



Downtown Greenfield

The Deliberate Downtown
May 27, 2021

FinePoint
Associates


dhcd
Massachusetts
RAPID RECOVERY PLANS

Speakers

City of Greenfield



Roxann Wedegartner,
Mayor



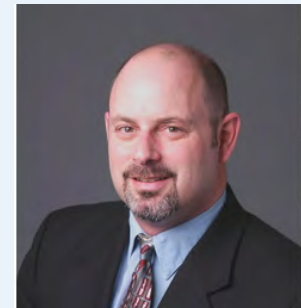
MJ Adams, Director of
Community and Economic
Development



Plan Facilitator Team



Peg Barringe, FinePoint
Associates, Partner



Ted Brovitz, Brovitz Community
Planning and Design



Tech Assistance

Tutu Thapi, FinePoint
Associates, CED Analysis

Agenda

1. Welcome from Community & Economic Development Department
2. Welcome & Thoughts From the Mayor
3. RRP Process and Community Engagement
4. Findings and Stakeholder Input Part 1:
Public Realm, Private Realm, Accessibility and Zoning & Regulations
5. Findings and Stakeholder Input Part 2:
Real Estate & Business Environment, Market Environment, District Management
6. Community Conversation Continues
7. Next Steps & Wrap-up

Welcome & Background

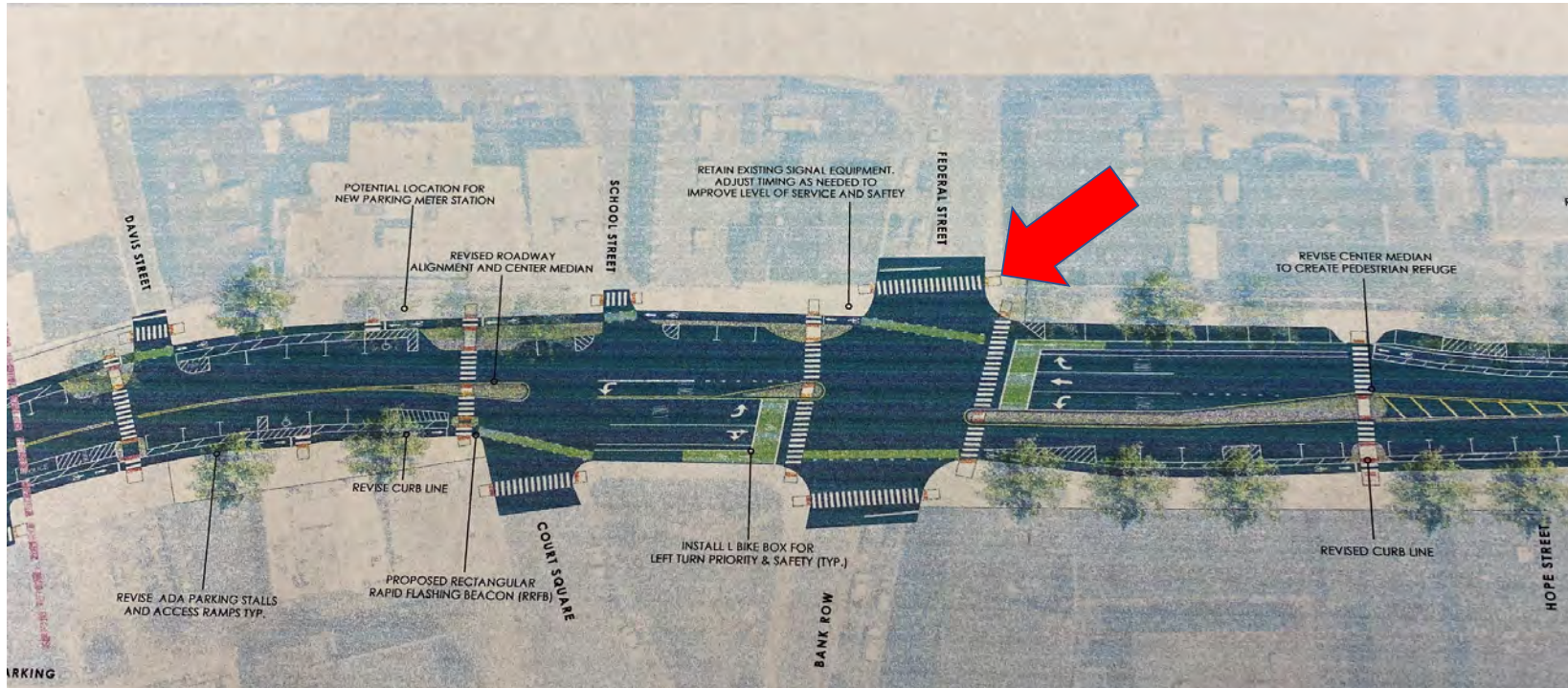
MJ Adams, Director of Community and Economic Development



Comments from the Mayor

Roxann Wedegartner, Mayor





Main St. Project – CONCEPTUAL DESIGN – Hope St. Intersection to Davis St.

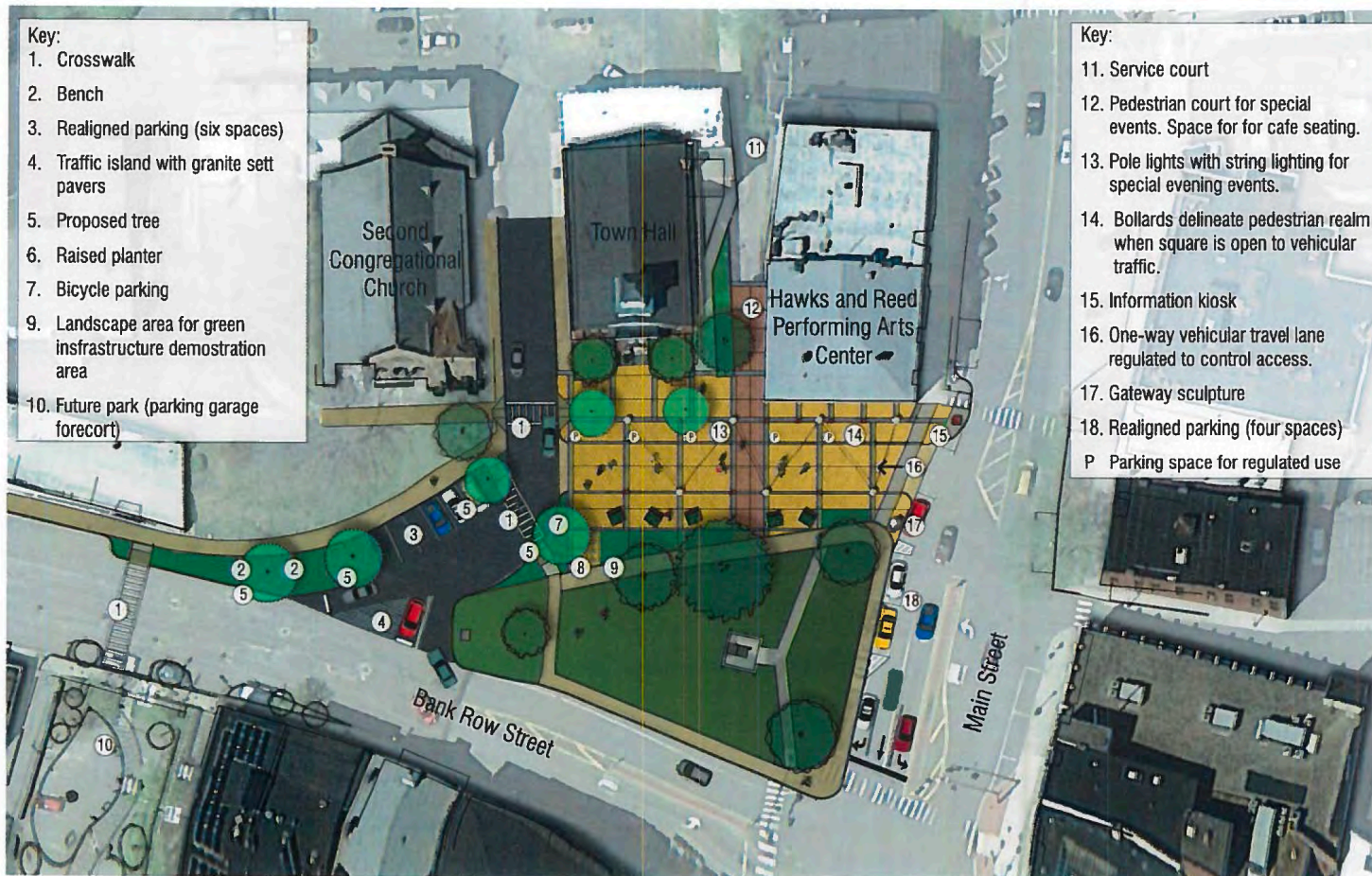
Redesign goes from High St. to Colrain St. (just past Fort Square)

Note Federal ST/Bank Row Intersection widened/improved disability access

All drawings extremely preliminary



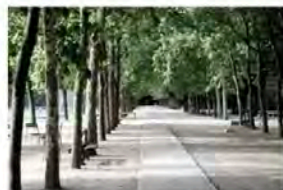
PEDESTRIAN
PLAZA



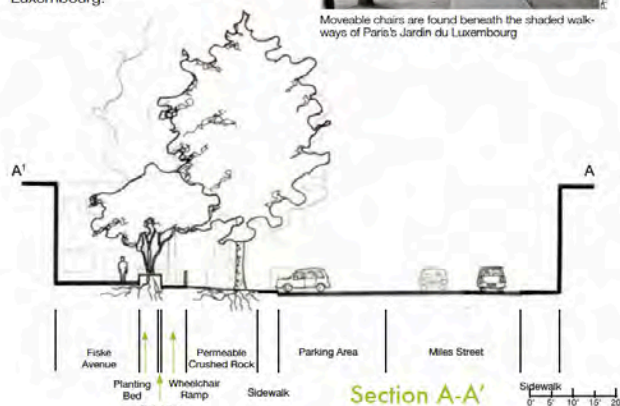
FISKE LOT PREFERRED DESIGN: POCKET PARK

This design creates a shaded, green parking lot with expanded gathering spaces, while reducing impervious surface and related negative environmental effects. The expanded gathering spaces require cooperation of adjacent property owners on Fiske Avenue.

- 1 Parking is directly adjacent to Miles Street, reducing the total amount of asphalt.
- 2 The sidewalk is routed around the parking lot, eliminating potential pedestrian/vehicle conflicts.
- 3 An expanded Fiske Avenue, now surfaced with attractive permeable pavers, provides more room for sitting and outdoor dining. The wider entry area draws the eyes of passersby and connects Main Street to the popular businesses along the avenue.
- 4 Fine crushed rock creates a durable and permeable walking surface while supporting tree health and stormwater infiltration. London plane trees tower over the area, creating a classic shaded allée reminiscent of New York City's Bryant Park and Paris's Jardin du Luxembourg.
- 5 A vegetated rain garden treats and infiltrates stormwater from the parking lot and part of the street. A small sign explains the process of biofiltration and Greenfield's commitment to sustainability.
- 6 Smaller shade-tolerant redbud trees thrive in the planting bed along Fiske Avenue.
- 7 A gently sloped ramp provides easy access for wheelchairs between the parking lot and Fiske Avenue.



Moveable chairs are found beneath the shaded walkways of Paris's Jardin du Luxembourg



NOT FOR CONSTRUCTION. THIS DRAWING IS PART OF A STUDENT PROJECT AND IS NOT BASED ON A LEGAL SURVEY

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STREETSCAPE ENHANCEMENT &
ECOLOGICAL PARKING LOT DESIGN
TOWN OF GREENFIELD
DEPARTMENT OF PLANNING & DEVELOPMENT
114 MAIN STREET, GREENFIELD, MA 01301

FISKE LOT
PREFERRED DESIGN

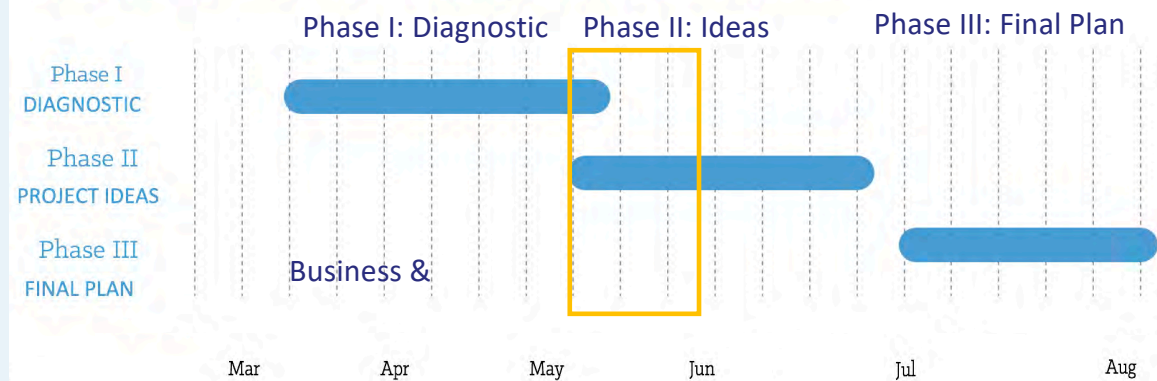
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RRP Process & Community Engagement



RRP Process & Community Engagement

Rapid Recovery Plan (RRP) Program



Process and Community Engagement

- Data Collection & Analysis
- SGIC Physical Assessment Teams
- Walk About Tours with Community Leaders, Business Owners and Residents & Listening Session
- Business Survey
- Interviews with Downtown Organization Representatives
- Consumer Preference Survey Results (Oct 2020)

Walk About Tour



SGIC Assessment Teams

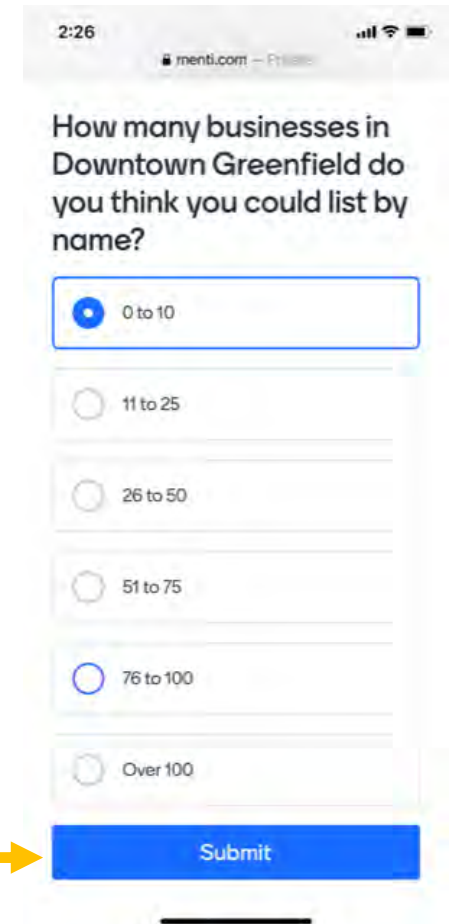


Stakeholder Input

- Use a different device not using for Zoom like your smart phone (easiest way)

or open a new browser on your computer (different than the one using for this zoom meeting)

- Go to: **www.menti.com**
- Enter the Code you will see on the Zoom screen
- Then , you will be able to answer the questions we post on the screen.
- Make sure to scroll down to the bottom of each question and Hit the **Submit Button** for each Question





Stakeholder Polling Question

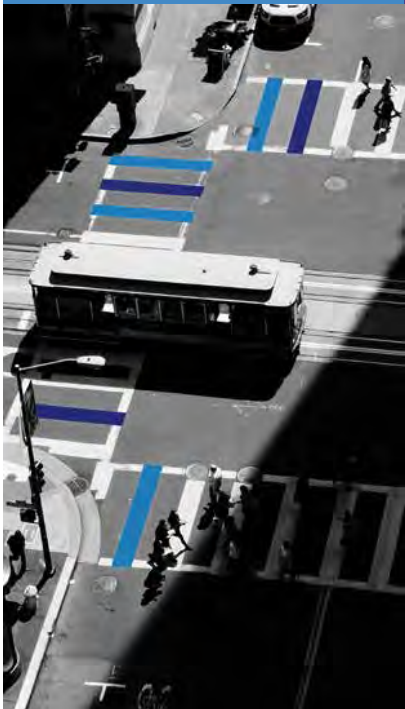
Findings

Findings and Stakeholder Input Part 1:

Public Realm, Private Realm, Accessibility and Zoning & Regulations



PHYSICAL
ENVIRONMENT



Public Realm

Downtown is very walkable.

Key Finding

- Compact development pattern makes downtown very walkable.
- Typical block length on Main St. is 300 to 400 Ft (ideal for pedestrians).
- Good street enclosure with buildings placed at the sidewalk reinforcing the pedestrian environment.
- Depth with side streets having 1 to 2 blocks of large buildings creating more opportunity for business and residential uses
- Parking and curb cuts does not interrupt the sidewalk in the core area.
- Good terminal vista looking west toward the hills.



The 100% Corner is 90% inactive.

Key Finding

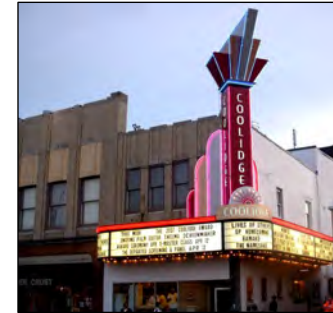
- The "100% corner" is at Main St/Federal St/Bank Row.
- First impressions of the district are made here by visitors.
- Typically, downtowns have a lot of pedestrian activity here (shops and restaurants benefit from high traffic counts and visibility).
- There are no storefronts and little sidewalk activity at this intersection today.
- The Hawks & Reed Performing Arts Center and Pushkin Building have no visible signage from the intersection.
- Greenfield Savings Bank has landscaping between the building and sidewalk creating a barrier to pedestrians.

FinePoint Associates

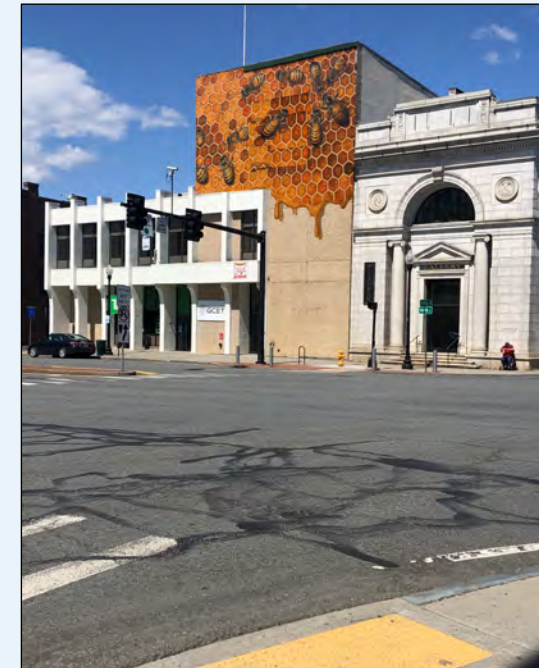


The 100% Corner is 90% inactive.

Opportunity



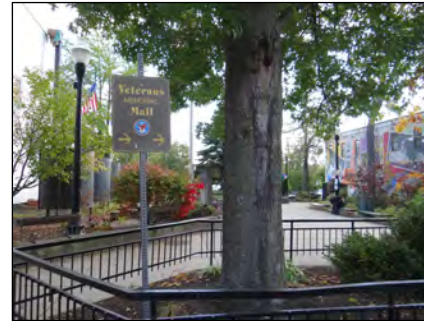
- Expand sidewalk space for active uses to appeal to drivers and support more activity by adjacent storefronts.
- Install murals on blank walls.
- Vertical wall banners on plain building facades.
- More wall signs, projecting signs, and marquees
- Projected façade lighting at night.
- Replacing landscape with hardscapes.
- Expanding the Common by incorporating Court Square.



Downtown is missing a centrally located, visible, and programmable public open space.

Key Finding

- High quality public open spaces in downtown (Veterans Park, The Common at Court Square, Energy Park).
- Existing public spaces are small, formal/memorial, or not visible from Main Street.
- Downtown Greenfield does not have a traditional large Common.
- A highly-visible and programmable public open space for large civic gatherings on Main Street would draw travelers, residents, workers, and tourists.



Downtown is missing a centrally located, visible, and programmable public open space.

Opportunity

- The Common and Court Square
- Fiske Avenue Pocket Park
- The top deck of the Olive Street Garage
- The future plaza in front of the new public library



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The Fiske Avenue alley presents an opportunity for potential activation.

Opportunity

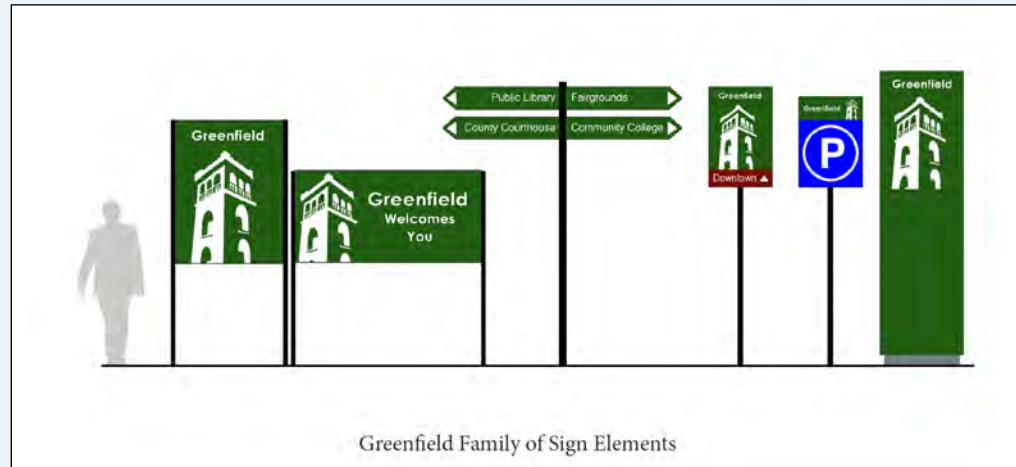
- Community representatives shared a vision for a new pocket park replacing the public parking lot at Main St/Miles St.
- Some of parking spaces would be relocated to on-street spaces on Miles Street.
- Creating a new civic gathering space adjacent to Fiske Ave (an open alley)
- Potential elements could include café seating, the new Bee statues, chess tables, string lighting, bike repair stand, business directory, and information kiosk.
- Potential programming could include seasonal "Art Sheds," music, exercise classes, arts and craft shows for local and regional artist to display and sell their work.



Wayfinding is limited.

Key Finding

- No coordinated wayfinding system that leads customers to and around downtown.
- Preliminary branding/wayfinding plan (2015) and Recreational Department's park signs provide a foundation for a wayfinding system.
- Significant economic opportunity to capture dollars from visitors and tourists with well design wayfinding.



Wayfinding is limited.

Opportunity

- High quality wayfinding elements could attract more customers and direct them to shops, restaurants, civic venues and other points of interest. Wayfinding elements include:

- Gateway signs
- Directional signs
- Community Information Kiosks
- Business Directories and Maps
- Locational Signs
- Banners (On Poles or Over Street)

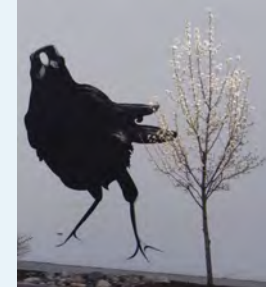
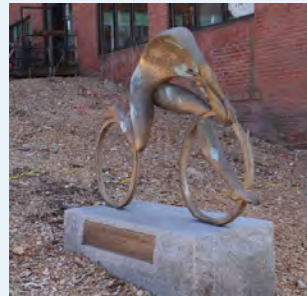


Pedestrian-oriented, wayfinding signs, created by Walk Dover, promote walking around downtown by highlighting key area attractions and transit.

Downtown Greenfield displays many examples of public art and there is opportunity for more.

Key Finding

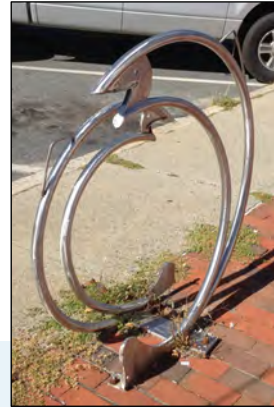
- Sculptures such as at Greenfield Savings Bank, the war memorial at Veterans Park, the bike sculpture on Miles Street, the dinosaur rocks on Bank Row, the statue on The Common, and the new Bee statues.
- Murals such as the dinosaur on the Olive Street Garage, angel on Fiske Ave, the bird on Olive Street, and collage at Veterans Park.
- The new Bee statues decorated by local artists will land on Main Street in the near future.



Downtown Greenfield displays many examples of public art and there is opportunity for more.

Opportunity

- With several public open spaces and wide sidewalks new public art installations are possible.
- A public street art wall on the abandoned foundation on Chapman Street
- Public art in existing and new curb extensions (i.e. Avenue A in Turners Falls)
- Bike racks and corals
- Interpretive "Then and Now" historical wayfinding sign on the sidewalks
- Painted cross walks with different themes
- Music stations (such as the xylophone bus stop in Sedona AZ or pianos in St. Armond's Circle, Sarasota)
- Movable Adirondack chairs painted by local artists



Loitering and panhandling might be creating the perception of an unsafe environment.

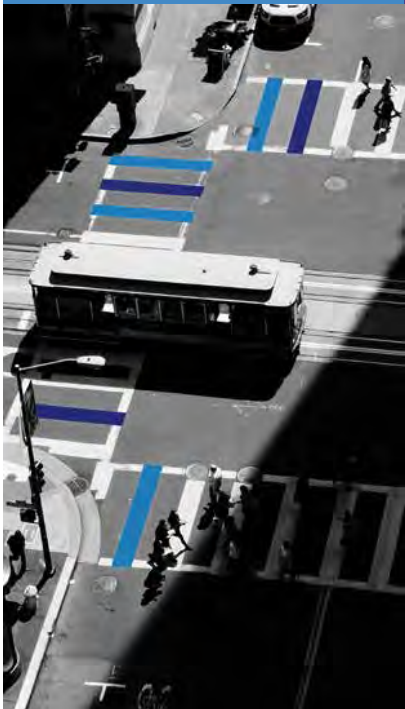
Key Finding

- During the course of our assessment and in previous community surveys, we heard several comments about the presence of intoxicated individuals, drug deals and homeless people.
- The Police Department has identified some safety issues such as loitering, drug use, and some vandalism in the public garage. There may also be a perception issues about safety which is common in parking garage.
- Heroin, homelessness, and panhandlers are issues that needs to be addressed.

Greenfield Recorder



PHYSICAL
ENVIRONMENT



Private Realm

More storefront elements are needed.

Key Finding

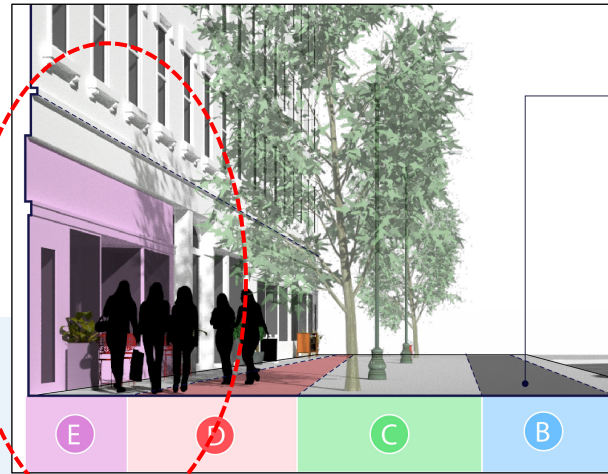
- Downtown businesses only have seconds to make an impression on potential customers walking by.
- Successful merchants use a variety of tools to draw in pedestrians and be visible to drivers.
- Downtown Greenfield has many businesses that provide 1 or 2 high quality façade and spill-out elements.
- However, there is a lot of opportunity to add more combinations.



More storefront elements are needed.

Opportunity

- **Facades** - Multiple combinations of elements are employed such:
 - Wall signs
 - Projecting blade signs
 - Banners
 - Awnings
 - Murals (for blank walls)
 - Window signs and displays



More storefront elements are needed.

Opportunity

- **Spill-Out Elements** – Using the sidewalk for a combined of treatments such as:
 - Café seating
 - Planters
 - Merchandise displays
 - Sandwich board signs



Downtown Living is limited.

Key Finding

- There appears to be relatively few residential living units in Downtown, particularly market-rate housing units.
- Most commercial buildings on Main Street (or within a block) are 2 to 4 stories which provides an opportunity for a mix of office and residential uses.



Downtown Living is limited.

Opportunity

- Downtown residents can be a primary market for downtown businesses
- More downtown residential units could be an opportunity to:
 - Increase the customer base
 - Diversify housing choices to a broader range of income and age groups
 - Incentive reinvestment in older properties.
- A growing number of communities are making mixed use and housing a priority for downtown revitalization (i.e. Brattleboro and Northampton)



BROOKS HOUSE - BRATTLEBORO VT

- Two Vermont State Colleges – Approximately 350 students and 50 staff and faculty.
- Shopping & Dining – An attractive mix of retail and restaurants bring customers to your door.
- Residential – 23 upscale apartments bring the building to life and create a vibrant community.
- Office Space – Adjacent to the colleges on the second floor.

Downtown Living is limited.

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LIVE 155 BLOCK - NORTHAMPTON

- Built in 2019
- Mixed Use (Retail, Offices Uses, Apartments)
- 2,300 square feet of retail space
- Shared Parking
- 4 Stories
- 27 studios; 43 1-BR apartments
- Flexible meeting space for use by tenants
- All-electric heating/cooling with 100kW solar energy system
- 23 Market Rate and 47 Subsidized Units (rented at or below 60% AMI).

There are several key opportunity properties in Downtown (e.g., FNB, GCC and others).

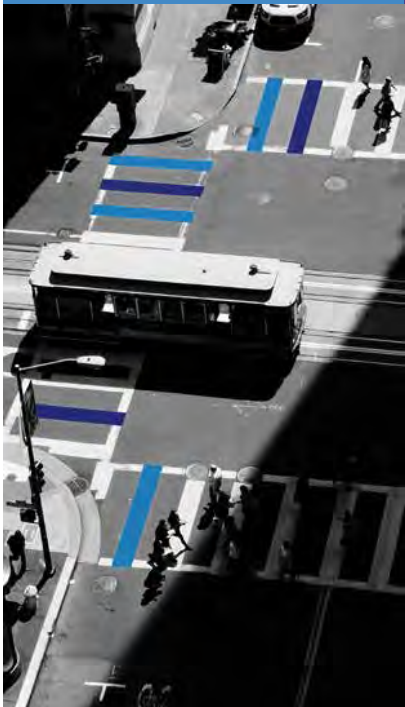
Key Finding

- First National Bank (FNB) - Vacant for decades, the subject of much study and is currently owned by the City. An alternative to reuse might be to save the historic façade, eliminate the remaining structure, and use as a public gathering venue until a future development can be built behind the facade wall.
- Wilson's Department store - closing has left a large vacant property available in Downtown and the owner is looking for a buyer.
- Greenfield Community College - GCC provides workforce training and hopes to redevelop/ repurpose the property for an entrepreneurship center. A "Town/Gown" opportunity.
- Others - New Public Library, Old Private Library (7 Franklin), and vacant storefronts.





PHYSICAL
ENVIRONMENT



Accessibility

Downtown is easily accessed off Rt. 91 and is fortunate to have train and bus service.

Key Finding

- Cars - Downtown Greenfield has good access to I-91 and Route 2 providing opportunities for commuters and visitors
- Buses - Downtown is the hub for FRTA regional bus service at the Olver Center bringing in customers and employees daily
- Trains - Daily service on Amtrak (The Vermonter) and the Valley Flyer connects Greenfield with travelers from New York City, to Hartford, to Montreal benefiting residents and bringing visitors to the downtown's doorstep.
- Bikes - Regional bike trail in Greenfield and around the Valley (such as the Power Canal in Turners Falls) create an opportunity to draw visitors.



Downtown Greenfield has a hierarchy of “Complete Streets.”

Key Finding

- Multi-modal transportation (accessible to vehicles, buses, trains, and bikes).
- Main Street (Rt. 2A) and Federal Street (Rt 5 and 10) connects the city with other communities, Route 2, and I-91.
- Downtown is on a grid which provides good access and disperses traffic well.
- A series of secondary streets off Main Street connect downtown with surrounding neighborhoods
- Downtown streets has a combination of vehicle travel lanes, on-street parking, sidewalks, streetscape treatments, and bus stops.



Downtown Greenfield has a hierarchy of “Complete Streets.”

Opportunity

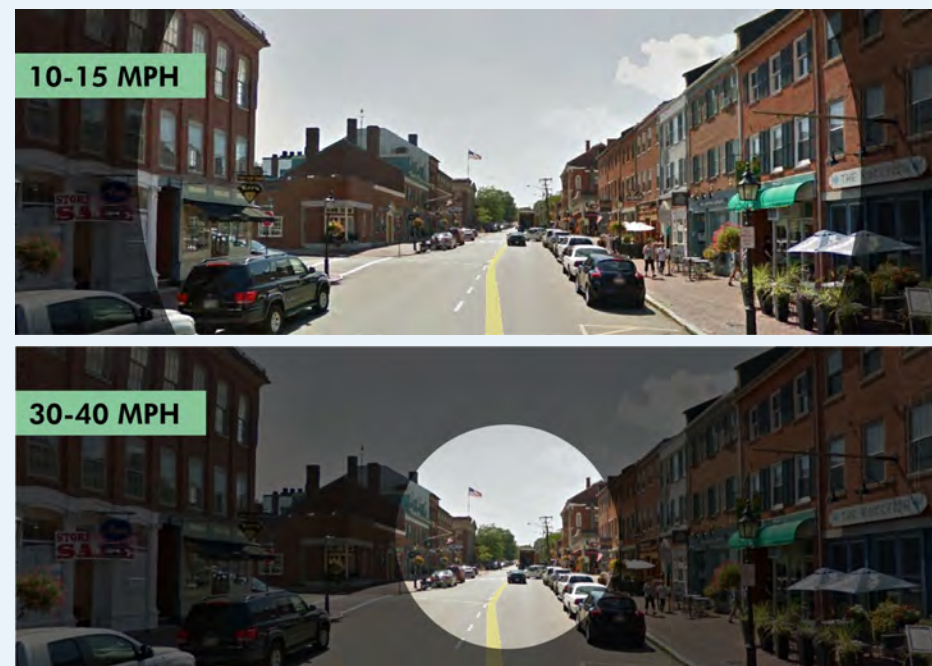
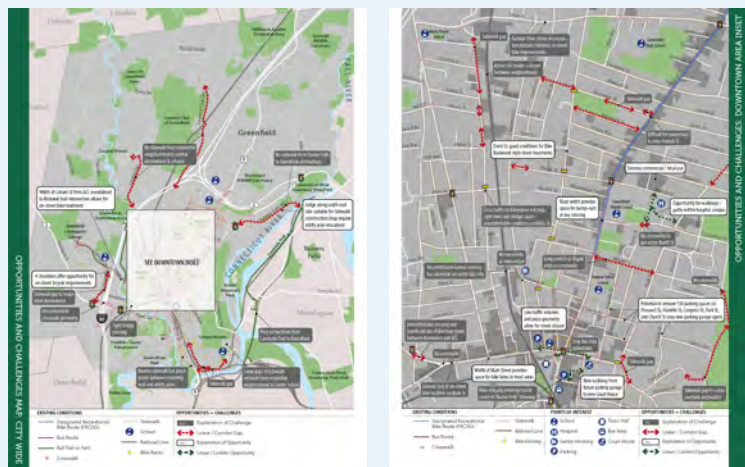
- Recently awarded a MassDOT Transportation Grant will allow the City to make improvements curb to curbs such as:
 - Travel lanes, turning lanes, signals
 - Center medians
 - On street parking
 - Crosswalks/curb extensions
 - Bus pullouts and stops
 - Bike lanes
 - Other “Traffic Calming” applications.



Downtown Greenfield has a hierarchy of “Complete Streets.”

Opportunity

- There are no dedicated bike lanes currently, but City has a “Complete Streets” to integrate them into the downtown street network.
- The key for downtown traffic is slow and steady. (about 18 to 20 MPH) so drivers can see the businesses and pedestrian.

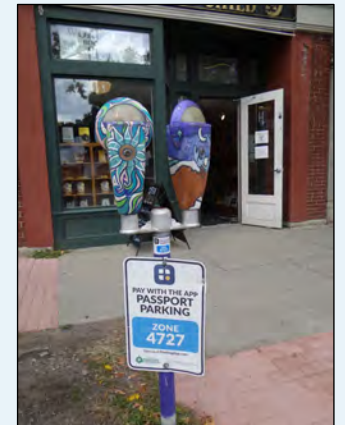
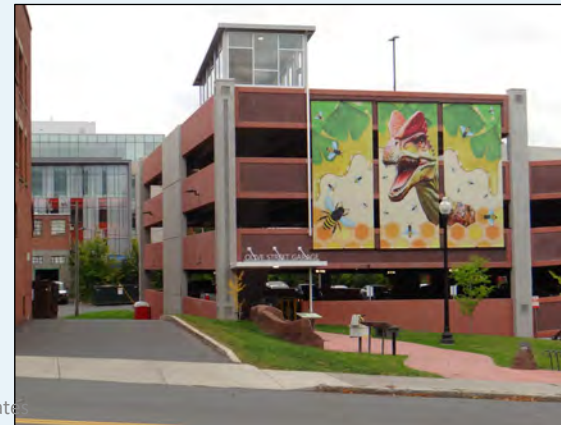
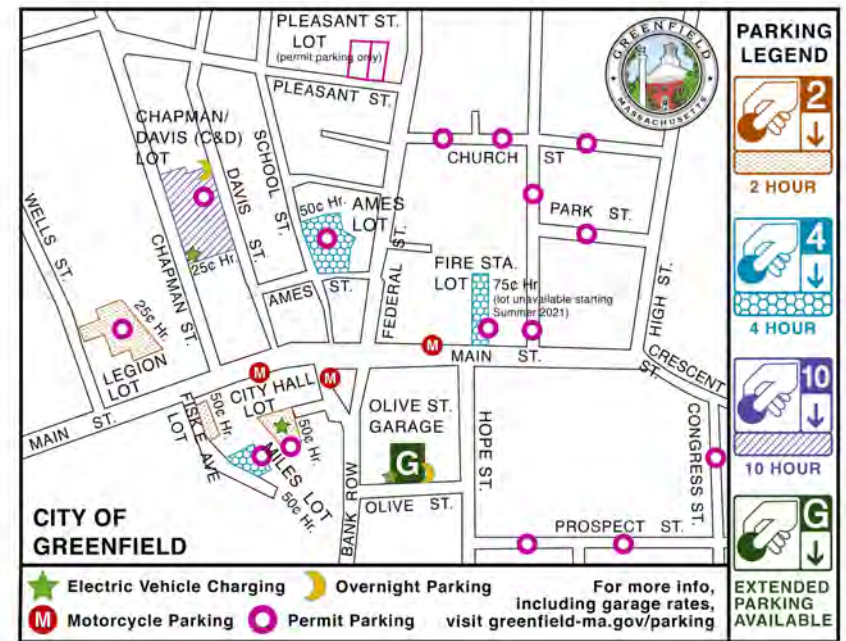


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Downtown has balanced parking.

Key Finding

- Collectively, the public and private parking systems in Downtown create a large capacity of spaces to serve shoppers, workers, residents, and visitors.
- Parking spaces are well distributed throughout the district and include on-street parking, off street surface lots, and structured parking.



Downtown has balanced parking.

Opportunity

- Where parking is underutilized, there may be opportunities to:
 - Activate the space with outdoor dining or civic events
 - Retrofit or redevelop the property.



8 UP Garage Rooftop Restaurant, Louisville, KY





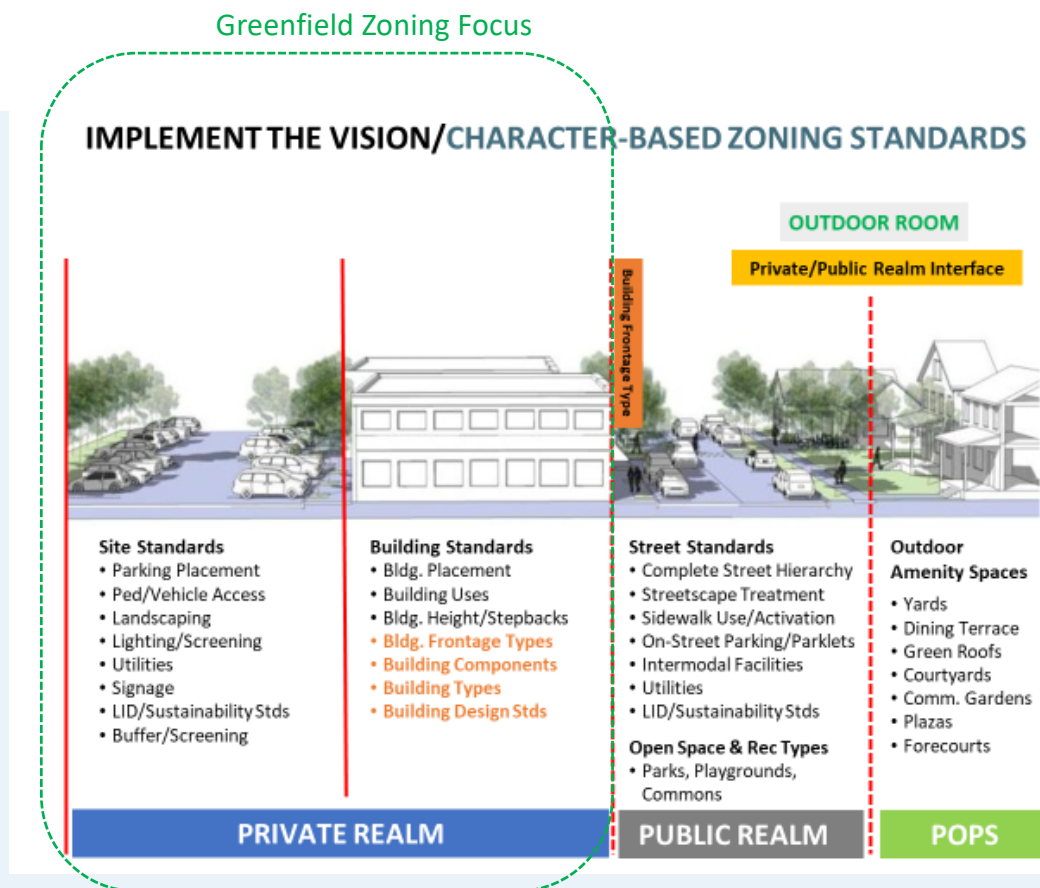
ADMIN
CAPACITY

Zoning & Regulations

Downtown Zoning focuses primarily on “private realm” with little attention to “public realm.”

Key Finding

- The City's conventional zoning ordinance addresses “private realm ” building and site improvements such:
 - Dimensions (Lot size, frontage, building size, setback, height, FAR, and density)
 - Uses (by right and special permit)
 - Parking (on site or off site)
 - Open space (typically landscape)
- In a downtown setting, urban design is a critical issue which also takes in the “public realm.”



Downtown Zoning focuses primarily on “private realm” with little attention to “public realm.”

Opportunity

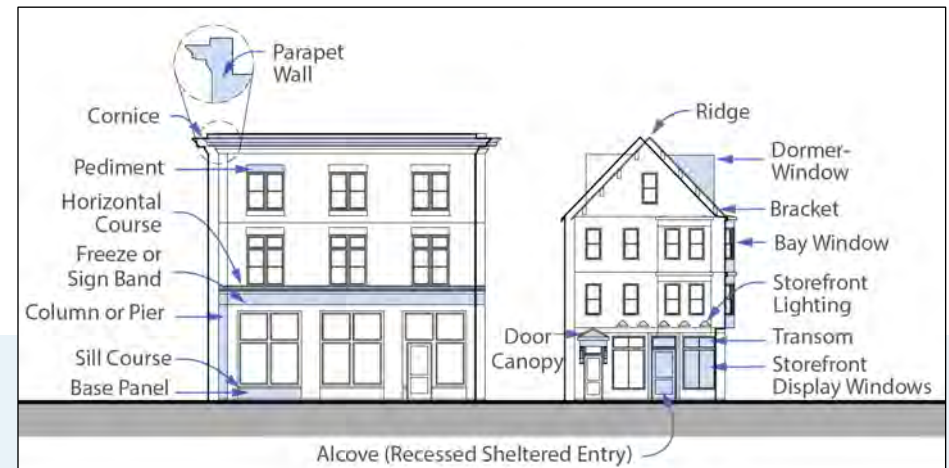
- Context-Based Zoning - To ensure a cohesive and compatible interface between the public and private realms, context-based design standards are often adopted by municipalities to enhance the relationship:
 - Building size, height, bulk
 - Mixed uses
 - Fenestration
 - Sidewalk activation (signs, displays, café seating)
 - Publicly-accessible open spaces
 - Location of off-street parking
 - Curb cuts



Downtown Zoning focuses primarily on “private realm” with little attention to “public realm.”

Opportunity

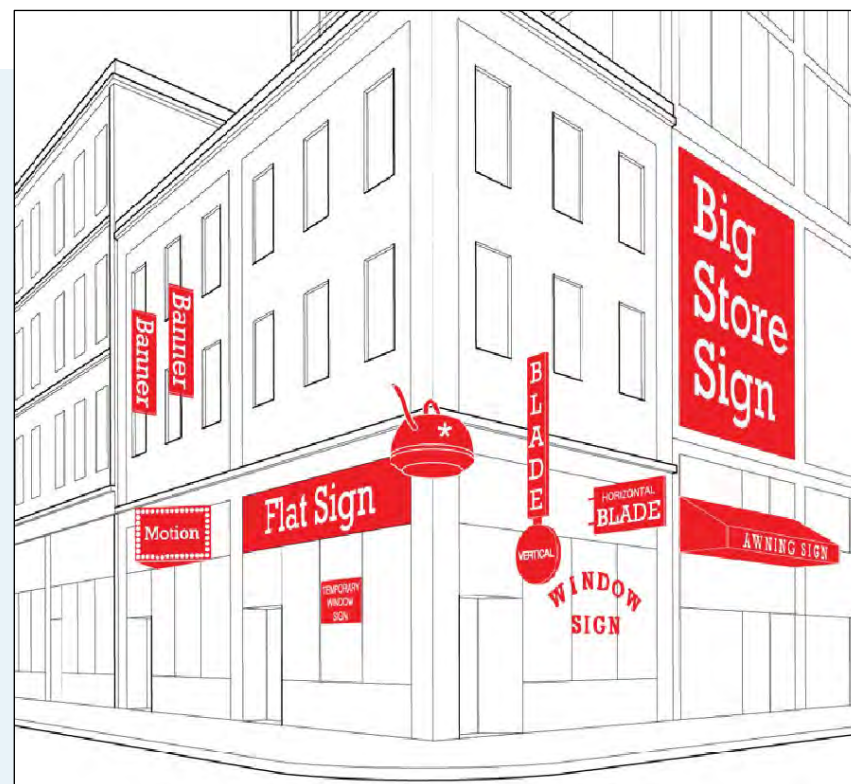
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Downtown sign regulations lack definition and clarity.

Key Finding

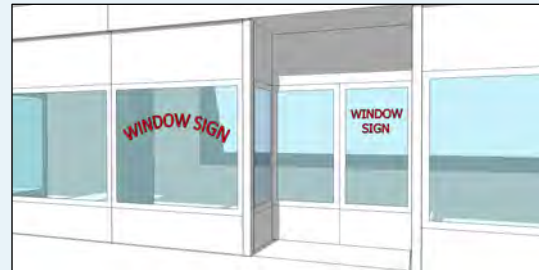
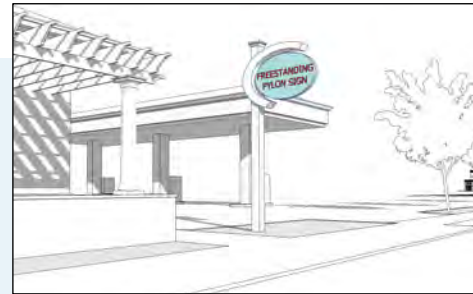
- Size - Allows for 1 sign per storefront with a maximum size of 40 SF or 10% of building width.
- Type - Signs allowed include wall sign, projecting sign, marquee, and awning sign.
- Permitting - Business owners can seek a special permit from the ZBA for additional signage.
- Combinations - Regulations may be inhibiting the opportunity to install a combination of high quality signs such as wall signs, window signs, projecting signs, and sandwich board signs often employed by storefronts to create a vibrant settings.



Downtown sign regulations lack definition and clarity.

Opportunity

- Many communities have adopted design standards addressing placement, size, lighting and materials with administrative rather than requiring a special permit or board approval.
- Specific standards and illustrative graphics could be adopted for:
 - Wall signs and projecting blade signs
 - Ground signs and Marquee signs
 - Awnings and banner signs
 - Window signs, sandwich board signs, and iconic signs.
- Downtown's vibrancy depends on quality storefront treatments and a combination of signs and spill out applications (such as merchandise displays) could be allowed by right with high quality standards.





Stakeholder Polling Questions

Findings

Findings and Stakeholder Input Part 2:

Real Estate & Business Environment, Market Environment and District Management Findings



BUSINESS
ENVIRONMENT

Real Estate Environment

Downtown Greenfield encompasses approximately a million s.f. of commercial space under roof.
11% of commercial units are vacant & about 18% of the s.f.

Key Finding

1 Million Sq. Ft. Total

Est. Total 1st Floor
Commercial Sq. Ft.

700,390

Total # of 1st Floor
Commercial Units

251

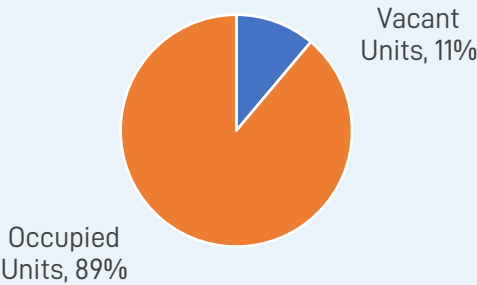
Total # of
Commercial Units

368

Total # of 1st Floor
Vacant Units

30

Vacancy – All Units



Vacant Storefronts



Large Vacant Properties



The City could consider implementing additional proactive strategies to address vacancy.

Opportunity



Vacant Storefronts

The City has taken step to qualify Downtown for the MA Vacant Storefront Program (tax credits)

Arlington Vacant Storefront By-law

- Registration of vacant space
- Fee to register
- Fee can be waived if activate storefront
- Fine for not Registering

Taunton Commercial Rent Subsidy Program

(Program rebates the landlord)

Rent subsidy for 2 yrs. for new businesses



Large Vacant Properties

- Communities can sometimes help obtain gap financing. (e.g., MassDevelopment)

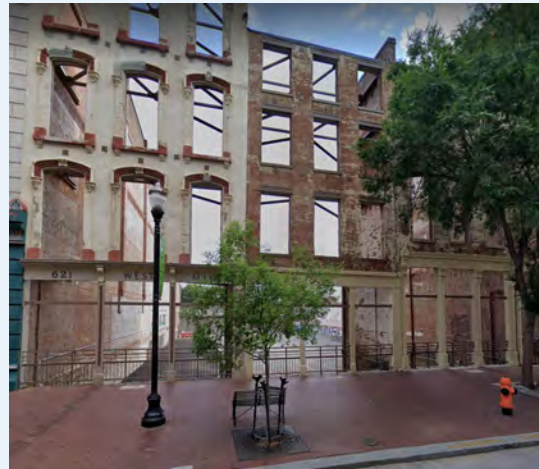


The First National Bank (FNB)

- vacant for decades
- large redevelopment cost, access issues
- cannot be used due to unsafe conditions.

Consider

- Explore the idea of preserving only the façade & eliminating structure
- Use as a public gathering venue until a future development can be built



FinePoint Associates

FNB Options:

- Preserve entire building, take proactive actions to find developer
- Preserve façade only, eliminate structure, and use as a public gathering venue until a future development can be built
- Clear site for future development



BUSINESS
ENVIRONMENT

Business Environment

Downtown has a complement of commercial and institutional uses that creates a “place of necessity”.

Key Finding

Nodes

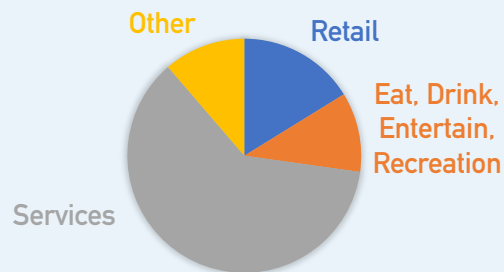
East – institutional

Central – retail, dining, entertainment

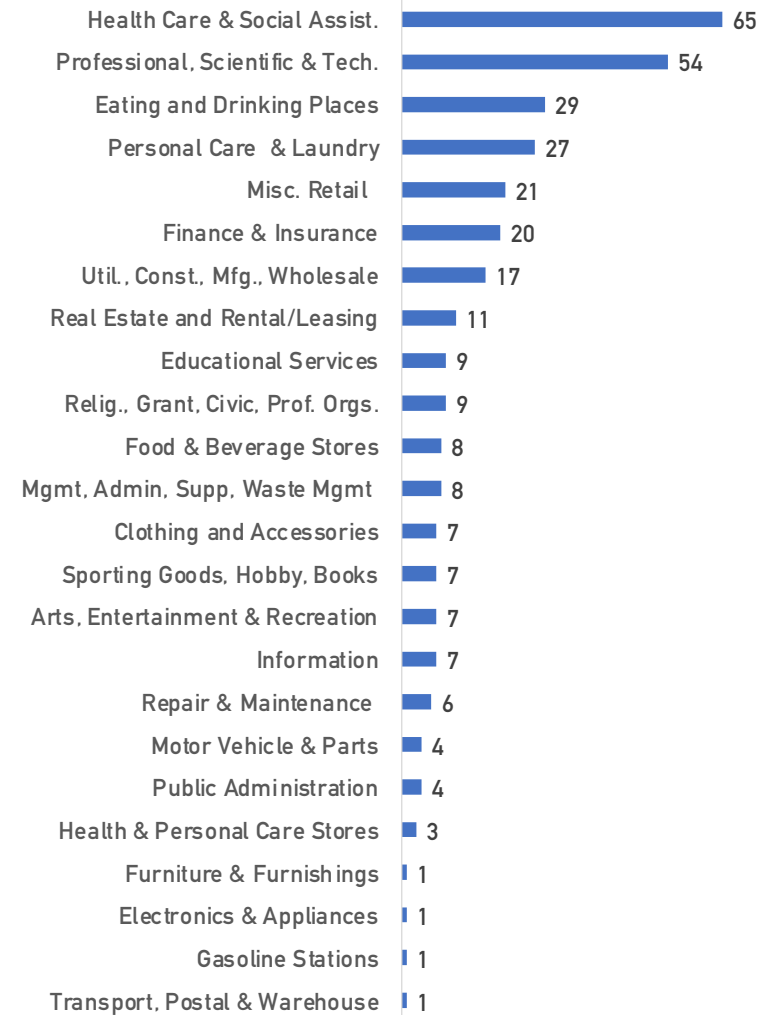
West – gas, auto-related and strip commercial

Total # of Business Establishments

327



FinePoint Associates



“Retailtainment” may be more important than ever as we try to bring customers back Downtown after COVID. DG is lucky to have several recreation and entertainment-related anchors.

Key Finding

- During COVID, customers have become even more comfortable with online shopping and it will take more to get them back into shopping areas than simply the ability to acquire goods.
- Even before COVID, millennials had demonstrated a clear preference for experience-related spending and, “retailtainment” was a growing trend.



FinePoint Associates

Downtown Greenfield has several established business clusters that offer crossover patronage and comparative shopping opportunities to consumers.

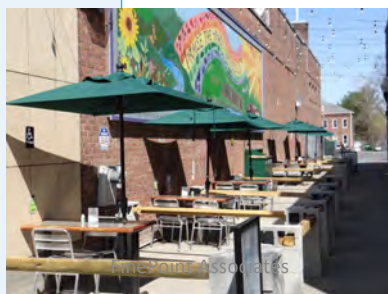
Key Finding

Clusters

- Restaurants and Entertainment
- Specialty/Used Retail and Collectors
- Errands, Convenience Shopping, Personal Services
- Courthouse and Related Services
- Wellness, Fitness and Recreation
- Families and Children
- Visitors and Tourists

Compared to other downtowns, Downtown Greenfield has:

- Wide variety of eating & drinking places & entertainment
- Average to above average amount of outdoor dining
- Strong representation of retail but below average portion of new goods versus used/vintage merchandise.
- Above average amt. of healthcare & social services
- Strong concentration of community-serving institutions (e.g., library, town hall, YMCA)
- Above average amt. of prof. & technical services (mostly due to large amount of small legal practices)



Downtown Greenfield appears to have been slightly harder hit by COVID than other commercial districts

Key Finding

94% of businesses reported negative impacts from COVID-19.

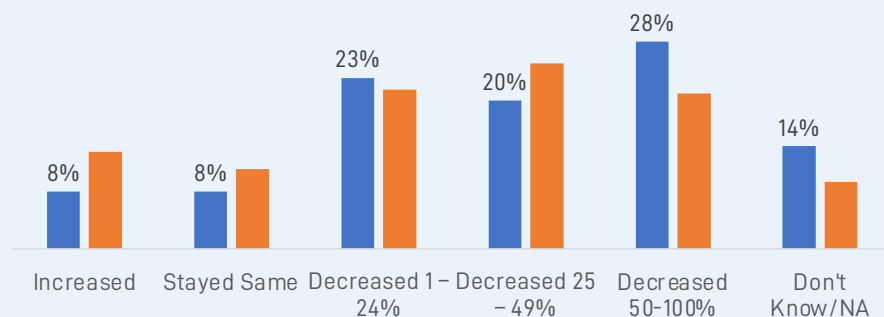
Majority: revenue decline, reduced operating & unplanned expenses

55% closed for some period

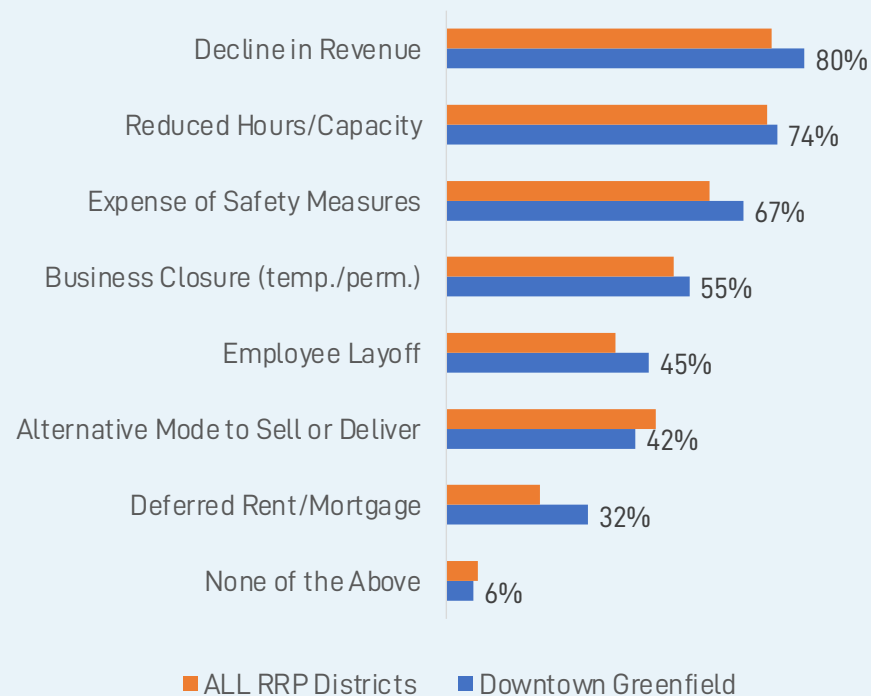
- 45% of DG businesses reported laying off staff (38% all)
- 32% of DG businesses deferred rent or mortgage payments during COVID; 21 % across all RRP Districts.

Loss of Revenue 71% of DG businesses suffered a year-over-year revenue loss (68% all RRP)

Business Revenue 2020 vs. 2019



COVID Impacts



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Downtown Greenfield appears to have been slightly harder hit by COVID in most categories than other commercial districts

Key Finding

- On a positive note, 42% of businesses said they established an alternative mode to sell or deliver.

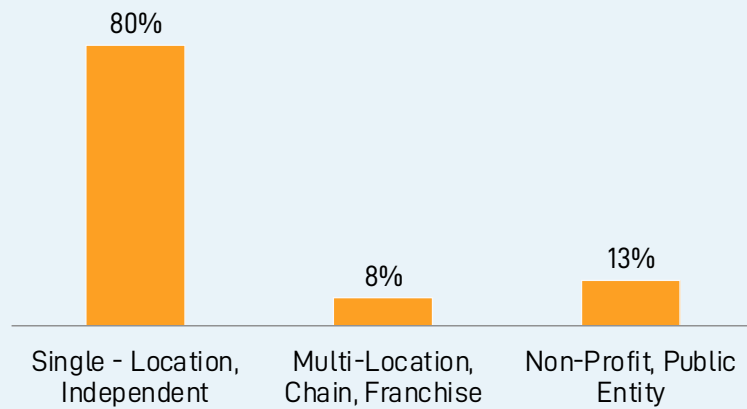


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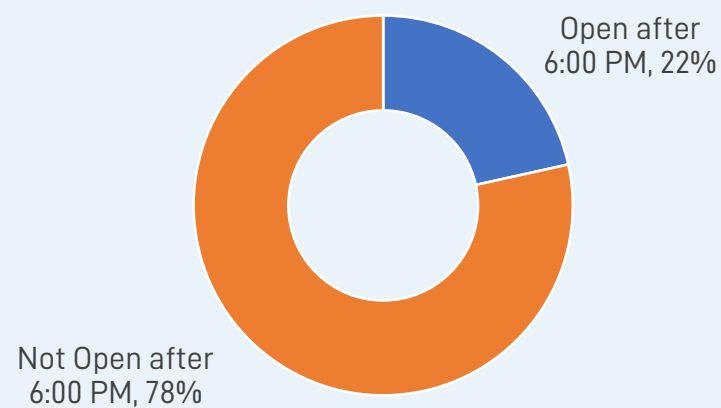
Most of the establishments (80%) in Downtown are independently owned, single-location businesses.

Key Finding

Ownership Characteristics



Activity Declines Sharply in the Evening



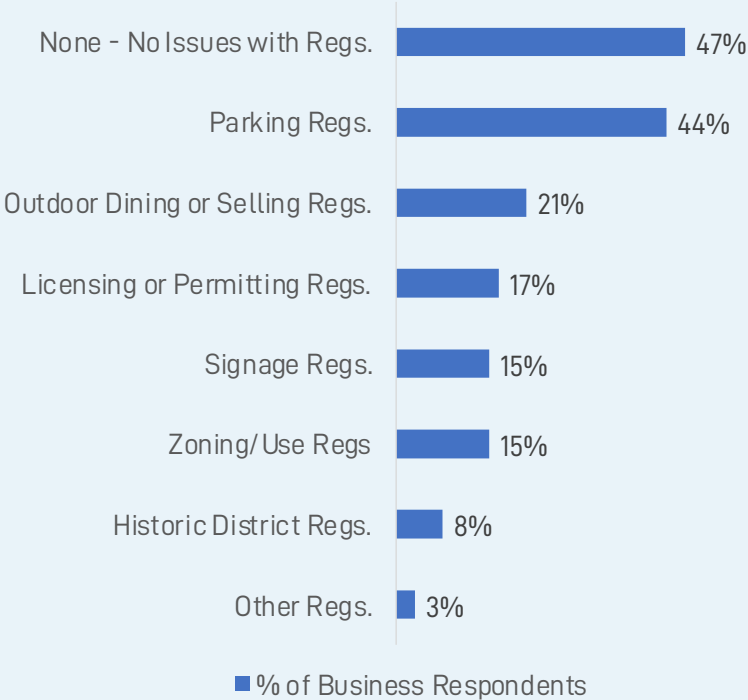
What Business Owners Had to Say. . . Satisfaction with Downtown.

Key Finding

Satisfaction with Downtown as a Business Location

- 44% of businesses "Dissatisfied" or Very Dissatisfied" with Condition of Private Buildings, Facades, Storefronts and Signage
- 53% of businesses - some aspect of the regulatory environment poses an obstacle
 - Parking regulations cited most frequently (by 44% of businesses).

Regulations that Pose an Obstacle



What Business Owners Had to Say. . . Important Strategies

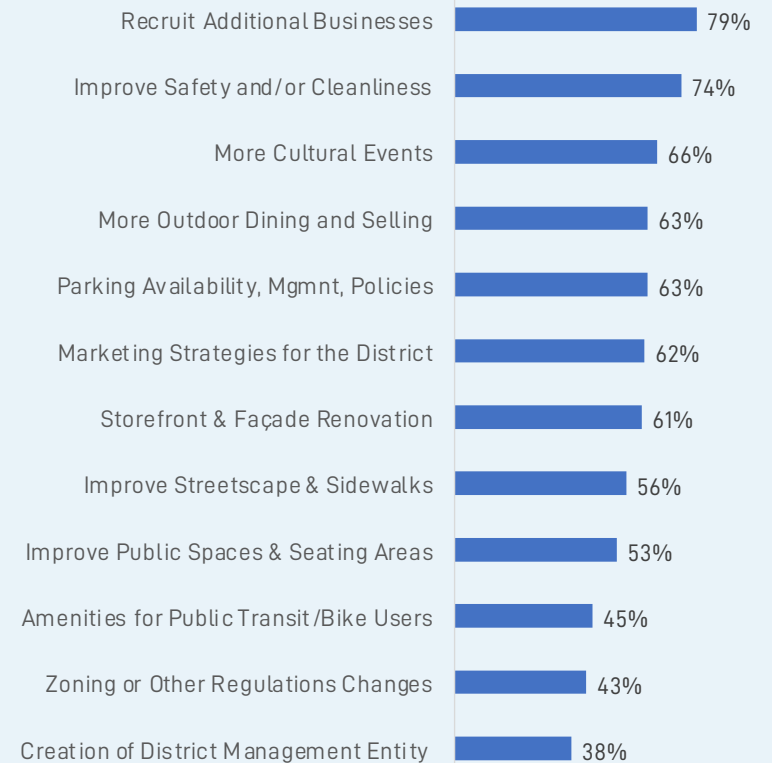
Key Finding

Most Important Strategies

1. Business Recruitment
2. Safety and/or Cleanliness Improvements
3. More Cultural Events
4. More Outdoor Dining & Selling Opportunities
5. Change in Parking Availability, Mgmt. or Policies
6. Marketing the District
7. Storefront Renovation

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Rated "Important" or "Very Important" by Businesses



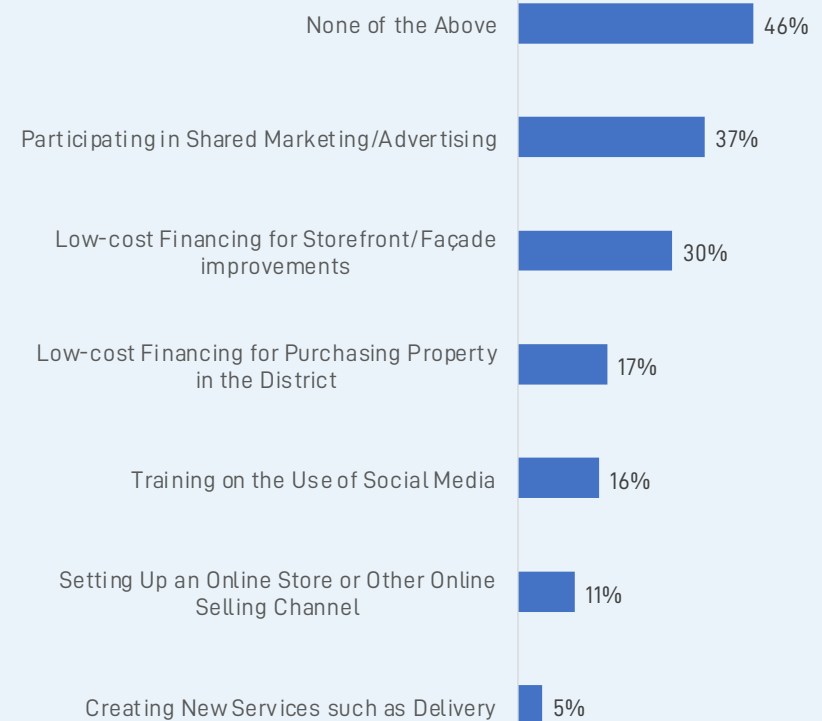
What Business Owners Had to Say. . . Marketing assistance is top request.

Key Finding

Assistance Most Interested in . . .

1. Shared marketing
2. Low-cost financing for facades/storefronts

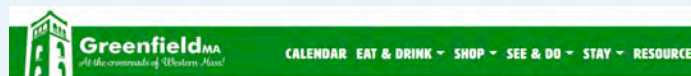
Types of Assistance that Businesses Are Interested In



There is room to improve District marketing and branding to help attract customers to Downtown .

Key Finding

1. Wayfinding is very limited.
2. No on-site business directory to make customers aware of the offerings available in Downtown
3. Minimal district definition and branding
4. Chamber serves as a visitor information center but is NOT well-identified and easily found by visitors.
5. There is a "Visit Greenfield" page on city website with some events & business directory – could be enhanced with more dynamic info and linkage



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It's important to get people in the habit of coming Downtown post COVID.

Key Finding

- People have changed their behavior in the last year
- As vaccination rate rises, a window opens to shape new routines and traditions.
- Important to get customers to come back and keep them coming back again and again.

What we heard about Post-COVD Marketing in Downtown Greenfield . . .

“We have to get people to come back Downtown.”

“We need foot traffic.”

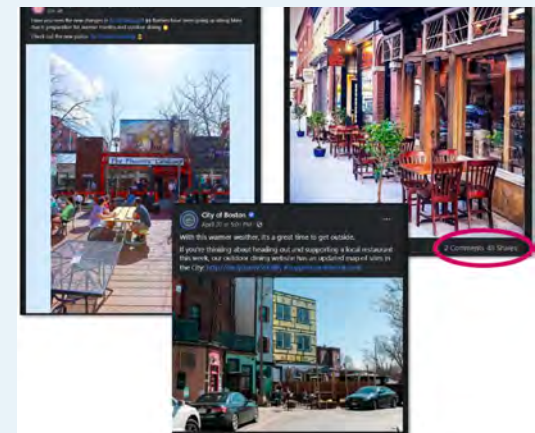
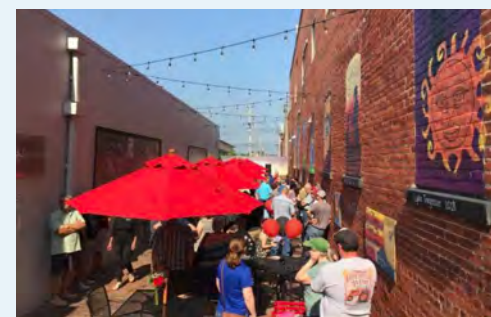
“We need to make people feel that it is safe.”

It's important to get people in the habit of coming Downtown post COVID.

Key Finding

Strategies

1. **Streamline approval process** to use public and private outdoor space for dining and selling.
2. **Support/expand existing attractions and develop new complementary attractions.**
3. **Create fun and inviting places.** Activate underutilized spaces.
4. **Develop programming – Events.**
5. **Beef up your marketing efforts. Promote Downtown and what's new.** – social media campaign
6. **Make it easy to walk and bike downtown.**



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CUSTOMER
BASE

Customer Base

Downtown Greenfield has the opportunity to attract people living in the surrounding area as well as non-resident market segments such as visitors and employees.

Key Finding

Potential Customers for Downtown

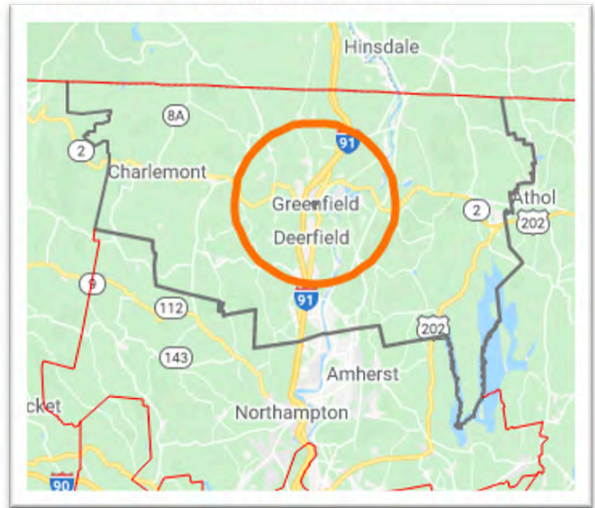
Resident Market Segment

- People living in the surrounding area
- Defined by a geographic trade area

Non-resident Market Segments

- Visitors coming to the area
- Employees in reasonable proximity

Resident Market Segment Trade Area



Greenfield Population	PTA Population	STA Population
16,879	34,222	68,829
Greenfield Households	PTA Households	PTA Households
7,852	15,204	30,441

Sales leakage (pertaining to the resident market segment) may point to opportunities for Downtown businesses.

Key Finding

PTA residents spend
\$362 million
per year at stores & restaurants¹

More than
\$69M
is spent outside PTA each year



PTA residents spend at least
\$11.1 million
outside the PTA each year per
at eating & drinking places

STA residents spend
\$765 million
per year at stores & restaurants¹

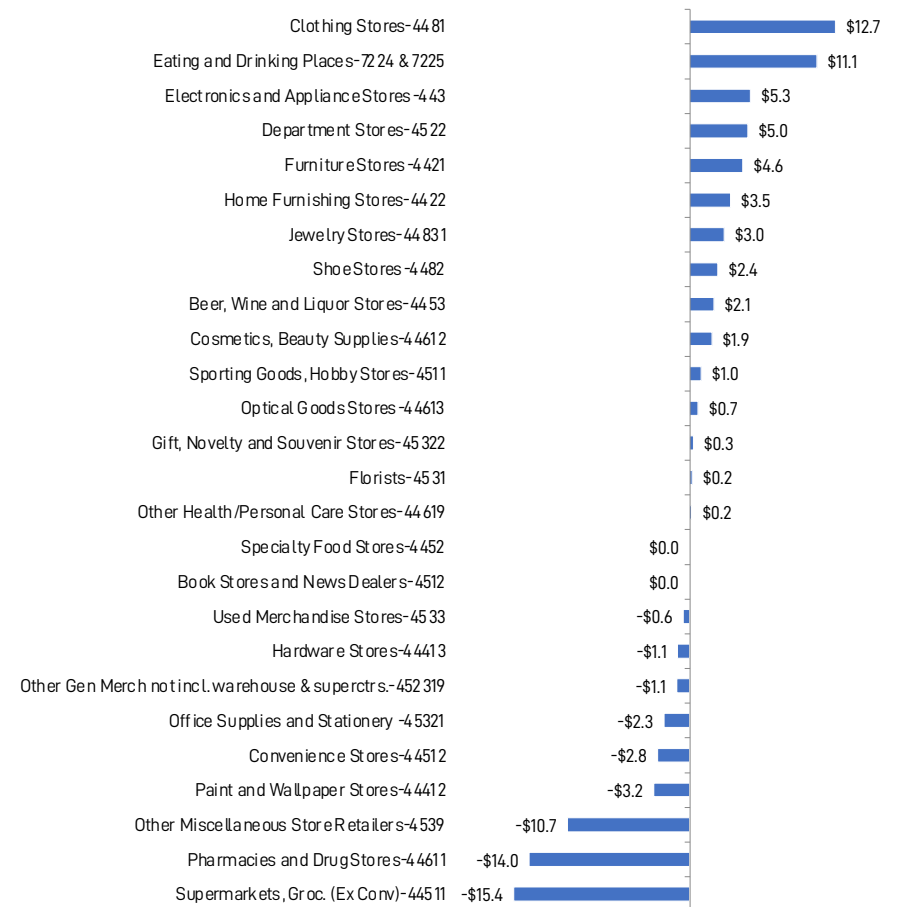
More than
\$229M
is spent outside STA each year



STA residents spend at least
\$50 million
outside the STA each year per
at eating & drinking places

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Estimated Retail & Restaurant Demand Compared to Business Sales (PTA)

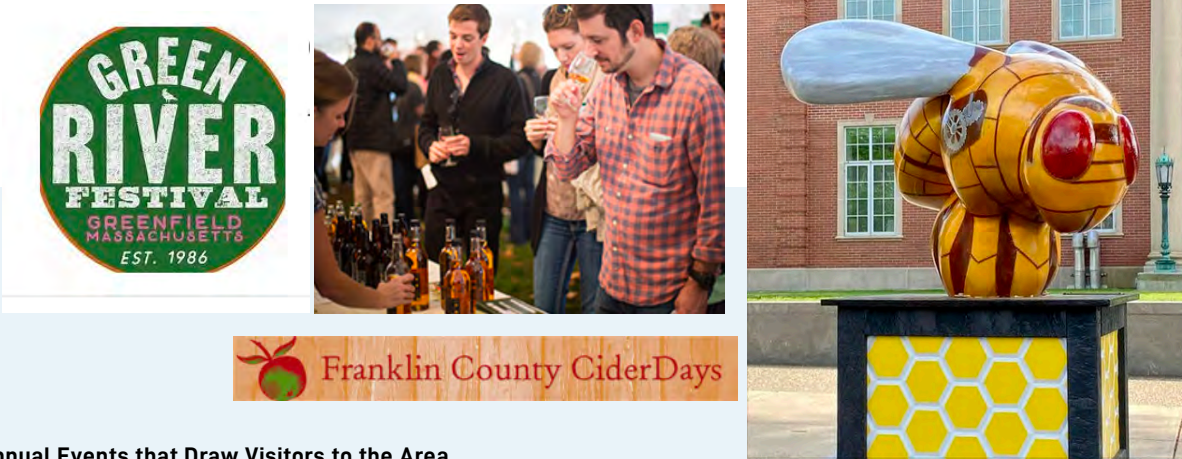


Visitor Market Segment: Businesses could benefit from attracting more visitors because it increases sales; residents could benefit because it could result in a wider variety of stores, restaurants and entertainment.

Key Finding

Benefits of Attracting Visitors

- Downtown businesses get more sales
- Residents gain access to a larger variety of stores, restaurants & entertainment that wouldn't be supported by only residents

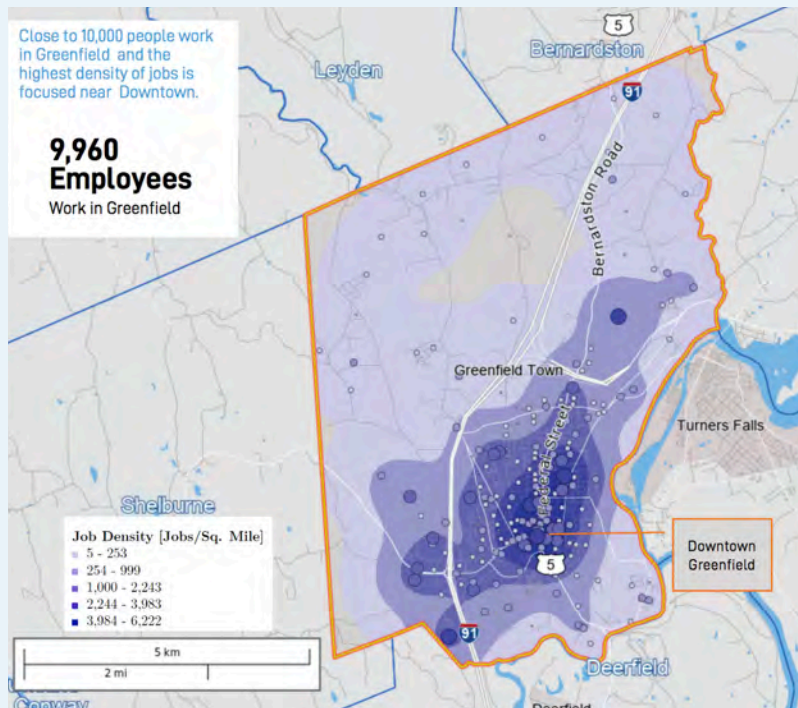


Annual Events that Draw Visitors to the Area

Event	Where	When	Days	Attendance	Where Attendees Come From
Bee Fest	Downtown Greenfield	May/June		NA	Greenfield and Franklin County
Franklin County Fair	Franklin County Fairgrounds	Sept.	4	25,000 avg. attendees	Franklin County (majority), Northampton, Brattleboro, North Worcester, Berkshires
Green River Festival	Greenfield Community College Usually)	July/ Aug.	3	15,000 avg. attendees/yr. , 5,000/day	Approximately 70% from Western MA and Southern VT. Others form the from Northeast and further.
Cider Days	Multiple venues, Greenfield & County	Nov.	2	NA	NA
Greenfield Winter Carnival	Multiple venues in Greenfield	Dec.	2	NA	NA

Employee Market Segment: If the Remote Working trend continues, Downtown Greenfield will continue to be negatively impacted particularly in restaurant and retail sectors.

Key Finding



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What can be done?

- Encourage agencies not to promote remote working.
- Make people want to come to work in and near Downtown by improving facilities and offerings.
- Encourage Downtown to host more remote workspace to accommodate workers that may no longer have an office but don't want to work from home (e.g., expansion of co-working space such as Green Space Co-Work)
- Increase efforts to attract visitors to replace a potential loss in the employee market

What Customers Had to Say . . .

Key Finding

Downtown patronage had declined even before COVID, consumers expressed dissatisfied with selection of stores, business hours, physical appearance, cleanliness and public spaces.

Downtown patronage appears to have been declining (even before COVID period). 44% of respondents said their visit frequency has declined in the last few years.

Where else do they go?

- ✓Northampton
- ✓Montague (Turners Falls)
- ✓Amherst and Hadley
- ✓Brattleboro, VT
- ✓Keene, NH

Highlights from the Consumer Preference Survey conducted in October, 2020 by FinePoint Associates. (798 Downtown Greenfield users responded)

Downtown users are Dissatisfied

- ✓Selection of retail stores
- ✓Evening business hours
- ✓Physical appearance
- ✓Cleanliness
- ✓Public spaces

A majority of Downtown users are in favor of:

- ✓More outdoor dining options (beyond COVID period)
- ✓Improved streetscape
- ✓Additional cultural/community events
- ✓Public art installation



ADMIN
CAPACITY

District Management

The city does not have an organization with a dependable funding source that is managing Downtown and overseeing recovery efforts.

Key Finding

- There are several organizations and many dedicated individuals that play a role Downtown Greenfield, but there is not a central coordinating entity.
- There is no dedicated dependable funding source to pay for Downtown promotion, cultural activities or general management staffing.

Organizations that Paly a Role in Downtown

- Greenfield Community and Economic Development Dept.
- Sustainable Greenfield Implementation Committee (SGIC)
- Franklin County Chamber of Commerce (FCCC)
- CrossRoads Cultural District Committee
- Progress Partnership Inc.
- Downtown Greenfield Neighborhood Association
- Greenfield Business Association (GBA)

The city does not have an organization with a dependable funding source managing the Downtown and overseeing recovery efforts.

Key Finding

Opportunity

Management Entity	District Delineation	Revenue Sources
Volunteer Downtown Organization	Volunteer program model addressing design, organization, promotion and economic vitality.	Not self-sustaining; state grants, municipal contributions and fundraising
Community Development Corporation	Engages residents and businesses to undertake sustainable community development efforts. Geared to benefit low/moderate income.	Not self-sustaining; state grants, foundations and donations
Business Improvement District	Contiguous area with in which property owners paid to develop, fund and execute supplemental services to benefit economic and social vitality of district.	Self-sustaining through fees; reauthorized every five years, grants and fundraising
Parking Benefit Districts	Geographically defined district in which parking revenues are dedicated to related improvements. Can be a standalone or part of an existing downtown organization.	Self-sustaining through parking revenue fees

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Example: Parking Benefit District

Can allocate some or all of parking revenue into a dedicated fund for that area.

Transportation-related Improvements

- Parking Maintenance, Operations, Enforcement
- Wayfinding and Signage
- Walk, Bike Infrastructure improvements and amenities
- Open Space
- Marketing, Promotion and Events
- Management



Stakeholder Polling Questions

Ideas to Consider – What do you like? Anything to add?

1. District Marketing & Branding, Bring Customers DT

- Business Directory/Community Info Kiosks
- Wayfinding System
- Add Branding Items (welcome signs, etc.)
- Increase Visibility of the Visitor Center
- Increase Internet/Social Media Marketing
- Increase Events/Programming in Downtown
- Make Downtown a Place where Customers want to Be (see Physical Improvements)

2. Business Recruitment, Vacancy Reduction, Redevelopment

- Create Rent Subsidy or Other Program to help Recruit New Businesses
- FNB - Explore Façade Preservation Only Option
- Make Downtown a place where Businesses want to Be (see Physical Improvements)

3. Public Realm and Access

- Expand Court Square Civic Space/Common
- Develop Fiske Avenue Pocket Park
- Increase Public Art

- Prune, add/relocate trees so not to block storefronts, add ornamental tree lighting for night time ambience
- Additional streetscape elements (perhaps partner with technical school as done with benches)

4. Private Realm

- Additional outdoor dining
- More variety of quality signage ,e.g., projecting signs)
- More outdoor merchandise display, sidewalk planters,, quality window display
- Storefront/signage program wo 15-year easement

5. Public and Private Realm

- 100% Corner Demonstration Project- Multiple Improvements
- Rooftop Use at Top Level of Parking Garage

6. Administrative Capacity

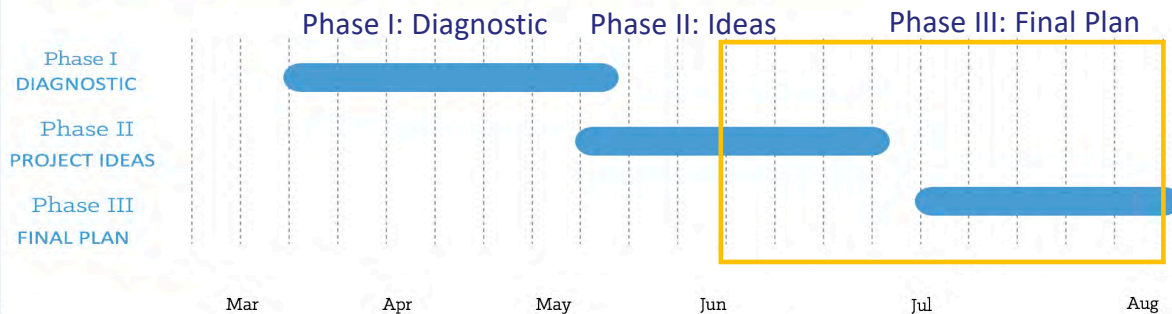
- Improve District Management/Coordination, explore Benefit District
- Clarify Sign-bylaw regulations, encourage variety of signs
- Implement Context-Based Zoning

RRP Process

What's next?

1. Review the community input received
2. Refine ideas that have come out and narrow down to a set of potential actionable recommendations
3. Create a Draft Plan (recommendations)
4. Gather Community feedback on the Draft Plan
5. Finalize plan for submission to the Commonwealth

Rapid Recovery Plan (RRP) Program



Thank You!
