

September 2016

PROJECT FOR PUBLIC SPACES



# PLACEMAKING *in* SALISBURY



# PLACEMAKING IN SALISBURY

## FINAL REPORT

*Prepared for*

***The Town of Salisbury, MA***

*Prepared by*



# INTRODUCTION

The Town of Salisbury, MA has a rich history of celebration and recreation along its beautiful beachfront - from yesterday's world-class concerts and amusement parks to today's arcades and beach pizza. Many of the beachfront activities have been positioned around the Broadway Mall, which has struggled in recent years to be as vibrant a place as in decades past. While local residents and business owners have nicely maintained the Mall with plantings, trellises and programming, including concerts and fireworks, it still has great potential to be a stronger public space that attracts and serves users of the beach and nearby businesses. With the right mix of physical improvements, expanded programming and community support, the Broadway Mall could one day serve as a "Town Square" for Salisbury -- a unique and memorable public destination that is attractive and welcoming to residents and visitors alike.

An influx of Commonwealth funding for the Town of Salisbury to design and build a comfort station provides a unique opportunity to reimagine the Broadway Mall and think about ways to improve the physical space, programming and user's experience. It is clear that Salisbury's beachfront along Broadway is poised for change and improvements. During this moment, it is especially important for a broad range of stakeholders, residents and business owners to participate in creating a shared vision for the Broadway Mall in Salisbury.

With that in mind, Project for Public Spaces (PPS) was invited by the Town of Salisbury to spend several days in town focusing on potential improvements and increased programming around the Broadway Mall. PPS is an internationally recognized expert in the practice of Placemaking: the collaborative process of people coming together to create great public spaces at the heart of their communities.

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# ABOUT PPS

## OUR APPROACH

Project for Public Spaces (PPS) is a nonprofit planning, design and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Our pioneering Placemaking approach helps citizens transform their public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs.

## OUR HISTORY

PPS was founded in 1975 to expand on the work of William (Holly) Whyte, author of *The Social Life of Small Urban Spaces*. We have since completed projects in more than 3000 communities in 43 countries and all 50 U.S. states and are the premier center for best practices, information and resources on placemaking. More than 1000 people worldwide are members of our Placemaking Leadership Council.

ProjectforPublicSpacesismadeupofahighlyexperienced and cross-disciplinary staff trained in environmental design, architecture, urban planning, urban geography, environmental psychology, landscape architecture, arts administration, and information management.

# ON PLACEMAKING

Placemaking, as practiced by PPS is, above all, a collaborative process based on the belief that it is not enough to simply develop planning and design elements to improve or create a public space. Working with people in communities, and ensuring that participation is early, continuous and meaningful, is what distinguishes Placemaking as a process from traditional planning and development approaches.

The success of a neighborhood, a main street or a district can never be determined solely by its attractive homes, expensive shops or even by its wealth of cultural and recreational offerings. Districts and neighborhoods can become real magnets for people only when they offer more than these tangible elements, however attractive they may be. Many people seek the intangible qualities that they have experienced in the civic life of great towns: a sense of place, social vitality, interconnectedness, a sense of belonging, dynamic activities and a quality of life that is hard to define or plan for. People want to work, study, shop, visit, live, play and gather in places that are pleasant, attractive and safe, but also stimulating, convivial and even exciting.

This has too often been ignored in the way cities and neighborhoods are planned, built or revitalized today. Many design and planning projects jump right into design solutions that treat public spaces as aesthetic objects or as an afterthought that comes after all other issues are resolved. As a result the places they end up with are often monotonous, predictable, and lack life and character: park users find there is little to do in the park so they don't return; plazas sit devoid

of people and attractions; on many commercial streets, retail is hidden behind slick facades that enhance the architecture instead of the shops inside. In contrast, PPS's Placemaking approach starts from the basic premise that successful public spaces are lively and distinctive places where the many functions of community life take place, and where people feel ownership, connectedness, and true common ground. In short, good public spaces are places where people want to be, and thus can have tremendous positive social, economic, educational and cultural impacts.

Every neighborhood deserves vibrant destinations—its parks, squares and streets should feel comfortable and offer a wealth of things to do; storefronts should contribute to a lively atmosphere in addition to providing goods and services needed in the community; education and cultural institutions should contribute to the place's unique identity and nurture the public realm instead of hiding behind closed doors, opaque windows and blank walls. Equally important is how all these community destinations connect and interplay, how they support and complement each other rather than struggling in isolation.



# PLACEMAKING PROCESS

*How do we get there*

# WHAT MAKES A GREAT PLACE?

Placemaking is a collaborative process that engages people in creating and sustaining the public destinations at the heart of their community – the places where we play, shop, eat, gather, interact, and build the social ties that hold a community together. Placemaking is the discipline of creating great places that a wide variety of people will use and enjoy throughout the day, the week and the year.

In its 40 years studying what makes public spaces work, PPS has found that four key attributes are key to the success of any place.

## *Sociability*

A sociable place is one where people want to go to meet friends and interact with a wide range of people who are different from themselves. This at the very heart of what makes a great place.

## *Access and Linkages*

You can judge the accessibility of a place by its connections to its surroundings, both visual and physical. A successful public space is easy to get to and get through; it is visible both from a distance and up close. The edges of a space connect to the surrounding streets, which themselves should be vital and interesting. The space should be linked to the rest of the city through pedestrian, cycle, and transit routes.

## *Uses and Activities*

Activities are the basic building blocks of a place. Having something to do for people of all ages gives people a reason to come to a place again and again. When there is nothing to do, a space will be empty and that generally means that something is wrong.

## *Comfort and Image*

Comfort includes perceptions about safety, cleanliness, and the availability of places to sit. Image refers to how inviting the space is, and whether it maintains a distinct identity in line with the surrounding neighborhood.

# WHAT MAKES A GREAT PLACE?



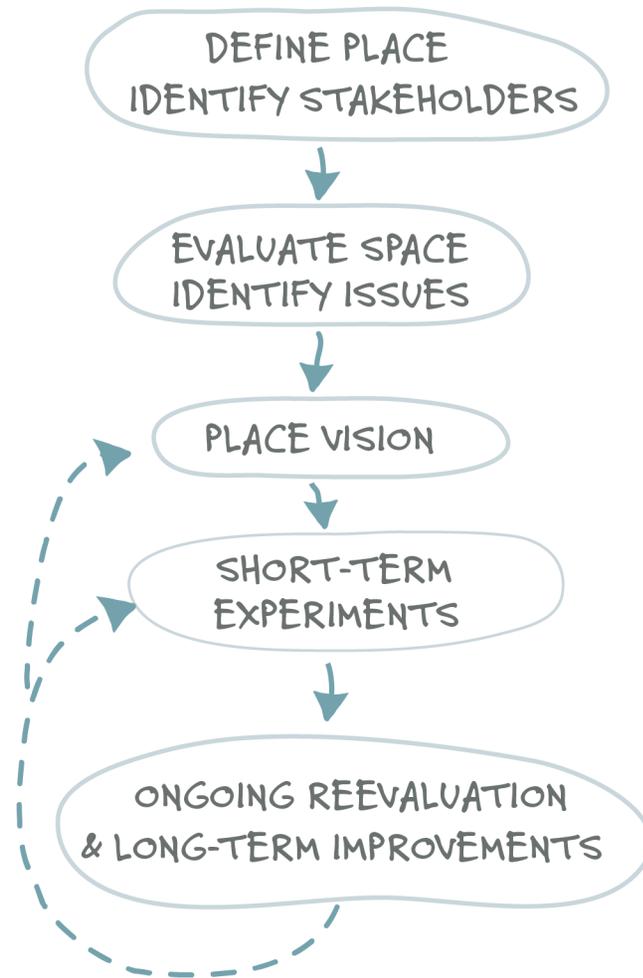
# HOW TO LOOK AT A PLACE

Yogi Berra once said that “You can see a lot just by observing.” Over the past 30 years, Project for Public Spaces has applied this idea to its work in making urban public spaces function more effectively for people. By spending time in an area, observing how people use it and asking the people who are there what they like or don’t like, it is possible for just about anyone to experience first hand how a place functions. This knowledge then becomes an important tool in determining how specific places can be improved.

The experience of looking at these spaces can actually be fun as well as educational—especially if structured to involve teams of people in a creative way.

One key to PPS’s process is reaching out to people—including those who might not otherwise participate in an improvement effort—where they live, work and congregate. We use placemaking workshops, facilitated public forums, and other types of meetings and partnerships to give people an opportunity from the outset to identify issues, contribute ideas, and make decisions about improvements that can address their concerns. Using this multifaceted approach, people can enhance the places where they live and work, and rebuild communities both in spirit and as places.

# PLACE-LED / COMMUNITY-BASED PROCESS



## Stakeholder Roles

advise/suggest  
bring additional resources  
implement & maintain

## Expert Roles

inform  
facilitate  
design & implement

# POWER OF 10+

## HOW CITIES TRANSFORM THROUGH PLACEMAKING



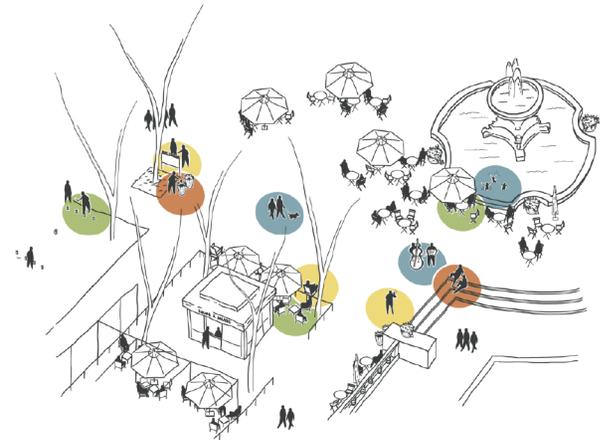
City/Region

10+ MAJOR DESTINATIONS



Destination

10+ PLACES IN EACH



Place

10+ THINGS TO DO,  
LAYERED TO CREATE SYNERGY

# DEFINE PLACE & IDENTIFY OPPORTUNITIES

## POWER OF 10 IN SALISBURY

What makes great places great? Simply put, it is offering a variety of things to do to a variety of people, resulting in a place that is more than the sum of its parts. A park is good. A park with a fountain, a playground, and a popcorn vendor is better. A library or a school across the street is even better, more so if the library featured storytelling hours for children and exhibits on local history in the public space. If there's a sidewalk café nearby, a bus stop, a bike trail, and an ice cream parlor, this is what most people would consider a great place.

PPS calls this concept the Power of Ten (indebted to the classic short film, "Powers of 10," by Charles and Ray Eames), but there's no reason to get fixated on a particular number. Whether we are talking about places in a given neighborhood, or great neighborhoods within a city, "Ten" refers generally to the ultimate goals of variety and choice. When we talk about the "Power of Ten," we want to always think of how Placemaking can be accomplished at different scales.

To build our communities around places, it is not enough to have one single use dominate a particular place—we need a diverse array of activities for a variety of people. It is not enough to have just one great place in a neighborhood—we need a number of them to create a truly lively district. It is not enough to have one great neighborhood in a city—we

need to provide people all over the city with close-to-home opportunities to benefit from and take pleasure in public life.

- » If there were ten places in and around the Broadway Mall with ten or more things to do then there would be a critical mass -- a series of places where residents and visitors alike could become immersed every day.
- » If the Town of Salisbury could boast ten great destinations, then every resident would have access to outstanding public spaces within walking distance of their own homes, every resident's quality of life would be enhanced by the power of communities coming together. That's the sort of goal we should set for all cities and towns if we are serious about improving life for all citizens.
- » If the entire region linked its towns and cities together, with major public spaces and multi-use destinations serving as connectors, it could become the basis for a new paradigm of regional development that sweeps away the destructive pattern of more highways, big box stores, and disconnected subdivisions.



Storytime at Burnside Park, Providence, RI

# 'LIGHTER, QUICKER, CHEAPER'

As cities struggle to do more with less and people everywhere cry out for places of meaning and beauty, we have to find fast, creative, profitable ways to capitalize on local ingenuity and turn public spaces into treasured community places. Many of the best, most authentic and enduring destinations in a city, the places that keep locals and tourists coming back again and again and that anchor quality, local jobs, were born out of a series of incremental, locally-based improvements. One by one, these interventions built places that were more than the sum of their parts.

The time is right to rethink the way that we do development, using an approach called 'Lighter, Quicker, Cheaper' (LQC). This approach is based on taking incremental steps, using low-cost experiments, and tapping into local talents (e.g. citizens, entrepreneurs, developers, and city staff). These smaller-scale projects are being implemented in a variety of environments, including on streets, squares, waterfronts, and even parking lots.

Although a lighter, quicker, cheaper approach is not for every situation, it can be a creative, locally-powered alternative to capital-heavy, top-down planning. 'Lighter, Quicker, Cheaper' projects:

- » Provide an efficient, creative, hyper-local way to leverage a town's assets.

- » Transform underused spaces into exciting laboratories that citizens can start using right away and see evidence that change can happen.
- » Represent an "action planning process" that builds a shared understanding of a place that goes far beyond the short term changes that are made.
- » Leverage local partnerships that have greater involvement by a community and results in more authentic places.
- » Encourage an iterative approach and an opportunity to experiment, assess, and evolve a community's vision before launching into major construction and a long term process.
- » Employ a place-by-place strategy that, over time, can transform an entire city. With community buy-in, the LQC approach can be implemented across multiple scales to transform underperforming spaces throughout an entire city.
- » Create jobs and incubate local entrepreneurs.



Strt

PIZZA • CANNOLI

Tripoli  
PIZZA CANNOLI

Family Owned Business

Tripoli  
PIZZA CANNOLI

ARCADE

Menu items:  
BOX OF 8 CHEESE (SPECIAL SIZE \$18.00) 17.95  
EXTRA CHEESE 1.25  
EXTRA PEPPERONI 1.50  
EXTRA CHEESE & PEPPERONI 1.75  
TRAY OF 20 CHEESE (SPECIAL SIZE \$6.00) 12.00  
EXTRA CHEESE 1.50  
EXTRA PEPPERONI 1.50  
EXTRA CHEESE & PEPPERONI 1.75  
MEAT PIE (SPECIAL SIZE) 4.50  
EXTRA 0.50

Tripoli  
BAKERY & PIZZA  
Delicious  
CHEESE  
CANNOLIS



Tripoli  
BAKERY & PIZZA  
Delicious  
CHEESE  
CANNOLIS

FROZEN  
PIZZA  
SLICES  
\$ 6.50

Broadway, Salisbury Beach

# SITE VISIT

To engage as many community members, partners, and agencies as possible in this work the PPS site visit in July 2016 was arranged around three key events:

- » Site Tour (7/20)
- » Stakeholder Meetings (7/20 and 7/21)
- » Place Game Workshop (7/20)

## SITE TOUR

At the start of our site visit we met with the Town of Salisbury's Town Manager and Planning Director who provided background and updates on the Broadway Mall and planned boardwalk. Following the meeting, the Town Manager and Planning Director gave PPS a walking tour of Salisbury Beach, the Broadway Mall and the beachfront businesses and properties. After seeing Salisbury's beachfront we drove to Hampton Beach, NH to observe a proximate beach town's infrastructure, amenities, programming and connections.

## MEETINGS

Over the course of PPS's two-day site visit we held several meetings with town stakeholders to gain a deeper understanding of the importance of the Broadway Mall and hear individual's needs and concerns with its possible renovation, increased programming and the comfort station.

On July 20, 2016 PPS met with:

- » Members of the Board of Selectmen, including Chair Wilma McDonald and fellow Selectman Freeman Condon, Ronalee Ray-Parrott and Henry Richenburg.
- » Town Department representatives including those from the Police Department, Public Works, Inspection Services, Council on Aging and Conservation Commission.

On July 21, 2016 PPS met with:

- » Members of the Town's Chamber of Commerce
- » Conservation Commission represented by Michelle Rowden, Jane Purinton, Walter Moquin and David Arel and Kristen Grubbs from the Ipswich River Watershed Association
- » Wayne Capolupo and Steve Paquette of the Redevelopment Group

## PLACE GAME WORKSHOP

The Place Game Workshop (July 20, 2016) provided an opportunity for a wide range of community members to actively participate in evaluating and brainstorming ideas for the Broadway Mall. After an overview presentation from PPS on Placemaking principles and relevant case studies, participants divided into six groups, walked to one of six areas of the Broadway Mall, and worked in small groups using PPS' Place Game tool to discuss and evaluate the site's current strengths and weaknesses, and brainstorm Lighter, Quicker, Cheaper (LQC) ideas for making the site a more active and engaging public space. The small groups reported back to the entire group at the close of the workshop session.

The full results of the Place Game can be found in the Appendix, but the overall findings can be synthesized into the following themes:

- » Improving the attractiveness of the overall space
- » Providing more seating and shade for users
- » Minimizing the presence and/or impact of vehicles
- » Increasing programming and activities for all users, with a special emphasis on children/families



*Project site*



Broadway, Salisbury Beach

# RECOMMENDATIONS

Based on our site tour of Salisbury Beach, stakeholder meetings and the Place Game Workshop we have developed the following recommendations for the improvement of the Broadway Mall. These recommendations have been organized according to key issues or elements of the public space that will be important to its re-creation as a vibrant public space and connection to the beach.

## PLACE GOVERNANCE

### *Create a working group*

In order for the Broadway Mall to become a truly great place it needs proper management and stewardship. A working group with balanced representation of local stakeholders, community members, and town officials should be established to provide ongoing oversight for the life of the space.

The point of establishing this working group is to transform the conversation about the Broadway Mall. Many existing and potential conflicts can be diminished if key players can establish a collaborative management strategy for the space through regular conversations about shared goals.

Versions of this group have already successfully negotiated a good strategy

for a temporary street closure and regular programming on Saturday evenings during the summer season. There is so much more that an established working group can accomplish, especially if the group embraces a spirit of trying out new ideas and learning from them (see the Lighter, Quicker, Cheaper section above).

- » More collaborative decision making, not dominated by any single interest or entity.
- » Ongoing cultivation of a shared vision for the place.
- » Survey current users especially about parking and driving habits.



C. LOCATION (PRIME)

② THINGS TO BE DONE RIGHT AWAY, INEXPENSIVELY:

- A. CLEAN it up!
- B. ADD SHADE
- C. SIGNAGE
- D. KIDS PERFORMANCES & COMM. EVENT
- E. POLICE PATROLS RE: KEEPING FAMILY FRIENDLY
- F. NON-SMOKING (AT LEAST SECTIONS)
- G. BEAUTIFY: FLOWERS, ART WORK

③ LONG-TERM IMPROVEMENTS

- A. TREES & GREENSPACE (BRING BA
- B. COMFORTABLE SEATING
- C. SHADE STRUCTURES
- D. SPLASH PADS
- E. COASTAL ART SCULPTURES OR.

QUESTIONS, <sup>& RESPONSES</sup> FROM USERS:

## ATMOSPHERE

### *The look and feel of the beach should start at Cable Ave*

The Broadway Mall has great unrealized potential to function as an attractive and vibrant gateway to the commercial, residential, recreational, and community life of Salisbury Beach. Currently, when a visitor arrives at the intersection of Broadway and Cable Ave there are few cues that they are at the edge of a lively commercial district and beautiful waterfront. Instead, the beach experience could begin at this intersection with many attractive and enticing signs of what lies beyond.

Salisbury should take cues from other beachfront communities that effectively start the look and feel of the beach several blocks away from the actual sand. Structures, signage, and landscaping should reflect and emphasize a beach atmosphere beginning at Cable Ave. On summer weekends, thousands of pedestrians walk along the two blocks between the municipal parking lots and the beach with few amenities (shade, seating, information) provided to make them feel welcome and comfortable.

The look, feel, and functionality of the Broadway Mall itself should be updated to make it a destination in and of itself, not simply a

pleasant pass-through on the way to the beach. Improvements should focus on creating an attractive, flexible, and comfortable place that supports a variety of uses. Changes that unite the entire space, from storefront to storefront, will have a major positive impact. For example, if all-weather string lights were hung from building to building it would emphasize that the entire area is a vibrant pedestrian environment. This strategy has been used very effectively in a variety of destinations, most notably Larimer Square in Denver, CO. Specific approaches to consider include:

#### *Create the feeling of one unified space*

- » The Broadway Mall should be an “off-beach oasis”
- » Think of the entire space from storefront to storefront
- » Use the ground plane (paving, street surface) and overhead (string lights, banners, shade structures) to connect the entire space visually

*Allude to the look and feel of the dunes and the marsh on the Broadway Mall through plantings and landscape design*

*Include more movable amenities (tables, chairs), shade (umbrellas), and softening elements (planting, games, public art)*

*Include a water element for atmosphere, play, and post-beach cleanup*

*Install amenities and improvements that can serve multiple functions – such as bike racks that double as public art or plantings that can be used in educational programming about the coastal ecosystem*

*Expand food options*

*Eliminate large permanent signs on the western side of the mall (they clog the space and limit other use(s)).*

*Experiment with existing trellis structures. Could colorful fabric, or other elements make these more useful and distinctive? Maybe they need to be repositioned?*

*Provide more comfort and interest along the entire walk from the municipal parking lot to the beach*

- » Repaint crosswalks with a distinctive pattern that speaks to the beach environment
- » Wayfinding and Information signs
- » Shade / Seating
- » Visual Interest / Public Art
- » Hyper-local transit (golf cart taxi / bike taxi)



## STREET

### *Experiment with a shared street*

*If you plan for cars and traffic, you get cars and traffic. If you plan for people and places, you get people and places.*

*- Fred Kent*

Striking the right balance between vehicle access, parking, and creating a safe, comfortable, and attractive pedestrian and cycling experience along the Broadway Mall is one of the biggest challenges and greatest opportunities for Salisbury Beach. Although there may be a range of opinions about how these two blocks of Broadway should be configured, we think there is already a good model in place for how to proceed – plan and allow for different uses of the street at different times.

The regular street closure that is occurring on Saturdays during the summer should be the starting point for an expanded series of experiments with both timed closures and roadway reconfiguration. The most important thing to keep in mind is that the street does not have to maintain one configuration 365 days a year, 24 hours a day. What Salisbury

Beach needs is an approach to street use that is responsive to time at a number of scales: time of day, weekday vs. weekend, and season.

We recommend that the working group look for opportunities to experiment with different temporary reconfigurations of the roadway. By reducing the travel lanes from 1 to 2, either on the sidewalk side of the roadway or the “island” side, the amount of public space can be increased allowing for sidewalk dining, more seating, and a greater sense of connection between the retail storefronts and adjacent public space.

A longer-term idea is to consider a permanent reconfiguration of Broadway as a “shared space” (see Winthrop Street case study). By eliminating curbs, signage, and other elements that traditionally separate vehicle traffic and pedestrians, it is possible to create a safe and attractive space where all users have equal access. The Broadway Mall could be transformed into a very slow zone for vehicles, without needing to eliminate them. Meanwhile, the space would be much more flexible and attractive as a public space and could become a destination where locals and visitors are eager to wander, visit local businesses and participate in community programming.

*Experiment with roadway configuration and timed closures*

- » Reduce travel lanes to 1 from 2
- » Try widening both sidewalk and the “island”
- » Could be done experimentally for a weekend or 1 or 2 weeks.
- » Doesn’t eliminate parking spots

*Encourage merchants to receive deliveries at rear of buildings where possible to reduce truck loading/unloading on Broadway*

*Try expanding the Saturday timed closure for an entire weekend along with additional programming and events.*

*Make the Broadway Mall more convenient and attractive for cyclists*

- » Bike racks (could double as public art)
- » Bike lane connecting to State Reservation and other locations
- » Small scale local Bike Share program

*Study how a shared space approach could be implemented*

Other Street and Transportation Issues to consider:

*No bus shelter on Beach Rd. Riders have to flag the bus and wait with no seating or shade.*

*ADA access issues throughout the area*

*Left turn issue at Cable Ave:*

- » Based on our brief observation, it seems that some drivers are avoiding the left turn from Beach Road onto Cable Ave. These drivers are then using the Broadway Mall area as a long U-Turn route before turning right onto Cable Ave to head north. We recommend working with Mass DOT to evaluate how this intersection could be better designed to encourage drivers to make the left turn. If it is clear to drivers at this intersection that the Broadway Mall is designed for slower vehicle speeds and increased pedestrian use, this may also help to discourage unnecessary through traffic.



## PROGRAMMING

### *Celebrate the town at the beach*

The Broadway Mall is the “heart” of Salisbury’s beach community. With its mix of uses and connections to the beach it is the perfect place for Salisbury residents and visitors to gather and celebrate the town and its beautiful physical assets. The space itself and its proximity to the beach provides a huge opportunity to service and host a variety of uses and activities.

From our site tour, meetings and workshop we saw a space that mostly serves people in the evening enjoying beach pizza and ice cream, and taking in concerts and fireworks on weekends. This is a good beginning, but the space has great potential to be busy all day, and with strong partnerships to groups such as the Council on Aging and local children’s organizations more programs can be held in the space, inviting a diversity of users.

As with any good public space, programming of the Broadway Mall should be geared toward all types of users - residents, tourists, children, families, young adults

and seniors. Special attention should also be directed to programming that will attract local year-round residents. With a mixture of events scheduled throughout the day, evening and seasons a wider variety of users will be attracted to the space, which in turn will create a sense of pride of place for the community and contribute to higher foot traffic and sales for local businesses.

Some opportunities for increased programming include:

#### *For all:*

- » Outdoor movies for all ages
- » A dance floor during the weekend concerts
- » Education and outreach on the natural environment, especially the dunes and marsh
- » Board games and lawn games, such as cornhole
- » Mobile library with books and magazines for lending or a [“Little Free Library”](#) where people can drop off finished books or magazines for others to enjoy

#### *Family/Children’s programming:*

- » Play equipment such as large blocks and games
- » Water feature

#### *Year-round Residents:*

- » Better advertising and outreach about municipal parking pass
- » Create package deal that includes food, drinks, beach amenities, etc. for one price

#### *Seniors:*

- » Relocate existing programming, such as the ice cream social
- » Provide shaded seating



## COMFORT STATION

### *More than just a restroom*

Pledged funding from the Commonwealth for the design and construction of a comfort station at the beach in Salisbury provides a phenomenal opportunity to create infrastructure that serves multiple functions along the beachfront. Rather than thinking of this space as a one-dimensional restroom, the comfort station should be a multi-use asset which supports additional programming and provides a welcoming, comfortable space for visitors.

While there is some trepidation to locating the comfort station on or near the Broadway Mall, Salisbury should look to other beach communities that have designed their comfort stations to be the focal point of arrival for beachgoers. Salisbury can do the same whether the comfort station is located on or near the Broadway Mall. The comfort station should consider including the following uses:

- » Staff Presence - the Town has already agreed with the Commonwealth to commit a staff member to the comfort station seasonally. This person can make sure the space is neat and clean, but can also do double-duty welcoming visitors,

sharing information and direction and providing a constant pair of eyes to ensure that the space remains safe for all.

- » Information/Welcome Center - The above mentioned staff person can provide information to visitors of the beach, and can maintain brochures, maps and other items highlighting Salisbury.
- » Storage - good public spaces with regular programming can never have enough storage. The comfort station can be designed to include storage for lifeguard items and programming elements such as table games, lawn games, signage, items for concerts and movies, etc.
- » Vending - the comfort station is a ideal location for additional food/drink options such as coffee, water, ice cream, etc. The plumbing that will already be required for restrooms will make this an easy addition.
- » Beach Rentals - providing a place for visitors to rent umbrellas, chairs and other items for their day at the beach will make it easier for day-trippers to visit Salisbury, especially if they are arriving by public transportation or bike.

How the comfort station looks and “feels” is as important as its uses. The following elements will be important when designing a space that adds to the beach experience:

- » Design an attractive, distinctively “beachy” building. As already mentioned, before you arrive on the sand residents and visitors should feel like they are already at the beach and a structure that looks different from something that would be in an urban or downtown setting will help set that tone.
- » Highlight the other uses of the structure and downplay the restrooms. The restrooms should feel secondary to the other uses. Users need to know that it is a restroom, but it shouldn’t dominate the look and feel of the structure.
- » Strengthen the identity of the beach and commercial district at the Broadway Mall through the structure. Currently, the area lacks signage welcoming you to the beach and this structure can be designed to include signage such as a traditional sign or mural along one of its walls.
- » Build two structures connected by a roof/shade element. If the comfort station is built on the Broadway Mall this design could preserve views down to the beach and provide an additional shaded space. One building could be dedicated to restrooms, while the other houses information/vending, etc.

» Use the flood elevation requirements to the town's advantage by adding stairs that can double as seats for visitors to relax. This would also create a natural meeting point for people to gather.



# CASE STUDY

## LAUDERDALE BY THE SEA, FLORIDA

Just in time for the 2013 winter tourist season, the seaside community Lauderdale by the Sea in Florida, celebrated the renovation of several blocks of Commercial Boulevard, the town's business district terminating at the beach. With almost \$5 million invested into approximately 6 months of construction, the town was able to create an expanded shopping and dining destination, centered around two new pedestrian plazas, out of what was once a struggling district.

To invite more pedestrians to the commercial area sidewalks were extended and a pedestrian plaza was designed which required the elimination of two rows of parking. Parking spaces were created elsewhere resulting in a series of pedestrian-focused public spaces highlighted by colorful adirondack chairs, overhead twinkling lights, palm tree shaded

spaces, expanded crosswalks, a plaza paved to mimic the nearby dunes and water, sidewalk dining and better views of the ocean. Aside from shopping, dining and relaxing visitors use the new spaces for community events, such as dance parties and live music in the plaza.

One of the local business owners expressed his happiness with the new space, "It's totally beautified the plazas, especially with the lighting and the landscaping," said Mike Mangini, owner of Frame 'n' Art. "I'm looking forward to the new plaza generating a lot more foot traffic for us."

In 2013, the business district transformation won Florida Public Works Project of the Year.



Important amenities which give the space character: overhead lights, colorful, comfortable chairs and benches made of old boats in the pavilion.



Even with a lane for vehicular traffic separating them, the two plazas feel continuous and safe to travel to and from. Photo credit: Steven Fett Architecture



New pedestrian plaza in center of Commercial Boulevard - features overhead lighting, moveable, comfortable and attractive chairs, umbrellas for shade, lawn games and holiday decorations.



Pedestrian plaza in front of pavilion - paved to mimic nearby dunes and water, shade with trees, space for events. Photo credit: Steven Fett Architecture



Commercial Boulevard - Before



Commercial Boulevard - After. Photo credit: Steven Fett Architecture



Overhead View of Commercial Boulevard - two pedestrian plazas, one lane each for east/west vehicular traffic, paved crosswalks for visibility and safety, wide sidewalks, extended curbs, movable chairs in the plaza and a pavilion creating a focal point for the entrance to the beach. Photo credit: Steven Fett Architecture



# CASE STUDY

## WINTHROP STREET, CAMBRIDGE, MASSACHUSETTS

### **Overview**

In 2008, the City of Cambridge, MA transformed Winthrop Street into a shared-space street as part of the Harvard Square Improvement Project. The formal creation of this shared space sanctioned the way the 30-ft wide street was already being used by pedestrians walking down the middle of the narrow street and a small number of vehicles driving at a slow speed. Before the shared space was created the street also had poor physical conditions, including narrow sidewalks that were slippery when wet and inhospitable to people with disabilities.

To get the project off the ground, and fulfill the community's vision for a shared street, multiple government agencies collaborated together. The Community Development Department managed the design process and public outreach effort through the formation of a citizen advisory committee. Public Works reviewed the project design and long-term maintenance and accessibility issues, and the Traffic, Parking and Transportation Department enforced parking regulations. Lastly, Harvard Square Business Association,

the Harvard Square Design Committee, and the Historic Commission provided input to make the Winthrop street redesign a successful collaborative and interdisciplinary effort.

To create the shared space Cambridge removed the street's curbs and installed interlocking concrete pavers to make a 300-ft long section of the street all one level. Pedestrian scale lighting was added, and the street was made ADA accessible. Restaurants were allowed to add outdoor seating to the area.

The result was that Winthrop Street was turned into an inviting and accessible pedestrian space that could also accommodate motor vehicles and delivery vehicles to service the adjacent restaurants and businesses.

### **Project Features**

- » Signs marking the street as a shared street with a posted speed limit of 10 mph
- » Signs indicating the street's closure to vehicles from 11AM to 2AM

- » Removal of curbs creating a one-level street
- » Interlocking concrete pink and grey pavers from building to building
- » Pedestrian scale lighting
- » Authorization for outdoor dining spaces on the street

### **Project Timeline**

2006 - 2008

### **Outcomes**

- » The shared space became so popular with pedestrians that local restaurants lobbied to have the street closed to vehicles so that they could expand their outdoor seating. Vehicles were then banned from 11AM to 2AM.
- » The shared space is more comfortable for pedestrians, ADA compliant and safer both day and night.
- » Building off of the success of Winthrop Street, Cambridge has extended shared space design in residential areas to address accessibility issues.



Winthrop Street - Before  
Photo credit: Cara Seiderman, City of Cambridge

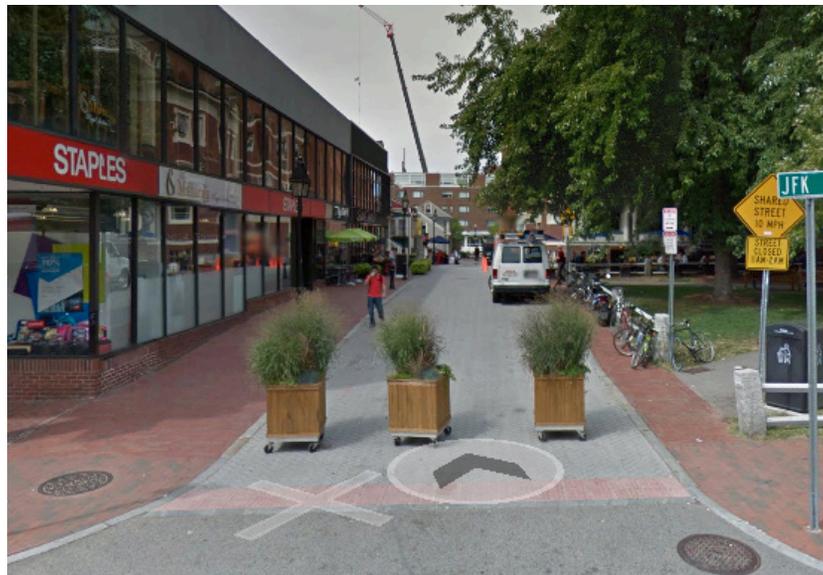
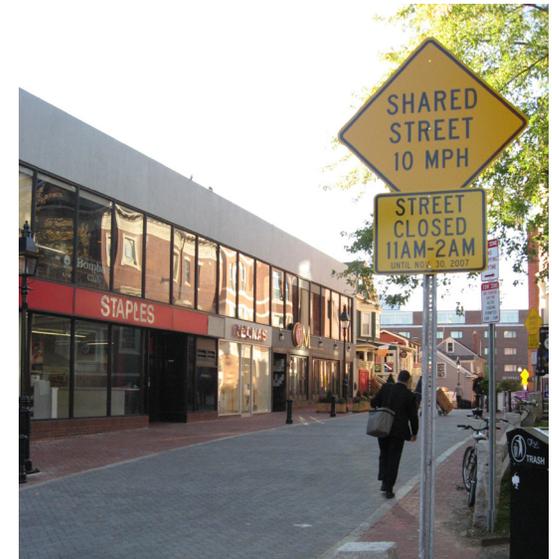


Winthrop Street - After  
Photo credit: Cara Seiderman, City of Cambridge

(top left) Sidewalks and the street are at the same grade creating a curbless street  
Photo Credit: Leslee\_atFlickr



(top right) Signage clearly marks that Winthrop Street is a shared space and the times of day when vehicles are welcome onto the street.



Attractive, planters block Winthrop Street from vehicular traffic between 11am-2am



Plants rolled to the side to allow vehicle access



Restaurants with expanded seating onto sidewalks



Asbury Park, New Jersey

# NEXT STEPS

To move these recommendations forward, specifically an experiment to turn the Broadway Mall into a shared space, we suggest that the Town of Salisbury take the following concrete steps to learn more about how the space is currently being used and how it can be improved for all users:

- » Parking Survey - monitor and survey drivers/vehicles that park alongside the Broadway Mall to determine the average time spent parked in a space, the average number of used parking spaces at different times of the day and week and where drivers are visiting after they park.
- » Traffic Survey - monitor vehicles driving around the Broadway Mall to determine their destination - whether it is a parking space, to pick up someone in front of the stage, take in the “scene”, or avoid a left-hand turn onto Cable Avenue.
- » Delivery Survey - Survey businesses surrounding the Broadway Mall to better understand their delivery needs such as how many deliveries they receive, their frequency per day or week, where deliveries are made and how long they take.



Salisbury Beach

# CONCLUSION

If we had to use a single word to describe the Broadway Mall it would be “potential.” This potential is clear both in what is already here and in what is missing. The existing assets – natural, recreational, commercial, and cultural – are impressive, and the enthusiasm for positive change was evident throughout our visit. There are also clear opportunities to leverage these assets to create a more attractive, vibrant, and memorable public space that draws a wide range of locals and visitors year-round.

As town officials, stakeholders, community members, and others work to further develop a shared vision, we encourage you to be as ambitious in your work to experiment, collaborate, and learn together about the human side of this project as you are in planning for longer-term and more permanent physical changes. Even the most

thoughtfully designed physical improvements and amenities are not enough to create a great place – reliable management, maintenance, regular programming, and ongoing community involvement are essential to the future success of the Broadway Mall.

When these elements come together, a virtuous cycle begins and the everyday life of a place itself becomes magnetic, it becomes somewhere that people are drawn to because they know other people will be there, that there will always be something interesting to see and do, and that they will feel safe, comfortable, and part of a larger community while they are there. With patient work, we believe the Broadway Mall can have all of these attributes and more, and that it will become an even greater asset for everyone involved.



## SALISBURY, MA WORKSHOP NOTES -JULY 20, 2016

### *Top three cited weaknesses of the Broadway Mall:*

1. Overall attractiveness
2. Comfortable places to sit
3. Clarity of information/signage

### *Top three cited strengths of the Broadway Mall:*

1. Visibility from a distance
2. Ease of walking to the place
3. Feeling of safety

### *What do you like best about this place?*

- Proximity to/view of the ocean & beach (3)
- Centrally located (3)
- Flowers and plants (3)
- Activities/children activities (2)
- Proximity to Bus
- Seating
- Places to eat
- Great spot for families to visit
- Feeling of safety
- Walkable
- People watching opportunities
- Great meeting spot
- American Flags
- Openness
- “Potential”

### *List things that you would do to improve this place that could be done right away and that wouldn't cost a lot:*

- More seating and shade (5)
- Signage (2)
- Bike racks (2)
- Decrease number of vehicles in the area (2)
- Better sanitation (“cleaning the area”) (2)
- Improve road surface
- Involvement of kids in programming/community events
- Foot wash
- Farmers market
- Outdoor movies
- Water fountains
- Remove curbing
- Less cement, more green space
- Removal of walls
- New garbage/recycling receptacles
- Public piano
- More police patrols to ensure ‘family friendly’ behavior
- Enforce non-smoking in sections of the area

*What changes would you make in the long term that would have the biggest impact?*

Children's activities or games (3)  
Playground (2)  
Trees and green space (2)  
More opportunities for activities (2)  
Underground utilities  
Permanent shell/ comfort station  
Decrease traffic  
Focus on redevelopment of vacant building  
Make more walkable  
Improve design  
Remove concrete and replace with patio pavers  
Comfortable seating  
Coastal art structures  
Shade

*Ask someone who is in the "place" what they like about it and what they would do to improve it.*

***What they like:***

View of the ocean  
Accessibility to food/ restaurants  
The arcade  
Other's love it due to accessibility, activities, better than other local beach towns

***Improvement suggestions:***

Eliminate traffic/ close street to reduce traffic (2)  
One participant said, "nothing- level it"- perception that people are only here for pizza, beach, and the arcade  
Groups should work together  
Need to program things to do for adults and children  
Increase safety  
Address parking issues  
Address affordability concerns  
Better tables/seating  
Sit down restaurants nearby

*What local partnerships or local talent can you identify that could help implement some of your proposed improvements? Please be as specific as possible.*

Salisbury Beach Betterment (3)  
Salisbury Beach Partnership (3)  
Local businesses/Chamber of Commerce, Banks, Town of Salisbury partnership (3)  
Public/private partnership  
New Businesses  
Commonwealth of Massachusetts for funding

