



# Rapid Recovery Plan

2021

**Town of Dudley**

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



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

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

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

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

# Acknowledgements



## **Town of Dudley**

**John Ruda,**  
Town Administrator

**William Scanlon,**  
Acting Town Planner



## **Central Massachusetts Regional Planning Commission (CMRPC)**

**Kerrie Salwa,**  
Principal Planner

**Nina Weisblatt,**  
Assistant Planner

**Catie Morris,**  
Senior Planning Intern

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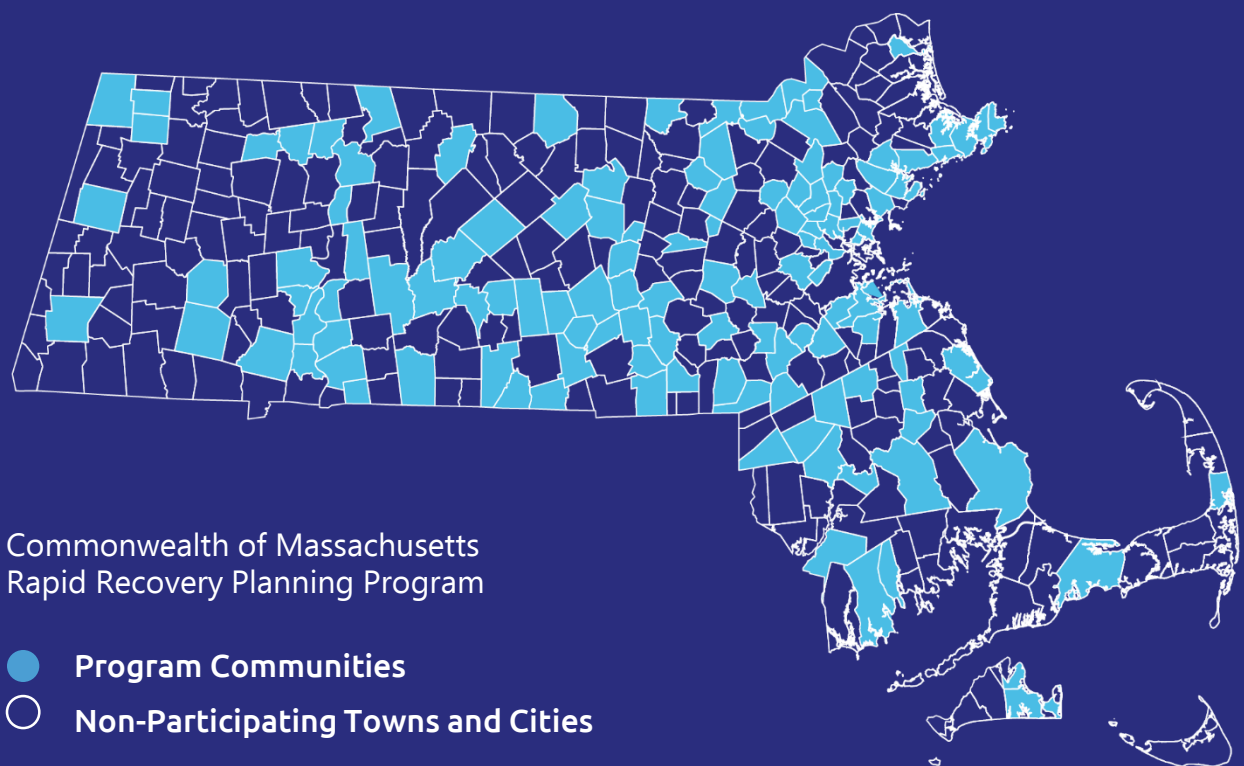
# Table of Contents

<b>Rapid Recovery Program</b>	<b>7</b>
Introduction	7
Approach/Framework	8
<b>Executive Summary</b>	<b>10</b>
<b>Diagnostic Key Findings</b>	<b>17</b>
Physical Environment	
Business Environment	
Market Information	
Administrative Capacity	
<b>Project Recommendations</b>	<b>29</b>
Public Realm	
Private Realm	
Revenue and Sales	
Administrative Capacity	
Tenant Mix	
Cultural/Arts Others	
<b>Appendix</b>	<b>49</b>

## 125 communities participated in the Rapid Recovery Plan Program

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

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



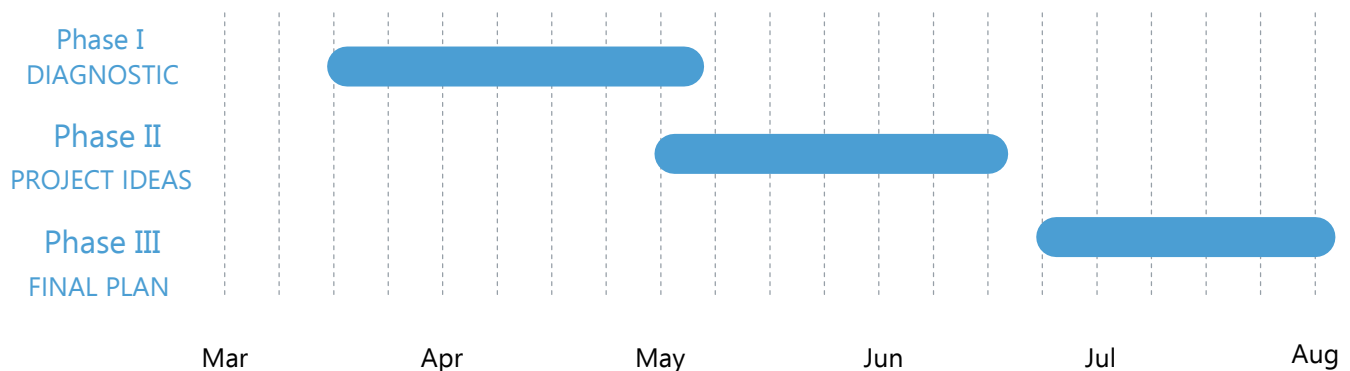
# Rapid Recovery Plan (RRP) Program

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

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

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

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



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

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

## Rapid Recovery Plan Diagnostic Framework



Who are the customers of businesses in the Study Area?



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



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



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

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



Public Realm



Private Realm



Tenant Mix



Revenue/Sales



Admin Capacity



Cultural/Arts



Other

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## Executive Summary

# Executive Summary

The COVID-19 pandemic was, and continues to be, an unprecedented experience for all of us. It's economic and personal impact are ongoing and have been felt across the Central Massachusetts region. In April 2020, the unemployment rate for the region reached 15.4%, an incredible spike from April 2019 in which the rate was 2.9% (MA Department of Unemployment Assistance, Statewide Report Labor Force and Unemployment Rate, April 2020). Small and locally owned business faced the brunt of the economic impact in many places, including the Town of Dudley.

To address the hardships facing many small businesses, the Massachusetts Department of Housing and Community Development (DHCD) launched the Local Rapid Recovery program. As part of this program, the Central Massachusetts Regional Planning Commission (CMRPC), the Town of Dudley, and various Town stakeholders worked cohesively to identify a section of town most in need of support. For this area, we've worked together to develop short -, medium-, and long-term recommendations to help business in this area begin the process of recovering from the COVID-19 pandemic.

The Local Rapid Recovery Program in the town of Dudley is focused on the West Main Street neighborhood. This area has a mixture of residential and business development. The businesses that have made Dudley their home have faced significant challenges as a result of the COVID-19 pandemic. However, efforts to improve pedestrian infrastructure, such as safe crosswalks, rail trails, bike lanes, and road diets, could support existing businesses and draw residents and visitors to the area. Furthermore, streamlining the business permitting system could encourage new business development in the area and support existing businesses.

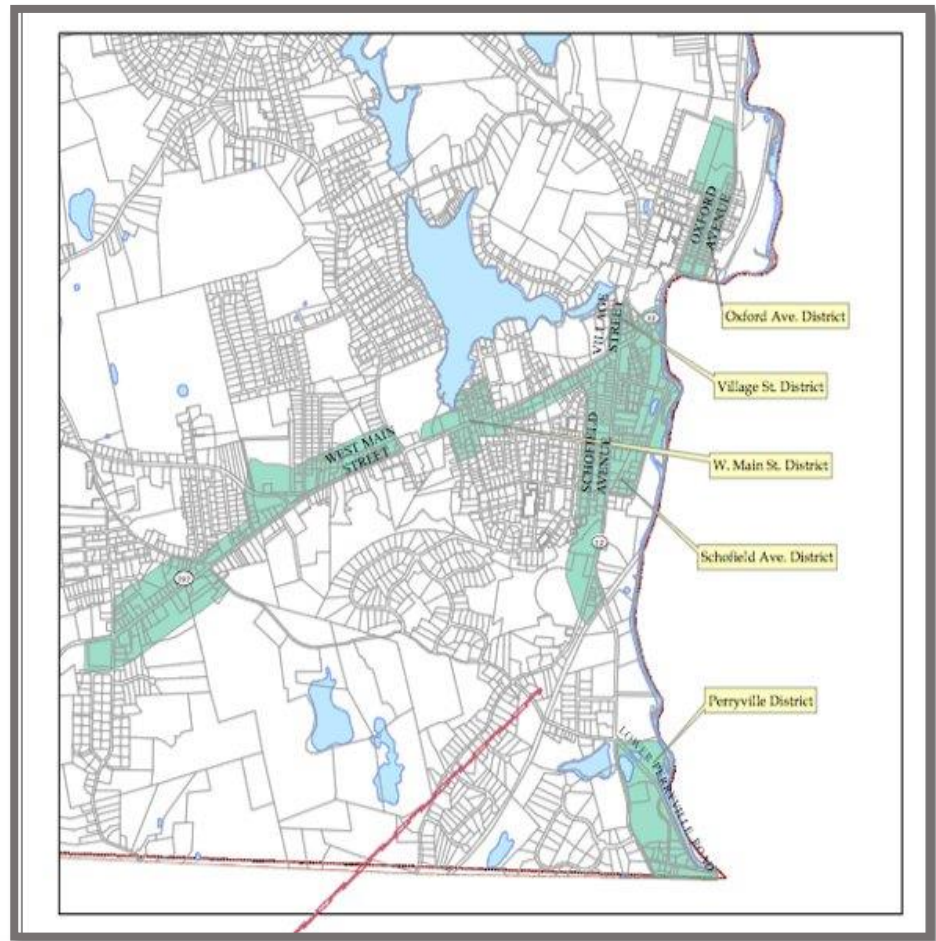


*Aerial photo of the Gateway to the Study Area*

# Study Area

The Town was thrilled by the opportunity provided by the LRRP and struggled to select just one area of town to focus on for the program. The map to the right shows the initial options the Town and CMRPC identified for the study area. The map below outlines the area that was chosen because of its high concentration of businesses.

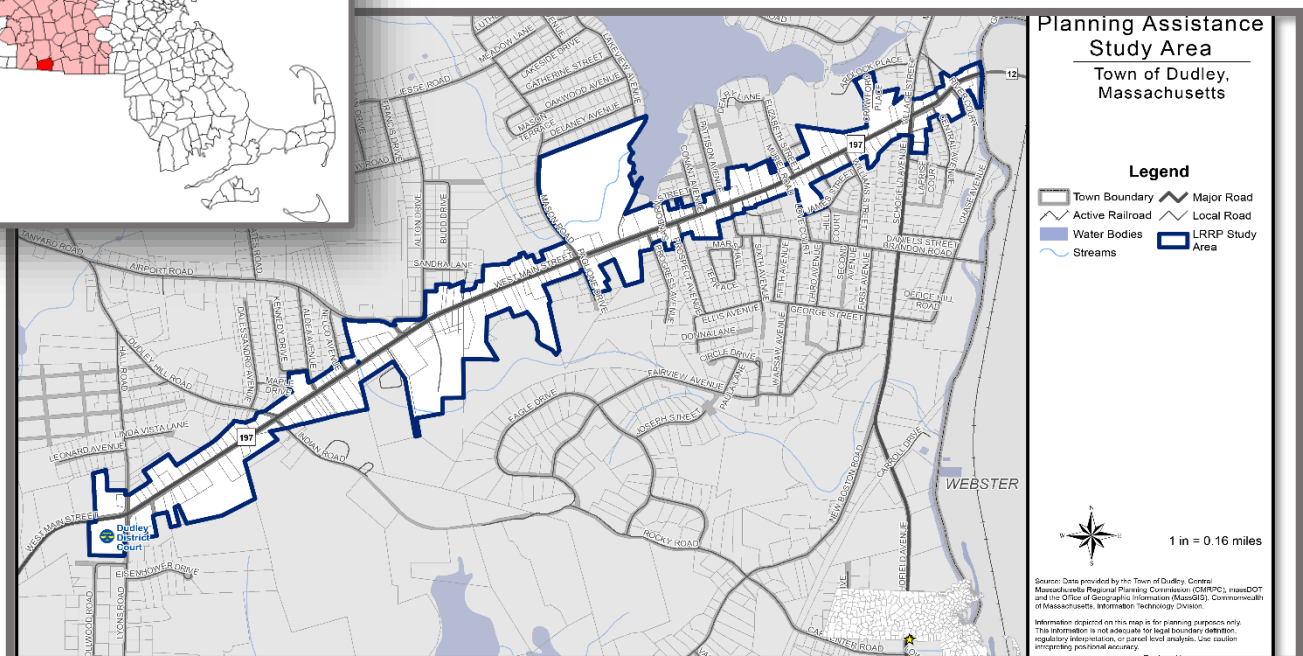
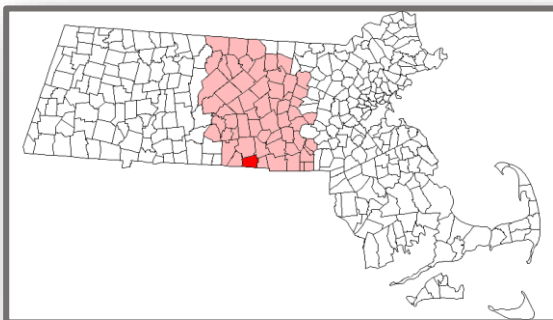
The Study Area focuses on the commercial area on West Main Street, which is on the east side of the Town. The Study Area begins just after the river that separates Webster and Dudley and stretches from the Dippin' Donuts to the Dunkin' Donuts. This area contains one of the larger commercial areas in the Town but also has several underutilized areas. The study area includes all property parcels that touch West Main Street.



Above: Map of original study area before it was narrowed in focus.

Left: Regional context map. Dudley is pictured in dark red.

Source: <https://images.app.goo.gl/CQ2xLdocWvKzmzM6W6>

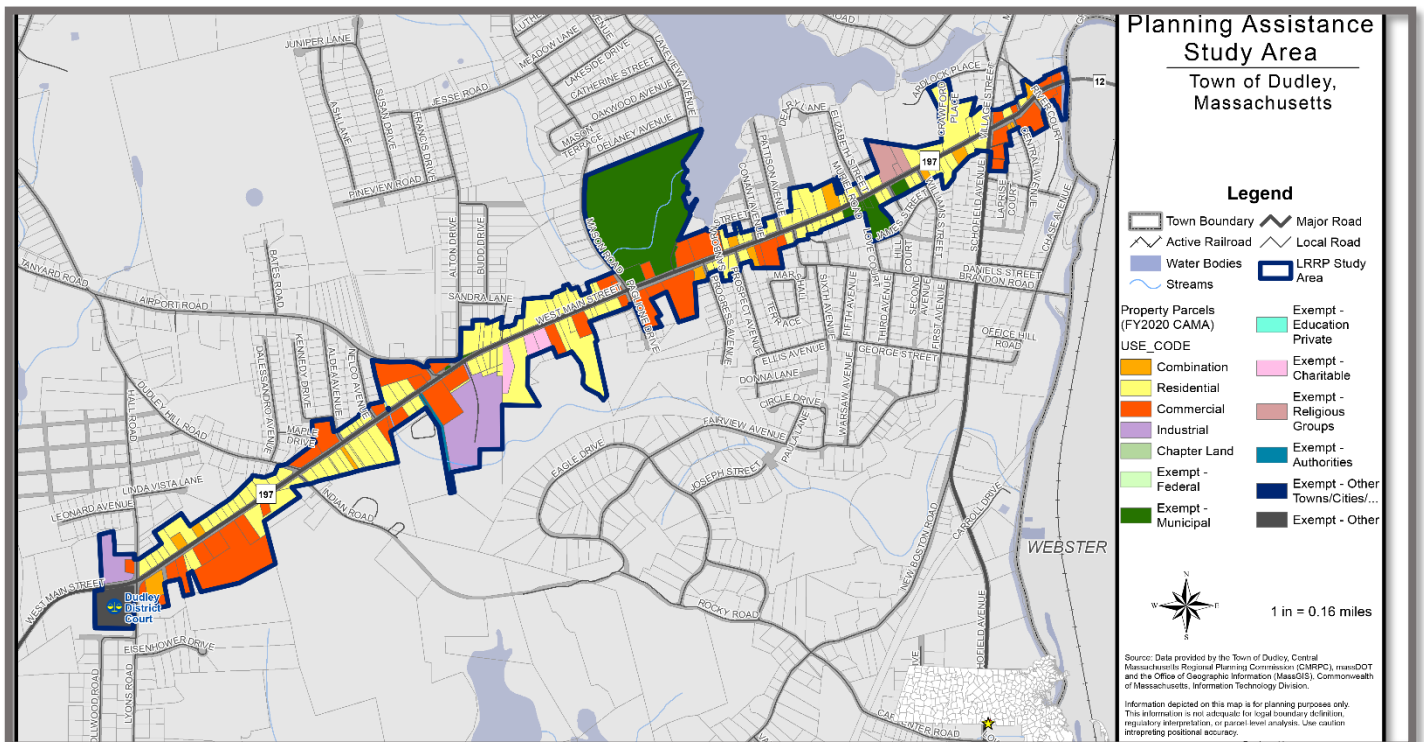


Map of Dudley LRRP study area

## Zoning and Parcels

The Study Area is made up of a mixtures of parcels, primarily Residential and Commercial. There are several Exempt parcels, including the largest parcel where the Mason Road Elementary School is located. The study area also contains several industrial parcels.

Zoning within the study area is quite varied and includes Business/General Residential (BUS-15), General Residential (RES-10), Light Industrial 43 (LI-43), Industry 130 (IND-130), and Conservation (CON). Bringing zoning in the study area more in line with abutting and vibrant downtown Webster will help incentivize development and create a feeling of continuation between the two downtowns.

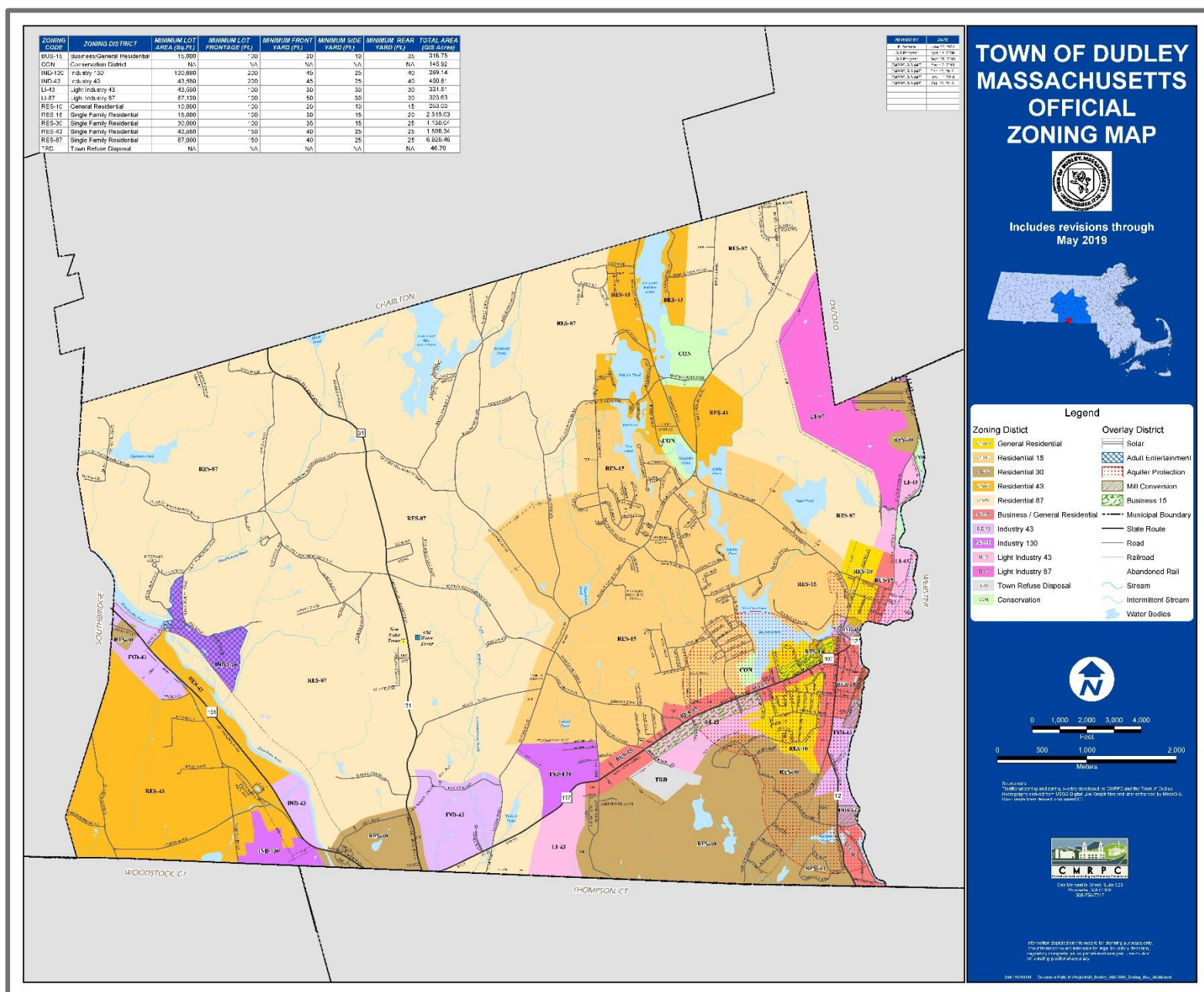


*Above: Parcel classification in the study area*

*Below: Aerial photo of the study area*



## Zoning and Parcels



## Community Engagement

The LRRP process involved a variety of community engagement and outreach opportunities. The Rapid Recovery Program developed a survey to gather input from business owners and managers in the Study Area. The survey focused on respondents' satisfaction with storefront locations, the impacts of COVID-19 on business operations, and their opinion regarding potential strategies to support local businesses and improve the commercial district. The survey was available online as well as distributed to businesses in the study area. However, despite the efforts of the Town and CMRPC, only one businesses responded to the survey.

In addition to the survey, CMRPC and the Town held a public meeting to discuss the project recommendations and results of the diagnostic portion of the LRRP process. The Town's Economic Development Committee has also been central to the development of this plan.



Above: Social media post advertising an LRRP meeting

Below: Dudley Economic Development Committee agenda featuring LRRP

## Dudley sees results of first phase of LRRP Study

BY JASON BLEAU  
CORRESPONDENT

DUDLEY – The Dudley Economic Development Committee was presented with the results of Phase 1 of the town's Local Rapid Recovery Plan (LRRP),

a program through the Central Massachusetts Regional Planning Commission meant to help identify actions to help communities recover from losses from the pandemic.

Since mid-February,

the town has been working with the CMRPC to identify the potential for economic growth along West Main Street which was chosen as the focus of the study. The

Turn To **STUDY** page **A19**

Above: Newspaper clipping discussing the LRRP process

### Economic Development Committee 71 West Main Street, Dudley, MA 01571

Chair, Vacant  
Pamela Boggio, Vice Chairman  
Todd Donohoe, Treasurer  
TBD, Secretary  
Jason Rousseau-Member

Jo-Ann Szymczak-Member  
Mark Marzeotti-Member  
Ellen Laprise, Alternate Member  
Brian LaBrec, Member  
TBD, Member

### Agenda

Tuesday, September 21, 2021 10:30 AM  
Dudley Municipal Complex, 71 W. Main Street, Dudley, MA, Room 315

Call to Order -  
Pledge

Election of Officers, Delegated to the Vice Chair until a New Chair is Selected

Recruitment of New Members

Presentation of the LRRP Initiative, Kerrie Salwa, CMRPC

Town Video Update: JoAnne and Mark

Town Planner Update: Interim Planner to provide an update of current development activity

New Business - Open Discussion

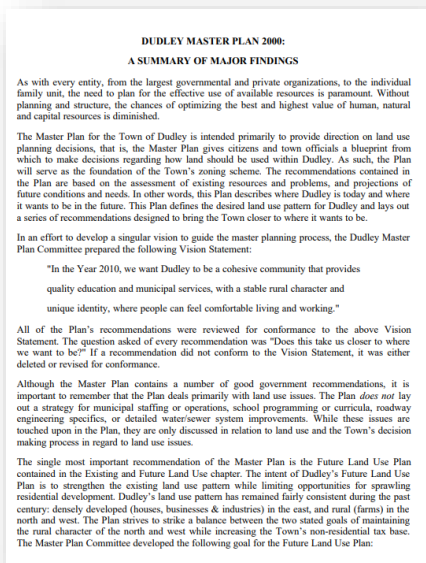
### Adjourn

Items shown on the agenda are those reasonably anticipated by the Chairman 48 hours prior to the meeting.

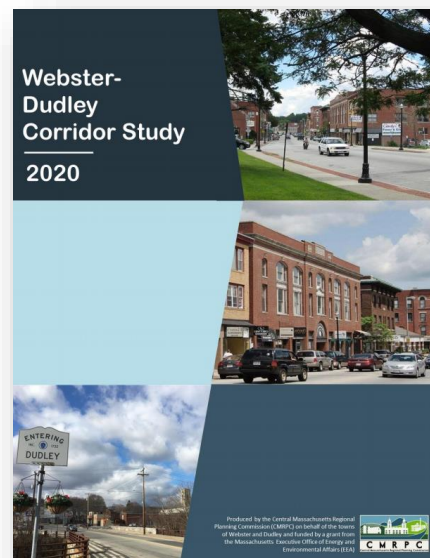
## Previous Planning Efforts

The Town of Dudley has an extensive history of planning. In 2000, Dudley completed its Master Plan and in 2004 the Town completed a Community Development Plan. Dudley was part of the 2010 Route 12/16/197 Corridor Study, which focused on transportation issues along this corridor. The Corridor Study included an assessment of adjacent land use, safety, congestion management, the pavement management system, freight services, bridge management, and public transit. More recently, Dudley achieved a Green Communities designation. In 2018, the Town completed an Economic Development Plan and was central to the 2020 Webster Dudley Corridor Study.

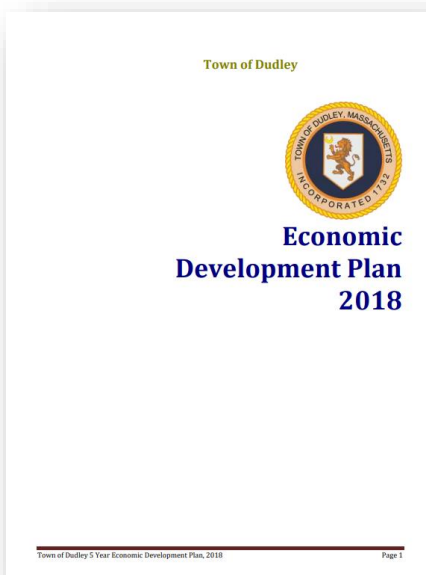
Click on the images below to open respective plans



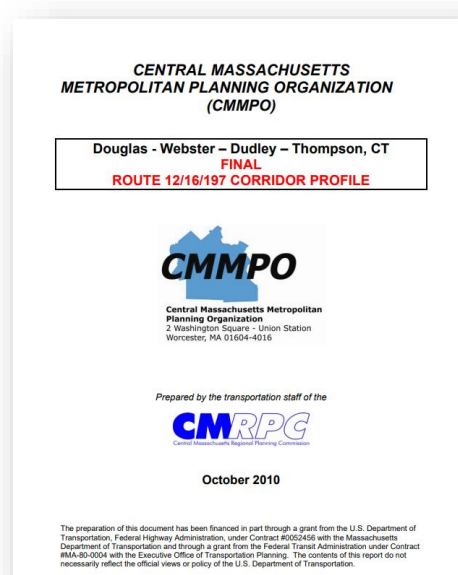
Master Plan (2000)



Webster-Dudley Corridor Study (2020)



Economic Development Plan (2018)



Route 12/16/197 Corridor Study (2010)

# Community Engagement



Above: Dudley Economic Development Committee discussing the final LRRP Plan

Below: Business owners from the study area discuss potential projects at Dudley LRRP meeting in June 2021



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# Diagnostic



## Assessment of the Physical Environment in Dudley

The Study Area in Dudley received a grade of “B” for most categories in the public realm assessment, including Sidewalk Grade, Lighting Grade, Wayfinding/Signage Grade, Roadbed and Crosswalk Grade. The area received a “C” grade in the Street Trees and Benches category. In the assessment of the private realm, the area received mostly “B” grades, but earned an “A” in the Signage and Window categories. The study area did “Fail” the awning grade because of its lack of true awnings.



	Study Area	Municipality
Sidewalk Grade	B	N/A
Street Trees and Benches Grade	C	N/A
Lighting Grade	B	N/A
Wayfinding/ Signage Grade	B	N/A
Roadbed and Crosswalks Grade	B	N/A

	Study Area	Municipality
Total No. of Storefronts	+/-32	N/A
Total Ground Floor Retail Space	147,742	N/A
Total Ground Floor Office Space	437,230	N/A
Total Ground Floor Manufacturing Space	84,498	N/A
Window Grade	A	N/A
Outdoor Display/ Dining Grade	B	N/A
Signage Grade	A	N/A
Awning Grade	FAIL	N/A
Facade Grade	B	N/A
Lighting Grade	B	N/A



## Vacant Lots

The Study Area has a mixture of commercial and residential development, creating the opportunity for a vibrant commercial area with local customers just next door. However, there are several vacant lots in the study area. The Town could look to develop these lots into community gathering spaces for town wide events or festivals. The Town could consider adding a pavilion or other small structure for a seasonal farmers market. The vacant lots present an opportunity for a multitude of uses that could enhance the study area.



*Aerial photo of vacant lot in the Study Area*



**Example Case:** South Barre Common Gazebo hosts music, weddings, fundraisers and other outdoor events.

Find out more here: <http://www.nornaypark.com/>



*Photo of vacant lot in the Study Area*

## Gateway to West Main Street

For visitors unfamiliar with the Town of Dudley, it is possible to cross the bridge from Webster into Dudley without knowing. This specific area could benefit from signage and place-making efforts to help distinguish it from Webster. This could be a central tenant of the Project Recommendation: *Creating a Marketing Plan* included later in this plan.

In addition to clearer signage, planters, vegetated islands, and landscaped sidewalks can help signal to a visitor that they are entering the West Main Street area. The Town could consider working with the larger local businesses in the area (such as Toyota or Cumberland Farms) to sponsor islands or planters.



Above: Aerial images of the gateways to the study area



Left: Examples of planters and landscape sidewalks

Sources:  
<https://www.columbusmessenger.com/grove-city-streetscape-program-growing.html>

<https://www.penchurra.com/playground-equipment/outdoor-site-amenities/terracast/>

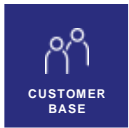


Photo of vacant building in the study area

## Customer Base

The Study Area contains 3% of the population of Dudley. However, it has a much lower median household income, but a higher median age. Nichols College is located proximate to the study area and contributes around 1,300 undergraduate students to the population. In addition to providing a customer base while school is in session, Nichols College is known for its successful business program. The Town and its businesses could benefit from a collaboration with the Nichols College business program.

	Study Area	Municipality
Total Resident Population (Current/2021 estimates)	359	11,859
Median Household Income (Current/2021 estimates)	\$61,606	\$73,339
Median Age (Current/2021 estimates)	40.7	39.8
Average Household Size (Current/2021 estimates)	2.33	2.61
Total Workforce/Employees (2018 or more recent)	208	6,730
Total Secondary/Post Secondary Student Population (2019 or more recent)		1,360
Total Annual Visitors		



## Businesses within Dudley

The Study Area contains 65 total businesses spread across a variety of business types. However, there is some overlap between the kinds of business available and many types of businesses that are not represented in the study area.

The study area is part of the Webster Dudley Business Alliance, which provides important support to local businesses. More information can be found here: <https://www.tboudha.org/members/>

2020 Total (NAICS11-99) Businesses	21
2020 Agric/Forestry/Fish/Hunting (NAICS11) Businesses	0
2020 Mining (NAICS21) Businesses	0
2020 Utilities (NAICS22) Businesses	0
2020 Construction (NAICS23) Businesses	2
2020 Manufacturing (NAICS31-33) Businesses	1
2020 Wholesale Trade (NAICS42) Businesses	1
2020 Retail Trade (NAICS44-45) Businesses	3
2020 Motor Vehicle/Parts Dealers (NAICS441) Businesses	0
2020 Furniture/Home Furnishings (NAICS442) Businesses	0
2020 Electronics/Appliances (NAICS443) Businesses	0
2020 Bldg Material/Garden Equip&Suppl (NAICS444) Businesses	0
2020 Food & Beverage Stores (NAICS445) Businesses	1
2020 Health/Personal Care (NAICS446) Businesses	0
2020 Gas Stations (NAICS447) Businesses	0
2020 Clothing/Accessories (NAICS448) Businesses	0
2020 Sports/Hobby/Book/Music (NAICS451) Businesses	0
2020 General Merchandise Stores (NAICS452) Businesses	0
2020 Misc Store Retailers (NAICS453) Businesses	2
2020 Nonstore Retailers (NAICS454) Businesses	0

2020 Transportation/Warehouse (NAICS48-49) Businesses	0
2020 Information (NAICS51) Businesses	0
2020 Finance & Insurance (NAICS52) Businesses	1
2020 Central Bank/Crdt Intermediatn(NAICS521-522) Businesses	0
2020 Securities/Commodity Contracts (NAICS523) Businesses	0
2020 Insur/Funds/Trusts/Other (NAICS524-525) Businesses	1
2020 Real Estate/Rental/Leasing (NAICS53) Businesses	0
2020 Prof/Scientific/Tech Srv (NAICS54) Businesses	2
2020 Legal Services (NAICS5411) Businesses	1
2020 Mgmt of Companies/Enterprises (NAICS55) Businesses	0
2020 Admin/Support/Waste Mgmt&Remediatn (NAICS56) Businesses	1
2020 Educational Services (NAICS61) Businesses	2
2020 Health Care/Social Assistance (NAICS62) Businesses	1
2020 Arts/Entertainment/Recreation (NAICS71) Businesses	0
2020 Accommodation/Food Services (NAICS72) Businesses	2
2020 Accommodation (NAICS721) Businesses	0
2020 Food Srv & Drinking Places (NAICS722) Businesses	2
2020 Other Srv excl Public Admin (NAICS81) Businesses	4
2020 Automotive Repair & Maint (NAICS8111) Businesses	1
2020 Public Administration (NAICS92) Businesses	1
2020 Unclassified Establishments (NAICS99) Businesses	1



**Surveyed businesses  
cited 25-49% fewer  
customers in 2021  
than before COVID-19.**



## Business Survey

### Massachusetts DHCD Rapid Recovery Plan Program BUSINESS SURVEY REPORT

This report provides the results of a business survey conducted during March and April of 2021. The survey is part of a program launched by the Massachusetts Department of Housing and Community Development to help communities develop Rapid Recovery Plans for downtowns and commercial districts. The survey was directed to owners or other appropriate representatives of business establishments located in the targeted commercial areas. (For Data Tables, see page 9.)

#### Dudley

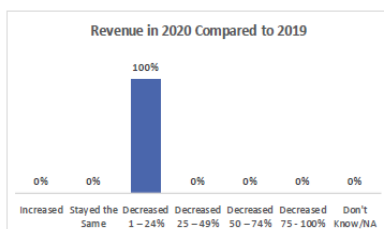
Dippin' Dunkin'

Responses: 1

#### Impacts of COVID-19

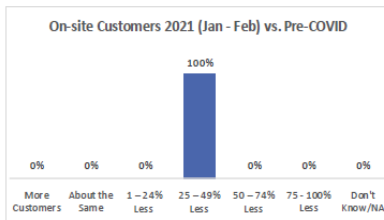
##### Decline in Business Revenue

100% of businesses generated less revenue in 2020 than they did in 2019.  
For 0% of businesses, revenue declined by 25% or more.



##### Less Foot Traffic in Commercial Area

100% of businesses had less on-site customers in January and February of 2021 than before COVID.  
100% of businesses reported a reduction in on-site customers of 25% or more.



Prepared by FinePoint Associates

MA DHCD RRP Program, Page 1

Above: Page 1 of Business Community Survey Results

Below: Photo of Dudley businesses



As part of the Diagnostic Phase of the LRRP, CMRPC conducted a survey to assess the impact of COVID-19 on local businesses in the Study Area. Because of the short timeframe in which to conduct the survey, only one business responded to the survey. Although the limited number of respondents means the survey is not representative of the entire business community in the Study Area, it can still offer insight to the challenges facing businesses in Dudley.

The results shown on the left indicate that the business saw a decrease in revenue (between 1-24%) and customers (between 25-49%) from 2019 to 2020.

## ATTN: DUDLEY BUSINESSES!

## WE NEED YOUR INPUT

Dudley, MA is participating in the Massachusetts LRRP Program to help communities develop Local Rapid Recovery Plans for targeted downtowns and commercial districts.

An initial component of this program includes a survey of owners (or managers) of business establishments located in the Dudley study area including for-profits and non-profits, and even if your business is temporarily closed.

Your input will help develop a plan that meets the needs of local businesses and inform future policy decisions.

The survey will ask a few questions about your satisfaction with your business location, impacts of COVID on your business and your opinion regarding potential strategies to support your business and improve the commercial district.

Please take a few minutes to tell us about your business and what would support your success!

### ACCESS THE SURVEY

Use this link or QR Code to access the survey.

[www.surveymonkey.com/r/LRRPBiz](https://www.surveymonkey.com/r/LRRPBiz)



### QUESTIONS

Kerrie Salwa, CMRPC  
ksalwa@cmrpc.org

Flyer advertising the Business Survey

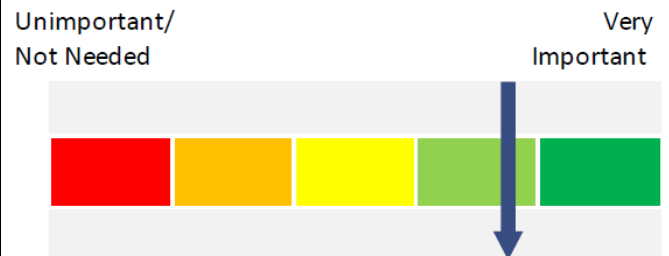


## Business Survey

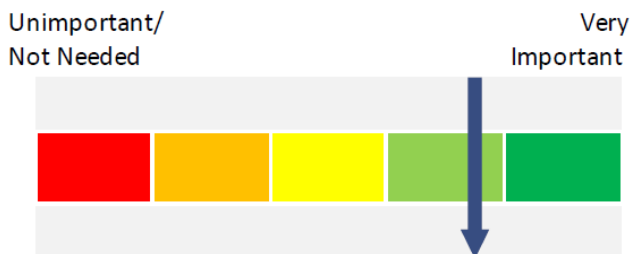
The remaining parts of the survey show that the respondent believes that all the proposed strategies could be useful, with particular interest in more cultural events/activists to bring people into the district, more opportunities for outdoor dining and selling, recruitment programs to attract additional businesses, and implementation marketing strategies for the Commercial District. Many of the projects are proposed in the final section of this plan speak directly to the needs identified [here](#).

*Survey results from the Business Survey*

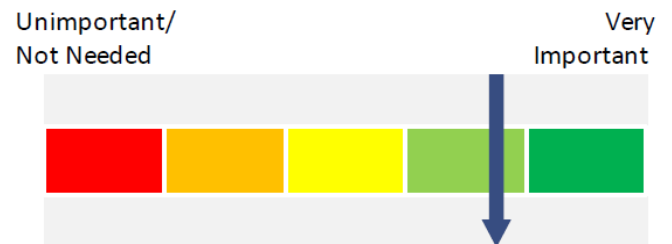
### More Cultural Events/Activities to Bring People into the District



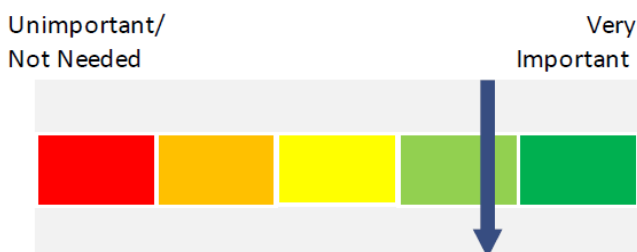
### Implementing Marketing Strategies for the Commercial District



### More Opportunities for Outdoor Dining & Selling



### Recruitment Programs to Attract Additional Businesses



### Renovation of Storefronts/ Building Facades

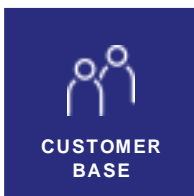


# Key Findings



## Local Businesses Want Help Bringing Back Customers

There are 65 businesses in the study area and 13 vacant storefronts. In the survey of local businesses, all businesses said that had 25-49% fewer customers in early 2021 than they had prior to the COVID-19 pandemic. Businesses expressed a desire for more cultural events and activities, recruitment programs to attract additional business, assistance with marketing strategies, and more outdoor dining and selling opportunities – all ways to help draw customers back to the area.



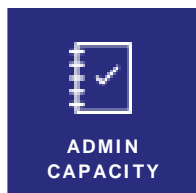
## Local Support is Limited

The Study Area contains only 359 residents, making up 3% of the population of Dudley. In addition, the median household income for the study area is \$61,6076, nearly \$12,000 lower than the town-wide median income. Drawing on the heavily trafficked corridor, the elementary school (staff and parents) and the larger commercial business customers gives exposure to existing businesses.



## Study Area Observations

Most features of the physical environment in the Study Area in Dudley received a “B”; however, the area received a “A” grade from its Windows and Signage. The area has significantly more ground floor office space than ground floor retail or manufacture space. The results of this assessment suggest that the study area already boasts many features and resources that could draw residents and visitors to the area but has room for improve on these fronts as well.



## Existing Administrative Capacity

There is a viable organization that currently acts as a steward for this study area and works to support local businesses. With clear direction and plan of action this group could have an impact on this business district.



*Ariel view of a massive commercial area in Dudley*



*Aerial photo of the old mill in the study area*

As part of the assessment, the consultant has identified the major Strengths, Opportunities, Assets, and Weaknesses facing the West Main Street area in Dudley:

### Strengths:

- Healthy mix of businesses (small size, professional, commercial, industrial)
- High traffic flow with lots of exposure
- High levels of residential mixed into the area gives businesses reliable access to customers

### Opportunities:

- Water-front potential
- Vacant lots/storefronts
- Neighboring town has momentum- Dudley could capture in on the excitement

### Assets:

- Recently established Agriculture Commission which could help promote agritourism
- College town with business programs offered which could connect with town administration
- Playground located in the study area, attracting families

### Weaknesses:

- Lack of full-time town staff capacity
- Limited community engagement
- High speed corridor

---

## Project Recommendations

# Project 1:

## Activate Vacant Lots/Storefronts

Category	 Public Realm
Location	Throughout Study Area
Origin	Economic Development Committee
Budget	 Low Cost (<50K)
Timeframe	 Short Term (Less than 5 years)
Risk	 Low Risk: Not a financial risk but project needs property owner buy in.
Key Performance Indicators	Number of vacant storefronts; Number of property owners, Number of collaborators
Partners & Resources	MOBD, CMRPC, Town Planner, EACC, MDI, WDBA



*Vacant storefront in the study area*



*Example of public pavilion that can be used for programming in the study area*

## Diagnostic

Vacancies existed prior to the Covid-19 but some closures were caused by the pandemic. There is a business boom currently happening in the downtown area of the abutting town of Webster and that means Dudley is well placed to take advantage of this energy. With some coordination and marketing efforts, these vacancies could be highlighted and possible homes for businesses that may not be perfect fits for the Webster main street.

There are multiple vacant lots throughout the study area that could also be activated for public/outdoor meeting space, farmer's markets, event space, cultural connections. Depending on ownership, these could be built out with short term projects.

The Massachusetts Vacant Storefront Program is run by the Economic Assistance Coordinating Council (EACC) to help towns revitalize their commercial areas. The Town of Dudley could apply to be certified as a Vacant Storefront District by the EACC. If the Town is certified and the Town can provide a local match, it could apply for refundable EDIP tax credits for leasing and occupying a vacant storefront in that district. This funding would help the Town reduce the number of vacant storefronts in the West Main Street district and bring more life to this part of town.

## Action Item

Vacant storefront/lot action items include:

- Build a database of vacancies that include address, square footage, ownership, NNN rate, lease rate and contact information
- Work with local realtor to collect important data for the space. Traffic counts, length of time abutting space has been in business, what the property owner will pay for and what they won't.
- Once database is built share, share, share on social media so people are aware of the available space. Add possible uses for the space also- this will help people envision what could be placed there.
- Brainstorm possible programming that could take place while the storefronts/lots are still vacant.
- Contact local artists that may be interested in displaying artwork or sculptures in the space.
- Work with the Town Clerk's Office to make sure the Town is as business friendly as could possibly be. Starting a business is risky and stressful and the more patient the person is on the other side of the questions, the better for the potential entrepreneur.

## Process

Phase 1: Preliminary planning efforts include data collection, database building, property owner meetings and relationship building

Phase 2: Build out social media platforms (preferably linked together with hootsuite or something similar) where you can share the valuable information about the vacant space and possibilities. Make sure to note where to turn for answers to any questions that might arise.

Phase 3: Work on possible 'pop up' markets or temporary uses for entrepreneurs or outdoor public activities/programming strategies for the vacant lots.

# Project 2: Traffic Calming/Mitigation/Flow

Category	 Public Realm
Location	Throughout Study Area
Origin	Economic Development Committee, LRRP Study
Budget	 Low Cost (<50k) (Complete Streets Engineering costs)
Timeframe	 Medium Term (Less than 5 years)
Risk	 Low Risk: Risks are not financial but rather related to political and safety hurdles.
Key Performance Indicators	Number of crosswalks; Collaborators; Community buy-in
Partners & Resources	MassDOT, Dudley Police Department, Safety Committee, CMRPC, Complete Streets



**Example Case:** *Implementing Complete Streets in small towns and rural communities*

<https://smartgrowthamerica.org/implementing-complete-streets-small-towns-rural-communities/>

## Diagnostic:

Many commercial areas in Central Massachusetts struggle because they are geographically separated from their customer base. This area in Dudley, however, is a mix of both commercial and residential development, providing a built-in customer base for local businesses. In order to encourage residents to shop at local businesses and draw visitors to the West Main Street area, the Town should work to improve its pedestrian infrastructure and institute traffic calming measures, starting with its crosswalks. Creating a walkable commercial area will encourage visitors to park their cars and explore the area.

## Example Cases

Traffic calming elements can take many forms, including speed bumps, reduced speed limits, streetscaping and planters, painted crosswalks, and road diets. These projects can range in cost and ease and speed of installation. Several examples of these practices are demonstrated in this section.



*Above: A separated lane for pedestrians and cyclists created using temporary cones and planters.*

*Photo Source: Dodson & Flinker, Best Practices Public Realm Compendium, Florence, Massachusetts*



*Above: Artistic crosswalks can animate an intersection and have proven to slow traffic.*

*Photo source: CMRPC, Bath, Maine placemaking and pedestrian facility improvements.*



*Above: Curb extensions are permanent changes to the street structure that serve to slow traffic and provide additional protection for pedestrians.*

*Photo source: [https://www.cambridgema.gov/-/media/Files/CDD/Transportation/TrafficCalming/tcalm\\_curb\\_extension.pdf](https://www.cambridgema.gov/-/media/Files/CDD/Transportation/TrafficCalming/tcalm_curb_extension.pdf)*

# Project 3: Consider Gateway Improvements

Category	 Public Realm
Location	LRRP Study Area (expanded into other areas in Dudley)
Origin	Dudley Economic Development Committee
Budget	 Medium Budget (50k)
Timeframe	 Short Term: Less than 1 year
Risk	 Low Risk: Community buy in is encouraged
Key Performance Indicators	Number of signs needed; locations determined
Partners & Resources	Dudley Highway Department; Dudley Women's Club; Local Boy Scouts; Landscaping businesses (local); Local Sign Company; Local Greenhouse; Dudley Fire Department

The gateway into a community sets the tone for the neighborhood that passengers are entering. Dudley has the opportunity to take the momentum that Webster is experiencing now and bring it through to West Main Street. Creating a more visible, welcoming gateway would let visitors know they've entered Dudley, distinguish Dudley from Webster and help create an identify for the area. Gateway improvements should be considered for both entrances to the study area.



*Example of Entering "town" sign here*



*Aerial photo of the study area gateways*

#### Diagnostic

Both gateways to the study area are currently indistinguishable from the surrounding area. When entering the study area from the east side, a visitor may not even notice they have left Webster and entered Dudley at all. Improving the gateway to the study area will signal to visitors and residents that they are entering a unique area and build on the Project Recommendation: Create a Marketing and Branding Plan. Using landscape and signage improvements, the Town can create more eye-catching gateways to this commercial area.

#### Action Item

- Landscaping and other low-cost aesthetic improvements such as hanging banners and baskets from gooseneck streetlights, self-watering planters, painted road art, replacement of dirt patches with paving stones, and other low-cost aesthetic improvements will make the area more inviting to visitors.
- Designing, purchasing and installing Installing clear signage that marks the entrance to the West Main Street neighborhood. Consider working with local artists to design the gateways.
- Maintain the new gateways over time and update the landscaping as needed.




#### Process

This project will likely occur in two phases. Phase One could include the landscaping elements, such as hanging planters or island landscaping at both study area gateways. Phase Two would include adding additional wayfinding and signage to orient visitors when they arrive to the area. However, this phase would benefit from the vision and design guidelines created in the Marketing and Branding Campaign included in another project. The Town may wish to wait until the completion of the Marketing Campaign before initiating Phase Two.

# Project 4:

## Create a Strategy for Dudley Economic Development Committee

---

Category	Capacity
Location	Dudley Town Hall
Origin	Economic Development Committee, CMRPC
Budget	 Low Cost (<50k)
Timeframe	 Short Term (Less than 1 year)
Risk	 Low Risk
Key Performance Indicators	Goal Setting; Town Collaboration
Partners & Resources	EDC, CMRPC, Town of Dudley, WBRA, MDI,

The Town of Dudley has all the assets in place to create the vibrant community they desire. With the creation of a Strategic Plan for the Economic Development Committee they can put all the time and energy they have committed over the past several years into action. Working on a strategy can be a short 3-month process with endless rewards. Having a strategy in place can also make the committee more appealing for recruiting new members.



*Dudley Economic Development Committee June 8, 2021*

## Diagnostic

Dudley has an Economic Development Committee that was established with the goal of promoting Dudley's identity in Massachusetts and the bordering states of Rhode Island and Connecticut. They work to balance new economic development with the town's rural character. Despite the dedication of the committee, it lacks a clear strategic vision to help the town plan for its future. Creating a strategic vision could help the EDC prioritize projects and inform town decisions and investments.

## Resource Center




Attachment	Size
2021_495metrowest_employer_survey.pdf	875.68 KB
strong7_southborough_facts_figures.pdf	517.75 KB

EDC provide supplemental expertise and implementation capacity to municipal staff. Figure 16 depicts a video of an Economic Summit held by the Southborough, MA EDC, which brought together the business community, municipal government, and residents for a long-term strategic planning process.

## Action Items

- The EDC and other Town staff should hold a strategic planning session to identify the Town's economic development goals and priorities. The Town could also consider hosting a public meeting or offering a community survey to allow residents to share their thoughts on town economic development.
- The EDC could consider working with the business program at Nichols College who could provide additional expertise on business development strategies.
- Based on the agreed-upon goals, the EDC should determine next steps to move towards their vision of Dudley's future.



Shrewsbury announces its new Town Center Zoning District!

The Town is seeking innovative and enthusiastic developers to bring their ideas and imagination to the new Town Center District. Come be a part of our exciting new vision!

Visit th...

[Read on...](#)

The Shrewsbury, MA EDC has been particularly effective in its collaborations with other boards and committees, developers, and state government. Figure 17 depicts a YouTube video the Shrewsbury EDC created to help promote its new Town Center District to developers.

# Project 5: Create a Marketing/Branding Plan

Category	 Administrative Capacity/Revenue and Sales
Location	Town of Dudley
Origin	Dudley Economic Development Committee, CMRPC
Budget	 Low Budget (<50k)
Timeframe	 Short Term (Less than 1 year)
Risk	 Low Risk: Stakeholders agree this is needed and a high priority project. Community buy-in is critical in adopting a brand that communicates with the values of Dudley
Key Performance Indicators	Number of businesses; community organizations; and community members that provide feedback
Partners & Resources	Professional marketing agency, Nichols College, Social media, local schools, Dudley business owners

Creating a Marketing Plan for the Study Area could help tie all the previous project recommendations together. A marketing plan would help this area create its own identity and foster a sense of place. Currently, there is little to tie this area together – it is possible to cross the bridge from Webster and not realize you’ve entered a separate town.

Designing a marketing plan would involve hiring an outside partner to create and design a logo and other marketing tools. This process would also include meetings for business owners, residents, and local organizations to provide their input.

Marketing plan should include:

- Social media outreach
- Wayfinding in the district and online
- Target college students and prospective students
- Create a logo and branding strategy that markets the district's local identity
- Highlight the district and town's economic, cultural, and historical assets

# Marketing Plan Examples



Location

Worcester, Wellesley and Clinton

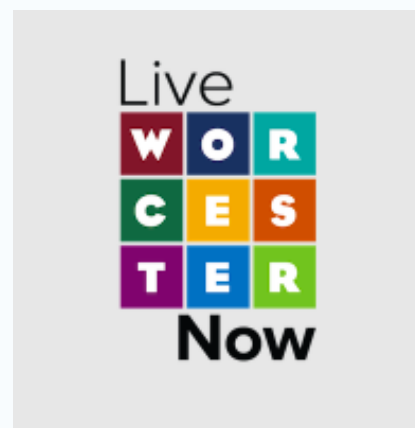
## Clinton:



The Town of Clinton's marketing plan attracts a visitor's attention because of its colorful nature. Simultaneously, it highlights several of its main attractions: its historic buildings and the reservoir. By choosing the phrase "a cultural reservoir", the Town draws attention to the reservoir that many visitors come to enjoy and suggests that the town is open and welcoming to all as a 'cultural reservoir'.

## Worcester:

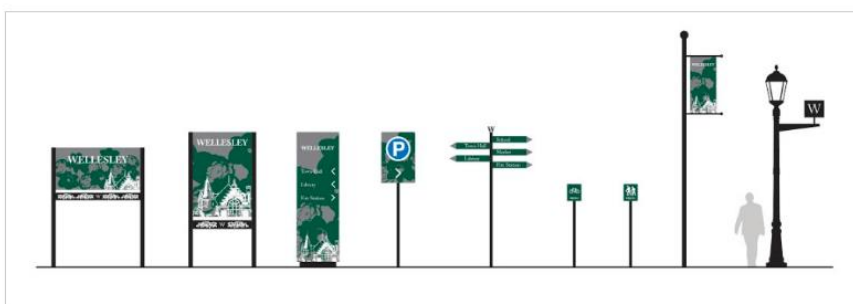
A collaboration between MassHousing, the City of Worcester, Discover Central MA, private sector businesses and the Relator Association of Central MA created a non-profit organization that built out a marketing plan for the city. They use a simple and easily re-creatable logo using colored blocks. Each colored block has a meaning and different groups in the city use different parts of the logo to highlight their work.



## Wellesley:

The Town of Wellesley launched a wayfinding and branding project that focused on developing signage throughout the town. Installing consistent signage throughout the area both provides visitors and residents with helpful guidance and information and give the town a coherent feel.

### Wellesley Square Wayfinding and Branding Project



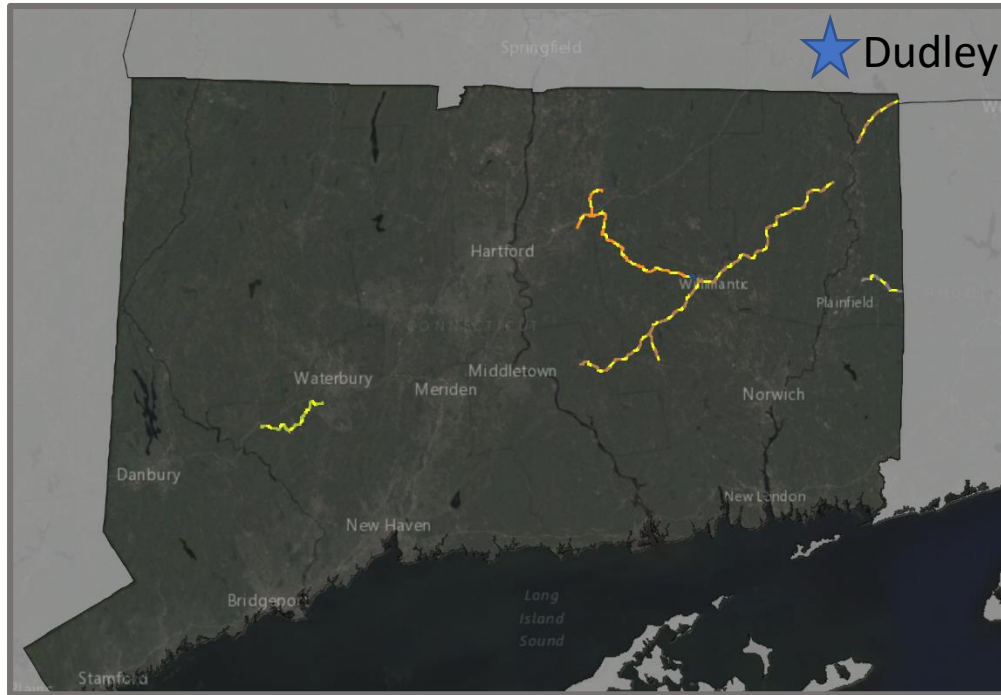
# Bonus Project!:

## Connecting to area Rail Trails

Category	 Public Realm
Location	Dudley/Connecticut Line
Origin	CMRPC
Budget	 High Cost (>150k)
Timeframe	 Long Term (5-10 years)
Risk	 Med Risk: Risk includes working with property owners, Railroad Company, Abutters, Local Businesses, Local Trail Groups
Key Performance Indicators	Number of miles left to build; Maintenance of trails; Build out of trails; Safety measures
Partners & Resources	Rails to Trails Conservancy, CMRPC, MassDOT, State of Connecticut, MassTrails, Dudley Police



Left: Photo of a sign at the Dudley Rail Trail entrance



*Map showing proximity of Dudley to the Connecticut Rail Trail System*

## Connecting to the Connecticut Rail Trail System

### Diagnostic

The Quinebaug River Valley Rail Trail and Bikeway starts at the Mill Road Parking Lot and ends at Sandersale Road (Route 131). The entire trail is 4.3 miles long. This is a well traveled rail trail as is but it has the potential to connect to the Connecticut State Trail System with a very short stretch of trail. Having an interstate connecting trail would open Dudley up to many new forms of recreation-based economic development.

The study area is close to the Connecticut Rail Trail system across the state border. Rail trails have the potential to draw visitors to the region and serve as a regional driver for tourism. Furthermore, the State of Connecticut has invested heavily in expanding and developing its trail system over the past few years. Building connections to both these trail systems could draw visitors to Dudley and provide greater regional connectivity for Dudley residents.

### Process

**Phase 1:** The first step is the planning phase. The town would need to establish a committee or connect with an existing committee/organization, ensuring to include local business owners and residents in the process. The committee will identify project goals and scope, identify target area and funding sources, communicate with town residents, and post to social media so progress updates are clear.

**Phase 2:** Determine costs associated with project and any procurement that needs to take place. Develop materials estimates. Start looking into any permitting that may need to take place.

**Phase 3:** Gather the volunteers or put project out to bid- depending on which project avenue you choose. Start trail buildout!

### Action Items

- Determine a municipal partner that could be the liaison on this project
- Define project goals
- Assess the current rail trail
- Assess the potential trail expansion
- Determine if the rail corridor is or is in the process of, being abandoned
- Build community support
- Collaborate with local trail groups in the area
- Determine funding source
- Take necessary steps to apply for and obtain funding
- Hire contractor or start procurement process
- Begin construction
- Ongoing maintenance and monitoring

# Bonus Project!:

## Small Business Recruitment/Retention

Category	 Business Growth
Location	Town of Dudley
Origin	Dudley Economic Development Committee, CMRPC
Budget	 Low Budget (<50K)
Timeframe	 Short Term (less than 6 months)
Risk	 Low Risk
Key Performance Indicators	Percentage increase to business growth & percentage increase in business retention
Partners & Resources	Webster Dudley Business Alliance, Webster Dudley Oxford Chamber of Commerce, CMRPC, Main Street America

Dudley is working to encourage business development in the town. Streamlining the permitting process is an important step that could make it far easier for new businesses to get off the ground and alleviate the Town administrative staff's workload. Evaluating the existing permitting system and clarifying the required steps would make navigating the permitting systems more accessible to new and existing business. Outreach and collaboration can entice new business growth in the study area and across the town.



*Example of vacant storefront in study area*

# Additional Projects

As part of the planning process, the Town generated many promising project and partner ideas that were not included in the project recommendation section. These include the following:

## Project Ideas:

- Community Gardens
- Continuing the French River Walk
- Landscaping ideas for color/brightness
- Signage and Wayfinding Plans
- Public Art projects/Murals/Hidden Art
- Host winter events for adults and children

## Potential Partners:

- Town of Dudley
- Town of Webster
- ALL the schools in town (all ages)
- Boys/Girls Club
- Nichols College
- Webster/Dudley Business Alliance
- Police and Fire Departments
- Churches in the area
- Webster/Dudley/Oxford Chamber of Commerce
- Yankee Express
- All local Non-profits /Ag Commission
- Boy Scouts/Girl Scouts

## Project Ideas, Continued:

- Cultivate opportunities between Dudley and Nichols
- Craft annual special events calendar to bring residents together
- Foster relationships between Town and Business Owners (closed Facebook group idea)
- Business directory- continue the work done from the study area list started through LRRP
- Add business directory to EDC page on the website
- Build Economic Development Capacity with ARPA funds
- Send press release updates to Yankee Express to let readers know all the work that is being done in Dudley



*Top: Picture of Nichols College*

*Middle: Children tubing. Example of a potential winter event*

*Bottom: Example of a community garden*

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# Potential Funding Sources

## District Local Technical Assistance (DLTA):

Recognizing the tremendous need area planners, town board and commission volunteers, and municipal officials have to continually stay up to date on ever-changing topics related to planning, CMRPC offers technical assistance through its District Local Technical Assistance (DLTA) program. Since 2006, this program has enabled CMRPC to provide technical assistance to member communities on eligible projects. Typically, proposed projects must fall into one of the following four general priority categories to be considered eligible for technical assistance: 1. "Planning Ahead for Housing" 2. "Planning Ahead for Growth"; 3. Technical Assistance to support Community Compact Cabinet Activities; and 4. Technical Assistance to support Regional Efficiency.

## EEA Planning Assistance Grants

The Executive Office of Energy and Environmental Affairs (EEA) offers Massachusetts cities and towns technical help to improve their land use practices. Grants are available to the Commonwealth's municipalities, and Regional - Planning Agencies acting on their behalf to support their efforts to plan, regulate (zone), and act to conserve and develop land consistent with the Massachusetts' Sustainable Development Principles. These Planning Assistance Grants are part of an effort to encourage municipalities to implement land use regulations that are consistent with the Baker-Polito Administration's land conservation and development objectives including reduction of land, energy, and natural resource consumption, provision of sufficient and diverse housing, and mitigation of/preparation for climate change. Funds help communities retain appropriate technical expertise and undertake the public process associated with creating plans and adopting land use regulations.

## Community One Stop for Growth

### Massachusetts Downtown Initiative (project limit \$25,000)

All communities are eligible to apply. Some of the funding for this program is reserved for non-entitlement Community Development Block Grant (CDBG) communities. MDI staff will assign a consultant to assist the community with the technical services, which could include creating the program, developing the design guidelines, and providing conceptual designs for improvements, depending on the complexity of the project. Can be used to fund development of design guidelines.

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# Potential Funding Sources

## Community One Stop for Growth

### Underutilized Properties Program

This funding source is for a much larger project. It could be used to help address larger buildings in a target area that have more significant issues. Bundling this program and a few of the other more specialized grants could help a municipality address smaller properties with the façade improvement program and larger ones with these more targeted funds.

## Community One Stop for Growth

### Rural and Small Town Development Fund Capital Grant Program

This new grant program to provide communities funding for capital projects in Rural and Small Towns - towns with populations less than 7,000 or with a population density of less than 500 persons per square mile (measured by the 2010 US Census). This program funds capital projects exclusively for qualifying Rural and Small Towns. Eligible expenditures are detailed below under the “Use of Funds” section. Grants in this category will likely be \$50,000-\$400,000.

## Collaborative Workspace Program

This grant provides another option to address both the exterior and the interior of this space while also helping to support local jobs and job creation.

## Community Preservation Act

This source only applies in those communities that have adopted the CPA. CPA funds may be used to acquire, preserve and rehabilitate and/or restore historic assets. A municipality could tie this to the design guidelines for a façade improvement program and consider, for example, acquiring a downtown historic building, updating the façade and ground floor for commercial use, and adding an elevator to allow for housing on the upper floors.

## Massachusetts Historic Rehabilitation Tax Credit

This is available for significant rehabilitation of historic buildings and may help supplement a larger project in a downtown. This is included in this best practice sheet because the guidelines developed for the municipal façade/storefront improvement program could be incorporated into the review of larger projects.

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# Potential Funding Sources

Business Improvement District (BID) or other Downtown District

Fund from a BID may be used for a façade improvement program.

Municipal Vacant Storefront Programs

Economic Assistance Coordinating Council

This program will not fund façade improvements. The municipality would need to form a district and then, businesses in the district then apply for the funds to address vacant storefronts. This could help reduce the number of vacant storefronts, while the façade improvement program addresses accessibility, deferred maintenance and design issues on the exterior of the site.

American Rescue Plan Act (ARPA)

Assistance to small businesses includes loans, grants, in-kind assistance, technical assistance, or other services. These funds should cover assistance with the design of façade, storefront, or site improvements when tied to a specific impact of the COVID-19 pandemic. Possible impacts are addressed in the sections on Key Performance Indicators and Diagnostic.

Hometown Grants

T-Mobile:

This program will fund up to \$50,000 per town and may be used to rebuild or refresh community spaces, including historic buildings. <https://www.t-mobile.com/brand/hometown-grants>

Local Banks and other Community Development Financial Institutions

Local banks with a community development financing program for small businesses may be able to help provide low or no interest loans to small businesses for their share of the improvements, especially for a storefront or sign upgrade. The focus of the program at each bank is different; contact your local bank(s) and discuss how they could participate in investing in the community.

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# Potential Funding Sources

## Massachusetts Preservation Projects Fund

*Massachusetts Historical Commission (project limit \$3,000-\$100,000, depending on project type)*

This is a 50% reimbursable matching grant for preserving properties, landscapes, and sites listed in the State Register of Historic Preservation. Applicants are limited to municipalities and nonprofits. Many downtown and village centers include nonprofit and municipal anchors. This grant could be used to ensure that all properties in a target area are brought, over time, to the same standard of repair. The program does have limitation on allowable costs. A preservation restriction is required.

## Community Compact Cabinet Efficiency and Regionalization Program

The purpose of the Efficiency and Regionalization (E&R) competitive grant program was to provide financial support for governmental entities interested in implementing regionalization and other efficiency initiatives that allow for long-term sustainability. These grants provided funds for one-time or transition costs for municipalities, regional school districts, school districts considering forming a regional school district or regionalizing services, regional planning agencies and councils of governments interested in such projects. The application period for the FY22 E&R Grant program opens on January 10, 2022.

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# Appendix

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# Business Survey Results

## Massachusetts DHCD Rapid Recovery Plan Program BUSINESS SURVEY REPORT



This report provides the results of a business survey conducted during March and April of 2021. The survey is part of a program launched by the Massachusetts Department of Housing and Community Development to help communities develop Rapid Recovery Plans for downtowns and commercial districts. The survey was directed to owners or other appropriate representatives of business establishments located in the targeted commercial areas. (For Data Tables, see page 9.)

### Dudley

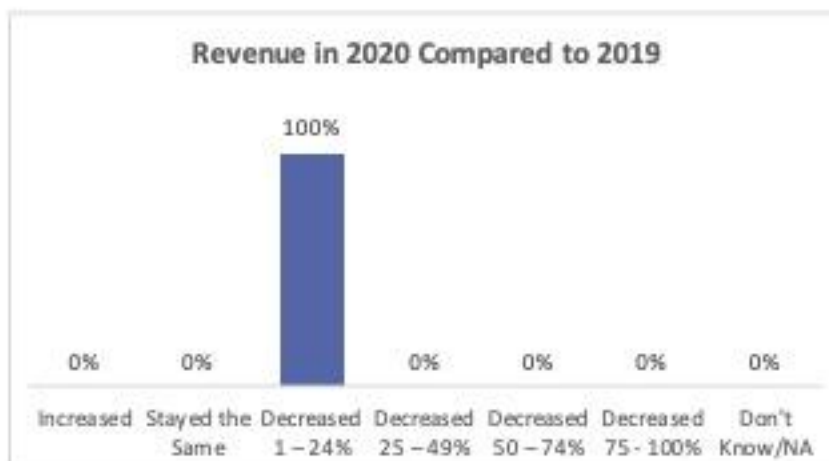
Dippin to Dunkin

Responses: 1

### Impacts of COVID-19

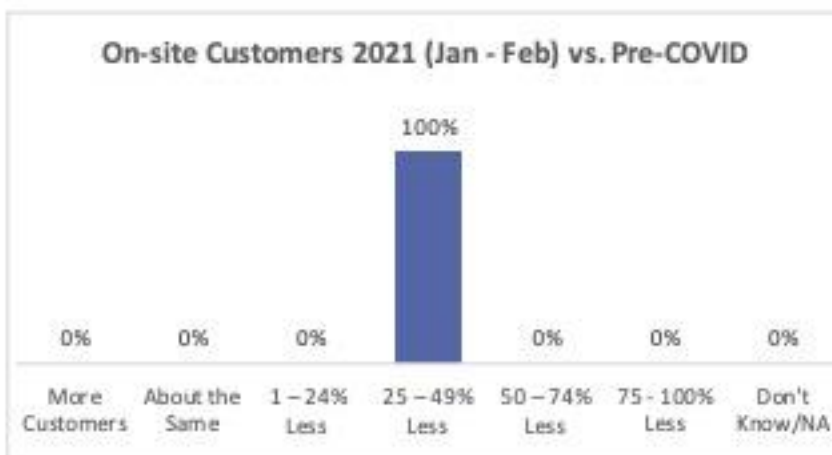
#### Decline in Business Revenue

100% of businesses generated less revenue in 2020 than they did in 2019.  
For 0% of businesses, revenue declined by 25% or more.



#### Less Foot Traffic in Commercial Area

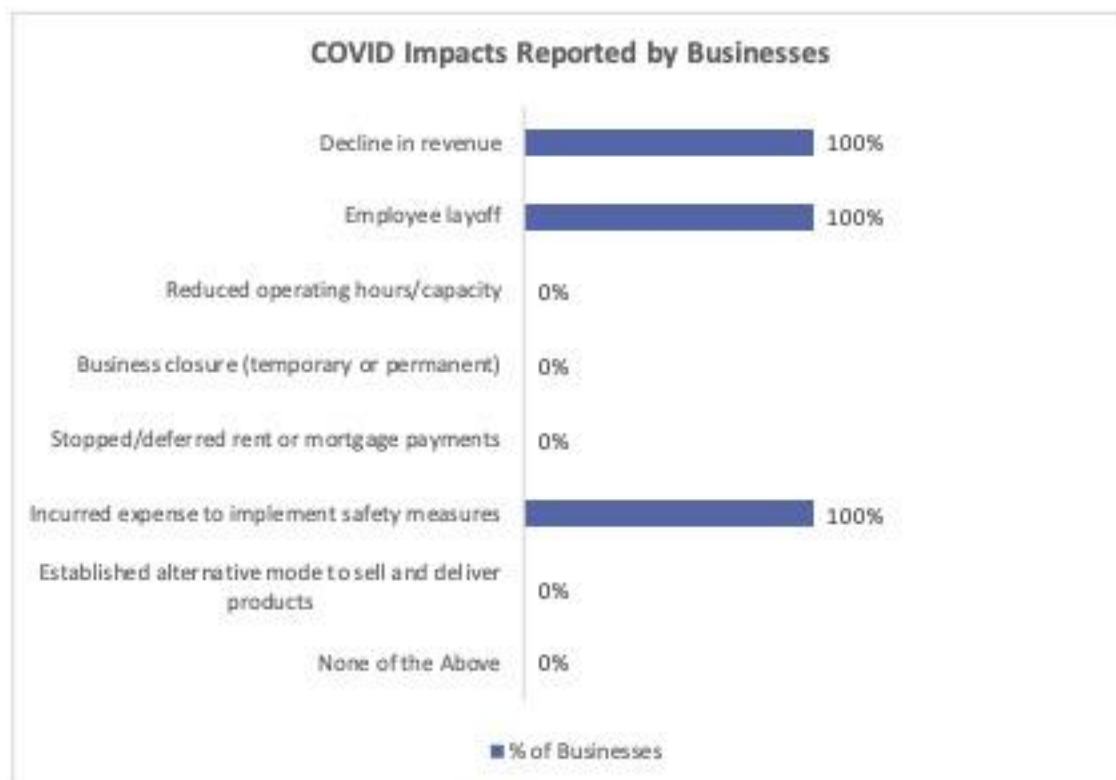
100% of businesses had less on-site customers in January and February of 2021 than before COVID.  
100% of businesses reported a reduction in on-site customers of 25% or more.



## Impacts of COVID-19 (cont'd)

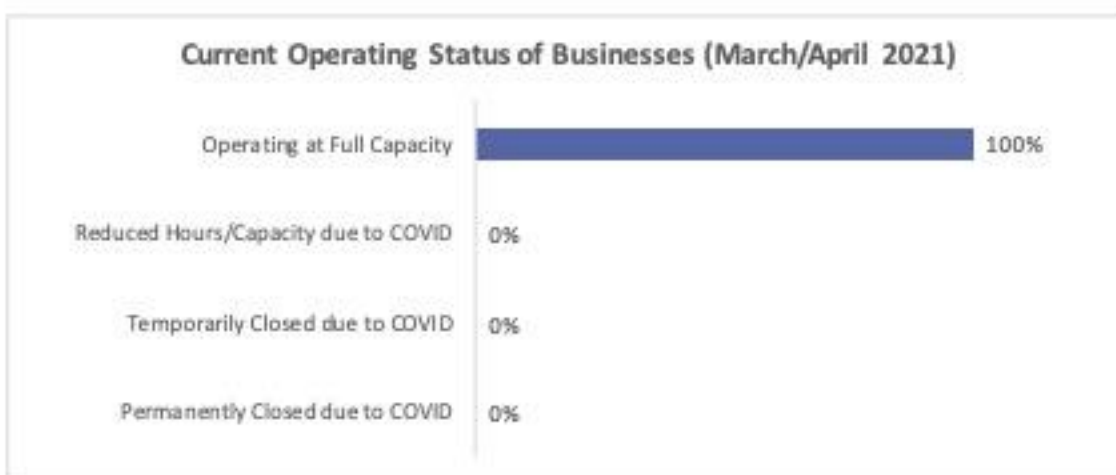
### Reported Impacts

100% of businesses reported being impacted by COVID.



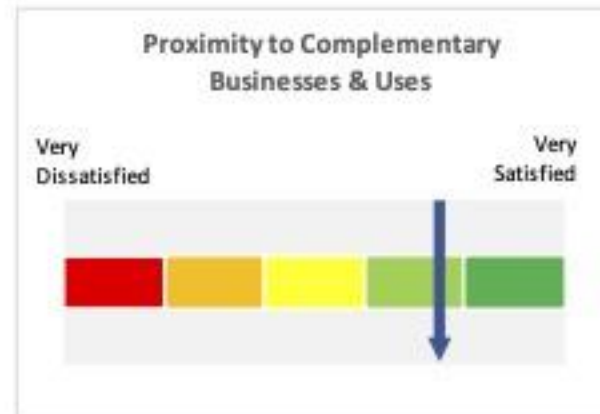
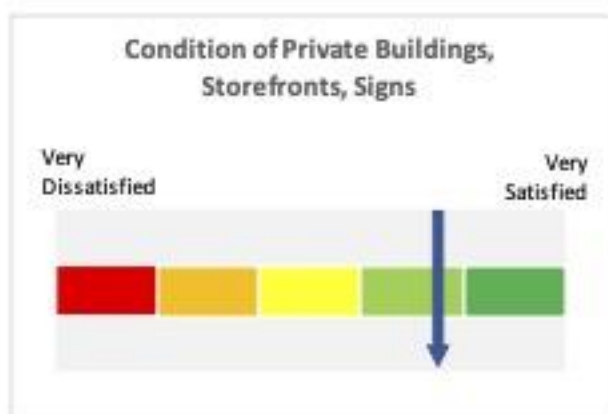
### Operating Status

At the time of the survey, 0% of businesses reported they were operating at reduced hours/capacity or closed.



## Business Satisfaction with Commercial District

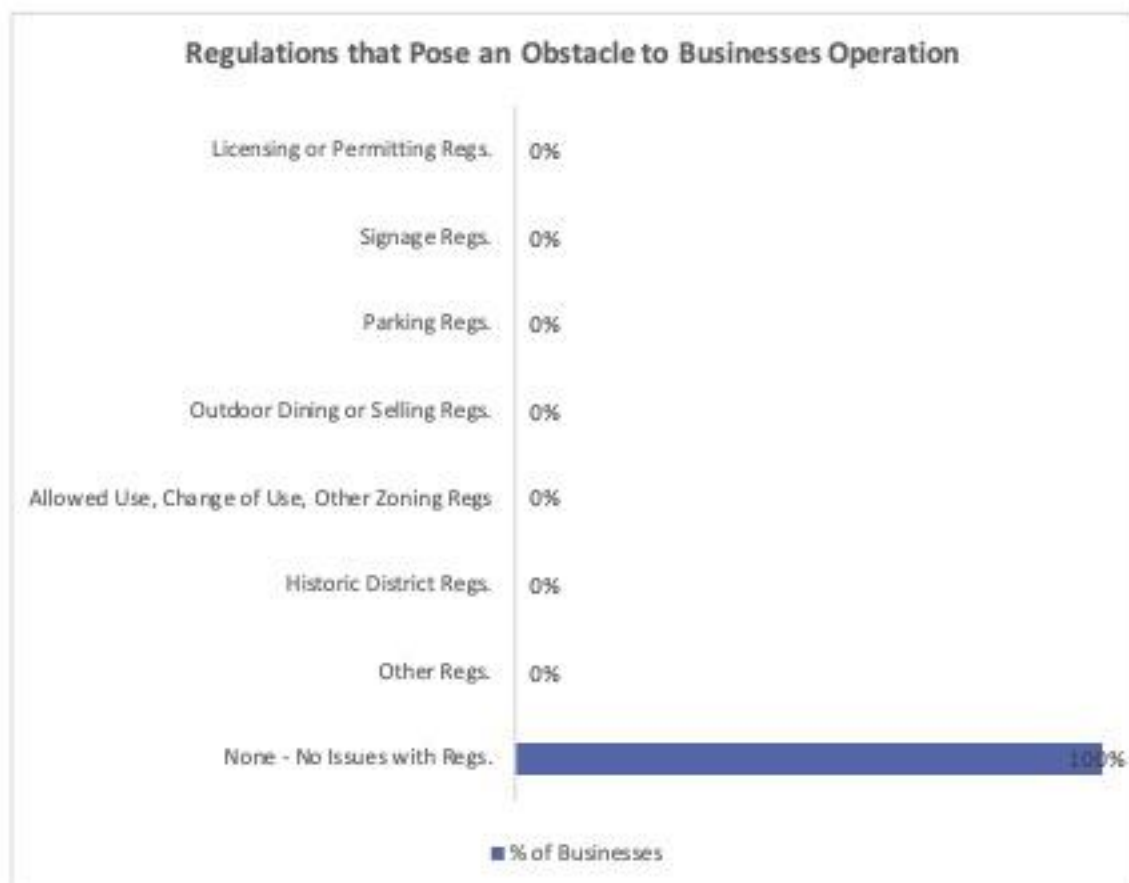
The charts below illustrate the average satisfaction rating among respondents regarding various elements.



## Business Satisfaction with Commercial District (cont'd)

### Regulatory Environment

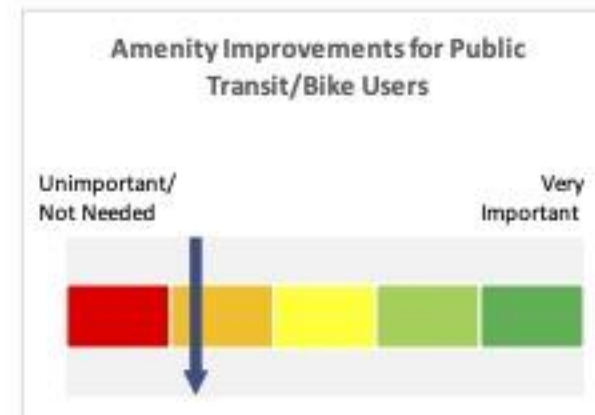
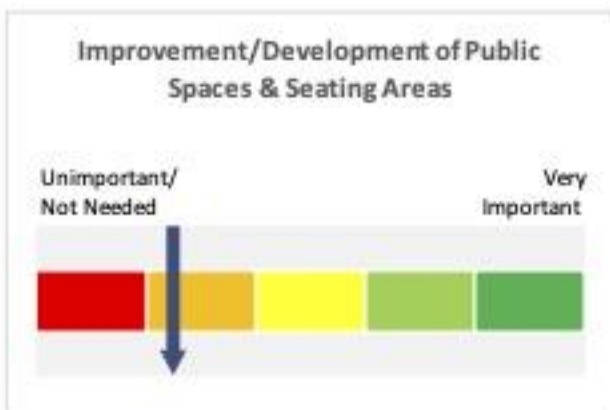
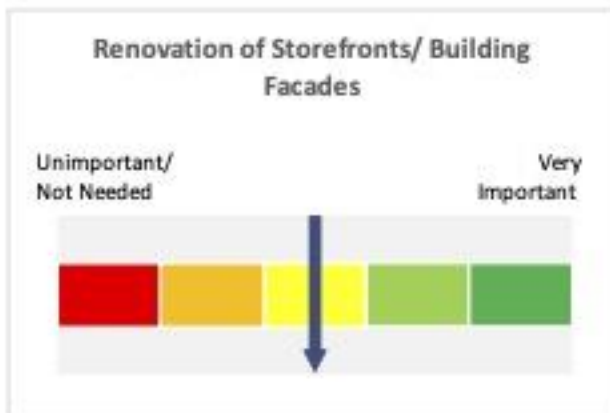
0% of businesses indicated that the regulatory environment poses an obstacle to business operation.



## Business Input Related to Possible Strategies

### Physical Environment, Atmosphere and Access

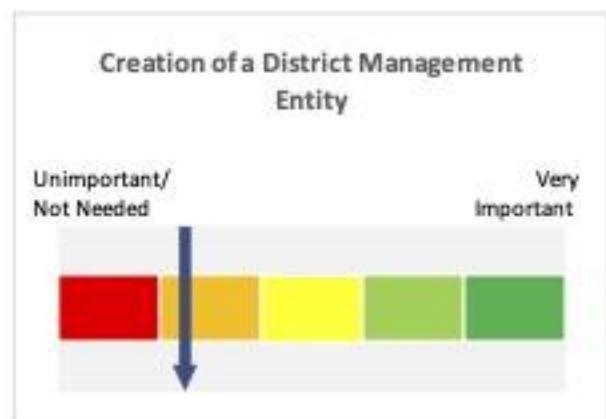
The charts below illustrate the average rating among respondents regarding importance of various strategies.



## Business Input Related to Possible Strategies (cont'd)

### Attraction/Retention of Customers and Businesses

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



## Business Input Related to Possible Strategies (cont'd)

### Businesses Support

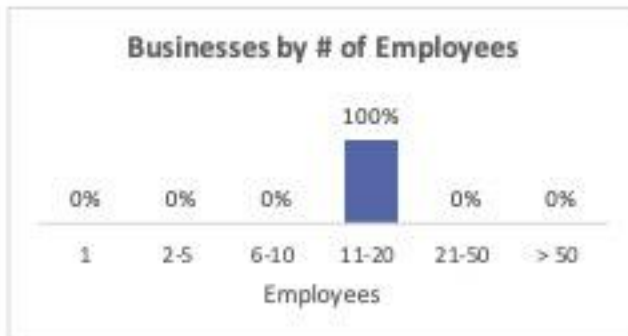
0% of businesses expressed interest in receiving some kind of assistance.



## Business Characteristics

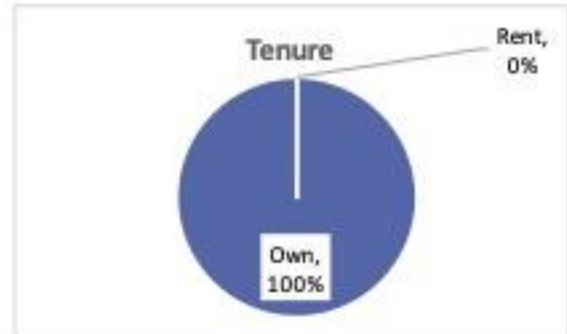
### Business Size

0% of businesses are microenterprises ( $\leq 5$  employees).



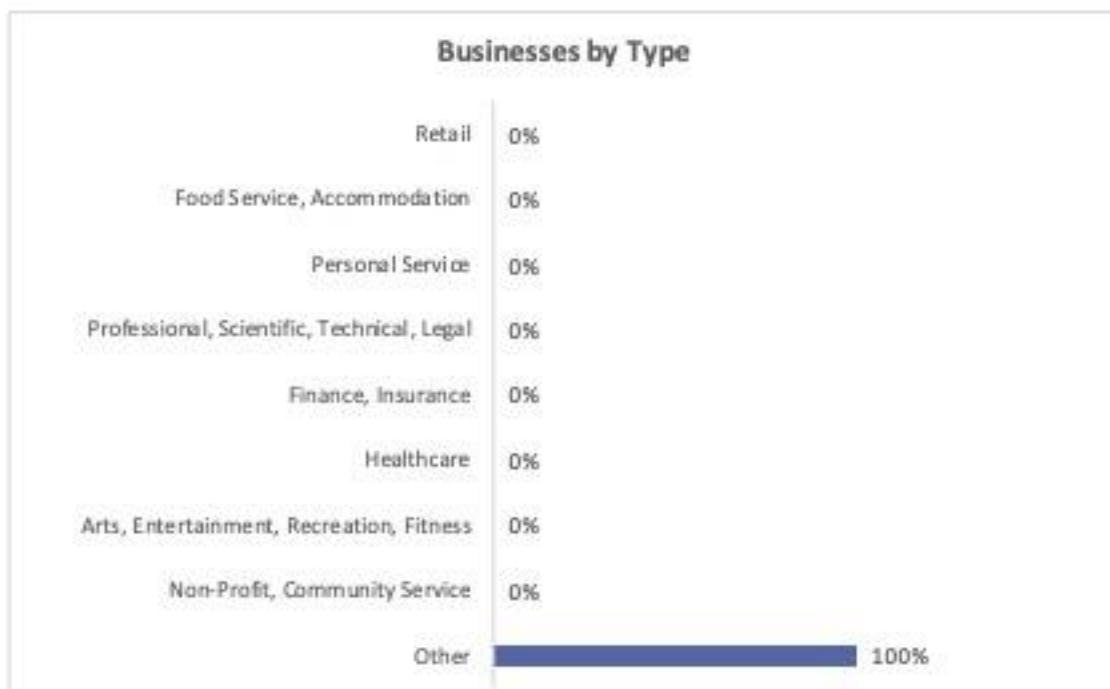
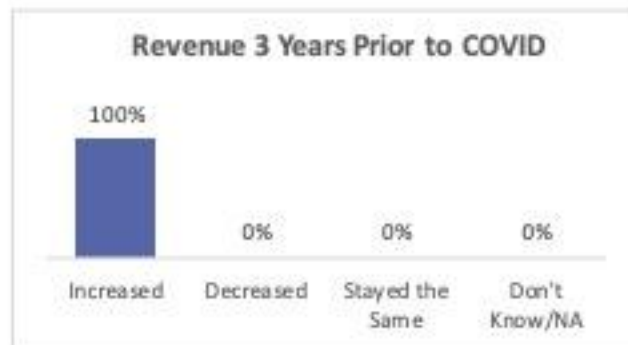
### Business Tenure

0% of businesses rent their space.



### Revenue Trend Prior to COVID

100% of businesses reported increase in revenue during the 3 years prior to COVID.



## Business Survey Results - Data Tables

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### Community Where Targeted Downtown or Commercial District is Located

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

Dudley	1
--------	---

### Business Characteristics & Satisfaction with Commercial Area

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

1	0	0%
2 to 5	0	0%
6 to 10	0	0%
11 to 20	1	100%
21 to 50	0	0%
More than 50	0	0%
Total	1	100%

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

Own	1	100%
Rent	0	0%
Total	1	100%

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

Increased	1	100%
Decreased	0	0%
Stayed about the Same	0	0%
Don't Know/Not Applicable	0	0%
Total	1	100%

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

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

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

**Condition of public spaces, streets, sidewalks**

Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	0	0%
Satisfied	1	100%
Very Satisfied	0	0%
Total	1	100%

**Condition of Private Buildings, Facades, Storefronts, Signage**

Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	0	0%
Satisfied	1	100%
Very Satisfied	0	0%
Total	1	100%

**Access for Customers & Employees**

Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	0	0%
Satisfied	1	100%
Very Satisfied	0	0%
Total	1	100%

**Safety and Comfort of Customers & Employees**

Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	0	0%
Satisfied	1	100%
Very Satisfied	0	0%
Total	1	100%

**Proximity to Complementary Businesses or Uses**

Very Dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	0	0%
Satisfied	1	100%
Very Satisfied	0	0%
Total	1	100%

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

Licensing or permitting regulations	0	0%
Signage regulations	0	0%
Parking regulations	0	0%
Outdoor dining or selling regulations	0	0%
Allowed uses, change of use or other zoning regulations	0	0%
Historic District regulations	0	0%
Other regulations (not related to COVID)	0	0%
None - No Issues with regulations	1	100%

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

Decline in revenue	1	100%
Employee layoff	1	100%
Reduced operating hours/capacity	0	0%
Business closure (temporary or permanent)	0	0%
Stopped/deferred rent or mortgage payments	0	0%
Incurred expense to implement safety measures	1	100%
Established alternative mode to sell and deliver products (on-line platforms, delivery, etc.)	0	0%
None of the Above	0	0%

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

Increased compared to 2019	0	0%
Stayed about the same as 2019	0	0%
Decreased 1 – 24% compared to 2019	1	100%
Decreased 25 – 49% compared to 2019	0	0%
Decreased 75 - 100% compared to 2019	0	0%
Decreased 50 – 74% compared to 2019	0	0%
Don't Know/Not Applicable	0	0%
Total	1	100%

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

More customers than before COVID	0	0%
About the same number as before COVID	0	0%
1 – 24% less customers than before COVID	0	0%
25 – 49% less customers than before COVID	1	100%
50 – 74% less customers than before COVID	0	0%
75 – 100% less customers than before COVID	0	0%
Don't Know/Not Applicable	0	0%
Total	1	100%

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

Operating at full capacity	1	100%
Operating at reduced hours/capacity due to COVID	0	0%
Temporarily closed due to COVID	0	0%
Permanently closed due to COVID	0	0%
Total	1	100%

**Strategies for Supporting Businesses and Improving the Commercial District**

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

**Renovation of Storefronts/Building Facades**

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	1	100%
Important	0	0%
Very Important	0	0%
Total	1	100%

**Improvement/Development of Public Spaces & Seating Areas**

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	100%
Moderately Important	0	0%
Important	0	0%
Very Important	0	0%
Total	1	100%

**Improvement of Streetscape & Sidewalks**

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	100%
Moderately Important	0	0%
Important	0	0%
Very Important	0	0%
Total	1	100%

**Improvements in Safety and/or Cleanliness**

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	100%
Moderately Important	0	0%
Important	0	0%
Very Important	0	0%
Total	1	100%

**Changes in Public Parking Availability, Management or Policies**

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	100%
Moderately Important	0	0%
Important	0	0%
Very Important	0	0%
Total	1	100%

**Amenity Improvements for Public Transit Users and/or Bike Riders**

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	100%
Moderately Important	0	0%
Important	0	0%
Very Important	0	0%
Total	1	100%

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

**More Cultural Events/Activities to Bring People into the District**

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	0	0%
Important	1	100%
Very Important	0	0%
Total	1	100%

**More Opportunities for Outdoor Dining and Selling**

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	0	0%
Important	1	100%
Very Important	0	0%
Total	1	100%

**Implementing Marketing Strategies for the Commercial District**

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	0	0%
Important	1	100%
Very Important	0	0%
Total	1	100%

**Recruitment Programs to Attract Additional Businesses**

Unimportant/Not Needed	0	0%
Of Little Importance or Need	0	0%
Moderately Important	0	0%
Important	1	100%
Very Important	0	0%
Total	1	100%

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

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	100%
Moderately Important	0	0%
Important	0	0%
Very Important	0	0%
Total	1	100%

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

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	100%
Moderately Important	0	0%
Important	0	0%
Very Important	0	0%
Total	1	100%

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

Setting up an online store or other online selling channel	0	0%
Creating new services such as delivery	0	0%
Participating in shared marketing/advertising	0	0%
Low-cost financing for storefront/façade improvements	0	0%
Low-cost financing for purchasing property in the commercial district	0	0%
Training on the use of social media	0	0%
None of the above	1	100%

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

### Comments

[illegible]

Where a placeholder image box has been included for an icon on a page, please replace with one of the following appropriate icons listed below. Select icon and 'Copy'. Go to placeholder icon box on the template page, right click and 'Paste" directly into placeholder box.

Budget



Low



Medium



High

Timeframe



Short



Medium



Long

Risk



Low



Medium



High

Other

## Diagnostic Category



CUSTOMER  
BASE



BUSINESS  
ENVIRONMENT



PHYSICAL  
ENVIRONMENT



ADMIN  
CAPACITY

## Project Category



Public Realm



Private Realm



Tenant Mix



Revenue/Sales



Admin Capacity



Cultural/Arts



Other