



# Rapid Recovery Plan

October 5, 2021

Nantasket / Kenberma  
Business Area  
Hull, MA



# Acknowledgments



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



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

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

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

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

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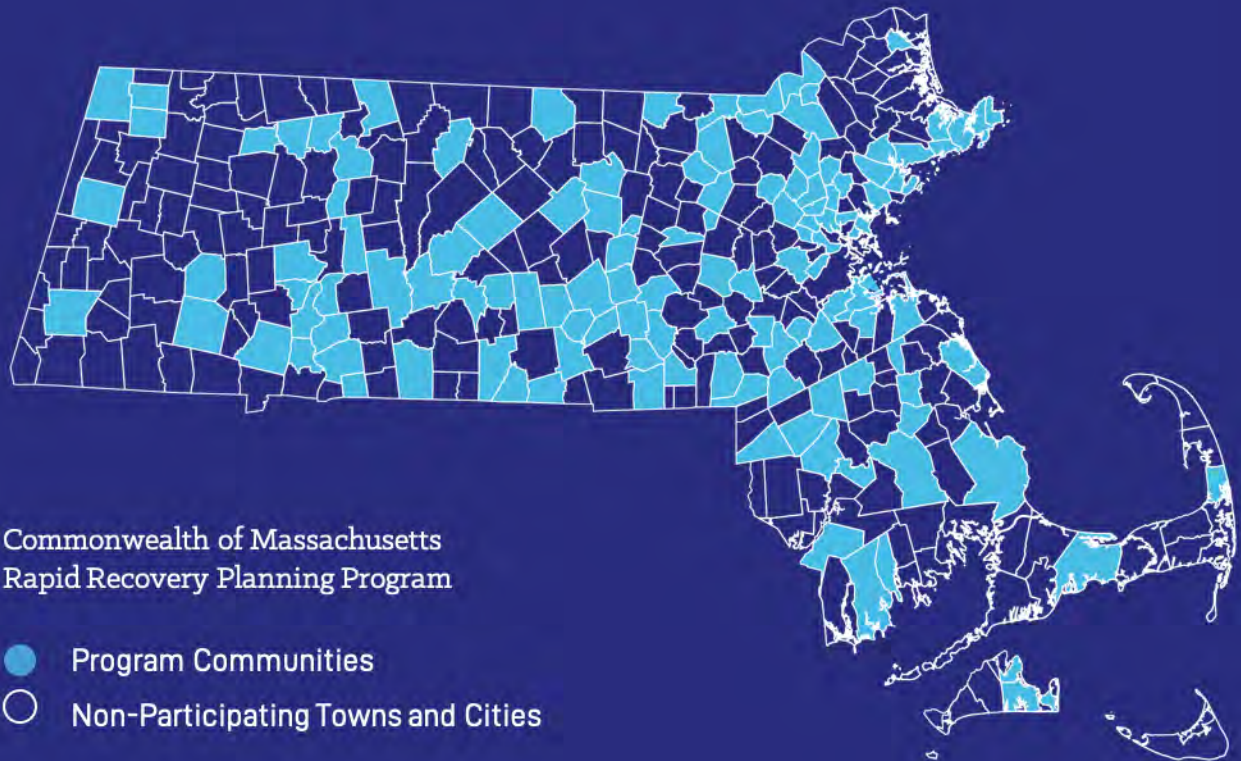
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## 125 communities participated in the Rapid Recovery Plan Program

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

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



# Rapid Recovery Plan (RRP) Program

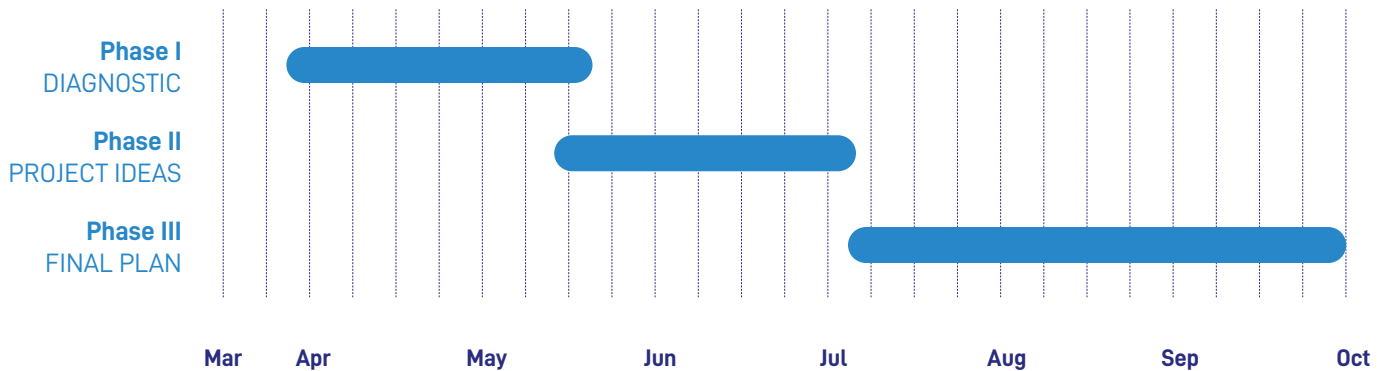
## Introduction

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–October 2021. Phase 1 - Diagnostic, Phase 2- Project Recommendations, Phase 3 - Plan.



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

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

## Rapid Recovery Plan Diagnostic Framework



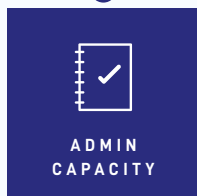
Who are the customers of businesses in the Study Area?



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



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



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

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



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other



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# Executive Summary

# Executive Summary

## A Town defined by its location, history, and beaches

The Town of Hull is located in Plymouth County approximately 25 miles southeast of Boston on the southern edge of Boston Harbor. The town is approximately three square miles and is bordered by Cohasset and Hingham to the south. In the past few decades, Hull has become a more suburban community with more year-round residents who commute to Boston or the South Shore for work.

The business district in Hull is 1-1/2 miles long (an approximately 30-minute walk) and consists of two distinct areas connected around the midpoint by a stretch of less active street frontage along the Atlantic beach stretch and the Bay side of the strip. The southern portion of the district, the Nantasket Beach area, is the gateway to Hull and caters more to summer visitors and beach goers while the Kenberma area to the north focuses more on neighborhood resident services and needs. In addition, most beach visitor parking is located near the southern edge of the district, making it unlikely that visitors would walk the long stretch to the northern part of the district. With the distinct character of a summer seaside community, Hull grapples with a number of issues related to the district, including the location of parking, the tradition of many visitors bringing their own food and drink and not frequenting local businesses, and the sheer length of the district that discourages pedestrian activity, despite recent Town improvements of new sidewalks and street furniture at new development areas. While businesses seek more customers, the lack of public transportation and concerted campaign to attract visitors from Boston and beyond, including by ferry, hampers efforts to increase the capacity of the district which is already taxed, in terms of parking supply and congestion, during peak summer weekends.

A major landowner in the district is the Commonwealth of Massachusetts Department of Conservation and Recreation (DCR), which has its own policies, regulations, and goals. Reconciling town policies and goals with DCR, which is not actively participating in planning, implementation, or communication with the Town, has been an ongoing barrier for improving the overall physical environment and connectedness of the district to enhance the public realm and visitor experience, support local businesses, and grow economic development in the town. DCR owns approximately 35% of the Nantasket Beach area and the lack of signage, parking, use of DCR open space, and inactive street frontage are all major challenges for the Town that continue to stymie its efforts to improve the district. The vast DCR parking areas, open areas, and pavilions could provide opportunities for outdoor programming, popup retail, and food venues to enhance the public realm, which would align with the Town's economic goals and help support DCR's mission.

Recommendations in this RRP include using public art to weave together disparate areas of the district, coordinating public events and activities to draw beach goers deeper into the district, and forming a BID to support marketing, programming, and transportation initiatives. Employing strategies to expand the Hull season from summer to year-round can also support businesses and provide local activities for residents to enjoy throughout the year. Hull has many strong components for a robust commercial district, and this Plan identifies the coordination and collaboration that will be needed to execute cohesive strategies to support businesses and a robust district throughout the year. A critical part of this will be DCR's presence at the table and collaboration on key initiatives. Their active support of this State Rapid Recovery Program will have a tremendous impact on Hull's commercial district and provide benefits for DCR.

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# Diagnostic



*Hull Study Area*  
*Source: CivicMoxie, LLC*

# Key Findings

## Overview

Hull is a town that is defined by its extraordinary location along the coast, its history as a seaside resort community, and the abundance of natural beauty residents and visitors enjoy.

### Major Influences and Impacts

Traditionally a seaside resort community, the town has shifted somewhat to a suburban community with residents working remotely or commuting to Boston or South Shore work locations. The Nantasket/Kenberma Commercial District is influenced by the following conditions:

- Approximately 200,000 visitors come to Hull's beaches each summer, creating a potential market for businesses and creating impacts that must be managed by the Town.
- The visitor economy in Hull is seasonal in nature. The tourist season is short...bringing beach goers in full force for three months of the year (mid-June to mid-September) and concentrating visitors on weekends for the shoulder seasons. This creates unique challenges to addressing peak season impacts and for meeting staffing and business operating needs.
- The Massachusetts Department of Conservation and Recreation (DCR) owns approximately 35% of the land in the Nantasket Beach area and has been a missing partner in all planning and communication about the commercial district. This creates major challenges to Hull's ability to plan and implement any initiative that involves parking, transportation, public realm improvements, events and activities, arts and culture, and open space/facilities improvements in this area.
- Location/transportation constraints in terms of getting to Hull, finding parking near the core of businesses, and moving through the commercial area, particularly during peak tourist season, mean that Hull faces challenges in growing the market for businesses during the peak season without addressing issues of parking supply and location and congestion management, as well as transportation alternatives, in a coordinated way.
- Hull is defined by its natural environment and the Town is seeking ways to create a year-round destination for visitors to enjoy its offerings.

### Overall Commercial Area Grades and Conditions – Things of Note

Focus areas for improvements for the commercial district should be:

- About half the sidewalks in the study area need work (much of this may be outside of Hull's control as these sidewalks are controlled by DCR).
- Street trees and benches/seating are very limited throughout the study area and should be a focus for future improvements.
- Signage also needs improvements (since the site survey and grading, it is understood that the Town has launched a wayfinding and signage initiative. DCR's participation and coordination would be very helpful to this work).
- Crosswalks and some street areas need work...this is an ideal opportunity to think about how public art/pavement art can be integrated into future improvements.

# Key Findings

## Administrative Capacity:

There is currently no capacity for a sustainable marketing, public art, events, and overall business support effort for the study area. A high priority should be the continued study of feasibility for a BID and continued efforts to get DCR to the table. DCR's pattern of engagement with the Town, even during this LRRP effort (by another State agency – DHCD) is to connect with the Town, have one or two promising conversations, and then disappear for months, possibly returning with a changeover in staff and to start things all over again at the beginning. Without control over the public realm, parking, and streetscape for 35% of the district, the Town is hampered in what it can do without DCR's collaboration.

It is also clear that a streamlined process for event and outdoor dining permitting would be helpful for activating the district. Currently events and activities are run by outside companies or volunteers. A Sustainable strategy to create a robust and ongoing offering of events and activities throughout the year is needed.

## Big Picture Takeaways:

- Treat the Nantasket Beach and Kenberma areas as two distinct districts. These areas have different markets (Nantasket Beach for visitors and Kenberma mostly serving residents) and need different strategies.
- Focus on public realm, space activation, and art to draw beach goers to shops/dining, and encourage pedestrian activity.
- Collaboration with DCR is critical. The Town has done all it can to pull DCR to the table and perhaps this LRRP initiative may move things forward. The consultant is stymied in how anything else can be suggested that hasn't already been tried by Town staff, elected officials, business organizations, and consultant teams.
- Resources and a sustainable framework are both needed to fund programming and marketing, as well as improvements in the Nantasket Beach area. Continued examination of BID feasibility is encouraged.
- Developing a year-round economy and visitor destination will require identifying opportunities to develop "stories" or narratives for visitors to the districts – history, beach, natural environment, etc. A year-round visitor economy will also require professional help in staging events, creating public art destinations, etc.
- The town must solve transportation and parking challenges to attract more of a market share at peak times.
- The Town needs a coordinated strategy for events, art, and public space activation – the district is very long and has a silent partner/ landowner in DCR which controls long stretches of inactive and unimproved street frontage. Piecemeal strategies won't work; the Town must think big.
- Strategies to create a finely grained (small footprint) approach to retail would be helpful. Some larger building footprints are a mismatch in some cases for the image of seaside town.

# Key Findings



## Demographics

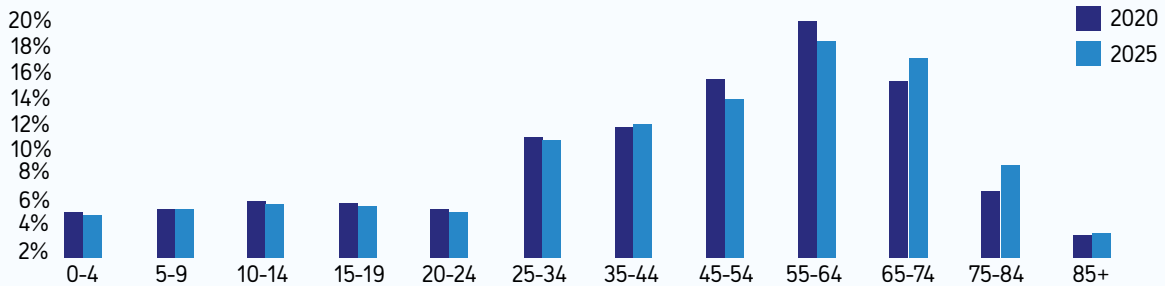
### Study Area (ESRI Business Analyst Projections - 2021)

- Largest % age cohorts are 55-64 years, 45-54 years, and 65-74 years.
- Projected 2025 population % increases for 65-74 years, 35-44 years, and 75-84 years.
- Approximately 36% of Households have annual incomes \$100,000-\$199,000.

DCR 2015 report estimates:

  
**Total Annual Visitors**  
**200,000**

### Population by Age (Citywide)



### Number of Households (2020)



Study Area: 100 households  
 Hull: **4,778 households**

### Percent Owner Occupied (2020)



Study Area: 55% owner-occupied  
 Hull: **57% owner-occupied**  
 Plymouth County: 69% owner-occupied  
 Massachusetts: 55% owner-occupied

### Median Household Income (2020)



Study Area	\$97,714
Hull	\$91,005
Plymouth County	\$91,779
Massachusetts	\$80,643

### Median Age (2020)



Study Area: 48.5 years young  
 Hull: **50.5 years young**  
 Plymouth County: 42.9 years young  
 Massachusetts: 40.3 years young

# Key Findings



## Study Area

The study area for this plan generally includes both sides of Nantasket Avenue from the Kenberma Street intersection on the north to the Ocean Place Condominiums building (121 Nantasket Avenue) on the south, approximately 1.7 miles. This includes two commercial areas commonly seen as separate commercial districts – Nantasket Beach and Kenberma commercial areas, but for the purposes of the RRP have both been included because of the potential for use of the public land linking the two areas.

### Average Study Area Grades:

Grades range from "A" to "F" depending on how much of the area or properties or storefronts within the study area were attractive, well-maintained, or included desirable physical characteristics. An "A" generally meant that 75% or more of the area or storefronts within the study area had attractive or well-maintained elements (e.g., sidewalks or storefront windows and lighting); "B" grades were for about 50% of the area or storefronts; "C" for around 25% of the area; and "F" for unattractive or complete lack of desirable elements.



## Public Realm

### Key Takeaways:

- Sidewalk conditions varied widely throughout the district with varying widths, materials, and design, with a large portion DRC-owned.
- There are sufficient benches and trash receptacles within portions of the district, but there are also stretches without pedestrian amenities.
- There are some wayfinding and directional signs in the district but no clear gateway markers or maps highlighting either Nantasket or Kenberma businesses.
- Permanent visible signs for Nantasket Beach and parking would assist visitors year-round.

### Sidewalks

- ⓑ *About 50% of sidewalks in the study area are cleaned and well-maintained.*



**Kenberma portion:** The sidewalk conditions varied not only in the widths but also the materials, with some areas having additional brick detailing. Most of the sidewalks were in good condition, though there were small pockets that could use a little more maintenance as well as a small area on the west side where the sidewalk disappeared and cars were parked.

**Nantasket portion:** The sidewalks were generously sized, but there were stretches that needed maintenance. The only sections of sidewalk that were not just concrete are owned and maintained by the Town, which were in very good condition.



## Street Trees and Benches

- (C) *Limited availability of street trees and benches creating uncomfortable pedestrian experience.*



**Kenberma portion:** Street trees and benches were located and spaced within the core commercial area – some of the seating appeared to be provided by businesses and were appropriate in size and location.

**Nantasket portion:** This area lacked street trees and benches, except for portions that were owned by the Town or were supplied by other property owners.

**Middle portion:** this section primarily controlled by the Hull Redevelopment Authority is a long, vacant stretch that does not promote walking or any other activity.

## Lighting

- (A) *More than 75% of storefronts feature an attractive window display and/or spillover merchandise and dining areas that align with the brand and identity of the district.*



**Kenberma portion:** Street lighting in this area was a mix of historic, pedestrian-scale streetlights and higher-level lighting that were sufficient for visibility and safety.

**Nantasket portion:** Most of the DCR-controlled roadway had standard state street lighting, which, while not aesthetically pleasing, were efficient for visibility and safety.

## Wayfinding/Signage

- (C) *Limited to no signage available throughout the study area.*



**Kenberma portion:** There is some "Kenberma" signage specific to this commercial area, but directional signage to and from this area was not visible.

**Nantasket portion:** Within this area there were a few informational signs specific to privately-operated destinations and the Town's new Artwalk. However, directional and other wayfinding signage leading into, out of, and within this area were missing – primarily within the DCR-controlled areas, including the parking lots.

## Roadbed/Crosswalks

- (B) *Roads are designed primarily to move motor vehicles across the study area efficiently, with limited crosswalks for pedestrians.*



The roadbed and crosswalks throughout the study area were in generally good condition with some smaller areas in need of regular maintenance.

# Key Findings



## Private Realm



### Key Takeaways:

- Most of the storefronts maintained very good visibility into their businesses with clear signage and appropriate lighting.
- The amount of outdoor dining opportunities varied throughout the district – often due to sidewalk constraints or constraints on using DCR-owned open space.
- While most facades of commercial buildings were in very good condition, some were notably more worn and would benefit from renovation.

### Average Study Area Grades:

#### Windows

- Ⓐ *More than 75% of storefronts maintain windows with at least 70% transparency.*



The windows of the commercial uses within the study area were generally in very good condition with proper visibility into the businesses with appropriate window displays. See Signage about storefronts with seasonal businesses.

#### Outdoor Display/Dining

- Ⓑ *About 50% of storefronts maintain an attractive window display with limited spillover merchandise and/or dining areas.*



**Kenberma portion:** There was a mix of outdoor displays and outdoor dining and seating associated with businesses within this area. Available seating appeared to be appropriately sized and located on the public way.

**Nantasket portion:** While the sidewalk widths on the DCR-owned portions of the area were much wider, it appeared that seating and outdoor dining on the sidewalks were mostly on the narrower Town-owned public ways. While many of the restaurants in this portion had outdoor dining, much of it was either on roofdecks, attached decks, or other private areas not on the sidewalk.

## Signage

- (A) *More than 75% of storefront signs reflect the unique brand identity of tenants and can be easily seen from more than 10 ft distance.*



The signage for businesses within the study area was very good with appropriate sizing, location, and legibility. The only issue, related to Windows, was that since the site visits were conducted late spring, there were several instances where businesses appeared to be permanently closed but were later found to have just not opened yet for the season. Prominent signage with a more active window display stating when the businesses would be re-open for the season would be helpful to year-round residents and off-season visitors.

## Awnings

- (B) *About 50% of properties in the study area have functioning awnings that have been well-maintained and cleaned.*



As was common for other communities throughout the state, not all commercial buildings had awnings, and due to the criteria for grading, the average was lower. The awnings on buildings that had them were generally in very good condition.

## Facade

- (A) *Storefronts that use high-quality materials, and paint and color to differentiate from other businesses, can dramatically improve the appearance of the commercial district.*



Throughout the study area, the facades were mostly well-maintained. Some of the older buildings could benefit from minor renovations.

## Lighting

- (A) *More than 75% of storefronts have lighting that helps illuminate sidewalks.*



Lighting on individual commercial buildings throughout the Kenberma and Nantasket areas was present and sufficient, particularly in conjunction with the street lighting, to allow customers to easily see the businesses.

# Key Findings



## Study Area Businesses + Market Information

Highlights from DHCD March – April 2021 Business Survey Report for Nantasket-Kenberma Business Area, Hull (very small sample size) and May 25, 2021 EDC Meeting

### Key Takeaways

- Major concerns about lack of coordination; many efforts but they don't add up to overall theme, focus, and impact.
- Desire to consolidate event and business planning and marketing efforts so that everyone can take advantage of day-use and special events.
- General upkeep and maintenance of beach area needs to be addressed – trash, sidewalk condition, day-use management, live updates.
- Desire for aggressive marketing and branding of Hull to the rest of the Greater Boston Area; lacking digital marketing, good signage, compelling narrative about Hull.
- Major landowner in Nantasket Beach area is not at table as a collaborative partner; emphasize, clarify, and strengthen relationship with DCR in day-use management, permitting, and promotion.
- Desire to continue the good communication (town-businesses) and collaboration established during COVID-19 pandemic.
- No funded tourism position; desire for professional effort to assist businesses.
- Need strategies for off-season marketing and vibrancy.
- Parking and traffic congestion in high tourist-season is needed – parking areas don't match where high-demand beach areas are.
- Culture of "BYOB" for beach goers provides congestion, parking shortage, trash, with very few sales for local shops and restaurants.

### Concerns:

- Maintenance of beach, visitor trash, general conditions of sidewalks and parking; poor image.

### From Spring 2021 site survey and survey data:



**95**  
Businesses  
in Study Area



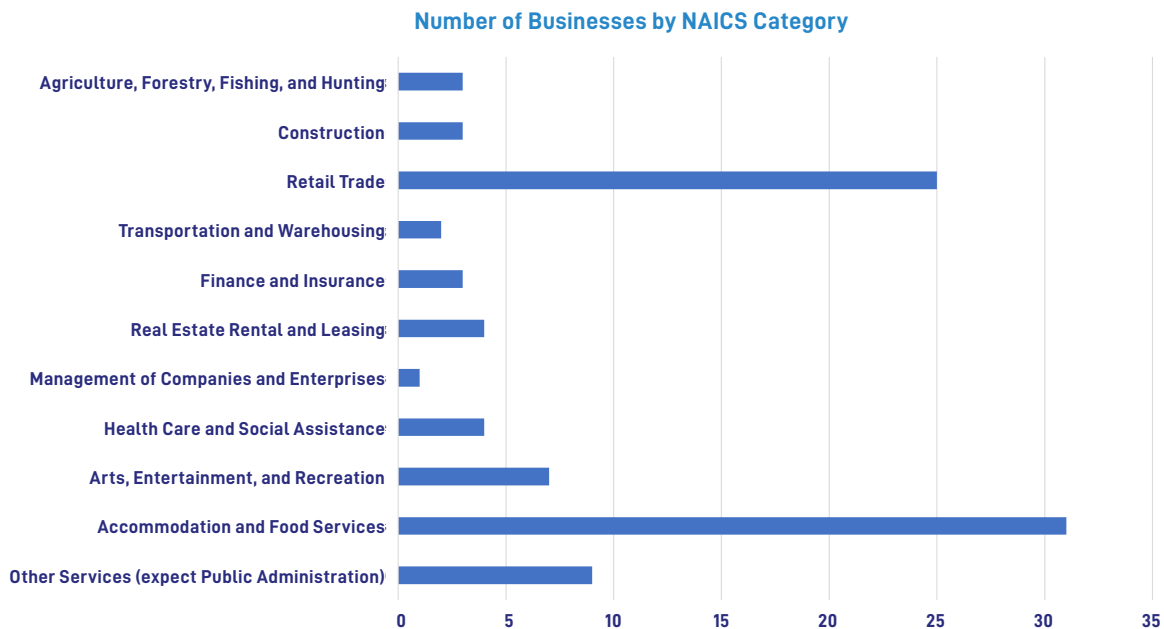
**15**  
Vacant Storefronts  
(from site survey)

**\$20/SF** Average Asking Rent  
Ground Floor Retail /  
Office Space  
(from CoStar and/or interview)

# Study Area Business Mix

## Key Takeaways

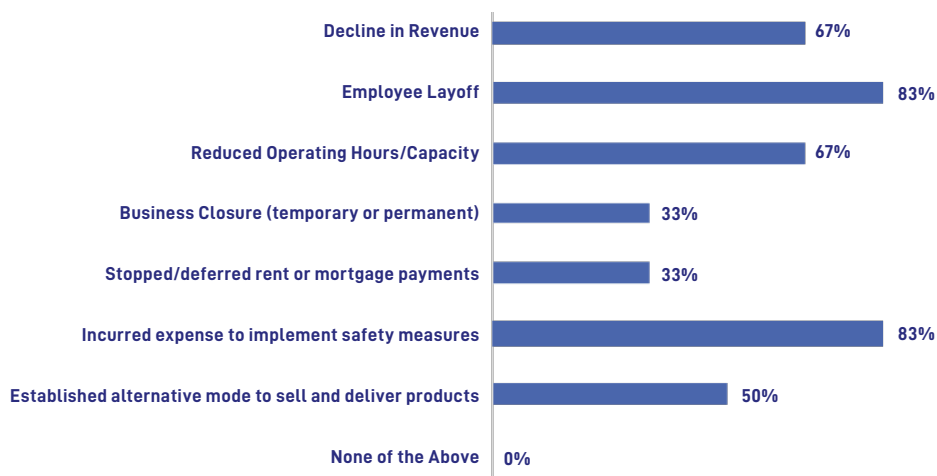
- Top two business types are, by far, Accommodations and Food Services; Retail Trade



## Highlights from DHCD March – April 2021 Business Survey Report for Nantasket-Kenberma Business Area, Hull (6 responses to the survey - very small sample size from survey)

- 50% of businesses had revenue decline by 25% or more in 2020 from 2019.
  - 83% of respondents rent their space.
  - 50% of businesses are microenterprises ( $\leq 5$  employees).
- Respondents' Thoughts on Strategies for Improvement... (important/very important)
- 83% to add more cultural events/ activities.
  - 83% to implement marketing strategies for the district.
  - 83% for more recruitment programs to attract additional businesses.
  - 80% to improve public spaces and seating.
  - 80% for more opportunities for outdoor dining/selling.
  - 67% to improve streetscape and sidewalks; to change parking availability/management.

## COVID-19 Impacts Reported by Businesses



# Key Findings



## Local Entities Directly Involved in RRP Application and Plan:

- Town of Hull, Economic Development Committee (EDC)
- Hull Nantasket Chamber of Commerce

## Issues or gaps we heard:

- Need for improved relationship between the Town and Mass. Department of Conservation and Recreation (DCR).
- Collaboration between Economic Development Committee and Chamber of Commerce.
- Clear process for permits – particularly for temporary use of Town property for temporary outdoor seating or events.
- No professional staff supporting tourism and event programming coordination and marketing.

# Big Picture Takeaways and Priorities

## Big Picture Takeaways

- Treat the Nantasket Beach and Kenberma areas as two distinct districts.
- Focus on public realm, space activation, and art to draw beach goers to shops/dining and encourage pedestrian activity.
- Collaboration with DCR is critical.
- Resources and sustainable framework are both needed to fund programming and marketing (BID?).
- Opportunities to develop "stories" or narratives for visitors to the districts – history, beach, natural environment, etc.
- Must solve for transportation to attract more of a market share at peak times.
- Coordinated strategy needed for events, art, and public space activation – district is very long and has a silent partner/landowner – piecemeal strategies won't work. Need to think big.
- Strategize to think about a finely grained (small footprint) approach to retail – building footprints are a mismatch in some cases for image of seaside town.

## Town of Hull Short-Term Priorities

1st Priority	2nd Priority	3rd Priority
Assist businesses to safely reopen to maximize the critical summer season	Support a marketing effort to promote the area and local businesses	Clarify process and options for holding events on Town property and expand the season with additional placemaking efforts

## Town of Hull Medium/Long-Term Priorities

1st Priority	2nd Priority	3rd Priority
Restart pre-COVID-19 momentum for positive change with new business development, housing diversity, and visual and quality of life improvements	Create a more resilient business community	Strengthen the electric grid with wifi services and residents and remote workers

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# Project Recommendations



# Project Recommendations

1. Create a "Hull Artway" — a public space and public art plan that connects the district and creates multiple destinations to draw visitors throughout the commercial area.
2. Create a BID for the Nantasket Avenue commercial area.
3. Create and execute a coordinated branding & marketing strategy for the businesses in both the Nantasket Beach and Kenberma commercial areas of Hull.
4. Make outdoor dining and retail permanent on public property and in privately-owned spaces and improve/streamline the permitting process for same.
5. Implement a coordinated parking and transportation alternatives strategy to increase the visitor capacity of the commercial district and enhance customer and resident experience.
6. Pilot events and pop-up opportunities to broaden the visitor base during high season and to expand the appeal of the district during the shoulder and off-seasons.

Create a “Hull Artway” — a public space and public art plan that connects the district and creates multiple destinations to draw visitors throughout the commercial area.

<b>Category</b>		<b>Cultural/Arts</b>
<b>Location</b>	<b>Study Area</b>	
<b>Origin</b>	<b>Town of Hull, EDC, Chamber of Commerce, Business Owners</b>	
<b>Budget</b>		<b>Medium Budget</b> Budget: This is a longer-term project with short-term actions.  <b>Near-term</b> <ul style="list-style-type: none"> <li>• The near-term goals are for art crosswalks and smaller building murals. These items are low budget.</li> <li>• Planning and mapping work: Town staff time (planning, economic development, DPW, transportation, parks) to review suggested locations for public art and public space enhancements and map locations, align with planned infrastructure work where possible. \$0</li> <li>• Project coordinator: It seems unlikely that any one Town staff member has capacity to coordinate this project for the long-term. Two options are:               <ul style="list-style-type: none"> <li>• Create a team of staff responsible for oversight and implementation.</li> <li>• Hire a project coordinator on consultant contract to work with Town staff to oversee the project and be responsible for implementation.</li> </ul> </li> <li>• Art crosswalks: goal would be five crosswalks spread across the district. Cost per crosswalk \$2,000-5,000 (depending on complexity and road width. Includes maintenance for two years). Also wear and tear is different on every road. Alternative would be to use more temporary paints that might last the summer and redo it every year.</li> <li>• Murals: \$3,000 - \$4,000 per small or medium size mural for artists fee (dependent on size and complexity), materials for a total of up to \$20,000. If a large building is chosen (former Aquarium) cost is significantly higher.</li> <li>• Marketing and graphic design work for logo/branding/social media for overall project: \$3,500 — can also align this with overall marketing work (see marketing project recommendation).</li> <li>• Insurance costs – require artists to have insurance or use blanket Town policy for the project, if possible (allows more artists to participate).</li> <li>• Materials for temporary projects, events, and activities related to the overall effort (for marketing and public Interest purposes and to launch the project) including chalk, pavement paints, planters, street furniture (tables and chairs). \$2,500 - \$5,000</li> </ul>

### Mid to longer-term

- Mid to longer-term work on public art and spaces will require additional funding at a higher level and this includes murals on larger buildings, pavement murals, and sculpture as well as retrofit of public spaces for more user-friendly amenities.
- Planning, prep of RFP's, overall project oversight and grant compliance: Town staff time (planning, economic development, DPW, transportation, parks). \$0
- Possible public art and space program coordinator: TBD
- Large murals: \$25,000 and up per mural for large buildings such as the former aquarium.
- Sculptures and art lighting projects: \$2,000 and up
- Public space improvements:
  - Adult swings and outdoor games
  - Tables and chairs
  - Art/sculpture wind breaks
  - Workout parks (popular in beach areas, not sure if it fits the culture; see newer Lummus park sculptural ones in Miami Beach)
- Marketing: assume this is included in overall district marketing efforts.
- Insurance costs – same issues as above. Cost will depend on Town approach.
- Budget and plan for maintenance of murals and crosswalks. Crosswalks fade over time due to traffic and weather conditions will also wear down murals.

### Funding sources:

- Mass Cultural Council
- Hull Cultural Council
- MA Community One Stop for Growth
- MassDevelopment Commonwealth Places
- Funding for Town projects already in pipeline (parks, transportation, infrastructure, beautification, etc.) that could incorporate public art and beautification
- Barr Foundation

## Timeframe



### Short Term

Near-term goals can be accomplished in 6-9 months with longer-term actions requiring two years or more. This is a phased effort designed to have short term results without a longer-term framework for ongoing public art and space improvements in the next decade and beyond.

### Near-term

Months 1-2: Create map of public art and space activation opportunities, contact potential partners, set goals.

Months 3-4: Identify first pilot projects and funding sources, draft guidelines and RFP for artists.

Months 4-5: Issue RFP, selection process, contract with artists.

Months 6-9: Execution of first pilot projects, public event and marketing to celebrate same.

One year and onward: Move forward with additional projects (immediate goal is five murals and five crosswalks in the first two years, if possible).

### Mid to longer-term

TBD based on success of first phase.

## Risk



### Low Risk

Risks are relatively low for this project. Risks to be considered are:

- **Achieving critical mass:** The Town must install a critical mass of public art to create destination points throughout the district to be successful in connecting spaces and providing a pleasant pedestrian experience.
- **Marketing:** This entire effort must be branded and marketed to have an impact on walkability and connectivity in the district as well as attracting visitors in all seasons.
- **Ownership:** Much of the property in Nantasket and Nantasket Avenue in the Front Beach area is controlled by DCR which will make implementing this effort, including art crosswalks, difficult. The suggested locations for art and public space improvements intentionally omits most space that isn't either in individual private ownership or controlled by the Town to avoid false expectations. There are numerous other public space recommendations from multiple planning efforts over the years that are not shown and could be considered but that need much broader buy-in from DCR.

### Key Performance Indicators

- Number of new art crosswalks and murals
- Number of new temporary improvements to public space (tables, chairs, etc.)
- Creation of art walk/public art map
- Increased foot traffic by residents and visitors
- Increased sales and store/business visits by customers
- Number of social media likes, impressions, forwards of public art images

### Partners & Resources

#### Partners:

- Town of Hull
- Hull Artists
- Massachusetts Cultural Council
- Hull Nantasket Chamber of Commerce
- DCR
- Private property owners

#### Resources:

- Unified Work Plan for Nantasket Beach
- Barr Foundation
- Mass Development
- MAPC Arts and Culture Planning Toolkit

## Diagnostic

Because of the seasonal nature of most businesses in the study area, COVID-19 loss of business has had a greater negative affect on revenues and sales than on businesses that rely on steady, year-round clientele. During EDC meetings and in the Spring 2021 Business Survey, business owners indicated that loss of business during the beach season of 2020 and the inability of businesses to bounce back during the winter months has made it doubly hard to recover. In addition, the sprawling nature of the district and location of public parking has made it difficult for businesses to take advantage of the high tourist season capacity as visitors tend to park, go to the beach with their coolers and drinks, and then leave. The long walking distances and lack of interest and uses in long stretches of the district are disincentives to frequent local businesses and explore. Creating public art "touchpoints" and other visual clues and public space amenities such as shade and seating in the district can help shorten perceived distances, help draw beach visitors to the local businesses, and increase use of underutilized or remote parking throughout the district. A public realm knitted together with visual and art elements can also help strengthen the connection between the Nantasket and Kenberma areas of the district and give the study area a strong identity which will help with marketing year-round.

## Action Item

Identify a range of near and longer-term public art and public space improvement opportunities and develop the framework and funding to create a sustainable public art and public space program that creates areas of interest throughout the district. This new "Hull Artway" of public art installations and public space improvements will help knit the long district together and offer year-round destinations to help Hull build a more consistent customer base for businesses and diversify its visitor demographic.

## Process

### Phase 1

1. Town to use project recommendation to review map and identify existing Town infrastructure and other projects that may have alignment with the "Hull Artway."
2. Form a Working Group of 7-11 members to guide and advise the Town on the project. Group should include:
  - a. Town Planner/Economic Development (lead)
  - b. EDC representative
  - c. Parks & Recreation staff member
  - d. Local business representative
  - e. Larger employers in the Town
  - f. One or two major property owners in downtown
  - g. Hull Artists representative
  - h. Resident/Arts Advocate
  - i. Hull Nantasket Chamber of Commerce
3. Hire a graphic designer/branding professional to develop a project name (suggested: "Hull Artway" or "Art Causeway" for discussion), logo, and social media template for the project. Contract should give ownership of all materials to the Town and designer should provide all graphics, fonts, and files for future use by the Town and Working Group.
4. Using the details in this project recommendation, create a succinct PowerPoint presentation with overall goals, possible preliminary locations for permanent and temporary art (map), information on Working Group, timeline, and funding needs. Include expected benefits for business district and for the community.
5. Make presentations as necessary to garner support and get feedback and ideas. (Board of Selectmen, Community, EDC, regional tourism groups, etc.)
6. Using Town Assessor data, contact building and property owners/managers of locations shown on the map or adjacent to same. Ask their interest in participating by offering space or a wall for a mural.

7. The map provided here is a guide for starting. Town should review and revise criteria for public art locations and adjust map accordingly to show all possible locations with type of art project suitable. Criteria should include:
  - a. Availability of wall, land, location and willingness of owner (public or private) to participate in program.
  - b. Visibility of location – first murals should be in prominent locations.
  - c. Location throughout district – one main purpose of this program is to knit together the long district. Art should be spaced to create destinations throughout the study area. The goal is to entice visitors and residents to explore the downtown and frequent stores and restaurants.
  - d. Consider movable murals on canvas for interior locations of businesses.
  - e. Ability to connect murals and public art through a public art trail or treasure hunt.
8. Secure a minimum of \$50,000 for funding for the initial phase.
9. Develop an RFP for first public art installations (murals and/or crosswalks) with clear guidelines and locations for five inaugural murals. Include photos of locations, overall theme if applicable, and guidelines for content, timeline, artist credentials, etc. Decide on criteria for artist eligibility: local, experience with a certain number of murals, etc.? Consider requiring artists to run a half-day workshop or actual temporary art session outside in the district to kick-off mural painting – contributing to a public art event at the project kick-off.
10. Consider using the selection process as a public outreach/marketing opportunity – Working Group assessment of proposals could be a public event, or all entries could be displayed in public locations on posters for feedback from community before final deliberations. Be clear on process in the RFP.
11. Announce selected artists and murals through social media and other channels.
12. Contract with the five artists and begin mural work.
13. Create a map showing the five mural locations and other murals and public art in the district, update regularly as the public art program progresses. Consider creating a district treasure hunt with public art/murals at different scales and in hidden places to attract visitors and customers throughout the area (ensuring businesses benefit from public art program and providing off-season activities for visitors).
14. Plan for a series of events to celebrate the mural work, including:
  - a. Start-up day events, including artist-led sidewalk chalk activities.
  - b. Do video and photo documentation to post on Facebook, Instagram, and in other ways for the duration of the project.
  - c. Completion festival (develop strategies for this festival to support local businesses by creating a passport for various destinations in town, featuring local businesses on the mural map, etc.).

#### **Phase 2:**

This work would include additional public art, including public space improvements and larger projects. Phase 2 can include sculpture, LED light art, and can be closely aligned with public events (see other project recommendation).

# Recommended Public Art and Space Improvements



## Key

All keyed items are proposed except for the existing public art indicated

- |   |  |   |  |
|---|--|---|--|
|  Eco Art       |  Kiosk Area                         |  Functional Art      |  Mural                      |
|  Pavement Art  |  Picnic Tables and Umbrellas        |  Existing Public Art |  Artist-made Business Signs |
|  Crosswalk Art |  Sidewalk Tables, Chairs, Umbrellas |  Sculpture           |  Existing Art Walk          |

## Project Example

### Central Square Murals

Cambridge, MA

#### Diagnostic or challenge they were trying to solve

Create a mural walk and destination for a Massachusetts Cultural Council designated Cultural District. The goal was to create 10 murals to help enliven and celebrate the diverse urban nature of Central Square, while bolstering the cultural district status.

#### Action item

The Central Square Mural Project is rooted in the community with support from local businesses, property owners, residents, and students. The murals celebrate Central square, the local creative economy, equity, inclusion, and social and environmental justice. Unlike typical mural project that feature visiting artists, Central Square Mural Project focused on artists that have a tie to the Boston-Cambridge region. While some of these artists are world-renowned, all of them are either native or long-term residents of the area, which breathes a deeper celebration of Central Square into the works.

#### Partners, budget, funding, timeline info

This project was created through a partnership between Central Square Business Association, MIT, and Cambridge Arts Council. The project was funded through Patronicity and MassDevelopment's program Commonwealth Places. They raised \$51,400 through this effort. Other funding from the partners may have been utilized to complete this project.



Central Sq by Need Signs Will Paint  
Photo: CivicMoxie



For Cambridge, With Love From Nepal by IMAGINE  
Photo: CivicMoxie



## Project Example

### Activate Alleys

Frost Alley Somernova Campus, Somerville, MA

#### Diagnostic or challenge they were trying to solve

One of Somerville's most active business districts, Union Square, has been a desolate cut-through dominated by vehicular traffic for years. Working with the development team at Rafi Properties, the Alley Activation project aims to create a more inviting, artistic, and lively space for people walking, biking, and wheeling, and as a destination for events and enjoyment.

#### Action item

The project aims to engage with local artists and high school students to implement public art, moveable seating, and custom planters to create a space that encourages community gathering and pedestrian traffic. The alley has also hosted a pop-up market that supported local artisans during COVID-19. Throughout the process, the project has invested in an iterative public engagement strategy that provides multiple opportunities for engagement.

#### Partners, budget, funding, timeline info

The project was created in partnership with Somernova tenants, abutters, City of Somerville Traffic and Fire Departments, Somerville Groundworks, Green and Open Somerville, and local nurseries. The labor budget was \$30,000 and materials budget was \$20,000. Phase 1 of the project took 2-6 months, while Phase 2 took 6 months – 2 years.




Above:  
Frost Alley outside of Somernova  
Photo: Somernova



Below:  
Art Filled Alley  
Photo: Somernova

# Create a BID for the Nantasket Avenue commercial area.

*This project recommendation was informed by current work by Anne Burke for the Town regarding BID feasibility*

<b>Category</b>	 <b>Administrative Capacity</b>
<b>Location</b>	<p>Possible BID area is a sub-section of study area - see map below</p> 
<b>Origin</b>	<b>Town of Hull</b>
<b>Budget</b>	 <b>Low Budget</b> <p>Hull has been exploring the feasibility of a BID for the Nantasket Beach area of the commercial district and has already used staff time toward this effort. The Town is also receiving DHCD Technical Assistance. The cost to move forward should require a budget of less than \$50K, depending on variables such as staff, consultants, or technical assistance needed, as well as fees for legal work, printing, design, and mailings. Many BIDs are able to have some work done pro bono, such as legal work to review filings and bylaws. The largest variable is the willingness of DCR to engage in conversations about participating in a BID as DCR owns approximately 35% of the land in the proposed BID area and also controls Nantasket Avenue in this area. Some start-up costs should also be budgeted.</p> <p><b>Sources of Funding:</b></p> <ul style="list-style-type: none"><li>• <a href="#">American Rescue Plan Act</a></li><li>• <a href="#">MassDevelopment Technical Assistance</a></li><li>• <a href="#">MA Community One Stop for Growth</a></li><li>• <a href="#">Seaport Economic Council Grant Program</a></li></ul>

## Timeframe



### Short Term

Planning, signature campaign, and BID initiation can take from 2-5 years. However, because DCR is a major property owner in the proposed BID district and has been unwilling to come to the table to discuss the BID, actual time is likely to be much longer.

Under Traditional Circumstances (with all property owners willing to meet and participate in feasibility analysis)

Hull would be a small sized BID, so it should not be an overwhelming task to collect signatures. Based on the assumption that the BID Committee and Town are working together and all parties are willing to collect signatures, the process of forming a BID should take about 18 months.

#### Phase 1: Planning – 4 months

Creating a BID Plan, developing a budget and fee structure.

#### Phase 2: Signature campaign – 8 to 12 months

#### Phase 3: Legislative approval process

The enabling legislation sets this process. Once the petition is delivered to the Town clerk, they have 45 days to hold a public hearing (there is a requirement that property owners are notified 30 days before the public hearing). Once the public hearing is held, the Town Select Board has up to 60 days to take a vote. In most cases, the BID is voted on the night of the public hearing if the organizers have lined up the support for the BID and have someone prepared to drive the vote.

Moving forward with DCR at the table

Timeframe is unknown because of DCR's unwillingness to engage in talks about the feasibility of a BID.

## Risks



### Low Risk

The risks are low and include political will and property owner interest.

However, the risks of time and resources to continue exploring BID feasibility are higher because the Town and BID advocates are expending resources including political capital, staff time, and State Technical Assistance without DCR at the table. There is precedent for State entities to participate in a BID. See the project examples at the end of this recommendation for examples of the State participating in a BID.

The Town and the commercial district also face higher risks if BID feasibility work can't move forward with DCR participating. There seem to be no other viable options for creating a sustainable business management/marketing, events organization for the Nantasket Avenue commercial area. The two other options that might be possible would face major challenges:

#### Hull Economic Development Corporation:

An economic development corporation can be a separate nonprofit or an arm or department of the Town. Usually, an economic development corporation promotes economic development within a specific geographical area and in growing the economy of a municipality in general by offering grants, loans, and business recruitment services. The major barrier to forming an EDC in Hull would be the funding necessary. In addition, the mission of an EDC would be larger in scope than the promotion and support of businesses in the proposed BID area (marketing, streetscape improvements, event

management, and other oversight and advocacy for the Nantasket Avenue commercial area).

#### **Parking Benefit District:**

By Massachusetts law, the Town could designate a parking benefit district on Nantasket Avenue, in which the revenue collected could be used for transportation and other improvements in the commercial district. As noted on the MAPC website:

Signed in to law in late 2016, the Municipal Modernization Act allows Massachusetts cities and towns to create what is known as a parking benefit district. A Parking benefit district is a specified geography in which the parking revenues raised are then reinvested back into the district for a wide range of transportation-related improvements. The funds may be used to purchase the meters themselves, invest in walking and biking infrastructure, or pay for improvements to the public realm, such as street trees, benches, and lighting.

A parking benefit district is not a viable option for Hull as the district would raise a minimum amount of revenue for the commercial area as DCR controls the parking lots and also the parking along Nantasket Avenue in the Front Beach area.

#### **Key Performance Indicators**

- Formation of the BID
- Funding for professional staff to provide programming, marketing, beautification and improvement projects, business support, recruitment, and technical assistance (TA)

#### **Partners & Resources**

##### **Partners:**

- Town of Hull
- EDC
- Property owners in the proposed BID district
- DCR (critical property owner needed to move forward)

##### **Resources:**

- TA from MDI to continue (Town receiving TA now)
- Local legal assistance
- Pro bono graphic design and legal services
- How To Form a BID in MA
- MassDevelopment BID Case Studies

#### **Diagnostic**

With an estimated one million visitors to the town's beaches each year, Hull's commercial district is a mono-culture dependent on the tourism economy and beach visitors for a majority of its market, specifically in the Nantasket Beach area. The COVID-19 pandemic and lack of tourism greatly affected study area businesses, including the Kenberma commercial district that is less tourist-dependent. From the DHCD March – April 2021 Business Survey Report for Nantasket-Kenberma Business Area, approximately half of respondents reported at least a 25% decrease in revenue from 2019 to 2020 (survey had a small sample size). Over 80% reported some employee layoffs as well as increased expenses to implement safety measures. Half of the respondents established alternative modes to sell and deliver their products.

Resources to help the business district bounce back are limited. Currently, there is no paid professional staff person dedicated to supporting the district and economic development in the town, making it next to impossible to implement major marketing and programming efforts. With no dedicated economic development staff at Town Hall, a volunteer Economic Development Committee, and piecemeal marketing and event programming efforts, there is no capacity to create a coordinated approach to marketing the district, planning and executing programs and events, and other actions to expand revenues and create flexible and adaptable solutions to changing pandemic conditions.

Hull needs a sustainable business model to support salaries and staff and to plan with certainty for the years ahead. Sustainable funding will allow staff to focus on business support, event planning, and marketing in a more robust way in the future.

#### **Action Item**

To form a BID, the Hull business district must have the support of 60% of the property owners representing 51% of the value within the proposed district. Through a State MDI technical assistance grant, the Town has been exploring BID feasibility. This action item is focused on getting DCR to engage with the Town to enable the BID feasibility work to move forward. Because DCR is a majority property owner in the proposed district, the priority action is focused on DCR - ultimately ensuring that one State agency (DCR) is supporting the significant investment of time and money of another State agency (DHCD) in achieving goals that benefit all.

If DCR is able to engage with Hull in a consistent and productive manner, the action items are as follows:

The Town of Hull should work with the EDC, DCR, and other property owners to implement a step-by-step process, working with current MassDevelopment TA to create a BID. A key element of this plan will be to engage with DCR as a major property owner in the district.

#### **General actions include:**

- Identification of staff and financial resources.
- Establishment of a strong property owner based steering committee.
- Creation of a property owner outreach strategy.
- Consensus among stakeholders on program priorities, fee structure, boundaries and budget.
- Execution of the petition process and formal approval by Board of Selectmen.
- Initialization of BID services.
- Creation of a sustainable organization/business model for district management to oversee expanded marketing, programming of events, business support, and district streetscape/seating/trash.

## Process

Forming a Business Improvement District is a four-phase process.

Hull has already begun testing feasibility for a BID but has not been able to connect with DCR to discuss how the Town and State agency can work together to achieve common goals. There is precedent for public property owners to be part of a BID through the use of Memoranda of Understanding. See the Project Example below for a description of the Rose Kennedy Greenway agreement.

### Phase 1: Test Feasibility of Forming BID

1. Verify minimum baseline conditions.
2. Develop a case statement for the BID.
3. Introduce the BID concept to stakeholders.
4. Recruit the steering committee.
5. Find the resources.
6. Establish preliminary boundaries.
7. Create a property owner database.
8. Develop a plan outline and timeline.

### Phase 2 – Create the BID Improvement Plan

1. Conduct a needs assessment.
2. Outreach to the community.
3. Write the BID Improvement Plan.
4. Determine the budget.
5. Establish a fee formula.
6. Develop the Memorandum of Understanding.
7. Establish a billing mechanism.

### Phase 3 – Conduct the Petition Process

1. Prepare the BID Petition.
2. Organize the Petition Signature Campaign.
3. Mail information package to property owners.
4. Conduct the signature campaign.
5. Organize the legislative authorization process.

### Phase 4 – Initiate Operations

1. Form Bylaws and Articles of Organization.
2. Establish the initial Board of Directors.
3. Apply for nonprofit status.
4. Communicate with members.
5. Hire staff.
6. Select vendors.
7. Formally launch services.

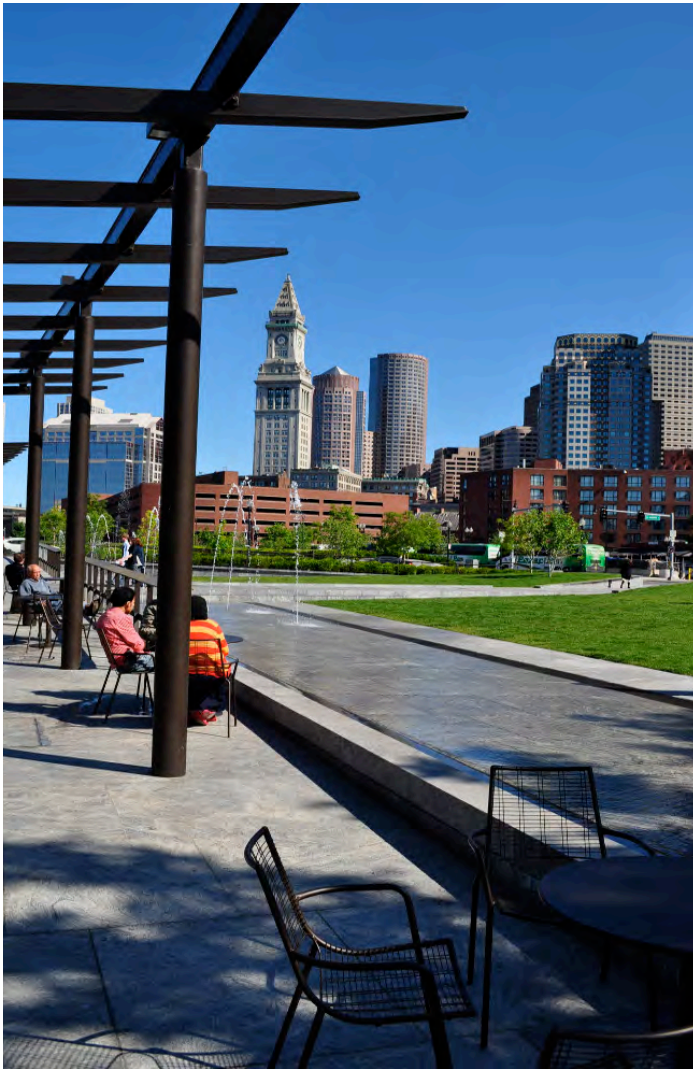
## Project Example

### Rose Kennedy Greenway Area BID, Boston, MA

There is precedent for the State participating in a BID in Massachusetts. In 2018, the Greenway Conservancy, the Commonwealth of Massachusetts, the City of Boston, and property owners abutting The Rose Kennedy Greenway negotiated a Business Improvement District (BID) to support the Greenway Conservancy's care of the park. In the past, the Greenway relied on a series of leases from Massachusetts, Conservancy fundraising, and individual contributions, whereas the BID now allows abutters to directly contribute to the arts, programming, and greenery of the public park.

Stakeholder collaboration and overwhelming support from property owners accelerated the BID effort towards approval. Business membership non-profit A Better City led the development process, which included community meetings, establishment of boundary lines, and development of a management plan and funding formula. A Better City continues to work actively in BID operations and facilitate communications between abutters, the Conservancy, and other public and private partners.

The BID contributes around \$1.5 million annually to support maintenance, horticulture costs, and future enhancements to the Greenway. Several of these initiatives include park renovations to the Greenway in Chinatown, the Rediscover the Greenway Programmatic Series, and construction of North Meadow. The BID has been essential in providing more equitable, accessible, and vibrant experiences for all that visit The Greenway.






Sunny day at the Rose Kennedy Greenway  
Photo: Massachusetts Office of Travel and Tourism



Bicyclist traversing down the connected pathways  
Photo: Massachusetts Office of Travel and Tourism

# Make outdoor dining and retail permanent on public property and in privately-owned spaces and improve/streamline the permitting process for same.

<b>Category</b>		<b>Administrative Capacity</b>
<b>Location</b>		<b>Study Area</b>
<b>Origin</b>		<b>Town of Hull, EDC, Chamber of Commerce, study area businesses</b>
<b>Budget</b>		<p><b>Low</b></p> <p>Costs are low and include dedicated staff time or consultant time to decide what is needed (using LRRP Outdoor Dining and Retail Toolkit) and take action to make decisions, instigate necessary changes, and provide clear and concise guidelines and requirements to businesses.</p> <p>Additional costs may be incurred for creating or improving online permitting capability, marketing the program to businesses, instituting a bulk purchasing program, or other program elements.</p>
<b>Timeframe</b>		<p><b>Short-Term</b></p> <p>Timeframe is estimated to be from 3 – 6 months for most elements of this project, with additional time possibly needed to conduct outreach and education prior to attempting any permanent zoning bylaw changes that may be needed.</p> <p>The timeframe for permanent changes will also depend on continuation or termination of the temporary loosening of state permitting requirements in response to the COVID-19 pandemic.</p> <p><b>Phasing Recommendations</b></p> <p><b>Weeks 1 – 4:</b> Needs assessment, create task force or working group.</p> <p><b>Weeks 5 – 8:</b> Research info on focus areas for program, look at examples in Toolkit.</p> <p><b>Weeks 9 – 12:</b> Research info (costs incurred by Town, bulk purchasing capability, etc.), write up draft regulations, prepare educational materials and presentations for boards/commissions/public/businesses, conduct outreach.</p> <p><b>Weeks 13 – 24 (or longer):</b> Institute changes, obtain agreement on concepts, bylaw votes, etc.</p>



## Risks



### Low Risk

Risks are low for this project and include building political will, weighing the cost vs. benefit of the program, and any financial costs the Town wishes to incur to support businesses (lower permit fees, covering cost of bulk purchases, consultant fees, etc.).

## Key Performance Indicators

- Restaurant and retail business retention rates (how many can stay open during various phases and resurgences during the pandemic).
- The number of new outdoor dining and/or retail spots created.
- The number of new businesses that open and are in business one year and two years out.
- Results of business survey indicating improvements in sales and revenue (or not).
- The number of social media impressions of dining and retail spots.

## Partners & Resources

### Partners:

- Town Planner (lead)
- Economic Development Committee
- Board of Selectmen
- Board of Health
- Building Department
- DPW
- Transportation
- Fire Department
- Businesses and private property owners

Note that the DCR is not listed as a partner here. This project recommendation doesn't include standardizing and streamlining outdoor dining/retail permitting processes on DCR property although this Plan considers this a HIGH priority. This recommendation focuses only on those processes and properties the Town controls and on uses on private property that have willing and collaborative owners. DCR has not responded and followed through on repeated and consistent requests by the Town over many years to coordinate and collaborate regarding the use of parking areas, pavilions, open space and other spaces for the benefit of visitors to the beach, residents, and the business district. Including DCR recommendations in this recommendation would distract the Town from focusing on what can actually be achieved in the near term.

### Resources

- Local trade schools or construction companies (possible construction of platforms and other common elements).
- Potential business sponsorships for umbrellas and planters.
- Lessons learned from businesses in your community that have implemented temporary outdoor dining.

## Diagnostic

With restrictions on indoor dining during the COVID-19 pandemic, restaurants shifted to takeout and outdoor dining to remain in business. The state temporarily loosened several permitting requirements for outdoor dining and many municipalities streamlined their local permitting processes and removed fees to make it easier for businesses to quickly implement.

The shift to outdoor dining and use of outdoor spaces for retail under temporary regulations has been a major support for businesses during the pandemic. In Hull, a significant percentage of the open space in the Nantasket portion of the study area (including street frontage, green space, open pavilions, parking areas, and sidewalks) is owned and controlled by the Department of Conservation and Recreation (DCR) and the inability to use underutilized DCR spaces for outdoor dining, pop-up retail, and events makes the use of Town-owned and privately-owned property even more critical to support overall vibrancy of the district and the businesses in Hull.

As the pandemic continues, businesses need certainty in terms of the consistency of temporary bylaws and other regulations so that they can make investments in construction, equipment, and furniture for outdoor dining and retail. In addition, more permanent measures will allow for a closer look at impacts on the public realm. Simplifying outdoor dining requirements and permitting, providing clear regulations and shortened review and permitting timelines, and assistance with design and other elements of outdoor dining/retail will ensure that businesses get the support they need to stay open. Clear outdoor dining/retail design requirements will also help create the best possible public realm and commercial district experience to assist all businesses in the Nantasket/Kenberma commercial district. Streamlining permitting and licensing processes for outdoor dining and retail and making temporary outdoor dining and retail regulations permanent is an important step toward stabilizing business revenue, providing a good visitor experience for those visiting Hull's beaches, and ensuring residents have access to the goods and services they need.

## Action Item

The LRRP Outdoor Dining/Retail Toolkit is a resource to assist Hull in understanding how it can facilitate the creation and ongoing success of outdoor dining and/or retail in the business district; the kit offers project examples from other communities as well as space guidelines that adhere to good design practices and ADA requirements. After decisions are made, Hull can provide its own business toolkit for restaurants and retail, if it chooses, to help take the guesswork out of outdoor dining/retail design, permitting, and construction.

Work should begin with an assessment of Hull's current outdoor dining and/or retail program. The process should include a Task Force or Working Group composed of public sector (planner, DPW, transportation, public health, fire department, etc.) and private sector (EDC, civic advocates) to help assess work and move the process along.

The recommended process is listed below.

## Diagnostic

- Allot Town staff time to, both in text and graphic form, diagramming the permitting process for outdoor dining/seating and retail and events, including any additional steps for alcohol and live entertainment. If temporary changes were made to streamline the Town's permitting process during the pandemic, utilize this opportunity to make those changes permanent, if possible, with all departments and boards involved.
- Dedicate a DCR contact person and staff time to clarify in text and graphic form DCR's permitting process for outdoor dining/retail and events, including any additional steps for alcohol and live entertainment.
- Necessary coordination points between Town and DCR permitting processes should be identified.
- Town is visually formalizing its existing permitting process. Any streamlining that was done during the pandemic should be under consideration as a permanent change.
- DCR should have a contact person for Hull and an easy-to-follow permitting process.

The LRRP Outdoor Dining Toolkit can also serve as a valuable reference to the Town for identifying the elements they want to include as part of its outdoor dining program and the steps that need to be taken.

The following general timeline can help the Town to organize its efforts:

### Phase 1 (2 - 4 weeks)

- Conduct an internal needs assessment by reviewing the Toolkit, conducting an internal meeting with planner, DPW, transportation, public health, and others, about the current state of outdoor dining and/or retail and feedback on effectiveness and challenges with current status.
- Get feedback from businesses about their needs and feedback on how any current program is going (what works/what doesn't) using one or more of the following:
  - Conduct focus group(s)
  - Issue online survey
  - Conduct a larger meeting
- Questions should include: desire for winter dining, storage challenges, permitting process feedback, interest in bulk purchasing, financial assistance, etc.
- From internal meeting and business survey, identify focus areas for making a permanent program.
- Create a Task Force or Working Group representative of the focus areas for your Outdoor Dining/Retail program. Suggested members include:
  - Planner or Economic Development staff, DPW, parks, health dept, transportation
  - Economic Development Committee
  - Business representatives
  - Others as needed
- Set an overall schedule for this project and regular meeting dates.
- Create a presentation template to use during project, including:
  - History of what the Town has done to support outdoor dining/retail during pandemic
  - Rationale for current efforts

#### Phase 2 (4 weeks)

Review Toolkit and research info on focus areas for program. Develop draft guidance for each focus area and list pros and cons.

Get internal input and input from businesses.

Conduct public meeting to get feedback on draft ideas.

#### Phase 3 (4 weeks)

Revise program elements as necessary based on feedback.

Write up draft regulations and requirements.

Prepare educational materials/presentations for boards/commissions/public/businesses.

Conduct outreach.

#### Phase 4 (10 – 24 weeks or longer)

Institute changes, obtain agreement on concepts, bylaw votes, etc.

#### Project Example

Best practices and examples are included in the LRRP Outdoor Dining/Retail Toolkit.

## Rapid Recovery Plan

# Outdoor Dining/Retail Community Toolkit

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





September 2021



# Create and execute a coordinated branding & marketing strategy for the businesses in both the Nantasket Beach and Kenberma commercial areas of Hull.

Contributions from Goman + York, SME consultant

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<b>Category</b>		<b>Sales and Revenue</b>
<b>Location</b>		<b>Study Area with consideration for other Hull destinations (historical, natural environment, and recreation), with possible regional collaboration.</b>
<b>Origin</b>		<b>Town of Hull, EDC, Chamber of Commerce, Business Owners</b>
<b>Budget</b>		<b>Medium Budget</b> Identify new resources if existing resources (people, organizations) are not sufficient to execute this program. Depth and reach of program will determine the budget. <b>Budgeted costs should include:</b> <ul style="list-style-type: none"><li>• Consultants (\$50k - \$75k including first year guidance)<ul style="list-style-type: none"><li>• Designer for the branding efforts.</li><li>• Marketing professional to develop the plan, strategy, and goals of the program, along with evaluations of the program.</li></ul></li><li>• Staff costs (part time staff to implement)<ul style="list-style-type: none"><li>• Marketing program coordinator</li><li>• Social/media (advertising) program and training</li><li>• Execution of the program</li></ul></li></ul> <p>Note: First year implementation costs should be reflected in the budget as nonrecurring costs.</p> <b>Sources of Funding:</b> <a href="#">MassDevelopment Technical Assistance</a> <a href="#">MA Community One Stop for Growth</a> <a href="#">Seaport Economic Council Grant Program</a>

## Timeframe



Short-term to set up the program - program will be an ongoing effort.

## Risks



### Medium Risk

Buy-in from the business community has some risk, as some may not have time to participate or consistency of participation. Lack of adequate time on the part of partners is the largest risk to program success.

A possible risk is if the Town is unable to handle additional capacity because it hasn't worked out parking and transportation challenges.

## Key Performance Indicators

- Improving Analytics - Social Media Analytics / Message Impressions are tracked to measure the effectiveness of the social media messaging, campaigns and followers on social media accounts and website traffic. Successful measures will see growth if the campaigns and sites are effective.
- Increase in sales and visitors, particularly in the off-season (summer season 3-months)

## Partners & Resources

### Partners:

- Town of Hull
- Business Community
- Hull Nantasket Chamber of Commerce
- Future BID (see Project Recommendation)

**Resources:** A broad range of resources, diverse methods and partners can be utilized in this effort to expand the program reach. They include, but are not limited to:

- Traditional media outlets (Radio, TV, Newspapers, Travel and Local Magazines)
- Regional chambers of commerce (South Shore Chamber of Commerce, Cohasset Chamber of Commerce, Norwell Chamber of Commerce, Quincy Chamber of Commerce, and others)
- Regional Tourism efforts

## Diagnostic

COVID-19 hit the Hull businesses hard as many operate only during the beach season and rely on revenues from those 3-4 months to carry them for the entire year. The need to pivot to online shopping, including order-out dining, also created hurdles for messaging about business openings and services offered.

The lack of a diverse and cohesive marketing strategy that blends both the Nantasket and the resident-focused Kenberma parts of the study area has created unique challenges for the district in bouncing back from pandemic impacts.

The commercial district would benefit from a cohesive marketing strategy that will allow businesses to broaden their customer base throughout the year. This will make them less reliant on the seasonal economy and less susceptible to any unexpected future conditions that impact summer business. The current processes and program have ineffective branding and marketing. There is a need for a coordinated effort between the Town, Chamber of Commerce, and local businesses on a message and target audience that can make efficient use of limited resources and help identify

and recruit desirable businesses to the district. The Town currently does not have a webpage for visitors or businesses, and there are other opportunities for marketing the community to a broader audience – beyond the immediate region.

The Hull Nantasket Chamber of Commerce has a website that is not kept current - only portions of the website are frequently updated, and there is little to no coordination of marketing between businesses and the Town that will inform existing residents and bring in new visitors and customers to the study area.

Note: There is a need to address regulatory issues that restrict the expansion of specific types of businesses. This restrictiveness can create barriers to new development in the town, in particular, the need to address restrictive liquor licenses if the town wishes to attract more restaurants.

### Action Times

- Develop a branding and marketing program to draw new visitors and raise awareness of the study area
- Develop a marketing program that will extend the visitor season past the 3-4 month traditional Summer season
- Develop a marketing program that will tie existing events and the commercial areas together as a whole community
- Develop a marketing program that will support the efforts of the current businesses and bring new businesses to the study area
- Focus the marketing program on the excitement of the area as a whole

### Process

Some of the highlighted title sections will have elements that will need to run simultaneously to others.

#### Program Planning, Coordination, and Budget

- Select a manager for the project (Town of Hull staff person/BID manager or staff if BID is formed)
- Assemble all the constituency groups for an initial planning session:
  - Lead (Town/BID) and roles for all parties
  - Assignment of tasks/activities for each partner/stakeholder group
  - Initial planning session with all potential partners
  - Establish goals that match the Action Plan
  - Conduct stakeholder interviews for program buy-in
- Plan development – Determine budget and secure funding, town staffing & consultants required (design/marketing/events), communication plan, website (Town, regional tourism or other), media, social media, frequency, evaluation (Analytics, sales, participation)
- Communication and Implementation Plan - Assign editorial, press releases, news & communications to partners, media as appropriate, target audiences
- Create timeline, establish weekly, monthly, quarterly goals

#### Branding & Marketing Efforts

- Engage graphic artist/marketing consultant
- Rebrand Kenberma and upper Nantasket beach so that they mutually share visitors
- Develop visuals (logos/imaging)

- Develop Taglines – Some examples to tie the Kenberma & Nantasket districts into one:
  - Off the Beaten Path & Worth it!
  - Stroll Endless Beaches, Experience Incredible Sunsets
  - Best Kept Secret South of Boston
  - Wicked Cool Beaches, Wicked Cool Shops, Wicked Cool Restaurants...
  - Nantasket - Come for the Sun & Stay for the Fun
  - Shop Sun & Fun – Fantastic Nantasket
- Identify Target Markets – who is coming; who do you want to come (families – Summer, empty nesters - Fall); how do you get them here; what makes the area special (events, beaches, businesses, recreation, history)
- Determine & setup social media accounts, possible new website or engagement with established websites, study area map of destinations, businesses, galleries, and parking for the Nantasket and Kenberma areas.
- Develop coordinated social media/marketing strategies
- Content development:
  - On website, include parking and "things to do" – an EDC page to attract businesses; separate visitor page and links to existing sites: Chamber, Trip Advisor, regional and targeted tourism sites. Websites will require informational updates, calendar of events, news, cultural, and arts-related programming. (See Best Practices below – Downtown Stamford)
  - Develop articles to entice varied interests and market day-tripping to Hull – highlight history, natural areas, etc. that go beyond the beach.
- Advertising strategies – local, regional reach
  - Social Media/Marketing/Advertising media: Use of social media, geo-targeted advertising
  - Print (such as posters at Logan Airport), billboards on key routes around the Boston-area, advertising on travel sites and in magazines.
  - Banner Program to create a cohesiveness to the area
- Training – Set up training and workshop framework, provide ongoing training as needed after program is up and running. Incorporate businesses and other interested parties to populate the sites to promote events, sales, restaurants, arts, jamborees and tournaments – oversight of postings should funnel through a webmaster. Also training for effective self-promotion through social media and online selling to augment sales in the off-season should be offered to local businesses and organizations.

### **Implementation & Evaluation**

- Program coordination and implementation
- Create a framework and roles to evaluate progress regularly and adjust strategies accordingly

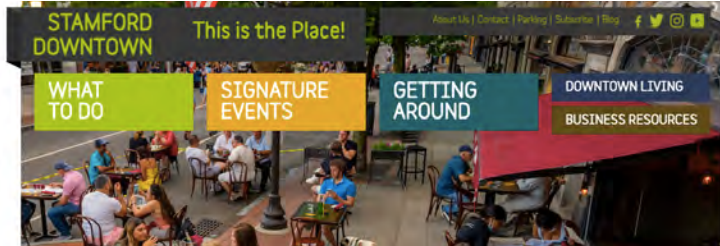


## Project Example

### [Stamford Downtown Artwalk - Art walk with passports \(register online\)](#)



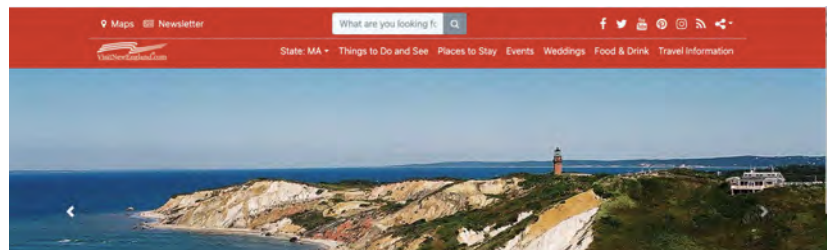
### [Stamford Downtown main website - Notice the business resources section](#)



### [Greenville, SC website](#)



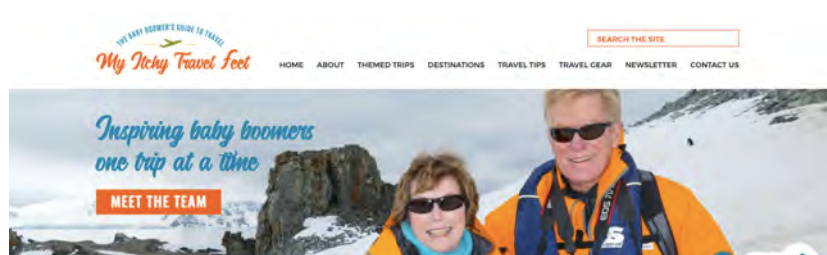
### [visit-massachusetts.com](#)



### [365thingsouthshore.com](#)



### [myitchytravelfeet.com - Targeted to baby boomer travel](#)



# Implement a coordinated parking and transportation alternatives strategy to increase the visitor capacity of the commercial district and enhance customer and resident experience.

Contributions from Stantec, SME consultant

<b>Category</b>		<b>Public Realm</b>
<b>Location</b>	<b>Study Area</b>	
<b>Origin</b>	<b>Town of Hull, Economic Development Committee, Hull Nantasket Chamber of Commerce Business Community</b>	
<b>Budget</b>		<p><b>Medium Budget:</b></p> <p>\$75-200k (approximately \$75-100k for the parking study; additional \$50-100k for shuttle service design, funding plan, and operating plan)</p> <p><b>Possible Sources of Funding:</b></p> <ul style="list-style-type: none"> <li>• MassDevelopment's Commonwealth Places</li> <li>• DHCD's MDI</li> <li>• Town funding</li> <li>• Upcoming CARES Act disbursements from the State of MA (TBD)</li> <li>• Upcoming ARPA grants (TBD)</li> <li>• <a href="#">Helping Hand Mini Grant</a></li> <li>• <a href="#">Shared Streets and Spaces Grant Program</a></li> <li>• <a href="#">Complete Streets Funding Program</a></li> </ul>
<b>Timeframe</b>		<p><b>Short</b></p> <p>This project should take less than 5 years (for parking study and shuttle implementation).</p>
<b>Risks</b>		<p><b>Medium</b></p> <p>Though the risks for the planning stage is low, the overall risks for implementation of the project are medium, mostly due to the number of partners involved with capacity, funding, and political desire needed.</p> <ul style="list-style-type: none"> <li>• Development of Town support for parking recommendations and implementation.</li> <li>• Establishment of sufficient Town capacity to administer and operate a parking system.</li> <li>• Business support for recommendations.</li> <li>• Funding - identifying funding for study and Implementation of recommendations.</li> <li>• Funding (shuttle) - source of funding for private shuttle service from remote parking to beaches.</li> <li>• Long-term parking management - need to determine permanent management and operations practices/capacity.</li> <li>• Lack of coordination and collaboration from DCR representatives.</li> </ul>

## Key Performance Indicators

- Level of congestion (pedestrian) during peak visitor days in summer season.
- Availability of parking (along with Increased availability) and level of parking utilization.
- Alternative transportation ridership (ferry, shuttle).
- Increased sales and meals tax revenue.
- Customer and visitor satisfaction surveys.
- Increased perception and use of shuttle service.
- Vehicle congestion at parking facilities adjacent to beach / esplanade area.

## Partners & Resources

### Partners:

- Town of Hull
- Hull Nantasket Chamber of Commerce
- Mass. Department of Conservation & Recreation
- MBTA
- Board of Selectmen
- Community Development and Planning Department
- Economic Development Committee
- DPW
- Police Department
- Appropriate enforcers for parking (Town and State)
- Shuttle vendors

### Resources:

- Unified Work Plan for Nantasket Beach
- Transportation alternatives and parking study
- Regional coordination and planning
- DCR resources and involvement

## Diagnostic

The study area is contending with parking challenges that have been exacerbated by COVID-19 and are at odds with efforts to support business recovery. The location of beach parking is remote from the core of businesses which provides a disincentive for the thousands of beach visitors the study area sees each week in high season to visit the food and retail establishments in the study area. Alternative transportation, including water shuttles and ferries, and better utilization of existing parking, can address some of the mismatch between current parking locations and the location of the core business areas and help to support business recovery. While the district wants to expand its customer base, parking limitations and confusion, as well as congestion during peak season, make this impractical without a larger strategy regarding shuttles, water ferries, and a coordinated parking strategy.

Furthermore, COVID-19 has increased the negative perception of parking availability, particularly along the immediate waterfront. While ample available supply may exist within a short walk in the remote lot (or along Washington Boulevard and other streets with minor regulatory changes), prime front-door on- and off-street spaces along the waterfront nearest the beach or commercial destinations experience higher occupancy, contributing to negative perceptions when available spaces are not well-known, advertised, or incentivized. This condition has worsened with new waterfront development, impacting the perception that parking availability is constraining the growth of merchant revenues.

## Action Item

Parking is complicated; the majority of parking within the study area is provided by DCR, and they have not been actively engaged with the Town. In addition, the location of parking and long stretches of unprogrammed/unbuilt area between parking and many businesses discourages visitors from easily frequenting dining and shopping.

- Develop a coordinated parking strategy with clear signage for public (DCR and Town) parking lots; meters (and where needed, time limits) in key areas for business customers; areas for pick-up and drop-off of visitors and for business take-out.
- Coordinate with DCR regarding parking management and possible programming of vacant spaces between parking and core of the business area to create a more pedestrian-friendly experience to entice beach goers as well as residents to shop and dine in the district.
- Provide a comprehensive parking map and excellent signage, simplify and standardize rules throughout all of study area, but particularly the Nantasket beach portion. Create highly visible signage stating location and access to parking – distinguishing between public/private; hours; fees; and ownership (DCR, Town, or other).
- Clearly show users parking fees and methods of payment (parking app that is used by surrounding municipalities and Boston to make visitor experience more user-friendly).
- Continue implementing the two-way road study recommendations.
- Ensure consistent service of all local public transportation modes (ferry, train, bus).
- Advertise shuttle service from ferry and commuter rail.
- Offer more frequent shuttle service between Kenberma and Surfside/ parking lots.
- Consider pedicabs to provide interim shuttle services.
- Provide biking infrastructure between ferry and commuter rail and destinations.
- Create a walking loop.

Developing a parking use, needs, and management analysis for the district will require a parking study that recommends a parking management program that the Town and DCR can implement as soon as possible. The study should carefully evaluate parking patterns, regulatory controls, enforcement protocols, off-street regulations and controls, future development impacts, and local administrative capacity for the existing and proposed program. It should include outreach to public and private stakeholders, residents, tourists, landowners, merchants, and other key users of the parking system. The preferred program should address on- and off-street policy, management, controls, regulations, and other strategies in a phased approach. Key actions include:

- Inventory analysis and mapping
- Use analysis (particularly for remote parking facilities)
- Operations, management, and administrative review
- Plan for investments in equipment and infrastructure
- Regulatory changes
- Management recommendations;
- Marketing, information, wayfinding, etc.
- Provide advertising, wayfinding, and public art between ferry and commuter rail to commercial areas and beach
- Conduct shuttle service feasibility study (to assess vendors, shuttle stops, and fee structure)
- Consider short-term options like pedicabs or private jitneys
- Consider possible bicycle sharing / rental options, e.g., Blue bikes that could have stations in strategic areas throughout the study area and connected to the ferry and MBTA.

1. Define study area: Determine boundary for data collection. Should include primary public parking areas associated with commercial activity and extend a block beyond the limit of associated activity to determine if spill-over parking exists.
2. Identify a working group: An oversight committee comprised of municipal staff, volunteer board members, the business community, merchants and residents is recommended to define study goals, focus analysis, support outreach activities, and review recommendations.
3. Collect available data: Amassing information about parking activity, parking demand, land uses, multi-modal conditions, etc. in advance of beginning a study will help reduce costs by more clearly defining the need.
4. Scope study: A study sufficient to understand supply, demand, the regulations, land use, and network factors that influence parking patterns should include the following steps (outlined in greater detail separately):
  - Detailed parking inventory
  - Parking activity analysis
  - Operational & financial management analysis
  - Parking demand & zoning analysis
  - Public engagement process
  - Strategies & recommendations
  - Final plan
5. Identify study lead: While typically a consultant is hired as an outside, objective, and professional resource, a parking study can be done by the municipality or a local organization if objectivity and sufficient capacity is available.
6. Study advertising & initiation: For consultant studies, an RFP with the recommended scope should be prepared and advertised, followed by an approved selection process. The start of a study by a consultant or in-house resources should be advertised and promoted to get broad input, especially if public surveys, interviews, etc. are expected.
7. Working group engagement and finding a champion: An active working group representing the fully array of parking interests is recommended to participate throughout the study and to provide continuity after the study is complete. Ideally a champion(s) can guide implementation of recommendations and report back to working group members.
8. Consult with shuttle providers: Engage with local shuttle providers to understand costs, equipment/vehicle management, routes, stops, and circulation Identification and process, fee structure, and overall management structure. Consulting with multiple providers will give the Town the opportunity to assess vehicle needs (i.e., pedicab, jitney, trolley, etc.)
9. Study outcomes: A variety of possible outcomes may help Hull's waterfront and commercial district address its parking issues, all of which may be on the agenda for a committed champion. These may include:
  - Changes to on-street regulations, such as adjusting/removing time-limits, adjusting span of regulation/pricing, or changes to pricing
  - Wayfinding improvements, including static and electronic signs, as well as online mapping for lots, walkways, remote parking, and short- and long-term options
  - Supply enhancements, including re-striping on-street spaces, new on-street spaces (particularly along Nantasket Ave and Washington Boulevard) and lot reconfigurations
  - Enforcement changes, including adjustment of hours, routes, staffing, handheld technologies, and protocols
  - Payment technologies, including pay-by-cell, kiosks, smart meters, reservation systems, parking gates, and more
  - Demand management solutions, such as parking cash-out programs, market-rate parking pricing, transit and bikeshare subsidies, traveler information programs, etc.
  - Parking access solutions, such as improvements to sidewalks, crosswalks, lighting, landscaping, security features, etc.
  - Parking design improvements, such as landscaping, screening, garage fenestration, walkways, plantings, green infrastructure, and more

**Project Example**

**Demand Patterns as seen in Regional Parking Plans**

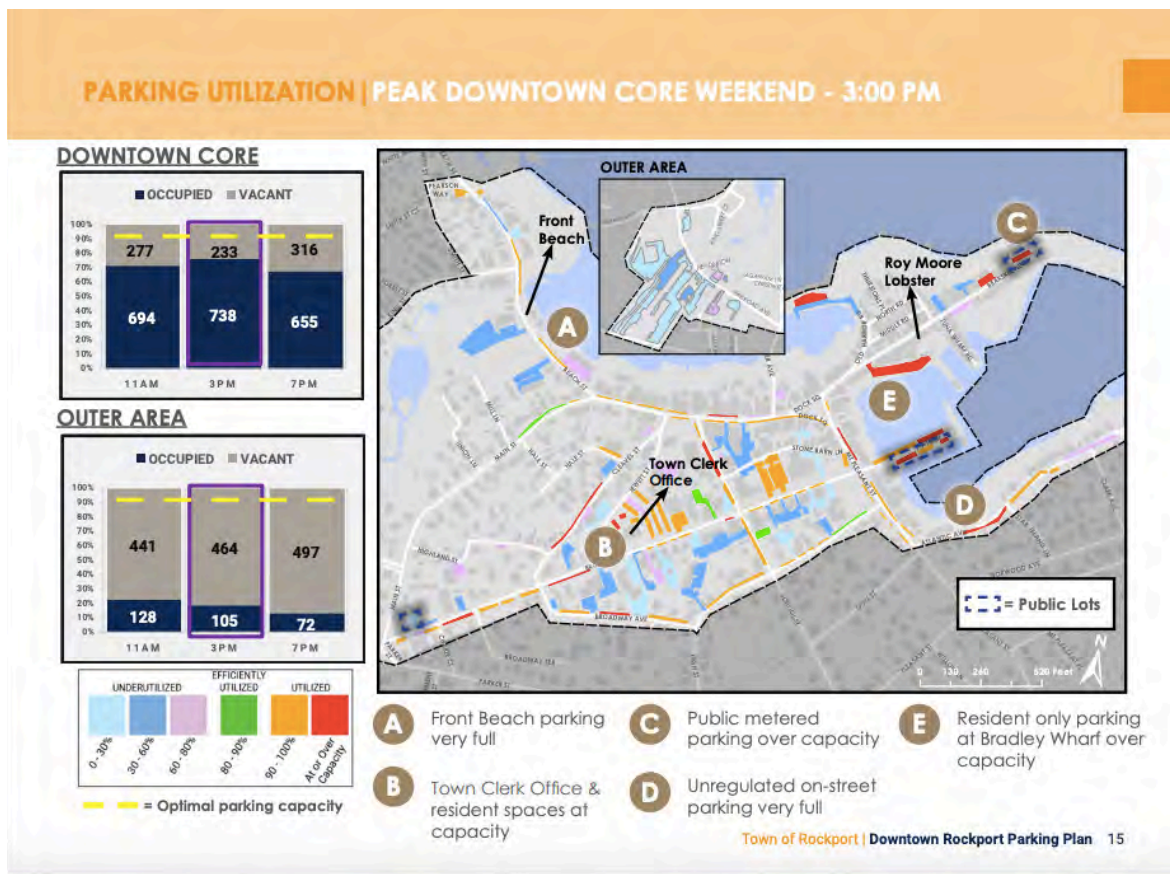
**Rockport, MA – Seasonal Parking Demand**

High demand for on & off-street parking adjacent to recreational and commercial destinations

Existing priced parking does not reflect demand and requires tiered parking zones to better distribute parking

Remote, long-term parking for beachgoers needs to be promoted to encourage people to park farther away

More info: [https://www.rockportma.gov/sites/g/files/vyhlf1141/f/uploads/downtownrockportparkingplan\\_20190208\\_draft\\_1.pdf](https://www.rockportma.gov/sites/g/files/vyhlf1141/f/uploads/downtownrockportparkingplan_20190208_draft_1.pdf)



Demand for parking on weekend in Rockport, MA  
Photo: Town of Rockport

## Shuttle and Jitney Services

### Rockport, MA – Beach Shuttle

- Shuttle service during peak season that connects visitors from remote parking lot to Downtown and recreational attractions
- Advertised as a "Park N Ride" shuttle
- Costs \$1/person each way (with reduced prices for seniors, children under five, and persons with disabilities)
- More info: <https://rockportusa.com/parking-in-rockport/>

### Newburyport, MA – Regional Shuttle

- Operated by MVRTA
- Runs on weekdays and weekends and circulates through Downtown, regional attractions, plazas, and commuter rail station
- Integrated with Charlie Card MBTA fare system
- More info: <https://www.mvrta.com/alerts/new-route-57-newburyport-shuttle/>

### Everett (Boston BRT Program), MA – Pedicab Service

- Free pedicab service on Broadway
- Provided drop-off/pick-up services to bus stops and key destinations
- Created a more interactive way to connect first & last mile services for Everett residents

### Atlantic City, NJ – Jitney Service

- Operated by private vendor
- Free service from bus stations, resorts, local destinations, and rail terminal
- More info: <https://www.jitneyac.com/atlantic-city-rail-terminal>



The Newburyport regional shuttle service  
Photo: Bryan Eaton



Atlantic City jitney service  
Photo: Press of Atlantic City

Pilot events and pop-up opportunities to broaden the visitor base during high season and to expand the appeal of the district during the shoulder and off-seasons.

<b>Category</b>		<b>Tenant Mix</b>
<b>Location</b>		<b>Study Area</b>
<b>Origin</b>		<b>Town of Hull, EDC, Study area businesses, Chamber of Commerce.</b>
<b>Budget</b>		<p><b>Medium Budget</b></p> <p><b>Budget:</b></p> <ul style="list-style-type: none"> <li>• Events and pop-up coordinator - \$50k - \$70k/annually for full time – can probably be part time (hired by Chamber, Town, or ideally by a future BID)</li> <li>• Marketing: social media and perhaps a calendar and website (common for all events and activities in Hull with a focus on the district), social media. See marketing project recommendation for more info.</li> <li>• Cost for events – variable depending on how much is free public access, charges for food/alcohol, etc. estimate that \$500 - \$2,500 might be needed for each event, depending on size and type.</li> <li>• Artists, musicians, if needed for events and pop-ups. \$500 - 1,500 per event</li> <li>• Activities and equipment. Will vary by event type. Examples might be materials for temporary art activities, games, etc.</li> </ul> <p><b>Sources of Funding:</b></p> <ul style="list-style-type: none"> <li>• Sponsorships</li> <li>• Percentage of food/drink sales</li> <li>• Fees to vendors for pop-up space</li> <li>• BID (in future, if one is formed)</li> <li>• <a href="#">MassDevelopment Technical Assistance</a></li> <li>• <a href="#">MA Community One Stop for Growth</a></li> <li>• <a href="#">Seaport Economic Council Grant Program</a></li> <li>• <a href="#">MassDevelopment Commonwealth Places</a></li> </ul>
<b>Timeframe</b>		<p><b>Short</b></p> <p>This project could get up and running in as little as 6 months but is meant as a long-term effort that becomes part of the Town's overall economic development and marketing strategy.</p> <p>Creating regular events and pop-up activities that occur monthly or during certain points during the season can build public awareness over time and the attendee base and contribute to the Town's brand. An example might be a late fall pop-up festival focused on holiday shopping and gifts.</p>



## Risks



**Risks are relatively low for this project. The two risks to be considered are:**

- Funds are needed to hire a coordinator to plan and manage events. This effort cannot be sustained on volunteers alone. Depending on funding sources, strategy to cover costs with event fees, percentage of sales, sponsorships, etc., may not be feasible.
- Weather, particularly during off-season and winter events, may suppress attendance and slow the success of the effort. However, there are multiple examples of events, festivals, pop-up activities in cold winter climates.

## Key Performance Indicators

- Number of events in Hull, number of events during shoulder and winter seasons
- Number of pop-up events
- Number of attendees at events
- Increased sales and store/business visits by customers
- Number of social media likes, impressions, forwards for events

## Partners & Resources

### Partners:

- Hull Economic Development Committee
- Hull Nantasket Chamber of Commerce
- Business/ property owners
- DCR
- Hull Artists
- Outside events coordinators (who have regularly events they host (Beer Fest, Craft shows, auto shows, etc.)

### Resources:

- How to Organize a Restaurant Pop-up event
- Vassar Vision: 2016 PlacePOP concept plan

## Diagnostic

Because of the seasonal nature of most businesses in the study area, COVID-19 loss of business has had a greater negative affect on revenues and sales than on businesses that rely on steady, year-round clientele. During EDC meetings and in the Spring 2021 Business Survey, business owners indicated that loss of business during the beach season of 2020 and the inability of businesses to bounce back during the winter months has made it doubly hard to recover. Up to 60% of the businesses in the Front Beach District close in the off-season. For those businesses who would want to stay open throughout the year and to help existing businesses, strategies are needed to extend the tourist season and provide attractions and a destination, particularly during the winter months. Events throughout the year as well as pop-up activities that activate vacant spaces can encourage all visitors to explore the district, shop locally, and support local micro-enterprise.

## Action Item

Identify street areas and sidewalks, plazas, underutilized public parcels, private open spaces at building frontage as potential usable space and outline potential uses. Pre-permit/ease the way for street closures and use of public/private spaces on regular basis for events and activities, and pedestrian movement. Use spaces for cultural programming that supports local businesses by relying on local restaurants and retail for shopping, dining and drinking. The study area is becoming known for its dining destinations...using pop-up events to highlight area restaurants and new food entrepreneurs can support this growing sector in the commercial district.

Examples of action items to be considered by the Town include:

- Create a seawall bike trail that connects to World's End, coupled with an art walk.
- Create and host a weekly weekend market in a large space (park or public parking – potentially Nantasket parking lot) that supports local businesses and regional crafters/artisans to expand retail offerings and fill in gaps in the district.
- Create and host seasonal markets.
  - Fall harvest market (local orchard, fall crafters/artisans, micro-breweries, bakery, local folk musicians, etc.)
  - Holiday market (crafts, gifts, LED holiday light art)
  - Summer solstice market (local beach necessity popups, summer themed baked goods, children's summer themed arts and crafts station, local musicians/bands)
- Create themed parades in the district to promote retail, dining and drinking before/after/during the parade (Earth Day, Halloween, Patriot's Day, Fourth of July, etc.) Team up with local groups to participate:
  - School choirs/band to sing and perform
  - Local artists to make costumes, floats, and banners
  - Other groups
- Work with property owners/managers to actively recruit businesses that fit into smaller concessions-type shops (fish and chips, sushi, arts and crafts, glass...mixture of local and regional) and beach necessities.
- Create opportunities for local micro-businesses (example: Boston's Cottage Farm Food Program – cook at home and sell via a database).
- Create seasonal events with locally sourced concession stands and kiosks.
  - Summer outdoor movie night Friday's (kid friendly)
  - Christmas tree lighting ceremony
  - Halloween hay ride and haunted house
  - Pop up kiosks lining residential streets during town trick-or-treating hours (to create a social event for kids that have aged out of trick-or-treating and to support parents while trick-or-treating)

### Phase 1: Space and Permitting

The Town can facilitate pop-ups by identifying suitable spaces for events, focusing on spaces the Town can control or where the Town can work collaboratively with partners to use spaces for activities, pop-ups (interior storefronts and buildings and exterior spaces), and outdoor events and festivals. While DCR property provides extraordinary opportunities for public space activation and to create more "touchpoints" of interest to encourage pedestrian activity, particularly in the Front Beach area, these areas are low-priority because of the inability of the Town to induce DCR to come to the table to look at mutually beneficial strategies for both.

Identify spaces suitable for pop-up events and shops (indoor and outdoor):

- Map vacant ground floor spaces, exterior spaces suitable for kiosks, and open spaces that are suitable. Use arts and public space map provided in this Plan as a start for this mapping exercise. Criteria should include:
  - Spaces that offer "infill" opportunities for pedestrian, resident, and visitor experiences, including spaces that connect long stretches of inactive street front, spaces that connect parking areas to visitor areas, etc.
  - Spaces that have high visibility and that also offer "gateways" to the district or to specific destinations.
  - Spaces that allow large gatherings for events.
- Include Town-owned, other publicly-owned spaces (pending owner approval for use), and privately-owned spaces. Use Assessor's database to contact owners of vacant buildings and ground floor spaces about the program.

Establish a clear and streamlined permitting process for events and guidelines for pop-up uses in the district.

- Create a user-friendly municipal website with a landing page where you can easily find the documents and requirements of what is needed for special events. Also provide citations and links to relevant city ordinances that establish the justification for the requirements to follow.
- Create online and/or e-permitting software. At minimum, accept applications via email, and consider investing in e-permitting software, especially after the pandemic as such investments by municipal government are an approved use of federal COVID-19 recovery funds. (Example of software: Accela permitting software)
- Identify and publicize a pop-up event coordinator to be the primary contact for pop-up permits. The staff person will assist the applicant with ensuring the review process is comprehensible and efficient and that all the requirements of the application are met.
- Create a manual that describes the process and publicize it widely and regularly. It would also be great for the manual to help applicants differentiate between the kinds of pop-up events possible and how to design and implement effective ones.
- Provide sample documents to help applicants to understand what is needed.
- Create a pop-up event permitting review committee comprised of the municipal staff representing departments that need to approve

the permits: law enforcement and public safety, insurance, parks or schools if not on the streets, and others as appropriate to your situation.

### **Phase 2: Events**

- Hire an events and pop-up coordinator. Responsibilities would include:
  - Develop ideas for potential events and pop-ups
  - Develop ideas for potential open/vacant spaces for events to take place and pop-ups to station
  - Community outreach to market events and pop-ups to town
  - Ensure representation from diverse and often under-represented communities such as low-income, minority, women, and LGBTQ residents and business owners as part of the steering committee.
  - Lead fundraising efforts for events and popups
- Fundraise for events. Examples of fundraising efforts include:
  - Reach out to local businesses that would financially benefit from the increased business that would come from a town event for initial capital donations
  - Use first few events to fundraise for future events. This can be done through auctions, crowdfunding, setting up donation kiosks at events, setting up an online donation portal, taking a commission on food and drink sales.
- Market events. See marketing project recommendation for Information.

### **Phase 3: Pop-up spaces:**

- Fundraise for pop-ups. Examples of fundraising efforts include:
  - Create a fundraising campaign to cover three months of rent for various pop-up vendors.
  - Build relationships with building owners to negotiate reduced rent in vacant stores for a specified period (ideally 90 days) with graduated rent for the first year made available to pop-ups that agree to stay into Year
- Market pop-ups.

## Project Example

### Host a Paint Day Block Party

#### Beautification Way, Everett, MA

##### Diagnostic or challenge they were trying to solve

Through community participation and artistic themes, the project aimed to create a more people friendly and beautiful space.

##### Action Item

Community designed and installed art encourages community members to gather, take ownership over their neighborhood, and build and maintain relationships over time through maintenance. Beautification Way is an important informal pedestrian path connecting Everett High School and Glendale Square shopping district and transit hub. High school students and the City identified this opportunity to re-envision and re-paint a 20-year-old mural. Collaboration and online engagement with the abutting property owners, legal department, Integral Arts Everett, Everett Public Schools, and other community members during the pandemic was integral in developing an artistic vision and cohesive theme that represented the current moment: celebrating unity, diversity, and inclusion during these changing times.

##### Partners, budget, funding, timeline info

This project was created in partnership with City of Everett Transportation and Planning Departments, Public Works, Communications Office, Mayor's Office, property owners, residents, high school and middle school students, Everett Public Schools Director of Art and Teachers, and local artists. The budget included \$13,000 for labor, \$2,000 for supplies, and \$2,000 for an artist stipend. MassDOT Shared Streets and Spaces grant partially funded this project, with as well as funding from the City of Everett. The project took 6-8 months to complete.

Community members gather for paint day  
Photo: Neighborways



Painters at work  
Photo: Neighborways



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# Appendix

# Appendix

## Community Involvement

**The following documents are included:**

- Town of Hull Economic Development Committee Meeting Notes, May 25, 2021
- Community and Economic Development Committee Joint Meeting Notes, June 29, 2021
- Community Meeting and Economic Development Committee Joint Meeting Presentation, June 29, 2021
- Economic Development Committee Meeting Notes, September 14, 2021
- Economic Development Committee Meeting Presentation, September 14, 2021

### Town of Hull Economic Development Committee Meeting Notes

May 25, 2021, 6:30 – 7:30PM

Via Zoom

Participants: Chris Dilorio, Jennifer Berardi-Constable, Mark Abatuno, Steven Greenberg, Kyle Haas, Brian Houlihan, Renee Kiley, Steve Kiley, Evan Krometis, Adrian Muir, Jim O'Brien, Lillian Parker, James Pitrolo, Donna Pursel, Lauren Schreiber, Bill Smyth, Maria Stolt, Kat Wasabi

CivicMoxie Team: Susan Silberberg and Clay Lin

#### COVID-19 Pandemic Impacts

- Some businesses were hit hard while others had an easier time adapting, e.g., restaurants adapted with more takeout and managed parking.
- Operational challenge moving forward (e.g., customer expectations – including pre-pandemic service levels).
- Summer levels expected to bounce back.
- COVID made communication essential to get across up-to-date information throughout the town. Town was very responsive in disseminating information from state to Chamber, and everyone hopes it continues.

#### KEY TAKEAWAYS

1. Marketing and Event Coordination: Coordinated and proactive marketing – regional and online/digital presence. Coordinated events and activities – consolidate event and business planning and marketing efforts so that everyone can take advantage of day-use and special events.
2. Story/ History: There is a lot of history and stories to tell – create a community narrative and tie it to destinations in town (also can be like a treasure hunt that includes businesses).
3. Expanding the Season: Look for winter activation opportunities and ways to expand the season; may include tidal planning to create another image for high tide.
4. Transportation and Parking: Better coordination and management of traffic and parking; increase visibility and use of alternate transportation options.
5. Maintenance of Public Realm: General upkeep and maintenance of beach area needs to be addressed – trash, sidewalk condition, day-use management, live updates.
6. DCR Partnership: Emphasize, clarify, and strengthen relationship with DCR in day-use management, permitting, promotion, and maintenance on their properties.

#### Marketing and Event Coordination

- Regional, aggressive branding of Hull; take advantage of Boston's development and growth. Could include displaying tourism information at Boston Ferry Wharf.
- Creation of a tourism bureau? Paid position (currently no paid position in the Chamber); tourism programs.



- Coordination of events and activities to allow businesses to work together and build off each other's efforts.
- Need social media presence. Town's website was just revamped but is not designed for visitors but for residents. The Chamber's site is trying to be more updated but not much capacity. Definite need for managed, controlled content for town and tourist updates and info dissemination.
- Have spoken many times about taking money from the Hotel Tax and paying a person to run a tourist bureau or get a grant to put towards a tourism director's salary.
- Better utilize public facilities, such as having more entertainment at the bathhouse.

### **Story/ History**

- Create a community narrative for Hull, including the history. Create a story that brings people from destination to destination (including businesses) - treasure hunt style.
- Leverage the "nostalgia" factor.
- Put together the historic and tourism assets for better access by the public.

### **Expanding the Season**

- Winter festival for off-season activation (art, culture, food, vendors) to promote businesses in town.
- Increasing temporary accommodations (hotels).
- Introduce tidal planning – creating another image and function for high tide. (Could be something like installing live beach-cams for live online beach status and updates.

### **Transportation and Parking**

- Improve transportation options – the ability to move around without a car
- MAPC is doing a last mile initiative (ferry?) with South Shore towns.
- How do you make connections to other towns in South Shores? Beach to Beach connections via ferry, bike-share program?
- Lots of Boston Harbour Islands investment, geographically near Hull, but not physically connected by transportation.
- Opportunity for bike share/ Blue Bikes by the Ferry? Could set up blue bike stations at the ferry and by the beach, fort, and other destinations.

### **Maintenance of Public Realm**

- The way streets look is important, especially in connecting areas. (The HRA / Kenberma transition area is not okay.)
- Trash is left behind from day-use. Requires staffing to maintain the beach's high usage that should be done through DCR or Town.

### **DCR Partnership**

- Need to emphasize relationship with DCR to address and manage day-use.

## **Nantasket-Kenberma Business Area LRRP Community Meeting Notes**

### **Economic Development Committee Joint Meeting**

**June 29, 2021, 6:00 – 7:30PM**

**Via Zoom**

Participants: Chris Dilorio, Jennifer Berardi-Constable, Kim Aluisy Roy, Irene Coombs, Steven Greenberg, Kyle Haas, Kara Hendrick, Bill Hennessy, Renee Kiley, Ben Maitland-Lewis, Carol Meyer, Ernest Minelli, James Pitrolo, Donna Pursel, Bill Smyth, Erin Waldner

CivicMoxie Team: Susan Silberberg and Sue Kim

### **Summary Notes**

Chris Dilorio from the Town of Hull's Community Development Office and members of the Town's Economic Development Committee opened the meeting and welcomed everyone.

CivicMoxie provided background of the Department of Housing and Community Development's Massachusetts Downtown Initiative's (MDI) statewide Local Rapid Recovery Program. As the basis for the program, each consultant team conducted a diagnostics phase to capture the current conditions of the community's commercial district after the beginning of the COVID-19 pandemic. (See PDF of presentation)

Presentation summary:

CivicMoxie explained that the letter-grades of the physical conditions within the commercial area were based on an overall average for the whole district, understanding that conditions vary widely within the district. While some physical components might have included "B's" and "C's," particularly for public realm conditions, Hull has had a somewhat silent partner here – Department of Conservation and Recreation (DCR), and their properties have a large presence in the study area, especially the Nantasket Beach area.

Since the RRP is meant to capture a "current" status of the businesses in the study area, and the site surveys were conducted in the spring, some of observations were for the non-seasonal peak in Hull. In terms of the number of vacant storefronts, several of them noted during site surveys may not actually be permanently vacant but just seasonally closed. It may be an issue worth considering – rethinking the business model for stretches that are only open seasonally or how those storefronts look when closed for the season.

As part of the RRP program, MDI issued an online survey that was open to all commercial users within the different study areas. For Hull, the survey results need to be tempered by the fact that there was a very small sample size (few respondents to the survey). The issues and concerns identified were, therefore, supplemented with the last EDC meeting discussion and interviews.

CivicMoxie summary of initial thoughts for discussion:

- How to brand Hull for the broader regional message – marketing.
- How to improve the partnership with DCR.
- Does the Town want/need a professional economic development coordinator and tourism/ marketing assistance?
- Sustainable business district – Hull has been looking at a BID and an idea to continue exploring to support what you want to do for businesses.
- Developing stories and narratives for visitors. Who are some of your visitor groups?
- How to get those visitors to spend money.
- Traffic and congestion management – so if you get more people, get them walking and alternate ways to get there (ferry or shuttle), especially during peak times.
- How do you solve for transportation and parking issues during peak times – quality of life and experience for residents and visitors?
- Who can coordinate events and space activation? (including DCR in the conversation)
- Wayfinding with urban design strategy for connectivity – public art and outdoor dining in those gaps.
- Using public art and narratives in conjunction with the new Art Walk.
- Hull as a treasure hunt – smaller businesses; etsy; microenterprises and microbusinesses? Temporary kiosks?

#### Comments from meeting participants:

- Findings are fairly consistent with the other planning initiatives over the years in Hull. Well noted that the silent partner takes up a lot of real estate in a prominent area.
- Nice to see a lot of conversations have been validated with the quantitative and qualitative findings.
- Bring more families and the next generation. Year-round programming is important.
- Market is generally April and May to Sept and October – trying to expand the season– especially on online. Try pop-stores – maybe Fall and Spring – to give people a different venue (i.e., Boston)? It would be a different attraction and bring some different folks.
- Programs/ narratives of what to do in Hull - the best seem to be user-generated content, so having actual visitors or high school students basically put together a program for what they'd do if they have time. Professionals can be brought in to take photos, but the stories can be started with locals.
- Balanced marketing – attracting young families while still sort of being a quiet community. The town has diverse assets and amenities – what COULD be marketed? Some residents are nervous that those amenities will be more for the visitors only and less for residents.
- What is it about Hull besides the beaches? There's a great history here – could there be a bike tour with a history connection? We're so close to Boston – ferry away – what is it we could celebrate people and the tourism we can tolerate (based on parking).

- Permitting and outdoor seating – not really issues with the Town, but need clarity with DCR’s process. There needs to be a consistent contact person for the businesses and event organizers to work with at DCR. Friends of Nantasket just beginning to establish a relationship with DCR.
- As a community, we need to come up with a narrative we’re comfortable with. There’s always the issue of balance - yes tourism/ no tourism. Balancing the needs of residents and the reality that we’re a tourist town. Where should I visit? Where can I park? Where do I eat? There was no tourism component in the Unified Plan.
- Digital map – available on smartphones – sort of like a treasure map? Day trips and changes with the seasons – is actually doable. Could it be hosted on the Chamber website?
- The ferries are back, as are the shuttles – the residents know, but do visitors? There’s also the bus from the commuter rail station. Marketing (including on billboards) to advertise daytrips like they do for the Cape but Hull’s even closer?
- Who are our visitors? We think we know, but is there a study of who the visitors actually are? That would help guide the storytelling. We need a market/visitor study. We can look next door to see what’s been successful in neighboring towns, particularly in the off-season.
- Nantasket and Kenberma are two pretty distinct areas with. Kenberma being quieter and don’t know if there’s a story there. Possible overall big picture with some more honed-in specifics for each district.
- A smaller group could talk about calendar of events and draft a skeleton of what that would look like, who would do what, what would be needed, etc.? Chamber has done some of this and has been working on the digital map, and the EDC has tried to take on some of this, i.e., Art Walk, but it’s a capacity issue to carry out events. Did the Town have a portion of hotel tax go for that position? (CM comment – without paid staff, it’s difficult to get the momentum going and then keep up the maintenance.)

# Nantasket-Kenberma Business Area, Hull Phase 1 – Baseline Data Summary Local Rapid Recovery Program

Tuesday, June 29, 2021 via Zoom

Presentation for EDC and Community



# Agenda

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- The Rapid Recovery Plan Program
- Diagnostics Summary
- Preliminary List of Possible Projects
- Let's Talk!
- Next Steps

# The Rapid Recovery Program



# What is the Rapid Recovery Plan Program (RRP)?

**A planning grant program offered by the Massachusetts Department of Housing and Community Development (DHCD)**

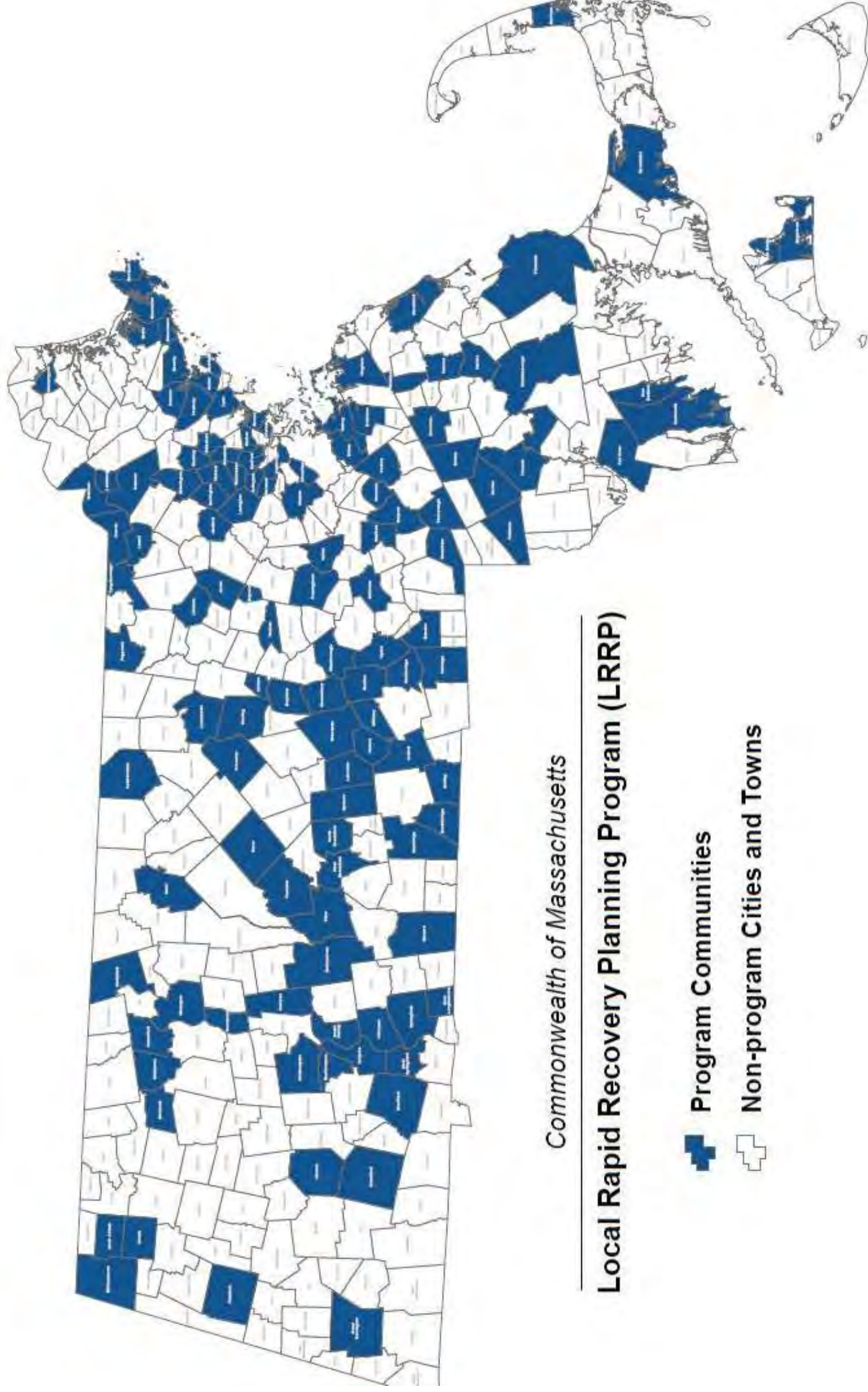
**Goal:** To develop ***actionable, project-based recovery plans*** tailored to the unique economic challenges and COVID-19 related impacts to downtowns and commercial areas.

- Collect primary data to measure COVID-19 impacts on the local business community.
- Create data-driven plans to aid COVID-19 recovery efforts.
- Develop short, medium and long-term recovery goals and a list of projects.

**Program website:** [Rapid Recovery Plan \(RRP\) Program | Mass.gov](https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program)



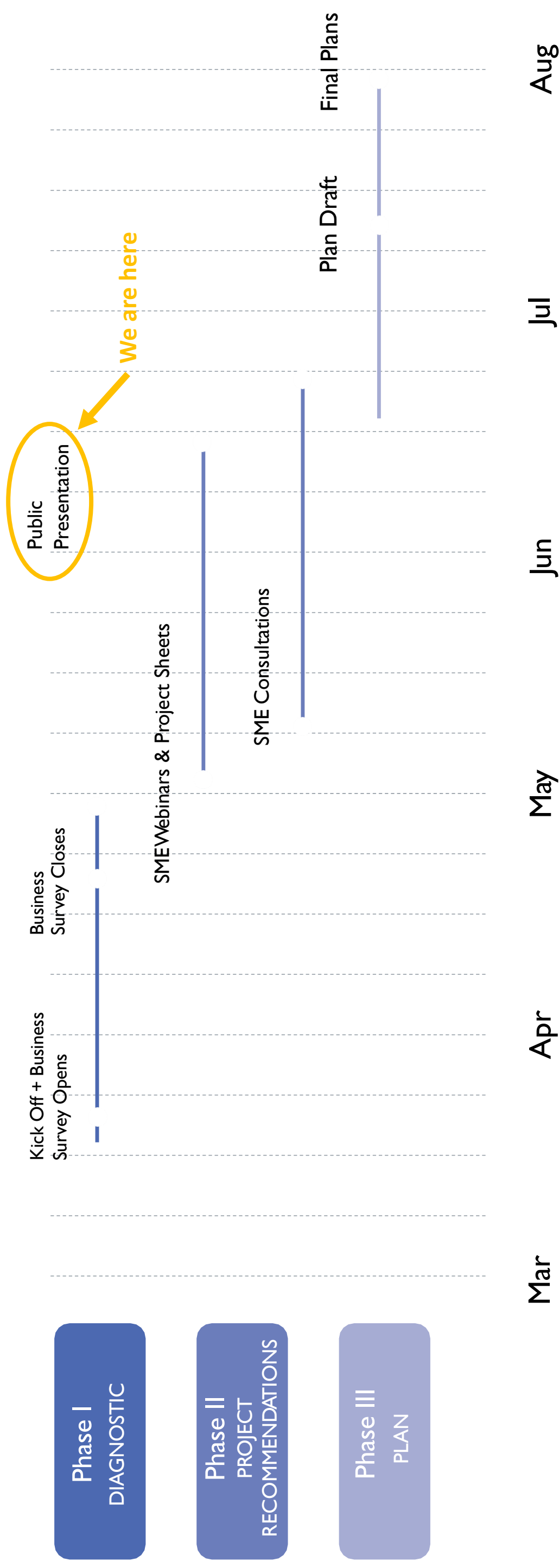
# Participating Communities



# Nantasket- Kenberma Business Area



# PLANNING SCHEDULE



# Purpose of this Meeting



- Highlight key baseline data/ diagnostics (summary of quantitative and qualitative)
- Review initial priorities
- Discuss draft list of possible projects with you
- Next Steps

# Plan Diagnostics/Data Categories



## Physical Environment

Public Realm  
Private Realm  
Access + Visibility



## Market Information

Trends  
Consumer Profiles  
Demand



## Business Environment

Anchors/Destinations  
Asset Mix  
Nodes/Clusters

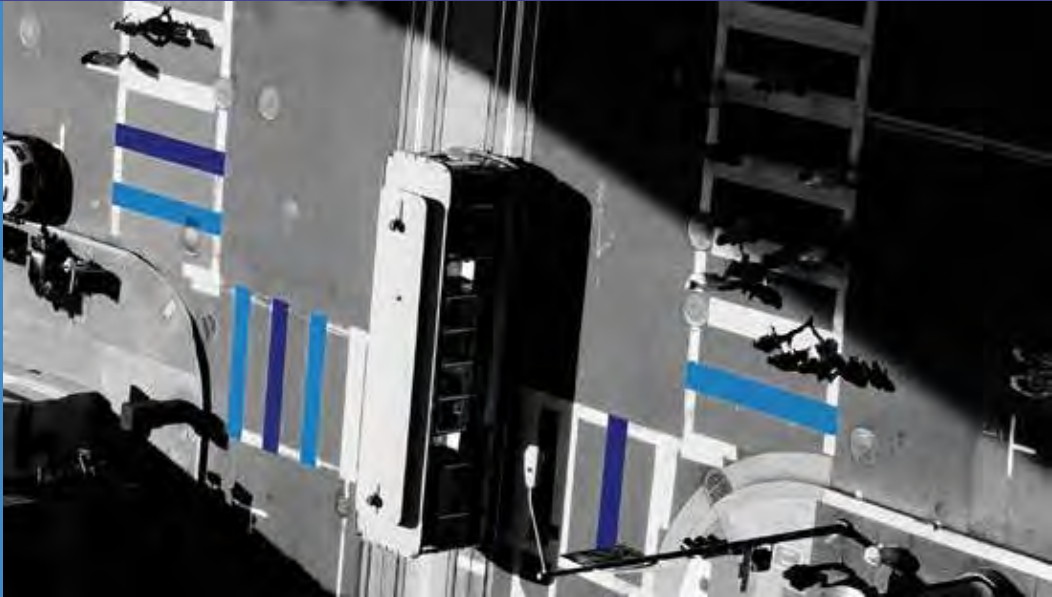


## Administrative Capacity

Partners  
Funding  
Regulations/Zoning



PHYSICAL  
ENVIRONMENT



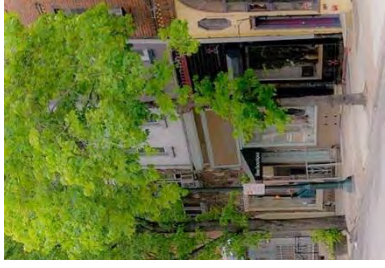
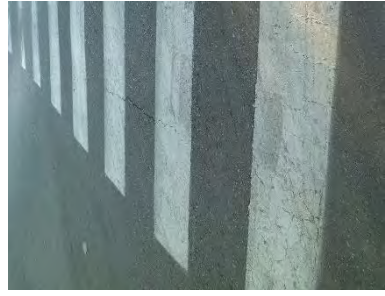
# Diagnosics Summary: Physical Environment

# Physical Environment Elements

## Physical Elements are separated into two categories:

Public Realm and Private Realm

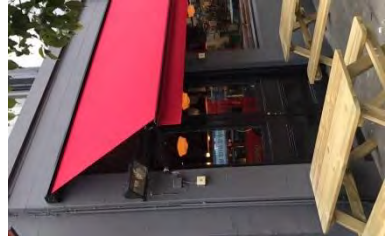
### Public Realm Elements:



*Examples (not the study area)*

- Sidewalks
- Street Trees and Benches
- Lighting
- Wayfinding/ Signage
- Roadbed/ Crosswalks

### Private Realm Elements:



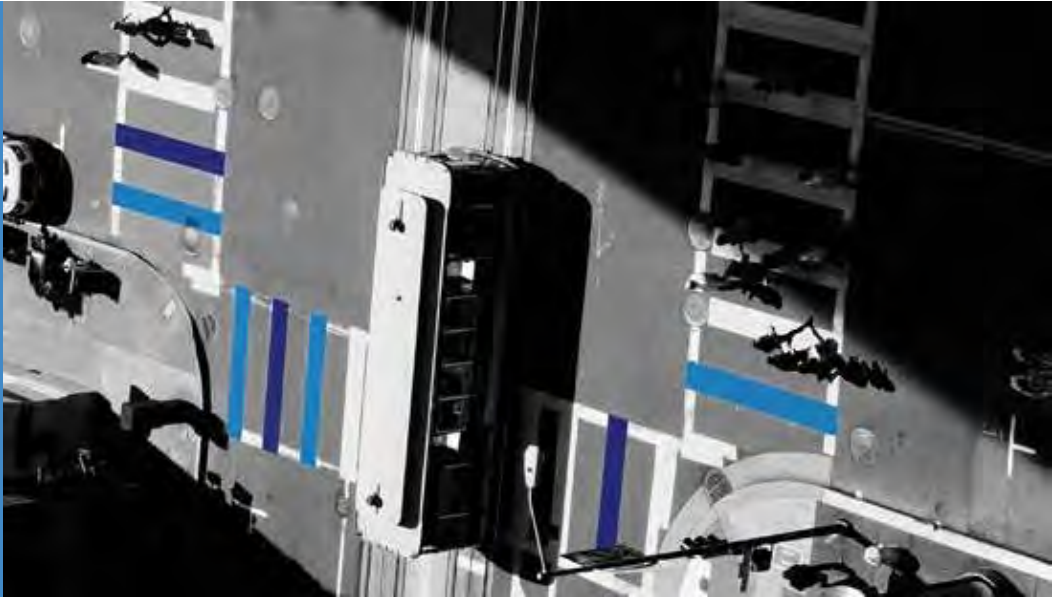
*Examples (not the study area)*

- Windows
- Outdoor Display/ Dining
- Signage
- Awnings
- Façade



PHYSICAL  
ENVIRONMENT

# Public Realm





# Element: Sidewalks

**Guiding Principle:** Sidewalks should be wide enough to accommodate both the flow of customers and spillover retail/dining activity. In addition, sidewalks should be clean and well-maintained to ensure the safety and comfort of pedestrians.



**Nantasket-Kenberma Business Area's Average Rating**

**A**

More than 75% of sidewalks in the study area are cleaned, well-maintained and accessible to multiple users across different ages and abilities.

**B**

About 50% of sidewalks in the study area are cleaned and well-maintained.

**C**

More than 25% of sidewalks in the study area pose challenges to the pedestrian experience (including narrow sidewalks and lack of cleanliness/maintenance).

**F**

There are no sidewalks in the study area.

# Element: Street Trees and Benches

**Guiding Principle:** Sidewalks should facilitate a variety of activities, including resting, people-watching and socializing. Street trees and benches are key amenities that support such activities and should be made available without disrupting the flow of pedestrians.



**A**

Street trees and benches are readily available throughout the study area. They are well-designed, well-maintained, and offer shade and comfort to pedestrians.



**B**

Although street trees and benches are available, these amenities have not been cleaned or well-maintained, and require improvements.

**C**

Limited availability of street trees and benches creating uncomfortable pedestrian experience.



**F**

There are no street trees and benches in the study area.

**Nantasket-Kenberma Business Area's Average Rating**

# Element: Lighting

**Guiding Principle:** Street lighting improves pedestrian visibility and personal safety, as well as aids in geographic orientation.



**Nantasket-Kenberma Business Area's Average Rating**

**A**

**More than 75% of the study area utilizes a range of lighting strategies to ensure safety of pedestrians and motorists, as well as highlight the identity and history of the area.**



**B**

**About 50% of the study area is serviced by street lighting that supports pedestrian visibility and safety.**



**C**

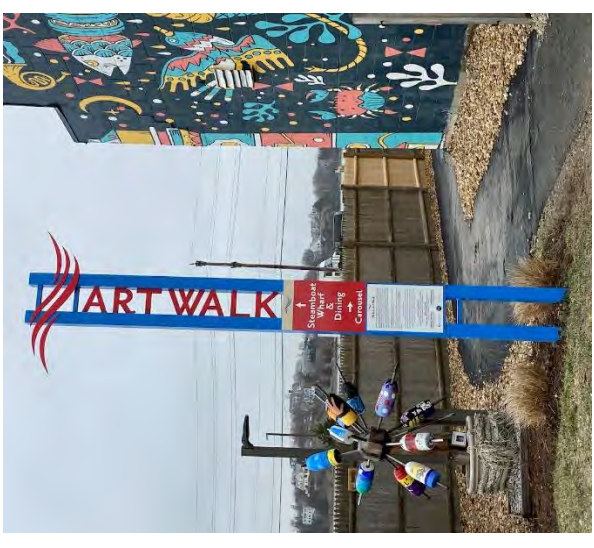
**Street lighting on the primary street in the study area does not support pedestrian visibility and safety.**

**F**

**There is no street lighting in the study area.**

# Element: Wayfinding/ Signage

**Guiding Principle:** A wayfinding system supports overall accessibility of a commercial district. It benefits pedestrians and bicyclists and directs motorists to park and walk. Without clear visual cues, customers may find it difficult to park or may be less aware of local offerings.



**Nantasket-Kenberma Business Area's Average Rating**

**A**

There is a comprehensive and cohesive wayfinding system that offers geographic orientation to pedestrians, cyclists, and motorists. Signage reflects brand/identity.

**B**

Wayfinding in the study area is primarily geared towards directing cars. There is limited signage to identify key assets and destinations to pedestrians.

**C**

Limited to no signage available throughout the study area.

**F**

There is no wayfinding/signage in the study area.

# Element: Roadbed/ Crosswalks

**Guiding Principle:** Roads should be well- maintained to ensure safety of drivers and pedestrians. Crosswalks that are unsafe or inconvenient to customers may undermine accessibility between stores and overall shopper experience.



**A**

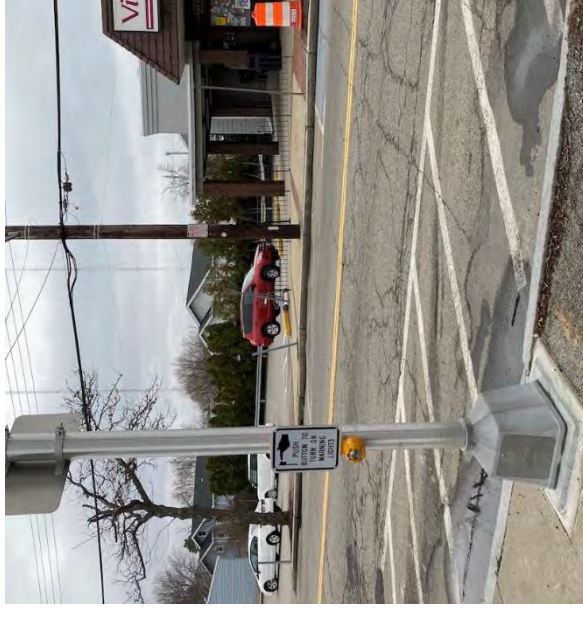
**Nantasket-  
Kenberma Business  
Area's Average  
Rating**

Roads are designed to balance the needs of motorists, cyclists, and pedestrians and create a safe environment for all users.



**B**

Roads are designed primarily to move motor vehicles across the study area efficiently, with limited crosswalks for pedestrians.



**C**

Roads are hazardous to all users.

**F**

The study area is not connected by any major roads.

# Public Realm Key Takeaways

## Grades for Public Realm Elements are an average for the entire District

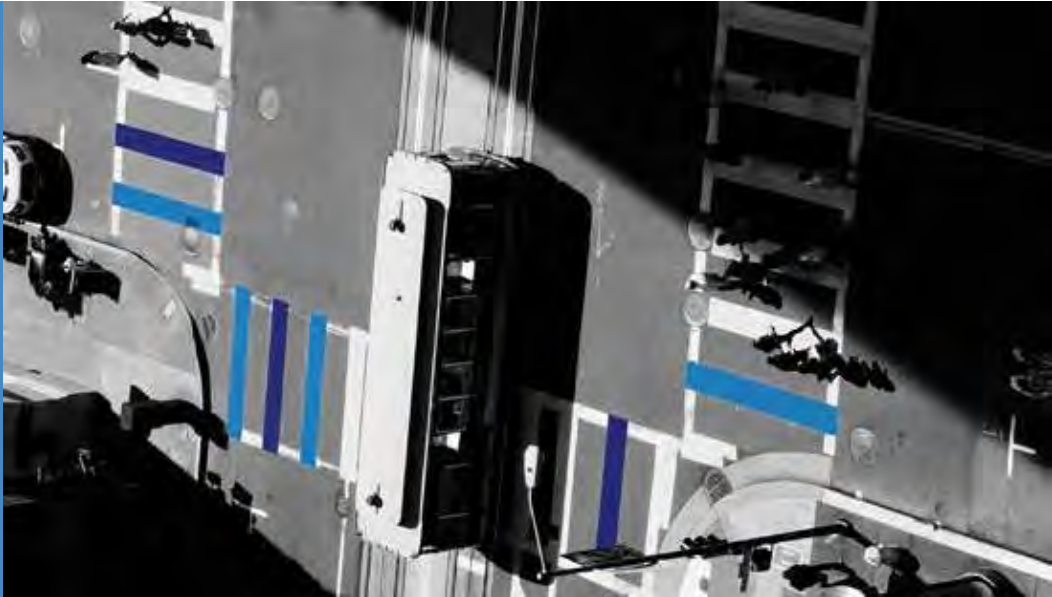
### Takeaways:

- Sidewalk conditions varied widely throughout the district with varying widths, materials, and design with a large portion DRC-owned.
- There are sufficient benches and trashcans within portions of the district, but there are also stretches without pedestrian amenities.
- There are some wayfinding and directional signs in the district but no clear gateway markers or maps highlighting either Nantasket or Kenberma businesses.
- Permanent visible signs for Nantasket Beach and parking would assist visitors year-round.



PHYSICAL  
ENVIRONMENT

# Private Realm



# Element: Windows

**Guiding Principle:** Storefronts that maintain a minimum of 70% transparency ensure clear lines of sight between the business and the sidewalk to enhance attractiveness of storefront, as well as improve safety for the business, customers, and pedestrians.



**A**

**Nantasket-  
Kenberma Business  
Area's Average  
Rating**

**More than 75% of  
storefronts maintain  
windows with at least  
70% transparency.**



**B**

**About 50% of  
storefront windows  
maintain windows  
with at least 70%  
transparency.**



**C**

**More than 25% of  
storefronts have  
windows with limited  
transparency.**

**F**

**All storefronts are  
boarded up and/or  
have limited  
transparency.**



# Element: Outdoor Display/ Dining

**Guiding Principle:** Attractive window displays and spillover retail/restaurant activity on sidewalks or adjacent parking spaces can help contribute to overall district vibrancy.



## Nantasket-Kenberma Business Area's Average Rating

**A**

More than 75% of storefronts feature an attractive window display and/or spillover merchandise and dining areas that align with the brand and identity of the district.

**B**

About 50% of storefronts maintain an attractive window display with limited spillover merchandise and/or dining areas.

**C**

More than 25% of storefronts have spillover merchandise display and outdoor dining that pose challenges to the pedestrian experience.

**F**

There is no spillover retail/restaurant activity in the district.

# Element: Signage

**Guiding Principle:** Signage can help customers identify the location of storefronts and businesses from a distance. Signage should also reflect the visual brand and identity of tenants to help attract new customers.



**A**  
Nantasket-  
Kenberma Business  
Area's Average  
Rating

**More than 75% of storefront signs reflect the unique brand identity of tenants and can be easily seen from more than 10 ft distance.**



**B**  
About 50% of storefronts have clear signage that reflect basic business information and can easily be seen from adjacent sidewalks

**About 50% of storefronts have clear signage that reflect basic business information and can easily be seen from adjacent sidewalks**



**C**  
More than 25% of storefronts have signage that does not communicate names of business or types of products/services being offered.

**More than 25% of storefronts have signage that does not communicate names of business or types of products/services being offered.**

**F**  
Storefronts in the study area do not have signage.

**Storefronts in the study area do not have signage.**

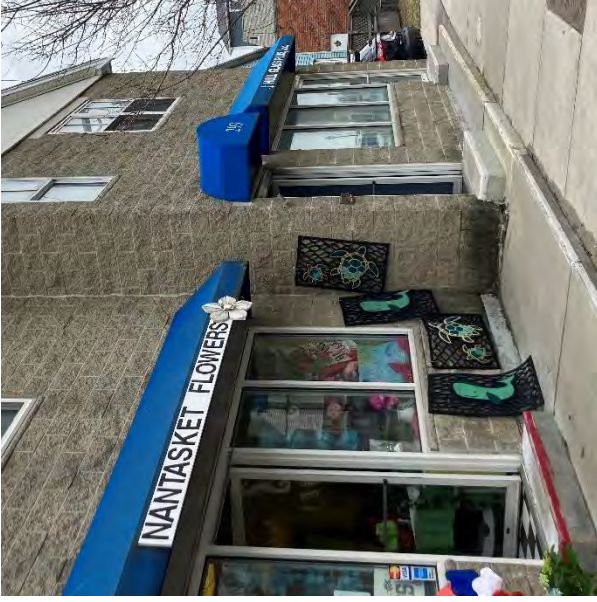
# Element: Awnings

**Guiding Principle:** Awnings can provide shade during warmer months, enabling comfortable outdoor dining arrangements for customers. However, they must be well-maintained and designed in coordination with other elements of the storefront.



**A**

More than 75% of properties in the study area have retractable awnings that have been well-maintained and cleaned.



**B**

About 50% of properties in the study area have functioning awnings that have been well-maintained and cleaned.



**F**

Storefronts in the study area are not equipped with awnings.

**C**

More than 25% of properties in the study area do not have awnings and/or have awnings that are unusable or have not been cleaned and maintained.

**Nantasket-Kenberma Business Area's Average Rating**

# Element: Façade

**Guiding Principle:** Storefronts that use high-quality and durable building materials, as well as paint and color to differentiate from other businesses, can dramatically improve the appearance of the commercial district to potential customers.



## Nantasket-Kenberma Business Area's Average Rating

**A** Storefronts that use high-quality materials, and paint and color to differentiate from other businesses, can dramatically improve the appearance of the commercial district.

**B** Most properties have clean and well-maintained façades, but at least one significant property requiring structural façade improvements.

**C** More than 25% of properties require significant building façades improvements, including power washing, painting, and structural enhancements.

**F** All properties in the study area require significant façade improvements.

# Element: Lighting

**Guiding Principle:** Storefront interior lighting after business hours help enliven the corridor and boost security on the street.



**Nantasket-  
Kenberma Business  
Area's Average  
Rating**

**A**

**More than 75% of storefronts have lighting that help illuminate sidewalks.**

**B**

**About 50% of storefronts have some interior lighting that help illuminate sidewalks.**

**C**

**More than 25% of storefronts do not have lighting.**

**F**

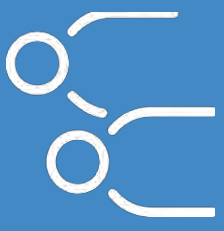
**All storefronts in the study area are shuttered and dark at night.**

# Private Realm Key Takeaways

**Grades for Private Realm Elements for many individual buildings were higher than the average for the entire District**

## **Takeaways:**

- Most of the storefronts maintained very good visibility into their businesses with clear signage and appropriate lighting.
- The amount of outdoor dining opportunities varied throughout the district – often due to sidewalk constraints or constraints on using DCR-owned open space.
- While most facades of commercial buildings were in very good condition, some were notably more worn and would benefit from renovation.

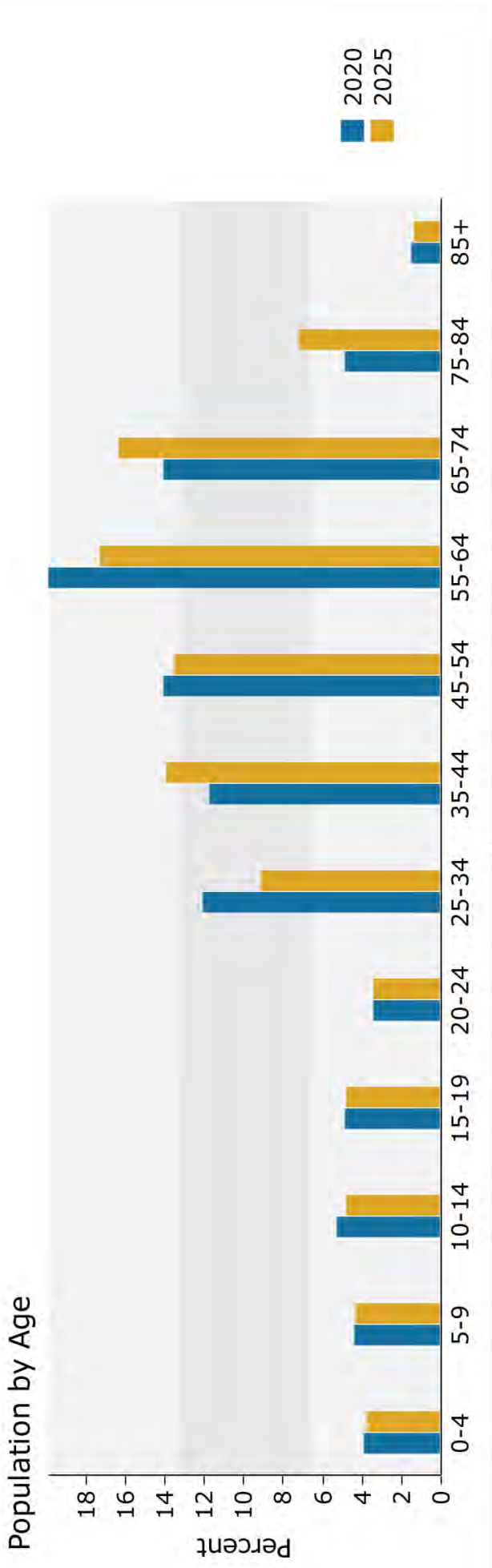


CUSTOMER  
BASE

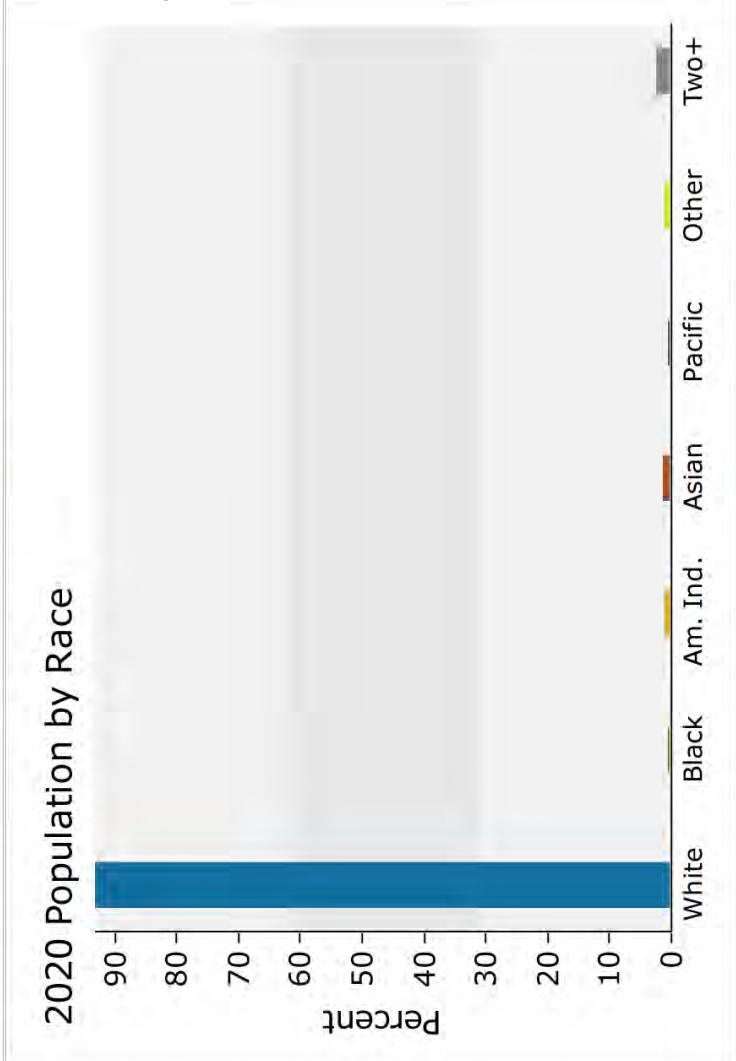
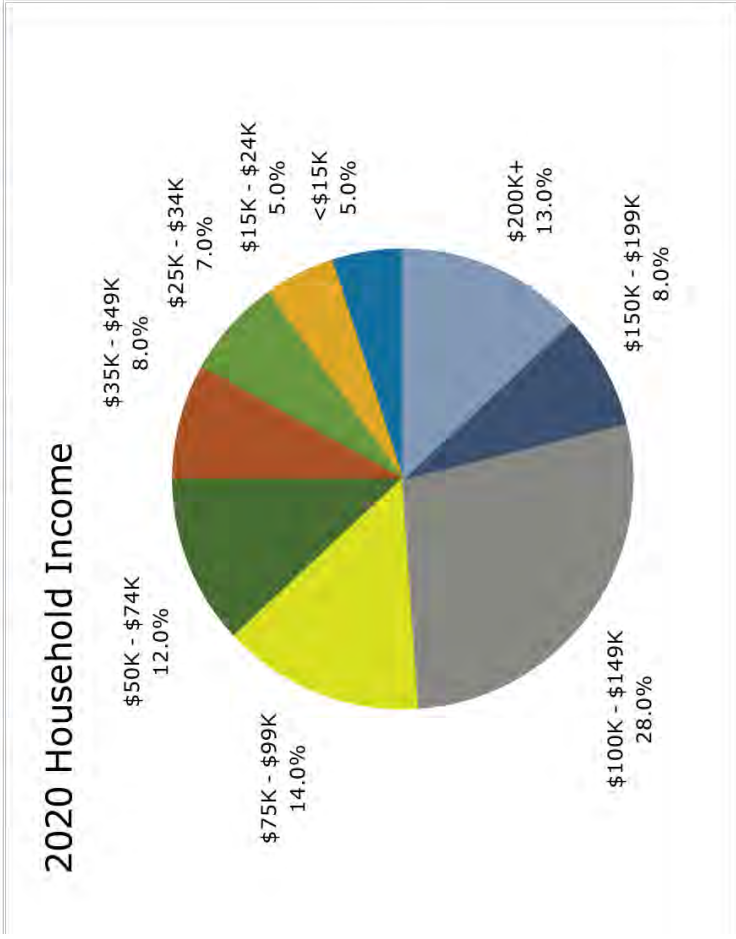


# Diagnostics Summary: Market Information

# Demographics Summary Highlights (Study Area) (ESRI Business Analyst Projections)



- Largest % age cohorts are 55-64 years, 45-54 years, and 65-74 years.
- Projected 2025 population % increases for 65-74 years, 35-44 years, and 75-84 years.



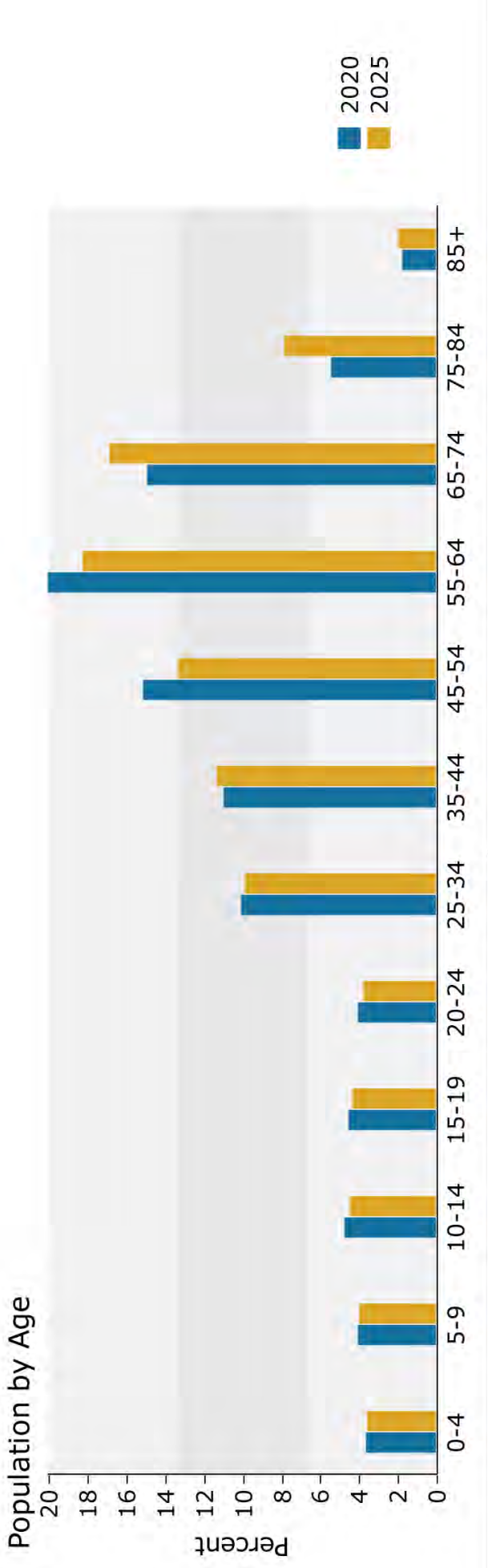
- Approximately 36% of Households have annual incomes \$100,000-\$199,000.

2020 Percent Hispanic Origin: 2.9%

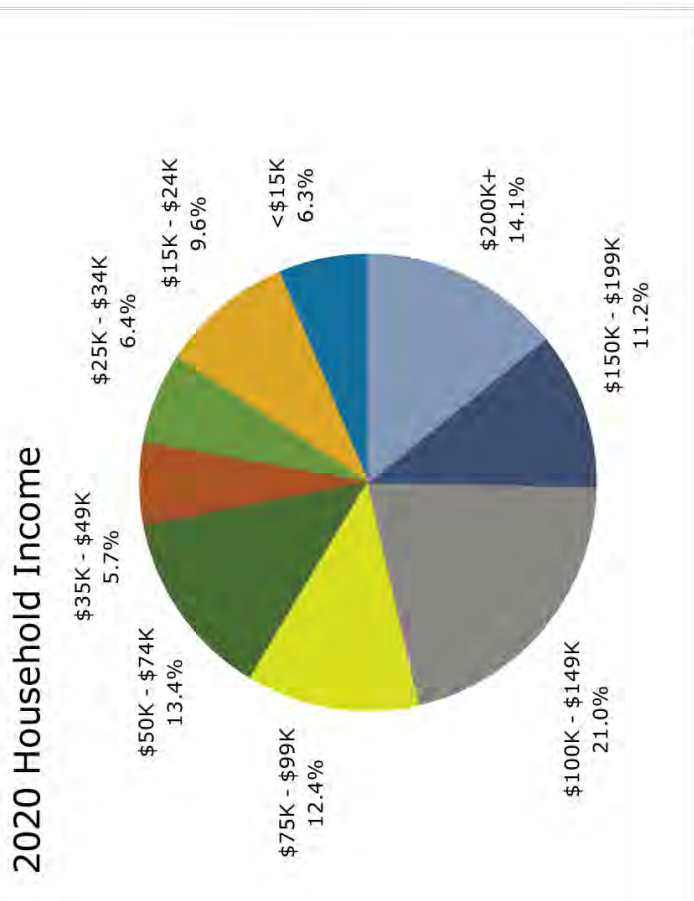
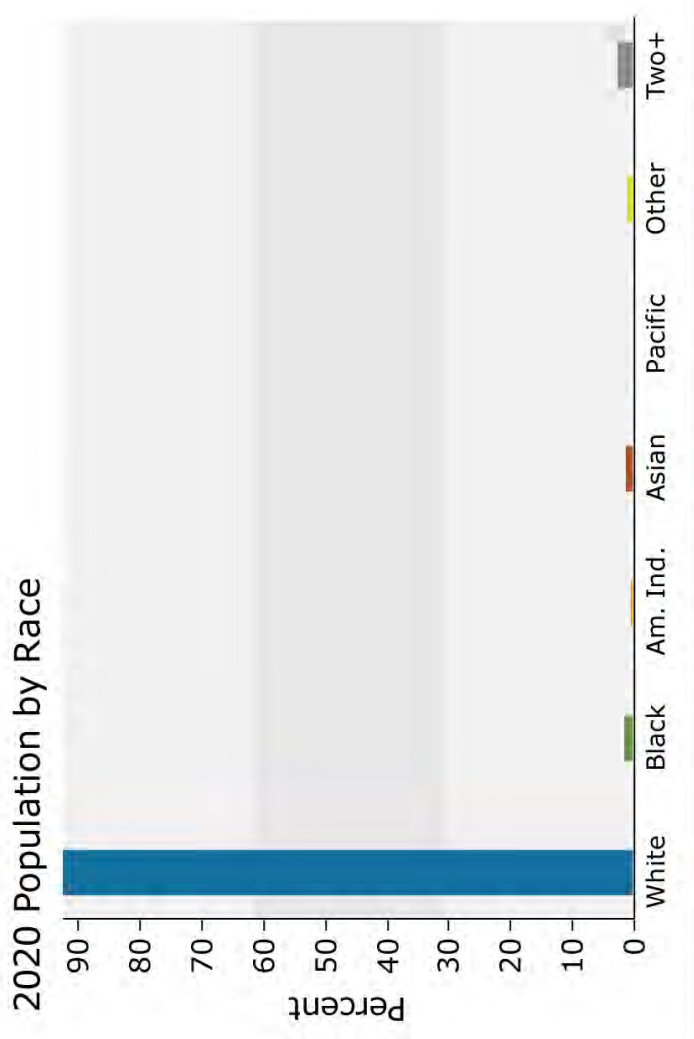


# Demographics Summary Highlights (Townwide)

## (ESRI Business Analyst Projections)



- Townwide % population by age cohorts similar to Study Area.
- Approximately 32% of Households have annual incomes \$100,000-\$199,000.



Total Population: **10,657**  
 # of Households: **4,778**  
 # of Families: **2,706**  
 Median Income: **\$91,005**  
 Median Age: **50.5**  
 Labor Force: **6,503**  
 Employed: **5,422**



BUSINESS  
ENVIRONMENT

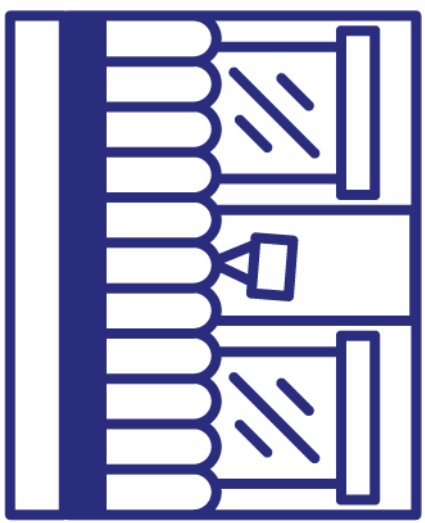


# Diagnostics Summary: Business Environment

\$20/SF

# Study Area Businesses

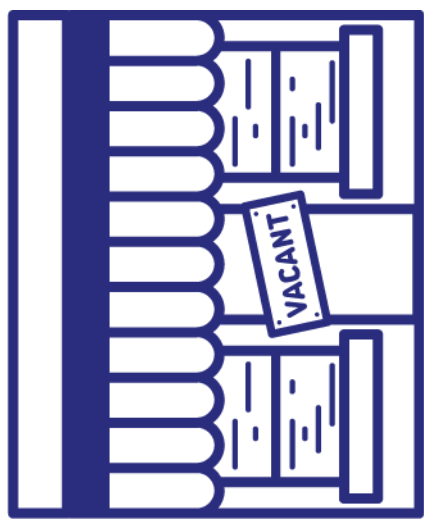
(From Spring 2021 site survey and survey data)



**95**  
Businesses  
in Study Area

**\$20 / SF**  
Average Asking Rent  
Ground Floor Retail /  
Office Space

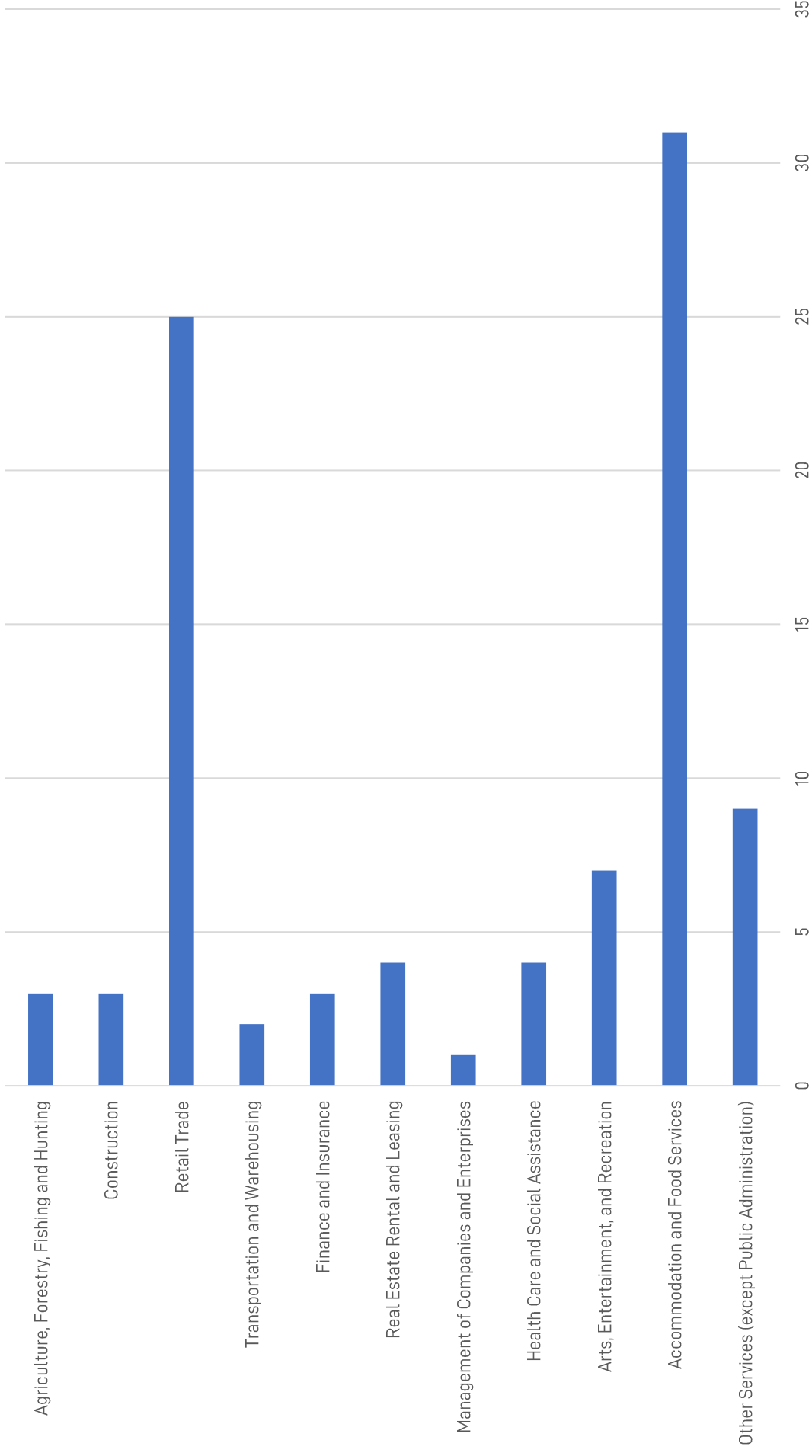
(from CoStar and/or interview)



**15**  
Vacant Storefronts  
(from site survey)

# Study Area Business Mix

## Number of Businesses by NAICS Category

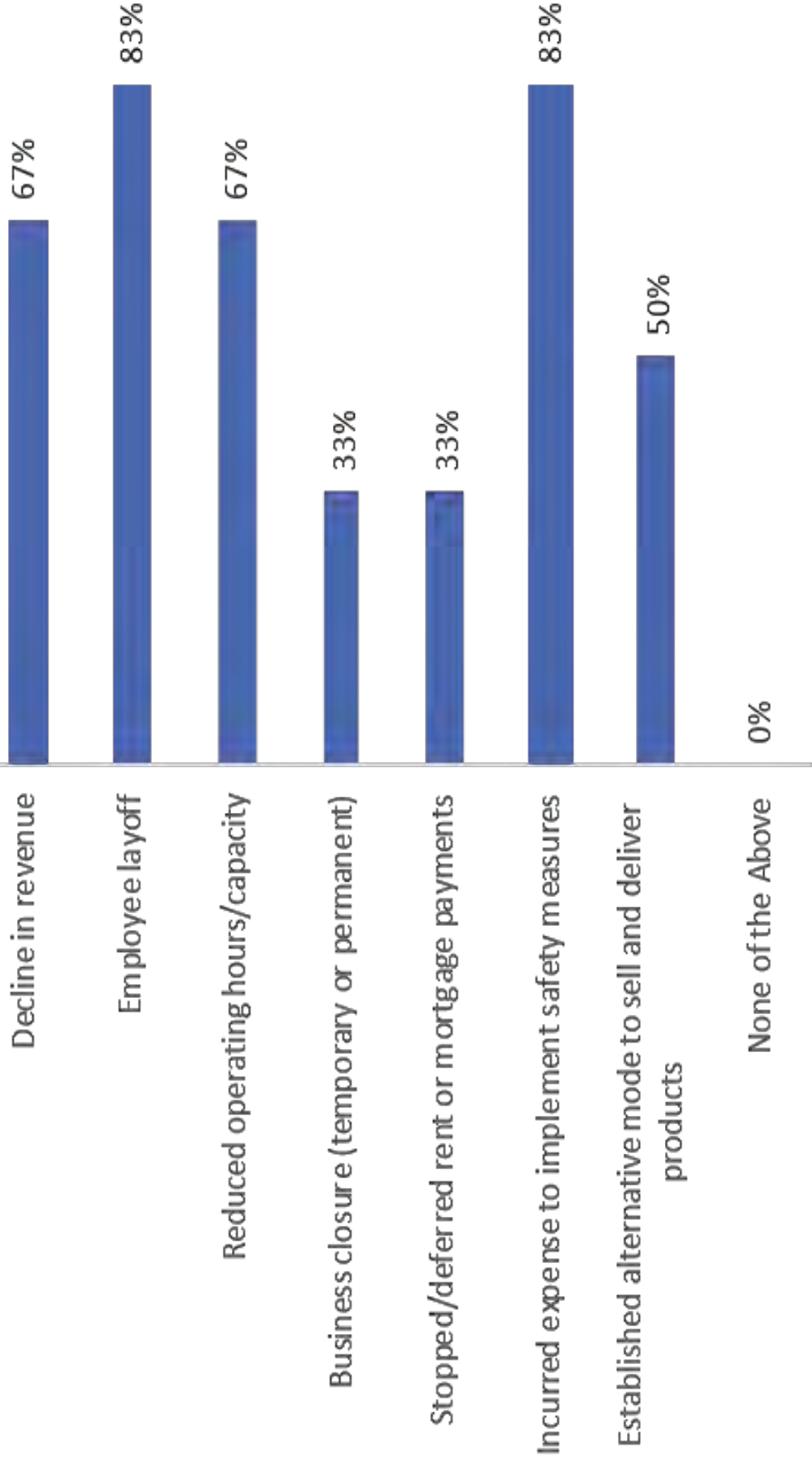


Top two business types are, by far, Accommodations and Food Services; Retail Trade

# Study Area Business Status

## Highlights from DHCD March – April 2021 Business Survey Report for Nantasket-Kenberma Business Area, Hull (6 responses to the survey\*)

### COVID Impacts Reported by Businesses



- 50% of businesses had revenue decline by 25% or more in 2020 from 2019.
- 83% of respondents rent their space.
- 50% of businesses are microenterprises ( $\leq 5$  employees).

■ % of Businesses

(\*Note - very small sample size from survey)

# Study Area Business Feedback

## Highlights from DHCD March – April 2021 Business Survey\* Report for Nantasket-Kenberma Business Area, Hull and May 25, 2021 EDC Meeting

### Key Takeaways

- Major concerns about lack of coordination; many efforts but they don't add up to overall theme, focus, impact
- Desire to consolidate event and business planning and marketing efforts so that everyone can take advantage of day-use and special events.
- General upkeep and maintenance of beach area needs to be addressed – trash, sidewalk condition, day-use management, live updates.
- Desire for aggressive marketing and branding of Hull to the rest of the Greater Boston Area; lacking digital marketing, good signage, compelling narrative about Hull
- Major landowner in Nantasket Beach area is not at table as a collaborative partner: emphasize, clarify, and strengthen relationship with DCR in day-use management, permitting, and promotion.

*(\*Note - very small sample size of 6 from survey)*

# Study Area Business Feedback

## Highlights from DHCD March – April 2021 Business Survey\* Report for Nantasket-Kenberma Business Area, Hull and May 25, 2021 EDC Meeting

### Key Takeaways

- Desire to continue the good communication (town-businesses) and collaboration established during Covid.
- No funded tourism position; desire for professional effort to assist businesses.
- Need strategies for off-season marketing and vibrancy.
- Parking and traffic congestion in high tourist-season is needed – parking areas don't match where high-demand beach areas are.
- Culture of “BYOB” for beach goers provides congestion, parking shortage, trash, with very few sales for local shops and restaurants.

*(\*Note - very small sample size of 6 from survey)*

# Study Area Business Feedback

## Highlights from DHCD March – April 2021 Business Survey\* Report for Nantasket-Kenberma Business Area, Hull and May 25, 2021 EDC Meeting

### Key Takeaways

#### Concerns:

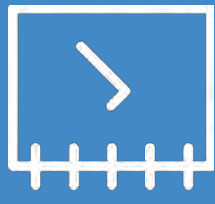
- Maintenance of beach, visitor trash, general conditions of sidewalks and parking; poor image

### Respondents' Thoughts on Strategies for Improvement... (important/very important)

- 83% to add more cultural events/ activities.
- 83% to implement marketing strategies for the district.
- 83% for more recruitment programs to attract additional businesses.
- 80% to improve public spaces and seating.
- 80% for more opportunities for outdoor dining/selling.
- 67% to improve streetscape and sidewalks; to change parking availability/management.

*(\*Note - very small sample size of 6 from survey)*





ADMIN  
CAPACITY



# Diagnosics Summary: Administrative Capacity

# Administrative Capacity

## Local Entities Directly Involved in RRP Application and Plan:

- Town of Hull, Economic Development Committee (EDC)
- Hull Nantasket Chamber of Commerce

## Issues or gaps we heard:

- Need for improved relationship between the Town and Mass. Department of Conservation and Recreation (DCR).
- Collaboration between Economic Development Committee and Chamber of Commerce.
- Clear process for permits – particularly for temporary use of Town property for temporary outdoor seating or events.
- No professional staff supporting tourism and event programming coordination and marketing.



# Review Initial Priorities



# Several Priorities from RRP Application

## 1<sup>st</sup> Priority

Short-Term

Assist businesses to safely reopen to maximize the critical summer season

Restart pre-COVID momentum for positive change with new business development, housing diversity, and visual and quality of life improvements

Mid/Long-Term

## 2<sup>nd</sup> Priority

Support a marketing effort to promote the area and local businesses

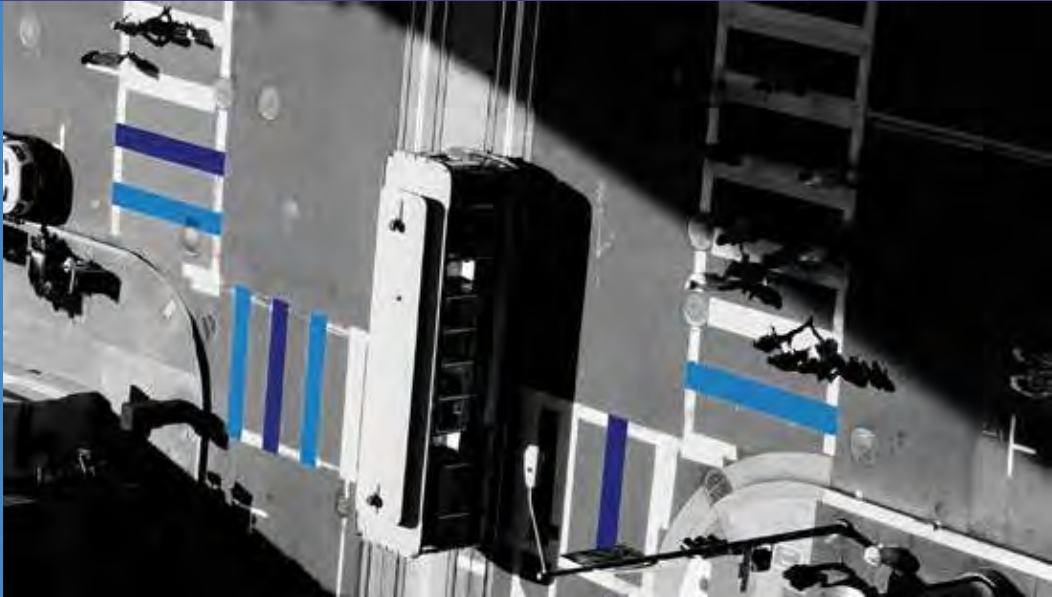
Create a more resilient business community

## 3<sup>rd</sup> Priority

Clarify process and options for holding events on Town property and expand the season with additional placemaking efforts

Strengthen the electric grid and wifi services for residents and remote workers

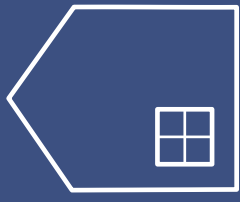
# Draft List of Possible Projects



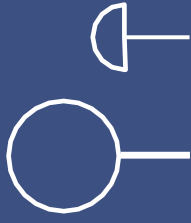
# Our Big Picture Takeaway

- Treat the Nantasket Beach and Kenberma areas as two distinct districts.
- Focus on public realm, space activation and art to draw beach goers to shops/dining, and encourage pedestrian activity.
- Collaboration with DCR is critical.
- Resources and sustainable framework are both needed to fund programming and marketing (BID?).
- Opportunities to develop “stories” or narratives for visitors to the districts – history, beach, natural environment...
- Must solve for transportation to attract more of a market share at peak times.
- Coordinated strategy needed for events, art, and public space activation – district is very long and has a silent partner/landowner – piecemeal strategies won’t work. Need to think big.
- Strategize to think about a finely grained (small footprint) approach to retail – building footprints a mismatch in some cases for image of seaside town.

# Recommended Project Categories



Public Realm



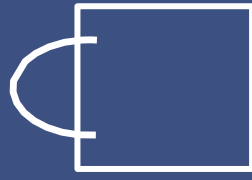
Private Realm



Revenue & Sales



Admin Capacity



Tenant Mix



Cultural/Arts

+ OTHERS

# Possible Projects to Consider

## Possible projects listed by main category and priority

(Short-term / Mid-Long-term)



### Public Realm:

- **Wayfinding:**
  - Add highly visible signage using the new branding, including gateway signage, branding signage, directional signage, and parking signage.
  - Create digital and physical map of destinations, businesses, and parking for both Nantasket and Kenberma areas.
- Develop an urban design strategy for visual cues to pull the business areas together (with some differentiation) – possibly some coordinated streetscape, such as color-coordinated seating and coordinated outdoor dining/retail spaces to also improve the pedestrian experience.
- Develop a coordinated parking strategy with clear signage for public (DCR and Town) parking lots; meters (and where needed, time limits) in key areas for business customers; areas for pick-up and drop-off of visitors and for business take-out.
- Continue implementing the two-way road study recommendations.



# Possible Projects to Consider



## Private Realm:

- **Work with new building owner of former aquarium about the exterior of their building and possible artwork/ mural/ signage to create a visual gateway to Nantasket Beach.**



## Revenue & Sales:

- **Marketing:**
  - **Add a “Visitor” page on the Town’s website for parking and “things to do” – could be a new EDC page; separate visitor page and links to Chamber or Trip Advisor. Chamber of Commerce website needs to be consistently updated.**
  - **Develop compelling narratives for varied interests and market a “half-day” or “day trip” to Hull – highlight history, natural areas, etc., beyond the beach.**

- **Note: many businesses are having difficulties finding staff – issue of funding for rehiring/living wage is a major impediment.**

# Possible Projects to Consider



## Admin Capacity:

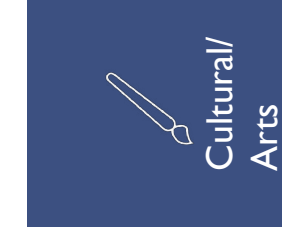
- **Increase Economic Development Committee and Town capacity to coordinate and work with businesses and Hull Nantasket Chamber of Commerce.**
- **Establish a clear permitting process both for business operations, outdoor Town-owned property use for outdoor dining/ retail and events, and for new businesses. Also, clarify department in charge of maintaining list of available Town-owned spaces for temporary uses and events and scheduling.**
- **Improve collaboration/ cooperation between Town, DRC, and businesses; clarify/streamline DCR permitting for use of DCR sidewalks and space for outdoor dining/ retail and events.**
- **Explore capacity and possibility of a Business Improvement District (with participation of DCR) – underway by Town.**

# Possible Projects to Consider



## Tenant Mix:

- Work with property owners/managers to actively recruit businesses that fit into smaller concessions-type shops (fish and chips, sushi, arts and crafts, glass...mixture of local and regional) and beach necessities.
- Develop branded kiosks and weekend market areas for small local businesses and regional crafters/artisans to expand retail offerings and fill in gaps in district.
- Support/ create opportunities for local, micro business. (possible example - Boston's Cottage farm food program (can cook at home and sell it))



## Cultural/ Arts:

- Complete Art walk with proper pedestrian connectivity and marketing.
- Use public realm art to direct visitors to shops and restaurants, encourage pedestrian activity.
- Comprehensive calendar of Town, private, and DCR programming – what cultural and arts-related programming and where.

# Available SME Consultations

## Public Realm

- Public Space Transformation (Parking, Biking, Sidewalks, Streets)
- Finding Opportunities in Overlooked Spaces
- “Outside the box” approaches to using public space
- How Branding and Wayfinding can be a Key Part of Covid-19 Commercial Reawakening

## Private Realm

- Connecting with Customers: Using Your Storefront, Display Windows & Signs to Increase Business

## Revenue and Sales

- Laws of Attraction: Marketing, Programming, and Interactive Strategies to Bring People (back) Downtown during COVID-19

## Administrative Capacity

- Downtown Organizations - How Downtown Organizations Mobilize a Pandemic Response & Recovery
- Overcoming Zoning/Permitting/Licensing Hurdles

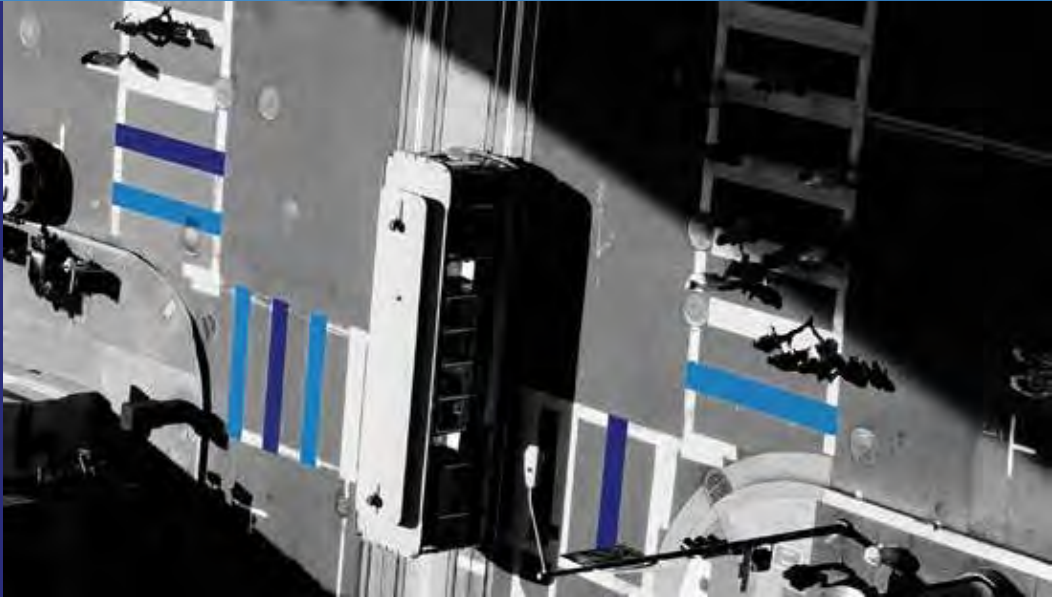
## Tenant Mix

- Small Business Technical Assistance and Beyond: Helping Small Businesses Stabilize and Grow in the Face of COVID-19
- Post COVID-19 Restaurant Survival: Key Technologies, Strategies and Best Practices
- Culturally-relevant Approaches: Embedding Racial and Equity Lenses to Ensure Inclusive Economic Growth within Commercial Areas Impacted by the COVID-19 Pandemic

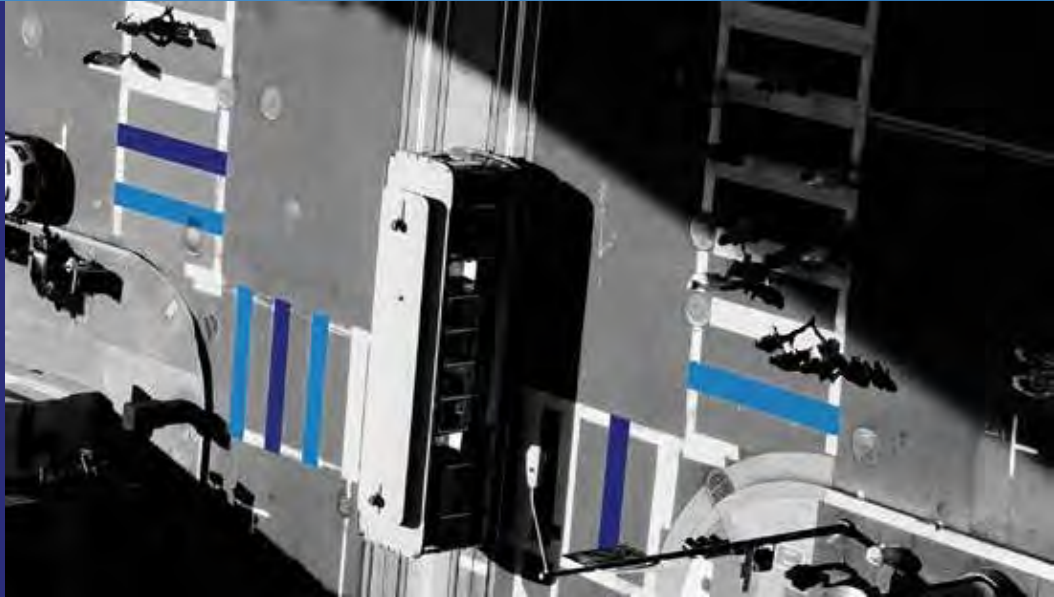
## Cultural/Arts

- Community Resilience: COVID-19 Impacts and Re-partnering Arts + Culture to Main Street

# Let's Talk!



# Next Steps

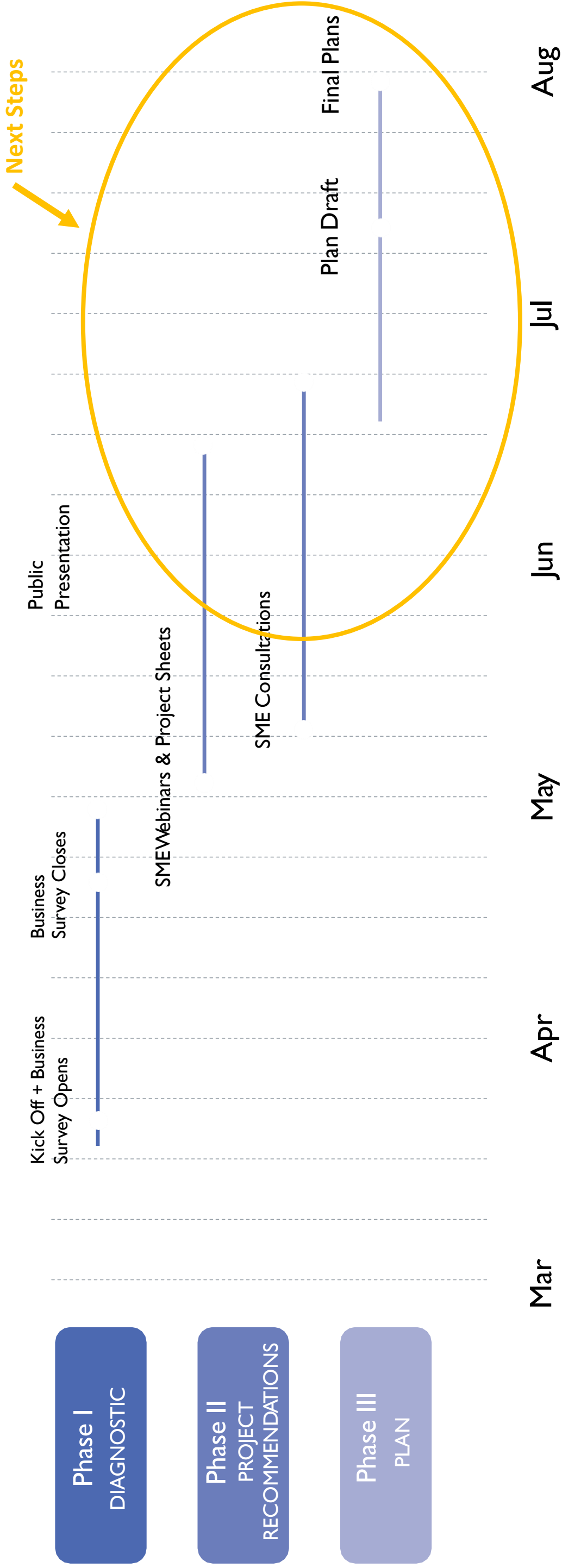


## Narrow down Draft Projects List

Refine Possible Projects – with best practices, case studies, and assistance from Subject Matter Experts

## Draft Plan with Refined Draft Projects

## Finalize Plan with Recommended Projects



# Thank You!

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Town of Hull  
CivicMoxie, LLC



# **Nantasket-Kenberma Business Area LRRP Update Meeting Notes**

## **Economic Development Committee Meeting**

**September 14, 2021, 6:30 – 8:00PM**

### **Via Zoom**

Participants: Chris Dilorio, Jennifer Berardi-Constable, Donna Pursel, Bill Smyth, Erin Waldner, Steve White

CivicMoxie Team: Susan Silberberg

Subject Matter Experts: Amelia Casey (Stantec), Jason Schrieber (Stantec), Denise Robidoux (Goman+York)

### **RRP Agenda**

- Overview of State's Rapid Recovery Plan Program
- Meet with SMEs (subject matter experts) in Parking/Transportation and Marketing to discuss needs and their initial ideas
- Review other projects in Plan
- Discuss schedule for delivery of Plan

### **Summary Notes**

CivicMoxie provided brief overview of the Department of Housing and Community Development's Massachusetts Downtown Initiative's (MDI) statewide Local Rapid Recovery Program and where the process stands. For two of the following Project Recommendations, CivicMoxie was able to bring in Subject Matter Experts (SMEs), specifically for transportation/parking expertise and coordinated marketing efforts. (See PDF of presentation)

### **List of Project Recommendations**

- Create and execute a coordinated marketing strategy for the businesses in the Nantasket Beach and Kenberma commercial areas.
- Create a public space and public art plan that connects the district and creates multiple destinations to draw visitors throughout the commercial area.
- Pilot events and pop-up opportunities to broaden the visitor base during high season and to expand the appeal of the district during the shoulder and off-seasons.
- Implement a coordinated parking and transportation strategy to increase the visitor capacity of the commercial district and enhance customer and resident experience.
- Improve the permitting process for outdoor dining/seating and retail and events on public property and privately-owned spaces, including DCR-owned property.
- Create sustainable business support, events management, and marketing for the district.

## Summary of Discussion

### Better parking management and access – SME discussion

- Town is on its own right now. DCR communication around parking doesn't really exist.
- Businesses wanted to be able to purchase vouchers from DCR for parking, but DCR has never responded.
- There are no meters on Nantasket Avenue, which is controlled by DCR (even though MassDot has taken over many DCR roads, DCR still maintains control here).
- Town has control of Nantasket Avenue in the Kenberma area of the district.
- There is no turnover in spaces controlled by DCR...folks park there all day for beach. No benefit for businesses...there isn't turnover for customers...no available parking.
- DCR is fairly open to Hull putting signage on DCR poles.
- DCR hasn't started implementation of their master plan yet.
- Town developed Unified Work Plan, but DCR isn't collaborating.
- Focus on what Hull can control...waiting for a long time for DCR to communicate and collaborate. Not to give up on those things that need collaboration, but Town should move forward with things that it can control:
  - Pedi-cabs, better signage.
  - Nantasket Avenue can easily be classified as a road that needs a diet but controlled by DCR.
  - MassDOT controls Washington Blvd. Town needs sidewalk from Washington to Carousel.

### Marketing – SME discussion

- The study area is becoming a bit of a restaurant district.
- There has never been a coordinated marketing program with Chamber.
- Seasonal closings?
  - 60% of businesses in the Front Beach District close during off-season.
  - In Kenberma, no businesses close.
  - Challenge is that year-round businesses are sprinkled throughout the district so there are pockets of inactivity. Most businesses around the hotel stay open year-round.
  - Think that there are businesses that would stay open if they had customers during off-season.
    - A problem would be year-round liquor licenses – Hull has no more to issue. They have requested another 3 from the state but haven't heard.
    - ABCC – need lobbying and advocacy for more year-round liquor licenses. Restaurants are the life of most commercial districts...they need liquor licenses.
- There is an HRA event space in the middle of the district: beer tasting and food trucks have been there in the past. October Fest is planned for this year. Who does

marketing? No coordinated efforts...all done by the people running the event. (Missed opportunity for activating the local businesses on both sides of the HRA property.)

- Town has done a wayfinding program.
- Town has events and spaces that need better connections with the business district. Hull has a spectacular ball field that has 6-7 tournaments in early June. Thousands of people all day and night, and they aren't connected to the local business districts.

### General discussion about other Plan Recommendations

- Other discussions about BID alternatives
  - Go ahead without DCR.
  - Establish an Economic Development Corporation? The Unified Work Plan recommended this option, but can the EDC form a Development Corporation? Need to go ahead and not once again let DCR slow it all down.
  - Discussed forming a 501(c)3 that sits in the Chamber of Commerce, possibly as a subcommittee with the Chamber acting as fiscal agent. It has been done for other projects.
  - Generally, there are no issues of competition. Everyone has specific work plans and work together. Everyone wants more efficient use of resources rather than setting up a fully separate organization.

# Nantasket-Kenberma Business Area, Hull Phase 3 – Recommended Projects Local Rapid Recovery Program

Tuesday, September 14, 2021 via Zoom

Discussion with Town and EDC

# Agenda

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- Overview of LRRP
- Meet with SMEs (subject matter experts) in Parking/Transportation and Marketing to discuss needs and their initial ideas
- Review other projects in Plan
- Discuss schedule for delivery of Plan

# The Rapid Recovery Program



# What is the Rapid Recovery Plan Program (RRP)?

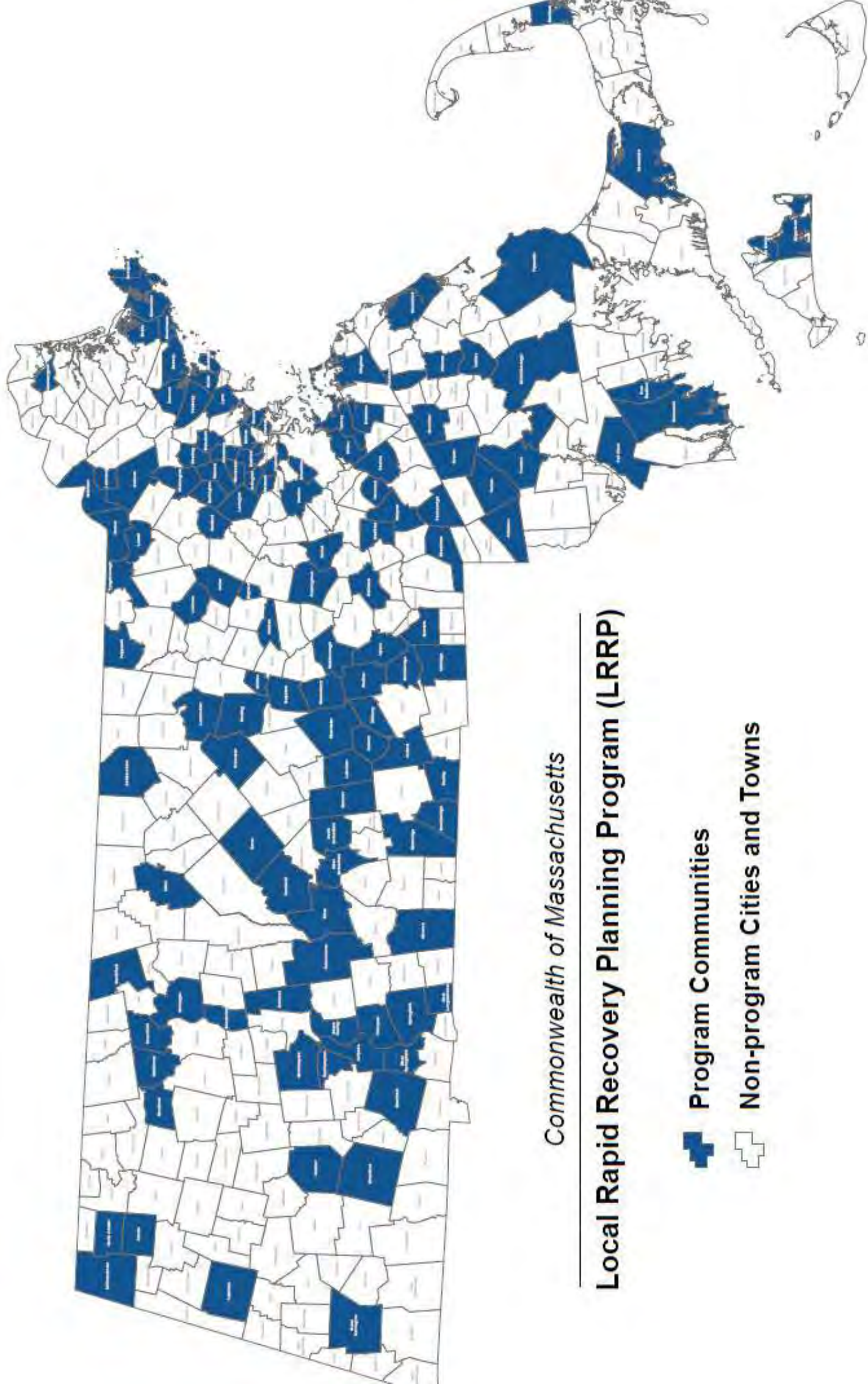
A **planning grant program offered by the Massachusetts Department of Housing and Community Development (DHCD)**

**Goal:** To develop *actionable, project-based recovery plans* tailored to the unique economic challenges and COVID-19 related impacts to downtowns and commercial areas.

- Collect primary data to measure COVID-19 impacts on the local business community.
- Create data-driven plans to aid COVID-19 recovery efforts.
- Develop short, medium and long-term recovery goals and a list of projects.

**Program website:** [Rapid Recovery Plan \(RRP\) Program | Mass.gov](https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program)

# Participating Communities



*Commonwealth of Massachusetts*

## Local Rapid Recovery Planning Program (LRRP)

 Program Communities

 Non-program Cities and Towns

 Rapid Recovery Plans

 43 Small

 54 Medium

 16 Large

 6 Extra Large



# Nantasket- Kenberma Business Area



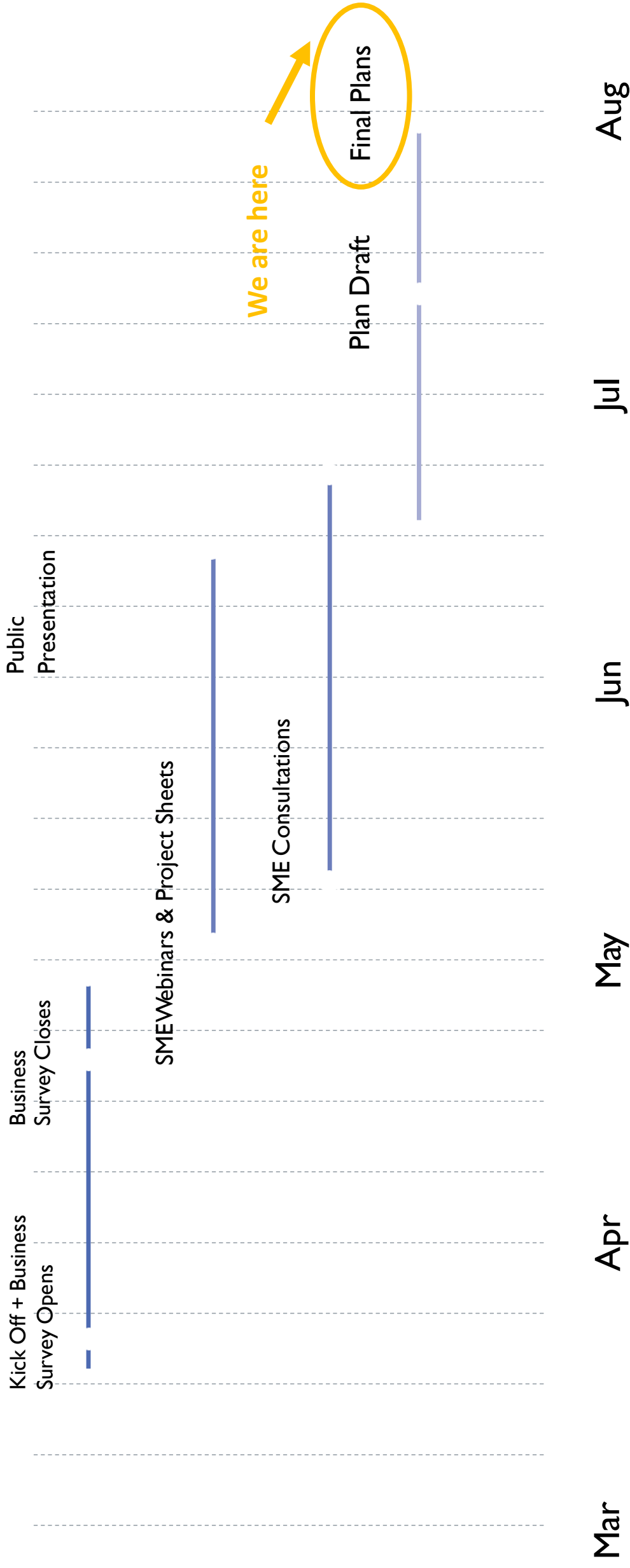
# PLANNING SCHEDULE



Phase I  
DIAGNOSTIC

Phase II  
PROJECT  
RECOMMENDATIONS

Phase III  
PLAN



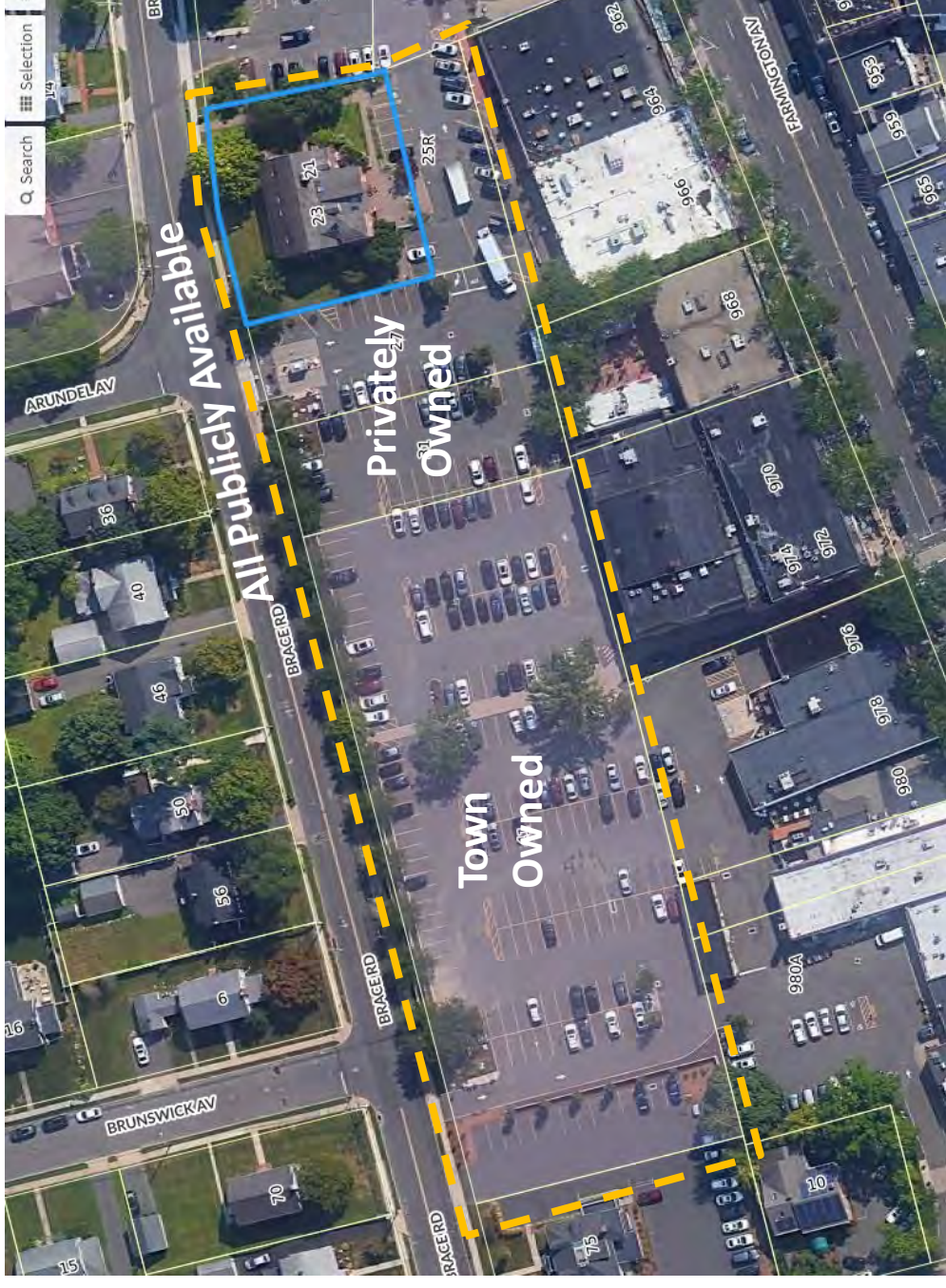
# List of Project Recommendations

- **Create and Execute a Coordinated Marketing Strategy for the businesses in the Nantasket Beach and Kenberma Commercial Areas.**
- **Create a public space and public art plan that connects the district and creates multiple destinations to draw visitors throughout the commercial area.**
- **Pilot events and pop-up opportunities to broaden the visitor base during high season and to expand the appeal of the district during the shoulder and off-seasons.**
- **Implement a coordinated parking and transportation strategy to increase the visitor capacity of the commercial district and enhance customer and resident experience.**
- **Improve the permitting process for outdoor dining/seating and retail and events on public property and privately-owned spaces, including DCR-owned property.**
- **Create sustainable business support, events management, and marketing for the district.**

**Implement a coordinated parking and transportation strategy to increase the visitor capacity of the commercial district and enhance customer and resident experience.**

*SME: Stantec*

## Best Practices: Shared Parking Districts



### West Hartford, CT – Consolidated Lots

- Town worked to consolidate privately owned lots
- For customers – just one big lot
- Town maintains – striping, snow removal, etc.
- Paid parking
- [More info: https://www.westhartfordct.gov/town-departments/parking/BraceLot/](https://www.westhartfordct.gov/town-departments/parking/BraceLot/)



### Ann Arbor, MN – Streamlined Public System

- BID manages parking on behalf of City
- Includes parking on private lots
- Signage/wayfinding bring private lots into public system
- Parking revenues fund parking management AND transit, travel information, and a commuter pass program
- More info: <https://www.a2dda.org/getting-around/drive/>

# Best Practices: Parking Wayfinding

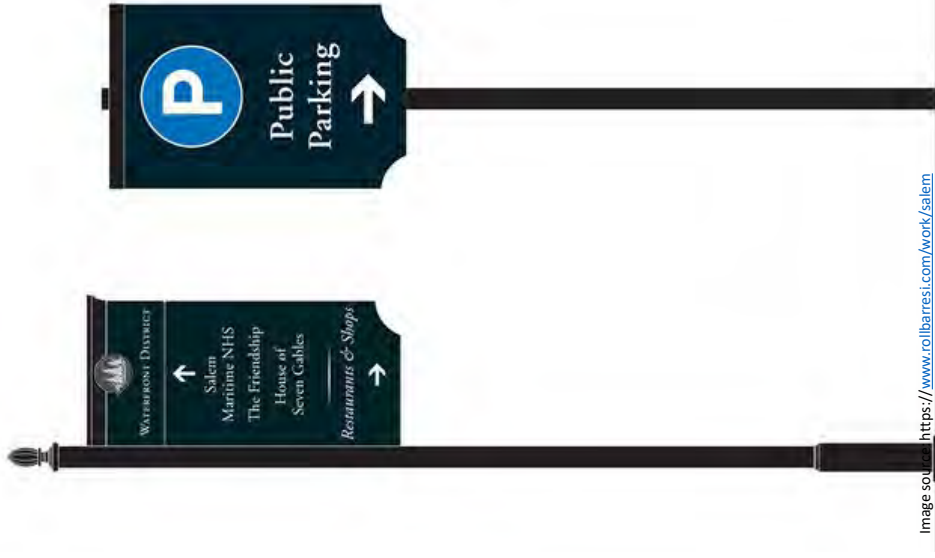


Image so used <https://www.rollbarresi.com/work/salem>

## Salem, MA – Blue P

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



## Beverly, MA – Signage for Zones

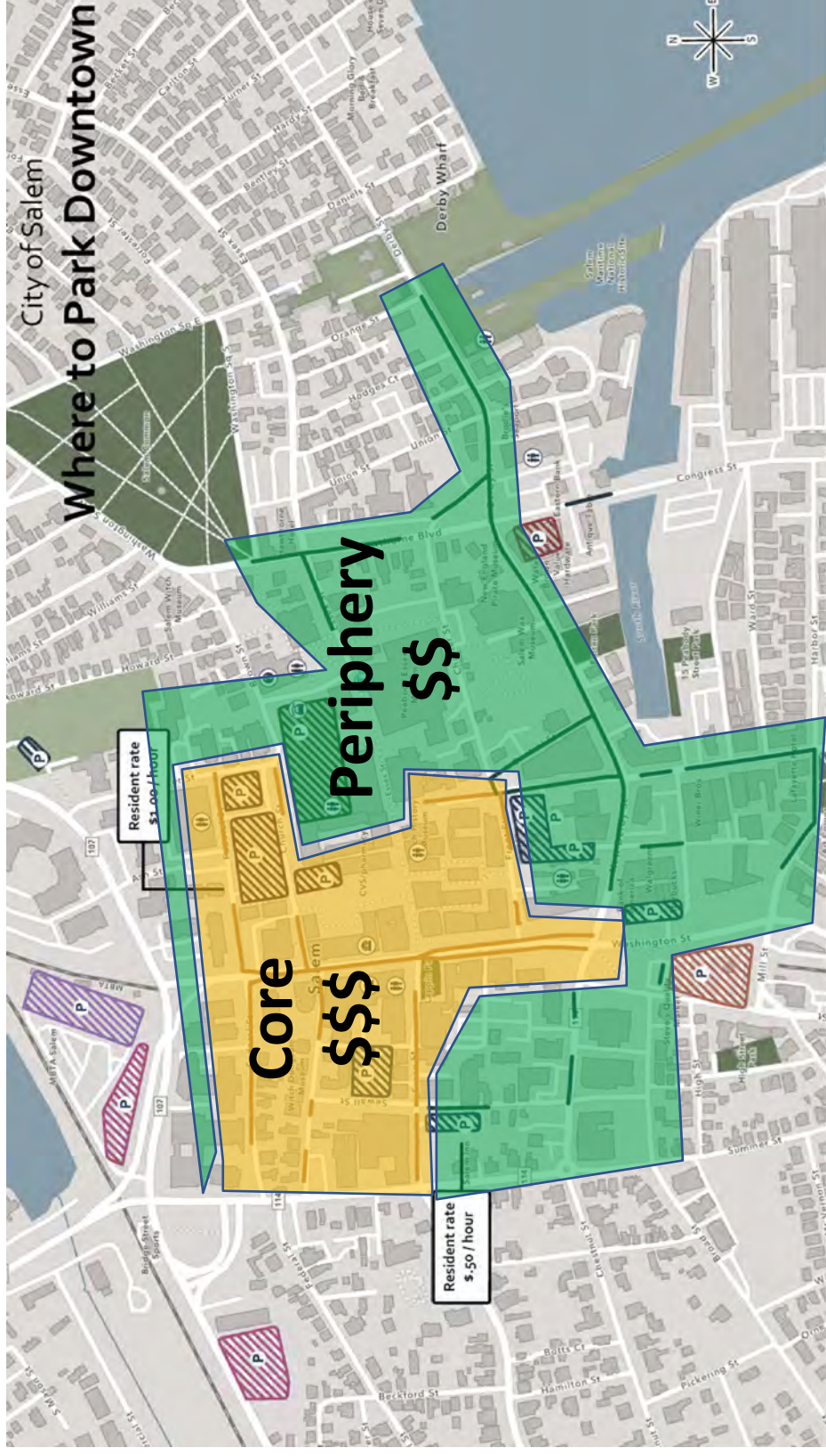
- Signage matches pricing zone
- Actual price not on sign (easy to change)
- More info: <https://www.parkbeverly.com/visitors>



## Hanover, NH – Short- and Long-Term Guidance

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

## Best Practices: Parking Pricing Strategies



### Salem, MA – Pricing Tiers

- Prices tiered by location relative to core
- Creates availability in key locations
- Creates options for all users – pay a little more to go directly to your destination, pay a little less outside of the core and stay longer

### Haverhill, MA – Time Of Day Adjustments

- Implemented paid parking in 2011
- Originally: 3:00 pm – 8:00 pm to create availability at key times
- Recently expanded to 10:00 am to 8:00 pm
- More information:

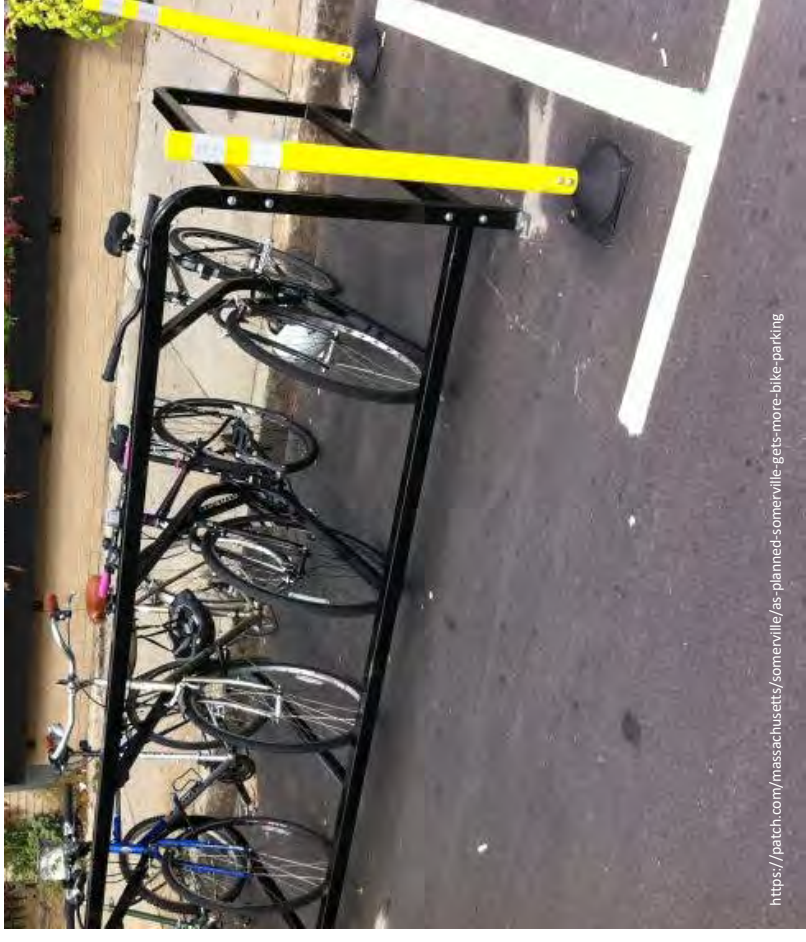
<https://www.cityofhaverhill.com/Paid%20Parking%20program%20updates.pdf>

# Best Practices: Parking Design



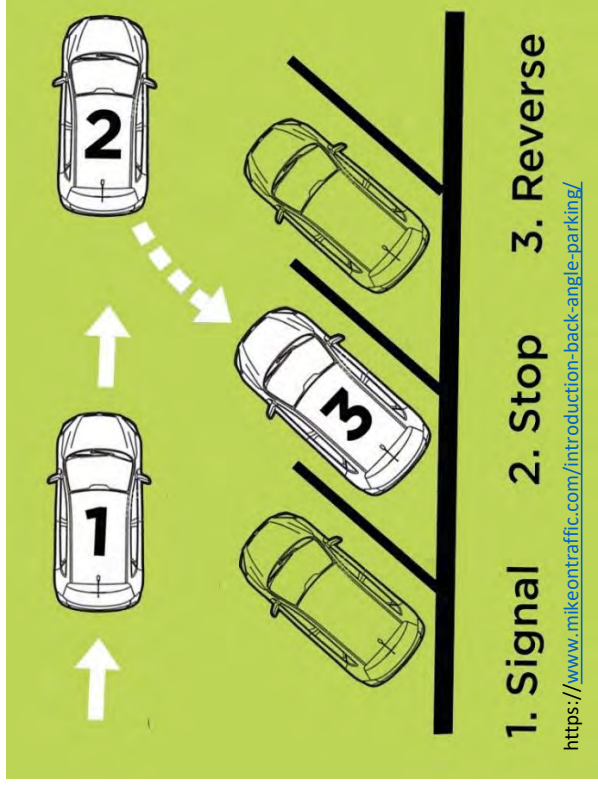
## Topsfield MA – Parking Space Reuse

- Seasonal
- One parking space = 8 dining chairs
- Temporary materials
- Aesthetically pleasing



## Somerville, MA – Parking Space Reuse

- Seasonal
- Bike corral
- Can be removed in winter
- Protected by flex post
- One parking space = ~10 parked bikes



## 1. Signal 2. Stop 3. Reverse

<https://www.mikecentraffic.com/introduction-back-angle-parking/>

## Somerville, MA – Reverse Angle Parking

- Data showed speeds decreased 15%
- Safer for cyclist visibility
- Opening door directs passengers to curb
- Safer loading/ unloading trunk

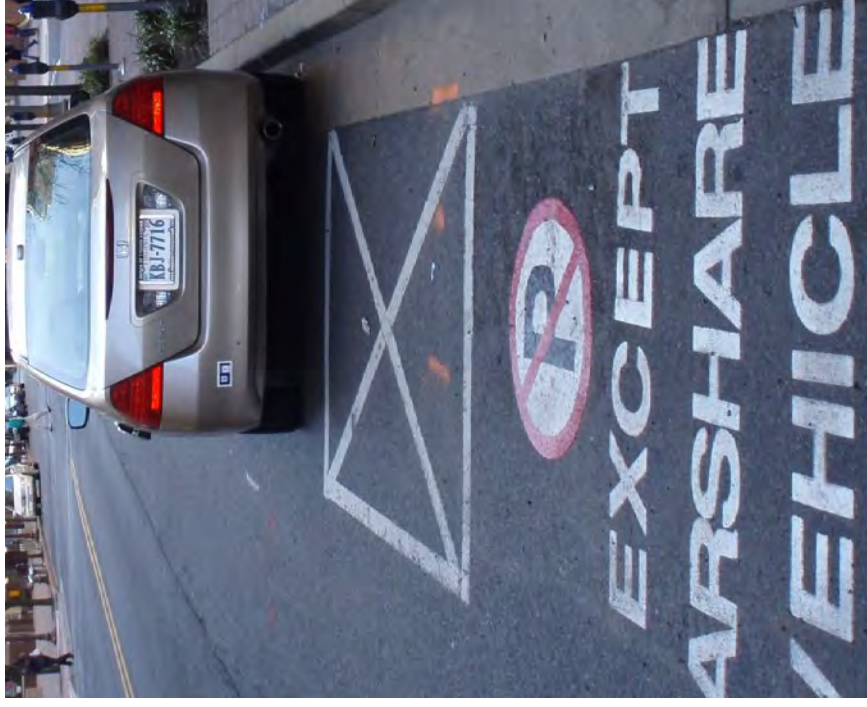


# Best Practices: Future Parking Needs/Trends (i.e. Electric Vehicle Stations)



## Beverly, MA – Public EV Stations

- Level 2 Charge Point chargers
- More info: <https://www.beverlyma.gov/72/Electric-Vehicles>



## Arlington, VA – On-Street

### Carsharing spaces

- Making valuable spaces open to more members of the public



## Buffalo, NY – Imagining a Multimodal Future

- Held a multi-day charrette to understand goals for future of mobility in city
- Create a plan for a Mobility and Equity Innovation Zone
- More info: <https://www.stantec.com/en/ideas/the-future-of-mobility-remaking-buffalo-for-the-21st-century>

# **Create and Execute a Coordinated Marketing Strategy for the businesses in the Nantasket Beach and Kennerma Commercial Areas**

*SME: Goman + York*

### Create and Execute a Coordinated Marketing Strategy for the businesses in the Nantasket Beach and Kenberma Commercial Areas

**Action Plan** – 3-4 bullet statements on what this project is looking to accomplish – Goals

- Develop a marketing program to draw new visitors to and raise awareness of the study area
- Develop a marketing program that will extend the visitor season past the 3-4 Summer season
- Develop a marketing program that will support the efforts to bring new businesses to the study area

**Process** – Mapping the strategies to accomplish the Action Plan

- Examples:
  - Identifying – who is coming; who do you want to come (families – Summer, empty nesters – Fall); how do you get them here; what makes the area special (events, beaches, businesses, recreation, history)
    - Kenberma & Nantasket - Off the Beaten Path & Worth it!
    - Stroll Endless Beaches, Experience Incredible Sunsets, Best Kept Secret south of Boston, Wicked Cool Beaches, Wicked Cool Shops, Wicked Cool Restaurants...
  - Plan development – staffing (design/marketing/events), budget, taglines, communication plan, website (Town, regional tourism or other), media, social media, frequency, evaluation (Analytics, sales, participation)



Credit: Pin by Tricia Stucenski on My Photography



Credit: Julie Pimentel surf-forecast.com

**Create a public space and public art plan – “Hull Artway”**  
**- that connects the district and creates multiple destinations to draw visitors throughout the commercial area.**



### Key

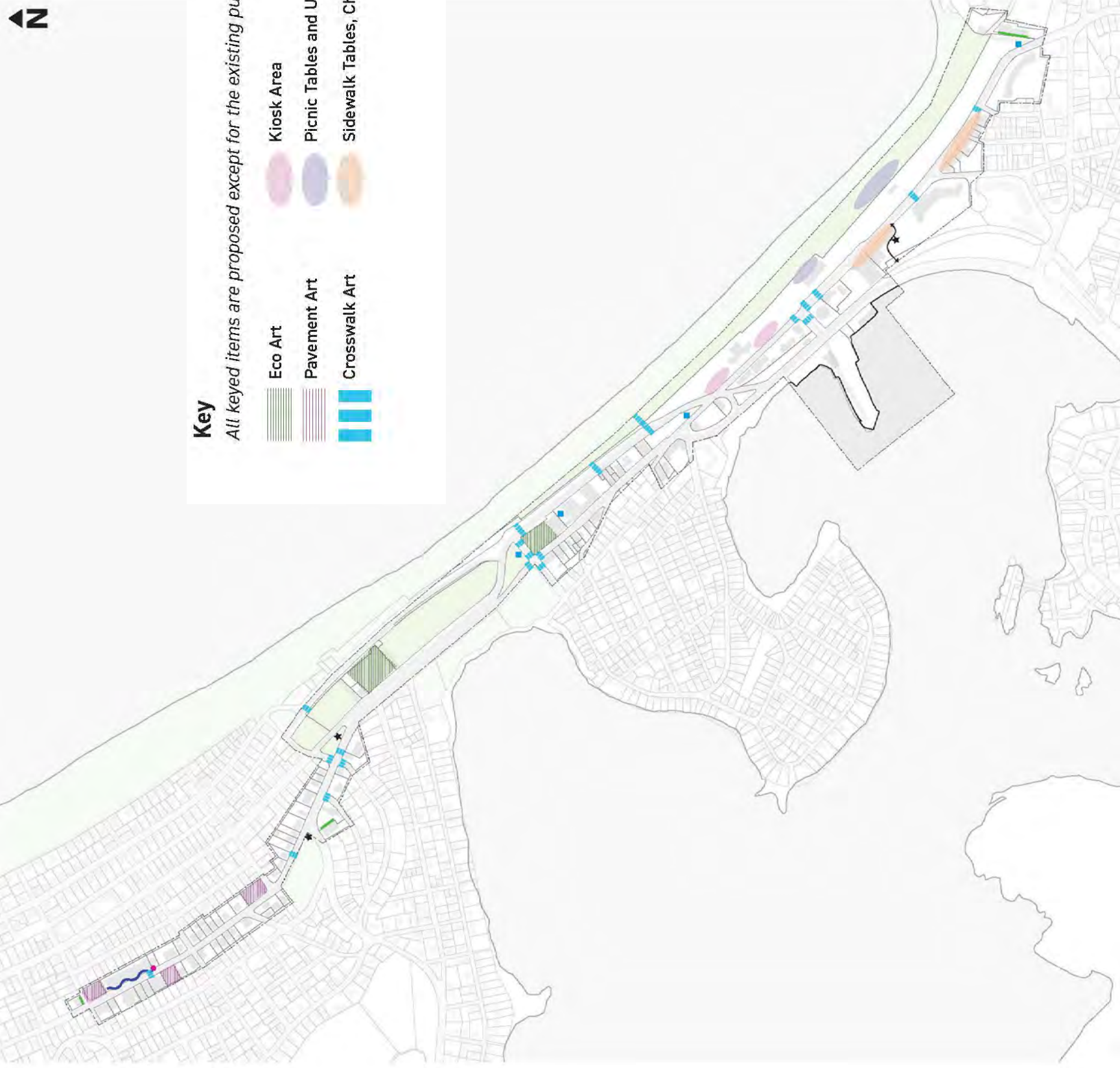
All keyed items are proposed except for the existing public art indicated

- Eco Art
- Pavement Art
- Crosswalk Art

- Kiosk Area
- Picnic Tables and Umbrellas
- Sidewalk Tables, Chairs, Umbrellas

- Functional Art
- Existing Public Art
- Sculpture

- Mural
- Artist-made Business Signs
- Existing Art Walk



**Create sustainable business support, events  
management, and marketing for the district.**

**Improve the permitting process for outdoor dining/seating and retail and events on public property and privately-owned spaces, including DCR-owned property.**

**Pilot events and pop-up opportunities to broaden the visitor base during high season and to expand the appeal of the district during the shoulder and off-seasons.**



# Steps to Plan Completion



## Monday 9/20

Town to receive all final drafts of project recommendations (in word format) by end of day today (will be sent on rolling basis by CivicMoxie)

## Monday 9/27

Deadline for coordinated comments (preferably as tracked changes in Word) sent from Town to CivicMoxie

## Friday 10/1

CivicMoxie sends final draft in layout form to Town for last review

## Tuesday 10/5

Deadline for final comments from Town to CivicMoxie

## Friday 10/8

Delivery of Final Plan to Town

# Thank you!

