



DRAFT

# Holyoke

## Comprehensive Plan Update

# DRAFT GOALS & STRATEGIES

April 2025



**Prepared for:**  
City of Holyoke  
Office of Planning and Economic Development

**Prepared by:**  
**Agency**  
Landscape + Planning





# Table Setting





Pop-up at Key Foods



Pop-up at Holyoke Senior Center



Open House at Holyoke High School

Holyoke Comprehensive Plan Update 2025







Pop-up at Fiestas Patronales



Pop-up at Holyoke Medical Center



Pop-up at HPL



Pop-up at Springdale Park





Youth Workshop at the YMCA







Focus group with Nuestras Raices



Comprehensive Plan Committee



Focus group with DPW

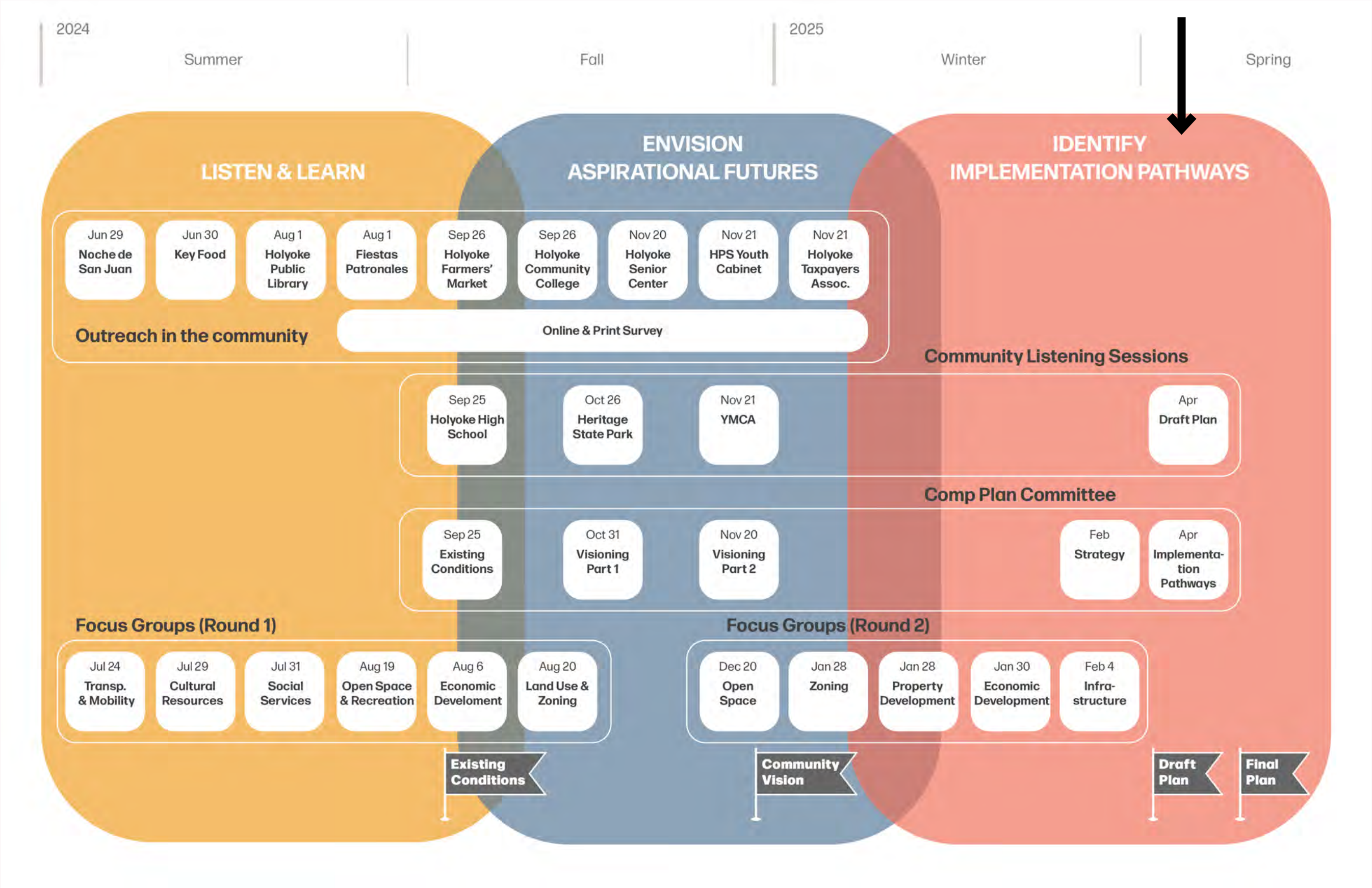


Focus group with City officials

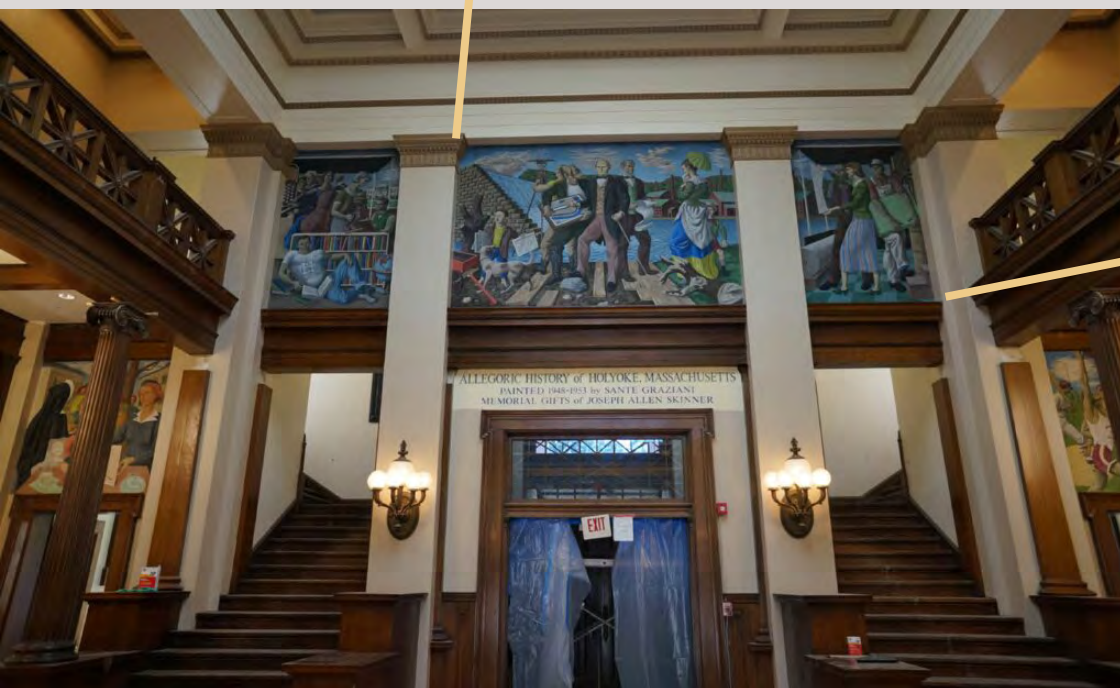




*We are here!*





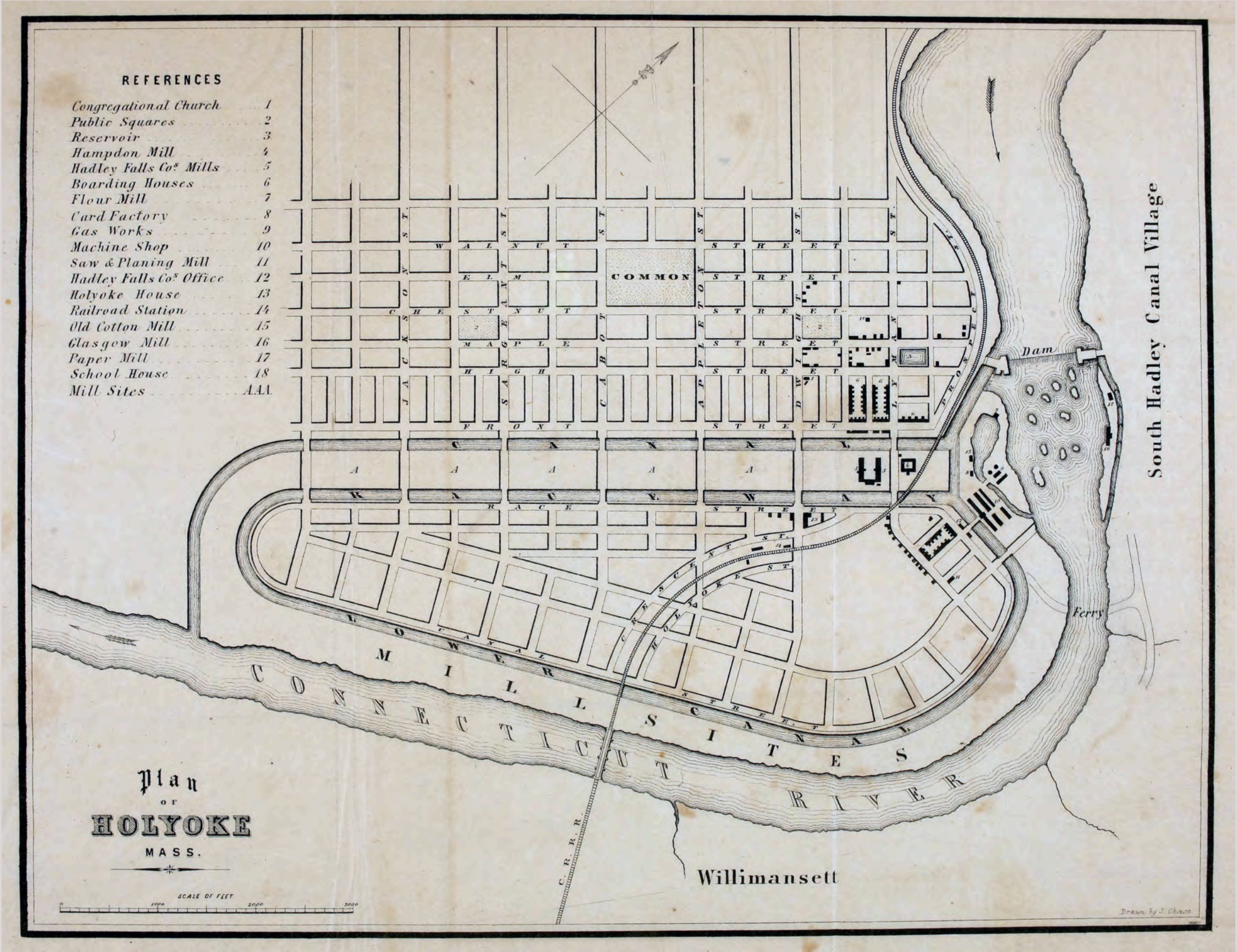


**Sante Graziani Mural**  
Holyoke Public Library, 1954

## Holyoke's first (unofficial) comprehensive plan



Anderson & Chase  
Plan for Holyoke, 1853





Vision Statement:

*Holyoke is growing toward a clean and green future, leveraging its renewable energy and environmental beauty to offer economic opportunity, access to education, healthy, safe and joyful quality of life, and housing for all. Holyoke is assured of its future—vibrant, inclusive, and modern.*





# Planning Framework

To achieve goals, “**strategies**” were developed. Strategies are specific action steps that should be taken.



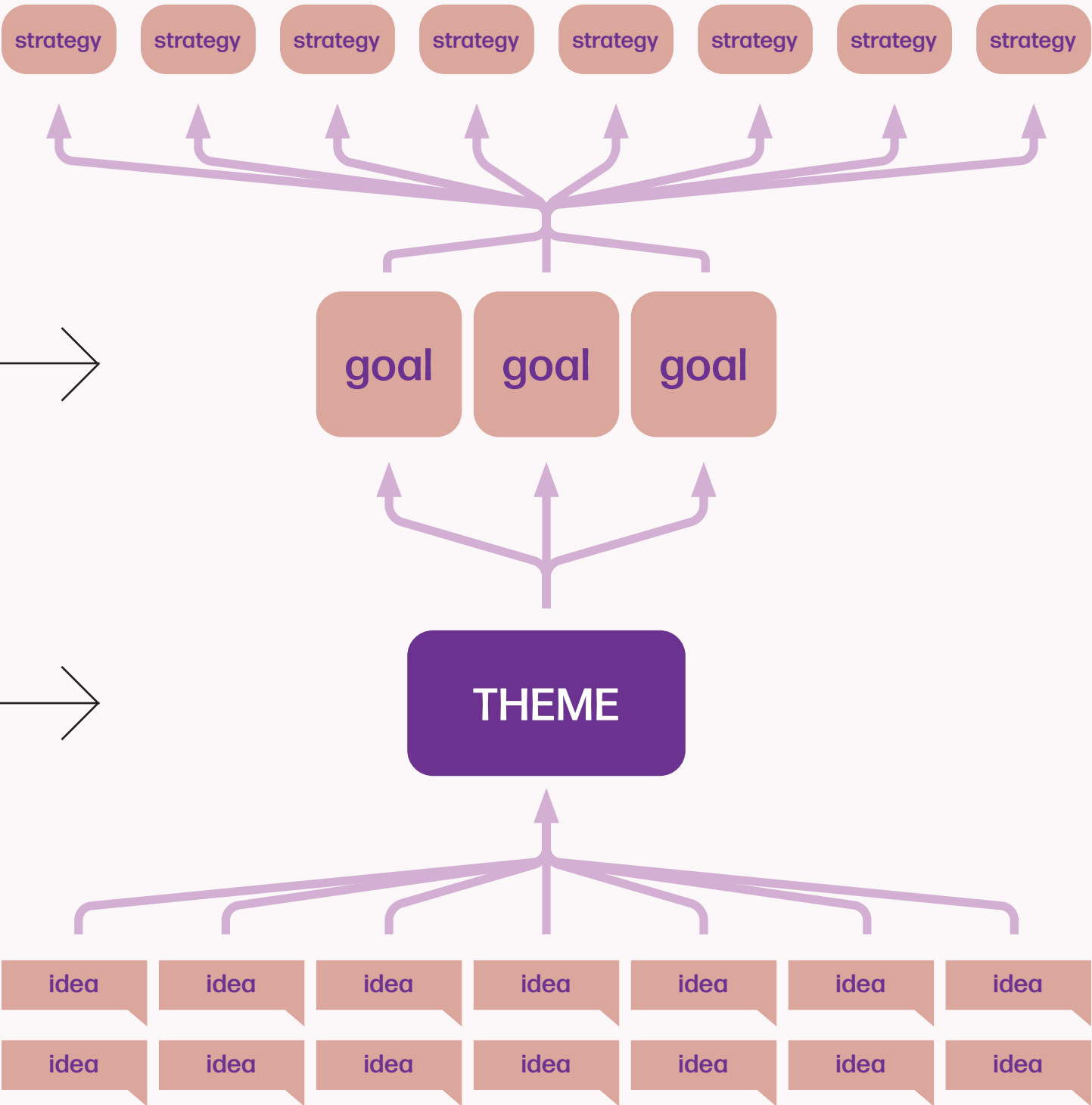
“**Goals**” were established for each theme. Goals are desired outcomes or aspirational futures.



The many ideas were organized into “**themes.**” Themes capture the priority issues and objectives that the Comp Plan should address.



“**Ideas**” about Holyoke’s future originated from community engagement, the Comprehensive Planning Committee, interviews and focus groups, the City, and the consultant team





# Planning Framework



Theme 1:  
Holyoke is...  
**Ready for Business!**



Theme 2:  
Holyoke is...  
**Safe and Compassionate!**



Theme 3:  
Holyoke is...  
**Livable and Welcoming!**



Theme 4:  
Holyoke is...  
**Sustainable and Connected!**



# Poster Exhibit Plan





# Agenda

**Grab a plate, settle in**

## **1. Presentation: Holyoke is Ready for Business**

**Discussion**

## **2. Presentation: Holyoke is Livable and Welcoming**

**Discussion**

## **3. Presentation: Holyoke is Sustainable and Connected**

**Discussion**

## **4. Presentation: Holyoke is Safe and Compassionate**

**Discussion**

## **5. Closing / Next Steps**



1

Holyoke is...

**Ready for  
Business**





# Call to Action

In the past decade, **there have been substantive economic development strategies, initiatives, and investments** to leverage and promote Holyoke's unique assets.

At the same time, **major challenges persist in the city, including poverty**, public safety, vacant/deteriorated buildings, and uncoordinated city processes.

And yet, **Holyoke has the assets and potential for revival and growth.**

**But Holyoke will not realize its potential until it is ready to make a serious commitment to economic development, provide a friendly environment to businesses and developers across all city departments, and ensure a safe and clean city for its residents, workers, visitors and businesses.**





# > Holyoke is... *Ready for Business!*

## > An ecosystem of economic development initiatives that fosters the cleantech industry

&gt;

- Conduct a **marketing campaign** that highlights Holyoke's economic development successes and locational advantages
- Create a **start-up incubator space**
- Establish annual events for the cleantech and innovation industries
- Develop a **food product, storage, distribution facility**, a logical downstream complement to the Western Mass Food Processing Center in Greenfield
- Partner with economic development leaders to pursue clean tech and climate tech opportunities, leveraging the successes and assets of Holyoke



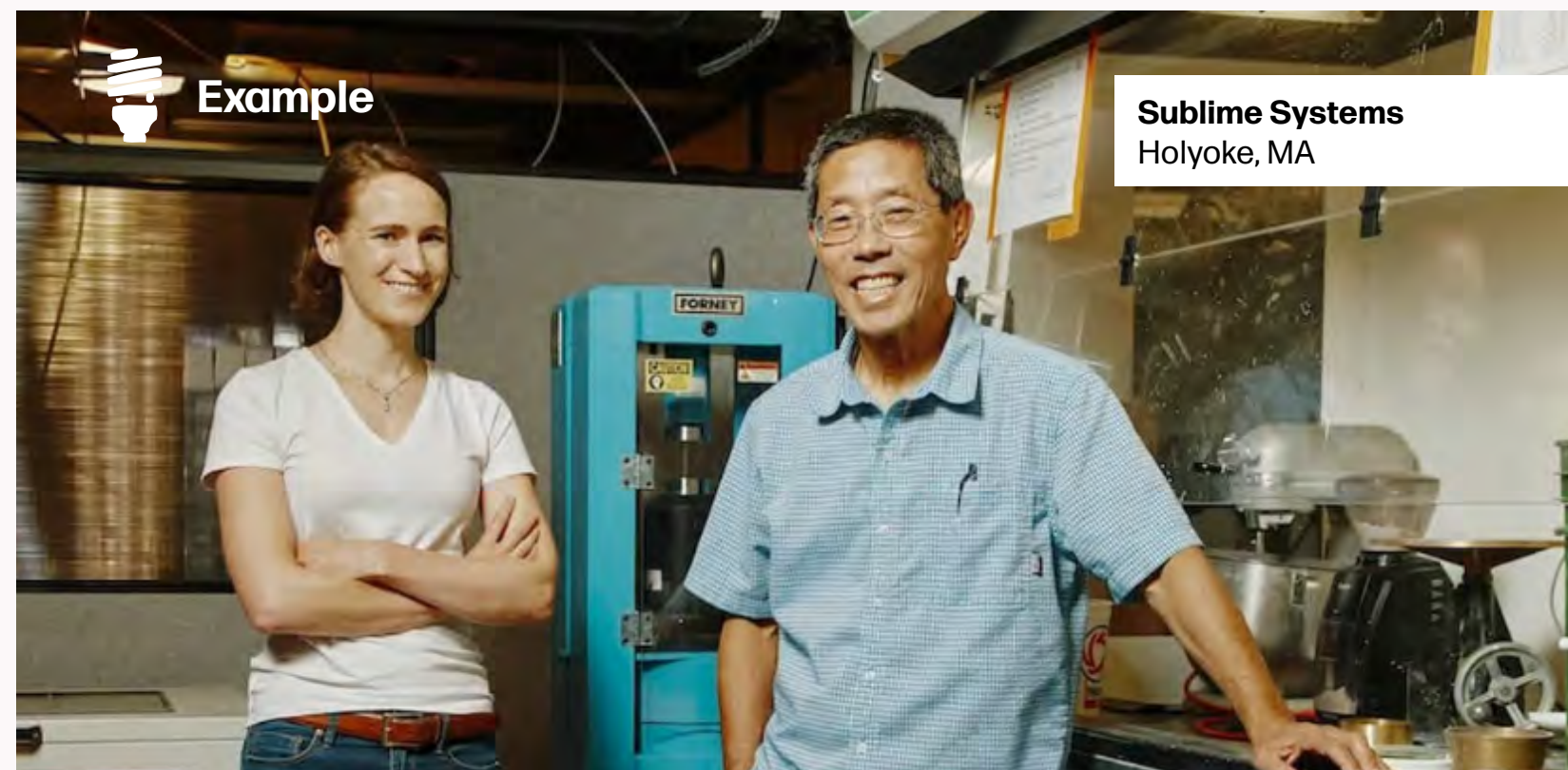
### Example



**Gotham Greens**  
Providence, RI



### Example



**Sublime Systems**  
Holyoke, MA



# > Holyoke is... ***Ready for Business!***

## > **Workforce development for all Holyokers**

- >
  - Strengthen the **pipeline into the local workforce** between students and local employers through partnerships with:
    - Holyoke Community College
    - Springfield Technical Community College
    - Holyoke Public Schools
  - Partner with MassHire Holyoke Career Center to promote education and training opportunities that provide **tangible career pathways** for Holyokers of all ages and abilities



**Holyoke Community College**  
Holyoke, MA



**HCC MGM Culinary Arts Institute**  
Holyoke, MA



➤ Holyoke is... ***Ready for Business!***

➤ **World-class ecosystem for small businesses, entrepreneurs, and start-ups**

➤

- Create a **one-stop-shop** for businesses, developers, and entrepreneurs for permits and starting a business
- Ensure Holyoke can provide a portfolio of lower-cost, **market ready spaces for start-ups**
- Build strong partnerships with regional groups such as Western Mass EDC and E for All
- Encourage a pop-up food truck court downtown
- Form the **High Street Business Improvement District (BID)**





> Holyoke is... *Ready for Business!*

> Strong governance of economic development policy and initiatives

- >
- Seek creative approaches to expand economic development staff capacity
  - Partner with and support employers and developers that demonstrate a track record of positive investment in Holyoke
  - Ensure **alignment across city departments** on key economic development policies and practices
  - **Fill project funding gaps** through the continued provision of local funding, financing, and tax exemption tools
  - **Simplify permitting processes** to increase as-of-right permitting and reduce special permit hearings

“Two critical tax incentives helped seal the deal: \$1.05 million in tax credits through the state’s Economic Development Incentive Program and local Tax Increment Financing (TIF) valued at \$351,000 to offset property taxes.”

E-Edition Advertise Newsletters [Subscribe](#) [Login](#)

# Daily Hampshire Gazette

Home News Opinion Sports Business Arts & Life Obituaries Classifieds Calendar Puzzles [Search](#)

## Company picks Holyoke for clean-tech cement plant, 70 jobs coming

### Tax incentives

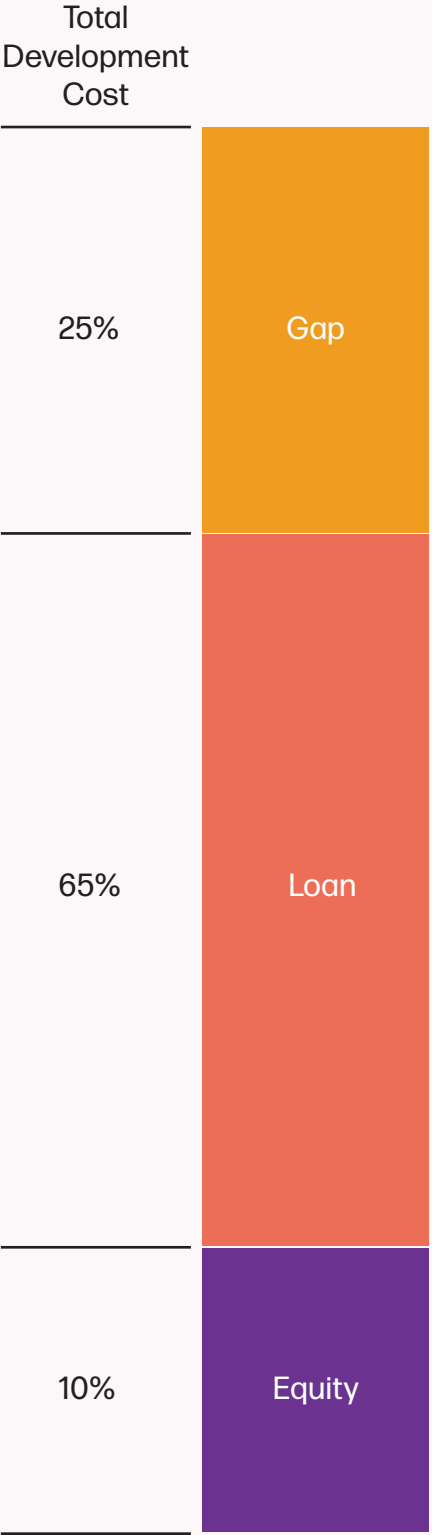
Two critical tax incentives helped seal the deal: \$1.05 million in tax credits through the state’s Economic Development Incentive Program and local Tax Increment Financing (TIF) valued at \$351,000 to offset property taxes.

“Sublime Systems’ ultra-low-carbon cement manufacturing project is not just a business development — it is a major stride towards the Holyoke we envision: innovative, prosperous, enterprising and future-oriented,” Garcia said in a statement.

Vega said the TIF means the company pays taxes on the current value of the property while the tax on the developed value of the parcel is phased in over five or seven years. The local tax break helped the company leverage the state credits.

Sublime has signed a three-year lease for the property that converts to a purchase at the end of the term. Vega said the company needs to purchase the property to receive the tax benefits.

If everything goes according to plan, Ellis said, the manufacturing plant



- Local Development Incentives**
- Abandoned Building Tax Deduction
  - Center City Housing Incentive Program (CCHIP)
  - Community Development Block Grant Program (CDBG)
  - Foreign Trade Zone (FTZ)
  - Industrial Development Loan Program
  - HG&E Economic Development Discount
  - HG&E Commercial Energy Conservation Program
  - HG&E Carbon-Free Electric Pilot Program
  - Massachusetts Vacant Storefronts Program (MVSP)
  - Property Assessed Clean Energy (PACE)
  - Urban Center Housing Tax Increment Financing (UCH-TIF)

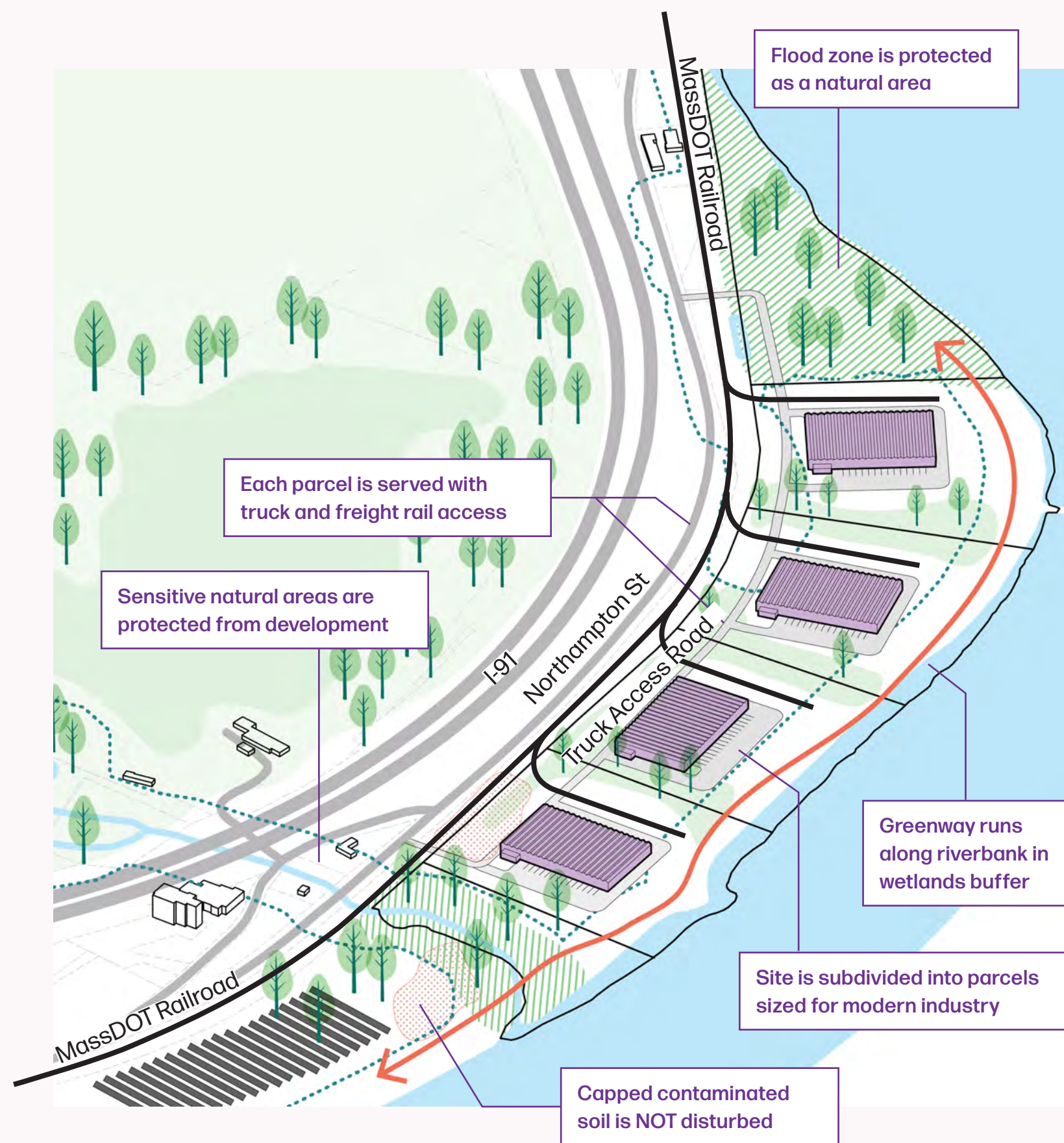
Local development incentives help fill funding gaps so the cost to redevelop a property can be met.



# > Holyoke is... *Ready for Business!*

## > Buildings and sites are market-ready for redevelopment

- Develop a master plan for redevelopment at the **former Mt. Tom Generation** to support clean tech business growth opportunities
- Identify vacant storefronts downtown and seek funding to activate spaces
- Obtain cost estimates and seek funding for **pre-construction work** required to redevelop underutilized sites
- Partner with **Holyoke Redevelopment Authority** to advance development of key properties
- Assess the future uses and evolution of the Holyoke Mall area and K-Mart plaza





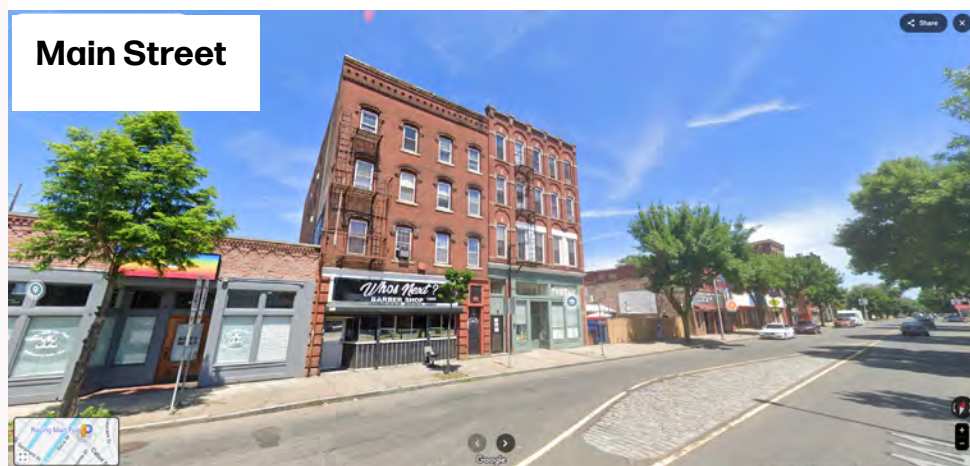
# > Holyoke is... ***Ready for Business!***

## > Streamlined business zoning encourages desirable development patterns

- > Consolidate **commercial zoning** into fewer, clearer zones
- > Develop **more as-of-right** and reduce the volume of special permits

### Neighborhood Business

- Intent: pedestrian-oriented “main street” commercial in residential areas
- Facade transparency, entrances onto sidewalks
- Based on: BL, BG, NSOD, and RO



### Downtown Business

- Intent: transit-oriented regional job center, culture and entertainment uses
- Facade transparency, entrances onto sidewalks
- Based on: BC



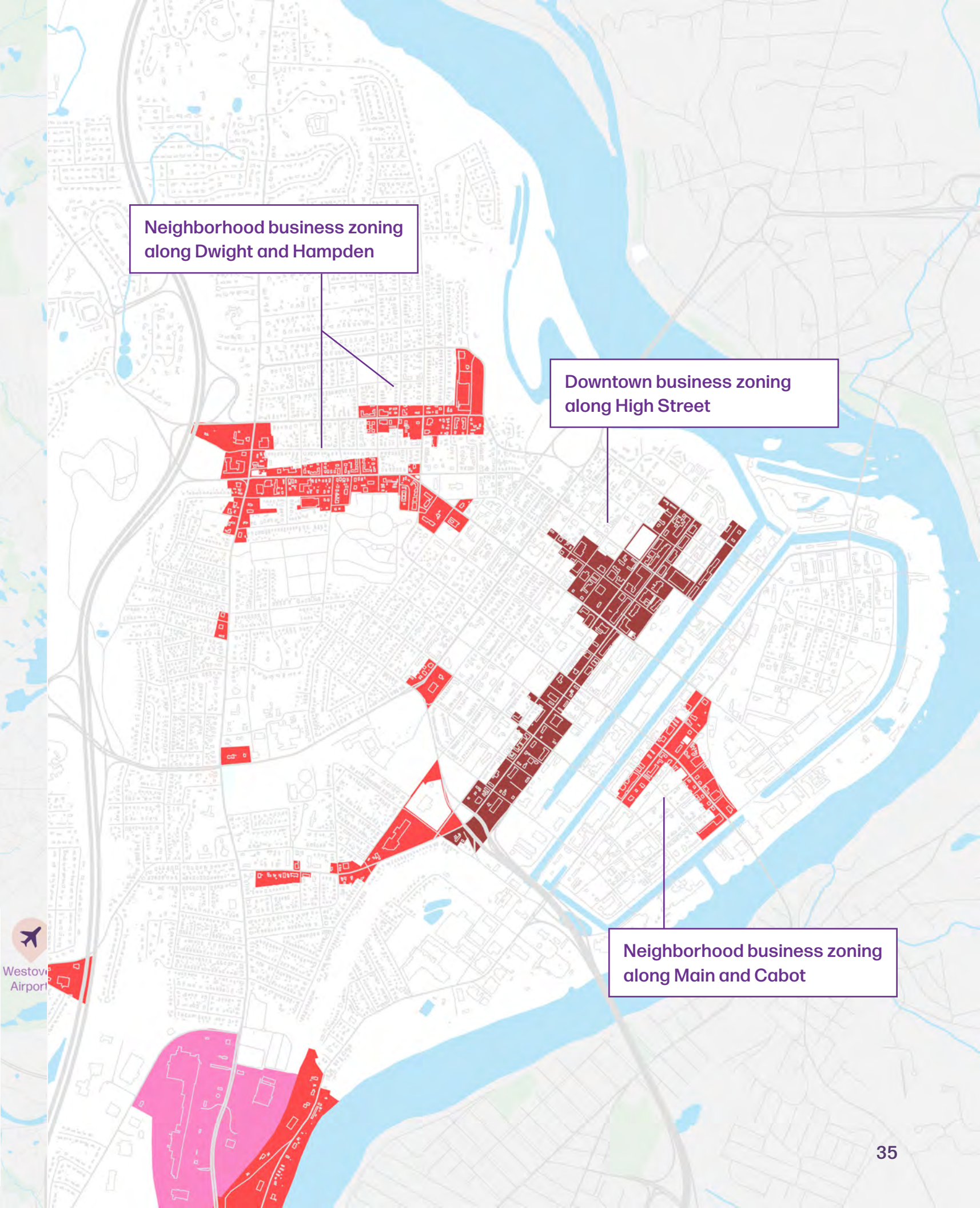
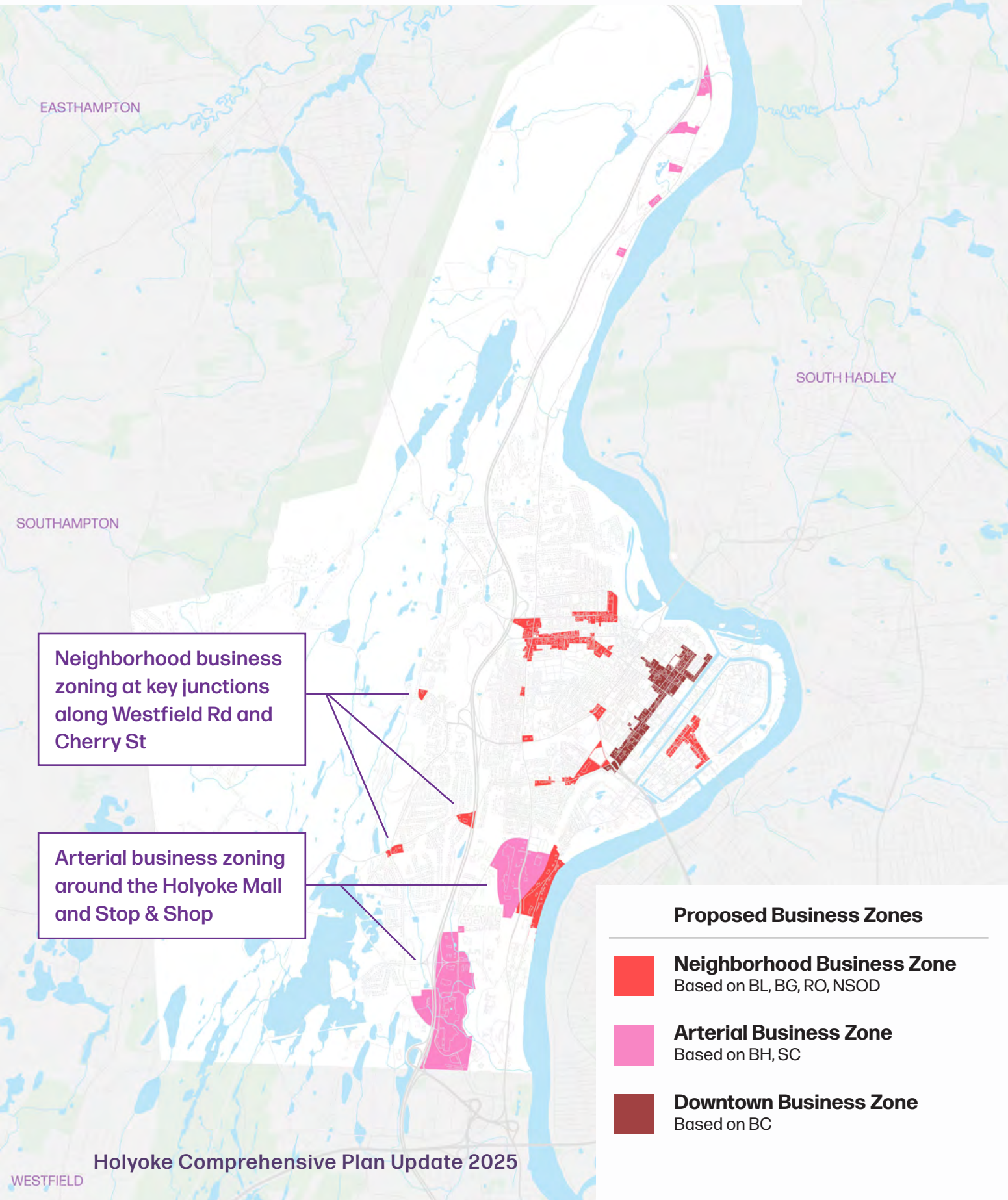
### Arterial Business

- Intent: car-oriented commercial along arterial streets, and shopping malls and shopping plazas
- Based on: BH and SC





# Proposed Business Zoning





# > Holyoke is... *Ready for Business!*

## > A mall for modern times

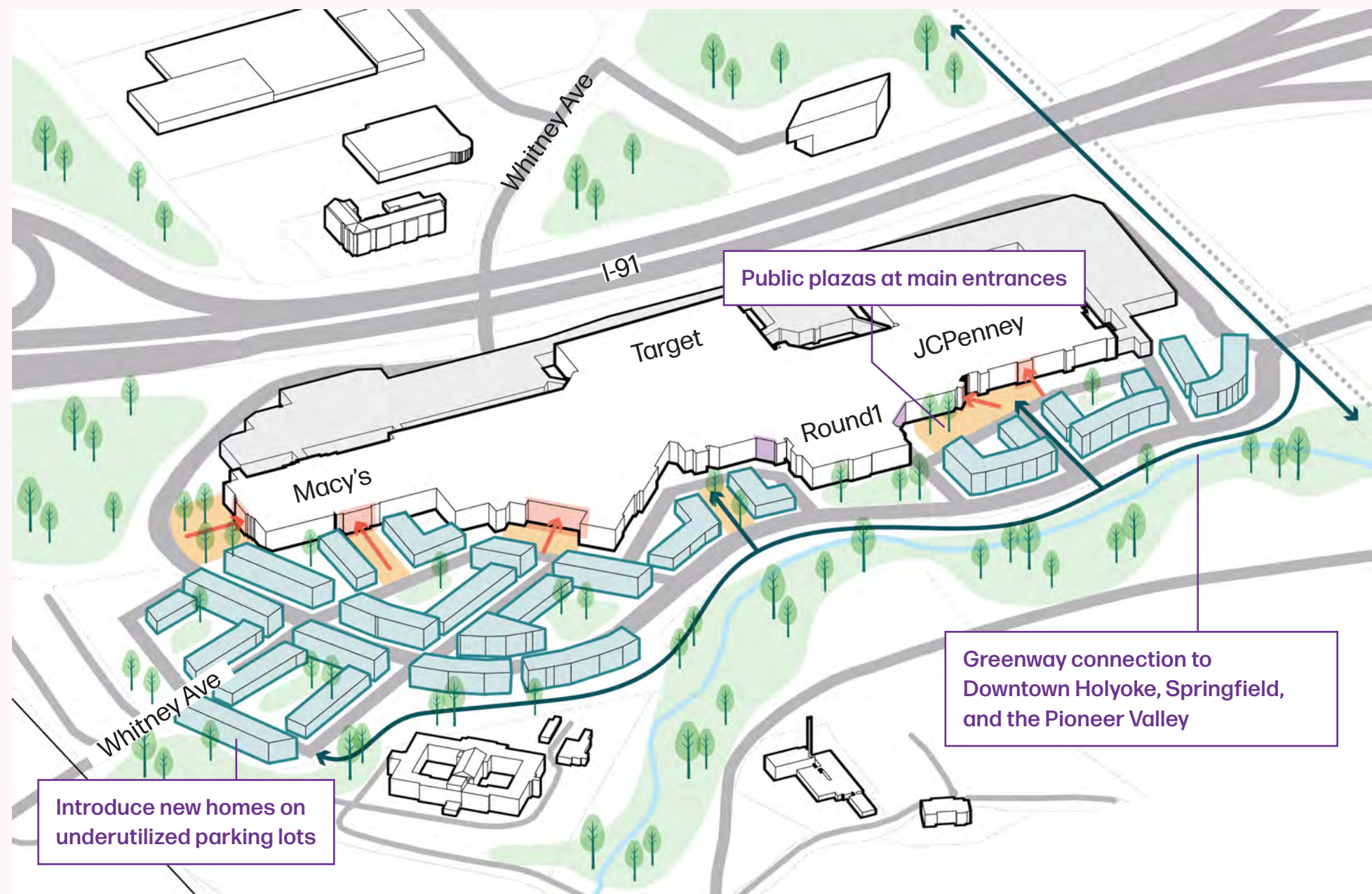
- > Partner with the Holyoke Mall to plan for re-investment as a **mixed-use district**
- > Introduce **housing** on underutilized parking lots
- > Introduce public spaces and a network of greenways



**Stonestown Mall Redevelopment**  
San Francisco, CA



**Example**





# Economic Assets & Opportunities

Holyoke Medical Center

ISO New England

Legend

1 - 3 Jobs

4 - 46 Jobs

47 - 233 Jobs

234 - 734 Jobs

735 - 1792 Jobs

Jobs/Sq.M

5-41

414-1,639

1,640-3,681

3,682-6,541

6,542-10,218

Economic Assets & Opportunities

Large Employers (500+)

Innovation/Green Businesses

Manufacturing Anchors

Workforce and Entrep. Supporters

Redevelopment Opportunity Sites

Redevelopment Opportunities

1.

Mt. Tom Generation Plant

2.

71 Maple St

3.

Dwight Street Area

4.

Open Square

5.

Canal Works Site

6.

255 Chestnut St

7.

Haberman Site

8.

12 Crescent St

9.

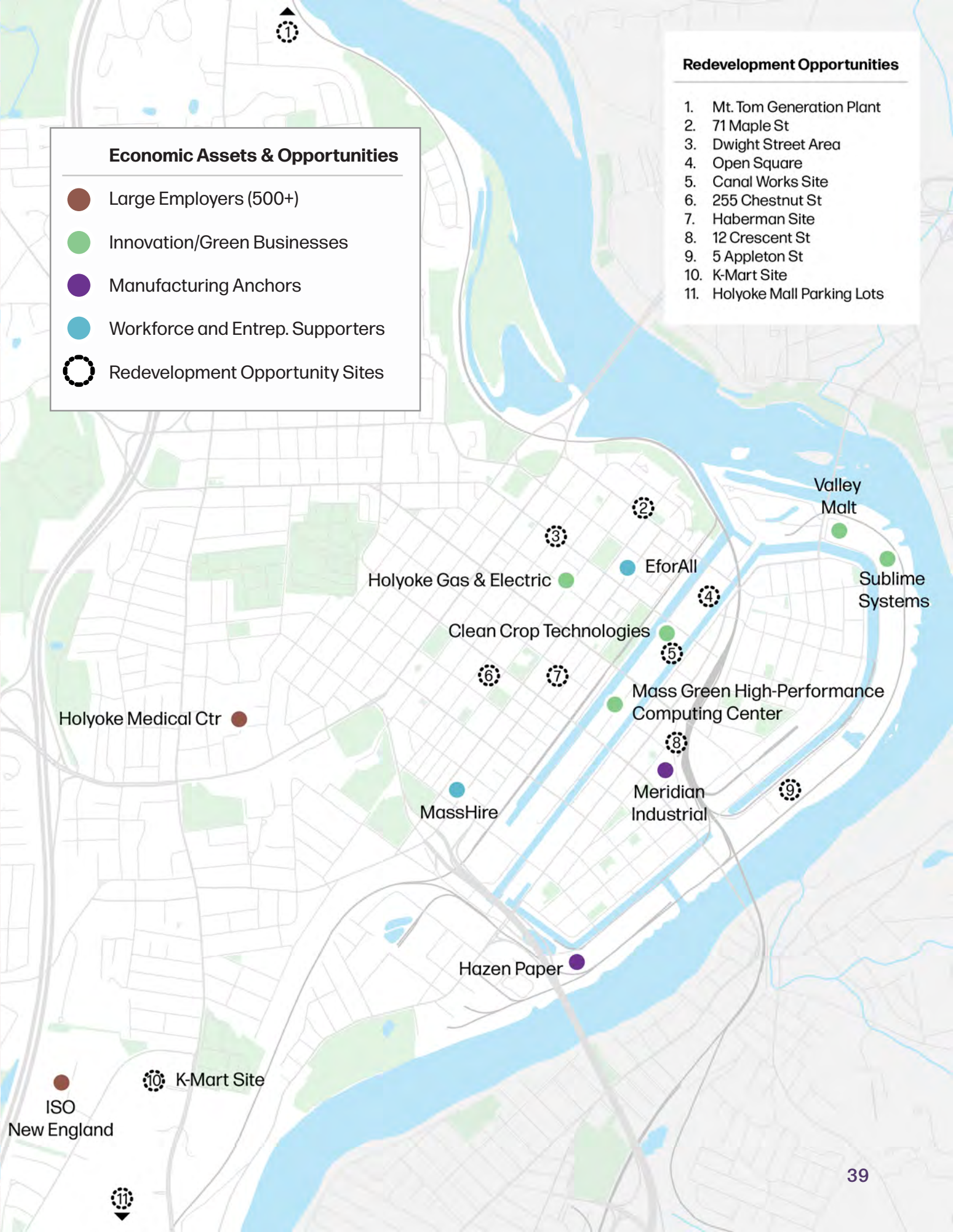
5 Appleton St

10.

K-Mart Site

11.

Holyoke Mall Parking Lots





# Summary

THEME

>

Ready for Business!

- GOALS
- >
- An ecosystem of economic development initiatives that fosters the Cleantech industry
  - Workforce development for all Holyokers
  - World-class ecosystem for small businesses, entrepreneurs, and start-ups
  - Strong governance of economic development policy and initiatives
  - Buildings and sites are market-ready for redevelopment
  - Streamlined business zoning encourages desirable development patterns





# Discussion



2

Holyoke is...

# Livable and Welcoming

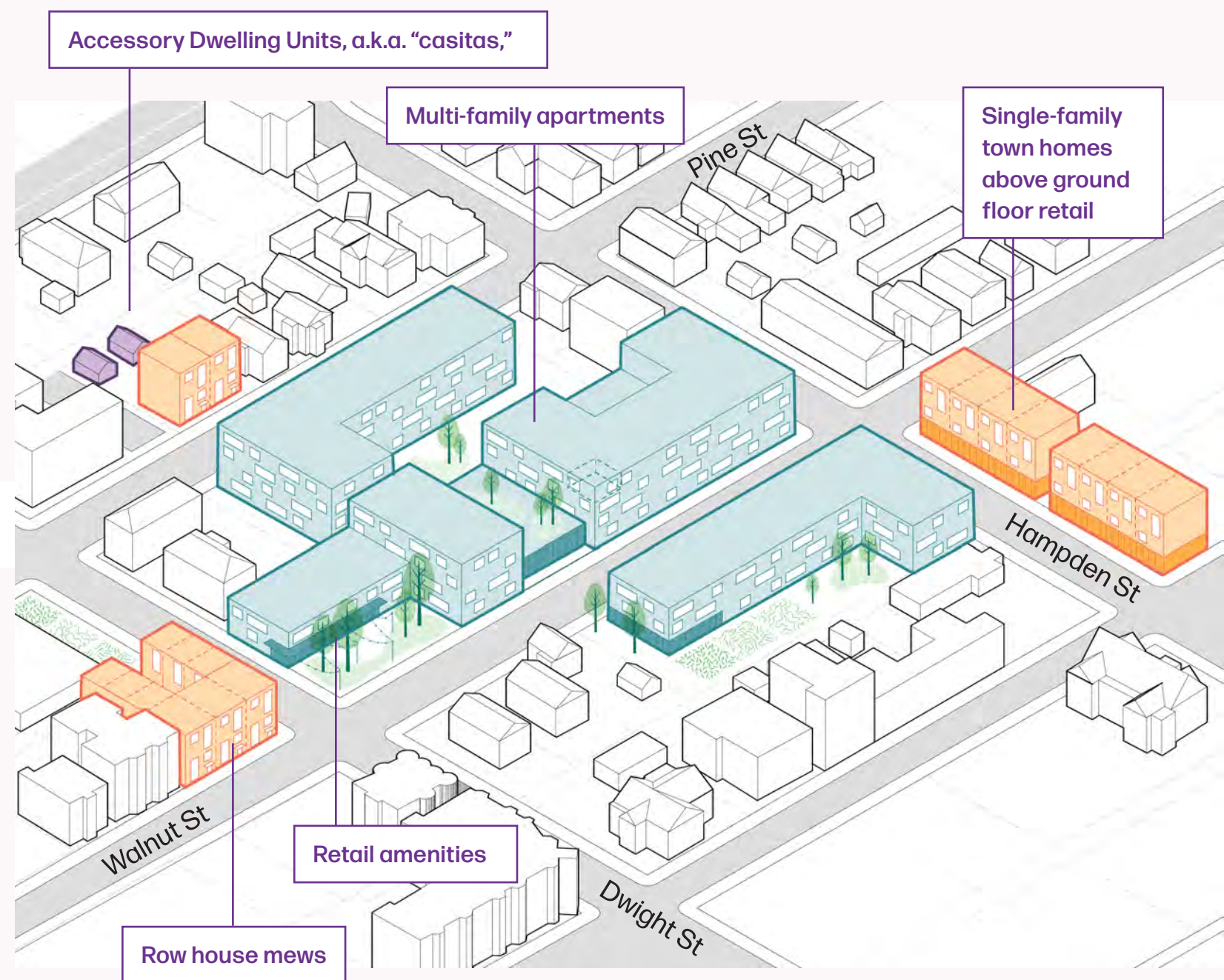




# > Holyoke is... *Livable and Welcoming!*

## > Downtown is a sought-after place to live

- > ▪ Rezone some areas to **Downtown Residential (DR)** to make it easier to build housing downtown
- > ▪ Build family-sized units to increase residential density and provide more **diverse housing options** to Holyokers
- > ▪ Relocate industrial uses out of downtown

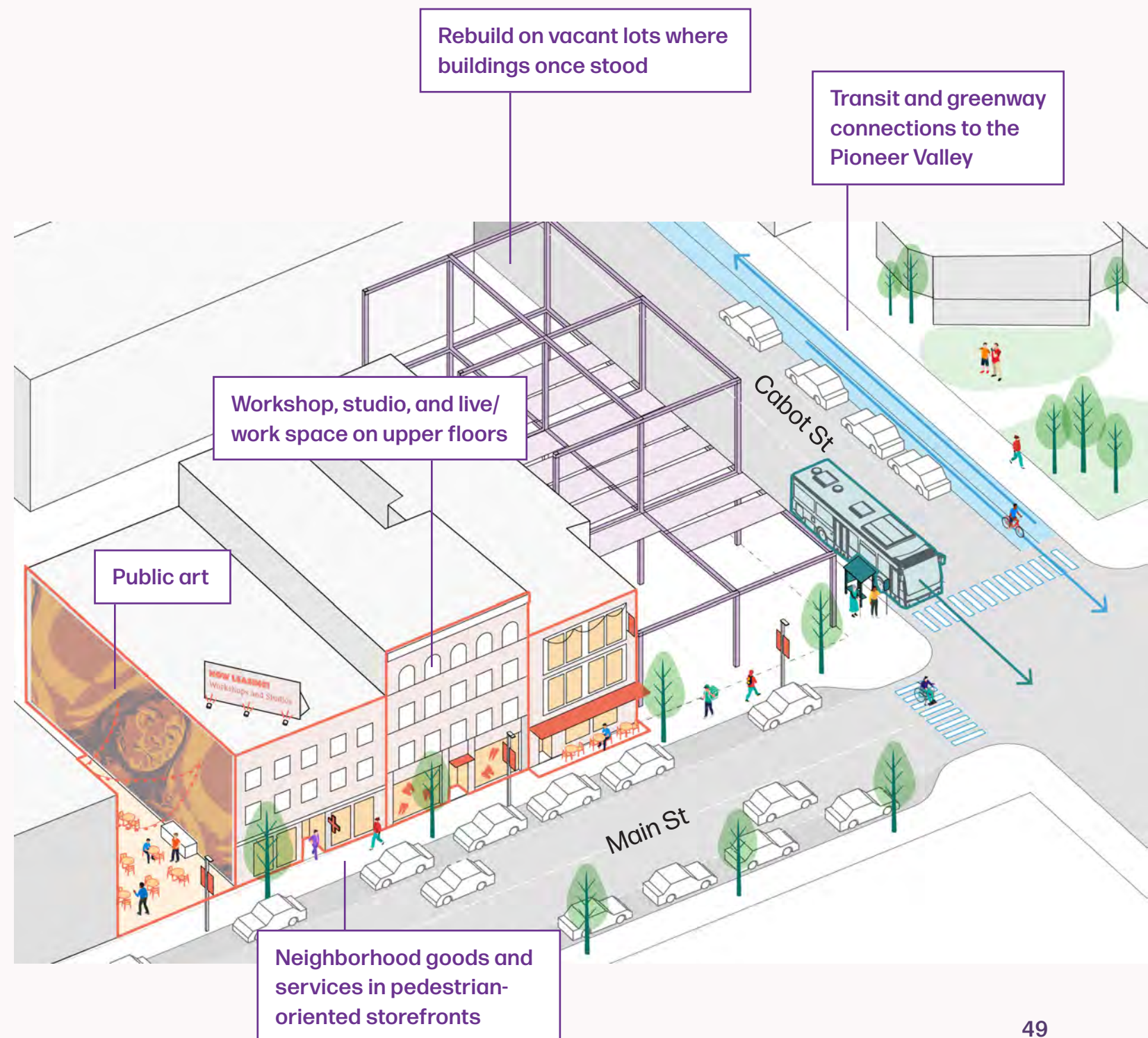
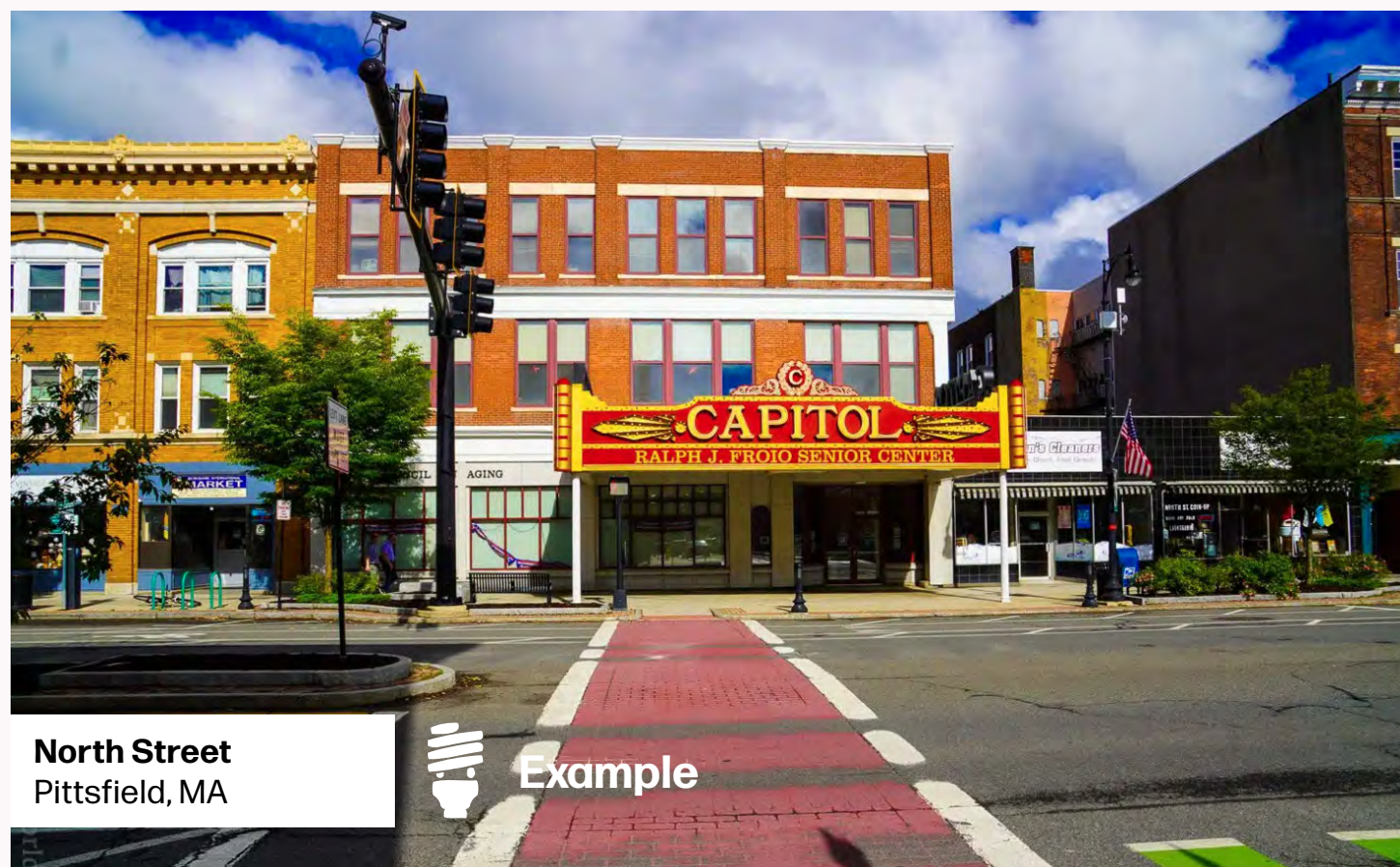




# > Holyoke is... *Livable and Welcoming!*

## > Main Street is restored as a walkable neighborhood center

- > Rezone Main Street from Business Highway to Neighborhood Commercial Zone
- > Introduce **live/work, workshop, and studio spaces** alongside commercial and retail uses
- > Improve the pedestrian realm through a **regional trail** and a **canal walk**

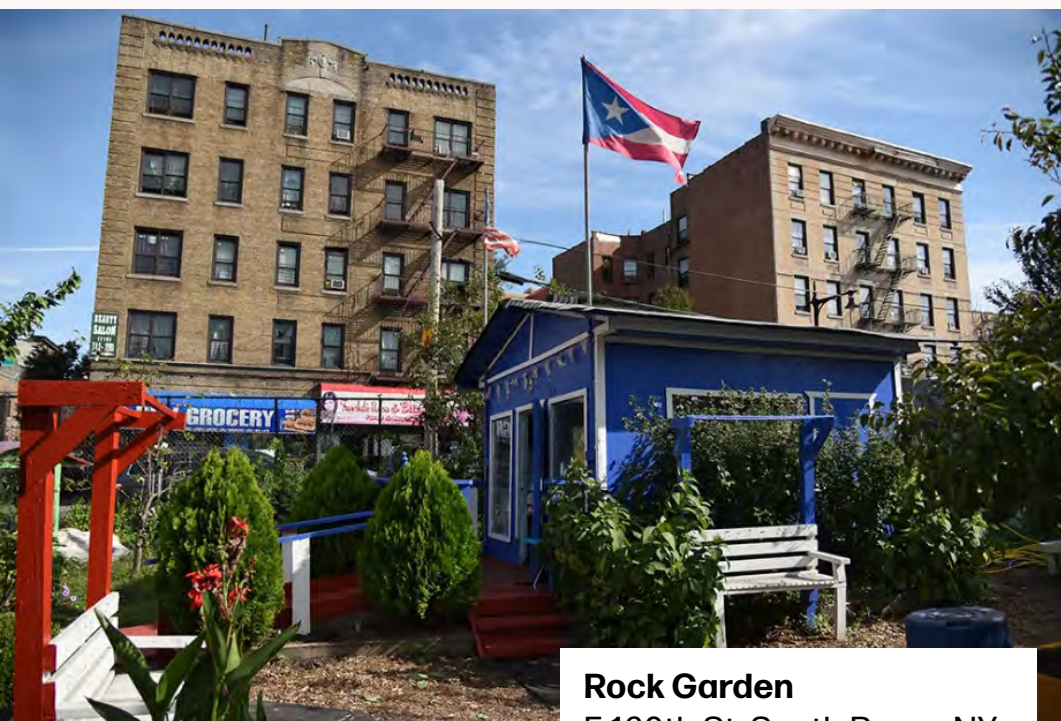




> Holyoke is... *Livable and Welcoming!*

> **Inspiration taken from the casitas tradition**

- Elevate the **Puerto Rican tradition of “casitas”** as a building typology and cultural asset through education and built demonstrations
- > ▪ Explore opportunities to use casitas for recreational and social purposes by activating underused/underdeveloped parcels
- **Create tangible pathways to build casitas** throughout Holyoke and partner with CBOs to respond to housing, urban agriculture, economic development, and other local needs in culturally appropriate ways



**Rock Garden**  
E 160th St, South Bronx, NY



**Palmas Del Caribe Garden**  
Eagle Ave, South Bronx, NY



**Willis Ave Community Garden**  
Willis Ave, South Bronx, NY



> Holyoke is... *Livable and Welcoming!*

> **Design standards for casitas (a.k.a. Accessory Dwelling Units)**

>

- Develop a pre-approved **ADU design catalogue**
- Proactively update Zoning Ordinance to comply with Massachusetts Affordable Communities Act
- Establish a **financial assistance program** to support homeowners in constructing casitas (ex.: ADU Financial Assistance Program, Boston, MA)

opposite page:

**By-Right Casitas Catalogue**  
Tuscon, AZ

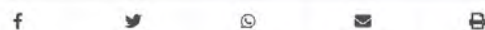
≡ The Berkshire Eagle

Massachusetts releases long-awaited model bylaw for accessory dwelling units

By Claire O'Callahan, The Berkshire Eagle Mar 24, 2025  
2 min to read



An ADU in Williamstown, where the units are allowed to be larger than the state's 900 square foot limit. The state's new model bylaw says communities are permitted to allow ADUs that exceed 900 square feet, so long as they are permitted by-right and are subject to all the protections afforded to ADUs that are 900 square feet or under. GILLIAN JONES-HECK — THE BERKSHIRE EAGLE



Over a month after a law [permitting accessory dwellings by-right](#) in single-family zoning districts across Massachusetts kicked into effect, the state has released a model ADU bylaw.



Casita Sama

- **studioSAMA**
- Stefan Mostert & Annheliza Jordaan
- Studio / 1 BA 400 SF
- 1 BD / 1 BA 543 SF
- 2 BD / 1 BA 662 SF

Casita Sama's design utilizes an innovative low-cost modular construction system which is ADA-compliant and fully adaptable, accommodating a phased construction process. A Studio (400 sf) can be developed into a 1-Bedroom (543 sf) and then a 2-Bedroom (662 sf) ADU, with no structural modifications by means of strategic placement of openings.

Contact

Design Details



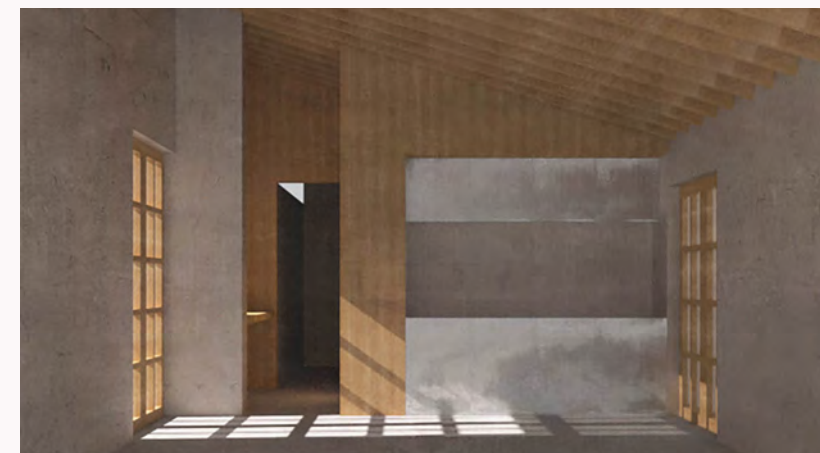
Detached Sonoran ADU

- **Silva & Havens**
- Logan Havens
- Studio / 1B 459 SF
- 1BD / 1 BA 646 SF

Detached Sonoran ADU is a contemporary representation of historic Tucson architecture. It uses similar methods and philosophies of our oldest structures but is based on current materials and processes. It is heavily insulated, all-electric, accessible, uncomplicated, and designed to last generations.

Contact

Design Details

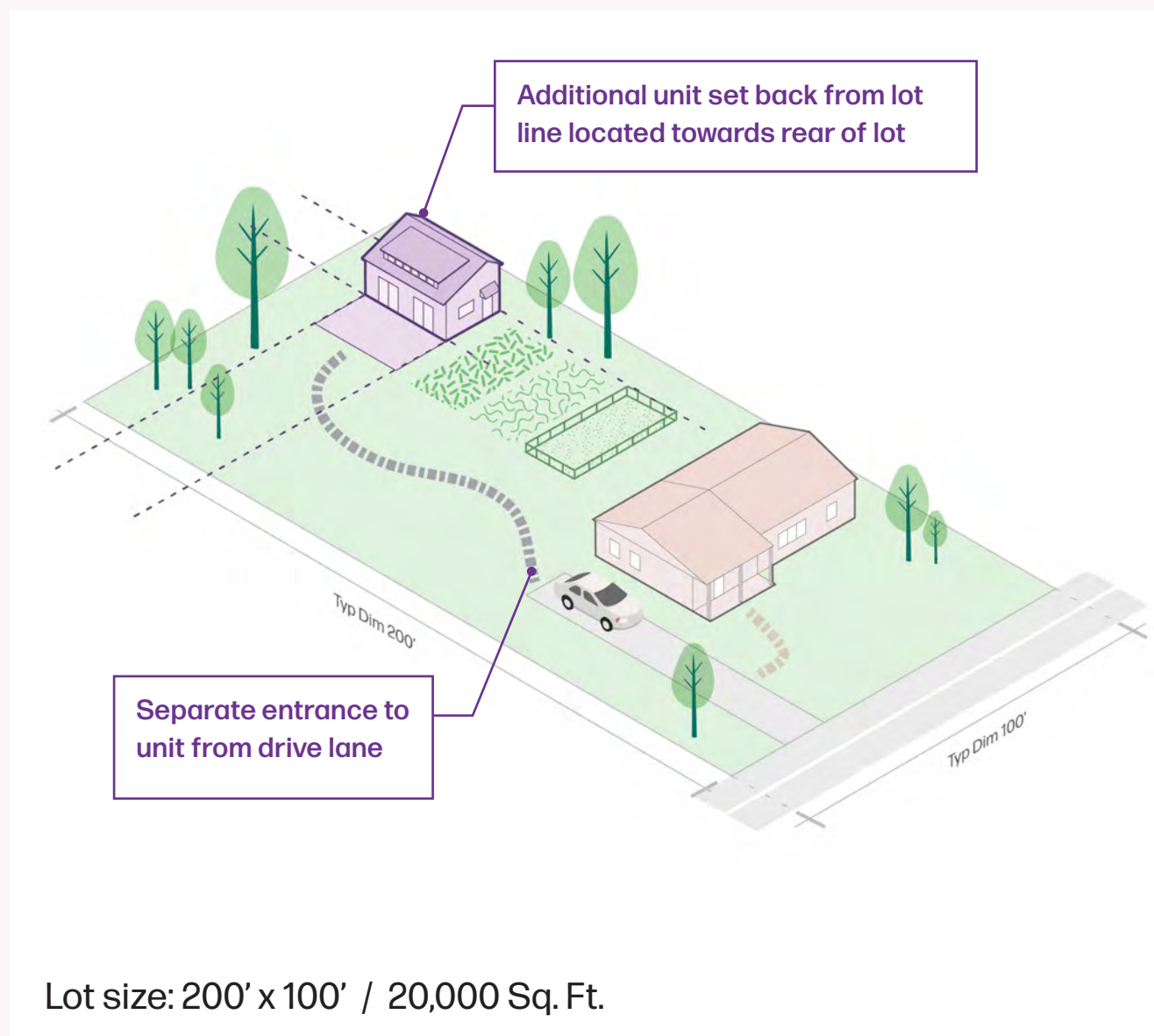




# > Holyoke is... *Livable and Welcoming!*

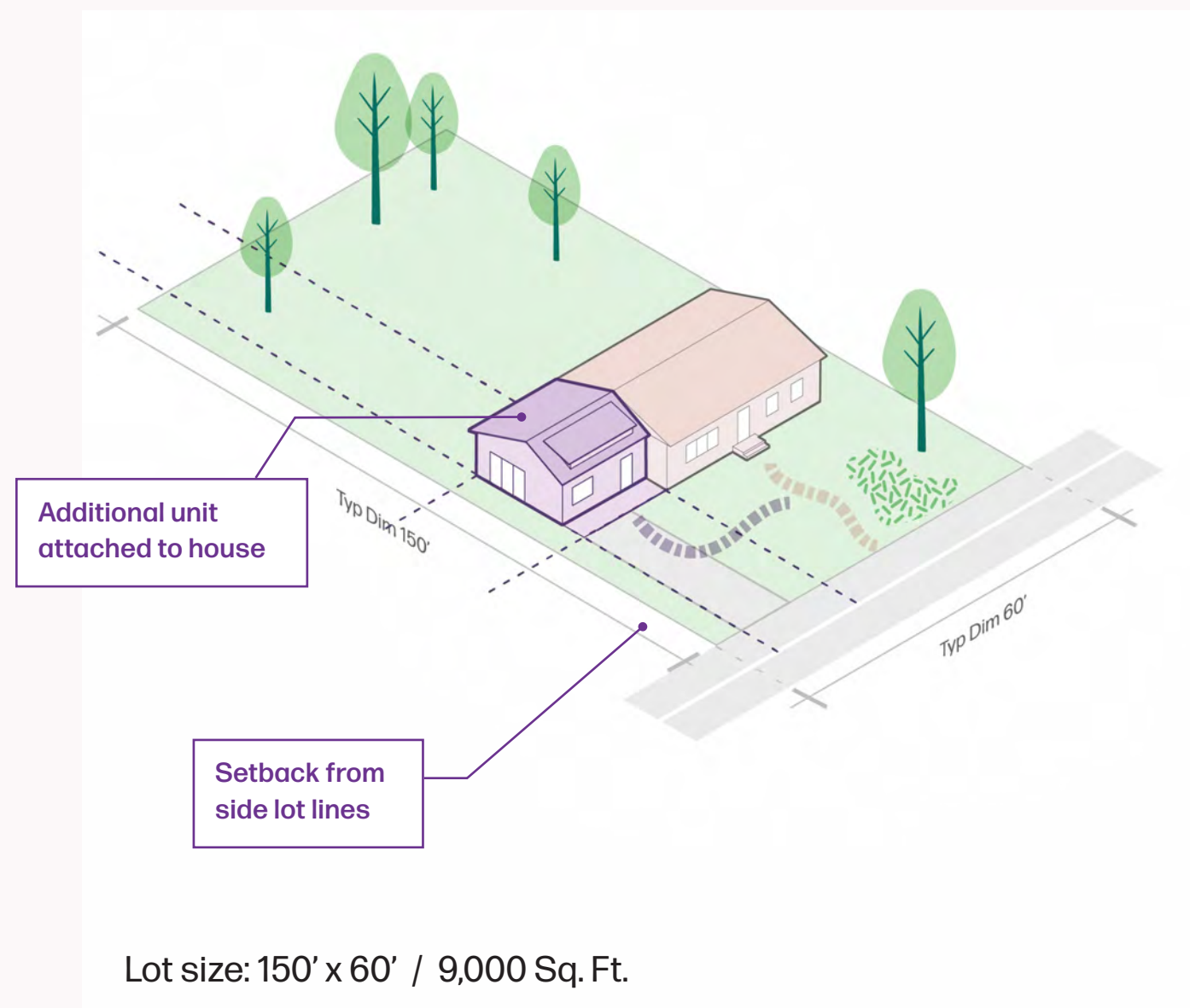
## > Casas for exurban areas

- > Amend Zoning Ordinance to permit “**exurban casitas**” in agricultural and single-family residence zones (RA)



## Casitas for suburban areas

- Amend Zoning Ordinance to permit “**suburban casitas**” in single-family residence zones (R-1, R-1A)

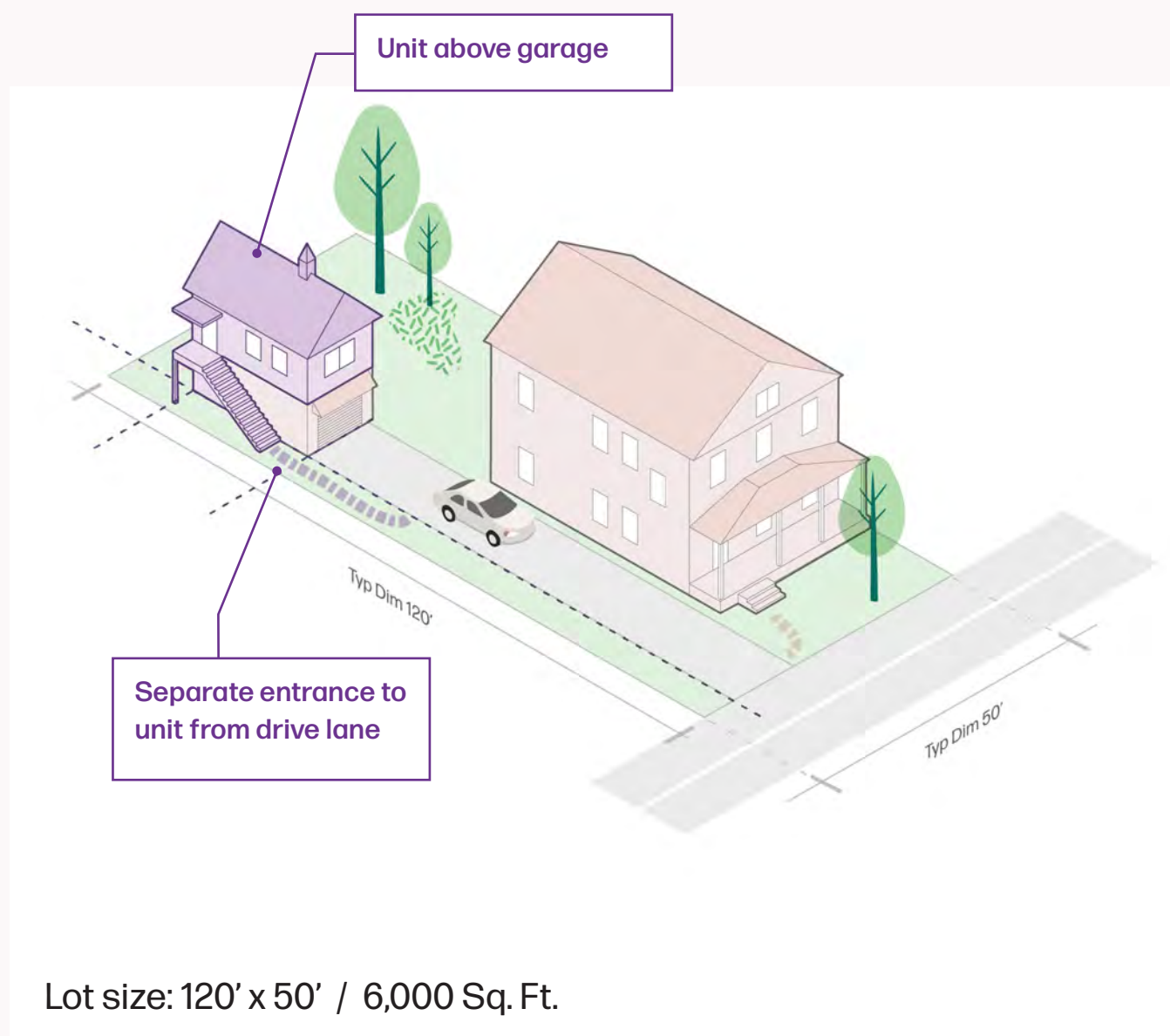




# > Holyoke is... *Livable and Welcoming!*

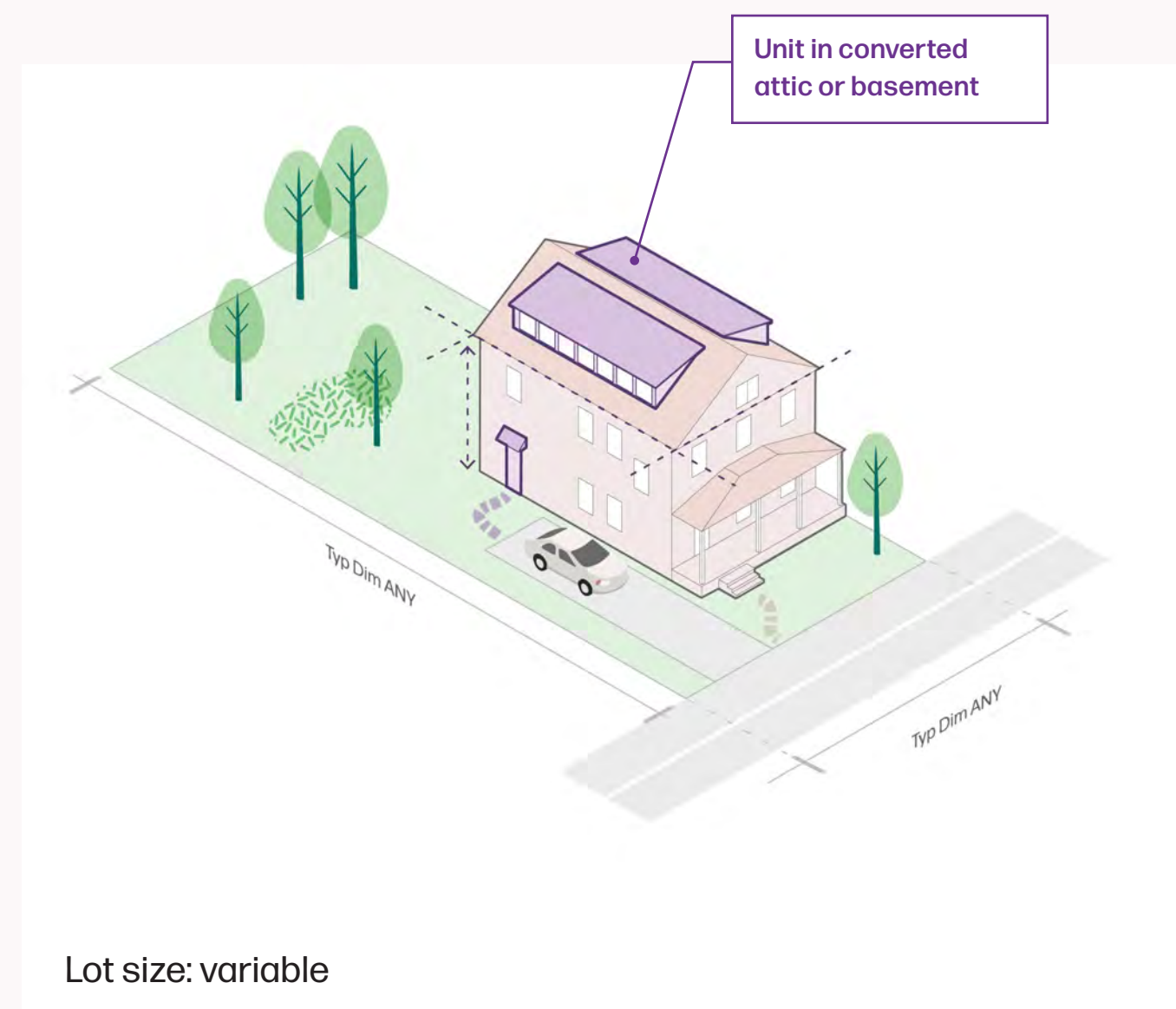
## > Casitas for the Highlands

- > Amend Zoning Ordinance to permit “**highlands casitas**” in two-family residence zones (R-2)



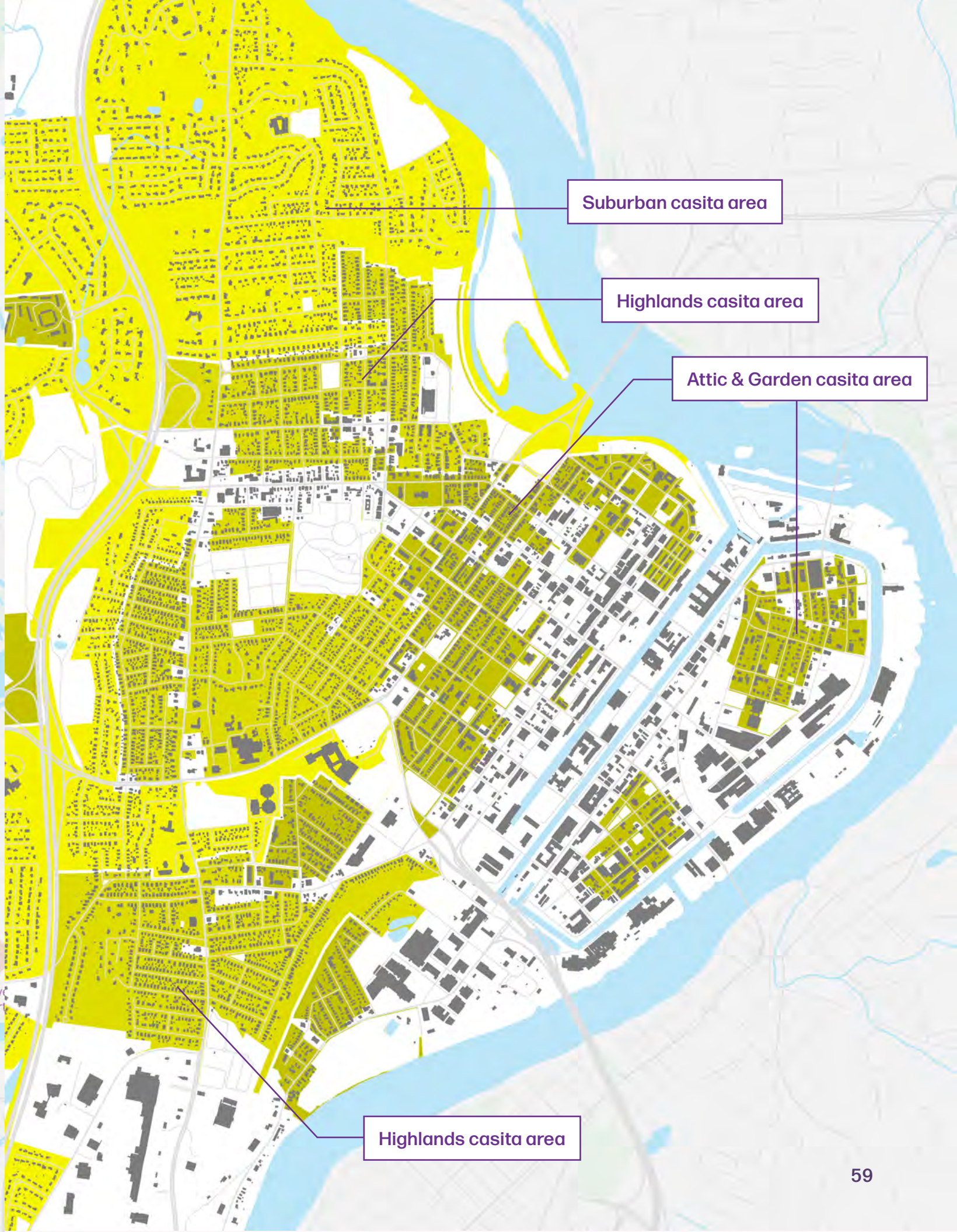
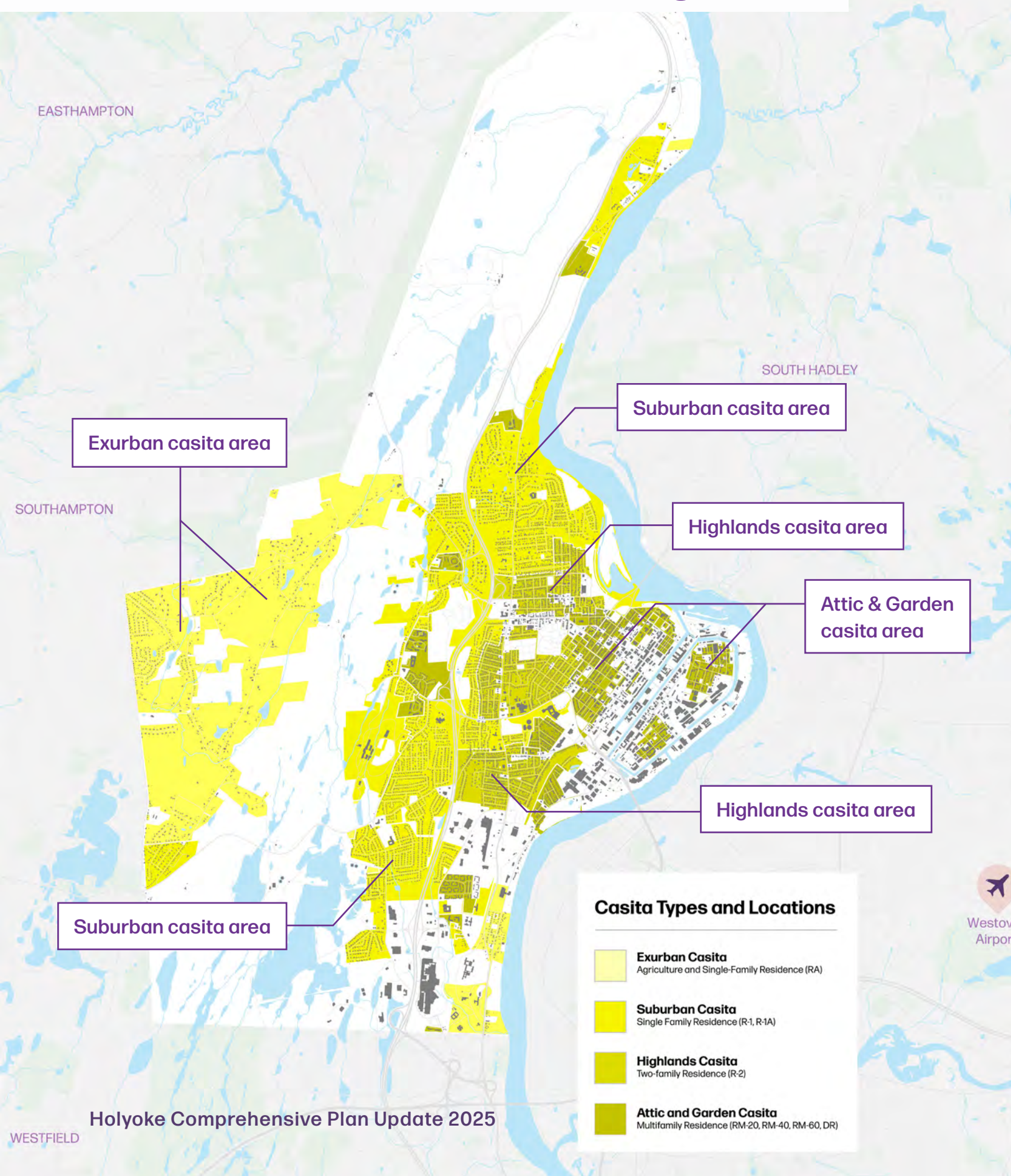
## Casitas as attic or garden units

- > Amend Zoning Ordinance to allow “**attic and garden ADUs**” by special permit in multi-family residence zones (RM-20, RM-40, RM-60, DR)





# Proposed Casitas/ADU Zoning





## > Holyoke is... *Livable and Welcoming!*

### > Preservation, rehabilitation, and adaptive reuse of historic and obsolete buildings



- Coordinate with Pioneer Valley Planning Commission (PVPC)'s work to improve historic preservation standards and design review processes.
- Endow a **revolving fund** that provides financial support (grants or loans) for the preservation of historic structures
- Establish a **local tax stabilization program** that defers the collection of property taxes on obsolete buildings that undergo redevelopment ---a compliment to the state Housing Development Incentive Program (HDIP)
- Partner with a Community Development Financial Institution (CDFI) to establish and manage a **homeowner financial support program** for repairs/maintenance, ADU construction, and energy transitioning



Example

**Providence Revolving Fund**  
Providence, RI



Example

**Obsolete Property Rehabilitation Act**  
State of Michigan



## > Holyoke is... *Livable and Welcoming!*

### > Affordable and healthy food in schools and neighborhoods

- Launch a **Healthy Bodega Initiative** to increase the availability and accessibility of healthy foods and produce, particularly in historically disinvested neighborhood
- Renegotiate contract with Holyoke Public Schools cafeteria to partner with a healthy foods provider

### > Stewardship of parks and open spaces

- Coordinate Holyoke's Comprehensive Plan and its Open Space and Recreation Plan
- Improve physical access to parks and open spaces.
- Ensure a safe and accessible experience at parks through continued maintenance.
- Distribute maintenance funding and efforts equitably.
- Increase public knowledge of **outdoor programing**
- Improve communication between City entities that work with parks matters.
- Connect Holyoke to its waterways, such as with a **canal- or river-front park or walkway.**



Example

**Nuestras Raíces**  
Holyoke, MA



# Summary

## THEME > Livable and Welcoming!

- GOALS >
- Downtown is a sought-after place to live
  - Main Street is restored as a walkable neighborhood center
  - Design standards for casitas (a.k.a. Accessory Dwelling Units)
  - Preservation, rehabilitation, and adaptive reuse of historic and obsolete buildings
  - Affordable and healthy food in schools and neighborhoods
  - Stewardship of parks and open spaces





# Discussion



3

Holyoke is...

# Sustainable and Connected





# > Holyoke is... ***Sustainable and Connected!***

## > Abundant green spaces that reduce climate hazards

- Amend the Zoning Ordinance to include a **Natural Resource Protection Overlay District (NRPOD)**
- Amend the Zoning Ordinance to include a **Parks & Open Space zone**
- Install **green stormwater infrastructure** in publicly-owned properties, streets, and parks. Prioritize areas that experience nuisance flooding.
- Reduce the effects of extreme heat by expanding **tree canopy** in tandem with green infrastructure projects.

## > Separated sewer and stormwater systems

- Coordinate with the Capital Improvement Plan (CIP) and the Integrated Management Plan (IMP)
- Continue **separating sewer infrastructure** from stormwater drainage infrastructure
- Eliminate all Combined Sewer Outflows (CSOs)



### Holyoke Moves Forward to Eliminate Wastewater Discharges into Connecticut River

Posted on September 9, 2024

HOLYOKE — The City of Holyoke continues to eliminate combined sewer overflows (CSO) that cause discharges into the Connecticut River. The Holyoke wastewater system now prevents around 70 percent of solid waste from bypassing the treatment plant during heavy rains. According to Mary L. Monahan, chair of the City's Board of Public Works, Holyoke was recently awarded \$10 million in 2% interest loans (and some principal forgiveness) from the Commonwealth's State Revolving Fund and a \$2 million federal earmark for the River Terrace Sewer Separation project that will increase that reduction level to 85 percent, meet the current national requirements and put the city in full compliance with the Clean Water Act. The city will be bidding this project this fall.

Monahan noted that Holyoke is not the only CSO community discharging untreated wastewater into the Connecticut River as a result of rain events, such as the rain that fell last Friday. CSO communities are required to notify the public when a CSO event occurs. Holyoke doesn't have a local daily newspaper that meets the required notification timeline, so Holyoke notifies residents via emails, City website updates, and TV news outlets. Unless Holyoke is subject to a unique localized heavy rain event, Monahan stated, other CSO communities in the area, including Springfield and Chicopee, are likely experiencing their own CSO overflows as well. They just have different notification procedures.

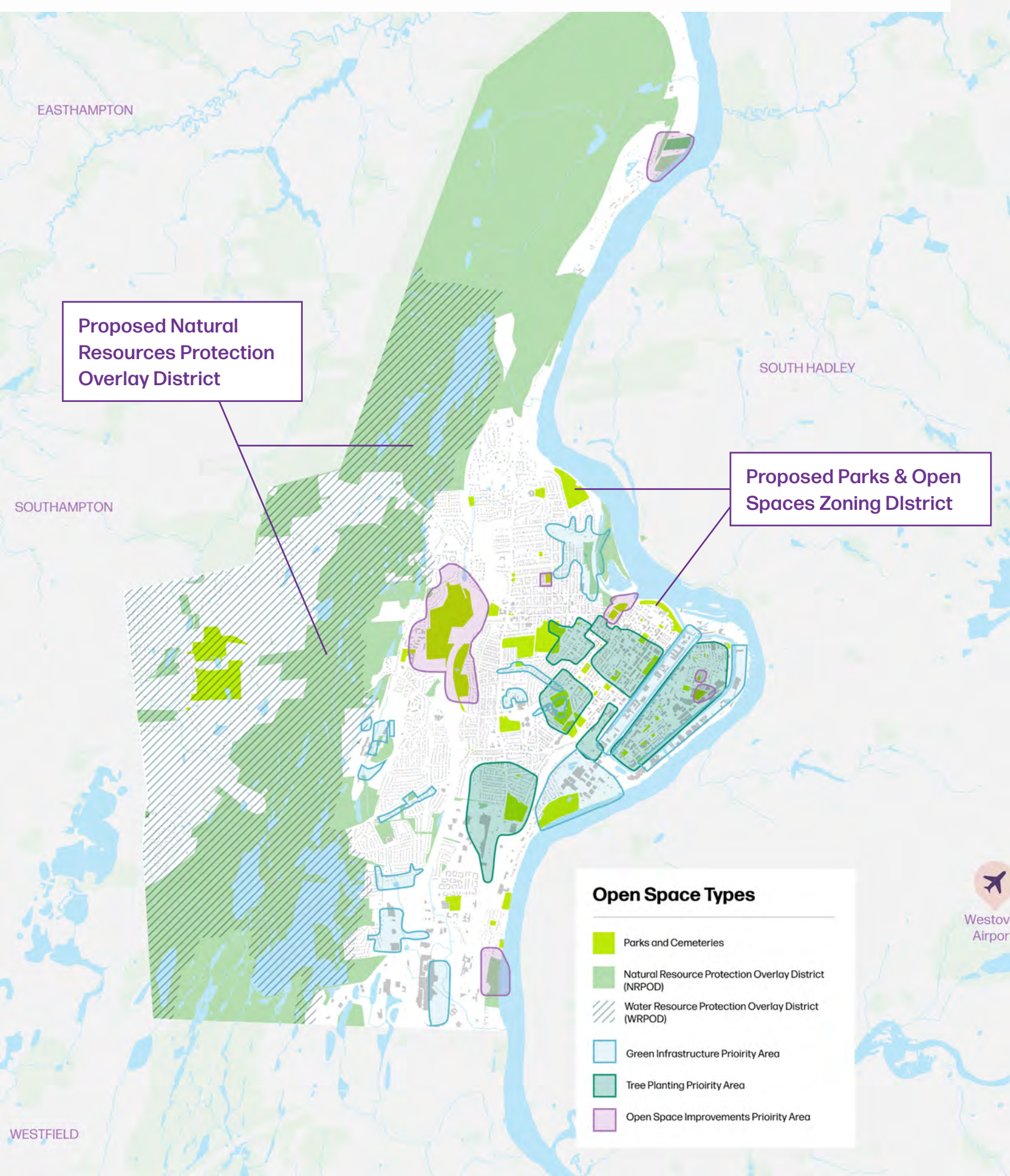


Example

**John St Tree Planting**  
Holyoke, MA



# Proposed Natural Resources Protection





> Holyoke is... ***Sustainable and Connected!***

> **Frequent, reliable, and dignified transit service**

- > ▪ Improve bus frequency to **a bus every 15 minutes** during peak hour on major routes
- Extend **service hours into the evening** to serve shift workers, especially on routes that serve the Holyoke Mall
- Improve travel times by creating bus lanes and/or reconfiguring bus stops along key travel corridors in conjunction with complete streets projects
- Improve **bus stop design** to improve comfort and accessibility



#### Merrimack Valley Transit (MEVA)

A cousin to PVTa, MEVA has made improvements to its bus stop quality, service frequency and reliability, and branding and wayfinding.





# > Holyoke is... ***Sustainable and Connected!***

## > **Safer and people-oriented streets**



- Implement low cost and quick build pilot projects based on 2016 Bike/ Ped Plan.
- Identify and close gaps in active transportation networks.
- Implement recommendations from Holyoke Parking Audit to improve downtown streetscapes.
- Coordinate **complete street upgrades** with upcoming infrastructure work in right of way
- Introduce snow removal policy for shared use paths
- Apply **universal design standards** in all streetscape, greenway, and parks upgrades



### Example



**Main-Springdale Pedestrian Upgrade Plan**  
Holyoke, MA



> Holyoke is... ***Sustainable and Connected!***

> **A world-class canal walk and greenway network**

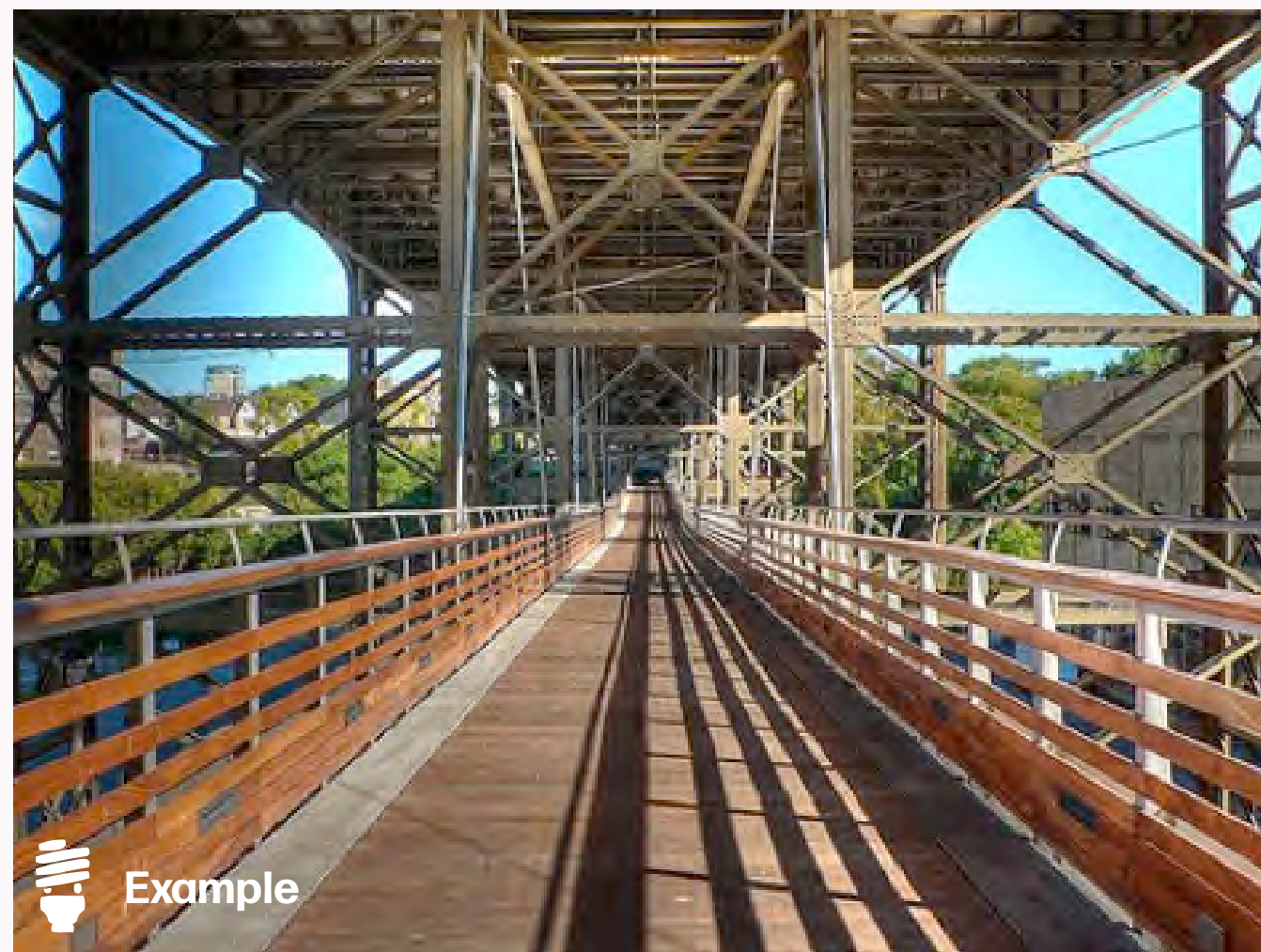
- Build out the MassDOT **Priority Trails Network** Vision
- Connect Holyoke to the Connecticut River Walkway & Bikeway via **“marsupial bridges”** underneath I-391 and the Mass Pike

>



Example

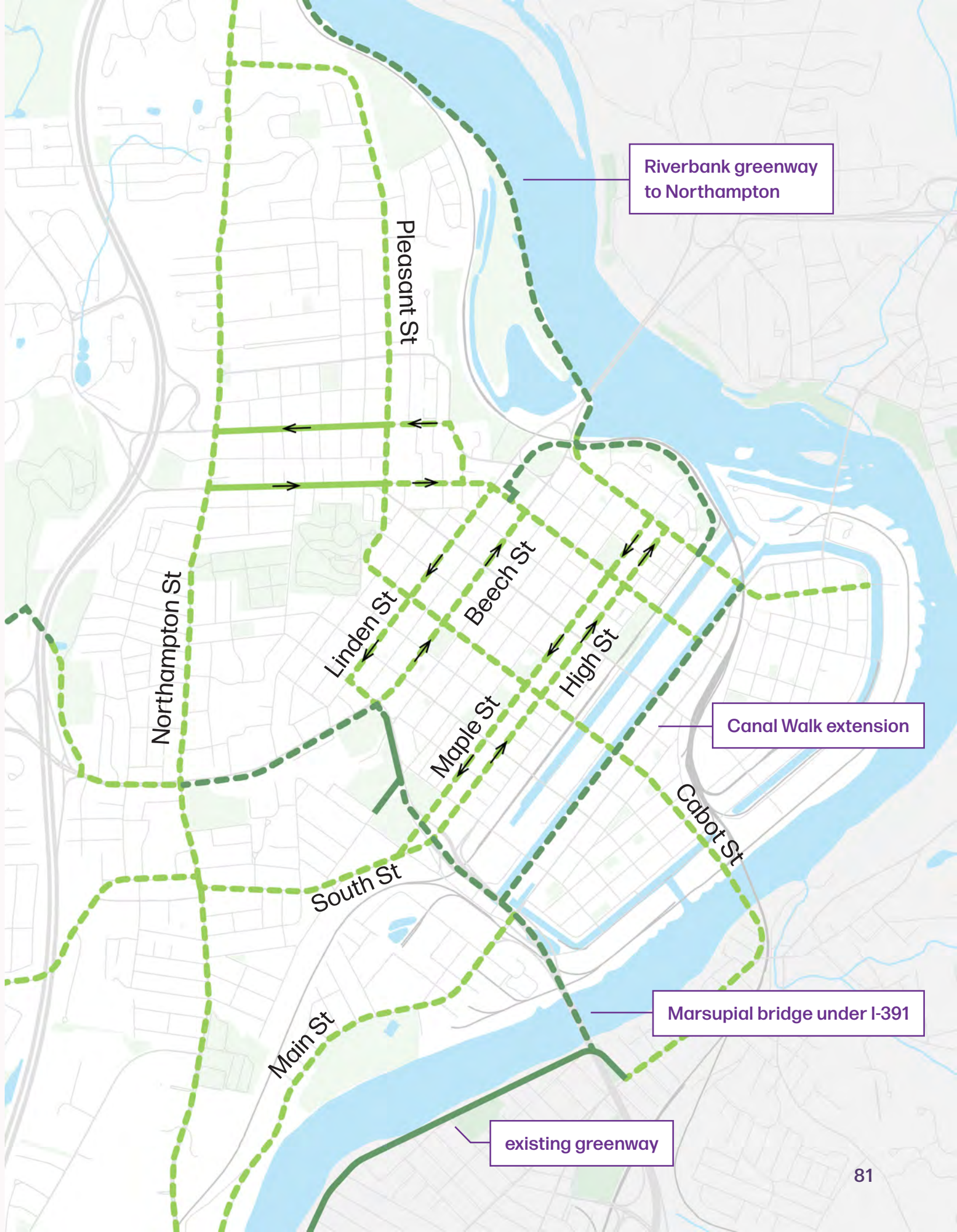
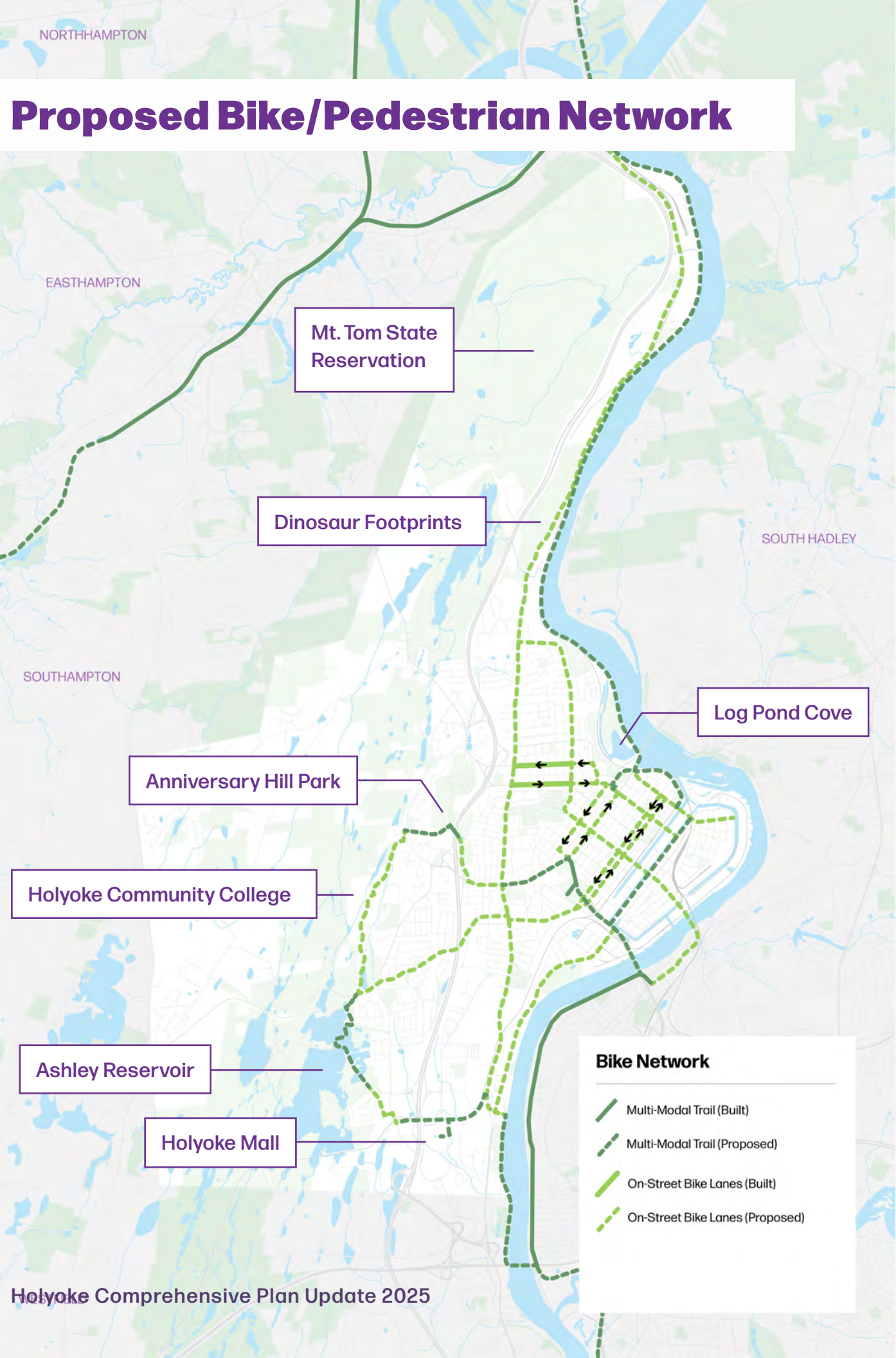
**Lowell Canal Walk**  
Lowell, MA



Example

**Holton Viaduct Marsupial Bridge**  
Milwaukee, WI







# > Holyoke is... ***Sustainable and Connected!***

## > **Powered by renewable, inexpensive, abundant, and locally-controlled utilities**

- Improve external marketing and storytelling materials related to Holyoke's existing utility capacity for large businesses.
- Incorporate resilience into future stormwater infrastructure planning and updates operations and maintenance guidelines as needed to support resilience.
- Expand fiber optic network to residential neighborhoods.
- Prioritize **state of good repair** in all utility systems.

## > **Revenue generated from clean water**

- Capitalize on **excess waste water treatment capacity** and charge adjacent municipalities to process their waste water
- Produce **renewable power** at the Holyoke Water Pollution Control Facility





# > Holyoke is... ***Sustainable and Connected!***

## > Connected to markets with Class 1 freight railroads

- Deploy Industrial Rail Access Program (IRAP) grant to extend Water Street spur and **repair rail bridge** between Sergeant St and Hamilton St
- Deploy Consolidated Rail Infrastructure and Safety Improvements (CRISI) grant to **improve speeds and increase weight capacity**
- Target propane terminals, retailers, and manufacturers in marketing efforts to win more rail customers
- Feature **freight rail access in business recruitment materials**, emphasizing it as a feature that makes Holyoke a green place to do business.



### James Hardie Building Products

In 2024, this lumber manufacturer opened a new plant served by the Pioneer Valley Railroad in neighboring Westfield, MA

## James Hardie celebrates opening of its manufacturing facility in Westfield, Massachusetts

James Hardie Building Products Inc., together with local elected officials, today celebrated the ribbon cutting and grand opening of the James Hardie Westfield manufacturing plant.





# Summary

THEME

## > Sustainable and Connected!

GOALS

>

- Abundant green spaces that reduce climate hazards
- Separated sewer and stormwater systems
- Frequent, reliable, and dignified transit service
- Safer and people-oriented streets
- A world-class canal walk and greenway network
- Powered by renewable, inexpensive, abundant, renewable, and locally-controlled utilities
- Revenue generated from clean water
- Connected to markets with Class 1 freight railroads





# Discussion



4

Holyoke is...

**Safe and  
Compassionate**



Holyoke is...

***Safe and  
Compassionate!***



high-quality  
public education



accessible  
social programs

INTAKE CENTER

Old San ... BERY & ...

SAFETY  
AMBASSADOR



clean, vibrant,  
& safe downtown



care-oriented  
first response



> Holyoke is... ***Safe and Compassionate!***

> **High quality, sought-after public education**

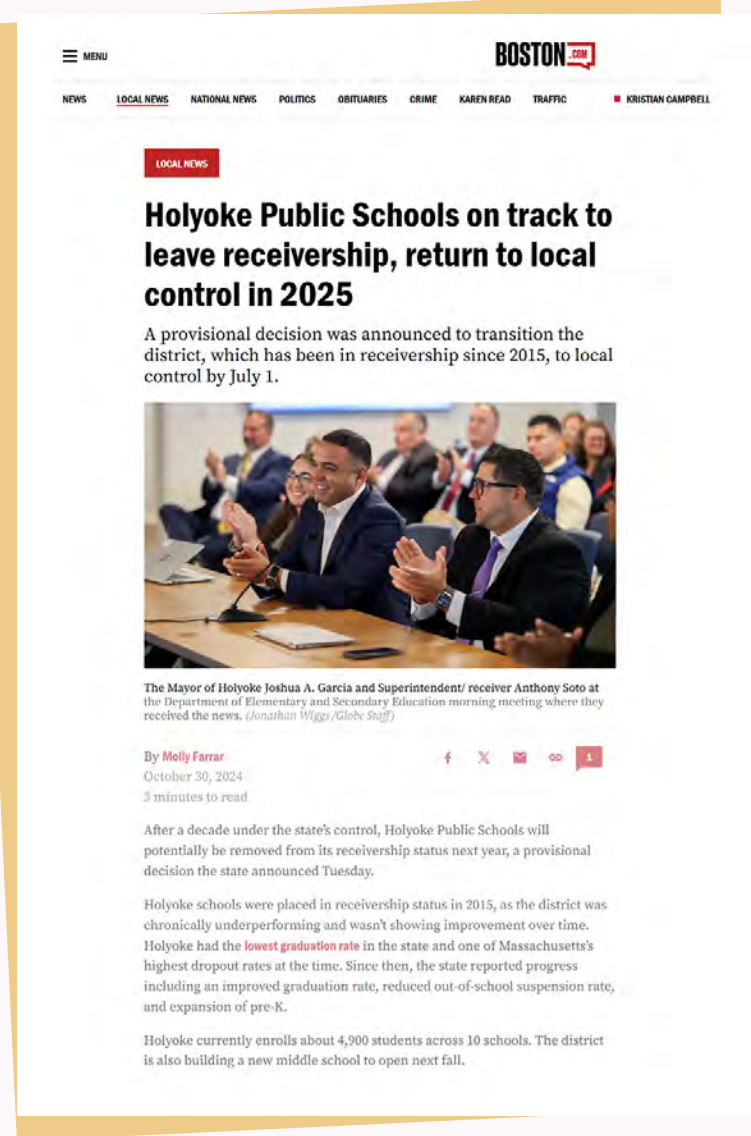
- Partner with local, higher-ed institution(s) to **enhance K-12 education** in Holyoke Public Schools
- Implement professional development systems focused on structure literacy to increase K-12 reading and math outcomes
- Partner with Institute for Multi-Sensory Education (IMSE) to train current/incoming K-12 teachers and to provide supervisory feedback and accountability
- Enhance culturally and linguistically sustaining practices (CLSP) to ensure classroom instruction continues to provide access to and authentic engagement opportunities for all students

>

> **Context-Specific First Response**

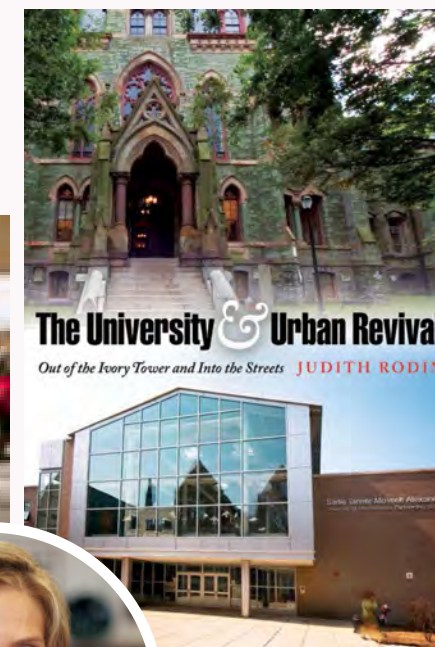
- Institute alternative, **community-based first responder services** for non-violent incidents
- Partner with **social workers** and specialists to co-respond to critical mental health episodes

>



### West Philadelphia Transformation

Once beleaguered, this neighborhood was turned around through investments in public schools, safety, homes, and shops.





THEME

> Holyoke is... ***Safe and Compassionate!***

GOAL

> **Easy access to social programs**

STRATEGIES

- Redouble program intake partnerships with Community-Based Organizations (CBOs)
- Invest in and intentionally meet community members in spaces and places **where they feel safe and comfortable**

GOAL

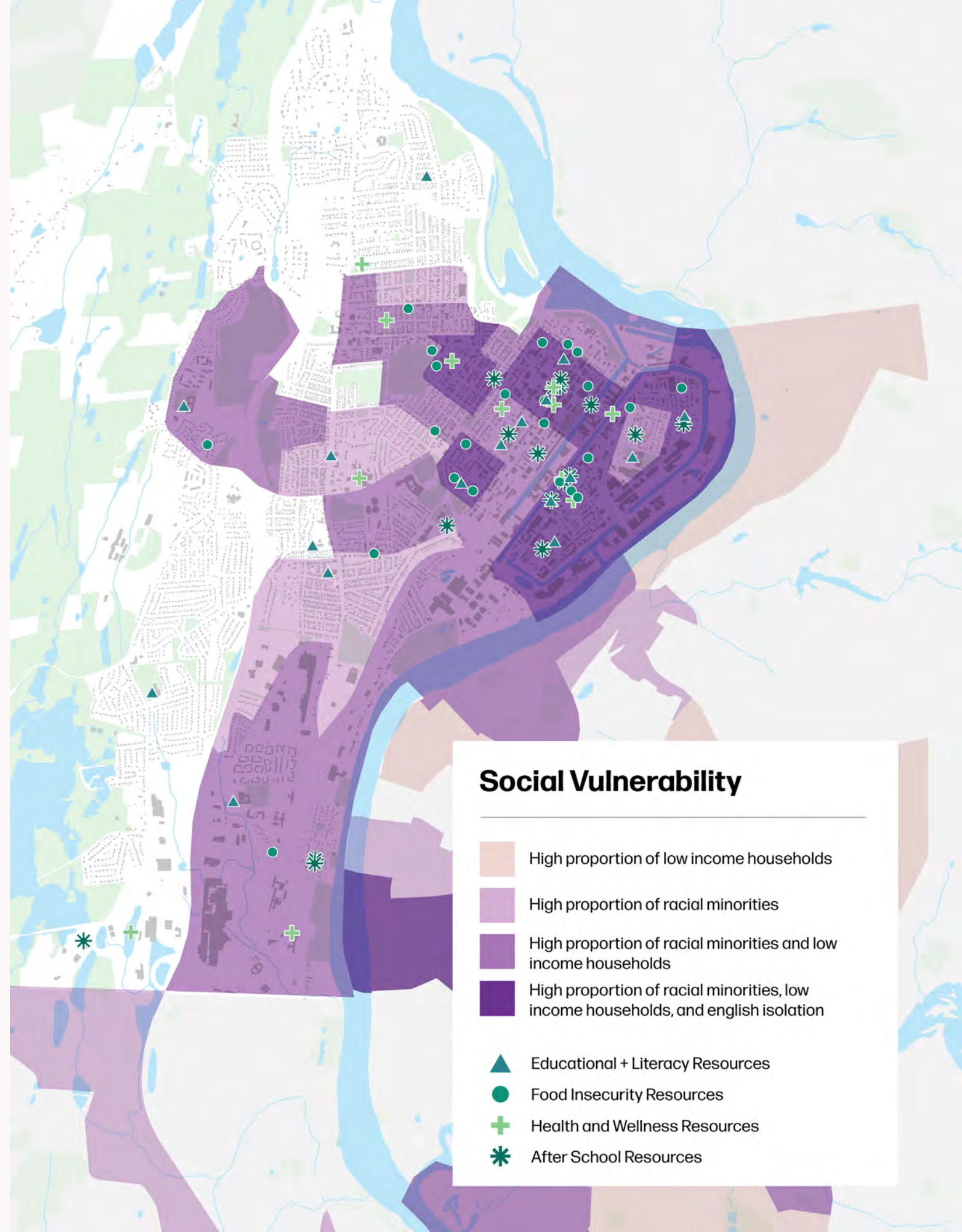
> **A clean, safe, and vibrant downtown**

STRATEGIES

- Complete the formation of a High Street **Business Improvement District (BID)** to enhance the stewardship of this commercial corridor
- Quickly-resolve citizen complaints about **nuisances and blight**



**Clean and Green Campaign**  
Philadelphia, PA





# Summary

THEME



## Safe and Compassionate!

GOALS



- High quality, sought-after public education
- Context-Specific First Response
- Easy access to social programs
- A clean, safe, and vibrant downtown





# Discussion





**Closing / Next Steps**



*We are here!*

