

## Maynard Rapid Recovery Plan - Project Recommendations

Yellow = Potential SME Request; Blue = BSC Internal Expertise

#	LRP Project Recommendation Category	Project Recommendation/Theme	Potential Stakeholders for Project Refinement & Implementation	Origin	Estimated Budget & Sources of Funding	Timeframe*	Town Priority	Notes
1	Public Realm	Develop a Downtown Public Realm Plan	Town staff (Municipal Services and DPW), Main Street businesses, Cultural Council	LRRP Application, Site Visits, Stakeholder Engagement	Large Budget (\$200k +)	Short-Term	High	Develop a comprehensive plan to address downtown infrastructure to support small businesses, with a focus on multimodal improvements and connectivity, including complete streets / shared streets, accessibility, parking, and aesthetics. To include the provision of additional streetscape amenities to improve the pedestrian experience and create a more cohesive district; improvement of the River Street municipal parking lot and its pedestrian connections; and widening of Main Street sidewalks in appropriate locations between Nason and Waltham Streets. Add street furniture including trash receptacles (ask DPW about cost/staffing issues), benches, and plantings., while understanding that future underground infrastructure improvements are needed that will likely impact the streetscape.
2	Public Realm	Develop an access plan for the Assabet River	Town staff (Municipal Services and DPW), Con Com, MEDC	LRRP Application	Low Budget (Under \$50k) to Medium Budget (\$50k - \$200k)	Short-Term	High	Probably a 20 year project - how to make sure other projects that get completed in the meantime align with river access strategy? Think about which parcels need to be acquired. Vision for the river access, strategy, zoning, input for overlay district, long-range plan. Look at Housatonic River access in Great Barrington.
3	Public Realm	Implement wayfinding for municipal parking to enhance visitors' and residents' sense of place and accessibility of downtown Maynard	Town staff (Municipal Services and DPW), Cultural Council	LRRP application & stakeholder engagement	Low Budget (Under \$50k) to Medium Budget (\$50k - \$200k)	Short-Term		There is an existing wayfinding plan for municipal parking that needs to be funded and implemented. Separating this out will open up the possibility of obtaining implementation funding sooner than later. prior to the development of a larger public realm plan in order to meet one of the pressing needs identified for downtown small businesses.
4	Public Realm	Create a new outdoor activity area at Naylor Court that will draw visitors to this area and support area businesses	Planning, Naylor Court businesses, DPW, MEDC, Council on Aging, Cultural District	LRRP application & Town staff	Large Budget (\$200k +)	Short-Term		Design and implement a new outdoor activity area that will draw visitors to this area and benefitting area businesses.
5	Private Realm	Incentivize commercial property improvements	Town staff (OMS), MEDC, Chamber of Commerce	Site Visits & Stakeholder Engagement	Low Budget (Under \$50k) to Medium Budget (\$50k - \$200k)	Short-Term		Most commercial leases are NNN - how to incentivize investment in upgrading commercial facades?
6	Administrative Capacity	Enhance code enforcement efforts to improve downtown aesthetics	Town staff (Municipal Services - Building & Inspections Division)	Site Visits & Stakeholder Engagement		Short-Term		Minimum maintenance ordinance recently passed - what more can be done? Look at how other communities address this issue, e.g., Union Hill sweeps in Worcester. Vacant buildings aren't typically an eyesore - some occupied buildings look worse. Issue is around property owners who don't invest in upkeep - downtown looks shabby. Is the town doing enough regarding its minimum standards? Is the bar set too low/too easy to comply? Is the town enforcing to the extent possible? Town lawyers get nervous when enforcing - does ordinance need to be reviewed?
7	Revenue and Sales	Build on the existing brand of the Cultural District and integrate with Town-wide branding	Town staff (Municipal Services), MEDC, Cultural Council	LRRP application and MEDC Vision Discussion Paper	Low Budget (Under \$50k) to Medium Budget (\$50k - \$200k)	Short-Term		Three parts: 1) How to attract entrepreneurs - let them know about Maynard, that it is affordable to start a business and to live here, and determine how to target entrepreneurs and how to get information to them. 2) How to get other businesses to understand they are part of the cultural economy (cultural, complementary to cultural (e.g., restaurant), or service to cultural (e.g., mechanic) 3) Branding/marketing to visitors that Maynard has something worth seeing Incorporate Town of Maynard Branding Initiative effort to date
8	Cultural/Arts	Build capacity of the Cultural District	Town staff (Municipal Services), Cultural Council, MBA	LRRP application		Short-Term		Need to work with Cultural Council on this. 1) Misunderstanding of role - who is responsible for programming? 2) Need staff/bandwidth? 3) CC/Board needs training on project management, communications, etc.? Could entail exploring the potential to establish a Section 501(c)3 organization, which could go after funding. Examples include the Natick Center Associates, which is the underlying entity for the Natick Cultural District, and Creative Portland in Maine. Natick Center Associates staffs the district. Their staff includes a full-time executive director, a community engagement coordinator, and a bookkeeper who works about 5 hours/week. The executive director's responsibilities include planning, coordinating, marketing, promoting and executing district-sponsored events throughout the year. In addition, the executive director is responsible for the administrative tasks associated with running a nonprofit, such as managing an annual membership drive, attending board meetings, running the farmer's market, and planning for future projects. A community engagement coordinator position was hired in spring of 2019 to assist with the curation and execution of arts and cultural programming in alignment with the guiding values for creative placemaking. The Town of Natick provides \$80,000 to NCA, who also offer a tiered membership model that nets approximately \$20,000 in annual revenue. An annual fundraiser, the farmer's market, and other fundraising activities generate another \$28,000 collectively. Additional funds are raised through event sponsorships.

9	Tenant Mix	Create a commercial tenant attraction and retention strategy	MEDC, Town staff (Municipal Services), MBA	Stakeholder engagement		Short-Term		Takeaway from 6/15 meeting relates to downtown tenant mix: The selectboard chair suggested a recommendation around determining what the appropriate tenant mix is for downtown. A second select board member commented that there are young professionals living downtown and it would be good to hear from them which kinds of businesses they would like to see and which businesses they currently frequent. The development of a marketing plan should be predicated on understanding the market - to learn about downtown's key consumer groups and how to reach and serve them better. This includes understanding their perceptions of downtown as a place to live, work, shop and play. With knowledge of these consumer groups, an appropriate brand for the district can be created along with effective marketing programs that communicate downtown's distinctive qualities.
11	Private Realm	Offer incentives for second floor residential development (financial incentive for fire alarms and suppression)	Town staff (OMS), Affordable Housing Trust Committee	Town staff		Short-Term to Medium Term		The Town's third priority for meeting medium and long-term challenges is to continue creating a range on income-based housing opportunities within the Cultural District. This area is currently zoned under the town's "Downtown Overlay District". This zoning designation provides a regulatory framework for the creation of mixed-use and multi-family residential units. Additionally, the current zoning provides development incentives for the private creation of affordable units. In the last three years mixed-use projects have been constructed and reflect the increasing interest in ongoing addition of residential uses downtown. This directly contributes to the creation of the critical mass necessary for sustainable economic recovery and development within the Cultural District. However, the costs to meet fire suppression requirements have proven to be a barrier to redeveloping upper floors into residential units.

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