <b>Map I 4</b></p> <p><b>4 ELYNN KRÖGER GALLERY</b> 38 Bearskin Neck • 978-500-5047 <a href="http://elynnkroeger.com">elynnkroeger.com</a> • <b>D-Map</b></p> <p><b>5 FOLLY COVE FINE ART</b> 59 &amp; 61 Main St. • 978-380-8821 <a href="http://follycovefineart.com">follycovefineart.com</a> • <b>D-Map</b></p> <p><b>6 GALLERY MONTANARO</b> 10 Bearskin Neck • 508-397-9015 <a href="http://gallerymontanaro.com">gallerymontanaro.com</a> • <b>D-Map</b></p> <p><b>7 JOHN CAGGIANO GALLERY</b> 66 Bearskin Neck • 978-902-5899 <a href="http://johncaggianoart.com">johncaggianoart.com</a> • <b>D-Map</b></p> <p><b>8 THE PAPER HOUSE</b> 52 Pigeon Hill St. • 978-546-2629 <a href="http://paperhouserockport.com">paperhouserockport.com</a> • <b>Map H4</b></p> <p><b>9 ROCKPORT ART ASSOCIATION &amp; MUSEUM</b> • 12 Main St. • 978-546-6604 Galleries, museum &amp; gift shop. Celebrating 100 years of fine art on Cape Ann! <a href="http://rockportartassn.com">rockportartassn.com</a> • <b>D-Map</b></p>	<p><b>10 ROCKPORT MUSIC / SHALIN LIU PERFORMANCE CENTER</b> 16 &amp; 37 Main St. • 978-546-7391 • Visit Rockport Music's intimate Shalin Liu Performance Center for classical, jazz &amp; folk music as well as broadcasts. <a href="http://rockportmusic.org">rockportmusic.org</a> • <b>D-Map</b></p> <p><b>ROCKPORT NEW YEAR'S EVE</b> "Small Town, Big Celebration" • Continuous entertainment from 6 PM to midnight. <a href="http://rockportnye.org">rockportnye.org</a></p> <p><b>11 RUSTY &amp; INGRID SCREEN PRINTS</b> • 8 Bearskin Neck • 978-555-5107 <a href="http://rustyandingrid.com">rustyandingrid.com</a> • <b>D-Map</b></p> <p><b>12 SANDY BAY HISTORICAL SOCIETY &amp; MUSEUMS</b> • 40 King St. 978-546-9533 • <a href="http://rockporthistory.org">rockporthistory.org</a> <b>Map M6</b></p> <p><b>13 SCOTT TUBBY FINE ART</b> 26 Bearskin Neck • 207-329-2586 <a href="http://scotttubby.com">scotttubby.com</a> • <b>D-Map</b></p> <p><b>14 SQUARE CIRCLE</b> • 11 Dock Sq. 978-546-7100 • Paintings by local artists, modern graphics, sculpture, ceramics, Judaica, fused glass. • <b>D-Map</b></p> <p><b>15 SUSAN LYNN GALLERY &amp; STUDIO</b> • 79 Main St. • 816-803-9244 <a href="http://susanlynnstudio.com">susanlynnstudio.com</a> • <b>D-Map</b></p> <p><b>16 WINDHOVER CENTER FOR THE PERFORMING ARTS</b> 257 rear Granite St. • 978-546-3611 Hosting outdoor performances in Dance, Music &amp; Theater this summer on our New Stage. • <a href="http://windhover.org">windhover.org</a> • <b>Map E6</b></p>
--	--





# Winterbridge Cultural Events

Fall River, MA

## EXAMPLE:

### Fall River, MA

The Winterbridge cultural events (running Fridays and Saturdays for six weeks in the Winter of 2021) at Gromada Plaza downtown was planned to build on the MassDevelopment TDI work on South Main Street and to showcase the collaborative power of FRACC, a 40-member diverse group of arts and culture, business, community nonprofit, philanthropic, and public sector stakeholders. FRACC is charting new territory in the scope of its goals and Winterbridge was meant as a way to:

- Bring the community together and engender city pride (begin to take back the narrative of the city)
- Demonstrate the power of collaboration (put the power of FRACC to work)
- Provide community activities and spaces during winter under Covid-19 guidelines Winterbridge included music, fire pits, evergreen trees, live painting, community partners providing grab n go services, dancing/Zumba sessions, live entertainers (costume characters, singers, and musicians), and a We Love Fall River window display competition.



Volunteers help to set up for events in Fall River, MA

PC: CivicMoxie

SEE APPENDIX for Best Practice Sheets

# Increase programming of performing arts

Category		Public Realm
Location		Indoor and outdoor locations in and near Downtown Rockport
Origin		Director, Cultural District and Community Engagement
Budget		Large Budget (\$200k +)
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		Increase in number of performances, increase in number of locations where performances are held and an increase in number of visitors and ticket sales.
Partners & Resources		Director, Cultural District and Community Engagement, Shalin Liu Performance Center, Windhover Center for the Performance Arts, Gloucester Stage, Pops, parks, churches.



*Art Association, Rockport, MA*

## Diagnostic

Rockport has traditionally drawn artists and art lovers. The Town's art colony, one of the oldest in America, is home to over 30 galleries and Rockport Art Association and Museum. The Shalin Liu Performance Center hosts shows year round. Windhover Center for the Performing Arts presents dance from the stage to the quarries of Cape Ann. Many festivals held outdoors have traditionally attracted visitors to Town. Live performances can help to bring people back to Rockport.

## Action Item

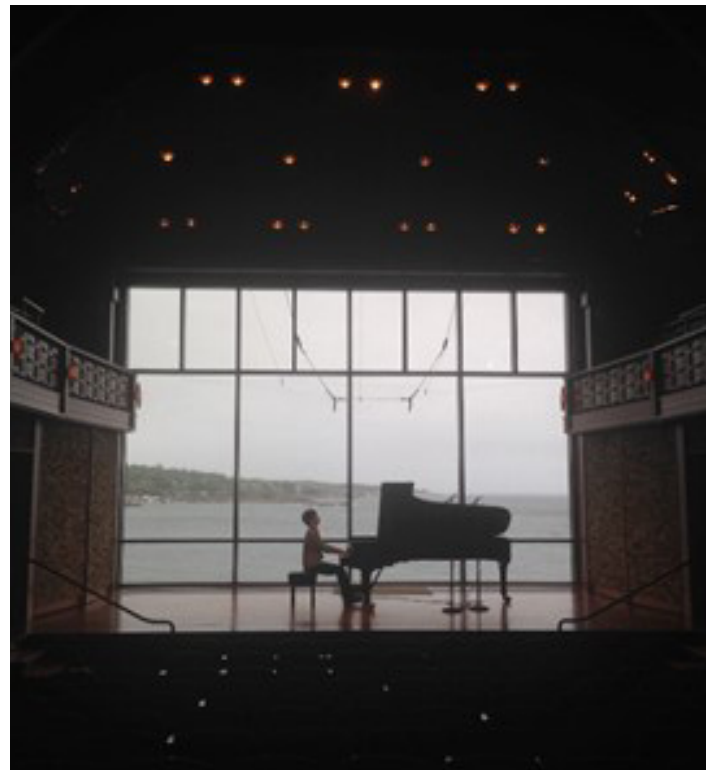
**Increase programming of performing arts.** Increase programming with professional musicians to play in different locations (e.g. parks, church lawn, Dock Square, etc.).

Using the arts to revitalize a downtown can be a source of revenue, increase appeal of a community and attract more patrons to local restaurants and retail.

- Establish a Team with a focus on increasing performing arts in indoor and outdoor spaces throughout the Town of Rockport
- Identify types of performances (puppets, concerts, dance, theater) for different ages and interests.
- Identify locations for outdoor performances throughout various locations in Town (parks, lawns of churches, Dock Square, etc.).
- Conduct outreach to potential performers. Explore connecting with the Pops, puppeteers, local musicians (solos, duets, trios)
- Support Windhover to add additional outdoor performances to their schedule. Encourage partnerships with Gloucester Stage for additional outdoor stage performances. Explore ways of weatherproofing while still outdoors.
- Connect performances by scheduling several of them on the same day in various locations/ times throughout the Town as well as in coordination with indoor performance(s) at Shalin Liu Performance Center.



*Windhover Center for the Performing Arts dancing on the quarry.*



*Rockport Shalin Liu Performance Center: The 330-seat oceanside music hall, opened in 2010, is a center for cultural events year round. Specially designed for chamber music, the Shalin Liu offers audiences superb acoustics, clear sightlines, and a close connection to performers. A floor-to-ceiling glass window serves as the stage's backdrop, with magnificent views of the ocean and Rockport's coastline.*



# Project for Public Spaces

"Civic institutions, like museums, public galleries, community art organizations, performing art institutions, arts councils and public arts organizations have a rare opportunity to lead significant change by engaging specific groups to help devise and carry out creative community-building neighborhood programs."

excerpt from the book *The Creative Community Builder's Handbook: How to Transform Communities Using Local Assets, Arts and Culture* (2007 Fieldstone Alliance)

## 5 Ways Art Projects Can Improve Struggling Communities

1. Promote Interaction in Public Space
2. Increase Civic Participation Through Celebrations
3. Engage Youth in Community
4. Promote the Power and Preservation of Place
5. Broaden Participation in the Civic Agenda

Visit here for examples of how art, including performing arts, can accomplish these:

<https://www.pps.org/article/artsprojects>



*Brainerd Community Theater in Brainerd, Minnesota stages outdoor musicals as a way of adapting to the pandemic.*



# Activate Barletta Park and the Amphitheater.

Category		Public Realm
Location		Barletta Park
Origin		Director, Cultural District and Community Engagement
Budget		Low Budget (Under \$50k)
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		Increase in the number of people using the park, increase in the number of programs and activities taking place there.
Partners & Resources		Director, Cultural District and Community Engagement, Rockport Beautification Committee, Rockport Art Association
Diagnostic		Activating the park can help to bring more people to the Downtown.
Action Item		<b>Activate Barletta Park and the Amphitheater.</b> In addition to programming consider a mural (digital light show on mural wall), bench, fountain (turn off and on) to enhance the experience.



*Barletta Park Plaque, Rockport, MA*

## Process



*Park in Rockport, MA*

1. Develop a Plan to activate the Park.
2. Identify what physical supports may be needed.
3. Identify ways it could be beautified to attract more people. Some thoughts include:
  - a. a mural.
  - b. Create a facade around the vent shafts.
  - c. Possibly a fountain (there was one for the fire station that was across the street and is currently under evaluation for a possible rebuild).
  - d. Rockport Art Association owns Reckia's art and the rights to reproduce the frog and child piece in front of the RAA. The mold can be created and from it bronze and light weight materials can be used to create a sustainable income for art programming. Rodan museum in Paris is an example. Reckia has a piece that is a bench with a character on it, making it life size and placing it in Barletta Park could be a "photo op."
  - e. Public art
  - f. Create performance space by cleaning up overgrown bushes around the Amphitheater. Consider lighting the wall behind the seating and/or converting it into a "water wall" by creating a "waterfall" that can be turned off during performances.
4. Develop a program of events for different ages







# Conduct Arts and Culture Needs Assessment (MAPC)

Strategies that support arts and culture in municipalities strengthen local government's responsiveness to constituents, establish critical partnerships for revitalization, and builds resilience of local businesses and cultural organizations. Providing multi-layered assessments of arts and culture can help improve support for artists, creative enterprise, and civic vitality.

## BUILD RELATIONSHIPS AND COLLECT DATA ON ARTS & CULTURE

- Use surveys, interviews and creative evaluation strategies to document the presence of artists and creative businesses, assess needs and opportunities, and track impacts of arts and culture programming on community well-being and civic vitality.

## IDENTIFY BARRIERS TO CULTURAL EQUITY

- Where does cultural activity happen? Are opportunities for creative and cultural expression equally available for immigrant communities and communities of color?

## CONDUCT DIRECT OUTREACH TO ARTISTS AND CREATIVES





- Artists are poorly represented in existing data sets. Municipal surveys of artists focused on identifying and responding to their needs generated robust survey response and expressions of gratitude for the outreach and consideration.

## FOSTER PARTNERSHIPS

- Strong partnership structures that bring together cultural organizations, creative businesses, property owners, municipal staff, and economic development entities have been instrumental in reviving arts and culture activities locally



# Increase dining options and menu diversity.

Category		Private Realm
Location		Downtown Rockport
Origin		Director, Cultural District and Community Engagement
Budget		Low Budget (Under \$50k)
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		Increase in dining options and menu diversity. Increase in number of visitors wanting to dine in Rockport.
Partners & Resources		Restaurants, local fishermen/lobstermen, artists, Director, Cultural District and Community Engagement
Diagnostic		There is a lack of variety in the types of restaurants available in Rockport. To add to that a quick look through the area menus reveals a lot of repetition in the offerings. Increasing the variety and options may help to broaden the area's appeal and thus bring more visitors to shop and dine.
Action Item		Increase dining options and menu diversity. Introduce higher caliber and more diverse menu and promote this to area restaurants. Connect to local fishermen, lift up narrative of farm and sea to table. Increase food trucks and identify appropriate locations; connect these to restaurants.



## Process

Increasing the diversity of menu options can help to attract more patrons of different ethnicities, ages, and preferences helping to increase revenues.

1. Reach out to area restaurants and discuss the benefits of providing more diverse menu options.
2. Connect restaurants to local fishermen/lobstermen. Tell their stories on the menus.
3. Recruit more ethnic restaurants and encourage them to also connect to local fishermen/lobstermen and to use new recipes to prepare fish and seafood.
4. Promote sea and farm to table narrative
5. Connect restaurants to food trucks .
6. Establishing a Culinary School could help meet the objectives of broadening the culinary offerings.
7. Promote diversity of dining options on website:  
<https://rockportusa.com/restaurants/>



<sup>1</sup> Rockport's restaurants reportedly want food truck, need to find a way to communicate this to retailers who are under the impression that they will compete with restaurants and in an effort to support the restaurants, oppose the food trucks



# Project for Public Spaces

In today's competitive restaurant marketplace, creating an environment in which people of all ethnicities feel welcome is important, and sometimes means aligning policies that appeal to different groups, whether that means different guests living within the same city or tourists visiting from around the world.

Creating a customer experience that attracts a diverse clientele involves creating menu items that appeal to people of different ethnic/racial backgrounds, selecting wording on menu that resonate with a broad range of people, even having a multi-lingual menu, and staff trained in cultural sensitivity. Marketing in traditional and social media can also help to cast a wider net.

Surveys have found that restaurant consumers value variety over simplicity on menus<sup>2</sup>. Wherever consumers are calling for more menu items and more innovation, younger people are leading the movement. Consumers aged 18 to 34 indicate a preference for more offerings at a greater rate than consumers 35 and older in every category. According to a survey reported on in Forbes magazine, many people want more healthful options, customizable dishes and value-oriented choices.







"Businesses competing on service need to understand and cater to customers' racial, ethnic, religious, generational and geographic differences in order to meet or exceed customers' service expectations. A restaurant that puts the welcome mat out for new customers can only help." – Kelly McDonald, author of Crafting the Customer Experience for People Not Like You. "

For ideas of how to reach more diverse clientele, see:  
<https://upserve.com/restaurant-insider/make-restaurant-welcoming-diversity/>

<sup>2</sup><https://www.forbes.com/sites/darrentristano/2015/02/03/restaurant-consumers-value-variety-over-simplicity-on-menus/?sh=7349d1ec5ff8>



# Promote art and history.

Category		Public Realm
Location		Downtown Rockport
Origin		Director, Cultural District and Community Engagement
Budget		Low Budget (Under \$50k)
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		An increase in public art, more people taking cultural and historic walking tours.
Partners & Resources		Local artists, Rockport Art Association, Cultural Council, Director, Cultural District and Community Engagement
Diagnostic		COVID both brought some people to Rockport for the first time. It is important to find ways to bring them back.
Action Item		<b>Promote art and history.</b> Develop a public art plan that strategically places and creates photo opportunities for visitors to seek. Create an "Arts in the Parks Program" (all around Town). Prepare an Art Gallery Map. Add more Cultural District Walking Tours, make a scavenger hunt and other family activities, and create Map of historic resources.



Art Association, Rockport, MA



Baby Frog Statue, Rockport, MA

## Process

1. Form a Committee to oversee the effort.
2. Select locations strategically placed throughout the Town, including the Downtown.
  - a. Create a map, a scavenger hunt and other family activities to encourage people to explore and move throughout the Town.
  - b. Add more Cultural District Walking Tours
  - c. Build on Lobster Men Memorial Wall (Belongs to one of the fishermen, identified by colors and buoys on fish shack in Pigeon Cove.
3. Reach out to local artists and invite them to participate.
4. Work with local businesses to generate interest and participation.
5. Create a space on-line for people to post their photos in these photo-op location



*Walking along Bearskin Neck, Rockport, MA*



*Mural behind Public Library, Rockport, MA*



*Mural, Rockport, MA*



# The Loop Walking Tour

Manchester, NH



Public Realm

To help potential customers reach downtown and help reduce the perceived distance between the Millyard and downtown, the goal is to physically break up this distance by leveraging public art and programmed spaces via a designated route. The Tour is offered for free and promotes itself in the following way: Discover Manchester's sights and secrets on the original tips-based walking tour of Manchester.

The Loop event was a pilot project that grew from recommendations in the Manchester Connects plan for the Millyard and downtown. Seen as a way demonstrate that Manchester Connects was about action, Loop Event Planning began with conceptual brainstorming with the entire project steering committee. Their goal was to create better connectivity between downtown and the Millyard.



*Filming Location Themed Walking Tour, Manchester, NH*

## KEY TAKEAWAYS:

Engage stakeholders early on to help identify the route and destinations – this also gets business owners and tenants excited about the project and more likely to participate in interventions

- Take into account the physical environment and elements (shade, space, amenities) – work with DPW and public safety to ensure their concerns are addressed
- Leverage existing partners to help build upon the theme identified – using partners early on will help build support and capacity for the project
- Leverage local designers to help create promotional material, map, and marketing campaign
- Create excitement for the event in advance to ensure good participation – leverage local media for press around the event while also encouraging businesses to build excitement through social media channels

# Additional Proposed Projects

The Town's recovery from COVID-impacts will depend on both public and private actions. It will be helpful to coordinate these actions so that they have a more significant impact.

The following additional projects will help to reinforce the priority projects described in the previous pages

ADDITIONAL PROPOSED PROJECTS	COMMENTS
Develop guidelines for outdoor dining and options for other shared space ideas.	See Outdoor Dining Toolkit: <a href="https://www.mass.gov/doc/outdoor-dining-retail-toolkit/download">https://www.mass.gov/doc/outdoor-dining-retail-toolkit/download</a>
Encourage businesses to <b>upgrade and maintain their storefronts</b> . Establishment of an easy to read and implement Storefront Guidelines	See Best Practice Sheets in Appendix
Install <b>decorative streetlights</b> in Bearskin Neck area.	
Create a <b>Business Incentive Program</b> (matching grants for facade and signage improvements, store windows, outdoor merchandise, etc.). Use Storefront Guidelines to make improvements.	
Obtain a grant to create a <b>Culinary School</b> , including a restaurant.	
Consider developing <b>regional partnerships</b> with with the Greater Cape Ann and North Shore Chamber of Commerce to promote commerce with local businesses.	Create full contact list (based on property tax records) of property owners in order to communicate buy local campaign to them.
<b>Expand marketing campaign</b> . Need to tell the Town's story, increase on-line presence and use of social media, brochures, etc. Promote festivals, trade shows.	Write articles in National Geographic, Boston Globe, and Mass. Office of Tourism. Build on Lobstermen memorial wall.
Encourage businesses to participate in a <b>Downtown Initiative</b> .	Hire consultant to conduct outreach to businesses and promote membership in a Downtown Association.
<b>Restore artists and makers place in Rockport economy</b> (as opposed to only "T-shirt shops").	Prepare a Maker Map of the Town.
<b>Create multiple maps</b> so that visitors can choose a theme	Historic Map, Maker Map, Restaurant Map, Gallery Map, etc.

# Potential Funding

MOST UP TO DATE LISTING CAN BE FOUND HERE FOR:

Public Realm: <https://airtable.com/embed/shrh5rVQMbVbpYLKF/tblk00qQMPM2JPpie>

Private Realm: <https://airtable.com/embed/shrhYPjzJxaDNAnLd/tblk00qQMPM2JPpie>

Tenant Mix: <https://airtable.com/embed/shrRjd2TKWvkesvB8/tblk00qQMPM2JPpie>

Revenue / Sales: <https://airtable.com/embed/shrGwkcX0Je00UwDW/tblk00qQMPM2JPpie>

Administrative Capacity: <https://airtable.com/embed/shrlcJ9EmP9PAW6JD/tblk00qQMPM2JPpie>

Arts / Culture: <https://airtable.com/embed/shrGt0Q6HzMWergit/tblk00qQMPM2JPpie>

## Examples

### Planning Assistance Grants

**NAME OF FUND**

Planning Assistance Grants

**AVAILABLE FOR RRP PROJECTS**

Yes

**FUNDING SECTOR**

Public

**AGENCY/ORGANIZATION**

Executive Office of Energy and Environmental Affairs

**MAXIMUM ELIGIBLE GRANT AMOUNT PER APPLICANT**

\$125,000

**MAXIMUM ELIGIBLE LOAN AMOUNT PER APPLICANT****ELIGIBLE APPLICANTS**

Municipalities and Regional Planning Agencies

**DESCRIPTION/ALLOWABLE USE OF FUNDS**

To fund technical assistance and help communities undertake public process associated with creating plans and adopting land use regulations consistent with the Baker-Polito Administration's land conservation and development objectives including reduction of land, energy, and natural resource consumption, provision of sufficient and diverse housing, and mitigation of/ preparation for climate change.

### Regional Pilot Project Grant Program

**NAME OF FUND**

Regional Pilot Project Grant Program

**AVAILABLE FOR RRP PROJECTS**

Yes

**FUNDING SECTOR**

Public

**AGENCY/ORGANIZATION**

Massachusetts Office of Business Development

**MAXIMUM ELIGIBLE GRANT AMOUNT PER APPLICANT**

\$250,000

**MAXIMUM ELIGIBLE LOAN AMOUNT PER APPLICANT****ELIGIBLE APPLICANTS**

Partnerships of municipalities, public entities, or 501(c) organizations

**DESCRIPTION/ALLOWABLE USE OF FUNDS**

To fund projects that support businesses and communities in stabilizing/growing their regional economy with one or more of the recovery efforts under Partnerships for recovery. no capital-related projects will be funded.

### MassWorks Infrastructure Program

**NAME OF FUND**

MassWorks Infrastructure Program

**AVAILABLE FOR RRP PROJECTS**

Yes

**FUNDING SECTOR**

Public

**AGENCY/ORGANIZATION**

Executive Office of Housing and Economic Development

**MAXIMUM ELIGIBLE GRANT AMOUNT PER APPLICANT****MAXIMUM ELIGIBLE LOAN AMOUNT PER APPLICANT****ELIGIBLE APPLICANTS**

Municipalities

**DESCRIPTION/ALLOWABLE USE OF FUNDS**

The most flexible source of capital funds to municipalities and other eligible public entities primarily for public infrastructure projects that support and accelerate housing production, spur private development, and create jobs - particularly for production of multi-family housing in appropriately located walkable, mixed-use districts.

# Potential Funding Sources

---

## GENERAL INFORMATION ON FUNDING LRRP PROJECTS

The American Rescue Plan Act (ARPA) funds will be a primary source of funding opportunity for LRRP projects.

- <https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds>
- <https://www.mass.gov/info-details/about-covid-19-federal-funds> <https://www.mass.gov/service-details/covid-related-federal-funds-in-massachusetts-cities-and-towns>

LRRP projects will most likely need to be funded by a "mosaic" of funding sources. Not likely that there will be a "one-stop shop" sourcing at the state level due to recent decisions on how to distribute state level ARPA funds. Local ARPA funding is likely the place for municipalities to look to as a first, primary source. Downtown / Main Street organizations will need to coordinate with their city leaders.

The rules for ARPA funds are that the projects are data-driven, Covid-impact projects.

There are also other (non-ARPA) state programs available.

## REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION (REDO) GRANT PROGRAM

The goal of Regional Economic Development Organization<sup>4</sup> (REDO) is to support businesses seeking help from the state. Working with the Office of Business Development, these organizations facilitate regional projects that grow businesses and the Massachusetts economy. Their successes attract new employers and foster existing businesses. REDOs have recently received funding that could potentially be used to support LRRP efforts in participating communities. Lawrence is one of these.

## SHARED STREETS AND SPACE GRANT PROGRAM

The State of MA's Shared Streets and Spaces grant program has supported 143 communities—from cities to small towns—in testing ideas to improve local outdoor spaces so that people can safely be in public together during the pandemic. The Shared Streets and Spaces Grants Program can be used for outdoor seating, to pilot a road diet or for bike racks. At this stage of the program, extra points are awarded during the scoring process for projects that provide better access and opportunities for school children and elders, to open space and public transit, and in Environmental Justice and 'COVID-19 red' communities

**Project Types Eligible for Funding** Five types of projects are eligible for the Shared Winter Streets and Spaces grant program:

- **Main Streets**—Making investments in local down- towns and villages by repurposing streets, plazas, sidewalks, curbs, and parking areas to facilitate people- centric activities and community programming.
- **Reimagined Streets**—Prioritizing safe space for people walking and biking by implementing low-speed streets, "shared streets," new sidewalks, new protected bike lanes, new off-road trails, new bicycle parking, new crosswalks, traffic-calming measures, and ADA-compli- ant ramps.
- **Better Buses**—Improving bus riders' commutes through establishing new facilities for buses, including dedicated bus lanes, traffic-signal priority equipment, and bus shelters
- **Shared Mobility**—Supporting the capital costs of new bikeshare equipment to support more people trying cycling.
- **Investments in the Future**—Converting temporary/ pilot Shared Streets projects—including those not funded by MassDOT—to permanent facilities to benefit community members over the long-term.

<sup>3</sup>Emmy Hahn, DHCD

<sup>4</sup><https://www.mass.gov/regional-economic-development-organization-grant-program-redo#:~:text=The%20goal%20of%20Regional%20Economic%20Development%20Organization%20%28REDO%29,successes%20attract%20new%20employers%20and%20foster%20existing%20businesses.>



## GRANT PROGRAM OVERVIEW

The Biz-M-Power crowdfunding matching grant program offers small businesses in Massachusetts financial assistance with their acquisition, expansion, improvement or lease of a facility, purchase or lease of equipment, or with meeting other capital needs for the business. Eligible applicants will be empowered to advance their business with an innovative approach to obtaining capital. Through crowdfunding campaigns, these businesses connect with their local residents and stakeholders to advance projects that support economic success and transformation for their business and in their communities. This program is funded by the Commonwealth's Operating Budget for Fiscal Year 2021.

Preference shall be given to low to moderate (LMI) brick-and-mortar small businesses owned by women, minorities, immigrants, non-native English speakers, U.S. military veterans, disabled individuals, members of the LGBTQ+ community, and businesses operating in Massachusetts Gateway Cities.

<https://www.empoweringsmallbusiness.org/bizmpower>

---

# Appendix

## **Rockport LLRP: Transportation and Circulation: Detailed Recommendations**

Prepared by Joe Beggan, Transportation Planner

**The following are Detailed Recommendations to improve transportation and circulation in Rockport to support COVID recovery efforts by making it easier, safer and more pleasant to go to and around the commercial district.**

### **1. Brand the Rockport Shuttle and other Cape Ann Transportation Authority services in Rockport**

Rockport is served by four bus routes that are operated by the Cape Ann Transportation Authority (CATA). One is the seasonal Rockport Shuttle that connects downtown with the Town's remote parking lot and the other three are regularly scheduled services to Lanesville, Eastern Avenue, and Thatcher Road. Bus stops are poorly signed. Only one stop in front of the Rockport Market had a sign and it did not provide much information. There are no online platforms like TransLoc that provide real-time information about bus arrivals

The Town should request that CATA take the lead on four collaborative efforts:

- Services to develop a standard bus stop sign prototype that could be deployed in Rockport and eventually throughout the system.
- Services to identify improvements at the bus stops (e.g., shelters, benches, trash receptacles, etc.) and estimate costs for the improvements.
- Services to brand and promote the free Rockport Shuttle service.
- Town requests that CATA investigate using GPS tracking on the Rockport Shuttle buses and provide information about bus locations to users of the system.

CATA would be responsible for costs to support the study scopes. Implementation costs would be identified through the study process and apportioned accordingly between the City and CATA.

### **2. Improve and simplify the information sheet on the CATA website for the Rockport Shuttle**

CATA provides a link to an information sheet that was prepared by the Town of Rockport to describe the Rockport Shuttle service. The information sheet lacks clarity and maps that would make it more readable for potential users.

The Town should retain a graphics consultant to develop a simple, more user-friendly information sheet in cooperation with CATA.

The anticipated costs of this effort are negligible.

### **3. Investigate extending the Rockport Shuttle to Granite Pier or the Lobster Pound/Halibut Point**

The Rockport Shuttle is a seasonal shuttle that connects the remote parking lot on Main Street/Route 127 to a loop through the downtown. A single trolley shuttle bus provides 20–25-minute headways on this route.

## **Rockport LLRP: Transportation and Circulation: Detailed Recommendations**

Prepared by Joe Beggan, Transportation Planner

The Town should work with CATA and DCR to discuss possible extensions of the existing service to:

- The Granite Pier where it could provide another remote parking option and serve potential new uses at the site.
- The Lobster Pool restaurant or Halibut Point (with a Granite Pier stop).

The cost for the extension of the existing shuttle route is on the order of an additional \$24,000 to \$25,000 per year if a second bus is required to provide the same number of service-hours as the current contract.

#### **4. Investigate improvements to the entry and circulation roads for the current remote parking lot**

Blue Gate Lane provides entry to the Town's Transfer Station and the remote parking lot. The lot is used for general vehicle parking, tour bus parking, and boat trailer parking. Decision points are close together and signage is poor or absent to assist motorists who are not familiar with the lot. There is no screening on between this roadway and the Transfer Station.

The Town should retain consultant services to conduct a study to improve the striping, signage and geometry of the entrance and screen the exit loop roadway from the adjacent Transfer Station.

The cost for the extension of the existing shuttle route is on the order of \$50,000 to \$75,000.

#### **5. Prepare a wayfinding signage plan for the remote parking lot.**

The signs for the remote parking lot at the intersection of Blue Gate Lane and Main Street have poor visibility in the northbound direction and there are no advanced signs in either direction prior to the entrance. The Town does deploy a Variable Message Sign on Main Street/Route 127 indicating the lot is open.

The Town should retain consultant services to conduct a study to develop a wayfinding signage plan. The scope for the study would include working with key stakeholders and Town officials to develop the design and determine locations for each sign and fabricating and installing the signs.

The cost for this wayfinding effort is on the order of \$20,000.

#### **6. Evaluate the potential for a regional remote parking option near Route 128.**

The current remote parking lot in Rockport has 199 parking spaces and six HP spaces. The opportunity to create a remote lot closer to Route 128 are limited. One potential option is



## **Rockport LLRP: Transportation and Circulation: Detailed Recommendations**

Prepared by Joe Beggan, Transportation Planner

the creation of a lot through the reconfiguration of the Blackburn Rotary. Into a smaller modern roundabout.

The Town should request that the Metropolitan Planning Organization (MPO) conduct a study to evaluate the potential to reduce the size of Grant Circle and re-use the freed-up land for remote parking and tourism services. The funding for the study could be provided through a grant from the MPO.

### **7. Investigate traffic calming options on Bearskin Neck.**

Bearskin Neck operates as a shared street. In general, there is no delineation between pedestrian and vehicular traffic. Sidewalks end a few feet from the entry at Dock Square. The cross-section for two-way traffic is less than twenty feet in some sections. Vehicular traffic includes residents, business owners, delivery vehicles, customers, and visitors.

The Town should retain consultant services to conduct a study to evaluate traffic calming on the Neck with particular attention to the gateway at Dock Square. The scope should develop concept plans for Dock Square to channelize traffic and set expectations for the shared use condition on street, concept plans to transition pedestrians moving from the shared street on the Neck to sidewalks in Dock Square, and identify approaches to improve the CATA bus stop in Dock Square and provide appropriate amenities and pedestrian connectivity to the Neck and adjacent local streets. The study should also review and advise the Town on the potential for a permit program to limit vehicular access to the Neck.

The cost for this effort is on the order of \$40,000.

### **1. Brand the Rockport Shuttle and other CATA services in Rockport**

Rockport is served by four bus routes that are operated by the Cape Ann Transportation Authority. One is the seasonal Rockport Shuttle that connects downtown with the Town's remote parking lot and the other three are regularly scheduled services to Lanesville, Eastern Avenue, and Thatcher Road. Bus stops are poorly signed. Only one stop in front of the Rockport Market had a sign and it did not provide much information. There are no online platforms like TransLoc that provide real-time information about bus arrivals.

#### ***Recommended Action:***

1. Develop a signage program to brand the CATA bus stops.
2. Investigate with CATA the possibility of putting the Rockport Shuttle on a system like TransLOC. Here is an example of the MAASCO system in Boston:  
<https://masco.transloc.com/>

**Implementation Responsibility:** Town of Rockport and CATA

**Implementation Cost:** TBD

## Rockport LLRP: Transportation and Circulation: Detailed Recommendations

Prepared by Joe Beggan, Transportation Planner



Google Streetview, November 2019: Bus stop in front of the Rockport Market on Broadway.

2. **Improve and simplify the information sheet on the CATA website for the Rockport Shuttle**  
CATA provides a link to an information sheet that was prepared by the Town of Rockport to describe the Rockport Shuttle service, the frequency of the shuttle service, the days/hours of operation for the shuttle and the remote parking lot, and the fees for using the shuttle. The information is presented in a bulleted format; there are no maps on the sheet; and there are no directions to the remote lot. The sheet only mentions drop-off/pick-up at Dock Square, while the CATA site shows three other stops on Main Street and Beach Street and one at the Rockport commuter rail station.

**Recommended Action:** Prepare a simplified, more user-friendly information sheet that would be part of an overall branding exercise and could be posted on-line or made available in print form. Information would include:

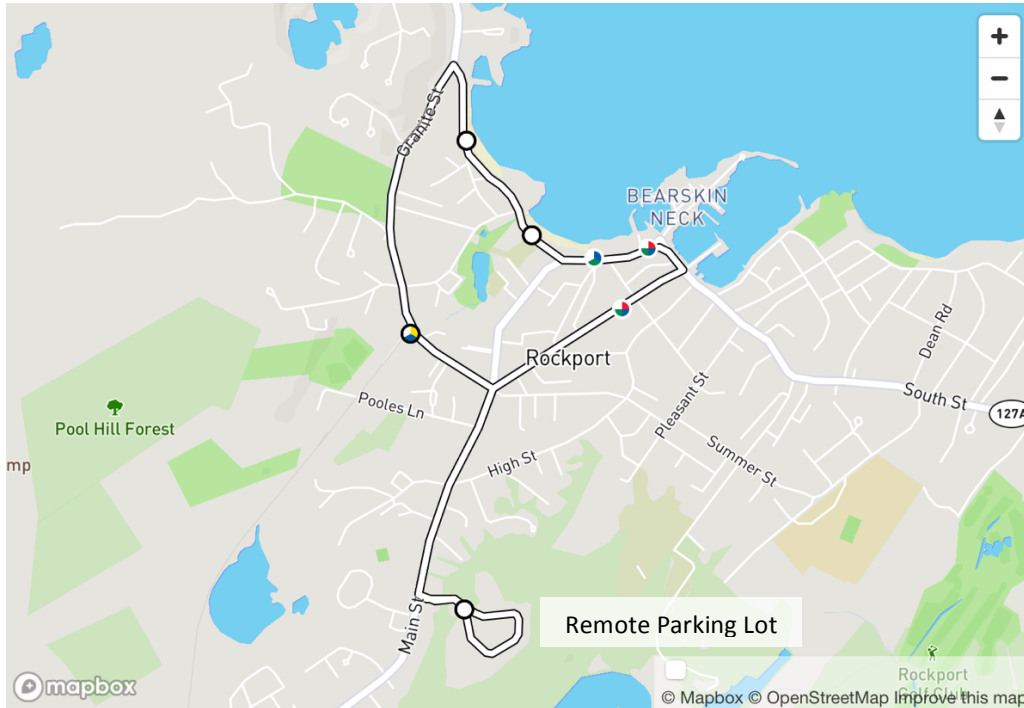
- A map of the route that identifies stops.
- Illustration of the stop signage (See #1).
- Frequency of the shuttle service.
- The days/hours of operation for the shuttle and the parking lot.
- Directions to the parking lot along with encouragement to use this facility.
- Fees for using the shuttle and statement that the lot is free.
- Appropriate disclaimers.

## Rockport LLRP: Transportation and Circulation: Detailed Recommendations

Prepared by Joe Beggan, Transportation Planner

**Implementation Responsibility:** Town of Rockport in coordination with CATA

**Implementation Cost:** Negligible



CATA route map for the Rockport Shuttle.

### 3. Investigate extending the Rockport Shuttle to Granite Pier or the Lobster Pound/Halibut Point

The CATA website indicates that the Rockport Shuttle is a seasonal shuttle that generally operates seven days a week in July and August and specific days in September. Hours of operation vary slightly between weekdays and weekends. The longest days of operation (11:00 AM to 11 PM) occur on July 4<sup>th</sup> and August 14<sup>th</sup>. The service links to the existing remote lot on Main Street/Route 127 as part of a 3.1-mile loop. A single trolley shuttle bus provides 20–25-minute headways on this route. Two possible extensions have been suggested:

1. Extend the shuttle route to the Granite Pier where it could provide another remote parking option and serve potential new uses at the site. This will add 8/10<sup>th</sup> of a mile and approximately 3-5 minutes to the route, which is probably tolerable with a single bus operation.
2. Extend the route to the Lobster Pound or Halibut Point with a Granite Pier stop. This would add 4.5 miles to the existing 3.1-mile route. The additional distance and new stops will likely necessitate the addition of a second bus to achieve current headways.

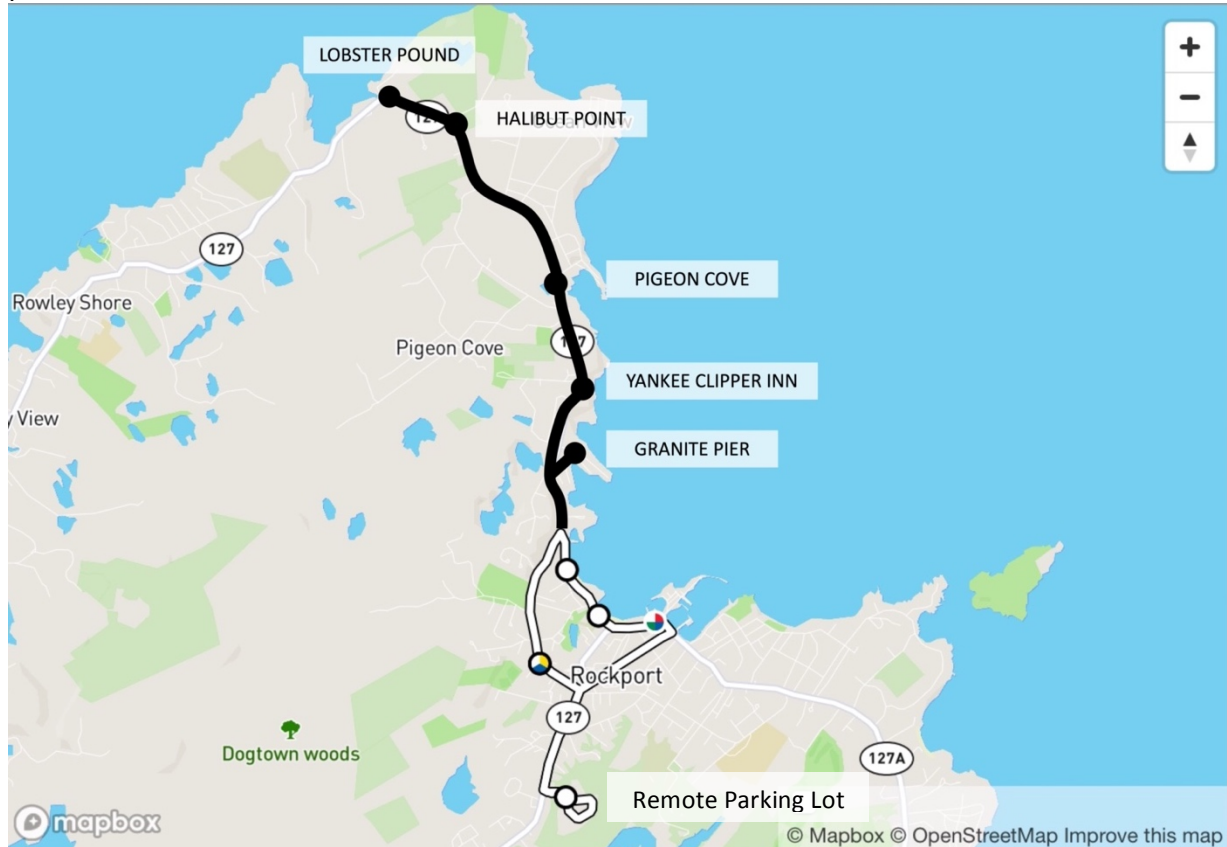
## Rockport LLRP: Transportation and Circulation: Detailed Recommendations

Prepared by Joe Beggan, Transportation Planner

**Recommended Action:** Work with CATA to evaluate the potential extension of the shuttle service. Note that a second bus operating with the same number of service-hours will add \$24,000 to \$25,000 per year to the cost of providing this seasonal service.

**Implementation Responsibility:** CATA

**Implementation Cost:** Additional \$24,000 to \$25,000 per year if a second bus is required to provide the same number of service-hours as the current contract.



CATA route map for the Rockport Shuttle showing potential extensions to the Granite Pier and the Lobster Pound.

#### 4. Investigate improvements to the entry and circulation roads for the current remote parking lot.

Blue Gate Lane provides entry to the Town's Transfer Station and the remote parking lot. The facility is located on a former landfill site. The lot is used for general vehicle parking, tour bus parking, and boat trailer parking. Decision points are close together and signage is poor or absent to assist motorists who are not familiar with the lot. Existing the lot, patrons of the parking lot and shuttle bus riders travel around the Transfer Station. There is no screening on between this roadway and the Transfer Station.



## Rockport LLRP: Transportation and Circulation: Detailed Recommendations

Prepared by Joe Beggan, Transportation Planner

**Recommended Action:** Consider an evaluation of the following:

1. Reconfiguration of the access into the parking lot along with signage and striping improvements to define the route more clearly into the parking lot.
2. Signage and striping improvements to

**Implementation Responsibility:** Town of Rockport

**Implementation Cost:** TBD



Google Street View, September 2018: There are two closely spaced decision points at the Blue Gate entrance. The first split is the entrance to the parking lot at the far right. The next split is for buses in the center and access to the Transfer station the left. The exit for all vehicles is on the far left.

## Rockport LLRP: Transportation and Circulation: Detailed Recommendations

Prepared by Joe Beggan, Transportation Planner

### 5. Prepare a wayfinding signage plan for the remote parking lot.

There are signs for the remote parking lot at the intersection of Blue Gate Lane and Main Street. The main sign is partially obscured by a utility pole for traffic in the northbound direction and there are no advanced signs in either direction prior to this intersection. The Town does deploy a Variable Message Sign on Main Street/Route 127 indicating the lot is open.

**Recommended Action:** As part of a comprehensive wayfinding program, include a signage plan that more clearly directs motorists to the lot. The plan needs to address the seasonal need for these directional signs:

1. Wayfinding signs to the remote lot for northbound traffic entering Rockport from Gloucester on Main Street/Route 127.
2. Wayfinding signs to the remote lot for southbound vehicles recirculating from the Downtown.
3. Improved visibility of the signage at Blue Gate Lane for northbound traffic.

**Implementation Responsibility:** Town of Rockport

**Implementation Cost:** TBD



Google Street View looking north on Main Street/Route 127, September 2018: The signage to the lot can be difficult to discern for motorists that are not familiar with the area.



## **Rockport LLRP: Transportation and Circulation: Detailed Recommendations**

Prepared by Joe Beggan, Transportation Planner

### **6. Evaluate the potential for a regional remote parking option near Route 128**

The current remote parking lot in Rockport has 199 parking spaces and six HP spaces. It is 2.6 miles from the intersection of Route 128 and Route 128 in Gloucester and nearly 3.5 miles from Blackburn Circle. Three potential locations were reviewed to determine if an existing lot could potentially provide a regional option to replace the remote lot. In concept, the lot could serve Rockport and Gloucester needs. The three locations were:

1. The Shaw's Plaza on Eastern Avenue in Gloucester
2. Gloucester Crossing
3. Potential sites in the Blackburn Industrial Park

Based on a midday site visit, none of these locations appear to have sufficient excess parking capacity to provide the seven day a week requirement of the existing remote lot in Rockport. However, a fourth long-term option might be worth considering: the reconfiguration of the Blackburn Rotary. The Blackburn Rotary has an interior diameter of approximately 500 feet and a roadway dimension of approximately 38-40 feet. Reducing the size and redesigning this rotary as a modern roundabout would have the following potential benefits:

1. Improving safety and reducing traffic speeds entering the adjacent local street network.
2. Creating new land area that could be useful for the development of a remote parking lot and visitor center.

***Recommended Action:*** Conduct a feasibility study to determine if the Blackburn Rotary can be reconfigured.

**Implementation Responsibility:** MAPC and MassHighway

**Implementation Cost:** TBD

### **7. Investigate traffic calming options on Bearskin Neck**

Bearskin Neck operates as a shared street. In general, there is no delineation between pedestrian and vehicular traffic. Sidewalks end a few feet from the entry at Dock Square. The cross-section for two-way traffic is less than twenty feet in some sections. Vehicular traffic includes residents, business owners, delivery vehicles, customers, and visitors.

## Rockport LLRP: Transportation and Circulation: Detailed Recommendations

Prepared by Joe Beggan, Transportation Planner

**Recommended Action:** Develop a plan to create calm traffic on Bearskin Neck. The plan should examine concepts to create a gateway at Dock Square that alerts motorists entering the Neck to its shared street operation and channelizes pedestrians exiting the Neck onto sidewalks in the square. The plan should also consider ways to reduce traffic volumes and address the interface with CATA bus stop and tour bus unloading/loading zones.

1. Develop geometric improvements at Dock Square that could be tested with temporary stanchions or other means.
2. Install a stop sign at the westbound approach of Dock Square at Bearskin Neck.
3. Install signage at the westbound approach of Dock Square at Bearskin Neck intersection to notify drivers about the transition to the shared street conditions.
4. Evaluate the necessity of the short section of sidewalks on Bearskin Neck to the north of Dock Square.
5. Assess the potential for allowing only permitted vehicles onto all or a portion of the (e.g., Doyle's Cove Road).

**Implementation Responsibility:** Town of Rockport

**Implementation Cost:** TBD



Google Street View looking north towards Bearskin Neck from Dock Square, November 2018: Improvements at Dock Square help to set expectations for motorists entering Bearskin Neck.



# Strategy Guide for Activating Public Spaces





ADMIN  
CAPACITY

Provided by SME Consultant

Central Massachusetts Regional Planning Commission

Location

Worcester, MA

Origin	CMRPC
Budget	 Medium
Timeframe	 Medium Term
Risk	 Medium Risk
Key Performance Indicators	Communities will have realistic action plan for easily permitting commercial and community activity on a range of public spaces
Partners & Resources	Regional Planning Agency, Municipal Planning Boards and Staff

## Action Items

### 1.0 Background and Baseline Research

- 1.1 Inventory of public spaces (public and private): Identify the location and basic characteristics of all public spaces within the study area, including access, ownership and suitability for public activities
- 1.2 Inventory of existing permitted activities and processes : Review all processes for issuing of permits for public and privately organized events within public spaces
- 1.3 Stakeholder Identification and Outreach: Identify and solicit feedback from organizations, companies and individuals that have in the past held public events or showed interest in holding public events within the town or study area
- 1.4 SWOT Analysis : Analyze potential opportunities and challenges around utilization of public spaces
- 1.5 Case Studies and Resources: Research similar communities in the state and region and create a catalogue of realistic, achievable activities

### 2.0 Community Input

- 2.1 Municipal Listening Session(s): Solicit feedback on existing processes, paying special attention to what has worked, where friction points may be
- 2.2 Community / Stakeholder Listening Session(s): Solicit feedback from community stakeholders on opportunities and challenges
- 2.3 Summary of Community Feedback: Summarize all community feedback and develop recommendations for reducing friction points

### 3.0 Strategy Guide Development and Review

- 3.1 Summary and analysis of existing processes
- 3.2 Opportunities and Challenges
- 3.3 Case Studies
- 3.4 Recommendations for streamlining the permitting process
- 3.5 Review all recommendations with municipality and incorporate recommended edits

## Process

1. Outreach and background research
2. Develop draft materials and visuals
3. Municipal review and revision

# Streamlining Special Event Permitting



Provided by SME Consultant

Pioneer Valley Planning Commission

Location

Osceola County, Florida

Origin	Massachusetts Association of Regional Planning Agencies, Osceola County (FL) Board of County Commissioners Community Development Department
Budget	 Low-cost, municipal staff engagement
Timeframe	 Short-term, may require changes to municipal review processes
Risk	 Low risk
Key Performance Indicators	Number of permits reviewed and issued, length of permitting and approval process
Partners & Resources	Municipal departments, to include, but not limited to Planning, Police, Fire, Building, DPW, and Health, and Town/City Administration; DLTA funding to assess permitting
Diagnostic	<p>The COVID pandemic has unleashed creativity and permissiveness in municipal special events permitting that cities and towns want to hold onto as society opens up. Elements to be retained include easing the burden of applying for permits and making sure costs reflect the amount of effort necessary to process the permits and do not result in inequitable access by different groups.</p> <p>More efficient and easier permitting processes can lead to quicker turn-around and peace of mind for those organizing these events for the community. Streamlining event permitting can help agencies organizing events to use their resources more efficiently and will result in better events when permitted on a singular parcel as zoning dictates.</p> <p>The following example is a regulatory process taken from Osceola County in Florida that employs best practices for special event permitting: a central repository for application with the ability to submit electronically and follow the permit review process via electronic permitting. Review processes are done transparently and discussed at routinely scheduled meetings in conformance with the local government's regulatory codes.</p>



## Action Item

In order to streamline your permitting process, the municipality should review its permitting powers: who reviews and approves, how much does the permit cost, is there an appeal procedure, etc.

The following Best Practices can be used to improve communication between stakeholders and the community about the local permitting process for special events. For this best practice, the Osceola County Board of County Commissioners utilizes these techniques to ensure an expedient, open permitting process for their special events.

- Single Point of Contact
- Users' Guide to Permitting with Permitting Flow Charts & Checklists
- Clear Submittal Requirements
- Concurrent Applications
- Combined Public Hearings, if needed
- Pre-Application Process
- Development Review Committee (DRC)
- Regularly scheduled inter-departmental meetings
- Physical proximity of professional staff to review

These best practices apply to streamlining special event applications that are allowed in specific areas of a community. In most cases, the zoning district would dictate the type of uses allowed in a community. This particular example permits special events as a type of use in commercially zoned areas and have a limitation of occurrences per calendar year.

## Process

As listed above, streamlined permitting can be realized if a municipality explores the concepts below. Not only has COVID maybe expedited these processes, but it has likely created a more permanent change in the ways municipalities interact with special events.


1. Single Point of Contact. The Community Development Department was the repository for the initial application and would determine if requirements were met leading to the scheduling of a Development Review Committee Meeting.
2. Users' Guide to Permitting and Permitting Flow Charts and Checklists. If a community already has a product like this, the process for permitting for special events can be incorporated into the existing guide. As the government provided an electronic permitting system, following the flow of the permit was easy for the applicant to see what either was missing or if a staff review had occurred.
3. Clear Submittal Requirements. Special event permit applications required documented permission from the property owner, site plan, photos, proof of insurance, and a narrative description of the event. Other documents would be required if necessary.
4. Concurrent Applications. Other required application permits, and their approvals, would need to be furnished as part of the permit approval process. The communication internally would be to ensure those permit approvals were occurring with the County Health Department or Public Safety, if necessary.
5. Combined Public Hearings, if needed. This was not a likely occurrence due to the local regulation, however, concurrent approvals would occur at a designated meeting of the local Development Review Committee.
6. Pre-Application Process. The point of contact for the process was the specific department staff person who would be able to address outstanding issues and questions regarding the permit requirements.

## Process (Continued)

Development Review Committee. The administrative approval of the DRC would occur either through a consent agenda or if pulled to be addressed publicly. The DRC included DPW, Buildings, and Planning/Zoning. The Departments of Public Safety and Health and the School District are often attendees at these meetings.

Regularly scheduled inter-departmental meetings. These meetings kept the issues of the specific special event permit in the County's pipeline of coordinated reviews.

Physical proximity of professional staff to review. The County Administration Building housed all departments. The housing of all departments in the building allowed for a One-Stop shop of sorts. Like with other permitting, increased the ability of interdepartmental staff communications with applicants and each other.

	<h3 style="text-align: center;">Osceola County Special Event Application</h3> <p>Osceola County Board of County Commissioners Community Development Department 1 Courthouse Square, Suite 1400 Kissimmee, FL 34741 Phone: (407)742-0200 Specialpermits@osceola.org</p> <p style="text-align: right;">Application No.: _____ Date Received: _____</p>
<p><b><u>Submittal Checklist</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Property Owner Authorization</li> <li><input type="checkbox"/> Proof of Ownership</li> <li><input type="checkbox"/> Legal Description</li> <li><input checked="" type="checkbox"/> Narrative describing the event in detail. Including:             <ul style="list-style-type: none"> <li>• Sounds which will project beyond the property lines.</li> <li>• Vehicular Traffic and parking</li> </ul> </li> <li><input checked="" type="checkbox"/> Site plan showing:             <ul style="list-style-type: none"> <li>• Lot Dimensions,</li> <li>• Location of Special Event (with all details of set-up), Setbacks of set-up from property and right-of-way lines, Driveways, identifying parking and access, roads, tents, signs, portable toilets, and any other structures and setbacks from property lines and any other existing site improvements</li> </ul> </li> <li><input type="checkbox"/> Application Fees \$620.00</li> </ul>	<p>In accordance with Chapter 3, Article 3.8, Section 3.8.1.O of the Osceola County Land Development Code, authorization for a Special Event is issued to:</p> <p><b><u>Applicant</u></b></p> <p>Name: _____</p> <p>Agent/Lessee: _____ Tax ID# _____</p> <p>Address: _____</p> <p>Email: _____ Phone: _____</p> <p><b><u>Event Details</u></b></p> <p>Address of Event: _____</p> <p>Parcel Number: _____</p> <p>Dates of Event: _____ Hours: _____</p> <p>Event on County property? Yes ( <input type="checkbox"/> ) No ( <input type="checkbox"/> ) If yes provide liability Insurance. The insurance shall have a limit not less than \$1 million per occurrence for the general aggregate.</p> <p>_____</p> <p><b>Details of Event:</b> (a narrative may be attached to describe the event in detail.)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

*An application like this existed both as a fillable paper version and electronically at the county's permitting website.*





# Developing storefront guidelines to energize downtown



Provided by SME Consultant Mark Favermann, Favermann Design

Location Everett, MA

Origin	Mayor, City of Everett
Budget	 Low - \$35,000 for design fee + program to subsidize implementation for \$25,000
Timeframe	 Short- 10 -12 months
Risk	 Low
Key Performance Indicators	Level of participation by landlords and merchants
Partners & Resources	City of Everett, Everett Building Department and Community Development Department, and landlords and merchants.

## Diagnostic

The City of Everett is a primarily working class community just north of Boston. It has a large share of Brazilian, Latino and Italian first- and second-generation residents.

In the last few years, a very large casino has located there that gives the city some needed donations and fees for public improvements. There are two major retail enclaves in Everett: Everett Square and Glendale Square.

Everett Square, the larger of the two, is the traditional downtown where the public library and City Hall and many amenities are located.

Stores and restaurants are primarily locally-owned, family enterprises. Only a minority of Everett's business are national or regional chains.

In a bid to encourage the appeal of Everett's downtown to outside visitors, the year before the Pandemic, the Mayor directed the Community Development Director to create a framework to better guide merchants in enhancing their storefronts. A subsidy grant program was being developed to encourage merchant and landlord participation.

The Mayor also felt that a more restricted approach to storefront design be adhered to with similar sign details and limited awning colors. A study was commissioned to develop Guidelines for Signage and Storefronts. Following this, the guidelines were to be translated into the City of Everett's Building Code.

## Action Items

- Photo-documentation of all commercial blocks and stores in both Everett Square and Glendale Square.
- Creating a panoramic view each block showing "existing" and "proposed."
- Thorough review of existing storefront improvement programs throughout the United States and Canada to recognize applicable precedents and best practices.
- Development of a City of Everett Guidelines format while exploring various cases for refinement and review.
- Drafting distinct pages referencing individual aspects of storefronts. These included wall signs, blade signs, awnings and window treatments.
- Review the drafted pages with Everett's planning staff, Building Department and representatives of the Mayor's office.
- Final approval of Storefront Guidelines.



*Everett Square*

### Applicable Commercial Areas

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

### Everett Square

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



*The high number of vacant storefronts contributed to lack of vibrancy downtown.*



## Process

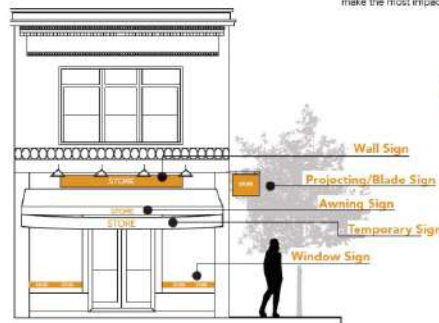
- Extensive research of other cities and towns guidelines and procedures.
- Based on best practices, create easily understandable illustrated storefront component pages that reference City of Everett regulations.
- Establish storefront element criteria through including specifically referenced dimensions,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

## Signs

### Signs

Business signage is a very critical element to the storefront. Not only does it provide a first impression to customers, but it also helps convey the business' brand and character.

Signs should clearly communicate the business name, but not be overwhelming. The average person can only process four to seven words while passing by. Therefore keeping text and graphics to a minimum will make the most impact.



**City Ordinance/Regulation:**  
Section 15.54b) of the City Ordinance further regulates the number and size of signs. See Technical Requirements for more information.

24

Signs and Technical Requirements

### Awnings

Awnings can be a great addition to a storefront. Not only can they provide an area for signage, but they also help provide a visual cue on where the entrance is located. Awnings also provide shelter for customers in inclement weather and also provide shade for store items being displayed in the window.

**City Ordinance/Regulation:**  
City Council Rule 74.B further regulates awnings.  
Awning signs are also further regulated in City Ordinance Section 12A.



### Awning Signs - Material

Awnings should be a solid color and made from a fabric or canvas material. Shiny, high gloss or translucent materials should be avoided.

Lettering and material should be consistent for all awnings on the same building.



This fabric awning is NOT shiny, high gloss or translucent. The awning frame also matches the black fabric.



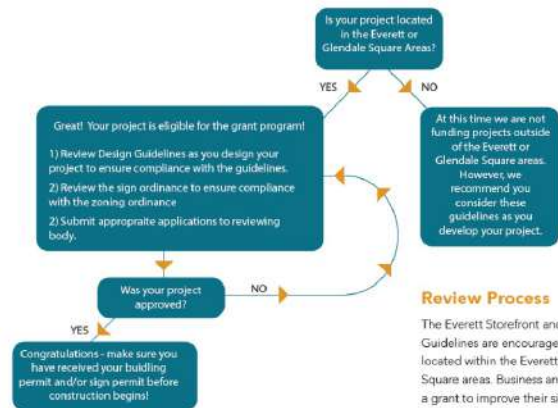
This awning is made of shiny vinyl and is not encouraged.

*The block party was a near-term, easy action item in the overall implementation plan and was intended to support a good image for this area of the downtown and set up for larger and longer-term action items such as building redevelopment, wayfinding, and business recruitment for ground floor spaces.*



## Process- Strategic Decisions

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



### Review Process

The Everett Storefront and Facade Design Guidelines are encouraged for any storefront located within the Everett Square and Glendale Square areas. Business and property owners seeking a grant to improve their signage or awning shall demonstrate compliance with these guidelines and any applicable zoning regulations. This flow chart is meant to help you understand the process to get your project approved.

### Review Process and Grant Application

## Everett Square

### Before



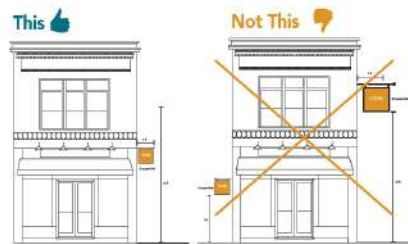
### After





### Projecting/Blade Signs

Projecting/blade signs should be limited one to a business entrance and should not contain more than two faces. To maintain the pedestrian feel of the corridor, projecting blade signs cannot project more than 5 feet from the building or be larger than 8 square feet. The sign should also not be placed higher than the following (whichever is the lowest): 25 feet above grade, the top of the sill of the first level of windows above the first story, or the height of the building at the building line.



Signs and Technical Requirements

### Wall Signs

#### Wall Signs - Height

The top of wall signs should be higher than any of the following, whichever is lowest:

- 25 feet above grade;
- top of sills of the first level of windows above the first story; or
- the height of a building at the building line

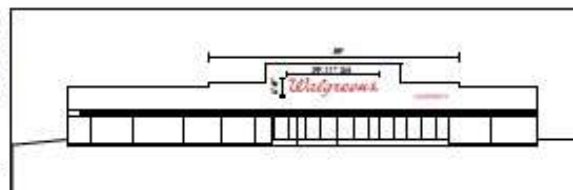


## Everett MA Signage Case Study

The following depicts how signage is applied based on current and proposed regulations. The proposed regulations are depicted in Example 2. However, two additional renderings were provided to show alternative sign sizes.

**Example 1**  
Allowed Under Current Regulations  
Based on Sign Permit Documentation  
Max Sign Size = 395 (158ft x 2.5 = 395, per sign permit)

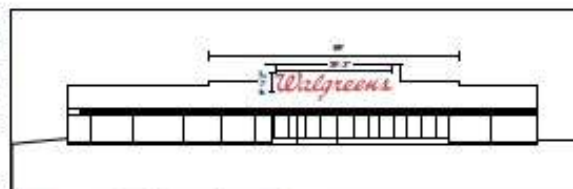
Main Sign As Shown = 199.77sf



Note - square footage is split up between the two signs "Walgreens" & "Pharmacy"

**Example 2**  
Proposed Regulations  
4 square ft per linear foot of wall which pertains to the sign, for facades set back more than 100 feet from the centerline of the road  
Max Sign Size = 356 sf

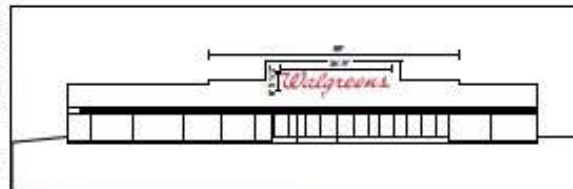
As shown = ~354 sf  
Dimensions = 39.25' x 9.04'



Note - proposed regulations would not permit two wall signs on the same facade, therefore this example using all allotted sign size to the single wall sign.

**Example 3**  
Comparison  
3.5 sf per linear foot of wall which pertains to the sign, for facades set back from than 100 feet from the centerline of the road.  
Max Sign Size = 311.5sf

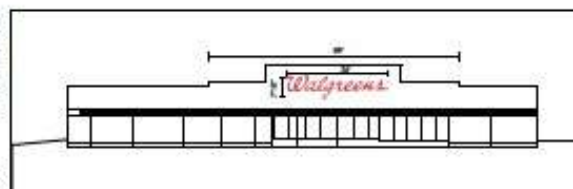
As shown = ~311.12sf  
Dimensions = 36.75' x 8.47'



Note - proposed regulations would not permit two wall signs on the same facade, therefore this example using all allotted sign size to the single wall sign.

**Example 4**  
Comparison  
3 sf per linear foot of wall which pertains to the sign, for facades set back from than 100 feet from the centerline of the road.  
Max Sign Size = 267sf

As shown = ~266.30'  
Dimensions = 34' x 7.83'



Note - proposed regulations would not permit two wall signs on the same facade, therefore this example using all allotted sign size to the single wall sign.

FAVERMANN DESIGN | DECEMBER 2019

# Event Branding: Taste Fall River



Provided by SME Consultant

Zapalac Advisors

Location

Boston, MA

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

## Diagnostic (continued)

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

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

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

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

## Action Item

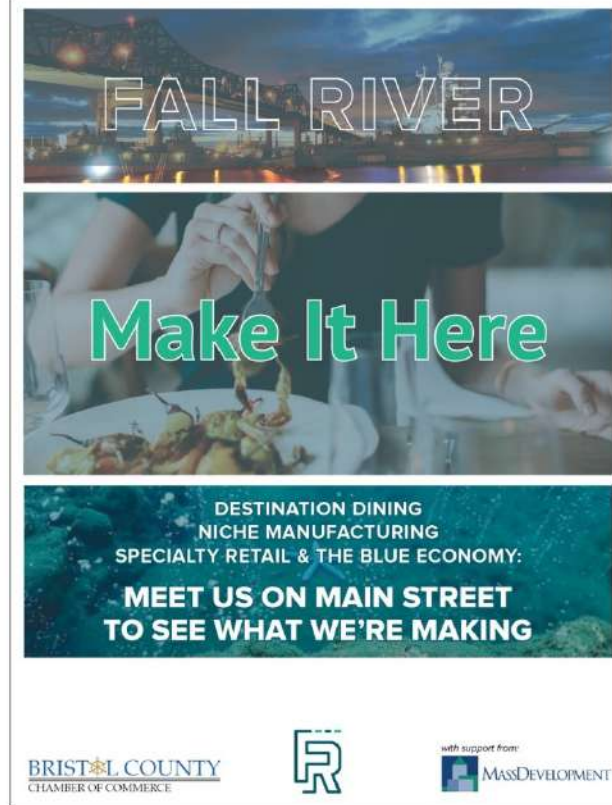
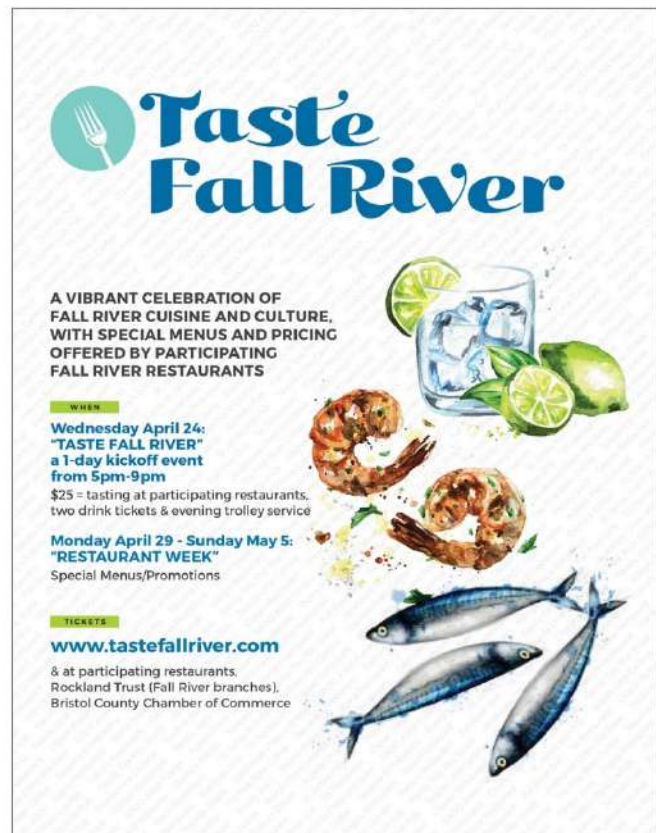
The relevance of this project for thinking about Covid rapid recovery includes:

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



## Process (for Covid pivots)

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



*Taste Fall River – Fall River, MA*





# Innovative Funding For Arts Districts



CULTURAL/  
ARTS

Provided by SME Consultant

Levine Planning Strategies, LLC

Location

Portland, ME

Origin	Creative Portland and the City of Portland [ME]
Budget	 Medium Budget – \$100K a year in direct funding allocated
Timeframe	 Short Timeframe – 18 months to 2 years for local and state approvals
Risk	 Medium Risk – Funding will depend on district growth
Key Performance Indicators	Change in economic activity downtown; number of downtown visitors; paid opportunities for local artists
Partners & Resources	Municipal finance, economic development & planning officials; local arts organizations; local Chamber of Commerce; and downtown organizations

## Diagnostic

Many communities support the arts in their downtowns as part of a comprehensive economic development and placemaking strategy. While funding can come from the Massachusetts Cultural Council and local sources, there will be an increased need for funding for arts and cultural coming out of the pandemic. Attracting visitors and customers to downtowns, when they have become accustomed to ordering items on-line and even watching live music remotely, will require more than simply turning on the "OPEN" signs. Providing additional support for artistic endeavors that will attract people to downtowns will be an important part of COVID-19 recovery.

Unfortunately, funding sources for arts and culture are limited. Federal assistance will potentially help, but will be temporary. Local governments will be seeking to utilize general fund revenue for a variety of deferred needs. Finding alternative sources to fund arts activities in the next few years will be important for post-pandemic recovery.

## Action Item

In 2008, two predecessor arts and culture organizations in Portland, Maine, merged to form a quasi-public non-profit called Creative Portland. Creative Portland's mission is "to support the creative economy through the arts by providing essential resources, by fostering partnerships, and by promoting Portland's artistic talents and cultural assets."

Creative Portland understands the link between economic development and the arts. According to their website, "[a]s the official nonprofit arts agency, we support economic development efforts by strengthening and stimulating our workforce, creative industries, and enterprises." Before COVID-19, Creative Portland focused on popular arts activities such as the First Friday Art Walk and the 2 Degrees networking program.

During the pandemic, Creative Portland responded by creating the [Portland Artist Relief Fund](#) to provide stipends to local artists to keep working while many of their usual outlets were closed. In May 2020, in the first round of awards, they funded 63 artists in the gig economy.

Creative Portland is funded in an unusual way. With limited local and state funding otherwise available, a dedicated portion of downtown property tax revenue funds \$100,000 of the organization's annual budget. Using Maine's equivalent of the District Increment Finance program, the City of Portland created a downtown district that uses growth in property tax revenue to fund the creative economy and other economic development activities.

This dedicated funding also serves as seed funding for the organization. Creative Portland is able to leverage that funding with private fundraising, other grants, and other revenue generation activities.

## Process

Using District Increment Financing (DIF) to fund downtown arts & culture efforts requires several steps. A community must first designate a development district (such as downtown) and a development program for that district. That program will need to include an explanation of how funding arts & cultural activities will serve the goals of the DIF program. The program must outline infrastructure needs in the district, existing and proposed zoning changes, and a financial plan outlining uses for DIF funding. This final program must be approved by the municipal legislative body and the State Economic Assistance Coordinating Council.

If the DIF district is approved, DIF funding is "captured" from a portion of new property tax revenue created in the development district. Unlike in Maine, DIF funding in Massachusetts must generally be used for capital expenses, such as construction of an arts facility. However, in many cases, such an investment can help leverage other funding for arts & culture efforts, much like Creative Portland's ability to use their public funding to generate other revenue streams.

## Other Financing Tools


Given that DIF funding must be generally used for capital expenses, how can that help with the ongoing operational need of a local arts & culture organization? There are several ways that DIF funding of capital needs such as dedicated space for administration and performances, can help provide the economic benefits of arts programming:

- It allows private and grant funding efforts to be focused on programming and operating expenses, rather than capital needs;
- A bricks and mortar performance space downtown can be a convincing statement about the ability to draw people downtown. That pass-by traffic can be a powerful attractor to other retail and hospitality investors, such as restaurants, convenience stores, and even hotels;
- With the growth of crowd funding platforms such as EquityNet, Wefunder, or even, as Creative Portland does, a dedicated platform that ensures all the funding raised stays with the organization; and
- An arts & cultural organization with an established presence in a community can serve as a fiscal sponsor for other non-profits in the region. This relationship allows other organizations to seek additional grants, while raising some revenue for the arts organization as a service fee. As an example, Creative Portland is the fiscal sponsor for several Portland non-profits, including [Black Owned Maine](#), the [Maine Music Alliance](#), and [PechaKucha Portland](#). Creative Portland provides these organizations with fiscal infrastructure and collects a five percent service fee.

# FIRST FRIDAY ART WALK

A CREATIVEPORTLAND<sup>ME</sup> PROJECT

*First Friday Art Walk, a popular Creative Portland Event, has been curtailed during the pandemic*



**PORTLAND, MAINE  
ARTIST RELIEF  
FUND**

**\$92,952.67**  
towards \$100,000 goal

Donation Amount  
\$

☐ Make a recurring donation  
By checking "Make a recurring donation", you authorize Creative Portland to initiate a series of payments on your behalf.

**Give Now**

**Our wonderful artist community needs your help right now.**

As the City's official nonprofit arts agency, Creative Portland has taken the lead in creating an emergency relief fund for visual artists and performing artists in the gig economy to help make ends meet.

We have assembled a review committee of arts community leaders and stakeholders to select applicants and to disperse \$500 stipends for a second cycle of the relief fund during the COVID-19 Pandemic. Rolling applications begin September 22, 2020.

Creative Portland will retain a 10% admin fee as an additional contribution to our programs that help to sustain the creative community.

*Creative Portland used crowdfunding to raise almost \$100,000 towards an Artist Relief Fund*





# Programming & Activating Open Streets

---



PUBLIC  
REALM

Provided by SME Consultant

Jeanette Nigro – Perch Advisors LLC

Location

Brooklyn, New York City

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



## Action Items

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

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

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

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

## Process

Considerations in implementing such a program:

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

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

- Make sure businesses have equitable access to open space.

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

- Make sure program can be sustained.

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

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

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

Programming should be

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

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

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



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



Provided by SME Consultant

Mark Favermann, Favermann Design

Location

Well, ME

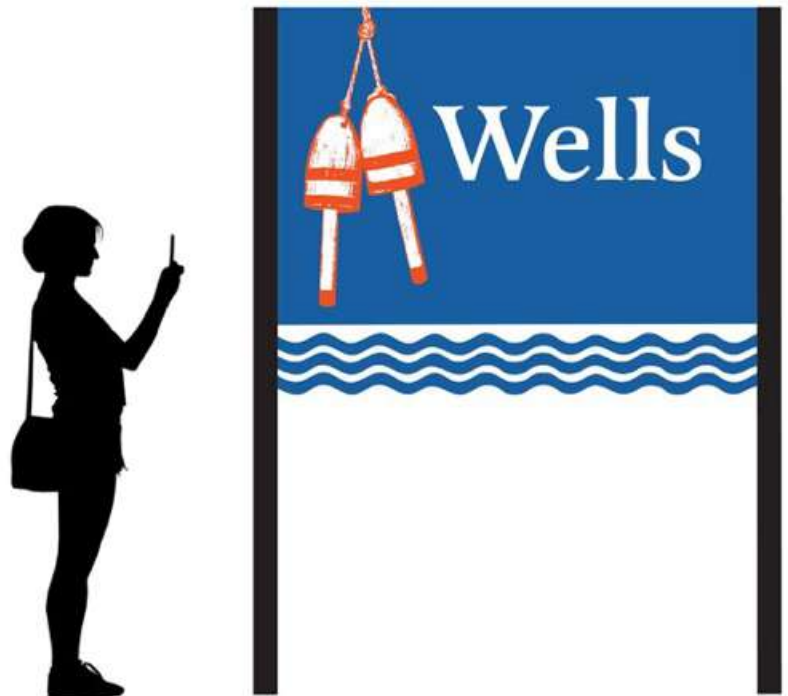
Origin	Town Administrator and Board of Selectmen
Budget	 Medium—\$30,000 design fee + \$80,000 for implementation
Timeframe	 Short- 8 months for design and planning
Risk	 Low
Key Performance Indicators	Installation and use of signage, Functionality of signage
Partners & Resources	Town of Well, Maine

## Diagnostic

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

## Action Item

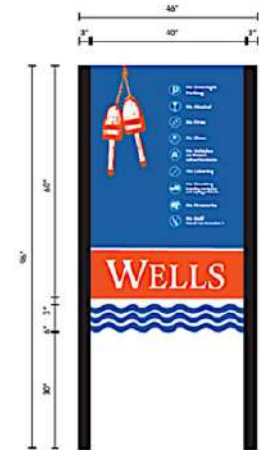
- Meetings with the Advisory Committee were scheduled over the next four (4) months.
- Utilizing existing conditions, community history and natural areas, each meeting looked at another aspect of the program.
- Locations were explored in terms of decision points and directional element considerations.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



*Precedent: Lobster buoys.*

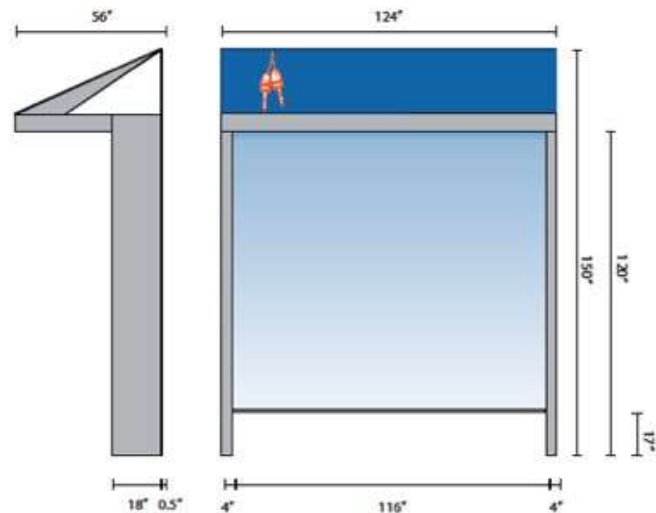
## Process

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



Favermann Design | March 2019

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



*The trolley stop between Ogunquit and Kennebunkport.*



## Process – Strategic Decisions

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



### INSTRUCTIONAL

#### GRAPHICS

Dimensions: 40" x 60"

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

Print: Full color print on adhesive vinyl

All major white vinyl lettering is reflective

Anti-graffiti coating

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

Font: Latienne Pro Medium, Bicyclette Bold

#### STRUCTURE

Posts: 3" square posts metal capped

Baked Enamel Finish: Pantone Black C

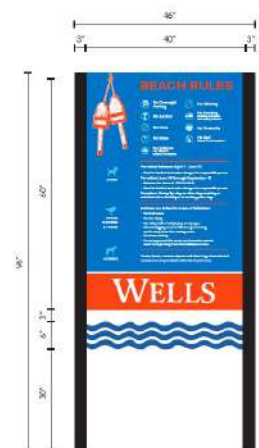
Paint applied to all sides; must have 8 year guarantee

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

Must verify overall dimensions and orientation in the field

Vendor will make recommendations to affix panel to posts

Footings to be recommended by installer



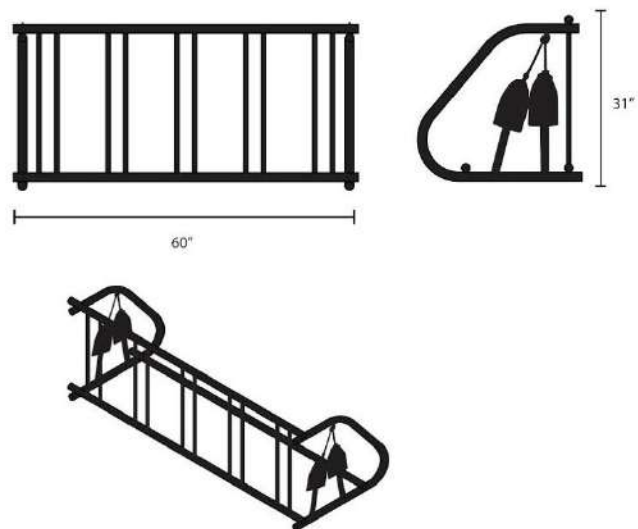
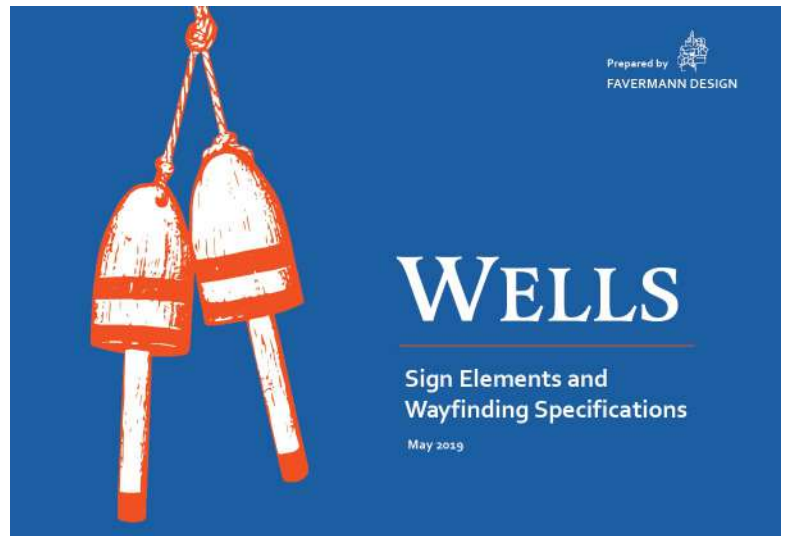
*To meet overall activation goals downtown, two locations were targeted for public space events and activities.*

## Desired Outcomes

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

## Add-ons

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



# Pledge To Support Local





Provided by SME Consultant

Amherst Business Improvement District

Location

Amherst, MA

Origin	Amherst BID
Budget	 Under 20,000 all in.
Timeframe	 Immediate impact
Risk	Every moment of this pandemic has been immediate and high risk for downtowns and Main Streets across the globe. There was never time, money or energy to waste.
Key Performance Indicators	Success was quantifiable with entries for prizes
Partners & Resources	Greenfield Savings Bank as Media Partner
Diagnostic	<p>Holiday Shop local, support small business and "take away" were main focus of the Pledge Campaign. Pledge Cards were printed on card stock, available to download from website and placed in local paper to cut out. Local radio marketing invited people near and far to take the challenge to support local. Over 2 months eat at or take away from 10 downtown Amherst restaurants. Cafes or coffee shops, purchase from at least 5 local retail stores and enjoy 3 downtown services.</p> <p>Success was immediate with requests for pledge cards from all businesses. Hundreds of entries were mailed to us with receipts as proof. Calls, social media posts and emails to our offices expressing excitement and commitment to supporting downtown were constant through out – months later we are being asked to run a similar campaign.</p>



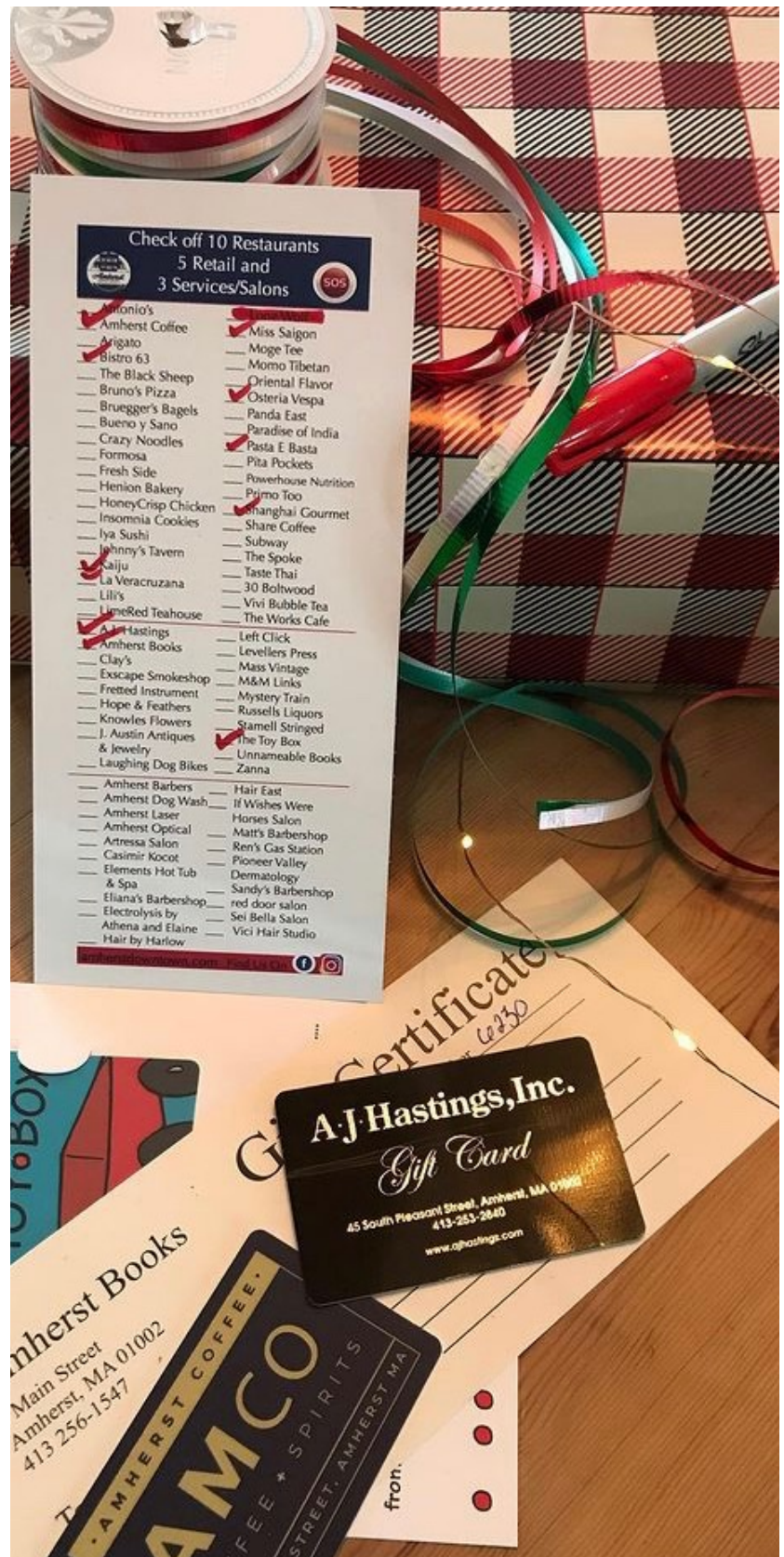
## Process

- ① Concept: Incentivize people to shop local over a 2 month period in a fun and light way
- ② Treasure hunt concept boiled down to a check list
- ③ Make sure it is within reach, a bit of a stretch but nothing too daunting
  - ① 10 restaurants
  - ② 5 retail
  - ③ 3 services
  - ④ 10 weeks to complete
- ④ A Pledge to support: involved, active, challenge for the greater good
- ⑤ Create and print Pledge Cards
- ⑥ Marketing: Honest "State of the Downtown":
 

Businesses down 70+%, due to pandemic, you make the difference: a call to arms

### Marketing Plan:

- 12-week Radio Buy
  - 4 radio stations
  - playing 15 spots daily
- 4 full page full color back page of the local paper with "cut out lines"
- 10,000 rack cards distributed to all local business to hand out and include with take away orders and shoppers bags
- Download pledge card from BID website
- Social Media promotions and push to neighboring areas



Checking off the businesses....

## Success

- The Pledge to Support was a HUGE success for our downtown businesses
- Hundreds of completed pledge cards were mailed, emailed and dropped off complete with all receipts as proof
- We received countless emails and calls letting us know how fun this was, how many NEW businesses they tried
- Businesses reported sales increase and customers relating that they were there because of the Pledge and will be back to continue to support
- All winners were awarded local area gift cards – keeping the money local and in the hands of our small business owners.



*Local Store owner Social Media post*



*Mailed in receipts with pledge card*



I AM STRONG

I AM POSITIVE

I AM RESILIENT

I AM CONSIDERATE

I AM WELCOME

I AM HOPEFUL

I AM **HERST**



# HELLO

Welcome back.

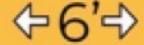
We're so glad to see you. Please be considerate of others to keep Amherst safe and healthy.



WASH YOUR HANDS



WEAR A MASK



SOCIAL DISTANCE

# WELCOME BACK

AMHERST DOWNTOWN



## #IAMherst Welcome






REVENUES  
& SALES

Provided by SME Consultant

Amherst Business Improvement District

Location

Amherst MA

Origin	Amherst BID, Downtown Amherst Foundation, Town of Amherst, Amherst Area Chamber of Commerce	
Budget		Low Budget: Materials \$15,000/ Graphics \$1,500 Marketing \$2,500
Timeframe		Immediate impact but with a message that can and will continue long past the pandemic with simple alterations and replacements
Risk		Every moment of this pandemic has been immediate and high risk for downtowns and Main Streets across the globe. There was never time, money or energy to waste.
Key Performance Indicators	Social Media reaction. Business stability. Consumer Confidence .	
Partners & Resources	Tiger Web graphics, Downtown Amherst Foundation, the Chamber of Commerce	
Diagnostic	<ul style="list-style-type: none"> <li>Amherst MA was effectively “shut down” 3 weeks prior to the Shelter in Place orders on March 13. The University and College with in 48 hours closed and sent their students, faculty and staff home, effectively removing close to 40,000 residents of our community. Our downtown and surrounding areas became a ghost town overnight. We did not see the robust summer that the “summer vacation destinations” enjoyed while case numbers were relatively low. Amherst business hovered at around 20-25% of previous years and our unemployment at an all time high of 22% in the State today remains at one of the highest at 5.1%.</li> <li>Consumer confidence during the pandemic with our student population and spikes had to be addressed as did the “anti-student” sentiment that continued to grow with each spike. The #IAMherst campaign addressed head on our demands that in our BID area masks were to be worn, distancing was to be respected and that we took this Virus seriously. Just as important to this messaging was that ALL are WELCOME in Amherst and that we are a strong, resilient, compassionate and open community to all residents.</li> </ul>	
Action Item	Create a marketing campaign that can launch Amherst Wide on all available platforms addressing the immediate concerns of the pandemic while reminding all that we are welcome, safe and in this together.	

## Post Pandemic

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



## Takeout & Delivery Options Scan Image QR Code



Support Local • Eat Global  
[amherstdowntown.com/takeout](https://amherstdowntown.com/takeout)

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





# MASSACHUSETTS PLANNING

A publication of the Massachusetts Chapter of the American Planning Association



American Planning Association  
**Massachusetts Chapter**

*Creating Great Communities for All*

**Fall 2021**

## The Success of the Shared Streets and Spaces Program

*page 3*

*Topsfield, MA*

**Plus:** The History of MPOs...6 / SNEAPA 2021...7 / News From CPM (new name!)...9



# Planning for People: The Success of Massachusetts' Shared Streets and Spaces Grant Program



*Downtown Belmont, MA transformed into a Shared Street for people, public transit, retail, and dining during COVID-19.*

Credit: Solomon Foundation

Even as communities approach widespread vaccination, we know life will never be the same as before. One program in Massachusetts gives us a glimpse into the meaningful quality of life improvements we can take with us into the future if we continue to design healthy, fun, safe and affordable ways for people to get around and within our communities.

The Bay State's **Shared Streets and Spaces** grant program has supported 143 communities—from cities to small towns—in testing ideas to improve local outdoor spaces so that people can safely be in public together during the pandemic. Administered by the [Massachusetts Department of Transportation](#) (MassDOT) with support from the [Barr Foundation](#), the [Solomon Foundation](#), and the [Metropolitan Area Planning Council](#) (MAPC), and other nonprofit partners, the program has empowered [municipalities across Massachusetts](#) to implement [changes](#) to make their streets, sidewalks, and other public spaces more equitable, inclusive, and accessible.

While these projects may look simple—setting up a few chairs for strangers to have small talk, slowing down traffic so kids can play, adding a bus stop for essential workers—all strengthen community bonds and combat loneliness, keep downtowns buzzing, and remind all of us that we're in this together.

The Shared Streets and Spaces grant program has been successful in piloting projects and policies that in many cases will now be made permanent. So, how does it work, and what lessons does the program provide other cities around the country?

## How Does it Work?

### ■ Grantmaking

The Shared Streets and Spaces grant program was formed in June 2020 in response to COVID-19 and has so far invested \$21.6 million in 194 projects, with 60% in designated Environmental Justice communities. All municipalities and public transportation authorities are eligible to apply for grants ranging from \$5,000-\$500,000, depending on project type, through an application process that is entirely online and is intentionally simple to complete.

Applications are reviewed and grants are made as quickly and seamlessly as possible deliver funding and support to communities fast. At this stage of the program, extra points are awarded during the scoring process for projects that provide better access and opportunities for school children and elders, to open space and public transit, and in Environmental Justice and 'COVID-19 red' communities. Finally, pro

*continued next page*



bono technical assistance is available to all municipalities, funded by the Barr Foundation, for assistance in developing applications. Another unique aspect of this program is that grants are paid in full and upfront, unlike other grant programs which are paid through reimbursement and electronically transferred to municipal Chapter 90 accounts (Chapter 90 funds are for capital improvements such as highway construction, preservation and improvement projects).

### ■ Project Types Eligible for Funding

Five types of projects are eligible for the Shared Winter Streets and Spaces grant program:

- **Main Streets** — Making investments in local downtowns and villages by repurposing streets, plazas, sidewalks, curbs, and parking areas to facilitate people-centric activities and community programming
- **Reimagined Streets** — Prioritizing safe space for people walking and biking by implementing low-speed streets, “shared streets,” new sidewalks, new protected bike lanes, new off-road trails, new bicycle parking, new crosswalks, traffic-calming measures, and ADA-compliant ramps
- **Better Buses** — Improving bus riders’ commutes through establishing new facilities for buses, including dedicated bus lanes, traffic-signal priority equipment, and bus shelters
- **Shared Mobility** — Supporting the capital costs of new bikeshare equipment to support more people trying cycling
- **Investments in the Future** — Converting temporary/pilot Shared Streets projects—including those not funded by MassDOT—to permanent facilities to benefit community members over the long-term

## Transformational and Successful

Whether through [more vibrant Main Streets](#) and [greenspaces](#), safer routes to school or work, warmer places to safely [gather](#) or wait for the bus, people and communities alike benefit from the Shared Streets and Spaces grant program that continues to create increased space for people to move around safely, engage in commerce, recreate, and participate in civic life. Communities that have seen successful adoption of shared streets projects have also found opportunity to lay the ground work for adoption of regulatory change in areas like three season dining or expedited permitting processes.

Here are some examples of the variety of projects that have emerged through the program:



Credit: Amber Vallancourt (MassDOT)

New Bedford, MA

### ■ Main Streets

- **Great Barrington** — Temporary barriers on Railroad Street created space for outdoor dining, commerce, community gathering, and entertainment, supporting residents and local business owners
- **New Bedford** — Multiple new outdoor dining destinations and safe pedestrian spaces within the city

### ■ Reimagined Streets

- **Belchertown** — New safe, child-friendly neighborhood walking and biking trail that connects to schools and other essential destinations and workplaces
- **Chelsea** — New crossings at the Chelsea Elementary School and Brown Middle School make the walk to school safer for kids

*continued next page*



Credit: Amber Vallancourt (MassDOT)



Credit: Solomon Foundation)

Left: Outdoor dining parklets in repurposed on-street parking spaces in New Bedford, MA. Right: Shared Streets signage on Broadway in Everett, MA.



### ■ Better Buses

- **Brockton**—Installation of 10 new bus shelters with heaters to give dignity and comfort to bus riders
- **Lynn**—New bidirectional, curb-running shared bus/bike lanes and two transit signal priority treatments to speed up trips for bus riders and cyclists
- **Somerville**—New transit priority treatments, with additional benefits to bicyclists and pedestrian safety on Washington Street at McGrath Highway

### ■ Shared Mobility

- **Boston**—New bikeshare stations for residents in East Boston, Mattapan, Dorchester, and Roslindale
- **Newton**—Four new bikeshare stations with both electric-assist and pedal-powered bikes

Additional Shared Streets images are available on the [Shared Streets and Spaces Photo Library](#) on Flickr.

## Shaping the Future of Municipalities through Continuing to Invest in Shared Spaces

Cities are at an inflection point with an opportunity to build back better than before by [investing](#) in our shared future as we recover from the pandemic and confront other existential challenges like climate change and inequality. Giving people more options to be outside and be connected to their communities helps to prevent the spread of the virus while also supporting our community's mental health and helping to create more fun and livable cities over the long run.

### Additional Resources:

- [A Better City's Tactical Public Realm Case Studies](#)
- [Bench Consulting's Winter Places Guide](#)
- [The Better Block Foundation](#)
- [MAPC's COVID-19 Resources — Shared Streets Website](#)
- [Mass Healthy Aging Collaborative's Age-Friendly Winter Spaces Ideas for Municipalities to Embrace Winter](#) and corresponding resources
- [National Association of City and Transportation Officials — Streets for Pandemic Response and Recovery](#)
- [Neighborways](#)
- [New York Times: How New Yorkers Want to Change the Streetscape for Good, December 18, 2020](#)
- [Open Streets Project](#)
- [Toole Design's Ensuring an Equitable Approach to Rebalancing Streets](#)




**STRATEGY 5**  
**Urban Economics | Planning Support  
Development Solutions**

- Developer-style market analysis
- Financial feasibility
- Funding and finance strategies
  - Economic and fiscal impacts
  - Implementation / action plans
  - Tangible results

*National practice with experience in over 300 cities and towns resulting in private capital investment, business development, job creation, successful revitalization, and creative solutions to challenging assignments. Now based in Andover, Massachusetts.*

[www.strategy5.net](http://www.strategy5.net)

Ernest E. Bleinberger, Principal | (978) 984-7125 | [eb@strategy5.net](mailto:eb@strategy5.net)



[www.bscgroup.com](http://www.bscgroup.com)

SHAPING  
OUR  
COMMUNITIES  
**together**

**BSC GROUP**

Massachusetts | Connecticut | New Hampshire





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

---





Provided by SME Consultant

Nelson\Nygaard

Location

Natick, MA

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



## Action Items (Continued)

Key actions included:

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

## Process

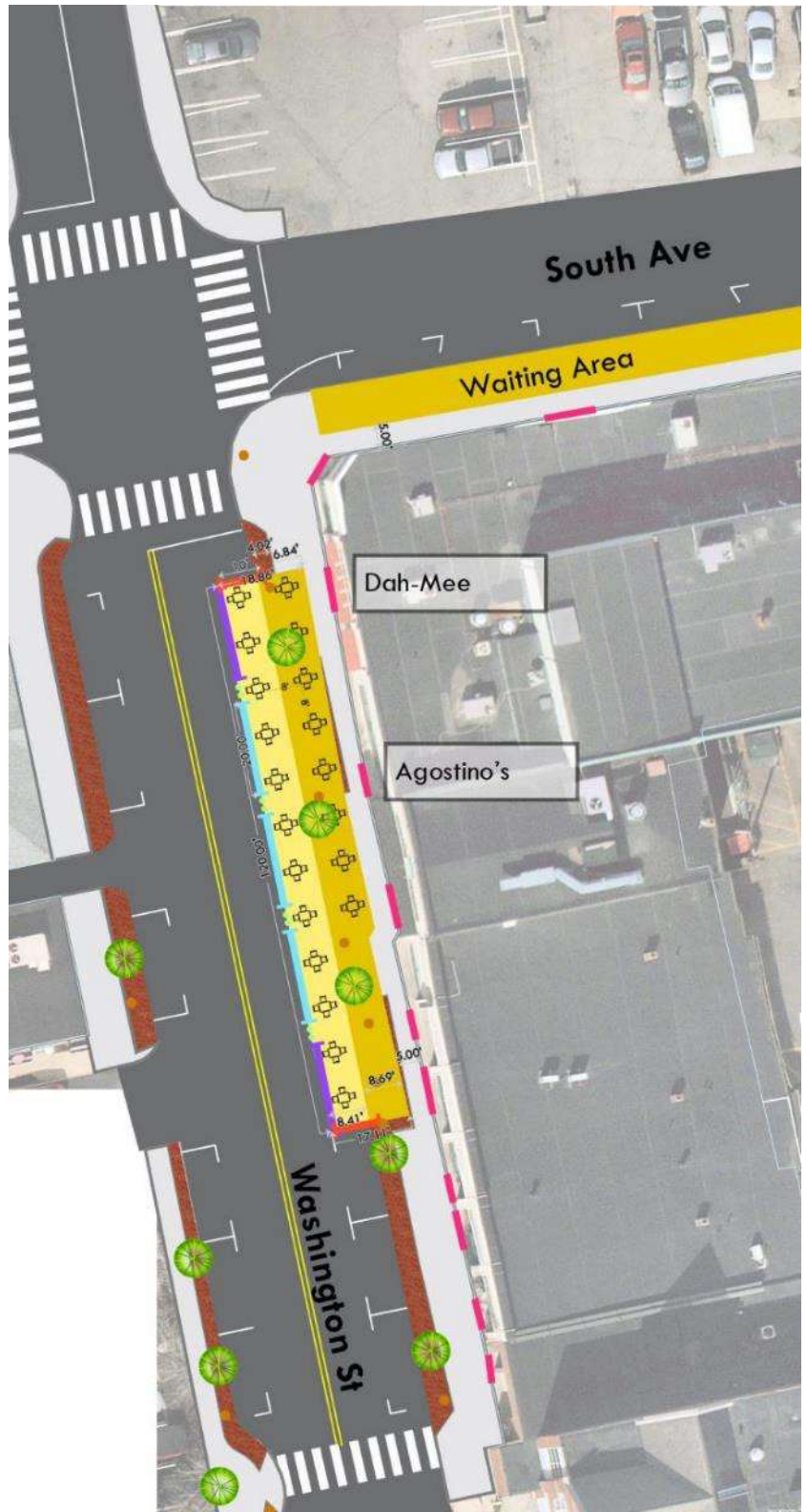
- Discuss Need for Intervention
- Field Visits and Observations, Counts, Documentation
- Measure Key Dimensions
- Create Design Alternatives
- Present to Stakeholders for Feedback
- Plan Installation Date and Timeline
- Promote Event through Fliers, Social Media, and Town-wide Announcements
- Design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



*Image of Tactical Testing Before Striping and Adding Bollards*

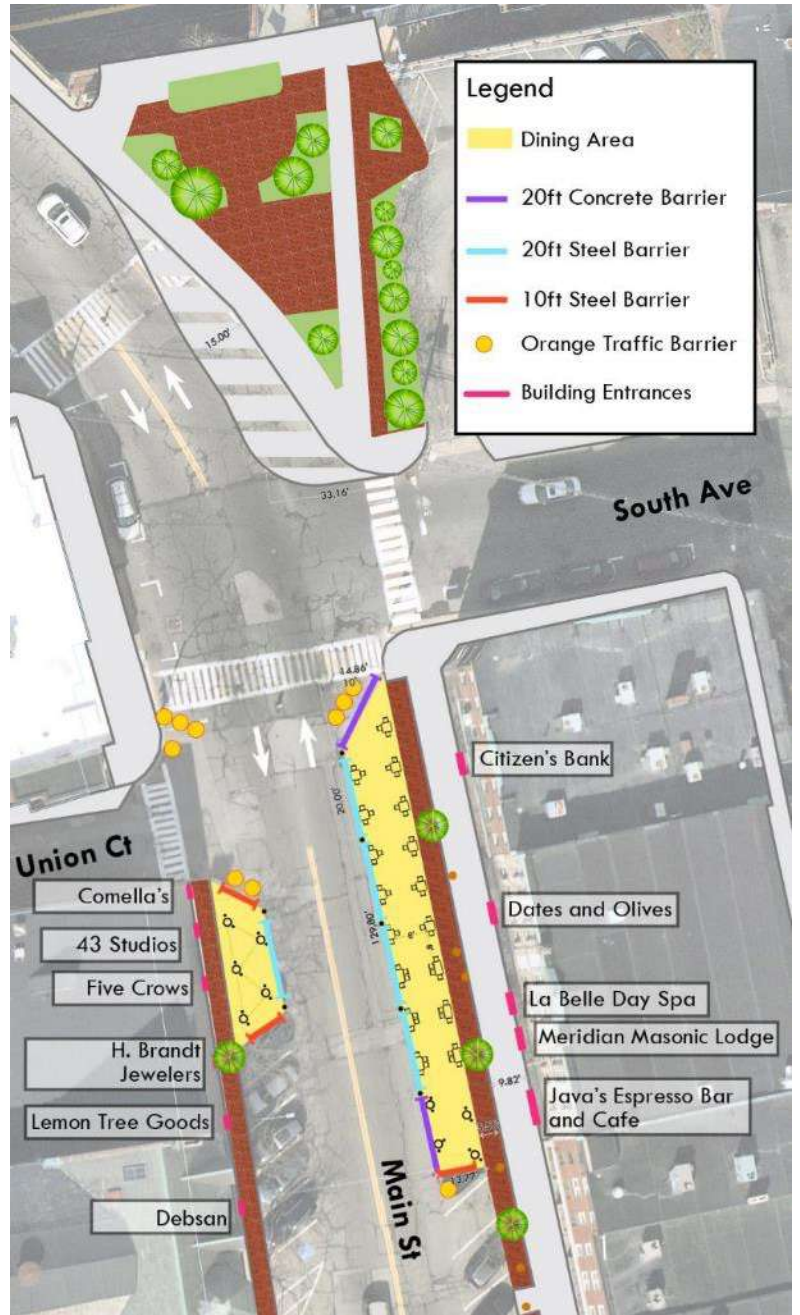


*Image of Washington Street Eatery As Installed*



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





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



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





# Increase Outdoor Dining and Safe Bike/Pedestrian Connections

---



PUBLIC  
REALM

Provided by SME Consultant

Stantec Consulting, Inc.

Location

North and South Pleasant Streets- Town of Amherst, Massachusetts