



Rapid Recovery Plan

2021

Town of Medfield

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



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

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

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

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

Acknowledgements



Town of Medfield

Sarah Raposa, AICP, Town Planner
Marion Bonoldi, Town Clerk
Nicholas Milano, Assistant Town Administrator



BerryDunn

Kevin Price, Principal
Keri Ouellette, Senior Consultant



BSC Group

James Fasser, RLA, AICP, LEED AP, Principal



BETA Group, Inc.

Jeffrey Maxtutis, Senior Associate
Jack Madden, PE, Senior Project Manager/Asset Management



SCB Management Consulting

Stephanie Bagley, President

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Medfield Planning Board and
Business Owner

Teresa James

Resident and Business Owner

Lucille Fischer

Resident and Business Owner

Matt Triest

Medfield Employers and Merchants
Organizations (MEMO)

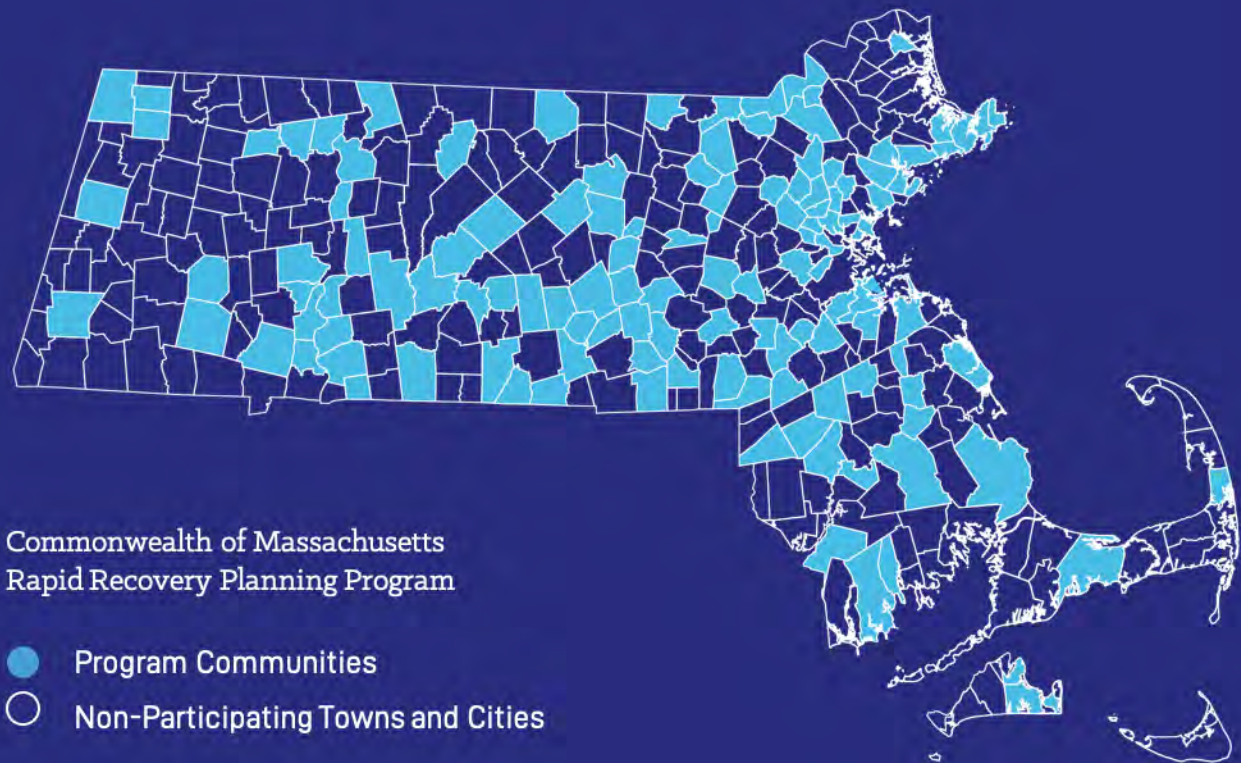
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125 communities participated in the Rapid Recovery Plan Program

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

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



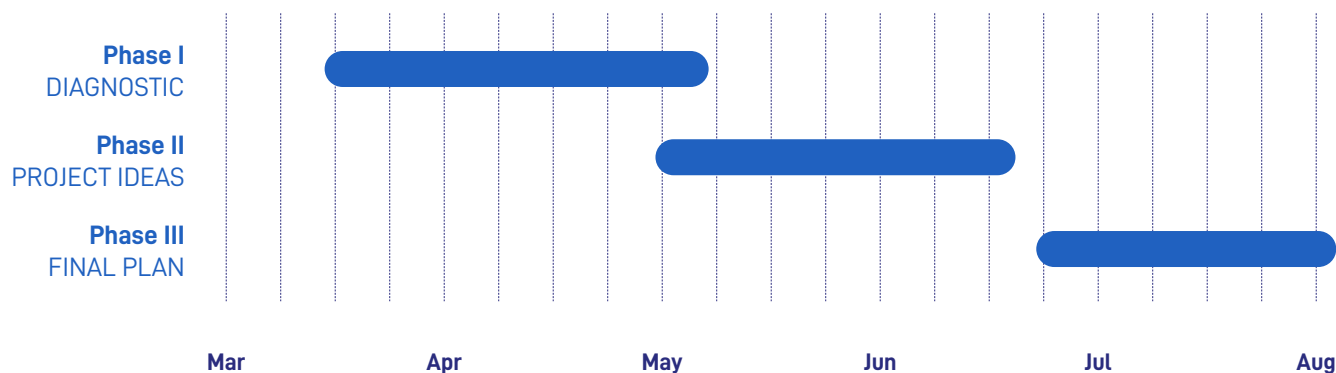
Rapid Recovery Plan (RRP) Program

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

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

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

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



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

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

Rapid Recovery Plan Diagnostic Framework



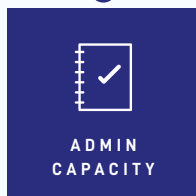
Who are the customers of businesses in the Study Area?



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



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



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

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



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other

Executive Summary

Executive Summary

Preserving and Enhancing Medfield's Sense of Community

Medfield is a suburban community approximately 30 miles from downtown Boston and 33 miles from Providence, RI, but the Town has retained much of its New England village character. Preserving the sense of small town community was a key theme from stakeholders during the 2020 Medfield Town Wide Master Plan (Master Plan) process as well as from stakeholder engagement in the LRRP planning process. Medfield residents recognize the importance of their downtown as the economic, social and cultural center of their community. The diversity of local businesses, civic, cultural and religious institutions, and public spaces creates a sense of place in downtown that many communities are lacking and that Medfield residents value. Stakeholders have identified many ways in which the physical environment could be enhanced to support the local economy, create opportunities for community gathering, and make the district a safer, more accessible and desirable place to spend time.

Changes to commuting patterns, shopping, and social gathering as a result of the COVID-19 outbreak have highlighted the importance of physical spaces in creating a sense of community. The Master Plan acknowledges the importance of "third places" to gather and build a sense of community, separate from home ("first place") and work ("second place"). The existence of safe, accessible, and attractive third places has become even more critical as many workers have found their first place (home) merging with their second place (work). Many office employees made the transition to work from home due to COVID-19 in spring 2020, and for some, this transition has become a permanent change. While the popularity of remote work was growing prior to the pandemic, the increase in employers offering full or partial remote work options has been a major shift in the workplace since 2020. Employees who are no longer restricted geographically by the fixed location of an office, are choosing to live in places with a better quality of life. This includes proximity to appealing third places, such as parks, cafes, community centers, bars, churches, etc.

Downtown Medfield has many features that help to create a sense of place, including a number of parks and civic spaces in the heart of downtown. Residents, business owners, and other stakeholders have identified several challenges hindering economic recovery in downtown, including traffic, pedestrian access, parking, and a better mix of retail and restaurants. This Plan provides a guideline for developing projects that will help address these issues and provide opportunities for economic growth in Medfield.



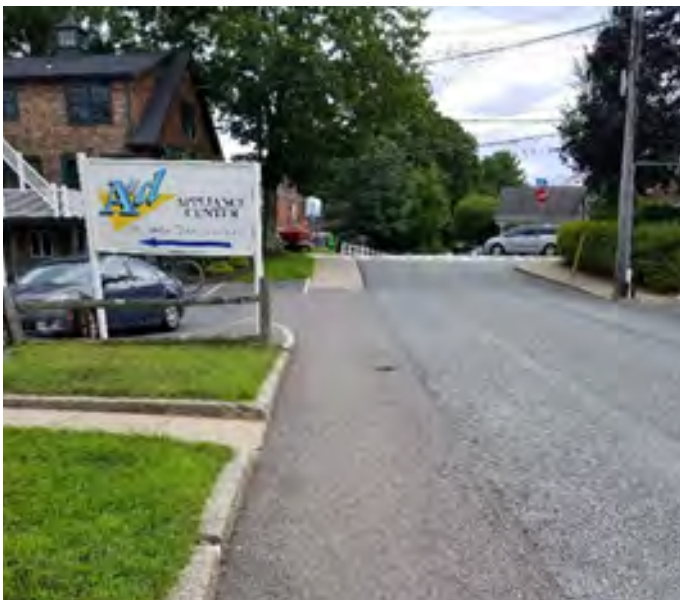
Seating outside of Brother's Marketplace. Photo credit: BerryDunn

The Town's recovery will require an investment in infrastructure

Traffic and circulation in downtown is the biggest challenge to creating a more viable business district in Medfield. Navigating the Main Street area of downtown with high traffic volume and relatively high vehicle speeds has been noted as a point of frustration for both pedestrians and motorists. Medfield, like most communities, experienced a decrease in traffic volume in 2020 as a result of the COVID-19 outbreak; however, traffic has begun to increase again, in 2021. Addressing vehicular traffic, bicycle and pedestrian accessibility, and availability and convenience of parking through strategic infrastructure improvements is a priority for Medfield residents and business owners.

A high volume of pass-through traffic on Route 109 is a challenge to making the downtown safer and more pedestrian-friendly. Many stakeholders have expressed a concern about safety while walking downtown, especially related to pedestrian crossings at major intersections. With several schools, civic buildings, and religious institutions in and near downtown, it is critical for streets to be safe and accessible for users of all ages and abilities.

While some stretches of the downtown are traditionally developed with zero lot line setbacks and pedestrian-oriented storefronts adjacent to the sidewalk, there are also several commercial properties and intersections that are auto-oriented in their design, with parking lots in front of storefronts and long crossing distances. Providing safe and connected bicycle and pedestrian infrastructure would help reduce the number of vehicle trips within downtown and by making it easier and safer for customers to walk between various downtown destinations. Creating a "park once" district has multiple benefits, including reduced traffic congestion in downtown and livelier streets. Providing safe and convenient public parking is an important aspect of a "park once" district and is necessary to facilitate more walking trips within downtown.



Upham Road., towards Main Street. Photo credit: BerryDunn



Public parking lot on Janes Avenue. Photo credit: BerryDunn

Diagnostic

Key Findings



Medfield residents are engaged in their community

Medfield is a tight-knit community with residents who are actively engaged in civic and community organizations. Medfield residents and other community stakeholders have had continuous involvement in planning initiatives for the Town, including the current Local Rapid Recovery Plan process. More than 120 stakeholders responded to the community survey, 131 stakeholders provided comments in the online forum, and 26 businesses responded to the business survey. Approximately 94% of survey respondents indicated a thriving downtown is important or very important to their community.

The Medfield community has a strong customer base with buying potential and an interest in supporting local businesses. The median household income in Medfield (\$160,963 per the 2019 American Community Survey) is nearly double that of Massachusetts as a whole. While many Medfield residents commute to Boston or other suburbs for work, the Town's daytime population of 16,000 is still higher than the residential population of 12,600. It is possible that changing office policies will result in a higher work-at-home population for the long-term, further increasing the demand for amenities in downtown Medfield.

Stakeholders emphasized the desire for a diversity of sit-down restaurants, bars, breweries, specialty shops, bakeries, and an ice cream shop. These types of non-necessity businesses bring vibrancy to downtowns and could attract more people to the district from further away, increasing downtown's customer base. Medfield residents take pride in their community and are eager to support new and existing local businesses.

Approximately 94% of survey respondents indicated that a thriving downtown is important or very important to their community.

Most "Liked" Public Comments from Online Engagement

Get the powerlines and cable wires underground, replacing the telephone poles with more attractive street lamps. Aesthetics matter in a downtown and clearing the skyline would make an enormous impact. People tend to spend more time in areas that are well maintained and attractive.

Lobby to the state for a commuter rail stop. Accessibility and commutability are top players in the economic viability of a downtown.

Amenities that Medfield residents would like to see downtown:

Budget-friendly family dining spot, dog park with fence, a permanent stage for music performances, a new or renovated playground, ice cream parlor, more sidewalks, upscale stores and restaurants, repainted crosswalks



Source: Medfield LRRP Social Pinpoint public engagement page.



Medfield has a compact downtown

Medfield has a traditional small town center with shops, restaurants, services, public facilities, and schools all within a walkable distance; however, due to the existing condition of pedestrian infrastructure and lack of bicycle infrastructure, the downtown is not as accessible or as pleasant a destination as it could be. Stakeholders noted bicycle infrastructure is lacking and extending sidewalks to secondary streets off of Main Street would improve connectivity and accessibility in downtown.

Efforts to create a safe and walkable Main Street are competing with the demands of residents, commuters, and truck drivers who use Main Street (Route 109) and Route 27 as primary transportation routes.



The downtown is Medfield's economic, social, cultural, and civic hub

Medfield has an active downtown with a diversity of services, amenities and institutions that bring people to the area. At the center of the district is the town hall, public library, several churches, and Montrose School. These destinations have consistent visitors who inhabit downtown on a regular basis and help sustain the many restaurants and shops in the district. Additionally, residents patronize downtown banks and personal service businesses on a regular basis.

While there are very few vacant storefronts in downtown Medfield, the district is lacking the types of destination businesses that encourage visitors to stay downtown beyond their essential trips and that could draw visitors from beyond Medfield. Some survey respondents referenced the nearby towns of Wellesley and Hingham that both have excellent pedestrian infrastructure and a healthy mix of necessity goods and services and non-necessity businesses that encourage spontaneous shopping and browsing.

Stakeholders see room for improvement to boost economic activity, attract new businesses, and support a sense of community in downtown Medfield.



The Town needs additional economic development capacity

While the Town is committed to initiatives to support businesses in economic recovery, staff have found that additional capacity to engage the business community is needed to advance recovery efforts. The Town has worked with the Medfield Employers and Merchants Organization (MEMO) to reach out to the business community, and would like to have the resources to provide continued support to MEMO and all Town businesses. Building relationships with business owners, landlords and community groups is necessary for effective implementation of community-driven economic development strategies. Building these relationships takes time, and ideally, would involve a dedicated and experienced economic development professional leading the process. It will be important to identify an appropriate person to build and strengthen partnerships with stakeholders, identify community leaders who can assist in managing initiatives, and engage volunteers to support these efforts.

Medfield could consider reviving the Economic Development Committee to provide oversight for and coordination of economic development initiatives to verify programs are aligned with the Town's overall goals for growth and development. Additionally, the Town could consider using American Rescue Plan Act (ARPA) funding to hire a temporary economic development coordinator or consultant to provide resources for initial planning and implementation of the proposed projects. Most of the proposed initiatives in this plan are relatively low-cost and short-term projects. In addition, there are other recommended short-term projects and actions the Town may consider to support economic recovery. A temporary economic development staff person could coordinate these various initiatives and set priorities for economic development activities, considering the Town's broader recovery goals.



Park Street Books & Toys, Main Street. Photo credit: BerryDunn



Highlights from the Physical Environment

ACCESSIBILITY

The downtown sidewalks along Main Street, North Street, and South Street are generally in good condition; however, many side streets do not have sidewalks and the sidewalks along Main Street end just outside of the downtown area.

Medfield's Main Street (Route 109) is a busy commuter route with heavy pass through traffic, especially during the morning and evening commuting times. The primary intersections in downtown at Spring Street, North Street, and South Street have long crossing distances and a lot of turning traffic.

SAFETY

The safety concern with crossing Main Street in downtown Medfield was a notable concern from residents, businesses and Town officials. While crossing signals and crosswalks exist, the predominance of automobiles and the speed of vehicles traveling on Main Street results in a potentially dangerous situation for pedestrians, especially at the busiest times of day.

In addition to street crossings, navigating the many vehicles turning on and off of Main Street to reach parking areas for businesses in the district also poses a challenge to pedestrians and cyclists.

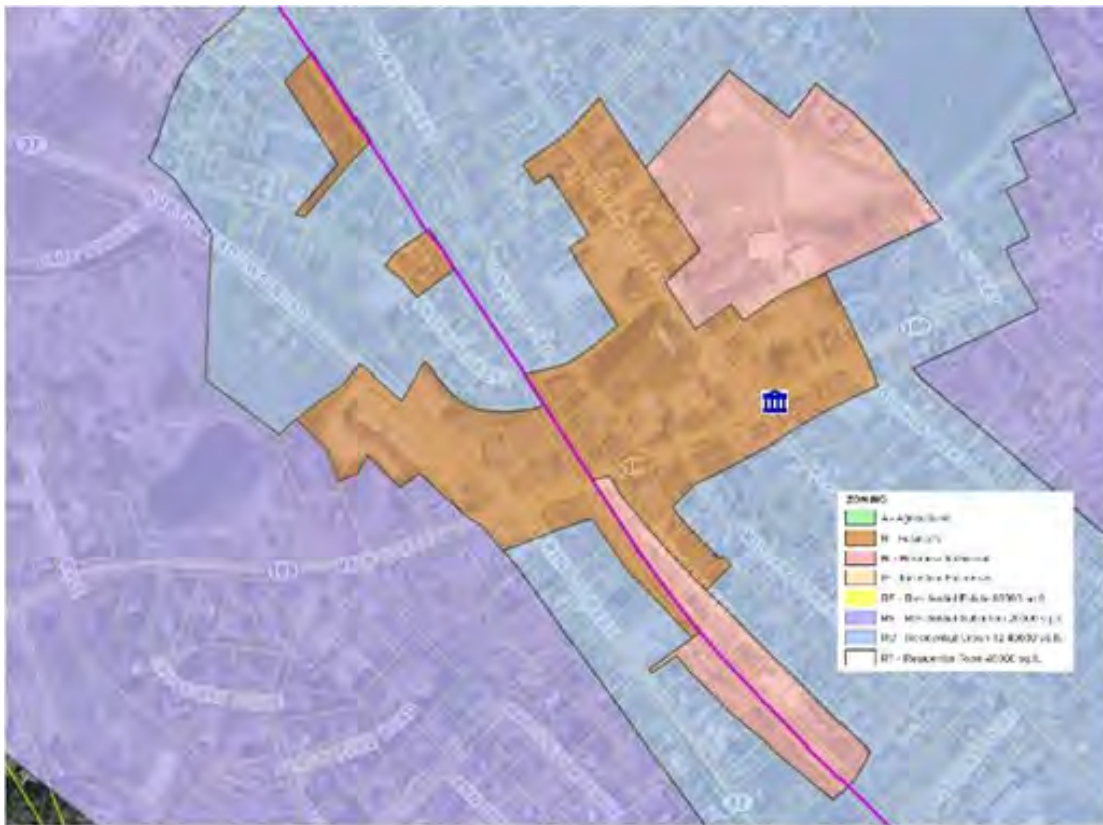
CONNECTIVITY

Having a connected network of pedestrian infrastructure is important to creating a thriving downtown district, improving safety, and facilitating traffic flow. Medfield has a relatively small and compact downtown area with short walking distances between businesses, amenities, and other points of interest; however, vehicular traffic and lack of sidewalk connectivity make it challenging and intimidating for many people to navigate the area safely.

Having pedestrian infrastructure that is safe and easy to navigate will allow downtown visitors to park once and walk to various amenities in the district rather than driving short distances from place to place within downtown. This will result in fewer vehicle trips within the district and fewer vehicles turning in and out of individual parking areas, which causes traffic to back up on Main Street at peak travel times.



*The end of the sidewalk on Park Street.
Photo credit: BerryDunn*



Top: Zoning Map. Bottom: Map of Downtown Study Area. Source: Town of Medfield



Meeting House Pond. Photo credit: BerryDunn

Medfield has a variety of gathering spaces downtown

PARKS

There are several public parks within downtown, including the gazebo park adjacent to the library, Baxter Park at the corner of Main Street and Spring Street, Meeting House Pond on Frairy Street, and Straw Hat Park on North Street. Survey respondents noted a need for better maintenance, additional seating, and other amenities at these parks, particularly Baxter Park and Meeting House Pond, to be more inviting. Some residents noted the recent addition of picnic tables in downtown parks, and they would like to see more amenities added to public parks and improved maintenance to encourage more people to use these spaces for gathering.



*Sidewalk outside of the Medfield Public Library.
Photo credit: BerryDunn*

INFORMAL GATHERING SPACES

In addition to the public parks downtown, there are many small and informal open spaces, both public and private, where people gather. Understanding how people use these informal spaces, can provide guidance for how the Town can enhance public spaces and support the development of public and private gathering spaces. For example, sidewalks where lots of interactions happen could be extended to create parklets allowing for more seating and gathering space.

Funding or incentives could be provided to encourage private, nonprofit and religious institutions to create public gathering spaces on their properties, simply by adding seating and lighting.

POCKET PARK

Straw Hat Park, named after Medfield's history of straw hat manufacturing, was a community-led pocket park project supported by the Medfield Foundation, Inc., and the Cultural Alliance of Medfield. Community members provided input on the design and voted on the name of the park. The park was partially funded through donations by residents and other supporters who purchased commemorative bricks, park benches, chairs, and tables.



Highlights from the Business Environment

MIX OF BUSINESSES

Downtown Medfield has a mix of retail, office, professional services, personal services, restaurants, and other uses. This healthy mix of businesses and amenities draws people to downtown throughout the day, week, and year round. The district's relatively low commercial vacancy rate is a positive sign for the economic recovery of downtown Medfield.

IMPACTS FROM COVID-19

Nearly 90% of businesses surveyed indicated being impacted by COVID-19 and 77% suffered a decline in revenue from 2019 to 2020, as well as a decline in on-site customers in January and February of 2021 compared to pre-COVID. As of April 2021, only half of those businesses were operating at full capacity.

Business owners tend to be satisfied with the physical environment of Medfield's downtown, including streets, sidewalks, condition of buildings and signage, and safety. The impacts of the COVID-19 outbreak on revenue and customer traffic have highlighted a need for better promotion of businesses, events, and the downtown district in general.

MARKETING

More than half of businesses surveyed had to make business process changes to establish an alternative mode to sell and deliver products. This included developing or enhancing a website, creating a delivery service, or establishing curbside pick-up.

The impacts of COVID-19 exposed the need for adaptable marketing and communication strategies for businesses, in order for owners to quickly adjust to the economic climate and reach customers directly.

Thirty-five percent of businesses surveyed expressed an interest in participating in some type of shared marketing strategy with other downtown businesses. Some businesses are not taking advantage of free and low-cost tools for promoting and marketing their business and services, such as Google Ads and various social media platforms.

Many stakeholders also noted the need for better general promotion of the downtown district as a place to visit, and would like to see more programs and events that would attract visitors to downtown Medfield.



Gazebo at Medfield Public Library. Photo credit: Town of Medfield

Project Recommendations

1. Install wayfinding signage

Category		Public Realm
Location		Study Area
Origin		Town staff, site visit observations, recommendation of the 2018 Downtown Medfield Parking Study
Budget		Medium Budget (\$50,000-\$200,000) • \$20,000 - \$35,000 for a consultant to develop a design and specifications. • \$35,000 - \$70,000 for installation, depending on the type and number of signs proposed. Funding Opportunities (see Funding Table in Appendix H for details): Coronavirus State and Local Fiscal Recovery Funds MA Downtown Initiative Technical Assistance Program MassWorks Infrastructure Program MAPC Technical Assistance Program
Timeframe		Short Term (<5 years)
Risk		Low Risk – community support
Key Performance Indicators		Downtown visitors, easier navigation of downtown, improved sense of place, increase in visitors to key attractions and businesses
Partners & Resources		• Department of Public Works – provide feedback on signage plan; oversee installation of signage • Planning & Zoning Department – oversee project implementation; coordinate promotion of the project and programming with community organizations • Economic Development Committee – assist in selecting a consultant; provide feedback on wayfinding signage design, signage plan, and guidelines • Medfield Employers and Merchants Organization – provide feedback on wayfinding signage design, signage plan, and guidelines; assist with promotion of the project and events to support the initiative

Bike rack near Straw Hat Park. Photo credit: BerryDunn

Diagnostic

Wayfinding signage can help visitors efficiently navigate an area and can increase visibility of lesser known businesses and amenities, helping to attract new customers. The goal of the Town's wayfinding program is to provide consistent and attractive information to assist the public in navigating the Town and to improve the overall downtown experience for all visitors.

In the recently conducted survey of downtown businesses, many tenants indicated a concern about the lack of street parking in downtown, as well as a need for public beautification enhancements. A comprehensive wayfinding system would serve to direct visitors to public parking and other downtown amenities while also implementing physical improvements in the way of signage and banners to promote Medfield and create a sense of place.

Medfield has a relatively compact and walkable downtown with a variety of restaurants, goods and services. However, businesses and municipal officials have found it challenging to draw people to spend time downtown due to a perceived lack of public parking and some traffic intersections that pedestrians find unsafe to cross, especially during peak traffic hours. A public parking lot is available opposite Town Hall on Janes Avenue, but without clear signage directing visitors to this lot, it tends to be underused. In addition, some businesses off of Main Street struggle to attract customers due to limited visibility of their storefronts.

The purpose of this project is to create visual cohesiveness and a sense of place for the downtown area and to allow visitors to more easily navigate the district in order to access parking, businesses and civic resources. A successful wayfinding system, providing directional signs, on-street communication and clear Town branding would improve the downtown experience for visitors and improve access to and visibility of secondary attractions.



Baxter Park. Photo credit: BerryDunn

Action Items

- Develop a wayfinding signage design that represents Medfield's character.
- Develop specifications to guide fabrication and installation and to provide designs for future expansion of wayfinding signage.
- Install wayfinding signage to identify the Town and directional signage to assist visitors in navigating the downtown.



Types of wayfinding signs. Source: Hillsboro, Oregon Wayfinding Project, www.hillsboro-oregon.gov.

Process

- **Establish a work group** or committee to oversee the project, including selecting a consultant, facilitating community engagement, and managing the installation process.
- **Select a design consultant** to develop a wayfinding design, plan, and specifications. The design should reflect the Town's character and strong sense of community.
- **Engage the community** to obtain feedback on potential wayfinding signage designs. The selected consultant can lead the engagement effort prior to developing design proposals, or the consultant could develop designs to be shared with the community for feedback. Since the Town has recently led a lengthy public engagement initiative through the master plan process and now through the LRRP process, this existing feedback on community character and vision for the Town could be used to first develop designs.
- **Conduct an inventory and assessment** of existing signage and inventory of principal destinations that should be included on wayfinding signs (e.g., Town Hall, the library, municipal parking lot). Existing signage should be replaced so that all wayfinding signage is consistent in appearance.
- **Develop a consistent and standardized wayfinding plan** including proposed locations for different sign types and proposed signage that could be added in the future.
- **Develop design specifications** for each sign type. The selected consultant should prepare construction details for signage including different uses of the logo, lettering details, dimensions, materials, and installation details.
- **Coordinate with the Department of Public Works and the Planning & Zoning Department** on any required reviews and approvals.
- **Coordinate with the Department of Public Works on installation of signage.**
- **Promote the project** online and via social media.

Other Considerations

- Consider developing designs and specifications for additional signage that may not be in the initial installation plan, including a digital information kiosk, event signage, business directory, and historic informational signage. This will allow the Town to easily expand the wayfinding signage program without having to go through the design process again.
- Consider hosting an event or program to support the project and increase awareness. Events could include a downtown scavenger hunt, community planting day, or contest via social media to encourage visitors to tag photos of themselves with the new signs.



Medfield Town House. Photo credit: Town of Medfield



Wakefield Business Directory, Wakefield MA. Source: Google Maps

Best Practice

Wakefield Wayfinding System



Public Realm

Best Practices

The Town of Wakefield is a suburban community north of Boston with a thriving downtown and two commuter rail stations. The Town is also home to Lake Quannapowitt, which sits at the edge of Wakefield Center and is a popular recreational area. The Town implemented a branding and wayfinding system, with the goal of increasing activity in the downtown and attracting visitors to the lake to also visit downtown shops and restaurants.

- The Town selected a design for informational kiosks from a number of alternatives presented to the Wakefield Main Streets Board.
- Due to funding restrictions, the kiosk design process was limited to 3.5 months.
- Some community members felt left out of the process and there was criticism from the public regarding the placement and design of the kiosks.
- Opposing residents were invited to an expanded branding and wayfinding meeting to provide input on sign element placement on maps.
- Favermann Design was hired to develop a style guideline to be used for internal and external communications, website design, town hall signage and other marketing and branding initiatives.
- The style guideline allowed for a consistent branding approach for the Town.
- The Town is now using the new design approach for directional signs for the Greenwood neighborhood.

Other Recommendations

- Use landmarks as orientation cues and memorable locations. Landmarks will help navigators with orientation within a larger area. Suggested landmarks: Library, Medfield Town House, churches, schools, etc.
- Provide a clear path with visible sight lines to a destination or marker (additional signage).
- Use universally recognizable icons to represent features and destinations (food, shopping, parking, restrooms, etc.)
- Consider existing signage and proposed signage and text to limit visual clutter.



Wakefield, MA. Source: Google Maps.



The Bandstand



Tree by the Lake



Vista of Town Across Lake

Proposed branding designs prepared by Favermann Designs. Source: Wakefield Branding and Wayfinding Advisory Committee.

2. Launch a traffic calming pilot project

Category		Public Realm
Location		Study Area
Origin		Survey responses, discussions with Town staff
Budget		Low Budget (<\$50,000) • \$10,000 - \$20,000 consultant services • <\$10,000 materials and administrative costs Funding Opportunities (see Funding Table in Appendix H for details): Coronavirus State and Local Fiscal Recovery Funds MAPC Technical Assistance Program Community Change Grants MA Downtown Initiative Technical Assistance Program Commonwealth Places Shared Streets and Spaces Seed Grants MA CDBG Mini-Entitlement Program
Timeframe		Short Term (<5 years)
Risk		Low Risk – the Town can test temporary traffic calming features and study their impact on traffic and accessibility before implementing more permanent traffic calming infrastructure
Key Performance Indicators		Improved pedestrian accessibility and perception of safety for pedestrians, insight into the effectiveness of permanent traffic calming infrastructure
Partners & Resources		• Planning and Zoning Department – oversee project and selection of a consultant • Public Works Department – coordinate project installation and data collection with other Town officials • MassDOT – provide guidance on best practices • Community groups – promote the project and assist in coordination of events to support project implementation; provide volunteers to assist with data collection and project implementation as appropriate
		<i>Intersection of North Street and Main Street. Photo credit: BerryDunn</i>

Diagnostic

Vehicle traffic and pedestrian access are a significant challenge to creating a more vibrant downtown Medfield and assisting local businesses in economic recovery. While Medfield has a relatively compact and walkable Town Center, businesses and municipal officials have found it difficult to draw people to spend time downtown due to a perceived lack of public parking and pedestrian crossings that many users consider to be dangerous, especially for young children and people with mobility challenges. Main Street is a heavily trafficked regional road, State Route 109. Busy intersections, long crossing distances and lack of safe sidewalks are barriers to increasing pedestrian activity downtown.

The Town would like to engage in a planning process to establish long-term solutions to the current transportation and safety issues in downtown. A temporary pilot project would provide a real-world test of potential long-term infrastructure improvements, engage the community, and allow the Town to collect data on the effectiveness of the traffic calming measures.

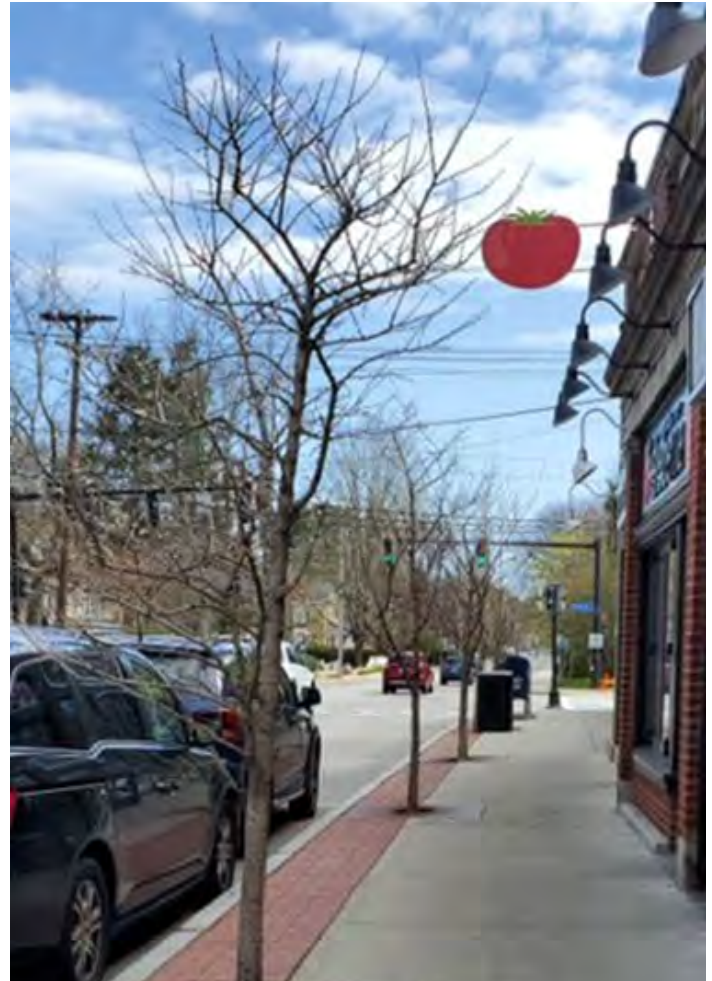
The goals of the temporary traffic calming project are:

- To improve the safety and livability of downtown Medfield streets for users of all ages and abilities.
- To reduce vehicular speeds through the center of downtown.
- To make the downtown streets more physically attractive through the addition of traffic calming measures and aesthetic features.
- To collect data on the effectiveness of the temporary traffic calming measures in meeting the above goals.
- To ensure that any traffic calming installation has the support of the community.

The Town has identified specific crossings and pedestrian ways that are the most hazardous and where improved infrastructure could encourage more pedestrian use. A pilot project could test the feasibility of curb extensions and pedestrian islands at the North Street and Main Street intersection and could provide data and community feedback to support permanent infrastructure improvements at this location. The accessibility and visibility of businesses on Park Street is also a concern of the Town. Creating a temporary walkway or "sidewalk" along Park Street could increase the accessibility to these businesses and highlight Park Street as a pedestrian way.

Action Items

- Install temporary barriers, flex posts, painted walkways, and/or other physical features to slow traffic through downtown and create a more pedestrian-friendly environment, with shorter crossing distances and beautification features.



Main Street approaching South Street intersection. Photo credit: BerryDunn



Main Street approaching South Street intersection. Photo credit: BerryDunn

Process

- **Select a consultant** to develop an implementation design for traffic calming measures, focusing on the identified locations (Main Street at North Street, Main Street at South Street, and along Park Street).
- **Determine baseline data** to collect prior to project installation. This could include traffic speeds, pedestrian counts, or a survey of users' pedestrian experiences. Consider the proposed timeline, funding available for the project, and how the data will be used to support a long-term infrastructure project proposal.
- **Collect the baseline data**, working with the selected consultant, Department of Public Works, Planning & Zoning Department, and Police Department.
- **Identify the exact traffic calming needs** based on the existing conditions (e.g., long crossing distances, poor sight lines for pedestrians, turning radii).
- **Develop a plan for traffic calming measures** that will meet the Town's traffic calming needs and not impede traffic circulation to, from and along Route 109.
- **Purchase or locate temporary infrastructure items** and necessary materials to complete the installation. This could include flexible bollards, planters, paint, temporary signage, or other materials.
- **Set a timeframe for installation** and removal. The recommended implementation timeline is two to four months. This allows enough time for the pilot project to be tested and experienced by a significant number of users, but with a short enough timeframe for removal in case there are any issues with the installation.
- **Publicize the project** to make residents and business owners aware of the timeframe of the project and to gain their involvement.
- **Create a community event** around the installation. Work with local community organizations who have interest in supporting the project. Events could include painting the temporary "islands" and curb extensions or adding beautification features (landscaping, pots, planting) to complement the temporary infrastructure.
- **Collect experimental conditions data** to compare with baseline data.
- **Document results** of the pilot project to be used for future traffic studies and as support for future planning and implementation projects to address traffic calming, if appropriate.



Swanton Village, VT. Photo credit: Team Better Block



Main Street at North Street. Photo credit: BerryDunn



Park Street businesses and parking. Photo credit: BerryDunn

Focus Areas

Town staff, residents, and other stakeholders identified three locations in the downtown that are especially challenging to navigate as a pedestrian. These locations should be the focus of the project:

- **Main Street at North Street:** This is a wide intersection with a lot of turning traffic which makes it especially dangerous for pedestrians attempting to cross.
- **Park Street:** Many stakeholders noted the lack of sidewalks on Park Street. There are several businesses on Park Street, including a hair salon, nail salon, and restaurant. The parking lot for the Park Street Station retail building abuts the street, with no lane designations for vehicles or pedestrians. Customers accessing these businesses on foot are forced to walk in the street with traffic and navigate the parking area with vehicles pulling in and backing out.
- **Main Street at South Street:** Stakeholders noted that this crossing is also challenging as a result of turning traffic and vehicles that get stuck in the intersection during the traffic signal cycle.



Central Avenue, Norwich, CT. Photo credit/
Source: Sean D. Elliot/The Day.

Best Practice

Traffic calming on Central Avenue



Best Practice

Central Avenue in Norwich, CT is a through street with a wide road bed and street parking/shoulder areas that are not marked, resulting in fast vehicle speeds. This street is a main route for transit, school buses, and pedestrians. Four intersections along Central Avenue were identified to test the proposed traffic calming measures.

- The City used a \$25,000 traffic safety grant to create painted pedestrian bump-outs at four key intersections in the Greenville neighborhood of Norwich.
- The City selected Street Plans to assist on this project. The firm specializes in tactical urbanism, complete streets and public space design.
- Public meetings were held with local stakeholders to discuss potential traffic calming interventions.
- The plan that was developed included painted bump outs to enable pedestrians to step out and see traffic from around parked cars, and to allow drivers to see pedestrians as they approach an intersection.
- The intent of the project was to increase safety by reducing the crossing distance for pedestrians. While no physical structure was installed as part of the project, the brightly colored, painted bump outs caught the attention of motorists and had a similar effect of slowing traffic as a physical curb extension.
- The City and Street Plans enlisted local volunteers to help with installation.
- Art was incorporated in the project and reflecting the cultural diversity of the neighborhood. The painted bump outs were designed with the colors and motifs of 16 countries' flags. The flags represent the countries of origin of many of the neighborhoods' residents.
- The project involved an inclusive design which helped to increase community support and involvement. Community members took part in project planning and implementation.
- The project involved developing partnerships with: Capital Regional Council of Governments, Southeastern Connecticut Council of Governments, Greenville Neighborhood Revitalization Zone, and FHI Studio.



*Site Plan for Central Avenue traffic calming project.
Source: Capital Region Council of Governments*



Shared Street Pilot Program, Salem, MA. Photo credit: Neighborways

3. Adopt a Complete Streets Policy and Prioritization Plan and Conduct a Road Safety Audit

Category		Public Realm
Location		Town wide / Study Area
Origin		Name of individual/organization that contributed to the ideation/formation of the project
Budget		Low Budget (<\$50,000) - Administrative costs to prepare and adopt the Policy - Once the policy is approved by MassDOT, the Town is eligible for \$38,000 in planning funds to develop a Prioritization Plan. \$10,000 - \$20,000 to conduct a Road Safety Audit Funding Opportunities (see Funding Table in Appendix H for details): Costs for all stages of the project can be funded by MassDOT, once the Complete Streets Policy has been adopted and accepted by MassDOT. The Town can leverage the following resources for additional funding for implementation for construction projects: MA CDBG Mini-Entitlement Program Shared Streets and Spaces Hometown Grant Program
Timeframe		Short Term (<5 years)
Risk		Low Risk – support of Town staff and elected officials
Key Performance Indicators		Support from the community for Complete Streets initiatives; funding awarded for implementation of priority Complete Streets projects
Partners & Resources		Planning & Zoning Department – compile background information on the Program and the existing conditions in Medfield to support the project; oversee the coordination with the consultant and MassDOT Department of Public Works - compile background information on the Program and the existing conditions in Medfield to support the project; oversee the coordination with the consultant and MassDOT Board of Selectmen – review and adopt the policy and provide guidance and support for the Road Safety Audit and development of a Prioritization Plan. Community groups – Many stakeholders identified the need for improved pedestrian and bicycle infrastructure in downtown Medfield. Community groups can promote and support the project, including school/student organizations, cycling groups, and senior groups. Local businesses – businesses who will benefit from the initiative may be willing to promote and support the project.

Diagnostic

The Massachusetts Department of Transportation (MassDOT) Complete Streets Funding Program (the Program) was created in 2014 as part of the Transportation Bond Bill. The purpose of the program is to educate municipal officials about Complete Streets, promote and increase the adoption of Complete Streets Policies and Plans, and increase the implementation of Complete Streets projects. Currently, 236 municipalities have approved Complete Streets Policies, as part of the MassDOT program and 190 construction projects have been funded.

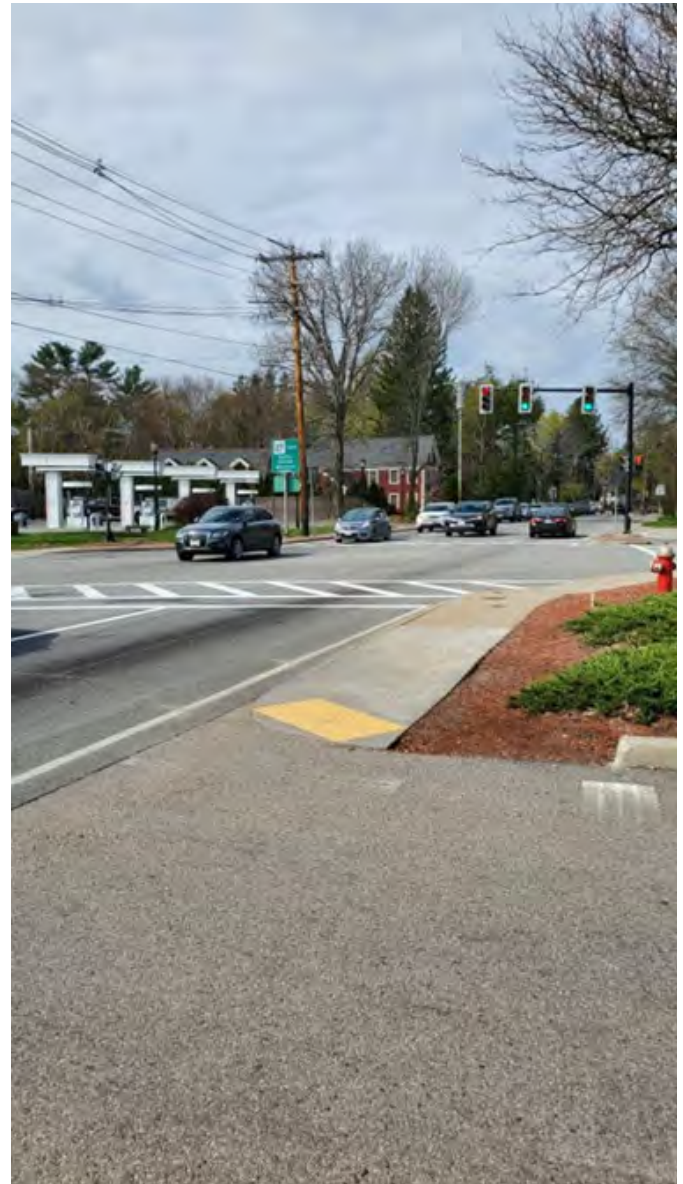
Complete Streets are defined by the US Department of Transportation as streets designed and operated to enable safe use and support mobility for all users, including people of all ages and abilities, regardless of whether they are travelling as motorists, pedestrians, bicyclists, or public transit riders. The concept of Complete Streets involves thinking inclusively about how our transportation networks are used and can be enhanced.

By adopting a Complete Streets Policy (Tier 1 of the Program), the Town will be formalizing its support for Complete Streets principles in policy and implementation of new infrastructure projects. Acceptance of the Policy by MassDOT will make Medfield eligible for up to \$38,000 in technical assistance funding for the development of a Prioritization Plan (Tier 2 of the Program). Once the Plan is completed, the Town will be eligible to apply for up to \$400,000 in construction funding each year.

Town officials and stakeholders have identified traffic and safety to be one of the most critical issues for downtown Medfield. The Complete Streets Funding Program provides an opportunity for the Town to evaluate its current street network and work towards creating safer and more inclusive streets for all users.

Action Items

- Develop a Complete Streets Policy that is supported by the Town and reflects the Town's goal to make getting around Town safe and pleasant, for all transportation modes.
- Conduct a Road Safety Audit of downtown Medfield to understand existing conditions and identify opportunities for mitigation of identified safety concerns.
- Develop a Complete Streets Prioritization Plan using the results of the Road Safety Audit as a guide for identifying and prioritizing potential infrastructure projects.



Main Street at Route 27. Photo credit: BerryDunn

Process: Complete Streets Policy

In order to be eligible for funding through the MassDOT Complete Streets Funding Program, municipalities must adopt a Complete Streets Policy.

- Gather existing data and public input in support of the proposed policy.
- Consider developing a public engagement initiative, involving an educational component to define Complete Streets, showcase the success of policies in similar communities, and provide examples of how Complete Streets principles can be applied in Medfield.
- Draft a Complete Streets Policy that specifically addresses the required principles and the Town's goals for improving safety and reducing congestion. The Policy should have a clear vision and intent, and should articulate a clear commitment to users of all transportation modes and of all ages and abilities. The Policy should also address best practices as laid out in the [Complete Streets Funding Program Guidance](#) document.
- In order to streamline the approval process to reach Tier 3 and funding eligibility sooner, the Town could submit a commitment letter or Letter of Intent (LOI) to MassDOT, expressing the Town's intent to pass a Complete Streets Policy within one year. This will allow the Town to obtain Tier 2 technical assistance funding to develop a Prioritization Plan, prior to the Policy being adopted.
- Present the proposed policy to the Board of Selectmen, including information on the benefits of the Complete Streets Funding Program.

Process: Road Safety Policy

A Road Safety Audit (RSA) is the Federal Highway Administration (FHWA) formal safety performance examination of an existing or future road or intersection by an independent, multidisciplinary team. The purpose of an RSA is to estimate and report on potential road safety issues and identify opportunities for improvement. An RSA considers all potential road users (motorist, pedestrians, cyclists, etc.) as well as user capabilities and limitations.

- Identify the scope of the Road Safety Audit— what stretch of road and/or intersections should be included?
- Select a consultant to complete the RSA.
- Perform the field reviews to collect existing conditions data.
- Conduct an analysis of the data collected and prepare a report.
- The consultant should present the findings and recommendations to the Town.

Process: Complete Streets Prioritization Plan

Once the Tier 1 Policy has been completed, the Town may request up to \$38,000 in technical assistance funding for the development of a Complete Streets Prioritization Plan. Funding is used to hire a consultant or Regional Planning Agency (RPA) to develop the Plan.

- Determine local needs and assess existing documents, including the Master Plan, Downtown Parking Study, and Sidewalk Design Guidelines.
- Engage the public throughout the planning process, including in the existing conditions assessment and developing a project list and priority criteria.
- Conduct assessment of existing conditions. A Road Safety Audit could be completed as part of the Prioritization Plan process.
- Create a project list, including a minimum of 15 projects that the Town would like to complete in the next five years.
- Develop and apply evaluation criteria to the project list to determine priority.
- Present the final Plan to the public.
- Submit Prioritization Plan to MassDOT.



Main Street. Photo credit: BerryDunn

The Best Complete Streets Policies of 2015



Source: Smart Growth America

Best Practice

Natick Complete Streets



Best Practice

The Town of Natick was an early participant in the MassDOT Complete Streets Funding Program. The Town adopted a Complete Streets Policy in 2015. The policy was drafted by Town staff and supported by the Town's Planning Board and Safety Committee. The Board of Selectmen unanimously approved the adoption of the policy. The policy was named one of the best Complete Streets Policies of 2015 by Smart Growth America.

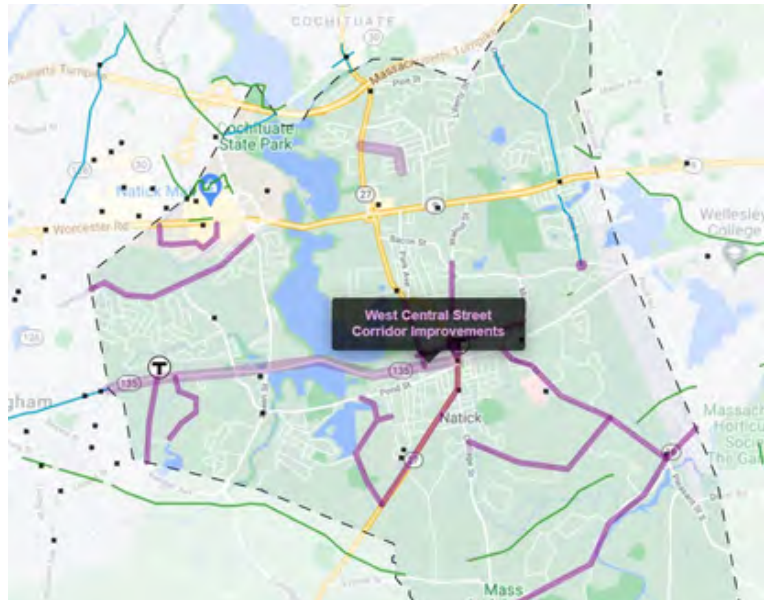
The Town then developed a multi-year Complete Streets Prioritization Plan, which identifies a list of potential projects ranked by safety, mobility, accessibility and system continuity criteria. The plan includes cost estimates and timelines for proposed projects. Public working group meetings were held to gain input in the development of the project list and discuss priorities. The Town used funding from MassDOT to develop the Prioritization Plan.

After approval of the Plan by MassDOT, Natick was eligible to receive funding for construction projects. In 2016, the Town was awarded \$400,000 in construction funding to install high visibility pedestrian crossings with rapid rectangular flashing beacons at various locations. In 2018, the Town was awarded additional construction funding in the amount of \$205,000 to construct pedestrian and bicycle safety improvements to the West Street/Campus Drive Corridor and to Newfield Drive.

With 10 of the 26 projects successfully completed, Natick is now moving forward to update the Complete Streets Prioritization Plan, as recommended by MassDOT. A "Safer Streets For All" community forum was held earlier this year, and the Town then solicited feedback on proposed projects using an online survey engagement tool.



Signed crosswalk, Natick, MA. Source: Google



Interactive public engagement map developed by Toole Design for Natick's Complete Street Program. Source: Town of Natick, www.natickma.gov

4. Establish a downtown façade grant program

Category		Private Realm
Location		Study Area
Origin		Town staff, business community
Budget		Medium Budget (\$50,000-\$200,000) \$150,000 - \$200,000 minimum is recommended depending on the funding structure of the program and funds available.
		Funding Opportunities (See Funding Table in the Appendix H for details): Coronavirus State and Local Fiscal Recovery Funds Massachusetts Community Development Block Grant (CDBG) Program Private/Nonprofit/Foundation funding Historic funding
Timeframe		Short Term (<5 years) - less than one year to implement the first round of grant funding
Risk		Low Risk -- success of the project requires political support to fund the project and interest from the business community.
Key Performance Indicators		Implementation of beautification and façade improvement projects within the study area and an improved aesthetic appearance of downtown Medfield.
Partners & Resources		Planning & Zoning Department – manage the implementation and monitoring of the program Building Department – provide support to applicants in the permitting process Planning Board – provide support for the development of the program and review of applications Sign Advisory Board – provide support for the development of the program and review of applications Medfield Employers and Merchants Organization – provide support for the development of the program and promote the program to members



Mural on the South Street façade of Brothers Marketplace. Photo credit: BerryDunn

Diagnostic

The Town of Medfield is committed to making improvements to downtown to be a safe gathering place for the community and an attractive and viable place to do business. The economic impacts of the COVID-19 outbreak have left many businesses with fewer resources to invest in renovations, new signage, and other physical improvements to their properties and storefronts. A façade improvement and beautification grant program could support downtown businesses in making much needed improvements to building facades that will enhance the overall appearance of downtown.

There are several benefits of a successfully implemented façade improvement program, including:

- Strengthening the economic viability of locally owned businesses by helping to increase sales and attract new customers;
- Contributing to the area revitalization by improving marketability of a space and the district as a whole and motivating other property owners to make improvements;
- Contributing to a sense of community by improving the aesthetics of the public realm and creating a safe and attractive place to do business;
- And providing a more attractive commercial district to stimulate additional private investment.

Several commercial buildings in downtown are in need of updating and could use assistance from the Town. Businesses and property owners would benefit from façade improvements that could attract more customers or new businesses that could bring new people to downtown. This program could encourage owners to invest in their properties with very little risk involved.

As the pandemic has shifted shopping habits and resulted in a significant decline in in-person customers for most businesses, the Town is hoping to attract more destination businesses, including sit-down restaurants and specialty retail and food stores to meet the needs and desires of Medfield residents and to maintain the viability of the commercial district. Creating a safe, attractive and walkable district is key to ensuring a sustainable local economy for Medfield businesses.

Visible façade improvements throughout the district will enhance the overall appearance of the Town and motivate other tenants and property owners to make improvements and keep up with maintenance of their properties. Ultimately, future façade improvements supported by this program will complement the recent renovations along Main Street and will create a more cohesive downtown.

Action Items

- Develop a façade improvement grant program that is easy for the Town to implement and accessible for businesses and property owners to apply for.



Existing building on Main Street. Photo credit: BerryDunn



Existing building on Main Street. Photo credit: BerryDunn

Process

Conduct outreach to the business community to identify interest in a façade and beautification program and to understand the types of projects that will likely be proposed.

Establish a committee that will oversee the program and be responsible for reviewing applications and selecting awardees.

Determine the types of projects that the Town would like to see as a part of the grant program—large projects (full façade renovations) small projects (painting, new signage, window/door replacement, etc.) or a combination

Establish the terms of the grant:

- **Funding:** Depending on the source of funding, the program can be structured as a grant or a loan. A grant program would incentivize more participation and would be more accessible to smaller businesses. A loan program with a revolving fund would enable future funding cycles upon payback of initial loans.
- **Disbursement:** Grant funding can be disbursed at the time of selection or as a reimbursement grant to be paid after completion of the work, in accordance with approved plans. A reimbursement grant will help ensure that projects are implemented as proposed and in a timely manner; however, providing upfront funding for a project may be a challenge for smaller businesses.
- **Grant categories:** If the program is intended to target both small and large projects, then two separate categories may be appropriate, one for full façade renovations and another for small improvement projects. Different funding structures may be considered for different grant categories, depending on interest and funding availability (e.g., a loan program for full façade renovations and a grant program for small projects up to a certain dollar amount).
- **Matching requirement:** At least a small percentage of applicant matching is recommended in order for applicants to have some ownership over the project (10 to 25 percent). For small businesses, a larger matching percentage may not be financially feasible. If the program is funding full façade renovations, a larger matching amount (up to 50 percent) may be appropriate, in order to allocate funds for more projects.
- **Eligible projects:** Consider including site improvements, such as landscaping or repaving a walkway, as eligible projects. Projects should be limited to exterior improvements facing a public street or way. Typically ineligible improvements include HVAC, interior renovations, non-permanent fixtures, security systems, and equipment.
- **Program area:** The program can be open to all commercial properties in the Town or limited to the downtown study area. If the program is limited to a specific area, provide a clear map of the program area.
- **Design guidelines:** The Town should provide general design guidance for applicants, including preferred styles, materials, and examples of desired improvements.
- **Maintenance:** Grant awardees should be required to maintain façade and beautification improvements for a minimum amount of time (typically 3 to 5 years). Monitoring and follow-up to ensure maintenance of projects should be included in program development and resource allocation.
- **Review criteria:** The selection committee should consider the overall aesthetic benefit/impact of the proposed project to the streetscape as a whole, the historical or architectural significance of the property, the condition of the existing structure, the consistency with the design guidelines, and the level of investment by the applicant.
- **Priority projects:** The Town could consider prioritizing certain types of projects, including specific locations, historic buildings, business preferences (micro enterprises, minority and women-owned businesses, income status), or type of improvement.
- **Disqualifying factors:** Applicants who owe taxes or have outstanding violations should be disqualified. The Town may also consider disqualifying applicants who have previously received funding through the program.
- **Architectural services:** The Town may want to allow a certain dollar amount of the grant award be used for design services. This can help to ensure the quality of proposed projects as well as compliance with design and building code requirements. For full façade renovations, plans prepared by a licensed design professional could be a requirement.
- **Application:** Applicants should submit plans, material lists, cost estimates (bids may be required for larger projects), photos of existing conditions, and owner consent (if the tenant is applying).



Park Street businesses. Photo credit: BerryDunn

Challenges and Other Considerations

- Early engagement with property and business owners and soliciting input into the program requirements, may diminish any reluctance or concerns from the business community.
- Smaller businesses may have limited capacity to manage paperwork. A streamlined, easy application process and assistance from the Town in navigating the program will increase participation.
- The funding source may come with implementation hurdles that are less flexible and have additional programming and reporting requirements that may make the program more challenging to administer.
- Applicants may have a hard time finding a contractor to do the work. Consider providing a list of pre-qualified contractors to ensure quality and timeliness of approved work.
- With investment in façade improvements, there may be a concern about increases in property values, taxes and rents. This concern should be addressed when developing program requirements (e.g., referring to examples of programs where improvements have resulted in an increase in sales, which would cover the minimal increase in taxes).
- Particularly related to the impacts of COVID-19, improvements to address health and safety related to the outbreak may be considered as eligible for funding (e.g., replacement of doors and windows, outdoor seating structures, walk-up window installations, etc.).
- Involve stakeholders early in the process and solicit feedback during and after the first round of funding to make adjustments based on small business needs.



Outdoor seating at Nosh & Grog. Photo credit: BerryDunn



Main Street. Photo credit: BerryDunn



Quinsigamond Village, Worcester, MA. Photo credit: Google Maps

Best Practice

Quinsigamond Village Storefront and Façade Improvement Grant Program



Best Practice

The City of Worcester established the Storefront and Façade Improvement Grant Program for the Quinsigamond Village commercial district. The goals of the program included providing a unified approach to improving the visual quality of the district, enhancing and restoring buildings to encourage economic growth, achieving a high standard of design and workmanship, and providing an incentive for small businesses to invest in their property.

The program included two tiers of funding. The Full Façade Improvement Grant covers 75 percent of the project cost up to \$30,000, for full façade renovations. The Storefront Improvement Grant covers 75 percent of the project cost up to \$15,000, for smaller scopes of work to repair and enhance storefronts, including painting, awnings and signage, window and door replacement, and exterior lighting.

Both programs are reimbursement programs in which grant funding is paid to applicants upon completion of the project and verification that the work is in compliance with the approved design. The applicant is required to maintain the improvements for a period of three years following the completion of the façade or storefront improvements.

To help ensure compliance with the City of Worcester's Design Guidelines and to provide guidance to applicants in the design process, the City contracted with an architect to provide a free preliminary scope of work, cost estimate, and rendering for interested applicants. These items were required to be submitted with all applications and following a grant award, applicants were required to contract with an architect or licensed contractor to complete final plans and specifications. This cost could be included in the grant amount, up to \$2,500. While these requirements resulted in added cost to the City and applicant, it has helped to ensure that the projects implemented are of a high quality and in compliance with the Design Guidelines.



Before and after façade improvements: Village Pizza in Quinsigamond Village, Worcester, MA. Photo credit: Google Map

5. Create a downtown business portal

Category		Administrative Capacity
Location		Town-wide
Origin		Town staff, business stakeholders involved in the LRRP Work Group
Budget		Low Budget (<\$50,000) Administrative costs and potentially costs for additional website features through CivicPlus Funding Opportunities (see Funding Table in Appendix H for details): Coronavirus State and Local Fiscal Recovery Funds MAPC Technical Assistance Program Community Compact IT Grant Program MA Downtown Initiative Technical Assistance Program
Timeframe		Short Term (<5 years) - less than one year to implement business directory; development of a business portal can be ongoing
Risk		Low Risk – funding, business adoption, customer adoption
Key Performance Indicators		Visits to the portal, positive response from businesses and customers, regular communication to the business community
Partners & Resources		Planning & Development Department – coordinate project and gather business resource information Town Clerk – develop business certificate form and work with other Town staff and business community to establish a business directory Town Information Technology professional – work with Planning & Zoning and Town Clerk to set up online tools through CivicPlus; assist in maintaining and updating information. Medfield Employers and Merchants Organization (MEMO) – promote the project to members and provide feedback on the proposed business portal

Diagnostic

In the past five years, Medfield has made substantial improvements in technology and communication, in keeping with the Town's Community Compact commitment to enhance transparency and citizen engagement. Implementing additional website features could have a significant impact on engagement from the business community and support for businesses during this time of economic recovery, post-COVID-19.

There is currently no central location or resource for businesses within the Town of Medfield to access information about municipal services and resources related to economic development or for opening a business. Additionally, the Town does not have a business directory for users to locate businesses and services within the Town. In order to provide better support and communication to the business community and to promote Medfield as a business-friendly community, a comprehensive online business portal is recommended.

This project consists of creating a business database, developing a web-based business directory, and providing a business resources page on the Town website. A business database will be used by the Town to understand the businesses community, communicate with business owners, and structure economic development programs to best meet the needs of existing businesses. A web-based directory will allow users to search for businesses in Medfield and provide greater exposure for many of the Town's small businesses that do not have extensive online or social media exposure. The portal will provide a one-stop site for resources related to starting a business, hiring employees, finding funding, and navigating the municipal permitting and licensing processes.

The Town has an important role in regulation that affects the business community as well as providing technical assistance, funding, and other resources to support businesses. Without a central location for presenting and promoting this information, supporting efforts to shop local may be hindered.

Action Items

- Develop a business database to be managed by the Town.
- Develop a business listing directory on the Town's website for users to search for businesses in Medfield.
- Provide an online resource with specific guidance for existing businesses, including permitting and licensing requirements, business certificate renewals, grant and loan programs, Town events, and links to other business resources.
- Provide an online resource with specific guidance for regulatory requirements for opening a business in Medfield, available commercial spaces, and links to other resources for starting a business.



Sign for businesses at 50 North Street. Photo credit: BerryDunn



Main Street. Photo credit: Town of Medfield

Process

Business Database: The Town has expressed a need for an up-to-date database of businesses in Town in order to conduct outreach and provide support through economic recovery initiatives to the business community. While the Town maintains business certificate records, these forms are not digital and cannot be easily transferred to create a database. One option to develop a business database would be to create an online form for business certificate submissions, using the Form Center feature in CivicPlus, the Town website host service.

- Develop a form through the CivicPlus Form Center with the required business certificate form fields.
- Require business certificate applicants to complete the form online. Consider having a public computer/kiosk for walk-in applicants to complete the online form in the office.
- Provide applicants with the option to print the form, have it notarized, and then mail the form to the Town, or to come to Town Hall, have the form printed and notarized at the Town Clerk's office.
- Business data will be collected and maintained through the Form Center and can easily be transferred for other uses by Town staff.

Business Directory: A business directory can provide greater exposure for local businesses through the Town website.

- Data collected for the business database can be used to populate a business or resource directory. Alternatively, other municipalities have promoted the business directory and asked for businesses and organizations to opt-in in order to be listed in the directory.
- The Town can consider including nonprofit organizations, religious institutions, or other entities that would not be captured by the business certificate database. Determine appropriate categories for the business directory (e.g., restaurant, personal services, realtors, etc.).
- Determine the information to be included in the directory. It is recommended that the business name, brief description, and contact information (address, phone number, links to email address and website) be included. If opting in, businesses could also provide a logo to include in the directory.
- Develop a directory using the Resource Directory system feature through CivicPlus.
- Ensure that the directory is maintained and updated periodically, so that information is kept current.
- Include a link for businesses to add their business to the directory or to update contact information.



Bullard's Marketplace. Photo credit: BerryDunn

Business Portal: The purpose of a business portal is to provide easy access to relevant information for existing businesses and to provide information and guidance for proprietors looking to open a business in Medfield. Municipal regulations can be challenging to navigate for business owners who may not be familiar with the Town's requirements or processes. The portal, or business webpage, should provide all pertinent information from one main page. Making information easily accessible and providing additional resources to support businesses will present Medfield as an open, transparent and business-friendly community. The Town should consider including the following information:

- Information on building permits, sign permits, business certificates, and licenses.
- Public health permits and regulations.
- Planning and zoning permits, regulations and processes.
- Business directory.
- Information about other Town regulations that impact the business community, including outdoor dining, noise, and parking.
- Town economic development resources and programs.
- Links to regional and state economic development initiatives, funding programs, and chambers of commerce.
- Information on vacant commercial space and vacant properties within the Town.
- Recent and upcoming projects that may impact businesses (e.g., market studies, downtown capital improvements, Comprehensive Plan).
- Community events that businesses could benefit from and/or participate in (e.g., Shop Local campaign, farmers' market, holiday events).
- Community demographic profile that highlights the Town's customer base and labor force.
- General resources for starting a business.

Initial content for the business portal can simply be a compilation of existing information from Town departments and links to important resources outside of the municipal government.

Continue to expand this resource with new and updated information.

Solicit feedback from the business community to understand what information would be most useful to include.

Hire a consultant to develop materials, as appropriate. This could include a new business guide or a user-friendly development process guide.

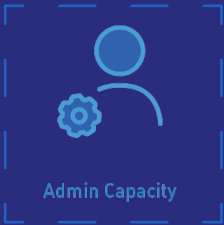




Stamford, Connecticut. Source: Stamford Economic Development, www.choosestamford.com

Best Practice

Durham Business Directory Stamford Business Portal



Admin Capacity

Best Practice

Business Directory: Durham, NH

Durham's business directory allows users to find businesses by searching the list or using the map feature. The listing includes the option for each business to provide a logo, increasing the visibility of the business. Each business listing links to a separate page for each business, including a description of the business (if provided), website, contact information, link to Google Maps location, social media links, and additional photos if provided by the business. Providing space for more business information for each listing, assists small businesses with advertising their products and services. Including a business website, social media links and mapping, makes the site more user-friendly.

Business Portal: Stamford, CT

The City of Stamford has developed the Stamford Business Portal as the go-to resource for starting, managing, and growing a business in the City.

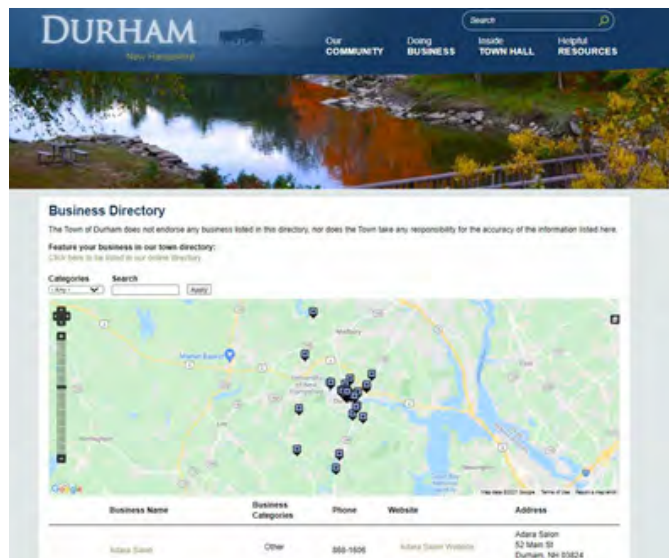
The portal provides a broad range of resources related to starting and growing a business, including developing a business plan, finding a location, financing, networking and marketing.

The portal includes information on City, State and federal permitting and licensing requirements, so that applicants are aware of all layers of regulation before they begin.

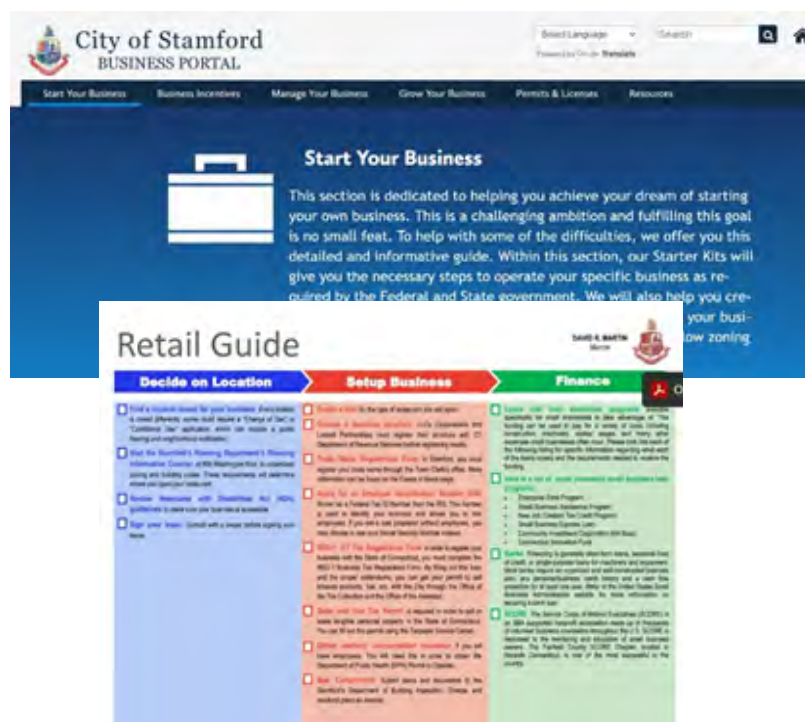
The Permits and Licenses tab breaks down regulatory requirements based on specific business types, so that a user only needs to review the requirements for their specific business type.

Stamford has developed "Starter Kits" with all of the relevant permits, resources and guides that are necessary to assist entrepreneurs in starting a new business. Starter Kits have been developed for several different business types, including bars, food trucks, hair salons, and retail shops.

Additional resources addressing topics such as managing your business, greening your business, and disaster preparedness demonstrate Stamford's support of the business community.



Town of Durham, New Hampshire, Business Directory. Source: www.ci.durham.nh.us



City of Stamford Business Portal and Retail Starter Kit. Source: www.stamfordbusinessportal.org

Appendix A: Phase 1 - Data Collection

Indicator	Required	Municipality	Study Area	Specific Site/ Location within Study Area	Type of Data	Recommended Data Sources	Other Potential Data Sources	Data	Complete (Y/N)?	Notes/Comments
Average Annual Daily Vehicular Traffic (2019 or earlier) - Primary Street	TRUE	FALSE	FALSE	TRUE	Quantitative (Whole number)	Mass DOT Traffic Volume	-	16,324	Y	Required: Main Steet. Mass DOT Data 2019
Average Annual Daily Vehicular Traffic (2019 or earlier) - Secondary Street	TRUE	FALSE	FALSE	TRUE	Quantitative (Whole number)	Mass DOT Traffic Volume	-	12,732	Y	Required: Spring Street, near intersection of Main. Mass DOT 2019
Average Annual Daily Vehicular Traffic (2020 or more recent) - Primary Street	FALSE	FALSE	FALSE	TRUE	Quantitative (Whole number)	Local estimates (Interviews)	-	13,568	Y	Optional: Main Street. Mass DOT Data 2021
Average Annual Daily Vehicular Traffic (2020 or more recent) - Secondary Street	FALSE	FALSE	FALSE	TRUE	Quantitative (Whole number)	Local estimates (Interviews)	-	10,491	Y	Optional: Spring Street, near intersection of Main. Mass DOT 2020
Total No. of Parking Spaces (On-Street and Off-Street)	FALSE	FALSE	TRUE	FALSE	Quantitative (Whole number)	Town parking maps (typically available for parking benefit districts)	Field survey during site visit; Aerial survey (Google Maps)	1,694	Y	http://ma-medfield.civicplus.com/DocumentCenter/View/1634/Downtown-Medfield-Parking-Study-Final-Report-05-29-18-PDF
Average Annual Daily Pedestrian Traffic (2019 or earlier) - Primary Street	FALSE	FALSE	FALSE	TRUE	Quantitative (Whole number)	Downtown/commercial district organization pedestrian counter data (if available)	MassDOT Mobility Dashboard		Y	Optional, not able to obtain pedestian numbers for the study area on the MassDOT mobility dashboard.
Average Annual Daily Pedestrian Traffic (2020 or more recent) - Primary Street	FALSE	FALSE	FALSE	TRUE	Quantitative (Whole number)	Downtown/commercial district organization pedestrian counter data (if available)	Mass DOT Mobility Dashboard		Y	Optional, not able to obtain pedestian numbers for the study area on the MassDOT mobility dashboard.
Average Annual Daily Pedestrian Traffic (2019) - Secondary Street	FALSE	FALSE	FALSE	TRUE	Quantitative (Whole number)	Downtown/commercial district organization pedestrian counter data (if available)	Mass DOT Mobility Dashboard		Y	Optional, not able to obtain pedestian numbers for the study area on the MassDOT mobility dashboard.
Average Annual Daily Pedestrian Traffic (2020 or more recent) - Secondary Street	FALSE	FALSE	FALSE	TRUE	Quantitative (Whole number)	Downtown/commercial district organization pedestrian counter data (if available)	Mass DOT Mobility Dashboard		Y	Optional, not able to obtani pedestian numbers for the study area on the MassDOT mobility dashboard.
Total Open/Public Space Area— parks + plazas	FALSE	FALSE	TRUE	FALSE	Quantitative (SF)	Town Open Space Map	Aerial survey (Google Maps)	106,555	Y	Optional. Baxter Park: 0.89 acres (38,768 sq ft). Area around the Meeting House Pond (Town owns half of the park). 1 acre (43560 sq ft). Area next to the library (Gazebo Park) - 19,000 sq feet, area next to starbucks (Strawhat Park) 0.12 acres (5227 sq ft). Kevin to fill in any gaps/measure on Google earth. Sarah to provide the Open Space Plan.
Sidewalk Grade*	TRUE	FALSE	TRUE	FALSE	Quantitative (A, B, C, or Fail)	Site Visit	-	B	Y	
Street Trees and Benches Grade*	TRUE	FALSE	TRUE	FALSE	Quantitative (A, B, C, or Fail)	Site Visit	-	B	Y	
Lighting Grade*	TRUE	FALSE	TRUE	FALSE	Quantitative (A, B, C, or Fail)	Site Visit	-	B	Y	
Wayfinding/Signage Grade*	TRUE	FALSE	TRUE	FALSE	Quantitative (A, B, C, or Fail)	Site Visit	-	B	Y	
Roadbed and Crosswalks Grade*	TRUE	FALSE	TRUE	FALSE	Quantitative (A, B, C, or Fail)	Site Visit	-	B	Y	
Total No. of Storefronts	TRUE	FALSE	TRUE	FALSE	Quantitative (Whole number)	Downtown/Commercial District organization database	Aerial survey (Google Maps)	83	Y	Site visit, follow-up to via photos and google earth to remove interior and secon floor businesses.
Total Ground Floor Retail Space	TRUE	FALSE	TRUE	FALSE	Quantitative (SF)	Municipality tax assessment, CoStar	Aerial survey (Google Maps)	101510	Y	Site visit, follow-up to via photos and google earth to remove interior and secon floor businesses.
Total Ground Floor Office Space	TRUE	FALSE	TRUE	FALSE	Quantitative (SF)	Municipality tax assessment, CoStar	Aerial survey (Google Maps)	48129	Y	Site visit, follow-up to via photos and google earth to remove interior and secon floor businesses.
Total Ground Floor Manufacturing Space	TRUE	FALSE	TRUE	FALSE	Quantitative (SF)	Municipality tax assessment, CoStar	Aerial survey (Google Maps)	0	Y	Assessor, google earth

Window Grade*	TRUE	FALSE	TRUE	FALSE	Qualitative (A,B,C or Fail)	Site Visit	-	A	Y	
Outdoor Display/Dining Grade*	TRUE	FALSE	TRUE	FALSE	Qualitative (A,B,C or Fail)	Site Visit	-	B	Y	
Signage Grade*	TRUE	FALSE	TRUE	FALSE	Qualitative (A,B,C or Fail)	Site Visit	-	A	Y	
Awning Grade*	TRUE	FALSE	TRUE	FALSE	Qualitative (A,B,C or Fail)	Site Visit	-	B	Y	
Façade Grade*	TRUE	FALSE	TRUE	FALSE	Qualitative (A,B,C or Fail)	Site Visit	-	B	Y	
Lighting Grade*	TRUE	FALSE	TRUE	FALSE	Qualitative (A,B,C or Fail)	Site Visit	-	B	Y	
Total Resident Population (Current/2021 estimates)	TRUE	TRUE	TRUE	FALSE	Whole number)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census	133	Y	From Esri Business Analyst.
Median Household Income (Current/2021 estimates)	TRUE	TRUE	TRUE	FALSE	Quantitative (Whole number)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census	120413	Y	From Esri Business Analyst.
Median Age (Current/2021 estimates)	TRUE	TRUE	TRUE	FALSE	Quantitative (Decimal)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census	43.4	Y	From Esri Business Analyst.
Average Household Size (Current/2021 estimates)	TRUE	TRUE	TRUE	FALSE	Quantitative (Decimal)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census	2.89	Y	
Population by Educational Attainment (Current/2021 estimates)	TRUE	TRUE	TRUE	FALSE	Quantitative (Whole number)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census		Y	From Esri Business Analyst: Population 25+ Educational Attainment
Less than High School								0	Y	
High School Graduate (or GED)								14	Y	
Some College, No Degree								1	Y	
Associate Degree								9	Y	
Bachelor's Degree								29	Y	
Masters/Professional School/ Doctorate Degree								22	Y	
Population by Age Distribution (Current/2021 estimates)	TRUE	TRUE	TRUE	FALSE	Quantitative (Whole number)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census		Y	From Esri Business Analyst
Age 0–17								27	Y	
Age 18–20								3	Y	Esri has 18, 19 separately. 20-24 is grouped. Estimate based on assuming equal number by age.
Age 21–24								4	Y	Esri has 20-24 grouped. Estimate based on equal number by age.
Age 25–34								9	Y	
Age 35–45								14	Y	Seems to be an error. Assumed the high range should be 44 (45 appears twice)
Age 45–54								17	Y	
Age 55–64								15	Y	
Age 65–74								11	Y	
Age 75–84								7	Y	
Age 85+								3	Y	
Population by Race/Ethnicity (Current/2021 estimates)	TRUE	TRUE	TRUE	FALSE	Quantitative (Whole number)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Municipality-level: US Census		Y	From Esri Business Analyst. 2015-2019 ACS Estimate.
White Alone								116	Y	
Black or African American Alone								5	Y	
American Indian and Alaska Native Alone								0	Y	

Asian Alone								11	Y	
Native Hawaiian and Other Pacific Islander Alone								0	Y	
Some Other Race Alone								0	Y	
Two or More Races								1	Y	
Hispanic or Latino								0	Y	
Not Hispanic or Latino								133	Y	
Total Workforce/Employees (2018 or more recent)	TRUE	TRUE	TRUE	FALSE	Quantitative (Whole number)	Census Bureau OnTheMap	-	450	Y	Esri Business Analyst
Total Secondary/Post Secondary Student Population (2019 or more recent)	FALSE	TRUE	TRUE	FALSE	Quantitative (Whole number)	National Center for Education Statistics	-		Y	Not able to find educational numbers specific to the study area.
Total Annual Visitors (2019 or more recent)	FALSE	FALSE	FALSE	TRUE	Quantitative (Whole number)	Annual report of cultural institutions; Tourism Bureau/Visitor Center data	-		Y	Optional. Not available. Data is from 2017 and incomplete. In 2017 there was an Arts and Economic Prosperity Report. There were surveys at specific cultural events. Sarah will send a copy of the report
Total No. of Businesses (March 2020) – by NAICS categories*	TRUE	FALSE	TRUE	FALSE	Quantitative (Whole number)	Paid Proprietary Data Platforms including ESRI Business Analyst Online, PolicyMap, Social Explorer, Claritas	Downtown/commercial district organization database	66	Y	Esri Business Analyst 66 as of January 2020
Total No. of Businesses (Current/2021) – by NAICS categories*	TRUE	FALSE	TRUE	FALSE	Quantitative (Whole number)	Site Visit	Downtown/commercial district organization database	100	Y	Detail on second tab
Total No. of Business Closures (Since March 2020) – by NAICS categories*	TRUE	FALSE	TRUE	FALSE	Quantitative (Whole number)	Local business surveys	Local estimates (Interviews); Downtown/commercial district organization	1	Y	Estimate from MEMO
Total No. of Vacant Storefronts (Current/2021)	TRUE	FALSE	TRUE	FALSE	Quantitative (Whole number)	Site Visit	CoStar	3	Y	From site visit, backed out those that were not store fronts
Total Ground Floor Commercial Vacant Space (Current/2021) - including office, retail, and manufacturing	FALSE	FALSE	TRUE	FALSE	Quantitative (SF)	Site Visit	CoStar	1941	Y	Estimated from site visit and google earth/Assessor follow-up
Average Asking Rent for Ground Floor Retail Space (Current/2021)	TRUE	FALSE	TRUE	FALSE	Quantitative (PSF) (Decimal)	Local estimates (Interviews)	CoStar	\$12	Y	18A north meadows. \$750 per month, 800 sq feet. Office/Retail. Only ground floor listing in study area.
Average Asking Rent for Ground Floor Office Space (Current/2021)	TRUE	FALSE	TRUE	FALSE	Quantitative (PSF) (Decimal)	Local estimates (Interviews)	CoStar	\$12	Y	18A north meadows. \$750 per month, 800 sq feet. Office/Retail. Only ground floor listing in study area.
Is there a viable organization* acting as a steward for the study area?	TRUE	TRUE	TRUE	FALSE	Quantitative	Site Visit and Stakeholder Interviews	-	Yes	Y	Medfield Employers and Merchants Organization (MEMO). This is Townwide. Kevin to check on what is required here.
Annual Budget of District Management Organization	FALSE	FALSE	TRUE	FALSE	Quantitative (Whole number)	Site Visit and Stakeholder Interviews	-		Y	Optional. The Town created a Town-wide fund, it was initially seeded with some funding. Not an annual budgeted amount.

Appendix B: Business Survey Report

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 9.)

Medfield

Downtown Medfield Business Area

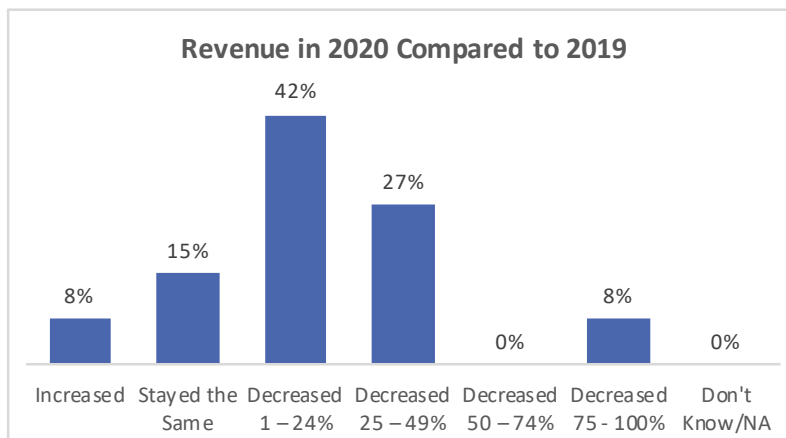
Responses: 26

Impacts of COVID-19

Decline in Business Revenue

77% of businesses generated less revenue in 2020 than they did in 2019.

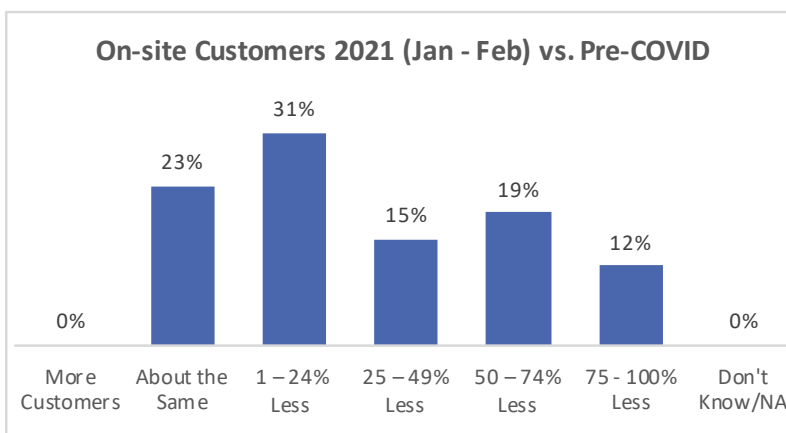
For 35% of businesses, revenue declined by 25% or more.



Less Foot Traffic in Commercial Area

77% of businesses had less on-site customers in January and February of 2021 than before COVID.

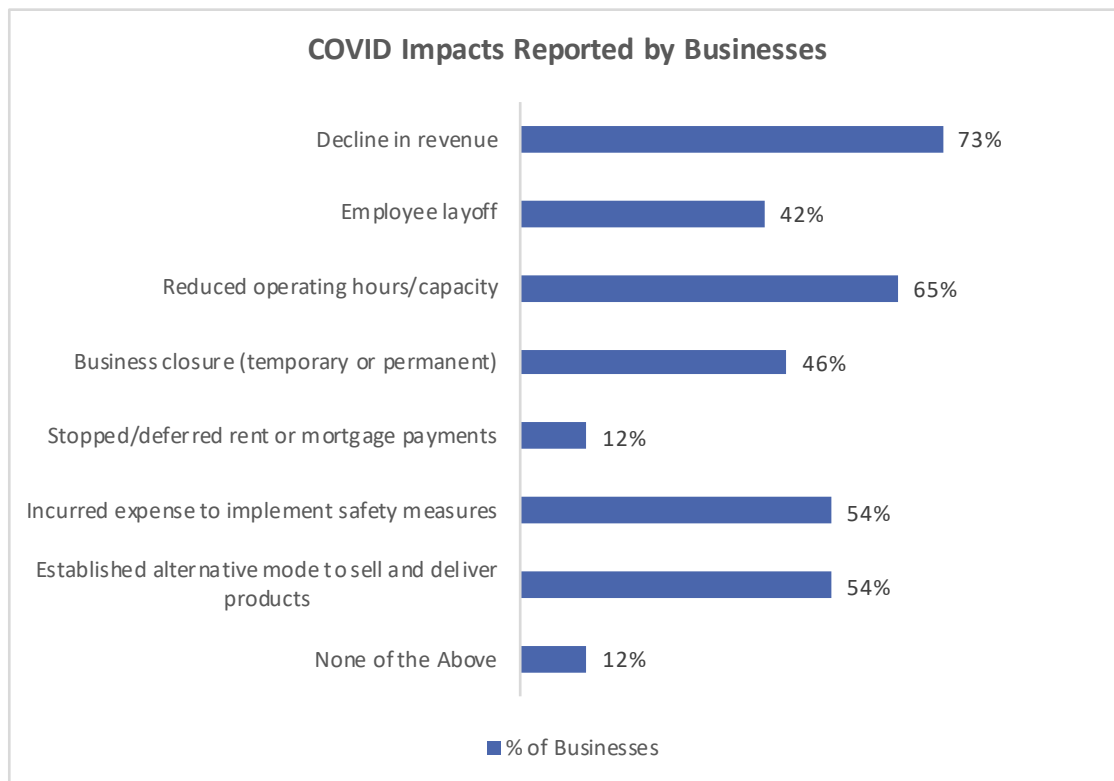
46% of businesses reported a reduction in on-site customers of 25% or more.



Impacts of COVID-19 (cont'd)

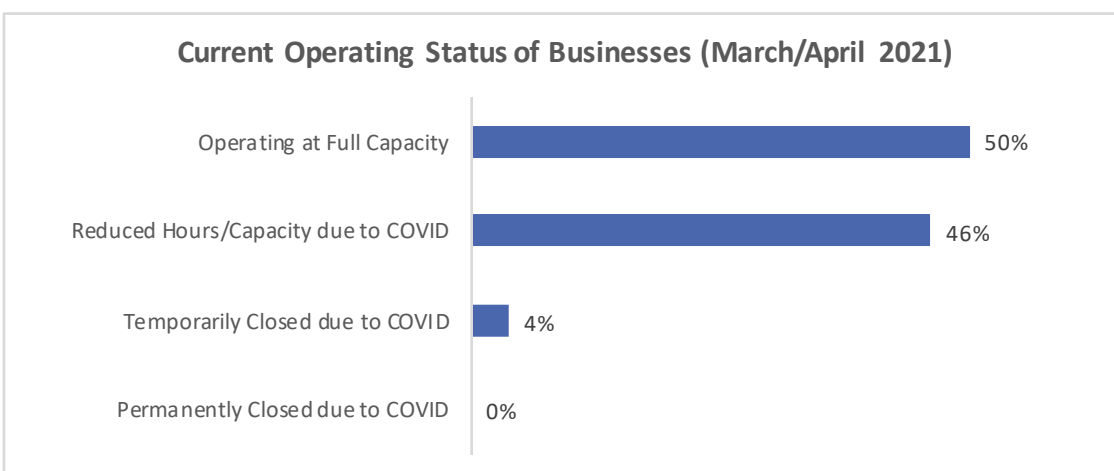
Reported Impacts

88% of businesses reported being impacted by COVID.



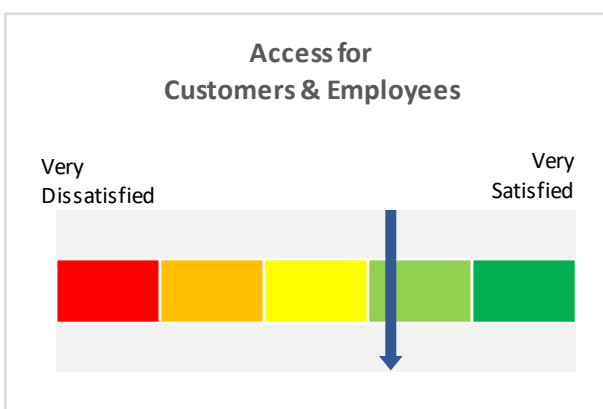
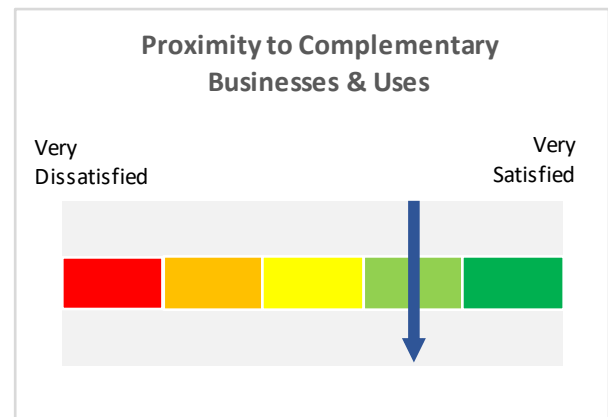
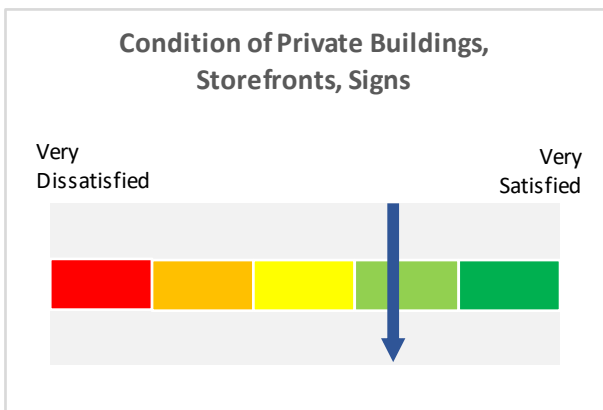
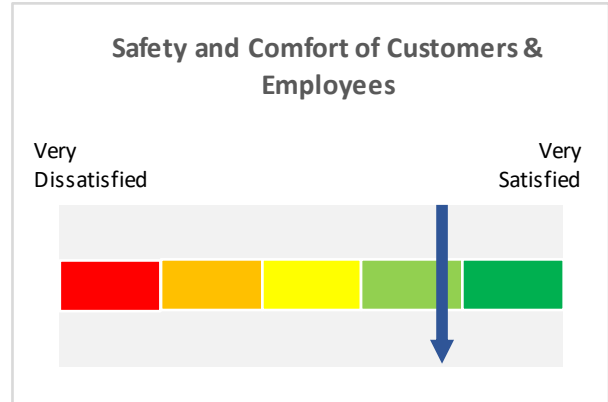
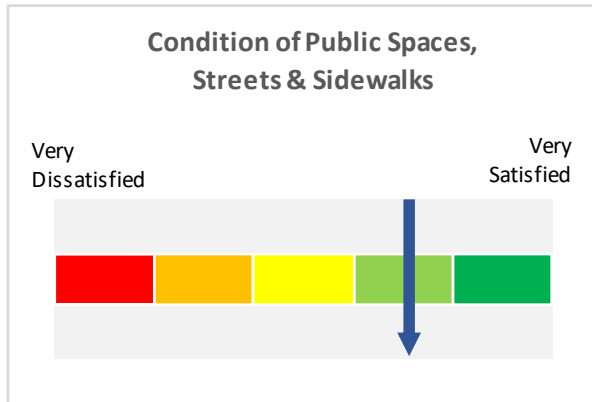
Operating Status

At the time of the survey, 50% of businesses reported they were operating at reduced hours/capacity or closed.



Business Satisfaction with Commercial District

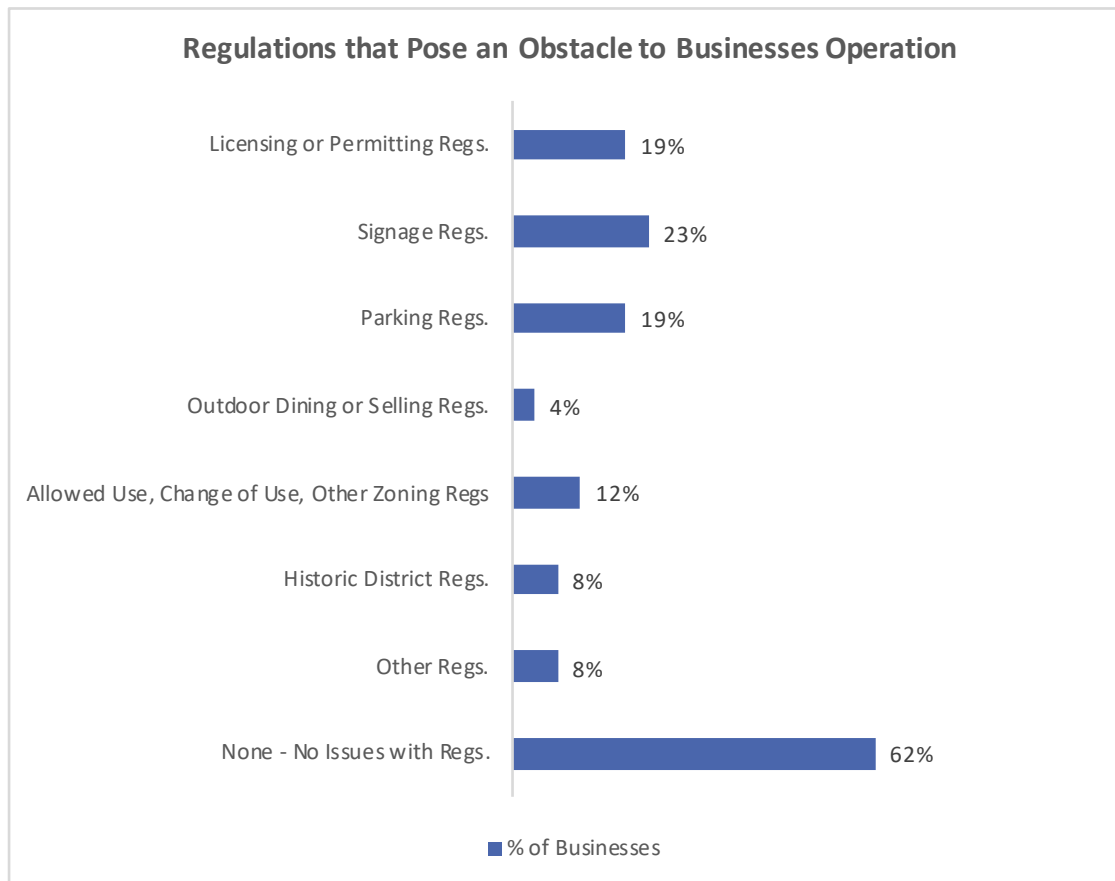
The charts below illustrate the average satisfaction rating among respondents regarding various elements.



Business Satisfaction with Commercial District (cont'd)

Regulatory Environment

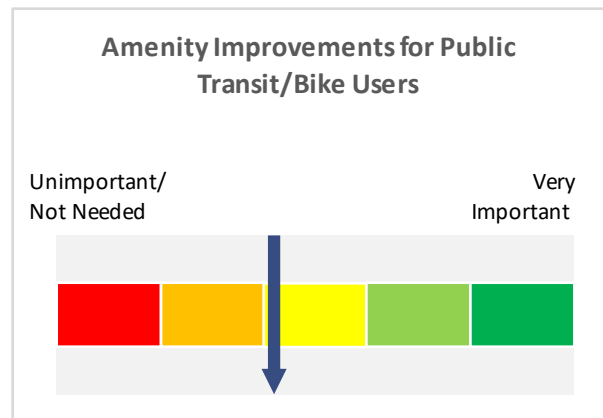
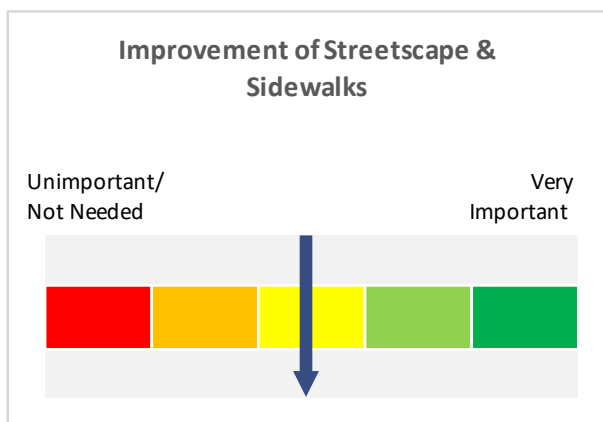
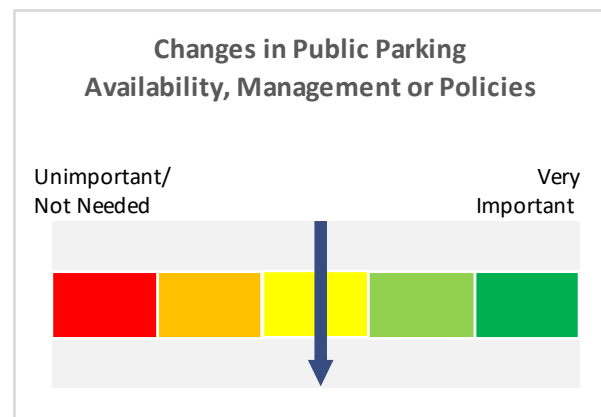
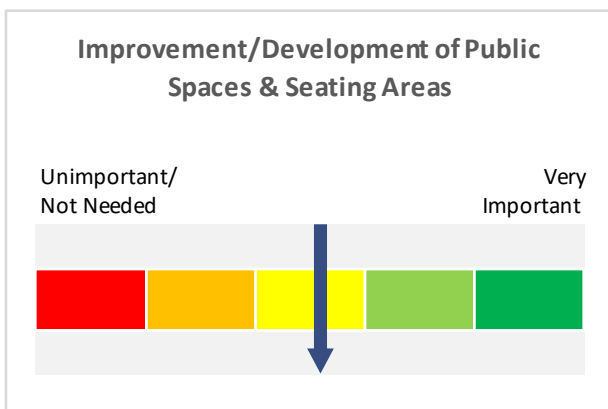
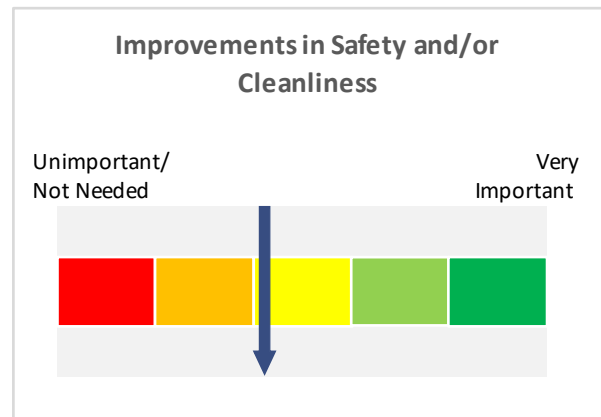
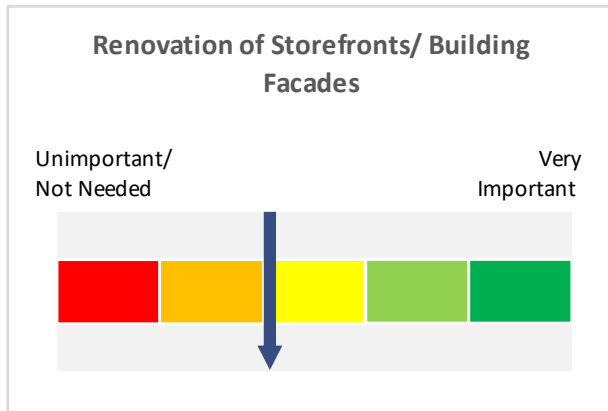
38% of businesses indicated that the regulatory environment poses an obstacle to business operation.



Business Input Related to Possible Strategies

Physical Environment, Atmosphere and Access

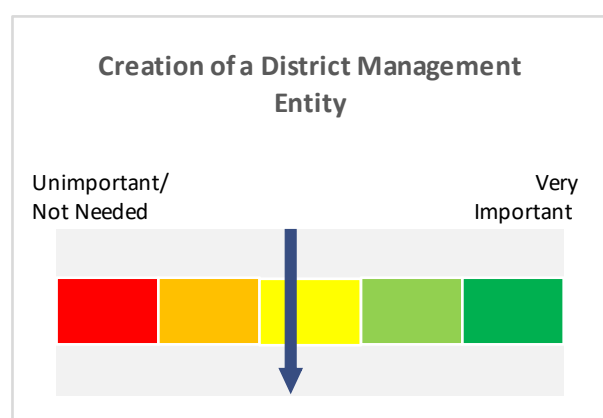
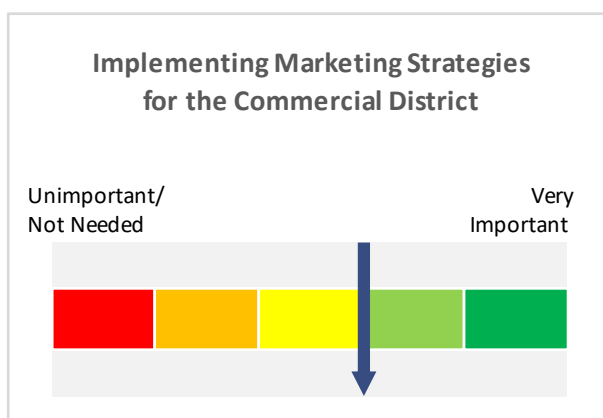
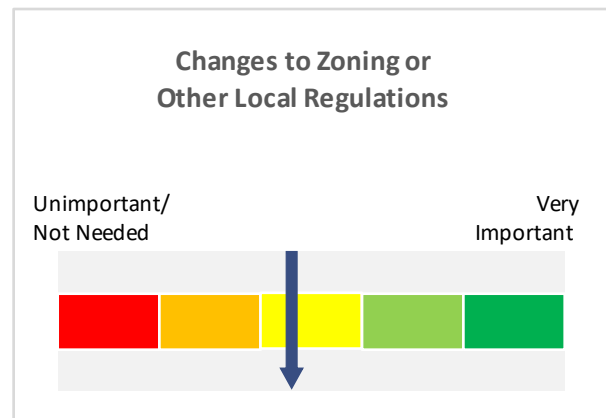
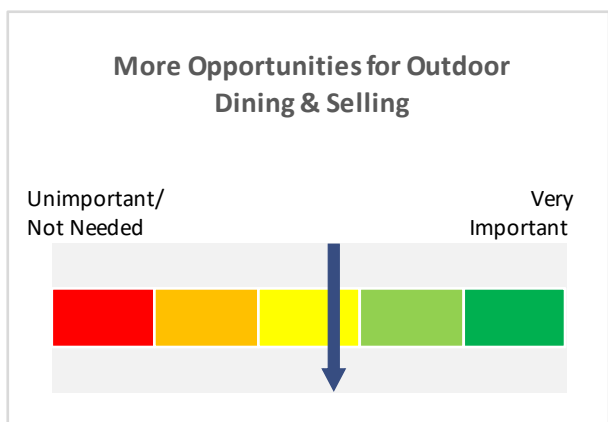
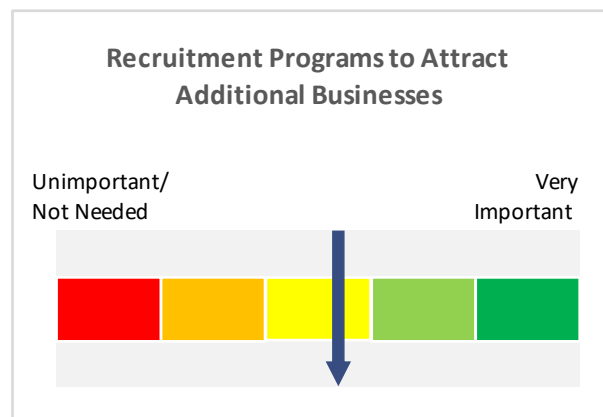
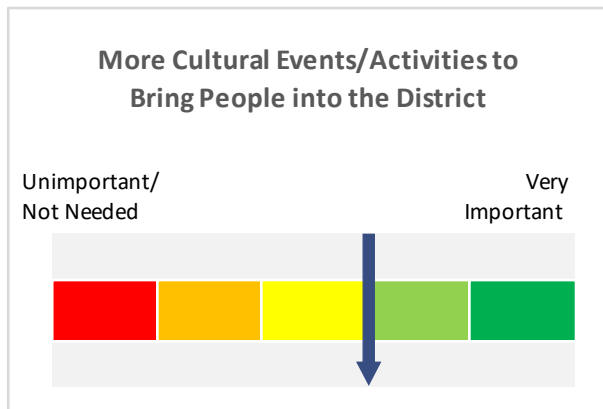
The charts below illustrate the average rating among respondents regarding importance of various strategies.



Business Input Related to Possible Strategies (cont'd)

Attraction/Retention of Customers and Businesses

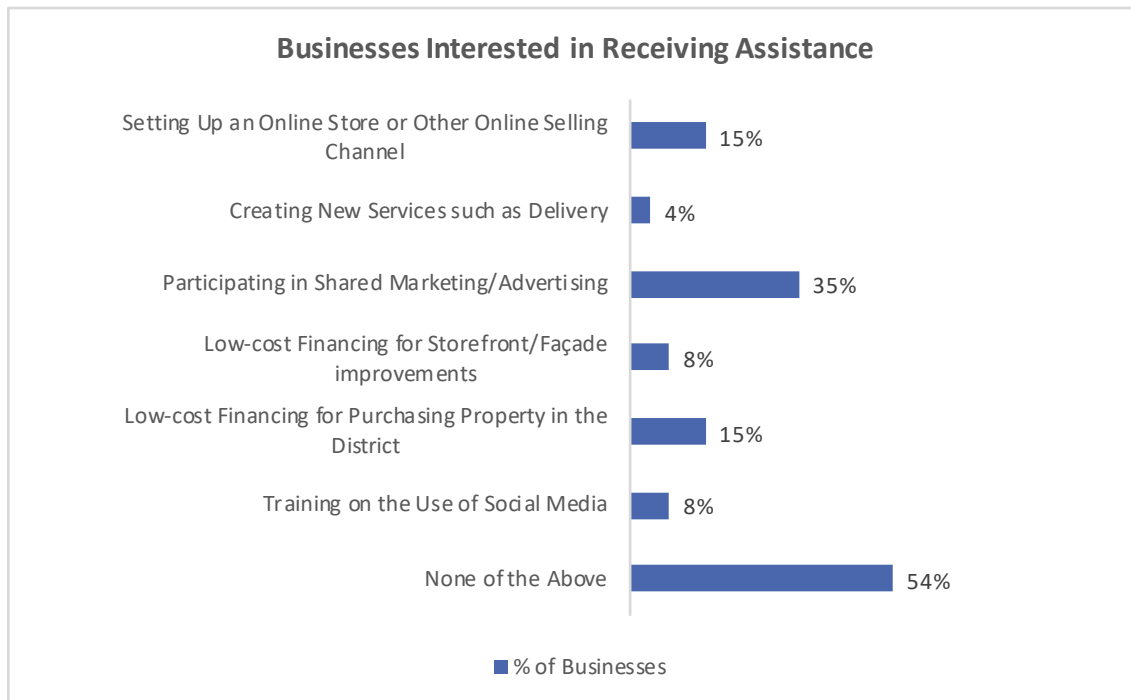
The charts below illustrate the average rating among respondents regarding importance of various strategies.



Business Input Related to Possible Strategies (cont'd)

Businesses Support

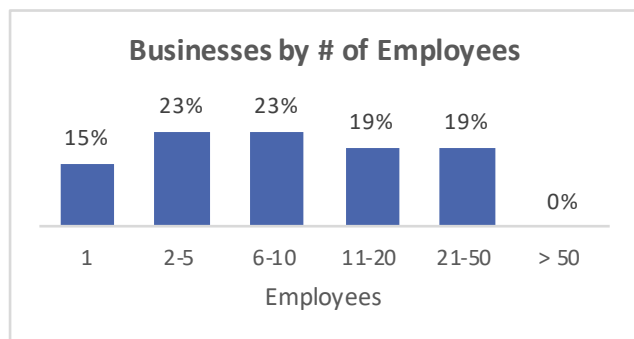
46% of businesses expressed interest in receiving some kind of assistance.



Business Characteristics

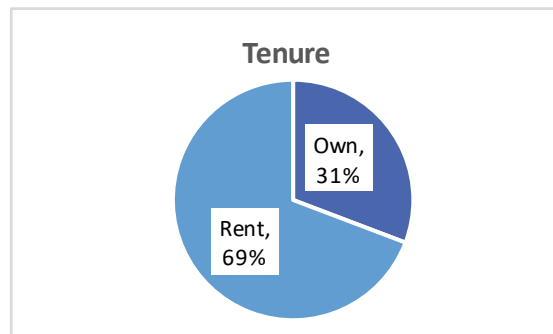
Business Size

38% of businesses are microenterprises (≤ 5 employees).



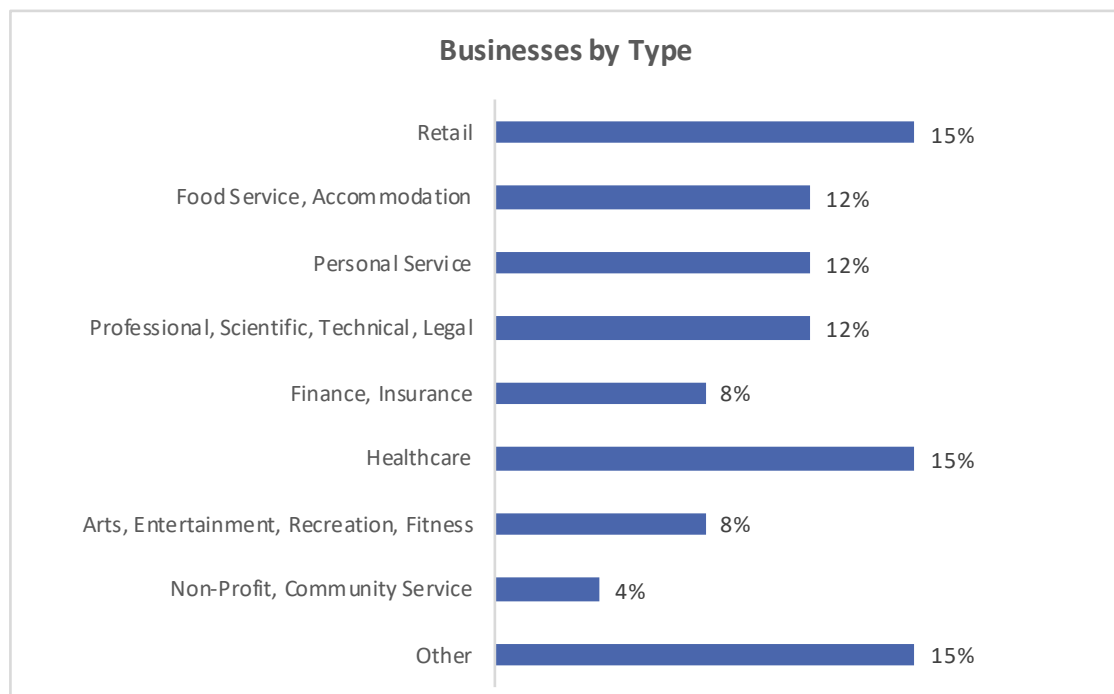
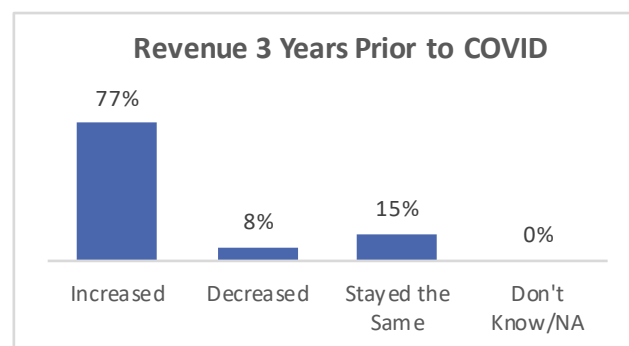
Business Tenure

69% of businesses rent their space.



Revenue Trend Prior to COVID

77% of businesses reported increase in revenue during the 3 years prior to COVID.



Business Survey Results - Data Tables

Community Where Targeted Downtown or Commercial District is Located

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

Medfield	26
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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	4	15%
2 to 5	6	23%
6 to 10	6	23%
11 to 20	5	19%
21 to 50	5	19%
More than 50	0	0%
Total	26	100%

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

Own	8	31%
Rent	18	69%
Total	26	100%

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

Increased	20	77%
Decreased	2	8%
Stayed about the Same	4	15%
Don't Know/Not Applicable	0	0%
Total	26	100%

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

Retail (NAICS 44-45)	4	15%
Food Service (restaurants, bars), Accommodation (NAICS 72)	3	12%
Personal Service (hair, skin, nails, dry cleaning) (NAICS 81)	3	12%
Professional Scientific, Technical, Legal (NAICS 54)	3	12%
Finance, Insurance (NAICS 52)	2	8%
Healthcare (medical, dental, other health practitioners) (NAICS 62)	4	15%
Arts, Entertainment, Recreation, Fitness (NAICS 71)	2	8%
Non-Profit, Community Services	1	4%
Other	4	15%
Total	26	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	0	0%
Dissatisfied	4	15%
Neutral	3	12%
Satisfied	12	46%
Very Satisfied	7	27%
Total	26	100%

Condition of Private Buildings, Facades, Storefronts, Signage

Very Dissatisfied	0	0%
Dissatisfied	3	12%
Neutral	6	23%
Satisfied	13	50%
Very Satisfied	4	15%
Total	26	100%

Access for Customers & Employees

Very Dissatisfied	0	0%
Dissatisfied	4	15%
Neutral	5	19%
Satisfied	15	58%
Very Satisfied	2	8%
Total	26	100%

Safety and Comfort of Customers & Employees

Very Dissatisfied	0	0%
Dissatisfied	2	8%
Neutral	3	12%
Satisfied	13	50%
Very Satisfied	8	31%
Total	26	100%

Proximity to Complementary Businesses or Uses

Very Dissatisfied	1	4%
Dissatisfied	1	4%
Neutral	5	19%
Satisfied	14	54%
Very Satisfied	5	19%
Total	26	100%

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

Licensing or permitting regulations	5	19%
Signage regulations	6	23%
Parking regulations	5	19%
Outdoor dining or selling regulations	1	4%
Allowed uses, change of use or other zoning regulations	3	12%
Historic District regulations	2	8%
Other regulations (not related to COVID)	2	8%
None - No Issues with regulations	16	62%

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

Decline in revenue	19	73%
Employee layoff	11	42%
Reduced operating hours/capacity	17	65%
Business closure (temporary or permanent)	12	46%
Stopped/deferred rent or mortgage payments	3	12%
Incurred expense to implement safety measures	14	54%
Established alternative mode to sell and deliver products (on-line platforms, delivery, etc.)	14	54%
None of the Above	3	12%

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

Increased compared to 2019	2	8%
Stayed about the same as 2019	4	15%
Decreased 1 – 24% compared to 2019	11	42%
Decreased 25 – 49% compared to 2019	7	27%
Decreased 75 - 100% compared to 2019	0	0%
Decreased 50 – 74% compared to 2019	2	8%
Don't Know/Not Applicable	0	0%
Total	26	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	0	0%
About the same number as before COVID	6	23%
1 – 24% less customers than before COVID	8	31%
25 – 49% less customers than before COVID	4	15%
50 – 74% less customers than before COVID	5	19%
75 – 100% less customers than before COVID	3	12%
Don't Know/Not Applicable	0	0%
Total	26	100%

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

Operating at full capacity	13	50%
Operating at reduced hours/capacity due to COVID	12	46%
Temporarily closed due to COVID	1	4%
Permanently closed due to COVID	0	0%
Total	26	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	19%
Of Little Importance or Need	9	35%
Moderately Important	4	15%
Important	6	23%
Very Important	2	8%
Total	26	100%

Improvement/Development of Public Spaces & Seating Areas

Unimportant/Not Needed	3	12%
Of Little Importance or Need	5	19%
Moderately Important	7	27%
Important	9	35%
Very Important	2	8%
Total	26	100%

Improvement of Streetscape & Sidewalks

Unimportant/Not Needed	5	19%
Of Little Importance or Need	6	23%
Moderately Important	4	15%
Important	7	27%
Very Important	4	15%
Total	26	100%

Improvements in Safety and/or Cleanliness

Unimportant/Not Needed	5	19%
Of Little Importance or Need	8	31%
Moderately Important	5	19%
Important	6	23%
Very Important	2	8%
Total	26	100%

Changes in Public Parking Availability, Management or Policies

Unimportant/Not Needed	5	19%
Of Little Importance or Need	5	19%
Moderately Important	5	19%
Important	6	23%
Very Important	5	19%
Total	26	100%

Amenity Improvements for Public Transit Users and/or Bike Riders

Unimportant/Not Needed	7	28%
Of Little Importance or Need	5	20%
Moderately Important	5	20%
Important	5	20%
Very Important	3	12%
Total	25	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	2	8%
Of Little Importance or Need	2	8%
Moderately Important	8	31%
Important	11	42%
Very Important	3	12%
Total	26	100%

More Opportunities for Outdoor Dining and Selling

Unimportant/Not Needed	3	12%
Of Little Importance or Need	3	12%
Moderately Important	8	31%
Important	10	38%
Very Important	2	8%
Total	26	100%

Implementing Marketing Strategies for the Commercial District

Unimportant/Not Needed	1	4%
Of Little Importance or Need	4	15%
Moderately Important	8	31%
Important	9	35%
Very Important	4	15%
Total	26	100%

Recruitment Programs to Attract Additional Businesses

Unimportant/Not Needed	5	19%
Of Little Importance or Need	4	15%
Moderately Important	4	15%
Important	8	31%
Very Important	5	19%
Total	26	100%

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

Unimportant/Not Needed	5	19%
Of Little Importance or Need	5	19%
Moderately Important	8	31%
Important	5	19%
Very Important	3	12%
Total	26	100%

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

Unimportant/Not Needed	6	23%
Of Little Importance or Need	7	27%
Moderately Important	3	12%
Important	5	19%
Very Important	5	19%
Total	26	100%

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

Setting up an online store or other online selling channel	4	15%
Creating new services such as delivery	1	4%
Participating in shared marketing/advertising	9	35%
Low-cost financing for storefront/façade improvements	2	8%
Low-cost financing for purchasing property in the commercial district	4	15%
Training on the use of social media	2	8%
None of the above	14	54%

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

—
Public Parking has been an ongoing and difficult issue for the downtown strip
—
Speech-Language & Hearing Associates
—
Address alcoves and alleyways to be visually attractive, support cultural programs that draw audiences downtown who spend on related businesses, improve pedestrian crossing at traffic intersections.
—
Additional signage promoting the businesses on busy rt 109
—
—
—
—
—
—
Beautification - sidewalks, streetscape redesign, plantings and public holiday display assistance & planning
reinvigorate medfield day-it has become too much about "sponsoring booths" than what is fun for the community
—
none
—
enlarge the areas that allow retail stores & businesses
—
—
Our Downtown is largely real estate companies, banks, and pizza places. There is little reason for someone to come to Medfield and walk around the downtown.
—
Just simple things like improving sidewalks on North St and replacing North St. or adding more bike racks and improving crosswalks on Main St. Pedestrian and Biking traffic increased.

Group 7 Design, Inc.

I have felt very supported by the professionals in town hall and within the community. I appreciate everyone's hard work through the pandemic.

Appendix C: Downtown Community Survey and Survey Results

Medfield Downtown Community Survey

1. Which best describes you?

- ☐ I work downtown
- ☐ I live downtown
- ☐ I own/operate a business downtown
- ☐ I live in Medfield and shop/dine downtown
- ☐ I live outside Medfield and shop/dine downtown
- ☐ I am a student
- ☐ None of the above

2. What is your general opinion about downtown Medfield?

- ☐ Very Negative 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Positive

3. How important is a thriving downtown to our community?

- ☐ Very Unimportant 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

4. What usually brings you downtown?

Select all that apply.

- ☐ Work
- ☐ I live downtown
- ☐ Restaurants
- ☐ Bars
- ☐ Shopping
- ☐ Personal services
- ☐ Sports/recreation
- ☐ Civic activities/events
- ☐ Something else

Medfield Downtown Community Survey

5. Please rate your satisfaction with the following aspects of Downtown Medfield:

Condition of public spaces, streets and sidewalks

- ☐ Very Dissatisfied 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Satisfied

6. Condition of private buildings, facades, storefronts and signage

- ☐ Very Dissatisfied 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Satisfied

7. Access to businesses, services and parking

- ☐ Very Dissatisfied 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Satisfied

8. Safety and Comfort

- ☐ Very Dissatisfied 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Satisfied

9. A few approaches to address physical environment, atmosphere and access in commercial districts are listed below. Considering the conditions in Downtown Medfield, in your opinion, how important are each of the following strategies?

Strategy 1

Medfield Downtown Community Survey

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

10. Strategy 2

Improvement/development of public spaces and seating areas

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

11. Strategy 3

Improvement of streetscapes and sidewalks

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

12. Strategy 4

Improvement in safety and/or cleanliness

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

13. Strategy 5

Changes in public parking availability, management or policies

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

Medfield Downtown Community Survey

14. Strategy 6

Amenity improvements for public transit users and/or bicyclists

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

15. Do you have other suggestions to improve the physical environment, atmosphere and access in Downtown Medfield?

16. A few approaches to address attraction and retention of customers and businesses in commercial districts are listed below. Considering the conditions in Downtown Medfield, in your opinion, how important are each of the following strategies?

Strategy 1

More cultural events/activities to bring people downtown

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

17. Strategy 2

More opportunities for outdoor dining and selling

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

18. Strategy 3

Implementing marketing strategies for downtown

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

Medfield Downtown Community Survey

19. Strategy 4

Recruitment programs to attract additional businesses

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

20. Strategy 5

Changes to zoning or other local regulations (not related to COVID)

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

21. Strategy 6

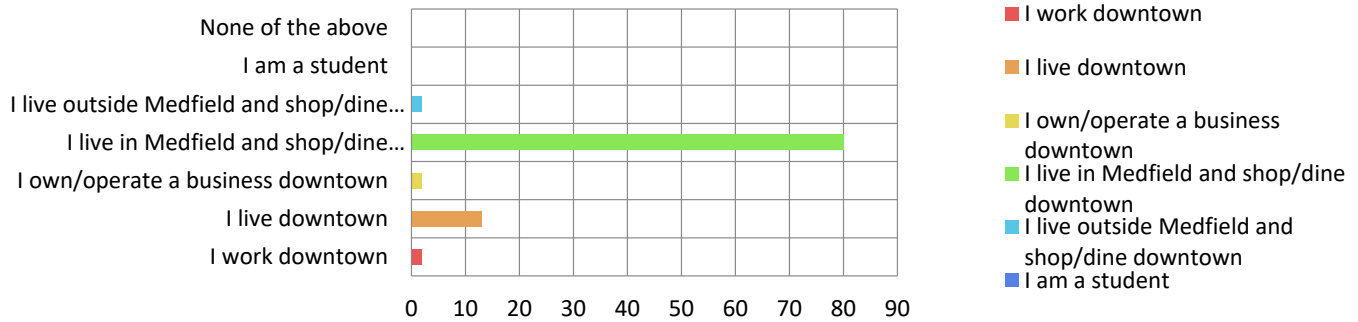
Creation of a district management entity (Business Improvement District or other organization)

- ☐ Unimportant/Not Needed 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 Very Important

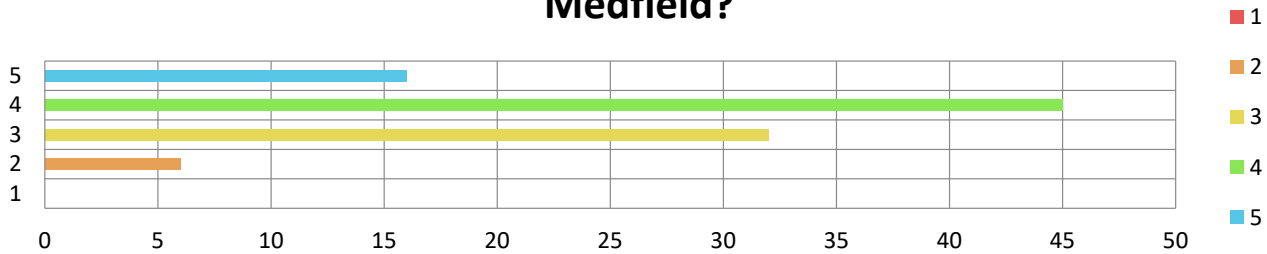
22. Do you have other suggestions to address attraction and retention of customers and businesses in Downtown Medfield?

23. Email*

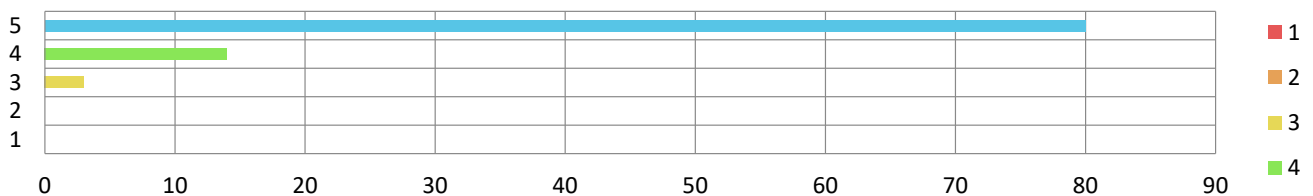
Which best describes you?



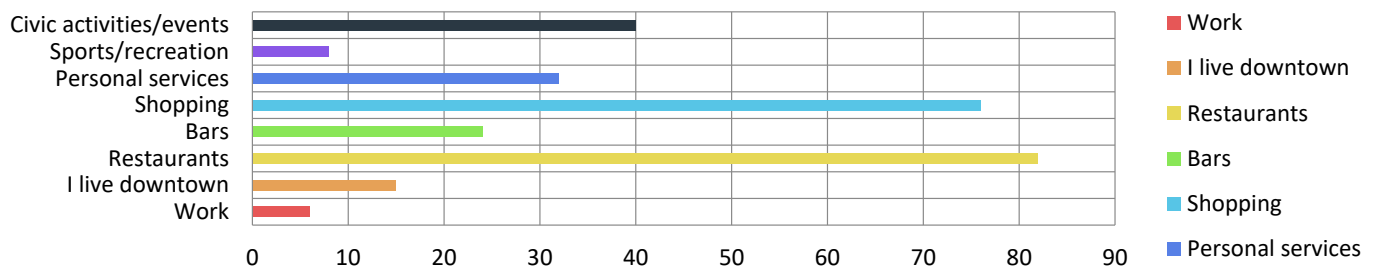
What is your general opinion about downtown Medfield?



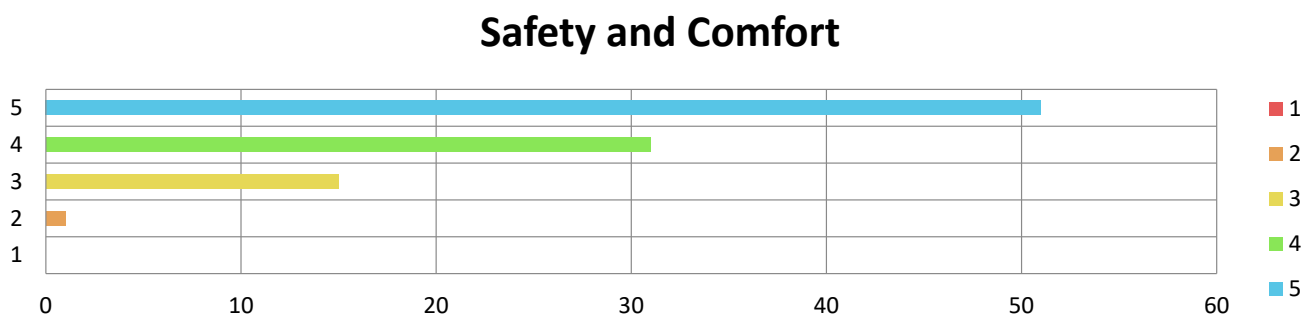
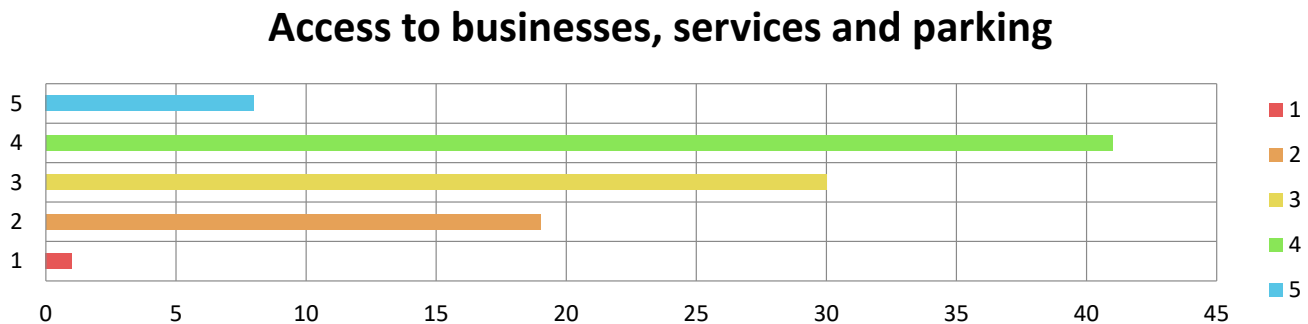
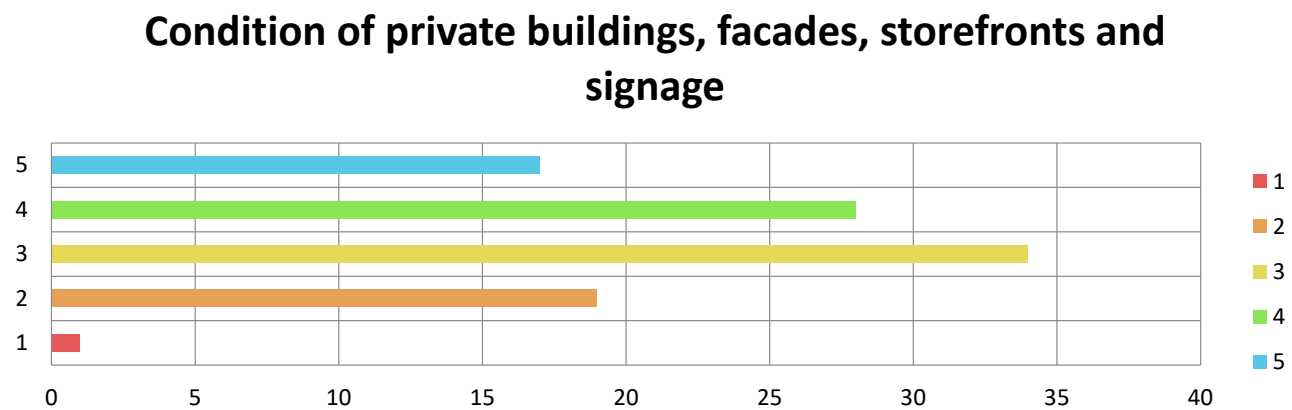
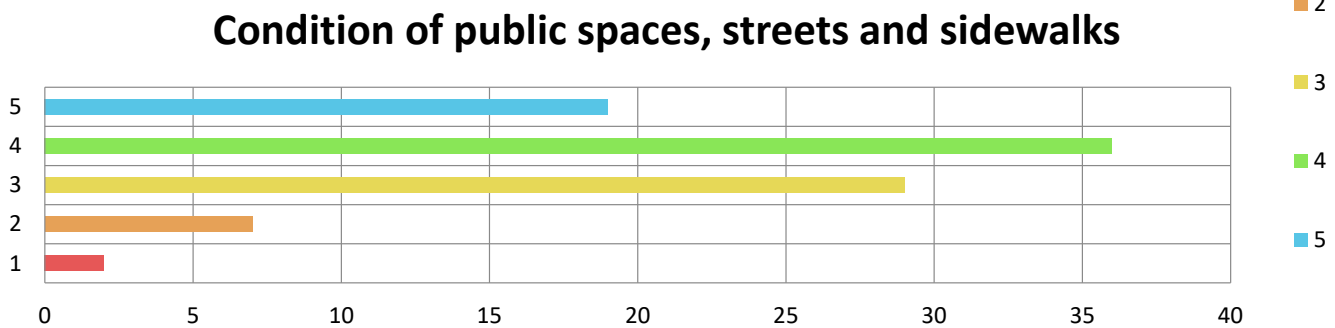
How important is a thriving downtown to our community?



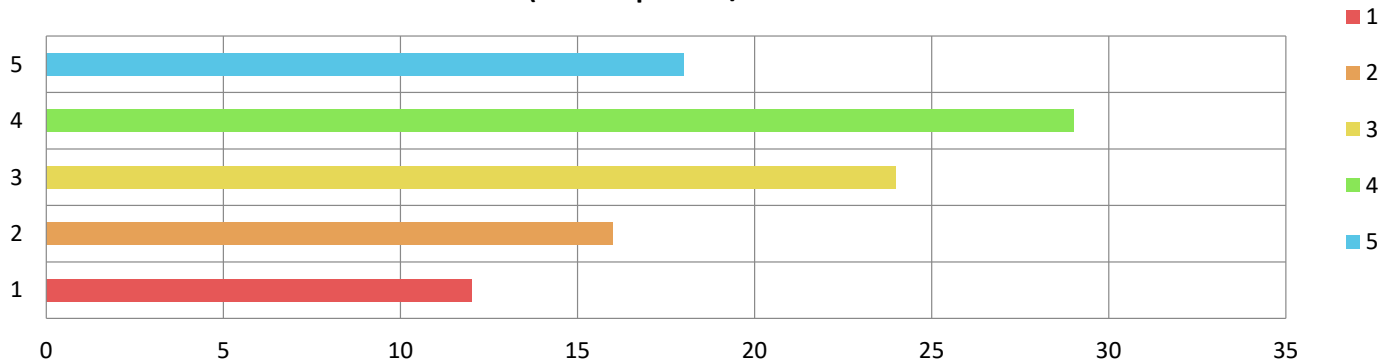
What usually brings you downtown?



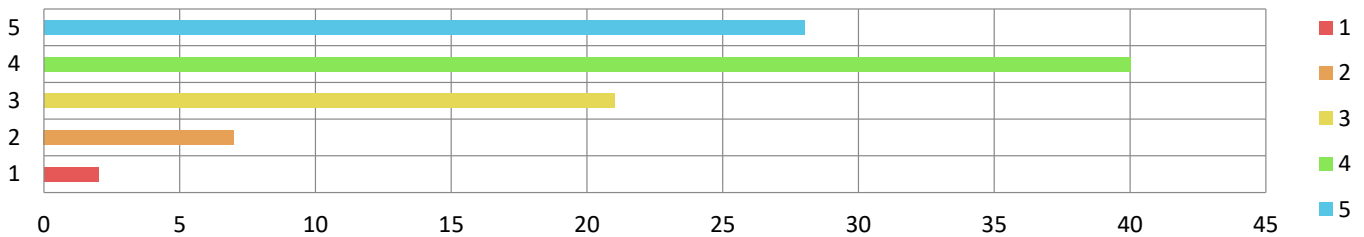
Please rate your satisfaction with the following aspects of Downtown Medfield:
(1-Very Dissatisfied to 5-Very Satisfied)



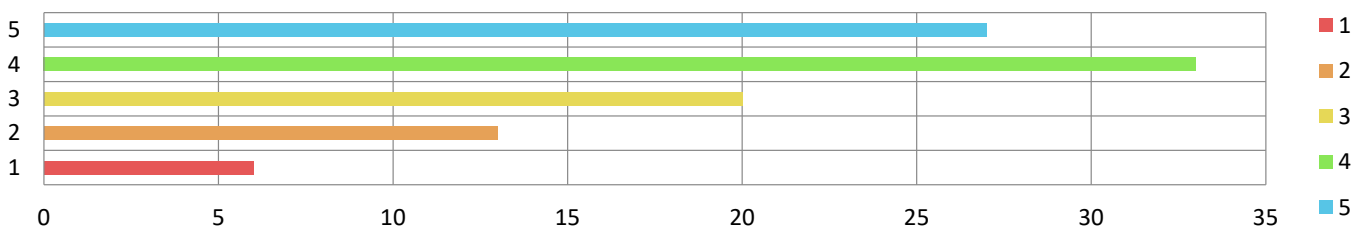
A few approaches to address physical environment, atmosphere and access in commercial districts are listed below. Considering the conditions in Downtown Medfield, in your opinion, how important are each of the following strategies?
(1- Unimportant/Not Need



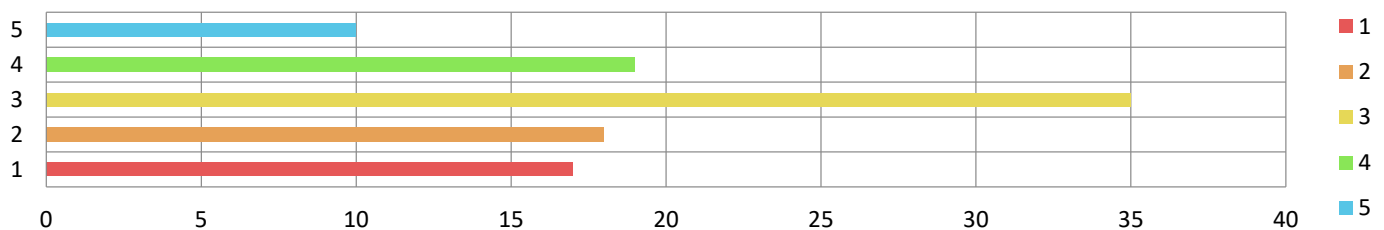
Strategy 2: Improvement/development of public spaces and seating areas



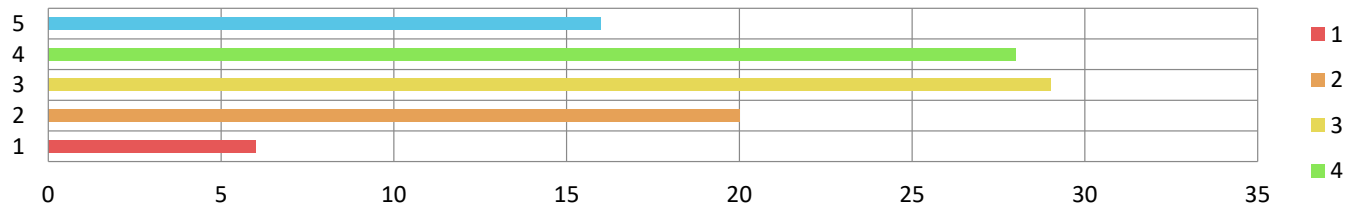
Strategy 3: Improvement of streetscapes and sidewalks



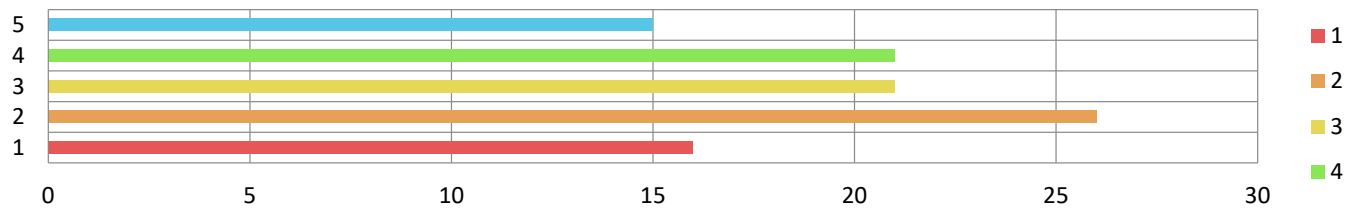
Strategy 4: Improvement in safety and/or cleanliness



Strategy 5: Changes in public parking availability, management or policies



Strategy 6: Amenity improvements for public transit users and/or bicyclists



Do you have other suggestions to improve the physical environment, atmosphere and access in Downtown Medfield?

Would like to see a bakery. Ice cream shop or a store on the lines of an European patisserie

Sidewalk needed for safe access to connect downtown with Shaws plaza. Keep Dale street school at Dale st. Paving North st. More cultural space, restaurants, shopping.

Do we have any public transit? We could always use more trees.

A lot of store fronts/buildings are quaint but the bank or America and the building housing Royal pizza needs an update. There is also a spot near Royal that has a mutual but could benefit from benches/tables, greenery. More green space would be nice if available for development. Even if just a small area for a bench, greets or grass. Public restrooms may help as well. You have to use a business restroom if needed.

Flower baskets around flag poles in the summer, better Christmas lights in winter

Make a separate right turn lane at the South/Main Street intersection.

Make more seating areas.

Beer garden

More outside seating at restaurants, better restaurants, casual places to get a drink with friends, more teen friendly places

Medfield needs a local dive restaurant. Every since Frances Cafe closed there's aren't enough mid-priced dining options. \$8.98 for a 10oz goblet of beer is a once a year kind of place and that's mostly what downtown has now.

Sidewalks outside the core to gain people access to downtown. Connect shaws plaza to downtown via sidewalk. Frairy st. Sidewalk and route 27. .

Improvements to park adjacent to Noon Hill Grill (i.e. few people use it); improvements to the Frairy Street Park (across from Dwight Derby House).

restaurants diversity (not chains and no more pizza), specialty grocers (cheese shop, butcher) would be appreciated.

Enhance public parking lot behind Avenue for safety & awareness of parking availability for nonresidents.

PLEASE Keep the Dale Street School at Dale Street

It adds so much to the downtown

I am very worried about moving the current Dale St school to Wheelock and the resulting loss of energy and vitality having so many children--at the perfect age to explore downtown, moved away. It makes no sense to me why we would do this when we are trying to build up the downtown.

Sidewalk expansion and improvement

during half school days to have police or crossing guard being available at two of the traffic lights. Can be very dangerous with children on bikes and jaywalking

I would love to see more businesses in the downtown. Ice cream parlor, kid friendly restaurants. Also more sidewalks to access the downtown.

The town needs a beautiful central green space that is taken care of and is near parking or public transportation. Holiday decorations are pretty sad - these could use some re-thinking and resources so they can be visible and enjoyed as you drive through town. And don't look quite so messy.

Do more with the downtown gazebo. Get rid of the dumpster next to it and have more events there or move the gazebo to a more central location. Make improvements to the library. Bring in an ice cream shop, bakery, takeout burritos, Indian, Thai, farmers market

Keep Dale Street School downtown for the benefit of both students and businesses.

Public transportation would be nice. A few more benches outside also.

It's a small downtown for a small population. Keeping it neighborhood- focused is important.

Bury the power lines underground like Westwood and Wellesley have done. It will look MUCH nicer.

Parks and pond could be better cared for, more businesses-Thai, pub, ice cream. Could be more pedestrian friendly, especially main intersection.

Bring back the farmers market and small retail store. Jenny Boston was a great store.

Bike lane infrastructure or signs for cyclists would be appreciated. Free town wifi downtown would be a game changer

The planting of trees in the downtown

More sidewalks in Medfield!!!! Safety around 109.

The roads and appearance entering the downtown area from all directions needs significant overhaul. From Dale street school on North St to downtown is an eyesore and very dangerous without sidewalks. Improvement would increase biking and foot traffic to the downtown businesses. Create a "village" like atmosphere

Improve traffic flow!! Make it safe for kids to travel to storefronts. Improve look and feel of building with Juice on Main all the way down to North Street Market. Bring in NEW/BETTER food options!

redevelop the mish mash of buildings along 109 and other unused buildings. solicit developers to mimic other towns that have charming downtown areas (wellesley, hingham, concord, etc). attract other successful restaurants in boston that would like a suburb location.

Fewer BANKS would be a plus for the downtown. Could be replaced by restaurants or small business businesses.

EV charging; public transit

Development of an updated Parks & Rec building and outdoor space

Some measure of public parking management will be necessary as we move back into normal mode, particularly because restaurants such as Avenue, Nosh & Grog, & Noon Hill Grill will probably continue to do reasonable takeout/pickup business now that they've introduced it as well as people wanting to be out and about more. Parking around town hall is very difficult on many weekend nights, and use of the Larkin's Liquors plaza lot for those stores can be difficult because folks ignore signs and park there for Nosh & Grog etc. anyway.

Upgrade and make the interior of the block formed by North, Main, Upham, and Frairy more presentable. See if Monk Block can be rehabbed. Add more retail spaces by changing the zoning on adjoining parcels, such as the UCC owned land next to its church on Mitchell Street.

More clearly marked/defined crosswalks that include planters or brighter lines. Would love to see rainbow Adirondack chairs along meeting house pond park. More signings about historical buildings and donating boxes/qc codes and hours of visitation posted.

There are buildings in our downtown area that are in desperate need of facelifts. Private businesses like Starbucks, Dunkin' & Donuts and CVS were required to have a specific facade however existing buildings look run down, depilated and not in the same style. Medfield needs a quaint little downtown area with nice facades. Would love to see some more brick exteriors.

Skatepark at dale

KEEP DALE STREET SCHOOL AS PART OF THE GREATER DOWNTOWN AREA

Better use of the green around Meetinghouse Pond, with gazebo-like structure, permanent seating (the temporary sidewalk seating was helpful but not a longterm solution)

Need sidewalks added to park st and oak at and seating in front of businesses. Would like to eliminate congested parking at the corner of Miller and Main to make area more accessible

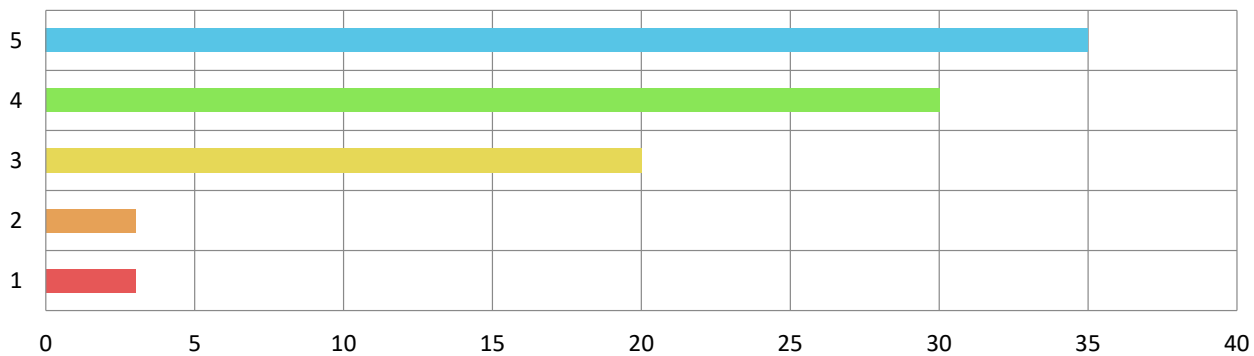
Sidewalks on Park Street are a must. And please find a way to bring additional ethnic restaurants to Medfield (non-vegetarian Indian, Thai) and a low cost family restaurant (Noon Hill is way too pricey for a family). Would love an ice cream parlor. All of our cute storefronts are taken up by banks and real estate. Doesn't really add to the vibrancy of a downtown.

Additional commercial development needed, space behind Montrose school is under-utilized.

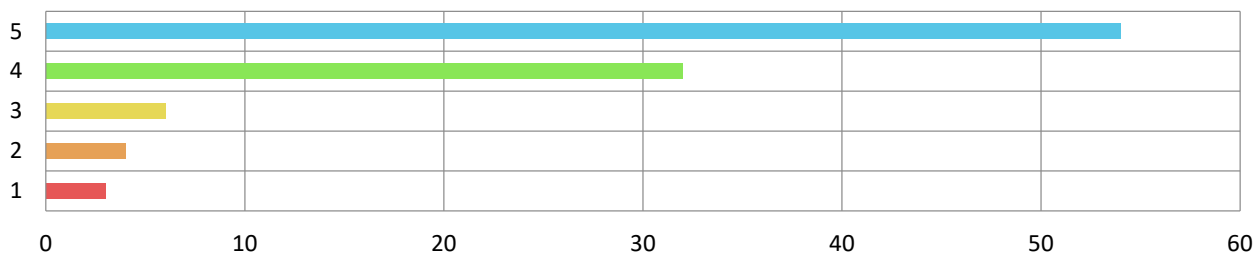
The Starbucks parking lot should be 1 way (ie Main Street is in and North street is out or vice versa). It is a nightmare getting in and out during busy times and backs up onto the street.

A few approaches to address attraction and retention of customers and businesses in commercial districts are listed below. Considering the conditions in Downtown Medfield, in your opinion, how important are each of the following strategies?

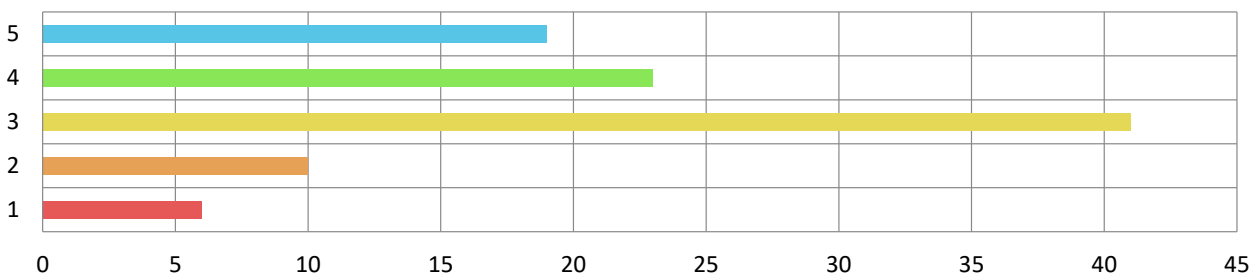
Strategy 1:



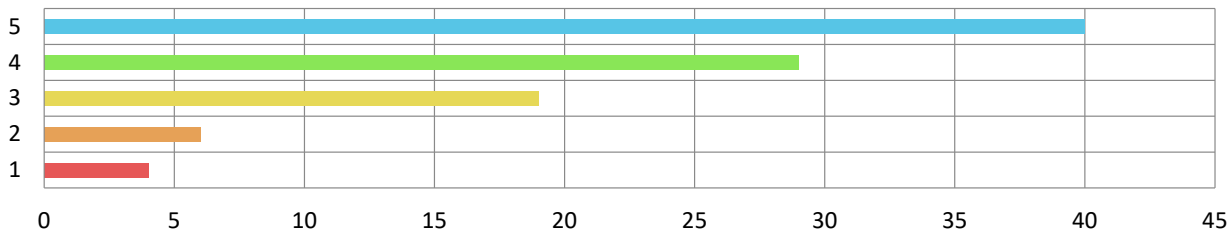
Strategy 2: More opportunities for outdoor dining and selling



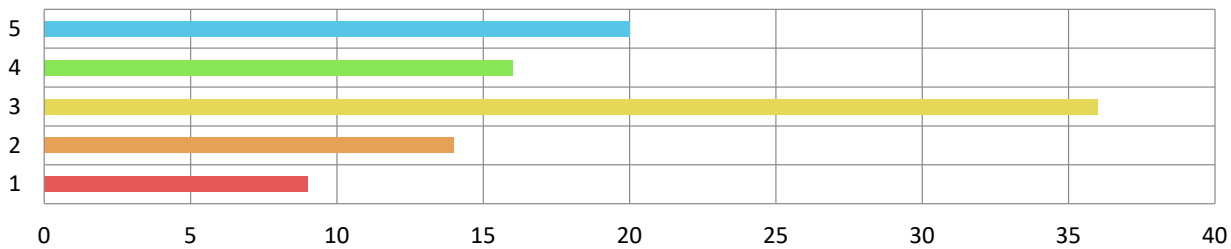
Strategy 3: Implementing marketing strategies for downtown



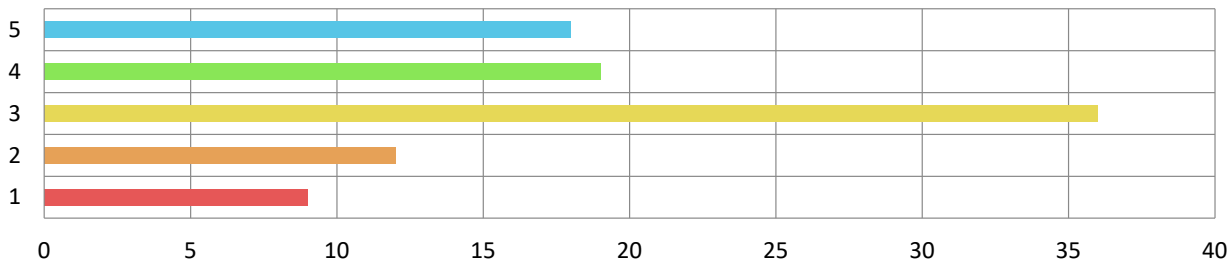
Strategy 4: Recruitment programs to attract additional businesses



Strategy 5: Changes to zoning or other local regulations (not related to COVID)



Strategy 6: Creation of a district management entity (Business Improvement District or other organization)



Do you have other suggestions to address attraction and retention of customers and businesses in Downtown Medfield?

Improve Meeting House Park. Healthy restaurants with more vegetarian options. Peet's coffee. Artist studios. Indoor music venue such as TCAN in Natick. A greater variety of restaurants, especially family friendly/fast casual - and a "destination"/reason to go downtown, especially an ice cream store! Keeping schools in close proximity to downtown will keep students/parents and other families attracted to downtown and attract other businesses looking to move into the space. Reducing that foot traffic will be a negative impact. More outdoor dining opportunities with shaded areas will attract more families who wish to dine outdoors with little kids who are unvaccinated. A breakfast restaurant with outdoor dining. More central to downtown to eat, walk and shop.

We seem to have done fine with retaining businesses during covid, pretty impressive. I think there are aesthetic improvements to be made and other activities could be beneficial to businesses (MEMO concerts as an example - where many attendees bring their dinner purchased at a nearby location, or Zullo Thursdays on their rooftop).

More restaurants! More restaurants! More restaurants! More outdoor dining options! Not take out. Not quick service.

Need a Mexican restaurant

Easier parking, more retail and better restaurants (no more pizza joints)

I like that they put tables out so people could get take out and eat outside. Those blue tables should stay forever.

We have a really good starting point downtown with Brothers Market, Avenue, NHG, Nosh, Takara. Should look to expand with additional restaurants.

Definitely should not move Dale Street School since that activity helps attracts students to town (note: Wheelock location is too far for 4 - 5 grades to easily travel to uptown).

boutique retailers will not work. we are not wellesley. while many families have money, they still shop at marshalls.

We need more diverse restaurants- Indian,Vietnamese, mexican, Thai, ice cream shop

Publish(economically) a downtown business brochure "ShopLocal" with map, store names & services, products they offer, specials, ie, taco tuesday at Nosh & Grog, discounts, ie 20% off, and other incentives like "Made In America"~that would encourage me personally to shop more intown! Medfield is the iconic small town America, which is the reason why we live here. We do not want a busy city downtown, its the people that make Medfield a place you call home.

Please keep Dale Street School in its current location

Keep Dale at Dale!

parking lot at Brothers is very concerning. Have no idea how the town approved the parking lot. Trucks loading and unloading, cars trying to park, people walking around, all of this happening in a very, very area. Someone is going to get hit by a car!

Allow businesses that aren't just small but are also popular chains and will draw people in and are higher quality (five guys, chipotle) that can help boost people walking around. We have enough pizza. Also more trees by sidewalks to make walking from downtown center to strip mall on 27 easy and pleasant. Strip mall would then be good spot for outdoor events (craft/farmers market, live music, beer garden).

Do not move Dale Street School to Elm Street. The presence of students, teachers and parents all contribute to downtown vitality.

Advertising downtown is not necessarily as long as businesses are good. Attracting customers and businesses is easy. Get good businesses to come by keeping taxes and costs low. Customers will follow. Downtown will thrive. Make it easy for businesses to want to come- low taxes!

How about an ice cream/ candy shop? The Palumbo area was could use a little landscaping help.

I think there have been some great improvements (kudos) I love the food/beer events at Meeting House Pond, Holiday Stroll, and MEMO's concert series. I think small grants for organizations to hold events at Meeting House Pond, food truck competitions, arts/music packages with downtown business, a monthly "lottery" (dinner for two, a gift certificates to local businesses) for folks who spend more than \$25 at a local business (they attach a picture of a receipt to enter a drawing) all could make it fun. I also think having an annual "battle" of the local restaurants (best appetizer, entre, dessert, and "signature cocktails, again, based on a receipt picture) could get some traffic to the various restaurants.

Ways to reduce general traffic.

Give us a Thai restaurant or good food at least? Avenue is decent but it's so expensive. Nosh and grog is expensive but not good food, royals is good but very casual. Kick out Medfield house of pizza and give us a Thai restaurant! A restaurant you actually want to take a date to. Not just take out.

Walkable, appearance with brick sidewalks, more crosswalks, planting of trees

get rid of montrose school (trade for land at medfield state hospital) and create a business district with outdoor restaurants, breweries, ethnic restaurants.

Relative to events or attractions to bring people downtown: there is no adequate space with parking that would support this. The Gazebo attracts a crowd, however, the space is limited and parking for these events takes away from surrounding businesses. Ideally, we need a Common-like area.

However, the logistics of the center of town prohibits it

do not allow outdoor-heating (a climate catastrophe)

Emphasis on outdoor dining and bar space, both family friendly and geared toward adults

Some public parking although space isn't really available.

Not sure how a DIB would work and whether it would help the downtown.

As traffic increases in town, there are a couple of areas that are very difficult to navigate and are safety issues. Starbucks and CVS lots are very difficult to turn left out of onto 109.

Student discounts

PARKING

Top-of-shop zoning

Would like to see signs on Main St with arrows identifying point of interests, parks, commercial destinations, etc.

I believe we already have a downtown study group as well as a master plan, so please don't set up another management entity. Having sat through many of those meetings, I feel like we are always being asked our opinions and thoughts without any actions being taken as a result of the surveys. Maybe this one will be different?

Building/Plaza with Palumbo, Subway etc is in desperate need of a facelift.

Appendix D: Community Engagement Comments

Ideas Wall Comments

Type	Comment	Up Votes	Down Votes
Public Realm	This town is becoming increasingly isolated due to traffic and Rt 109 being the only way to the city. If you cut yourself off from job access, you cut your town off from income. Property values suffer without job access. Bring the commuter rail to Medfield.	2	0
Public Realm	Sidewalks on Park Street.	10	0
Public Realm	Dog park with fence :)	4	1
Culture & Arts	A permanent stage for music performances	6	0
Tenants Mix	Ice Cream parlor.	18	1
Tenants Mix	Budget-friendly family dining spot (American pub, Mexican, etc.)	14	0
Public Realm	A new or renovated playground in walking distance from the center of town	15	0
Public Realm	Bury the through-roads into a tunnel, at least for these downtown blocks.	1	4
Public Realm	Also add a sign on the corner of 109 & Park to list the businesses similar to what is on North St for Bullards, Takara etc. There are good shops here that come and go due to lack of visibility.	1	0
Culture & Arts	I think we need to do more community things and people will pass the small business or can open up a small shop in the park. Medway and Franklin are always having town stuff and draws a lot of people. Also the holiday stroll on a Friday should be a bit later. Parents work and by the time they get home and get kids ready to go everything is almost over.	4	0
Revenue & Sales	rezoning of all buildings from north street to route 27. rebuild with restaurants facing the pond/church on frairy. eminent domain montrose school and trade for land at medfield state hospital site. public/private redevelopment needed and could create a brand new town center with retail and restaurants (no chains allowed). get rid of half the traffic lights or at least time them properly!!	5	3
Public Realm	I would like to see more sidewalks so different neighborhoods can access the downtown. I also would love to see an ice cream parlor and other kid friendly restaurants. It would be great to have a bakery. Also more seating and benches	5	0
Public Realm	Add side walks throughout Medfield to make it easier to walk to town, Dale street, bridge street, etc. fix sidewalks downtown so strollers can be posed- lots of broken sidewalks that make it difficult to walk with a stroller. More retail or food stores.	7	0
Revenue & Sales	Farmers market Keeping Dale Street School in the downtown area is a contributor to its vitality. It's not just students who take advantage of the school's close proximity, but also teachers and parents who often kill time in stores while waiting for their kids on half days and after school. Of course, teachers can take advantage of the educational benefits, as well.	6	1

Public Realm	Agree, Frairy St. Is a neglected area and deserves attention! So many students and families live in the housing and apartments who deserve safe walkways!	1	0
Public Realm	Sorry, I have to disagree. The cost of the new Dale Street School project is prohibitive enough. Way too expensive to bury the road.	0	0
Revenue & Sales	Agree!! Dale st school needs to stay, it's a meaningful part of downtown core and the students and commercial sector mutually benefit. Plus proximity to library, brothers, etc. Anyone who thinks kids will walk downtown from wheelock is totally out of touch.	0	0
Public Realm	I'd like to see more environmentally friendly landscaping. Get CVS, Cumbies, that new Maple St. devo, etc. to cut down those invasive Callery (Bradford) Pear trees and replace them with native trees.	2	0
Public Realm	We need STRICT enforcement of don't block the intersection at the corner of Main St. and South St. at Bros Market. The west bound cars pull into the intersection and get stuck, then they block the cars trying to turn left off South. Paint a white grid. Put up signs at the start of the intersection. Send one of Medfield finest to ticket drivers who get stuck in the intersection and block it.	6	0
Public Realm	Upham Road - Move Upham Nursing Home to State Hospital, then create better parking for that road in that spot. Or identify better parking solution for the over crowded road. This continues to get worse. Frairy Street - Clean up bridge or look into improving. Repave road and update sidewalks. Current road and sidewalks should be redone not patched, similar to Green Street. Crosswalk for Basils, for safety.	3	0
Revenue & Sales	An outside farmers market with live music, kids activities, eating options. Inside marker for winter. It's a great chance to gather people together and shop locally. It would be nice to have a bakery in downtown, and a Mexican restaurant.	10	0
Culture & Arts	Renovated/updated playground (ideally Hinkley).	4	0
Revenue & Sales	I'd like to see more upscale stores and restaurants that would make Medfield more of a shopping destination, such as the kinds that you would find in Wellesley. For example, cute boutique shops with more interesting, yet practical, merchandise, such as a kitchen shop, a specialty food shop, a clothing store, etc. I'd also like to see better restaurants.	9	0
Public Realm	Completely agree. I walk on the road with my baby in the stroller because sidewalk is too bumpy. It definitely needs renovations.	3	0
Revenue & Sales	More dining options, particularly with outdoor seating.	9	0
Tenants Mix	Really. Since Frances Cafe closed, there aren't enough reasonably priced sit down restaurants in Medfield. Paying \$8.95 for a 10oz goblet of beer is not something anyone wants to do on a Tuesday night when they don't feel like eating at home. Medfield needs a local dive.	1	0

Revenue & Sales	Reclaiming montrose land (and parking. And fields) for senior living or park and rec is a great idea. I don't know the student body makeup but guessing not many are walkers (suppose hospital hill location would mean they would need a satellite Starbucks :))	2	0
Public Realm	More sidewalks would be great. Extending sidewalks all the way down Main St to make it safer for kids/families walking to town.	12	0
Administrative Capacity	Renovate Dale Street school and keep 4/5 graders in town. This not only benefits the downtown by keeping kids in the area but it also revitalizes that current location. Renovating the Dale Street site (rather than expanding on Elm Street) is the best way to move forward from an environmental standpoint as well. Reusing existing space is much more sustainable than expanding onto open space, even when you take into consideration net zero build.	2	2
Public Realm	A good sidewalk all the way to Shaws/Blue Moon plaza from downtown.	13	0
Revenue & Sales	This is the correct approach....upscale dining and retail. Attracts dollars for Medfield and reduces taxes eventually!	3	0
Public Realm	The building on the corner of North and Main (that has Juice on Main) is a complete eyesore. It could be a beautiful building but the shingling needs to be stripped off and refaced. It really detracts from the beauty of Main St.	17	0
Public Realm	Lobby to the state for a commuter rail stop. Accessibility and commutability are top players in the economic viability of a downtown.	38	3
Revenue & Sales	I agree with you both. One of Wellesleys strongest advantages is commuter rail stop in their downtown. Members of the community centralize their commute and in turn spend more time shopping and dining from that point of return. I would love to see that dynamic in our town.	4	0
Revenue & Sales	I agree that there is a mJOR need to identify real estate for redevelopment in downtown. Future business owners are very limited in options.	2	0
Public Realm	Get the powerlines and cable wires underground, replacing the telephone poles with more attractive street lamps. Aesthetics matter in a downtown and clearing the skyline would make an enormous impact. People tend to spend more time in areas that are well maintained and attractive.	41	0
Public Realm	My hope is the town recognizes that the powerlines going underground, new sidewalks and the crosswalks being redone, is all one project. The powerline conduits go under the sidewalk. The conduits cross the roads under the crosswalks. I hope they do not take on one of these projects without doing it all. That said, what a beautiful difference it would all make. Thank you.	15	0
Public Realm	I counted 20 to 23 unused, old, disconnected phone lines all in one messy cluster, running across rt 109 to Royals Pizza. It's so wrong that everSource and the cable companies pay no care or attention to cleaning up their work. Put it all underground.	7	0

Public Realm	It takes investment to generate money. Beautify the downtown, repair sidewalks and crosswalks, make it more visually appealing - greenery, underground utilities, attract more people. More people, more prospective business. More prospective business, more investors/storefronts. More storefronts, more taxes, more revenue, lower real estate taxes. Our town leadership fails us residents on infrastructure investment year after year, and the downtown now is full of weeds, broken sidewalks, and mess.	3	0
Public Realm	Insane commute to the city. Insane commute to other commuter stops, and no parking. This is an absolute NEED in town. Not enough jobs in and around town, we need to be able to get into the city for work.	6	0
Public Realm	Help make Medfield more safe for pedestrians/bikes. There are not enough sidewalks/crosswalks/etc. to move around town safely.	8	0

Project Map Comments

Type	Comment	Up Votes	Down Votes	Geo Address
Public Realm	Lobby to the state for a commuter rail stop. Rt 109 is a 1 lane parking lot.	30	3	524 Main St, Medfield, MA 02052, USA
Public Realm	Town has not been willing to invest in itself for years. Hopefully changes.	3	0	505 Main St, Medfield, MA 02052, USA
Public Realm	Why don't we host a farmers market here?	1	1	530 Main St, Medfield, MA 02052, USA
Public Realm	From China Sky to Frairy St. the sidewalk is made of red bricks. This is the only section in town like this. Let's update this to be uniform on all of North St.	3	1	24 North St, Medfield, MA 02052, USA
Public Realm	The sidewalk switches from cement to asphalt here. Let's repave all of North street and rebuild the sidewalks using cement and granite curbing.	15	0	50 North St, Medfield, MA 02052, USA
Public Realm	Parking would be an issue here unless it was held early in the day and Noon Hill Grill allowed you to use their lot.	0	0	530 Main St, Medfield, MA 02052, USA
Public Realm	The crosswalks at the corner of Brook and Green are painted red. If the purpose is safety, lets paint them red throughout town to create a uniform look and make them safer if that's the reason for painting them.	21	0	1 Green St, Medfield, MA 02052, USA
Public Realm	Much of the sidewalk on this stretch of North st from the public safety building to the post office is at street level without curbing. Let fix the road and raise the sidewalk to create a barrier. This was done when the public safety building went in.	12	0	82 North St, Medfield, MA 02052, USA
Public Realm	Why was the extent of Frairy St. Including Basil excluded from this map? This area deserves attention.	2	0	35 Frairy St, Medfield, MA 02052, USA
Public Realm	Install a sidewalk poetry project - where poetry is visible only when it rains or it could be a more permanent installation whenever sidewalks need to be repaired/replaced. Could be a community-wide all-ages contest to submit entries, or work with Park St. Books and the library for inspirational literary references or reference things (speeches, music, writings, etc.) from Medfield residents past and present.	2	0	504 Main St, Medfield, MA 02052, USA
Public Realm	Replace the "plantings" in the area in front of the stores from Palumbo's to Citizen's Bank.	2	0	545 MA-109, Medfield, MA 02052, USA
Culture & Arts	Bring some life to the streets with creative crosswalks, use them to highlight something special about Medfield.	6	0	478 Main St, Medfield, MA 02052, USA
Public Realm	Re-grade the Selectmen's Park behind the gazebo to build in some natural seating near the back parking lot (more plantings to hide the cars) and level the lawn. Add some ambient lights.	5	0	6 Pleasant St, Medfield, MA 02052, USA
Public Realm	Maybe consider a small-scale, modernized playground for children near the library/gazebo area.	3	3	456 Main St, Medfield, MA 02052, USA

Public Realm	It would be great to extend sidewalks all the way down main st to encourage more people/kids to walk/bike to town safely.	10	0	425 Main St, Medfield, MA 02052, USA
Public Realm	Solar arrays over the town parking lot, or at least a tree island. Even more so for the Montrose expanse of asphalt.	2	1	15 Janes Ave, Medfield, MA 02052, USA
Public Realm	More trees and/or solar arrays over this parking lot.	1	2	587 Main St, Medfield, MA 02052, USA
Public Realm	Meetinghouse Pond has so much potential as an attraction downtown - could add some dramatic lighting or programmable LED displays, and improve seating options. The metal railings aren't great but I appreciate that they provide a view of the water for pedestrians and drivers rather than close off the pond.	4	0	30 North St, Medfield, MA 02052, USA
Public Realm	Put the power lines and cable lines underground throughout downtown Medfield. Remove the telephone poles and install more attractive street lamps. Aesthetics matter in a downtown. Clearing the sloppy skyline will create a more attractive environment to spend time in.	32	0	505 Main St, Medfield, MA 02052, USA
Public Realm	Put Powerlines UNDERGROUND!!! Larger and more uniform sidewalks throughout. Brick/paver/raised crosswalks throughout.	28	0	503 Main St, Medfield, MA 02052, USA
Public Realm	Put power lines under ground	23	0	2b North St, Medfield, MA 02052, USA
Public Realm	Commuter Rail would revitalize the downtown.	28	3	524 Main St, Medfield, MA 02052, USA
Public Realm	Formalize an ongoing program with funding to continue hosting food/drink/arts in this park (or others) to encourage community gathering. Consider investments in improving the grounds to enhance this use.	0	0	8 Upham Rd, Medfield, MA 02052, USA
Public Realm	Need to discuss with Montrose use or return of some parking for downtown. Ceded way too much to the school and is a perfect parking location for the businesses in the downtown area	4	0	29 Janes Ave, Medfield, MA 02052, USA
Public Realm	The powerlines are a major eyesore.	25	0	458 Main St, Medfield, MA 02052, USA
Public Realm	My hope is the town recognizes that the powerlines going underground, new sidewalks and the crosswalks being redone, is all one project. The powerline conduits go under the sidewalk. The conduits cross the roads under the crosswalks. I hope they do not take on one of these projects without doing it all. That said, what a beautiful difference it would all make. Thank you.	13	0	505 Main St, Medfield, MA 02052, USA

Public Realm	My hope is the town recognizes that the powerlines going underground, new sidewalks and the crosswalks being redone, is all one project. The powerline conduits go under the sidewalk. The conduits cross the roads under the crosswalks. I hope they do not take on one of these projects without doing it all. That said, what a beautiful difference it would all make. Thank you.	10	0	503 Main St, Medfield, MA 02052, USA
Public Realm	Badly needed. Insane trying to get to work in Boston from here.	4	0	524 Main St, Medfield, MA 02052, USA
Public Realm	North Street and Main Street could use infrastructure investment. Rebuild the sidewalks - they are not easily traversed with a baby stroller. Raise the crosswalks with pavers. Undergrounding the power and cable lines would help clear the crowded sidewalks and beautify the area. We need to invest in our downtown. Let's not be "acceptable" but EXCEPTIONAL. This will attract folks to spend time here, time spent = money spent. Let's cultivate an environment where our businesses thrive.	22	0	61 North St, Medfield, MA 02052, USA
Public Realm	Here is another section of sidewalk that switches from asphalt to cement. Let's rebuild using cement and create uniformity of sidewalk build on North st.	18	0	66 North St, Medfield, MA 02052, USA
Public Realm	Awkward set up in this park. Not frequented by many. Under utilized space. Might be possible to reconsider the layout so it could host more events, or possible to add a commercial space somewhere here while maintaining the park and without disrupting the memorial?	5	0	530 Main St, Medfield, MA 02052, USA
Public Realm	Not just main street, but north street additionally should be considered strongly to undergrounding utilities. Sidewalks need to be redone anyway and would be an opportunity to revive this section as there are multiple parcels that could expand our commercial base.	13	0	75 North St, Medfield, MA 02052, USA

Appendix E: Subject Matter Expert Report - BETA Group: Traffic Calming Pilot Project

MEMORANDUM

Date: September 8, 2021
To: Keri Ouellette, BerryDunn
Cc: Town of Medfield, MA
From: Jack Madden, PE
**Subject: LRRP Project Approach consultation –
Traffic Calming Pilot Project**

Job No.: 21.07513

The **Traffic Calming Pilot Project** (Project) was identified by the Town of Medfield as an essential need in the process of recovering from the impacts of COVID 19 and its effects on their essential “Main Street” businesses in Medfield.

The Project would place traffic calming devices at key locations along the Main Street corridor. The Project would include a corridor study to establish baseline conditions, identify problem areas and to design appropriate measures. It is anticipated that traffic calming measures would be located at the intersections of Main Street with South Street, North Street and Park Street to prioritize pedestrian safety and comfort within the Town’s Central Business District. During the trial period, data will be collected to measure the effects of the temporary improvements. Following this trial period, the traffic calming devices will be removed, the data will be evaluated, and recommendations will be developed. A public engagement process would be conducted before and after implementation of the temporary traffic calming measures. The Corridor Study would be updated to include a comparison of before and after data.

PROJECT DETAILS

Category	Public Realm
Location	Main Street @ North Street Main Street @ South Street Main Street @ Park Street
Origin	Town of Medfield
Budget	Low - (\$50,000 - \$75,000) Engineering Design Consultant (\$25,000 - 50,000) with Low impact Construction using town forces (\$25,000)
Timeframe	Short Term, Pilot (6-9 months): 1 -3 months planning, 1–3- month implementation, 1-3 months assessment
Risk	Low risk. Proposed improvements are temporary and can be adjusted as needed.
Key Performance indicators	Reduction in pedestrian incidents at crossings, Increase in pedestrian activity, Minimal impact in traffic delay
Partners and resources	Town Administration, Public Works

Diagnostic

2021 Medfield Downtown Community Survey (Berry Dunn)

2018 Parking Study Public Engagement Recommendations

Medfield Master Plan (Pending)

Action Items

1. Identify limits of Corridor Study based on available budget and other Town initiatives
2. Collect existing conditions data including turning movement assessment at key intersections
3. Select traffic calming options to address pedestrian safety and comfort
4. Develop sketch plans of alternative treatments
5. Perform a public engagement process
6. Set performance measures
7. Place traffic calming demonstration
8. Collect experimental conditions data for comparison to baseline data
9. Make recommendations

Other Projects

Developing a Complete Streets Policy

Developing a Complete Streets Prioritization Plan

Possible Funding Source

MassDevelopment "Commonwealth Places" Seed Grant

MassDevelopment "Commonwealth Places" Implementation Grant

Chapter 90

Unidentified Local Funds and In-Kind Services



Watchemoket Square/1st Street Pilot Project – Protected Bike Lane



Provided by SME Consultant

BETA Group, Inc.
Lincoln , RI

Location

East Providence, RI

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

Diagnostic

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

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

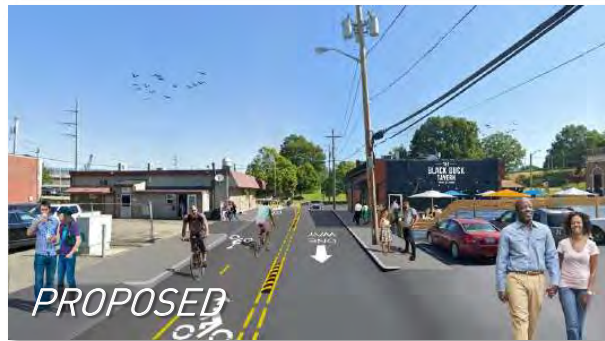
The Pilot Project was developed to test the feasibility and operations of implementing separated bike lanes. The Pilot Project would also convert two-way 1st Street to one-way southbound direction for traffic. Outreach with abutters was a critical element of the project. Key issues included maintaining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

Action Items

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

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

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



Intersection of 1st St and Warren Ave. Existing and proposed



Intersection of 1st St and Mauran Ave. Existing and proposed

Appendix F: Subject Matter Expert Report - BETA Group: Complete Streets Policy

MEMORANDUM

Date: September 8, 2021
To: Keri Ouellette, BerryDunn
Cc: Town of Medfield, MA
From: Jack Madden, PE
**Subject: LRRP Project Approach consultation –
Develop Complete Streets Policy**

Job No.: 21.07513

The **Develop a Complete Streets Policy** project (Project) was identified by the Town of Medfield as an essential need in the process of recovering from the impacts of COVID 19 and its effects on their essential “Main Street” businesses in Medfield.

The Project would develop a Complete Streets policy for municipal infrastructure projects and submit the approved policy to MassDOT. Entering the Complete Streets Program will make the Town eligible for \$50,000 in planning funds and \$400,000 in implementation funds for needed improvements to the Town’s pedestrian infrastructure.

PROJECT DETAILS

Category	Public Realm
Location	Town Wide
Origin	Town of Medfield
Budget	Low Budget requirements - DPW/Planning to present existing policy before the Select Board with minimal consultant support.
Timeframe	Short Term, Select Board meets monthly
Risk	Low risk. Participating in the Complete Streets Program is a best management practice for municipal asset management in Massachusetts
Key Performance Indicators	Approval of the CS Policy, MassDOT approval to advance to Tier 2
Partners and resources	Town Administrator, Select Board, Town of Medfield Planning, Public Works, Citizen Members of the Master Planning Committee
Diagnostic	2021 Medfield Downtown Community Survey (Berry Dunn) 2018 Parking Study Public Engagement Recommendations Medfield Master Plan (Pending)
Action Items	1. Review Policy details 2. Solicit letters of support 3. Present draft policy to the BOS 4. Gain approval from BOS 5. Submit approved policy to MassDOT

Other Projects

Developing a Complete Streets Prioritization Plan
Road Safety Audit along Main Street Corridor

Possible Funding Source

Unidentified Local Funds and In-Kind Services

DRAFT

Ref: \\beta-inc.com\ma\Projects\7500s\7513 - DHCD - Local Rapid Recovery Plan (LRRP)\Reference\SME\Medfield\09 21 Draft Report\LRRP
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Undertake a Public Planning and Visioning Process for the Public Realm



Provided by SME Consultant

Dodson & Flinker

Location

Florence, Massachusetts

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

Diagnostic

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

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

Action Item

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

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

Process

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

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

Get Public Input Early and Often

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



Images from public workshops in Florence and Williamsburg

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

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



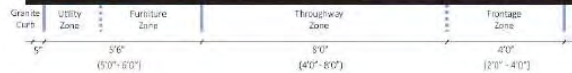
Participants used stickers and notes to identify positive and negative aspects of existing buildings and streetscape elements in Florence.

Reach out to Town Staff, Residents and Business Owners

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

Document How the Public Realm Works Today

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



Celebrate What's Working Well

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



Take Stock of What's Not Working So Well

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



Test Alternatives and Get Public Feedback

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



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



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

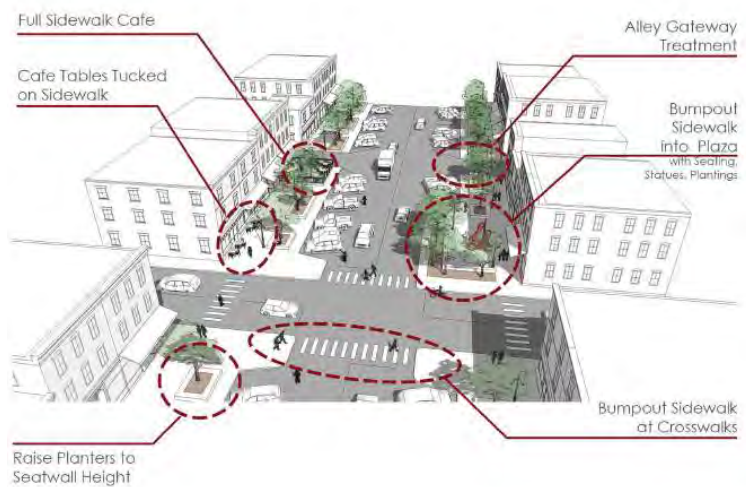
Visualizing Alternatives

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

https://www.montague-ma.gov/files/Downtown_Turners_Falls_Livability_Plan_2013.pdf



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



Digital model showing potential Complete Streets improvements and streetscape amenities.

Visualizing Alternatives

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

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



Digital model showing existing conditions on Main Street in Florence.



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



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

Appendix G: Subject Matter Expert Report - BSC Group: Facade Grant Program

To: Keri Ouellette, BerryDunn
From: Jef Fasser, LRRP SME
Re: LRRP SME Assistance – Medfield Façade Improvement Program

Date: September 3, 2021

Through the Commonwealth's Local Rapid Recovery Program (LRRP), BSC Group was tasked with providing subject matter expertise for a new Medfield façade and signage improvement program. Specifically, the Town wants to create a façade and signage improvement program and structure it to be an incentive that encourages property owners and businesses to improve the external appearance of their properties. In response to this request, BSC Group assembled the following information.

Benefits of a Storefront and Façade Improvement Program

Across the country, many cities and towns have created storefront and façade improvement programs to encourage property owners and businesses to improve the external appearance of their properties. There are many economic and community benefits from a successfully implemented storefront and façade improvement program. These programs have been found to:

- Strengthen the economic viability of locally owned businesses – Increase business sales and attract new business and customers
- Contribute to area revitalization – Improve marketability of a space and district, motivate other property owners/businesses to make improvements, prevent building deterioration, increase property values
- Contribute to a sense of community/Enhance character of a community – Improve the public realm, enhance building aesthetics, increase in safety, accessibility, pedestrian comfort
- Provide more attractive retail environment/commercial corridor and stimulate additional private investment

Key Features of a Storefront and Façade Improvement Program

There are many variables to consider when creating a storefront and façade improvement program, from planning and program structure to funding and eligibility to overall program administration. When pulling together their program, Medfield should consider these key questions: Who runs the program? What is the program budget and how much can an applicant receive? What improvements are eligible? Who can apply? What is the application process? What is the approval process? How and when do applicants receive funding? How do you get community support/buy-in for the program? How will the program be advertised, implemented, and evaluated? Are there design guidelines to set expectations and ensure a level of consistency and quality to storefronts and facades?

Administration – Most storefront and façade programs are developed and managed by organizations with a vested interest in civic improvements. For Medfield, the Town Planner has already expressed a willingness to administer their program. While the program is being developed, other partners to consider include the Town's Economic Development Committee, Sign Advisory Board, Historic District Commission, Medfield Employers and Merchants Association, regional planning organizations, community foundations, bank consortiums, or any combination thereof.

Funding Structure – Depending on the source of funding, the program can be structured as a grant or a loan. The Town prefers a grant program, but information about loan programs are also included for reference. There are various options, including:

- Matching Grant – Applicant receives a certain percent of the investment through a grant, to a set maximum (For instance, a 1:1 grant is a dollar-for-dollar match)
- Grant with a Set Dollar Amount per Improvement (e.g., \$2,500 allowance for signage)
- Loan (low-interest, zero-interest) – Revolving fund enables future funding cycles upon payback
- Loan (forgivable) – Creates an incentive for improvements to be maintained over time
- Mixed-Funding option

Funding Amounts – Amounts vary based on program, but programs researched ranged from \$2,500 - \$35,000 dependent upon use, location, planned improvements, funding available, and level of private investment.

Eligibility/Requirements – Eligibility requirements vary by program and priorities. Factors to consider include location/visibility, age of building, use, priority business preferences (minority and women-owned businesses, low-moderate income status, job creation, etc.), ownership (business owner needing property owner sign-off), lease arrangements (above a certain amount of time left on a lease), and type of improvement.

Types of Improvements – Most façade improvement programs allow for upgrades to signage, lighting, windows, doors, entryways, roof, awning/canopy, and paint. Other eligible improvements may include design fees, landscaping, and parking lot improvements. Some funding programs allocate additional monies for historic restoration improvements. Ineligible improvements generally include HVAC, interior renovation, non-permanent fixtures, security systems, and equipment purchases.

Challenges

There are challenges to consider when creating a storefront and façade improvement program. For example:

- Since it is a new program, there may be a reluctance on the part of businesses and/or property owners to participate. Early engagement with property and business owners, including their input into the program requirements, may diminish any concerns and encourage business participation.
- For smaller businesses with limited capacity, any paperwork can become a cumbersome process, so applicants will benefit from a streamlined and easy application process, as well as any assistance by the funder.
- The type of funding used may come with implementation hurdles that are less flexible and have additional programming and reporting requirements that may make a program more challenging to administer.
- Oftentimes, applicants have a hard time finding a responsive and responsible contractor to do the work. Some programs offer a list of pre-qualified contractors to ensure quality and timeliness of approved work.
- With an investment in façade improvements there is concern that there will be an increase to the property values, leading to an increase in taxes and rents, making it harder for small businesses to operate in their current locations. This concern should be addressed when developing program requirements – for example, façade improvements will increase sales to cover the minimal increase in property value.

Additional Considerations

COVID-19 Impacts – Particularly related to the impacts of COVID-19, improvements to help reduce the transmissibility of the virus should be considered as eligible for funding. This flexibility could afford improvements such as replacement of doors or window systems, outdoor seating structures, the installation of a walk-up service window, and additional signage, markings, or partitions as needed for social distancing and directional purposes.

Community Support – The program proponents should seek to build relationship capital to gain credibility and community support during the design and program development process. Stakeholders should be involved early in the process and the program should take into consideration small business' needs and identify specific ways

the program can help.

Sources of Funding

There are a variety of funding sources for the creation, administration, and management of a storefront and façade improvement program. Funding can be local, state, or federal. It can come from a business management district, community development organization, chamber of commerce, or even a bank, non-profit, or foundation. Specific examples include:

Federal American Rescue Plan Funding – Communities may use ARPA funding for small business assistance, such as to enhance outdoor spaces for COVID-19 mitigation (e.g., restaurant patios) or to improve the built environment of the neighborhood (e.g., façade improvements).

General Fund – Through an allocation from a municipality, this type of funding tends to offer the greatest flexibility for program structure with the least amount of reporting restrictions.

Local Municipal Funding (Set-Aside) – Municipal allocation set-aside from a special revenue stream for a set amount of time (e.g. permit revenues, sales tax set-aside, special fees such as landfill tipping/disposal fees, etc.)

Special Taxing Bodies – Business district designation (creating an additional sales tax) or special service area (additional property tax), TIF districts

Federal CDBG – Applicants must meet and adhere to federal requirements and compliance issues. The Massachusetts CDBG Program is a competitive program that is available to all municipalities that are not Entitlement Communities and encourages joint or regional applications. Communities may apply for funds for downtown or commercial district related projects including sign/façade programs.¹

Private/Nonprofit/Foundation funding – Low-interest or no-interest loans or grants from private lenders, often those with a community focus or a small, local bank or nonprofit organization with community interest.

Historic funding – Historic preservation and landmarks organizations such as Main Street America receive grant funding from the National Park Service specifically for rural “Main Street” communities.

Storefront and Façade Programs Options

1. Funding Structure: Matching Grant/Loan Program

Woburn, MA – *The Downtown Woburn Storefront Façade and Signage Improvement Program is administered by the Woburn Redevelopment Authority (WRA) and funded by the Woburn Development and Financial Corporation (WDFC). The program provides funding to property owners and business tenants seeking to renovate their building façades/storefronts or signs. The main purposes of this program are to improve building facades that are visible to the public and to encourage merchants and commercial property owners in downtown Woburn to install attractive, quality commercial signage in accordance with the City of Woburn’s Sign Ordinance.*²

The Downtown Woburn Storefront Façade and Signage Improvement Program provides matching 1:1 grants of

¹ <https://www.mass.gov/service-details/community-development-block-grant-cdbg>

² https://www.woburnma.gov/wp-content/uploads/2017/06/WRA-facade-and-signage-improvement-program-guidelines_7.13.2017-2.pdf

up to \$2,000 for signage improvements and matching (1:1) loans of up to \$15,000 per building for façade improvements. Properties must be located within the Downtown Business District. Loans are interest-free and due and payable ten (10) years from the date of the loan commitment letter or upon sale or transfer of ownership of the property, whichever occurs earlier.

2. Funding Structure: Special Tax District

Chicago, IL – Chicago has Special Service Areas (known as Business Improvement Districts in other cities) – local tax districts that fund expanded services and programs through a localized property tax levy within contiguous areas. The enhanced services and programs are in addition to those currently provided through the City. SSA-funded projects typically include but are not limited to public way maintenance and beautification; district marketing and advertising; business retention/attraction, special events and promotional activities; auto and bike transit; security; façade improvements; and other commercial and economic development initiatives. The City contracts with local non-profits, called Service Providers, to manage SSAs. Mayorally-appointed SSA Commissioners for each SSA district oversee and recommend the annual services, budget and Service Provider Agency to the City. There are currently 53 active SSAs in Chicago.³

The nonprofit **North River Commission**⁴ operates the Albany Park Chamber of Commerce and administers the Facade Improvement Program, which is offered through the Albany Park & Irving Park Special Service Area #60 (SSA#60) whose overall purpose is to: Support a vibrant, safe, clean, beautiful and welcoming commercial district, filled with restaurants, attractive retail and service, entertainment and cultural options that meet the needs of the local residents and attract visitors. The Facade Improvement Program is designed to help property owners and tenants within the SSA#60 beautify the front of their buildings. The program provides a rebate of 50% of costs, and the maximum rebate is \$7,500 for 1 storefront or \$15,000 for buildings with 2 or more storefronts.



³ https://www.chicago.gov/city/en/depts/dcd/supp_info/special_service_areassaprogram.html

⁴ <https://northrivercommission.org/facade-improvement-program/>

To view additional before and after photos:

<https://northrivercommission.org/wp-content/uploads/2018/12/CompletedFacades-compressed.pdf>

3. Administrative Entity: Non-Profit Organization

Waverly, IA – *The Waverly Chamber of Commerce Design Committee provides financial incentives annually to property owners and businesses to assist them in restoring and rehabilitating their storefronts. The primary objective of the Façade Improvement Grant Program is to revitalize properties in Waverly by preserving and restoring the existing buildings and storefronts. Applicants must be Business Investors in good standing in the Waverly Chamber of Commerce organization.*⁵

The Façade Improvement Grant Program provides technical assistance as well as a grant to eligible building owners. Administered by the Waverly Chamber of Commerce Design Committee, the Committee determines eligibility and approves grant applications. The grant can equal but not exceed 50% of the total project cost. For 2021, the total available grant funding for the program was \$4,000, with a minimum award of \$500.

Atlanta, GA – *Formed in 2005, Atlanta BeltLine Partnership is a nonprofit organization charged with the implementation of the Atlanta BeltLine Project. The Atlanta BeltLine is the most comprehensive transportation and economic development effort ever undertaken in the City of Atlanta and among the largest, most wide-ranging urban redevelopment programs currently underway in the United States. It is a sustainable redevelopment project that will ultimately connect 45 intown neighborhoods via a 22-mile loop of multi-use trails, modern streetcar, and parks – all based on railroad corridors that formerly encircled Atlanta. When completed, it will provide first and last mile connectivity for regional transportation initiatives and put Atlanta on a path to 21st century economic growth and sustainability.*⁶

The Atlanta BeltLine, Inc. (ABI) Business Façade pARTnership Grant partners local artists and maker professionals with the local business community to complete capital improvements to the façade of a business site. The program is designed to catalyze business growth within the BeltLine Tax Allocation District (TAD) that spans the BeltLine corridor. Grants of up to \$40,000 are available and vary depending on the cost to implement the approved capital improvement design. Once business participants are selected, a call for artist and maker professionals, featuring the façade improvement project opportunities, is announced. Artist partners are invited to submit proposals that showcase the business' proximity to the BeltLine by providing a new BeltLine-facing façade, implementing a COVID-related adaptation to the storefront, or other façade improvement resulting in the attraction of new tenants, investment, and customers to the districts. Artist partner proposals are reviewed by subject-matter experts from ABI and receive input from the corresponding business participant.⁷

4. Funding Structure: No-Interest Loan Program

⁵ <http://www.waverlyia.com/chamber-of-commerce/business-resources/facade-improvement-grant.aspx>

⁶ <https://beltline.org/faqs/>

⁷ <https://beltline.org/the-project/economic-development-commercial-real-estate/business-facade-partnership-grant-program/>

Brookline, MA –The Town of Brookline façade loan program was established in 2010 to encourage business owners and property owners to undertake improvements to their commercial storefronts. This program is offered through the Planning and Community Development Department to support Brookline’s commercial areas. The program’s objective is to create lasting community benefits that go beyond the individual storefronts that enhances the overall streetscape and strengthens the identity of our commercial areas.⁸

The Town of Brookline façade loan program offers up to \$10,000 in a 0% interest rate loan for eligible improvements. Funds are dispersed once the project is completed. A nominal administration fee is due upon approval of the loan and loans are repaid annually in four equal installments, commencing in the year following the loan fund disbursement.

The Village Works – Brookline Village (2016)

Facade Loan Program Showcase: The Village Works



Example Storefront and Façade Programs

Quinsigamond Village, Worcester – Attached to this memo is the City of Worcester’ Storefront Improvement Program for Quinsigamond Village program packet that may be a good starting point for Medfield. Since the program is funded locally, the City was able to develop their own program requirements, and intended to keep the application as well as administration simple.

Matrix of Other Examples – Other examples are included in the table on the following page.

Before and After Photos – Photographs showing storefront improvements can be very helpful to show property and business owners the potential of façade improvements. Examples are included below and attached.

⁸ <https://www.brooklinema.gov/DocumentCenter/View/18432/Facade-Loan-Description-and-Application-2019>



Nestled between Grant Park and East Atlanta, Red's Beer Garden is the first of its kind in Benteen Park, Atlanta. Step off the Southside BeltLine and grab a beer from around the world – or from a brewery down the road.

ARTIST PARTNER

Lily Reeves
[Website](#)
[Instagram](#)



Atlanta BeltLine[®]

SMALL BUSINESS
Pilot
FACADE IMPROVEMENT
PROGRAM 2019

Red's Beer Garden



Before



After



Kris Dunbar and his wife, Michelle, opened A/C Clutch Bicycle Shop as a full service bicycle shop servicing the Westside of Atlanta, an area that had not had a bicycle shop for over 40 years.

ARTIST PARTNER

Rose Smith and Morgan Myles
[Website](#)



Atlanta BeltLine[®]

SMALL BUSINESS
Pilot
FACADE IMPROVEMENT
PROGRAM 2019

A/C Clutch Bicycle Shop



Before



After

Additional Examples of Storefront, Façade, and Signage Improvement Programs

City/Town	Program Summary	Funding	Eligible Improvements	Website
Cambridge, MA	The City of Cambridge Community Development Department established the Storefront Improvement Program (SIP) to provide financial assistance to property owners or retail tenants seeking to remove architectural barriers, renovate a commercial building façade, and enhance exterior signage. Goal to improve accessibility and physical appearance of retail establishments and enhance commercial districts.	Matching grant, in the form of a reimbursement. Past matching grants have ranged from \$2,500 to \$35,000 with accessible design upgrades receiving 90% reimbursement based on scope of work and available funds. Grants vary each year.	1. Accessible parking spaces and path of travel on private property for retail use; 2. Accessible entrance into storefront and accessible doors; 3. Restoration of details in historically contributing or significant buildings and removal of elements which cover architectural details; 4. Window display areas, window replacement, and window framing visible from the street; 5. Signage; 6. Lighting; 7. Awnings or canopies; 8. Landscaping features attached to the building; 9. New entrance and storefront construction; 10. Other approved items (i.e. painting, cleaning, repointing, etc.)	https://www.cambridgema.gov/CDD/econdev/smallbusinessassistance/smallbusinessprograms/storefront
Salem, MA	The City of Salem Storefront Improvement Program is funded and administered by the Department of Planning and Community Development (DPCD).	The program requires a match of funds by the applicant; every dollar paid by the City must be matched by a dollar from the applicant. 100% match for moderate to substantial exterior/façade improvements up to \$5,000.	The Storefront Improvement Program offers two types of assistance to eligible businesses and property owners - Design Assistance and Construction Grants. Applicants can apply for both. Design Assistance: on-site meeting with the business owner, a schematic design for the proposed improvements, a budget estimate and a written description of the proposed work. Construction Grant: Funding for eligible exterior improvements to a storefront.	https://www.salem.com/business-and-economic-development/pages/storefront-improvement-program
Woburn, MA	The Downtown Woburn Storefront Façade and Signage Improvement Program is administered by the Woburn Redevelopment Authority (WRA) and funded by the Woburn Development and Financial Corporation (WDFC).	100% matching grant up to \$2,000 for signage; 100% matching loan up to \$15,000 for façade improvements.	Eligible work includes, but is not limited to, the fabrication and installation of new signage and/or awnings; repair of existing signage and/or awnings; painting of exterior building facades and trim; repointing/cleaning of brick or stone work; refurbishment of storefront lighting; and replacement of doors and windows.	https://www.woburnma.gov/government/woburn-redevelopment-authority/storefront-improvement-program-2/
Worcester, MA	The Worcester Façade Program is administered by the City of Worcester Office of Economic Development through CDBG funding.	Funding amount is up to 75% of the total project cost. Ranges from \$15,000-\$30,000 depending on the location. If property has more than two storefronts, applicant can receive additional \$2,500 per storefront. Federal requirements apply.	Eligible activities include: lighting, signage, windows, doors, awnings, painting, entryways. Design guidelines must be followed.	http://www.worcesterma.gov/business-community-development/financial-assistance/facade-program
Norwalk, CT	The City of Norwalk Department of Business Development and Tourism administers the Storefront Improvement Program for City of Norwalk property owners or tenants to access financial resources to renovate or restore commercial building exterior facades through the Storefront Improvement Program.	Up to \$50,000 in grant funding is available – providing one \$10,000 award, six \$5,000 awards, and five \$2,000 awards.	100% match, up to a maximum of \$2,000 for planters and seating improvements (must comply with ADA requirements); 100% match, up to a maximum of \$5,000 for signage, lighting and awning installation and improvements; 100% match, up to a maximum of \$10,000, for better windows, paneling, architectural details and restoration of historic features.	https://www.norwalkct.org/1880/Storefront-Improvement-Program
Ashland, MA	Town of Ashland Sign and Façade Program is administered by the Economic Development Department with town funding through the Ashland Economic Development Incentive Program.	This program matches up to half of the project's cost or \$5,000 (whichever is less) for facade and/or sign improvements.	Program funds exterior improvements related to accessibility, signage, awnings, lighting energy conservation for windows and doors, painting, surface parking lots, planters and landscaping, and correction of code issues.	https://www.ashlandmass.com/669/Business-Incentive-Programs
Melrose, MA	The City of Melrose administers a Sign and Façade Grant Program through its Office of Planning and Community Development.	The signage grant program offers a reimbursement for 50% of the cost of a sign, up to \$1,000 per business. An applicant (tenant or property owner) may be reimbursed for 50 percent of the cost of façade improvements, up to a maximum of \$500 per project. Applicants who are recipients of a Small Business/ Microenterprise Loan from the City may receive up to \$1,000 per project (although still not exceed 50 percent of the total cost).	Program funds signage and façade improvements. Improvements not specified in program guidelines, but must be approved by the City.	https://www.cityofmelrose.org/sites/g/files/vyhlf3451f/uploads/facade_grant_application.pdf
Derry, NH	The Town of Derry is offering the Derry Commerce Corridor Façade Improvement Program to visually improve the downtown area, align with the community's vision, and drive economic development. Funding for the program is provided by a \$250,000 allocation from the Derry Commerce Corridor Tax Increment Fund.	The program is structured as a 50/50 matching grant for improvements to the exterior of businesses located in the Derry Commerce Corridor Tax Increment Finance District. Maximum \$5,000 grant for improvements up to \$200,000 - 50/50 matching grant; Maximum \$5,000 for blight removal (must be on Property Maintenance List); Maximum \$20,000 grant for improvement work totaling \$200,000 or more.	Eligible improvements include major maintenance, repair, rehabilitation and restoration of commercial storefronts and façades: Exterior painting, removal of inappropriate and/or incompatible exterior finishes or materials, restoration/repair of exterior finishes or materials, reconfiguration of exterior doors or entrances, window repair/replacement, exterior signs (new, repairs/replacement, lighting), display lighting, razing and reconstruction of building, removal of blight (must be on the list of blighted properties prepared by the Building & Property Maintenance Committee).	https://www.derrynh.org/sites/g/files/vyhlf3026f/uploads/dfip_-_program_summary_july_2021.pdf
North Kingstown, RI	The North Kingstown Town Council has adopted an Ordinance creating the Post Road Façade Improvement Program (PRFIP) to encourage improvement and investment in the overall revitalization of Post Road.	The Town of North Kingstown is the funding authority for this program. It provides a reimbursement grant for up to 50% of the construction cost, not to exceed \$20,000. Applications from parcels that have multiple businesses/structures on the parcel could potentially receive more than \$20,000 subject to available funding.	Eligible improvements include: Permanent landscaping (i.e. trees and perennials), façade repair, painting, outdoor seating area design and construction, canopies, or sunshades, outdoor lighting, installation or repair of decorative fencing, installation, replacement or repair of windows, installation, replacement or repair of cornices, eaves, and other architectural features, redesign or reconstruction of entranceway or storefront, signage, cost of landscape design assistance.	https://www.northkingstown.org/712/Post-Road-Facade-Improvement-Program
MPLS Regional Chamber, Minneapolis, MN	City of Minneapolis Great Streets Neighborhood Business District Program, Façade Improvement Matching Grant Program; offered by the Northeast Minneapolis Chamber through a contract with the City of Minneapolis	Grants are limited to \$5,000 per project. This is a matching grant program on a 1:1 basis (dollar to dollar) or on a 2:1 basis (2 dollars to 1 dollar). Work must be completed and all invoices paid in full before grant funding is disbursed by the Chamber.	Locations must be in an eligible business district and has to be a retail or office use. The facade grants fund storefront improvements including, but not limited to: repairing or replacing architectural details, preserving historic details, painting or repainting exteriors, lighting, installing windows and glass doors, awnings or canopies, and signage.	https://chambermaster.blob.core.windows.net/userfiles/UserFiles/chambers/1968/CMS/NEMCC_PDF/Facades/BusinessGuidelines2018-NEChamber.pdf

CITY OF WORCESTER

QUINSIGAMOND VILLAGE

STOREFRONT & FAÇADE IMPROVEMENT GRANT

PROGRAM



Administered by:

City of Worcester
Department of Public Works and Parks
Executive Office of Economic Development, Business & Community Development Division



Edward M. Augustus, Jr.
City Manager

CITY OF WORCESTER
QUINSIGAMOND VILLAGE
STOREFRONT & FAÇADE IMPROVEMENT GRANT PROGRAM

GOALS:

- To provide a unified approach in improving and standardizing the visual quality of buildings and streetscape
- To preserve the uniqueness and historic fabric of the area
- To enhance and restore buildings to create attraction for new businesses and economic vitality
- To achieve a high standard of design, use of materials, and workmanship for individual buildings
- To provide an incentive for small businesses to invest in their property

SERVICE AREA:

The Storefront & Façade Improvement Grant Program will be restricted to the area of the City of Worcester (City) designated as Quinsigamond Village, as depicted in Figure 1.

ELIGIBLE IMPROVEMENTS (SUBJECT TO CITY DESIGN STANDARDS):

- Complete façade* renovations
- Window, door, and siding repair or appropriate replacement work
- Storefront rehabilitation, including removal of non-original façade covering
- Structural repairs to support façade improvement, including ADA compliance
- Cleaning or painting of exterior surfaces (sandblasting or abrasive cleaning methods are strongly discouraged and in some cases, may be prohibited)
- Repair or restoration of architectural detailing
- New awnings, signs, canopies and replacement cornices
- Improvements must be applied consistently across façade/storefronts
- Permanent exterior signage integrated into the façade/storefront design
- Exterior lighting to be attached to the building
- Visible roof work in conjunction with façade/storefront improvements
- Restoration or recreation of historic elements
- Streetscape
 - Landscaping within front yard setback
 - Screening of parking lots by the use of landscaping and/or fencing
- Eligible Expenses (maximum of \$2,500)
 - Architect, Engineer, and Landscape Designer Fees and Building Permit Fees

*For this program, façade is defined as the side of a building which faces and is visible from a public way and is generally used for public access.

ELIGIBLE APPLICANTS:

- Property owners who wish to improve fronts and sides of buildings that are directly exposed to the public realm, but priority is given to street fronting portions of buildings
- Priority will be given to properties with the greatest need of exterior improvements, as identified in the Village Plan
- Buildings will not be required to be occupied to be eligible for this program
- Must have ground floor commercial or retail use
- Applicant must be the registered owner of the property and be current with tax payments with no outstanding code violations

AMOUNT OF FUNDING:

This Storefront & Façade Improvement Grant Program is two-tiered. Property owners who apply to improve the entire building façade will be entitled to receive a higher grant amount. Those property owners who apply to restore the storefront only will be entitled to a lesser grant amount.

Full Façade Improvement Grant

- Reimbursement grant for façade improvements
- 75% of the project costs up to \$30,000, paid to the applicant after all work is complete, and the recipient has provided proof that invoices have been paid and received a signed statement from City Project Planner affirming that the completed improvements are in substantial compliance with the original approved design. Buildings with multiple tenant spaces may be eligible for up to a \$75,000 grant
- Owner is required to maintain, at their expense, the façade/storefront improvements completed through the program for at least three (3) years

Storefront Improvement Grant

- Reimbursement grant for storefront improvements
- 75% of the project costs up to \$15,000, paid to the applicant after all work is complete, and the recipient has provided proof that invoices have been paid and received a signed statement from City Project Planner affirming that the completed improvements are in substantial compliance with the original approved design. Buildings with multiple tenant spaces may be eligible for up to a \$25,000 grant
- Owner is required to maintain, at their expense, the storefront improvements completed through the program for at least three (3) years

This is a reimbursement program. The Applicant must arrange financing for the entire project. The City will make a reimbursement payment(s) up to the amount agreed, upon completion of work.

FUNDING:

Funding for this program will be provided through the City of Worcester Greenwood Street Landfill account.

GRANT RESTRICTIONS & REQUIREMENTS:

For a period of three (3) years following the completion of the façade or storefront improvements, the Applicant is required to maintain the improvements and to refrain from making substantial alterations without prior written consent from the City. If the property is sold within the first three (3) years, the Applicant must repay the grant in accordance with the terms outlined in the section of this document entitled “Repayment.”

COLLATERAL:

The grant restrictions will be secured by a mortgage on the improved property for a period of three (3) years. If the restrictions are satisfied, the mortgage will be discharged following the three (3)-year term.

ARCHITECTURAL SERVICES:

The City has contracted with an architect to provide a free preliminary scope of work, preliminary cost estimate, and rendering for Applicants interested in applying for the program. Applicants are encouraged to utilize these services. Applications for grant assistance will not be accepted unless a preliminary scope of work, preliminary cost estimate, and rendering are submitted with all other required application materials and approved. All preliminary plans and specifications will be reviewed by the City’s contracted architect to ensure consistency with the City of Worcester Design Guidelines.

Following a grant award, the Applicant must contract with an architect or licensed design/build professional to complete final, detailed drawings and bid specifications for the storefront improvement. All designs must be in compliance with the design guidelines and specifications. Any proposed deviations from these design guidelines and specifications must be submitted to, reviewed by, and approved by the City’s Business & Community Development Division. Up to a maximum of \$2,500 of the costs associated with the architect or licensed design/build professional for any approved project may be reimbursed in accordance with the grant/loan program. All final plans and specifications will be reviewed by the City and/or their designee, to ensure consistency with the City of Worcester Design Guidelines.

APPLICATION FEE:

A non-refundable \$250 application fee is required for each application. If the application is approved, these funds will be attributed to the Applicant required match.

FILING FEES:

It is the responsibility of the Applicant to pay for any and all required fees for the recording of documents pertaining to this program.

REQUIRED SUBMISSIONS:

The Applicant must submit the following information to the City at the time of the application:

-
1. A completed application form and associated documents
 2. A copy of the Applicant's deed to the property and, if applicable, a copy of the tenant's lease, as well as other information regarding ownership as the City may require
 3. Applicants who are first floor/street-level commercial/retail tenants must obtain and submit the permission of the property owner to complete the façade or storefront improvements and secure a mortgage lien on the property
 4. Verification, in a form satisfactory to the City, that the Applicant possesses or can obtain the necessary funds to complete the project
 5. Certificate of Tax Compliance verifying that all Federal, State, and local taxes are paid and current
 6. A \$250 application fee
 7. Scope of work, cost estimate, and architectural rendering for the proposed improvements
 8. Upon preliminary approval of the proposed scope of work, cost estimate and architectural renderings, three (3) bids from contractors/vendors for the proposed work/materials in compliance with applicable procurement requirements
 9. A list of all construction positions, with job descriptions, for those who will be providing construction work at the project site (e.g., the number of glazers, carpenters, electricians)
 10. Copies of all required City of Worcester licenses, permits, and other approvals pertaining to the project

FOLLOWING FINAL APPROVAL OF AN APPLICATION, THE CITY AND THE APPLICANT SHALL EXECUTE A MORTGAGE, WHICH WILL REQUIRE, AMONG OTHER ITEMS, THAT THE APPLICANT MAINTAIN THE FAÇADE OR STOREFRONT IMPROVEMENTS AND REFRAIN FROM MAKING SUBSTANTIAL ALTERATIONS FOR A PERIOD OF three (3) YEARS.

REPAYMENT:

As stated above, the Applicant is required to maintain the façade or storefront improvements for three (3) years and to refrain from making substantial alterations to the façade or storefront without prior written consent from the city. If the façade or storefront improvements are not maintained to the satisfaction of the city or if the property is sold within the first three (3) years after the completion of the improvements, the Applicant shall repay the grant according to the following schedule:

- Within the first year, repayment will be 100% of the total grant amount
- Within the second year, repayment will be 80% of the total grant amount
- Within the third year, repayment will be 60% of the total grant amount

THESE GRANT FUNDS MAY NOT BE USED FOR THE FOLLOWING:

1. Roof repairs and mechanical equipment not associated with façade/storefront improvements
2. Security systems
3. Parking lot or driveway improvements (except for screening, see "Streetscape")
4. Chain link or barbed wire fencing
5. Interior improvements, equipment, & furniture
6. New construction or expansion of building area

-
6. Demolition of a structure or façade without the City’s approval
 7. Operational expenses
 8. Improvements in progress or completed prior to grant approval

LICENSES:

The Contractor shall obtain and maintain current any and all licenses, certifications, and/or permits required for any activity to be undertaken as a part of the scope of work.

CONTACT INFORMATION:

For further information pertaining to this program or to obtain an application, please contact:

City of Worcester Business & Community Development Division – (508) 799-1400 x242

ATTACHMENTS:

Quinsigamond Village Storefront & Façade Improvement Grant Program Area Map

Application Forms

City of Worcester Design Guidelines

FIGURE 1: Quinsigamond Village Storefront & Façade Improvement Grant Program Area Map



**City of Worcester
Quinsigamond Village
Storefront & Façade Improvement Grant Program Application
(PROPERTY OWNER)**

Applicant Name: _____

Project Address: _____
Street Zip Code

Mailing Address: _____
Street

City State Zip Code

Phone Number(s): _____

Fax Number: _____

E-Mail Address: _____

Property Ownership Type: () Individual () Realty Trust* () Corporation**

***Realty Trusts must submit the following:**

1. Certificate of Authorized Signatory (including authorized Trustee Vote)
2. List of Trustees
3. Percentage of ownership of each party invested in the property
4. Resolution of the Trustees authorizing the entity to borrow through the Quinsigamond Village Storefront & Façade Improvement Grant Program, signed and notarized

****Corporations must submit the following:**

1. Articles of Incorporation
2. Certificate of Clerk of Corporation
3. Certificate of Authorized Signatory (including authorized Board Vote)
4. Percentage of ownership of each party invested in the property
5. Resolution of the Board authorizing the entity to borrow through the Quinsigamond Village Storefront & Facade Improvement Grant Program, signed and notarized

Year Property Constructed: _____

Number of Storefronts: _____

STOREFRONT ONE:

Business Name: _____

Business Type: _____

Products Sold: _____

Number of Employees: **Full-Time:** _____ **Part-Time:** _____

STOREFRONT TWO (if applicable):

Business Name: _____

Business Type: _____

Products Sold: _____

Number of Employees: **Full-Time:** _____ **Part-Time:** _____

STOREFRONT THREE (if applicable):

Business Name: _____

Business Type: _____

Products Sold: _____

Number of Employees: **Full-Time:** _____ **Part-Time:** _____

STOREFRONT FOUR (if applicable):

Business Name: _____

Business Type: _____

Products Sold: _____

Number of Employees: **Full-Time:** _____ **Part-Time:** _____

Please provide a brief description of the proposed storefront, façade, or streetscape improvements:

Estimated Total Project Cost: _____

Total Amount of Financing Requested: _____

Has any part of this project been initiated, other than design? Yes _____ No _____

Signature of Property Owner

Date

City of Worcester
Storefront & Façade Improvement Grant Program Application
(BUSINESS OWNER AS CO-APPLICANT)

Applicant Name: _____

Business Name: _____

Business Address: _____
Street Zip Code

Mailing Address: _____
Street

City State Zip Code

Phone Number(s): _____

Fax Number: _____

E-Mail Address: _____

Business Organization Type: ☐ Sole Proprietor ☐ Realty Trust*
 ☐ Corporation** ☐ Partnership***

***Realty Trusts must submit the following:**

1. Certificate of Authorized Signatory (including authorized Trustee vote)
2. List of Trustees
3. Percentage of ownership of each party invested in the business
4. Resolution of the Trustees authorizing the entity to borrow through the Storefront Improvement Grant Program, signed and notarized

****Corporations must submit the following:**

1. Articles of Incorporation
2. Certificate of Clerk of Corporation
3. Certificate of Authorized Signatory (including authorized Board vote)
4. Percentage of ownership of each party invested in the business
5. Resolution of the Board authorizing the entity to borrow through the Quinsigamond Village Storefront & Façade Improvement Grant Program, signed and notarized

*****Partnerships must submit the following:**

1. Certificate of Authorized Signatory
2. Partnership Agreement
3. Percentage of ownership of each party invested in the business
4. Resolution of the Partnership authorizing the entity to borrow through the Quinsigamond Village Storefront & Façade Improvement Grant Program, signed and notarized

Years in Business at this Address: _____

Business Type: _____

Products Sold: _____

Number of Employees: **Full-Time:** _____ **Part-Time:** _____

Signature of Business Owner

Date

City of Worcester
Storefront & Façade Improvement Grant Program

CERTIFICATE OF TAX COMPLIANCE

Pursuant to Massachusetts General Law, Chapter 62C, Section 49A(b):

The undersigned certifies under the pains and penalties of perjury that said property owner has complied with all laws of the Commonwealth of Massachusetts and the City of Worcester and is current with all local, state, and federal taxes and other assessments including child support payments as required under the law.

Property Owner Signature

Date

Federal Identification Number: 04-_____ or TIN: _____

Property Owner Signature

Date

Federal Identification Number: 04-_____ or TIN: _____

City of Worcester
Storefront & Façade Improvement Grant Program

PROPERTY OWNER(S) AGREEMENT

I/We _____ the owner(s) of real estate located at _____, Worcester, Massachusetts have approved of the proposed improvements to be made by my/our tenant(s) _____ to the storefront, façade, or streetscape of this property.

I/We agree that these improvements to my/our property will not be removed or altered for a period of five (5) years upon completion of said improvements.

If in the event that these improvements entail signage identifying the place of business of a tenant, the signage shall remain a part of the storefront or facade for the duration of the lease(s) of said tenant(s).

I/we understand that this property will be utilized as security, in the form of a mortgage lien by the City of Worcester, for this loan.

Agreed to and accepted by on this _____ day of _____, 20__ by:

Property Owner

Property Owner

Business Owner (Tenant)

Business Owner (Tenant)

THE COMMONWEALTH OF MASSACHUSETTS

Worcester, SS:

Then personally appeared before me the above named _____ and acknowledged the foregoing instrument to be his/her/their free act and deed on this ____ day of _____ 2012.

Notary Public

My Commission expires: _____

Façade Program – Examples

...continued

834-836 Main Street



Before



After

Lighting, Signage, Cleaning/ Repointing Brick



Façade Program – Examples

...continued

763 Main Street



Before



After



Replacing red tile siding, signage, lighting, window installment

Façade Program – Examples

...continued

455 Pleasant Street



Before



After



Cleaning Brick, Repainting, Window Addition, Awnings, Signage

Façade Program – Examples

...continued

269 Plantation Street



Before



After



Cleaning Brick, Repainting, Window Addition, Awnings, Signage

Façade Program – Examples

...continued

70 James Street Pt. 2



After



After



Cleaning Brick, Repainting, Window Addition, Awnings, Signage

Façade Program – Examples

...continued

10 Richmond Ave.



Before



After



Cleaning Brick, Repainting, Window Addition, Awnings, Signage

Appendix H: Funding Table

Funding Program	Administering Organization	Summary	Amount	Who Can Apply?	Deadline
Coronavirus State and Local Fiscal Recovery Funds	American Rescue Plan Act (ARPA)	Local recovery funds disbursed by the federal government and administered by local governments, through the American Rescue Plan Act of 2021.	determined by municipality	N/A	Funds must be under contract by 12/31/2024.
MA Downtown Initiative Technical Assistance Program	MA Department of Housing and Community Development	To provide technical assistance in the form of consultant services for downtown revitalization projects, including: design, wayfinding/branding, economic studies, housing plan, small business support, parking analysis, etc. Consultants are selected by MDI staff from a list of pre-qualified consultants.	\$25,000 maximum	All municipalities in the Commonwealth	Closed for FY 2022. Information on future funding rounds has not been announced.
Commonwealth Places	MassDevelopment	To support locally driven placemaking projects in commercial districts, including seed grants (for engagement, visioning and capacity building) and implementation grants.	\$7,500 maximum for seed grants; \$50,000 maximum for implementation grants	Nonprofit and community groups	Closed for FY 2022. Future funding is anticipated, but has not been announced.
Shared Streets and Spaces	MA Department of Transportation	Eligible projects include: repurposing infrastructure to facilitate outdoor activities and community programming; safe street design; pedestrian crossing modifications; pedestrian and bike network facilities; environment and streetscape improvements.	\$5,000 - \$200,000	All municipalities and public transit authorities in the Commonwealth	Closed. Future funding is anticipated, but has not been announced.
Hometown Grant Program	T-Mobile, Smart Growth America, Main Street America	To build, rebuild or refresh community spaces that help foster local connections in small towns.	Up to \$50,000	Towns with populations <50,000	Applications are accepted on a quarterly basis.
Underutilized Properties	MassDevelopment	For capital projects necessary for occupancy or increased occupancy of buildings, including predevelopment services for vacant or underutilized buildings or properties.	No maximum, but typical awards range from \$50,000 to \$2,000,000.	All municipalities, municipal agencies, economic development agencies, non-profit entities and private-sector entities in the Commonwealth	Closed for FY 2022. Future funding is anticipated, but has not been announced.
Seed Grants	Grassroots Fund	Seed grants to support community groups who are launching new projects or starting to significantly change the direction of an existing project and who represent a broad range of voices in their community and who are not being reached by other funders.	\$500 - \$1,000	Community groups doing local, grassroots work in CT, ME, MA, NH, RI or VT.	Rolling

Grow Grants	Grassroots Fund	The Grow Grant program is geared toward groups who have some experience implementing a project in their community. The Grassroots Fund's work focuses on environmental justice with specific attention to shifting power in decision-making, equity in participation, access to resources, and integrating ecological and social justice in community visioning.	\$1,000 - \$4,000	Community groups doing local, grassroots work in CT, ME, MA, NH, RI or VT.	Third Tuesday in March and September
Capital Grants Program	Mass Cultural Council	Matching grants to assist with the acquisition, final-stage design, construction, repair, renovation, rehabilitation, or other capital improvements or deferred maintenance of cultural facilities in Massachusetts.	Maximum grants in the range of \$200,000 - \$250,000	Nonprofit cultural organizations; municipalities that own cultural facilities; public or private institutions of higher education that own cultural facilities	Closed for 2021; Details for 2022 funding have not been provided yet
Massachusetts Community Development Block Grant (CDBG) Mini-Entitlement Program	MA Department of Housing and Community Development	The Community Development Fund/Mini-Entitlement Program funds projects that help to develop viable, urban communities by providing decent housing and suitable living environment and expanding economic opportunities, principally for low- and moderate-income persons: planning, housing rehabilitation and development, economic development, rehabilitation of downtowns, infrastructure, construction or rehabilitation of community facilities and public social services.	\$9,075,000 (total FY21 allocation for Mini-Entitlement Program)	All MA municipalities that are <u>not</u> Entitlement Communities as identified by the US Department of Housing and Urban Development.	Closed for 2021; Details for 2022 funding have not been provided yet
Regional Economic Development Organization Grant Program	MA Office of Business Development	For regionally-based efforts that will improve upon the region's economic competitiveness and support businesses in the region.	\$6,000,000 (total FY22 allocation for REDO program)	Regional economic development organizations as defined in M.G.L. Chapter 23A, Section 3K.	September 30, 2021
MassWorks Infrastructure Program	MA Executive Office of Housing and Economic Development	Most flexible source of capital funding for public infrastructure projects that support and accelerate housing production, spur private development, and create jobs throughout the Commonwealth.	unknown	All municipalities in the Commonwealth	Closed for 2021; Details for 2022 funding have not been provided yet

Community Compact IT Grant Program	Community Compact Cabinet	To support the implementation of innovative IT projects by funding related one-time capital needs such as technology infrastructure or software. Incidental or one-time costs related to the capital purchase, such as planning, design, installation, implementation and initial training are eligible.	Up to \$200,000	All municipalities in the Commonwealth	Applicatoin period: September 15, 2021 - October 15, 2021
Urban Agenda Grant Program	MA Executive Office of Housing and Economic Development	For local partnerships, to implement projects that are based on creative collaborative work models with the goal of advancing and achieving economic progress.	Up to \$100,000 (\$2,500,000 total available funds)	All municipalities with priority given to urban communities with a median household income less than 90 % of the state's average income.	Closed for 2021; Details for 2022 funding have not been provided yet
Community Change Grants	America Walks	For innovative, engaging, and inclusive programs and projects that advance safe, equitable, accessible, and enjoyable places to walk and move. Funding for projects that demonstrate increased physical activity and active transportation in a specific community, work to engage people and organizations new to the efforts of walkability, and demonstrate a culture of inclusive health and design.	\$1,500	All municipalities, agencies and community organizations	September 30, 2021
Our Town	National Endowment for the Arts	Creative placemaking grants program for projects that integrate arts, culture and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes.	\$25,000 - \$150,000	Partnerships of at least two primary partners including a nonprofit organization and local government entity	Closed for 2021; Details for 2022 funding have not been provided yet
Technical Assistance Program	Metropolitan Area Planning Council	To assist municipalities in implementing projects that are beneficial to the community. Projects that promote regional collaboration and serve multiple communities, advance racial equity in the region, and/or promote COVID recovery will receive preference.	unknown	Municipalities within the MAPC service area	Rolling

Appendix I: Additional Project Resources and Best Practices

Additional Project Resources and Best Practices

Project 1: Install Wayfinding Signage

Best Practices:

- Orleans, MA - [Wayfinding Plan](#)
- Scituate, MA - [Wayfinding & Branding Project](#)
- Laramie, WY - [Wayfinding Master Plan](#)

Project 2: Launch a Traffic Calming Pilot Project

Resources:

- [Strong Towns resources for hosting a pop-up traffic calming demonstration](#)
- Smart Growth America - [Safety Demonstration Projects](#)

Project 3: Adopt a Complete Streets Policy and Prioritization Plan and Conduct a Road Safety Audit

Resources:

- [MassDOT Road Safety Audit Guidelines](#)

Best Practices:

- Weston, MA - [Road Safety Audit](#)
- Concord, MA - [Complete Streets Program](#)
- Wakefield, MA - [Complete Streets Program](#)

Project 4: Establish a Façade Improvement Grant Program

Grant program examples:

- Bangor, ME - [Façade Improvement Grant Program](#)
- Greenville, SC - [Façade Improvement Program](#)
- LISC Indianapolis, IN - [Small Business Façade and Property Improvement Program](#)
- Saco, ME - [Downtown Façade Grant Program](#)

Façade design guidelines examples:

- Brookline, MA - [Sign and Façade Design Review Guide](#)
- New York City Small Business Services - [Storefront Improvements: A Guide for Neighborhood Commercial Districts](#)

Project 5: Create a Downtown Business Portal

Best Practices:

- Coventry, RI - [Coventry Business Portal](#)
- Stamford, CT - [City of Stamford Business Portal](#)

