



Rapid Recovery Plan

October 2021

Salem



Acknowledgments

City of Salem



Plan Facilitator



Subject Matter Experts



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

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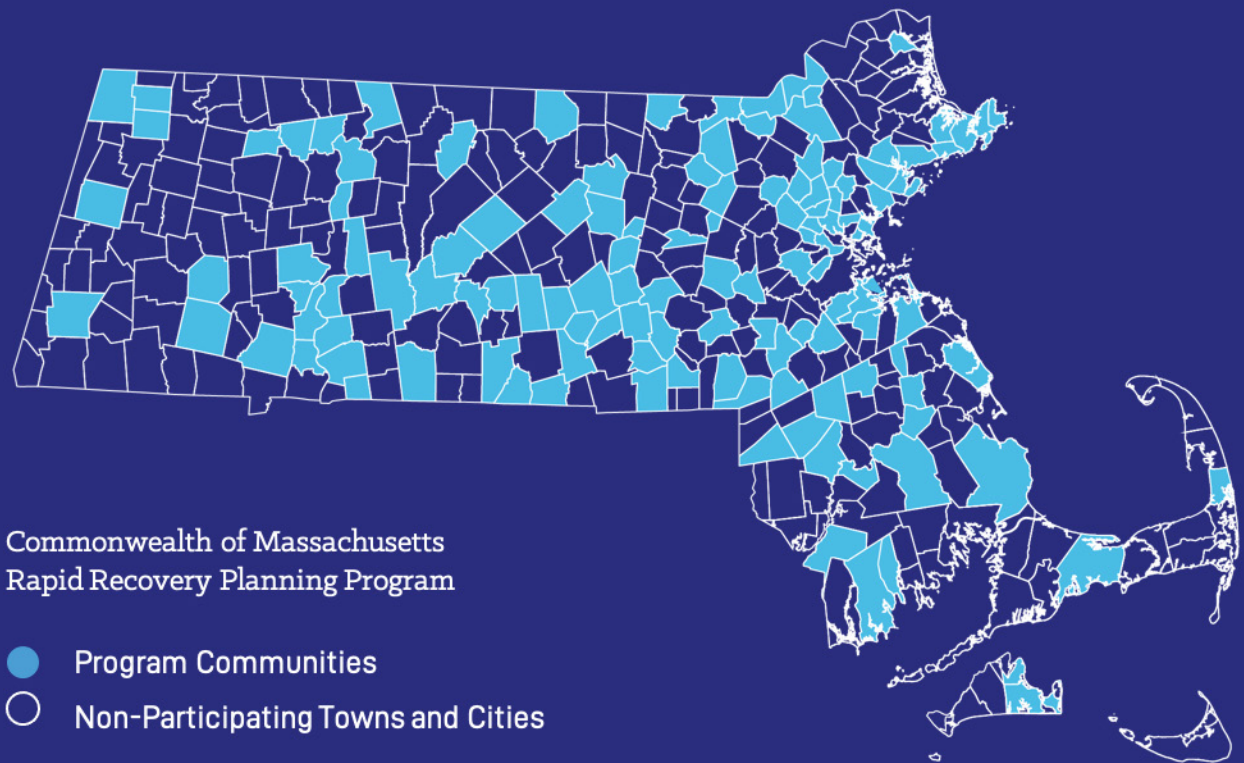
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125 communities participated in the Rapid Recovery Plan Program

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

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



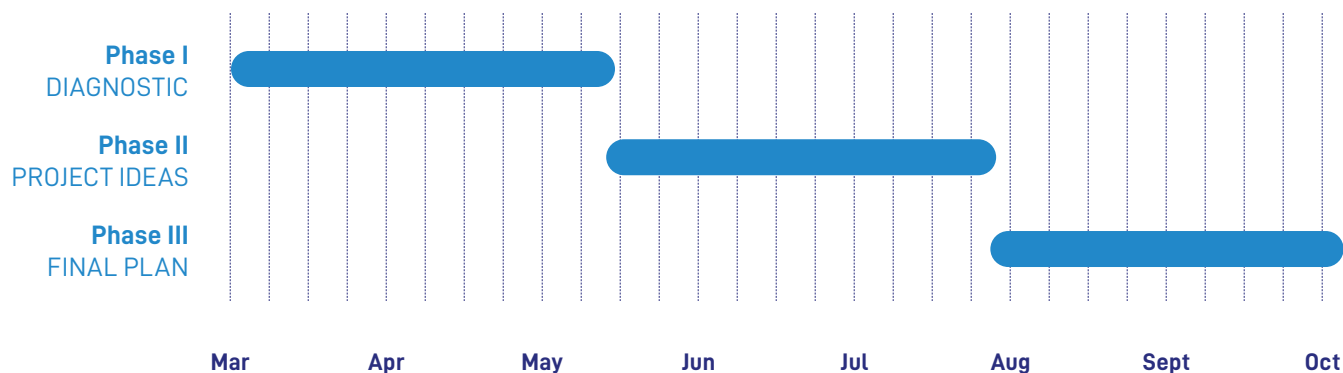
Rapid Recovery Plan (RRP) Program

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

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

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

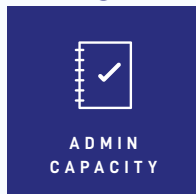
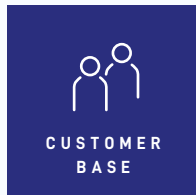
Each Rapid Recovery Plan was developed across three phases between March to October 2021. Phase 1 - Diagnostic, Phase 2- Project Recommendations, Phase 3 - Plan.



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

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

Rapid Recovery Plan Diagnostic Framework



Who are the customers of businesses in the Study Area?

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

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

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

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



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other

Executive Summary

Executive Summary

An Old City with New Ideas

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

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

Phase 1 - Diagnostic: During the first phase, a methodical diagnosis of challenges and opportunities in the downtown's physical environment, customer base, business environment and administrative capacity was conducted through a review of existing conditions, plans and documentation, as well as a survey of local businesses owners and conversations with key local stakeholders. The Diagnostic revealed that the downtown is still responding to the challenges of COVID-19, with 61% of businesses still receiving less foot traffic in 2021 than before the pandemic and 83% still operating a reduced hours/capacity. It also revealed opportunities to address the conditions of public spaces, district-wide marketing strategies, and exploring permanent policy for outdoor dining and retail (source: LRRP Business Survey, April 2021).

Phase 2 - Project Recommendations: Approximately 100 ideas were generated as result of the Diagnostic and supported the development of a list of 25 draft project recommendations for consideration during Phase 2, ranging from updating wayfinding to bolstering community food programs. The project recommendations were brought forward to three communal bodies in order to be considered for inclusion in the Rapid Recovery Plan that include a focus group for local businesses, the Economic Development Recovery and Revitalization Task Force (EDRR), and the general public during a community meeting held in June.

Phase 3 - Final Plan: The final phase brought together key stakeholders to help inform and guide the envisioning of 15 project recommendations selected for inclusion in the Rapid Recovery Plan. The projects are divided into six categories: public realm, private realm, revenue and sales, administrative capacity, tenant mix, and cultural arts. A few examples of the projects are listed below.

- Implementing long-term permitting and operations mechanisms for outdoor dining and retail on public property.
- Creating new opportunities for activating spaces, both in the tourism off-season and by local undergraduates.
- Preparing for the future of work with new partnerships for workforce development, the creation of a fabrication program, and the updating of business recruitment resources.

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

Diagnostic

Process & Key Findings



PHYSICAL
ENVIRONMENT

The Local Rapid Recovery Plan ("LRRP") process began with an approximately two-month survey of existing conditions ("Diagnostic") in the physical environment, business environment, customer base and administrative capacity of Salem's main commercial area ("downtown Salem"). This area is bounded approximately by Bridge Street to the north, Summer Street to the west, Hawthorne Boulevard to the east, and Norman and Derby Streets to the south. The Diagnostic is intended to help readers of the LRRP understand downtown Salem's main economic development indicators, especially as they relate to the COVID-19 pandemic and subsequent recovery efforts.



BUSINESS
ENVIRONMENT

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



CUSTOMER
BASE

- **Business Survey, April 2021 (see Appendix):** Distributed online and in-person to businesses located in downtown Salem. Fifty-eight out of approximately 247 businesses responded to the survey.
- **Baseline Data, April 2021 (see Appendix):** Desktop data, such as demographic and economic indicators, were collected with the support of Salem Main Streets and City of Salem staff. Field data, such as the quality of roads, sidewalks and buildings, were collected during a site visit using a grading rubric provided by the Department of Housing and Community Development.
- **Community Meeting, April 2021:** An online community meeting was held to hear from residents on findings from the business survey and baseline data, as well as their experiences navigating the COVID-19 pandemic.
- **Stakeholder Interviews, May 2021 (see Acknowledgments):** Fourteen hour-long interviews were conducted with City and non-profit staff, as well as key arts/culture and business leaders.
- **Existing Plans and Resources:** Content related to the Imagine Salem Comprehensive Plan, Downtown Salem Retail Plan, Salem Bicycle Plan and more were reviewed to help ensure the LRRP would serve as a complimentary planning document for the downtown.



ADMIN
CAPACITY



DOWNTOWN SALEM

LRRP STUDY AREA

0 0.125 0.25 0.5 Miles

LEGEND

- STUDY AREA
- ROADS
- BUILDINGS
- OPEN SPACE



Physical Environment Highlights

Salem boasts a robust commercial district that is lively, walkable, increasingly bicycle friendly, and home to a variety of private enterprises and public activities engaging locals and tourists alike. Salem's waterfront location, counting several open spaces with wide vistas, complement an urban fabric with tight-knit storefronts, pedestrian-only alleyways, and infill parks and plazas.

Where Salem's age and history benefits its character, improvements in the physical environment will help people of all ages, abilities, and English-as-a-second-language speakers to enjoy its notable destinations and resources.

SIDEWALKS, CROSSWALKS, AND INTERSECTIONS

Salem has a streetscape that varies from block to block. Relatively narrow sidewalks dominate the majority of the commercial core, with notable exceptions along the primary corridors of Washington, New Derby, and Derby Streets. While these do have a combination of brick and concrete paving, they are well maintained and easy to traverse. Some sidewalks in the commercial core are, however, are impeded by empty

tree wells, uprooted pavers, and inconsistent ADA-accessible ramps at crosswalks.

A prominent crosswalk in downtown Salem, at Washington Street and Lynde/Church Streets, showcases the pride rainbow. Other crosswalks would benefit from such artistic treatments, or with safety-conscious treatments such as being raised.

Larger intersections in downtown Salem can be intimidating for all modes of traffic. Roadbeds and crosswalks generally need improvement for safety, pedestrian comfort, and traffic flow.

Ninety-one percent of businesses surveyed as part of the LRRP process believed the improvement of streetscape and sidewalks were either moderately important (26%), important (31%), or very important (34%) to the downtown's physical environment, atmosphere and access (see chart below).

PEDESTRIAN MALL

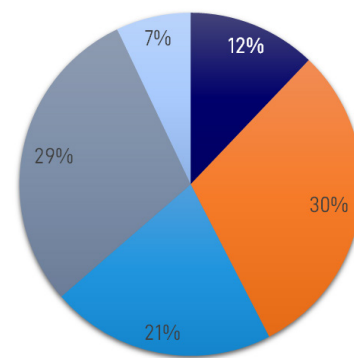
The Essex Street Pedestrian Mall has many amenities for the wandering walker with small scale shops, two sculptural public fountains, and access to the Peabody



Rainbow crosswalk and bike lanes on Washington Street

Condition of public spaces, streets, sidewalks

■ Very Dissatisfied ■ Dissatisfied ■ Neutral ■ Satisfied ■ Very Satisfied



Physical Environment Highlights, continued

Essex Museum (PEM), one of the oldest continuously operating museums in the nation and a primary destination in the city. The Pedestrian Mall is well marked with a wayfinding map at the primary entrance on Washington Street. Other wayfinding lacks presence and consistency throughout the rest of the Pedestrian Mall.

Secondary access points from pedestrian walkways are more subtle and often empty, by comparison, to the swelling foot traffic on the Pedestrian Mall itself.

The Pedestrian Mall streetscape is a mix of bricks, cobbles, and asphalt with bollards and other street furniture that can distract from commercial and recreational opportunities on offer. Frequent vehicular traffic for deliveries adds to the confusing ebb and flow, especially during the morning hours. The Pedestrian Mall remains a critical commercial spine connector across town, as well as an exciting tourist destination.

PARKS, OPEN SPACES, AND STREET TREES

Historic plazas are well used, both on a daily basis, as well as during festival days such as Lapin Park, East India Square, Derby Square, Artist Row, and Charlotte Forten Park.

Waterfront open spaces are comfortable and well-used, including the House of Seven Gables, the National Historic Site, Pickering Wharf, and the South River Harborwalk.

Ninety-seven percent of businesses surveyed as part of the LRRP process believed that the improvement/development of public spaces and seating areas was either moderately important (28%), important (36%), or very important (33%) to the downtown's physical environment, atmosphere and access.¹



Pedestrian Mall

Photo credit: Pamela Joye



Derby Square

Photo credit: Pamela Joye



Salem waterfront

Photo credit: Pamela Joye

BEST PRACTICE & OPPORTUNITIES



Overall Downtown Score

SIDEWALK	B
STREET TREES + BENCHES	B
LIGHTING	A
WAYFINDING / SIGNAGE	B
ROADBED / CROSSWALK	B

Overall Downtown Score

WINDOW	B
OUTDOOR DISPLAY / DINING	B
SIGNAGE	A
AWNING	C
FAÇADE	A
LIGHTING	B

Overall downtown scoring as part of the baseline data collection. Greater detail provided in the Appendix.

Highlights from the Physical Environment, continued

HERITAGE TRAIL

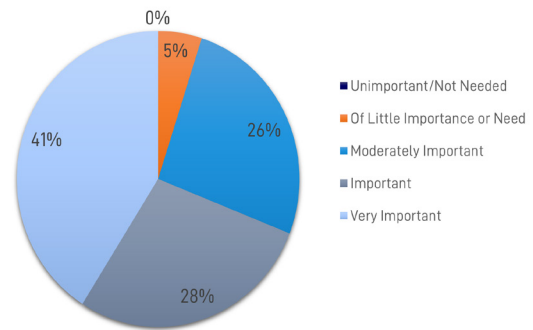
The Heritage Trail, a painted red line that winds through the downtown, currently leads people to historic sites, significant institutions, and popular cultural and commercial destinations. Destination Salem is currently re-envisioning the Salem Heritage Trail with virtual components and physical signage.

WAYFINDING

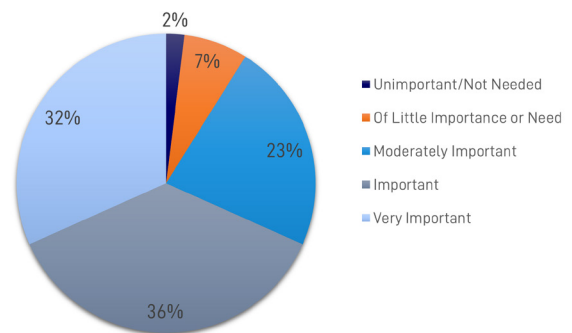
While there are several types of wayfinding signs for pedestrians and drivers in the downtown, cohesion is generally lacking, which can detract from marketing and branding efforts.

Wayfinding for motor vehicles is relatively limited in the downtown and could be beneficial for the improvement of guiding residents and visitors to municipal parking areas. The strongest public realm wayfinding for pedestrians along Derby Street.

Changes in Public Parking Availability, Management or Policies



Implementing Marketing Strategies for the Commercial District



Downtown District wayfinding sign



Wayfinding map near Pickering Wharf

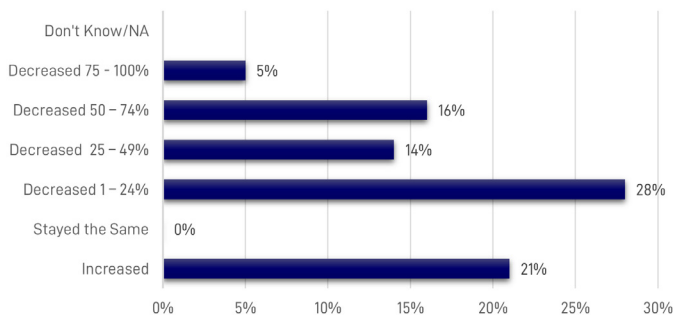


Business Environment Highlights

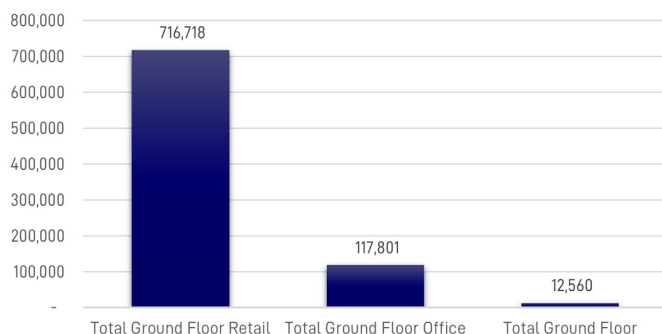
Salem has a healthy local economy with enthusiastic support from many residents and tourists. Salem businesses weathered the COVID-19 pandemic with resiliency, creativity, and nimbleness, and received remote assistance to help navigate resources from the Economic Development Recovery and Revitalization Task Force (EDDR), convened by Mayor Kim Driscoll.

Based on the LRRP survey of businesses in spring of 2021, 75% of businesses generated less revenue in 2020 than they did in 2019, and for 68% of those negatively affected, revenue declined by 25% or more¹. While a handful of businesses closed, others opened for an equilibrium of over 260 ground floor establishments. Furthermore, several local businesses (e.g., Jolie Tea, Modern Millie, and Witch Tees, Moody Interiors, and Bit Bar) have expanded their operations and footprint in the downtown².

Revenue in 2020 Compared to 2019



Physical Environment Total Square Feet



KEY NODES / CORRIDORS

There are several key nodes and corridors in downtown Salem. Derby Square is the historic and communal heart of Salem, hosting the Salem Farmers' Market every Thursday, the Salem Arts Festival, Jazz and Soul, and other festivals and fairs. Flanked by offices and residential housing, and surrounded by retail and restaurants, the square is well used as a gathering spaces on regular days and festival days alike.

Artists Row has a unique character with bustling activity from the Lobster Shanty, and an eclectic mix of products, community art, and engagement in its rotating artist studios.

Lapin Square, on the busy corner of Washington and Essex Streets, is a comfortable, well shaded green node of activity that includes the popular "Bewitched Statue." The square is surrounded by restaurants that all spill onto the hardscaped areas, and also home to the holiday Christmas tree and Chanukah Menorah.

On Essex Street, the Museum Place Mall hosts many retail spaces on the north side of the Pedestrian Mall, but its unkempt façade does not complement newer development on the south side, including the new wing of the PEM and Hotel Salem.

Washington Street is the primary North-South corridor of the city. Ample ground-floor retail, strategically-placed crosswalks, and a well-kept planted medium help to maintain an inviting atmosphere for pedestrians walking along the corridor.

As the downtown expands south, Derby Street is becoming more of a downtown

Business Environment Highlights, continued

corridor rather than an edge. Its span from the Salem Ferry to the House of Seven Gables and across to Washington Street reveals a functional, thriving corridor, hampered only by a couple unwieldy intersections. Derby Street varies greatly in scale and usage from residential, historic, institutional, recreational, retail, and dining areas, in a happy harmony of complementary uses.

KEY DESTINATIONS

A few key destinations in Salem include the following.

- Peabody Essex Museum (PEM): The PEM is a key visitor and resident destination, anchor employer, and community partner for art and culture projects within the museum grounds, as well as in the greater Salem community.
- The House of Seven Gables, located in the Historic Derby Street neighborhood, is a key destination and community partner for artistic, educational, and immigrant advocacy, in addition to preserving and promoting the legacy of Nathaniel Hawthorne, per their mission statement: To be a welcoming, thriving, historic site and community resource that engages people of all backgrounds in our inclusive American story (website: www.7gables.org).
- The Witch House, also known as the Jonathan Corwin House, is a key point of interest, especially for visitors as “the only structure you can visit in Salem with direct ties to the Salem witch trials of 1692” (website: www.thewitchhouse.org). In addition to historical house tours and photos, community theatre and events are held on the premises.

TENANT MIX

According to the business survey, most respondents are happy with the mix and proximity of complementary businesses. Nevertheless, new developments have created large ground level retail that may not serve the community need or desire for small, local, or shared enterprises. As a result, large ground floor spaces take longer to find a tenant able to rent the space.

WINDOWS, AWNINGS, AND SIGNAGE

In April 2021, a field survey was conducted to assess and grade the current state of the downtown Salem's public and private realm. Final grades were provided at both the block- and study area-levels for consideration towards LRRP recommendations and are available for viewing in the Appendix.



Street display and signage in downtown Salem



Business Environment Highlights, continued

As part of the field work evaluation, awnings was the private realm category with the most “fail” grades, meaning that they are generally lacking throughout the downtown.

Windows, outdoor display, and lighting in the private realm category were inconsistent, with an almost equal distribution of grades A, B, or C.

Signage and facades in the private realm were strong. Blade signs especially created good legibility and interest for pedestrians.

OUTDOOR DISPLAY AND DINING

The most visible and impactful change to the city's public and private realm during the COVID-19 Pandemic was the increase in permitted outdoor dining patios. While the City previously enabled outdoor dining on both public and private property, the need to continue operations in a safe and well-ventilated manner led to dozens of dining patios popping up in the public right-of-way overnight. As of spring, 2021, 48 restaurants had permits for outdoor dining.

Outdoor enterprise is not just limited to dining in Salem. On the Essex Street Pedestrian Mall, businesses frequently have product display racks and kiosks; on Essex Street, New Derby Street, and Front Street, businesses have landscaping and A-frame signage.

Seventy-eight percent of businesses surveyed as part of the LRRP process believed that enabling more opportunities for outdoor dining and selling was either moderately important (25%), important (28%), or very important (25%) to the downtown's economic recovery.

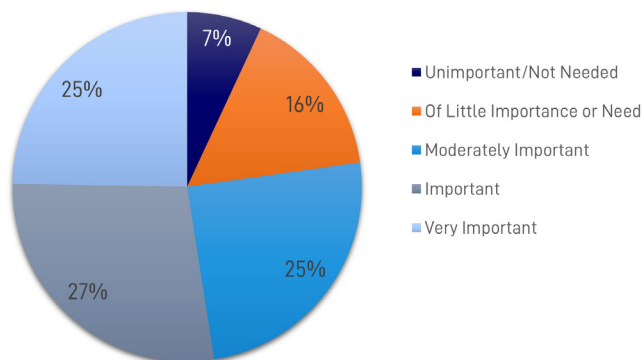


Example of blade signs, window displays, and planters in front of storefronts



*Outdoor dining patio on Derby Street
Photo credit: Pamela Joye*

More Opportunities for Outdoor Dining and Selling





Administrative Capacity Highlights

The City of Salem's economic response to the COVID-19 pandemic centered around the rapid ability to modify regulations and resources impacting the City's business and organizations, which are supported largely by the City's elected officials, administrative staff, main streets organization, and chamber of commerce.

LICENSING AND PERMITTING

One of the key successes was the speed that the City of Salem was able to adapt the City's permitting to respond to the pandemic. The City expedited permits for outdoor dining. In addition, the design and ADA accessibility for outdoor dining was improved over time to better serve all customers and the public. Critically, the State allowed cities and towns to handle liquor licenses which made it easier for restaurants to service alcohol outside and to cross sidewalks to reach the designated outdoor areas.

According to the business survey conducted, 52% of respondents had no issues with existing regulations, and the top problematic areas were parking (34%), outdoor dining (16%), and signage (14%)¹. However, stakeholder interviews highlighted the need to simplify licensing and permitting and better communicate the process to applicants.

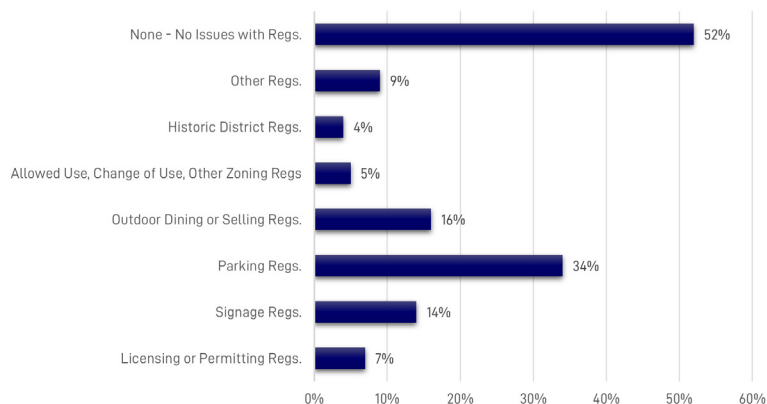
EVENTS STAFFING AND MANAGEMENT

Through all four seasons, the city aims to create a lively downtown atmosphere for residents and visitors through the programming of its spaces with public festivals and unique events. They are spearheaded by Salem Main Streets, who coordinate ten downtown events annually, and by the City of Salem, Destination Salem, Salem State, and other local organizations and volunteers. Examples include the Salem Arts Festival, the Farmers' Market, Salem So Sweet, Heritage Days and Haunted Happenings.

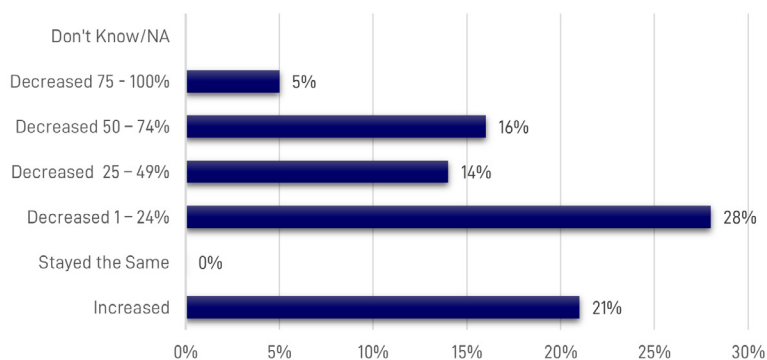
ECONOMIC DEVELOPMENT RECOVERY AND REVITALIZATION (EDRR)

The Economic Development Recovery and Revitalization task force (EDRR) was convened by the Mayor's office and the as a direct response to the Covid-19 pandemic. The EDRR includes key stakeholders representing local institutions vital to the downtown's economic landscape including the City of Salem, Salem Main Streets, Destination Salem, the Salem Partnership, the Enterprise Center at Salem State University, and Creative Collective. Cross-organizational communication generated by the EDRR was a key silver lining according to many of the partners.

Regulations that Pose an Obstacle to Businesses Operation



Revenue in 2020 Compared to 2019





Customer Base Highlights

Salem has long been considered an economic and cultural hub for the North Shore region of Massachusetts. Its notorious claim as the site of the Salem Witch Trials, which took place in the late 17th century, brings over one million tourists to its downtown each year, particularly during Haunted Happenings, the festive weeks leading up to Halloween.²

Salem's resident population is 43,252 and its student population is 5,944.³ Many residents move to Salem because of its walkable urban core, vibrant arts and culture, and civic amenities that offer a great standard of living. Such successes have also lead to increasing concerns over affordability, displacement, and gentrification.

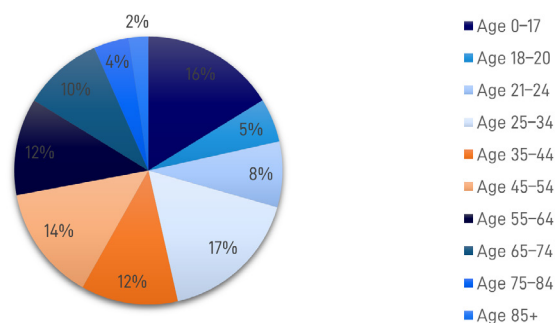
ECONOMY AND TOURISM

Salem has a workforce population of 25,273 and a median household annual income of \$68,808.³ Over 1 million visitors traveled to Salem in 2019 to enjoy destinations such as the Peabody Essex Museum, House of Seven Gables, the Salem Witch Museum, Salem State University and the Maritime Historic Site. The downtown's economic activity caters well to these visitors while still being enjoyable to residents, with 103 retail and 79 dining establishments currently in operation comprising about 85% of the downtown's ground floor spaces. During the COVID-19 pandemic, Salem's downtown saw a 75% decline in foot traffic along Washington Street and stalled the city's economic engine overnight.²

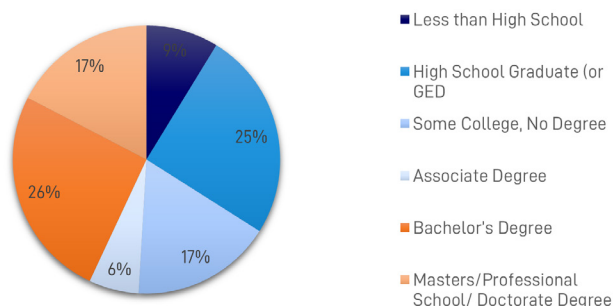
EDUCATION AND DEMOGRAPHY

Home to Salem State University, the educational attainment of Salem residents tracks closely to the state' average, with 43% and 17% of residents having received Bachelor's and Graduate/Professional Degrees, respectively.³

**Population by Age Distribution
(Current/2021 estimates)***



**Population by Educational Attainment
(Current/2021 estimates)***



Salem's resident population is very young, with a median age of 37.1 being more than two years younger than the state's median age of 39.5. The average household size is 2.25, which is notably less than the state average of 2.52.³

The self-identified racial and ethnic composition of the city is 79.0% White, 6.6% Black or African American, 0.6% American Indian and Alaska Native, 2.5% Asian, 0.0% Native Hawaiian and Other Pacific Islander, 7.5% as other races, and 3.8% from two or more races. Hispanic or Latino of any race were 17.8% of the population.³

¹ Source: LRRP Business Survey, April 2021

² Source: LRRP Baseline Data, April 2021

³ Source: US Census Bureau, 2019

Project Recommendations

Project List + Key Icons

Legend

Budget

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

Timeframe

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

Risk

-  Low Risk
-  Medium Risk
-  High Risk

Number	Project	Category	Budget	Timeframe	Risk
1	Develop an improvement plan for public restrooms		 Medium	 Short	 Medium
2	Implement Universal Design throughout the public realm		 High	 Medium	 Medium
3	Update the wayfinding system to fill in gaps and support all types of mobility		 High	 Short	 Low
4	Create small public spaces for community connections		 Low	 Short	 Low
5	Implement long-term permitting and operations mechanisms for outdoor dining and retail on public property		 Medium	 Short	 High
6	Preparing for the Future of Work I: Form a new sectoral partnership for workforce development		 High	 Medium	 Medium
7	Centralize the role and responsibility of the EDRR by contracting a dedicated project manager		 Medium	 Short	 Low
8	Create a Parking Benefits District		 Low	 Short	 Medium
9	Hire a Program Manager for Salem Main Streets		 Medium	 Short	 Low
10	Conduct a pilot with a non-government organization dedicated to advancing equitable civic engagement		 Medium	 Short	 Low
11	Preparing for the Future of Work II: Create a fabrication program for entry-level innovators		 High	 Medium	 Medium
12	Create opportunities for the activation of space in Downtown Salem by, and for, local undergraduates		 Low	 Short	 Low
13	Pilot a program for pop-up uses in underutilized private spaces		 Medium	 Short	 Medium
14	Preparing for the future of work III: Update business recruitment resources to increase the occupancy of second-floor commercial spaces		 Medium	 Short	 Medium
15	Expand the community meal program in Salem		 Low	 Short	 Low

Develop an improvement plan for public restrooms

Category		Public Realm
Location		Downtown Salem
Origin		• LRRP Business Survey (April 2021) • LRRP Stakeholder Interviews (May 2021)
Budget		Medium Budget (\$50,000 to \$200,000) Potential Funding Sources: • Parking Benefits District (see PBD Project Rubric) • EDA: Travel, Tourism and Outdoor Recreation Grant Program • Chapter 91 project developments
Timeframe		Short Term (Less than 5 years)
Risk		Medium Risk • Inter-organizational coordination
Key Performance Indicators		• Number of public restrooms installed • Change in hours when public restrooms are available for use • Change in the utilization of public restrooms • Visitor and resident satisfaction regarding the quality and visibility of public restrooms
Partners & Resources		• Salem Main Streets • City Department of Planning and Community Development • Destination Salem • City of Salem Mayor's Office • Chapter 91 Establishments (e.g. Salem Waterfront Hotel)

Description

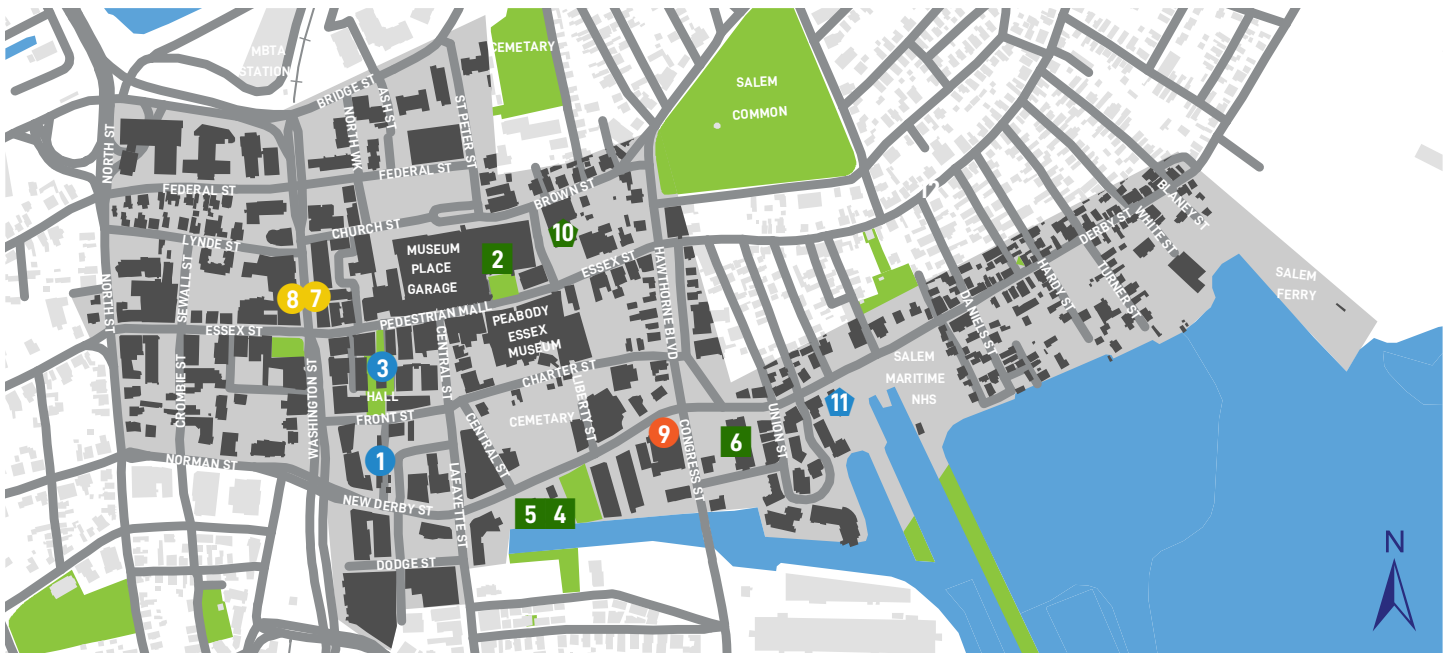
In response to the public need for more accessible restrooms year-round, and the development of new public restrooms by Destination Salem, this project aims to develop a long-term implementation plan for all existing and proposed public restrooms in the downtown. This includes standardized operation hours, ongoing maintenance, and integrated wayfinding throughout the public realm.

Diagnostic

- Sixty-nine percent of businesses surveyed believe that improvements in safety and/or cleanliness are either important (33%) or very important (36%) to the downtown's economic recovery (LRRP Business Survey, April 2021).
- There are currently 8 publicly-accessible restroom locations in the downtown which vary in their ownership, maintenance, time of access, and visibility to members of the public (LRRP Stakeholder Interviews, April 2021).

Action Items

- Conduct an existing conditions assessment of public restrooms, including their locations, accessibility and stewardship.
- Locate and install new public restrooms where there are none, or where existing restrooms do not meet demand.
- Develop a plan for improving communications around the availability of public restrooms, including printed and digital wayfinding content.
- Create a unified plan for operation among stewards of public restrooms in the Downtown.



DOWNTOWN SALEM

BATHROOMS BY SCHEDULE AND OWNERSHIP

LEGEND

- Seasonal, City
- Year-Round, Private
- Seasonal, National Park Service
- Weekdays, City
- Year-Round, National Park Service
- Under Construction, City

0 0.125 0.25 Miles

Process

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

Identify existing conditions and determine a scope for public restroom improvements.

- **Map:** Create a map and database of existing public restroom locations, including their addresses, hours of operation, gender designations, number of stalls and operational stewards.
- **Convene a meeting:** Bring together key stakeholders to discuss the existing conditions of public restrooms in the downtown. Topics to discuss may include the following.
 - The quality and operational procedure of current public restroom locations.
 - Current wayfinding and promotional efforts, digital and print, for the public restrooms.
 - Locations in the Downtown that are in need of public restrooms.
 - Considerations for public health, public safety and equitable access.
 - Seasonal needs for temporary public restrooms.
- **Develop a plan:** Summarize and conduct an appropriate follow-up from the to share with elected officials, city staff and other key decision makers.
- **Apply for funding:** Submit an application for funding to cover costs associated with the one-time purchase and ongoing operations of publicly-owned public restrooms.

Phase 2: Implementation (3-6 months)

- **Site public restrooms:** Make appropriate considerations for access to utilities and potential negative externalities (e.g. odor, loitering, etc.).
- **Procurement:** Purchase the new public restrooms, as needed.
- **Wayfinding:** While waiting for arrival of the new public restrooms, integrate restroom locations onto wayfinding signage and make



Artist Row restroom schedule posted on site

Process, continued

appropriate updates to online wayfinding resources, such as the Destination Salem app.

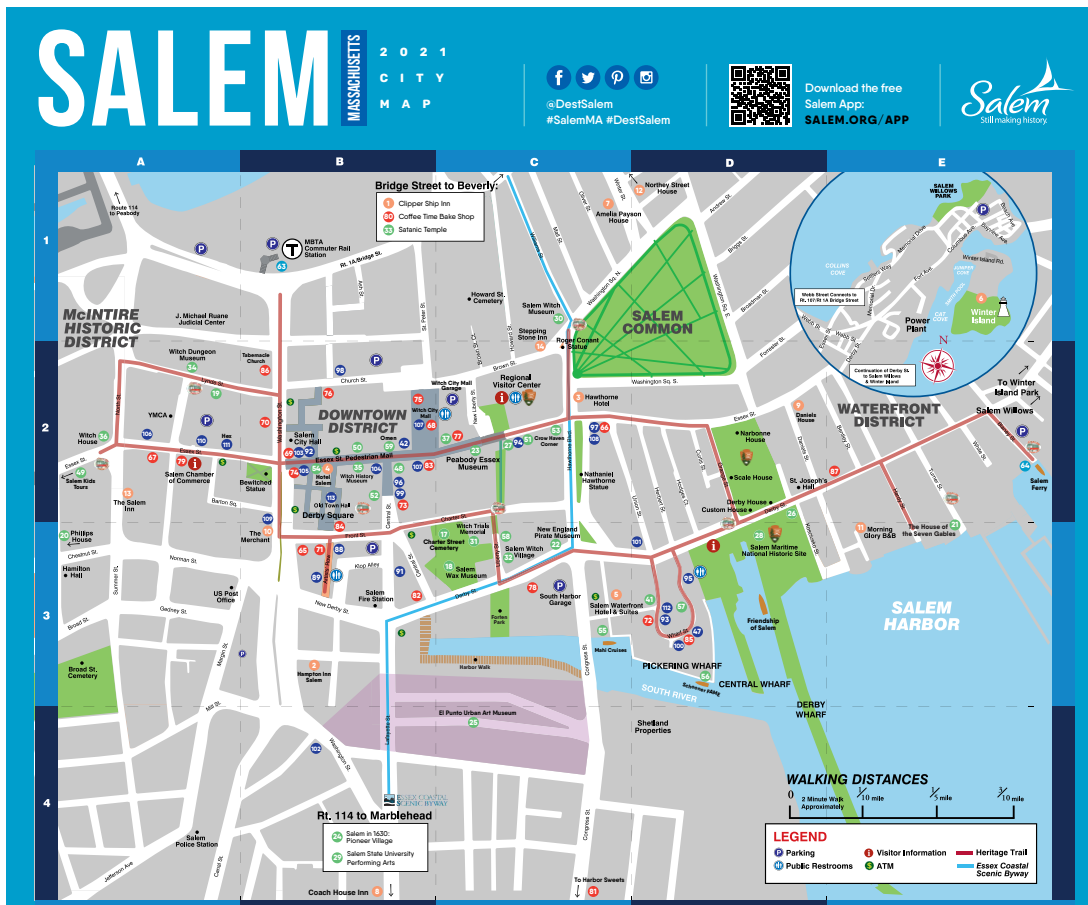
- **Install new public restrooms.**
- **Standardize maintenance:** Convene a meeting of all public restroom stewards to discuss standards for ongoing operations and cleanliness.

Phase 3: Public outreach and evaluation (1-3 months)

- **Education campaign:** Use on-site signage and social media to engage residents and visitors around the availability and locations of public restrooms, and to encourage citizens to be stewards.
- **Evaluation:** Track the metrics outlined in the Key Performance Indicators section, through an audit of the facilities and user surveying.



Porta potties near the waterfront (Photo Credit: Pamela Joye)





Best Practice

Portland Loo

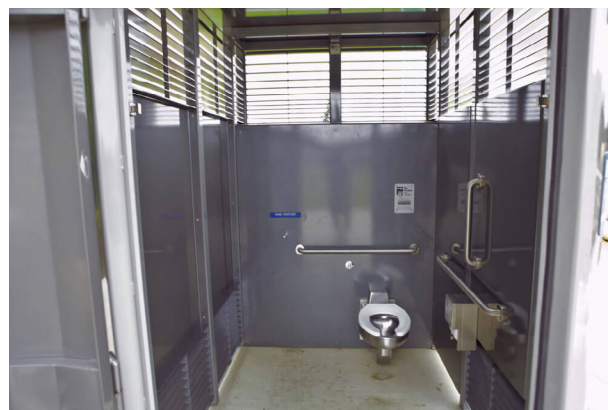
Location

Portland, OR

Project Summary

Developed by Madden Fabrication, in conjunction with The City of Portland, the Portland Loo is a 24/7 public bathroom that meets the needs of modern urban environments and personal dignity. They can be purchased for \$90,000 to \$150,000, while the cost of utility connection in the sidewalk varies with different cities. They have open slats that allow the units to be cleaned easily and are composed of materials that resist vandalism. Because the Portland Loo units are not automated, they have less of a chance of breaking down and requiring repairs. There have been 50 Portland Loos installed in over 12 cities in the US and Canada to date, with the nearest locations available for viewing in Cambridge, Massachusetts.

Website: <https://portlandloo.com/>



Inside The Portland Loo

(Image source: <https://portlandloo.com/gallery/>)

Image source: <https://portlandloo.com/gallery/>

Implement Universal Design throughout the public realm

Category		Public Realm
Location		Downtown Salem
Origin		LRRP Stakeholder Interviews, May 2021.
Budget		Large Budget (\$200,000+) Actual project cost is expected to be in the millions of dollars, divided over a number of years. Potential Funding Sources • Parking Benefits District (see PBD Project Rubric) • Capital Improvements Plan (CIP) funding as part of the overall streetscape improvement program. • Use the City's Community Development Block Grants (CDBC) in partnership with the Commission on Disabilities.
Timeframe		Medium (5 - 10 years)
Risk		Medium Risk • Availability of funding over a multi-year program • Staff capacity to oversee multiple scattered projects across the downtown • Contractor quality/capacity, especially in a historic downtown setting
Key Performance Indicators		• Number of improvements to the public realm including sidewalks, crosswalks, and benches. • Making features accessible means everyone can use them more easily; change in usage by all people. • Development of universal design standards for the public realm
Partners & Resources		• City of Salem Commission on Disabilities • City of Salem Department Planning & Community Development • City of Salem Engineering Department • Salem for All Ages • Salem Main Streets

Description

The City of Salem has been making ongoing improvements to the streetscape for safety and usability over the past few years, and the Commission on Disabilities is in the beginning stages of developing universal design standards. This project offers guidance on identifying gaps in the geographic scope of the City's ongoing work to ensure universal design throughout the public realm, with a focus on sidewalk width and materials, crosswalks, and benches.

Diagnostic

- Ninety-seven percent of businesses surveyed believed the improvement/development of public spaces and seating areas was either moderately important (28%), important (36%) or very important (33%) to the physical environment, atmosphere and access of downtown Salem.¹
- Street trees and benches received a "B" grade during public realm surveying, which indicates that, although abundant, these features are not well-maintained or require improvements.²
- Benches have recently been removed by the City of Salem to address complaints of loitering; their removal has been met with strong opposition by members of the public for fear of limiting access to the public realm (source: LRRP Stakeholder Interviews, May 2021).
- Ninety-one percent of businesses surveyed believed the improvement of streetscapes and sidewalks was either moderately important (26%), important (31%) or very important (34%) to the physical environment, atmosphere and access of downtown Salem.¹
- Sidewalks received a "B" grade during public realm surveying, which indicates that only about half of all sidewalks in the Downtown are cleaned and well-maintained.²
- Roadbeds and crosswalks received a "B" grade during public realm surveying, which indicates that the roadways are designed primarily to move motor vehicles through the Downtown efficiently, leaving crosswalk infrastructure for pedestrians in need of prioritization.²

¹ Source: LRRP Business Survey, April 2021.

² Source: LRRP Baseline Data, April 2021.



Road closure and crosswalks on Hawthorne Boulevard



Intersection at Congress Street and Derby Street

Action Items

- Collaborate with the Commission on Disabilities to develop a design intent or "vision" document and a master scope of improvements, including "Universal Design" routes per their mission "to strive to make Salem a more accessible place to live, work and visit for people living with all kinds of disabilities."
- Develop an engagement plan and collect feedback about inaccessible features in the public realm from underrepresented populations: people of all ages, families with strollers and young children, people with mobility issues, people with sight issues, and the home insecure.
- Identify an evaluation template for City staff, the Commission on Disabilities, and vested stakeholders on how private realm accessibility can be assessed and updated.
- Create guidelines for prioritizing improvements.
- Define a list of streetscape, mobility, connectivity, and accessibility improvements and develop a multi-year capital improvement program.
- Identify funding sources for the capital improvement program (sidewalk reconstruction, intersection/crossing regrading, required stormwater infrastructure changes). Look at an annual City-financed capital program for smaller-dollar items (ADA ramps, crosswalks, etc.), including the use of Parking Benefits District special revenue funds.
- Begin phased construction program.



Sidewalks near Carlton Street

Process

Phase 1: Planning (3 to 6 months)

- **Map past recommendation locations:** Map out all locations addressed by the 2019 Report by the Institute of Human Centered Design and City of Salem ADA Transition Plan.
- **Map routes:** In collaboration with the Commission on Disabilities, identify, define, and map the universal design routes to all public buildings and plazas.
 - Locations not addressed in the 2019 report will comprise the geographic scope of the Salem Street Toolkit for universal design.
- **Engage:** Collaborate with the City's Department of Planning and Community Development, the City's Commission on Disabilities, and Salem Main Streets to engage diverse communities to identify inaccessible features in the identified "gap" locations.
- **Cross-reference:** Coordinate with LRRP project "Small Parks" to overlap on seating amenities and "Wayfinding" for consistency in signage for accessible routes planned with the Commission on Disabilities.

Phase 2: Develop a Strategy for Implementation (6 months)

- **Prioritize:** As part of the community engagement process, and based on the catalog of inaccessible features identified, develop criteria that respond to top needs identified by stakeholders and utilize them to prioritize the locations to improve. This may include criteria of foot traffic, potential pedestrian hazards, where exposure to cars can be minimized, where accessible routes can be completed sooner, and/or the City's own streetscape improvement priority list.
 - **Create evaluation template:** Drawing from the prioritization process, develop an evaluation template that can be used to assess conditions in the field and provide grades to infrastructure as part of the prioritization process. City staff, commissions, and stakeholders should be able to assess deficiencies more objectively to help rank needs. This tool can become a valuable input to the capital planning process.
 - **Collaborate:** With the City's Commission on Disabilities, Department of Planning and Community Development, and Engineering Department, develop a prioritized list of sidewalks, curb cuts, and crosswalks to build out according to universal design standards.

Process, continued

- **Develop Guidelines:** A set of universal design guidelines—drawing from existing POWAG, DoJ, US Access Board, and Massachusetts Architectural Access Board (MAAB) guidance—applicable to downtown Salem should be developed to guide the design development process. This should include key features, such as:
 - **Sidewalks:** Plan for at least five-foot-wide sidewalks as much as possible, with 8-feet+ wherever possible. The material should be concrete, with a brick edging if desired.
 - **Curb cuts:** Aim for all driveways to cross sidewalks at sidewalk elevation, raising the roadbed as necessary. Where drainage improvement costs cannot accommodate this, plan for fully-accessible curb ramps where necessary, avoiding low points that will cause water ponding or ice build-up.
 - **Crosswalks:** Plan for raised crosswalks with ample signing and safety lighting as much as possible.
 - **Benches:** Benches should be prioritized and included in and around all areas where passive activity is possible and designed to be comfortably used, and with dignity, by all people.
 - **Locations:** Plan for a quantity of benches so that a bench is visible from any location within the study area. Locate benches to be social and easily visible, facing interesting views, and shielded from the elements when possible. Trees are suitable companions to benches.
 - **Ensure universal design:** Standards should be rigorous and include green and safe materials, stable arms on both sides of the bench, a back length of at least 18 inches, and a seat depth of 20 to 24 inches. Most importantly, the seat height should be at least 17 to 19 inches.
 - **Avoid “defensive design”** for benches in which they are made to be uncomfortable to hinder loitering; such maneuvers also hinder general use. Invite the transient populations to the discussion because it is a human dignity issue and opportunity.
 - **Design for local stewardship and identity:** In coordination with LRRP project “Micro-Permanent Public Spaces” – discuss the possibility of hiring artists to help design, construct, paint, or decorate seating.



Rainbow benches on Hawthorne Boulevard



*Recently redone curbscuts that are ADA accessible
Intersection at Congress Street and Derby Street*

Process, continued

- **Develop capital improvement program:** Develop cost estimates for the prioritized project list. A multi-year program is likely to accommodate construction timelines, minimize multiple disruptions to downtown activities, and allow for sufficient oversight and compliance review by City staff and other inspectors. Key considerations include the following.
 - Design development
 - Utility impacts
 - Seasonal construction spans
 - Stormwater reconfigurations
 - Temporary passage/traffic measures
- **Identify funding sources:** Work iteratively during the development of the capital improvement program, identify likely funding sources for improvements. Given new funding potentially coming from federal infrastructure programs, a comprehensive program for multiple locations might be funded with one grant. Other faster or lower-budget items like crosswalks or minor curb ramp improvements can be accommodated in normal City budgeting, and a Parking Benefit District's special revenue fund could be a valuable annual source for a multi-year program.



Pop-up outdoor seating on Washington Street and Lynde Street that is level with the curb and movable chairs makes accessibility to the public parklet easier for a variety of visitors



Universal playground in Cambridge (Source: City of Cambridge)

Process, continued

Phase 3: Implement Universal Design (1 to 5 years)

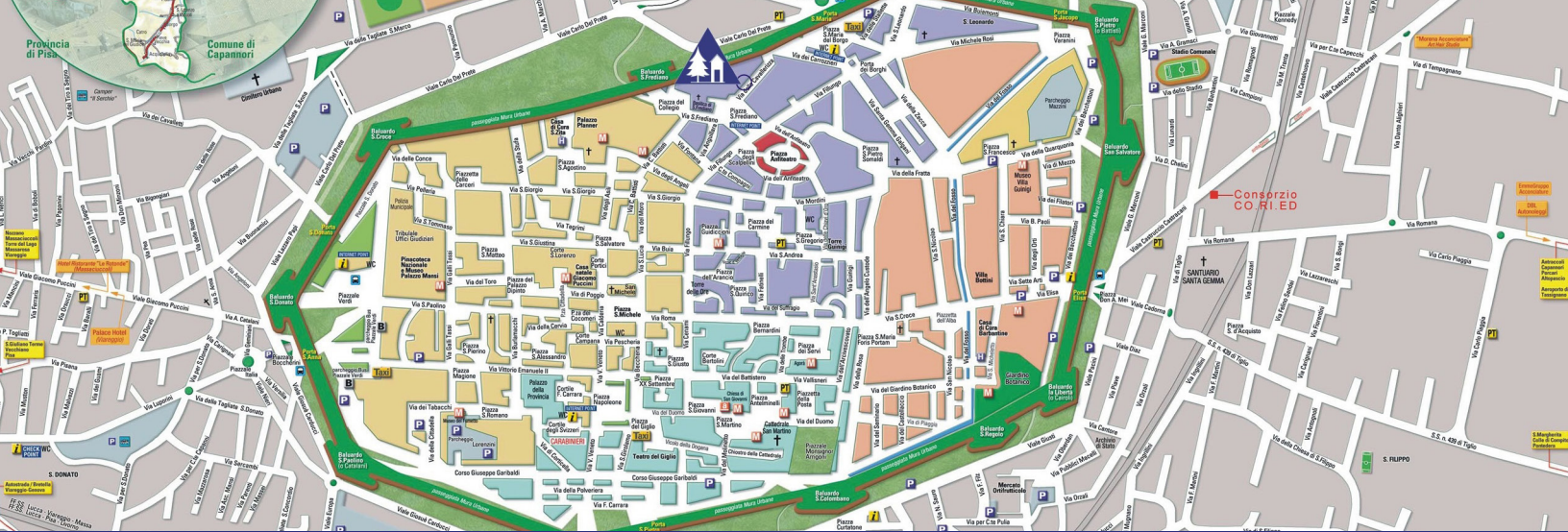
- **Design development:** A phased design process is expected, with multiple rounds of design needed to complete the entire program. Engineering processes will vary in intensity, with less effort for bench installations, moderate effort for sidewalk and ramp designs, and notable effort for raised driveways, crossings and intersections. All are likely to include the following.
 - Site surveys
 - Utility evaluation and re-routing where necessary
 - Geotechnical evaluation of roadbed and sidewalk soils.
 - Grading and drainage assessment; drainage re-design where necessary, including necessary sub-surface structures.
 - Final construction documents, including grades, slopes, materials, markings (where necessary), and details for accessible features.
- **Contractor bidding, selection, and mobilization:** While many universal design projects may be able to be completed by City staff, a full capital improvement program will require hiring contractors to complete work. A rolling set of master construction contracts is expected, potentially tied into other master City contracts; however, given the significant need in downtown, a dedicated program for universal design is recommended.
- **Construction:** Keep the momentum to construct improvements in a timely manner after project award. If City staff capacity to oversee multiple projects is limited, grants are available for technical assistance to aid the City.
 - Provide dedicated staff to ensure compliance with design guidelines, including provision of safe alternate passage during construction.
 - Clearly communicate with adjacent property owners who may need to change their mobility pattern as a result; attempt to schedule construction for the most efficiency and least disturbance of neighbors.
- **Communicate:** Provide temporary signage to celebrate completed improvements and communicate the work with the public. Maintain an up-to-date project website connected to local social media channels with clear information about the universal design program, its vision, and weekly postings about past accomplishments and upcoming work.



Paul Revere Bell near the Salem Armory and Peabody Essex Museum (Photo Credit: Pamela Joye)



Benches along a brick pathway (Photo Credit: Pamela Joye)



Best Practice

Becoming Accessible - Banca del Monte di Lucca Foundation (BML Foundation)

Location

Lucca, Tuscany, Italy

Project Summary

From 2010 to 2016, the Banca del Monte di Lucca Foundation (BML) Foundation identified that the historical city of Lucca has significant cultural heritage and that there was the need to make the city more accessible to all. The BML Foundation also identified accessibility improvements as an economic opportunity to increase tourism.

The project ultimately resulted in the publication of the "Accessible Routes in Historical Cities," a best practice guide for planning, designing, and implementing accessible routes in historical urban environments. Cities written up as best practices in the guide include Lucca, Italy; Turin, Italy; Ávila, Spain; Mulhouse, France; Sozopol, Bulgaria, and Viborg, Denmark.

The project website has comprehensive maps and resources to guide a visitor through Lucca. Awareness of disability issues and inclusion of disabled people were key outcomes of the engagement process. Project outcomes were evaluated by the League of Historical and Accessible Cities (LHAC), a European pilot

program that has created six accessible tourist routes across six European cities.

The project was funded by the BML Foundation and was supported on the European level by the European Consortium of Foundations on Human Rights and Disability and the European Foundation Center. The nature of the project led to numerous city-wide collaborations.

Websites

- <https://www.fondazionebmlucca.it/>
- <https://lhac.eu>

Image Source: <https://ontheworldmap.com/italy/city/lucca/large-detailed-tourist-map-of-lucca.jpg>

Update the wayfinding system to fill in gaps and support all types of mobility

Category		Public Realm
Location		Downtown Salem
Origin		LRRP Stakeholder Interviews (April, 2021)
Budget		Large Budget (\$200,000+) Potential funding sources: • MassDevelopment TDI Creative Catalyst • MassDevelopment's Commonwealth Places • Department of Housing and Community Development Massachusetts Development Initiative (MDI) • Community Development Block Grants • MassDOT Shared Streets and Spaces
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk • Important to compliment, not overlap, the work of the Salem Heritage Trail. • Coordinating with various City departments for design and implementation. • Reaching consensus with business/visitor attraction parties on design and location of wayfinding signs. • Possible design competition will require management, funding, and artist participation.
Key Performance Indicators		• Change in number of wayfinding signs in downtown Salem • Before and after studies of spending by mode • Surveys to capture user perceptions, behavioral changes in mode choice • Number of existing wayfinding signs, number of the types of wayfinding signs for pedestrians, bikers and vehicular traffic.



Wayfinding sign types and locations map (Designer: Roll Barresi)

Partners & Resources

- City of Salem Department of Planning & Community Development
- City of Salem Department of Traffic & Parking
- Salem Main Streets
- Salem Commission on Disabilities
- Salem Chamber of Commerce
- Destination Salem
- Peabody Essex Museum (PEM)
- Historic Derby Street Neighborhood Association

Description

COVID highlighted the importance of visitors to downtown Salem to support businesses and dining. Post COVID recovery feedback from Salem Main Streets, hotels, and businesses has identified the need to welcome visitors back to Salem and help new visitors find local retail, dining, ADA-accessible routes, multimodal hubs including parking facilities, and attractions. Businesses in particular cited the need for better wayfinding to help visitors navigate the downtown and its parking, dining, retail and visitor offerings. This project recommends a multi-phased design process to ensure that the downtown's wayfinding system is updated to fill in gaps and support all types of mobility.

Diagnostic

- Wayfinding/Signage received a score of "B" during physical realm surveying, which indicates that assets which do exist are primarily geared towards motor vehicle traffic (source: LRRP Baseline Data, April 2021).
- Thirty-four percent of businesses surveyed believed parking to be the largest regulatory obstacle to their daily operations. Wayfinding can help assist in the alleviation of concerns related to parking management in the downtown.¹
- Sixty-nine percent of businesses surveyed believe that implementing marketing strategies for the commercial district is either important (37%) or very important (32%) to the downtown's economic recovery. Wayfinding can be utilized as a tool for cohesive branding in the downtown.¹

¹ Source: LRRP Business Survey, April 2021

Action Items

- Review/create map of existing wayfinding signage systems.
- Develop a prioritized list of key destinations, needed identification, potential gateways, and key directional needs.
- Evaluate where the "gaps" are for wayfinding signs and current conditions/remaining lifespan for existing signs.
- Develop best practice "key features" including multi-lingual, ADA-compliant, and braille signage.
- Develop aesthetic design options, working with community, businesses, and local artists.
- Identify and obtain conceptual design funding.
- Consider a design competition for preferred signing location(s).
- Consider including real-time parking and transit availability signage.

Process

Phase 1: Review existing materials (6 months)

Review previous wayfinding plans and existing signage system with a working group, community stakeholders, and/or consultant to establish initial wayfinding program intent. This includes:

- Fact-finding meeting of needs, gaps, and existing assets/strengths
- Identify destinations for signage to direct to
- Familiarize with all wayfinding needs in the study area
- Develop a target budget for infrastructure
- Identify the audiences for signs, their information hierarchy, signing types
- Identify applicable code requirements
- Identify community input and/or City review process(es)

Phase 2: Improve existing system design and implementation (6 to 12 months)

Based on the findings from Phase 1 there are two options to advance improving the wayfinding system that includes:

- Fill in the signage "gaps" in the existing system
- Create a new plan wayfinding that includes new sign designs and wayfinding sign system
- Below are a several steps to consider.
- Develop schematic design (2 months) with consultant that will be sent to sign designer, including:
 - Drafting design direction drawing options and updated design based on feedback ("25% design")
 - Developing preliminary drawings for major sign types
 - Preliminary sign mount/foundation location identification



Wayfinding map near Pickering Wharf



Waterfront District wayfinding signage

Process, continued

Design development process (3 months) to be commissioned with sign designer and/or engineering consultant, to include

- More detailed drawings ("50% complete")
- Messages for every sign
- Location plans for every sign
- Initial review with fabricators to refine budget estimates
- Confirm compliance with design guidelines (local and state)

Develop design intent bid drawings (3 months) as part of finalizing a fabrication package:

- Complete design intent drawings ("100% complete")
- Develop signage bid document
- Incorporate local codes, including ADA guidelines
- Coordinate with state agencies to confirm compliance and potential sign locations (especially along state routes)

Begin bid consultation (3 months during bid drawings) to obtain a preferred fabricator:

- Identify recommended fabricators
- Prepare procurement documents
- Conduct selection process and contract with preferred vendor(s)
- Consultant support as necessary for municipality through bid process

Signage artwork development (4 months) of the fabricator:

- Prepare any specific, unique art / icons / symbols / logos not in standard templates
- Prepare templates for sign types
- Layout and print/manufacture all signs

Post fabrication / installation observation

conducted before delivery of signs and after installation, including:

- Review shop drawings
- Review fabrication quality and details
- Coordinate installation with local approval authorities
- Conduct walk-through after installation

Additional information and best practices can be found in the Appendix.



Signage at the Pedestrian mall prohibiting passenger vehicles, drones, and bicycles



Visitor Center wayfinding signage

Create small public spaces for community connections

Category		Public Realm
Location		Downtown Salem
Origin		LRRP Stakeholder Interviews (May 2021)
Budget		Medium Budget (\$50,000 to \$200,000) Potential Funding Sources: • MassDevelopment: Commonwealth Places • NEFA: Public Art Grants • Patronicity: Crowdfunding
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		• Number of community organizations, artists and creators engaged. • Change in the number of places available for people to sit, alone or in small groups, in public space. • Surveyed change in qualitative indicators, including feelings of joy, inspiration, community connectedness, and climate resilience.
Partners & Resources		• City of Salem's Public Art Commission • Salem Main Streets • Keep Salem Beautiful • Salem Beautification Committee • Salem Public Schools • Salem Sound Coastwatch

Description

This project addresses a confluence of community needs and desires that includes more art in public spaces, more welcoming seating in public spaces, and more education about climate resilience. The small public spaces will be a welcoming sight for pedestrians, offering positive diversions from the day-to-day, and help to reclaim underused public spaces for use by people.

Diagnostic

- Sixty-nine percent of businesses surveyed believed the improvement/development of public spaces and seating areas was either important (36%) or very important (33%) to physical environment, atmosphere, and access in the downtown.¹
- Fifty-five percent of businesses surveyed believed that the creation of more cultural events or activities was either important (32%) or very important (23%) to the Downtown's economic recovery.¹
- Street trees and benches received a "B" as part of the Downtown's public realm assessment, which indicates that some areas are lacking in accessibility and impact the quality of pedestrian experience (source: LRRP Field Survey, April 2021).
- New outdoor dining show the benefits of bringing seating, community building, plants art and traffic calming to the public realm (source: LRRP Stakeholder Interviews, May 2021).

¹ Source: LRRP Business Survey, April 2021

Action Items

- Create clear criteria to select locations and attributes for the small public spaces.
- Identify funding sources and develop a call for proposals.
- Select design-build teams to construct the small public spaces.
- Conduct a thorough evaluation with considerations for ongoing stewardship and the creation of additional small public spaces.



Accessible locations with excess hardscape are ripe for transformation (Photo credit: Pamela Joye)

Process

Phase 1: Planning (3-6 months)

Identify goals, potential locations, and attributes.

- **Convene a meeting of key stakeholders:** Discuss goals and identify the project lead organization or municipal department responsible for their implementation and oversight.
- **Map existing conditions and identify locations:** Collaborate with the City or Salem State University's GIS Department to create maps identifying public spaces which could become new small public spaces approximately fifty to four hundred square feet in size. Data to overlay could include, but are not limited to, heat islands, storm drains, topography, flood zones, trees, benches, and publicly owned parcels. The parcels or underutilized spaces could be publicly or privately owned.
- **Identify small park attributes:** The purpose of a small park is to provide a combination of seating, shade, art, and educational amenities in an otherwise underutilized public space. Each park can have multiple desired attributes according to its context. Options include, but are not limited to:
 - seating,
 - shade elements or structures,
 - planters,
 - pollinator gardens,
 - tree plantings,
 - rain garden cisterns/rain barrels,
 - integrated art on benches,
 - public art, or
 - signage.
- The small public spaces could be short-term pop-ups, seasonal installations, or semi-permanent spaces.
- **Catalog locations:** Describe the locations in quantitative and qualitative terms, including: short written description with current conditions, photo(s) of location, square footage, and abutting conditions, including names and addresses of abutters.
- **Determine the number, location, and attributes of small public spaces to be created as part of the initiative**
 - Given their size and presence, at least two small public spaces should be created as part of the project.
 - Focus on downtown locations to help optimize their use and engagement by members of the public. Take into consideration right-of-way reconstruction to ensure longevity of the small public spaces.
 - Attributes should be selected based on existing conditions and community desires.
- **Community engagement:** Build the capacity of people around the establishment of the small space, especially in the immediate area of each location. The community should be engaged from initial concept through implementation using participatory methods, including people of all ages.

Process, continued

Phase 2: Project Development (1-3 months)

- **Create project scope:** With the key stakeholders, determine the roles and scope of services needed for site elements and the overall construction of the small spaces. The scope of the project may include site layouts, community outreach and engagement, educational, and integrated art elements.
- **Call for Proposals:** Draft and release the call for proposals in both English and Spanish that includes key project scope details, location, timeline, and the funding available for design and implementation, if known. The proposals should be structured as design-build projects and can include one or multiple roles needed for the creation of the small public spaces. The selection committee will review proposals, conduct interviews, and select contractors to hire.

Phase 3: Design (3-6 months)

- **Oversight and concept design:** The project lead will, provide oversight in order to monitor quality and cohesion as the selected contractors advance site design. Review and update conceptual designs with key stakeholders prior to proceeding to a final design stage.
- **Final design and cost estimates:** Final designs should take into consideration functional aspects of the site's design, including utilities access, snow removal, and overall accessibility. The final designs should also be accompanied by cost estimates for materials and labor, subject to review and approval by the overseeing organization or department.
- **Program:** Work with key stakeholders to develop programming of the space for its first season, including opportunities for performing arts, educational workshops, and pop-up exhibits. Consider organization capacity when selecting active and passive programs.
- **Stewardship:** Create contracts of stewardship for each of the small public spaces, that includes general maintenance such as trash pick-up, cleaning tables, and watering plants.



Accessible locations with excess hardscape are ripe for transformation (: Pamela Joye)



An element of playfulness makes public seating more inviting

Process, continued

Phase 4: Funding (2-6 months)

Securing funding may happen before, after, or simultaneously with previous phases.

- **Apply for grants:** Review and explore further the list of potential grants to determine what is a good match to fund the design and implementation of the small public spaces. The MassDevelopment Commonwealth Places grant could be a good fit for a space with a concept design, and this grant typically requires matching funds. Another potential grant is the NEFA Public Art for Spatial Justice grant to fund art and creative features in the small public spaces.
- **City funding:** Often local government support small tactical or seasonal pop-up spaces with funding for design or implementation.

Phase 5: Implementation (3 months)

Construction of the small public spaces will occur during this phase, ideally starting in early spring. Communicate the plan to the public and build the small public spaces.

- **Construction:** Project partners should meet on site to review progress throughout the construction process and completion of the small public spaces.
- **Signage:** On site progress signage showing project timeline, a rendering or site plan, and a QR code to access more information that should be installed prior to the installation.
- **Communicate:** Create and implement a communication campaign to celebrate the implementation of small public spaces that should include a press release and online materials to distribute in eNewsletters and social media.

Phase 6: Evaluation (9-12 months)

- **Gather data:** Capture metrics listed in the Key Performance Indicators section.
- **Evaluate:** Prepare a summary of progress on the small public spaces, including successes and opportunities for improvement. If applicable, include recommendations for new small space locations.
- **Present:** Share outcomes of the program with key stakeholders and decision makers in the City. Discuss opportunities for funding new locations and maintenance of existing locations.



Example of tactical plaza installation in East Boston. This project was a partnership between the Friends of the Mary Ellen Welch Greenway and the Boston Society of Landscape Architects (BSLA) where Toole Design designed the space in 2019.



Example of small public space improvement at public library in Boston. The pop-up wifi zone was a temporary three-season installation that extended to winter in 2021. The project was organized through the Office of New Urban Mechanics, and was designed and installed by Civic Space Collaborative.



Additional Resources

- Avalon Green Alley Network, The Trust for Public Land
- Pavement to Parks, National Association of City Transportation Officials (NACTO)
- Cool it with Art, Metropolitan Area Planning Council (MAPC)

Best Practice

Pocket Park Toolkit

Location

USA

The Pocket Park Toolkit was developed by professionals across the US for The Trust for Public Land (www.tpl.org). The five toolkits were supported by the Rosalinde and Arthur Gilbert Foundation in partnership with the UCLA Luskin School of Public Affairs.

In order to organize a pocket park, the toolkit recommends a process with engagement, organizing and partner building, financial planning, park design, and identifying operations and maintenance. In phase one of organizing, forming a team of residents and stakeholders is the first step. Next, is to find a suitable location for a pocket park, survey the site and the community, and begin community collaborations. Collaboration in this phase might include community meetings, charrettes, and educational workshops and leadership building to encourage community participation. Making sure all outreach materials are translated into appropriate languages is important as well.

Financial planning includes locating funding, often done through reaching out to an organization with similar experience, as well

as researching local, state, and federal grant programs. It is also important to develop a budget for both development and operational costs and include the community in the conversation to ensure their support.

To design a pocket park, existing site elements such as existing landforms or cultural elements should be considered. A reflection of the community's needs and accessibility are important to ensure everyone feels welcome to use the space. Environmental benefits should be inherent, such as stormwater management and urban cooling. Finally, durable, accessible amenities should be selected to endure heavy use and weather conditions.

The creation of an operations and maintenance strategy is essential. Identify who will manage the space, and whether a public or private entity will take ownership of the. Engaging residents to participate in park stewardship is ideal. Factors affecting operations and maintenance requirements include the size, location, features, vegetation, and uses at any given pocket park.

Image Source: https://www.tpl.org/sites/default/files/Pocket%20Park%20Tool%20Kit_FINAL.pdf

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

Category		Public Realm
Location		City of Salem
Origin		• LRRP Business Survey (April 2021) • LRRP Stakeholder Interviews (May 2021)
Budget		Medium Budget (\$50,000to \$200,000) Potential Funding Sources: • Coronavirus State and Local Fiscal Recovery Funds (Staffing) • MassDOT Shared Streets and Spaces (Implementation)
Timeframe		Short Term (Less than 5 years)
Risk		High Risk • Real and perceived loss of parking • Uncertainty around long-term structure of state Alcoholic Beverages Control Commission (ABCC) laws • Considerations related to universal design, public health and building codes
Key Performance Indicators		• Annual number of applications • Change in revenue or number of ticket sales of businesses with and without permits • Amount of space activated (square feet) • Public opinion collected through community surveys
Partners & Resources		• City of Salem Mayor's Office • City of Salem City Council • City of Salem Department of Planning and Community Development • Salem Main Streets • Creative Collective

Description

The COVID-19 pandemic forced a rapid demonstration in the transfer of public space, that was previously unused or for parking, into permitted spaces for outdoor dining and retail. This transformative activation was enjoyed by members of the public as safe ways to support local businesses, however its status once the pandemic subsides is still to be determined. This project is designed to help the City of Salem implement new policy and permitting processes for outdoor dining and retail that will last beyond the pandemic.

Diagnostic

- The City of Salem has long permitted outdoor patios on private property and in recent years has piloted the creation of universally accessible patios on public property.¹
- COVID-19 expanded where and how much outdoor dining and retail could be permitted in a temporary manner on public property, with 48 permits granted in the 2021 calendar year (source: City of Salem).
- Seventy-two percent of businesses believe the implementation/ expansion of outdoor dining and retail is "Moderately Important" (25%), "important" (28%), or "very important" (25%) (source: LRRP Business Survey, April 2021).
- There were 103 retail and 79 dining establishments occupy 85% of ground floor space in the Downtown (Source: LRRP Baseline Data, April 2021).
- There is a desire to understand to what extent the permitting of outdoor dining and retail is possible given the wide range of uses are demanded in the public right-of-way.¹

¹ Source: LRRP Stakeholder Interviews, May 2021

Action Item

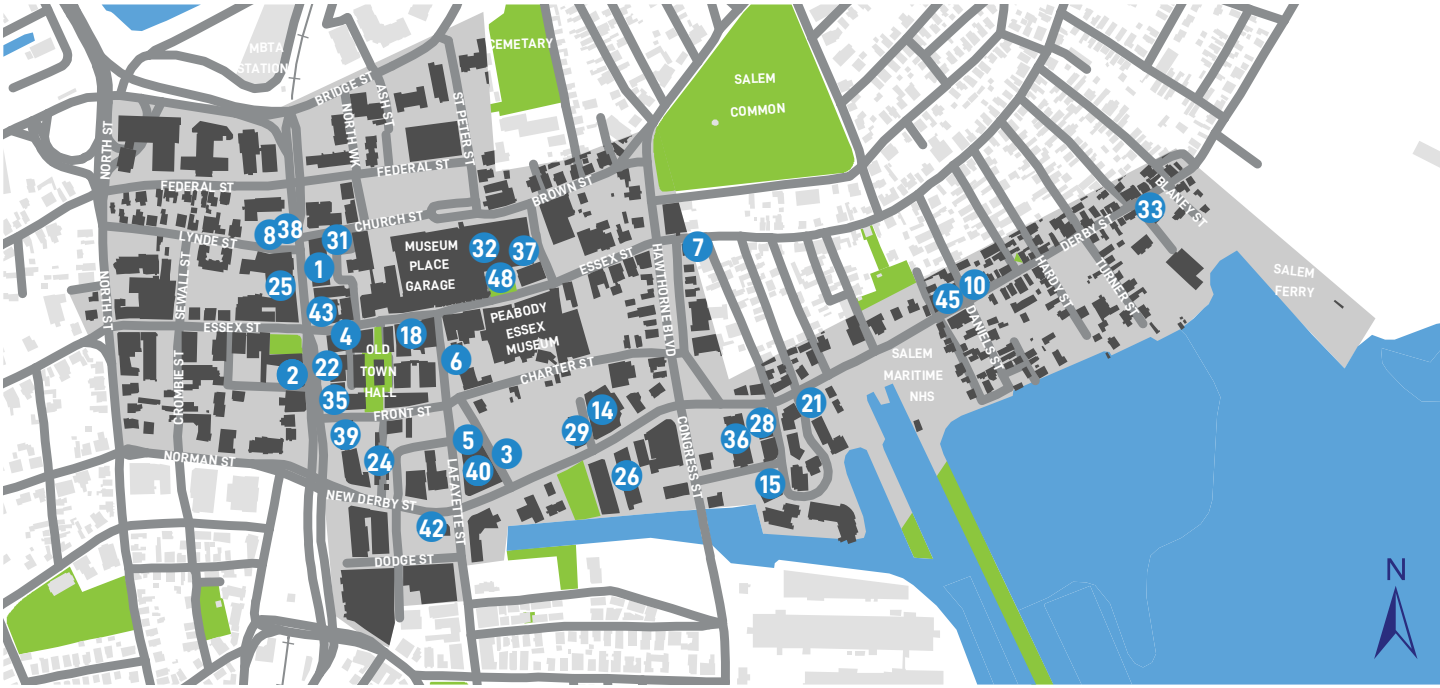
- Determine how much and where private use of outdoor public space and parking is desirable, particularly how it was modeled during the pandemic.
- Enact a new ordinance for outdoor dining and retail on public property.
- Establish a streamlined permitting process and a clearly-defined annual fee structure.
- Maintain a healthy balance of public use and private enterprise on public property.



Maintaining the pedestrian right-of-way between outdoor dining



Outdoor dining promotes new public art and vibrant spaces
(Photo credit: Creative Collective)



DOWNTOWN SALEM
OUTDOOR DINING PERMITS, 2021

0 0.125 0.25 Miles

LEGEND

- BUSINESSES
- STUDY AREA
- OPEN SPACE
- BUILDINGS

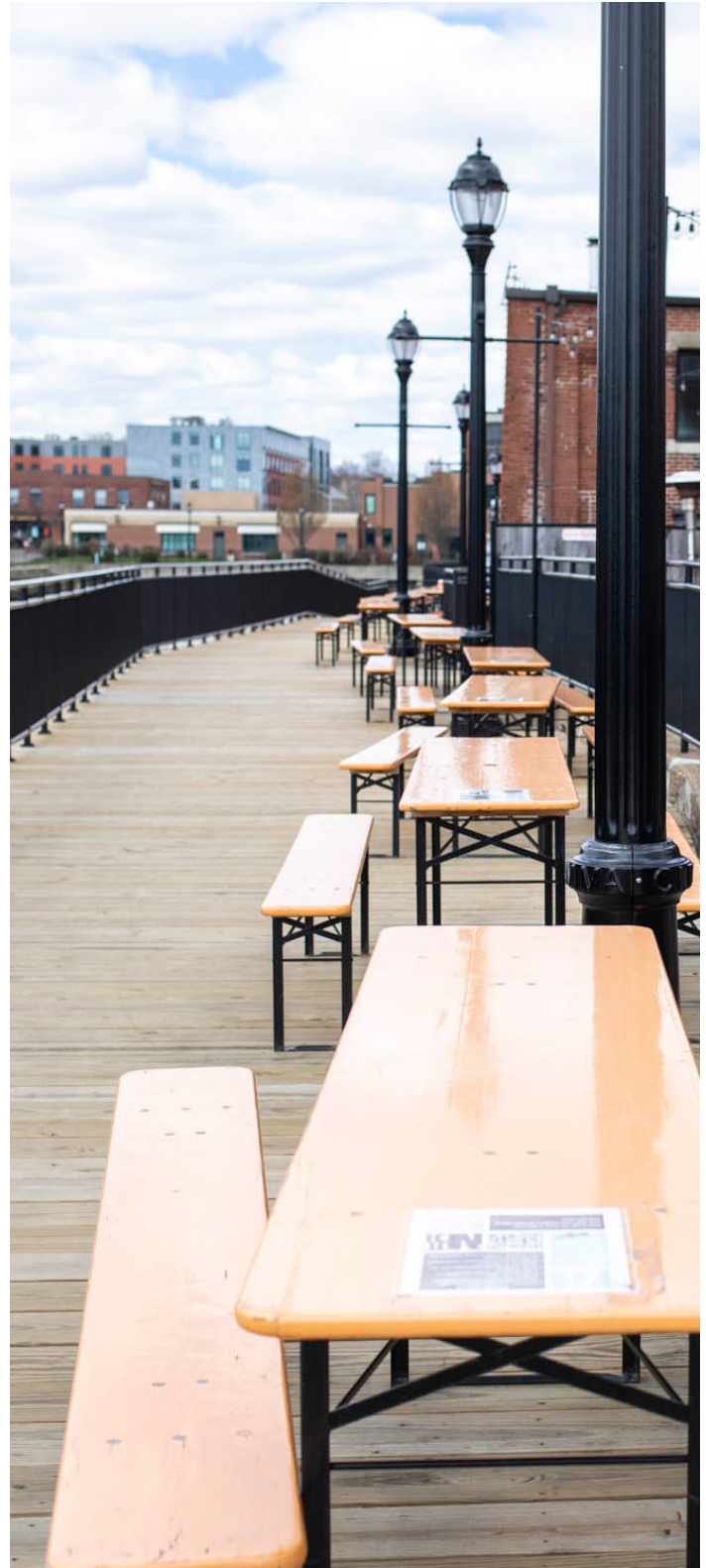
Process

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

Phase 1: Planning (1-2 months)

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

- **Existing conditions:** Prepare a summary of all existing documentation related to outdoor dining and retail, including policy language, permitting processes, list of current permits, and examples of a couple of outdoor dining applications.
- **Convene a meeting:** Bring together key stakeholders listed in the Partners and Resources section to review the summary of existing conditions. Below are topics to discuss.
 - Considerations for outdoor entertainment.
 - Current sentiment towards the use of parking spaces for alternative uses versus public spaces that are sidewalks.
 - How businesses not located in ground floor spaces have been included in outdoor dining and retail.
 - A potential fee for patio permitting.
 - Considerations for improvements to the site design including ADA compliance, ease of access to the outdoor dining space, awnings, and shade structures.
 - Identify a main department responsible for leading Phases 2, 3, and 4 and plan to meet regularly throughout the process.
- **Review the Toolkit:** Each stakeholder should review and comment on the Toolkit as it relates to their unique position and perspective. Make sure stakeholders are able to review each other's comments to assist with drafting the policy.



Public outdoor seating (Photo Credit: Pamela Joye)

Process, continued

Phase 2: Drafting New Policy (1-2 months)

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

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

Phase 3: Legislate (1-3 months)

Work with City Council to draft new policy based on outcomes from Phases 1 and 2. Refer to the Toolkit for recommendations and best practices.

Phase 4: Implementation (12 months)

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

- Work with the City on evolving processes for online permitting and review by municipal departments (Board of Health, Fire, DPW, etc.).
- Provide technical assistance to help businesses navigate the new policy, site design, permitting, and guidance.
- Develop a shortlist of vendors who are able to provide needed materials and contracted labor to meet the new standards. They may also explore opportunities for collective bargaining.

Phase 5: Evaluation

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



Outdoor dining near Paprika Grill



Covered outdoor dining in front of Daniel Low & Co.



Outdoor dining (Photo credit: Creative Collective)



Outdoor dining (Photo credit: Creative Collective)

Preparing for the Future of Work I: Form a new sectoral partnership for workforce development

Category		Revenue/Sales
Location		Downtown Salem
Origin		• LRRP Stakeholder Interviews (May 2021) • LRRP Business Survey (April 2021) • Imagine Salem Progress Report
Budget		Large Budget (\$200,000+) Potential Funding Sources: • EDA: America Rescue Plan Good Jobs Challenge • EDA: Travel, Tourism and Outdoor Recreation Grant Program
Timeframe		Medium Term (5-10 years)
Risk		Medium Risk • Interest among employers
Key Performance Indicators		• Number of trainees advanced or hired professionally • Cost per trainee • Number of partners and their commitments for hiring
Partners & Resources		• MassHire North Shore Career Center • Salem State University • Salem State University Enterprise Center • North Shore Community Development Corporation • City of Salem Department of Planning and Community Development • Salem Main Streets

Description

This project encourages the formation of a new sectoral partnership for workforce development that strengthens and advances career opportunities, particularly for retail and hospitality sector workers in the downtown. The program will ideally complement MassHire's Advanced Manufacturing Training and Expansion Program and seek to provide new skills to workers while offering opportunities for advancement and entrepreneurship.

Diagnostic

- Salem has large retail trade and hospitality sectors, with 103 and 79 employers respectively, currently in operation in the Downtown (LRRP Field Survey, April 2021).
- The City has made efforts in 2021 to recover employees back to the retail and dining sectors through the Mayor's hospitality employment benefits program (source: City of Salem).
- Retail trade is forecasted to see a 9% decline in workforce demand over the next decade. Accommodation and food services are expected to see a 3% decline (source: Preparing for the Future of Work in the Commonwealth of Massachusetts, Commonwealth of Massachusetts, 2021).
- A forecasted 300,000 to 400,000 Massachusetts residents, particularly women and those with limited higher education, will need to retrain or shift industries as a result of changing demands in occupational categories over the next decade (source: Preparing for the Future of Work in the Commonwealth of Massachusetts, Commonwealth of Massachusetts, 2021).
- In addition to the need for retraining, the workforce is aging; the 55 and older workforce grew by 31% between 2010 and 2019, where the under 55 workforce actually declined by 1% (source: MassHire North Shore Career Center).
- The MassHire North Shore Career Center's Advanced Manufacturing Training and Expansion Program, which offers new skills training in professional, technical and scientific services for young and mid-career professionals (source: MassHire North Shore Career Center).

Action Items

- Identify a new sector for the development of a partnership program for sector-specific training, particularly in a sector with high interest in participation by young professionals.
- Emphasize participation from Salem's retail and hospitality-sector workforce, who hold valuable service skills but may need more training or opportunities for professional advancement.

Process

Phase 1: Development/Fundraising

Determine a worthy sector for workforce development and coalesce an initial group of partners around the formation of a new workforce development program.

- **Determine backbone organization:** Determine which organization has the administrative capacity to serve as the lead entity responsible for fostering the project. They will ideally be able to receive public grant funding.
- **Determine sector:** Determine which industry would best fit Salem's unique economic and cultural landscape for workforce development. This should not be a sector where there is already a partnership in-place for workforce Development. Sectors discussed during the LRRP process include:
 - Clean Energy
 - Entrepreneurship
 - E-commerce and retail technology
 - Food Service and Hospitality
- **Demonstrate:** Source a small amount of funding to survey interest among potential sector partners and employees. The goal should be to prove the demand for workforce development in that particular sector. For example, to test the interest in the e-commerce sector, conduct a survey to assess interest in learning digital marketing and sales tools. For food service and hospitality, discuss interest in management training and business planning.
- **Fund initial planning:** Apply for the EDA America Rescue Plan Good Jobs Challenge by January 26th, 2022.
- **Shortlist partners:** Based on the sector selected, and the outcomes of the demonstration, develop a shortlist of candidate organizations to serve as partners who may be interested in participating in the program.
- **Pitch to partners:** Meet individually with each interested organization to present the vision for a new workforce development program, detailing why it is important for the future



1. Based on specific assumptions assumed in this scenario, as documented the appendix

2. Including private, state, and local public institutions

3. Excluding public administration

Source: [MA LMI](#), LaborCUBE, [BEA](#), [BLS OES](#), [QCEW](#), Moody's analytics

Forecasted change in labor demand, 2018-2030 (%)
(Source: Commonwealth of Massachusetts)

Process, continued

of labor in the region, how it is envisioned, and what resources are needed from the organization in order to partner. Appropriate follow-up should be made with the potential partners to assess interest in moving forward and work through roadblocks.

- **Form an agreement:** Initial founding partners should enter a legal agreement outlining specific roles and responsibilities, including structured commitments for workforce hiring from the program.

Phase 2: Programming

Create an engaging and financially sustainable program.

- **Determine programming and training organization:** Form an initial curriculum mutually agreed upon by the backbone organization and its partners. The program should be complemented by the sourcing of a training organization who are knowledgeable about the sector and ideally have experience in teaching and training environments.
- **Secure a physical space:** Identify an existing or new space in or near Salem to host the program's workshops and classes. This space may be owned/operated by the training organization. Consider additional spaces that may be more fitting for field settings and hands-on training opportunities.

Phase 3: Operations and Evaluation

Ensure ongoing success for the new program.

- **Launch:** Open the program for trainees, taking into consideration the potential changes needed for student retention and encouragement.
- **Promote:** Conduct a media relations campaign to highlight differentiating features of the new program.
- **Recruit:** Determine an appropriate process for the recruitment of additional trainees.
- **Evaluate:** Performance of the program should be evaluated quarterly and include metrics as shown in the Key Performance Indicators Section.

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BUSINESSES IN
SALEM ARE HIRING**

and MassHire and the
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*Verification Required. Some exclusions apply.



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ESTAMOS
CONTRATANDO!**

**LA INDUSTRIA DE
RESTAURANTES Y
HOTELES EN SALEM
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Ciudad De Salem, estamos
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¡INCENTIVOS PARA TRABAJAR EN SALEM!

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Es decir, si usted logra obtener un trabajo en un restaurante, hotel, atracción turística u otra pequeña empresa localizada en Salem, **entre el 1 de junio y el 23 de julio**, y conserva ese trabajo durante 6 semanas; Usted es elegible y podrá ganar una **TARJETA DE REGALO VALORIZADA EN \$400** de la ciudad de Salem y MASSHIRE! Adicionalmente, OTRO Incentivo será otorgado para aquellos que MANTENGAN su empleo hasta noviembre, 2021 — **SI UN REGALO DE \$400 ADICIONAL!***

La inscripción a este programa finalizará en August 20, 2021.



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*Verificación requerida. Se aplican algunas exclusiones.





Best Practice

Advanced Manufacturing Training and Enhancement Program

Location

North Shore, Massachusetts

Project Summary

The Advanced Manufacturing Training and Enhancement Program (AMTEP) is a customized training initiative of the Northeast Advanced Manufacturing Consortium which provides "no-cost training, networking and job opportunities" to North Shore residents seeking "long-term career opportunities and industry success" in a new sector. The program is funded by a grant from the GE Foundation, is administered by the Masshire North Shore Workforce Career Center, and seeks to funnel qualified trainees towards jobs at companies like GE, Harmonic Drive, Innovent Technologies, Straumann and Microline Surgical. By combining forces and seeking to meet the workforce where they are rather than where they could be, these private sector partners are advancing the notion of equitable opportunity for interested individuals throughout the region.

Website: <https://masshire-nscareers.org/programs/the-advanced-manufacturing-training-and-expansion-program/>

Image Source: <https://masshire-nscareers.org/programs/the-advanced-manufacturing-training-and-expansion-program/>

Centralize the role and responsibility of the Economic Development Recovery & Revitalization Task Force (EDRR) by contracting a dedicated project manager

Category		Revenue/Sales
Location		Downtown Salem
Origin		LRRP Stakeholder Interviews (May 2021)
Budget		Medium Budget (\$50,000 to \$200,000) Potential Funding Sources: • Coronavirus State and Local Fiscal Recovery Funds • EDA: Build Back Better Regional Challenge
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk • Funding prioritization
Key Performance Indicators		• Improvements to the bandwidth of Economic Development Recovery & Revitalization (EDRR) task force members • Clarity of communications among City of Salem departments pertaining to matters of public health and economic development • Number of LRRP project recommendations implemented
Partners & Resources		• Economic Development Recovery & Revitalization (EDRR) task force members • City of Salem Mayor's Office • Department of Planning and Community Development

Description

The COVID-19 Pandemic highlighted the value of convening key stakeholders responsible for rapidly guiding economic recovery and revitalization. As the pandemic continues, the need for response services is beginning to overlap with recovery programs, placing further strain on the administrative capacity of Economic Development Recovery & Revitalization (EDRR) Task Force members. This project recommends the City of Salem contract a dedicated project manager to assist with centralizing the communications and key responsibilities of the EDRR for the duration of its convening as a body. They will also be responsible to helping to track and implement LRRP project recommendations.

Diagnostic

- The EDRR consists of municipal staff, elected officials, and leaders in Salem's business and creative economy. Its initial set of objectives are include the following.
 - Identify short- and long-term needs of the business community in Salem.
 - Develop and support programs aimed at business recovery and revitalization.
 - Serve as a communication vehicle to seek input and share information with the local business community (source: City of Salem).
- The EDRR continues to meet biweekly and publish a biweekly newsletter as a central source of resources and public health guidance for local businesses and organizations (source: LRRP Stakeholder Interviews).
- Seventy-four percent of survey respondents continue to have reduced hours or capacity of their business operation more than a year into the COVID-19 pandemic (source: LRRP, April 2021).

Action Items

- Conduct a big-picture conversation to determine the most optimal entity to guide pandemic recovery.
- The City will contract a dedicated project manager to centralize the roles and responsibilities of the EDRR.
- The project manager will help to identify, track and implement at least three LRRP project recommendations suitable for the EDRR to lead.

Process

Phase 1: Position Development & Funding (3 months)

Prepare for the creation and hiring of a contracted project management position for the EDRR at the City of Salem.

- **Scope of work:** Estimate weekly hours and draft a scope of work for the contracted project manager, including (but not limited to) the following.
 - Manage communications for the EDRR, including publishing of the bi-weekly e-newsletter with updates about COVID-19 and related efforts to economic development recovery.
 - Conduct routine meetings with the Salem Board of Health and Mayor's Office.
 - Proactively identify, promote, and manage opportunities for small business technical assistance and resources.
 - Lead the development of at least three projects recommended as part of the Downtown's Local Rapid Recovery Planning (LRRP) process.
- **Funding:** Request a portion of Coronavirus State and Local Fiscal Recovery Funds, which will cover the salary for a period estimated at the length the EDRR is expected to continue as a convening body.
- **Advancing LRRP projects:** Determine at least three LRRP projects which should be actively promoted by the EDRR. Recommended projects to include the following.
 - Develop long-term permitting and operations mechanisms for outdoor dining and retail.
 - Update marketing resources for business recruitment to reflect the "future of work"
 - Form a new sector partnership for workforce development.



Outdoor dining and angled parking in downtown Salem



COVID-19 signage at a local business (Photo Credit: Pamela Joye)

Process, continued

Phase 2: On-going EDRR Staff Support (6 months to 2 years)

- **Communications:** The new project manager contractor will be responsible for identifying current gaps in communications, compiling and publishing the weekly e-newsletter, and liaising with other municipal departments and committees responsible for COVID-related programming.
- **Meetings:** Maintain the EDRR's bi-weekly meeting schedule.
- **Project advancement:** The project manager will be the primary person responsible for developing and tracking key milestones for selected LRRP projects chosen to be advanced by the EDRR. This includes conducting appropriate grant writing, grant management, partnership development, and grant reporting.



Artist Row calendar



Pedestrian Mall remained active during the pandemic (Photo Credit: Pamela Joye)

Create a Parking Benefits District

Category		Administrative Capacity
Location		Downtown Salem
Origin		LRRP Stakeholder Interviews (April, 2021)
Budget		Low Budget: (under \$50,000) Potential Funding Sources: Commonwealth of Massachusetts: Massachusetts Downtown Initiative Program
Timeframe		Short (Less than 5 years)
Risk		Medium Risk - Political will to designate parking funds otherwise going into the City's General Fund to downtown improvements. The establishment of a segregated fund may require special administrative and legal knowledge, potentially requiring consultation with MAPC or a consultant. - Identifying administrative capacity to manage the parking fund and downtown projects. - Rate changes may be worth considering over time to create higher revenues to cover Parking Benefit District expenditures as they become welcomed by the community.
Key Performance Indicators		- Revenue generated - Projects funded (number and characteristics) - Surveyed perceptions of an improved public realm - Business receipts, if available - Customer counts, if available
Partners & Resources		- City of Salem Department of Traffic & Parking - Metropolitan Area Planning Council (MAPC) - Salem City Council - Salem Main Streets

Source: Annual Budget Report

Description

A Parking Benefit District (PBD) is a specific geographic area in which parking revenues can be collected and used to fund a wide range of improvements and programming in the district. The enabling legislation allows communities to leverage parking management strategies for Downtown revitalization and economic development. Funds may be used for a range of purposes such as:

- Parking, maintenance, operations, enforcement
- Wayfinding and signage
- Walking and biking infrastructure and amenities
- Streetscape (benches, planters, landscape maintenance)
- Outdoor spaces for dining and entertainment
- Management, marketing, arts, and events
- Staffing for the above

This project recommends the City of Salem prioritize discussions for the creation of a PBD which have been delayed by the COVID-19 pandemic.

Diagnostic

- Seventy-five percent of businesses surveyed saw losses in revenue in 2020 as a result of the COVID-19 pandemic. Given fiscal uncertainty in the downtown, and potential loss of income from property owners as well, the creation of a parking benefits district is a healthy alternative to the creation of a business improvement district.¹
- City of Salem's Traffic and Parking Department has been supportive of the creation of a parking benefits district but has been constrained in advancing it due to limitations on administrative capacity.²
- Thirty-four percent of businesses surveyed believed parking to be the largest regulatory obstacle to their daily operations. Parking benefits districts can fund improvements to parking management.¹
- Sixty-nine percent and 65% of businesses surveyed believe that improvements to public space/seating and streetscapes/sidewalks, respectively, are either important or very important items to address in the downtown area. Parking benefits districts can fund mobility improvements to the public right-of-way.¹
- Grades related to the public realm in downtown Salem can be viewed in the Appendix.³
- There are currently 2,093 publicly available parking spaces in the Downtown: 584 on-street and 1,509 off-street. Approximately 8.3% of on-street spaces in the downtown are not currently metered.³
- Increases in parking demand during peak tourism season (October aka "Haunted Happenings") are addressed using the promotion of public transit, including the ferry, and shuttles from satellite parking lots at Salem State University and Salem High School.²

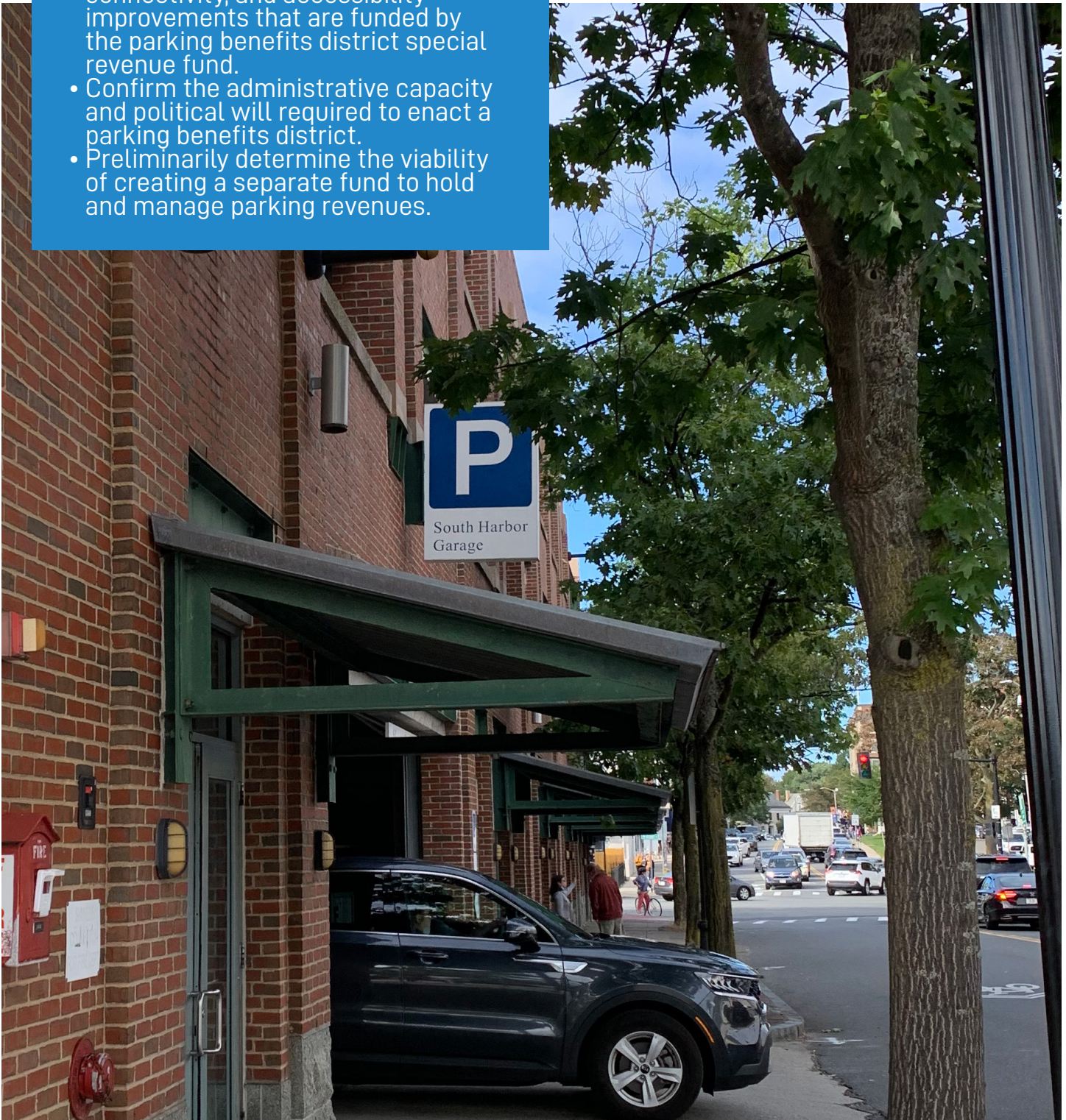
¹ Source: LRRP Business Survey, April 2021

² Source: LRRP Stakeholder Interviews, May 2021

³ Source: LRRP Baseline Data, May 2021

Action Items

- Define a list of streetscape, mobility, connectivity, and accessibility improvements that are funded by the parking benefits district special revenue fund.
- Confirm the administrative capacity and political will required to enact a parking benefits district.
- Preliminarily determine the viability of creating a separate fund to hold and manage parking revenues.



South Harbor Parking Garage

Process

Phase 1: Technical Assistance and Planning (3-6 months)

Identify funding and scope

- **Apply for technical assistance from the Massachusetts Downtown Initiative (MDI):** There could be no cost to the City to establish a Parking Benefit District (PBD) if administrative responsibilities can be conducted by existing departments/employees. Alternately, a community group (i.e. Salem Main Streets) could prepare all materials and guidance on behalf of the City to minimize municipal effort/cost. If consulting assistance is desired, a potential funding source is the Massachusetts Downtown Initiative (MDI) which is part of the Community One Stop for Growth Program (a single application portal).
- **Parking study:** It is highly recommended that clear parking utilization data is collected to determine whether parking pricing needs adjustment. The data collection should encompass areas of highest demand plus a boundary zone to help identify the limits of the PBD geography. Data can guide municipal staff to modify on- and off-street regulations in response to actual parking demand, which often results in notable changes to parking fees, time-limits, spans of payment, violation fees, enforcement activities, and more that can create higher revenues for the PBD while improving parking availability for customers and visitors.
- **Study area definition:** The PBD boundary must be defined to establish the area within which parking revenues can be segregated and later expended. Typically, this is driven by parking study results as well as the entirety of a defined commercial district. A community may have multiple PBDs.



Public Parking signage

Process, continued

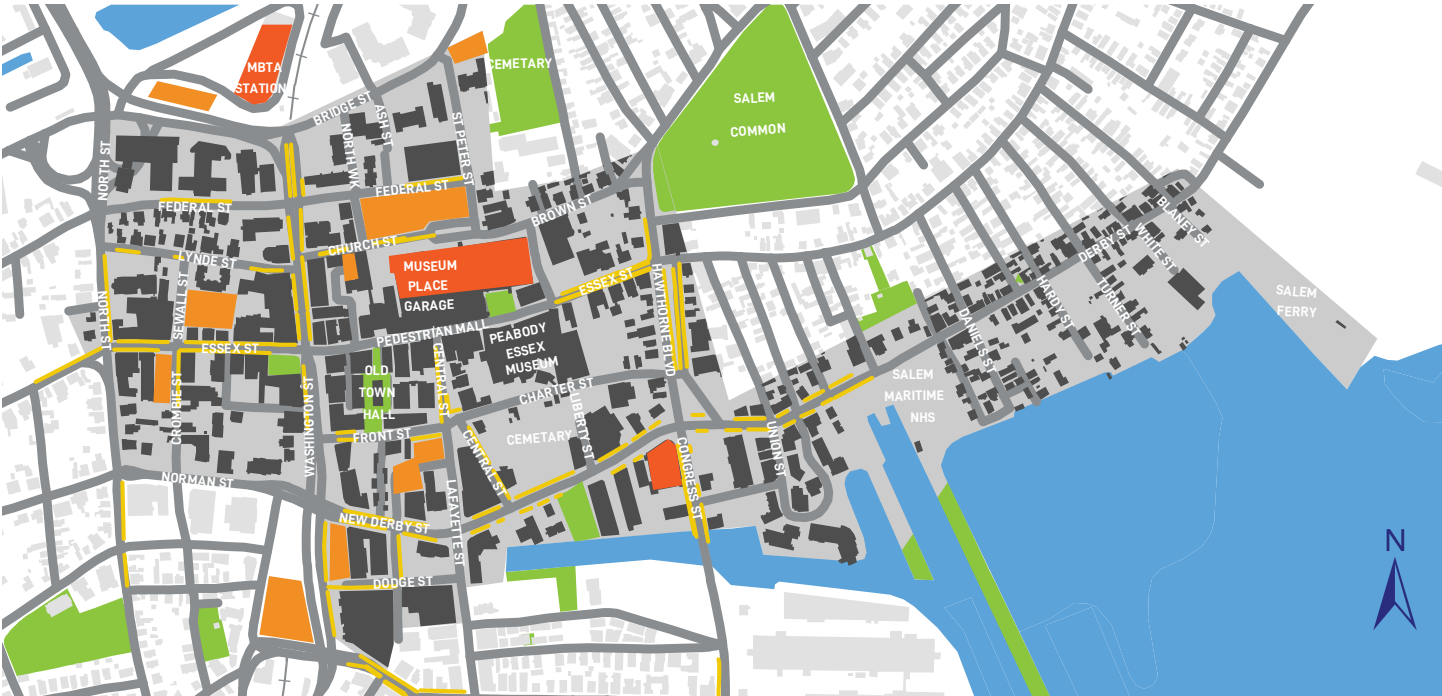
Phase 2: PBD Implementation (1-5 years)

- **Designation of management entity:** The PBD will require an entity to manage it, which includes the mechanics of distributing revenues, selecting projects and programs to fund, approving and managing projects, marketing, and reporting. There are multiple entities that are candidates, such as a specific municipal department, a working group, a Main Street district or Business Improvement District (BID) or a new entity formed to manage the PBD.
- **Designation of improvements program:** For transparency and accountability as well as planning purposes it is important to designate a prioritized list of improvements for the PBD to fund. Steps to take to do this include reviewing past or ongoing planning efforts (such as a Comprehensive Plan, District Plan, or Parking Management Plan) to identify elements that a PBD might fund. The process may also include identifying additional supporting investments. Ideally, all investments will impact the metered area, so that customers, businessowners, and residents alike see that their parking revenue is reinvested locally. The management entity should maintain the Improvements Program.
- **Designation of parking fund:** In Massachusetts, PBDs are typically set up through an Enterprise Fund. Enterprise funds are a separate accounting mechanism for municipal services for which a fee is charged. The account lasts a minimum of three years and does not require a separate bank account.
- **Timing:** The establishment of the Parking Benefit District and formal allocation of meter funds would take approximately one year. Formal designation is allowed to take up to five years.

Additional guidance and best practices may be found in the Appendix.



Witch City Mall entrance of the Musuem Place Garage. (Photo Credit: Pamela Joye)



DOWNTOWN SALEM
PARKING BY TYPE

0 0.125 0.25 Miles

- LEGEND**
- ON-STREET
 - PARKING GARAGE
 - SURFACE LOT

Hire a Program Manager for Salem Main Streets

Category		Administrative Capacity
Location		Downtown Salem
Origin		LRRP Stakeholder Interviews, May 2021
Budget		Medium Budget (\$50,000 to \$200,000) Potential Funding Sources: • EDA FY21 Grant
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk • Sustained funding for the position
Key Performance Indicators		• Change in number of annual events and programs • Change in annual revenue from events and programs • Preceptive change in staff bandwidth and capacity
Partners & Resources		• Salem Main Streets • Creative Collective • Salem Chamber of Commerce



*Walking group conducting an assessment
(Photo credit: Salem Main Streets)*

Description

Salem Main Streets (SMS), a 501(c)(3) non-profit organization founded in 2001 by the City of Salem and a coalition of downtown businesses and area residents, works to support retail, dining, arts and culture in downtown Salem through business recruitment, retention, promotion, and events management. Numerous community events are hosted and supported through Salem Main Streets every year. Implementation of this project will increase the capacity of Salem Main Streets. Outlined below are the responsibilities and expectations for a Program Manager position to support the Executive Director.

Diagnostic

- Fifty-five percent of businesses surveyed believed that the creation of more cultural events/activities to bring people into the Downtown was either important (32%) or very important (23%) to the economic recovery (source: LRRP Business Survey, April 2021).
- Interviews with LRRP Stakeholders (May 2021) reconfirm a long-standing desire highlighted in the City's Downtown Retail Action Plan (2017), to hire new staff for Salem Main Streets in an effort to expand their administrative capacity and assume greater responsibilities aligning with the organization's mission.
- Salem Main Streets hosts at least eight yearly events and programs, including the Salem Arts Festival, Salem Farmers Market, Salem's So Sweet, and more (source: Salem Main Streets).

Action Items

- Identify the qualifications and responsibilities of an ideal Program Manager, in partnership with the identified stakeholders.
- Identify a timeline for fundraising, posting a listing, and hiring.
- Identify how the position could be sustainably funded without grant funding.



*Ice sculpture from Salem's So Sweet Chocolate and Ice Sculptures, Winter 2021
(Source: Salem Main Streets)*



Warm wishes mural (Source: Salem Main Streets)

Process

Phase 1: Planning (1-3 months)

- The Salem Main Streets (SMS) Executive Director will work with the SMS Board to determine the ideal qualifications, funding, and timeline to hire a Program Manager.
- Identify the Executive Director's needs that a Program Manager will support.
- Identify the timeline of drafting job requirements, identifying funds, interviewing, hiring, and training.
- Identify qualifications – see section 1.B.
- Draft a job description that is reviewed and approved by the Board
- Post job listing

Phase 1.A Fundraising

- **Salary:** Fifty percent of the salary for the first year of this position would be covered by the Economic Development Administration (EDA)
- Hire an EDA consultant to review the landscape of events and recommend any changes.
- **Cost analysis:** Estimate needed costs.
- **Revenue:** Determine if managing Haunted Happenings is a viable revenue stream for the position on an ongoing basis.

Phase 1.B: Job Details & Qualifications

- **Part-time:** Three days per week, with a maximum of 30 hours during festival weeks. Ensure that the hourly salary is competitive in the local job market.
- **Role and responsibilities:** A strong, public champion of SMS; primary point person for vendors, performers, and community partners for events.
 - Strongly communicates the value of SMS to local communities, including businesses, developers, local organizations, non-profits, and volunteers.
 - The ideal candidate should live locally or be familiar with Salem.
 - Works closely with the Executive Director to identify and secure funding sources to underwrite the position's salary.
 - Qualifications: see attached "Job Description"

Phase 2: Interview, hire, and on board (1-3 months)

- **Hiring process:** Create a committee to review applications, interview candidates, and offer position to a candidate.
- **Training:** Provide training sessions to introduce new Program Manager to SMS.

Phase 3: Assessment (1-3 months)

- Review what areas of work the Program Manager would support over the course of the first year.
- Outline expectations when the new staff member is on boarded, review expectations, and overall performance on an agreed upon basis.

Conduct a pilot in partnership with a non-government organization advancing equitable civic engagement

Category		Administrative Capacity
Location		Downtown Salem
Origin		• LRRP Stakeholder Interviews (May 2021) • LRRP Business Survey (April 2021) • Imagine Salem Comprehensive Plan (2016)
Budget		Medium (\$50,000 to \$200,000) Potential Funding Sources: • City of Salem: Municipal budget • Economic Development Administration grants from the American Rescue Plan Act (ARPA): Isolate community engagement funds within a larger application.
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		• Number of new types of civic engagement piloted • Number and diversity of participants of the civic engagement pilot
Partners & Resources		• City of Salem Department of Planning and Community Development • City of Salem Mayor's Office • Salem Main Streets • Salem Chamber • Salem Partnership • Salem State University's Center for Civic Engagement • Neighborhood Improvement Advisory Council (NIAC) • Historic Derby Street Neighborhood Association

Description

As a result of the pandemic, municipalities and nonprofits were collectively forced to find creative ways to engage people through online surveys, recorded meetings, pop-up on-site interactive engagement, and outdoor meetings. This project is intended to help improve the reach of civic engagement in Salem to new and more diverse audiences. One of the key ways to increase engagement is by partnering with nonprofits and community groups. These are great tools to reach people outside of an evening public meeting that fails to engage a cross section of Salem's population. This project rubric outlines how Salem can build upon existing strategies by piloting new opportunities for advancing equitable civic engagement.

Diagnostic

- The COVID-19 pandemic disproportionately impacted disadvantaged communities in the Commonwealth, particularly communities of color, with regards to economic security and access to essential services (source: Massachusetts Public Health Council, 2021).
- Salem benefits from being home to a young and diverse population. The median age is more than two years younger than the state average, and people of color represent approximately 1/3 of the city's population (source: LRRP Baseline Data, April 2021).
- Affordability and access continue to be primary concerns for both residents and City of Salem elected officials and staff.¹
- Nonprofits and community groups are willing to help with engaging populations who do not have the time or will to participate in civic engagement, particularly if there is some funding associated with their time.¹

¹ LRRP Stakeholder Interviews, May 2021

Action Items

- Pilot a new strategy, or strategies, for equitable civic engagement on an actual project undergoing public process in Salem.
- Develop a report of pilot outcomes and present recommendations to the Mayor's Office and City Council.

Process

Phase 1: Planning (3 months)

Foster transparency and understanding in the City's current civic engagement processes.

- **Convene key stakeholders:** Invite key stakeholders who organize and promote community meetings to discuss what's working, what could be improved, and what organization could be partnered with to pilot new civic engagement strategies. Subjects to include the following items below.
 - The Building Salem eNewsletter.
 - The work of community groups who already conduct civic engagement, including League of Women Voters, North Shore CDC, Salem Alliance for the Environment (SAFE), Salem Main Streets, and Salem Partnership.
- **Develop a pilot strategy:** Follow-up the meeting by drafting a pilot strategy with clearly-defined objectives. Objectives may include the following listed below.
 - Increase the sharing of content about City and nonprofit community meetings.
 - Identify ways to create new municipal capacity for civic engagement.
 - Consider growing the capacity of existing, or creating new, community groups to help drive equitable outcomes for civic engagement.
 - Explore new engagement methods such as intercept surveys with people on the street, postcards or business cards with a QR code, and engaging students through youth programs.
 - Create a redundancy of engagement methods that will help reach a diversity of Salem residents, including age, race, ethnicity, and gender.
 - Explore online tools that automate the promotion of events and meetings (e.g., Hootsuite and Airtable).
- **Identify a municipal project and partners:** Identify the organization serving as the central role in administering the civic engagement pilot. They will be responsible for leading efforts on identifying a municipal project that fits the stated goals for the project, as well as finalizing an agreement with a non-governmental organization or group specializing in advancing equitable civic engagement processes in matters of public and private development.

Process, continued

Phase 2: Implementation (6-9 months)

After engagement strategies to pilot have been determined, pilot them as part of a civic engagement process.

- **Determine engagement strategy:** Conduct an ideation session among key stakeholders to explore engagement strategies that have worked in other communities to help expand engagement. Determine which strategies should be piloted.
- **Test out strategies:** Conduct the pilots as part of a broad civic engagement process for a new development in the city. The engagement can be expanded or updated for each activity, event, or meeting. Test out different methods for the same event, and conduct a follow-up survey to track key metrics.
- **Track key metrics and summarize:** Throughout the process, track key items including the following.
 - Type of engagement methods deployed.
 - Date, time, and duration of deployment.
 - Number of residents engaged.
 - Demographic questions (optional).

After the pilot period, create a summary of activities, events and meetings, including for each what worked, what did not, and appropriate metrics for turnout and demographics.

Phase 3: Evaluation & Enhancement (1 -2 months)

- **Group meeting and discussion:** After six months, hold a stakeholder meeting to discuss the pilot process, review metrics and develop a summary which determines the engagement strategies that should be officially recommended for incorporation into the City's civic engagement process.
- **Enhancing public process:** Present on findings from the pilot to the Mayor's office and City Council for consideration. Conduct appropriate follow-up to assume strategies into the City's civic engagement process.
- **Repeat:** Treat the piloting of civic engagement strategies as a process that recurs perennially in an effort to keep up with trends and best practices towards a more equitable civic dialogue.



Community sketching their design ideas for a new community garden and discussing the different site layouts



"What activity do you want at 289 Derby Street?" community visioning activity (Photo credit: Studioful)



Best Practice

Go Boston 2030 & Community Engagement

Location

Boston, MA

Project Summary

Go Boston is the City of Boston's comprehensive transportation plan. Over the course of 2015, the Boston Transportation Department worked with the Interaction Institute for Social Change (IISC) and the Design Studio for Social Intervention (DS4SI) to design and implement "The People's Voice," which was the plan's strategy for civic engagement. Broken into two sections – visioning and action planning – the civic engagement strategy sought to reach a wide geographic area and a diverse cross-section of the city's population.

The Visioning phase sought to move beyond the conventional community meeting model, which tends to stifle new ideas from new voices, and instead used innovative techniques to solicit ideas from new people traditionally left out of civic dialogue. The phase included workshops such as The Question Campaign, which sent a Question Truck to 15 neighborhood locations throughout the city and asked people questions about mobility in the city that were then

compiled during a review session and brought to life during a two-day, 600-person Visioning Lab.

The Action Plan phase, enacted after results from the Visioning phase were released, centered around fostering projects and policies within the key themes and questions that could be implemented as part of Go Boston. Ideas on the Street is one example of several mediums used for soliciting ideas during this phase. DS4SI's Mobile Bike Lab was pedaled to 31 different neighborhood locations, enabling more than 54% of the 3,700 ideas solicited to be collected in-person. Roundtables and scenario workshops then helped to map out 50 projects and policies to be included in the final plan.

Go Boston's civic engagement exemplifies an ability to try unique methods for reaching new populations while maintaining a quality process for review and collective decision-making.

Website: www.boston.gov/departments/transportation/go-boston-2030

DS4SI's mobile bike lab was utilized for the Go Boston 2030 planning process (Image Source: DS4SI)

Preparing for the Future of Work II: Develop a fabrication program for entry-level innovators

Category		Tenant Mix
Location		A fabrication lab in or near downtown Salem
Origin		LRRP Stakeholder Interviews (May 2021)
Budget		Medium (\$50,000 to \$200,000) Potential Funding Sources: • MassDevelopment Collaborative Workspace Program • Private investment (capital funds or corporate entities with a philanthropic mission or vested interest in fabrication + manufacturing)
Timeframe		Medium Term (5-10 years): implementation in Spring 2022.
Risk		Medium Risk • Fiscal viability
Key Performance Indicators		• Number of entry-level innovators engaged and enrolled • Dollar amount of economic impact • Statistics on academic impact • Number of successful startups and funding raise
Partners & Resources		• Salem Public Schools • Enterprise Center at Salem State University • Salem State University • City of Salem Department of Planning & Community Development • Salem Main Streets • Point Neighborhood Association • Local maker-space, fabrication and coworking businesses and organizations

Description

The future of work in the Commonwealth will require inspiring new innovators in expanding industries and the retraining of workforces from contracting industries. This project addresses this trend by outlining the creation of a fabrication program for young innovators from Salem Public Schools, Salem State University, and local employers eager to shape their professional future.

Diagnostic

- The "Future of Work" report forecasts that 300,000 to 400,000 Massachusetts residents, particularly women and those with limited higher education, will need to retrain or shift industries as a result of changing demands in occupational categories over the next decade. (source: Preparing for the Future of Work in the Commonwealth of Massachusetts, Commonwealth of Massachusetts, 2021).
- Approximately 78% of ground floor space in the Downtown is retail, a large sector that will see a 9% decline in workforce demand over the next decade. Less than 2% of ground floor space in the downtown is dedicated to manufacturing (source: LRRP Field Work, April 2021).
- The average asking rent per square foot for retail and office ground floor space in the Downtown is \$29 and \$21, respectively, which can be unaffordable for entry-level entrepreneurs (source: LRRP Field Work, April 2021).
- The "Salem Downtown Retail Action Plan" (2017) recommends the establishment of the creation of project-based learning programs through expanded collaboration with Salem State University.
- The "Imagine Salem Comprehensive Plan" (2016) recommends focusing on efforts to foster entrepreneurs working in industries where Salem has a competitive edge.
- North Shore Studios is a new maker space in Salem that is open to academic programming partnership (source: LRRP Stakeholder Interviews, July 2021).

Action Items

- Create an academic fabrication program for entry-level Salem innovators.
- Foster and maintain a strong network of intersectoral partners dedicated to maintaining an entrepreneurial ecosystem in downtown Salem.

Process

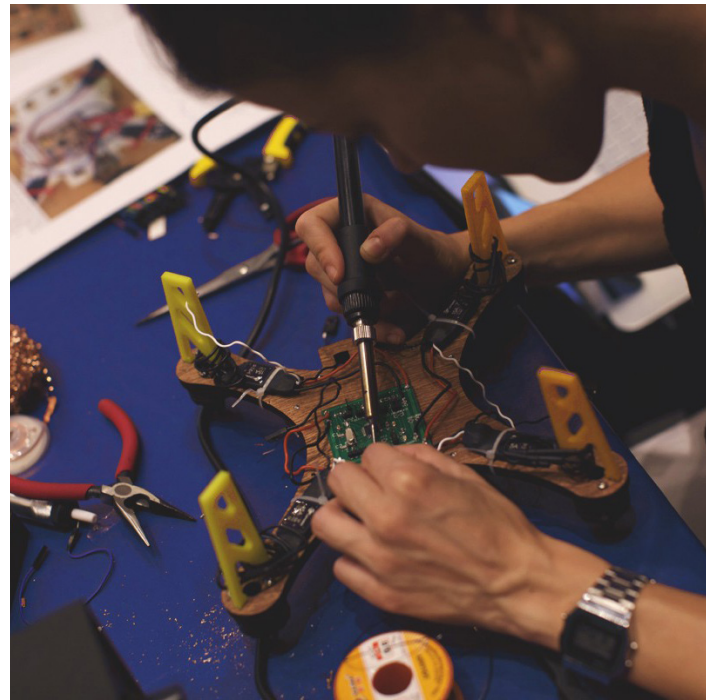
Phase 1: Planning

Convene an initial group of partners around the formation of an innovation program.

- **Determine flagship organization:** Determine which organization has the administrative capacity to serve as the lead entity responsible for fostering the project. They will ideally be able to receive public grant funding.
- **Demonstrate:** Source a small amount of funding to conduct a. The goal of the demonstration should be to prove out demand for fabrication programming in the community. For example, host a workshop on 3D printing, promoting to local secondary and higher education institutions.
- **Fund initial planning:** Apply for a MassDevelopment Collaborative Workspaces Grant to fund planning of the new space.
- **Shortlist partners:** Based on the outcomes of the demonstration, develop a shortlist of candidate organizations to serve in the following partnering capacities.
 - Fiscal administration (must be able to receive public grants).
 - Programming and operations (typically non-government).
 - Research and development (academic entrepreneurship programs).
 - Private investment (capital funds or corporate entities with a philanthropic mission or vested interest in fabrication and manufacturing).
- **Pitch to partners:** Meet individually with each interested organization to present on the following.
 - The vision for a fabrication program.
 - Why a fabrication program is important for the future of downtown Salem.
 - How it is envisioned.
 - What resources are needed in order to partner.
- **Form an agreement:** Initial founding partners should enter a legal agreement outlining specific roles and responsibilities.



*3D printers are a common tool utilized in fabrication labs
(Image source: Fab Foundation)*



Fabrication commonly involves STEAM training and education (Image source: Fab Foundation)

Process, continued

Phase 2: Development/Fundraising

Create an engaging and financially sustainable program.

- **Funding fixed costs:** Apply for an additional Identify a physical space: Identify and form a partnership with a makerspace or fabrication lab which can be meet programming needs. Discuss an application to the MassDevelopment Collaborative Workspace program to help cover startup costs for additional capital improvements.
- **Funding the cost of programming:** Private investment, such as capital funds or corporate entities with a philanthropic mission, or vested interest in fabrication + manufacturing, may be partnered with to help cover costs related to programming and overhead (e.g. utilities, insurance). Additional funding may be supported by grants, academic institutions or non-profits.
- **Funding variable costs:** Variable costs such as programming can often be supported by grants, academic institutions or non-profits looking to advance research or a mission.
- **Programming:** Determine appropriate programming for the space such as recurring courses, workshops, field trips, design thinking challenges, and career fairs.
- **Determine/hire staff:** On board staff in preparation for launching the program.

Additional resources for development and fundraising can be found at www.fabfoundation.org.

Phase 3: Operations & Evaluation

Ensure ongoing success for the new programming.

- **Launch:** Open the program for enrollment, offering programming for both short and longer term engagement.
- **Promote:** Conduct a media relations campaign to highlight unique features of the new program.
- **Recruit and network:** Determine an appropriate process for the recruitment of additional participants, and foster networking between participants and potential employers or higher education institutions.
- **Evaluate:** Performance of the program should be evaluated quarterly and include metrics as shown in the 'Key Performance Indicators' section.



Fabville accessibly and affordably serves the needs of student and community innovators (Image source: Somerville Public Schools)

Partnership Diagram

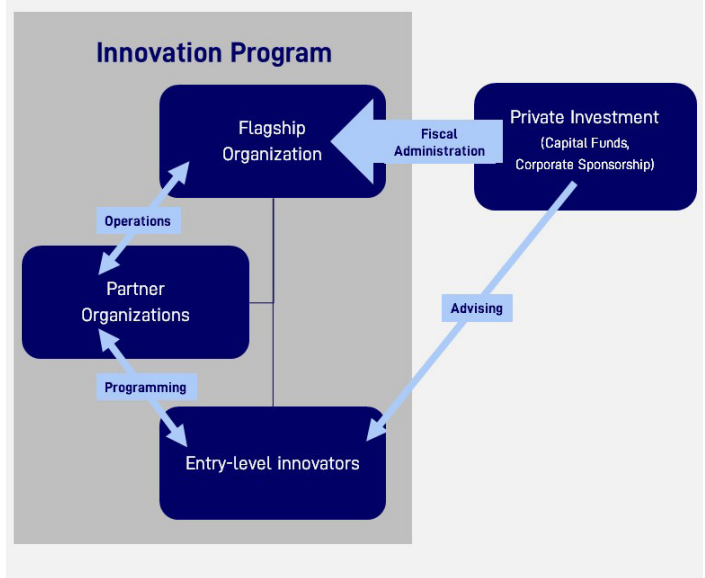
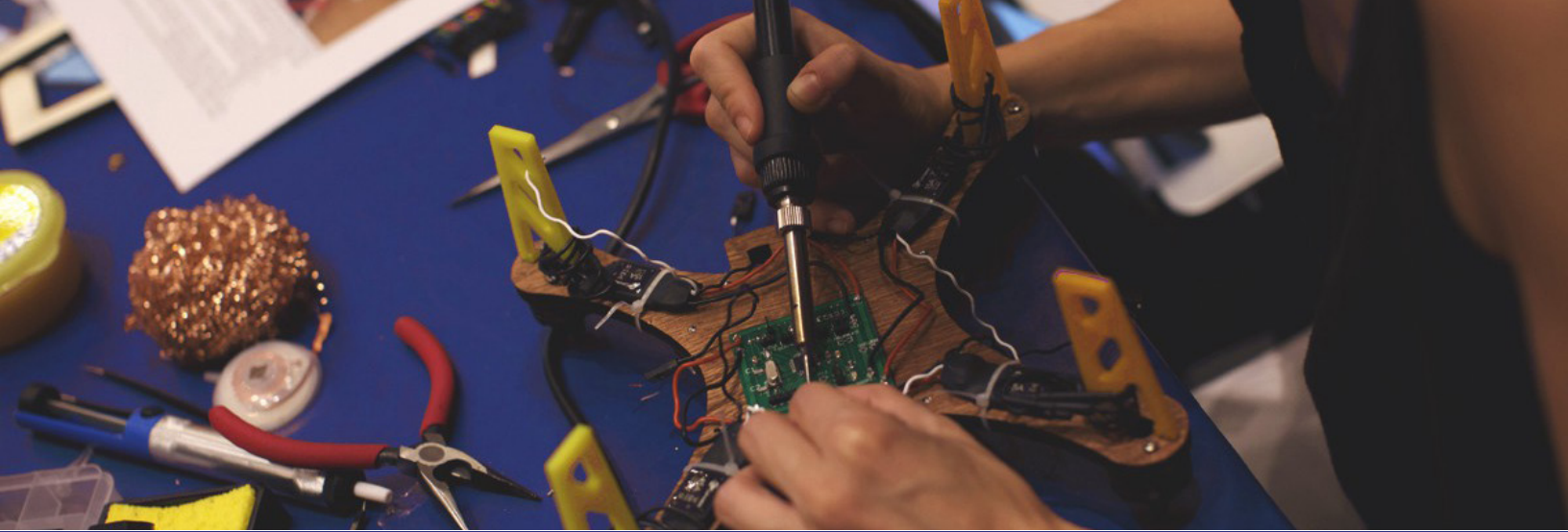


Diagram highlighting a potential partnership structure for the fabrication program



Best Practice

Fabville

Location

Somerville, MA

Project Summary

Founded as an outreach project for the Fab Foundation at MIT's Center for Bits and Atoms, Fabville (fabville.org) "is a fabrication space within the new Somerville High School in Somerville, MA aiming to complement the collection of professional, semi-professional, and artist-focused spaces already available in and around Somerville. During the day FabVille is used by SHS students as a classroom for engineering students, and as a destination for other class projects. After school FabVille transitions into a community space granting access to all residents, and encouraging them to learn about and use all the technology that is available. Access to FabVille is free to community members during open hours, making it unique in New England.

With a focus on education, design, and entrepreneurship, the Somerville Fab Lab is focused on engaging people in the creative process of design and prototyping, using its tools and resources to support, rather than drive, that creative process. This means, unlike many such

spaces, Fabville does not focus on supporting small businesses or simply providing tools for small-scale manufacturing but instead on making available a design and entrepreneurial mindset and approach which can be meaningfully engaged with computation and fabrication equipment."

The Fab Foundation offers a host of resources and templates to help support the initiation and ongoing operations of fabrication spaces.

Website: www.fabfoundation.org

Fabrication commonly involves STEAM training and education (Image source: Fab Foundation)

Create opportunities for the activation of space in downtown Salem by, and for, local undergraduates

Category		Tenant Mix
Location		Downtown Salem
Origin		LRRP Stakeholder Interviews (May 2021)
Budget		Low Budget (Under \$50,000) Potential Funding Sources: • Grassroots Fund: Young Leaders Grant
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk
Key Performance Indicators		• Change in the number of Salem State students attending downtown events • Increased number of non-alcohol establishments that extend their hours past 7pm • Change in foot traffic downtown, especially during the November through may • Change in the number of youth-driven/created events and activities downtown • Change in the number of collaborations between SSU student groups or individual students with local community groups, non-profits, or private businesses
Partners & Resources		• Creative Collective • City of Salem Public Arts Commission • Salem Main Streets • Salem State University

Description

This project addresses the desire to provide more opportunities in downtown Salem for students at Salem State University (SSU) to socialize, explore, and use the downtown. Many events in the downtown happen during the summer when students are not around. Most evening hour options downtown cater around alcohol at bars, which those under-21 are unable to enjoy, and restaurants, which can be cost prohibitive. Private sector businesses that do not serve alcohol can engage SSU students by staying open later and offering special nights + events. Local groups and non-profits can partner in developing student-led initiatives, events, and activations.

Diagnostic

- Fifty-five percent of businesses surveyed believed that the creation of more cultural events/activities to bring people into the downtown was either important (32%) or very important (23%) to the economic recovery (source: LRRP Business Survey, April 2021).
- The "Salem Downtown Retail Action Plan" (2017) recommends the establishment of spaces to support the creation of project-based learning programs through expanded collaboration with Salem State University.
- Salem State University has expressed desire to further strengthen the relationship between the student body and the City of Salem (source: Stakeholder Interview, May 2021).

Action Item

- Work with SSU faculty and community stakeholders to guide the student-led development of programming which can be implemented off-campus.
- Secure partnerships with property owners in the Downtown to host student-led programming and events.

Process

Phase 1: Planning & Engagement (3 months)

- **Identify main organization:** Determine the organization responsible for project oversight and fiscal administration.
- **Convene key stakeholders at SSU:** Convene a group of representatives at SSU, including student-run groups such as student government, student life, entrepreneurial groups, and members of the general student body to formulate a semester long engagement process on-campus.
- **Survey:** Survey the student body using a mix of in-person and online methods about their experience going to downtown Salem and suggestions for what student-led projects would drive them there more often.
- **Focus groups:** Hold three to four focus groups for informal conversations with a group of students around this topic.
- **Review engagement results:** Re-convene key campus stakeholders to review results from student engagement and identify a shortlist of programming opportunities that could help draw students to downtown Salem.
- **Recommend:** Present the shortlist of recommendations of possible initiatives with key stakeholders listed in the Partners and Resources section. Revise based on comments and feedback provided.

Phase 2: Development & Funding (3-6 months)

- **Secure funding:** Apply for a Grassroots Fund Young Leaders Grant.
- **Recruit students:** Identify one to three possible active groups or individual students from the engagement process who would want to create a program, activations, or an event in downtown. Possibilities might include pop-up retail, performances, art installations, games and movie screenings, or scholarly presentations to the greater community (see project rubric).
- **Recruit downtown partners:** Identify downtown businesses or organizations to partner with the student-led initiative as a collaborator, providing needed space and guidance. Downtown partners may also coincide with partners identified for the



*Many public spaces have the capacity to host pop-up events
(Photo credit: Pamela Joye)*



Salem Old Town Hall is a space ripe for activation and redefinition

Process, continued

piloting of pop-up uses for underutilized private spaces.

- **Draft and complete agreements:** Form an agreement document between the main organization and the downtown partners to cover needs related to risk and liability. Draft and sign a memorandum of understanding between the main organization and students participating in the project.

Phase 3: Design (3 months)

- **Advising the students:** Identify opportunities to partner the student participants with experts in the particular field of programming they are exploring. For example, for a student interested in pop-up retail, find a local business owner willing to provide pro-bono support to help design the activation.
- **Concept design:** Invite key stakeholders listed in the Partners and Resources section to conduct a desk review of conceptual designs prepared by the students.
- **Final design:** Incorporate feedback into final designs. Audit the designs for compliance with local regulation and operational viability, and include an estimate of costs.

Phase 4: Implementation

- **Communication:** Inform public of the SSU initiatives through newspapers, social media, and Salem Access TV (SATV).
- **Events:** Engage cohort involved to write a short reflection of any events attended. This would be especially useful to have from the business / host perspective, and from the student perspective.
- **Record:** Keep a record, as best as possible, of attendees and participation. This could be tracked with the use of QR codes.

Phase 5: Evaluation (1 month)

- Based on the 2022-2023 initiatives, plan an evolution of next year's program. Ideally, this will continue organically after two to three planned seasons.



Pedestrian Mall (Photo Credit: Pamela Joye)



Vacant storefront window painting advertising the Salem So Sweet chocolate and ice cream sculpture festivals



Best Practice

Downtown at Sundown

Location

San Diego, CA

Project Summary

Downtown at Sundown is an initiative of the San Diego State University School of Art + Design conducted "in partnership with the Museum of Contemporary Art on the third Thursday of every month from 5 to 8 p.m." It features pop-up events in gallery space downtown highlighting the work of creators as well as visual and performing artists.

An example of programming is an open mic night hosted by Black Xpression, a university-based group "committed to shining a lens on social justice work and encouraging education by providing opportunities for local creatives and businesses." By partnering new voices with old spaces, the initiative is an opportunity for youth to help define the vibrancy of downtown spaces and reach previously unengaged demographics.

Website: <https://art.sdsu.edu/downtown-at-sundown/>

Downtown-at-Sundown logo (Image source: <https://art.sdsu.edu/downtown-at-sundown/>, Image courtesy of Black Xpression)

Pilot a program for pop-up uses in underutilized private spaces

Category		Tenant Mix
Location		Downtown Salem
Origin		LRRP Stakeholder Interviews (May 2021)
Budget		Medium (\$50,000 to \$200,000) Potential Funding Sources: • A sub-grant of the Coronavirus State and Local Fiscal Recovery Funds • MassDevelopment: Commonwealth Places • Patronicity: Crowdfunding
Timeframe		Short-term (Less than 5 years)
Risk		Medium Risk • Level of interest from businesses and entrepreneurs/creators • Willingness of property owners to enter non-standard leasing agreements
Key Performance Indicators		• Change in the number of underutilized, dormant and vacant storefronts • Number of participating entrepreneurs/activators • Number of patrons/visitors to the spaces • Dollar amount of revenue generated by the space, if applicable • Change in foot traffic outside of participating storefronts • Change in sales/revenue at neighboring storefronts
Partners & Resources		• Creative Collective • Salem Arts Association • Salem Chamber of Commerce • Salem Main Streets

Description

A number of businesses close for the winter season in Salem, creating an opportunity to pilot a program which creatively uses these indoor spaces when not in use. In addition, several businesses have underutilized large indoor spaces. Activation of these spaces could include community workshops, artistic installations and pop-up retail. Local entrepreneurs, artists, creatives, and Salem State university students will benefit from having a low-cost entry to brick-and-mortar spaces in an otherwise unfordable environment for start-up enterprises. Activation of these spaces would also benefit local businesses with added foot traffic downtown during the tourism off-season from November through May.

Diagnostic

- With an average price of ground floor retail space at \$29 per square foot, the overhead for opening a brick-and-mortar space with quality foot traffic is out-of-reach for many startup enterprises (source: LRRP Baseline Data, April 2021).
- Forty-seven percent of businesses surveyed laid off employees, while 74% reduced operating hours and capacity (source: LRRP Business Survey, Spring 2021).
- Entrepreneurs and creative professionals rely on retail and dining jobs to help cover basic living while starting up their visions. A key strategy to bring employees back to the retail and dining sector will be to provide space for their workforce to follow their passions on the same timeline, and providing first brick-and-mortar locations is a great way to promote such an ecosystem.¹
- Re-engaging students with the downtown is a desired goal for Salem State University, especially during Salem's off-season after Halloween, the winter, and early spring when students are a captive audience without many local off-campus activities in which to participate.¹

¹ Source: LRRP Stakeholder Interviews, May 2021

Action Items

- Convene partners to pilot a pop-up program for the activation of underutilized spaces. A pilot between November and May, perhaps aligning with Salem's So Sweet Festival in February, would be an optimal time for conducting the pilot.
- Maintain a list of properties and businesses who reduce their operational footprint in the off-season, noting which are interested in the program and willing to work through legal hurdles such as sublease agreements, insurance needs and utility costs. Note which properties and businesses are open to interior pop-up uses, and which prefer to limit to exterior activation.
- Conduct outreach to artists and entrepreneurs to join the pilot program and help with its development. Match with available properties.
- Engage a third party for the master sublease agreement, including property owner incentives and responsibilities.

Process

Phase 1: Planning (1-3 months)

Develop a plan for piloting creative uses for underutilized spaces in the Downtown's off-season months (typically November through May).

- **Convene a partners' meeting:** Hold at least one partner meeting to determine the pilot's structure and goals.
 - Develop pilot program structure, including timing, existing resources, and potential hurdles.
 - Overseeing organization, who will also be responsible for fiscal administration.
 - Identify goals for programming, which could include business incubation, artist activation, community gathering, and trade workshops. The ultimate programming will be determined by the space available for the pilot.
 - Identify goals for downtown and set performance indicators.
- **Identify potential spaces and programs:** Brainstorm the following prior to conducting outreach.
 - Potential spaces and property owners who may be willing to enter sub-lease negotiations given appropriate incentivization.
 - Potential programming. This ultimate shortlist will be determined by the shortlist of spaces and property owners.
- **Prepare evaluation data:** Capture baseline metrics for the measures outlined in the Key Performance Indicators section.
- **Prepare a summary:** Recap findings from phase 1 in a document for ongoing reference throughout the pilot process.
- **Begin recruitment:** Reach out to the business community. A presentation or communication to businesses about the goals of the program, benefits to the businesses, and general process of the pilot program.



Empty storefronts in the Pedestrian Mall could be an opportunity for activation

Process, continued

Phase 2: Funding & Project Development (3-6 months)

- **Apply for a MassDevelopment Commonwealth Places Seed Grant:** Up to \$7,500 in unmatched funds may be provided to assist with deliverables outlined in Phases 2 and 3.
- **Develop a template for a third party sublease agreement:** Engage a third party to support drafting a sub-lease agreement template. The third party should be familiar with assisting to define rules and regulations, hold a master use agreement or lease, provide insurance, and simplify the process for the temporary use of spaces. Note the third party will hold the lease and associated risk.
- **Secure spaces:** Identify space hosts that are businesses or property owners who have underutilized space in the off-season (e.g., front displays and corner spaces) or recurring downtime (e.g., after evenings after 7pm), and may be interested in participating. Considerations for this process includes the following.
 - Cataloging business type, square footage, available facilities, and restricted facilities (e.g., an off-season restaurant may want a retail pop-up, but not a food-based pop-up using their kitchen).
 - Identifying level of public visibility, accessibility, and passive interaction (e.g., ground level storefront, or non-visible interior space, or second or third level space).
 - Examples from stakeholder conversations include utilizing hotel or condominium conference rooms for community classes and workshops, or restaurant storefront displays.
- **Secure programming:** Programming should be partly determined by the types of spaces secured. Conduct relevant outreach to potential entrepreneurs, artists, Salem State students or groups, and community groups to help develop the pilot program. This may be completed by creating website for applications or utilizing existing communications channels maintained by partners listed in the Partners and Resources section. Space activators should be able to display appropriate plans for operating their programs, including prior experience, labor and fiscal viability.
- **Draft and executed the third party agreement:** The goal is to establish a simple and mutually beneficial framework for partnership between owners of the spaces and the programmatic partners. In the agreement, identify the duration of the lease, hours of operations, causes for a breach of agreement, considerations for set-up and breakdown, and provision of resources such as utilities, furniture and equipment.

Process, continued

Phase 3: Space & Programming Design (1-3 months)

Work with the newly formed pilot project partners to determine key features of the pilot's design including timing, space layout, guiding programming, operations, and marketing.

- **Timing:** Agree upon a schedule and duration for the pilot's implementation. Will the programming be one-time or recurring? Will it change or remain consistent? Salem' So Sweet is an event identified which could pair nicely with the pilot. Considerations should be made to ensure the pilot does not conflict with the space's normal timing of operations. Below are few questions to consider.
 - Will the programming be one-time or recurring?
 - Will it change or remain consistent?
 - Salem' So Sweet is an event identified which could pair nicely with the pilot. Considerations should be made to ensure the pilot does not conflict with the space's normal timing of operations.
- **Pop-up space:** Determine the layout and materials for the activation. Any space modifications should be compliant with local building codes, not conflict with existing setups on-site, and be easily adjustable/removable.
- **Programming:** Work within constraints of the space to guide the program partner in the development of their activation. The scope of task will vary greatly based on the final type of programming selected.
- **Operations:** Have a plan that includes contact information, contingency in the case of an emergency, and steps in the event that activations are out of compliance. The plan should be vetted multiple times by all parties to ensure complete satisfaction with the arrangement.
- **Marketing:** Draft a strategy for spreading the word about the activations. Make considerations for organic promotion (e.g. word of mouth and unpaid media) and curated promotion (e.g. press releases and paid media).

Phase 4: Implementation (Less than 3 months)

- **Prepare the space:** Begin taking over the space by conducting a retrofit when it does not conflict with normal hours of operations. Take care to keep the space extra tidy and prepare appropriate security measures. Consider ways to conduct activations exterior to the space to ensure foot traffic is generated.
- **Marketing:** Begin the marketing plan about one month prior to the launch of the pilot.
- **Launch:** Begin the pilot's programming and conduct regular check-ins with partners to ensure satisfaction and identify opportunities for iteration.

Process, continued

Phase 5: Monitoring & Evaluation (1-3 months)

- **Evaluation data:** Capture measurements which show the pilots success as they are defined in the Key Performance Indicators section.
- **Convene a partners' meeting:** Host a meeting with partners to review key metrics and lessons learned as it relates to Phases 2, 3 and 4 of the pilot.
- **Report to key stakeholders:** Prepare a report of the pilot's results and present it to the key stakeholders from Phase 1. Be sure to include recommendations for an expanded version of the pilot, if deemed successful.
- **If successful, apply for a MassDevelopment Commonwealth Places Implementation Grant:** The pilot will provide the proof of concept and lessons learned needed to expand the program and apply for greater funding. Conduct a crowdsourcing campaign to secure 1:1 match funding for a MassDevelopment grant of up to \$300,000.



*Identify locations with seasonal operations or recurring off-hours
(Photo credit: Pamela Joye)*



Identify empty storefronts that could be activated

Project: Pop-Up

Location

Newton and Needham, MA



*Newton Center - Piccadilly Pop-Up storefront
(Images Source: Project Pop-Up website)*



*Newton Center - Piccadilly Pop-Up storefront
(Images Source: Project Pop-Up website)*

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

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

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

Website: www.poppingupnext.com

Preparing for the future of work III:

Update business recruitment resources to increase the occupancy of second-floor commercial spaces

Category		Tenant Mix
Location		Downtown Salem
Origin		• LRRP Stakeholder Interviews, April 2021 • Imagine Salem Comprehensive Plan, 2016
Budget		Medium Budget (\$50,000 to \$200,000) Potential Funding Sources: • Commonwealth of Massachusetts: Community Compact IT Grant Program (FY22 applications accepted through October 15, 2021) • American Rescue Plan Act: Coronavirus State and local Fiscal Recovery Funds
Timeframe		Short term (Less than 5 years)
Risk		Medium Risk • Technical expertise • Capacity for ongoing administration and maintenance • Complementing, rather than competing with, private real estate services • Quality of commercial spaces
Key Performance Indicators		• Change in occupancy of available commercial spaces • User satisfaction of engaging with salemforbusiness.com • Change in number, type, and size of businesses recruited to downtown Salem • Change in percentage of Salem residents also working from spaces in Salem (part-time, full-time, etc.) • Change in foot traffic to adjacent storefronts
Partners & Resources		• Salem Chamber of Commerce • City of Salem Office of Planning & Community Development • Salem Main Streets • Salem Partnership • Private property management companies

Description

Salemforbusiness.com is a valuable online resource which has been created by the City of Salem to support business recruitment efforts. Currently the website features business support and technical assistance, financial resources, information about the Salem community, and a guide to access City departments, permitting, and zoning. To capitalize upon growing post-pandemic trends in hybrid work environments, this project recommends the website be enhanced to include a database hosting information about commercial real estate in the City, particularly with regards to second floor office space. Additional programming, such as quarterly tours and publications, should also be introduced to promote a successful recruitment pipeline.

Diagnostic

- Seventy-two percent of survey respondents believed the development of "recruitment programs to attract additional businesses" is either moderately important (26%), important (25%) or very important (21%) to the Downtown's economic recovery (source: LRRP Business Survey, April 2021).
- Downtown Salem saw a 75% decrease in pedestrian traffic during the pandemic (source: LRRP Baseline Data, April 2021).
- Nine in ten businesses are now actively considering a hybrid workplace (Source: Preparing for The Future of Work in The Commonwealth of Massachusetts, 2021).
- "Imagine Salem" (2016), the City's comprehensive plan, states that "compared to the number of commuters coming into or leaving Salem for work, there are relatively few people who both work and live in Salem. Increasing the proportion of people who live and work in the city would reduce traffic congestion, grow employee satisfaction, and grow community ties."

Action Items

- Develop and launch a searchable, image-dominant database on www.salemforbusiness.com for available commercial real estate in downtown Salem.
- Compliment the new digital property database with other mediums, such as in-person property tours and quarterly publications.
- Add links on www.salemforbusiness.com to direct web traffic from existing channels maintained by partner organizations listed in the Partners and Resources section.
- Foster collaboration between key community partners who have a stake in strengthening Salem's business ecosystem and quality of life for residents.

Process

Phase 1: Planning and Fundraising (3 months)

Confirm project priorities.

- **Project kick-off:** Convene stakeholders to confirm key project tasks and personnel assignments, including:
 - Staffing for project management, IT, graphic design, and other roles may be available in-house or contracted externally.
 - Confirm project goals and how the project helps meet Salem's overall strategic goals for economic development.
 - Vet findings from the kickoff with other stakeholders not at the table.
- **Apply for funding:** Submit an application for the IT Grant program through the State's Community Compact Cabinet to fund one-time costs related to software, planning, design, implementation, and training. Additional funding for staff may be able to come from Coronavirus State and Local Fiscal Recovery Funds.
- **Prepare scope:** Develop scope based on funds available and hire consultants to support IT, graphic design, project management and other fields, where applicable. Confirm reporting requirement for any grant awarded.

Phase 2: Design and Programming (6 months)

Prepare new content for launch.

- **Develop the database:** Identify categories to be highlighted in the database, including key data, floor plans, and photographs. Create a nimble and easy to overview structure and user experience that allows for easy data input and updating, as well as a form for submitting inquiries about certain properties. Refer to the Best Practice section and examples in other communities for reference.
- **Update salemforbusiness.com:** Make necessary content edits to the site to better reflect trends in commercial real estate and the future of work, particularly hybrid work environments. Make the cost of living and real estate in Salem transparent and comparable to Boston and other communities competing for businesses with Salem.
- **Link to salemforbusiness.com:** Identify existing partner websites which should be updated to serve as gateways to salemforbusiness.com, and update the sites accordingly. Provide standard language that can be used to added to partner websites.
- **Engage property owners:** Create and implement an outreach plan to property owners who will benefit from the new properties database. Include training and technical assistance opportunities related public regulation and grants. Develop a list of quality photographers who can assist property owners with capturing both people and place while highlighting their properties.
- **Populate database:** Prepare and upload a list of available properties for lease.

Process, continued

Phase 3: Implementation (Quarterly)

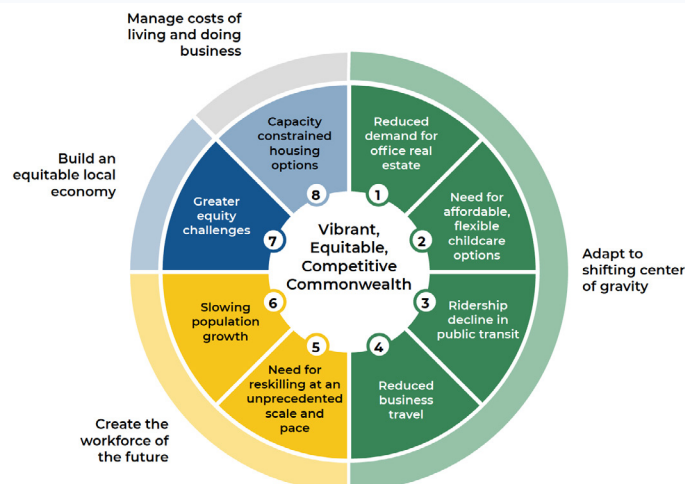
Provide consistent, quality content filled with Salem's character.

- **Conduct tours:** Conduct quarterly tours of notable occupied and unoccupied properties, which allows prospective occupants to view a range of properties available in Salem. Tours should be promoted actively to major employers currently assessing future work arrangements and may be standalone or integrated with other community networking events. Content can be shared via short virtual tours and interviews on social media; however, the core focus should remain on in-person engagements to ensure quality viewing.
- **Publish quarterly content:** Share select properties and relevant information from salemforbusiness.com in quarterly digital and print newsletters and social media promotion. Take into consideration other municipal marketing materials which may be complimentary or conflicting in nature.
- **Partner with coworking spaces:** Co-working spaces can be strategic partners in helping small businesses grow from collaborative workspaces to their own standalone offices in Salem. Meet with coworking space managers to develop a communication strategy to inform their audiences about available properties. In addition, coworking managers can also serve as potential property managers of second floor commercial spaces in larger Downtown developments.

Phase 4: Monitoring & Evaluation

Ensure and promote satisfactory results.

- **Staffing:** Monitor the database for needed adjustments on a routine cadence, no less than biweekly.
- **Evaluate:** Capture metrics as listed in the Key Performance Indicators section on a routine cadence, no less than quarterly.
- **Celebrate wins:** Prepare a press release each time a new tenant signs a lease as well as web banners or blog posted on Salemforbusiness.com. Include information on why the tenant chose to lease the space, how it addresses their approach to the future of work, and what they hope to bring to the Salem community.



Insights to shaping hybrid work environments (source: Preparing for the Future of Work in the Commonwealth of Massachusetts report)



Second floor office suites for lease at 16 Front Street



NEW BEDFORD IS... Back in Business

A vibrant, diverse, and resilient seaport city offering opportunities for growth and big competitive advantages. New Bedford, Massachusetts is ready for your business.

Why NB?

Discover what sets us apart.

[FIND OUT MORE →](#)

Starting in NB!

Create your blueprint for success.

[FIND OUT MORE →](#)

Growing in NB...

Build a strategy for what's next.

[FIND OUT MORE →](#)

Best Practice

New Bedford Economic Development Corporation

Location

New Bedford, MA

Project Summary

The New Bedford Economic Development Corporation (NBEDC) offers an easy-to-navigate, visual-heavy website that serves an effective funnel for businesses seeking to start and grow in, as well as move to, New Bedford. Its branding has already been updated to proclaim "Back in Business!" and provides pop-up information on regulatory updates related to the COVID-19 pandemic.

With regards to business recruitment, data related to community and economic development is front-and-center, and the website hosts a property database that highlights new types of development strategies in the city (e.g. infill, transit-oriented development) along with corresponding sites that are available for acquisition.

To compliment the website, the New Bedford Developer's Tour, coordinated by NBEDC and the City's MassDevelopment TDI Fellow, pairs a day-long, in-person tour with an accompanying tour document for prospective developers to

take home and review. In addition to providing an agenda for the tour, the document included letters of introduction from the Mayor and MassDevelopment, property profiles and a summary of New Bedford's history and geography as they related to matters of community and economic development. The document is prepared in a manner so that it can be updated with new properties on a regularly recurring basis (e.g. quarterly, annually).

Website: nbedc.org

Image source: screenshot of nbedc.org homepage

Expand the community meal program in Salem

Category		Cultural/Arts
Location		Locations suggested in the Downtown include the • Salem Maritime National Historic Site • Old Town Hall • Derby Square
Origin		LRRP Stakeholder Interviews (May 2021)
Budget		Low (Under \$50,000) Potential Funding Sources: • Mass Humanities: Sharp Grant • Patronicity: Crowdfunding
Timeframe		Short Term (Less than 5 years)
Risk		Low Risk • Capacity • Funding
Key Performance Indicators		• Number of guests per meal • Perceived increase interest in attending the meal program • Number of partnerships with local chefs and restaurants, local artists, creators, and entrepreneurs
Partners & Resources		• City of Salem Department of Planning and Community Development • City of Salem Farm at Mack Park • Root • Salem Food for All • Salem Main Streets • Salem Public Schools

Description

There is a strong desire to resume and evolve "Meet & Eat", the monthly multi-generational community meal program launched in September 2018, where people build community and connections with each other. Before COVID-19, people from different walks of life sat together and broke bread at these free monthly events. New partnerships between the event and local businesses can help engage more people, embed the program in the Salem community, and expand its reach to more diverse audiences.

Diagnostic

- Sixty-two percent of respondents to a community survey said that hanging out with friends and family was what they were looking forward to most when COVID-related restrictions were lifted (source: Salem Covid Survey April 20, 2020).
- Fifty-five percent of businesses surveyed believed that the creation of more cultural events/activities to bring people into the Downtown was either important (32%) or very important (23%) to the economic recovery (source: LRRP Business Survey, April 2021).
- Salem should maximize the opportunity for more people to both live and work in the city. Employers should complement and contribute to the wider community (Imagine Salem Progress Report, 2016).
- Approximately 100 – 120 guests, many regulars, attended each monthly community meal prior to the pandemic. Future community meals would benefit from more equitable outreach in the community (source: LRRP Stakeholder Meeting, July 2021).

Action Items

- Establish the community meals as a permanent program with sustainable funding and locations for all seasons.
- Improve partnerships with local restaurants, increasing community work and engagement.
- Improve the demographic diversity of community meal attendees.



Salem Meet & Eat 2018 (Photo credit: Salem Meet & Eat Facebook)



Salem Meet & Eat 2018 (Photo credit: Salem Meet & Eat Facebook)

Process

Phase 1: Planning and Project Goals (1-3 months)

Based on what has worked thus far, develop a strategy to evolve the purpose of the community meal and identify new goals. Since this program has a strong foundation, the first meeting can include both a reflection of existing community meals, in addition to discussing implementation for the next season.

- **Meet:** Determine overarching purpose of the program, and confirm new goals.
 - **Discuss purpose:** Build community through providing a cross-section of the population with monthly opportunities to sit, eat and converse together.
 - **Develop a seasonal approach:** Breaking up the community meals by season will aid in developing a flexible program that can be constantly reinvented, stay fresh, and evolve each season with new partnerships and new growth.
- **Confirm new goals:** Below are list of potential goals.
 - Year-round monthly program.
 - Adequate indoor / outdoor location(s).
 - Bi-monthly community meals as special events.
 - More diverse guests at the meal,
 - Grow number of guests to 200 per meal.
 - Partnerships with local restaurants for Root youth development and for larger outreach.
 - Develop educational opportunities and goals.
 - Culinary training, nutrition, composting, urban agriculture.
 - Health, safety and accessibility for guests: offering a take-away option.
- **Select location: Below is a list of potential sites.**
 - New location in the downtown to be based on above criteria, especially having an indoor-outdoor option.
 - Take-away options do not provide the opportunity to connect to new community members, but may be a good option to have.
 - Possible locations include the following.
 - Salem Maritime National Historic Site
 - Derby Square / Old Town Hall
 - Artists' Row (may be too small)
 - Immaculate Conception Church / Hawthorne Boulevard Median for "long" outdoor table

Process, continued

Phase 2: Development / Fundraising (1-3 months)

Community meals are currently funded by local donations and sponsorships. Finding a recurring grant is a key step in growing the program, with complementary local grants that help the program experiment with new directions.

- **Secure funding:** find a grant to compliment community sponsorship solicited by Root.
 - Each monthly community meal costs approximately \$1,400 (\$6.60 per person).
 - In-kind donations may also be sourced in the form of food, facilities, serving materials and staffing personnel.

Phase 3: New Seasonal Partnerships (1-3 months)

The community meals provide a useful, consistent program to encourage and build community engagement. In addition to the community meal guests, there are opportunities to partner across the city with restaurants, artists, creatives, and other businesses to create a space for community dialogue and communal eating.

- **Engage local chefs:** Outreach to local chefs who may want to develop seasonal menus.
- **Create seasonal menus:** Each season can offer the partnership of one to two new local (or regional) chefs. Each season can also offer a new opportunity to market the events with posters at community hubs and social media.
- **Include interactive performances or events:** Open-Mic, Live music, Eat & Draw, or other family friendly games and events can help to reach more people. Use the Salem Farmers Market model for having appropriate entertainment during a parallel activity. Develop a system where local artists can apply to perform.
- **Communication:** Below are a few community methods that can be used.
 - **Online site:** Identify the best online location for information on community meals and the seasonal menus, including archives and photo documentation of past events.
 - **Involve local artists:** Opportunity to hire local artists to design each season's menu.
 - **Distribute menu fliers:** Menu fliers should be distributed throughout Salem at all community hubs, including the library, schools, coffee shops, bodegas, and more. Youth from Root or local schools can be engaged to help through internship programs; fliers should also be distributed to all Salem Public School students.



Best Practice

The Longest Table

Location

Multiple

The Longest Table is a concept for a community meal that has been used in communities across the U.S., including Haverhill, Massachusetts, Dayton, Ohio, Howard County, Maryland, Tallahassee, Florida, Grand Forks, North Dakota, and many other locations. These cities have hosted The Longest Table as a one-night event providing meals at a long, family-style dinner table, but many of them have hosted the event yearly. Some cities hosted the event for free, and some sold tickets. All the cities relied on community partnerships and sponsorships to fund the event and meals. Grand Forks, for example, funded their event with a \$3,000 micro-grant awarded by the City.

Reports from all the cities that have hosted The Longest Table have reported the event to be a huge success in their community. Community members engaged with their neighbor, and shared sentiments of wanting more similar events in the future. The following articles shared about the events highlight the excitement

of connecting with neighbors, the range of conversations overheard, and the power of building community.

Resources

- <https://larchebostonnorth.org/events/the-longest-table/>
- <https://www.longesttablegf.com/>
- <https://tlh.villagesquare.us/event/the-longest-table/>

Image source: larchebostonnorth.org/the-longest-table

Next Steps

Next Steps

As with any plan, it will be critical for key stakeholders of the plan to convene and make needed decisions on ushering the projects toward implementation as part of downtown Northampton's COVID-19 recovery.

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

- Select projects that vary in timeline, budget, and risk.
- Convene additional project partners who can plan, fundraise, and implement projects to support their next steps to advance projects recommendations.
- Assess potential funding sources to determine if they are a good match the project and deadlines. Many programs, especially those funded by the American Rescue Plan Act (ARPA), have windows for application that close by the end of March 2021.
- Determine bandwidth needed for each project, and potential conflicts of bandwidth created by their implementation.
- Projects that will respond to the lingering effects of the COVID-19 Delta variant, compared to projects that will aid recovery once the virus is reduced in its impact.

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



Salem Food Truck Festival



BLUEbikes station

Appendix Business Survey

Massachusetts DHCD Rapid Recovery Plan Program

BUSINESS SURVEY REPORT



This report provides the results of a business survey conducted during March and April of 2021. The survey is part of a program launched by the Massachusetts Department of Housing and Community Development to help communities develop Rapid Recovery Plans for downtowns and commercial districts. The survey was directed to owners or other appropriate representatives of business establishments located in the targeted commercial areas. (For Data Tables, see page 10.)

Salem

Downtown Salem

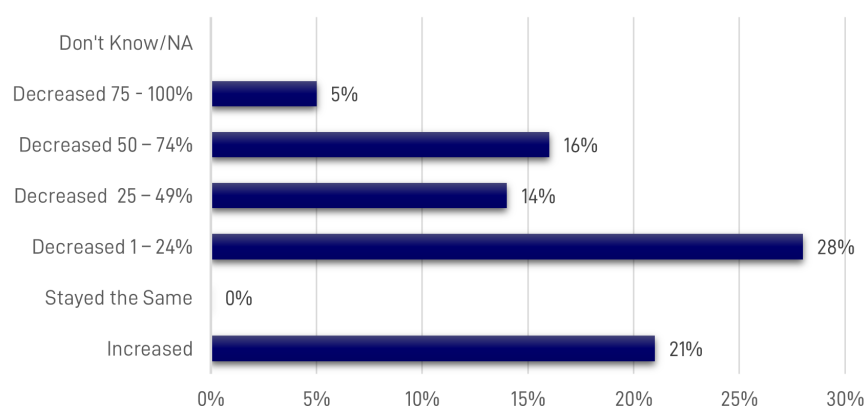
Responses: 58

Impacts of COVID-19

Decline in Business Revenue

75% of businesses generated less revenue in 2020 than they did in 2019. For 68% of businesses, revenue declined by 25% or more.

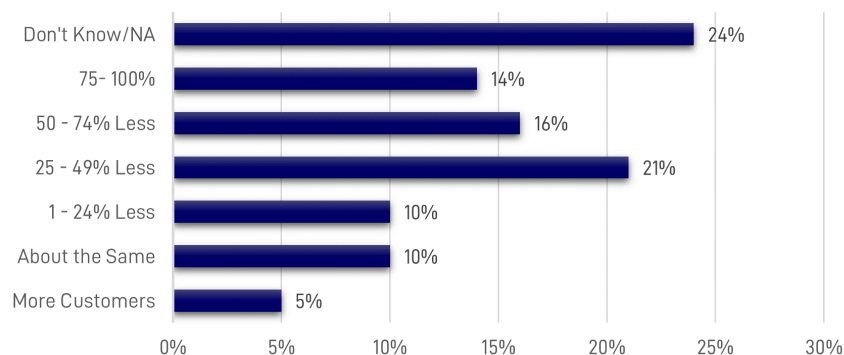
Revenue in 2020 Compared to 2019



Less Foot Traffic in Commercial Area

61% of businesses had less on-site customers in January and February of 2021 than before COVID. 51% of businesses reported a reduction in on-site customers of 25% or more.

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

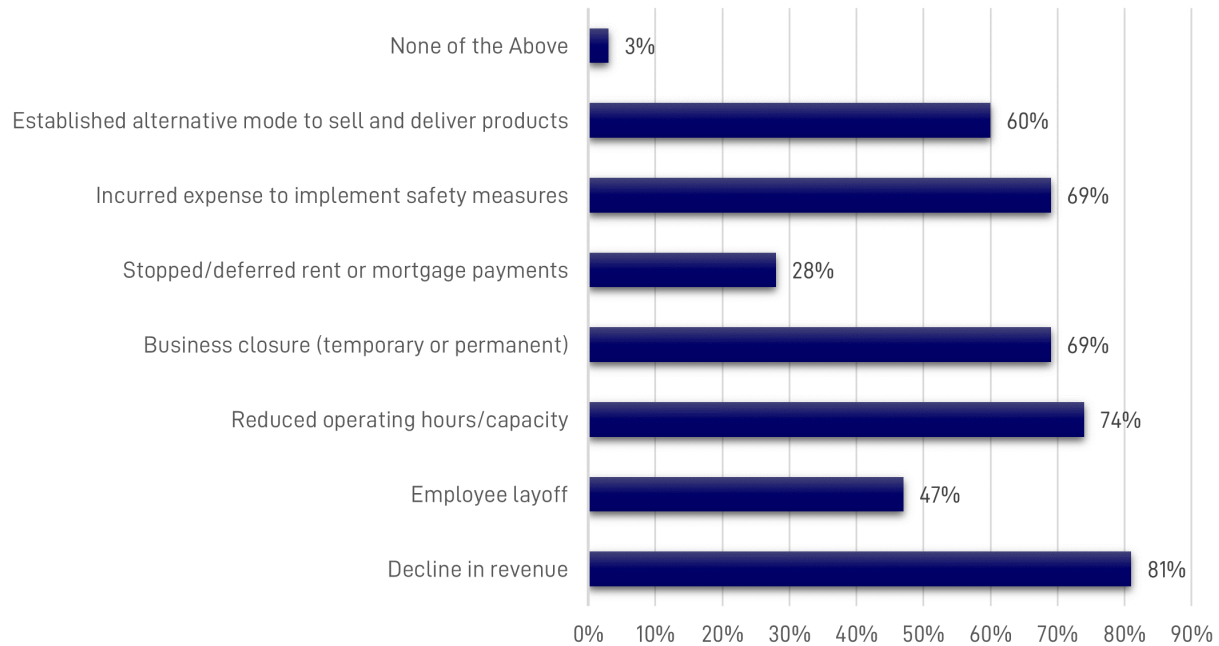


Impacts of COVID-19 (cont'd)

Reported Impacts

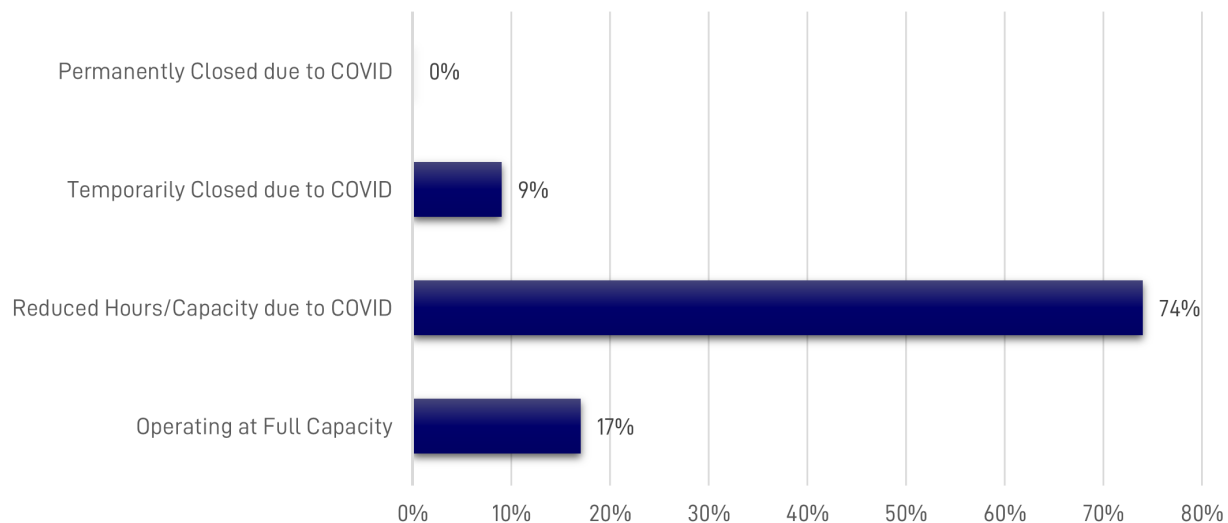
97% of businesses reported being impacted by COVID.

COVID Impacts Reported by Businesses



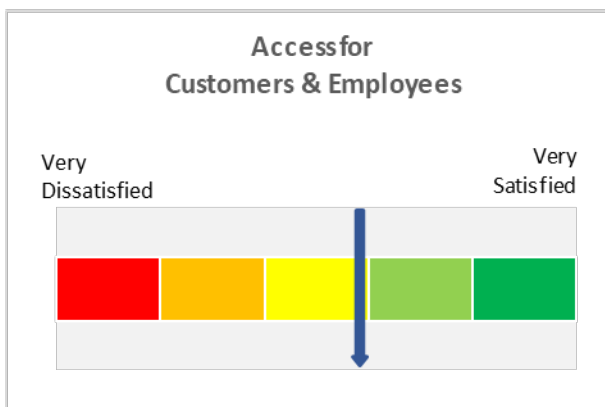
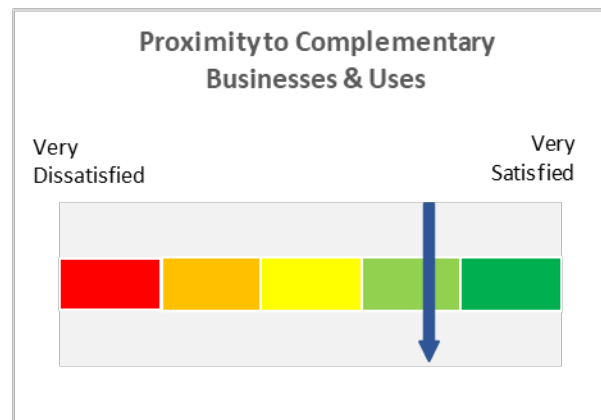
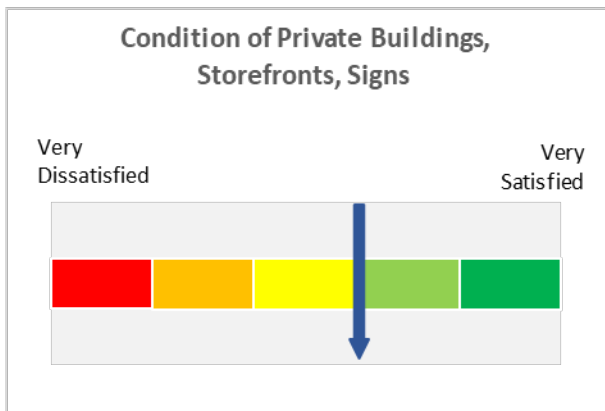
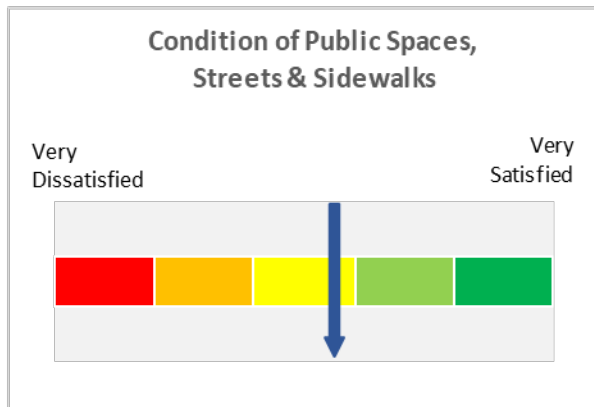
At the time of the survey, 83% of businesses reported they were operating at reduced hours/capacity or closed

Current Operating Status of Businesses (March/April 2021)



Business Satisfaction with Commercial

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

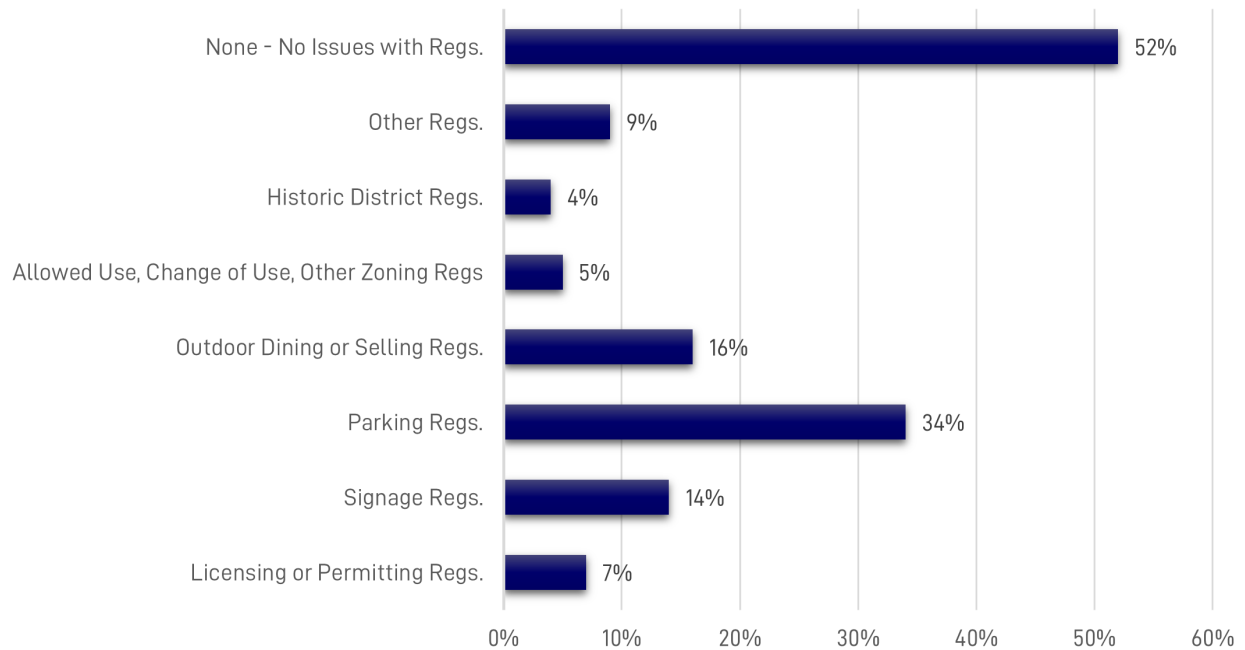


Business Satisfaction with Commercial District

Regulatory Environment

48% of businesses indicated that the regulatory environment poses an obstacle to business operation.

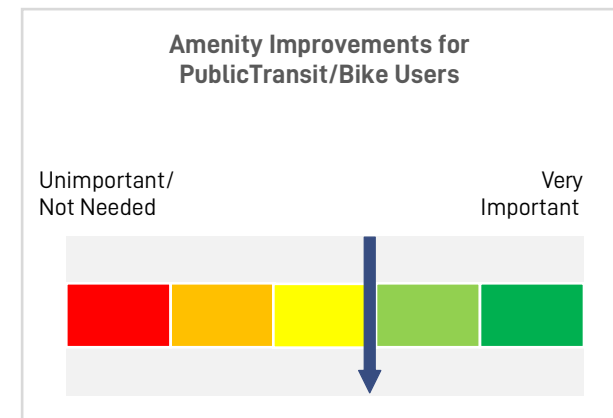
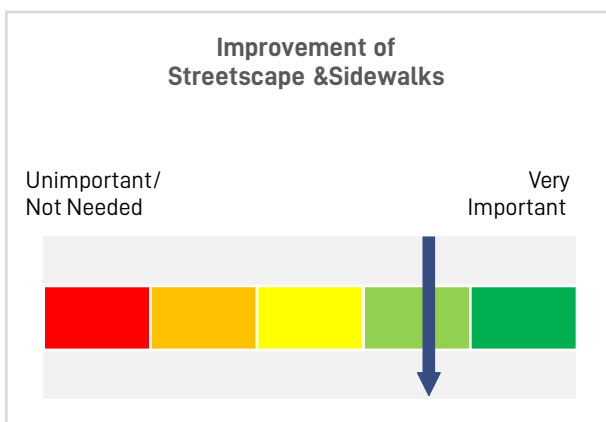
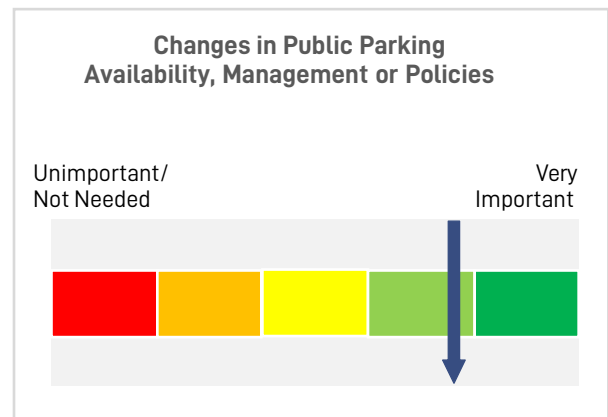
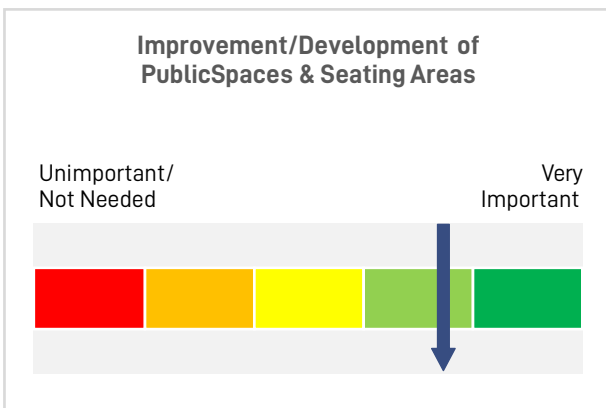
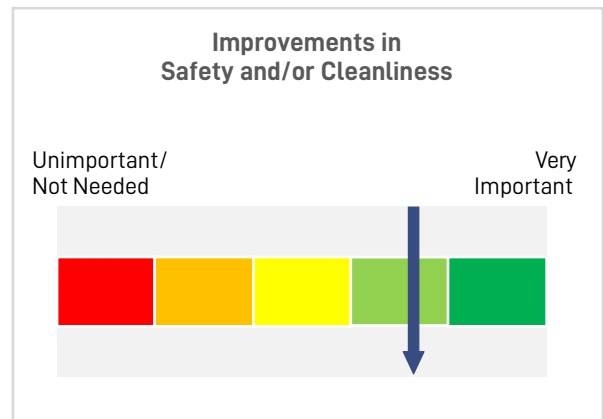
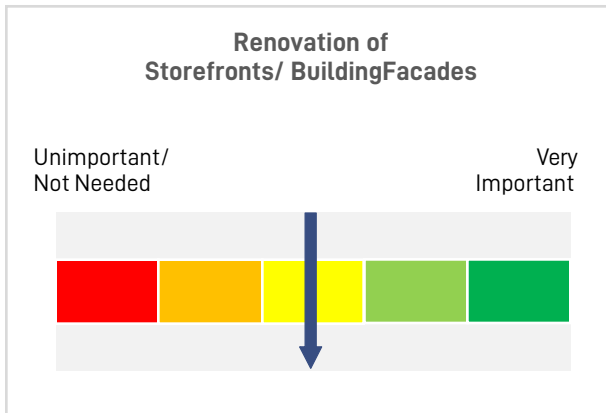
Regulations that Pose an Obstacle to Businesses Operation



Business Input Related to Possible

Physical Environment, Atmosphere and Access

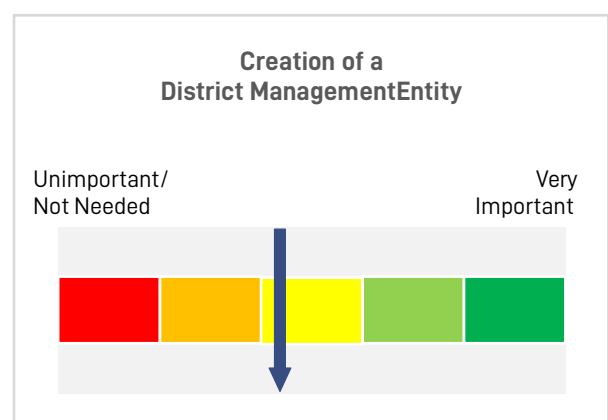
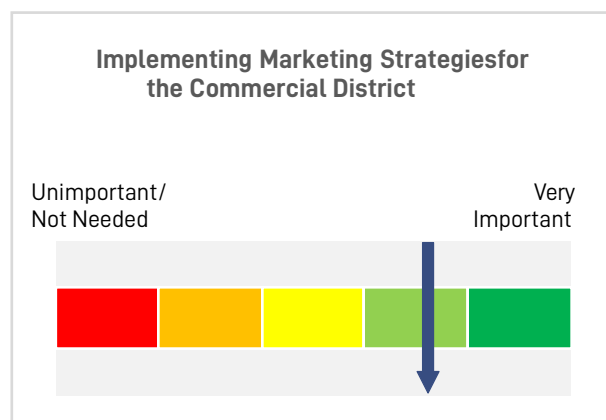
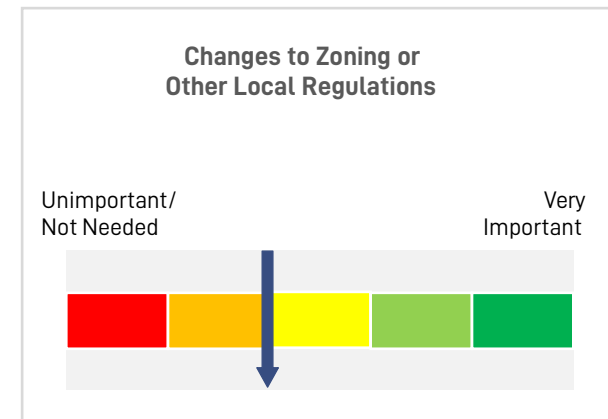
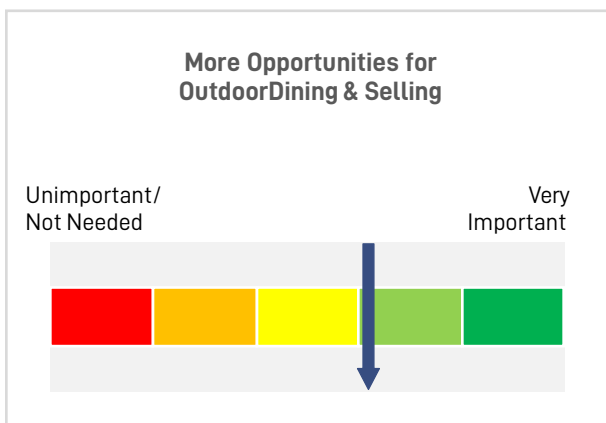
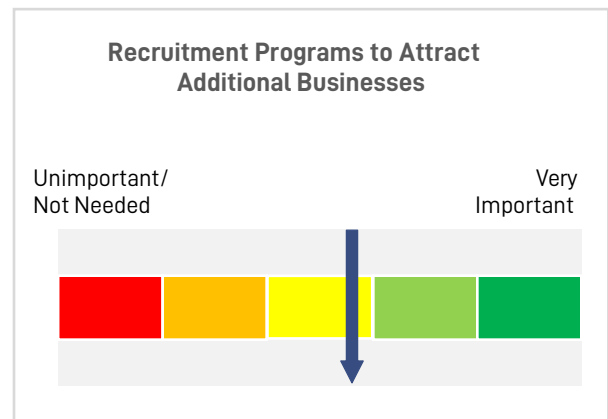
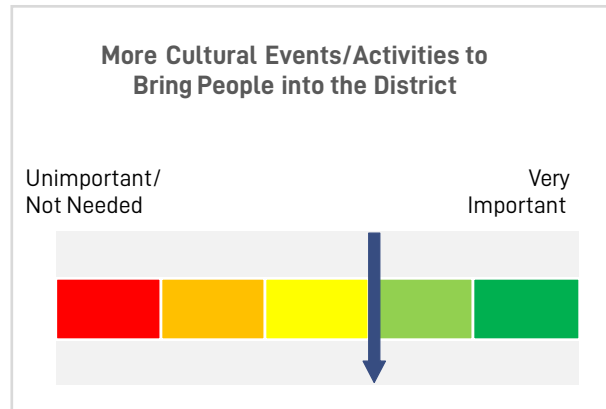
The charts below illustrate the average rating among respondents regarding importance of various strategies.



Business Input Related to Possible Strategies

Attraction/Retention of Customers and Businesses

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

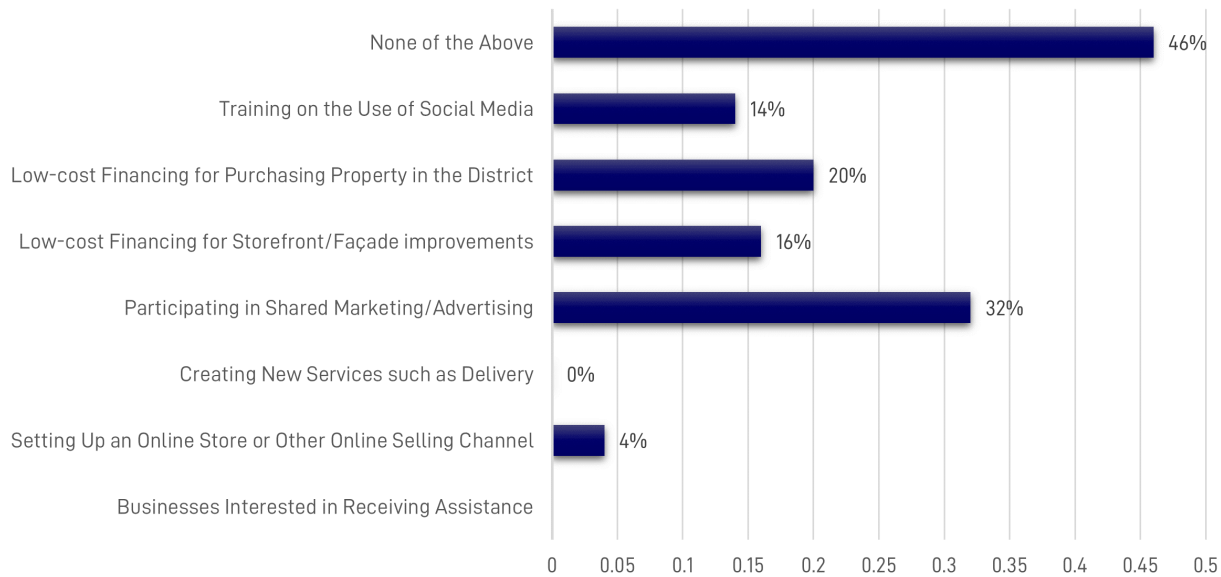


Business Input Related to Possible Strategies

Businesses Support

54% of businesses expressed interest in receiving some kind of assistance.

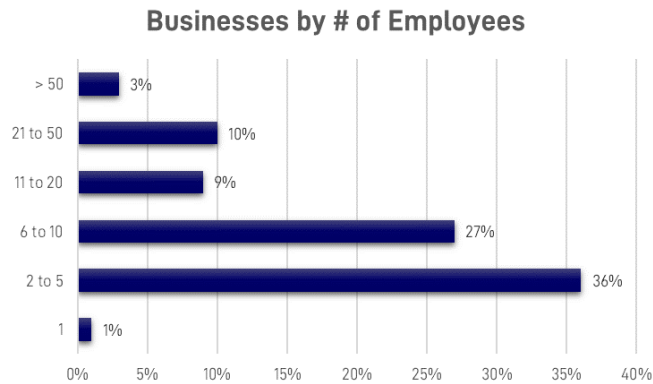
Businesses Interested in Receiving Assistance



Business Characteristics

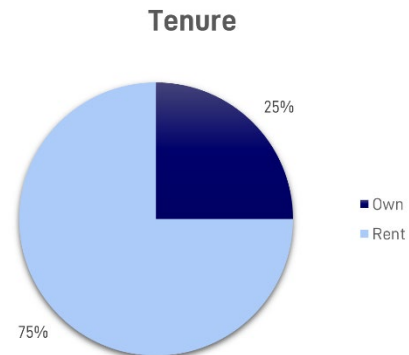
Business Size

55% of businesses are microenterprises (≤ 5 employees).



Business Tenure

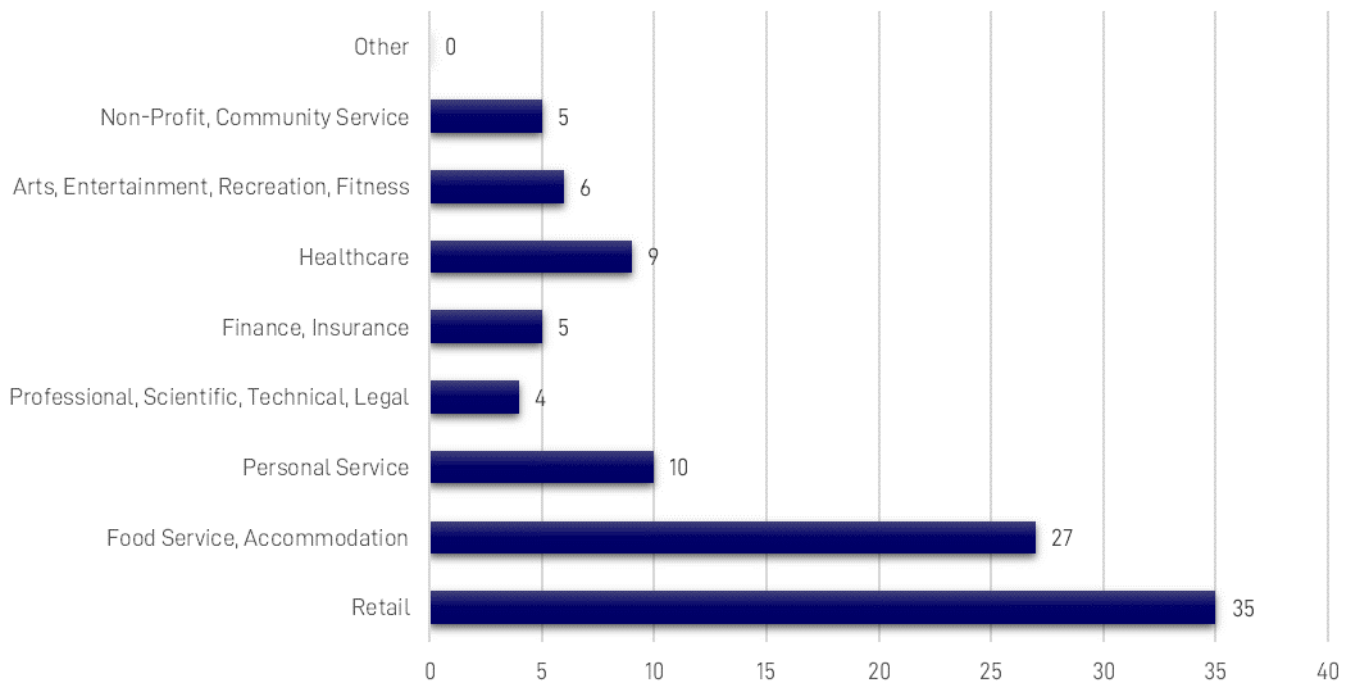
90% of businesses rent their space.



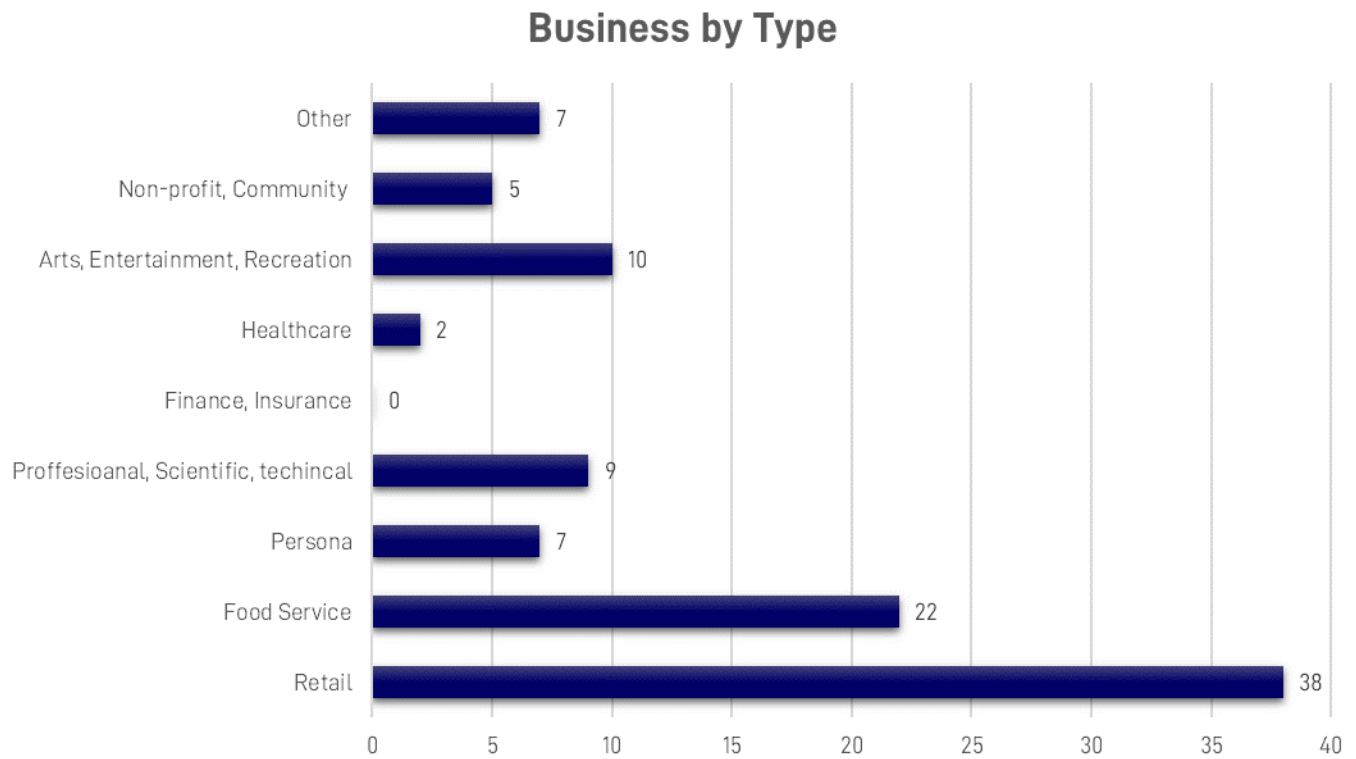
Revenue Trend Prior to COVID

71% of businesses reported increase in revenue during the 3 years prior to COVID.

Revenue 3 Years Prior to COVID



Business Characteristics



Business Survey Results - Data Tables

Community Where Targeted Downtown or Commercial District is Located

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

Salem	58
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Business Characteristics & Satisfaction with Commercial Area

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

1	11	19%
2 to 5	21	36%
6 to 10	13	22%
11 to 20	5	9%
21 to 50	6	10%
More than 50	2	3%
Total	58	100%

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

Own	6	10%
Rent	52	90%
Total	58	100%

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

Increased	41	71%
Decreased	3	5%
Stayed about the Same	10	17%
Don't Know/Not Applicable	4	7%
Total	58	100%

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

Retail (NAICS 44-45)	22	38%
Food Service (restaurants, bars), Accommodation (NAICS 72)	13	22%
Personal Service (hair, skin, nails, dry cleaning) (NAICS 81)	4	7%
Professional Scientific, Technical, Legal (NAICS 54)	5	9%
Finance, Insurance (NAICS 52)	0	0%
Healthcare (medical, dental, other health practitioners) (NAICS 62)	1	2%
Arts, Entertainment, Recreation, Fitness (NAICS 71)	6	10%
Non-Profit, Community Services	3	5%
Other	4	7%
Total	58	100%

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

Condition of public spaces, streets, sidewalks

Very Dissatisfied	5	9%
Dissatisfied	9	16%
Neutral	15	26%
Satisfied	23	40%
Very Satisfied	5	9%
Total	57	100%

Condition of Private Buildings, Facades, Storefronts, Signage

Very Dissatisfied	3	5%
Dissatisfied	7	12%
Neutral	16	28%
Satisfied	25	44%
Very Satisfied	6	11%
Total	57	100%

Access for Customers & Employees

Very Dissatisfied	5	9%
Dissatisfied	7	12%
Neutral	14	25%
Satisfied	26	46%
Very Satisfied	5	9%
Total	57	100%

Safety and Comfort of Customers & Employees

Very Dissatisfied	2	4%
Dissatisfied	5	9%
Neutral	13	23%
Satisfied	27	48%
Very Satisfied	9	16%
Total	56	100%

Proximity to Complementary Businesses or Uses

Very Dissatisfied	1	2%
Dissatisfied	0	0%
Neutral	15	26%
Satisfied	26	46%
Very Satisfied	15	26%
Total	57	100%

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

Licensing or permitting regulations	4	7%
Signage regulations	8	14%
Parking regulations	19	34%
Outdoor dining or selling regulations	9	16%
Allowed uses, change of use or other zoning regulations	3	5%
Historic District regulations	2	4%
Other regulations (not related to COVID)	5	9%
None - No Issues with regulations	29	52%

Impacts of COVID

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

Decline in revenue	47	81%
Employee layoff	27	47%
Reduced operating hours/capacity	43	74%
Business closure (temporary or permanent)	40	69%
Stopped/deferred rent or mortgage payments	16	28%
Incurred expense to implement safety measures	40	69%
Established alternative mode to sell and deliver products (on-line platforms, delivery, etc.)	35	60%
None of the Above	2	3%

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

Increased compared to 2019	12	21%
Stayed about the same as 2019	0	0%
Decreased 1 – 24% compared to 2019	4	7%
Decreased 25 – 49% compared to 2019	22	38%
Decreased 75 – 100% compared to 2019	8	14%
Decreased 50 – 74% compared to 2019	9	16%
Don't Know/Not Applicable	3	5%
Total	58	100%

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

More customers than before COVID	3	5%
About the same number as before COVID	6	10%
1 – 24% less customers than before COVID	6	10%
25 – 49% less customers than before COVID	12	21%
50 – 74% less customers than before COVID	9	16%
75 – 100% less customers than before COVID	8	14%
Don't Know/Not Applicable	14	24%
Total	58	100%

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

Operating at full capacity	10	17%
Operating at reduced hours/capacity due to COVID	43	74%
Temporarily closed due to COVID	5	9%
Permanently closed due to COVID	0	0%
Total	58	100%

Strategies for Supporting Businesses and Improving the Commercial District

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

Renovation of Storefronts/Building Facades

Unimportant/Not Needed	5	9%
Of Little Importance or Need	20	34%
Moderately Important	12	21%
Important	13	22%
Very Important	8	14%
Total	58	100%

Improvement/Development of Public Spaces & Seating Areas

Unimportant/Not Needed	0	0%
Of Little Importance or Need	2	3%
Moderately Important	16	28%
Important	21	36%
Very Important	19	33%
Total	58	100%

Improvement of Streetscape & Sidewalks

Unimportant/Not Needed	1	2%
Of Little Importance or Need	4	7%
Moderately Important	15	26%
Important	18	31%
Very Important	20	34%
Total	58	100%

Improvements in Safety and/or Cleanliness

Unimportant/Not Needed	0	0%
Of Little Importance or Need	8	14%
Moderately Important	10	17%
Important	19	33%
Very Important	21	36%
Total	58	100%

Changes in Public Parking Availability, Management or Policies

Unimportant/Not Needed	0	0%
Of Little Importance or Need	3	5%
Moderately Important	15	26%
Important	16	28%
Very Important	24	41%
Total	58	100%

Amenity Improvements for Public Transit Users and/or Bike Riders

Unimportant/Not Needed	4	7%
Of Little Importance or Need	12	21%
Moderately Important	15	26%
Important	14	24%
Very Important	13	22%
Total	58	100%

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

More Cultural Events/Activities to Bring People into the District

Unimportant/Not Needed	5	9%
Of Little Importance or Need	9	16%
Moderately Important	12	21%
Important	18	32%
Very Important	13	23%
Total	57	100%

More Opportunities for Outdoor Dining and Selling

Unimportant/Not Needed	4	7%
Of Little Importance or Need	9	16%
Moderately Important	14	25%
Important	16	28%
Very Important	14	25%
Total	57	100%

Implementing Marketing Strategies for the Commercial District

Unimportant/Not Needed	1	2%
Of Little Importance or Need	4	7%
Moderately Important	13	23%
Important	21	37%
Very Important	18	32%
Total	57	100%

Recruitment Programs to Attract Additional Businesses

Unimportant/Not Needed	8	14%
Of Little Importance or Need	8	14%
Moderately Important	15	26%
Important	14	25%
Very Important	12	21%
Total	57	100%

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

Unimportant/Not Needed	12	21%
Of Little Importance or Need	17	30%
Moderately Important	15	27%
Important	6	11%
Very Important	6	11%
Total	56	100%

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

Unimportant/Not Needed	13	23%
Of Little Importance or Need	12	21%
Moderately Important	14	25%
Important	10	18%
Very Important	7	13%
Total	56	100%

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

Setting up an online store or other online selling channel	2	4%
Creating new services such as delivery	0	0%
Participating in shared marketing/advertising	18	32%
Low-cost financing for storefront/façade improvements	9	16%
Low-cost financing for purchasing property in the commercial district	11	20%
Training on the use of social media	8	14%
None of the above	26	46%

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

Comments

—
the Lobster Shanty
—
Handicap Accessibility
when having the never ending fairs we need to attract better products it's all a bit junky -one big consignment fair.
Commitment to hiring local talent
—
—
—
—
—
TINTI@NAVINS PC
—
—
—
—
—
—
—
Get everyone vaccinated
No additional vendors that come in to the area and steal sales from permanent businesses, especially ones that compete with our products.i.e. t_shirts, sweatshirts, jewelry, etc.
—
—
nAGLY (North Shore Alliance of GLBTQ Youth)

—
—
—
The return of various attractions and activities to bring people in are THE most important aspect.
—
—
—
—
—
—
Stop pandering and take action. Another survey that no action will be taken on.
—
Keeping the business owners safe by enforcing mandatory masks (which is NOT happening in Salem or the Willows right now.
—
—
HausWitch Home + Healing
—
Finz Inc. & Sea Level Oyster Bar
More advertising options for personal care services. There's no section in haunted happenings for us.
Twilight house
Witch City Wicks
—
More of the postcard/scavenger hunt project that encouraged/required guests to explore. A social media hashtag/post component might also be effective?
—
—
—
Louise Michaud Photographer

A&J King Artisan Bakers, LLC

Peabody Essex Museum

—

—

Village Tavern Salem, Inc

Salem Office of Tourism and Cultural Affairs, Inc.

—

Id like to see other mainstream shops in the downtown, which is glutted with witchy shops. public restrooms.

Appendix

Field Work Summary

Phase 1: Baseline Data

Field Work Data Collection

Salem

April 7, 2021

Project: Local Rapid Recovery Program

Prepared by: Civic Space Collaborative

In this document, there will be a summary and maps of Field Work data collected as part Diagnostic Phase 1 of the Local Rapid Recovery Program (LRRP) in Downtown Salem (the "study area").

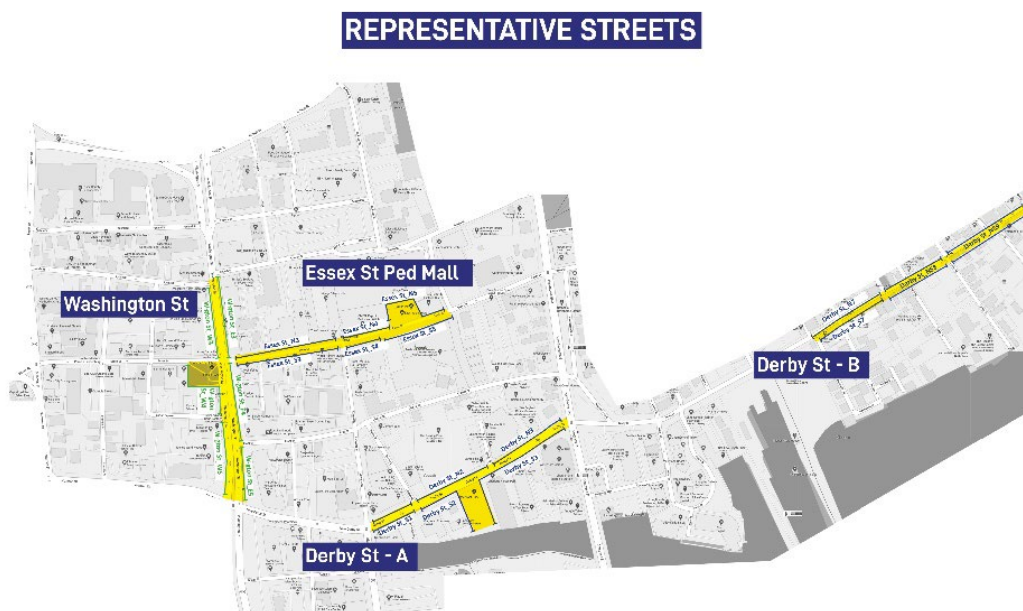
On April 7, Civic Space Collaborative conducted a field survey in order to assess and grade the current state of the study area's public and private realm. Final grades were provided at both the block- and study area-levels for consideration towards LRRP recommendations.

The study area was scored across the following elements:

- **public realm:** sidewalks, street trees and benches, lighting, wayfinding/signage, and roadbed and crosswalks
- **private realm:** window, outdoor display/dining, signage, awning, façade, and lighting

This summary and analysis focus on a few key streets to the Study area based on existing plans and surveys, as well as a desire to illustrate representative streets across the Downtown. The representative streets documented in the summary include:

- Washington Street between Lynde / Church Streets and New Derby Street
- Essex Street Pedestrian Mall
- Derby Street between Lafayette Street / 1A and Hawthorne Boulevard
- Derby Street between K Street and Blaney Street



Methodology

The field work methodology included three steps:

1. Field Work + Study area Scoring

- CSC collected data across the public realm and private realm by assessing and grading in the following elements. The assessment rubrics are provided as an appendix.
 - **Public Realm** elements: sidewalks, street trees and benches, lighting, wayfinding/signage, and roadbed and crosswalks
 - **Private Realm** elements: window, outdoor display/dining, signage, awning, façade, and lighting

2. Data Entry

- Study area element grades were entered into spreadsheets to be totaled.

3. Analysis

- **Quantitative:** The median of each of the 11 element's grades were calculated and the overall Downtown grade.
- **Qualitative:** Some overall statements about strengths and weaknesses can be made for the physical environment scores.



CSC walks the Study area with Kylie Sullivan, SMS

FIELD DATA STUDY AREA



MA RRP Salem Field Worksheet

Source: conducted on ____/____/____ by _____

Field Work Key Findings

Overall Downtown Score

PUBLIC REALM	
SIDEWALK	B
STREET TREES + BENCHES	B
LIGHTING	A
WAYFINDING / SIGNAGE	B
ROADBED / CROSSWALK	B

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

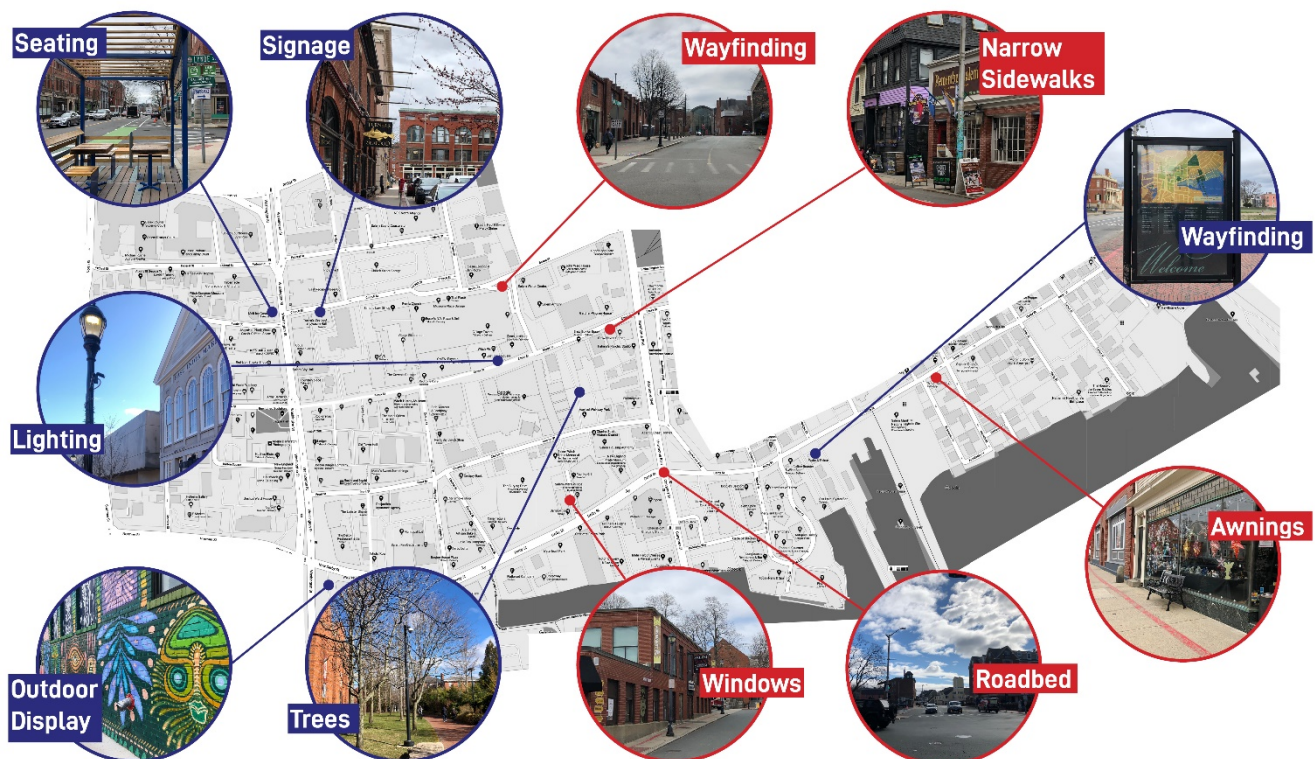
Strengths

- A majority of the public and private realm elements created a welcoming Downtown area, especially in the evening with a well-lit public realm, earning an A grade.
- An overall public realm grade of B shows a need for improvements; slated upgrades to Essex Street and Derby Street will improve the sidewalk and roadbeds.
- Signage and facades in the private realm were strong, blade signs especially created good legibility and interest for pedestrians.

Areas for Improvement

- Wayfinding / signage was the public realm category with the most "fail" grades, which as a result makes the study area less easy to navigate.
- Awnings was the private realm category with the most "fail" grades.
- windows, outdoor display, and lighting in the private realm category were inconsistent, with an almost equal distribution of grades being A, B, or C.
- Large intersections are too wide for pedestrians, unwieldy for cyclists, and too congested for vehicles.

BEST PRACTICE & OPPORTUNITIES



Results

Physical Environment Scoring + Qualitative Assessment

Washington Street (Lynde / Church Street to New Derby Street)

PUBLIC REALM

SIDEWALK	A
STREET TREES + BENCHES	A
LIGHTING	A
WAYFINDING / SIGNAGE	C
ROADBED / CROSSWALK	B

PRIVATE REALM

WINDOW	B
OUTDOOR DISPLAY / DINING	B
SIGNAGE	A
AWNING	C
FAÇADE	A
LIGHTING	A

QUALITATIVE ASSESSMENT

STRENGTHS

- Public realm sidewalks, street trees + benches, and lighting are all strong
- Tree coverage is consistent with large trees
- Private realm signage, facades, lighting are strong
- Storefront windows and outdoor display all had A and B scores

AREAS FOR IMPROVEMENT

- Wayfinding lacks presence and consistency for both vehicles and pedestrians
- Awnings and more benches needed to improve pedestrian experience and comfort
- Roadbeds and crosswalks need improvement for safety, pedestrian comfort, and traffic flow



Looking North, wide sidewalks and good tree coverage



Looking South, roadbed needs improvements for high traffic; few benches or wayfinding

Essex Street – Pedestrian Mall

PUBLIC REALM

SIDEWALK	B
STREET TREES + BENCHES	A
LIGHTING	A
WAYFINDING / SIGNAGE	C
ROADBED / CROSSWALK	C

PRIVATE REALM

WINDOW	B
OUTDOOR DISPLAY / DINING	B
SIGNAGE	A
AWNING	C
FAÇADE	C
LIGHTING	B

QUALITATIVE ASSESSMENT

STRENGTHS

- Public realm street trees + benches and lighting are strong
- Signage for businesses has a clear, strong presence
- Some strong private realm windows and displays, but inconsistent overall with some C scores

AREAS FOR IMPROVEMENT

- Mediocre sidewalks score due to uneven brick, bollards, and inconsistent repairs
- Wayfinding lacks presence and consistency
- Few Awnings, especially important for a Pedestrian Mall with heavy foot traffic
- Facades are most inconsistent, with Witch City Mall earning C scores, and the south side of the street earning A scores



Juxtaposition of inconsistent Facades



View to the west shows public and private realms strengths

Derby Street (Lafayette Street/1A to Hawthorne Boulevard)

PUBLIC REALM

SIDEWALK	A
STREET TREES + BENCHES	A
LIGHTING	A
WAYFINDING / SIGNAGE	A
ROADBED / CROSSWALK	A

PRIVATE REALM

WINDOW	B
OUTDOOR DISPLAY / DINING	B
SIGNAGE	A
AWNING	A
FAÇADE	A
LIGHTING	A

QUALITATIVE ASSESSMENT

STRENGTHS

- The strongest public and private realm corridor of street in the study area
- Especially strong wayfinding and lighting

AREAS FOR IMPROVEMENT

- Windows are mostly B scores and can benefit from improvement
- Outdoor display / dining was the most inconsistent earning B scores and a couple C scores



Temporary outdoor dining



View east on Derby Street

Derby Street (Kosciusko Street to Blaney Street)

PUBLIC REALM

SIDEWALK	C
STREET TREES + BENCHES	C
LIGHTING	B
WAYFINDING / SIGNAGE	A
ROADBED / CROSSWALK	C

PRIVATE REALM

WINDOW	A
OUTDOOR DISPLAY / DINING	A
SIGNAGE	A
AWNING	C
FAÇADE	B
LIGHTING	B

QUALITATIVE ASSESSMENT

STRENGTHS

- Public realm wayfinding was stronger than in most of the study area
- Private realm window and outdoor display / dining are strong
- Private realm signage is strong as throughout the study area

AREAS FOR IMPROVEMENT

- Public realm sidewalks are narrow and need repair
- More street trees and benches are needed
- Roadbeds and crosswalks need some improvement
- There are few awnings
- Private realm façade upkeep and lighting need improvement



View East showing sidewalk and window / outdoor display



View shows need for more trees and roadbed improvements

Next Steps

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

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

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

Public Realm Grading Rubric

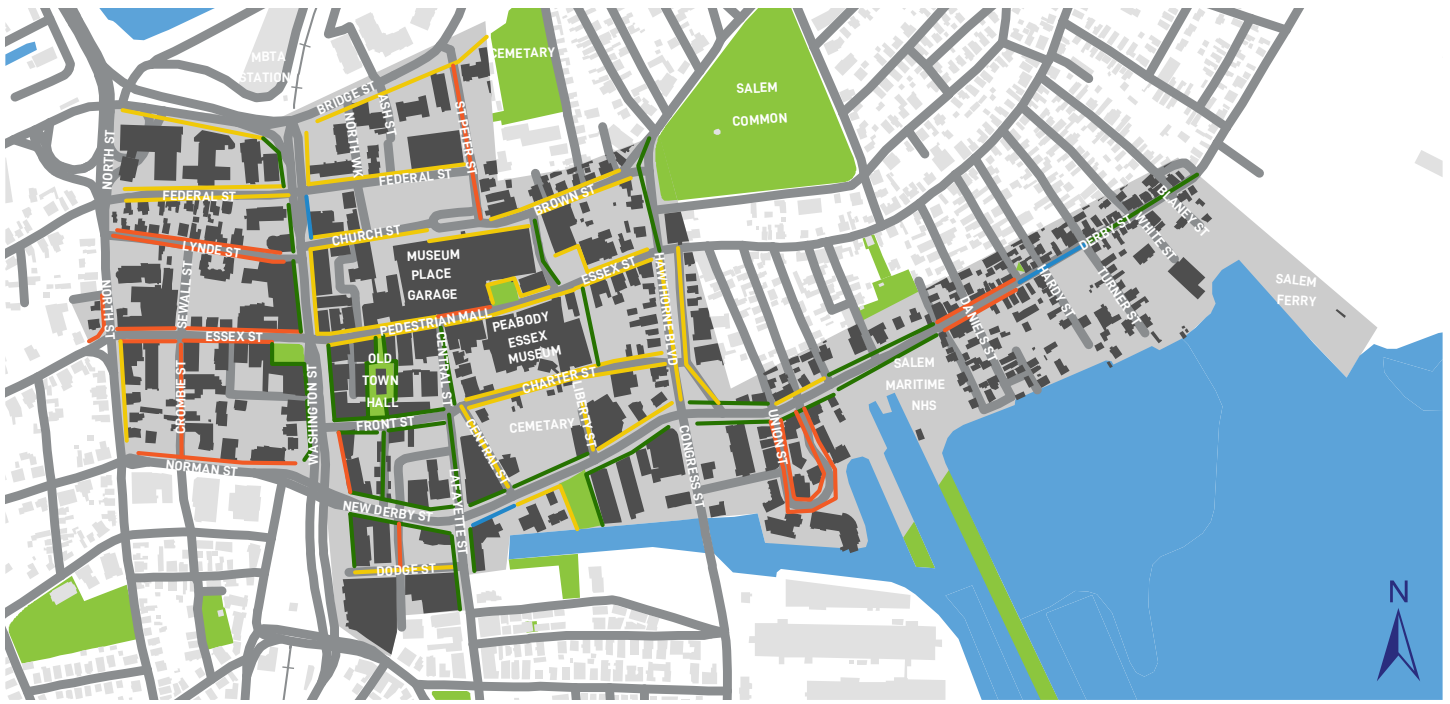
Created by streetsense for the Rapid Recovery Plan Program (2021)

Element	Guiding Principles	A	B	C	FAIL
Sidewalks	Sidewalks should be wide enough to accommodate both the flow of customers and spillover retail/dining activity. In addition, sidewalks should be clean and well-maintained to ensure the safety and comfort of pedestrians.	More than 75% of sidewalks in the study area are cleaned, well-maintained and accessible to multiple users across different ages and abilities.	About 50% of sidewalks in the study area are cleaned and well-maintained.	More than 25% of sidewalks in the study area pose challenges to the pedestrian experience (including narrow sidewalks and lack of cleanliness/maintenance).	There are no sidewalks in the study area.
Street Trees and Benches	Sidewalks should facilitate a variety of activities, including resting, people-watching and socializing. Street trees and benches are key amenities that support such activities and should be made available without disrupting the flow of pedestrians.	Street trees and benches are readily available throughout the study area. They are well-designed, well-maintained, and offer shade and comfort to pedestrians.	Although street trees and benches are available across the study area, these amenities have not been cleaned or well-maintained, and require improvements.	Limited availability of street trees and benches creating uncomfortable pedestrian experience.	There are no street trees and benches in the study area.
Lighting	Street lighting improves pedestrian visibility and personal safety, as well as aids in geographic orientation.	More than 75% of the study area utilizes a range of lighting strategies to ensure safety of pedestrians and motorists, as well as highlight the identity and history of an area.	About 50% of the study area is serviced by street lighting that supports pedestrian visibility and safety.	Street lighting on the primary street in the study area does not support pedestrian visibility and safety.	There is no street lighting in the study area.
Wayfinding/ Signage	A wayfinding system supports overall accessibility of a commercial district. It benefits pedestrians and bicyclists, and directs motorists to park and walk. Without clear visual cues, customers may find it difficult to park or may be less aware of local offerings.	There is a comprehensive and cohesive wayfinding system that offers geographic orientation to pedestrians, cyclists, and motorists. Signage reflect the brand and identity of the area.	Wayfinding in the study area is primarily geared towards directing motorists across the study area. There is limited signage to identify key assets and destinations to pedestrians.	Limited to no signage available throughout the study area.	There is no wayfinding/signage in the study area.
Roadbed and Crosswalks	Roads should be well-maintained to ensure safety of drivers and pedestrians. Crosswalks that are unsafe or inconvenient to customers may undermine accessibility between stores and overall shopper experience.	Roads are designed to balance the needs of motorists, cyclists, and pedestrians and create a safe environment for all users.	Roads are designed primarily to move motor vehicles across the study area efficiently, with limited crosswalks for pedestrians.	Roads are hazardous to all users.	The study area is not connected by any major roads.

Private Realm Grading Rubric

Created by streetsense for the Rapid Recovery Plan Program (2021)

Element	Guiding Principles	A	B	C	FAIL
Window	Storefronts that maintain a minimum of 70% transparency ensure clear lines of sight between the business and the sidewalk to enhance attractiveness of storefront, as well as improve safety for the business, customers, and pedestrians.	More than 75% of storefronts maintain windows with at least 70% transparency.	About 50% of storefront windows maintain windows with at least 70% transparency.	More than 25% of storefronts have windows with limited transparency.	All storefronts are boarded up and/or have limited transparency.
Outdoor Display/ Dining	Attractive window displays and spillover retail/restaurant activity on sidewalks or adjacent parking spaces can help contribute to overall district vibrancy.	More than 75% of storefronts feature an attractive window display and/or spillover merchandise and dining areas that align with the brand and identity of the district.	About 50% of storefronts maintain an attractive window display with limited spillover merchandise and/or dining areas.	More than 25% of storefronts have spillover merchandise display and outdoor dining that pose challenges to the pedestrian experience.	There is no spillover retail/restaurant activity in the district.
Signage	Signage can help customers identify the location of storefronts and businesses from a distance. Signage should also reflect the visual brand and identity of tenants to help attract new customers.	More than 75% of storefront signs reflect the unique brand identity of tenants and can be easily seen from more than 10 ft distance.	About 50% of storefronts have clear signage that reflect basic business information and can easily be seen from adjacent sidewalks.	More than 25% of storefronts have signage that does not communicate names of business or types of products/services being offered.	Storefronts in the study area do not have signage.
Awning	Awnings can provide shade during warmer months, enabling comfortable outdoor dining arrangements for customers. However, they must be well-maintained and designed in coordination with other elements of the storefront.	More than 75% of properties in the study area have retractable awnings that have been well-maintained and cleaned.	About 50% of properties in the study area have functioning awnings that have been well-maintained and cleaned.	More than 25% of properties in the study area do not have awnings and/or have awnings that are unusable or have not been cleaned and maintained.	Storefronts in the study area are not equipped with awnings.
Façade	Storefronts that use high-quality and durable building materials, as well as paint and color to differentiate from other businesses, can dramatically improve the appearance of the commercial district to potential customers.	More than 75% of properties have well-maintained façades. Limited structural enhancements are required.	Although most properties in the study area have clean and well-maintained façades, there is at least one significant property requiring structural façade improvements.	More than 25% of properties require significant building façades improvements, including power washing, painting, and structural enhancements.	All properties in the study area require significant façade improvements.
Lighting	Storefront interior lighting after business hours help enliven the corridor and boost security on the street.	More than 75% of storefronts have lighting that help illuminate sidewalks.	About 50% of storefronts have some interior lighting that help illuminate sidewalks.	More than 25% of storefronts do not have lighting.	All storefronts in the study area are shuttered and dark at night.



PUBLIC REALM SCORING
SIDEWALKS

0 0.125 0.25 Miles

LEGEND

- A
- B
- C
- FAIL / NA

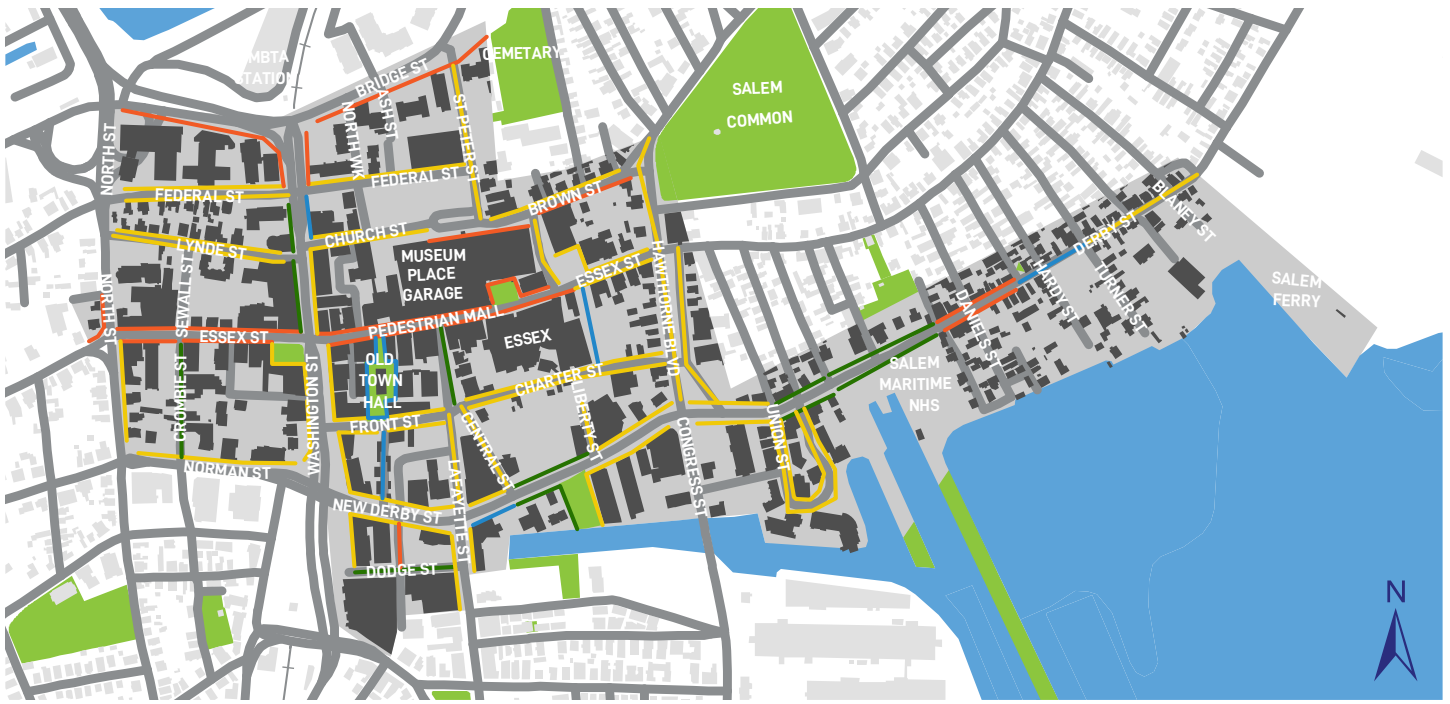


PUBLIC REALM SCORING
STREET TREES AND BENCHES

0 0.125 0.25 Miles

LEGEND

- A
- B
- C
- FAIL / NA



PUBLIC REALM SCORING

ROADBEDS + CROSSWALKS

0 0.125 0.25 Miles

LEGEND

- A** (Green line)
- B** (Yellow line)
- C** (Orange line)
- FAIL / NA** (Blue line)



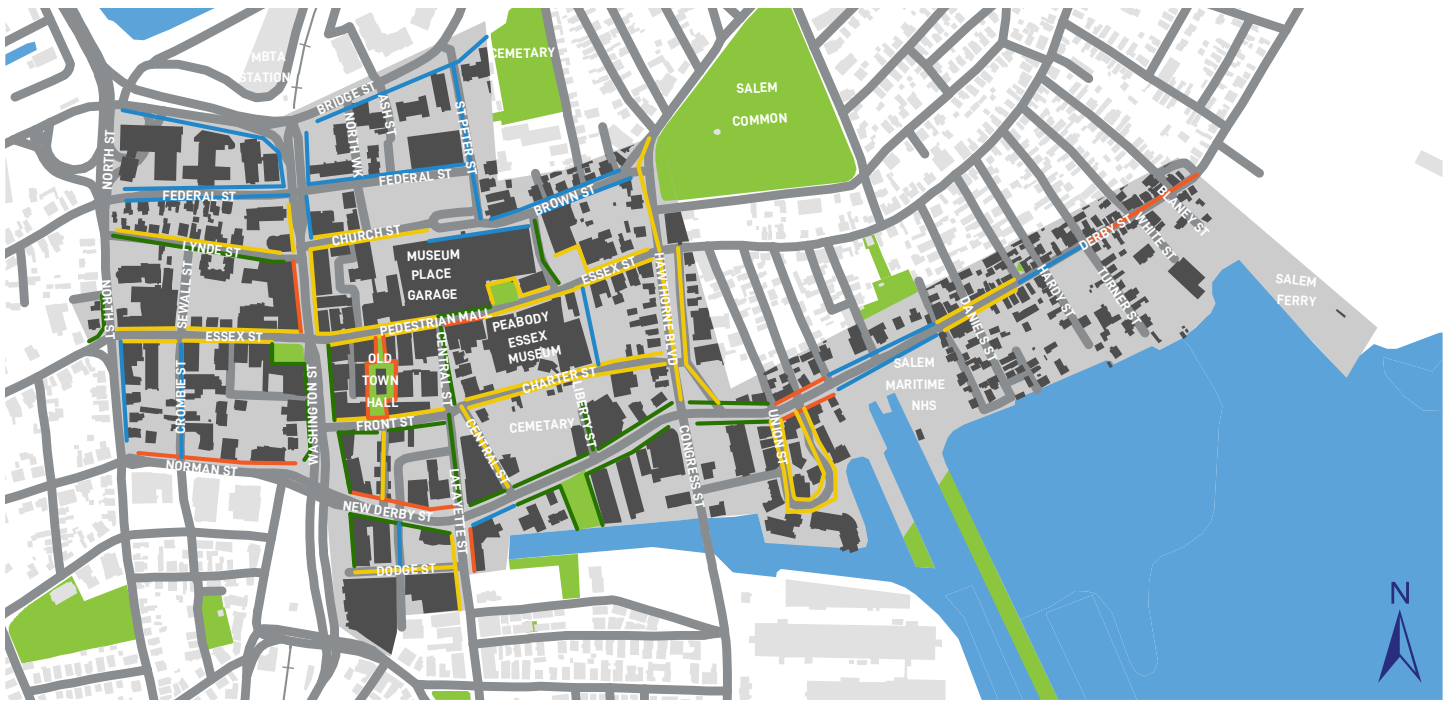
PUBLIC REALM SCORING

WAYFINDING + SIGNAGE

0 0.125 0.25 Miles

LEGEND

- A** (Green line)
- B** (Yellow line)
- C** (Orange line)
- FAIL / NA** (Blue line)



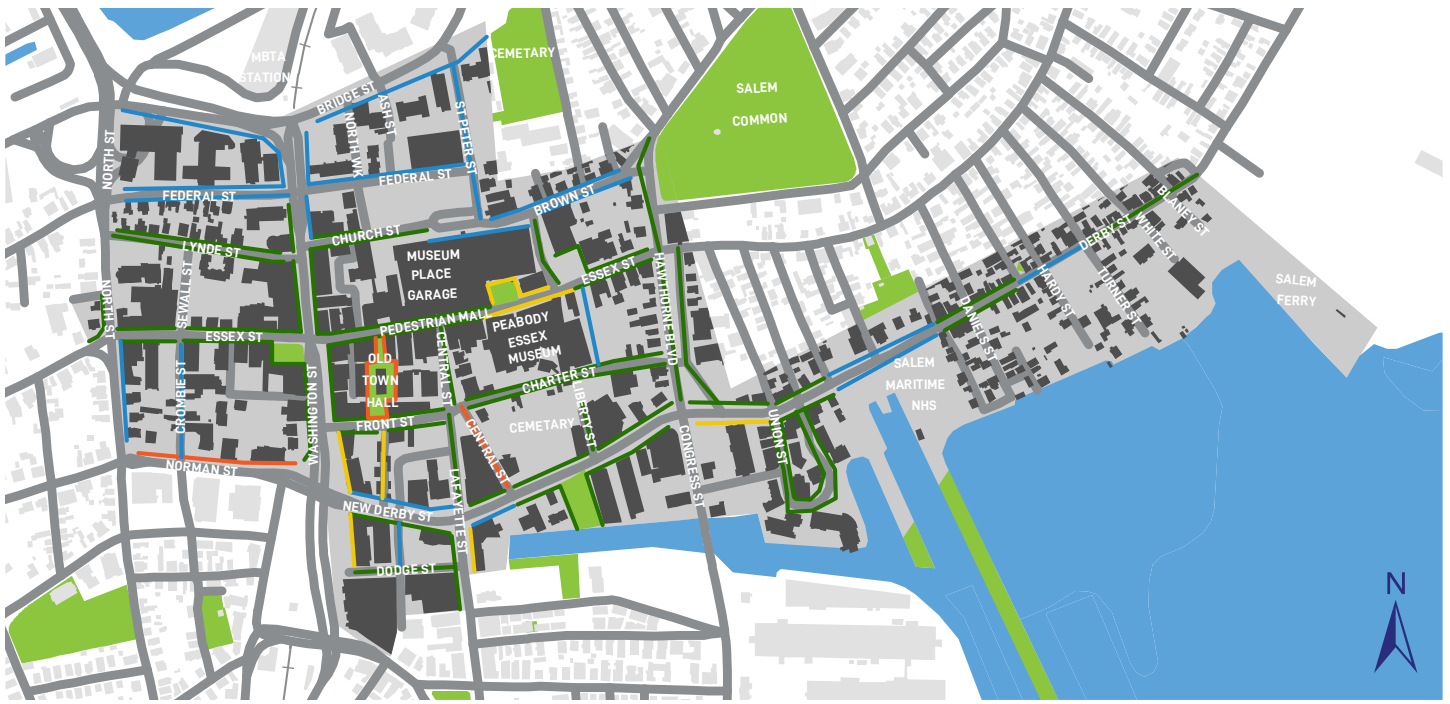
PUBLIC REALM SCORING

LIGHTING

0 0.125 0.25 Miles

LEGEND

- | | | | |
|---|---|---|-----------|
|  | A |  | C |
|  | B |  | FAIL / NA |



PRIVATE REALM SCORING SIGNAGE

0 0.125 0.25 Miles

LEGEND

- | | |
|---|---|
| — A | — C |
| — B | — FAIL / NA |

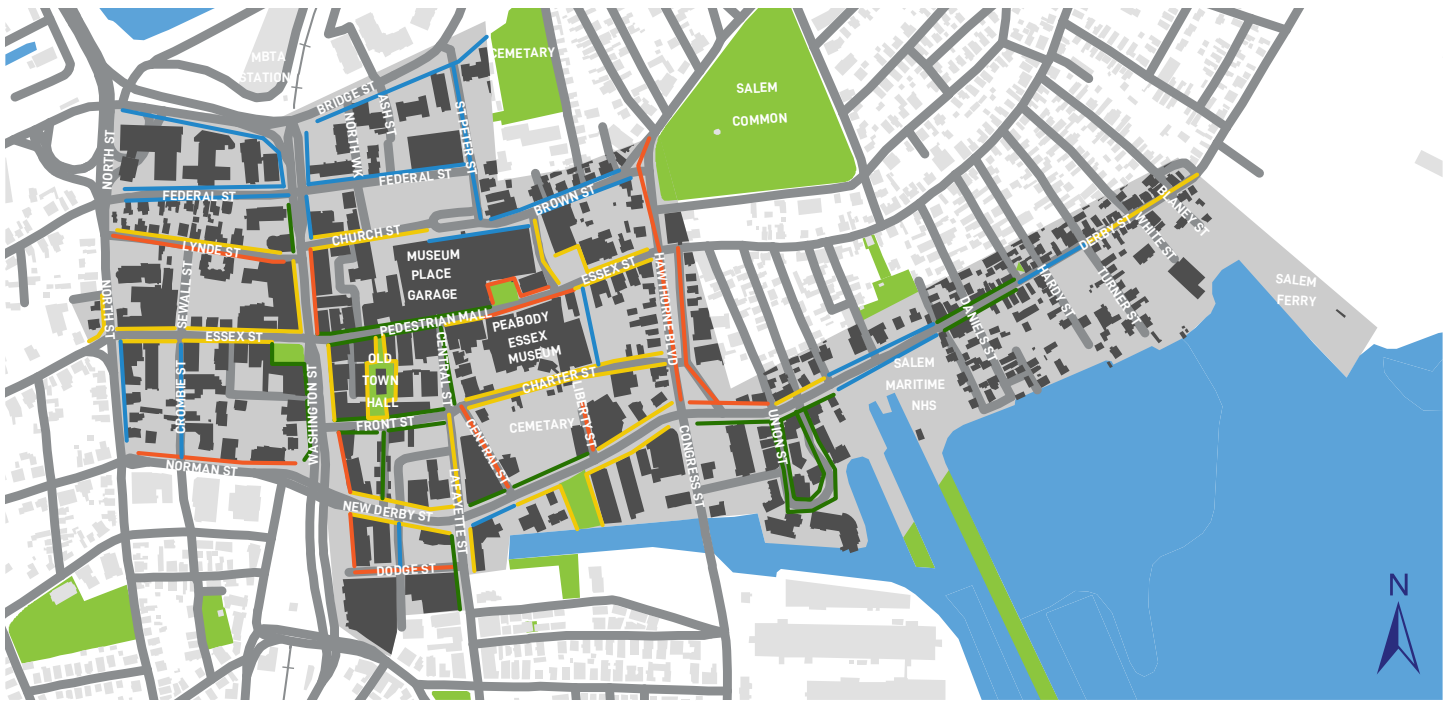


PRIVATE REALM SCORING OUTDOOR DISPLAYS + DINING

0 0.125 0.25 Miles

LEGEND

- | | |
|---|---|
| — A | — C |
| — B | — FAIL / NA |

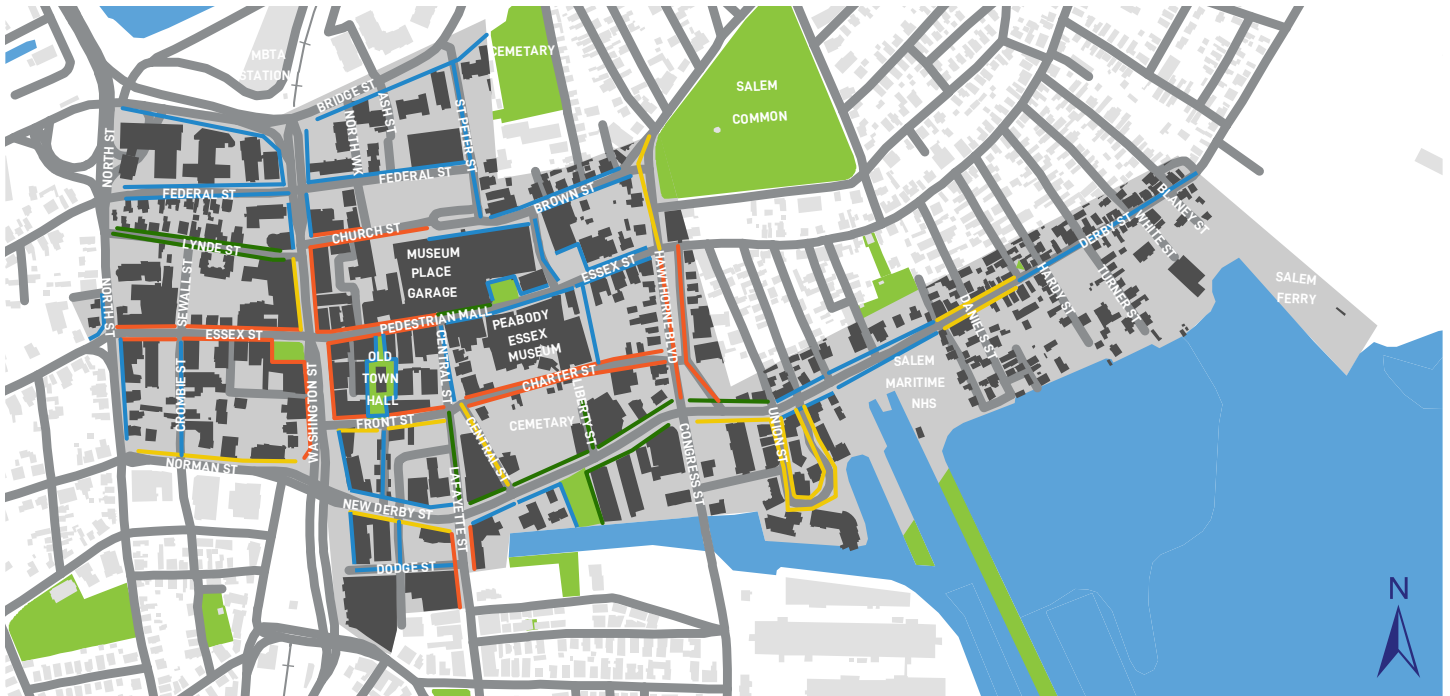


PRIVATE REALM SCORING WINDOWS

0 0.125 0.25 Miles

LEGEND

- | | |
|---|---|
| — A | — C |
| — B | — FAIL / NA |

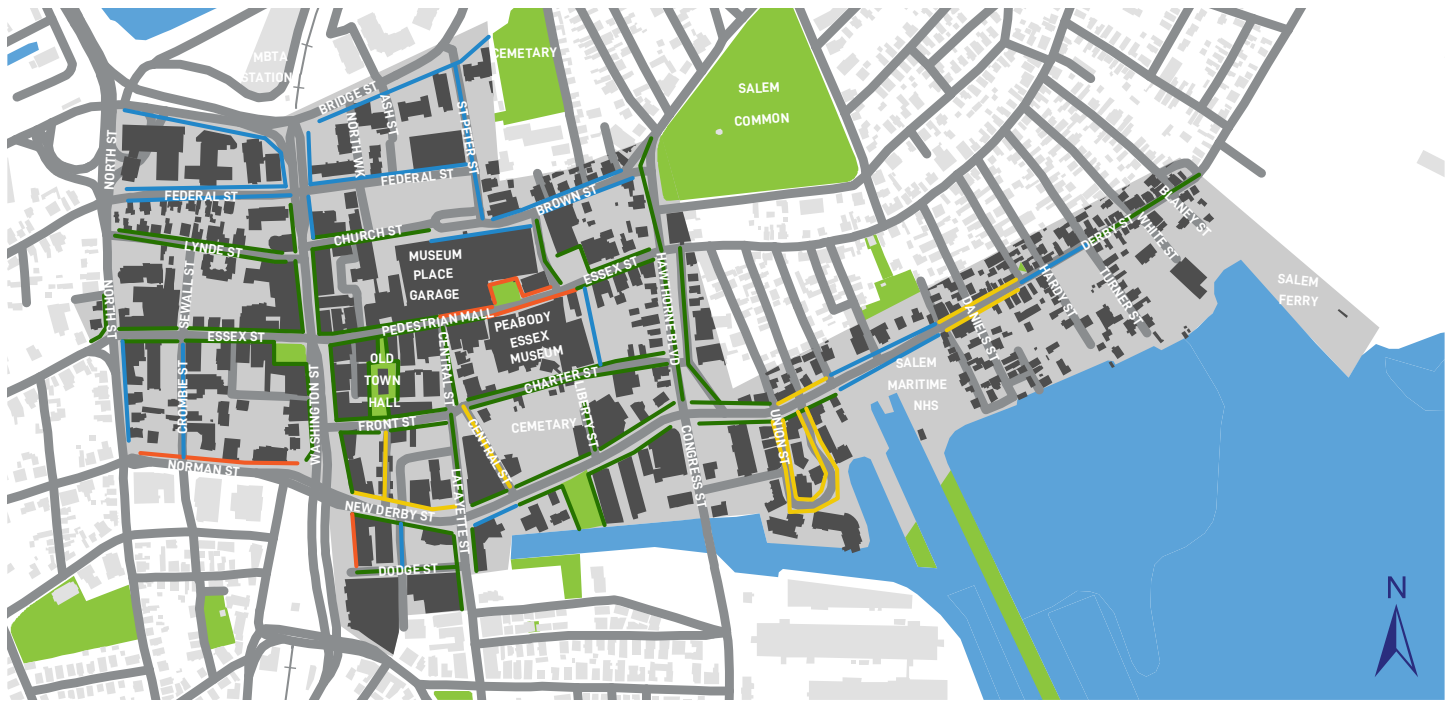


PRIVATE REALM SCORING AWNINGS

0 0.125 0.25 Miles

LEGEND

- | | |
|---|---|
| — A | — C |
| — B | — FAIL / NA |



PRIVATE REALM SCORING
FAÇADE

0 0.125 0.25 Miles

LEGEND

- | | |
|---|---|
| — A | — C |
| — B | — FAIL / NA |

Appendix Baseline Data

LRRP Baseline Data Collection - Salem

Spring 2021

Data Point (*Denotes Required)	Input	Type of Data	Source	
Average Annual Daily Vehicular Traffic (2019 or earlier) - Primary Street*	15,253	Whole number	Precision Data Industries (July 2019)	
Average Annual Daily Vehicular Traffic (2020 or more recent) - Primary Street	9,113		City of Salem (April 2021)	
Average Annual Daily Vehicular Traffic (2019 or earlier) - Secondary Street*	13,937		Precision Data Industries (July 2019)	
Average Annual Daily Vehicular Traffic (2020 or more recent) - Secondary Street	9,172		City of Salem (April 2021)	
Total No. of Parking Spaces (On-Street and Off-street)	2,093			
Average Annual Daily Pedestrian Traffic (2019 or earlier) - Primary Street	1,260			
Average Annual Daily Pedestrian Traffic (2020 or more recent) - Primary Street	316			
Average Annual Daily Pedestrian Traffic (2019) - Secondary Street	N/A			
Average Annual Daily Pedestrian Traffic (2020 or more recent) - Secondary Street	N/A			
Total Open/Public Space Area— parks + plazas	472,546	Sq. Footage	City of Salem (April 2021)	
Sidewalk Grade*	B	A, B, C, or Fail	Civic Space Collaborative (April 2021)	
Street Trees and Benches Grade*	B			
Lighting Grade*	A			
Wayfinding/Signage Grade*	B			
Roadbed and Crosswalks Grade*	B			
Total No. of Storefronts*	243	Whole number	Salem Main Streets (April 2021)	
Total Ground Floor Retail Space*	716,718	Sq. Footage	Civic Space Collaborative (May 2021)	
Total Ground Floor Office Space*	117,801			
Total Ground Floor Manufacturing Space*	12,560			
Window Grade*	B	A,B,C or Fail	Civic Space Collaborative (May 2021)	
Outdoor Display/Dining Grade*	B			
Signage Grade*	A			
Awning Grade*	C			
Façade Grade*	A			
Lighting Grade*	B			
Total Resident Population (Current/2021 estimates)*	43,252	Whole Number	US Census Bureau (2019)	
Median Household Income (Current/2021 estimates)*	\$68,808			
Median Age (Current/2021 estimates)*	37	Decimal		
Average Household Size (Current/2021 estimates)*	2			
Population by Educational Attainment (Current/2021 estimates)*				
Less than High School	2,675	Whole number	US Census Bureau (2019)	
High School Graduate (or GED	7,694			
Some College, No Degree	5,183			
Associate Degree	1,844			
Bachelor's Degree	7,825			
Masters/Professional School/ Doctorate Degree	5,310			
Population by Age Distribution (Current/2021 estimates)*				
Age 0–17	7,018	Whole number	US Census Bureau (2019)	
Age 18–20	2,288			
Age 21–24	3,425			
Age 25–34	7,373			
Age 35–44	5,058			
Age 45–54	6,006			
Age 55–64	5,069			
Age 65–74	4,165			
Age 75–84	1,831			
Age 85+	1,029			
Population by Race/Ethnicity (Current/2021 estimates)*				
White Alone	34,176	Whole number	US Census Bureau (2019)	
Black or African American Alone	2,855			
American Indian and Alaska Native Alone	271			
Asian Alone	1,085			
Native Hawaiian and Other Pacific Islander Alone	-			
Some Other Race Alone	3,229			
Two or More Races	1,636			
Hispanic or Latino	7,710			
Not Hispanic or Latino	35,542			
Total Workforce/Employees (2018 or more recent)*	25,273			
Total Secondary/Post Secondary Student Population (2019 or more recent)	5,944			
				Maritime Historic Site; Peabody Essex Museum; House of Seven Gables; Salem State University; Salem Witch Museum (2019)
Total Annual Visitors (2019 or more recent)	1,062,917			
Total No. of Businesses (March 2020) – by NAICS categories*				
11 Agriculture, Forestry, Fishing and Hunting	-	Whole number	Salem Main Streets (April 2021)	
21 Mining	-			
22 Utilities	-			
23 Construction	-			
31-33 Manufacturing	-			
3113 Sugar and Confectionery Product Manufacturing	-			
3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing	-			
3115 Dairy Product Manufacturing	-			

LRRP Baseline Data Collection - Salem

Spring 2021

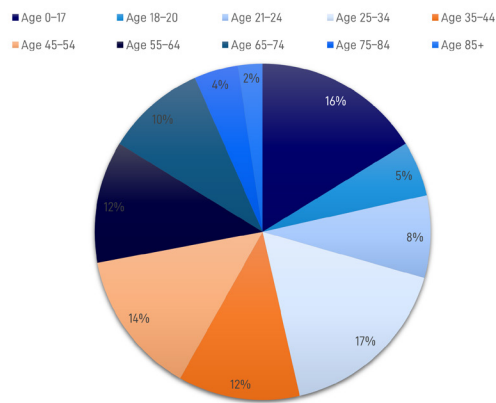
Data Point (*Denotes Required)	Input	Type of Data	Source
3118 Bakeries and Tortilla Manufacturing	-	Whole Number	Salem Main Streets (April 2021)
3119 Other Food Manufacturing	-		
3121 Beverage Manufacturing	-		
42 Wholesale Trade	-		
44-45 Retail Trade	97		
4421 Home Furniture and Furnishings	-		
4431 Electronics and Appliances	-		
4441 Building Materials, Garden Equipment and Supply	2		
4442 Lawn and Garden Equipment and Supplies	-		
4451 Grocery Stores	-		
4452 Specialty Food	7		
4453 Beer, Wine and Liquor	1		
4461 Health and Personal Care	-		
4481 Clothing and Accessories	11		
4511 Sporting Goods, Hobby, Books and Music	4		
4522 Department Store	-		
4523 General Merchandise	48		
4531 Florists	1		
4532 Office supplies, Stationery and Gift Stores	-		
4533 Used Merchandise Stores	5		
4539 Other Miscellaneous Stores	18		
48-49 Transportation and Warehousing	-		
51 Information	-		
52 Finance and Insurance	7		
53 Real Estate Rental and Leasing	1		
54 Professional, Scientific and Technical Services	-		
55 Management of Companies and Enterprises	-		
56 Administrative and Support and Waste Management and Remediation Services	-		
61 Educational Services	1		
62 Health Care and Social Assistance	-		
71 Arts, Entertainment and Recreation	19		
72 Accommodation and Food Services	79		
7211 Accommodation	7		
7224 Drinking Places (Alcoholic Beverages)	1		
7225 Restaurants and Other Eating Places	71		
81 Other Services (except Public Administration)	41		
92 Public Administration	2		
Total No. of Businesses (Current/2021) - by NAICS categories*	-		
11 Agriculture, Forestry, Fishing and Hunting	-	Whole number	Salem Main Streets (April 2021)
21 Mining	-		
22 Utilities	-		
23 Construction	-		
31-33 Manufacturing	-		
3113 Sugar and Confectionery Product Manufacturing	-		
3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing	-		
3115 Dairy Product Manufacturing	-		
3118 Bakeries and Tortilla Manufacturing	-		
3119 Other Food Manufacturing	-		
3121 Beverage Manufacturing	-		
42 Wholesale Trade	-		
44-45 Retail Trade	103		
4421 Home Furniture and Furnishings	-		
4431 Electronics and Appliances	-		
4441 Building Materials, Garden Equipment and Supply	2		
4442 Lawn and Garden Equipment and Supplies	-		
4451 Grocery Stores	-		
4452 Specialty Food	6		
4453 Beer, Wine and Liquor	1		
4461 Health and Personal Care	1		
4481 Clothing and Accessories	12		
4511 Sporting Goods, Hobby, Books and Music	4		
4522 Department Store	-		
4523 General Merchandise	50		
4531 Florists	1		
4532 Office supplies, Stationery and Gift Stores	-		
4533 Used Merchandise Stores	5		
4539 Other Miscellaneous Stores	21		
48-49 Transportation and Warehousing	-		
51 Information	-		
52 Finance and Insurance	8		
53 Real Estate Rental and Leasing	2		
54 Professional, Scientific and Technical Services	-		
55 Management of Companies and Enterprises	-		
56 Administrative and Support and Waste Management and Remediation Services	-		

LRRP Baseline Data Collection - Salem

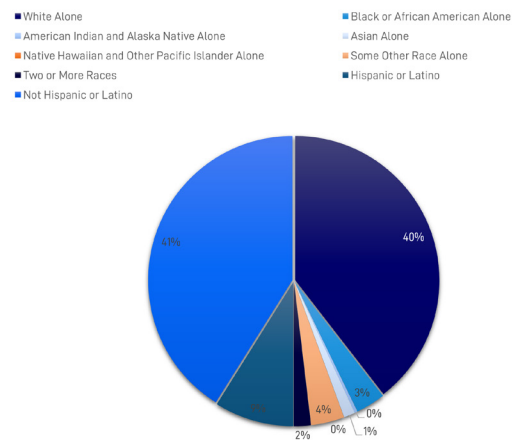
Spring 2021

Data Point (*Denotes Required)	Input	Type of Data	Source
61 Educational Services	1	Whole number	Salem Main Streets (April 2021)
62 Health Care and Social Assistance	-		
71 Arts, Entertainment and Recreation	16		
72 Accommodation and Food Services	79		
7211 Accommodation	8		
7224 Drinking Places (Alcoholic Beverages)	1		
7225 Restaurants and Other Eating Places	70		
81 Other Services (except Public Administration)	36		
92 Public Administration	2		
Total No. of Business Closures (Since March 2020) – by NAICS categories*	-		
11 Agriculture, Forestry, Fishing and Hunting	-	Whole number	Salem Main Streets (April 2021)
21 Mining	-		
22 Utilities	-		
23 Construction	-		
31-33 Manufacturing	-		
3113 Sugar and Confectionery Product Manufacturing	-		
3114 Fruit and Vegetable Preserving and Specialty Food Manufacturing	-		
3115 Dairy Product Manufacturing	-		
3118 Bakeries and Tortilla Manufacturing	-	Whole number	Salem Main Streets (April 2021)
3119 Other Food Manufacturing	-		
3121 Beverage Manufacturing	-		
42 Wholesale Trade	-		
44-45 Retail Trade	6		
4421 Home Furniture and Furnishings	-		
4431 Electronics and Appliances	-		
4441 Building Materials, Garden Equipment and Supply	-		
4442 Lawn and Garden Equipment and Supplies	-	Whole number	Salem Main Streets (April 2021)
4451 Grocery Stores	-		
4452 Specialty Food	1		
4453 Beer, Wine and Liquor	-		
4461 Health and Personal Care	-		
4481 Clothing and Accessories	1		
4511 Sporting Goods, Hobby, Books and Music	-		
4522 Department Store	-		
4523 General Merchandise	2	Whole number	Salem Main Streets (April 2021)
4531 Florists	-		
4532 Office supplies, Stationery and Gift Stores	-		
4533 Used Merchandise Stores	-		
4539 Other Miscellaneous Stores	2		
48-49 Transportation and Warehousing	-		
51 Information	-		
52 Finance and Insurance	-		
53 Real Estate Rental and Leasing	-	Whole number	Salem Main Streets (April 2021)
54 Professional, Scientific and Technical Services	-		
55 Management of Companies and Enterprises	-		
56 Administrative and Support and Waste Management and Remediation Services	-		
61 Educational Services	-		
62 Health Care and Social Assistance	-		
71 Arts, Entertainment and Recreation	3		
72 Accommodation and Food Services	-		
7211 Accommodation	-	Whole number	Salem Main Streets (April 2021)
7224 Drinking Places (Alcoholic Beverages)	-		
7225 Restaurants and Other Eating Places	5		
81 Other Services (except Public Administration)	6		
92 Public Administration	-		
Total No. of Vacant Storefronts (Current/2021)*	15	Whole number	Salem Main Streets (April 2021)
Total Ground Floor Commercial Vacant Space (Current/2021) - including office, retail, and manufacturing*	73,157	Sq. Footage	Civic Space Collaborative (May 2021)
Average Asking Rent for Ground Floor Retail Space (Current/2021)*	29	Per Sq. Foot	Salem Main Streets (April 2021)
Average Asking Rent for Ground Floor Office Space (Current/2021)*	21		
Is there a viable organization* acting as a steward for the study area?*	Salem Main Streets	Short Answer	
Annual Budget of District Management Organization	130,000	Whole number	

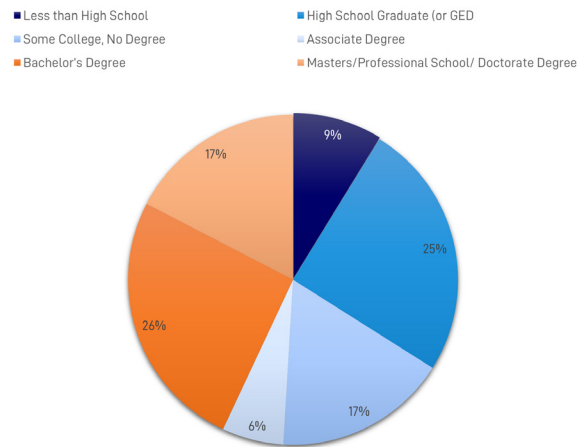
Population by Age Distribution
(Current/2021 estimates)*



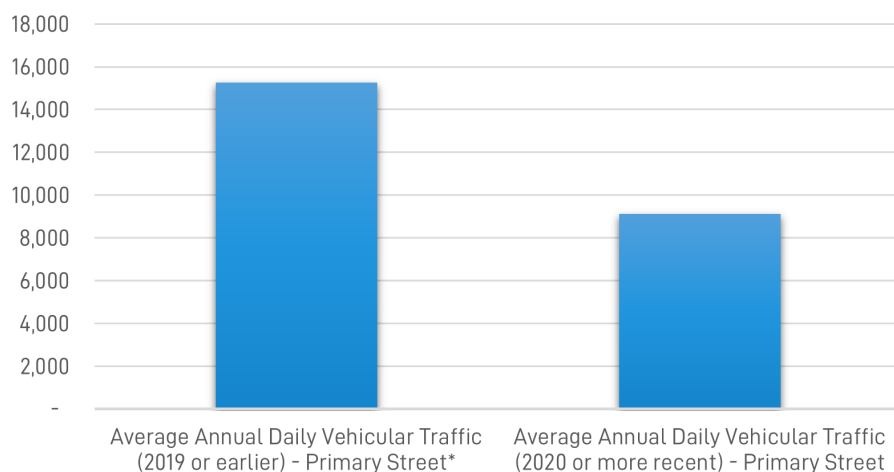
Population by Race/Ethnicity
(Current/2021 estimates)*



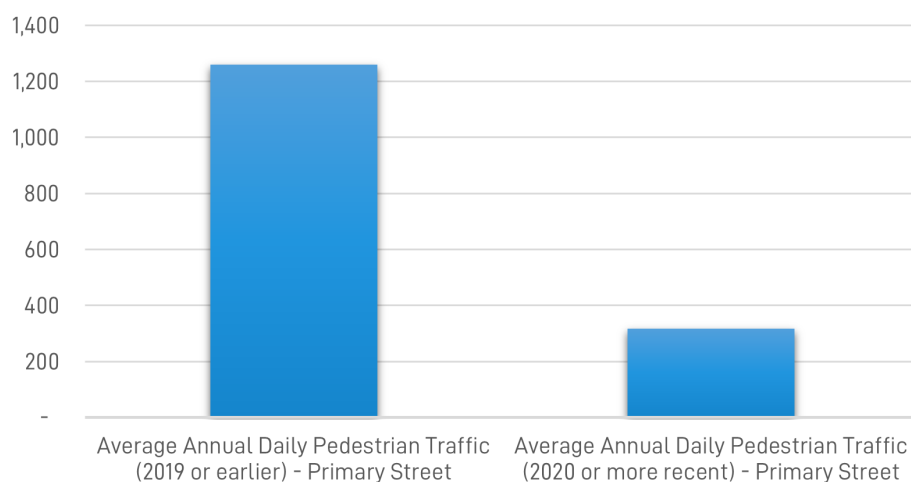
Population by Educational Attainment
(Current/2021 estimates)*



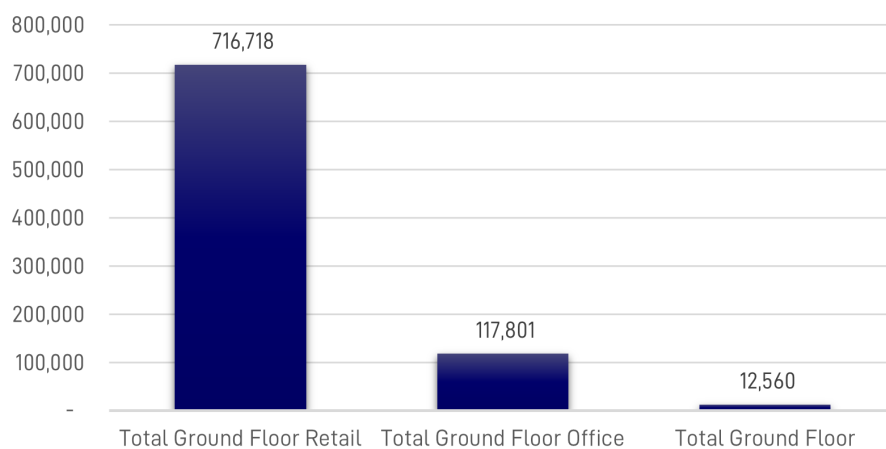
Average Annual Daily Vehicular Traffic



Average Annual Daily Pedestrian Traffic



Physical Environment Total Square Feet



Total No. of Businesses (March 2020) – by NAICS categories*



Appendix

List of Project Ideas

[illegible]

Description			Cumulative Inputs			Existing Plans & Documents										Stakeholder Interviews																								
Project Category	#	Project Description	Project Theme	# of Mentions	Existing Plans & Documents	Business Survey	Baseline Data (exc. Field)	Field Data	Stakeholder Interviews	Focus Group	Public Input	Imagine Salem	Downtown Salem Retail Plan	Transportation Study	Urban Land Institute Assessment	Municipal and Religious Reuse Special Permit Ordinance	Derby Neighborhood Envision 2020	Bicycle Master Plan	Community Food Assessment	Salem Harbor Plan	Haunted Happenings Workforce Parking Survey	City of Salem Business Survey - Continuing Impacts of COVID19	Survey: What are you most looking forward to when restrictions are	City of Salem Consumer Sentiment Survey - June 2020	City of Salem Consumer Sentiment Survey - Sept 2020	Haunted Happenings Business	City of Salem Planning & Community Development	Salem City Council - Christine	Creative Collective	Destination Salem	Enterprise Center @ SSU	Point Neighborhood Association	Salem Main Streets	Salem Chamber of Commerce	Salem Partnership	HDSNA	PEM	Salem Five	SSU	Mayor's Office

LRRP List of project ideas collected during Phase 1 - Salem

Spring 2021

Description				Cumulative Inputs							Existing Plans & Documents													Stakeholder Interviews																		
Administrative Capacity	17	Support licensing to have corner stores provide healthy food / mobile food vendors	Regulations & Permitting	1	•														•																							
	18	Green Roofs	Zoning	1	•														•																							
	19	Expand community gardens onto underused land	Zoning	1	•														•																							
	20	Adaptive re-use of commercial/industrial/religious buildings	Zoning	1					•																																	
	21	Streamline Inspections (building, health, fire)	Regulations & Permitting	1					•																																	
	22	Coordinate non-profit / gov community assistance (like meal deliveries) + translate	Administrative Capacity	1	•																•																					
	23	Restructure SMS's relationship with the Chamber for greater longevity, autonomy, and its own Bylaws	Stewardship & District Entities	1					•																				•			•										
	24	Structure for tracking implementation of Community Benefits Agreements (CBAs)	Zoning	1					•																				•													
	25	Develop public health protocol for Halloween and month of October	Stewardship & District Entities	1					•																										•							
	26	Hire an Events Manager for Salem Main Streets using EDA funds	Stewardship & District Entities	1					•																										•							

Appendix

Subject Matter Experts (SME) Memos

Rapid Recovery Plan

Outdoor Dining/Retail Community Toolkit

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



September 2021

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



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

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

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

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

Toolkit prepared by:

CivicMoxie
Brookline, MA

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Getting Started...

Why this Toolkit

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

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

How to use this Toolkit

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

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

1

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

2

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

3

YOU WANT TO CREATE A FULL OUTDOOR DINING/ RETAIL STEP-BY-STEP TOOLKIT FOR BUSINESSES - a pdf/packet and perhaps online, with all the information a business needs to create an outdoor space, including municipal requirements and guidelines, as well as suggestions for space, materials, aesthetics, and more.

Toolkit Checklist

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

Part 1: Guidelines for Communities

You will find a list of topics that your community may want to address regarding outdoor dining/retail. Each topic includes possible solutions and, in some cases, examples from other communities (in the understanding that you don't necessarily want to reinvent the wheel but you do want to tailor it for your needs).

- | | | |
|--------------------------|---|--------------|
| ☐ | We want to streamline the process for businesses to create outdoor dining/retail under existing State regulations. | p. 9 |
| ☐ | We want to make our temporary/emergency outdoor dining/retail regulations permanent. | p. 21 |
| ☐ | We want to provide design and materials guidelines to businesses. | p. 24 |
| ☐ | We are interested in facilitating bulk purchasing of materials and equipment to help businesses and to get better prices for them. | p. 36 |
| ☐ | We want to consider clustered public spaces for outdoor dining | p. 39 |
| ☐ | We are concerned about costs and impacts, including loss of public parking and/or parking revenue, and noise. | p. 44 |
| ☐ | We want to encourage winter outdoor dining. | p. 48 |
| ☐ | We want to enable outdoor dining in parks. | p. 50 |

Part 1: Guideline for Communities (continued)

- | | | |
|--------------------------|---|--------------|
| ☐ | We would like guidance to conduct a robust public process to get community feedback on outdoor dining/retail ordinances. | p. 51 |
| ☐ | We want help identifying funding for implementing a Business Toolkit and for providing help to businesses in other ways. | p. 53 |
| ☐ | We want a template for our own complete outdoor dining/retail Toolkit. – See Part 2 for this information! | p. 55 |

Part 2: Putting It Together

Part 2 of this Toolkit provides an outline for your very own community outdoor dining/retail Toolkit and offers ready-to-use design guidelines to insert in any document or online resources you offer businesses.

- | | | |
|--------------------------|---|--------------|
| ☐ | Suggested Outline for a Toolkit/Resource Guide for Businesses | p. 57 |
| ☐ | Sample Design Guidelines | p. 59 |
| ☐ | State Outdoor Dining/Seating Fact Sheet for Accessibility Requirements | p. 85 |



Part 1:

Guideline for Communities

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

We want to...

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

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

- (A) Offer a **single application** for businesses to apply for permits and licenses to provide outdoor dining and retail.
- (B) Offer an **online application** to help businesses save time.
- (C) Provide a **checklist of all requirements**.
- (D) Provide a **liaison at City or Town Hall** to guide businesses through the outdoor dining and retail rules and requirements.
- (E) Create a **short-track or condensed timeline** for permitting and approvals by coordinating Town or City inspections and reviews.
- (F) **Provide clear design guidelines and other requirements** that take the guesswork out of providing outdoor dining and retail.
- (G) **Offer bulk purchasing** of common items needed for outdoor dining and retail to get better prices for businesses and standardize select items that may be hard or confusing to source.



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

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

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

Elements to include in a single application:

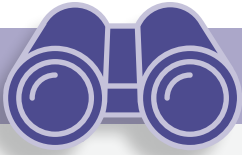
- ☐ Offer application by seating type/location/space ownership
- ☐ Offer an online option
- ☐ Provide a checklist of all requirements
- ☐ List any separate permits that may be required
- ☐ Provide design guidelines
- ☐ Offer guidance regarding alcohol sales and service
- ☐ Provide key dates and timeline for review and approvals

Information about each of these elements is provided on the following pages.

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

Application by seating type/location/space ownership

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

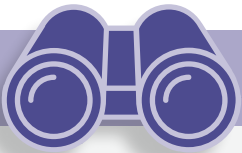


How others are doing it...

Brookline, MA

[Single application](#) requiring outdoor dining type by location

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



How others are doing it...

Separate applications — private and public property

- Northampton, MA Two applications, one for seating on [private property](#) and one for seating on [public property](#).
- Worcester, MA A [general application](#) that all applicants must fill out for outdoor dining, plus a [supplemental application for use of a public sidewalk](#), which is in lieu of the Sidewalk Use permit that would typically be require
- Saco, ME [Three separate applications](#) for proposals on private property, public sidewalk, and public parking. Applications can be submitted for both outdoor dining and outdoor retail.

What's happening at the State...

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

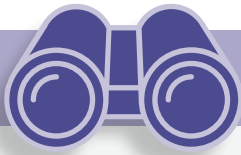
At present, businesses that have been granted an outdoor extension of their premises through this expedited process will revert to their pre-approval status after April 1, 2022.



B Provide a checklist of all requirements

To help businesses organize all of the materials and information they will need to successfully apply for an outdoor dining or retail permit, it is useful to provide a checklist of required items. A clearly defined checklist will decrease chances for confusion and enable the applicant to organize the proper materials in advance, rather than having to start and stop the application to seek out necessary documentation. The checklist should be as succinct and easy to understand as possible.





How others are doing it...

Boston, MA The City of Boston has a good example of an [application checklist](#)

CITY of BOSTON

2021 Outdoor Dining Program: Application Checklist

Before you submit your application, please review the following checklist. This checklist provides an overview of the documents that you will need to prepare and upload with your application. Please reach out to 2021outdoordining@boston.gov if you have any questions after reviewing.

Documents required from every applicant:

- ☐ **Copy of Licensing Board License:** Please have ready a copy of your Licensing Board License (example [here](#)) to upload. You will also be required to enter your license number.
- ☐ **Site Plan:** A site plan drawing of the proposed outdoor dining extension will be required. This may be hand drawn. It will need to include square footage, access to and from the licensed premise, and location and number of tables and chairs. See the [2021 Guidance document](#) for more information on site plan and site set-up requirements.
- ☐ **Recent Photo(s) of Proposed Location:** You will be required to upload at least one and up to three recent photos of the proposed location of the outdoor dining extension. These photos will be used to give reviewers a better understanding of the location, so please upload clear photos from several angles to assist with review.
- ☐ **Photo of Proposed Barrier(s):** You will be required to upload a cut sheet, diagram or image of the proposed type of barrier to be used to create separation from traffic (e.g. planters, water filled barriers, wooden barriers). Please note: Barriers are needed for both sidewalk seating and on-street seating.
- ☐ **Legal Right to Occupy:** If you are applying for an extension on private property, you are required to submit a letter from the landlord granting the right to utilize the space. If you are applying for an extension on public property, legal right to occupy will be granted if your application is approved through the 2021 program application. See the [2021 Guidance document](#) for more information
- ☐ **Certificate of Inspection:** Please have ready a copy of your most recent Certificate of Inspection (example [here](#)), whether current or expired.
- ☐ **Health, Safety and Operation Plan:** Please have ready a Health, Safety and Occupation Plan that adheres to the information outlined [here](#). These plans should include the following:
 - ☐ Description of proposed service (including staffing levels, days of the week, hours of operation)
 - ☐ Overview of how the extension will be separated from the non-licensed area & supervised
 - ☐ COVID-19 precautions for employees and patrons & a social distancing plan
 - ☐ Structures separating patrons from traffic
 - ☐ ADA accessibility
 - ☐ Maintenance and storage plan (will tables and chairs be removed when not in operation)
 - ☐ Safety plan (what steps are being taken to ensure materials do not enter the travel path)

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

List any separate permits that may be required

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

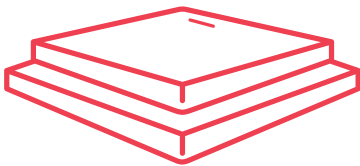


Tents/Canopies

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

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

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



Platforms (for parklets)

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

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



Outdoor Heaters

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

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



Sidewalk Use/Obstruction

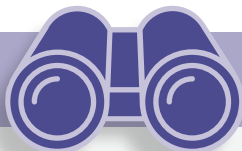
Worcester: [Supplemental application for sidewalk dining](#) required in lieu of normal Sidewalk Use permit

C Offer an online application

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

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

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



How others are doing it...

Northampton, MA [Online portal](#) and form center for business applications.

Worcester, MA [Fillable PDFs](#) that are emailed by applicants with required attachments.

D Provide a liaison at City or Town Hall

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



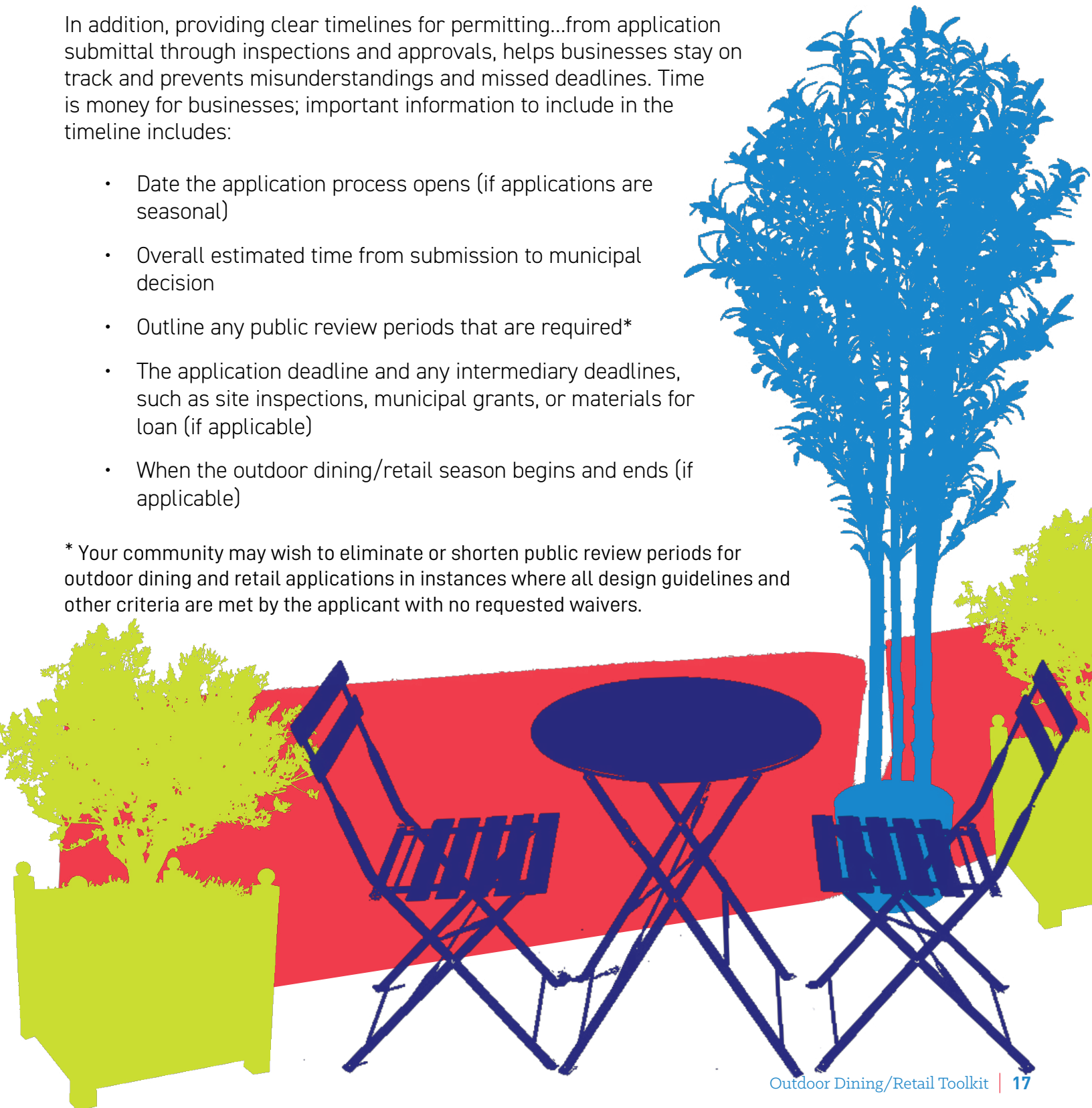
Create a short-track or condensed timeline for permitting and approvals

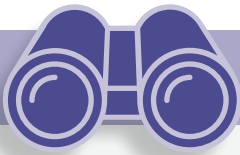
By coordinating Town or City inspections and reviews, and possibly eliminating or shortening some public review processes,* the overall timeline from application to permit approval can be shortened, helping restaurants make quick pivots to retain customers and staff.

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

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

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





How others are doing it...

Boston, MA

An example of a timeline of key dates from [Boston's 2021 Outdoor Dining Pilot Program website](https://www.boston.gov/departments/licensing-board/2021-outdoor-dining)

KEY DATES

DECEMBER 9, 2020:

The 2021 Outdoor Dining Pilot program announced. Our [online application](#) opens for Licensees on this date.

JANUARY 18, 2021:

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

FEBRUARY 19, 2021:

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

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

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





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

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

What's happening at the State...

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

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



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

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

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

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

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

We want to...

MAKE OUR TEMPORARY/ EMERGENCY OUTDOOR DINING/ RETAIL REGULATIONS PERMANENT

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

Zoning Code Changes

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

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

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

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

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

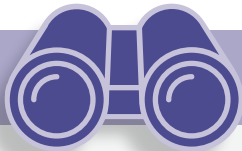
What are the benefits and costs for a permanent program? See the separate section below for information on what to consider.

The Importance of Local Voices

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

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





How others are doing it...

Haverhill, MA

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

Brookline, MA

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

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

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

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

New York, NY

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

We want to...

PROVIDE DESIGN AND MATERIALS GUIDELINES TO BUSINESSES

Design Guidelines

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

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

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

Materials Guidelines

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



Barriers



Furniture



Heating

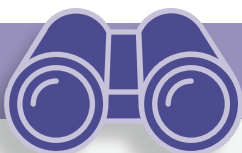


Parklets

Barriers

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

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



How others are doing it...

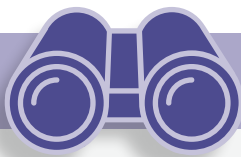
Boston, MA

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

- 10' clearance on either side of a fire hydrant
- Handicap accessible parking
- No stopping
- Travel lane
- Bike lane
- Bus lane
- Crosswalk
- Fire access lane
- Bus stop
- Bike share station
- Car share space

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

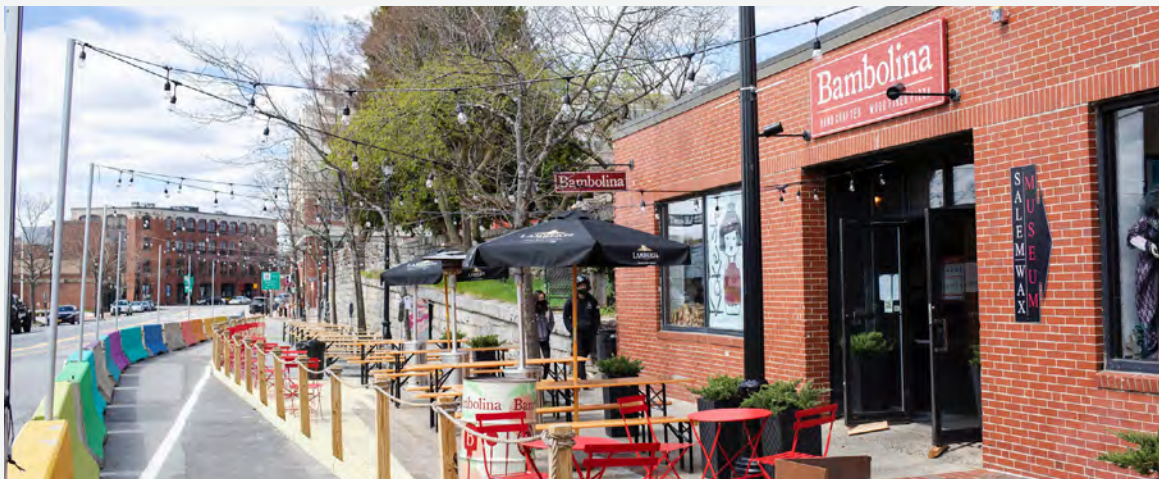
Jersey barriers and water-filled barriers lack aesthetic appeal, and various strategies exist to beautify these enclosures, including treating the jersey barriers as a canvas for paint (see example below). We suggest another strategy which could benefit from municipal coordination: at 24" wide, jersey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



How others are doing it...

**Beverly, MA
Salem, MA**

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



Colorfully painted protective barriers outside of Bambolina Restaurant in Salem, MA.

Source: Karl Alexander

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

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



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

State Regulation

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



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

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





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



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



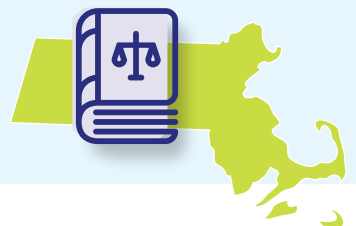
Furniture

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

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

State Regulation

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

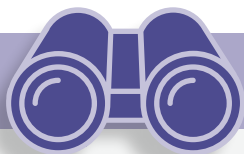




Heaters

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

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



How others are doing it...

Brookline, MA

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



Parklets

Accessibility of Spaces – Ramps and Parklets

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



Platform parklet with a ramp, Portland, Maine



Diners eat on a parklet in New York City.



Platform dining, Portland, Maine

Ramp

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

Platform/Parklet

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

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

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

CRITICAL

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

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

[+ More Info](#)

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

[+ More Info](#)

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

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

[+ More Info](#)

RECOMMENDED

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

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

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

[+ More Info](#)

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

[+ More Info](#)

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

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

7 Include an open guardrail to define the space. Railings should be no higher than 3 feet and be capable of withstanding at least 200 feet of horizontal force.⁶

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

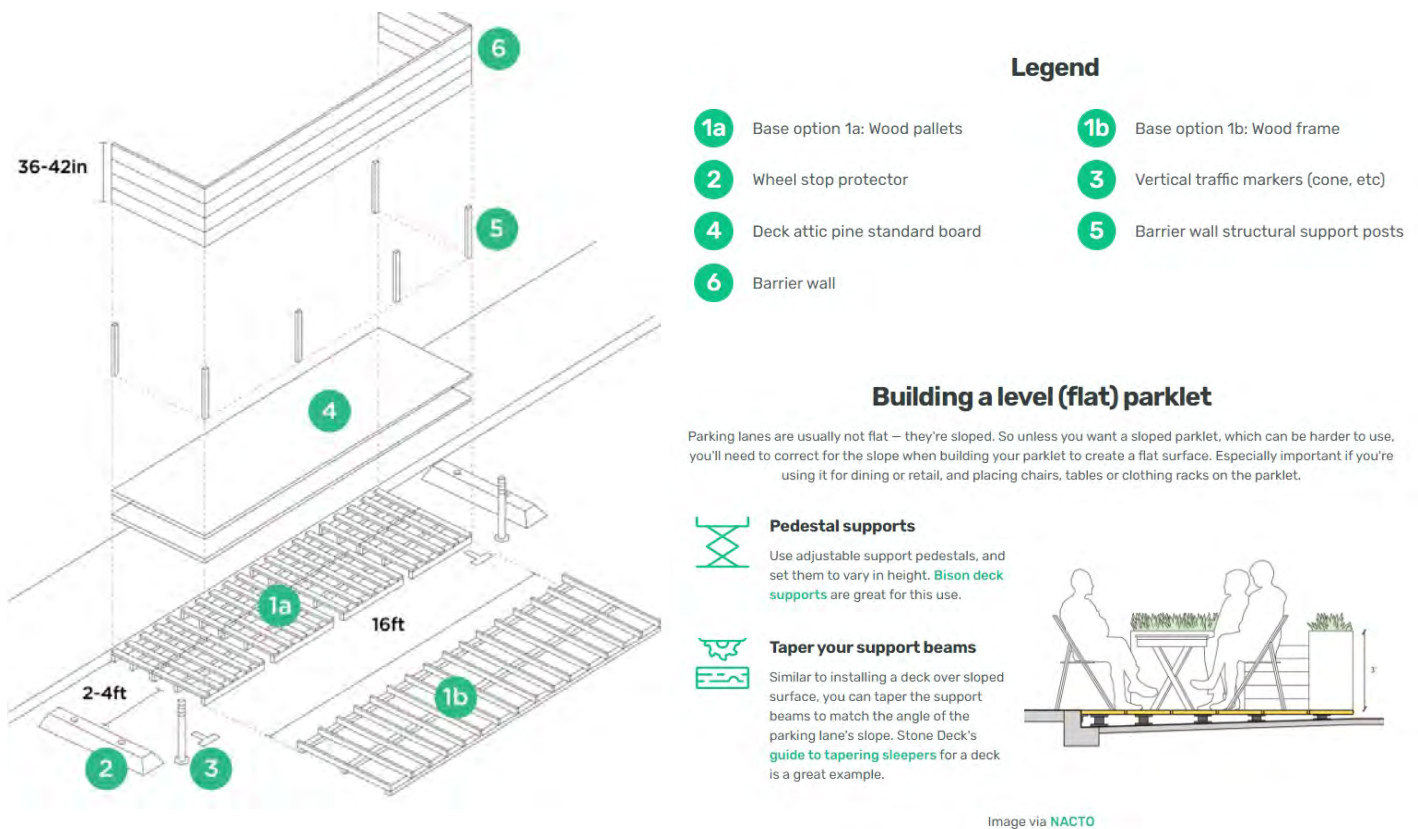
OPTIONAL

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

[+ More Info](#)

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

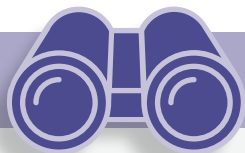
Source: NACTO Parklet Design Guidelines. Source: National Association of City Transportation Officials



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

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

- [Complete Streets Funding Program](#)
- [Commonwealth Places](#)
- [Community One Stop for Growth](#)
- [Shared Streets and Spaces Program](#)
- [Massachusetts Growth Capital Grants and Loans](#)



How others are doing it...

Haverhill MA

In 2018, the City of Haverhill adopted a [parklet ordinance](#) into its General Bylaws.

Arlington, MA

The Town of Arlington [launched a Parklet Program](#) and installed three public parklets in 2020 with the support of a state Shared Streets and Spaces grant. Following the success of these parklets, the Town took advantage of another Shared Streets and Spaces grant to [improve upon its Parklet Program](#) in 2021.



We are interested in...

FACILITATING BULK PURCHASING OF MATERIALS AND EQUIPMENT TO HELP BUSINESSES.

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

Bulk Purchase Program

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

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

Recommended steps to institute a bulk purchasing program:

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

Resources

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



We want to...

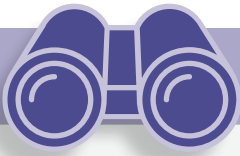
CONSIDER CLUSTERED PUBLIC SPACES FOR OUTDOOR DINING

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

Business-managed

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

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



How others are doing it...

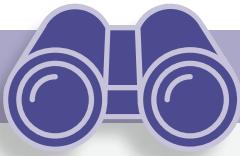
Cambridge, MA

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

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



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



How others are doing it...

Northampton, MA

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



“Summer on Strong” outdoor dining. Source: Karl Alexander

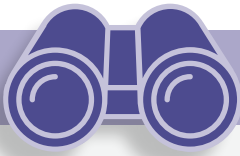
1: Feldman, Luis. “A little alfresco’: Strong Avenue makeover provides new outdoor dining experience in Northampton.” *Daily Hampshire Gazette*. May 26, 2021. <https://www.gazettenet.com/StrongAvenue-hg-05252021-40642962>.

Municipality-managed

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

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

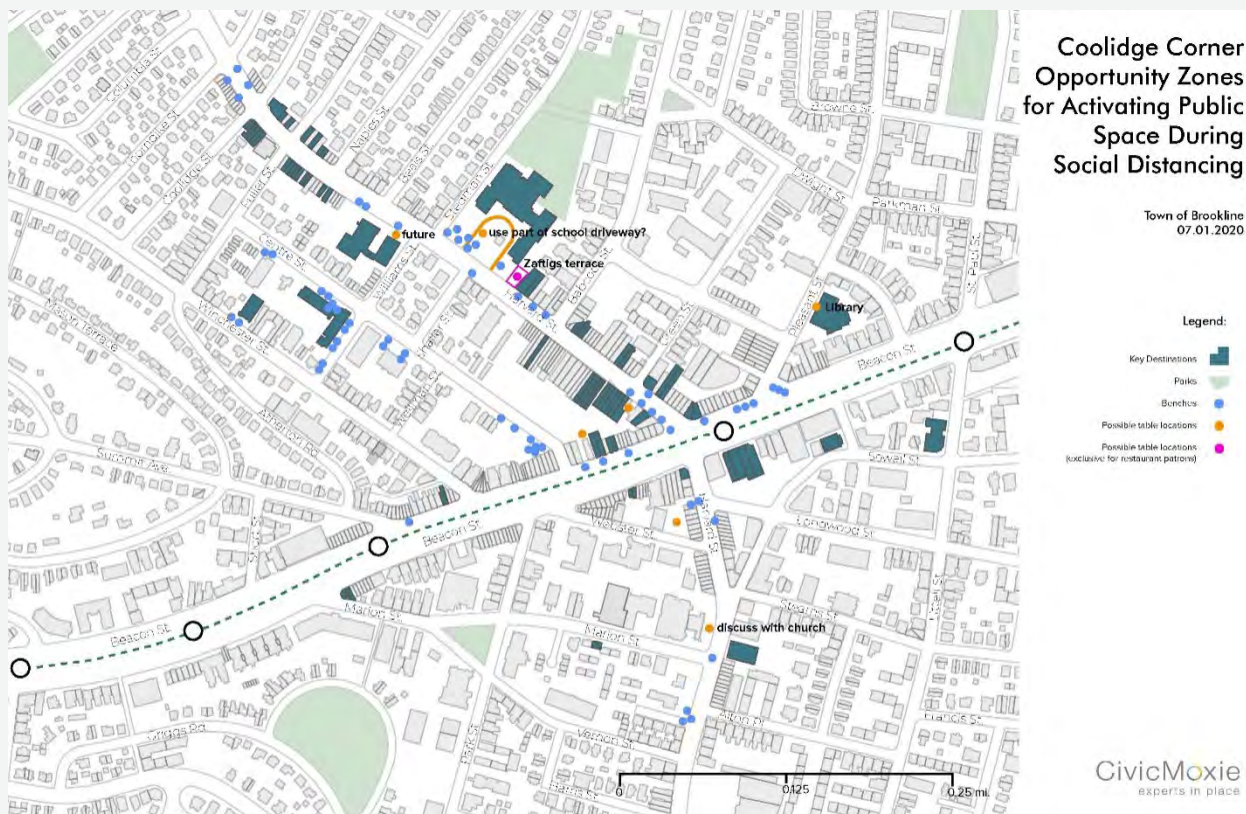
It is recommended that your municipality look at an overall plan for providing seating and tables throughout your commercial district to ensure you are making the best use of public space and offering the most support possible to local businesses.



How others are doing it...

Brookline, MA

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



Source: Town of Brookline and CivicMoxie, LLC.

We are concerned about...

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

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

Loss of parking spaces

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

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

Loss of parking revenue

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

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

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

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

Administrative and material costs

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

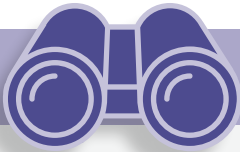
- Permit application review
- Assistance to businesses (and staff to aid in streamlined processes)
- Materials such as jersey barriers (cost of materials and delivery/pick-up/re-positioning)

Noise

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

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

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



How others are doing it...

Northampton, MA

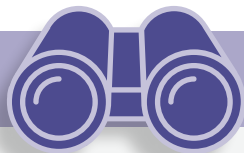
One of the lessons learned from the COVID-19 Pandemic is that municipalities, businesses, and residents must be willing to be creative and adapt to new situations. In response to noise complaints from neighbors regarding loud music at one restaurant, the Northampton License Commission voted to [add pertinent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

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

REPORT A CONCERN

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

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



How others are doing it...

Brookline, MA

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

Estimated Costs

Expanded Outdoor Dining Program Expenses:

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

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

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

We want to...

ENCOURAGE WINTER OUTDOOR DINING

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

Snow removal

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

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

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

Furniture and equipment storage

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

Heating and comfort

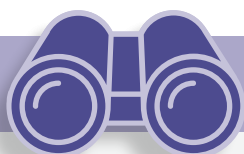
Clarity on heating equipment and where they may or may not be used is important.

Resources needed to “winterize” dining spaces

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

- Heaters and fuel/electricity
- Storage for inclement weather

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



How others are doing it...

Boston, MA

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

Brookline, MA Falmouth, MA

For winter 2020-2021, the Towns of [Brookline](#) and [Falmouth](#) launched temporary winter outdoor dining programs that can serve as references

We want to...

ENABLE OUTDOOR DINING IN PARKS

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

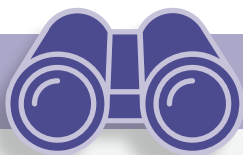
What are the other uses of the park? If the park is well-used by the community for other purposes, such as by families and children, exercise, or leisure, it is important to determine how much of the park space to preserve and if it is appropriate to use any of the space for outdoor dining.

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

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

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

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



How others are doing it...

Needham, MA

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

We want suggestions for...

GAINING PUBLIC AND POLITICAL SUPPORT

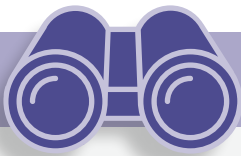
Implementing outdoor dining and retail is not just about designing a robust and streamlined program; municipalities need the support of residents and local political leaders to turn proposals into actions, especially if the goal is to make these changes permanent once the State's temporary orders expire.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

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

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

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

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



How others are doing it...

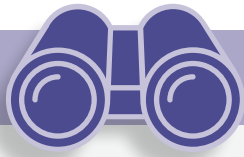
Outdoor dining and retail zones can enhance downtown spaces to attract new visitors and economic activity. Research by the [Brookings Institution](#) on downtown revitalization and recovery found that investment in public spaces and placemaking supported the development and success of local small businesses.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

We want help...

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

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

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



How others are doing it...

New York, NY

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



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

We want...

A TEMPLATE FOR OUR OWN COMPLETE OUTDOOR DINING/RETAIL TOOLKIT

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





Part 2:

Building Your Own Toolkit or Resource Guide

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

2.1 Suggested Outline for a Toolkit/Resource Guide for Businesses

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

i. Introduction

a. What is the purpose of this resource guide?

b. How will the guide help businesses establish outdoor dining or retail?

ii. Eligibility

a. Who is eligible to apply? Restaurants? Retailers? Others?

iii. Types of outdoor dining or retail permitted

a. Private space?

b. Public space?

c. Curbside uses not allowed?

iv. How to apply

a. Where/how are applications submitted?

b. What steps need to be taken to complete an application?

c. What documents are necessary?

v. Key dates/timeline

a. When does the application open and close? Any intermediary deadlines?

b. When does outdoor dining/retail season begin and end? Or is it year-round?

c. Estimated time for application review and approval?

vi. List of additional permits needed

- a. Separate permit needed for tents? Heaters? Entertainment? Others?**

vii. Materials guidance

- a. What will the municipality provide?**
- b. What is the business responsible for?**
- c. Are there any resources for acquiring materials including municipal bulk purchase programs?**

viii. Accessibility requirements

- a. What are the minimum state requirements?**
- b. Are there any additional accessibility requirements specific to your municipality?**

ix. Site plan/design guidelines for different types of dining/retail spaces

- a. What are sample layouts for the types of outdoor dining or retail permitted in your municipality?**

x. Alcohol guidelines

- a. What are the ABCC requirements?**
- b. What does a business need to do to get an extension of premises from your Local Licensing Authority?**

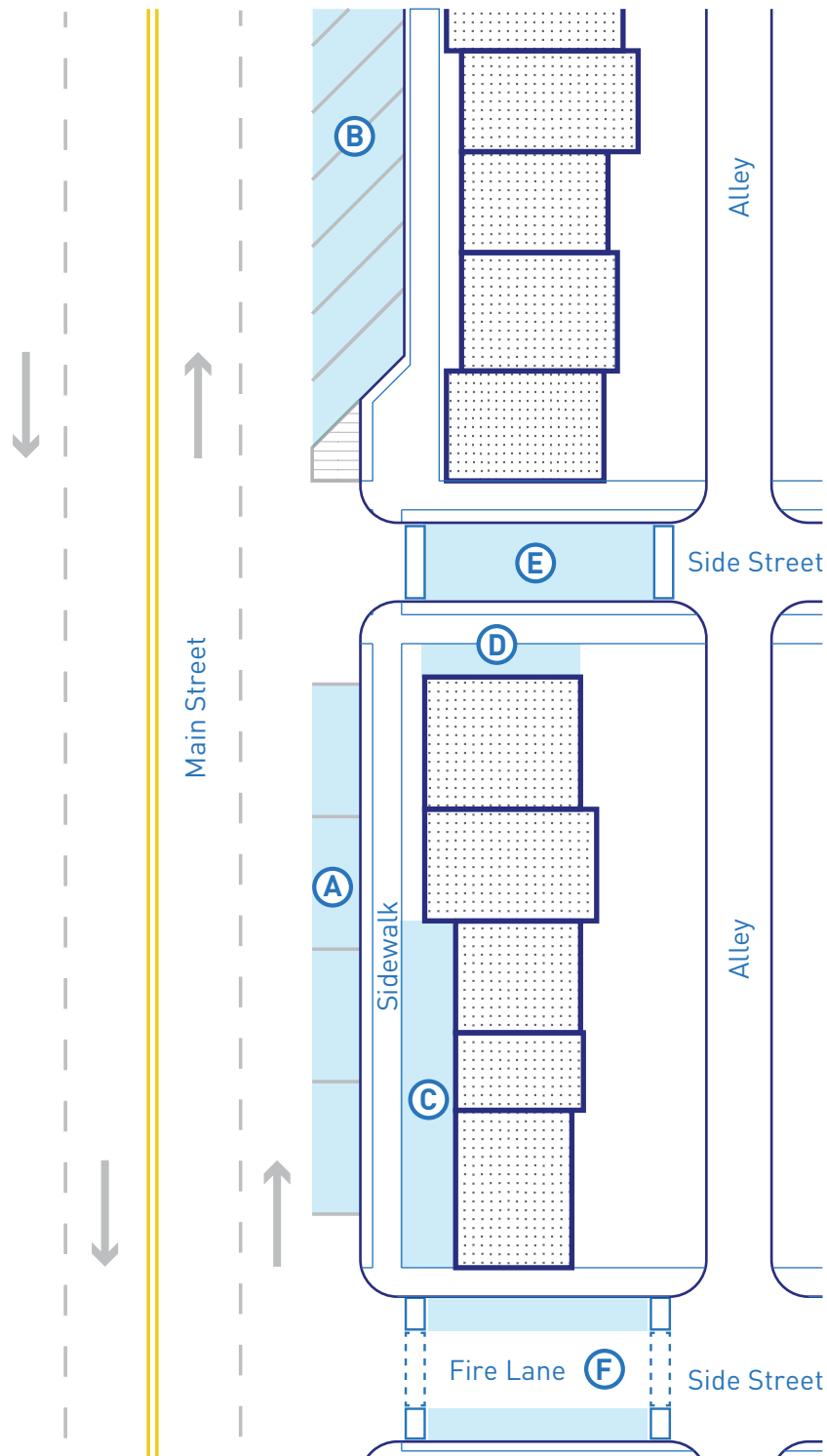
xi. Contact/support available

- a. Who should a business reach out to if they have questions or are having difficulty with the application process?**
- b. What types of issues can you help a business work through?**

2.2 Sample Design Guidelines

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

Site Selection and Set up Options



TRAFFIC SPEED NOTICE

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

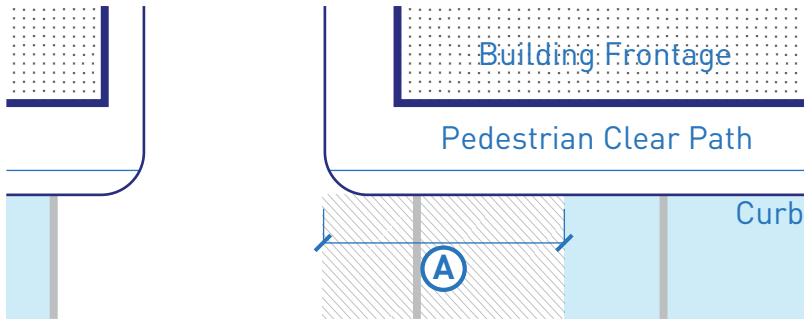
PATIO EXTENT

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

CONVERTIBLE SPACES:

- A** Parallel Parklet
- B** Angled Parklet
- C** Large Sidewalk Patio
- D** Small Sidewalk Patio
- E** Full Closure Street Plaza
- F** Street Plaza with Fire Lane

Site Selection and Set up Options



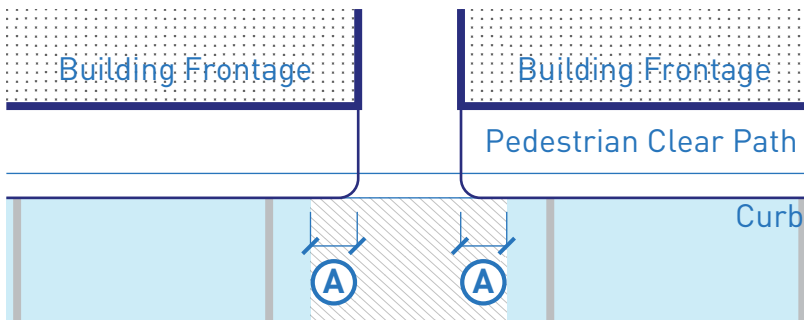
CORNER

A Corner setback:

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



Brookline, MA



ACTIVE DRIVEWAY AND CURB CUT

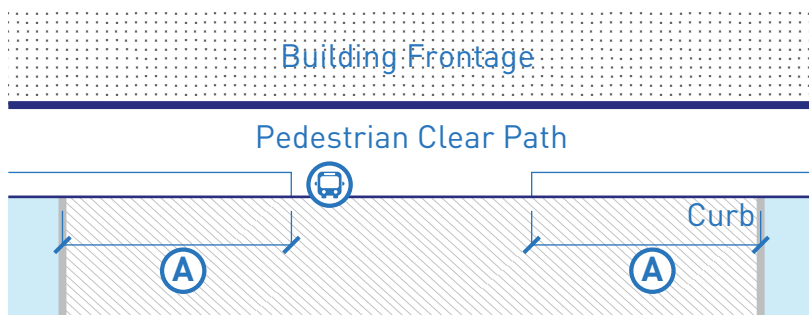
A Driveway setback:

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



Cambridge, MA

Safety and Access Setbacks

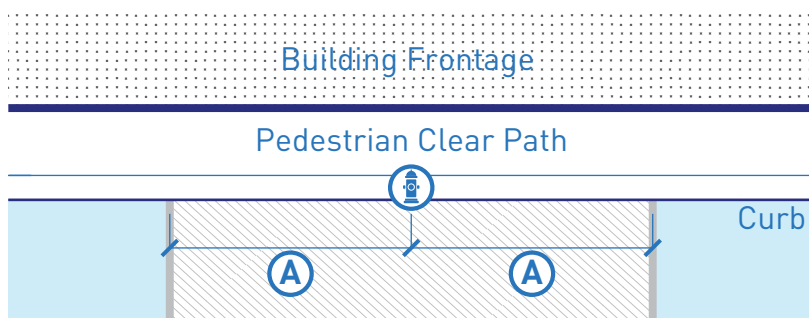


Brookline, MA

BUS STOP

(A) Bus Stop setback:

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



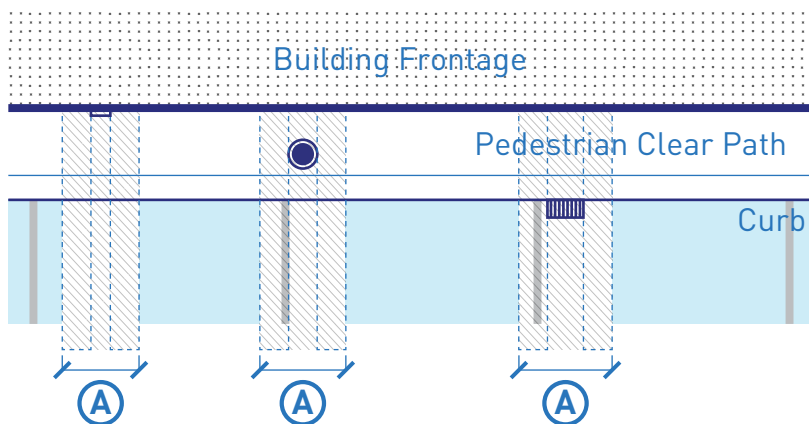
Brookline, MA

FIRE HYDRANT

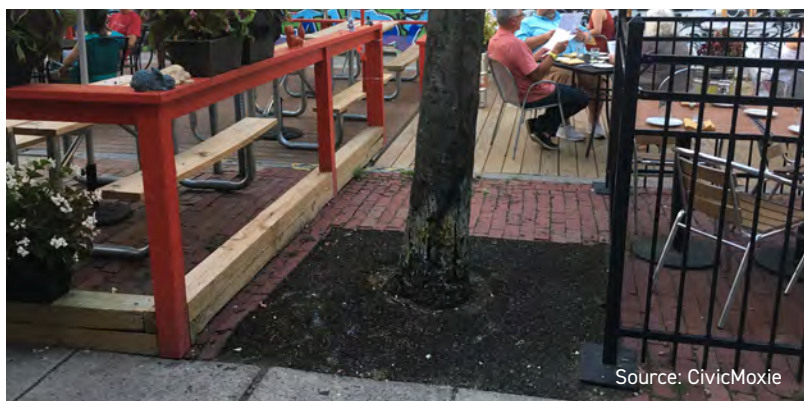
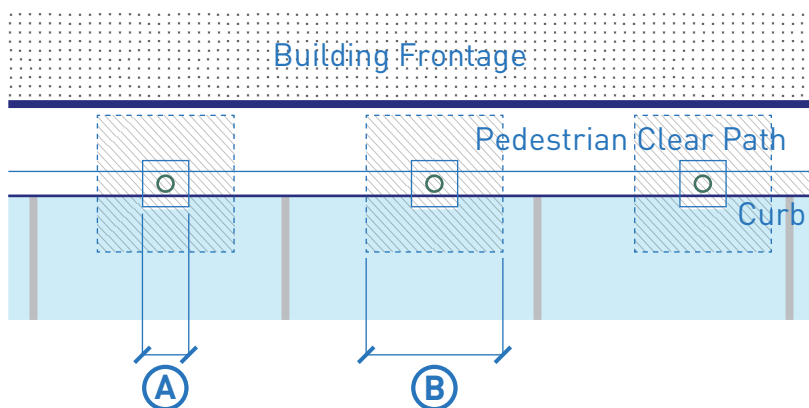
(A) Fire Hydrant setback:

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

Safety and Access Setbacks



Brookline, MA



Cambridge, MA

UTILITIES ACCESS POINTS

(A) Utilities setback:

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

TREES AND STREET LIGHTING

(A) Tree and Street Lighting setback:

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

(B) Tree buffer for heating elements:

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

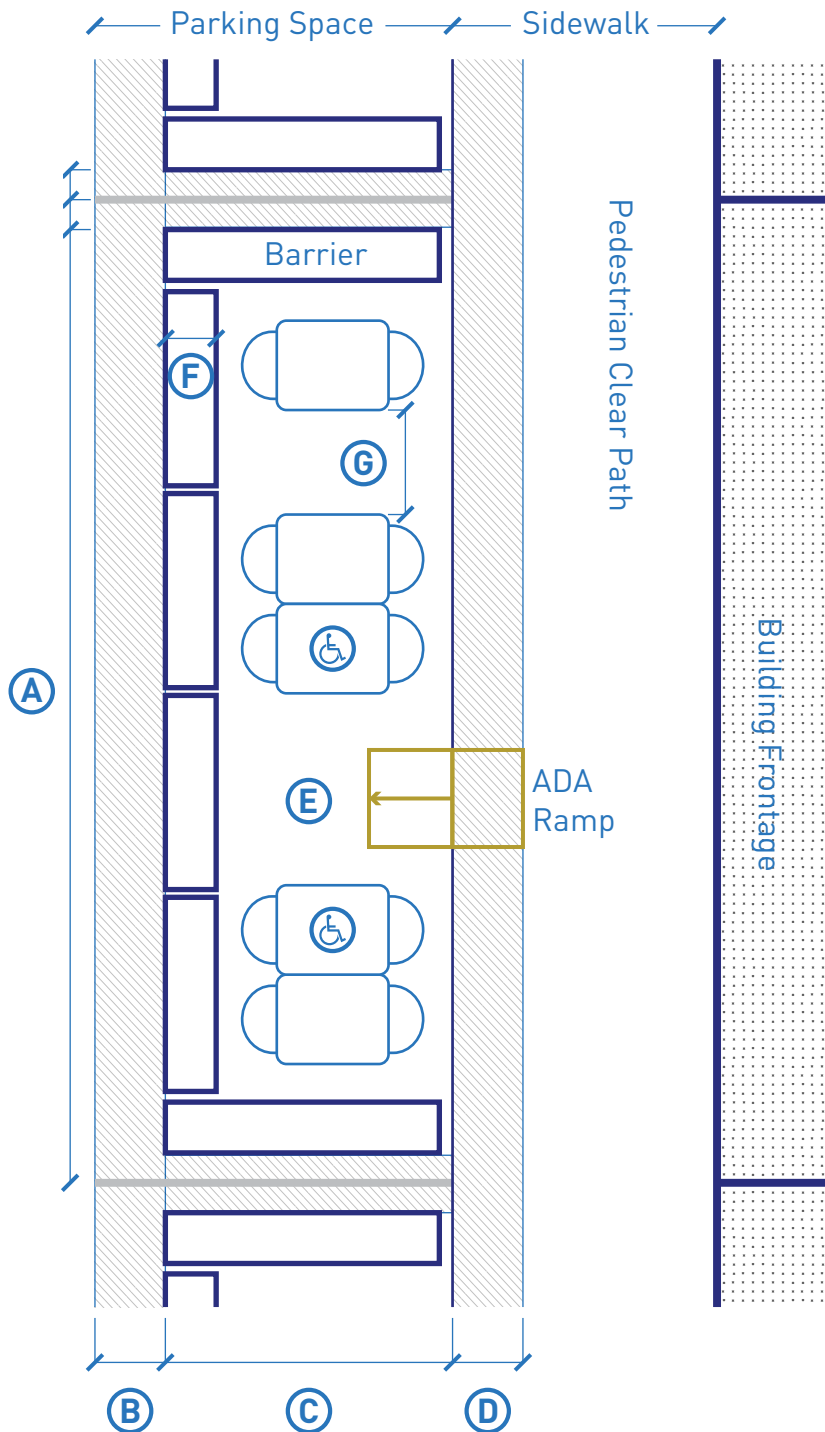


Source: CivicMoxie

A. Parallel Parklet

Typical Parallel Parklet Layout (Dining)

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



A Typical Parklet Size

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

B Roadside Buffer

Buffer (0ft - 2ft) between outdoor dining areas and adjacent roadways and/or bicycle lanes for safety.

C Parklet Width

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

D Pedestrian Path Buffer

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

E ADA Access

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

F Separation Barrier

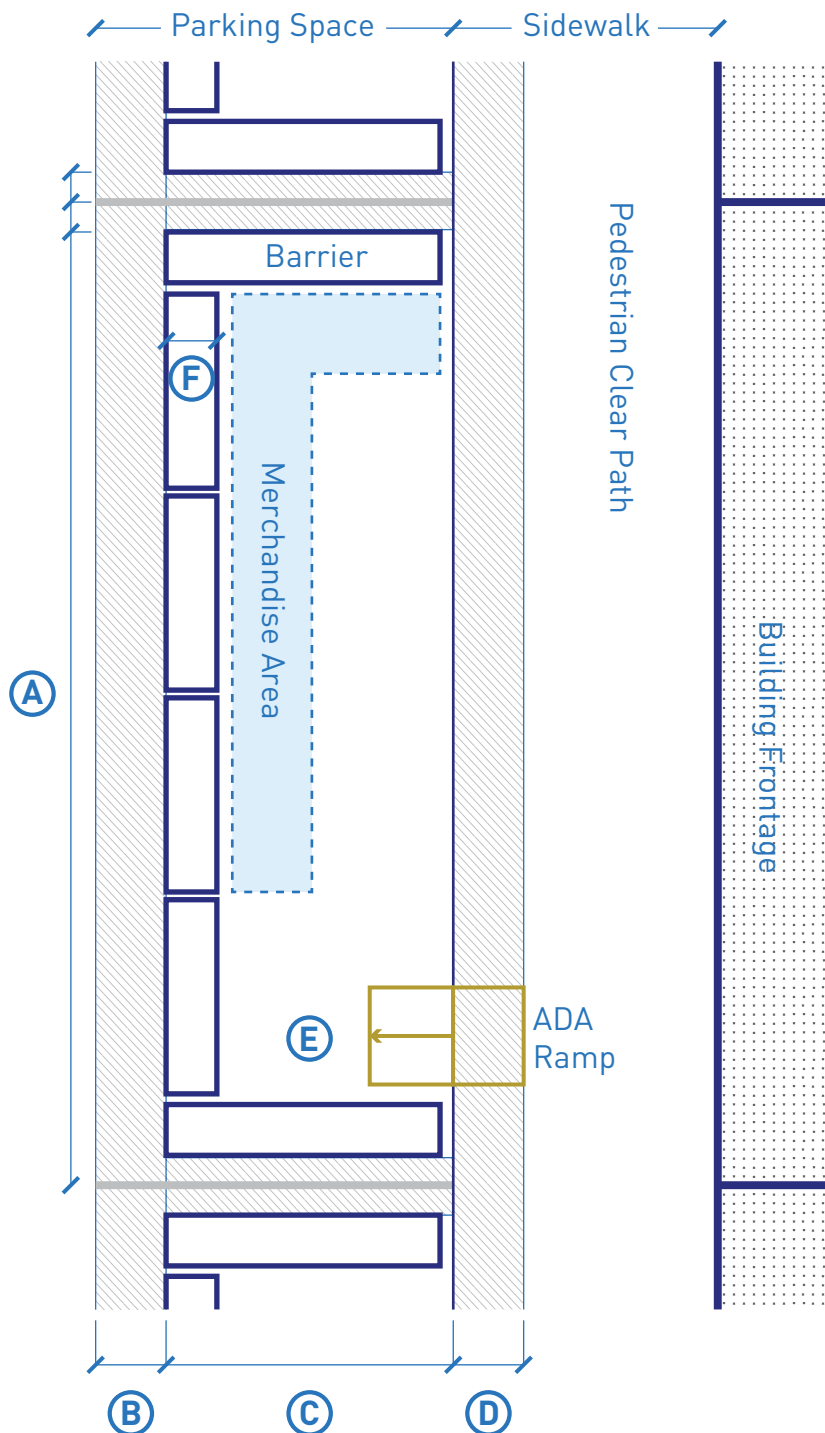
Non-protective separation barriers 12in - 18in wide.

G Table Separation

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

Typical Parallel Parklet Layout (Retail)

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



(A) Typical Parklet Size

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

(B) Roadside Buffer

Buffer (0ft - 2ft) between outdoor dining areas and adjacent roadways and/or bicycle lanes for safety.

(C) Parklet Width

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

(D) Pedestrian Path Buffer

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

(E) ADA Access

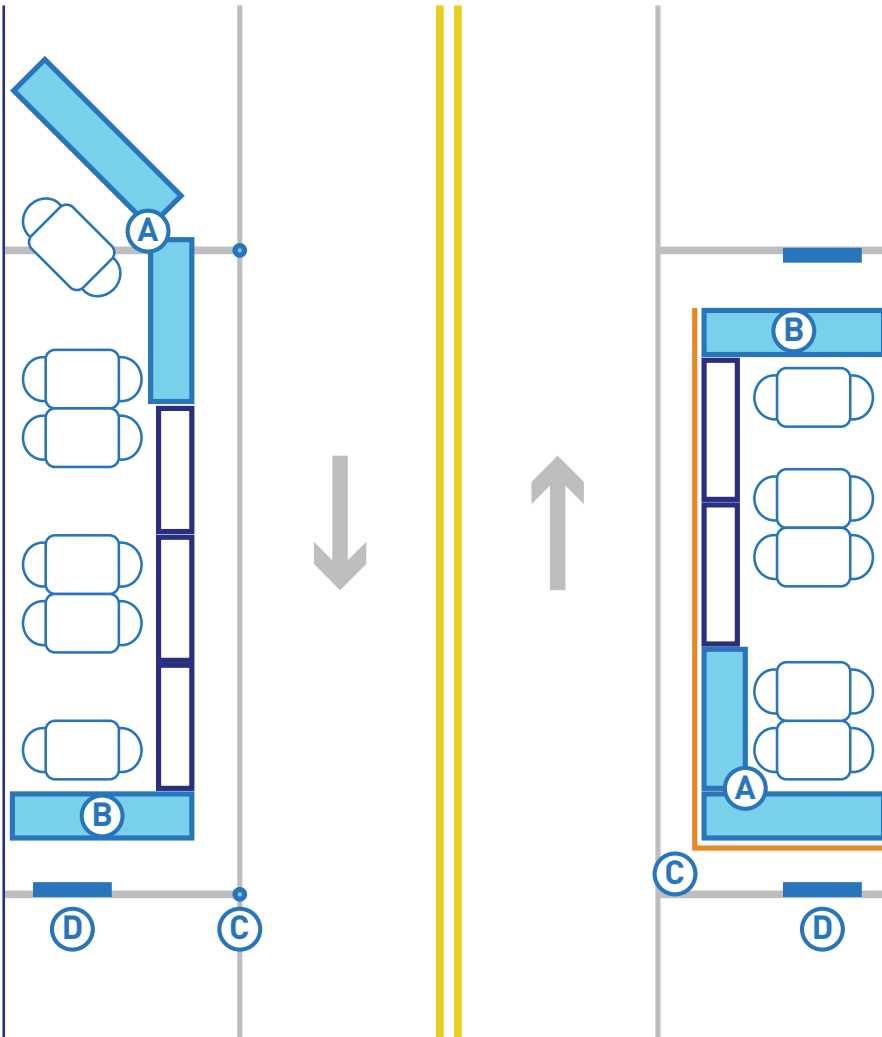
Where the parklet is not level with the sidewalk, an ADA Ramp (width 3ft - 5ft and a maximum slope of 1:12) is required.

(F) Separation Barrier

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

Protective Barriers and Equipment

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



A Front Protective Barriers

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

B Back Protective Barriers

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

C Reflective Surface

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

D Wheel Stop

Wheel stops if adjacent to an active parking spot.



Source: CivicMoxie

Brookline, MA

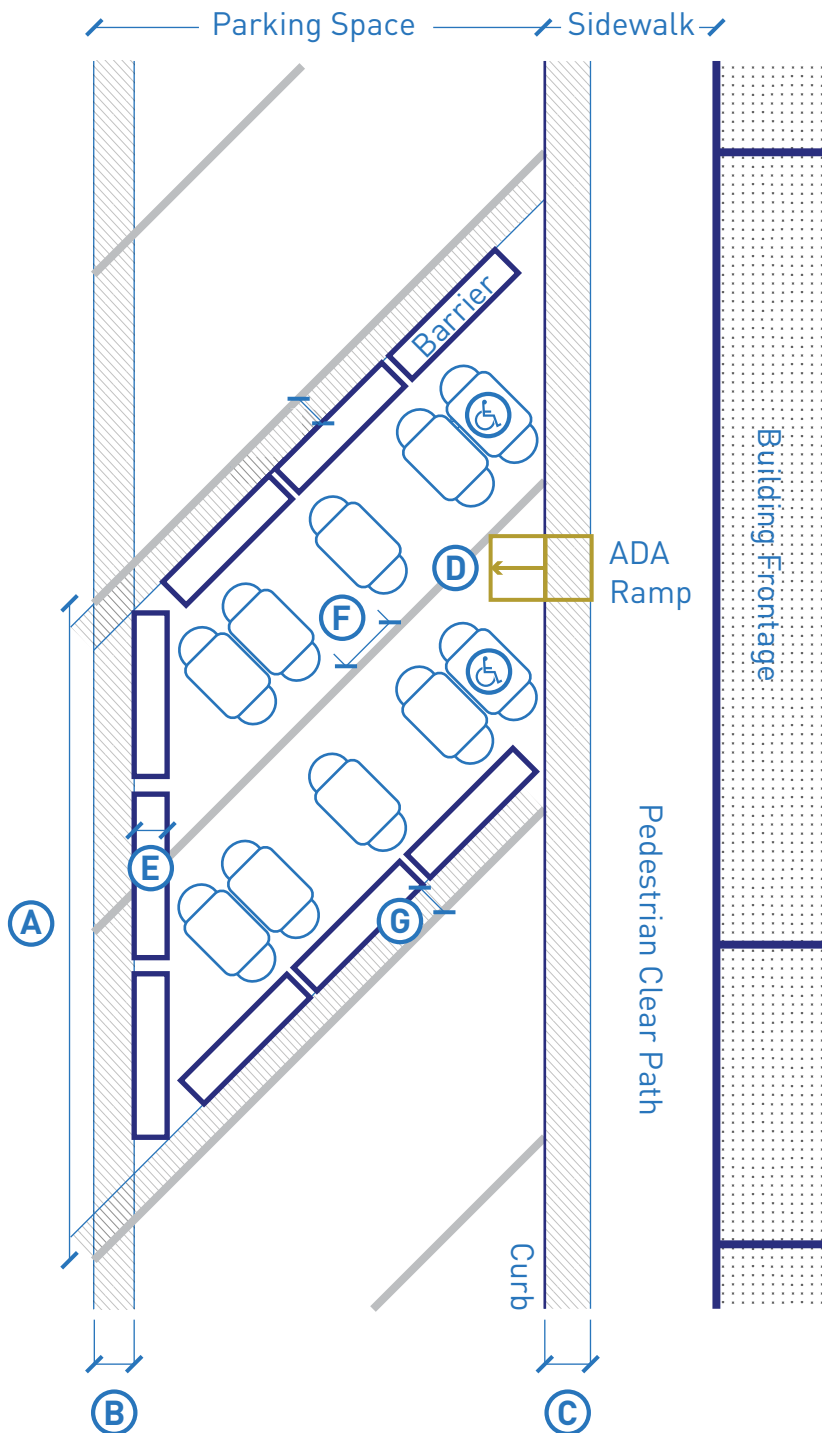


Source: www.propelstudio.com/project/wine30-parklet

B. Angled Parklet

Typical Angled Parklet Layout (Dining)

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



(A) Typical Angled Parklet Size

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

(B) Roadside Buffer

Buffer (0ft - 2ft) between outdoor dining areas and adjacent roadways and/or bicycle lanes for safety.

(C) Pedestrian Path Buffer

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

(D) ADA Access

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

(E) Separation Barrier

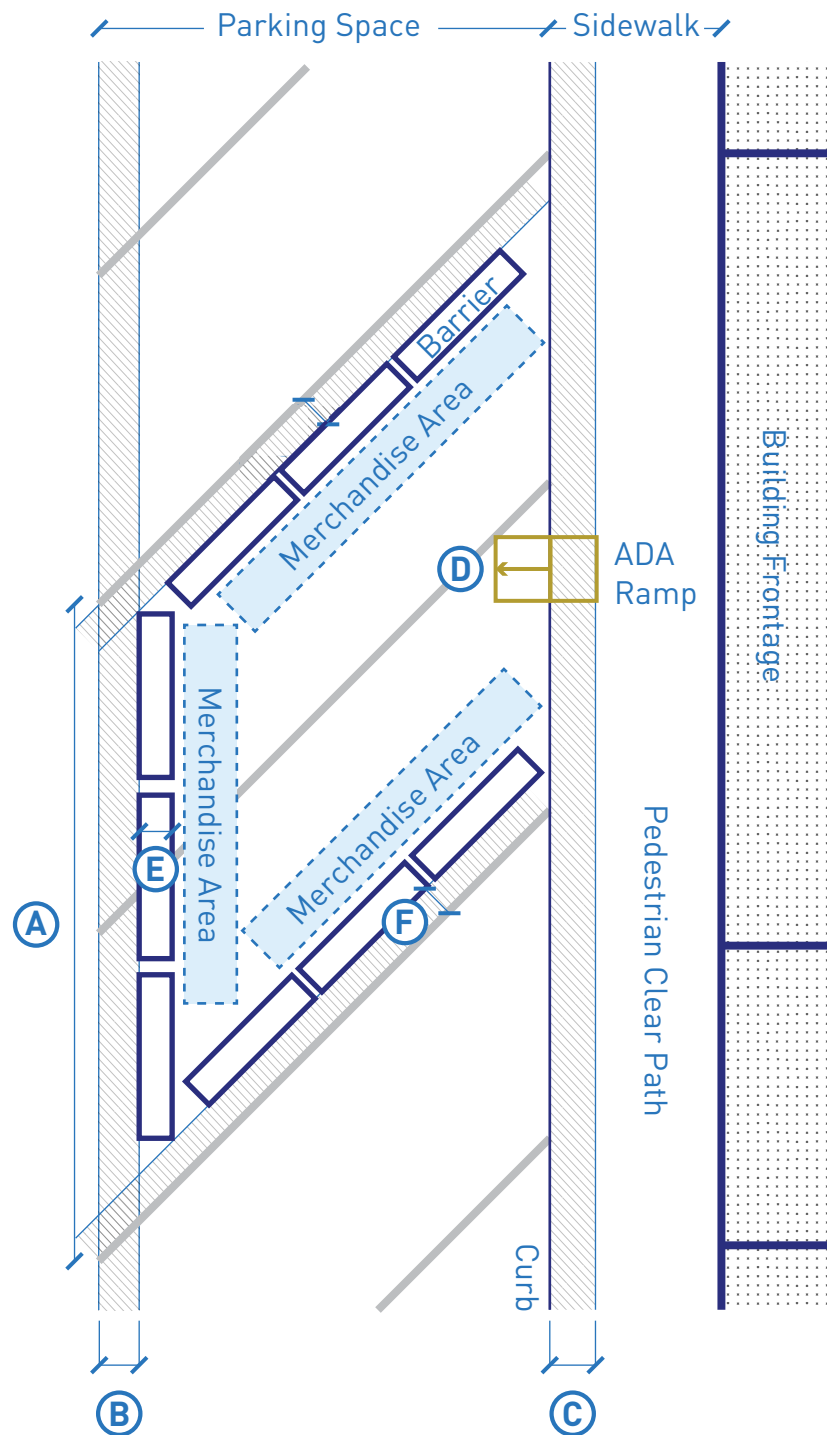
Non-protective separation barriers 12in - 18in wide.

(F) Table Separation

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

Typical Angled Parklet Layout (Retail)

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



A Typical Angled Parklet Size

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

B Roadside Buffer

Buffer (0ft - 2ft) between outdoor dining areas and adjacent roadways and/or bicycle lanes for safety.

C Pedestrian Path Buffer

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

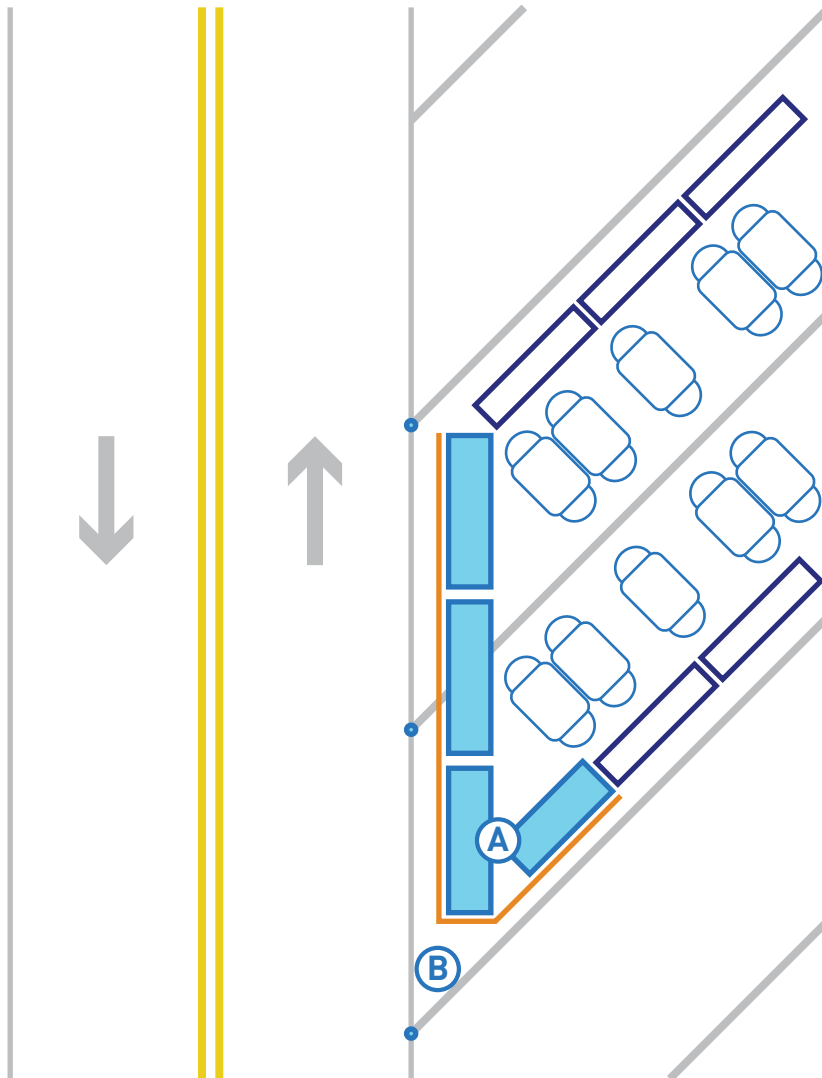
D ADA Access

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

E Separation Barrier

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

Typical Angled Parklet Barrier and Safety.



(A) Front Protective Barriers

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

(B) Reflective Surface

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



Walla Walla, WA

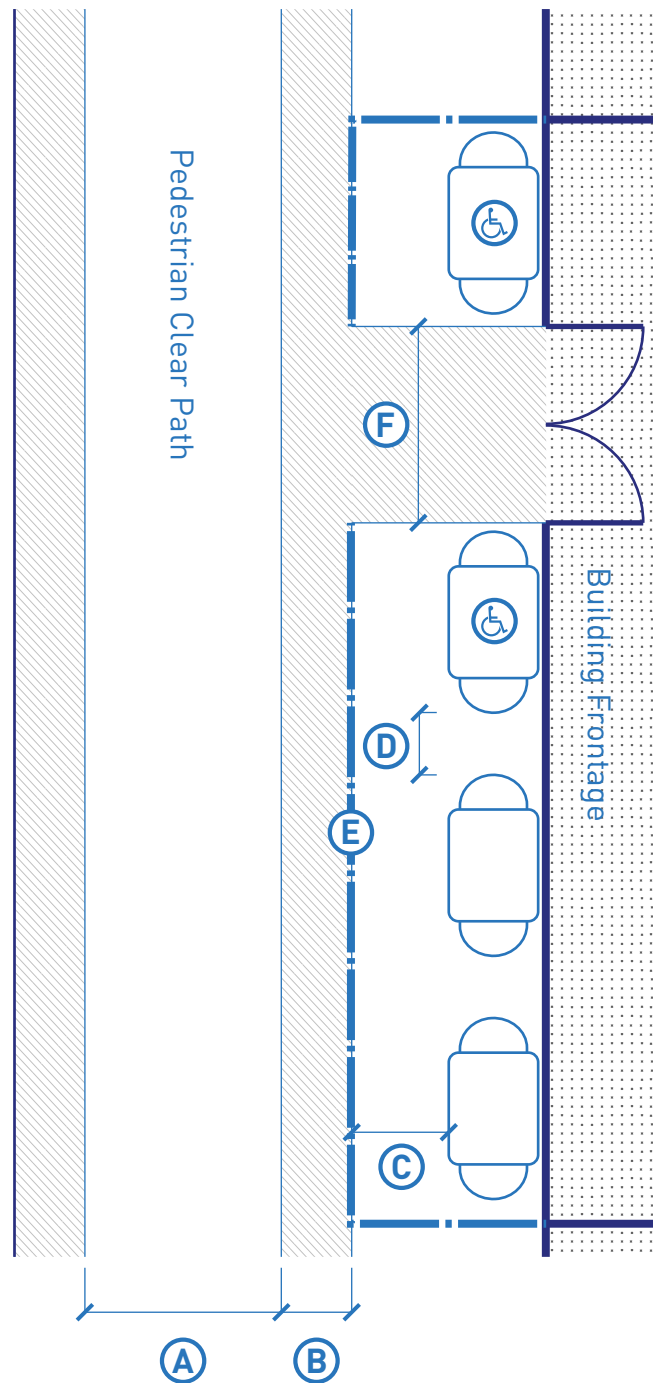


Source: CivicMoxie

C. Large Sidewalk Patio

Typical Large Sidewalk Patio Layout (Contiguous)

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



(A) Pedestrian Clear Path

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

(B) Pedestrian Path Buffer

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

(C) Service and Access

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

(D) Table Separation

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

(E) Verticle Separation and Boundary

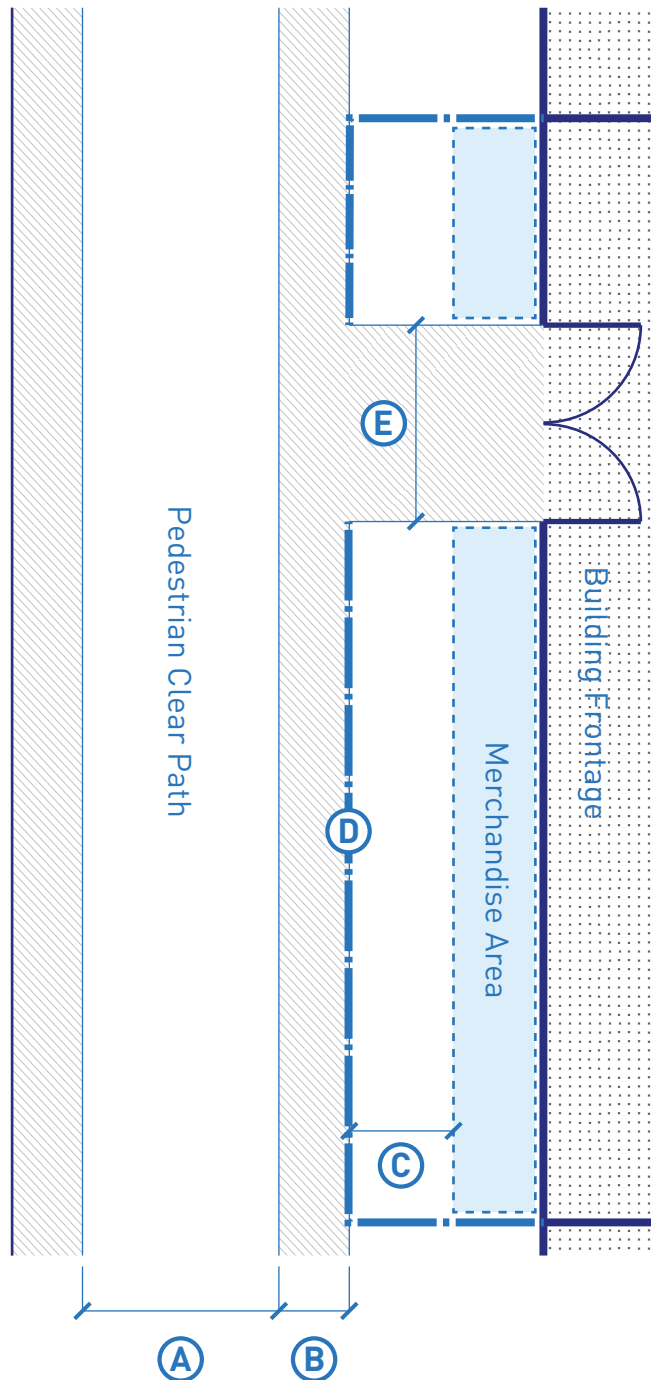
A clearly indicated enclosure in the form of a fence, or cordoned area allows for the service of alcohol.

(F) Entrance Clear Path

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

Typical Large Sidewalk Patio Layout (Retail)

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



(A) Pedestrian Clear Path

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

(B) Pedestrian Path Buffer

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

Service and Access

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

Vehicle Separation and Boundary

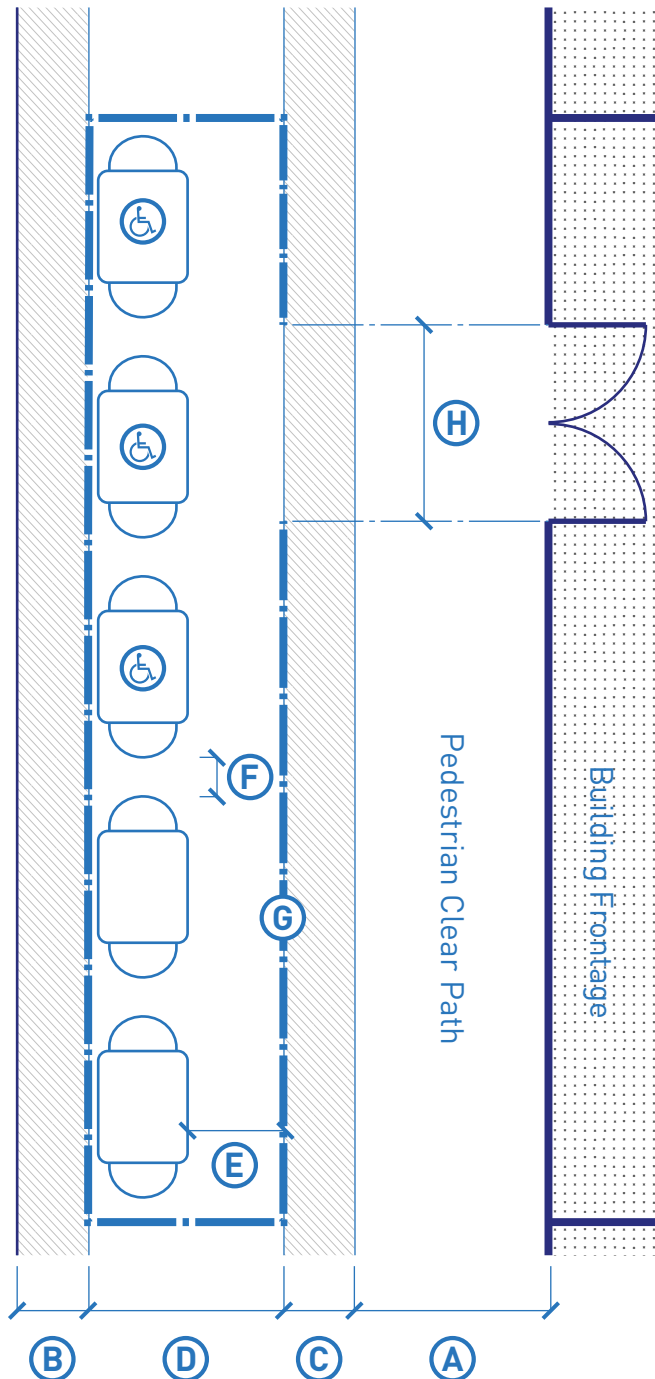
- (D)** A clearly indicated enclosure in the form of a fence, or cordoned area.

Entrance Clear Path

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

Typical Large Sidewalk Patio Layout (Non-Contiguous)

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



(A) Pedestrian Clear Path

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

(B) Roadside Buffer

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

(C) Pedestrian Path Buffer

Buffer (2ft) between Patio and Pedestrian Clear Path

Width

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

Service and Access

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

Table Separation

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

Verticle Separation and Boundary

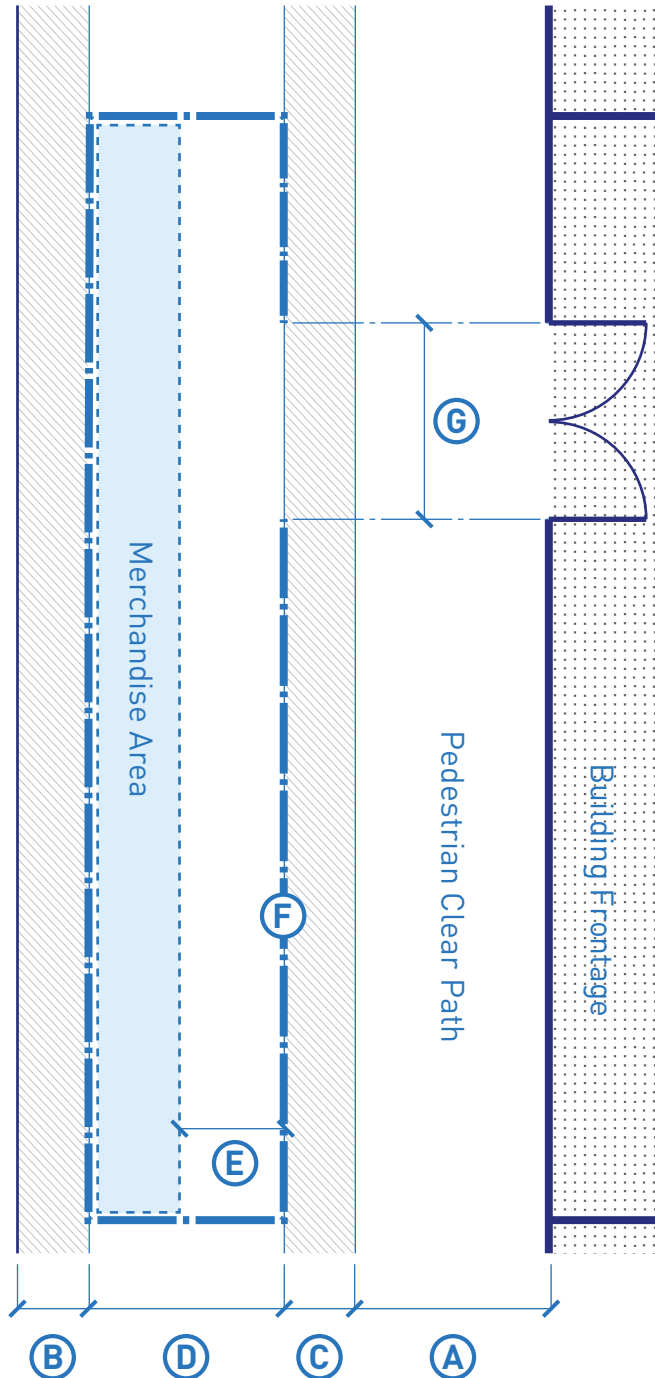
- (G) A clearly indicated enclosure in the form of a fence, or cordoned area, allows for the service of alcohol.

Entrance Clear Path

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

Typical Large Sidewalk Patio Layout (Retail)

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



(A) Pedestrian Clear Path

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

(B) Roadside Buffer

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

(C) Pedestrian Path Buffer

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

Width

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

Service and Access

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

Verticle Separation and Boundary

- (F) A clearly indicated enclosure in the form of a fence, or cordoned area.

Entrance Clear Path

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

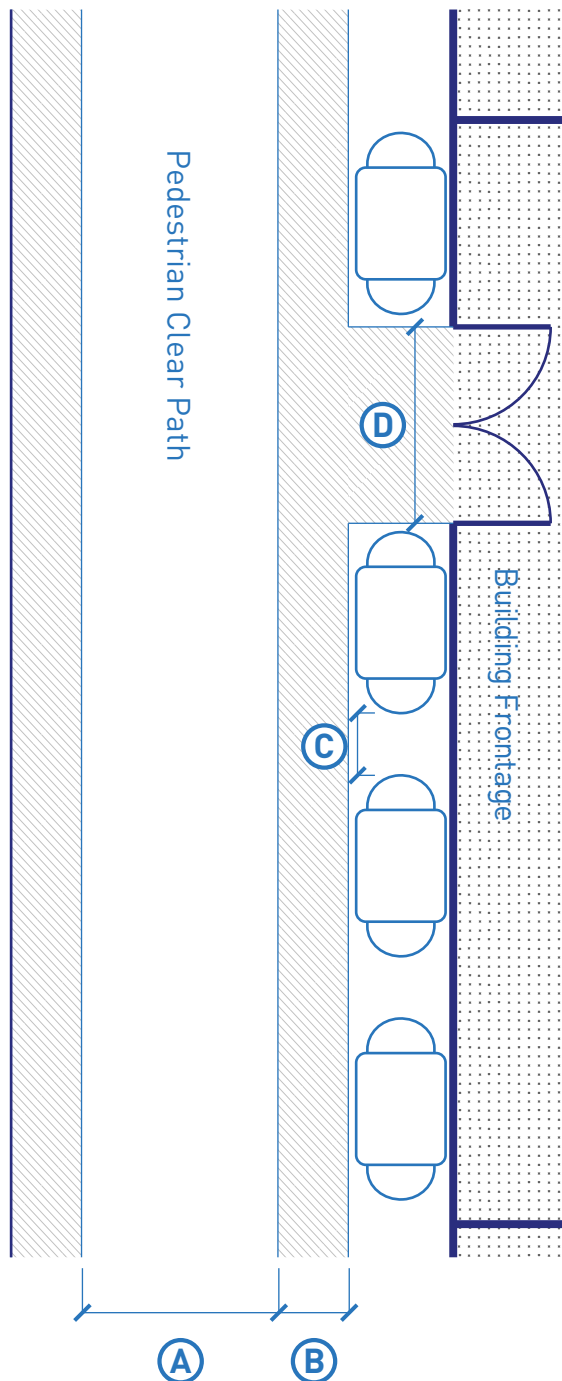


Source: CivicMoxie

D. Small Sidewalk Patio

Typical Small Sidewalk Patio Layout

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



(A) Pedestrian Clear Path

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

(B) Pedestrian Path Buffer

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

(C) Table Separation

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

Entrance Clear Path

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

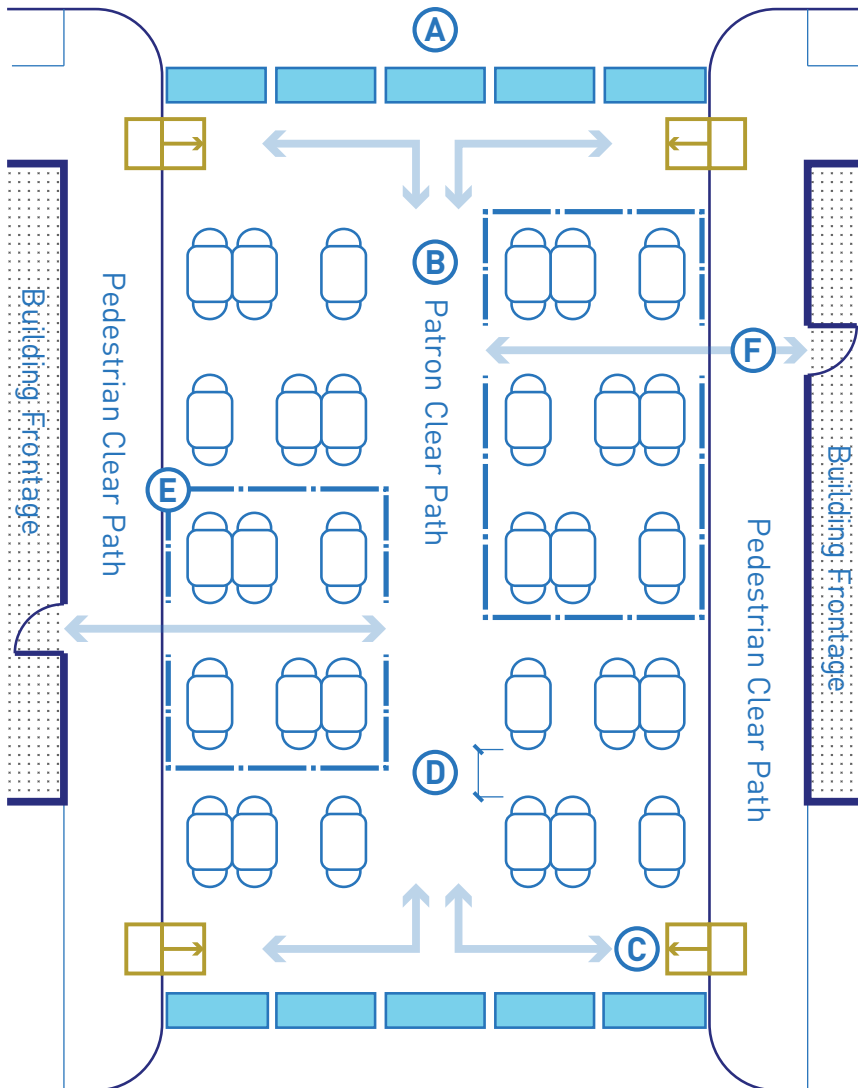


Source: Karl Alexander

E. Full Closure Street Plaza

Typical Full Closure Street Plaza

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



(A) Barriers

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

(B) Pedestrian Clear Path

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

(C) ADA Access

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

(D) Table Separation

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

(E) Hosted Outdoor Dining Area

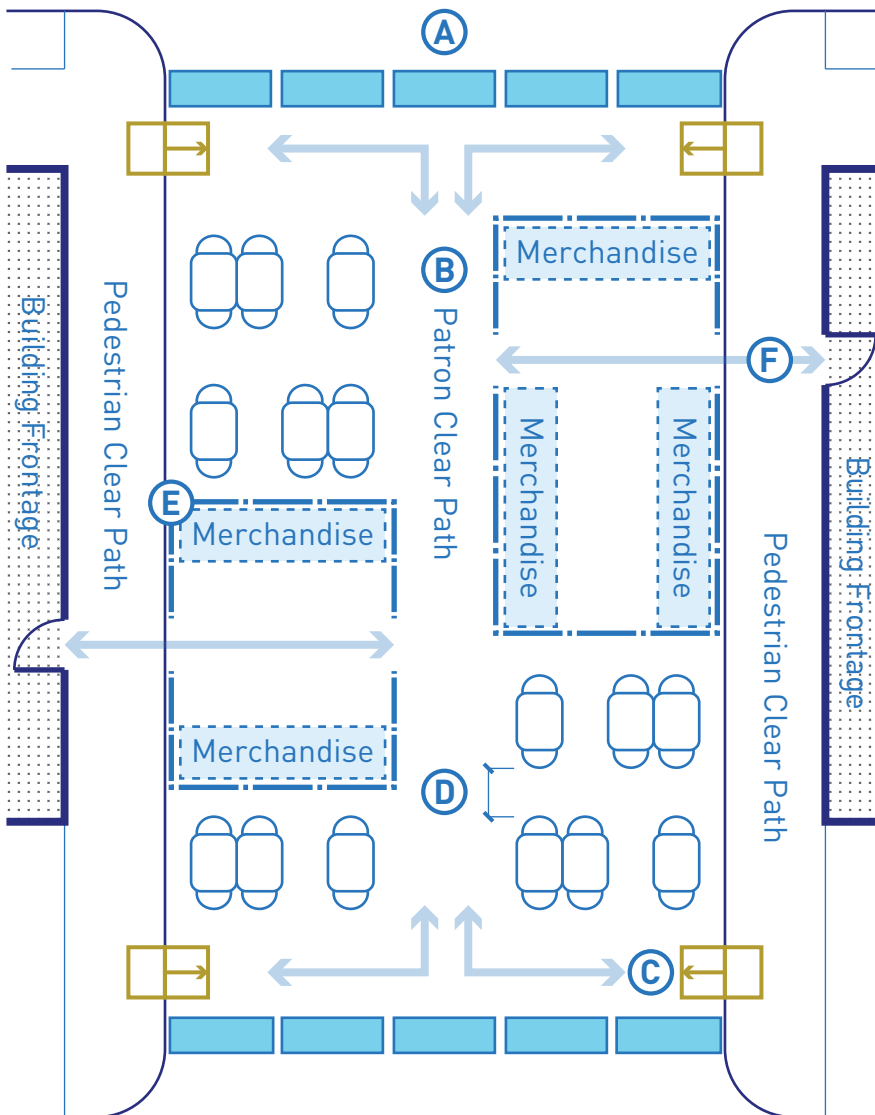
Certain areas may be privately hosted by adjacent businesses and reserved for their patrons. These areas must be clearly indicated and separated with verticle separators such as fences and cordons.

(F) Service and Access

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

Typical Full Closure Street Plaza

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



A Barriers

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

Suggested barrier width: 12in - 18in

B Pedestrian Clear Path

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

C ADA Access

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

D Table Separation

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

E Hosted Outdoor Retail Area

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

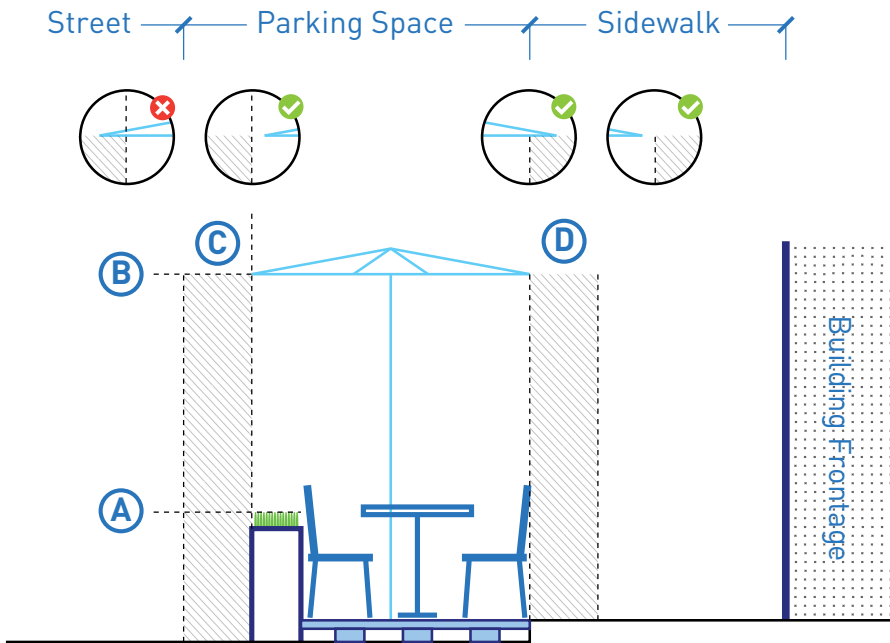
F Service and Access

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

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

Typical Full Closure Street Plaza

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



(A) Barriers

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

(B) Overhead Clearance

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

(C) Roadside Clearance

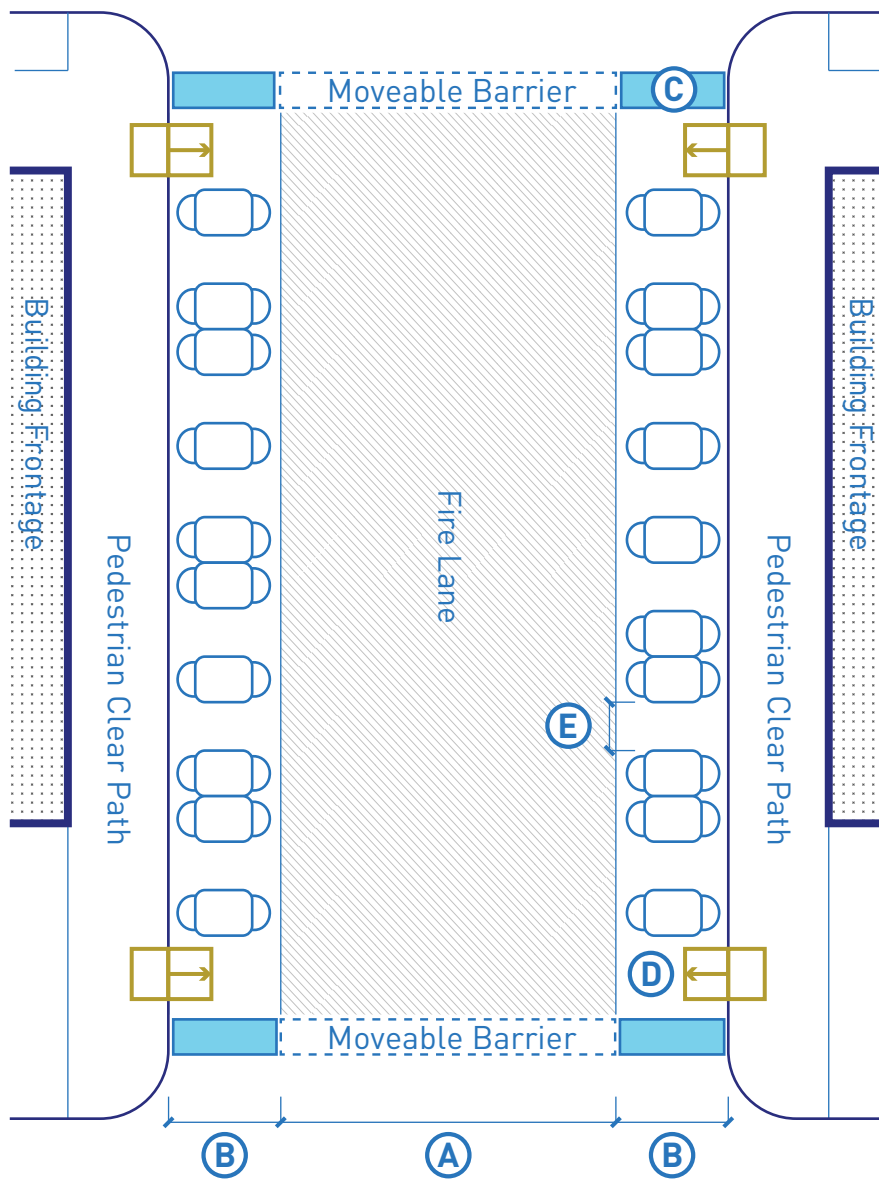
Overhead coverings may not extend beyond the barriers into the road.

(D) Sidewalk Clearance

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

Typical Partial Closure Street Plaza with Fire Lane

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



A Fire Lane

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

B Outdoor Dining Area Width

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

C Barriers

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

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

Suggested barrier width: 12in - 18in

D ADA Access

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

E Table Separation

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

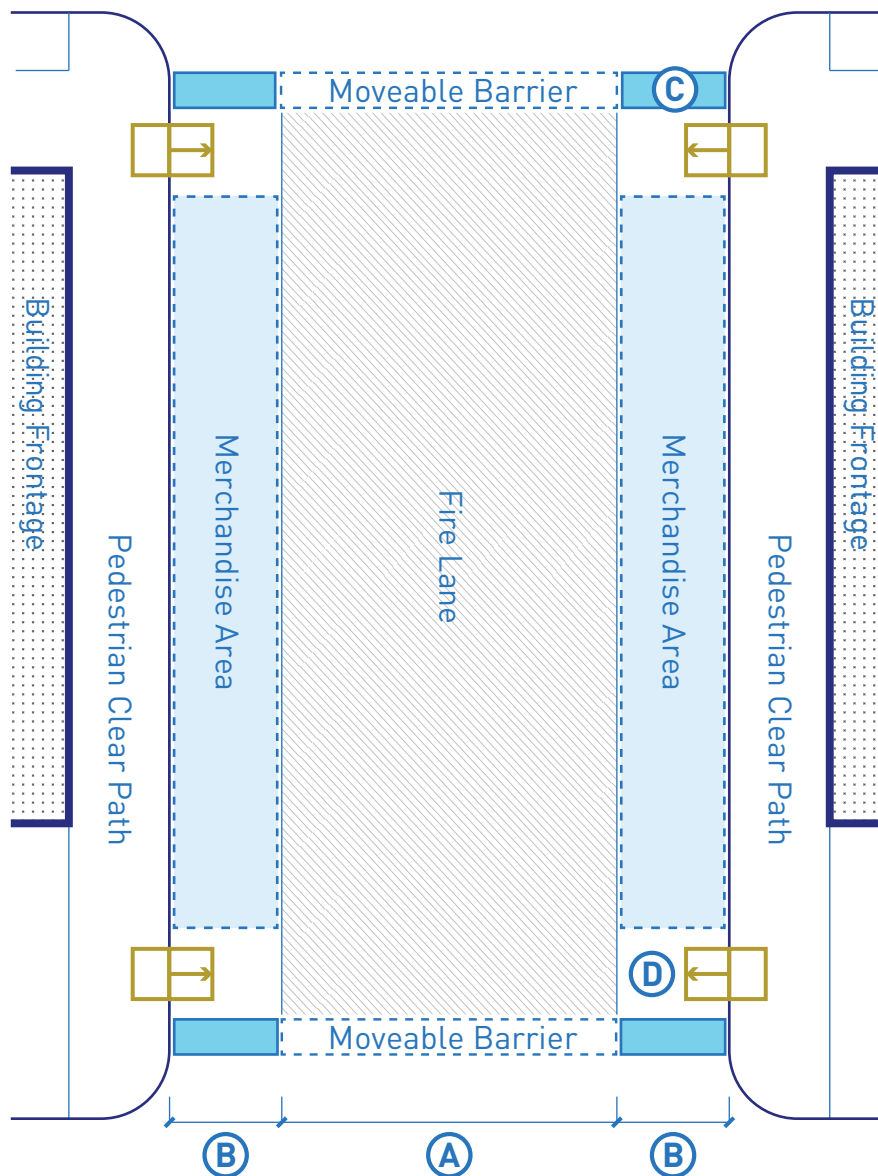


Source: City of Waltham

F. Street Plaza with a Fire Lane

Typical Partial Closure Street Plaza with Fire Lane

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



A Fire Lane

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

B Outdoor Merchandise Area Width

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

C Barriers

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

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

Suggested barrier width: 12in - 18in

D ADA Access

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

2.3 State Outdoor Dining/Seating Fact Sheet for Accessibility Requirements

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



OUTDOOR DINING/SEATING

FACT SHEET FOR ACCESSIBILITY CONSIDERATIONS (COVID-19 EDITION)

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

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

Accessible Route

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

Components of an Accessible Route

- **Width of the Accessible Route:**

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

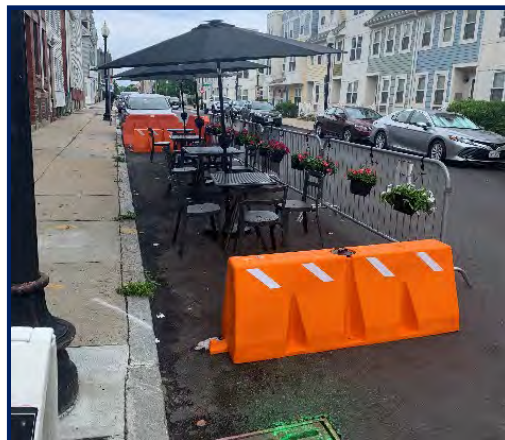
- **Surface:**

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

Please Note

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

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



Accessible Tables and Seating

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

Components of Accessible Tables and Seating

- **Seating:**

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

Example:

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

- **Distribution:**

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

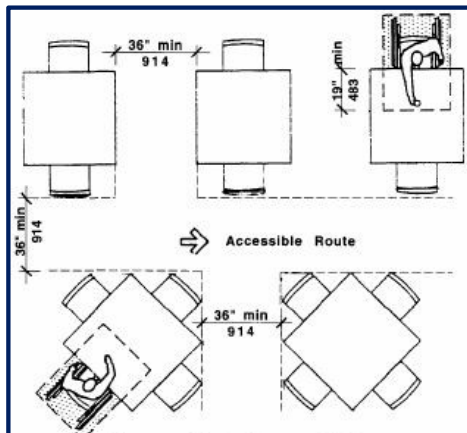
Example:

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

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

- **Accessible Aisle Between Accessible Tables:**

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



- **Clear Floor Space at Accessible Tables:**

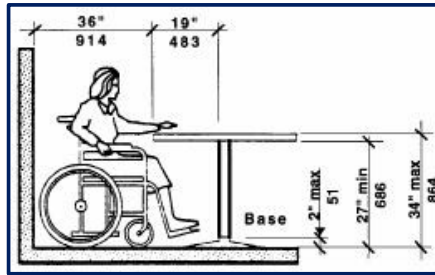
At each accessible table, a clear floor space measuring 36-inches by 48-inches should be provided to allow for an individual to easily set themselves at the table. This space should not overlap with the knee space depth under the table by more than 19-inches (MAAB Section 17.2.3). See graphic below.

- **Knee Clearances at Accessible Tables:**

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

- **Height of Tables and Counters:**

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



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

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

Other Access Considerations

There are additional “dining” requirements under the MAAB that involve dining counters without service, counters and bars with service, and food service lines. These additional requirements can be found under MAAB Section 17 – Restaurants.

- If outdoor dining is occurring on a sidewalk, a 36-inch path of travel is required to allow for pedestrians to pass by or access an entrance.
- If portable toilets are provided in multiple locations on the same site, an accessible portable toilet (5%, but not less than 1) should be provided in each location. If portable toilets are all provided in one single location, the 5%, but not less than 1 must be provided (MAAB 30.1.2).
- If parking is affected by the provision of outdoor dining, it is important to remember that accessible parking is based on the number of parking spaces within a particular parking lot. If all parking is removed entirely then there would be no requirement to provide accessible parking. If parking is reduced, modified, or re-located there would be an obligation to provide the appropriate number of accessible parking spaces as required (ADADS 208.2 and/or MAAB 23.2.1).
- Ensure the accessible route is free from Protruding Objects, such as lights, umbrellas, signs, or other fixtures provided (MAAB 20.6)

If any of the above requirements cannot be met as prescribed by the MAAB rules and regulations, a variance would be required from the MAAB. Further information related to that process can be found on the [Massachusetts Architectural Access Board’s website](https://www.mass.gov/orgs/architectural-access-board)¹.

¹ <https://www.mass.gov/orgs/architectural-access-board>

Effective Communication

The Americans with Disabilities Act requires businesses that are open to the public, such as eating establishments, to communicate effectively with people who have vision, hearing, or speech disabilities to ensure that they can communicate with, receive information from, and convey information to the business.

A business is obligated to provide auxiliary aids and services when necessary to communicate with a person with a disability unless doing so would create an undue burden, which is defined as significant difficulty or expense.

Examples of Auxiliary Aids and Services at a Restaurant:

- Providing a menu in Braille or large print
- Reading menu items to a customer
- Communicating with pen and paper
- Speaking slowly and clearly

We hope you find this fact sheet a useful tool as dining re-opens in Massachusetts. If there are any questions related to this fact sheet, please contact MOD by reaching out to MOD's Community Services Unit by email at either Jeff.Dougan@mass.gov or Jakira.Rogers@mass.gov, or by phone at 617-979-7316.



**Massachusetts Office on Disability
One Ashburton Place, Room 1305
Boston, MA 02108**

Contact MOD

Phone: 617-727-7440

Toll Free: 800-322-2020

Fax: 617-727-0965

Send MOD a Question Online²

Visit MOD on the Web³

Twitter: @MassDisability⁴

Blog: blog.mass.gov/mod⁵

YouTube⁶

² <https://www.mass.gov/forms/contact-the-massachusetts-office-on-disability>

³ <http://www.mass.gov/mod>

⁴ <https://twitter.com/massdisability>

⁵ <https://blog.mass.gov/mod>

⁶ <https://www.youtube.com/channel/UCoS5kUnBGto7NW-pK24MrDg/>

Universal Design Plan Guide

Mobility SME Toolkit



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- **Universal Design Key Considerations**
- **Universal Design Best Practice Examples**
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Universal Design Key Considerations



COLLABORATION & CONTEXT

- *Street design should be inclusive and incorporate feedback, opinions, and inputs from all users*
- *Street design should consider abutting uses and neighborhoods*

SAFETY

- *Streets should accommodate all modes safely, and consider each user type to create a safe and connected experience for those who walk, bike, take transit, wheel, or drive*

CONNECTIVITY

- *A well-connected street design should promote mode options and decrease circuitous routes for all users*

MOBILITY & ACCESSIBILITY

- *Street design should provide comfortable easy access for all users to access businesses, their vehicles, bicycles, or transit*

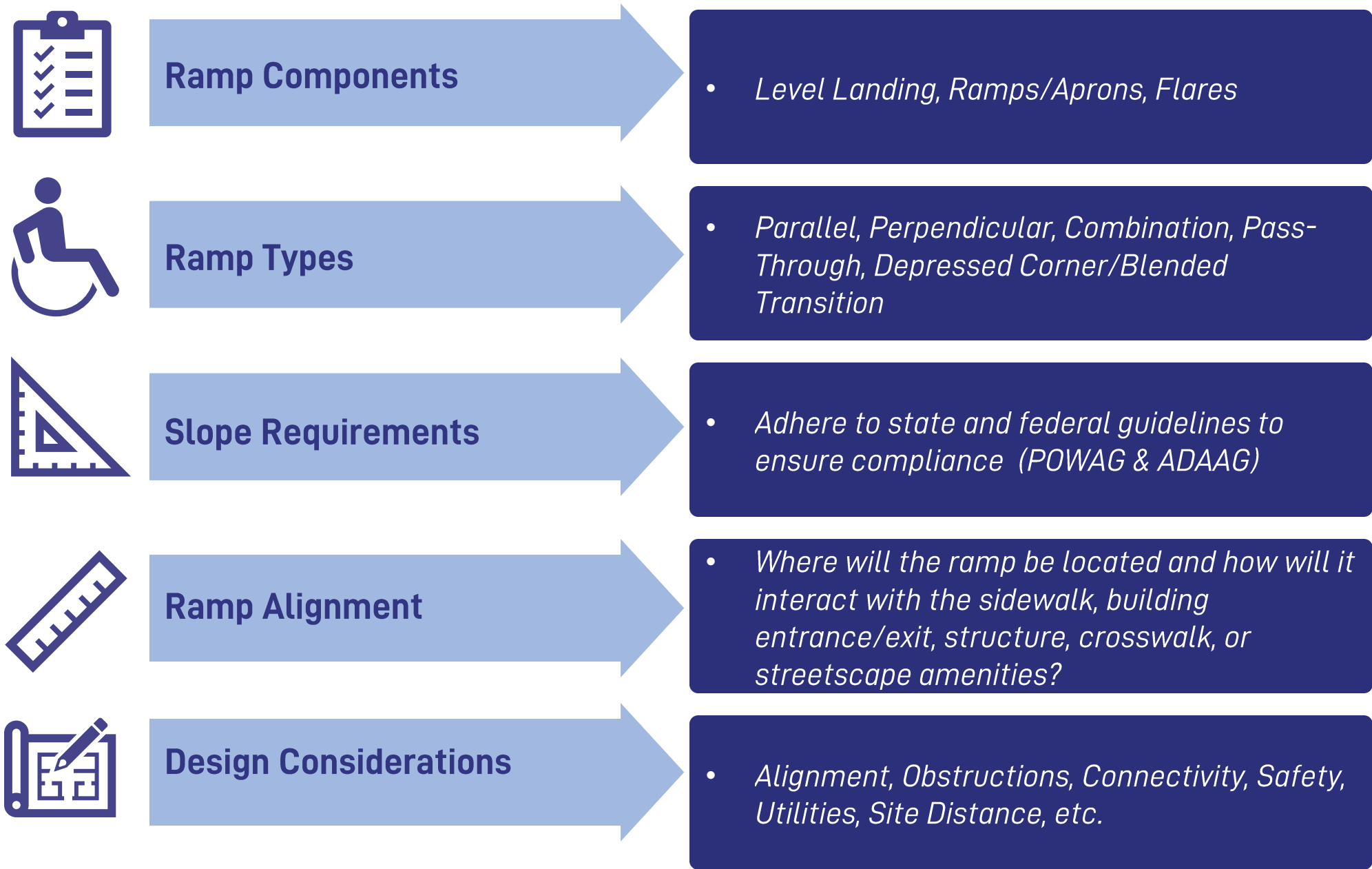
PLACEMAKING

- *Street design should help to promote community revitalization, spur streetscape activity, and create engaging spaces for all users to enjoy*

Universal Design Key Considerations



When developing accessibility design guidelines for a streetscape, you should consider the following design components



Best Practices: Universal Design Programs – Sidewalk & Street Reconstruction Plan



CAMBRIDGE, MASSACHUSETTS

- Citywide effort to implement sidewalk and accessibility upgrades in high-priority neighborhoods & design streets that accommodate all users (pedestrians, cyclists, bus riders/drivers, and residents)
- Reconstructed all curb cuts, and built/retrofitted crossing islands/medians
- Incorporated stormwater components into redesign, including additional street trees
- More info:
 - <https://www.cambridgema.gov/theworks/ourservices/~media/53AEF489A1144E4CB31B9324F48DBF91.ashx>
 - <https://www2.cambridgema.gov/theworks/departments/engnr/fiveyearplancompleted.aspx>



Best Practices: Universal Design Programs – Sidewalk Improvement Program



ITHACA, NEW YORK

- Sidewalk improvements districts developed to organize funding and assess priorities for sidewalk upgrades
- Removes the burden from individual property owners with the entire cost of sidewalk installation and maintenance for sidewalks adjoining their property funded by an annual sidewalk assessment fee
- More info: <https://storymaps.arcgis.com/stories/4df2b76ade6a4171a5ccbed80bf47ceb>

Universal Design –Public Rights-of-Way Accessibility Guidelines (POWAG 2013)

- **POWAG guidelines “contain scoping and technical requirements to ensure that facilities for pedestrian circulation and use located in the public right-of-way are readily accessible to and usable by pedestrians with disabilities.”**
- **POWAG guidelines provide design standards for:**
 - **Curb ramp and detectable panel placement and width on streetscape and pedestrian refuge islands**
 - **Width, slope, and design specifications for pedestrian access points to street crossings, pedestrian paths, sidewalks, overpasses/underpasses, elevators, doors, and at-grade rail crossings**

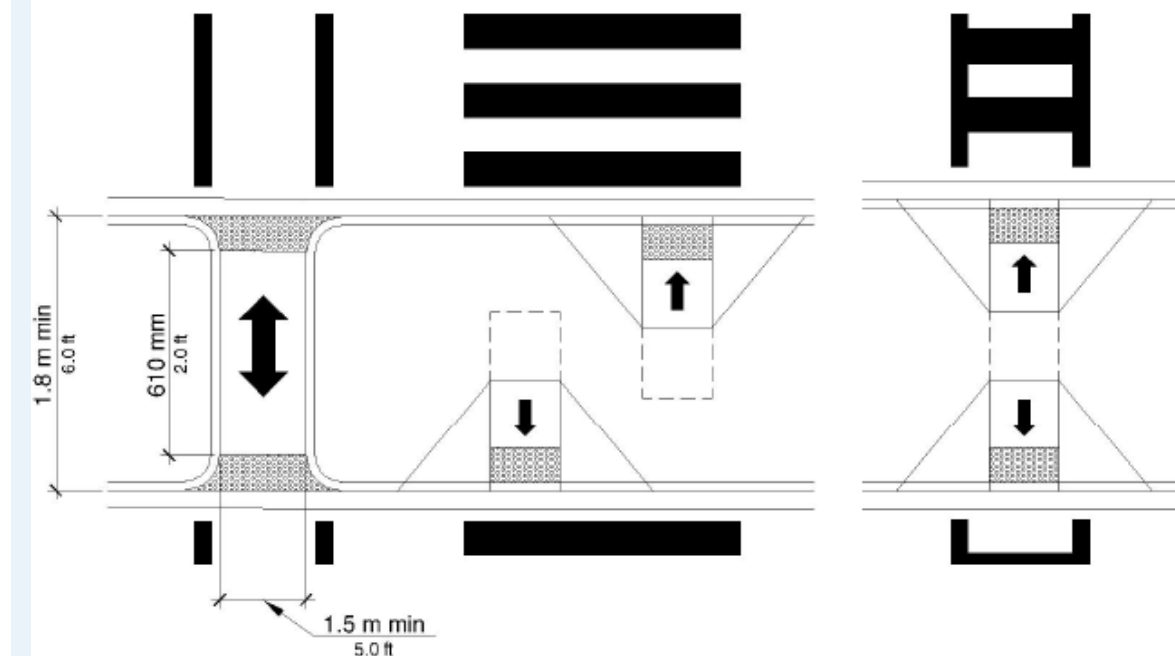
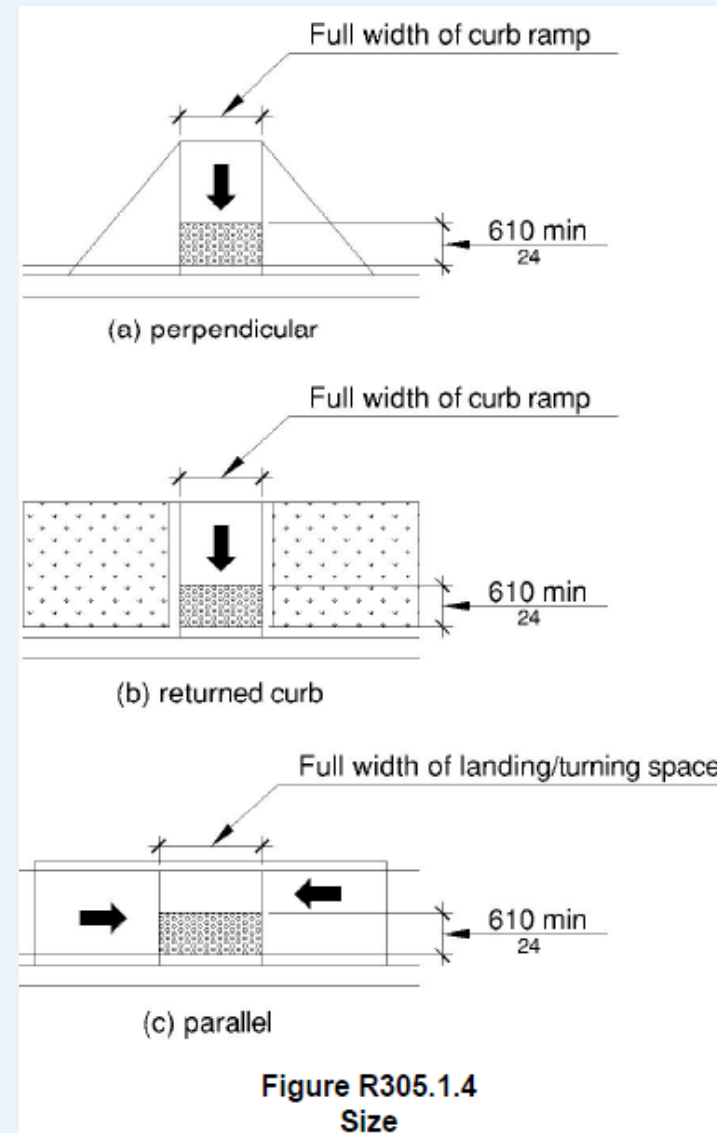


Figure R305.2.4
Pedestrian Refuge Islands

Source: POWAWG Chapter R3: Technical Requirements (2013)

Universal Design – Standards for State and Local Government Facilities (Department of Justice - 2010)

- *Design guidance that combines 28 CFR New Construction and Alterations standards and 2004 ADA Accessibility Guidelines*
- *Provides technical details on pedestrian path design standards for new construction and alternations for infrastructure considering signage placement, width of “accessible routes”, braille requirements, and ramp slopes*

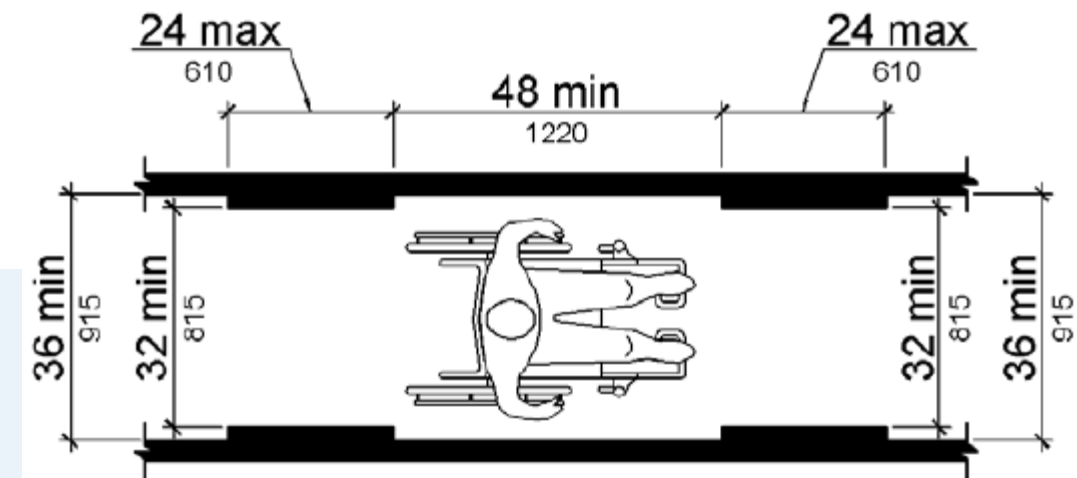


Figure 403.5.1
Clear Width of an Accessible Route

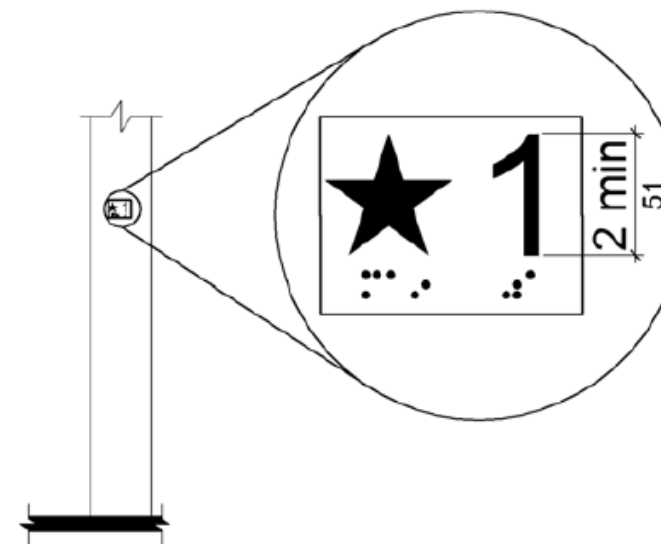
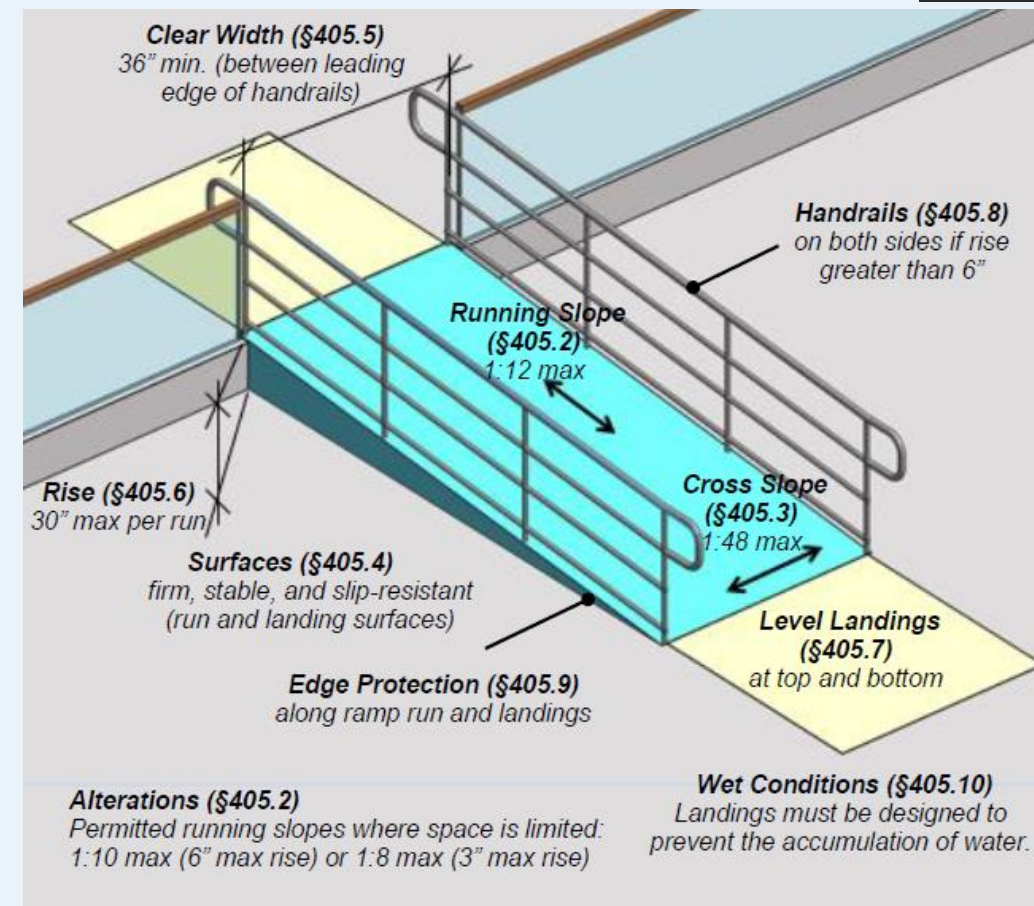
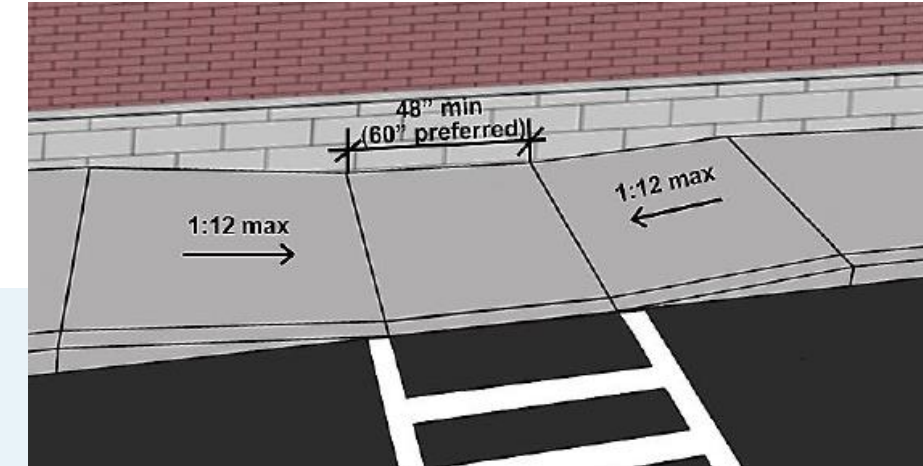


Figure 407.2.3.1
Floor Designations on Jambs of Elevator Hoistway Entrances

Universal Design – U.S. Access Board Technical Guide (2015)

- **Guideline that provides design standards and requirements for ADA-compliant ramps and curb ramps**
- **Includes recommendations for design and design intent for curb ramp slopes and width to avoid tipping hazards**



Source: U.S. Access Board Technical Guide – Ramps & Curb Ramps (2015)

Wayfinding Plan Guide

Mobility SME Toolkit



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



Why Develop a Wayfinding Plan?



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

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

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

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

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

Signage Types:

1. **Identification** (circulation such as streets and trails, or facility such as garages, transit stops, and restrooms).

2. **Informational** (directory, banners)

3. **Directional** (vehicular, pedestrian, temporary/movable)

4. **Placemaking** (icons/landmarks, thematic repetition i.e. banners - optional)

5. **Promotional** (advertising, sponsorship, events)

Included in
municipal
wayfinding
plan

Key Components of a Wayfinding Plan



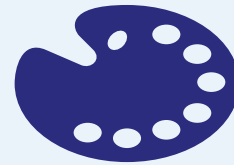
Discovery and Design Brief

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



Bid Consultation

- Identify recommended fabricators
- Support for municipality through bid process



Schematic Design

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



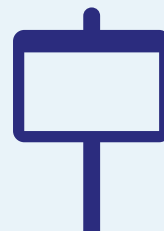
Design Development

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



Design Intent Bid Drawings

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



Signage Artwork

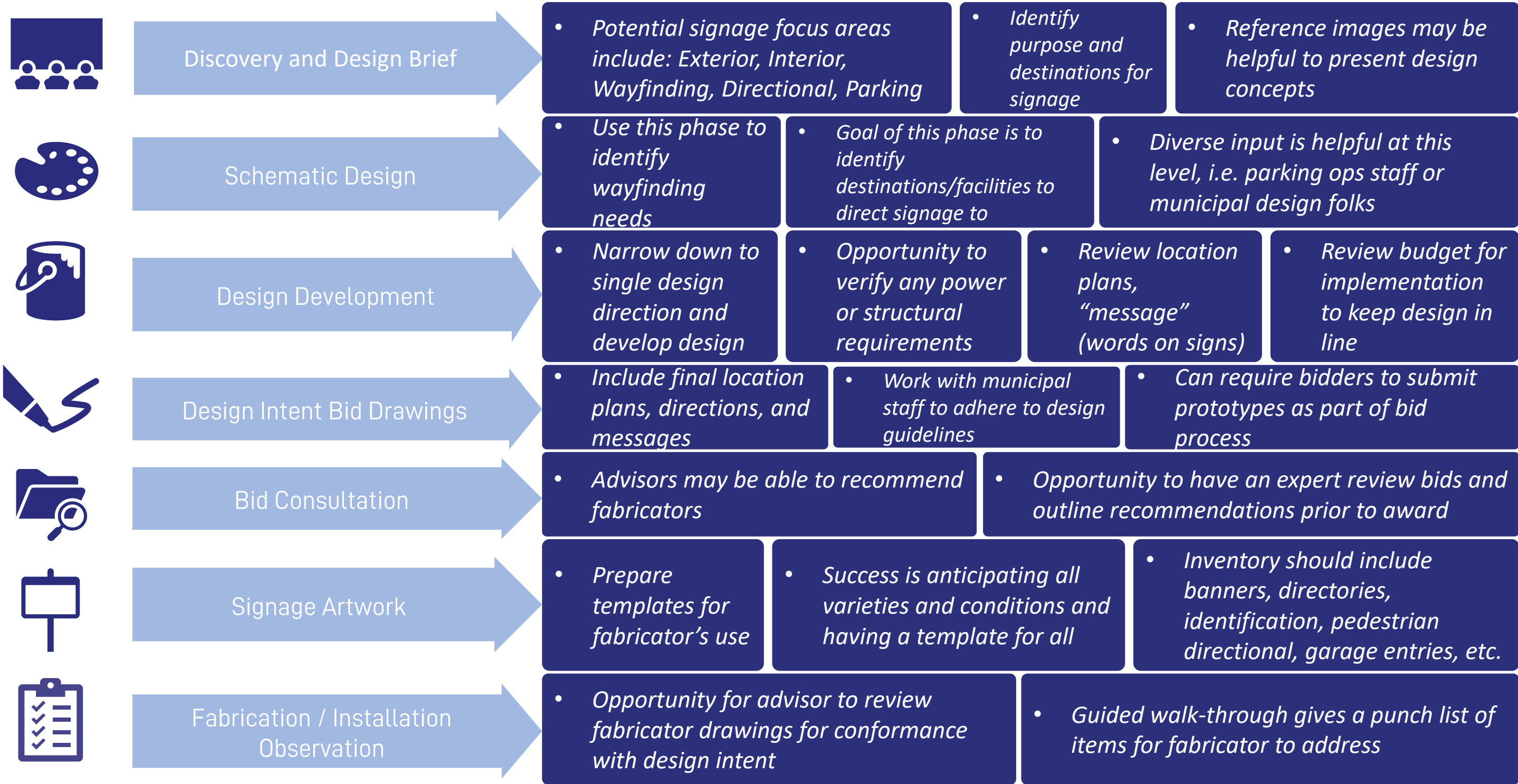
- Prepare specific, unique art/icons/symbols/logos
- Prepare templates for sign types
- Fabricator does layout for all signs



Fabrication / Installation Observation

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

Wayfinding Plan Tips for Successful Outcomes



Sign Inventory: Identification



MA Rail Trail: Trail Signage

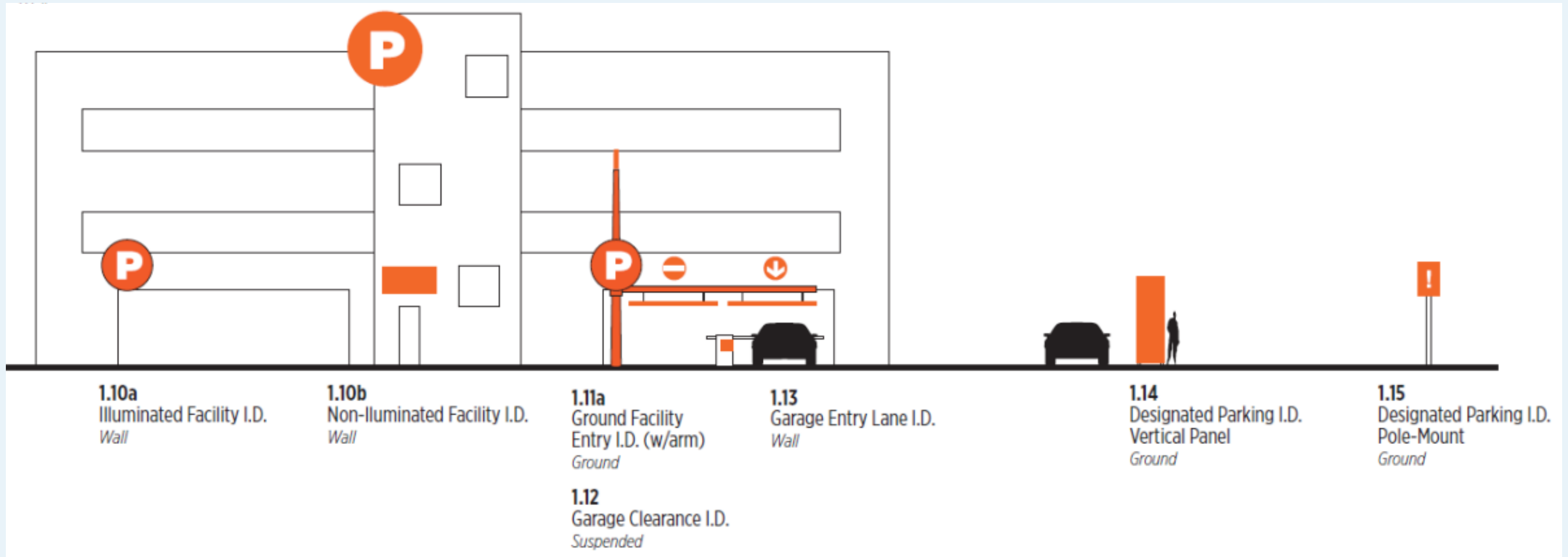


Shuttle Service: Shuttle Stop Signage at Alewife Station, MA



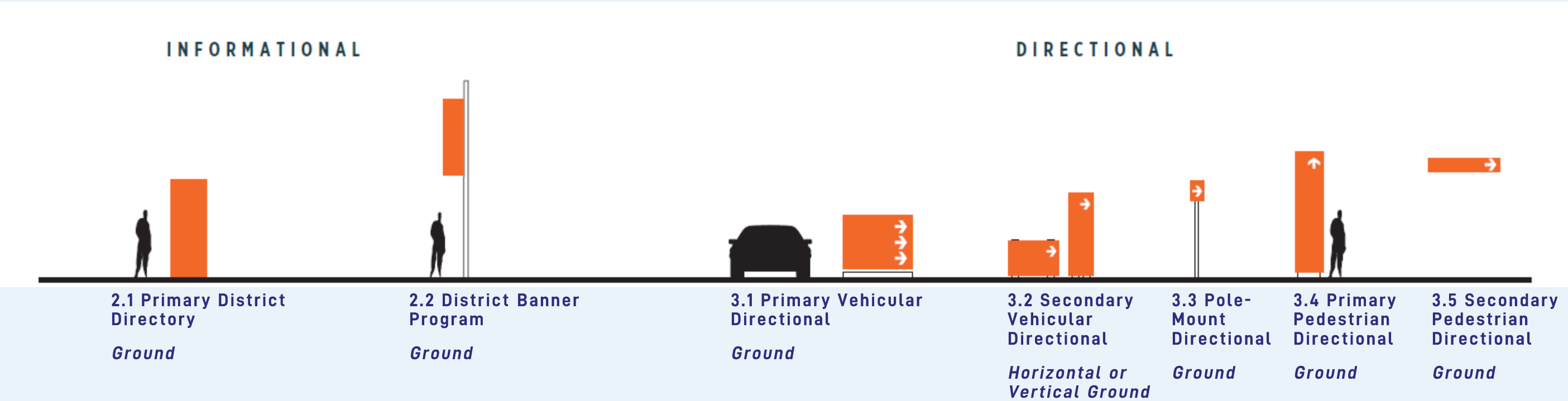
MBTA: Commuter Rail Station

Sign Inventory: Identification



Parking Facility Identification: Garage Wayfinding Design Plan (Identification)

Sign Inventory: Informational and Directional



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

Best Practices: Parking Wayfinding



Pittsfield, MA – Integrated

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



Beverly, MA – Signage for Zones

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



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

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

Best Practices: Pedestrian Wayfinding



South Boston – Walking Times

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



Minneapolis – Directional

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



Kendall Square, Cambridge – Destination Map

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

Parking Benefit District (PBD) Guide

Mobility SME Toolkit



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- **Why Develop a Parking Benefit District ?**
- **Key Components of a Parking Benefit District**
- **Tips for Successful Outcomes**
- **Best Practice PBD Strategies**



Why Develop a Parking Benefit District?



Parking revenue can directly support public realm benefits. This is a selling point for priced parking, as funds collected through meters translate to direct benefits such as streetscaping, beautification, and even staffing.

In 2016, Massachusetts adopted the Municipal Modernization Act allowing “a city or town [to] establish 1 or more parking benefit districts”. The PBD is managed by a designated group within a municipality and can include business owners and other local stakeholders.

The PBD allows parking generated funds (parking fees, parking tickets, etc.) be allocated to non-parking related public improvements (meter operations, parking technology, parking management salaries, improvements to public realm, transportation improvements). A PBD also diversifies the individuals involved in the public process.

Common PBD Goals

- *Create tangible benefits from priced parking*
- *Dedicate a revenue stream to finance district improvements*
- *Reallocate parking revenue*
- *Diversify transportation improvements across transportation needs and the public realm*
 - *Parking maintenance, wayfinding, walk/bike infrastructure improvements, streetscape, open space, marketing and events*

Key Components of Establishing a PBD



Adopt Necessary Legislation

- Adopt Section 22A to allow priced parking*
- Adopt Section 22A1/2 to allow the establishment of a PBD**
- Adoption typically requires a local legislative vote (Council/Board)

** Not needed if already pricing.*

*** Not needed if already have a parking fund to take revenues.*



Establish PBD Boundary & Fund

- Identify the district for priced parking and expenditures*
- Establish dedicated parking fund for meter revenue**
- Town/City can decide the amount/percentage of revenue to be allocated

** Fees also can be spent outside district.*

*** Fees can be channeled outside of general fund for up to 5-years before dedicated fund is formally established.*



Choose a Champion

- Specific entity* that manages the PBD
- Develop a Working Group that includes at least municipal staff & key stakeholders in boundary (although recommended, this is not required in the state legislation)
- A Business Improvement District or Main Street organization should be involved

** Can be municipal department or a non-profit downtown organization*



Create Prioritized List of Improvements

- Working Group determines public realm priorities in District
- Projects can include capital improvements, maintenance expenditures and staff time
- Spend according to priorities



Other Considerations

- Administrative costs
- Revenue fluctuates annually with demand
- Expenditures should adjust to reflect needs

Tips for Establishing a Successful PBD & Outcomes



Adopt necessary legislation

If adopting Section 22A of MGL Ch. 40 (allowing priced parking), best done in parallel with 22A1/2

Adopting Section 22A1/2 of MGL Ch.40 (allowing a PBD), some must concede only partial segregation from General Fund

Legislative (Council or Select Board) adoption process at municipality's discretion



Establish PBD boundary and dedicated fund

A parking study is best to determine rates, regulations & geography for priced parking

Align PBD boundary to encompass entire intended area of expenditures and revenue collection

Revenue sources can be mingled (i.e. violations, meter fees, off-street fees, BID revenues, etc.)

Dedicated fund likely is an Enterprise Fund or a Special Fund (either annually appropriated or preferably a revolving fund)



Choose a champion

Not necessary for manager of fund expenditures to be the municipal collections manager (though both roles should be represented on Working Group)

If created, a Working Group should include stakeholders from businesses, landowners, and others invested in public realm

Group should coordinate with other stakeholders as necessary & report to municipal finance staff at least annually



Create prioritized list of improvements

Consider public realm improvements that realistically be funded by projected revenues

Attach tangible district improvements to PBD expenditures, including meters, wayfinding, landscaping, arts installations, visible staff positions, parking supply, sidewalk improvements, lighting, etc.

Consider PBD revenues for related programmed infrastructure, overcoming any concerns about lost General Fund revenues



Other considerations

PBD revenues will fluctuate with demand & economy; don't over-promise

Implementing new pricing (ideally tiered, performance-based zones) with a PBD can show a net revenue increase

Administrative cost/burden will increase slightly but can be off-set by PBD revenues

Best Practices: Arlington, MA Parking Benefit District



Image source: Town of Arlington

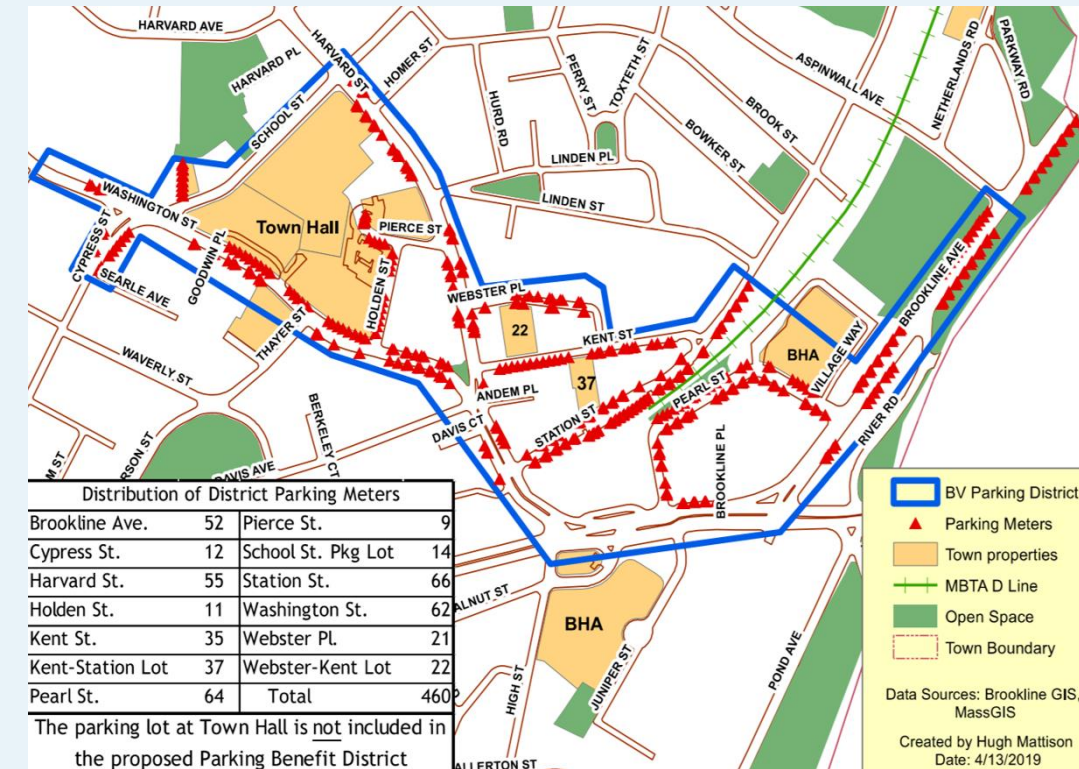
- **Proposed meter installation & PBD implementation simultaneously**
 - Community “gets something” in exchange for paid parking
 - Kept violation revenue in General Fund
 - Allocated meter & permit revenue to parking fund
 - Established a Parking Advisory Committee
- Established a **system of accountability and trust to Financial Committee & Capital Planning Committee** oversight
 - Reporting to committees & stakeholders (consistent engagement)
 - Annual presentation at Town Meeting
- **Use funding for:**
 - Installation & ongoing meter maintenance
 - Parking control officer salary
 - Credit card & collection fees
 - Implemented pay by phone
 - Snow removal in parking lots
 - Arlington Center Sidewalk Project (undergoing)
 - Parking lot design
- **Projected a conservative PBD revenue** to Select Board then **exceeded expectations**
 - After paying meter installation & general maintenance fees
 - For more information: <https://www.arlingtonma.gov/departments/planning-community-development/transportation-planning>

Best Practices: Rockport, MA Cultural District + Brookline, MA PBD



Rockport, MA:

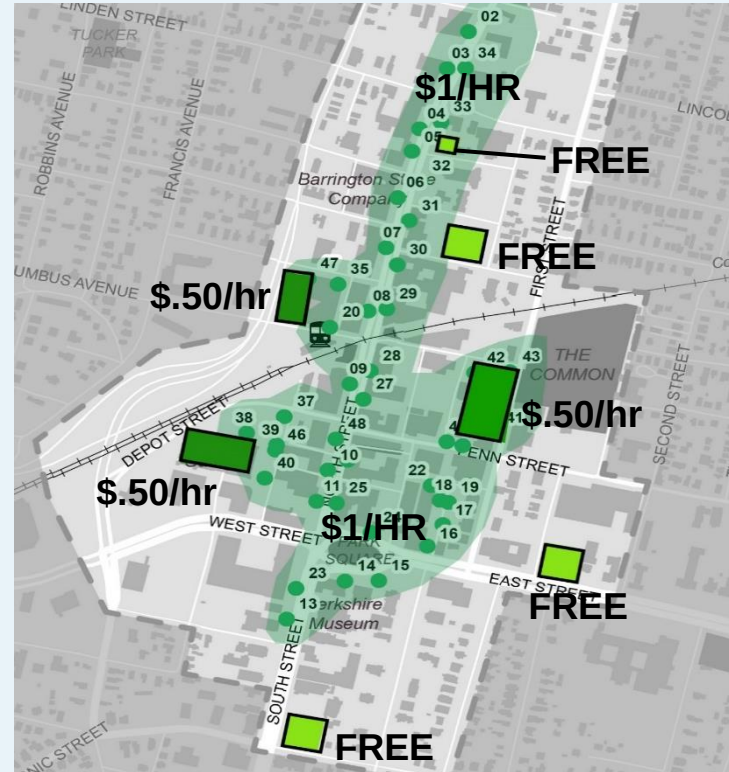
- **Meter/Kiosk revenue**
- **12% of meter revenue / up to \$10,000**
- **Funds go to:**
 - Time and services for Cultural District Director
 - Works to bring artists, cultural organizations, businesses together
 - Goal: build a thriving environment in Downtown
- **District is one of seven state-designated districts in the area**
- **District works with local partners for physical maintenance and community programming**



Brookline Village, MA:

- **Parking meter revenue from the Parking Meter Zone**
- **\$1,000,000 of revenue transferred to PBD**
- **Funds go to:**
 - Public art
 - Parking and traffic operations
 - Accessibility improvements to infrastructure in the PBD
- **PBD Board established**
 - May recommend changes to meter rates to Select Board
 - Develop annual budget and recommendations
- For more information: <https://www.brooklinema.gov/1793/Brookline-Village-Parking-Benefit-Distri>

Best Practices: Implementing Priced Parking (Pittsfield & Haverhill)



Pittsfield, MA – Implementing Priced Parking & Technology

- **2014 Parking Plan & 2020 Parking Plan Assessment**
 - Parking Plan Goal: Implement paid parking across the City & invest in technology and new revenue control equipment
- City implemented **53 meters, License Plate Identification, and a new payment application option**
 - Parking pricing structure included demand-based pricing for on-and off-street facilities, with free parking in the "outer zones" and select lots implemented a permit option & free for the first 3-hrs
- 2020 assessment recommended **seasonal pricing adjustments** in areas of high demand, while **moving long-term parkers to lots farther away**
 - Assessment proposed continual upgrading to wireless technology, using a third-party program to collect & analyze data, and monitor parking utilization and payment equipment

Haverhill, MA – Time Of Day Adjustments

- Implemented paid parking in 2011 for **first time since meters were removed** in the 1950's
- Sought to create **revenue for district improvements** (prior to PBD legislation)
- Used private operator with **guaranteed revenue for benefits**
- Originally: 3:00 pm – 8:00 pm to create availability at times of higher demand
- Economic resurgence recently required **increasing span** to 10:00 am to 8:00 pm
- More information:
<https://www.cityofhaverhill.com/Paid%20Parking%20program%20updates.pdf>



POP-UP STOREFRONTS SME CONSULTATION

By: The Musicant Group for the City of Salem

To: Karl Alexander

From: The Musicant Group

Re: SME Consultation for Seasonal Pop-up Storefronts and Activations

Thank you for the opportunity to work with you the City of Salem on the seasonal activations project. Our notes and recommendations are below. Please feel free to contact us if you have any questions or would like to work with The Musicant Group further on implementing any of these initiatives.

Seasonally Closed or Vacant Storefront Program

Attracting partners - Go local. Focus first on recruiting locally-owned properties. There is a higher likelihood of participation from owners who are also community members. Encourage property owners with collective-action centric messaging (i.e. that we are all in this together, downtown's reputation and appeal is not a zero sum game). Activating the downtown in the off-season benefits the entire community. Communicate that this is a way to meaningfully enhance the reputation of the building/landlord as one who cares about and supports their community. This could include an incentivization approach, such as co-marketing the regular season business in the shop window when the space is being occupied by an off-season pop-up, or adding thank you's in program literature.

Find spaces before activations. Recruitment of landlords and storefront owners should happen *before* recruitment of activations. Knowing what types of spaces are available will draw more place-based responses for use. There is the added benefit of getting an early understanding of what landlords are willing to host. Make sure you have landlords committed to participate before starting the recruitment process.

Vacant Storefronts - Pitch it as marketing their leasable space. In the case of a vacant storefront, a successful program undoes itself - the temporary uses boosting foot traffic to their space, generating leads for new tenants and resulting in new leases. The value statement to them for why they should allow low or no-cost use of the space is that this use does not preclude them from seeking out permanent tenants and activates a space that wouldn't have been generating revenue during this time anyway.

If owners are reluctant to give internal access, pitch window-only activations. Using vacant store windows as a canvas is a great way to add vibrancy to a street, and there is little risk for the store owner. No one need enter the storefront in this scenario. Window activations can create interest in the downtown, bringing more people to the area and also keeping them walking further down the street, increasing foot traffic for open storefronts. Some ideas:

- Artist installations.

- A connected piece spanning multiple storefronts that tells a story or is a riddle/scavenger hunt. This gets people to walk the length of the town.
- Promotion of a community-wide event or building project.
- Rotating themed window decorations. Get people back to see the updates each season.
- Advertising space for other businesses or nonprofits.
- Community message boards.

Provide financial incentives to support the building owners. This may be especially important for the first one to sign up, as a proof of concept to attract others. Provide a signing bonus or waiving the fees of any leasing/permitting. For window activations, including a decal or logo indicating “I support my downtown” or something similar may provide further incentive.

Consider Location: Pop-ups in storefronts that are in close proximity to struggling businesses will help give those businesses a boost. Pop-ups near thriving businesses will benefit from the existing foot traffic. Balance the selection of activation locations to benefit everyone and so that visitors experience both thriving businesses and support struggling businesses of your community.

Create a follow-up plan. Regular check-ins with owner and lessee/activator ensures the use is complying with agreed upon parameters. Have a plan to shut down activations that don’t follow the rules.

For vacant properties and interior activations, consider a third-party management entity. Given the low revenue generating potential, a third party management entity to hold a master use agreement or lease for the vacant properties can simplify the process, and provide use of their existing insurance capacity.

- The third party should enter into use agreements with the users of the vacant spaces that defines rules and regulations, but does not put the logistical or insurance burden on the user who is likely unfamiliar or ill-equipped to take on logistical hurdles for short term use.
- The third-party acts as the recipient of the sublease and utilizes existing organizational insurance and capacity to navigate any permitting needs and building owner requirements.
- The third party could also cover utilities to lessen the burden even more for owners/short-term use tenants.
- The use agreement should stipulate a minimum and maximum of operational hours needed to produce the activation outcomes the program wants to see. (Though to start and when you are trying to build demand, being more flexible is probably best.)
- The use agreement should have clauses about what would trigger immediate termination of the agreement, such as uses you want to prohibit. This is a strategy to mitigate activity that the property owner or third party master-agreement holder believes will significantly increase their liability.
 - Examples for publically open spaces (i.e. retail stores with customers) would be hosting non-standard events in the space, making un-approved modifications to the space.
 - Examples for private space activation (i.e. artist studios or other uses with a limited number of authorized occupants) would be inviting in unauthorized users who cause damage to the property or consumption of illegal substances on site.

- Examples for closed storefront displays (i.e. display of art or community engagement/education) would be display of nudity or profanity that is not removed within 24 hours of request.
- The agreement should also define what the landlord will provide (access to the building, utilities, any FFE) and what the master agreement holder and end user will be responsible for providing.
- In the case of activation in vacant storefronts you should be able to promise at least 60 days to make it worthwhile for the short-term occupant and then have a rolling 30 day expulsion clause for no cause going forward to allow for the space to be rented and temporary uses to cease.
- In the case of seasonally closed storefront activations, an expulsion clause is not necessary, and a clear timeline can be set from the initiation.

Appropriate uses vary based on context, but food businesses are not recommended unless they already have a significant operations basis. The food industry has significant barriers to entry and the first three months of a new food business are turbulent. Even if the on-season business is a food business, sharing kitchens is a frequent source of conflict. If the space would require significant build out to house a food business, that can create a financial and permitting barrier to a rapid-implementation activation project. The quickest route to implementation is a pop-up retailer that already has online sales or artists who already have work created that can be displayed while they utilize the space for ongoing creation.

Common challenges arise from lack of communication or overly reactive building owners, so relationship building on the front end is critical to success and stability of storefront activations.

Explore community needs through a survey. What are missing amenities/activities and see if those could be built into vacant spaces? Does the off-season provide the opportunity to provide resident desires in a more focused way?

Street Activations or Community Events in Public/Private Buildings

Connect activations to already existing events, such as Salem So Sweet. Layering activities so they support one another will increase participation and save organizers time and money.

Funding for day-to-day programming can be generated through parking fees, tourism taxes, or establishment of a BID funded by landlord fees.

Consider activations that bring people in at different times of day. Everything closes at 7:00 PM. How can that be changed? Enhance the public realm in the evening to get people out and give businesses a reason to stay open. Movie nights, fire pits or luminary walks, music performances or community dances, dining in the park - these are great ways to bring people out at night. Encourage businesses to stay open during the event. Subsidizing coupons for open businesses would encourage people to shop.

Consider the use of existing buildings for community classes and events. The new condominium or other building with gathering space could be a place to host events to bring the community together. This can help mitigate perception of these buildings as being “not for us.”

Resources

The Musicant Group - Friendly Storefronts Toolkit - <http://www.musicantgroup.com/free-ideas.html>

This toolkit provides ideas for activating occupied storefronts, but the tactics for tactical improvements are applicable to pop up spaces too!

The Musicant Group and Hennepin County - Covid Response Toolkit for Business Districts - <https://drive.google.com/file/d/1VTM6M7GL8smlrkqtNuvn6KBtxkMLO0Nj/view>

This toolkit provides strategies and resources for businesses to respond to the challenges of operating during Covid.

Culture House - Community Hub Manual -

https://culturehouse.cc/wp-content/uploads/2020/03/culturehouse_manual.pdf

This manual provides information on creating community spaces.

Freespace Toolkit - San Francisco - <http://freespace.io/toolkit/>

This toolkit is based on a project with a wealth of creative culture to build from, but the structure of how they approached finding and utilizing their space may be helpful as you go down this path.