

Appendix A

Public Engagement Materials

Easthampton Downtown Strategic Plan

March 2020

Prepared for the City of Easthampton

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#PlanDowntown
E A S T H A M P T O N

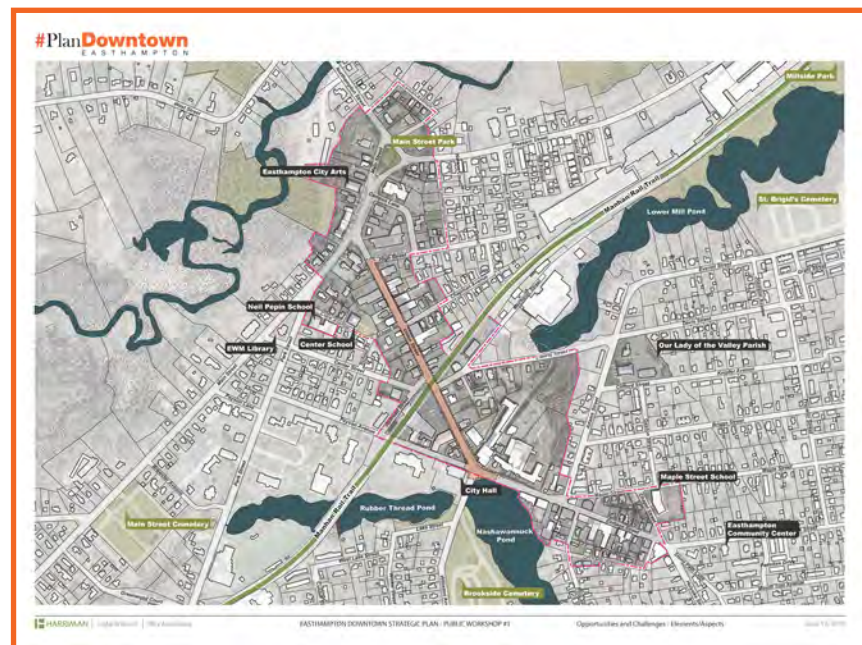
A Public Engagement Materials

Workshop #1 Exercises

The 3 workshops held over the course of the planning process provided an opportunity for public feedback and input. There was already a lot of buzz around Easthampton following the May 22, 2018 vote to build a new, consolidated elementary school. The first workshop held June 19, 2019 provided a platform to channel the excitement over what would happen with the buildings and properties housing the current elementary schools when they become available in the next 2-3 years. The feedback and data gathered at this first workshop was analyzed and folded into conceptual options which were presented for feedback at the second public workshop on July 13, 2019. After assessing the responses from the second workshop, the concepts were refined and developed for the third workshop on October 9, 2019. At this workshop, more detailed recommendations (based on what was heard at the 2 prior workshops) were laid out and participants were given a chance to vote on the prioritization of recommendations.

Each workshop began with a presentation led by Harriman providing an overview of progress and next steps in the project, followed by several small focus group exercises.

The first exercise provided each focus group with a map of the study area and asked that they geographically identify where the opportunities and challenges lie in downtown Easthampton. Facilitators marked up the maps – blue for opportunities and red for challenges – while the group discussed. A total of 10 maps were completed, allowing the planning team to analyze for areas of



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EASTHAMPTON

It would be great if Center became...

It would be great if Pepin became...

It would be great if Maple became...

Because...

PRIORITY

It would be great if Center became...

It would be great if Pepin became...

It would be great if Maple became...

Because...

PRIORITY

It would be great if Center became...

It would be great if Pepin became...

It would be great if Maple became...

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Because...

PRIORITY

It would be great if Center became...

It would be great if Pepin became...

It would be great if Maple became...

Because...

PRIORITY

high and low consensus (which issues and opportunities came up on multiple maps.)

The second exercise was a group-based SWOT analysis. Participants were asked to write strengths, weaknesses, opportunities, and threats to Easthampton on post it notes, and then place them on boards under the corresponding category. Following this crowd-sourced brainstorming session, participants were given an opportunity to circulate the room and view all the boards. Each participant was then given a set number of sticker dots to place next to the sticky notes that they strongly agreed with.

The third exercise addressed the reuse of the 3 school properties. The board for this activity depicted maps of the 3 schools and provided the prompts, “it would be great if Center became...because...,” “it would be great if Pepin became...because...,” “it would be great if Maple became...because...” Once participants had discussed with their groups and filled in the charts, they were again provided sticker dots to vote on the prioritization of proposed uses.

The fourth and final exercise simply asked the groups “help us define criteria that will prioritize desired uses.” This was the starting point for developing the evaluation criteria for future RFP submissions. Essentially what was being asked is which factors in determining the new uses for the school are most important and which trade-offs or compromises are deemed acceptable. After brainstorming criteria, participants again voted on priorities with sticker dots.

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Help us define criteria that will prioritize desired uses.

PRIORITY

Help us define criteria that will prioritize desired uses.

PRIORITY

Help us define criteria that will prioritize desired uses.

PRIORITY

Help us define criteria that will prioritize desired uses.

PRIORITY

3

Workshop #2 Exercises

Based on the feedback from the first workshop, 4 key subareas were identified for closer analysis and scenario-building: Main Street, Main Street x Union Street, Lower Union Street, and Cottage Street. The planning team developed 3 possible approaches to development for each area and presented these at the second workshop.

Following the presentation, participants worked again in small focus groups. Each group was provided with 4 boards, each displaying the 3 options for 1 of the 4 areas. On the right side of each board was a picture-based legend illustrating what some of the uses diagrammed in the concept drawings might look like in reality. At the bottom of the boards, participants were asked to provide comments on land use, open space and streetscape, and transportation and access (parking) for each option.

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1. STRATEGIC INFILL

PROS

- 1. Can be achieved quickly
- 2. Strategic infill focused on creating buffer, pedestrian environment
- 3. Opportunities for economic growth
- 4. Opportunities for active and vibrant Union Street

CONS

- 1. Limited interactivity/impact
- 2. Does not leverage the mixed use potential of the site

WHAT ARE YOUR THOUGHTS?

Land Uses:

Open Spaces & Streetscape:

Transportation & Access (Parking):

2. REVITALIZATION

PROS

- 1. Appropriately scaled
- 2. New housing with access to rail
- 3. Addressing affordability
- 4. Lots of developer uses to add new and parking space

CONS

- 1. May require expertise and advisory for large redevelopment on large parcels

WHAT ARE YOUR THOUGHTS?

Land Uses:

Open Spaces & Streetscape:

Transportation & Access (Parking):

3. REDEVELOPMENT

PROS

- 1. Addresses affordability
- 2. Developer uses with opportunity for active and vibrant Union Street

CONS

- 1. Will require advisory and means to spur redevelopment
- 2. Scale of development will require suitable development entity

WHAT ARE YOUR THOUGHTS?

Land Uses:

Open Spaces & Streetscape:

Transportation & Access (Parking):

LEGEND

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LOWER UNION STREET SUBAREA

EAST HAMPTON DOWNTOWN STRATEGIC PLAN: PUBLIC WORKSHOP #1 | JULY 13, 2017

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1. REINVESTMENT

PROS

- 1. Use of mixed-use and affordable housing
- 2. Public parking to support Cottage Street uses
- 3. Neighborhood-focused open space

CONS

- 1. Limited economic growth
- 2. Catalyst potential for the school building is not fully leveraged
- 3. School buildings and public parking are mostly disconnected from Cottage Street

WHAT ARE YOUR THOUGHTS?

Land Uses:

Open Spaces & Streetscape:

Transportation & Access (Parking):

2. STRATEGIC INFILL

PROS

- 1. Opportunities to re-use in-place downtown
- 2. Leverages public parking as a platform to promote limited parcel assembly
- 3. Opportunities to introduce additional mixed uses
- 4. Limited interactivity on school when playground is maintained at its current location
- 5. Increased diversity of uses along Cottage Street (public, institutional, senior center, housing, etc.)

CONS

- 1. Potential to generate revenue from school building may be lost due to senior housing (non-profit, non-rental development)
- 2. Limited interactivity/impact
- 3. School building public parking is mostly disconnected from Cottage Street

WHAT ARE YOUR THOUGHTS?

Land Uses:

Open Spaces & Streetscape:

Transportation & Access (Parking):

3. PARCEL ASSEMBLY

PROS

- 1. Leverages school building re-use with the community (public) school uses to promote parcel assembly and new mixed neighborhood housing
- 2. Integrates school building public parking with buffer, not direct, pedestrian connection
- 3. Neighborhood-focused open space on school lot
- 4. Shared parking - promotes walking and biking

CONS

- 1. Shared parking between uses
- 2. Limited affordable housing opportunities provided to encourage private investment on smaller parcels

WHAT ARE YOUR THOUGHTS?

Land Uses:

Open Spaces & Streetscape:

Transportation & Access (Parking):

LEGEND

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COTTAGE STREET SUBAREA

EAST HAMPTON DOWNTOWN STRATEGIC PLAN: PUBLIC WORKSHOP #1 | JULY 13, 2017

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1. HOUSING FOCUS

PROS	CONS
1. New opportunities for downtown living	1. Limited commercial opportunities
2. Addresses affordability	2. Residual character/identity is less cohesive with downtown mixed uses
3. Preserves and expands open space	
4. Enhances residential character; identity (public housing)	

WHAT ARE YOUR THOUGHTS?

Land Uses: _____

Open Spaces & Streetscape: _____

Transportation & Access (Parking): _____

2. MIXED USE FOCUS

PROS	CONS
1. Promotes diversity of uses	1. Limits potential opportunities for retail housing and commercial uses
2. Encourages growth and re-use of existing building	
3. Addresses affordability	
4. Mix of economic growth and housing	

WHAT ARE YOUR THOUGHTS?

Land Uses: _____

Open Spaces & Streetscape: _____

Transportation & Access (Parking): _____

3. ARTS FOCUS

PROS	CONS
1. Opportunities for artists and cultural institutions	1. Addresses the needs of a limited demographic
2. Reinforces arts-based downtown identity	2. Retention of existing commercial uses will require public advocacy
3. Enriches Easthampton culture	
4. Offers public programs and benefits	

WHAT ARE YOUR THOUGHTS?

Land Uses: _____

Open Spaces & Streetscape: _____

Transportation & Access (Parking): _____

LEGEND

MAIN STREET SUBAREA

EASTHAMPTON DOWNTOWN STRATEGIC PLAN PUBLIC WORKSHOP #1 | JULY 13, 2017

Participants were also encouraged to complete comment cards individually. Side A of the comment cards provided the following prompts:

■ “I want to know...(what questions do you have after working through the group exercises? What information is not clear? What questions do you have for the planning team?”

■ “I want you to know...(What did you discover while working through the group exercises? What do you know about the Downtown that we should know?)

Side B asked participants to share their perceptions of and aspirations for Easthampton with the following prompts:

■ “For me, Easthampton Downtown is...”

■ “In 2030, it will be...”

Combined, these 2 exercises provided detail feedback and input to inform the final iteration of scenarios and recommendations for downtown Easthampton.

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1. CIVIC INFILL

PROS	CONS
1. Adaptive reuse of school building (including school garden)	1. Limited potential to generate revenue for the city with civic uses with potential city or non-profit ownership of building
2. Increased access to parking	
3. New housing opportunities close to downtown	2. Limited open space to increase shared parking opportunities

WHAT ARE YOUR THOUGHTS?

Land Uses: _____

Open Spaces & Streetscape: _____

Transportation & Access (Parking): _____

2. HOUSING FOCUS

PROS	CONS
1. Addresses affordability	1. School buildings may be re-purposed or demolished
2. Encourages economic growth	2. Increases downtown housing stock
3. Increases downtown character	
4. Enhances neighborhood character	
5. New open space/amenities	

WHAT ARE YOUR THOUGHTS?

Land Uses: _____

Open Spaces & Streetscape: _____

Transportation & Access (Parking): _____

3. CIVIC CAMPUS

PROS	CONS
1. Builds off existing civic space to create a vibrant neighborhood, which strengthens each other	1. Will require library and the city to collaborate on a complete framework
2. Promotes Civic Anchor as a point of connection	2. Loss of school gymnasium space for new space
3. Provides opportunity to create a true civic campus with multiple uses	3. Will require funding from library

WHAT ARE YOUR THOUGHTS?

Land Uses: _____

Open Spaces & Streetscape: _____

Transportation & Access (Parking): _____

LEGEND

UNION AND MAIN STREET SUBAREA

EASTHAMPTON DOWNTOWN STRATEGIC PLAN PUBLIC WORKSHOP #1 | JULY 13, 2017

I want you to know....

What did you discover while working through the group exercises?
What do you know about the Downtown that we should know?

Please complete this card and put it in the survey box before you leave
Thank you!

Step 1:
I want to know....

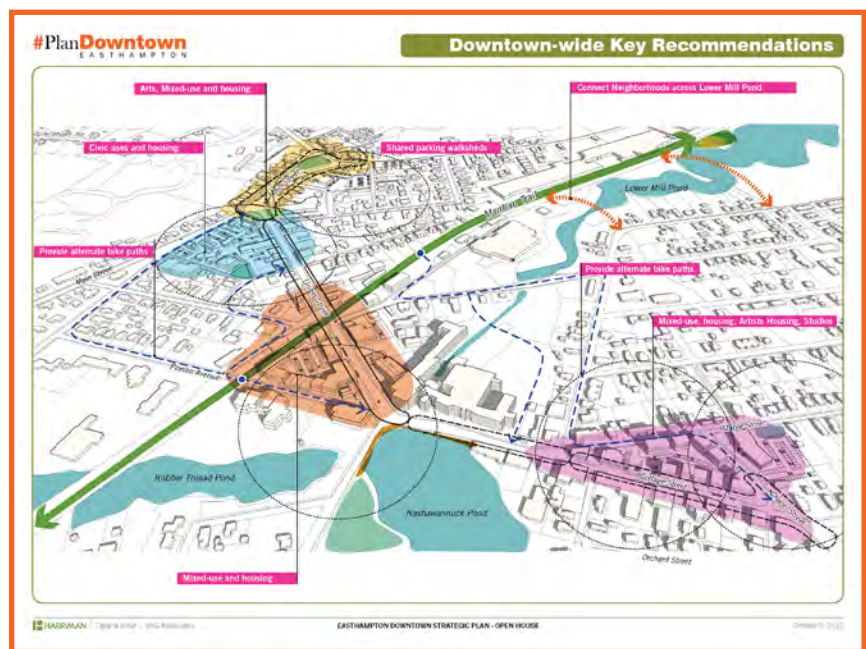
What questions do you have after working through the group exercises?
What information is not clear?
What questions do you have for the planning team?

Workshop #3 Exercises

The final workshop took the format of an interactive open house. There were 5 illustrative boards: 1 depicting recommended strategies for the overall downtown area, and 1 for each of the 4 subareas depicting recommendations for land use, open space/streetscape, and transportation, access, and parking. Next to each illustrative board, was a corresponding board outlining the recommendations, with space for participants to vote on their top priorities with sticker dots. There was an additional board which provided space for more open-ended feedback by providing the following prompts:

- How do the recommendations presented today for downtown Easthampton align with your own priorities?
- Which aspects of the vision for the downtown area are most exciting to you?
- Are there any priorities not addressed in these recommendations that you feel should be considered?

The 3 workshops worked accumulatively to crowd-source data and input from the Easthampton community which are reflected in the analyses, goals, and recommendations laid out in this plan.

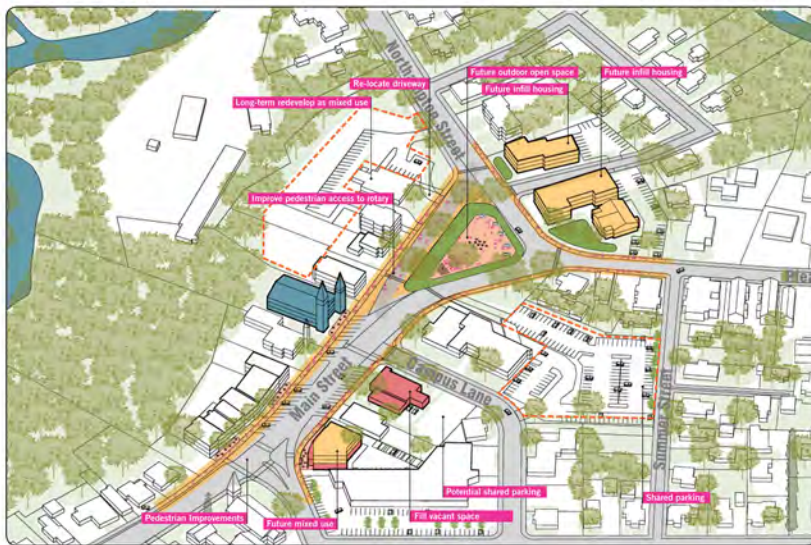


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Please Comment!

How do the recommendations presented today for downtown Easthampton align with your own priorities?	Which aspects of the vision for the downtown area are most exciting to you?	Are there any priorities not addressed in these recommendations that you feel should be considered?

EASTHAMPTON DOWNTOWN STRATEGIC PLAN - OPEN HOUSE



Land Use

Out of all the recommendations shown for all 4 study areas, place a sticker next to 10 that you feel should be top priorities

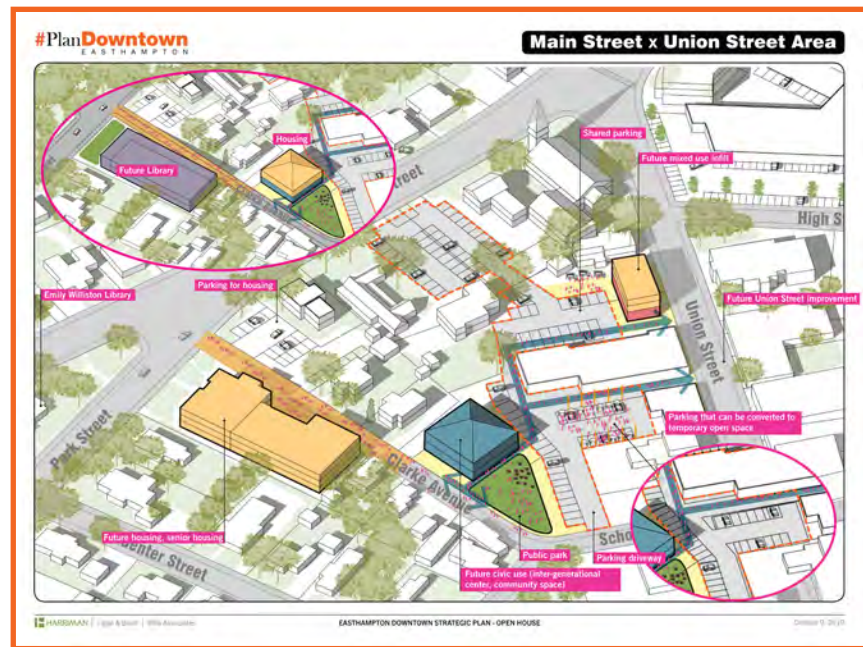
- 1 Promote housing uses near the Rotary (Mayher Fountain and Park)
- 2 Encourage future infill housing in the Message School and the D&D Auto Parts Parcels
- 3 Promote mixed-use closer to Union Street
- 4 Redevelop the vacant Morarty parcel for future mixed-use
- 5 Fill the Bank of America building with an active tenant
- 6 Foster arts and entertainment uses with the Old Town Hall as an anchor

Open Space / Streetscape

- 1 Encourage use of the Rotary (Mayher Fountain and Park) for public art exhibits and outdoor events
- 2 Improve pedestrian access to the Rotary (Mayher Fountain and Park)
- 3 Improve the pedestrian environment along Main Street with wider sidewalks, narrow pedestrian crossings, road diet, pedestrian and bicycle improvements, and traffic calming

Transportation, Access, and Parking

- 1 Implement shared parking arrangements associated with the Old Town Hall performing arts and the community space project
- 2 Study Main Street for future complete streets and transportation-related improvements
- 3 Explore Main Street x Route 10 intersection reconfiguration as a T-intersection to reclaim the Rotary as an accessible public open space



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Main Street x Union Street Area Recommendations

Out of all the recommendations shown for all 4 study areas, place a sticker next to 10 that you feel should be top priorities

Land Use

- Promote a mix of residential, senior housing and civic uses to reinforce the existing Downtown
- Promote a mix of civic uses that include an inter-generational center and community space with the adaptive re-use of the Center School building
- Encourage redevelopment or adaptive re-use of the Peplin school building as housing or senior housing, including affordable units
- Support additional mixed-use redevelopment along Union Street, especially on the Rite Aid commercial lot

Open Space / Streetscape

- Create a public open space at the corner of Clark and School street; look for opportunities to add more green space
- Encourage place-making with temporary events and flexible outdoor spaces with the support of the surrounding property owners

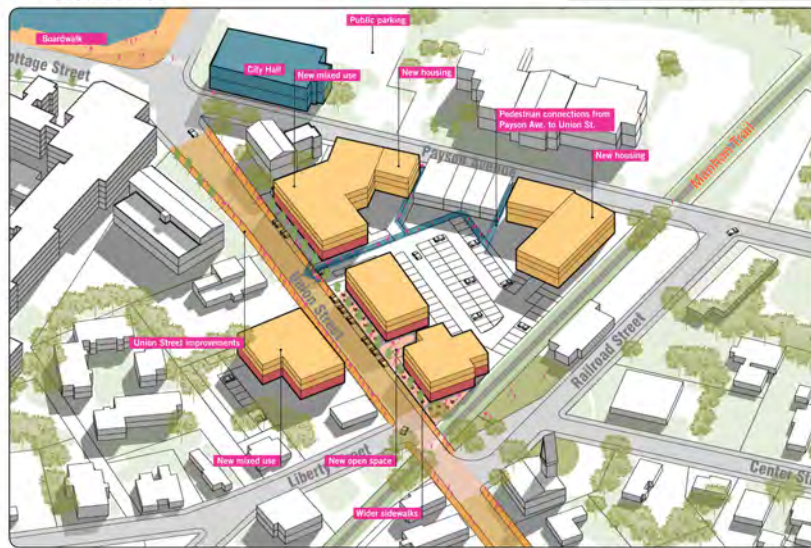
Transportation, Access, and Parking

- Promote Clark Street as a pedestrian-oriented street with limited vehicular access (emergency vehicles and service/ADA access)
- Keep Park Street open to general traffic
- Create pedestrian connections from Clark Street to Union Street across existing parking lots
- Reconfigure existing parking lots inside the blocks for shared parking, and contribute additional public parking spaces
- Promote shared parking and collaborate with the surrounding property owners and institutions to initiate the shared parking strategy

HANSMAN | Urban & Rural | With Associates

EASTHAMPTON DOWNTOWN STRATEGIC PLAN - OPEN HOUSE

October 9, 2019



Land Use

Out of all the recommendations shown for all 4 study areas, place a sticker next to 10 that you feel should be top priorities

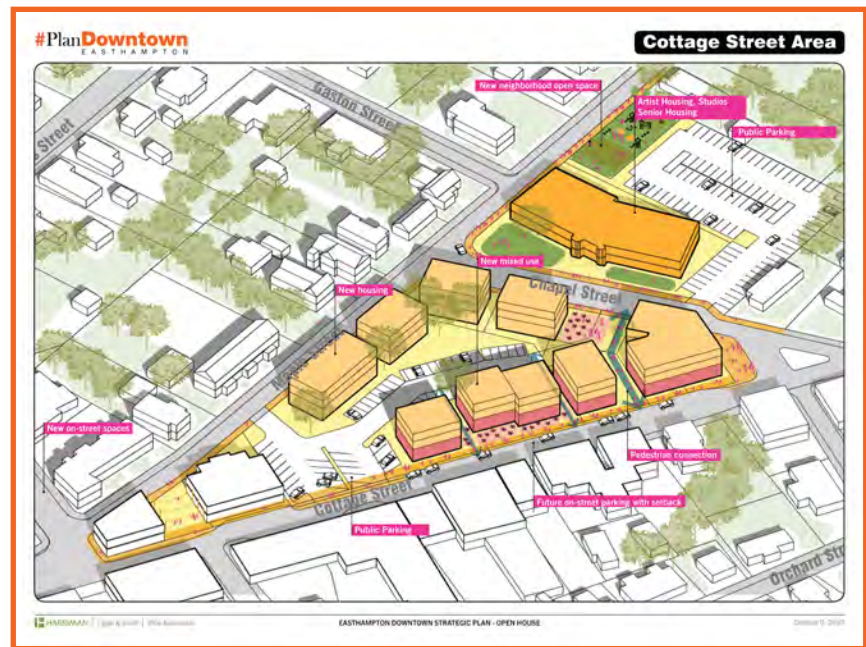
- 1 Promote mixed-use redevelopment to enhance the Downtown character
- 2 Encourage redevelopment of the shopping plaza to create an attractive mixed-use community
- 3 Incorporate affordable housing as a part of a mixed-use development on large parcels like the shopping plaza
- 4 Encourage redevelopment of the underutilized commercial site at Studio 72 and the 7-Eleven site as a mixed-use or housing development

Open Space / Streetscape

- 1 Provide wider sidewalks, streetscape improvements, and pedestrian plazas as part of a future redevelopment project
- 2 Enhance connectivity to Manhasset trail

Transportation, Access, and Parking

- 1 Balance a mix of land uses with parking needs for future redevelopment of the Gawle property
- 2 Incorporate on-street parking to support short-term needs of businesses during future redevelopment
- 3 Encourage mid-block pedestrian connectivity between Payson Avenue and Union Street



Out of all the recommendations shown for all 4 study areas, place a sticker next to 10 that you feel should be top priorities

Land Use

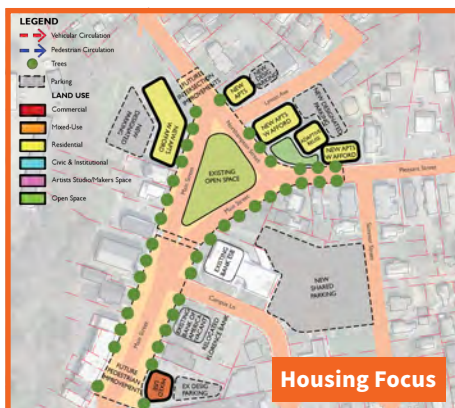
- 1 Promote strategic and creative infill in the triangle area between Maple Street and Cottage Street
- 2 Encourage cultural/retail/restaurants at the street level with a mix of housing above to increase pedestrian activity in "the triangle"
- 3 Maintain building height at three (3) stories in "the triangle" to preserve the Cottage Street character with the existing two-story buildings
- 4 Encourage adaptive re-use of the Maple School building with live/work, artist housing/studios, or housing/senior housing uses

Open Space / Streetscape

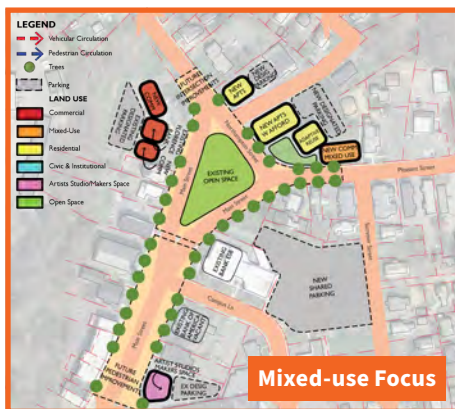
- 1 Provide a neighborhood-focused Children's playground/open space along Maple Street on the school lot
- 2 Improve the Chapel/Cottage Streets intersection with pedestrian and landscape improvements
- 3 Encourage cross-block pedestrian access to the Maple School building during potential redevelopment of residential lots along Cottage Street
- 4 Investigate additional public realm amenities along the pond (e.g. kayak rentals, or a restaurant with outdoor dining facing the pond)

Transportation, Access, and Parking

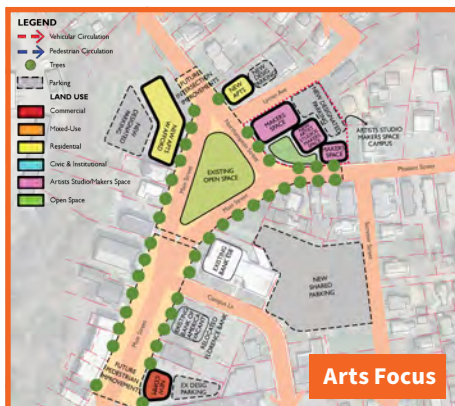
- 1 Maintain the narrow character of Cottage Street to slow the traffic and promote Cottage Street as a vibrant, pedestrian-oriented environment
- 2 Eliminate parking along the north side of Cottage Street in the short-term to improve safety for pedestrians
- 3 Incorporate building setbacks on the north side of Cottage Street for future redevelopments to re-introduce on-street parking
- 4 Develop public parking in the Maple Street School lot to resolve long-term parking challenges
- 5 Carry out short-term public parking solutions in the school lot



Housing Focus



Mixed-use Focus



Arts Focus

Main Street

General Comments:

■ Preference for a Mixed-Use Focus was expressed by several participants, although housing focus also is good. Mixed use would bring more pedestrian activity. Pedestrian access to the existing open space needs to be improved. There are opportunities for shared parking. Vacant spaces need to find use.

Land Use:

- A potential redevelopment of the Florence Bank site was found to be a good idea, especially if the bank could be relocated to the vacant Bank of America property,
- There were several opinions in favor of mixed use over housing only, because mixed use would bring more activity to the area.
- It was also expressed that artist and maker spaces would be better in the Maple/Cottage Street area or in mills along Pleasant Street than in the Main Street area. Several participants expressed that the old town hall could become entertainment space (theater, movies) or a possible library location.
- It is important that the Moriarty building and the vacant Bank of America are redeveloped or become occupied.

Open Space and Streetscape:

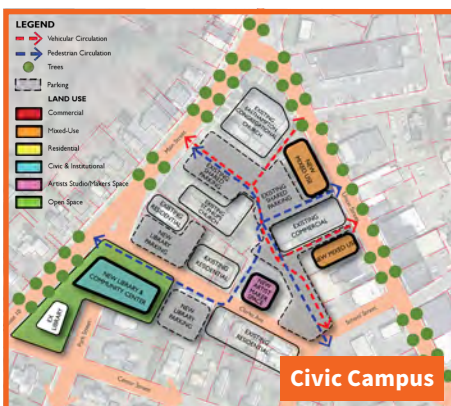
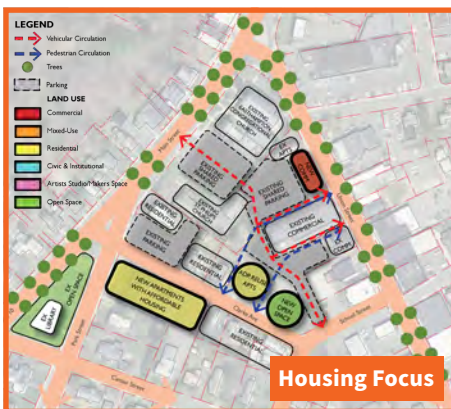
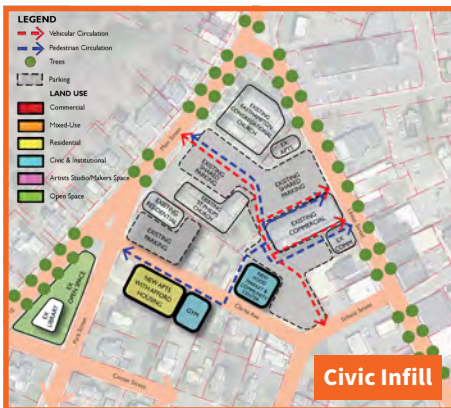
- Most participants seemed to agree that the Commons is currently unusable, but it could become a more active space and host art installations or events if it had a safer pedestrian access.
- There is an overall need for significant pedestrian and bicycle improvements in the area. This is an entrance gateway into the downtown from Northampton.

Transportation and Parking:

- Concerns were generally expressed about traffic coming into town along Rt. 10 and the lack of pedestrian safety (too many lanes of traffic).
- Walkability and bikeability need to be enhanced, especially if the area is envisioned as a future mixed use district. There are opportunities for shared parking behind many existing buildings.

Workshop #2 Results

Exercises #1-4: Summary of Feedback



Main Street X Union Street

General Comments:

- The Civic Campus alternative was the most favored option for at least one group of participants, but without closing Park Street.
- Combining the library and senior center with access to gym (intergenerational space) was seen as a good idea, perhaps in a renovated Pepin building.
- Keeping the existing library building, although not necessarily used as a library, would be good. The Housing Focus option was seen as the second-best choice for this area, especially if residential units on the second floor could be combined with civic uses at the ground level.

Land Use:

- Combining library and senior center spaces at Pepin with access to gym (intergenerational space) was seen as a good idea by several participants.
- Other residents thought that housing units could be combined with civic uses such as a community center, including affordable units.
- The existing library building could continue hosting library activities or be used for other purposes.
- There seemed to be a consensus that the Central school building is better for housing

than a food market.

- Some residents would like to see artist space in this area, while others thought that perhaps not necessarily here.

Open Space and Streetscape:

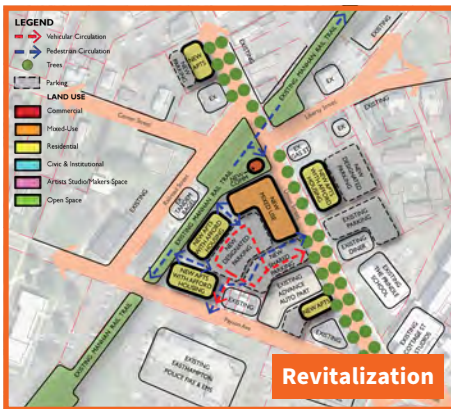
- Concern was expressed about losing the relatively small amount of existing open space, and opportunities to create small open spaces, such as the one shown at the corner of Clark Street and School Street in the Housing Focus option, are welcome.
- Streetscape improvements are needed and more green space along the streets and in parking lots should be provided.

Transportation and Parking:

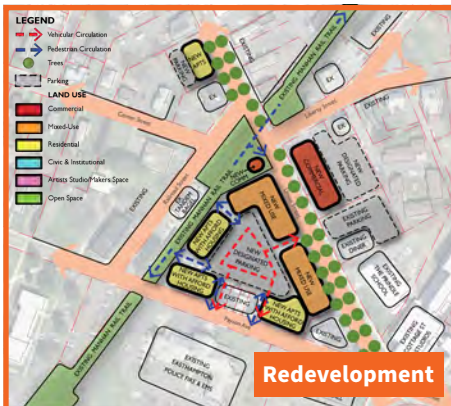
- There seemed to be a general consensus about the negative impacts of a potential closure of Park Street to build /expand the library.
- Building a bridge to connect the existing library building to Pepin would be preferred.
- Concerns about large expanses of shared parking and potential driving as a cut-through were also expressed, although the concept of shared parking was found to be good. Parking is an issue that needs to be resolved.



Strategic Infill



Revitalization



Redevelopment

Lower Union Street

General Comments:

- The Redevelopment option was the favored design for this area, at least by two groups of discussion, because of the potential to create an attractive mixed-use community and increased pedestrian activity.
- It was pointed out, however, that parking needs to be carefully balanced and more gathering/open spaces need to be provided.
- Concern was also expressed at the possibility of creating too much housing, and the impact that too many people could have in the area.

Land Use:

- Residents found that the Strategic Infill option improved walkability along Union Street, but didn't address all the needs and wants expressed by the community, while the Revitalization option added more housing but kept some of the existing big box retail.
- The Redevelopment option seems to provide a similar amount of housing but more amenities, walkability and a better use of space.

Open Space and Streetscape:

- The three design options propose streetscape improvements that would enhance the experience of walking on Union

Street, but the Redevelopment option would draw more people and enhance connectivity.

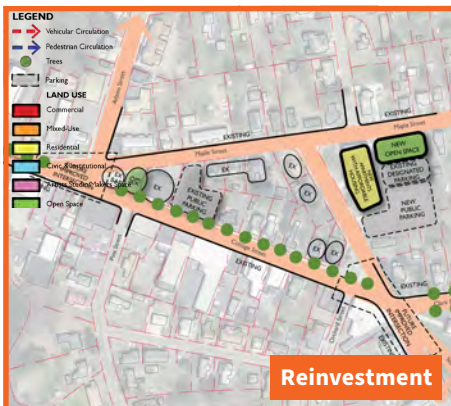
- Adding more gathering space and green space, especially along the rail trail would be desirable.

Transportation and Parking:

- Removing parking that fronts on Union Street and moving it to the middle of the block, behind buildings, is great. It would be good to estimate the amount of parking generated to be able to find out the right balance of parking and new uses.
- The connectivity of new streetscapes and the rail trail needs to be studied (questions were asked about the possibility of creating an overpass).

Workshop #2 Results

Exercises #1-4: Summary of Feedback



Cottage Street

General Comments:

- The Parcel Assembly option was seen as the most favored design for this area, at least by two groups of participants.
- The idea of an arts incubator, artist and makerspaces is attractive, especially if designed to be sustainable (e.g. incorporating solar panels).

Open Space and Streetscape:

- The opportunity to add more trees to Cottage Street and more open space is welcome.
- Participants liked the idea of adding/reconfiguring open space on the site of the current Maple School, which could possibly include a dog run/small park.

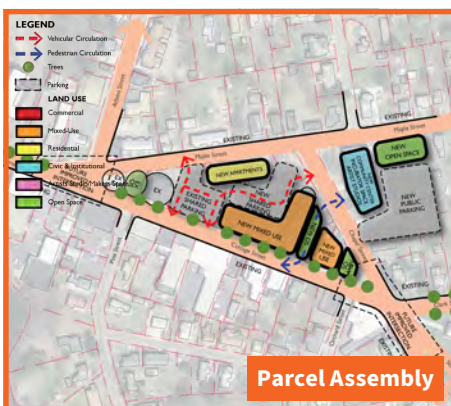


Land Use:

- Allowing future mixed-use development along Cottage Street could create an interesting 'downtown' feel, especially if more pedestrian/open space connections to Maple Street are created.
- While senior housing and a senior center are seen as appropriate uses for a Maple School renovation, opinions were expressed about the convenience of locating senior housing closer to Union Street and to the existing grocery store rather than here.
- The possibility of reusing the school building for an arts incubator and innovation center was well received, and some residents thought that any of the proposed options for the school reuse were good.
- The idea of potential mixed-use development in the future was found intriguing although local ownership of private parcels is preferred.

Transportation and Parking:

- Traffic/parking improvements need to address the narrow width of Cottage Street by possibly relocating parking away from one side or slightly widening the street if there is future redevelopment.
- The potential to establish a one-way loop on Chapel, Maple and Cottage Streets should also be considered.



Step 1:

I want to know.... What questions do you have after working through the group exercises?
What information is not clear?
What questions do you have for the planning team?

How DOES UNION ST PROJECT FIT IN?

IS "PARKING" AN ISSUE 24/7 OR JUST SOME TIMES?

I want you to know.... What did you discover while working through the group exercises?
What do you know about the Downtown that we should know?

MY GROUP MEASURED WALKABILITY FOR RESIDENTS BUT WORRIED NO ↑ OF PARKING WOULD TURN AWAY VISITORS.

Please complete this card and put it in the survey box before you leave
Thank you! VISITORS.



Step 1:

I want to know.... What questions do you have after working through the group exercises?
What information is not clear?
What questions do you have for the planning team?

What priorities will carry the most weight in decision making?

I want you to know.... What did you discover while working through the group exercises?
What do you know about the Downtown that we should know?

I had difficulty evaluating options because the maps were so small.

Please complete this card and put it in the survey box before you leave
Thank you!

Step 2:

For me, Easthampton Downtown is...

becoming an attractive destination for
city residents and visitors - Don't tip the
balance too far in favor of visitors

In 2030, it will be....

hopefully not too expensive for typical residents,
our children, do afford to live in

Please complete this card and put it in the survey box before you leave

Thank you!



Step 2:

For me, Easthampton Downtown is...

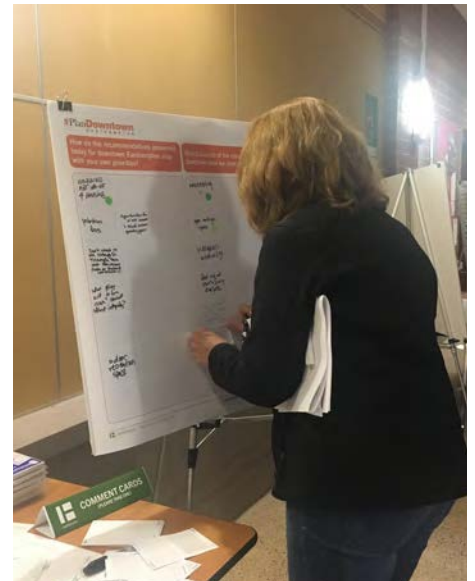
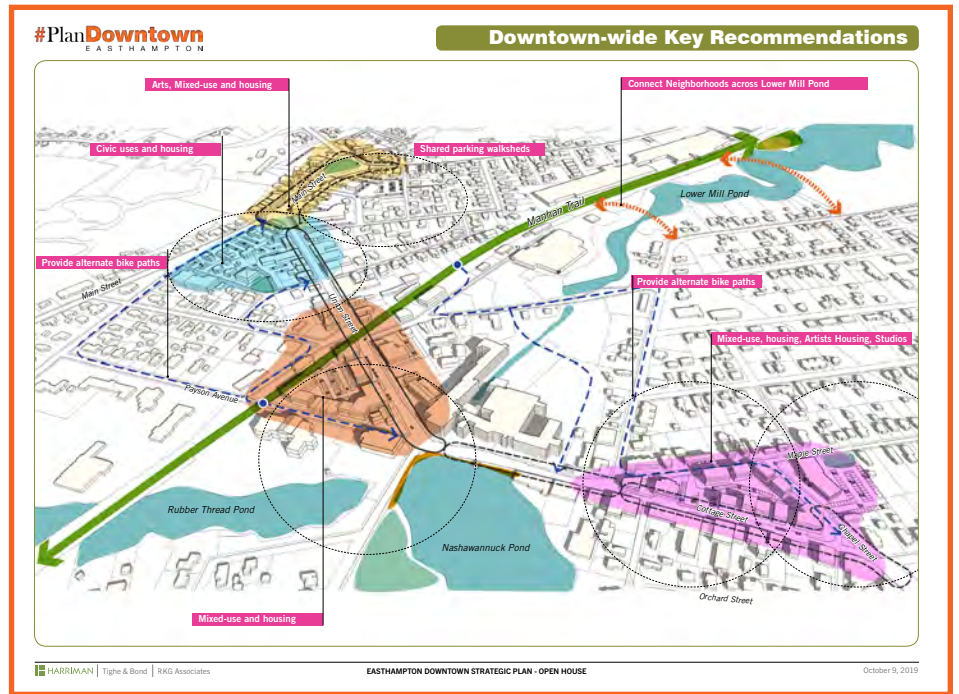
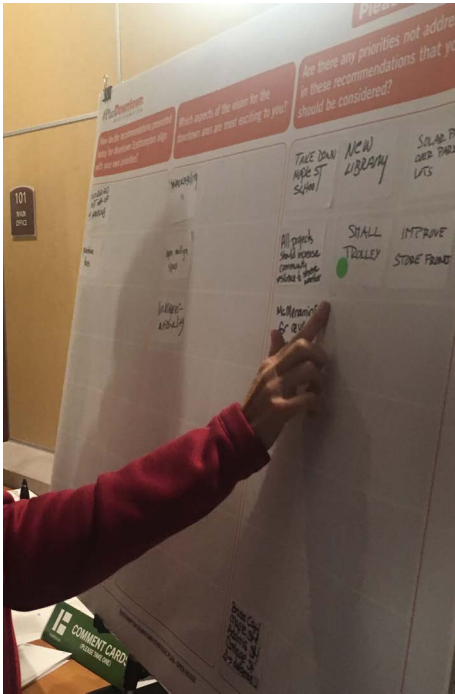
Home

In 2030, it will be....

Hopefully better. Sustainable, green,
responsible, responsive, still a "little
big city"

Please complete this card and put it in the survey box before you leave

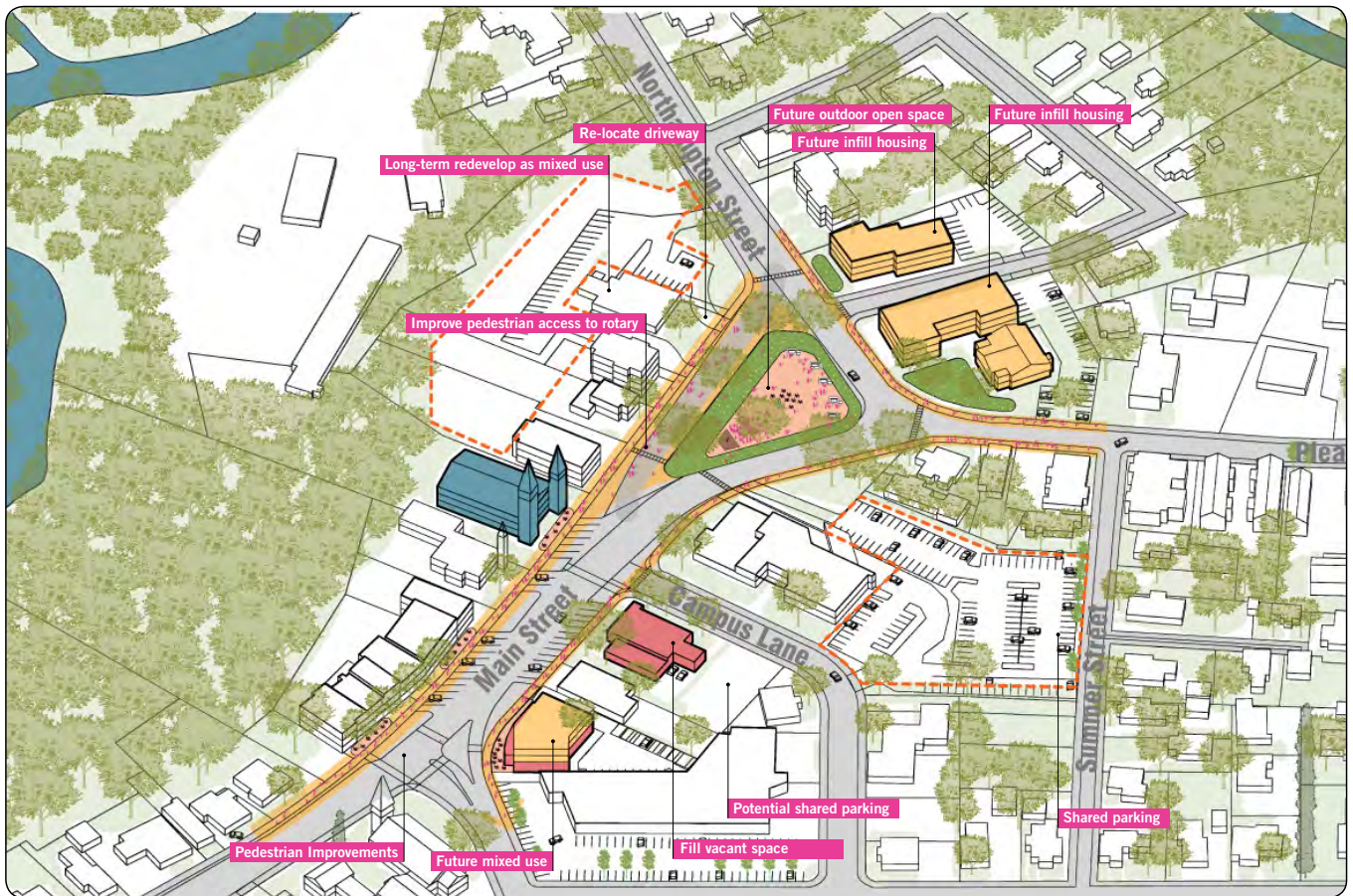
Thank you!



Exercises #1: Downtown Strategy

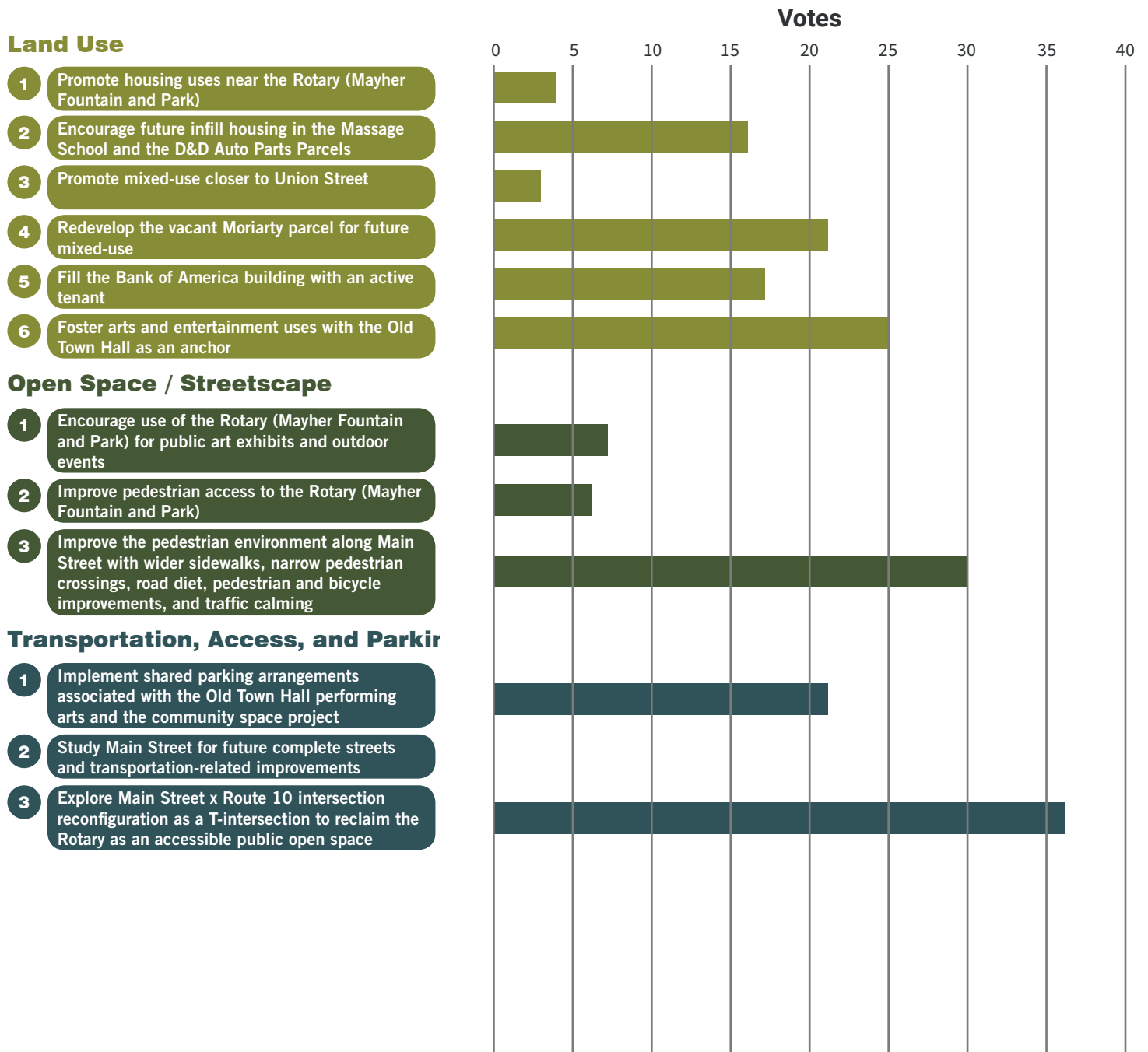
Comments

19

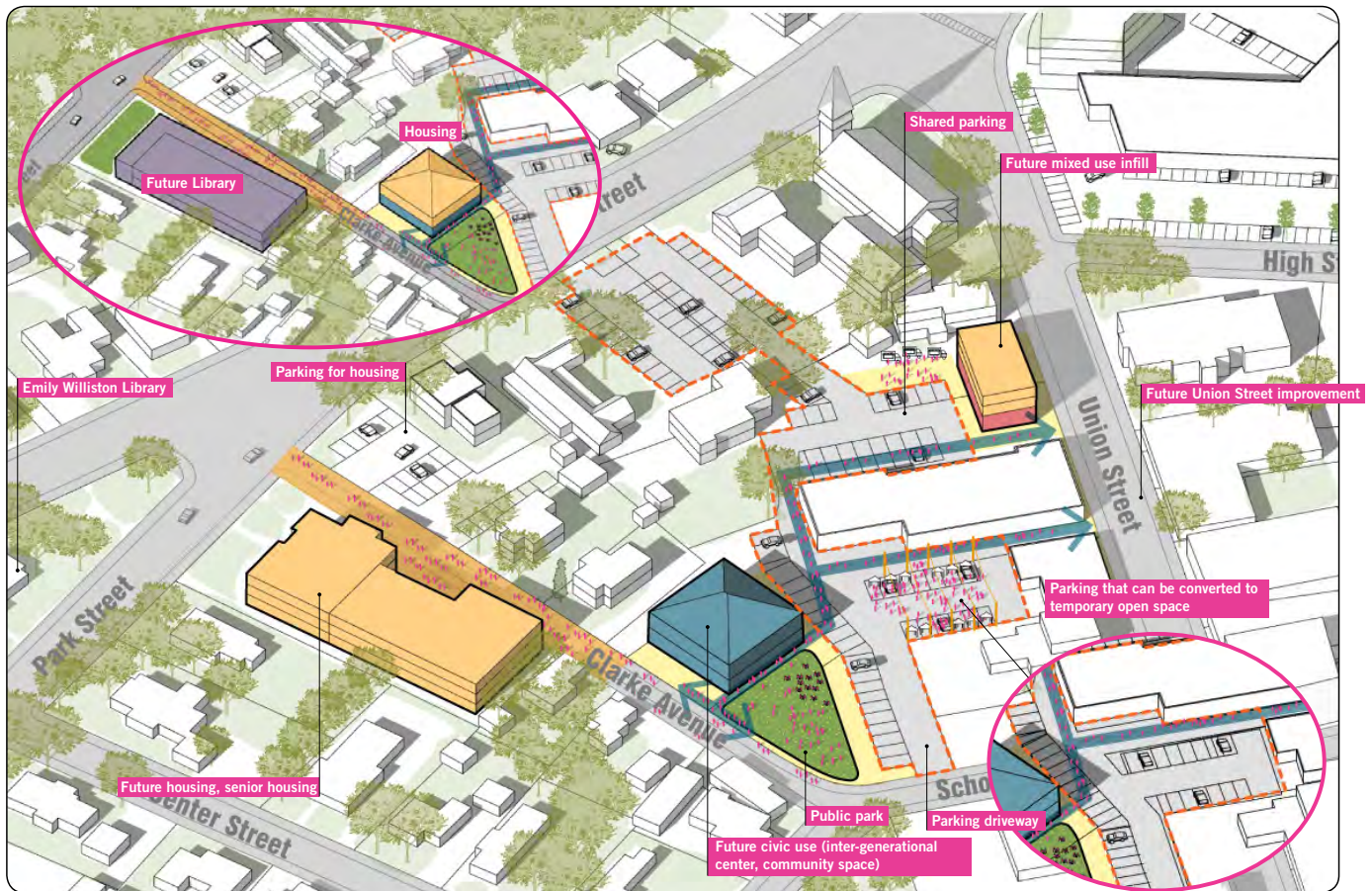


Workshop #3 Results

Exercises #2: Prioritization of Recommendations



Main Street x Union Street Area



Workshop #3 Results

Exercises #2: Prioritization of Recommendations

Land Use

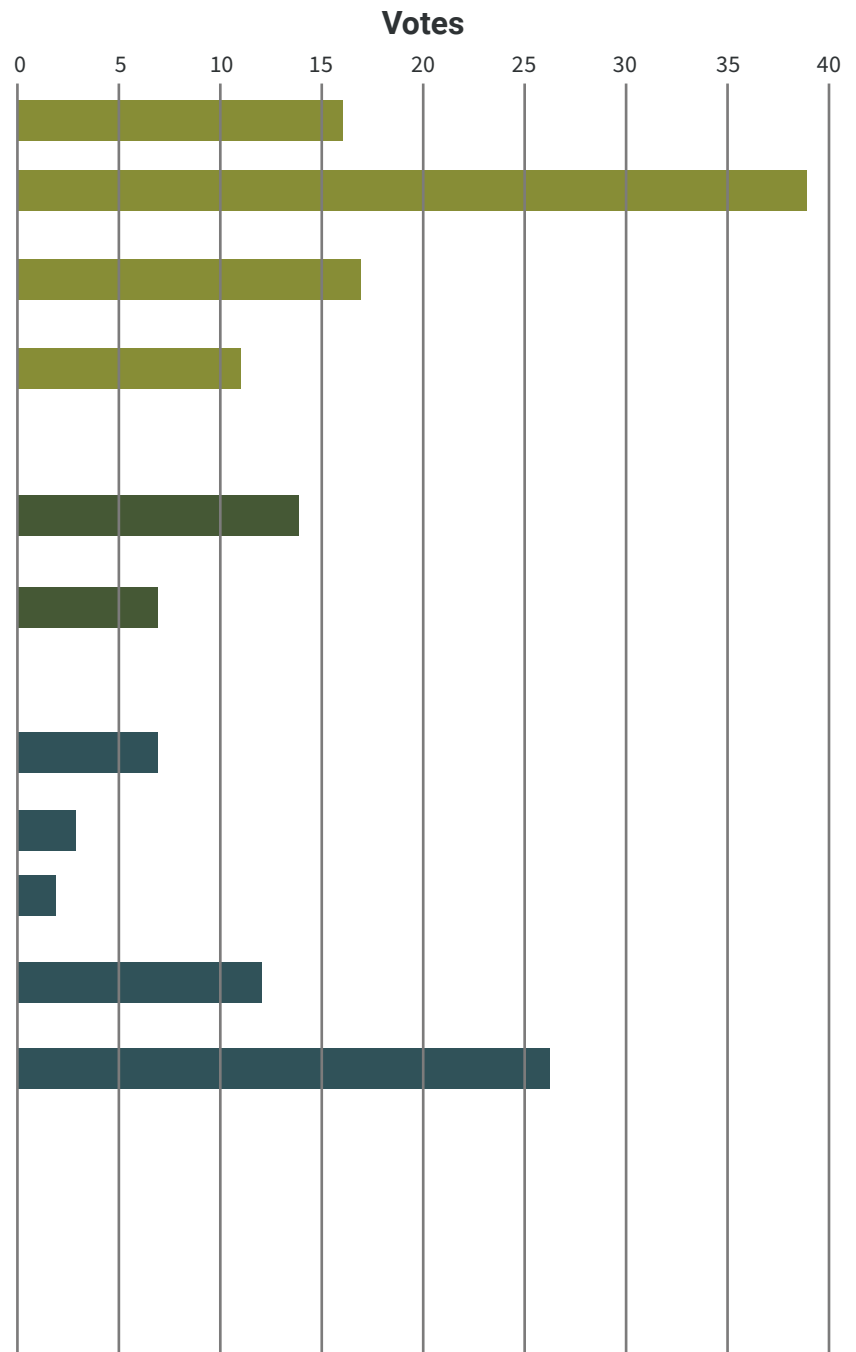
- 1 Promote a mix of residential, senior housing and civic uses to reinforce the existing Downtown
- 2 Promote a mix of civic uses that include an inter-generational center and community space with the adaptive re-use of the Center School building
- 3 Encourage redevelopment or adaptive re-use of the Pepin school building as housing or senior housing, including affordable units
- 4 Support additional mixed-use redevelopment along Union Street, especially on the Rite Aid commercial lot

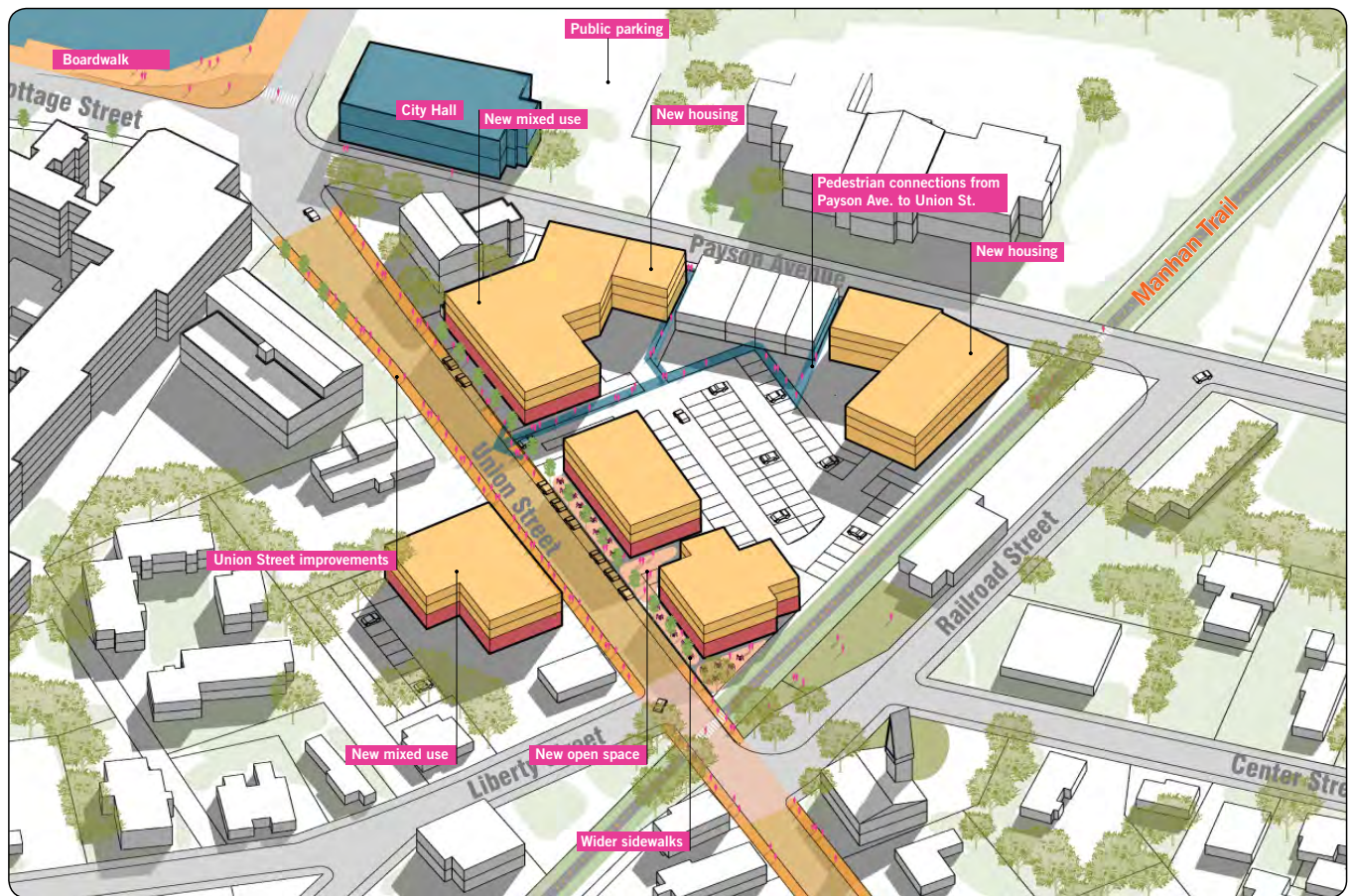
Open Space / Streetscape

- 1 Create a public open space at the corner of Clark and School street; look for opportunities to add more green space
- 2 Encourage place-making with temporary events and flexible outdoor spaces with the support of the surrounding property owners

Transportation, Access, and Parking

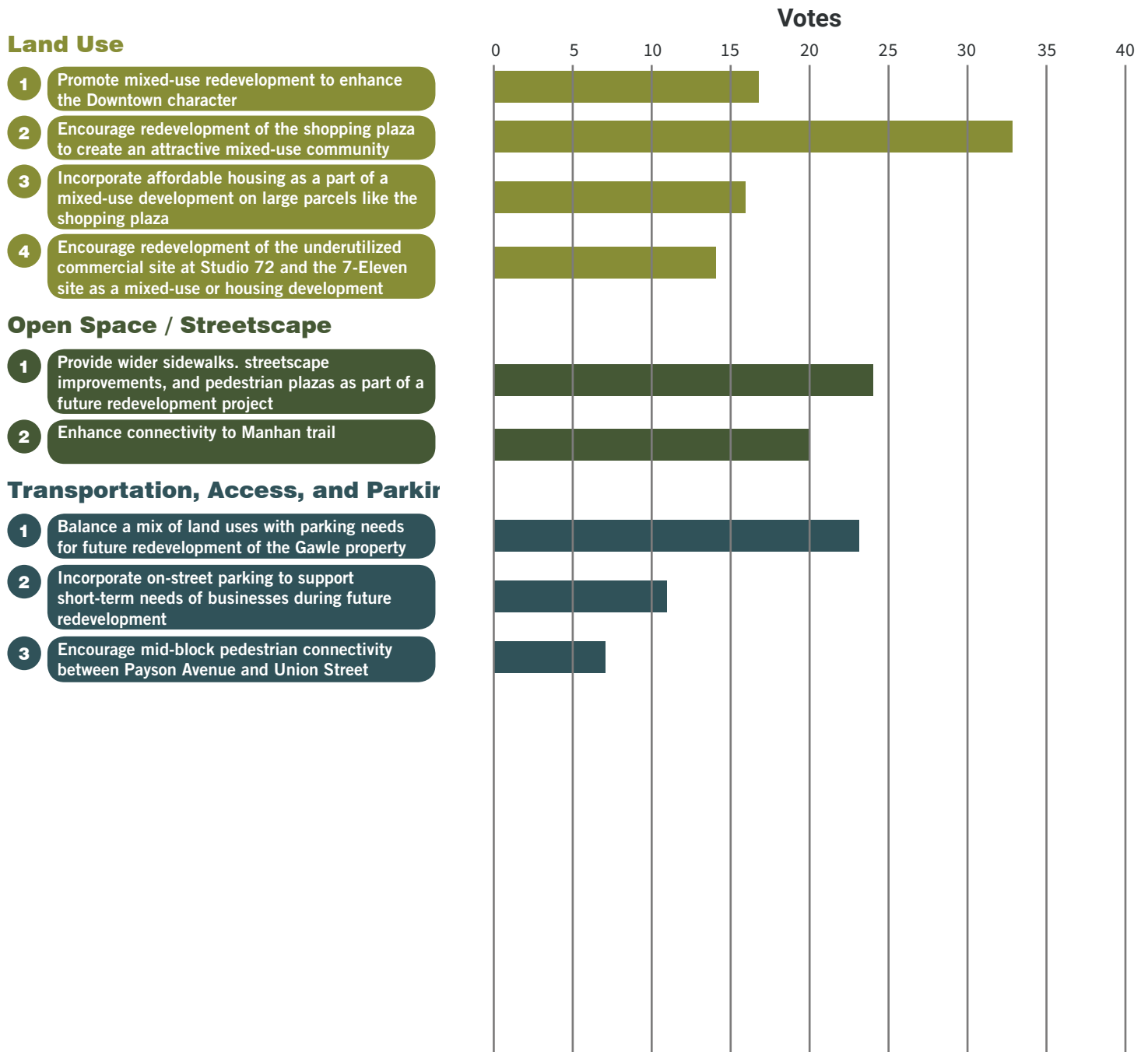
- 1 Promote Clark Street as a pedestrian-oriented street with limited vehicular access (emergency vehicles and service/ADA access)
- 2 Keep Park Street open to general traffic
- 3 Create pedestrian connections from Clark Street to Union Street across existing parking lots
- 4 Reconfigure existing parking lots inside the blocks for shared parking, and contribute additional public parking spaces
- 5 Promote shared parking and collaborate with the surrounding property owners and institutions to initiate the shared parking strategy

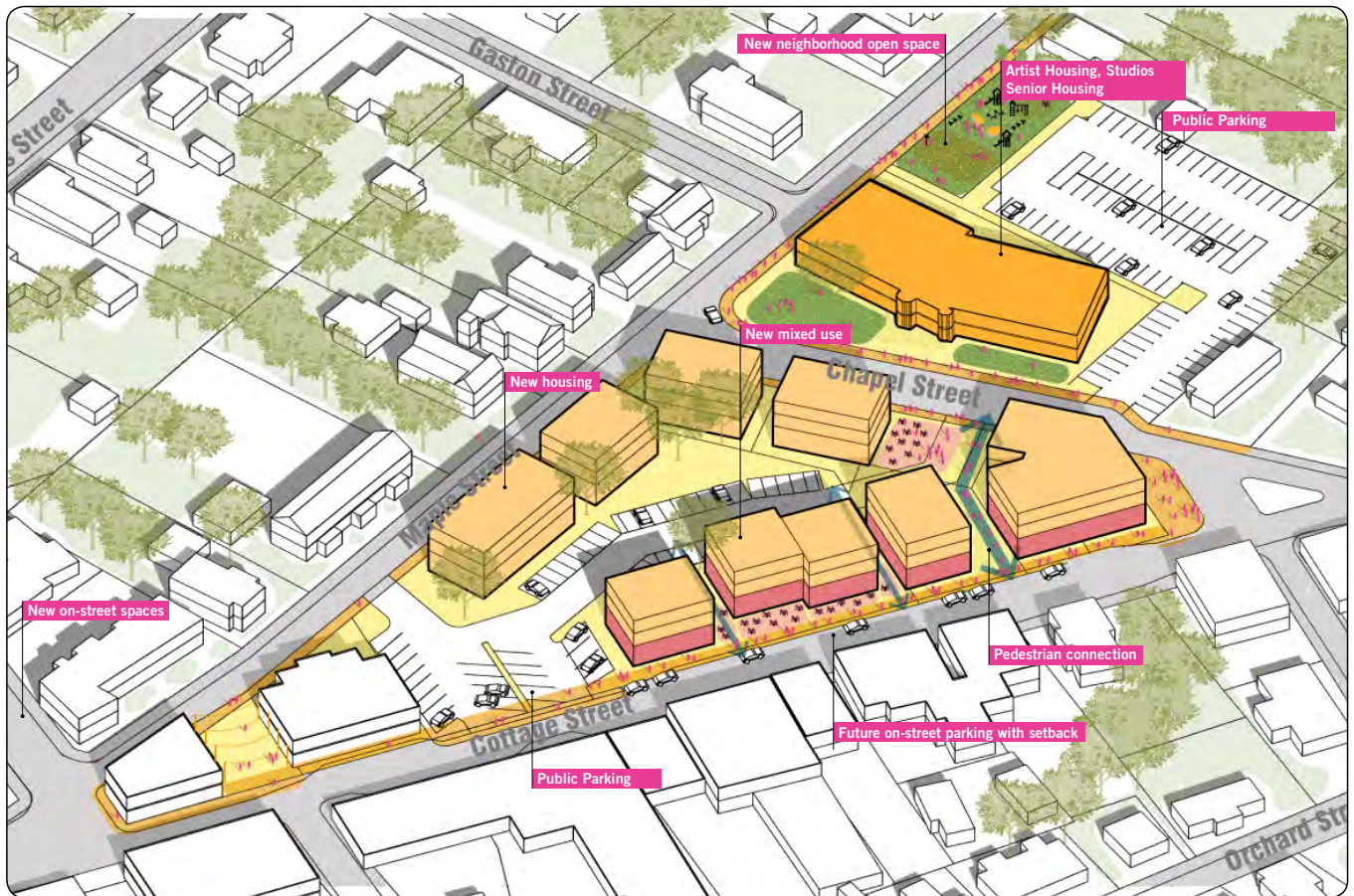




Workshop #3 Results

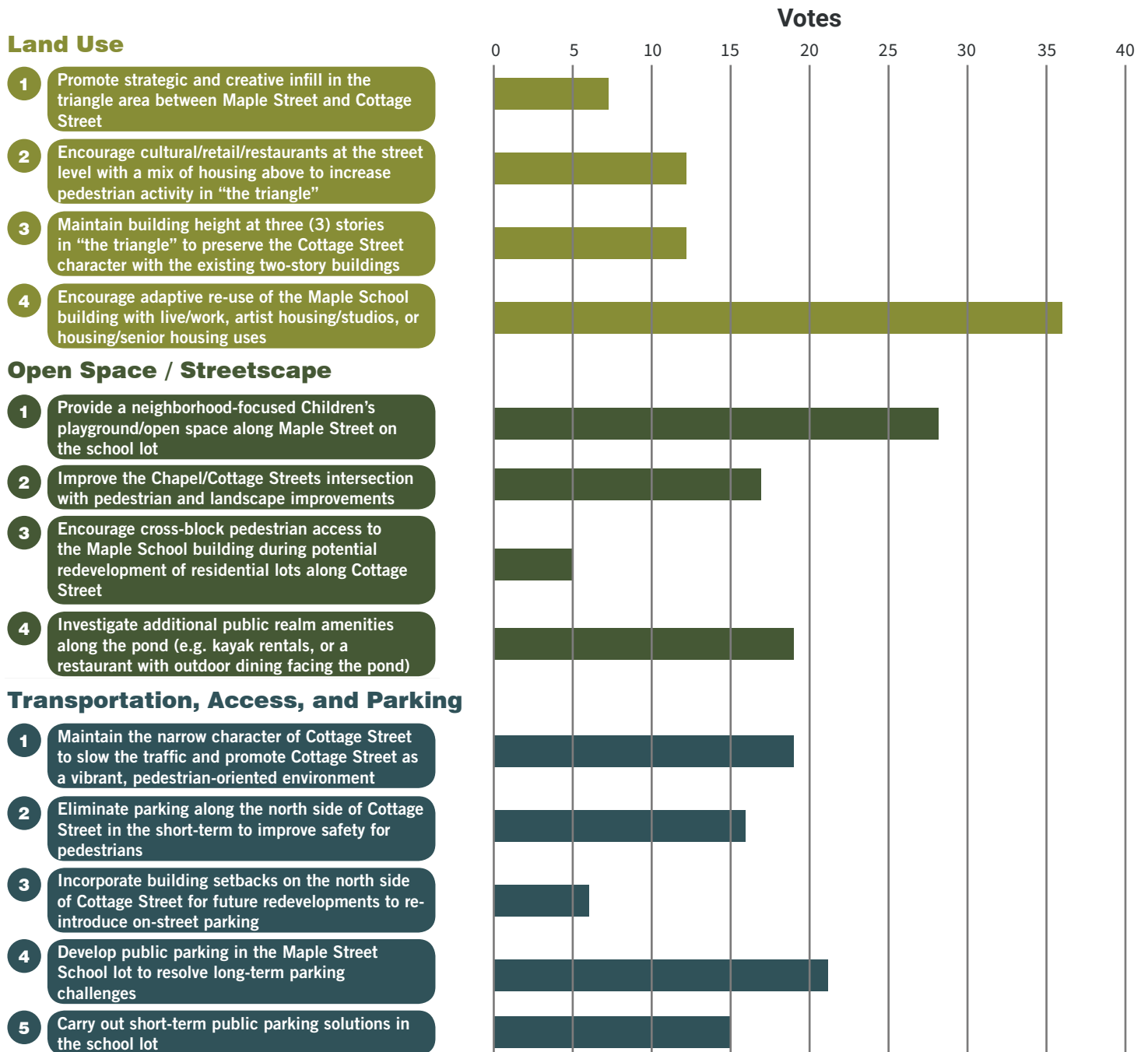
Exercises #2: Prioritization of Recommendations





Workshop #3 Results

Exercises #2: Prioritization of Recommendations



B Public Comments on Draft Report

A draft of this report was made available to the public on-line at www.plandowntown-easthampton.com for two weeks from February 5 - February 19, 2019. Physical copies were available at the Library, the Senior Center, and City Hall. The draft report was accompanied by a SurveyMonkey link to provide community members an opportunity to offer additional feedback and comments before the report was finalized. The survey included three open-ended prompts:

- Are there any potential school uses, school strategies, or actions that were missed or under-represented in the report?
- Are there any elements of the downtown strategies or actions that were missed or under-represented in the report?
- Do you have any other comments, questions, or concerns for the planning team?

This appendix contains the full transcription of public comments received.

Are there any potential school uses, school strategies, or actions that were missed or under-represented in the report?

- It is important that our library grow as a community focal point in a central, accessible location. Enhance library staff's service to residents and residents' access to multi-use library spaces.
- Increased emphasis should be placed on the use of one of the school buildings for inter generational mutual learning spaces. This could be accomplished in the larger Pepin School space along with relocation of the library.
- In favor of possible use of schools for library. The needs of the library which serves the entire community are critical., size, parking, community room spaces, air conditioning. Lack of handicap accessibility is critical. Great work being done with very very limited facility.
- I could only scan the report due to time, work and parenting. I'll just emphasize for the hundredth time: Community Land Trust with a local REIT LLC offshoot, or Cooperative Real Estate Trusts that work in tandem with the city in a similar but differentiated capacity to CitySpace. There's a ton of research on these models, which create community ownership and actual ROI for investors with as little as a \$100 investment. I have a ton of info on this if you want to dive into it. -Seth Lepore seth@sethums.com I've sent y'all emails about this over the course of a year, roughly

three to four times. No response. Although I can see by the report that this was listened to and supported by many other citizens, the fact that I've personally offered to speak with the Planning Dept and Mayor about my study of this over the last 15 years, getting no response is not only dismissive but enforces the "municipalities don't listen to their citizens" narrative, which is ironic with both these open meetings and the Futures project. Individuals offering solid insights are just as important as groups, sub-committees and the like. I'm super grouchy about it.

- I really hope that we will see a big, accessible library in one of the school buildings.
- I am interested in using one of the schools for a new library, particularly one that is wheelchair/ADA accessible. I also feel that parking is particularly important for our downtown areas.
- Would like to emphasize importance of a larger library that includes parking for patrons, wheelchair/ADA accessibility, more space for young children's area and for all books, a public meeting room.
- The Library is busting at the seams at this time. A potential site for its growth to accommodate for full accessibility for all, more meeting space to accommodate our community needs, and of course parking should be a stronger consideration in this report.
- Our current library is super short on parking, has clear accessibility challenges that are virtually unsurmountable in the current building and has no physical room/ space to grow to meet the needs of our

Appendix B

Public Comments on Draft Report

Easthampton Downtown Strategic Plan

March 2020

Prepared for the City of Easthampton

Prepared By Harriman | RKG | Tighe & Bond

#PlanDowntown
E A S T H A M P T O N

community. I think it's time the city took over the library by building a new multi-use intergenerational space (which libraries already are!) in one of the school building spaces. It's my understanding that new library building grant money is available to support such a project, with city ownership. Not without, and not in our current building. I think this should be an emphasis in the school use conversation. I know the timing is awkward. I hope it could be developed in stages.

- Boutique hotel or short term rentals, restaurant with outdoor seating, community center, nature playground instead of traditional.

- The library would be a great fit for one of the schools, and while it was covered, I want to add support to that idea. It needs more access and renovation

- Can't think of anything that was missed. My personal priority list for use of the school buildings that will be vacated is: Move the Emily Williston Library into one of the schools; use school space to develop residential housing w/ an emphasis on affordability and access for seniors and persons with disabilities.

- I think that the need for a larger, accessible-to-all library, with adequate parking, was under-represented. Serious consideration needs to be given to either retrofitting Pepin School, or razing it, in order to create a facility that is large enough for supporting the library's many programs, is ADA compliant, and has an adequate parking lot. In addition, the P.L.A.E., mayor, and city council need to have a conversation about how the town can support--or even

take over--library expansion. The draft plan mentions possibly converting the existing library into a museum; another option would be selling it for commercial use to help fund the process of obtaining a more appropriate space. The city and the P.L.A.E. need a closer working relationship than in the past.

- If the schools are good enough now to be used for other purposes why did we need the new one. Like Parsons St. school that is high-end apartments, the remaining ones should be turned into affordable senior housing instead of pushing them out of town because they can't afford living in their homes.

- library in old school

- First, thank you for all the effort that has gone into generating input from residents and for publishing the report. While mentioned, I would like to highlight the potential for the library to move to one of the school sites. Our library has such potential that it just can't achieve in its current space. Moving to any of the schools would allow for it to offer so many more programs to so many more people, plus have better parking and handicap access. I also wanted to highlight the comment about an indoor athletic space, especially a non-profit one like a YMCA that has programming for everyone and is affordable. Easthampton could really use that. Also, we need more playgrounds, so please don't get rid of the ones at the school locations!

- I want to emphasize how important it is to me, and I think to many in our community, to get a new, larger and

improved space for Emily Williston Memorial Library.

1. I use our library often, both for myself and with my children. I really enjoy the library, but the current building is too small for a community our size.

2. The children's department is not accessible to people in wheelchairs or with other disabilities, and it doesn't seem like it would be easy to make happen at the current building. For this reason alone the library should have a new space.

3. Some area libraries offer much more space for children, including play/reading space for young children. There is also not area for people to leave winter coats and bags. Current building and space are inadequate.

4. Libraries are often primary and important community spaces for many activities and purposes, but ours is very limited. There is no community room like Forbes and other libraries have to host events, meetings, classes, performances, etc. It seems that having an adequate space for such activities would exponentially increase our library's value to the community.

5. The size of the book collection seems quite small and seems to be limited by the small amount of space for book shelves compared to area libraries.

6. The library doesn't have its own dedicated parking, or even a nearby lot shared with other establishments. This

is essential.

- Emily Williston Library and the need to relocate and expand, provide for adequate parking.

- Pepin: split- community center like area gym/auditorium half, offices/art space in the front portion of the building Center: library and see how much space is leftover, definitely get rid of fence Currently unused street between center/Pepin: common space possible are for food trucks etc... city events Maple: *Not a fan of using any for housing

- I see in the report that the one-way traffic circle idea is dismissed and should not be pursued (too wide a turning-radius for trucks), and in another spot that it should be pursued (page 117)

- I don't think anything was missed.

- I would love to see a inter-generational community center that provided both indoor and outdoor space for folks to gather, exercise, learn and play games.

- Any chance of utilizing the rear of all the stores that have space behind them to make additional parking?

- Playground use - neighborhood soccer field - peewee baseball - not having the entire town drive into N. Park when they could walk to local field (Maple school)

- turn one into a homeless shelter the town will need it as they keep upping taxes and water and sewer . putting people who are just making it to eating peanut butter and jelly sandwiches . the elderly will need a place to go and disabled as they end up on the streets. also make every place in town to pay 20 hr so that people might be able to just

about make rent

- Might Maple be used as a parking lot to enhance the success of Cottage St. businesses?

- Really need to use one of the schools for the town library.

- Parking garage and or lots

- No

- This isn't Malibu or Boston so not sure what the big emphasis on the arts is in this city. Artists only sell once or twice a year. These plans include reusing the schools for living or art space. Good luck looking for investors. MGM in Springfield can't even turn a profit. Need more details on how all this is going to be accomplished. Instead we'll build a pickle ball court...

- No

- No

- Recreational indoor community center for Kids. For example, use of basketball court, create an art center, etc.

- We need a bigger Library

- Library appropriations

- Student housing (for HCC students or families)

- Lots of great reuse suggestions were made.

- The Library is a key asset to this town as noted in the word clouds and in our usage statistics. But there are a few key issues facing our Library such as lack of accessibility, lack of parking, and lack of space. With the Library being such a key part of the town community, it

would be short sighted to consider any school redevelopment plan which doesn't incorporate an updated space for the Library.

- I feel the library moving into one of these buildings was floated vaguely but not given any strong recommendation. Not as strong as I would have liked to see.

- Preserve auditoriums (if any) as community theater and performance spaces. Preserve gyms as municipal indoor recreation location (boxing, basketball)

Are there any elements of the downtown strategies or actions that were missed or under-represented in the report?

- Facilitate residents' enjoyment of our community, which is much loved, to retain emphasis on arts, restaurants, music.
- It's 120 pages and I found out about it a few days ago. It's really difficult for folks to read something that dense in a short period of time.
- pedestrian safety. pedestrian safety. pedestrian safety.
- safe bike routes to the new K-8 school more climate change mitigation and adaptation incorporation of strategies to make Easthampton more attractive to and inclusive of people of color, and for diversity in general.
- Placing our Library as a more central draw to our downtown strategy would show a commitment to all who reside, work and visit our city. We have to support the growth our citizens, schools, businesses, government and future generations.
- It's great to see a focus on the need to create low-income housing and we might want to create a working group for this issue if one does not already exist. According to the Massachusetts coalition for the homeless "In the 2018-2019 academic year, public schools across Massachusetts were able to identify and serve 24,777 students who were experiencing homelessness, up slightly from the 2017-2018 academic year count of 24,071 students who were experiencing homelessness" Listening to conversations

in town, I hear people talking about not being able to pay for their basic needs. Thank you for addressing this in the report. The second element we should address has to do with longevity - how will we implement the plans in a way that leverages existing green energy? How will we create structures that endure climate change?

- Moving the library to a space where it is integral to the community, as a hub for all people, where they can park, and get in to all parts of the building- would be amazing! The library already offers so much programming and has amazing resources that are undeserved by the library's building and access. It would be amazing to have the services of the library be integrated with the fuller downtown plan. I see that it is noted as a way to increase downtown vitality. I want to underscore that idea and keep it at the forefront.

- Manhan Rail Trail spur within downtown, specifically connecting it directly to the Boardwalk (behind Public Safety building and City Hall) to improve bicycle access to Cottage Street.

- A plan for a state-of-the-art city library is missing. We have excellent librarians and a sizable portion of the community uses the facility which is outdated and lacks community meeting space. It has antiquated technology and doesn't seem to have any multimedia resources. Nor does it provide for open and creative work spaces that support 21st century community learning and collaboration needs. Multi-generational community space is lacking and parking is abysmal. Perhaps renovation of one of the imminent available buildings

can be considered. Considering buildings that have ample and accessible parking is critical.

- Any redevelopment should aim for carbon neutrality and have a heavy focus on sustainability. For example, New Parking covered by solar installations, rain catchment features, etc.

- Parking is an issue, but seems to have been covered

- The report seems quite thorough. Especially agree with emphasizing solutions for pedestrian and bicycle access/safety; parking access; making retail area at lower end of Union Street (Family Dollar plaza) more attractive with landscaping.; developing partnerships with existing and future businesses in downtown areas to share parking. Also ask businesses to partner with the city to plan, develop and maintain sidewalk enhancements such as landscaping, lighting, seating, signage, and seasonal decorative elements such as holiday lighting, banner/flags on light poles, etc. that will provide a welcoming and cohesive look to connect the three downtown areas - Main St., Union St., and Cottage St.

- becoming more green/ sustainable, bike and pedestrian friendly

- While I support efforts to improve parking, I am far more interested in making the city safer and more welcoming for bikers and walkers. Making sure the bike path goes all the way to the new school is VERY important to me.

- I would like to see the city consider in its plans and development the city's

demographics and how development can be done in a way that makes Easthampton attractive to more people of color and to generally increase diversity. Bike path: I live on Pepin Ave in the New City area, and I use the path several times a week either for exercise or to get places I'm going by bike. I sometimes bike to Big Y in Southamptom to get groceries. The amount of traffic coming through Cottage and Union streets is already too much, and I'm afraid it will get worse.

•My children will attend the new K-8 school at White Brook. I often bike to Maple School with my daughter. I really hope to have my kids and their friends be able to commute by bike to the new school when they are old enough, as well as to the high school. I'd like to see the bike path or other safe bike travel route established. Even when my kids and their friends are not old enough to go by themselves, I envision a bike caravan of kids traveling together from New City or other parts of town with a parent along. Benefits include exercise and health, improved academic performance, and climate change mitigation. Let's make Easthampton a bicycling (and walking) city! I saw mention in the report of the suggestion of more small green space/parks and better playgrounds. I think the city would benefit from this.

■ The EWM library providing a variety of programming events/activities to E'hton & surrounding communities is a factor in bringing people to downtown E'hton.

■ Again the Emily Williston Library need for larger location, parking, etc., together with need to study assess use of existing building (e.g., museum).

■ The Nasawannuck Pond needs to be

cleaned, there is too much algae in it and it needs to flow better to stay clean. Consider one-way traffic routings in various main thoroughways in the city; i.e. Cottage Street and Union Street subareas.

■ If one of the bridges on lower Mill pond gets rebuilt let it be the middle one.

■ Maple Street needs a more significant open/public space than shown, and it should *not* be designated as a dog park.

■ Yes. Parking is mentioned over and over. The only solutions mentioned are shared parking, walking, and biking. There is no mention of transit which was suggested during the planning process. A small trolley to move around the downtown to accommodate the elderly, disabled, those burdened with packages, etc., would not only be helpful but could be a real attraction to bring people here and, most importantly, help combat the awful pollution problem caused by motor vehicles here.

■ Not that I could see.

■ Intergenerational community center that had a kitchen, exercise area with showers, track, indoor gym that could be used for basketball, volleyball, pickleball.

■ Not exactly sure just what is behind the stores around Mt.Tom's ice cream .

■ Outdoor area in downtown (maple school) where events can be held with large pavilion and host events with music that can lead to foot traffic to downtown restaurants

■ Yes - parking is critical for businesses to survive.

■ How all this will affect business on Union Street.

■ Affordable and workforce housing - a new and updated library with parking

■ I didn't miss the fact that roads and infrastructure in general isn't being addressed as higher priorities than moving the library, finding alternate bike routes or a fountain at the pond? That's what the people in this town want done now. Main St is a joke starting at the rotary (never called rotary park). Why isn't a major effort being made for better retailing? Knock down a school and bring in a Kohl's. Can the mayor work on some marketing? We could do with less tattoo shops.

■ I didn't miss the fact that roads and infrastructure in general isn't being addressed as higher priorities than moving the library, finding alternate bike routes or a fountain at the pond? That's what the people in this town want done now. Main St is a joke starting at the rotary (never called rotary park). Why isn't a major effort being made for better retailing? Knock down a school and bring in a Kohl's. Can the mayor work on some marketing? We could do with less tattoo shops.

■ No comment

■ No

■ Our Emily Williston Memorial Library has outgrown its present space. We need a larger facility that also offers extensive parking spaces. The library's ever-growing collection, quality programs and wide ranging services are key to what Easthampton has to offer its residences as well as the surrounding communities. Whether it moves into a vacant

school or builds an entire new facility, the library is key to a successful and caring community.

- You should consider a parking garage at 50 Payson Ave with the lower level reserved for city employees from 7am-5p. The other levels could generate funds to pay for the garage for years to come.

- No

- Keeping the playground at Maple School is great for the neighborhood.

- Listing the Library as a separate item from the “intergenerational center with multipurpose community space” is misleading. Our library already provides multigenerational programming and with an expansion to a fully accessible building with shared community space, the opportunities for innovative new programs for the community is endless! When we can achieve both of these aims with one new location, why would we keep them separate? An upgraded library building, on any location, could also incorporate a number of aspects of other plans such as shared parking and green space.

- I think that the community feedback on affordable housing was recognized however should not be down-played. I feel strongly we maintain our 20% affordable minimum if we are as a community committed to meeting the need for affordability. It may limit the developers willing to approach us but we are better to wait for the right fit than to sell our city out to those who are not willing to meet the needs we have collectively identified.

- While revitalizing downtown, the city

should keep in mind that as you make things fancy and modern for tourists and businesses, there are city and county-owned roads within sight of downtown that are still poorly maintained mud-holed dirt streets (The Pomeroyes). Fix what the properties owners are paying taxes for if you want us to support the grander schemes that line developers pockets.

Do you have any other comments, questions, or concerns for the planning team?

- Easthampton residents seem devoted to this beloved city and will surely support and cooperate with proposed changes and enhancements. Our library is a jewel in the crown and a hub for all.

- Very comprehensive plan. The school reuse committee should be sure to prioritize benefits for young people as well as for adults and seniors. Mixed income living is a hallmark of Easthampton life. Let’s keep the city growing but affordable for all.

- What are the future plans for public transportation which would help with our parking issues and reducing pollution? PARKING ON ONLY ONE SIDE OF COTTAGE STREET for safety of drivers and pedestrians. When snow on the ground and parking on both sides, there does not appear to be legal width for large emergency vehicles.

- With the high percentage of the population entering into the citizen category, it would be beneficial to do some door to door canvassing on this to engage folks who have limited capacity to leave their home, aren't online and may be isolated.

- How about a Headstart in one of the buildings, too.

- I would love to see some consideration for safe bike/walking routes to the new school. I worry about families, particularly with young children, trying to navigate Park Street, which is a very busy road.

■ I really enjoyed reading through the report but got confused during section 7. These are the recommendations from the public process - but what is the feasibility? What is the priority? I was really looking for more information about next steps, - where does this go from here? and processes. Is there any further opportunity for weighing in? (I guess that's here in this survey). THANK YOU SO MUCH FOR ALL YOU DO, PLANNING TEAM, JEFF AND JAMIE!!

■ In each of the sessions, building up to this report, many voices spoke about the importance of the Library in our community. The need for a newer facility, a stronger commitment to our Library from our City. The evening that presented the findings and then in reviewing the full report I feel as though the Library was reduced to a small part of the bigger picture. Libraries are a central part of our community, all communities, with programs and resources free to all ages and all aspects of the community. I would like the planning team to consider a stronger commitment to a new library.

■ The installation of surveillance cameras throughout the city may be the new normal in our society, but is also a serious safety and privacy concern, protected by the US Constitution. The posting of a live feed showing cars passing through downtown is a safety risk for anyone who is protecting their PII (personally identifiable information) of which geolocation is one facet. People with stalkers, children of immigrants, those who simply wish to go about their business without being tracked and recorded by officials are no longer free. There needs to be a town vote on whether we want

Easthampton to be a police state.

■ Strongly support excellent and plentiful wayfinding signage for on-street parking. Plenty available according to report and would be a shame to squander all the other identified opportunities of the school sites with parking spaces. Really great work on the report!

■ I know the emphasis seems to be on downtown. If the parameters of this data collection allow, I would like to request that the Parks Department reinstate adult lap swim during the summer time at the city pool. Thank you.

■ Housing and parking are certainly big concerns. Maple School would make a logical spot for a library and perhaps mixed use space. The playground would provide parking that is lacking at the current library location. It is also near a bus line, Cottage Street and a densely populated neighborhood. Center/Pepin sites would make good spots for affordable/senior housing. They would provide residential spots near a grocery store (Big E's), a pharmacy (Walgreen's), the Senior Center, restaurants, and the bike path. The sites would also be within walking distance (with sidewalks) of the new elementary school site. All important and attractive commodities for seniors and folks who may not own their own means of transportation.

■ Using Maple School as the site for a new library is an excellent idea for many reasons. Not only would there be more than enough parking on site but the property also abuts Cottage St. as well as a densely populated neighborhood, and is near a bus route. Using Pepin School for senior housing

with its location near Big E's grocery store, Walgreen's Pharmacy, restaurants, and the Senior Center would make it a convenient location for seniors to reside and access services.

■ Pretty concerned about putting more parking, impervious area, at maple and leaving a little park with no shade right along the street. I'm not opposed to parking there, but feel a limited amount of parking would be sufficient and that at least half the land should be green space. I do like how you did not propose an entrance to parking at Maple street school from maple street. I think that would help keep traffic out of the neighborhood. Also, I think the more we can do to increase green space within the downtown the better. Having a neighborhood playground is a huge amenity and helps create the neighborhood. There are very few neighborhood gathering spaces in this town.

■ Any redevelopment should aim for carbon neutrality and have a heavy focus on sustainability. For example, New Parking covered by solar installations, rain catchment features, etc.

■ As a Union Street apartment resident I'd like to draw your attention to the Parking Inventory map on page 23. The property on the corner of Chapman and Union, a three-story mixed-use building, has apartments on the 2nd and third floors. The parking in the rear, accessed via Chapman Avenue is private parking for apartment residents only, not business parking, and NOT "non-residential (business parking that allows customer parking)," as you have it marked on the map. The residents of that building pay for

parking, one space per apartment, in that lot as part of our rental fees. The lot is used frequently by non-residents, even though it is clearly marked "tenants only". Is it a huge and constant problem for the residents when we are unable to park in our lot due to people who ignore the signs or our requests to park elsewhere (especially during winter parking bans). As a residential tenant I beg you to PLEASE amend this in your records and documents. I love the coming changes to downtown but the residential population needs more consideration regarding parking. Thank you, Bronwen Hodgkinson 49 1/2 Union Street, Apt 5 p.s. One way to see this from the tenant's point of view is this: imagine coming home from a long day at work and finding a stranger parked in your driveway at your house. It's annoying and tiresome, and potentially explosive when the person wrongly insists they have the right to park there. Lack of off-street parking is not a valid excuse to park in a private space.

■ Moving the library to a larger space with adequate parking and safe pedestrian and bicycle approaches should be a priority.

■ Thank you for doing this!

■ Expanding the boardwalk on Nashawannuck Pond -- you've got to be kidding me. And, transform Maple into live/workplace for artists or artists' housing so they would be sustaining the town? I don't think so!

■ The playground at Maple Street School is a key neighborhood gathering place. It deserves at least a third of the space available once the school closes. Sandwiching it between the street and massive amounts of parking will make it

totally uninviting. It needs to be a greater buffer with trees. It should not include a dog park.

■ Thank you for trying to balance all the needs/wants for Easthampton today and in the future.

■ Whatever the plan is, it cannot increase taxes any more than this last very high increase.

■ I really want the city to be thinking about climate change mitigation and adaptation in all its plans and projects. On this note, when we bought our house in Easthampton in 2012, one the major drawbacks that I found in the city was the lack of trees, especially mature trees, on many streets. This comment is most relevant toward residential streets, but could also be considered in the elementary school site reuse. I think the city's canopy is an essential consideration. I hope that the city is consulting with wildlife and ecosystem experts during these processes in order to 1) ensure protection of other species and habitats in and around the city, 2) avoid impeding or threatening other species that enter and use city spaces, 3) maximize climate change mitigation and adaptation, 4) consider how protecting and restoring wildlife habitat can help prevent urban sprawl and promote density, and 5) generally be informed about the ways that protecting other species and their habitat in and around the city benefits human life. I would like to see a lap swim pool in Easthampton someday so I don't have to drive to Holyoke or Northampton for that.

■ The EWM Library is a vital asset to Easthampton and its need for space and

parking must be factored in to planning.

■ Excellent report, thank you very much.

■ When EWM library is moved what becomes of that building? Extending the bike trail too much would destroy it's appreciation it should stay more or less linear doesn't need too branch off much it's a small city

■ Without parking for older people, nothing else will work for them.

■ I would love to see more spaces in the city for people to gather to be active, be it a game space such as pickle ball, or a walking track or basketball courts.

■ Thanks to all who contributed to the extensive report!

■ Free Parking is huge as a tax payer - increasing the library is great idea for Pepin - keep the gym! Nothing wrong with open gym for families and children activities and summer activities and adult use with leagues and yoga and health benefits

■ Please do not add any more rotaries or roundabouts. Easthampton is a charming little city, welcoming and beautiful.

■ yes stop using tight and bond . who are they paying that there the only ones this town seem to use . they have someone in there pocket in this town

■ Thank you for your hard work!

■ We do not need more mixed use buildings. Adding senior housing is not the way to solve raising taxes to the point seniors can not afford their homes! We need tax breaks by allowing bigger box stores or restaurants in we are a city and should start acting like it.

You can not be a city and operate as a town.

■ No

■ You're moving at too fast a pace. If you want to make Easthampton "vibrant" fix the roads, and stop gentrifying. Charge for parking so visitors contribute to our tax base. Then the wealthy people who can afford to come here will stay to pay for all this. Bottom line I'm not sold on draft so far.

■ New library is needed. Also a parking garage.

■ I believe it is critical to find viable space for the Emily Williston library. A library represents the fabric of the community.

■ Plan is impressive, however, it will change the character of Easthampton into something totally different than it is now. The increase in traffic in the past year has been a major negative change and the planned growth will make it worse. MAJOR CONCERN about removing "zoning obstacles." Zoning regulations near my home have been ignored for years and some waived by Planning Board multiple times in ways that seriously diminished my quality of life. When implementing growth consider the negative impact on people who live in the areas under consideration and plan ways to mitigate those impacts rather than growth at any cost to current residents.

■ No

■ Make sure the library gets a new home

■ Our library is a central component to the town. Emily Williston Library offers so much for our town that its needs has to be put up front as the strategic plan continues to be refined.

■ No

■ Gentrification

■ I'm very excited to see what happens in my adopted city. My hope is that we can remain affordable for low-income seniors and families and have accessibility increased (universal design!). As one with financial security, I'm open to "paying more" so that others may remain.

■ When cars are parked on Maple St between Chapel St and the Brass Cat, it is very narrow. Furthermore, when driving from Cottage St onto Maple at the triangle by Brass cat, sometimes the driver has to wait in the middle of the intersection until the car at the stop sign leaves when there is a car parked next to Brass Cat because it is too narrow. It is not safe, and I think parking should not be allowed next to the Brass Cat by that intersection.

■ Are there plans to demolish any of the school buildings? I hope not because demolition debris is bad for the environment. Please look for reuse solutions....lots of good ideas were listed... library, private school, housing.

■ When considering the criteria of economic development, it will be important to consider not just adding to commercial tax revenues, but also the enabling conditions which attract entrepreneurs, business people, and new residents to our city. The Rural Research Report entitled "Public Libraries and Community Development: Partnering for Success" states that: "Public libraries are natural partners in local economic development efforts. They are usually centrally located in a community and provide a variety of

resources designed to foster human growth and development, promote early literacy and school readiness, and develop workforce capacity. Public libraries can positively impact local economic development efforts and produce mutually beneficial results for both libraries and the business community." I urge the Planning board to consider a comprehensive view of what economic development means for Easthampton, and use this Planning period to support the upgrading of our public library to a physical space on par with the excellence of the programming and service the staff already provide.

■ A tremendous amount of information to guide us forward - the graphics were mostly helpful; some were very confusing

■ Affordable housing should be our number one priority as a community - we cannot bend over backwards for developers only willing to offer us development of limited units. They will make a profit no matter what they build - the perceived reduction in profit is the cost of doing business here is Easthampton because we are committed 100% to affordability.

■ Individual vehicle parking should be considered a medium-term concern, at best. The maximum long-term value of the buildings should not be decreased due to a short-sighted desire for more parking.

■ Thank you for your hard work. We love Easthampton and look forward to progress!

Appendix C

Market Analysis

Easthampton Downtown Strategic Plan

March 2020

Prepared for the City of Easthampton

Prepared By Harriman | RKG | Tighe & Bond

#PlanDowntown
E A S T H A M P T O N



EASTHAMPTON DOWNTOWN STUDY


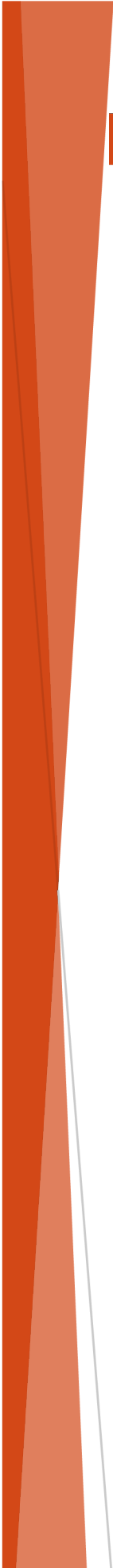
Existing Conditions and Market Analysis

RKG

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March 2020

Prepared for Harriman



RKG Associates, Inc. is a multi-disciplinary consulting firm, founded in 1981. We serve private, public, and institutional clients and provide a comprehensive range of advisory, planning, marketing, and management services throughout the US and around the world.

We're proud that the projects we're involved in are projects that get built – projects that happen – projects that work.

RKG is headquartered in Alexandria, VA, and has offices in Boston, Atlanta, Dallas, and Durham, NH.

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INTRODUCTION

RKG Associates was retained by Harriman, in partnership with the City of Easthampton, Massachusetts, to complete an economic and market analysis of the downtown area along Main Street, Union Street, and Cottage Street (the “study area”).

This first deliverable consists of an analysis of existing demographic and economic conditions for Easthampton, and the market conditions for a variety of uses in the study area. This report includes an analysis of broad demographic and economic trends, a review of real estate development trends in Easthampton, and summaries of the market potential for residential and commercial uses in the study area.

KEY FINDINGS

Easthampton’s Downtown has a unique and wide ranging business mix. Visitors to Downtown can shop, eat, drink, view art, catch a live music show, grab a cup of coffee, grocer shop, and do banking all within a short walking distance. Restaurant and retail choices are eclectic and diverse.

The Downtown has three primary retail and business corridors, each with their own unique mix of businesses. Main Street, Union Street, and Cottage Street have each curated their own flavors of business types and food and beverage choices. This was not necessarily planned but evolved over time organically and incrementally to create a varied and interesting downtown environment.

Traditional mixed-use buildings with first floor commercial and upper story residential are driving almost \$13 million in assessed value which is more than all the stand alone retail in the Downtown study area. Mixed-use development is also accomplishing that value on 50 percent less acreage than the retail parcels and has double the amount of square footage compared to retail. These buildings are helping to create the smaller scale and more dense development pattern that helps create the walkable downtown fabric most people have grown to appreciate.

The demographic composition of Easthampton continues to change, with population remaining stable but changing in age, race/ethnicity, and income composition. The population is growing older, and at a rapid pace creating opportunities to introduce new housing types and build a new market of retirees with expendable income.

Easthampton’s median household income increased at a faster pace than Hampshire County, growing by nearly 10 percent between 2012 and 2017. As wages continue to improve, residents will have more ability to spend money at Downtown businesses and potentially provide a market for new downtown ownership and/or rental housing options.

Employment is projected to continue to increase, albeit at a fairly slow pace over the next ten years. A 15 percent increase in employment by 2028 is projected to create jobs in several sectors that could benefit the Downtown area. These include Real Estate, Art and Entertainment, Professional Services, and Health Care sectors. These employment increases across the city could provide upwards of 10,000 square feet of additional office space needs over the next ten years.

Within a three-mile radius of Downtown Easthampton there is the potential to capture an additional 36,000 square feet of retail space within the existing business composition or by adding new businesses in the city. If businesses in the city can capture a percentage of retail and restaurant spending currently leaving Easthampton's market, there is the potential support more retail space within the restaurant, office supply/gift, clothing, shoes, home furnishing, and general merchandise sectors.

Demographic and economic shifts in Easthampton's population may provide a robust market for ownership housing options that may not exist in the city today. Household projections for Easthampton over the next five years show a growth of approximately 58 new households. Given the shift toward an older demographic and wealthier households, it is likely new households (and some existing ones) will have a propensity to purchase homes. Seniors in Easthampton or in the region may be looking to downsize to a smaller home with far less maintenance responsibilities. Products such as managed multifamily condominiums or rental units could provide options for both the older and younger demographic looking to live or stay in Easthampton. These product types would also fit well within the Downtown context as part of a mixed-use building or a standalone residential complex.

BACKGROUND & PURPOSE

RKG Associates was retained by the lead consultant, Harriman, to complete a sociodemographic and market analysis to place Downtown Easthampton in the context of the overall city and county in support of the larger Downtown Study. RKG's work is primarily focused on defining the demographic, economic, and real estate market characteristics that have helped foster the success Downtown Easthampton has seen and what market drivers can continue to enhance an already successful place. The first deliverable, the Market Analysis, will assess the potential for different uses within the Downtown area given the city's economic and demographic profile. It includes a review of the business mix in the Downtown, vacancy trends, real estate activity, prevailing asking rents and prices for real estate, and current and future development activity. A second deliverable will provide the City with some examples of business tracking tools and common metrics staff can use to gauge the business mix, vacancy, and relative health of Downtown business activity. These two components will be folded into the larger Downtown Plan providing Easthampton with a roadmap for incremental improvements and opportunities.

STUDY AREA & LOCATION CHARACTERISTICS

In May 2019, RKG staff visited Downtown Easthampton and conducted a site walk of the study area (see Figure 1) and the Mill District along Pleasant Street to document the business mix, building patterns, vacancies, and potential opportunities. The site walk included photo documentation and discussions with several business owners regarding business vitality, challenges, opportunities, infrastructure, and parking. Those discussions are folded into the quantitative research and documentation in this market analysis.

The Downtown study area consists of a large and eclectic mix of businesses ranging from traditional office tenants like accountants and real estate agents, to a wide range of food and beverage options, to daily service needs such as a grocery store, laundromat, dollar store, and auto parts store. The arts community also has a strong presence throughout the Downtown with small art galleries, music stores, maker spaces, and performance spaces. The art thread continues just outside the study area along Pleasant Street in the city's Mill District, a five-minute walk from Main Street Park.



Figure 1: Easthampton Downtown Study Area

The Downtown is set within a context of residential neighborhoods and open spaces all within the backdrop of the Mount Tom Reservation. Nashawannuck and Rubber Thread Ponds provide water features in the Downtown and opportunities to integrate seating areas, fishing, and recreation. Buildings in the Downtown range from historic three-story mixed-use brick structures to single-story stand-alone businesses to large renovated mill complexes. The mix of building types, scales, and materials keep the walk through Downtown visually stimulating and as a pedestrian, leads you through the space. Although some buildings have improved façades, signage, or window treatments compared to others; the street-facing first floor spaces are active and engaging and draw customers and visitors through the Downtown.

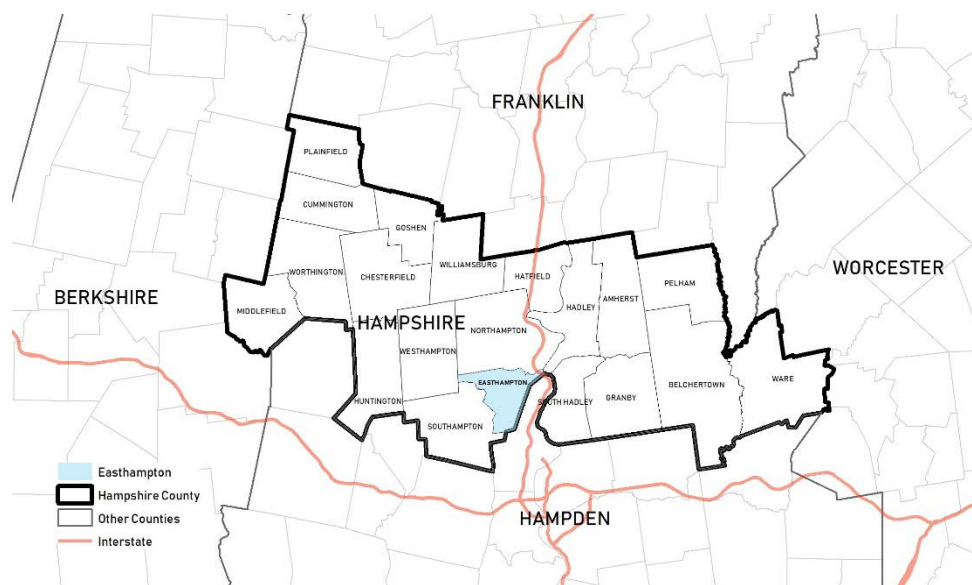
Discussions with City staff, building owners, and real estate brokers indicate the desire to be in Easthampton's Downtown area is strong, and residential rent and sale prices in and around the study area have been on the rise. There are also a number of redevelopment proposals and/or new business ventures in the pipeline for Downtown. Those opportunities are discussed further in the development pipeline section of this report.

REGIONAL CONTEXT

Easthampton is located within Hampshire County in Western Massachusetts. The Downtown is about three miles west of Interstate 91 and ten miles north of Interstate 90, with easy access to larger employment centers in Springfield, Holyoke, Chicopee, North Hampton, and

Amherst. Access to the Massachusetts Turnpike means residents of Easthampton can choose to commute to places outside Western Massachusetts, like Worcester or Hartford, with relative ease as both cities are within 60 miles.

Figure 2: Easthampton and Hampshire County



Easthampton is part of Massachusetts' Franklin/Hampshire Workforce Development Area (WDA) as defined by the Massachusetts Executive Office of Labor and Workforce Development (EOLWD). The WDA is home to over 97,000 jobs and nearly 8,000 business establishments.¹ While Western Massachusetts has not been growing at the same rate as the eastern portion of the state, the WDA did grow by nearly 4 percent or 3,500 jobs between 2015 and 2018. Most of the job growth experienced over the three year period was within the Construction, Wholesale Trade, Administrative, and Health Care and Social Assistance industry sectors. Growth in these sectors has softened the impact of continued job losses in traditional manufacturing, utilities, and transportation and warehousing sectors.

SOCIODEMOGRAPHICS

POPULATION

In 2017, the population of Easthampton was estimated to be 16,051, which was up only 0.1 percent from 2012.² The city's growth rate over this time period was slower than that of Hampshire County and the Commonwealth at 1.5 percent and 3.5 percent, respectively. The slow population growth trend is similar to what is happening across much of Western Massachusetts in Hampshire, Hampden, Berkshire, and Franklin Counties. Looking at population projections over the next ten years, these four counties are projected to see a similar pattern of slow growth or in some cases population decline.³

Table 1: Easthampton Population Change by Age Cohort

	2012 to 2017	Projected 2017 to 2028
Total Population	+0.1%	+4.6%
Under 20-year-olds	(1.3%)	(5.9%)
20 to 34-year-olds	(9.0%)	(0.8%)
35 to 54-year-olds	(8.9%)	+1.6%
55 to 69-year-olds	+23.0%	(6.8%)
70 years and over	+6.7%	+58.0%

Sources: US Census Bureau; EMSI Economic Modeling; RKG Associates

Easthampton has had very little population growth since 2012, but the shifts within the age groups in the city show a very large increase in residents over the age of fifty-five and a decrease in those residents under fifty-five. These population changes differ slightly from the County and the Commonwealth in that residents ages twenty to thirty-four are showing an increase at both

¹ EOLWD, Employment and Wages by Industry, Franklin/Hampshire WDA, Third Quarter 2018.

² ACS 2012 and 2017, 5-Year Estimates.

³ EMSI Population Demographics Forecasts, April 2019

geographies, likely driven by Massachusetts' colleges and universities and our ability to attract and retain younger workers. These demographic shifts in Easthampton are important from a market perspective as residents ages twenty to thirty-four are early in their careers, may start off in rental housing but transition to homeownership, and are likely to spend money locally and frequent places like Downtown Easthampton. Both the County and the Commonwealth have had increased population in this age ground since 2012 and are projected to continue positive growth through the year 2028.

In Easthampton, population gains are occurring in age cohorts of residents fifty-five and older. Some of these increases are represented by residents aging in place, but others are residents who have relocated from other parts of Massachusetts or the United States to live in Easthampton. During our market research and interview process, we spoke with business owners who retired from earlier careers and moved to Easthampton to open a business. Some residents were coming back to Western Massachusetts after living elsewhere, while others were relocating to be closer to children who were attending schools in the area. This population cohort may have higher expendable incomes, a desire to be involved in the business community, and represent an opportunity to support housing options that may not exist in the market today. The ten-year projections for this age cohort shows continued growth for residents over the age of seventy, which is likely the continuation of the age in place trend.

Table 2: Hampshire County Population Change by Age, 2012-2028

	2012-2017 % Change	2017-2028 % Change
Total Population	+1.5%	+1.1%
Under 20 years	(4.4%)	(4.6%)
20 to 34 years	+9.3%	(11.4%)
34 to 54 years	(11.1%)	+3.2%
55 to 69 years	+13.9%	(7.2%)
70 years and over	+9.6%	+53.1%

Sources: US Census Bureau American Community Survey, 2013-2017 5-Year Estimates; EMSI; RKG Associates

While the "Baby Boomer" generation is helping to stabilize the city and county's population figures, as these residents continue to age out of the workforce there is concern that younger workers may not be available to backfill vacated jobs. Creating places that are unique and exciting, like Downtown Easthampton, will help the city compete for younger workers in addition to housing costs that are lower than many places in Central and Eastern Massachusetts.

Table 3: Population Growth by Race, 2012 to 2017

	Easthampton			Hampshire County		
	2017 % Share	2017 Population	2012-2017 % Change	2017 % Share	2017 Population	2012-2017 % Change
Total Population	100%	16,051	+ 0.1%	100%	161,197	+ 1.5%
White	88%	14,137	(1.0%)	63%	135,791	(0.7%)
Black	2%	411	+ 93.0%	10%	4,465	+ 19.0%
Asian	2%	303	(60.4%)	5%	8,517	+ 13.2%
Latino/Hispanic	6%	934	+ 100.0%	19%	8,634	+ 13.8%
Other & Two or More	2%	266	(11.9%)	3%	3,561	+ 18.3%

Sources: US Census Bureau American Community Survey, 2012 & 2017 5-Year Estimates; RKG Associates

From 2012 to 2017, the population of both Easthampton and Hampshire County became more diverse. Both geographies lost White residents while gaining Black and Latino/Hispanic residents. Hampshire County saw increases in residents across all Non-White racial and ethnic categories.

HOUSING & HOUSEHOLDS

The number of households in Easthampton decreased by nominal 1.9 percent between 2012 and 2017, which was slightly more (from a percentage standpoint) than Hampshire County. The bulk of the changes in housing composition in Easthampton occurred in households with four or more people. This may be indicative of a few potential household changes such as an aging population with fewer household members (i.e. “empty nesters”), households headed by older residents moving to the area, and/or some smaller family or non-family households that have moved to Easthampton.

Table 4: Changes in Household Composition, 2012-2017

	Easthampton		Hampshire County	
	2012-2017 Change	2012-2017 % Change	2012-2017 Change	2012-2017 % Change
Total Households	(137)	(1.9%)	(150)	(0.3%)
1-Person Households	(20)	(0.8%)	(1,108)	(6.0%)
2-Person Households	+ 12	+ 0.4%	+ 409	+ 2.0%
3-Person Households	+ 16	+ 1.5%	+ 821	+ 9.4%
4-or-more Person Households	(145)	(12.7 %)	(272)	(2.4%)

Sources: US Census Bureau American Community Survey, 2012 & 2017 5-Year Estimates; RKG Associates

Easthampton's households are comprised of more family households (those with one more related individuals) than non-family households (one or more unrelated individuals). Of all households in Easthampton, 39 percent are married-couple families with or without children, while 17 percent are single-parent households. Interestingly, 44 percent of all households are nonfamily with 33 percent of all households recorded as single-person households. That means an estimated 2,383 residents are currently living alone in a unit in Easthampton. This is being driven by two age cohorts, those residents ages 35-64 who comprise 50 percent of those living alone and residents over the age of 65 comprising another 35 percent of those living alone.

Table 5: Easthampton Households by Type, 2017

	Households	% of Total
Total Households	7,205	100%
Family Households	4,029	56%
Married-Couple Families	2,832	39%
Male householder, no wife	475	7%
Female householder, no husband	722	10%
Nonfamily Households	3,176	44%
Householder living alone	2,383	33%
Householder not living alone	793	11%

Sources: US Census Bureau American Community Survey, 2013-2017 5-Year Estimates; RKG Associates

INCOME

In Easthampton, the median household income ("MHI") increased by nearly 10 percent between 2012 and 2017. The city's 2017 MHI of \$61,004 was lower than both the county and the state but increased at a much greater rate than the county. In terms of "real"

Table 6: Median Household Income Growth, 2012-2017

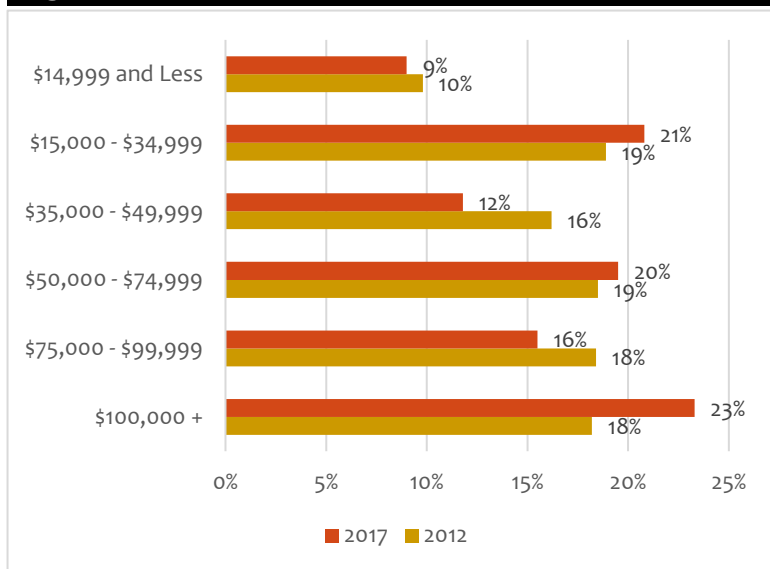
	2012	2017	2012-2017 % Change
Easthampton	\$55,621	\$61,004	+ 9.7%
Hampshire County	\$61,624	\$64,974	+ 6.1%
Massachusetts	\$66,658	\$74,167	+ 11.3%

Sources: US Census Bureau American Community Survey, 2012 & 2017 5-Year Estimates; RKG Associates

household income growth, Easthampton's change in household income outpaced the rate of inflation meaning some households truly earned more income in 2017 than they did in 2012.

Household income growth in Easthampton was driven by the increase in the number of households earning over \$100,000 a year. Between 2012 and 2017, households earning over \$100,000 increased by 5 percent or 343 households. This could be the result of higher income households locating in Easthampton due to lower housing costs and excellent amenities, and retirees moving to the city as a cheaper cost alternative from places like New York City, Boston, or parts of Connecticut. These households could provide a new market for housing products that may not exist in Easthampton today such as higher end rental housing or condominiums. At the same time as higher income households have risen, households earning less than \$25,000 a year dropped by 170 households. Nearly one-third of all households in Easthampton earn less than \$35,000 a year which would qualify many households for affordable housing.

Figure 3: Household Income Cohorts, 2012-2017



Sources: US Census Bureau American Community Survey, 2013 & 2017 5-Year Estimates; RKG Associates.

EDUCATIONAL ATTAINMENT

While more than one-third of Easthampton residents hold a bachelor's degree or higher, the city trails both the county and the state in educational attainment. Hampshire County, due to its lower population and high concentration of educational institutions has 46 percent of the working age⁴ population with at least a bachelor's degree. County residents with advanced degrees comprise 23 percent of the working age population, which is higher than both Easthampton and Massachusetts.

Between 2012 and 2017, Easthampton saw a substantial increase in the number of working age residents with a bachelor's degree, up nearly 30 percent while those with less than a high school degree dropped precipitously. One might expect a rapid rise in residents with bachelor's degrees to be associated with an influx of younger residents, yet in the case of Easthampton, residents between the ages of twenty-five and thirty-nine decreased. The data indicates two potential shifts in demographics: the first is older, more educated residents comprise a larger share of the city's

⁴ "Working age" is defined by the Census Bureau as residents over the age of 25.

population and education composition, and the second is older residents moving to Easthampton are more highly educated thereby shifting the educational composition of the city.

Table 7: Educational Attainment, 2012 and 2017

	Easthampton			Hampshire County		
	2017 % Share	2017 Working-Age Population*	2012-2017 % Change	2017 % Share	2017 Working-Age Population*	2012-2017 % Change
Total Population	100%	12,420	+1.5%	100%	99,070	+1.6%
Less than High school	5%	632	(41.5%)	6%	5,493	(20.4%)
High school or GED	31%	3,829	+2.6%	24%	24,231	+0.3%
Some College/Associates	29%	3,571	(2.3%)	24%	24,200	(3.4%)
Bachelor's Degree	23%	2,884	+29.6%	23%	22,348	+8.6%
Advanced Degree	12%	1,504	(2.8%)	23%	22,798	+9.7%

*"Working age population" over age of 25

Sources: US Census Bureau American Community Survey, 2012 & 2017 5-Year Estimates; RKG Associates

ECONOMIC INDICATORS

The following section presents selected trends in employment, business establishments, commuting inflows and outflows, and average wages for Easthampton and the surrounding communities that comprise the Franklin/Hampshire WDA. The cities and towns that comprise the two county WDA represent many locations where residents of Easthampton are working, and where workers in Easthampton are living.

EMPLOYMENT

Between 2015 and 2018, there was a nominal increase of 22 employees in Easthampton (0.5 percent) as compared to a 3.8 percent increase (3,525 employees) in the larger Franklin/Hampshire WDA. Employment declines in Easthampton industry sectors included wholesale trade, real estate, administrative services and arts/entertainment. Except for wholesale trade, these represent industry sectors that might otherwise require small building footprints and may be considered strong candidates for occupying downtown space.

In comparison, there were generally strong employment gains in the retail sector, education, health care, and accommodations/restaurants. These gains track closely with the resurgence of Downtown Easthampton where new restaurants, bakeries, and retail shops have opened. We also believe that the job losses shown in Massachusetts's employment data do not necessarily tell the whole story. ES-202 data is based on income tax reporting and business census information, which does not capture those who are self-employed. Many artists, freelancers, real estate professionals, and gig economy workers

may not be captured by the state's reporting metrics. Self-employment estimates from EMSI suggest employment gains in sectors such as professional and technical services, construction, real estate, arts, entertainment, and recreation, and finance and insurance.⁵ These employment gains have added an additional 200 employees to the Easthampton market since 2015.

While the WDA exhibited stronger employment growth than Easthampton, there were also employment losses and across more sectors when compared to Easthampton. These included industry sectors such as information, finance/insurance, real estate and professional services. Again, many of these shrinking industry sectors in the WDA may be considered strong candidates for space in a downtown location. Strong growth sectors included wholesale trade and administrative services.

⁵ EMSI 2018, Self-Employment Estimates.

Table 8: Jobs by Selected Sectors, 2015 and 2018 (3rd Quarter)

NAICS	Industry Sector	Easthampton			Hampshire/Franklin WDA		
		Jobs 2015	Jobs 2018	'15 - '18 % Growth	Jobs 2015	Jobs 2018	'15 - '18 % Growth
-	All Industries	4,682	4,704	+0.5%	93,486	97,011	+3.8%
11	Agriculture, Forestry, Fishing & Hunting	21	N/A	N/A	1,158	1,235	+6.6%
21	Mining	N/A	N/A	N/A	58	51	(12.1%)
23	Construction	366	432	+18.0%	3,918	4,284	+9.3%
31-33	Manufacturing	641	656	+2.3%	6,964	6,873	(1.3%)
22	Utilities	N/A	N/A	N/A	341	278	(18.5%)
42	Wholesale Trade	87	50	(42.5%)	2,580	3,347	+29.7%
44-45	Retail Trade	366	434	+18.6%	10,890	11,053	+1.5%
48-49	Transportation and Warehousing	84	N/A	N/A	2,211	2,121	(4.1%)
51	Information	N/A	24	N/A	1,337	1,325	(0.9%)
52	Finance and Insurance	207	215	+3.9%	1,847	1,841	(0.3%)
53	Real Estate and Rental and Leasing	96	48	(50.0%)	867	704	(18.8%)
54	Professional and Technical Services	145	153	+5.5%	2,618	2,390	(8.7%)
55	Management of Companies	N/A	N/A	N/A	1,105	1,206	+9.1%
56	Administrative and Waste Services	461	126	(72.7%)	2,586	2,914	+12.7%
61	Educational Services	479	575	+20.0%	21,731	22,365	+2.9%
62	Health Care and Social Assistance	647	776	+19.9%	15,329	16,883	+10.1%
71	Arts, Entertainment, and Recreation	52	41	(21.2%)	1,921	1,827	(4.9%)
72	Accommodation and Food Services	541	617	+14.0%	8,384	8,360	(0.3%)
81	Other Services, Ex. Public Admin	271	236	(12.9%)	2,927	2,986	+2.0%
92	Public Administration	N/A	N/A	N/A	4,711	4,966	+5.4%

Sources: ES-202, Mass EOLWD, RKG Associates

ES-202 data in Massachusetts contains some suppressions to protect employment and wage information for a single company that dominates an employment sector.

LOCATION QUOTIENTS

Location quotient analysis is a method of comparing a local economy's employment strengths and weaknesses relative to its larger economic region – in Easthampton's case, the WDA. While a location quotient of 0.8 to 1.2 indicates sector-specific employment that is roughly in line with the larger region, a quotient over 1.2 suggests that a given industry sector is an area of strength. Likewise, a quotient less than 0.8 would indicate that the city is relatively under-developed in a specific employment sector.

Table 9: Location Quotients by Selected Sectors, 2015-2018 Q3

NAICS	Sector	Easthampton	WDA
11	Agriculture, Forestry, Fishing & Hunting	0.36	N/A
21	Mining	N/A	N/A
23	Construction	1.87	2.08
31-33	Manufacturing	1.84	1.97
22	Utilities	N/A	N/A
42	Wholesale Trade	0.67	0.31
44-45	Retail Trade	0.67	0.81
48-49	Transportation and Warehousing	0.76	N/A
51	Information	N/A	0.37
52	Finance and Insurance	2.24	2.41
53	Real Estate and Rental and Leasing	2.21	1.41
54	Professional and Technical Services	1.11	1.32
55	Management of Companies and Enterprises	N/A	N/A
56	Administrative and Waste Services	3.56	0.89
61	Educational Services	0.44	0.53
62	Health Care and Social Assistance	0.84	0.95
71	Arts, Entertainment, and Recreation	0.54	0.46
72	Accommodation and Food Services	1.29	1.52
81	Other Services, Ex. Public Admin	1.85	1.63
92	Public Administration	N/A	N/A

Source: ES-202, Mass EOLWD; RKG Associates

For Easthampton, several industry sectors over perform the WDA, including construction, manufacturing, finance, real estate, accommodations and other services, both in 2015 and in 2018. Weak sectors include wholesale trade, education and arts sectors. Although the education and arts sectors are showing a lower competitive edge in Easthampton than in the larger WDA, we know these two sectors are strong in the city. This is particularly true for education which posted a 20 percent employment increase in the last three years. The LQ figures show a smaller number because of how dominant those sectors are in the larger WDA.

ESTABLISHMENTS

The number of business establishments operating in Easthampton grew by 14 percent from 2015 to 2018, adding a net of 63 new businesses to the city's economy. As with overall employment, several similar industry sectors within Easthampton's economy added new employment establishments. Health Care and Social Assistance, Construction, and Professional and Technical Services led the way by adding forty-seven new establishments over the three year period. Establishments in industry sectors likely to be found in the Downtown such as retail, food, accommodations, real estate and leasing, and finance and insurance all added some new establishments in Easthampton despite some of these industry sectors shrinking in overall employment. Some of that could be changes in the types of establishments within those industry sectors, smaller footprint businesses which require fewer employees, or fewer employees are needed to run the business. The good news is the city is seeing positive employment and establishment growth, and within industry sectors that could find Downtown an attractive location to do business.

Table 10: Establishments by Selected Sectors, 2015 and 2018 Q3

Easthampton				
NAICS	Industry Sector	2015	2018	'15 - '18 % Growth
-	All Industries	459	522	14%
23	Health Care and Social Assistance	96	127	+32%
31	Construction	49	60	+22%
42	Retail Trade	47	53	+13%
44	Other Services	53	49	(8%)
52	Professional and Technical Services	39	45	+15%
53	Accommodation and Food Services	40	44	+10%
54	Manufacturing	28	31	+11%
56	Administrative and Waste Services	18	18	0%
61	Educational Services	18	18	0%
62	Real Estate and Rental and Leasing	13	14	+8%
71	Wholesale Trade	15	12	(20%)
72	Finance and Insurance	11	12	+9%
81	Arts, Entertainment, and Recreation	6	10	+67%

Source: ES-202, Mass EOLWD; RKG Associates

WAGES

The average wage for Easthampton workers grew to \$43,056 in 2018, a 15 percent increase from 2015. This growth was primarily driven by gains in higher income paying jobs such as manufacturing, finance and insurance, and professional and technical services. The fastest wage growth employment sectors in Easthampton were primarily service industries: Finance and Insurance (+27 percent), Other Services (+73 percent), Administrative Services (+16 percent), and Educational Services (+15 percent), among others. Wage growth in most employment sectors outpaced the estimated inflation rate of 5.6 percent during that period, reflecting “real” growth in workers’ purchasing power.⁶

Table 11: Average Annual Wages by Selected Sectors, 2015 and 2018 Q3

		Easthampton		
NAICS	Industry Sector	2015	2018	'15 - '18 % Growth
-	All Industries	\$37,336	\$43,056	15%
23	Construction	\$54,132	\$54,496	+1%
31	Manufacturing	\$52,468	\$60,008	+14%
42	Wholesale Trade	\$56,940	\$49,660	(13%)
44	Retail Trade	\$28,392	\$30,888	+9%
52	Finance and Insurance	\$52,728	\$66,716	+27%
53	Real Estate and Rental and Leasing	\$37,284	\$27,560	(26%)
54	Professional and Technical Services	\$53,664	\$59,228	+10%
56	Administrative and Waste Services	\$24,544	\$28,548	+16%
61	Educational Services	\$46,488	\$53,612	+15%
62	Health Care and Social Assistance	\$27,716	\$30,524	+10%
71	Arts, Entertainment, and Recreation	\$27,456	\$20,488	(25%)
72	Accommodation and Food Services	\$14,768	\$19,344	+31%
81	Other Services	\$26,832	\$46,488	+73%

Source: ES-202, Mass EOLWD; RKG Associates

EMPLOYMENT PROJECTIONS

Data from ES-202 offers insight on which employment categories can expect to see the most job growth in Easthampton in the years ahead. Looking out to the year 2028, the city’s employment is expected to rise at about the same rate it has over the last three years. The projected 15 percent employment increase may occur across categories where Easthampton already experiences strong employment. Industry sectors such as Administrative Services, Health Care, Wholesale Trade, and Construction are projected to grow. Self-employment and extended proprietors are also projected to continue growth

⁶ Bureau of Labor Statistics, Consumer Price Index (CPI) 2015-2018

trends, particularly across sectors like artists, writers, and performers, taxi services, and contractors to professional and technical service companies.⁷

Table 12: Top Projected Job Growth Sectors, 2018 to 2028

NAICS	Industry Sector	2018	Projected 2028	'18 - '28 % Growth
56	Administrative and Waste Services	126	289	129.4%
42	Wholesale Trade	50	80	59.9%
53	Real Estate and Rental and Leasing	48	64	33.6%
71	Arts, Entertainment, and Recreation	41	47	14.0%
81	Other Services, Ex. Public Admin	236	265	12.1%
54	Professional and Technical Services	153	166	8.4%
62	Health Care and Social Assistance	776	839	8.1%
23	Construction	432	457	5.9%
61	Educational Services	575	596	3.7%

Source: ES-202, Mass EOLWD 2018-2028, RKG Associates

The state's ES-202 employment projections to 2028 also show employment losses across a few industry sectors. Those include retail, accommodations, food services, finance and insurance, and manufacturing. Projected losses in retail, food, and accommodations are minimal, with the bulk of projected losses occurring the manufacturing sector. This is a trend which is not unique to Easthampton, but one that has been occurring at the national scale for decades. As manufacturing changes in size and scale, and with the continued automation of manufacturing jobs, losses in employment are being felt across the board. The retail industry is another sector shifting at a national scale as more large-scale brick and mortar retailers scale back or downsize, jobs are shifting. Retail in unique locations like downtowns that offer experiences and niche products are faring well compared to many national and regional chain retailers.

COMMUTING INFLOWS AND OUTFLOWS

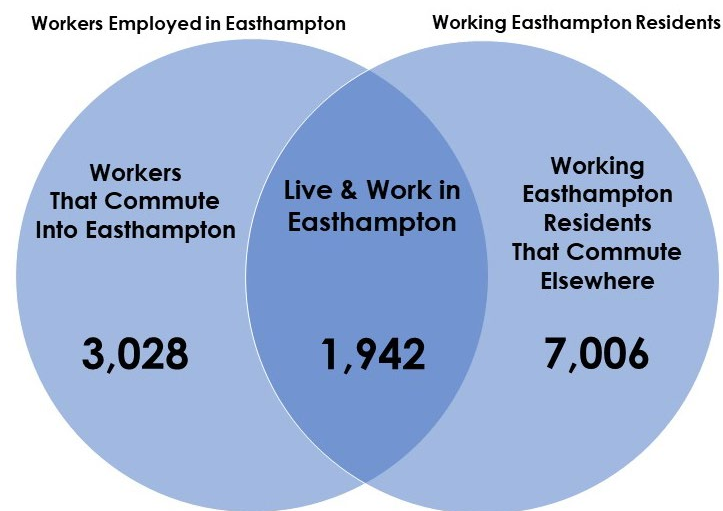
The US Census' Longitudinal Employer-Household Dynamics (LEHD) analysis estimated that in 2015, 22 percent of Easthampton's workers lived in the city itself.⁸ At the same time, just over 7,000 Easthampton residents (78 percent of the working population) commute out of the city for work. Easthampton has a resident worker to job ratio of about 2:1, meaning for every two city residents in the workforce there is only one job available locally. Best case scenario would be to see 50 percent of resident workers living and working in Easthampton to fill all the local jobs with the remaining 50 percent commuting out for jobs. That would require local skills to match jobs and the desire for residents to want to fill the jobs available in the city. Since this is not a realistic approach given Easthampton's predominant residential development pattern and competing employment centers in

⁷ EMSI, 2018-2028 employment projections.

⁸ US Census, Longitudinal Employer-Household Dynamics database, 2015

neighboring cities and town, fostering locally-grown businesses and entrepreneurs could help keep more employment local and fill newly built or vacant space in the Downtown area.

Figure 4: Commuting Inflows & Outflows, 2015



Sources: US Bureau of Labor Statistics Longitudinal Employer-Household Dynamics 2015; RKG Associates.

The majority of Easthampton's working residents commute to nearby Northampton (22 percent) and Springfield (10 percent) for employment. Holyoke, Chicopee, Southampton, and Westfield round out the top six employment destinations. These six locations comprise 47 percent of Easthampton commuting destinations, while the other 31 percent work in a wide range of other cities and towns.

Employees working in Easthampton are commuting in from similar locations across Western Massachusetts. Residents from Southampton and Northampton

comprise about 18 percent of inbound commuters, while Holyoke, Springfield, Westfield, and South Hadley comprise the rest of the top six. Another 30 percent of Easthampton's employees commute in from other cities and towns.

MARKET & DEVELOPMENT ACTIVITY

The following section presents data and analysis on the Downtown's development pattern, business mix, and development pipeline projects. In addition to a parcel and assessor database summary, RKG completed an informal street walk inventory of Downtown Easthampton, noting a broad variety of retail and service uses, with overall vacancy observed to be low. Several of the vacant properties were either in transition or were planned for redevelopment. There appeared to be a reasonable balance between retail uses, including a downtown grocer, drug store and hardware store, as well as numerous bakeries/coffee shops and dining venues. There is a very strong arts and cultural presence in Downtown Easthampton, most likely serving as a draw or anchor to the downtown, and thereby contributing to the market's overall mix of retail uses and occupancy levels.

PARCEL AND ASSESSMENT ANALYSIS

There are approximately 173 parcels of land in the Easthampton Downtown study area. These parcels account for 64.7 acres of land and represent an estimated 1.41 million square feet of building area, indicating an average Floor Area Ratio (FAR) across the study area of 0.50. Other observations for the Downtown study area include the following:

- Residential uses (excluding mixed-uses) account for 15.66 acres and nearly 405,360 square feet of development with 220,260 square feet in apartment use.
- Retail uses cover 10.88 acres of land and include 221,440 square feet of development. Many retail parcels include multiple uses, or tenants, on each parcel of land.
- Office and commercial uses account for 356,425 square feet of development, but this includes warehouse and mill space. More traditional forms of office space amount to 63,100 square feet of development.
- Many of the local real estate professionals indicated that the lack of new or immediate “pipeline” development projects in downtown, particularly residential, was due to a lack of available land (without demolishing existing structures). The downtown property inventory indicates 2.8 acres of vacant land spread over 15 parcels. This averages out to less than 0.2 acres per parcel.
- In addition to the retail stores and residential parcels, there are nearly 4.1 acres of mixed-use parcels with stores on the ground floor and upper story apartment use, representing nearly 225,000 square feet of development.
- In terms of acreage, there appears to be a general balance in the downtown study area with 28.8 percent residential, 27.7 percent office (with the mixed-use) and 31.4 percent as retail (with the mixed-use).

Table 13 provides a summary of the Downtown study area parcels and assessment database information. Interestingly, in Downtown Easthampton 63 percent of the assessed value is derived from the residential and mixed-use properties with the remaining 26 percent coming from retail and office uses. Traditional mixed-use buildings with first floor commercial and upper story residential are driving almost \$13 million in assessed value which is more than all the stand alone retail in the Downtown study area. Mixed-use development is also accomplishing that value on 50 percent less acreage than the retail parcels and has double the amount of square footage compared to retail. These buildings are helping to create the smaller scale and more dense development pattern that helps create the walkable downtown fabric most people have grown to appreciate.

Table 13: Downtown Parcel Summary

Land Use	Parcel Count	Acres	Bldg SqFt	Avg FAR	Assessed Value	Assess \$/SqFt
Residential	61	15.66	406,359	0.60	\$19,230,160	\$47
Conventional	23	4.12	76,534	0.43	\$5,545,700	\$72
Condominiums	1	-	636		\$118,500	\$186
2-3 Family	21	3.32	108,928	0.75	\$4,937,900	\$45
Apartments	16	8.22	220,261	0.61	\$8,628,060	\$39
Vacant Land	15	2.80	-	-	\$788,700	\$0
Retail Commercial	29	10.88	221,442	0.47	\$12,843,500	\$58
Restaurant/Bar	7	1.95	36,002	0.42	\$2,443,100	\$68
Stores	16	5.07	138,457	0.63	\$6,133,500	\$44
Auto Related	4	1.79	13,783	0.18	\$2,192,300	\$159
Large Format	2	2.06	33,200	0.37	\$2,074,600	\$62
Office Commercial	21	16.45	356,424	0.50	\$13,907,100	\$39
Office	11	3.37	63,094	0.43	\$4,261,500	\$68
Financial	3	3.24	52,443	0.37	\$5,162,900	\$98
Whse/Mill	4	8.19	211,459	0.59	\$1,527,500	\$7
Other	3	1.64	29,428	0.41	\$2,955,200	\$100
Mixed Use(s)	47	18.86	425,678	0.52	\$28,051,300	\$66
Stores / Apts	22	4.08	224,760	1.27	\$10,497,100	\$47
Office /Apts	5	1.52	33,346	0.50	\$2,001,200	\$60
Muni / Exempt	8	9.79	167,572	0.39	\$14,379,800	\$86
Out parcel	12	3.48	-		\$1,173,200	\$0
TOTALS	173	64.65	1,409,903	0.50	\$74,820,760	

Source: City of Easthampton, RKG Associates, 2018

BUSINESS MIX

As was noted earlier, Downtown Easthampton benefits from a diverse mix of business types spread across three key corridors which include Main Street, Union Street, and Cottage Street. Each of the three streets have their own look and feel and mix of businesses. Main Street leans a bit more toward professional office and services with some restaurant and retail uses mixed in. Union Street tends to have more daily service needs such as a grocery store, hardware store, auto parts store, general merchandise, laundry and dry cleaning, and a few restaurants and bakeries. Cottage Street is the cultural district in Easthampton and contains many unique art spaces, bookstores, niche retailers, entertainment venues, and restaurants and pubs. Each street corridor has its unique niche which makes walking through the Downtown interesting and provides an interesting experience around each turn.

During the site walk conducted by RKG staff, we attempted to document each of the businesses in Downtown which we have summarized for the three street area segments. It is likely this is not a full accounting of every business, particularly those that may be located on upper stories that did not have signage on the first floor. This also does not account for the more than ninety artists operating in the Riverside Industries complex.

Figure 5: Downtown Business Mix by Corridor

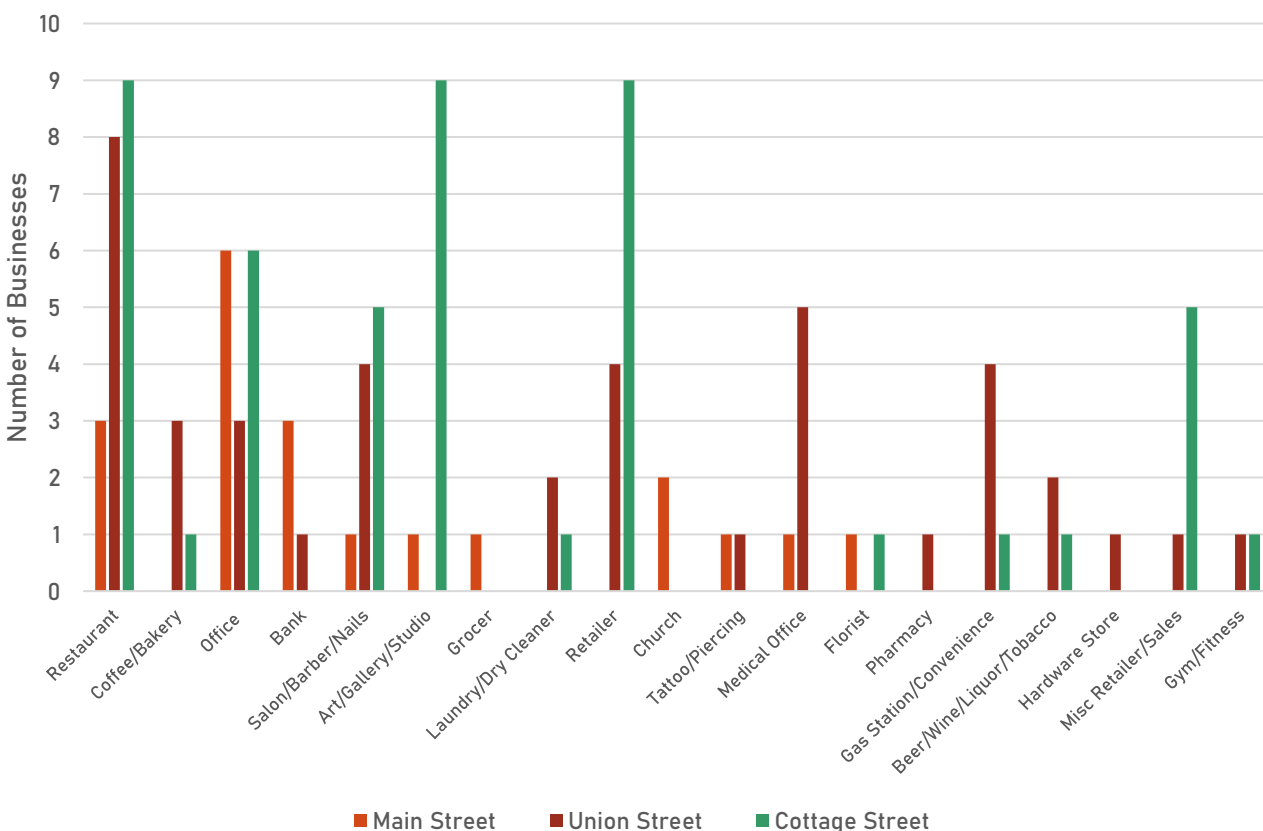


Figure 5 shows the wide range of business types within each of the three street corridors. Overall, Union Street and Cottage Street hold 82 percent of the businesses documented during the site walk. That does not include all the individuals and businesses operating in the River Work mill complex, which would drive this number even higher. As discussed earlier, Cottage Street is dominated by restaurants, artist spaces, and a variety of retailers selling goods. Union Street has a much wider diversity of businesses, but includes many restaurants, salons, medical offices, and some retailers. Main Street is very business-oriented with offices, banks, and restaurants comprising 60 percent of the corridor’s business mix. Overall, there are not many business types “missing” from the Downtown fabric and it’s likely those uses that might be missing are located in the diverse mix of businesses in the Mill District which is only a short walk, bike ride, or car trip away.

DEVELOPMENT PIPELINE

Information provided by the City Planner for Easthampton indicated there are several planned (or in progress) projects in the Downtown. These include a mix of renovations, reuse projects, conversions, and new development. Most of the opportunity sites and vacancies are slated for commercial uses, but there are plans for up to twenty-three residential units across two projects in the Downtown. Overall, there is approximately 4.24 acres in flux, accounting for nearly 6.7 percent of the Downtown's acreage. Not all the properties or projects will result in brand new development, several will be reuse of existing space or filling vacancies within existing buildings. The assessed value of these properties, at nearly \$6.9 million, represents almost 9.2 percent of the Downtown valuation.

Table 14: Downtown Development Pipeline Projects

Property Address	Acreage	Assessed Value	Existing Use	Planned Use	Residential Units
43 Main Street	0.58	\$581,900	municipal	municipal	
9 Northampton	0.49	\$288,900	vacant bank	opportunity site	
36 Main Street	0.71	\$3,183,200	vacant bank	auto use	
20 Union Street	0.38	\$213,400	residential	garage/office	
31 Union Street	0.14	\$348,300	retail	restaurant	
77-79 Union Street	0.16	\$341,800	retail	restaurant	
97 Union Street	0.54	\$717,300	auto use	auto use	
118 Union Street	0.11	\$105,400	mixed	mixed	4
47 Cottage Street	0.48	\$235,400	auto use	mixed	19
56 Cottage Street	0.03	\$137,000	retail	retail	
58 Cottage Street	0.19	\$202,200	restaurant	restaurant	
72-78 Cottage Street	-		vacant bank	retail	
84 Cottage Street	0.29	\$289,300	vacant bank	opportunity site	
86 Cottage Street	-	\$17,800	retail	retail	
98 Cottage Street	0.14	\$210,500	residential	office	

Source: City of Easthampton

What is not captured in Table 14 above are all the incremental changes and turnover of businesses in the Downtown that have occurred over the last twelve months. New and unique businesses like Water's Fine, Daily Operation, and the addition of food service to Luthiers Coop have significantly contributed to Downtown's attractiveness. There have also been new art galleries, a boutique bar, and some small retail changes on Union Street that have created an interesting, highly walkable, and visually-connected set of downtown corridors. Programs like Cultural Chaos and the designation of the Cottage Street Cultural District continue to bring funding and unique events that draw thousands of visitors from near and far to Downtown Easthampton.

Just outside the Downtown is the Mill District and the soon to be underway 1 Ferry street redevelopment project. This project, by developer Michael Michon, is slated for a total of 310,000 square feet with 152 housing units on the seven-acre site. The five- to ten-year redevelopment project will serve as a critical anchor to the City's Mill District and add new housing, office, and retail space to that end of the corridor.

RESIDENTIAL MARKET

Easthampton has a total of 7,617 housing units and an occupancy rate of 95 percent which indicates a stable and healthy housing market. Comparatively, Hampshire County has an occupancy rate of 93 percent.⁹ Helping anchor the housing market in Easthampton is its proximity to major employment centers such as Springfield and Northampton, and easy access to highways such as Interstates 90 and 91. Over the last five years housing tenure has changed, with owner-occupied housing units decreasing from 61 percent of all occupied housing units in 2012 to 57 percent in 2017. The shift in tenure is an interesting market characteristic, especially when compared to Hampshire County. The County only experienced a one percent decrease in owner-occupied housing over the same period.

One potential reason for the shift in tenure could be during the post-recessionary period of 2012, some formerly owner-occupied housing units could have been sold to investors who in-turn converted the homes to rental units.

Table 15: Housing Units by Tenure, 2017

Category	Easthampton	Easthampton Percent	Hampshire County	Hampshire County Percent
Owner occupied	4,086	54%	38,852	61%
Renter occupied	3,119	41%	19,930	31%
Vacant	412	5%	4,654	7%
Total	7,617	100%	63,436	100%

Source: ACS 2017, and RKG Associates

VACANCY

While the city currently has a vacancy rate of 5 percent, the rate has increased over the last five years jumping 41 percent (293 to 412 units) between 2012 and 2017. The increase in vacancy can be attributed to the number of housing units classified as Vacant-For Rent, which increased from 45 units in 2012 to 148 units in 2017 and accounts for 36 percent of all vacant units. This category of vacant units captures the active marketing of rental units and aligns with the finding that more housing units are being converted to rentals. Of the housing units that are vacant in Easthampton, about 47 percent (193 housing units) are classified as Vacant-Other which is a category that captures units not actively being marketed or sold/rented because they are in disrepair or that the owner does not intend to rent or occupy the unit.¹⁰ Aside from the vacant unit classifications mentioned, another 8 percent of vacant units have been sold but are yet to be occupied, and 10 percent are for seasonal use.

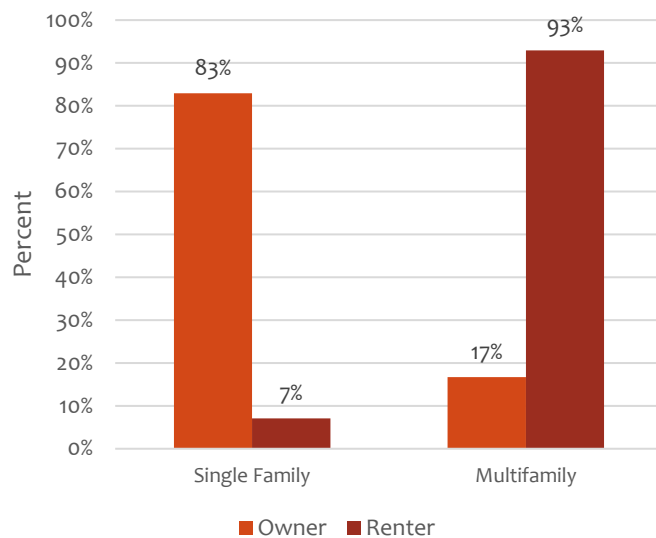
⁹ American Community Survey 2017, Housing Units, Table B25002, and RKG Associates.

¹⁰ Vacant Other is classified as by the Census as housing units which are vacant for reasons due to: foreclosure, personal/family reasons, legal proceedings, need for repairs or renovation, abandoned, or for some other reason.

UNIT TYPES

The housing stock in Easthampton is evenly split between single-family homes and multifamily homes. This is in contrast to Hampshire County where single-family homes account for 62 percent of the housing stock, and multifamily homes account for 37 percent.¹¹ In Easthampton, owner-occupied tends to be overwhelmingly single-family, while rental housing is multifamily. About 76 percent of the rental units are in buildings with less than nineteen units. This indicates smaller properties dominate the market versus large-scale multifamily buildings.

Figure 6: Unit Types by Tenure, 2017

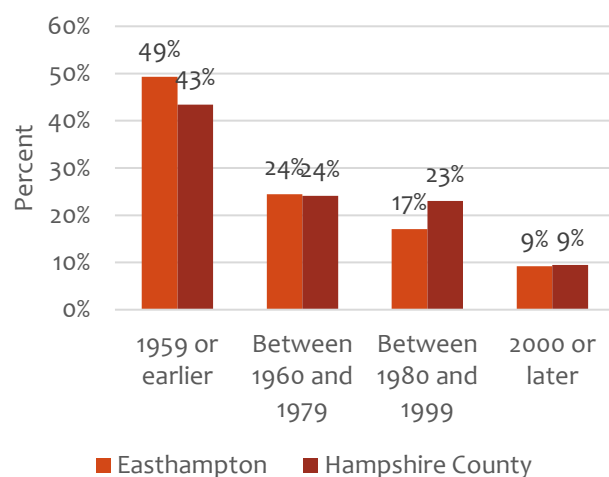


Sources: ACS 2017, RKG Associates.

YEAR BUILT

Homes in Easthampton tend to be older than those found in the rest of Hampshire County with 49 percent being built before 1959 compared to 43 percent across the county. The median year of a home built in Easthampton is 1961, and 1966 for the county. Due to the older nature of homes in Easthampton, price points tend to be a bit more affordable than in some surrounding communities. That is not a bad thing so long as the housing stock is maintained, and new homeowners are prepared to make repairs if needed.

Figure 7: Year Built, 2017



Sources: ACS 2017, RKG

HOME VALUES AND SALES PRICES – OWNER-OCCUPIED UNITS

The median value of a home in Easthampton is \$243,200, which is about 11 percent less than a home found across other parts of Hampshire County.¹² About 54 percent of the homes found in Easthampton are valued below \$250,000, with another 40 percent valued between \$250,000 and \$400,000. The median home value in Easthampton roughly aligns with what is affordable to a

¹¹ American Community Survey 2017, and RKG Associates.

¹² American Community Survey 2017, Median Home Value, Table B25077, and RKG Associates.

household earning the median income in the city. This means people looking to purchase homes in Easthampton may be able to find a home at a more affordable price than other surrounding communities in Hampshire County. Discussions with local real estate professionals indicated that the demand for owner housing is very strong in Easthampton, in part reflecting a spillover from otherwise “unaffordable” housing in neighboring Northampton. A typical three-bedroom, two-bath unit in Easthampton ranges in price from \$250,000 to \$375,000.

The housing market, particularly for ownership, has rebounded from the lows experienced during the Great Recession. Single-family home prices are up 5 percent over the last ten years with the median single-family home sales price rising from \$252,000 in 2009 to \$265,000 in 2018. Over the same period the city averaged 141 single-family home sales per year.¹³ The rise in home prices in Easthampton outpaced home price appreciation county-wide, with Hampshire County experiencing almost no appreciation over the same ten year period.

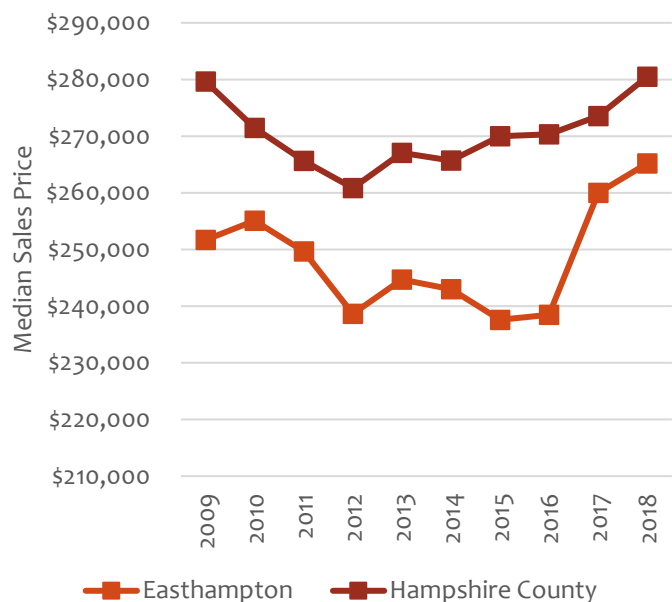
Multifamily ownership units only account for 17 percent of the total ownership units, but condominiums (which fall under the multifamily classification) have experienced rapid price escalation in Easthampton. The median sales price of a condominium in Easthampton increased by 22 percent between 2009 and 2018, while the median sales price for condominiums in Hampshire County *decreased* by 5 percent.

In 2018, the median sales price of a condominium in Easthampton was \$253,470. Over the last ten years, there have been an average of twenty-nine condominium sales per year. The price increase could be related to the relatively low numbers and availability of condo units in Easthampton and the shifting demographics of older households looking to downsize and shed the maintenance that comes with owning a single-family home. In 2018, the price differential between a single-family home and condominium was \$11,700 which is considerably closer than in 2009 when the price differential was \$44,600.

RENTAL MARKET

The supply of rental units in Easthampton is dominated by multifamily structures. Of the 3,100 rental units in Easthampton, approximately 2,900 are in multifamily structures. Many rental units (69 percent) are in buildings with fewer than ten units. In 2017, the median contract rent in Easthampton

Figure 8: Median Single-Family Sale Price



Sources: Warren Group, 2019

¹³ The Warren Group 2019, and RKG Associates.

was \$825 which is 16 percent higher than in 2012. Of the rental housing stock, 37 percent of the units have monthly rents between \$750 and \$1,000 per month. This rent range is very much in line with the city's median household income, making monthly rents affordable to much of the city's residents. Median rent in Easthampton is lower than that of Hampshire County (\$919), but increased at about the same rate over the last five years. One local real estate professional indicated that the rental market in downtown, reflecting upper story use of commercial properties, is very strong with limited vacancies and average rents of around \$1,200 per month.

Table 16: Monthly Contract Rent, 2017

Category	Easthampton	Easthampton Percent	Hampshire County	Hampshire County Percent
Less than \$500	356	11%	2,914	15%
\$500 - \$750	786	25%	2,875	14%
\$750 - \$1,000	1,169	37%	5,335	27%
\$1,000 - \$1,250	536	17%	3,787	19%
\$1,250 - \$1,500	81	3%	1,956	10%
Greater than \$1,500	76	2%	2,253	11%
No cash rent	115	4%	810	4%
Total	3,119	100%	19,930	100%

Source: ACS 2017, and RKG Associates

There are seven major apartment buildings in Easthampton which provide housing to both market rate and subsidized housing tenants. These developments are:

- College Highway Apartments – 40 units
- Parsons Place - 15 units
- Pleasant View Apartments – 33 units
- The Brickyard – 6 units
- Treehouse at Easthampton Meadows – 60 units
- Valley Apartments - 104 units
- Cottage Square – 50 units

Based on conversations with the leasing agents at the larger developments, rents for these units range from \$750 for one-bedroom units to \$1,280 for three-bedroom units. Demand for existing rental units is strong with minimal vacancy experienced in the current market. Discussions with local real estate professional indicate that much of the downtown housing stock in the upper floors of buildings are market rate rental units, typically one and two bedroom units.

HOUSING DEMAND

The number of households in Easthampton is expected to increase modestly between 2018 and 2023, rising by 1 percent or 58 households.¹⁴ While in aggregate the rise in total households is small, the demand for ownership units appears to be stronger than rental. Easthampton's aging population and

¹⁴ ESRI Business Analyst 2019, and RKG Associates.

increasingly more wealthy population may have a desire and propensity to own smaller units in a multifamily building rather than a single-family home. They may also wish to use cash from the sale of a home to purchase something smaller rather than rent. With the projected continuation of decline in the younger population in Easthampton, the market for higher end market rate units may have a slower absorption than ownership.

This trend is different than what we see in many cities and urban areas around the Commonwealth where larger-scale multifamily units at the top end of the market are a common occurrence. Even in locations like Worcester and Springfield new construction and/or the rehabilitation of older buildings for multifamily housing is happening at a more rapid pace than in the past few decades. The desirability of the community, new schools, and amenities Easthampton offers are attractive to those looking to purchase a home in the city as well as existing residents looking to downsize yet remain in the city. The city also continues to be a value proposition for purchasing a home as the median sales prices are lower than what you might find elsewhere in Hampshire County.

Housing demand projections show a potential increase in home buyers of 170 households over the next five years, while renter households are projected to decline by 115.¹⁵ This is driven both by shifts in age cohorts and the increase in household incomes, particularly those households earning over \$100,000. From an income perspective, ownership demand from households with incomes less than \$35,000 is projected to drop by 11 percent. This change can be attributed in part to the escalation of local housing prices which results in lower income households renting for longer durations because they cannot afford to purchase. At the top end of the housing market are households earning above \$100,000 per year, this cohort is expected to grow by 25 percent. One of the issues that results from the growth of households at higher incomes is that they tend to purchase homes typically marketed towards middle-income households. At an income of \$100,000 per year a household could purchase a home of nearly \$350,000, while the median sales price for a single-family home in Easthampton is \$265,000. Based on the home values in Easthampton there are few homes priced at the top-end of the market, and the majority in the middle range, as such higher-income households can buy down and purchase homes at lower prices than they could potential afford.

In Easthampton, many of the existing multifamily rental developments have a component of deed-restricted affordable housing and others may not have been built or amenitized to capture top of the market rents. One opportunity for the city to consider is rental housing that could attract a new market segment, particularly in the Downtown area, that could have higher end finishes in a building with more amenities. This could offer a competitive option to the for-sale market for those higher-income households looking to rent, not buy. These units could be part of a mixed-use building in the Downtown, or a stand alone residential building if rents can support construction and operations costs of new ground up development.

¹⁵ Ibid.

OFFICE MARKET

Within Easthampton's Downtown study area, the office inventory is mostly housed in first-floor storefronts containing small service-oriented business like tax accountants, banks, real estate offices, lawyers, and government offices. Some businesses and offices may be in the upper stories of multi-floor buildings, but most upper stories appeared to contain residential uses. During RKG's informal site walk of the Downtown study area, very few commercial vacancies appeared to exist. The three largest vacancies noted were the former Bank of America building on Main Street, the portion of the Ace Hardware store that is currently for sale, and the Easthampton Theater building on Cottage Street. Discussions with Easthampton's City Planner revealed plans for filling some of smaller vacant storefronts are already underway by current landlords.

An online search of office and flex spaces for lease in the vicinity of Downtown revealed three listings, which include:

- 84 Cottage Street – Former Easthampton Theater which has 3,500 square feet of retail space available for lease at \$12.00 per square foot per year.
- 142 Pleasant Street – Mill Complex which has between 320 and 5,200 square feet of flex space up for lease at \$12 - \$14 per square foot per year.
- 122-148 Pleasant Street – Keystone Mill property which has spaces between 300 and 30,000 square feet for lease at \$12 to \$16 per square foot per year.

These lease rates are consistent with information provided by local commercial brokers who noted lease rates for first floor commercial space in the Downtown area range from \$12 to \$15 per square foot.

FUTURE SPACE DEMAND

Through the year 2028, employment is projected to increase in Easthampton by about 345 employees. Increases in office-based employment categories such as real estate, professional and technical services, administration, health care, and education could add potential office space demand of up to 10,000 square feet over the next ten years. Not all the office demand would locate in the Downtown area, but it does provide opportunities for capturing some of the employment gains through new commercial space. Table 17 shows projected employment and space demand by likely office-based categories.

Table 17: Potential Office Space Demand Through 2028

Category	Avg/SF per Emp	2028 Employment	Change from 2018 Empl.	Est. Gros Demand in SF	Est. Annual Demand in SF
	200				
Real Estate		64	16	3,229	323
Professional/Technical	200	166	13	2,569	257
Administration	200	166	13	2,569	257
Health Care/Social Assistance	200	839	63	1,261	126
Educational	200	596	21	420	42
Total		1,831	126	10,047	1,005

Source: ES-20 2018-2028, Mass EOLWD, and RKG Associates

In addition to traditional office space demands in Easthampton, there may also be a market for the ever expanding arts and entertainment space that has a strong presence in the Downtown and Mill District. Discussions with mill owners and operators revealed a wait list for artist space and one mill owner who noted frequent calls for available space but chooses to operate on a first-come first-serve basis with potential tenants. It is worth noting however that the Keystone Mill property for example has upwards of 30,000 square feet available for lease for a variety of business users. There may also be some remaining unfinished space in other mill buildings in Easthampton that was not noted in leasing listings or known to brokers at the present time. This available could be enough to satisfy a good portion of the future artist and entertainment space demand depending on how the space is divided up and/or fit out.

RETAIL MARKET

Downtown Easthampton has a very diverse mix of retail, restaurant, and drinking establishments that have helped to bolster new spending activity from both locals and those outside Easthampton. In Downtown, one can find many retail and restaurant offerings that would cater to a wide range of customers and a wide range of trip purposes. For example, Downtown has a grocery store, hardware store, auto parts, bank, and laundromat all within a close walking distance where patrons could accomplish several daily needs in one short trip. On the other hand, Downtown also has a wide range of restaurants from quick meals to sit down restaurants with live entertainment, to bakeries, bagel



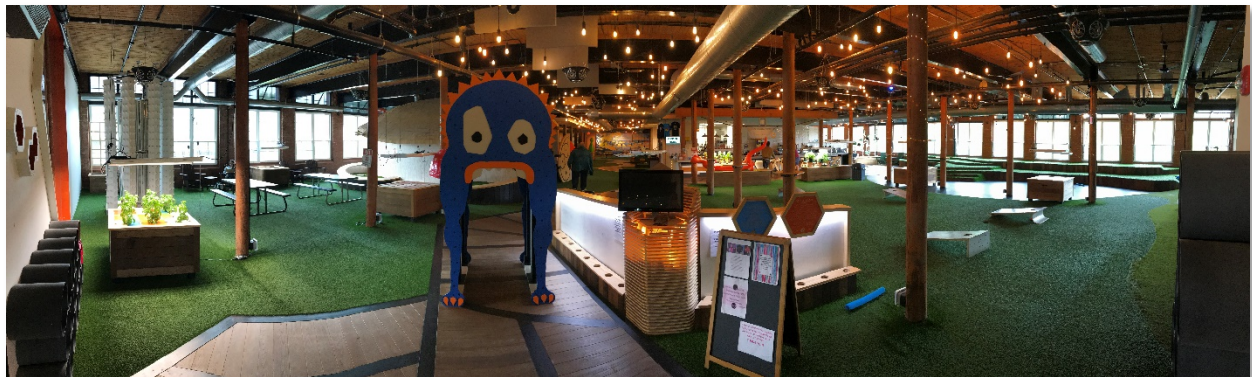
Easthampton City Arts Building

shops, and pubs. For those looking for arts and culture, there are several artist spaces and galleries as well as City Arts on Main Street in the old City Hall building.

The nature of the retail and restaurant mix also changes depending on the street in Downtown. The portion of the Downtown study area along Main Street has a much more historical feel and contains more office and administration businesses such as realtors, banks, florists, optometrist, and restaurants. The Union Street corridor is oriented toward daily service needs such as the grocery store, laundromat, auto parts store, dry cleaners, hardware store, and coffee shops/bakeries. Finally, the Cottage Street corridor has a very hip, art-focused, and entertainment feel with music shops and venues, the old theater, bookstore, niche retailers, and restaurants. The unique nature of each street corridor in the Downtown keeps the walk interesting and connects you visually with many different business types and storefront styles. There are also artist works and even building murals along the way. Finally, the centerpiece of Nashawannuck Pond creates a focal point and recreational amenity that many downtowns do not have.



Cottage Street and the Easthampton Cultural District



Park at 180 Mill

Although not directly within the Downtown study area, the mill complexes along Pleasant Street also offer a wide variety of retail, art, and food destinations. The redevelopment of the existing mill buildings has been very successful in Easthampton, to the point where some mill owners noted the use of wait lists or a first-come first-serve approach for those businesses looking for available space. The mill buildings are an eclectic mix of businesses that range from artist work/exhibit/sale space, restaurants and cafes, ping pong and miniature golf, salons, gyms and yoga, high end home furnishing, and ballet studio. One of the most interesting spaces was the Park at 180 Mill, which is a free indoor public space for anyone to come and use that includes a café and bar with alcohol. The

mills offer a very different, but complementary experience than some of the activities and retailers found in the Downtown area.

RETAIL GAP ANALYSIS

The retail leakage analysis that follows examines the difference between the supply (existing establishment sales) and the demand (consumer household spending) for a variety of different types of retail stores and merchandise categories within a three-mile radius of Easthampton's Downtown. The results of the analysis identify retail "gaps" that can be filled by new store openings or expansions of existing retailers if they have the capital and space availability to support it.

Data on Easthampton's existing retail sales and consumer spending habits are drawn from ESRI Business Analyst, a geospatial data analytics program. The demand data indicate the level of consumer spending occurring for households within the three-mile radius, based upon income levels and spending patterns within the different retail categories. The supply data shows the dollar value of sales captured for each retail category based on the reported sales from local establishments within the three-mile radius.



Main Street Easthampton

Comparing the demand and supply data can help identify opportunities for Easthampton to encourage existing retailers to expand and/or to attract new retailers to the area via increased marketing or incentives. This demand-supply comparison identifies "sales leakage." Sales leakage occurs when local consumer demand for retail goods exceeds the amount of sales that are captured by local retail establishments. High sales leakage generally indicates that the local marketplace is underserved in that specific retail category, oftentimes with an insufficient number or quality of product lines and/or fewer businesses than can be supported.

That said, it is normal for consumers to make retail purchases outside their home municipality. Realistically, it is not possible to stop all sales leakage because people shop outside their primary market for reasons of convenience. They will, for example, shop while at work, which may be outside their primary market. In addition, a growing share of retail demand is being captured by online retailers, which often do not have a physical location. Some of this sales leakage could be recaptured by new or existing businesses if they expand their product lines or if new businesses open and capture

this unmet spending potential. In the analysis that follows, “Potential Supportable Square footage,” as summarized in Table 18, assumes that 15 percent of leaked sales are recaptured.

Table 18: Retail Supply & Demand, Easthampton Downtown Study Area, 2019					
	Demand	Supply	Leakage / (Surplus)	# of Businesses	Potential Supportable Retail SF
Total	\$211.0m	\$148.4m	\$62.0m	135	36,833
Total Retail	\$181.0m	\$126.9m	\$53.4m	92	33,655
Total Food & Drink	\$30.0m	\$21.5m	\$8.6m	43	3,178
General Merchandise	\$33.3m	\$2.4	\$30.9m	5	10,069
Groceries	\$45.4m	\$36.8m	\$8.6m	5	2,340
Clothing	\$13.8m	\$1.0m	\$12.8m	4	6,999
Home Furnishing	\$3.7m	\$2.2m	\$1.5m	3	1,149
Health & Personal Care	\$17.6m	\$11.3m	\$6.3m	7	1,452
Shoes	\$2.4m	-	\$2.4m	0	1,076
Office Supplies & Gifts	\$3.6m	\$0.4m	\$3.2m	3	2,148
Sporting Goods / Hobby Shops	\$9.2m	\$6.9m	\$2.3m	12	1,530
Florists	\$0.8m	\$0.3m	\$0.5m	2	248
Restaurants	\$27.4m	\$18.20m	\$9.2m	34	3,178
Books, Music & Other Media	\$1.3m	\$1.1m	\$0.2	3	100

Source: ESRI Business Analyst Retail MarketPlace Profile 2019; RKG Associates

Within the three-mile radius from Downtown Easthampton there are approximately 8,400 households with an average retail demand of a little more than \$25,100 per household, or \$211 million in total. If Easthampton’s existing and potential businesses were to capture 15 percent of current sales leakage, there could be an additional market to support 36,800 square feet of new or expanded retail and restaurant space. While 36,800 square feet is not a small number when it comes to added retail, there are certain categories within the overall retail sector which may not be appropriate for a downtown storefront location.

For example, the 10,000 square feet of potential supportable area in the General Merchandise category would likely be better suited for a larger-format chain box store such as Target, Wal-Mart, or other department store formats. The 2,340 square feet of grocery like represents an expansion of the Big Y that is already in Downtown, or could be captured by the pending second store for River Valley Co-Op. As of June 7, 2019, the Co-Op reportedly has secured \$4.75 million of the needed \$5 million in loan funding needed to leverage other secured funds for store construction.¹⁶

The potential demand in the remaining retail and restaurant categories are likely candidates for new or expanded space in the Downtown. These may include retailers in the Clothing, Home Furnishing, Office Supply/Gifts, Florists, Books and Hobbies, and Shoe categories. Some of these merchandise lines already exist in the Downtown, so there are opportunities to grow those businesses incrementally

¹⁶ <http://rivervalley.coop/main-nav/news-events/river-valley-co-op-explores-expansion>

or introduce a small level of competition through the creation of new businesses. Restaurants are another category that are perfect fits for today's downtown main street environment. Within the three-mile radius there is demand to support approximately 3,200 square feet of restaurant space which could represent one large space or three smaller spaces. Restaurants also can attract customers from a much wider radius than three miles, particularly if the restaurant is unique to the market or has a strong reputation. Given the current and planned mix of restaurants, pubs, and entertainment venues in Easthampton's Downtown, it is likely that additional food and beverage options could be supportable beyond the 3,200 square feet identified.

The uniqueness and experiential quality of successful new retailers will be critical. The changing face of retail around the world means that new or expanding business owners will need to create spaces that can deliver memorable experiences and curated shopping options. The most successful of these are increasingly being found in mixed-use, pedestrian-oriented centers, where visitors are encouraged to linger in engaging public spaces and comfortable streetscapes. These can deliver unique environments that may lead shoppers to choose them over larger, auto-oriented shopping centers.

KEY REFERENCES

CB Richard Ellis MarketView Reports
City of Easthampton Tax Assessor's Office
Massachusetts Executive Office of Labor and Workforce Development
Census & American Community Surveys
US Bureau of Labor Statistics
ESRI Business Analyst
Longitudinal Employer-Household Dynamics (LEHD) database, US Census Bureau
Economic Modeling, LLC

Appendix D

Business Inventory Tools

Easthampton Downtown Strategic Plan

March 2020

Prepared for the City of Easthampton

Prepared By Harriman | RKG | Tighe & Bond



EASTHAMPTON DOWNTOWN STUDY


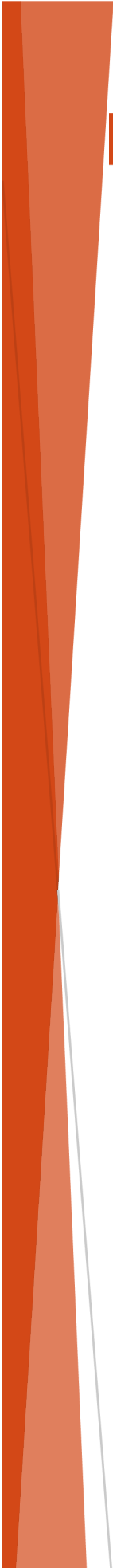
Business Inventory Tracking Tool Best Practices

RKG

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March 2020

Prepared for Harriman



RKG Associates, Inc. is a multi-disciplinary consulting firm, founded in 1981. We serve private, public, and institutional clients and provide a comprehensive range of advisory, planning, marketing, and management services throughout the US and around the world.

We're proud that the projects we're involved in are projects that get built – projects that happen – projects that work.

RKG is headquartered in Alexandria, VA, and has offices in Boston, Atlanta, Dallas, and Durham, NH.

This report was led by:

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INTRODUCTION

RKG Associates was retained by Harriman, in partnership with the City of Easthampton, Massachusetts, to research and investigate business inventory tracking tools the City could employ as part of their downtown planning efforts. The importance of a business inventory tracking tool cannot be underestimated. With such a tool, the City will be able to track business and market metrics as they change over time, and to identify patterns or deficiencies in the local marketplace. The tool is expected to be deployed on an annual or semi-annual basis so that the collected data is both up-to-date and relevant to all who may use and learn from it.

This technical memorandum presents the potential benefits of such a tool, and lays out the design, implementation, and analysis that could result from the data collected. Additionally, an Appendix is provided citing examples of other communities that have implemented tracking tools. These examples are intended to serve as a starting point for discussion as the City works through a process of defining desired goals and outcomes for the tool.



BENEFITS OF AN INVENTORY TRACKING TOOL

Dedicated tools designed to understand downtown's business composition can provide City staff and policy makers with invaluable insights into local economic conditions. Regarding local economics, the tool will allow officials to obtain more accurate information on supply and demand factors in the commercial real estate market, as well provide insight about local business operations. The data resulting from the tool will document the issues that individual businesses face, knowledge of which could suggest policy changes, regulatory changes, or grant/funding programs.

The central benefit of designing the tool in a way that captures both current year data and trends from years past is that City staff and policy makers can identify use types or specific locations where issues such as vacancy or turnover are more prevalent. The benefit comes from the specificity of the data, which can enable strategic policy, regulatory, or funding interventions to address on-going issues.

STARTING THE CONVERSATION

In order to design a data capture tool that is effective and impactful, the City should first discuss and determine:

- What are the primary goals the tool will help achieve?
- How much time can be dedicated to designing and implementing the tool?
- Who will be responsible for data collection (City staff, business association, volunteers, etc.)?
- How will the data be collected and in what format (paper form, digital form, by tablet, by survey, etc.)?
- How will the data be used once collected?
- Who are the primary audiences for the data outputs?

Important considerations in the tool's design include ease of use and deployment, collection of relevant data, meaningful analysis, data storage, and replicability year over year. The intent of the business inventory tool is to create a time-series database which can track changes in downtown to ensure that City staff and policy makers can be responsive to business needs.

TOOL DESIGN AND DATA COLLECTION

The ideal data tool will have three primary components: **data collection, data analysis, and data synthesis**. Data collection represents the actual collection of information from field visits and/or discussions with business and property owners. Data analysis represents the organization of the raw data into useable formats for understanding trends and identifying issues. Data synthesis represents the end product that is simplified and communicated outward to the intended audience. This may come in the form of charts and graphs generated within the tool itself or inputs for other graphic representations like infographics, stories, and maps. Ideally, the tool would have a built-in workflow that could pre-populate tables, charts, and graphs based on the data collection and analysis components.

There are several formats the data collection tool could take depending upon time and resources. The simplest approach would likely be to design a tool and workflow in a program like Microsoft Excel where multiple sheets can be prepopulated with formulas that handle basic analysis and synthesize components as raw data is entered. These programs are also widely available on most computers and tablets. This program would allow for data collection by an individual or small group with access to the tool to ensure quality and accuracy.

The City may also consider online models for data collection, such as an online survey site like SurveyMonkey or an online web portal. These services would likely come with initial set-up fees plus ongoing annual fees or maintenance costs. They would also likely require staff and volunteers to have some level of knowledge of how these programs or online resources operate. One potential

benefit of an online tool might be shifting the burden of data collection from City staff or volunteer groups to the business and property owners themselves. This also comes at the risk of incomplete data sets or the lack of certainty that the data provided is accurate. If gaps in data collection are identified, City staff or volunteers may still be needed to close those gaps to ensure completeness of the data and subsequent analytics.

DATA COLLECTION AND ANALYSIS

As noted previously, there are several methods of data collection that could be employed to populate the business inventory database. The first method could be to use City staff or volunteers from the community to visit every business in the downtown and speak with the owner or general manager to administer the survey. This would allow the interviewer to not only document the quantitative data but also hear from individual business owners to learn about



their issues and the environment in which their business operates. In our experience, an in-person field survey of businesses is the ideal method for data collection.

The main limitation of an in-person field survey is that it is both time consuming and may potentially require volunteers to actively engage with businesses. Additionally, a field survey may require multiple attempts to contact businesses as owners/managers may not be on the premises. The data collection could utilize a paper or digital medium. If the survey is conducted on paper, the surveyor would then have to transcribe the data into a digital format later. If a digital medium is employed, then the survey could be administered via a digital tablet (e.g. iPad), thus bypassing the redundant digital transcription process. Costs of purchasing one or more tablets would need to be a consideration, especially if more than one staff member or volunteer is administering surveys at the same time.

The second approach for collecting data is to create and send an online survey to all business owners. An online survey can be created using a tool like SurveyMonkey which can be easily sent to all businesses in the Downtown. SurveyMonkey allows for all the responses to be exported into Microsoft Excel, from which data analysis can be undertaken. This method is potentially the most efficient way of conducting the survey but comes with risks of incompleteness or inaccuracies.

RELEVANT DATA METRICS

Once the goals are defined and the survey tool is chosen, the City will need to identify the metrics and questions that will be most impactful in identifying potential opportunities and issues in the downtown. A scan of national business survey research and tools, as well as our own experience inventorying businesses in downtown locations led to the identification of the following metrics that should be a starting point for any business surveying instrument:



- Business name
- Business address
- Business owner name and contact information
- Business type/use (e.g. clothing store, accountant, real estate agent, restaurant, etc.). Be as specific as possible as you can generalize retail categories during data analysis if needed.
- Number of employees, full-time and part-time
- Number of employees who live in Easthampton, employees residing outside Easthampton
- Number of years in operation
- Whether leasing space or own the building
- Total square feet the business occupies
- Rent per square foot (ranges may be offered here as many business owners likely won't reveal lease rates)
- Whether the business is located on the first floor or upper story
- Yearly sales/revenues (ranges may be offered here as well)
- Number of customers per day
- Hours of operation
- Number of days open per week and per year, and what day(s) the business closed, if any.
- Does the business have on-site parking? If so, how many spots?
- Does the business have employee parking? If not, where do employees park and is that covered by the business or the employee?
- Lease term and month/year of expiration
- Who is the building owner and/or property manager? What is their contact information?

In addition to quantitative metrics, the City may also wish to ask more qualitative questions that ask about the general business climate, ease of permitting or working with the City, ability to attract applicants for job openings, and general issues or opportunities they see now or in the future.

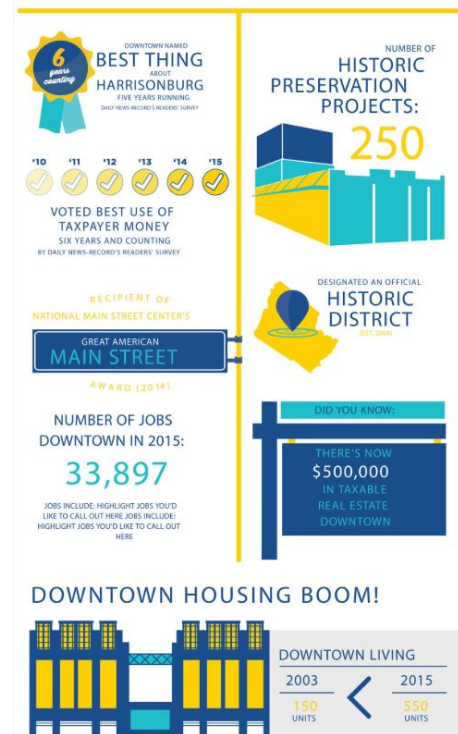
DATA ANALYSIS AND SYNTHESIS

The next steps in the business inventory process are data analysis and data synthesis. The primary purpose of the data analysis step is to standardize the data, detect any recording errors, and understand potential trends or findings from the data sets. The proposed quantitative data metrics can be converted into tabular or graphical representations during this process. If the survey is conducted at least annually, trend series data can help tell the story of how the downtown business market is, or is not, changing and what strategies could be employed to help correct any issues.

From the quantitative metrics suggested above, the following statistical analyses could be undertaken:

- Count of businesses organized by type;
- Count of total occupied commercial square feet;
- Commercial vacancy rate;
- Average number of commercial square feet by business type;
- Percentage of businesses leasing versus owning;
- Average rent per square foot of commercial space by business type;
- Average number of years in business;
- Average number of employees by business type;
- Percent of employees from Easthampton versus employees who commute in;
- Average operating hours by business type;
- Average number of customers per day by business type;
- Average sales per square foot by business type;
- Average lease term/remaining years on lease;

The final stage is data synthesis. This is where data outputs are determined, audiences identified, and graphical representations are created. As was noted earlier, these outputs could come directly from the survey tool itself through prepopulated graphs, tables, and charts. There could also be post processing to create infographics (Harrisburg example) or maps that depict spatial findings or trends across the downtown area. It is critical to determine who the audience is and how best to communicate information to have the greatest impact when rolling out the results of the survey.



Infographic Example from
Downtown Harrisburg, PA

APPENDIX

The appendix presents three examples of business tracking tools used in other communities. These examples provide sample questions and overall tool design. The examples come from Wisconsin and Pennsylvania, two states where business inventory and tracking tools have been implemented to understand and frame downtown redevelopment initiatives.

Example Questionnaire for Inventorying Businesses

Wisconsin Main Streets

LETTERHEAD

NOTE: Highlighted sections need to be customized to local community

[enter today's date]

Dear City X Business Owner:

This is an exciting time for the City X area. Many of you know that we became part of the [enter state] Main Street Program in [enter year]. The mission for our Main Street Program is, "[enter mission]". That's where we need your help.

The following pages provide an opportunity for you to tell us about your business and your business assistance needs. Whether you are a longstanding member of the business community, or a recent startup business, you have business assistance needs. We want to revitalize our downtown with your needs in mind. It is a confidential survey, so please feel free to be direct. We will have the survey results analyzed and use the information as the cornerstone of our business retention program.

We appreciate your time and look forward to your responses. Key findings will be reported to you as soon as they are available. If you have additional questions, feel free to call the Main Street office at ###-####.

Thanks again.

Jane or John Doe
City X Main Street Manager

CONTACT INFORMATION**Business Name** _____

(All future references to "your business" will refer exclusively to the business listed above.)

Business Owner(s) _____**Contact:** _____**Business Physical Address** _____**Business Mailing Address** _____**Business Phone #1** _____**Business Phone #2** _____**FAX** _____**Email** _____**Web Site** _____**NEEDS AND OPPORTUNITIES ASSESSMENT****1. Please rate the degree to which you are experiencing the following business challenges? (● mark ONE answer for each item)**

Major Challenge (-3) Minor Challenge (-2) Don't Know (-1) No Challenge (0)

Conflict with building owner or tenant.....	(A)	(B)	(C)	(D)
Difficulty recruiting or retaining employees.....	(A)	(B)	(C)	(D)
Expensive or unavailable products.....	(A)	(B)	(C)	(D)
Expensive or unavailable utilities.....	(A)	(B)	(C)	(D)
Expensive employee wages or benefits.....	(A)	(B)	(C)	(D)
Expensive rent.....	(A)	(B)	(C)	(D)
Expensive shipping or transportation.....	(A)	(B)	(C)	(D)
Insufficient financing.....	(A)	(B)	(C)	(D)
Insufficient parking.....	(A)	(B)	(C)	(D)
In-town competition.....	(A)	(B)	(C)	(D)
Out-of-town competition.....	(A)	(B)	(C)	(D)
Language barriers.....	(A)	(B)	(C)	(D)
Poor building condition.....	(A)	(B)	(C)	(D)
Restrictive business regulations.....	(A)	(B)	(C)	(D)
Shoplifting or theft.....	(A)	(B)	(C)	(D)
Unskilled workers.....	(A)	(B)	(C)	(D)
Vandalism.....	(A)	(B)	(C)	(D)
Other	(A)	(B)	(C)	(D)

2. Could you or your employees use information on or assistance with the following topics? (● mark ONE answer for each item)

Definitely (2) Probably (1) Unsure (0) Probably Not (-1) Definitely Not (-2)

Business planning.....	(A)	(B)	(C)	(D)	(E)
Financial management.....	(A)	(B)	(C)	(D)	(E)
Inventory management.....	(A)	(B)	(C)	(D)	(E)
Advertising or marketing.....	(A)	(B)	(C)	(D)	(E)
Employee hiring or training.....	(A)	(B)	(C)	(D)	(E)
Customer service or hospitality.....	(A)	(B)	(C)	(D)	(E)
Building improvements.....	(A)	(B)	(C)	(D)	(E)
Window displays or interior store design.....	(A)	(B)	(C)	(D)	(E)
Business market analysis.....	(A)	(B)	(C)	(D)	(E)
Internet or E-Commerce.....	(A)	(B)	(C)	(D)	(E)
Transfer of ownership or selling a business...	(A)	(B)	(C)	(D)	(E)
Other	(A)	(B)	(C)	(D)	(E)

The following two pages should reduce to one page after customizing [then delete this note and the space below]

List up to 8 existing products and services [then delete this note]

3. How useful to your business are these existing Main Street Program products and services? (● mark ONE answer for each item)

	Very Useful (3)	Useful (1)	Don't Know (-1)	Useless (-3)
Free design assistance.....	(A)	(B)	(C)	(D)
Free business assistance.....	(A)	(B)	(C)	(D)
Networking events (i.e. breakfast/luncheon meetings, business after hours)...	(A)	(B)	(C)	(D)
Group business training (i.e. workshops, speakers).....	(A)	(B)	(C)	(D)
Workforce development.....	(A)	(B)	(C)	(D)
Cooperative insurance program.....	(A)	(B)	(C)	(D)
Business expos or trade shows.....	(A)	(B)	(C)	(D)
Cooperative advertising coordination.....	(A)	(B)	(C)	(D)
Advertising or marketing of Main Street district as shopping destination.....	(A)	(B)	(C)	(D)
Low interest business loan program (X% if guidelines met).....	(A)	(B)	(C)	(D)
Low interest building improvement loan program (X% if guidelines met).....	(A)	(B)	(C)	(D)
Facade grant up to \$X (if guidelines met).....	(A)	(B)	(C)	(D)
Sign grant up to \$X (if guidelines met).....	(A)	(B)	(C)	(D)
Landlord-tenant or seller-buyer referral network.....	(A)	(B)	(C)	(D)
Information sharing (i.e. newsletters, flyers, business fact sheets).....	(A)	(B)	(C)	(D)
Downtown public improvement projects (list examples).....	(A)	(B)	(C)	(D)
Business resource library or consultant referrals.....	(A)	(B)	(C)	(D)
Downtown business directories, brochures, maps.....	(A)	(B)	(C)	(D)
Web site or Internet resources.....	(A)	(B)	(C)	(D)
Main Street ambassadors, mentors or sister stores.....	(A)	(B)	(C)	(D)
Individual business training (i.e. videotape training programs on loan).....	(A)	(B)	(C)	(D)
Business visitation program.....	(A)	(B)	(C)	(D)
Analysis and reporting of the downtown market / economy.....	(A)	(B)	(C)	(D)
Retail event coordination (ringing the cash registers – or list examples).....	(A)	(B)	(C)	(D)
Special event coordination (increasing foot traffic – or list examples).....	(A)	(B)	(C)	(D)
Boilerplate lease agreements or rent subsidies.....	(A)	(B)	(C)	(D)
Arbitration service.....	(A)	(B)	(C)	(D)
Business planning service.....	(A)	(B)	(C)	(D)
Buying groups.....	(A)	(B)	(C)	(D)

List up to 4 proposed products and services [then delete this note]

4. How useful would these proposed Main Street Program products and services be to your business?

(● mark ONE answer for each item)

	Very Useful (3)	Useful (1)	Don't Know (-1)	Useless (-3)
Customize lists for questions 3 & 4 using examples above + your own.....	(A)	(B)	(C)	(D)

List up to 4 other incentives [then delete this note]

5. Which other business incentives or assistance have you used or plan to use for your business?

(● mark ONE answer for each item)

	Have Used (3)	Will Use (1)	Don't Know (-1)	Won't Use (-3)
Historic Preservation Tax Credits	(A)	(B)	(C)	(D)
Free assistance from COMMERCE Area Development Managers (ADM)	(A)	(B)	(C)	(D)
COMMERCE Early Planning Grant (EPG) Program	(A)	(B)	(C)	(D)
COMMERCE Economic Impact Early Planning Grant (EI-EPG) Program	(A)	(B)	(C)	(D)
COMMERCE Economic Diversification Loan (EDL) Program	(A)	(B)	(C)	(D)
COMMERCE Technology Development Fund (TDF) and Loan (TDL)	(A)	(B)	(C)	(D)
COMMERCE Rural Economic Development (RML) Microloan Program	(A)	(B)	(C)	(D)
WHEDA Affordable Housing Tax Credits	(A)	(B)	(C)	(D)
WHEDA Small Business Guarantee	(A)	(B)	(C)	(D)
Free assistance from Small Business Development Center (SBDC)	(A)	(B)	(C)	(D)
Free counseling from SCORE (Service Corps of Retired Executives)	(A)	(B)	(C)	(D)
US Small Business Administration (SBA) loan guarantee	(A)	(B)	(C)	(D)

List up to 16 statements [then delete this note]

6. How strongly do you agree or disagree with the following statements? (● mark ONE answer for each statement)

	Strongly Agree (2)	Somewhat Agree (1)	Neutral (0)	Somewhat Disagree (-1)	Strongly Disagree (-2)
Local police protection is outstanding	(A)	(B)	(C)	(D)	(E)
I feel safe downtown, even at night	(A)	(B)	(C)	(D)	(E)
Local fire protection is outstanding	(A)	(B)	(C)	(D)	(E)
Local waste management service is outstanding	(A)	(B)	(C)	(D)	(E)
Local municipal services are well worth the level of local taxation	(A)	(B)	(C)	(D)	(E)
I always try to buy products and services locally	(A)	(B)	(C)	(D)	(E)
I always direct customers to other downtown businesses	(A)	(B)	(C)	(D)	(E)
I seek ways to cooperate with complementary downtown businesses	(A)	(B)	(C)	(D)	(E)
The existing downtown business mix helps my business	(A)	(B)	(C)	(D)	(E)
The look and feel of downtown helps my business	(A)	(B)	(C)	(D)	(E)
My building façade draws customers into my business	(A)	(B)	(C)	(D)	(E)
My window and store displays help my business	(A)	(B)	(C)	(D)	(E)
My advertising helps my business	(A)	(B)	(C)	(D)	(E)
My business is open when customers want to shop	(A)	(B)	(C)	(D)	(E)
Employees of my business show great customer service	(A)	(B)	(C)	(D)	(E)
Housing for employees is readily available	(A)	(B)	(C)	(D)	(E)
Childcare for employees and customers is readily available	(A)	(B)	(C)	(D)	(E)
Downtown City X is an excellent place to have a business	(A)	(B)	(C)	(D)	(E)

7. How satisfied are you with the present location of your business? (● mark ONE)

- ☐ A Very Satisfied
 ☐ B Satisfied
 ☐ C Neutral
 ☐ D Unsatisfied
 ☐ E Very Unsatisfied
 ☐ F Plan to Move

Why? _____

8. Do you have plans to expand or reduce operations for your business in the foreseeable future? (● mark ONE)

- ☐ A I plan to expand products/services or square footage downtown.
☐ B I plan to expand products/services or square footage at a location outside the downtown.
☐ C I plan to reduce products/services or square footage downtown.
☐ D I don't have any plans for changes.

9. Are you, or the building owner, considering any building improvement projects? ☐ A Yes ☐ B No ☐ C Don't Know**BUSINESS AND WORKFORCE DATA****10. What is the business or professional activity code for your business? (NAICS)**

(Use the key provided or enter the business code from your 2002 federal tax return.) _____

11. How long has your business been in operation? (● mark ONE, include time at this & any previous locations)

- ☐ A under 1 year
 ☐ B 1-5 years
 ☐ C 6-10 years
 ☐ D 11-20 years
 ☐ E over 20 years

If you know the date your business was established, please list it here (MM / YY) _____

12. How long have you been the owner of your business? (● mark ONE)

- ☐ A under 1 year
 ☐ B 1-5 years
 ☐ C 6-10 years
 ☐ D 11-20 years
 ☐ E over 20 years

13. Does your business own or lease the space in which it is located? ☐ A Own ☐ B Lease ☐ C Lease, want to purchase**14. For your business, how many square feet are devoted to the following?**

(The total should add up to the total square footage of the business)

- a. _____ sq. ft. Sales Space
 b. _____ sq. ft. Production Space
 c. _____ sq. ft. Office Space
 d. _____ sq. ft. Storage Space
 e. _____ sq. ft. Unused Space
 f. _____ sq. ft. Total Space

15. Where do your customers typically park?

(● mark ONE)

- ☐ A On the street
 ☐ C In a private parking lot
☐ B In a public parking lot
 ☐ D Other _____

How far do customers typically have to park from your business? (● mark ONE)

- ☐ A Near entry
 ☐ D 2 blocks away
☐ B ½ block away
 ☐ E 3 blocks away
☐ C 1 block away
 ☐ F 4 blocks or more

_____ **If you own a parking lot, how many parking spaces are available for customers (not employees)?**

16. Where do you and your employees typically park?

(● mark ONE)

- ☐ A On the street
 ☐ C In a private parking lot
☐ B In a public parking lot
 ☐ D Other _____

How far do you and your employees typically have to park from your business? (● mark ONE)

- ☐ A Near entry
 ☐ D 2 blocks away
☐ B ½ block away
 ☐ E 3 blocks away
☐ C 1 block away
 ☐ F 4 blocks or more

_____ **If you own a parking lot, how many parking spaces are available for employees (not customers)?**

17. What percentage of employees of your business live here in **City X**? _____ %

18. How many people, including owners, does your business employ in each of the following categories?

(Full-time = 32 or more hours/week)

Full-time year-round _____ Part-time year-round _____ Seasonal _____

MARKET AND MARKETING DATA

19. What are the hours of operation for your business?

Monday from _____ to _____

Tuesday from _____ to _____

Wednesday from _____ to _____

Thursday from _____ to _____

Friday from _____ to _____

Saturday from _____ to _____

Sunday from _____ to _____

What are your thoughts on store hours?

- ☐ (A) I am open all the hours I need to be
- ☐ (B) I can't be open more hours for personal reasons
- ☐ (C) I should be open more hours, but can't afford the staff
- ☐ (D) I should be open more hours, but can't find good staff
- ☐ (E) I would be open more hours if I were sure of sales
- ☐ (F) I would be open more hours if everyone else were

20. During a typical week, what are the seven busiest times for your business? (● mark up to SEVEN times total for the week)

	Before 11:00 a.m.	11:00 a.m.- 2:00 p.m.	2:00 p.m.- 5:00 p.m.	After 5:00 p.m.
Monday	<input type="radio"/> (A)	<input type="radio"/> (B)	<input type="radio"/> (C)	<input type="radio"/> (D)
Tuesday	<input type="radio"/> (E)	<input type="radio"/> (F)	<input type="radio"/> (G)	<input type="radio"/> (H)
Wednesday	<input type="radio"/> (I)	<input type="radio"/> (J)	<input type="radio"/> (K)	<input type="radio"/> (L)
Thursday	<input type="radio"/> (M)	<input type="radio"/> (N)	<input type="radio"/> (O)	<input type="radio"/> (P)
Friday	<input type="radio"/> (Q)	<input type="radio"/> (R)	<input type="radio"/> (S)	<input type="radio"/> (T)
Saturday	<input type="radio"/> (U)	<input type="radio"/> (V)	<input type="radio"/> (W)	<input type="radio"/> (X)
Sunday	<input type="radio"/> (Y)	<input type="radio"/> (Z)	<input type="radio"/> (1)	<input type="radio"/> (2)

21. What are the three busiest months of the year for this business? (● mark up to THREE)

- | | | |
|-----------------------------------|------------------------------------|-------------------------------------|
| <input type="radio"/> (A) January | <input type="radio"/> (B) February | <input type="radio"/> (C) March |
| <input type="radio"/> (D) April | <input type="radio"/> (E) May | <input type="radio"/> (F) June |
| <input type="radio"/> (G) July | <input type="radio"/> (H) August | <input type="radio"/> (I) September |
| <input type="radio"/> (J) October | <input type="radio"/> (K) November | <input type="radio"/> (L) December |

22. How many customers/clients visit your business per week during the summer months of May to October? (● mark ONE)

- ☐ (A) none, all business via phone, Internet, etc. ☐ (B) less than 50 ☐ (C) 50-250 ☐ (D) 250-500 ☐ (E) Over 500

How many customers/clients visit your business per week during the winter months of November to April? (● mark ONE)

- ☐ (A) none, all business via phone, Internet, etc. ☐ (B) less than 50 ☐ (C) 50-250 ☐ (D) 250-500 ☐ (E) Over 500

23. Which of the following events increased foot traffic or sales volume for your business, either during the event or in the next few days or weeks? (● mark ALL that apply)

☐ (A) Event A

☐ (D) Event D

☐ (G) Event G

☐ (J) Event J

☐ (B) Event B

☐ (E) Event E

☐ (H) Event H

☐ (K) Other _____

☐ (C) Event C

☐ (F) Event F

☐ (I) Event I

☐ (L) None

24. Approximately what percentage of your customers come from each of the following zip codes?

(Total should = 100%)

- a. ____% City A #####
 b. ____% City B #####
 c. ____% City C #####
 d. ____% City D #####
 e. ____% City E #####
 f. ____% City F #####
 g. ____% City G #####
 h. ____% City H #####
 i. ____% City I #####
 j. ____% City J #####
 k. ____% Other _____ (specify)
 l. ____% Other _____ (specify)
 100 %

25. What percentage of the annual advertising budget for your business is spent with each of the following media?

(Total should = 100%)

- a. ____% Newspapers
 b. ____% Magazines
 c. ____% Radio
 d. ____% Television
 e. ____% Direct Mail/Catalogs
 f. ____% Window Displays
 g. ____% Billboards
 h. ____% Internet
 i. ____% Local Service Organizations
 j. ____% Other _____ (specify)
 100 %

26. Please describe the target market of your business. (● mark ONE for each category)**Gender** (A) Male (B) Female**Age** (A) under 18 (B) 18-24 (C) 25-44 (D) 45-54 (E) 55-64 (F) Over 64

Annual household income

(A) under \$15,000	(D) \$35,000 - \$49,999	(G) \$100,000 - \$149,999
(B) \$15,000 - \$24,999	(E) \$50,000 - \$74,999	(H) over \$150,000
(C) \$25,000 - 34,999	(F) \$75,000 - \$99,999	

27. Which radio stations are included in the annual advertising budget for your business? (● mark ALL that apply)

- | | | |
|-------------------------------|-------------------------------|-----------------|
| (A) CALL LETTERS, dial number | (E) CALL LETTERS, dial number | (I) Other _____ |
| (B) CALL LETTERS, dial number | (F) CALL LETTERS, dial number | (J) Other _____ |
| (C) CALL LETTERS, dial number | (G) CALL LETTERS, dial number | (K) Other _____ |
| (D) CALL LETTERS, dial number | (H) Other _____ | (L) None |

Which local or network television stations are included in the annual advertising budget for your business?

(● mark ALL that apply)

- | | | |
|-------------------------------|-------------------------------|-----------------|
| (A) CALL LETTERS, dial number | (D) CALL LETTERS, dial number | (G) Other _____ |
| (B) CALL LETTERS, dial number | (E) CALL LETTERS, dial number | (H) Other _____ |
| (C) CALL LETTERS, dial number | (F) CALL LETTERS, dial number | (I) None |

Which publications are included in the annual advertising budget for your business? (● mark ALL that apply)

- | | | | |
|------------------|------------------|------------------|-----------------|
| (A) Periodical A | (D) Periodical D | (G) Periodical G | (J) Other _____ |
| (B) Periodical B | (E) Periodical E | (H) Other _____ | (K) Other _____ |
| (C) Periodical C | (F) Periodical F | (I) Other _____ | (L) None |

28. Please list the six products and/or services that best differentiate your business from the competition.

_____	_____	_____
_____	_____	_____

29. What is the toughest competition for your business? (specify up to THREE competitors by name)

a. _____ b. _____ c. _____

30. To what degree do the following traits help make your business more competitive versus the competitors listed above?

(● mark ONE answer for each item)

	A Lot	A Little	Not At All
Your Location.....	(A)	(B)	(C)
Your Parking.....	(A)	(B)	(C)
Your Hours.....	(A)	(B)	(C)
Your Service.....	(A)	(B)	(C)
Your Name Brands.....	(A)	(B)	(C)
Your Quality.....	(A)	(B)	(C)
Your Selection.....	(A)	(B)	(C)
Your Price.....	(A)	(B)	(C)

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0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

31. Relative to other businesses in your trade, what price point do you target? (● mark ONE)

(A) low-end (B) average (C) high-end

32. What three downtown businesses complement your business the most? (specify up to THREE businesses by name)

a. _____ b. _____ c. _____

33. What are the two biggest non-work reasons people stop downtown? (i.e. specific establishment, attraction or activity)

a. _____ b. _____

34. With your business in mind, what four businesses from the following list would you most like to see available downtown?
(● mark up to FOUR)

(A) Business A
(B) Business B
(C) Business C
(D) Business D

(E) Business E
(F) Business F
(G) Business G
(H) Business H

(I) Business I
(J) Business J
(K) Business K
(L) Other _____

Name two businesses you would most like to see come to downtown City X. (i.e. specific chain or franchise).

a. _____ b. _____

35. With your business in mind, what four community assets would you most like to see developed? (● mark up to FOUR)

(A) Example: walking trail

(D) Example: sports facilities

(G) Example: expanded public parking

(B) Example: bike trail

(E) Example: skateboard park

(H) None of these

(C) Example: boat docks or landings

(F) Example: expanded "green space"

(I) Other _____

36. How long did it take you to complete this survey? _____

Example Questionnaire for Inventorying Businesses

Downtown Elizabethtown, PA Business Owner Survey, 2016

Downtown Elizabethtown Business Owner Survey / Winter 2016

CONTACT INFORMATION

Business Name:

Business Owner(s):

Primary Contact:

Email:

Business Address:

Business Phone #1:

FAX:

Website:

MARKET AND MARKETING DATA

1. What are the hours of operation for your business?

Monday from _____ to _____

Friday from _____ to _____

Tuesday from _____ to _____

Saturday from _____ to _____

Wednesday from _____ to _____

Sunday from _____ to _____

Thursday from _____ to _____

2. What are your thoughts on business hours? (● mark "X" for all that apply)

☐ I am open all the hours I need to be

☐ I can't be open more hours for personal reasons

☐ I should be open more hours, but can't afford the staff

☐ I should be open more hours, but can't find good staff

☐ I would be open more hours if I were sure of sales

☐ I would be open more hours if everyone else were

3. During a typical week, what are the seven busiest times for your business? (● mark "X" up to SEVEN times total for the week)

	Before 11:00 AM	11:00 AM – 2:00 PM	2:00 PM – 5:00 PM	After 5:00 PM
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				
Sunday				

4. What are the three busiest months of the year for your business? (● mark up to THREE)

☐ January

☐ February

☐ March

☐ April

☐ May

☐ June

☐ July

☐ August

☐ September

☐ October

☐ November

☐ December

5. How many customers/clients visit your business per week during the summer months of May to October? (● mark ONE)

☐ none, all business via phone, Internet, etc. ☐ less than 50 ☐ 50-250 ☐ 250-500 ☐ Over 500

6. How many customers/clients visit your business per week during the winter months of November to April? (● mark ONE)

☐ none, all business via phone, Internet, etc. ☐ less than 50 ☐ 50-250 ☐ 250-500 ☐ Over 500

7. Do special events increase foot traffic or sales volume for your business, either during the event or in the next few days or weeks? (● mark ALL that apply)

☐ Yes ☐ No ☐ Don't Know

Please Provide Any Additional Comments You Have on Special Events in the Downtown:

8. Are you open to participating in a consumer survey / point of purchase survey in your business?

☐ Yes ☐ No ☐ Need More Information

9. What percentage of the annual advertising budget for your business is spent with each of the following media? (Total should = 100%)

a. ____% Newspapers

f. ____% Direct Mail/Catalogs

b. ____% Magazines

g. ____% Window Displays

c. ____% Radio

h. ____% Billboards

d. ____% Television

i. ____% Internet

e. ____% Local Service Organizations

j. ____% Other _____(specify)

10. Please describe the target market of your business. (● Mark ONE for each of the three categories below)

Gender ☐ Male ☐ Female

Age ☐ under 18 ☐ 18-24 ☐ 25-44 ☐ 45-54 ☐ 55-64 ☐ Over 64

Annual household income (you may mark multiple ranges, if necessary)

☐ under \$15,000

☐ \$35,000 - \$49,999

☐ \$100,000 - \$149,999

☐ \$15,000 - \$24,999

☐ \$50,000 - \$74,999

☐ over \$150,000

☐ \$25,000 - 34,999

☐ \$75,000 - \$99,999

11. Check any of the following media that you use to advertise your business?

☐ Newspaper ☐ Local/Regional Magazines ☐ Television ☐ Radio ☐ Website

12. What is the toughest competition for your business? (specify up to THREE competitors by name)

a. _____

b. _____

c. _____

13. To what degree do the following traits help make your business more competitive versus the businesses listed above?

(● mark ONE answer for each item)

	A Lot	A Little	Not At All
Your Location.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your Parking.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your Hours.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your Service.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your Name Brands.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your Quality.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your Selection.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your Price.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Relative to other businesses in your trade, what price point do you target? (● mark ONE)

☐ low-end

☐ average

☐ high-end

15. What three downtown businesses complement your business the most? (specify up to THREE businesses by name)

a. _____

b. _____

c. _____

16. What are the two biggest non-work reasons people stop in Downtown Elizabethtown? (i.e. business, attraction, or activity)

Reason #1

Reason #2

17. Name four types of and/or specific businesses you would most like to see locate in Downtown Elizabethtown?

●

●

●

●

18. To what degree are you capturing the following customers/markets?

	Fully	Moderately	Minimally	Not At All	Not Our Market
Elizabethtown Borough/Area.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elizabethtown College Students.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Masonic Village Residents.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lancaster County Market.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
South Central PA Market.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National/International Market.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

NEEDS AND OPPORTUNITIES ASSESSMENT

19. Please rate the degree to which you are experiencing the following business challenges? (● mark ONE answer for each item)

	Major Challenge (-3)	Minor Challenge (-2)	Don't Know (-1)	No Challenge (0)
Conflict with building owner or tenant.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulty recruiting or retaining employees.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expensive or unavailable products.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expensive employee wages or benefits.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expensive rent.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expensive shipping or transportation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient financing.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient parking.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In-town competition.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Out-of-town competition.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Language barriers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poor building condition.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Restrictive business regulations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shoplifting or theft.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unskilled workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vandalism.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please Provide Any Additional Comments You Have on Business Challenges:

20. Could you or your employees use information on or assistance with the following topics? (● mark ONE answer for each item)

	Definitely (2)	Probably (1)	Unsure (0)	Probably Not (-1)	Definitely Not (-2)
Business planning.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial management.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inventory management.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advertising or marketing.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee hiring or training.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer service or hospitality.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building improvements.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Window displays or interior store design.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business market analysis.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet or E-Commerce.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transfer of ownership or selling a business...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please Provide Any Additional Comments You Have on Areas of Business Assistance:

21. How useful would you find these products and services for your business? (● mark ONE answer for each item)

	Very Useful (3)	Useful (1)	Don't Know (-1)	Useless (-3)
Free design assistance.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Free business assistance.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Networking events (i.e. breakfast/luncheon meetings, business after hours)...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Group business training (i.e. workshops, speakers).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workforce development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperative insurance program.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business expos or trade shows.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperative advertising coordination.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advertising / marketing of Downtown Elizabethtown as shopping destination..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low interest business loan program.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low interest building improvement loan program.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Façade grant.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sign grant.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Landlord-tenant or seller-buyer referral network.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information sharing (i.e. newsletters, flyers, business fact sheets).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown Elizabethtown public improvement projects (list examples).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business resource library or consultant referrals.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown Elizabethtown business directories, brochures, maps.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Web site or Internet resources.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown Elizabethtown ambassadors, mentors or sister stores.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual business training (i.e. videotape training programs on loan).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business visitation program.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analysis and reporting of the downtown market / economy.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retail event coordination.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special event coordination (increasing foot traffic – or list examples).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Boilerplate lease agreements or rent subsidies.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arbitration service.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business planning service.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please Provide Any Additional Comments You Have on Services / Products for Downtown:

22. How strongly do you agree or disagree with the following statements? (● mark ONE answer for each statement)

	Strongly Agree (2)	Somewhat Agree (1)	Neutral (0)	Somewhat Disagree (-1)	Strongly (-2) Disagree
Local police protection is outstanding.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel safe downtown, even at night.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local municipal services are accessible and valuable.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I always try to buy products and services locally.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I always direct customers to other downtown businesses.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I seek ways to cooperate with complementary downtown businesses.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The existing downtown business mix helps my business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The look and feel of downtown helps my business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My building façade draws customers into my business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My window and store displays help my business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My advertising helps my business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My business is open when customers want to shop.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees of my business show great customer service.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Childcare for employees and customers is readily available.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Downtown Elizabethtown is an excellent place to have a business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. How satisfied are you with the present location of your business? (● mark ONE)

<input type="checkbox"/> Very Satisfied	<input type="checkbox"/> Satisfied
<input type="checkbox"/> Neutral	<input type="checkbox"/> Unsatisfied
<input type="checkbox"/> Very Unsatisfied	<input type="checkbox"/> Plan to Move

Why?

24. Do you have plans to expand or reduce operations for your business in the foreseeable future? (● mark ONE)

<input type="checkbox"/> I plan to expand products/services or square footage downtown.
<input type="checkbox"/> I plan to expand products/services or square footage at a location outside the downtown.
<input type="checkbox"/> I plan to reduce products/services or square footage downtown.
<input type="checkbox"/> I don't have any plans for changes.

25. Are you, or the building owner, considering any building improvement projects? ☐ Yes ☐ No ☐ Don't Know

What type?

BUSINESS AND WORKFORCE DATA

26. What are the total sales/revenue for your businesses most recent fiscal year?

☐ under \$50,000 ☐ \$50,000-\$100,000 ☐ \$100,000-\$500,000 ☐ \$500,000-\$1,000,000 ☐ over \$1,000,000

27. How long has your business been in operation? (● mark ONE, include time at this & any previous locations)

☐ under 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-20 years ☐ over 20 years

If you know the date your business was established, please list it here (MM / YY) _____

28. How long have YOU been the owner of your business? (● mark ONE)

☐ under 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-20 years ☐ over 20 years

29. Does your business own or lease the space in which it is located? ☐ Own ☐ Lease ☐ Lease, want to purchase

If you lease your space, what is your monthly rent?

30. For your business, how many square feet are devoted to the following?

	a. Sales Space		c. Storage Space		e. Production Space
	b. Office Space		d. Unused Space		f. Total Space

31. Where do your customers typically park? (● mark ONE)

☐ On the street ☐ In a private parking lot ☐ In a public parking lot ☐ Other _____

How far do customers typically have to park from your business? (● mark ONE)

☐ Near entry ☐ 1 block away ☐ 3 blocks away
☐ ½ block away ☐ 2 blocks away ☐ 4 blocks or more

If you own a parking lot, how many parking spaces are available for customers (not employees)?

32. Where do you and your employees typically park? (● mark ONE)

☐ On the street ☐ In a private parking lot ☐ In a public parking lot ☐ Other _____

How far do you and your employees typically have to park from your business? (● mark ONE)

☐ Near entry ☐ 1 block away ☐ 3 blocks away
☐ ½ block away ☐ 2 blocks away ☐ 4 blocks or more

If you own a parking lot, how many parking spaces are available for employees (not customers)?

33. What percentage of the employees of your business live here in Elizabethtown Borough? _____ %

34. How many people, including owners, does your business employ in each of the following categories?
(Full-time = 32 or more hours/week)

Full-time year-round _____ Part-time year-round _____ Seasonal _____

Examples for How to Utilize Survey Results

University of Wisconsin-Extension Jefferson County

Professor Steven Grabow

Community Development Educator

Developing Business Placement Strategies

Considering the numbers of businesses and uses in a downtown, creating business placement strategies can be an overwhelming task. The lack of any centralized management makes it difficult to actively place businesses. As a result, it is important to work cooperatively with building and property owners. The goal is to gain some degree of control and encourage them to cooperate in any business placement plan. Some methods for working with business owners include:

- *Create a centralized retail management group of property owners and retailers.* This group would be responsible for coordinating leasing plans developed from the market analysis process.
- *Obtain the right of first refusal for new tenants.* The right of first refusal allows the downtown or business district to have control over the leasing of the property. Normally, the building owner allows the downtown group to market and promote the property for a given period of time. In exchange, the building owner is spared the expense and effort of filling the unit. However, there are occasions when the building owner is paid a fee for the right of first refusal.
- *Educate business owners about the value of strategic business placement.* An educational program can show owners the benefits that are associated with business placement strategies. Hopefully, the education process will convince building owners to cooperate with the downtown's space utilization plan. However, education and cooperation can be difficult in those downtowns that have a large number of absentee owners.

Once a strategy for coordinating different property owners is developed, a step-by-step analysis of business clustering and placement can be implemented. The steps in this analysis attempt to reconcile the needs of new businesses with the characteristics of available buildings and sites.

Step 1. Summarize the strengths and weakness of the existing building and space utilization.

Summarizing the strengths and weaknesses allows the business district to be examined for areas whose success can be enhanced and areas that need improvement. For instance, are there incompatible uses present in downtown? Are there long stretches of vacancies or blank walls in retail areas that need to be filled? Are there existing business clusters that could be enhanced? These types of observations can be noted and used in subsequent planning steps. The following exhibit shows how building space utilization information can be summarized.

Strengths and Weaknesses of Existing building and Space Utilization	
Strengths	Weaknesses
<i>Strong home furnishing cluster on west end of Main Street.</i>	<i>Several empty storefronts are next to one another near east end of Main Street interrupting retail continuity.</i>
<i>Good accessibility and traffic volume for three convenience businesses at the corner of 2nd St. and Main.</i>	<i>Large vacancy rate of upper level units along Main Street.</i>
<i>Cluster of restaurants near office building at the corner of Main and 5th streets.</i>	<i>Bank and fast food with drive-thrus in center of retail district.</i>

Sample summary for strengths and weaknesses of building and space utilization

Step 2. Summarize existing vacancies and catalog their individual characteristics.

Examine the size of the vacancy, the types of nearby mixed uses, its floor level, nearby traffic volume, its convenience and nearby businesses. Most of this information about vacancies can be gathered from the building and business inventory. For instance the vacancies, along with their square footage and floor level, can be queried easily from the database. If GIS capabilities are integrated with the inventory, mixed uses, retail continuity and convenience factors can be mapped and used in the building and space utilization plan. If you do not have mapping capabilities, simply visit the vacancy in person and make notes about the surrounding conditions. The following exhibit provides an example of how vacancy information can be examined for two properties (Note: the actual list of vacancies may be larger and you may want to consider using a spreadsheet for the analysis.)

Summary of Available Vacancies		
Vacancy Address:	<i>223 W. Main St.</i>	<i>576 N. Second St.</i>
What is the size of the vacancy?	<i>2,300 sq ft</i>	<i>2,700 sq ft</i>
What types of mixed uses are located nearby?	<i>offices, specialty retail, personal services</i>	<i>convenience retail, residential</i>

Is the building/site suitable for convenience-based businesses?	<i>No. Located in middle of block with reduced visibility.</i>	<i>Yes, ample on and off street parking with high traffic visibility.</i>
Is the unit located on an A-street or B-Street?	<i>A-Street</i>	<i>B-Street</i>
Is the building/site located near an anchor business or traffic generator?	<i>Large office building on adjacent block. Medical clinic across the street.</i>	<i>Located near other convenience based businesses generating traffic.</i>
Is the unit located on the street level or an upper floor?	<i>Street level</i>	<i>Street level</i>
Is the unit located among existing retail uses (does it maintain retail continuity?)	<i>Yes, located among main concentration of existing retail.</i>	<i>Yes, located adjacent to other convenience-based retailers.</i>
What types of specific businesses are located nearby? (By NAICS category)	<i>jewelry store, cosmetics and beauty store, photographer, shoe store, gift stores, antiques</i>	<i>drug store, hardware store, paint and wallpaper store, gas station</i>

Sample summary of existing vacancies

Step 3. Individually examine the building/site requirements of each business type identified in the market analysis process.

Consider the site needs of each individual business identified in the market analysis process. These needs should address both the general considerations previously listed as well as potential business clusters. Again, look at the amount of space needed, types of compatible and incompatible mixed uses, the convenience nature of the business, traffic needed, and possible clustering concepts. The following exhibit shows a sample analysis for a jewelry store.

Site Requirements for NAICS 44831 - Jewelry Store	
Estimated square footage needed by the business.	<i>2,100 sq. ft.</i>
Compatible and incompatible mixed uses	<i>Compatible: Specialty retail, entertainment, comparison retail, hotels. Incompatible: Convenience retail</i>
Is the business convenience-based?	<i>No, specialty retail</i>
Is the business best suited for A-street, B-street or either placement?	<i>A-Street</i>
Does this business depend on a large amount of pedestrian or vehicle traffic?	<i>Requires significant traffic</i>
Is this category best suited for a street level or upper floor location?	<i>Street level with significant window space</i>
Does this business maintain or interrupt retail continuity?	<i>Maintains retail continuity</i>
What types of businesses would be useful for clustering?	<i>Other specialty retail, gift stores, wedding related industries (photography, formal wear, florists, etc.)</i>

Sample summary of site requirements for a floral shop

Step 4: Reconcile the buildings and business needs to determine if an appropriate site exists.

Compare the needs of the business category with the available units. Most likely, there will not be one single building or unit that matches every need of the business. However, this exercise will aid in narrowing the available options and find the best fit. In the previous sample for the jewelry store, the exercise clearly shows that building at 223 W Main Street is better suited for a jewelry store. It is located among an existing cluster, is not located among incompatible uses and is surrounded by traffic generators.

There may be occasions where none of the existing vacancies seem suitable for the business. While an unsuitable building could be used, consider other options in the business district. Are there empty sites for new development? Are there units that may become available in the near

future? Are there spaces that could be converted to retail uses? Exploring these additional options may result in a site that will improve the prospective business' likelihood of success.

On the contrary, there may be vacancies in the business district that are not appropriate for any uses identified in the market analysis. Nonetheless, categorizing each vacancy's characteristics may still be useful. Knowing a site's characteristics may point to additional opportunities for future uses. For instance the previous sample showed that the building at 576 N. Second Street may be ideal for a future convenience based business. These possible uses can be noted in your building and space utilization recommendations for the business district.

Step 5: Make Building and Space Utilization Recommendations for the Business District.

Using the information collected in the previous steps, make recommendations for future building and space utilization within the business district. The recommendations can include both general recommendations for improving space utilization as well as targeting specific buildings and businesses. These recommendations can be modified and updated as the business district changes. The following exhibit shows a sample summary of space utilization recommendations. Most likely, your own summary will be more extensive.

Summary of Building and Space Utilization Recommendations
<i>Strengthen retail concentration between 200 and 600 blocks of Main Street. This can be accomplished with filling the existing vacancies with appropriate retailers.</i>
<i>Target the vacancy at 223 W. Main Street for a recruited jewelry store.</i>
<i>Target the vacancy at 576 N. Second St. for a future convenience business.</i>
<i>Work to increase occupancy rate of upper floors on Main Street. Consider targeting the professional services identified in the market analysis.</i>

Sample summary of building and space utilization recommendations

Appendix E

Shared Parking Analysis

Easthampton Downtown Strategic Plan

March 2020

Prepared for the City of Easthampton

Prepared By Harriman | RKG | Tighe & Bond

Easthampton Downtown Strategic Plan Task 4.3 Shared Parking Assessment

To: Harriman
FROM: Eric Mayboroda EIT; David L. Loring, PE, LEED, AP, ENV SP
DATE: March 20, 2020

The following technical memorandum outlines findings in accordance with shared parking analysis performed using Urban Land Institute methodology for two sites located in Easthampton, Massachusetts. The first site is located on the premises of Easthampton Savings Bank, and under this scenario, parking will be shared with an upgraded live theater located in the old city hall. The second site is located on the premises of the Congregational Church, Easthampton Church, Rite Aid Plaza, Center School parking lots, and under this scenario parking will be shared between Congregational Church, Episcopal Church, Rite Aid plaza, Center School reuse, and Pepin School reuse. These two sites were identified by the City and Harriman (Client) as potential locations for implementation of shared parking.

The analysis of the suitability of shared parking is based on the industry standard "Shared Parking, 2nd Edition" methodology developed and published by the Urban Land Institute (ULI). Building square footages and land uses were provided by the Client.

Site 1: Easthampton Savings Bank/Live Theater

Site 1 is located on Main Street on the northwest side of Easthampton city center. According to the Easthampton zoning map, this site is located in the Downtown Business zone, within the zone dedicated for smart growth identified for the mixed-use sub district.

Existing Conditions

Easthampton Savings Bank is a 15,989 square foot building located at the corner of Main Street and Campus Lane. In the past this building operated as headquarters for the Easthampton Savings Bank and currently serves as a local branch with additional office space. There are 132 parking spaces located on the premises.

The old city hall is a 7,211 square foot building located on Main Street across from Campus Lane. The building currently includes several small art gallery stores and a stage for live performance, operated by the Flywheel Arts Collective. This building does not have dedicated off-street parking and relies heavily on on-street parking in the vicinity of the site.

The two buildings are on Main Street across from one another. Multiple pedestrian crossing locations are located in the vicinity of the site.

Shared Parking Consideration

As part of the downtown revitalization effort, the old city hall will be redeveloped to include a live theater seating 350 people and a few small art/gift shops. This new use will require a more robust parking system to satisfy the new demand. The following analysis was performed

to evaluate efficacy and suitability of a shared parking agreement between the Easthampton Savings Bank and the live theater.

The two site uses were identified as a Bank with 15,989 square foot floor area, and a Live Theater that seats 350 viewers. Other land uses on these premises play a minor role and are not considered for the purpose of this analysis. The peak parking demand ratios for each land use, provided in the ULI manual, are presented in Table 1. Time of day adjustments and combined usage for weekdays and weekends are presented in Table 2 and Table 3, respectively.

The critical scenarios for this site were identified to fall on a weekday and a weekend afternoon. Due to the nature of the land uses and the minimal seasonal fluctuations, critical seasonal scenarios adjustments were omitted in the analysis, assuming full capacity. Based on Table 2, maximum parking demand for the combined uses would fall at 5 pm on a weekday and 8 pm on a weekend. The weekday evening parking demand consists of 26 bank spaces for employees, 48 parking spaces for bank customers, and 8 parking spaces for theater employees. The weekend evening parking demand consists of 25 parking spaces for theater employees and 116 parking spaces for theater customers. The total estimated utilization during the weekday peak hour is 82 parking spaces, leaving 50 parking spaces unoccupied. The total estimated utilization during the weekend peak hour is 141 parking spaces, creating a 7-parking space deficit. The deficit can be compensated by the on-street parking provided on Main Street and Campus Lane in the proximity of the site.

ULI Shared Parking methodology bases their parking generation numbers on a suburban setting with little or no transit service, low multimodal separation and limited ridesharing. This closely resembles the conditions in the region, and to remain conservative no adjustments were made for the multimodal split and car occupancy ratio.

According to this analysis, providing a shared parking agreement between the bank and the theater will be a benefit to the community. Peak time parking demands between the two uses are significantly different and the shared parking agreement would help utilize the existing parking space without the need for a new parking area for the proposed City Space.

Site 2: Rite Aid / Church Lot / Center School

Site 2 consists of combining Saint Philip's Episcopal Church, Easthampton Congregational Church, Rite Aid and Center School parking lots for a shared parking accessible from Main Street, Union Street, and Clark Avenue. According to the Easthampton zoning map, this site is located in the Downtown Business zone, within the zone dedicated for smart growth identified for the mixed-use sub district.

Existing Conditions

Saint Phillip's Episcopal church is comprised of two buildings totaling to 12,476 square feet, located on Main Street, between Park Street and Union Street. The two buildings serve a local congregation that meets on Sunday mornings at 10 am, house clergy, and provide office space for staff. There are 31 parking spaces on the premises with 3 dedicated handicapped parking spaces.

Easthampton Congregational Church building is 9,543 square foot with an additional 2,273 square foot consignment store, located at the corner of Main Street and Union Street. The main building serves the local congregation that meets on Sunday mornings at 10 am, with

occasional services held for special events. The consignment store is open Wednesday through Saturday from late morning to mid-afternoon. There are 39 parking spaces on the premises.

Rite Aid Plaza is a 12,476 square foot building located on Union Street, between Main Street and School Street. The building includes retail and restaurant uses. There are 36 parking spaces on the premises.

Center School is a 6,132 square foot building located at the corner of Clarke Avenue and School Street. This building previously housed a middle school and under the new plan it will be repurposed for new uses under the downtown revitalization plan. The site does not have clearly defined parking stalls, but there are an estimated 30 spaces.

Pepin School is a 17,582 square foot building located at the corner of Clarke Avenue and Park Street. The building served as an elementary school and under the new plan it will be repurposed for new uses under the downtown revitalization plan. The site does not have parking spaces on the property premises.

Shared Parking Consideration 143 spaces

Site 2 combines currently separated parking lots with an internal access in-between lots and provides shared parking for five land uses. The ULI methodology did not provide data for religious and community center land uses; therefore, ITE Parking Generation data and engineering judgement was used to supplement this analysis.

The six sites were identified as two church buildings, a consignment store, a shopping plaza, a senior housing complex, and a recreational community center. The combined parking lot will provide a total of approximately 150 parking spaces.

The critical scenario for this site was identified to fall on a weekday and a weekend afternoon. Due to the nature of the land uses and the minimal seasonal fluctuation, critical seasonal scenarios adjustments were omitted in the analysis, assuming full capacity. Based on Table 4, the maximum parking demand for the combined uses would fall at 5 pm on a weekday, and 1 pm on a weekend afternoon. The weekday evening parking demand consists of 3 parking spaces for the Episcopal Church staff¹, 3 parking spaces for Congregational Church staff¹, 6 parking spaces for consignment store visitors, 2 parking spaces for consignment store staff, 34 parking spaces for Rite Aid plaza visitors, 9 parking spaces for Rite Aid plaza staff, 1 parking space for senior housing visitors, 14 parking spaces for senior housing residents and staff, and 48 parking spaces for recreational community center visitors and employees². The weekend afternoon parking demand consists of 28 parking spaces for the Episcopal Church visitors¹, 3 parking spaces for the Episcopal church staff¹, 35 parking spaces for the Congregational Church visitors¹, 3 parking spaces for Congregational Church staff¹, 41 parking spaces for Rite Aid plaza visitors, 11 parking spaces for Rite Aid plaza staff, 14 parking spaces for senior housing residents and staff, and 29 parking spaces for recreational community center visitors and employees². The combined usage during the weekday peak hour is 120 parking spaces, which leaves 30 unused spaces. The combined usage during the weekend peak hour is 166 parking spaces, which has a 16-parking space deficit, which can be compensated by the on-street parking provided in the vicinity of the site.

ULI Shared Parking methodology bases their parking generation numbers on a suburban setting with little or no transit service, low multimodal separation, and limited ridesharing. This closely resembles the conditions in the region, and to remain conservative no adjustments were made for the multimodal split and car occupancy ratio.

There are a few additional considerations that should be taken in account before providing a shared parking. First, some land uses, such as the senior housing or church office, may require dedicated parking space, thus reducing the flexibility built-in with shared parking. Second, pedestrian accommodation and clear wayfinding signage should be provided to make this shared parking lot perform as designed.

According to this analysis, providing a shared parking agreement between the land uses described in this section may be a benefit to the community. Varying peak time parking demands between the six uses is different enough to recommend utilizing a shared parking agreement. Considerations, such as dedicated parking spaces for residents and church staff, should be considered if an agreement should be implemented.

¹ Required parking demand estimate is based on parking spaces available on the parcel.

² Required parking demand estimate is based on ITE Parking Generation 5th edition.

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Table 1: Parking Demand for Site 1

Land Use	Size	Parking Demand Ratios				Total Parking Demand			
		Weekday		Weekend		Weekday		Weekend	
		Visitor	Employee	Visitor	Employee	Visitor	Employee	Visitor	Employee
Bank	15,989 s.f.	3.0/1ksf	1.6/1ksf	3.0/1ksf	1.6/1ksf	48	26	48	26
Live Theater	350 seats	0.3/seat	0.07/seat	0.33/seat	0.07/seat	105	25	116	25

Table 2: Time of Day Adjustments for Site 1 (Weekdays)

Land Use	User Type	6:00 a.m.	7:00 a.m.	8:00 a.m.	9:00 a.m.	10:00 a.m.	11:00 a.m.	12:00 p.m.	1:00 p.m.	2:00 p.m.	3:00 p.m.	4:00 p.m.	5:00 p.m.	6:00 p.m.	7:00 p.m.	8:00 p.m.	9:00 p.m.	10:00 p.m.	11:00 p.m.	Midnight
Bank	Visitor	-	-	50%	90%	100%	50%	50%	50%	70%	50%	80%	100%	-	-	-	-	-	-	-
	48			24	43	48	24	24	24	34	24	38	48							
	Employee	-	-	60%	100%	100%	100%	100%	100%	100%	100%	100%	100%	-	-	-	-	-	-	-
	26			16	26	26	26	26	26	26	26	26	26							
Live Theater	Visitor	-	-	-	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	25%	100%	100%	-	-	-
	48				0	0	0	0	0	0	0	0	0	0	12	48	48			
	Employee	-	10%	10%	20%	20%	20%	30%	30%	30%	30%	30%	30%	100%	100%	100%	100%	30%	10%	5%
	26		3	3	5	5	5	8	8	8	8	8	8	26	26	26	26	8	3	1
Combined Usage			3	43	74	79	55	58	58	68	58	72	82	26	38	74	74	8	3	1

Table 3: Time of Day Adjustments for Site 1 (Weekends)

Land Use	User Type	6:00 a.m.	7:00 a.m.	8:00 a.m.	9:00 a.m.	10:00 a.m.	11:00 a.m.	12:00 p.m.	1:00 p.m.	2:00 p.m.	3:00 p.m.	4:00 p.m.	5:00 p.m.	6:00 p.m.	7:00 p.m.	8:00 p.m.	9:00 p.m.	10:00 p.m.	11:00 p.m.	Midnight
Bank	Visitor	-	-	25%	40%	75%	100%	90%	-	-	-	-	-	-	-	-	-	-	-	-
	105			26	42	79	105	95												
	Employee	-	-	90%	100%	100%	100%	100%	-	-	-	-	-	-	-	-	-	-	-	-
	25			23	25	25	25	25												
Live Theater	Visitor	-	-	-	1%	1%	1%	1%	17%	67%	67%	1%	1%	1%	25%	100%	100%	-	-	-
	116				1	1	1	1	20	78	78	1	1	1	29	116	116			
	Employee	-	10%	10%	20%	20%	20%	30%	100%	100%	100%	30%	30%	100%	100%	100%	100%	30%	10%	5%
	25		3	3	5	5	5	8	25	25	25	8	8	25	25	25	25	8	3	1
Combined Usage			3	52	73	110	136	129	45	103	103	9	9	26	54	141	141	8	3	1

Table 4: Parking Demand for Site 2

Land Use	Size	Parking Demand Ratios				Total Parking Demand			
		Weekday		Weekend		Weekday		Weekend	
		Visitor	Employee	Visitor	Employee	Visitor	Employee	Visitor	Employee
Church (Episcopal)	12,476 sf	NA	NA	NA	NA	0	3	28	3
Church (Congregational)	9,543 sf	NA	NA	NA	NA	0	3	35	3
Consignment Store	2,273 sf	2.9	0.7	3.6	0.9	6	2	8	2
Rite Aid Plaza	12,476 sf	2.9	0.7	3.6	0.9	36	9	45	11
Center School (Senior Houring) (6,132 sf)	9 units	0.15	1.5	0.15	1.5	1	14	1	14
Pepin School (Community Space)	17,582 sf	2.7	0	2.7	0	48	0	48	0

Table 5: Time of Day Adjustments for Site 2 (Weekdays)

Land Use	User Type	6:00 a.m.	7:00 a.m.	8:00 a.m.	9:00 a.m.	10:00 a.m.	11:00 a.m.	12:00 p.m.	1:00 p.m.	2:00 p.m.	3:00 p.m.	4:00 p.m.	5:00 p.m.	6:00 p.m.	7:00 p.m.	8:00 p.m.	9:00 p.m.	10:00 p.m.	11:00 p.m.	Midnight
Church (Episcopal)	Visitor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Employee	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Church (Congregational)	Visitor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Employee	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Consignment Store	Visitor	1%	5%	15%	35%	65%	85%	95%	100%	95%	90%	90%	95%	95%	95%	80%	50%	30%	10%	-
	6	0	0	1	2	4	5	6	6	6	5	5	6	6	6	5	3	2	1	0
	Employee	10%	15%	40%	75%	85%	95%	100%	100%	100%	100%	100%	95%	95%	95%	90%	75%	40%	15%	-
	2	0	0	1	2	2	2	2	2	2	2	2	2	2	2	2	2	1	0	
Rite Aid Plaza	Visitor	1%	5%	15%	35%	65%	85%	95%	100%	95%	90%	90%	95%	95%	95%	80%	50%	30%	10%	-
	36	0	2	5	13	23	31	34	36	34	32	32	34	34	34	29	18	11	4	-
	Employee	10%	15%	40%	75%	85%	95%	100%	100%	100%	100%	100%	95%	95%	95%	90%	75%	40%	15%	-
	9	1	1	4	7	8	9	9	9	9	9	9	9	9	9	8	7	4	1	-
Senior Housing	Visitor	-	10%	20%	20%	20%	20%	20%	20%	20%	20%	20%	40%	60%	100%	100%	100%	100%	80%	50%
	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1
	Employee / Residents	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14
Recreational Community Center	Visitor	-	58%	72%	95%	94%	95%	83%	65%	56%	64%	75%	84%	100%	99%	-	-	-	-	-
	48		28	35	46	45	46	40	31	27	31	36	40	48	48	0	0	0	0	0
	Employee	-	58%	72%	95%	94%	95%	83%	65%	56%	64%	75%	84%	100%	99%	-	-	-	-	-
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Combined Usage		21	51	66	90	102	113	111	104	98	99	104	111	120	120	65	51	39	27	21

Table 6: Time of Day Adjustments for Site 1 (Weekends)

Land Use	User Type	6:00 a.m.	7:00 a.m.	8:00 a.m.	9:00 a.m.	10:00 a.m.	11:00 a.m.	12:00 p.m.	1:00 p.m.	2:00 p.m.	3:00 p.m.	4:00 p.m.	5:00 p.m.	6:00 p.m.	7:00 p.m.	8:00 p.m.	9:00 p.m.	10:00 p.m.	11:00 p.m.	Midnight
Church (Episcopal)	Visitor	-	-	50%	100%	100%	100%	100%	100%	50%	-	-	-	-	-	-	-	-	-	-
	28	0	0	14	28	28	28	28	28	14	0	0	0	0	0	0	0	0	0	0
	Employee	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Church (Congregational)	Visitor	-	-	50%	100%	100%	100%	100%	100%	50%	-	-	-	-	-	-	-	-	-	-
	35			18	35	35	35	35	35	18	0	0	0	0	0	0	0	0	0	0
	Employee	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Consignment Store	Visitor	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Employee	10%	15%	40%	75%	85%	95%	100%	100%	100%	100%	100%	95%	85%	80%	75%	65%	45%	15%	-
	2	0	0	1	2	2	2	2	2	2	2	2	2	2	2	2	1	1	0	-
Rite Aid Plaza	Visitor	1%	5%	10%	30%	50%	65%	80%	90%	100%	100%	95%	90%	80%	75%	65%	50%	35%	15%	-
	45	0	2	5	14	23	29	36	41	45	45	43	41	36	34	29	23	16	7	-
	Employee	10%	15%	40%	75%	85%	95%	100%	100%	100%	100%	100%	95%	85%	80%	75%	65%	45%	15%	-
	11	1	2	4	8	9	10	11	11	11	11	11	10	9	9	8	7	5	2	-
Senior Housing	Visitor	-	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	40%	60%	100%	100%	10%	100%	80%	50%
	1	-	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	1	1	1
	Employee Residents	/	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14
Recreational Community Center	Visitor	-	50%	75%	100%	89%	80%	68%	60%	60%	53%	52%	49%	50%	50%	-	-	-	-	-
	48	-	24	36	48	43	38	33	29	29	25	25	24	24	24	-	-	-	-	-
	Employee	-	50%	75%	100%	89%	80%	68%	60%	60%	53%	52%	49%	50%	50%	-	-	-	-	-
	0	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Combined Usage		21	48	98	155	160	162	165	166	139	103	101	97	92	90	60	51	43	30	21

Easthampton Downtown Strategic Plan

Task 4.4 Parking Best Practices and Recommendations

TO: Harriman

FROM: Eric Mayboroda EIT; David L. Loring, PE, LEED, AP, ENV SP

DATE: March 20, 2020

The following outlines best practices and recommendations for the Easthampton Downtown Strategic Plan. These can be implemented to improve the safety, serviceability, and appearance of the city center.

Shared Parking

Shared parking can be used to serve two or more distinct individual land uses. This practice is best used when two unaffiliated nearby businesses and/or organizations, that have distinct peak hour parking demand, form an agreement to share available parking space. The clear benefit of creating a shared parking facility is the reduction in individual parking facilities. Businesses and/or organizations, located in the proximity of each other, can calculate their combined peak parking demand and determine minimum parking size required.

One issue that can arise is the liability policy set up, by the owner(s) of the property. This new use will have to be added to the insurance policy, which may increase the cost of the premium. This should be considered in the process of redefining the property use.

Lastly, the agreement between the owner and the user should specify maintenance cost sharing and parking restriction enforcement. Expanded parking use will come with faster site deterioration and increased unauthorized parking. The terms and fees should be defined and agreed upon by the stakeholders.

Parking Meter Strategies

Parking meters have advanced concurrently with the technological innovations. Current technologies include the original single-space meters and the newer multi-space meters equipped with pay-by-phone options and license plate recognition.

Single-space meters are the traditional meters located at the edge of a parking space and monitor one or two spaces at a time. They typically require a cash payment, a card payment or an app-based payment. Failure of a single unit does not affect functionality of other units. Moreover, payment units can be easily upgraded, reusing the existing meter housing, thus lowering upgrade costs.

Multi-space meters consist of a centralized payment kiosk located in the proximity of the parking spaces. Common systems operate with pay and display, pay by space, and pay by plate services. Pay and display system requires a driver to pay for the estimated time and display the receipt on the dashboard. Pay by space allows the driver to pay for the parking spot, for the estimated duration. Pay by plate allows the driver to pay by entering the license plate number into the system and paying for the estimated parking duration. This allows for a single unit to monitor multiple spaces and can be easily integrated with intelligent technology.

Parking Regulations

Parking regulations can assist the community with managing parking demand and usage. These can include parking restrictions, special parking zones, and timing restrictions. Regulations should be used to improve safety, access, and experience for the downtown customers and businesses.

Parking restrictions should be applied to improve safety and emergency vehicle access in the area. Prohibiting parking near intersections increases drivers sight angle and is a known methodology to decrease accidents. Restricting parking near driveways and fire hydrants will allow unobstructed access for the first responders.

Special parking zones can be put in place to allow for non-parking uses in the area. Businesses that have no access other than through the storefront, may require special Loading Zones. Regional transit service may require a dedicated bus stop area. These zones and their regulations can be tailored to serve a local need.

Timing restrictions can assist with street sweeping, vehicle turnover rate, and preventing overnight parking. By restricting a timeframe for street sweeping, the whole stretch of the road can be swept at once. When the parking is restricted to a limited duration of time, the vehicle turnover can open parking spaces for more users. Overnight parking on public roadways and public parking lots can be avoided with instituting a time restriction for night time hours.

Parking Pricing

There are multiple approaches that can be taken to regulate on-street and off-street parking pricing. The public parking can be a free public benefit to attract customers to the downtown district. If the parking is to be monetized, it can be set to a fixed rate price, an escalating rate price, or a variable rate. The fixed rate charges the same amount for the first hour as it does for the following time, the escalating rate charges more each subsequent hour, and the variable price rate adjusts to the demand during the day. The fixed rate is simpler to institute, but it does not help with managing parking demand. The escalating rate can be used to promote higher turnover. The variable rate can be used to deter vehicles from the downtown area during the peak periods.

Overflow Parking Plan

The overflow parking plan includes additional public parking lots located at the outskirts of the downtown district. They can be used by the public in case of vehicle oversaturation in the center. These lots should have adequate wayfinding signage, safely accessible by pedestrians, and well maintained. If the overflow parking lot is outside of a walking distance from the center, a shuttle service can be added.

Facility Design

There are multiple criteria in consideration of designing on-street and off-street parking. Typical dimensions of on-street parking stalls are 20 feet long and between 8 and 10 feet wide. Parking stalls can be individually marked out or they can have a dedicated lane marked out by a single line. Off-street parking design is highly dependent on the layout of the property. Typical stall sizes are between 18 to 20 feet long and 8 to 10 feet wide. Special parking spaces, such as handicap or compact parking, can vary in size and are frequently governed by regulation.

Review of Zoning Regulations Related to Parking Maximum's and Minimums

City zoning regulations define minimum parking spaces for a variety of land uses. There are no regulations related to the maximum parking lot size. A developer may apply for a reduction in minimum off-street parking spaces, if there are enough on-street parking spaces available. The city ordinances state that shared parking is "strongly encouraged" when applicable to compensate for the need. The minimum parking spaces required by the City's zoning ordinances is presented in the table below.

TABLE 4-1

Off-Street Parking Regulations

Land Use	Parking Spaces
Convenience market, pharmacy, drugstore	Five (5) for each 1,000 square feet of gross floor area, minimum of four (4)
Supermarket	Six (6) for each 1,000 square feet of gross floor area
Restaurants, bars	One for each four (4) seats of total seating capacity, plus one for each two employees on shift of greatest employment
Discount club, warehouse club, warehouse supermarket	Five (5) for each 1,000 square feet gross floor area
Other retail uses including, but not limited to: discount store, hardware/paint shop, garden center, factory outlet store, antique or gift shop	One per each three hundred (300) square feet of gross floor area
Beauty or barber shop, hair salon or similar establishment	Two (2) for each operator chair
Personal and consumer establishments, including, but not limited to: laundry or dry cleaning, tailor, milliner, cobbler, photographer's studio, repair shop for household appliance or business equipment, photocopy shop	One per each three hundred (300) square feet of gross floor area
Medical/dental center, clinic or laboratory	Five (5) for each practitioner or one for each three hundred (300) square feet of gross floor area, whichever is greater
Other professional and business offices and services	One for each three hundred (300) square feet of gross floor area
Manufacturing or industrial establishment	One for each six hundred (600) square feet of gross floor area OR 0.75 for each employee of the combined employment of the two (2) largest successive shifts, whichever is larger

Increasing Capacity of Existing Facilities

The capacity of existing facilities can frequently be increased through new parking layout design and revised parking regulations. New parking design can include shortened parking stalls for compact vehicles, angled parking where space permits, and optimization of the current parking spaces. The capacity can also be increased by accelerating the turnover rate. Shortening the duration of a vehicle parked at a location encourages turnover and allows more users to access the area.

Wayfinding Methods

Wayfinding is used to help direct traffic to their destination. It usually consists of a plaque or a sign that has the destination and directions on it. Effective wayfinding signage has clearly stated and depicted content and is placed in a high visibility area.

Enforcement Methods

Parking regulations can be enforced by a parking enforcement officer or an automatic license plate recognition camera. The parking enforcement officer is a city staffer whose responsibility is to monitor and enforce parking regulations. Automatic license plate recognition cameras are a technological solution and can be placed to monitor multiple parking spaces at once. These cameras come with a high investment cost but are less costly to maintain.

Improved Pedestrian Facilities

On-street and off-street parking lots should be served by a network of pedestrian friendly sidewalks. These sidewalks can be improved via installation of ADA ramps, that allow users to get on and off sidewalks smoothly. Crosswalk safety can be improved with midblock crossing bump outs, which shorten the crossing distance and increase the line of sight. Another safety component that can be added to the crosswalk is a Rectangular Rapid Flashing Beacon (RRFB), which lights up when actuated, alerting the cars of a non-motorist in the road.

Parking Benefit District

A new way to fund transportation improvement projects was approved by the Massachusetts legislature and signed in to law in 2016. According to the Municipal Modernization Act, cities and towns can define a geographic zone, in which the proceeds from the parking fees can be reinvested into a wide range transportation-related improvements. These funds may be used to upgrade parking meters, invest in sidewalks and related infrastructure, or pay for improvements within the public realm, such as street trees, benches, and lighting.

Conclusion

The City of Easthampton strategic plan can reflect best practices mentioned above to improve safety, access and mobility, and overall appearance of parking spaces in the downtown community. On-street and off-street parking can be optimized and redesigned for an improved parking experience. Creating a Parking Benefit District and monetizing parking can create a source of additional income and fund future improvement projects.