

*FORGING OUR FUTURE*

# N RTHAMPTON

*Northampton Business Improvement District*



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# Introduction

Northampton is the envy of small towns everywhere with its bustling college community, eclectic restaurants and nightlife, independent retailers, galleries, and cultural venues. Downtown Northampton is fundamentally sound, but a growing number of property owners are concerned that it is showing serious signs of wear and tear, loss of market share, vacancies and the weaknesses that will undermine this vibrant hub. The very essence of Northampton is that unique blend of activities that make it feel approachable, interesting, spontaneous and distinct from other communities. In an effort to forge a strong future, some downtown property owners have been working toward a sustainable solution... a Business Improvement District.

Northampton, like many other small downtowns, is challenged by suburban malls and other competition in the marketplace. To successfully compete, 1200 cities throughout North America have adopted Business Improvement Districts as a mechanism for property owners to organize and manage change and take advantage of opportunities it represents.

The increase in popularity of BIDS reflects an understanding by property owners that the attractiveness of the surrounding environment impacts the collective value of their properties. We all have a long-term vested interest in investing in ourselves. A BID provides the vehicle for property owners to demonstrate that we respect our properties and downtown Northampton by investing in programs and services that add value.

The strong sense of importance and optimism for the formation of the Business Improvement District has led us through a lengthy and thoughtful process. We have created a business plan that defines the power that we as downtown property owners and business owners have to shape our future. Your comments and suggestions are encouraged and welcome.

## ***MEMBERS OF THE DOWNTOWN STEERING COMMITTEE***

Dan Yacuzzo, Eastside Grill, Chair  
Joe Blumenthal, Downtown Sounds  
Jack Finn, A2Z Science & Learning Store  
Mansour Ghalibaf, Hotel Northampton  
Anthony Gleason  
Doug Kohl, Thornes Marketplace  
Rich Madowitz, Hampshire Property Management Group  
Bob McGovern, Packard's  
Richard Rescia  
Suzanne Beck, The Chamber, ex-officio  
Ann Burke, Western MA Economic Development Council,  
project consultant

# Boundaries

The proposed boundaries of the Northampton BID roughly include the Central Business District, Smith College, and the entryways into downtown Northampton. The BID is bounded by Trumbull Rd to the North, Holyoke Street to the South, West St to the West, and midway between Hawley Street and Pomeroy Terrace to the East.

The proposed boundaries reflect the strong desire of stakeholders and property owners to develop a district that includes the major attractions, and entryways to the commercial center of Northampton. Smith College is also included within the boundaries of the BID to acknowledge its role as a major destination and attraction, but also to enhance the connection of the college and its students to the downtown.

The BID will provide the opportunity to achieve a common enhanced level of maintenance, beautification and landscaping, public safety and marketing to project a cohesive destination and consistent services to property owners within this district. The level of interest of property owners will determine the final boundaries of the BID.

## Why a BID for Northampton?

Downtown Northampton is an award winning community. Honored as one of best small arts towns in the country, downtown Northampton is noted for its rich arts and cultural scene, a thriving residential community, retail and food and entertainment. It is successful by most measures and a model for other small cities. It's good to be Northampton!

Recently, however, there is a general sense that the strong underpinnings of downtown Northampton have begun to erode and that a

## What is A Business Improvement District?

A Business Improvement District (BID) is a vehicle that enables local property owners, businesses and residents to finance supplemental services and improvements beyond those already provided by the city of Northampton. The BID is funded through a fee for service levied against properties within the BID. Property owners within the BID determine the level of fees. The fee is collected by the city of Northampton and returned to the BID in its entirety to be used to execute the approved BID plan. A nonprofit corporation comprised of property owners in the BID is responsible for management of the District through a Board of Directors. Property owners within the proposed BID make the decision to purchase supplemental services and programs they feel enhance the business and residential environment in the BID. Once the BID is established, payment of the fee for services by those property owners who participate is mandatory unless the BID is dissolved. Failure to pay the fee results in the same penalties associated with a failure to pay real property taxes, subject to prior mortgages. This guarantees that everyone participating in the BID contributes to its expense.

The enabling legislation, Mass General Law.c.400, permitting the establishment of BIDs in Massachusetts was signed into law in 1994. There are currently 3 BIDs in the Commonwealth, and several are in the planning stages. Forty-eight (48) states have legislation that permits the creation of BIDs. Over the past thirty (30) years, more than 1,600 BIDs have been established and successfully operate in the United States and Canada. BIDs are also being formed in Europe and Japan.

The BID enabling legislation allows a broad range of activities. Common supplemental services include sanitation, security, maintenance, promotional activities and special events. Improvements financed by the BID may include signage, lighting, landscaping, planting and park areas, sidewalk improvements, kiosks, parking construction and management, equipment and facilities that enhance the movement, convenience and enjoyment of the public. BIDs may also undertake special projects, frequently in conjunction with other groups, such as day care, services for the homeless and other urban problems, and property redevelopment.

Establishing a BID happens in three stages. The first stage is the planning phase, which involves extensive local outreach and preparation of the BID Plan. Through a process of community forums, property owner meetings and focus groups, stakeholders within the proposed Northampton BID participated in the planning process to identify needs and priority programs that are included in the BID Plan. The outcome of this process is this BID Plan that contains a detailed description of the proposed BID including boundaries, operations plan, improvements and amenities, budget, fee structure, management, memorandum of agreement with the city of Northampton and other required information.

The second stage begins once the organizers are satisfied that the BID Plan is appropriate for the district and has strong local support. At this point, the Plan will begin the formal approval process. The approval process involves filing a petition signed by a minimum of 60% of the real property owners that represent 51% of the assessed valuation in the proposed BID to establish the BID with the Northampton City Council. The Council will then hold a public hearing and vote to approve the BID petition. After the petition is approved by the City Council, property owners have thirty days to decide not to participate in the BID. The property owner must formally opt out of the BID in writing to the City Clerk. A property owner in the BID who does not join may not receive any of the services provided by the BID.

Once the formal approval process is complete, the BID is officially established and enters its third or operational phase. At this point, the BID membership, through the Board of Directors, has the full authority to manage the BID based on the enabling legislation and the BID Plan.

bold approach is needed to ensure Northampton's essence, prominence as a destination and continued growth. An increase in panhandlers, more vacancies in storefronts, a lack of maintenance, the struggles of the Academy of Music, and decline in retail and restaurant market share have raised a red warning flag. Rather than ride on the reputation of Northampton's vitality, a group of property owners have taken the leadership in developing a vision for downtown Northampton's future and the mechanism for implementing it. Northampton has always been proactive in developing its own path, and intends to drive its own destiny.

A BID will provide the supplemental programs and management necessary to maintain and enhance Northampton's prominence in the region.

### **HERE'S HOW:**

#### **BID programs are a cost effective way to tackle common issues and respond to specific needs.**

The BID addresses issues and concerns that are common to all property owners within the district such as enhanced maintenance landscaping, seasonal lighting and marketing, events, and promotional activities that benefit the district and businesses as a whole. Through a collective effort, the BID can provide supplemental maintenance and marketing that no one property owner could cost effectively undertake, with dramatic results.

#### **A BID is flexible.**

The BID allows for programs to be developed that respond to specific issues within the district. For example, BIDs can enhance gateways or address problematic maintenance issues like graffiti, cleanliness in high traffic pedestrian locations, sidewalk streetscapes and alleys. Targeted marketing can promote residential, commercial and cultural venues to specific audiences. The BID can also take the leadership role in partnerships to reduce and address issues like panhandling and homelessness.

#### **A Stronger Position in the Regional Marketplace**

The BID helps brand its location and attractions as one destination in the marketplace. Using the same marketing and management principles used by regional shopping malls, the BID maintains and promotes downtown Northampton as a whole rather than the individual parts. For example, restaurants and cultural venues compete with other attractions in the marketplace for recognition and patrons. Positioned correctly, Northampton's BID can promote a wide range of restaurant and entertainment opportunities that rival any location in the Valley. Northampton has the opportunity to expand its existing reach for entertainment and dining patrons in the region. Small independent retailers and commercial businesses have a stronger presence as part of a vibrant retail hub than standing alone as individual stores. A well-identified business address helps promote commercial locations. Some examples of this would be Church Street Marketplace in Burlington, Vt., Downtown Crossing in Boston, the Inner Harbor in Baltimore, and Bryant Park in New York City.

#### **Advocacy With A Unified Voice**

The BID provides an individual property owner with a strong collective voice on issues that impact the physical, residential, and business environment in the district. Working together, property owners have a more powerful voice to influence action on issues impacting the district and the public policy process.

#### **Predictable Funding for Programs**

The BID provides a predictable funding source to get things done. The guaranteed revenue stream allows the BID Board of Directors and staff to maximize the resources available to the BID and ensure the continuity of services.

#### **Proven Impact on Tenancy and Property Values**

For over 30 years, BIDs have demonstrated proven results for properties within their boundaries. In many cities, properties located within BIDs benefit from improved property values and higher occupancy rates. BID programs have also proven to be effective in maintaining property values and tenants during downturns in real estate cycles.



# EXECUTIVE SUMMARY



## **BACKGROUND**

For 30 years Business Improvement Districts have been active in North America, dramatically changing the face of over 1200 downtowns in large and small cities. Through self imposed fees, property owners have collectively invested in a broad range of programs and services that give their downtowns a competitive edge in the marketplace. BIDS provide services that supplement the things typically provided by the municipality. Historically, these services elements have included:



- Physical improvements
- Supplementing city services
- Improving the downtown marketplace
- Marketing and public relations
- Animation of the street
- Addressing social needs
- Improving access and mobility
- Guiding development.

## **NORTHAMPTON'S BID**

Northampton's new Business Improvement District will provide a comprehensive package of supplemental programs and services that will allow Northampton to expand its prominence as the region's preeminent college town and cultural/dining destination. Downtown Northampton property owners are committed to retaining and enhancing its reputation as an approachable, culturally stimulating and cutting edge place for fashion, entertainment and community life. Property owners are taking the lead in protecting this fragile and precious commodity and investing in a program that will help it to thrive in the face of regional competition.

BID services will create an attractive and safe, well programmed and aggressively promoted destination in which to live, conduct business, shop, dine, and visit. The BID will establish a private nonprofit entity, managed by property owners to deliver services that are supplemental to the basic services provided by the city of Northampton and other organizations. The BID will be a partnership with the City, private property owners, institutions and non-profits with the goal of generating greater profitability through cooperation than any individual property owner can accomplish alone.

The following is a brief description of the BID program components that have been developed to reflect the priorities of property owners, tenants, city officials and other organizations that are stakeholders in downtown Northampton's BID.

## **BASELINE CITY SERVICES**

The city of Northampton has agreed to enter into a Memorandum of Understanding to provide a baseline of municipal services to the BID. Additionally, the City of Northampton will participate in the BID as a member through a “baseline plus” agreement that includes:

- Funding for the BID at \$35,000 annually.
- Financing for capital equipment for maintenance programs
- Dedicated police patrol with the BID
- Municipal Department support for BID events.
- Enhanced snow removal policies.
- Multi-year capital program for street , sidewalk and park improvements
- Street Trees
- Participation in panhandling intervention efforts and ordinances
- Support for the Academy of Music
- Funding for a contract with the BID for trash removal.
- District billing and collection at no cost to the BID.
- Implement bike paths within the district.
- Continue ownership of decorative light poles downtown and to major maintenance or repair to the extent feasible.

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Proposed Northampton  
Business Improvement District



# Program Areas

## **MAINTENANCE AND LANDSCAPING**

The BID will create a CLEAN TEAM to expand on existing maintenance efforts in the downtown. The CLEAN TEAM will provide a visible and effective work force to enhance the general level of cleanliness and attractiveness of the BID. The CLEAN TEAM will provide supplemental maintenance to the entire district, targeting high traffic areas, neglected side streets and other problem spots.

The CLEAN TEAM will:

- Conduct Spring Cleanup program to establish an enhanced level of maintenance



- Sweep sidewalks, remove graffiti, clean tree wells, and lots daily
- Plant, water and maintain landscaping, hanging baskets and planting beds
- Operate power washers, mechanical sweepers, gum removers
- Plant trees
- Provide limited snow removal

The BID will utilize seasonal personnel and sheriff's programs to supplement maintenance efforts in the district.

## **MARKETING**

The BID will execute and brand a sustained, dynamic marketing plan developed for downtown Northampton to provide maximum exposure for BID properties, businesses and attractions. The program will be fully integrated to provide continuity of message, tone, and theme throughout all marketing materials and public relations components.

Key elements of the plan include:

- Branding the district as a destination
- Events – Restaurant Week, WinterLights Festival, Designer Weekend, Open Air Arts Market
- Multi-Media Advertising
- Public Relations

Marketing and public relations activities will target both the consumer and business audience. Consumer marketing activities will position the BID as a destination of choice for leisure activities, and increase sales and patronage of BID attractions, hotels, retail stores, entertainment and dining venues and professional services. Business marketing will promote the competitive advantages of the BID as a location for business, and residential living.

## **PUBLIC SAFETY**

The BID will assume a leadership role in a multifaceted approach to increase the sense of safety and security, reduce crime, homelessness and aggressive panhandling in downtown Northampton.

The elements to successfully implement a public safety effort will include:

- Leadership – the BID will chair a working committee on Public Safety
- Public Education - Promote homeless services and public safety initiatives
- Enforcement – Beat patrols and implementation of solicitation ordinance
- Social Services – Coordinate with social service efforts to provide seamless services



## **PARKING AND TRANSPORTATION**

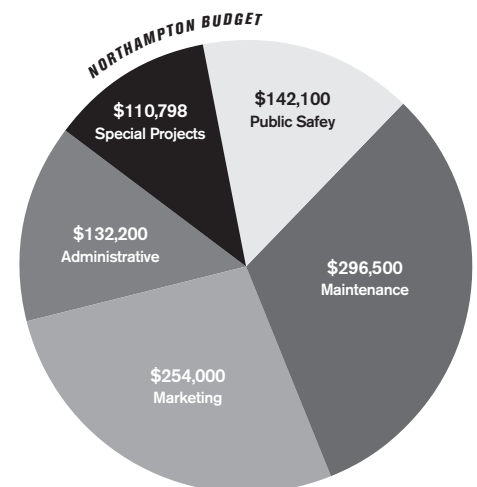
Accessible, affordable and convenient parking and transportation is essential for downtown Northampton. The BID will develop parking promotions and long-term strategies to utilize existing parking and prepare for future parking demands.

These efforts include:

- Promotion
- Customer Friendly Parking Education and Enforcement
- Improved Signage
- Plan for Additional Parking

Additionally, the BID will undertake improvements to alternative modes of transportation including

- Improved pedestrian access
- Bikeways
- Cab/Valet Service
- Trolley/Transit Service
- 



# Administration and Management

The BID Board of Directors will establish policy and budgets for the BID. Daily operations will be managed by BID staff and contracted vendors. The BID will maintain office space, equipment and general staffing to support the administrative operations of the BID.



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# OPERATIONS PLAN



Northampton's Business Improvement district will provide a package of supplemental services that will ensure a well maintained, attractive downtown that is aggressively promoted as an ideal place to live, conduct business, shop and visit. The BID is a legal non profit entity, managed by property owners, organized to provide services that supplement the basic services provided by the city and other organizations. The BID will be a partnership with the city, private property owners, institutions and non- profits with the goal of generating greater profitability through cooperation than any property owner can accomplish alone.

Over the last several months the BID Steering Committee has conducted community forums, focus groups and property owner meetings to determine programs and the budget priorities. The program areas for the Northampton BID are Maintenance and Beautification, Marketing and Events, Public Safety and Parking/Transportation Improvements.

## Maintenance/Beautification Program

### **OVERVIEW**

The BID Maintenance program will provide a range of services to ensure high quality maintenance and the attractiveness of the BID target area. As a start up program the BID will focus on gateways, sidewalks, streets, public spaces, parking lots, and high traffic trouble spots in the target area. The maintenance programs will be supplemental to the general maintenance efforts of the Departments of Public Works. The BID maintenance program will address details that currently are neglected or inconsistently addressed, and provide the coordination to fully leverage all available resources to create a clean and attractive environment in the target area. The BID will create a "CLEAN TEAM" maintenance crew to clean and manicure the BID.

### **GOALS**

1. Create a cleaner more attractive environment in the BID.
2. Centralize the reporting of maintenance issues for more efficient problem solving.
3. Supplement City services with CLEAN TEAM personnel to enhance public spaces in the target area.
4. Create beautification opportunities to enhance the appearance of the BID district.

### **MAINTENANCE PROGRAM COMPONENTS**

**CLEAN TEAM** Clean Team maintenance and supervisory personnel will be contracted through a private vendor. Smaller BIDS find that contracting with an outside vendor, at least initially, decreases training and insures adequate staffing. The CLEAN TEAM personnel will be assigned and outfitted to work exclusively in the BID target area. The BID management will oversee the execution of the CLEAN TEAM program.

The CLEAN TEAM will be deployed in the BID and will supplement existing maintenance services provided by the City. The CLEAN TEAM crew will be responsible for sweeping sidewalks and curb lines, litter pickup, weeding and cleaning tree wells, graffiti identification and removal, plantings and maintenance, pressure washing sidewalks, limited snow removal, and response to emergency maintenance problems. The CLEAN TEAM will also be trained in crime reporting and hospitality. Although not its primary focus, the CLEAN TEAM will provide a helpful and knowledgeable presence.

The CLEAN TEAM will be assigned to beats throughout the district. Maintenance personnel will wear distinctive, comfortable, and durable uniforms, which will make them identifiable as BID personnel.

**MAINTENANCE PROGRAM DEPLOYMENT**

**INITIAL CLEAN UP BLAST** The BID will undertake an initial clean up of the BID to thoroughly clean the entire district, streets, walks and lots in coordination with the City of Northampton. This initial, highly visible campaign will set the standard of cleanliness from the beginning of the program. Once completed, the CLEAN TEAM will vigorously patrol the cleaned area daily to maintain the level of appearance. It is a proven fact that a clean location earns more respect than a dirty one. The event will be publicized for maximum media exposure for the city of Northampton and the BID. Basic cleanup will include:

WORK	SCHEDULE	EQUIPMENT
Blow downtown lots and walks into areas reached by City sweepers	Weekend and early morning	Blowers/sweepers – city sweepers
Steam clean sidewalks	Seasonal / as needed during business hours	Steam cleaner
Remove, repair, replace tree grates clean tree wells	Initial cleanup	Shovels, mulch
Paint poles as needed	Initial cleanup	Paint, brushes

**ONGOING MAINTENANCE PROGRAM** Clean Team Maintenance Crew will be assigned sectors throughout the BID. Criteria used to make assignments will include relative public use and need for service. The Clean Team will be deployed between the hours of 8:00 AM and 3:00 PM five (5) days a week or as required by the BID. The early starting time will aid in cleaning downtown prior to the arrival of most office workers. The CLEAN TEAM will be accessible and solve problems within the district.

**CLEAN TEAM PROGRAM:**

- **Sidewalks, Parking Lots and Gutters:** Provide litter control five (5) days per week in the coverage area, including removal of all litter from property line to curb line, including bus shelters, under benches, under trash receptacles etc. Clean Team shall properly remove, to the designated area, all collected debris.
- **Tree Wells:** Clean Team shall remove all litter from tree wells and assure proper disposal.
- **Graffiti Removal:** Clean Team will promptly remove all graffiti and postings from all unauthorized surfaces within the coverage area as requested.
- **Private Property and Vacant Lots:** Clean Team will report graffiti and other environmental and code enforcement and safety issues within their routes to the designated contact.

- **Trash Receptacles:** Clean Team will empty and clean and properly dispose of trash from all designated trash receptacles within the coverage area.
- **Snow removal:** Clean team members will be assigned to snow clearing activities as the available manpower will permit. Priority will be given to handicap ramps and drains.
- **Planting and Watering:** Clean team members will install, maintain, and water seasonal plantings provided by the BID throughout the season.

WORK	SCHEDULE	EQUIPMENT
Pick up litter	Daily	Brooms, Madvacs, dustpans, garbage bags, gloves
Clip tree wells	Seasonal/weekly	Clippers, weed eaters, garbage bags, gloves
Clean out tree wells	Daily w/o grates Monthly w/ grates	Tool sets, mulch, bags, wood for props, gloves
Pressure wash sidewalks	Monthly/Seasonal	Pressure washer, degreaser
Operate mechanical vacuums	Daily	Mechanical vacuum, gas
Shovel snow (crosswalks, handicapped areas)	Seasonal/ as necessary	Shovels, buckets, salt, gloves, snow/plows- blowers, ice melt
Remove Graffiti	Year round, as necessary	Putty knives, graffiti remover, sodium bicarbonate, power washer, rags, gloves, paint
Municipal Parking Lots	Year round	Brooms, dust pans, madvac, garbage bags, putty knives, graffiti removal equipment
Street sweepers	Seasonal	Sweepers
Traffic pole, etc, painting	Seasonal/ as necessary	Paint, paint brushes, putty knives, wire brushes

### **LANDSCAPE BEAUTIFICATION PROGRAM DEPLOYMENT**

The Northampton Landscape Beautification program will have three aspects: Trees, lawns and flowers.

#### **• PHASE 1**

**Lawns** Green grass is an important component of a beautiful landscape. The CLEAN TEAM will fertilize all lawn areas with fertilizer and crabgrass prevention.

**Trees** The BID will replace street trees with appropriate urban tree selections capable of withstanding salt and urban conditions. The BID will begin the program by replacing missing trees and add trees where there are none. The BID will coordinate with the city forester and grant programs to maximize tree planting efforts in the downtown. Trees will be phased in over a three-year period, as funds are allocated to the tree planting effort.

**Flowers/plantings** The BID will develop a detailed year one planting plan for the BID that includes hanging baskets and window boxes, planter groupings at gateway locations, perennial planting beds and winterscapes for sidewalks, parking lots, alleyways and other public locations. Plantings will include seasonal plantings for spring and summer to insure continuous color throughout the season into the fall. Winter plantings will include evergreens and other materials to create a winterscape in planters. Dead plant materials will be removed for the winter season.

## • PHASE 2

**Lawns** Evaluate grass/muddy locations for stress due to salt and lack of water . Replace or repair as needed.

**Trees** Prune trees.

**Plantings** Evaluate and install larger scale planting programs such as planting on media strip on Main St.

**Pulaski Park** Evaluate and install Pulaski Park improvements in cooperation with the city of Northampton.

### **LOGISTICS & EQUIPMENT**

The primary equipment to be used by the Clean Team is brooms and dust pans for daily, manual sweeping and special equipment such as a TENNANT sidewalk sweeper, MADVAC 101, and watering equipment. Additionally, on a regular basis, crewmembers will mechanically sweep and pressure wash highly trafficked sidewalks.

#### **Uniforms**

Uniforms for the Clean Team will be selected based on comfort, durability, color and appearance. The Northampton BID logo will be displayed on CLEAN TEAM uniforms and equipment.

In the words of Paul Levy, Executive Director of Philadelphia's Center City District,

*“Cleaning the sidewalks is 50% of the job—  
the other 50% is being seen cleaning the sidewalks.”*

#### **Summertime uniforms will include:**

- 3 short sleeved, shirts approved by the BID
- 3 pairs of cotton pants
- 2 baseball style caps

#### **Wintertime uniforms will include:**

- 1 pair of coveralls
- 1 quilted vest
- 1 jacket
- 2 pairs of gloves (rubber / breathable).

Rain gear and windbreakers, and winter clothing will also be provided. Uniforms will be provided by the contractor and will be customized with the district logo.

### **SUPPLEMENTAL MAINTENANCE RESOURCES**

The BID will identify additional maintenance program resources to enhance regular personnel. Supplemental resources will be targeted for special projects or seasonal efforts. These programs may include: painting fire hydrants, traffic boxes, parking meter stems; removal of stickers, flyers, outdated posters; alley way and entrance cleanups; landscaping and beautification programs etc. The BID will provide the scheduling and oversight of supplemental maintenance programs and personnel to maximize the efforts of this type of available labor.

Sources may include: court ordered community service participants, Summer Youth Programs, Department of Correction |pre-release program, and volunteer groups, etc.

***CAPITAL IMPROVEMENTS***

The City of Northampton will invest in capital improvements that enhance the maintenance of the target area. These include additional trash receptacles and equipment as described in the Operations Plan and Memorandum of Understanding.

***LONGER TERM PROGRAMS***

The Northampton BID will evaluate the opportunity to develop a training program in cooperation with homeless service providers and other appropriate social service agencies. Trainees will supplement maintenance staff and undertake special projects or assist in maintenance during periods of increased activity or seasonal cleanup and beautification efforts. Modeled after similar programs in Philadelphia, the training program is one approach to address the impact of homeless and panhandling. Trainees receive basic maintenance and landscaping skills training and provide additional manpower for BID maintenance and landscaping services.



**MARKETING**



## **OVERVIEW**

The BID will execute a sustained, dynamic marketing plan developed for downtown Northampton to provide maximum exposure to the BID members, businesses and attractions. The program will be fully integrated to provide continuity of message, tone, and theme throughout all marketing materials and public relations components.

The Northampton BID will undertake marketing and public relations activities to build on its reputation as one of the great college downtowns in New England. The Northampton BID will assume responsibility for several successful marketing programs such as Holiday Lighting and Restaurant Week, currently undertaken by volunteer groups or other organizations.

Visitor/ Tourist Destination marketing and the Visitor Center Operations will continue to be provided by the Greater Northampton Chamber of Commerce.

The BID will work in cooperation with the city of Northampton, Smith College, the Chamber, private sponsors and other organizations on to leverage resources available for marketing and events.

## **MARKETING PROGRAM**

### **Goals**

- Create visibility and acceptance for the new BID.
- Brand the BID as a destination.
- “Sell” the BID attractions, businesses and residential locations.
- Enhance linkages between businesses, academic, and cultural and entertainment venues within the BID.

### **Objectives**

- Increase the number of visitors and expenditures in the BID from within the Pioneer Valley as evidenced in top line results for downtown businesses and attractions.
- Enhance employee and resident experience.
- Enhance the visitor experience.
- Increase occupancy for retail, office and residential opportunities.
- Promote award winning attributes of downtown Northampton.
- Enhance and add special events and entertainment programs.
- Create business promotions geared to increase customers and tenants.
- Increase cross-promotional opportunities with attractions, restaurants, shopping, transportation, office, institutional attractions, and cultural and entertainment venues.
- Develop ongoing public relations opportunities to promote the BID.
- Maximize and leverage public and private resources available for marketing.

## ***POSITIONING***

The BID Marketing and Public Relations Program will position the BID as a dynamic dining and entertainment destination, a livable, walkable downtown with an interesting mix of independent retailers. The pedestrian scale and available commercial and residential space make downtown Northampton an attractive location to live and work. The marketing program will be designed to reinforce the BID as a vibrant place for visitors, employees, tourists, residents and shoppers. Marketing will reinforce the scale, attractiveness and livability of the downtown and the “buzz” as a business and entertainment hub.

## ***TARGET CUSTOMERS***

Past retail marketing analyses have revealed that most visitors to Northampton’s downtown come from the primary market area defined as Northampton, Easthampton, Hadley, Hatfield, Southampton, Westhampton and Williamsburg. The secondary market area is the remaining towns of Hampden, Franklin and Hampshire counties.

The area demographics indicate that the potential customers of the BID are:

- Mostly white;
- Aged 18-95 with a concentration on 18-54;
- Spread across all income groups;
- Slightly more female than male;
- Well educated;
- Employed;
- Spend increasing amounts of time commuting;
- More than 60% live in family households; less than 34% are single and living alone;
- A high percentage of primary market families have two working parents;
- 10-15% of households are single parents households;
- 40% have children under 18, and the four most affluent towns in the market area have a higher percentage of households with children under 18.

Visitors’ surveys reflect comparable demographics for tourists.

The BID will employ tactics to attract as many potential customers from the primary and secondary markets areas as possible, spanning a wide range of ages and income levels. The BID offers enough variety in dining, shopping, arts and entertainment, and a lively street environment for strollers to support this approach.

## ***MARKET RESEARCH***

Ongoing customer research will be conducted to refine targeted customers and develop customer mailing lists and email information.

# The Brand

The American Marketing Association (AMA) defines “brand” and Brand Image as the following:

**Brand = A name, term, design, symbol, or any other features that identifies one seller’s good or service as distinct from those of other sellers.**

**Brand Image = The perception of a brand in the minds of persons. The brand image is a mirror reflection (though perhaps inaccurate) of the brand personality or product being. It is what people believe about a brand – their thoughts, feelings, expectations.**

The BID will capitalize on opportunities to piggyback on Northampton's current brand image and brand for several reasons. First, downtown Northampton is synonymous with the concept of Northampton. By using the same brand the BID will avoid confusion, and leverage the collective marketing efforts already underway.

The BID brand will "reflect downtown Northampton's competitive attributes, is contemporary, cool, positive and upbeat. It exudes quality and is approachable without feeling pretentious or expensive". The brand leverages the assets of the downtown that feature its concentration and mix of dining, shopping, arts and entertainment, recreation and natural physical beauty. Finally, the brand reinforces the theme that was expressed repeatedly through the planning process -that downtown Northampton is approachable, walkable and welcoming.

## Marketing Tactics

The following marketing tactics will be executed in the first three years of the BID.

### **TACTIC 1- BID LAUNCH**

- Introduce new Logo and Tagline.
- Create media opportunities to announce the BID and its programs.
- Host a "Grand Opening Event" to celebrate launch of services.

### **TACTIC 2- INTRODUCE MARKETING PLAN CONCEPT**

Execute a set of actions to unite and energize the downtown community around the necessity and benefits of collective marketing and a strategic marketing plan.

Introduce marketing plan to stakeholders, downtown community, tourism and hospitality community at a kick off event as part of the BID Launch program.

Communicate to BID members and other stakeholders monthly to keep them informed of marketing plan execution, invite input, and share results.

### **TACTIC 3 - LAUNCH MARKETING PLAN**

Launch BID Marketing Plan in conjunction with the Northampton Chamber of Commerce GIFT CARD promotion. The BID will promote the GIFT CARD to increase visitors to the BID and downtown attractions. The promotion campaign will have three components:

- Print advertising (Daily Hampshire Gazette and Wilbraham – Hampden Times).
- Radio Advertising
- Movie Screen at Showcase Cinemas
- \$100 Gift Card Giveaway Drawings for gift card purchasers held periodically throughout the campaign.

#### **TACTIC 4 - EVENTS**

Execute four events to attract visitors to the Northampton BID. New events will be phased into the BID marketing calendar over the next several years.

**Restaurant Week** The BID will assume responsibility for the execution and promotion of Restaurant Week in the Northampton BID. The BID will work to develop cross-promotional opportunities with BID retailers.

**Winter Lights Arts Festival** Create a winter decorative lighting plan for the BID including holiday lighting, architectural lighting of buildings, light banners to illuminate a winter season to create a special winterscape in the BID. The Festival will be complimented with a performance series held in various BID entertainment venues. The Festival will be promoted by the BID to draw visitors to downtown Northampton for a variety of leisure activities.

**Northampton Designer Weekend** The Designer Weekend will attract customers to the shops and galleries whereby merchants have special appearances by designers, artists or special suppliers with samples, fashion shows and or special merchandise. Restaurants could also participate with chef appearances and “designer” specials.

**Northampton Open Market** The BID will develop a seasonal Open Market like Boston’s South End Open Market ([southendopenmarket.com](http://southendopenmarket.com)). The Open Market will offer the opportunity to meet artists, vendors and farmers behind the ever-changing group of vendors every Sunday from May through October. The Market would host a variety of quality vendors offering hand crafted items, original art, housewares, bakers, local produce, and much more. The Open Market will bring new and expanded customers to downtown Northampton who will then explore other offerings in the BID. The Open Market concept has been in operation in Boston’s South End for four years and has proven to be highly successful in cultivating a growing artist community. It is expanding into Providence in 2007. Northampton is the logical next community for the Open Market concept to expand based on its strong artist and creative community.

#### **TACTIC 5 - BID WEBSITE**

Develop a Northampton BID website designed as the “go to” web destination for anyone curious about events, promotions, residential and commercial opportunities and news about downtown Northampton. Create links to the Chamber and individual attractions and venues within the BID.

Create a posting portal with uniform standards for BID participants hosting an event, offering a special, introducing a new product line or service, announcing available space, etc. to post information on the website.

Collect customer information to develop marketing lists for direct print and email and ongoing customer research.

#### **TACTIC 6- MULTI- MEDIA ADVERTISING CAMPAIGN**

Execute several multi-media marketing campaigns throughout the year based on promoting the “marketing and events calendar” of events, promotions and other activities. The purpose of the campaign will be to create a sustained and systematic approach to marketing the new and ongoing event, commercial and promotional opportunities for the BID.

The campaign will involve:

- Print advertising in the Daily Hampshire Gazette, the Republican
- Radio advertising on WRNX, WHYN FM and WRSI.
- Movie Screen at Showcase Cinemas and Academy of Music (if available).
- Direct e-mail.
- Public Relations.

### **TACTIC 7 – PUBLIC RELATIONS**

Execute a Public Relations Plan to inform media and stakeholders of BID events, promotions, milestones, trends and other information relative to programs and issues impacting the BID.

- Develop newsworthy articles about the BID, events, businesses and other topics of interest to be released to media
- Develop a media list that includes news organizations throughout the primary and secondary market areas as well as trade media relative to BID businesses and attractions.
- Coordinate with the Chamber and regional convention bureaus to reinforce press releases about BID events that are relevant to travelers and tourists.

### **TACTIC 8 – CUSTOMER DATABASE**

- Collect customer email addresses to develop a specialized customer database for communications and dissemination of information and promotional opportunities.
- The database will be used to develop an e-newsletter.
- The shared customer database will be developed pooled from all downtown merchants.

### **TACTIC 9 – BRAND LEVERAGING THROUGH BUSINESS ADVERTISING**

The BID will distribute the Northampton brand with guidelines via a CD to all merchants to use with their own advertising and press releases to leverage the brand for broader awareness and stronger brand image.

### **TACTIC 10 – SPECIAL PROMOTIONS**

- Develop a reciprocal benefits program for downtown employees providing discounts, appreciation events and awards.
- Develop special student oriented promotions aimed at Smith and area college students.

### **TACTIC 11 – MARKETING BENCHMARKING**

- In addition to the general benchmarking that the BID will undertake (see Benchmarking section), the BID will measure the effectiveness of marketing programs through these mechanisms:
- Quarterly surveys of all downtown merchants to track top line results, trends and anecdotal information about customer composition and behavior.
- Attendance at downtown events.
- Number of email addresses collected for database.
- Websites statistics.
- Gift card purchases and use.
- Visitor surveys.

### **TACTIC 12 – MARKET ANALYSIS**

The BID will utilize benchmarking information and other research to undertake a market analysis for the BID as an effort to continue to understand and define the BID customer base to identify opportunities and strengthen marketing efforts.

### **TACTIC 13 – EXPANDED BUSINESS HOURS**

Evaluate the feasibility of expanding business hours for some evenings to leverage the combination of dining, shopping, and strolling in order to attract evening shoppers.

### **TACTIC 14 – STREET PERFORMANCE SERIES**

Develop a program to encourage and support quality street performances. The purpose of smaller scale performances such as musicians, singers, etc. is to create a changing palette of activities that requires a minimum of infrastructure to support its execution.

***TACTIC 15- COMMERCIAL AND RESIDENTIAL MARKETING***

Develop a strategy to promote available commercial and residential living opportunities within the BID, working with area real estate brokers, the Chamber of Commerce and property owners. The program may include:

- Real Estate Inventory on Website
- Advertising and Outreach to target tenant/business groups
- Open houses and FAM trips





# PUBLIC SAFETY



## **OVERVIEW**

The sense of personal safety has an enormous impact on the comfort of residents, employees and visitors. The ability to make an area inviting and safe is the bedrock of any successful downtown. While Northampton is generally considered a safe and welcoming community, several troubling and difficult issues negatively impact its sense of safety and security. The City of Northampton, Chamber of Commerce and local residents and businesses work continuously to develop an ongoing educational and comprehensive homeless services campaign, coupled with enforcement and ordinances. The BID will take a leadership role in managing downtown strategies as they relate to public safety, working in close cooperation with the City of Northampton, social service agencies and other interested groups in a collaborative, cohesive, coordinated and adaptive manner.

## **PUBLIC SAFETY PROGRAM**

The BID acknowledges that Northampton's public safety and panhandling issues are complex and require a multifaceted approach to be successful. The goals of this program are to increase the sense of safety and security, reduce crime, homelessness and aggressive panhandling. The program will also coordinate with regional homelessness initiatives currently underway. These topics were the unanimous priorities at all BID planning sessions and focus groups. Four elements are needed to successfully implement a public safety effort in the Northampton BID:

- Leadership
- Public Education
- Enforcement
- Social Services

## **LEADERSHIP**

The BID will provide the leadership for a working committee on Public Safety in downtown Northampton. A committed group of public sector representatives, service providers and businesses will meet periodically to discuss public safety concerns. The BID will assume the role as driver to coordinate the various committee activities to keep efforts moving forward.

## **PUBLIC EDUCATION – MAKE A CHANGE PROGRAM**

The BID will coordinate an educational marketing campaign to promote homeless programs available in Northampton, and the importance and effectiveness of donating directly to service programs rather than to panhandlers. The new marketing approach will reestablish the MAKE A CHANGE program and will include:

- Press releases
- Advertising
- Newsletters
- Website articles
- Homeless Services Cards
- Letters to the Editor
- Direct Mail to Businesses
- New marketing materials including canisters, posters, cards and other materials
- Direct deposit MAKE A CHANGE accounts for local businesses
- Install MAKE A CHANGE meters to collect donations on street.
- Police Enforcement Assistance Brochures for business

## ***ENFORCEMENT***

Consistent, routine police presence in the BID is critical to enhancing an overall sense of security in downtown Northampton.

**Establish Beat Police Patrol** The BID will work with the City of Northampton to establish beat patrol officer dedicated to the BID. Downtown businesses feel strongly that establishing a personal relationship with police officers who regularly and routinely patrol the BID is the most effective way to reduce crime and “nuisance” issues in the BID.

**Commercial Solicitation Ordinance** The BID will work with the City of Northampton, Public Safety committee, Social Service programs and other stakeholders to implement a commercial solicitation ordinance based on successful models such as Denver and Atlanta, to reduce panhandling and aggressive solicitation in the BID.

## ***SOCIAL SERVICES***

The BID will participate on an existing social service advisory/coordinating group in regular meetings to coordinate service activity and to identify any service and funding gaps. The group will include Homeless Outreach Workers, Veterans Agents, ServiceNet, the Chamber, businesses and other interested providers. The BID will coordinate with regional homeless services committees.

## ***LONG TERM***

**Ambassador Program** - The BID will evaluate the interest and feasibility of establishing an Ambassador Program designed to serve as a “soft security” and hospitality program. Ambassadors are uniformed, trained individuals who are actively on downtown streets to greet, guide, and assist visitors and customers. They provide information, and assist police by being additional eyes and ears on the street. Ambassador programs are very successful in other BIDs and prove to be a cost effective way to increase security and hospitality programs within the district.





# PARKING AND TRANSPORTATION



## **OVERVIEW**

Adequate, accessible and convenient parking and other means of transportation is a challenge in downtown Northampton. The BID will undertake programs to enhance, promote and expand available parking in the district and explore alternative modes of transportation with the BID.

## **PARKING PROGRAM**

**Promotion** The BID will develop parking promotions to educate the customer about parking options and promotions in downtown Northampton including:

**Parking maps and Parking Promotions** The BID will develop promotional Parking maps and promotional opportunities as part of special marketing events in the BID.

**A Customer Friendly Parking “Grace Period” Program** developed in conjunction with Northampton parking enforcement officers to educate violators of parking infractions and create an atmosphere that encourages compliance with parking regulations, yet allows latitude in ticketing policy.

**Signage Improvements** to direct visitors to available parking.

## **LONG TERM**

**Additional Parking** New parking facilities are needed in downtown Northampton to service current and future demand.

**New Parking Facilities** BID will work with the City of Northampton to site new parking facilities in the downtown.

## **ALTERNATIVE TRANSPORTATION**

The BID will work with the City of Northampton, transit officials, and private businesses to develop and expand upon alternative modes of transportation to bring visitors to downtown Northampton and positively impact traffic and circulation including:

**Pedestrian Access** Improve pedestrian access in and around the BID including improved lighting, sidewalk repairs, enhanced crosswalk visibility. The BID will work with the City of Northampton and planned maintenance in the BID to ensure improved pedestrian circulation in the BID.

**Bikeways** Support the development and promotion of bikeways and trails as a way to access downtown Northampton.

**Cab Service/ Valet Service** Businesses providing Cab and Valet Services to downtown Northampton offer a creative way to minimize parking congestion and traffic in the downtown, particularly during peak periods on weekends and evenings. The BID will work with local businesses to expand and these types of services to visitors.

## **LONG TERM**

**Trolley /Transit Service** The Bid will explore the feasibility and effectiveness of Trolley and /or Transit Service in cooperation with the PVTA and City of Northampton.



# ADMINISTRATION AND MANAGEMENT



The BID will establish office space within the district and will engage the necessary management staff to administer the BID in a professional and cost effective manner. The BID will operate under the direct control of an 11-person Board of Directors. The Board of Directors will be responsible for staff management, establishing fund accounts and internal controls. Monthly financial reports will be provided to the BID.

### **STAFFING AND SUPERVISION**

The Northampton Business Improvement District will maintain a small professional staff to oversee the implementation and management of services and programs with the district. The Northampton BID staff will be charged with the following responsibilities:

#### **Executive Director**

- Preparation of the Financial Plan for review and approval by the BID Board.
- Arrange for the collection and disbursement of the BID fees, and all other charges, fees, and revenues of the BID.
- Establish procedures necessary to perform the functions called for under the Financial Plan and budget.
- Management of the day to day operations of the board, its employees, and contractors.
- Hiring of employees, agents and contractors as are needed to perform its function for the BID.
- Negotiate agreements with public and non profit BID members.
- Handle requests, communication, and correspondence with elected officials and city agencies.
- Hiring and supervision of all staff.
- Along with Chairman, serve as primary spokesperson for the BID.
- Ensure all requirements of MA General Law Chapter 40 O are met.
- Administers the daily accounting requirements and internal controls.
- Coordinates contact with the Northampton Treasurers office.
- Maintains an internal set of records on fee payments, delinquencies and collections.
- Manages Clean Team vendor including employee training, evaluations and coordination with vendor.
- Approves purchase orders, oversees inventory control.
- Researches and evaluates equipment needs, recommends vendors.
- Coordinates preparation of annual budget.
- Organizes base office.

#### **Marketing Manager**

- Manages media/public relations for BID.
- Develops communication materials for BID members and public.
- Website
- Event Coordination
- Manages media and cross promotional advertising programs.

# Financial Management

## **COLLECTION AND BID REVENUE**

### **Private Properties in Business Improvement District**

A BID fee structure will be established as part of the formation process for the BID.

The City of Northampton Tax Collectors Office will bill and collect the BID fee from properties within the BID and transfer the fee in its entirety to the BID. The BID will establish separate bank accounts and bookkeeping records.

The City of Northampton will provide the BID with monthly reports on property owner payments and delinquencies.

### **Public Property Owners**

**City Memorandum of Understanding** The City of Northampton will provide funds and services to the BID through a Memorandum of Understanding. The MOU will describe the baseline of city services of key city departments, as well as cash and in-kind financial contributions from the City as a property owner member of the BID.

**State/ Federal Properties** State or Federally owned properties are included in the BID and will be asked to financially participate through contracted agreements with the BID.

**Non-Governmental Tax Exempt Property Owners** Tax exempt property owners will participate in the BID through negotiated agreements.

## **ACCOUNTING PROCEDURES**

All BID bank accounts and bookkeeping records will be maintained separately. All bank related decisions, i.e. opening and closing accounts, securing loans and lines of credit, investments etc. will be the responsibility of the BID professional staff under the direction of the BID Board of Directors.

The BID Board of Directors will receive a monthly financial report detailing financial transactions, budget, and program activities. Additionally, an annual financial report will be provided to BID members, the Northampton City Council and Mayor.

## **PROFESSIONAL SERVICES**

The BID will retain professional services as appropriate including legal, accounting and other services required to implement the approved BID plan.

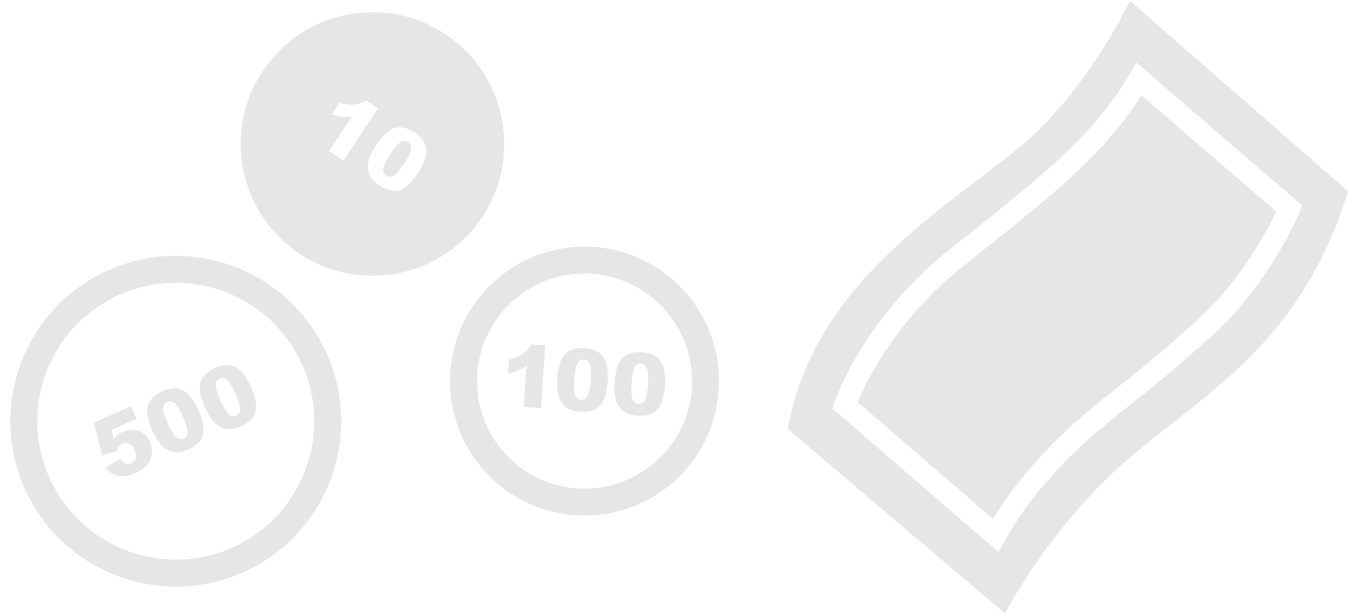
The BID will retain a local accounting firm to provide services as needed including management advisory services, preparation of year end completion, tax filings and bookkeeping services as appropriate.

## **INSURANCE**

On behalf of the BID, the following insurance coverage will be provided by the BID or its contracted vendors:

- Commercial General Comprehensive Liability Insurance (\$1,000,000). Umbrella coverage if appropriate (\$2,000,000).
- Workers Compensation and Employers Liability Insurance
- Professional Staff Insurance – health, dental, life and disability
- Officers and Directors' Insurance ( \$1,000,000).





# BID FEE STRUCTURE



# BID Fee Structure

The following fee structure is proposed after careful consideration and input from a variety of property owners within the proposed district. Initially 6 different financing plans were considered. The fee structures analyzed participation based on assessed valuation, types of use, zones of influence, square feet and classification of use. The goal was to propose a fee structure that would be considered equitable and allow the greatest opportunity for property owners to participate in the BID. Property owners generally supported a fee structure that is based on a combination of assessed value as a base with consideration for unique classification of use. The proposed formula is as follows:

- All private and public properties are included in the Business Improvement District with the exception of residential condominiums and single family residences.
- Commercial Properties will have a fee structure based on a calculation of their assessed value multiplied by .005 on any individual property within the BID.
- Hotels have a fee based on \$100/room/year plus \$1.00 per square foot of commercial space.
- Cultural and entertainment venues will have a fee of \$1,000 per year.
- Residential apartments will have a fee of \$100/unit /year plus \$1.00 per square foot of commercial space.
- Public and tax exempt properties will have a fee based on negotiated agreements, including contributions of either cash or in-kind services.



BUDGET



**NORTHAMPTON BUSINESS IMPROVEMENT DISTRICT PROPOSED BUDGET**

<b>INCOME</b>	<b>CASH</b>	<b>INKIND</b>
Fee for services	\$675,598	
Public exempt-cash	\$30,000	
Public exempt- in kind		\$130,000
Donations and sponsorships	\$25,000	
non -profit- cash	25,000	
non- profit in-kind		50,000
<b>TOTAL:</b>	<b>\$755,598</b>	<b>\$180,000</b>

<b>EXPENSES</b>	<b>PROGRAM COSTS</b>			<b>PROGRAM COSTS</b>	
	<b>PUBLIC SAFETY</b>	<b>P. S. IN KIND</b>	<b>MAINTENANCE/ LANDSCAPING</b>	<b>MAIN. IN KIND</b>	<b>MARKETING/PR</b>
<b>Personnel costs</b>					
salary, taxes, benefits, and contracted services	\$25,000	\$80,000	\$165,000		\$20,000
insurances					
<b>PROGRAM COSTS</b>					
Capital Improvement/reserve	\$10,100		\$15,000		\$12,000
<b>Events</b>					
Training	\$2,500	\$2,000	\$5,000		
<b>Education</b>					
Equipment ( year one cost)		\$5,000	\$5,000	\$30,000	
<b>Furniture and Fixtures</b>					
Maintenance / Repair			\$12,000		
Office expense/overhead			\$12,000		
Professional fees/ consultants					\$7,500
Postage	\$2,000				\$3,000
Publications/professional memberships					\$2,000
<b>Rent / Utilities</b>					
<b>Parking/Transit</b>					
façade grant program					
Landscaping			\$35,000		
Make a Change Program	\$10,000				
marketing					\$75,000
advertsing					\$85,000
<b>Winterlights lighting program</b>					
Supplies	\$3,000		\$7,500	\$5,000	\$3,000
<b>Telephone/fax/internet</b>					
Uniforms			\$2,500		
Travel					\$1,500
Misc.	\$2,500		\$2,500		\$5,000
<b>TOTAL BUDGETED EXPENSES:</b>	<b>\$55,100</b>	<b>\$87,000</b>	<b>\$261,500</b>	<b>\$35,000</b>	<b>\$214,000</b>



## ***BUDGET ASSUMPTIONS***

The following budget income and expenses are based on a one year stabilized budget. The budget is divided into program expense areas by cash and in-kind contributions to the BID to illustrate how different sources of revenue may contribute to the overall execution of the BID plan. The budget is subject to revision upon final approval of fee structures and participation by property owners.

The budget also assumes the BID will operate as a stand alone entity and will not share office space or expenses with other organizations.

## ***INCOME***

**Property Fee for Service** total revenue that will be collected through the BID fee structure from private properties. Budget assumes 78% participation by property owners.

**Public Exempt** Cash - voluntary revenue generated from publicly owned properties within the BID.

**Public Exempt** In Kind –value of in kind contributions provided to the BID.

**Donations and Sponsorships** Value of donations and sponsorships by non property owner businesses, grants and corporate sponsors.

**Interest** Income based on anticipated cash flow.

## ***EXPENSES***

**Personnel** Personnel will be contracted by the BID.

**Personnel total for public safety** includes cash and in kind allocations for salaries, taxes, workers compensation, insurance and fringes for police personnel and a percentage of the BID management staff.

**Personnel total for maintenance/landscaping** includes salaries, payroll taxes, workers compensation, liability insurance and fringe benefits for contracted maintenance and landscaping personnel, and supervisor. It also includes a percentage of BID management staff allocated to manage vendors.

**Personnel total for marketing** includes salary, payroll taxes, workers compensation and liability insurance for BID personnel.

**Personnel total for Administration** includes salaries, payroll taxes, workers compensation, liability insurance and fringe benefits allocated to the administrative function of the BID.

**Insurance** includes Directors and Operators Insurance, General Liability insurance for special events, business insurance.

## **PROGRAM COSTS**

**Capital Improvements/reserve** are resources held for project and program development.

**Event** costs are for new BID sponsored events developed over the course of the program year.

**Training** costs are estimated for public safety program personnel, communications, hospitality training and other training as appropriate.

**Education** expenses include allocated costs for professional training for staff and program personnel on best practices in service delivery.

**Equipment** includes office equipment, computers and software, copier/fax/printers/phones, internet, postage meter, and other standard office equipment.

**Furniture and Fixtures** includes office furniture, file cabinets, tables, chairs, projectors and kitchen equipment.

**Maintenance and Repair** include maintenance contracts on computers, office equipment, phone systems and cleaning services.

**Office Expenses** includes the cash and include value for all supplies necessary daily operations i.e. stationery, paper, pens, business cards, calendars etc.

**Professional fees** include annual cash and in kind costs for outside services such as accounting, legal, marketing etc.

**Postage** includes cash and in kind value of estimated cost of daily business mail, fees for bulk mail, permits and mailings, and any official notification required by the BID.

**Publications/memberships** includes the costs of publications of BID programs/results and professional memberships such as IDA, the International Downtown Association.

**Rent/Utilities** included the cost of rent /utilities for the BID office.

Parking/Transit includes special project costs relating to parking programs and the evaluation of transit and alternative transportation programs.

**Landscaping** includes costs associated with landscaping and beautification programs including materials, design and installation.

**Make a Change Program** includes costs associated with the coordination of a program to reduce panhandling and homelessness.

**Marketing** includes the costs of implementing the BID marketing program including special events, marketing and communications.

**Advertising** includes the cash and value of in kind costs associated with advertising and promotion of BID marketing programs and events.

**Winter lights Lighting Program** includes the costs of all holiday and special lighting for a winter season lighting program.

**Supplies** includes all consumables such as batteries, trash bags, first aid kits, brooms, and other incidental supplies for maintenance and public safety programs.

**Telephone/Fax/Internet** includes estimated expenses for local and long distance phone bills for the operation of the BID.

**Uniforms** includes start up uniform costs for maintenance personnel, volunteers etc.

Travel includes anticipated staff travel for conferences, training, meetings etc.

**Miscellaneous** includes small unbudgeted items that may occur throughout the business year.



# BENCHMARKS: MEASURING PROGRESS



The American Management Association defines benchmarking as follows:

*“Benchmarking is a continuous, systematic process for evaluating the products, services, and work process of organizations that are recognized as representing best practices for the purpose of organizational improvement.”*

Benchmarking is about setting goals and measuring progress. The Northampton BID will establish benchmarks to gauge progress and evaluate the effectiveness of programs and services. The benchmarks provide a common set of criteria to be used by the Board of Directors to monitor performance and make programmatic adjustments.

The Northampton BID is thriving center for dining, entertainment, shopping, and education. It has a vibrant residential core and active destination for tourists and regional visitors. The benchmarks will measure several areas including:

**People** One of the most important indicators of a successful BID is found in the people who live, work and visit the area. Benchmarks will evaluate employees, labor-force composition, visitors, residents, customers and other people related activities.

**Dynamic Activities** While people are the ultimate measure of success, there are activities and functions that are measurable and affect the well being of the BID. These benchmarks are based on real estate activity such as absorption and vacancy rates for office, retail, hotel and sales. Other measures include the frequencies and attendance at arts and cultural activities, residents, educational institutions and student activities and entertainment and dining venues.

**Livable Places** Benchmarks will measure cleanliness, accessibility, safety, and other amenities. Making a place feel inviting, safe, and clean are prerequisites for setting the stage for a broad range of activity to flourish.

**Organizational Effectiveness** The BID will measure its effectiveness through approval ratings by stakeholders, media support, board participation, and member satisfaction.

Additional benchmarks may be established by the Board of Directors as deemed necessary.

# ADDENDUM



**MEMORANDUM OF UNDERSTANDING by and between  
the CITY OF NORTHAMPTON and  
NORTHAMPTON BUSINESS IMPROVEMENT DISTRICT, INC.**

THIS MEMORANDUM OF UNDERSTANDING is made by and between THE CITY OF NORTHAMPTON (the "City"), a body politic and corporate of the Commonwealth of Massachusetts, acting by and through its Director of the Department of Community Development and Planning with the approval of its Mayor, and NORTHAMPTON BUSINESS IMPROVEMENT DISTRICT, INC. ("NBID"), a non-profit corporation organized under the laws of the Commonwealth of Massachusetts and the designated manager for the NORTHAMPTON BUSINESS IMPROVEMENT DISTRICT (the "District"), a Business Improvement District to be established in the City of NORTHAMPTON in accordance with Massachusetts General Laws ch. 40O.

**PRELIMINARY STATEMENT**

Chapter 173 of the Legislative Acts of 1994 was approved by the Governor of Massachusetts on November 7, 1994, to be effective February 5, 1995, as Chapter 40O of the Massachusetts General Laws (the "Enabling Act"), to authorize the creation and operation of Business Improvement Districts ("BIDs").

NBID has been organized and authorized to manage, operate, implement, develop, enlarge, and seek financial support for the District. The District shall be implemented as authorized by the Enabling Act and in accordance with the Improvement Plan, and District members are willing to implement the District if it has the support of the City as set forth in this Agreement.

In furtherance of the purposes of the Enabling Act, which hereby is incorporated by reference, in consideration of the mutual promises contained herein, and for other good and valuable consideration, the receipt and sufficiency of which hereby are acknowledged, the parties hereto agree as follows:

**AGREEMENT**

**Definitions**

Certain terms are defined in the heading and the recitals hereto. In addition to those definitions, as used in this Agreement, the following definitions shall apply:

"Agreement" means this MEMORANDUM OF UNDERSTANDING by and between NBID and the City, and any other agreement amending or supplementing this Memorandum.

"Base Line Services" means the minimum level of the kind and quantity of Basic Services to be provided within the District by the City, as described more fully in Article II.

"Basic Services" means the following types of services to be provided and maintained by the City within the District including but not limited to:

- maintenance of public areas
- marketing and promotion
- police protection
- fire protection
- parking management
- public sewer and water services
- street and municipally-owned alley cleaning
- trash collection
- street lighting

"District" means the geographic area in downtown Northampton established as a Business Improvement District and described in the Improvement Plan approved in accordance with the Enabling Act.

"Fee" means the payment for services or improvements specified in the Improvement Plan to be paid by members of the District.

"Improvement Plan" means the strategic plan for the District approved by the City in accordance with the Enabling Act, as it may be updated from time to time.

"Northampton" shall mean the area within the geographic boundaries of the City of Northampton, Commonwealth of Massachusetts.

## **BASE LINE SERVICES**

### **City Services**

The City has provided to NBID copies of reports provided by various Departments of the City (collectively, the "Department Reports"), which are attached hereto as Exhibit A and made a part hereof. The Department Reports set forth the current standards, guidelines and service levels for Basic Services within the District.

In the absence of the circumstances described elsewhere in this Article II, the City shall, at all times during the periods described in Sections 2.2.1 and 2.2.2, provide Basic Services of the kind and in the quantities described in the Department Reports (collectively, the "Base Line Services").

In order to monitor the Base Line Services, the City agrees to collect and provide to NBID, reports from the applicable Departments of the City in form and content comparable to the Department Reports, for each fiscal year during the term of this Agreement. The City will coordinate the Base Line Services update reports with the annual budget process noting any changes in baseline services. New services will be reflected as "Base Line Plus" services.

Each Department Report provided to NBID shall be prepared by the department head and approved by the Mayor.

### **Compliance with Level of Base Line Services**

In the absence of the extenuating circumstances, and subject to the factors described elsewhere in this Article II, the City agrees to provide, within the District, the Base Line Services for each of the Basic Services throughout the initial period of authorization of the NBID.

Should the Improvement Plan be updated, as provided for in the Enabling Act, this Agreement shall be extended for each succeeding period of operation.

The Base Line Services assume an average level of demand and activity. The parties recognize that Basic Services provided on any particular day or period may vary based on special events, such as festivals, sports events, parades or conventions, or weather conditions, such as snow storms or electrical storms, or unanticipated short-term demands outside the District. However, it is the expectation of the parties that on the substantial majority of days in any year, the City will perform each of the Basic Services at no less than the level of Base Line Services.

Subject to agreement by and between the City and NBID, the Base Line Services may be adjusted to reflect new methodologies and policies, such as the institution of other forms of community-based police enforcement, expanded joint marketing among the City, NBID, and members of the District, more efficient cleaning and maintenance programs, or other mutually agreed upon programs and services. With each period of operation of the District, the parties will consider changed circumstances, provided that the basic thrust and intent of this Agreement is maintained in any adjustment.

### **Modifications**

The following principles shall apply with regard to the provision, suspension, diminution or increase of Basic Services within the District: No decrease or suspension in Basic Services shall occur within the District unless there is an overall decrease or suspension in services necessitated by changes in funding, policy or resources, and then only in proportion to the decreases implemented throughout Northampton.

Any increase in Basic Services generally throughout Northampton shall be matched with increases in such services within the District, in proportion to increases implemented elsewhere within Northampton, excluding school services, targeted federal and state grants, targeted capital improvements, or special initiatives.

Except as provided in Section 2.3.1, above, this Memorandum of Understanding may be amended only by a written agreement duly executed on behalf of both the City and NBID.

Nothing in this Agreement shall limit the rights of the members of the District from dissolving the District, as provided in the Enabling Act.

### **Extenuating Circumstances**

The City shall maintain Basic Services at the levels specified in this Article II, except as such levels of service are affected by the circumstances described in Section 2.3.1. The City's agreements herein shall not supersede any obligation of the City pursuant to the United States or Massachusetts constitutions, the City Charter, applicable federal, state or local laws or ordinances, or the lawful order of a court of proper jurisdiction.

In the event of extreme emergency, as declared by the Mayor of the City or the Governor of the Commonwealth of Massachusetts, Basic Services may be temporarily discontinued or reduced in all or part of the District, notwithstanding the continuation of such services elsewhere in Northampton. The parties acknowledge that such circumstances are likely to be highly unusual and temporary in nature, and that Base Line Services will be restored at the earliest opportunity.

Authorization for the District. To the extent necessary, the City hereby authorizes NBID, in its role as administrator for the District, to engage in services supplemental to all Basic Services within the public streets, roads, sidewalks and alleys to the fullest extent, but not beyond that, permitted by the Enabling Act.

Future Arrangements. The parties acknowledge that the City and NBID may in the future arrange to have certain Basic Services performed by NBID under contract with the City.

### **BASE LINE PLUS SERVICES Services**

The City is a property owner in the District, and agrees to remain a participating member of the District, although the City is exempt from the Fees that will be assessed to participating property owners in the District. As a property owner, a participating member, and representative of the citizens of Northampton, the City will benefit from the enhancements and supplemental services of the Improvement Plan within the District. In recognition and consideration of such benefits and services to the City, the City agrees to provide the services and resources described below in this Article III (hereinafter referred to as "Base Line PLUS Services").

The city of Northampton has agreed to enter into a Memorandum of Understanding to provide a baseline of municipal services to the BID. Additionally, the City of Northampton will participate in the BID as a member through a "baseline plus" agreement that includes:

Fund BID at \$35,000 annually.

Purchase equipment to execute the maintenance and landscaping program undertaken by the BID. Initial acquisition will include a Tennant sidewalk sweeper. The city will provide storage, maintenance, and fuel for the equipment. Acquisition of additional equipment will be considered and negotiated based on need, funding availability, and mutually agreed upon schedule of acquisition.

Provide BID billing and collection at no cost to the BID. Maintain the official database of BID members.

Contract with the BID to execute and manage the trash barrel pickup program undertaken by Pedal People including supplies, the continued support for use of the Alternative Recycling Armory Street Lot compactor, and for landfill disposal as itemized below. City and BID will evaluate collaboration on a dumpster/compactor/compost contract for waste management in BID lots when current contracts are up for renewal.

Pedal People .....	\$25,000
Trash bags.....	\$ 4,000
Compactor (Alternative Recycling) annual cost.....	\$ 4,620

DPW allows Alternative Recycling a 4-ton per week credit to dispose of compactor contents at the landfill. At \$70 per ton = \$14,560 annual allocation.

The new Northampton Police headquarters will be built in the BID as a visible symbol of safety and security in the area. The City commits to provide two full time police officers on either foot or bicycle patrol to the downtown business district 24/7. While this is their primary patrol assignment, it is understood that these officers may be required to respond to emergencies elsewhere during times of higher priority needs in the city. Future increased staffing levels will hopefully allow us to re-establish a downtown community resource officer.

City and BID will define and support a tier of small to mid size scale events with dedicated hours and thresholds of service including Restaurant Week, Art Walk, Sidewalk Sale, and one other event to be mutually identified at no additional cost to the BID. City services for large scale events will be provided through a negotiated agreement with the city of Northampton with the general understanding that the City will partner with the BID to support events to the fullest extent possible.

The City agrees to remove snow in the downtown business district in excess of 8" of accumulation. The city agrees to schedule nighttime snow pick up in the BID on major streets and daytime pickup on side streets to remove stockpiled snow within four days. The City will include the BID on the Snow Team planning for the winter season.

City will undertake sidewalk repairs as needed within the BID. The City and BID will undertake a comprehensive landscape and streetscape design plan for the district and will work to secure funding for long term streetscape improvements in the district.

City will match tree replacements within the BID on a one for one basis and to seek available grants for tree planting.

City will undertake a public planning and design process for improvements to Pulaski Park. The BID and city will work together to secure funding for improvements.

City will participate in panhandling intervention efforts which may include voucher programs, ordinance development, support for collaborative homeless to work programs and other efforts. The BID will participate in development of the ten-year plan to address homelessness.

City commits \$50,000 annually to sustaining the operations of the Academy of Music and to provide exterior ground maintenance for the foreseeable future or until the Academy is financially stable

City will continue to implement the bike paths within the district including the route from the Roundhouse to Earle St. ( 2008) and State St to Roundhouse ( 2008-2009).

The City commits to continued ownership of decorative light poles downtown and to major maintenance or repair to the extent feasible. The City and the BID will collaborate on painting of the light poles.

Capital Improvements Note: at this time, the capital projects under consideration by the City include: painting/upgrade of decorative lampposts, parking facility (deck(s) or garage, and an upgraded Institutional Network that could provide additional wireless hot spots. In addition to the Base Line PLUS Services, described in Subsections (a)-(i) of Section 3.1.1, the City agrees to construct, renovate or implement capital improvements, described in Subsections (a)-(c) of this Section.

### **Identification of Additional Sources of Funding**

The City agrees to work with NBID to identify additional sources of revenue (e.g., Massachusetts Turnpike Authority funds, Gateway grants, etc.) available to the City to fund enhancements, services, benefits, or capital improvements within the District, subject to the City's budgetary constraints and appropriation of funding.

### **INSURANCE AND INDEMNIFICATION**

Insurance and Indemnification. NBID shall obtain and maintain for the period in which this Agreement is in effect, insurance as to liability and casualty, property damage and injury to persons, at levels reasonably acceptable to the City. The City shall be named as an additional insured, and to the extent of such insurance, the City shall be indemnified as to claims filed with regard to acts or omissions of NBID. NBID shall provide certificates of insurance to the City on or before July 1 of each year in which the Agreement is in effect. Such insurance shall be procured through an insurer licensed and authorized to conduct business in Massachusetts.

1. Workmen's Compensation and other benefits as required under Chapter 152 of the Laws, as amended, and Section 34A of Chapter 149 of the General Laws.

2. Employer's Liability with a limit of at least \$300,000 each accident.

3. Comprehensive Public Liability including Contractor's Liability as applicable to the Contractor's obligations; Elevators (if any on the Work): Completed Operations and Products Liability: all on the occurrence basis with Personal Injury coverage and Broad Form Property Damage. Remove the XCU exclusions relating to Explosion, Collapse, and Underground Property Damage. Completed Operations Liability shall be kept in force for at least two years after the date of final completion.

**Personal Injury and Accidental Death - General Liability**

Each person/aggregate \$100,000/\$1,000,000

**Property Damage - General Liability**

Each Occurrence/aggregate \$100,000/\$500,000

**Personal Injury - Automobile Liability**

Each person/aggregate \$100,000/\$500,000

**Property Damage - Automobile Liability**

Each Occurrence/aggregate \$50,000/\$100,000

**BILLING AND COLLECTION**

**Billing** As authorized in the Enabling Act, the City, , will provide all necessary billing services for NBID, including the identification and maintenance of a register of all properties within the District and the preparation and mailing of bills for District Fees.

**Collection and Enforcement** As authorized in the Enabling Act, the City, , will collect the Fees and transmit all amounts collected , not less often than monthly in accordance with MGL Chapter 40O, Section 8, to NBID by check to an account maintained at a local bank. The City shall follow its customary procedures in collecting and enforcing claims against delinquent taxpayers in connection with collection of the Fees.

**MISCELLANEOUS PROVISIONS**

**Conflicts of Interest; City Representatives Not Individually Liable.** No member, official, representative, contractor or employee of the City shall have any personal interest, direct or indirect, in this Agreement, nor shall any such member, official, representative, contractor or employee participate in any decision relating to this Agreement which affects his personal interests or the interest of any corporation, partnership or association in which he is, directly or indirectly, interested. No member, official, representative, contractor or employee of the City shall be personally liable to NBID or any successor in interest in the event of any default or breach by the City.

**Invalidity of Particular Provision.** If any term or provision of this Agreement or the application thereof to any person or circumstance shall to any extent be invalid or unenforceable, the remainder of this Agreement shall be valid and shall be enforced to the fullest extent of the law.

**Third Party Beneficiary.** Nothing contained in this Agreement shall be construed to confer upon any other party the rights of a third party beneficiary, except as may be otherwise specifically provided for herein.

**Counterparts.** This Agreement may be executed in any number of counterparts, each of which, when so executed and delivered, shall be an original; but such counterparts together shall constitute but one and the same Agreement.

**Force Majeure.** The provisions of this Agreement are subject to the following limitations: if by reason of acts of God; strikes, lockouts or other industrial disturbances; acts of public enemies; orders of any kind of the United States of America or the Commonwealth of Massachusetts, or any department, agency, political subdivision or official thereof, or any civil or military authority; insurrections; riots; epidemics; landslides; lightning; earthquakes; fires; hurricanes; storms; floods; washouts; droughts; arrests; restraint of government and people; civil disturbances; explosions; breakage or accident to machinery; partial or entire failure of utilities; or any cause or event not reasonably within the control of a party hereto, that party is unable in whole or in part to carry out its agreements referred to in this Agreement, the affected party shall not be deemed in default during the continuance of such inability. The affected party shall use reasonable efforts to remedy with all reasonable dispatch the cause or causes preventing it from carrying out its agreements; provided,

that the settlement of strikes, lockouts and other industrial disturbances shall be entirely within the discretion of the affected party, and the affected party shall not be required to make settlement of strikes, lockouts and other industrial disturbances by acceding to the demands of the opposing party or parties when such course is, in the judgment of the affected party, unfavorable to the affected party.

**Licenses and Permits.** The City will facilitate to the fullest extent possible any necessary application by NBID for permits, licenses or other approvals not specific to a particular property.

**Assignment.** This Agreement may not be assigned by the City or NBID without the prior written approval of the other.

Execution by NBID. NBID and the undersigned officer of NBID hereby warrant and represent that the undersigned officer of NBID has been duly authorized and directed by NBID to execute this Agreement, to bind NBID to this Agreement and to affix NBID's corporate seal to this Agreement.

**Governing Law and Exclusive Forum.** This Agreement shall be governed by, construed under and enforced in accordance with Massachusetts law without regard to conflict of law principles. Any claim or action arising under or relating to this Agreement may be brought only in the Hampshire County Superior Court or in the United States District Court for the District of Massachusetts sitting in Northampton, Massachusetts, and the City and NBID hereby agree that venue is proper, and shall only be proper, in such forums. Headings. The headings in this Agreement are set forth only for convenience, and the headings shall not be considered in the construction, interpretation or enforcement of the terms or obligations contained in this Agreement.

EXECUTED as a sealed instrument in two (2) or more counterparts to be effective as of the \_\_\_\_ day of \_\_\_\_\_, 2007.  
NORTHAMPTON BUSINESS IMPROVEMENT DISTRICT, INC.

By \_\_\_\_\_  
Chair

Date: \_\_\_\_\_

**CITY OF NORTHAMPTON**

By \_\_\_\_\_

Date: \_\_\_\_\_

**APPROVED AS TO APPROPRIATION:**

By \_\_\_\_\_  
City Auditor

**APPROVED AS TO FORM:**

By \_\_\_\_\_  
City Solicitor

**APPROVED:**

By \_\_\_\_\_  
Mayor

Date: \_\_\_\_\_

# Baseline Services

## Survey of Baseline Municipal Services Provided to Downtown Northampton

*The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.*

Department: Arts Council                      Date: January 3, 2007  
 Director: Bob Cilman

TYPE OF SERVICE	DESCRIPTION OF SERVICE	STAFFING REQUIRED (HRS/WEEK)	GEOGRAPHIC AREA SERVED	FREQUENCY OF SERVICE
Arts/Entertainment	Four Sundays in February	25 hrs/wk	Academy of Music	Annual
Arts/Entertainment	Sundays in Park	1 hr/wk	Pulaski Park	Seasonal
Arts/Entertainment	Public Art Project	4 hrs/wk	Pulaski Park/ Downtown	Biennial
Arts/Entertainment	Arts Kiosk	.25 hrs/wk	Main Street	As needed
Arts/Grants	LCC/ArtsEZ Grants	2 hr/wk	Downtown/City-wide	Fall & Spring

*The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.*

Department: Assessors                      Date: January 3, 2007  
 Director: Joan Sarafin, Principal Assessor

TYPE OF SERVICE	DESCRIPTION OF SERVICE	STAFFING REQUIRED (HRS/WEEK)	GEOGRAPHIC AREA SERVED	FREQUENCY OF SERVICE
Information	Respond to requests for property information from property owners		Citywide including Central Business Dist.	Upon request
Information	Provide current property information to Chamber as needed		Downtown business district	Upon request

The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.

Department: Building Date: January 3, 2007  
 Director: Anthony Patillo

TYPE OF SERVICE	DESCRIPTION OF SERVICE	STAFFING REQUIRED (hrs/week)	GEOGRAPHIC AREA SERVED	FREQUENCY OF SERVICE
Public Safety	Issue building permits, inspect new construction, inspect places of assembly, conduct inspections for liquor license renewal, respond to zoning complaints	2 FTE @ 35 hours/week	GB – HB Districts	Daily
Special Events	Event planning, coordination, and oversight	Approx. 6 hours per event for 2-3 staff	Downtown	As needed

The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.

Department: Central Services Date: January 3, 2007  
 Director: Steven J Carignan

TYPE OF SERVICE	DESCRIPTION OF SERVICE	STAFFING REQUIRED (hrs/week)	GEOGRAPHIC AREA SERVED	FREQUENCY OF SERVICE
Public Safety & Maintenance	Electricity for Approx. 248 KWH annually per light Fixture Maintain Existing 50 Street Lights and Holiday Lighting	10 hours annually to report and verify outages	Main Street Down Town Area	Daily
Public Safety & Maintenance	Electricity, Lighting Pulaski Park	2 hours annually to maintain and repair outages.	Main Street Down Town Area	Daily
Public Safety & Maintenance	Electricity, Intersection cross walk signal lights		Main Street Down Town Area	Daily
Public Safety & Maintenance	Snow Removal side walks and entrances to City of Northampton Central Campus Public Buildings	Based on 10 storm events 80 man hours	Central Campus Buildings	Seasonal
Public Information	Installation of notification banners on City Hall	10 man hours annually	City Hall	As needed
Clean Sweep	Custodian for half day	4 hours/event	Memorial Hall/City Hall	As needed
Events	Electricity for Music/Arts events in Pulaski Park	N/A	Pulaski Park	As needed

The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.

Department: City Clerk                      Date: January 3, 2007  
 Director: Wendy Mazza, City Clerk

TYPE OF SERVICE	DESCRIPTION OF SERVICE	STAFFING REQUIRED (hrs/week)	GEOGRAPHIC AREA SERVED	FREQUENCY OF SERVICE
Licensing	Issue various business licenses		Citywide includes downtown	Daily – as needed
Public relations	Frontline staff provide information and directions from public inquiries		Citywide includes downtown	Daily – as needed

The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.

Department: Council on Aging              Date: January 3, 2007  
 Director: Patricia Shaughnessy

TYPE OF SERVICE	DESCRIPTION OF SERVICE	STAFFING REQUIRED (hrs/week)	GEOGRAPHIC AREA SERVED	FREQUENCY OF SERVICE
Transportation	Provide van service for elders who live downtown		Downtown	Upon request
Community center	Provide downtown senior center serving Northampton's elders		Citywide	Daily

The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.

Department: Collector/Parking Clerk

Date: January 3, 2007

Director: Melissa Lampron, City Collector

TYPE OF SERVICE	DESCRIPTION OF SERVICE	STAFFING REQUIRED (hrs/week)	GEOGRAPHIC AREA SERVED	FREQUENCY OF SERVICE
<b>Customer Service and Referral</b>	Recommend various businesses. Give directions to locations. Quote parking costs and time limits.	Varies – average 3 hours per week.	Main St, Pleasant St, King St, Gothic St, various parking lots and parking garage.	Weekly

The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.

Department: Department of Public Works      Date: January 3, 2007  
 Director: Ned Huntley

<b>TYPE OF SERVICE</b>	<b>DESCRIPTION OF SERVICE</b>	<b>STAFFING REQUIRED (hrs/week)</b>	<b>GEOGRAPHIC AREA SERVED</b>	<b>FREQUENCY OF SERVICE</b>
Maintenance	Street Sweeping	8	Downtown Business areas	Weekly (spring – fall)
Public Safety	Snow plowing/sanding	3 SMEO sand truck grader loader with plow	Downtown Business areas	Duration of event (Assume 16 hrs/ event)
Maintenance	Snow removal	Loader Bombadier 5 dump trucks 7 personnel	Downtown Business areas	As required (Assume 16 hrs/ event)
Special Programs	Permits (blocking off street or sidewalk, parking meter space, street performance, art vendors, sandwich board signs, tables and chairs, sidewalk occupancy and Pulaski Park)	3	Downtown Business areas	As requested
Maintenance	Parking Lots (trees, infrastructure repair)	2	Downtown Business areas	As required
Maintenance and Recreation	Pulaski Park (mowing, cleanup, snow plowing)	Variable	Pulaski Park	Weekly
Public Safety	Striping crosswalks and travel lanes	14	Downtown Business areas	Yearly
Special Programs	Decorations (Flags, Island flower pots)	1	Downtown Business areas	As requested
Maintenance	Visual Infrastructure (benches, bike racks, waste barrels, signals, etc..)	8	Downtown Business areas	As required/ requested
Infrastructure & Maintenance	Underground Infrastructure (drain/sewer/water)	Variable	Downtown Business areas	As required/ requested

The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.

Department: Mayor's Office of Economic Development  
 Director: Teri Anderson

Date: January 3, 2007

TYPE OF SERVICE	DESCRIPTION OF SERVICE	STAFFING REQUIRED (hrs/week)	GEOGRAPHIC AREA SERVED	FREQUENCY OF SERVICE
<b>Business Assistance &amp; Recruitment</b>	Information & referral, problem-solving, site selection, business prospects	Approx. 1/3 of the business assistance services provided = 10 hours/week	Downtown CBD – part of Citywide service	As needed
<b>Make A Change Program</b>	Program to address panhandling and homelessness	Currently 10-20 hours/year	Downtown CBD – primarily Main St.	Monthly 2002, Quarterly 2003, As needed on-going basis
<b>Cultural Economic Development</b>	Grant writing, black box theater development, coordination, art vendors	10 hours/month	Downtown CBD and Citywide	As needed or as opportunities arise
<b>Clean Sweep</b>	Downtown Volunteer Cleanup	35 hours/event Currently not active	Downtown CBD	Annually in 2003-2004. Replaced by Honor Court services in 2005.
<b>Chamber ED Committee</b>	Committee member – information sharing	3 hours/month	Citywide – 1/4 of topics affect CBD	Monthly
<b>Development Services</b>	Assistance with project development	Varies with project	Citywide – 1/4 of projects in CBD	As needed
<b>Streetscape Committee</b>	Art benches, city benches, news boxes, trees, etc.	Currently not active	Downtown CBD	Monthly 2000-2001 Monthly 2004-2005
<b>Business Visitation</b>	Business visits for outreach, retention, inventory	1/4 of visits downtown Currently not active	Downtown CBD	Quarterly 2001-2004
<b>Regulatory Monitoring</b>	Monitor local/state regulation for impact to businesses-wetlands, site plan, adult, etc.	1/3 of regulations impact downtown	Downtown CBD	As needed
<b>Parking</b>	Development of new parking garage, parking improvement		Downtown CBD – north side of Main St.	Monthly in 2002-03 Currently As needed
<b>Website</b>	Created new City website; On-going content management	Currently 5 hours/month	Citywide-1/4 CBD related	Updated As needed
<b>Brownfields</b>	Assessment, cleanup, redevelopment assistance	Approx. 50 hours in 05-06, 100+ in 2007, 50 hours in 08/09	Lower Pleasant St.	As needed
<b>Banners</b>	Coordinate with Chamber City Pole Banner Agreement, Assist w/special	5-10 hours/year	Central Business District	As needed

The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.

Department: Fire  
 Director: Brian P. Duggan

Date: January 3, 2007

<b>TYPE OF SERVICE</b>	<b>DESCRIPTION OF SERVICE</b>	<b>STAFFING REQUIRED (hrs/week)</b>	<b>GEOGRAPHIC AREA SERVED</b>	<b>FREQUENCY OF SERVICE</b>
<b>Fire Prevention</b>	Conduct life safety inspections of commercial properties	15 hours per week	All properties within CB, GB and HB zoning districts.	Annual
<b>Fire Suppression</b>	Extinguish fires	11 Personnel 24/7	Citywide and Entire Downtown	As needed
<b>Fire Prevention</b>	Smoke Detector/Carbon Monoxide Inspections	15 hours per week	Citywide and Entire Downtown	Daily
<b>EMS Response</b>	Respond to medical emergencies; provide treatment and transport	2 EMT/FF's 24/7	Citywide and Entire Downtown	As needed
<b>Response to Fire Alarm Activations, odor investi-gations, etc.</b>	Respond to calls and alarm activations that come in to Central Dispatch through 911 system or digital dialer.	Engine Company (1 Captain and 3 Firefighters)	Citywide and Entire Downtown	Daily
<b>Permitting</b>	Liquor license Inspections	Fire Chief and 2 Inspectors	Citywide and Entire Downtown	Annually
<b>Community Education</b>	CPR Training	1 Instructor	Citywide and Entire Downtown	Upon Request
<b>Community Education</b>	Fire Extinguisher Training	1 Instructor	Citywide and Entire Downtown	Upon Request
<b>Special Events</b>	Event planning & coordination (Santa, parades, first night, sidewalk sales, etc.)	~ 500 staff hours per year	Citywide – primarily downtown	As needed

The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.

Department: Forbes Library                      Date: January 3, 2007  
 Director: Janet Moulding

<b>TYPE OF SERVICE</b>	<b>DESCRIPTION OF SERVICE</b>	<b>STAFFING REQUIRED (hrs/week)</b>	<b>GEOGRAPHIC AREA SERVED</b>	<b>FREQUENCY OF SERVICE</b>
<b>Information Services – research, directional, recreational, etc.</b>	Maintain a library of informational sources and staff to provide assistance. Provide books, cds, and videos for patrons free of charge.	Nearly 1,000 hours per week	Downtown, Citywide, Hampshire County, and western Massachusetts	Daily
<b>Provide a community center</b>	We have meeting rooms with sophisticated audio/visual equipment that are available to the public. We offer space for programs and displays of interest to the community. We offer classes and workshops in areas of interest to patrons.	Part of operating hours	Downtown, Citywide, Hampshire County and western Massachusetts	Daily
<b>Free internet terminals and free wireless service</b>	We have 15 public internet terminals and 3 wireless access points in the library	Part of operating hours	Hampshire County and western Massachusetts Wireless covers library building and grounds	Daily
<b>Museum open to public / Tourist destination</b>	The Calvin Coolidge Museum	25	National	25 hours per week
<b>Local History and Genealogy Collection</b>	Offers resources and trained staff to assist researchers	15	International	10 hours per week
<b>Data/Research</b>	Provide business data from research library databases		Citywide	Upon request

The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.

Department: Health Department                      Date: January 3, 2007  
 Director: Ernest J. Mathieu

<b>TYPE OF SERVICE</b>	<b>DESCRIPTION OF SERVICE</b>	<b>STAFFING REQUIRED (hrs/week)</b>	<b>GEOGRAPHIC AREA SERVED</b>	<b>FREQUENCY OF SERVICE</b>
<b>Food inspections and plan review</b>	Review and approve all floor plans for new food establishments or if under renovations. Inspect food establishments (restaurants, convenience stores, package stores, bars, etc.) to insure safe food and sanitary conditions as part of permitting process	20 Hrs. Wk. min.	Citywide-All restaurants, grocery stores, convenience stores, bars, etc.	Twice per year plus on complaint basis
<b>Housing inspections</b>	Inspect apartments to insure safe and sanitary living conditions	5 - 20 Hrs. Wk.	Citywide-All rental units	Free on complaint basis by tenant
<b>Nuisance complaint investigations</b>	Inspections (usually exterior) of alleyways, dumpsters, businesses and residential properties for trash, scattered litter, clutter, dumping, etc., and unsanitary conditions	5 - 20 Hrs. Wk.	All of downtown	On complaint basis or if observed by BOH Staff
<b>Emergency Response Preparation</b>	Plan for and respond to terrorist attacks, widespread disease outbreaks, chemical spills, disasters, etc	3 - 15 Hrs. Wk.	All of Downtown	Ongoing
<b>Health Education</b>	Provide brochures, flyers, fact sheets on a wide variety of health issues and concerns	2- 6 Hrs. Wk.	General public	Ongoing
<b>Festivals, Fairs, and outdoor summer event activities</b>	Inspect all food vendors at these activities (festivals, fairs, etc.) at events were serving food to insure safe food and cleanliness. Also inspected bathroom facilities and hand washing facilities for proper hand washing supplies and sanitation	3 - 10 per event (varies with event size and number of vendors)	All of Downtown	From April to November annually
<b>Permitting and referrals</b>	Provide business owners, public, gov't officials information and referrals to other agencies and city departments on permitting and health issues& concerns	3- 8 Hrs. Wk.	All of Downtown	As requested
<b>Swimming Pool Inspections</b>	Inspect pools in hotels, gyms, etc. to insure safe & sanitary conditions	Average 2- 6 Hrs. Per Pool from time of inspection to compliance	All commercial pools	Annually or on complaint
<b>Burial Permits</b>	Burial Permits issued to Funeral Directors to conduct wakes and funerals for those with Funeral Homes in the downtown area	3- 12 Hrs. Wk. (depending upon number of deaths per week)	All of Downtown	By walk-in/request
<b>West Nile Virus</b>	Collection of dead birds for west nile virus testing (only crows, bluejays, robins and blackbirds)	35 hrs./wk. in order to be available if there is a call	All of downtown	Calls by people and property owners and if observed by BOH Staff
<b>Animal Quarantines</b>	Quarantine owners pet for 10 days after pet has bitten a person or another animal.	35 hrs./wk. in order to be available if there is a call	All of downtown	Reports by the Animal Control Officer and Doctors Offices

The following describes the services currently provided by this department in the downtown. Continuation of these services may be affected by future reductions in budget or personnel, or by other unforeseen circumstances that force citywide program reductions.

Department: Police Department Date: January 3, 2007  
 Director: Chief Russell P. Sienkiewicz

TYPE OF SERVICE	DESCRIPTION OF SERVICE	STAFFING REQUIRED (hrs/week)	GEOGRAPHIC AREA SERVED	FREQUENCY OF SERVICE
<p><b>Police patrols public safety</b></p>	<p>Preventive patrol (foot &amp; bicycle), crime prevention, response to call for service, preserve peace &amp; maintain order, law &amp; ordinance enforcement, accident investigation, conduct investigations, make arrests, 1st response to medical calls/emergencies, response to alarms, cruiser transportation of prisoners, administrative support functions, traffic control, court related activities</p>	<p>2 officers X 24 hrs. per day X 7 days per week =            336 hrs. per week (17,472 hrs. per year)            (Does NOT include supplemental staffing)</p>	<p>Main Street from Elm to Bridge Street, all 12 side streets between those two points, Pulaski Park, the Municipal Parking Garage, all public &amp; private parking lots, all buildings (municipal, county, state, business &amp; residential), B&amp;M Railway, Nagle Walkway</p>	<p>Daily</p>
<p><b>Event coordination &amp; permits</b></p>	<p>Coordinating permits and logistics for special events including but not limited to sidewalk sales, parades, races, film productions, first night, street performers, sidewalk tables, vendor permits</p>	<p>One Captain 5 hours per week</p>	<p>Citywide – primarily in Downtown Business District</p>	<p>As needed</p>

The formation of a Downtown Northampton Business Improvement District is led by members of the Downtown Steering Committee.

**MEMBERS OF THE DOWNTOWN STEERING COMMITTEE**

Dan Yacuzzo, Eastside Grill, Chair

Joe Blumenthal, Downtown Sounds

Jack Finn, A2Z Science & Learning Store

Mansour Ghalibaf, Hotel Northampton

Anthony Gleason

Doug Kohl, Thornes Marketplace

Rich Madowitz, Hampshire Property Management Group

Bob McGovern, Packard's

Richard Rescia

Suzanne Beck, The Chamber, ex-officio

Ann Burke, Western MA Economic Development Council, project consultant

[www.northamptondowntown.com](http://www.northamptondowntown.com)

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