

## RRP Rubric for Proposed Project\*

SME Request: Advise the Towns on potential costs and funding sources, methods for integrating pedestrian-scale lighting with existing cobra head fixtures, techniques for improving pedestrian lighting on narrow sidewalks within a constrained right-of-way, how to work with MassDOT to make improvements along state highways, ideas for coordinating public lighting with lighting of private yards and building facades, how to balance the need for lighting with a desire for dark skies, and examples of success in similar communities.

Project Title	<b>Improve streetscape amenities and placemaking to attract customers, create a functional and engaging downtown, and stimulate economic growth.</b>
Origin	RRP Advisory Committee
Location/Census Tract	Manchester-by-the-Sea and Essex Downtown
Budget & Sources of Funding	Medium budget (\$50K - \$200K)
Timeframe	Short term - Planning and Implementation in 1-2 years (Case Study timeframe)
Risks	Low Risk: <ul style="list-style-type: none"> <li>• Lack of political will</li> <li>• Conflicting priorities for use of space</li> <li>• Conflicting ideas about the brand and Identity of the downtowns</li> </ul>
Key Performance Indicators	Continued use by residents and visitors, increased foot traffic and revenues, and greater social cohesion.
Partners & Resources	Town of Essex, Town of Manchester-by-the-Sea, DPWs/Highway Department, business owners, Essex Merchants Group, Essex Economic Development Committee, Manchester Downtown Improvement Committee, Manchester Historic District Commission, Cape Ann Chamber of Commerce, community members, community organizations, artists
Diagnostic/ COVID-19 Impacts	Essex has functionally adequate sidewalks in most parts of the downtown. However, high traffic volumes with attendant noise, combined with sidewalks that are

	<p>immediately adjacent to the street with no intervening furnishing or planting zone, make walking in the area less enjoyable--especially along the Causeway. The area has cobra head fixtures that do not provide adequate or appealing lighting for pedestrians. Benches are located at regular intervals along the causeway, but surrounding planting areas could use more plants - particularly shade trees - and better maintenance.</p> <p>Manchester-by-the-Sea has well-maintained and accessible sidewalks and attractive planters and seating in the private realm in some locations. The town has limited street furniture in the public realm such as benches, pedestrian-scale lighting, trash receptacles, and art installations that add to the quality of the place and encourage people to stay longer in the area. It also lacks street trees, with most being within private yard spaces. Manchester-by-the-Sea has a strong existing sense of place that derives from its historic architecture and narrow streets, topography, views of the harbor, and high-quality landscaping on private sites. Placemaking efforts could build on this sense of place and improve the functionality of the downtown by providing additional places to sit, improved lighting, and additional elements to maintain visual interest.</p> <p>COVID-19 reduced business in both communities, putting many businesses in a weaker financial position and changing the habits and patterns of customers. As the pandemic recedes, investments in downtown placemaking would improve customer experience and provide the opportunity to remap how customers perceive and use the downtowns. This is especially important to combat several changes during the pandemic: the growth of online commerce, a shift from eating in restaurants toward takeout and delivery (which reduces side trips to other businesses associated with eating out), decreased tourism, and decreased spending overall. In both downtowns, placemaking should be targeted at expanding customer dwell time in the downtowns and expanding the range of businesses customers patronize in a single visit. Placemaking efforts should build upon the sense of place of both downtowns, through carefully curated materials design palettes, and unique installations, increasing the downtown's distinctiveness and appeal for customers.</p>
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<p>Action Item</p>	<p>Install streetscape amenities in the public realm to increase the functionality and appeal of the downtowns. The town can add amenities such as:</p> <ul style="list-style-type: none"> <li>● Public seating: Seating fosters social interaction and makes it easier for people of all ages and abilities to spend more time in a downtown. Visible seating signals that a downtown is welcoming.</li> <li>● Light fixtures: Creative outdoor lighting would make the downtowns safer and more inviting to navigate on foot and by bicycle at night. Lighting can help expand the number of hours that customers visit a downtown, increasing sales opportunities. Lighting can also be used to build the sense of place through attractive fixtures, and customized lighting effects, like colored fixtures, highlighting features in the built or natural environment, and projected images or textures.</li> <li>● Trees: Shade trees make a downtown more attractive, more comfortable, absorb stormwater, and if placed between streets and sidewalks buffer pedestrians from vehicle traffic. There is limited space for street trees in both Manchester-by-the-Sea and Essex, but innovative tree planting techniques can provide much needed greening.</li> <li>● Art installations: Art can drive engagement on the street, give visibility to local artists, and stimulate social media posts which provide free advertising for the downtown.</li> </ul> <p>Key steps:</p> <ul style="list-style-type: none"> <li>● Identify project goals</li> <li>● Set a budget and allocate or obtain funding</li> <li>● Hire a designer</li> <li>● Develop concept designs for amenities and locations</li> <li>● Obtain public input</li> <li>● Finalize designs</li> <li>● Hire installers</li> <li>● Install amenities</li> <li>● Maintain amenities and monitor their effectiveness. Make upgrades, as needed</li> </ul>
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Process	<ul style="list-style-type: none"><li>● Planning &amp; Design<ul style="list-style-type: none"><li>○ Identify key partners and responsibilities for managing project design and implementation</li><li>○ Develop project goals and a positioning statement to guide design efforts.</li><li>○ Obtain funding for design, if needed</li><li>○ Hire a designer, if needed</li><li>○ Conduct a site analysis and identify locations to install streetscape amenities</li><li>○ Create a site plan showing proposed locations of streetscape amenities.</li><li>○ Concept designs showing alternatives for families of street furniture and amenities.</li><li>○ Review concept designs with business owners, community members, local officials, potential donors, and other stakeholders</li><li>○ Develop specifications, working drawings, and cost estimates</li><li>○ Discuss design proposals with permitting agencies</li><li>○ Revise design as needed</li><li>○ Obtain funding for installation</li><li>○ Undertake procurement for installation</li><li>○ Obtain permits</li><li>○ Create a project report for future reference.</li></ul></li><li>● Installation<ul style="list-style-type: none"><li>○ Acquire amenities and materials</li><li>○ Install amenities</li><li>○ Monitor for future upgrades.</li></ul></li></ul> <p>References:</p> <ol style="list-style-type: none"><li>1. Public Realm Best Practice Sheets Compendium - Beach Tree-themed Street furniture: Community branding through functional public art. Retrieved from: <a href="https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program">https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program</a></li><li>2. Public Realm Best Practice Sheets Compendium - Shared Streets: Peer Exchange. Retrieved from: <a href="https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program">https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program</a></li></ol>
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