



# Rapid Recovery Plan

2021

**Wrentham Center  
Wrentham, MA**



# Acknowledgments



Town of Wrentham, MA

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This plan has been made possible through technical assistance provided by the Baker-Polito Administration's Local Rapid Recovery Planning program.



The Local Rapid Recovery Planning (RRP) program is a key part of the Baker-Polito Administration's Partnerships for Recovery Plan, the strategy established to help communities stabilize and grow the Massachusetts economy as a result of the economic impacts brought on by COVID-19. The plan invests \$774 million in efforts to get people back to work, support small businesses, foster innovation, revitalize downtowns, and keep people in stable housing.

In addition to the planning program, recovery efforts include a Small Business Relief Program administered by the Massachusetts Growth Capital Corporation. This program, which concluded in May 2021, provided more than \$687.2 million to over 15,000 businesses across the Commonwealth, with a focus on businesses located in Gateway Cities, among demographic priorities, or operating in sectors most impacted by the pandemic. Cities, towns, and non-profit entities are using Regional Pilot Project Grant Program funding for recovery solutions that seek to activate vacant storefronts, support regional supply chain resiliency, and create small business support networks. To promote recovery in the tourism industry and support the ongoing My Local MA marketing initiative encouraging residents to support their local economies by shopping, dining and staying local, another \$1.6 million in grants were awarded through the new Travel and Tourism Recovery Grant Pilot Program. Through April 2021, MassDOT's Shared Streets and Spaces Grant Program has invested \$26.4 million in municipal Shared Streets projects to support public health, safe mobility, and renewed commerce.

In support of the overall recovery strategy, the Administration made \$9.5 million in awards for 125 communities to create Local Rapid Recovery Plans, through the MA Downtown Initiative Program. These plans address the impacts of COVID-19 on local downtowns and small businesses by partnering with Plan Facilitators and Subject Matter Experts to pursue locally-driven, actionable strategies.

**For more information, contact  
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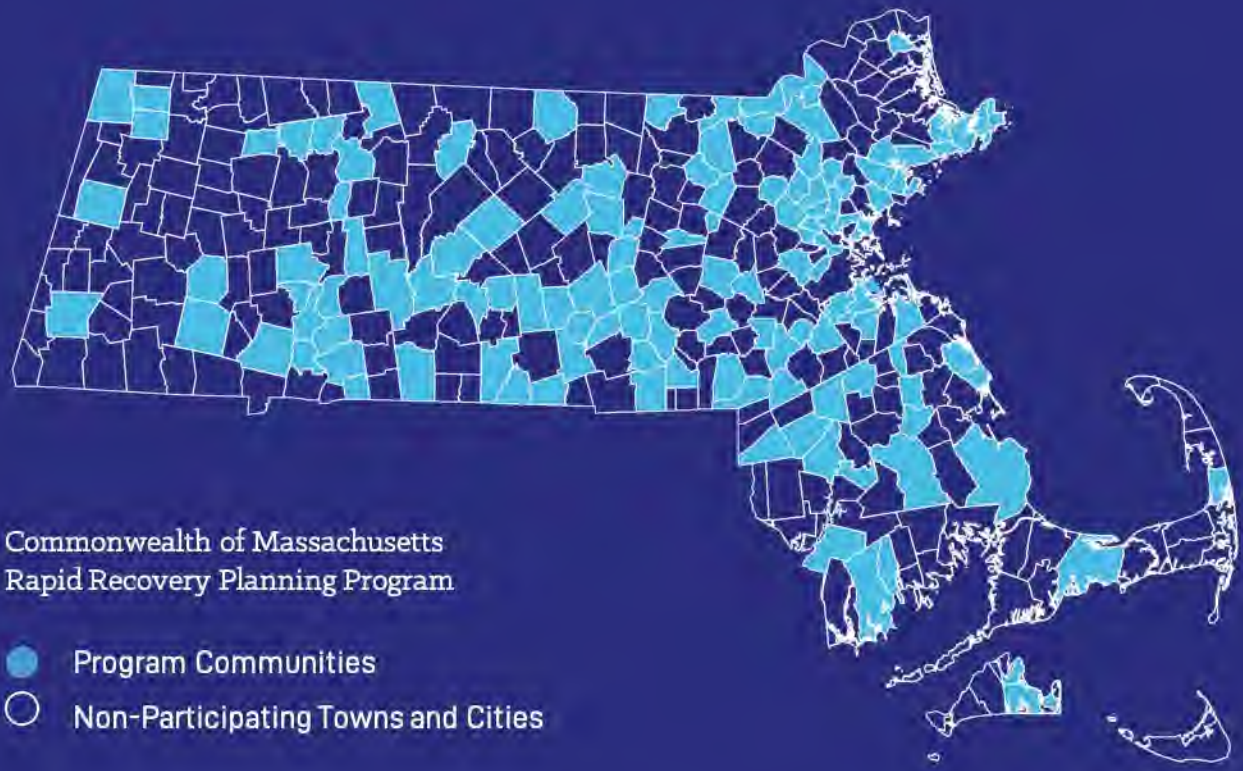
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## 125 communities participated in the Rapid Recovery Plan Program

- 52 Small Communities
- 51 Medium Communities
- 16 Large Communities
- 6 Extra Large Communities

Mass Downtown Initiative distributed nearly \$10 million across 125 communities throughout the Commonwealth to assess impacts from COVID-19 and develop actionable, project-based recovery plans tailored to the unique economic challenges in downtowns, town centers, and commercial districts.



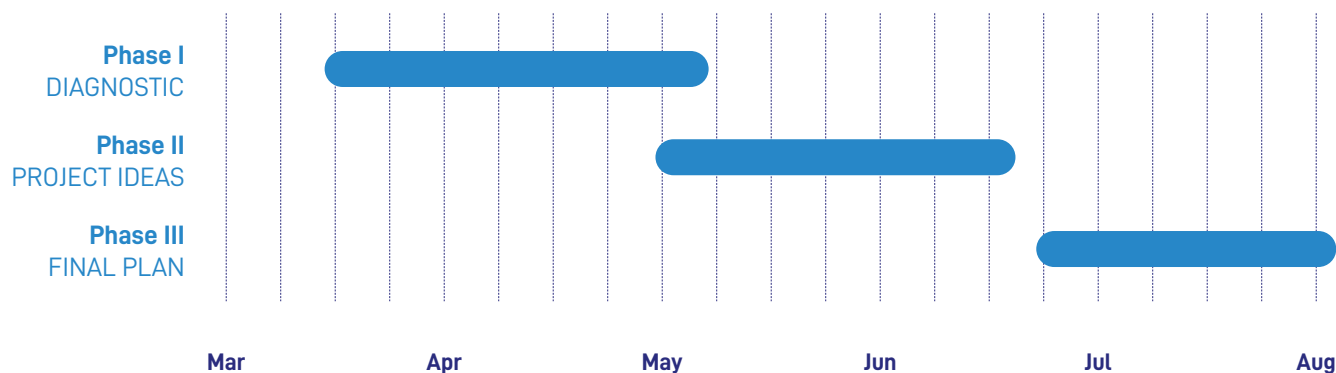
# 1.0 Rapid Recovery Plan (RRP) Program

The Rapid Recovery Plan (RRP) Program is intended to provide every municipality in Massachusetts the opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts to downtowns, town centers, and commercial areas across the commonwealth.

The program provided technical assistance through Plan Facilitators assigned to each community applicant (e.g., city, town, or nonprofit entity) and Subject Matter Experts who supported the development of ideas for project recommendations and shared knowledge through best practice webinars and individual consultations.

Communities and Plan Facilitators were partnered through the program to assess COVID-19 impacts, convene community partners to solicit project ideas and provide feedback, and develop project recommendations. The following plan summarizes key findings from the diagnostic phase of the program and includes a range of priority project recommendations for the community.

Each Rapid Recovery Plan was developed across three phases between February-August 2021 (extended to October 8th, 2021). Phase 1 - Diagnostic, Phase 2- Project Recommendations, Phase 3 - Plan.



In Phase 1: Diagnostic, Plan Facilitators utilized the Rapid Recovery Plan Diagnostic Framework that was adapted from the award-winning Commercial DNA approach as published by the Local Initiative Support Corporation (LISC) in "Preparing a Commercial District Diagnostic", and authored by Larisa Ortiz, Managing Director, Streetsense (RRP Program Advisor).

The framework was designed to ensure methodical diagnosis of challenges and opportunities in each community, and to identify strategies and projects that aligned with the interests and priorities of each community. The framework looks at four areas of analysis: Physical Environment, Business Environment, Market Information, and Administrative Capacity - each equipped with guiding questions to direct research conducted by Plan Facilitators.

## Rapid Recovery Plan Diagnostic Framework



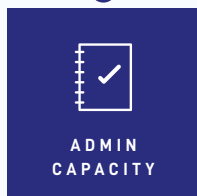
Who are the customers of businesses in the Study Area?



How conducive is the physical environment to meeting the needs and expectations of both businesses and customers?



What are the impacts of COVID-19 on businesses in the Study Area? How well does the business mix meet the needs of various customer groups?



Who are the key stewards of the Study Area? Are they adequately staffed and resourced to support implementation of projects? Are the regulatory, zoning, and permitting processes an impediment to business activity?

Following the diagnostic in Phase 1, Plan Facilitators, in close coordination with communities, developed and refined a set of recommendations that address priority challenges and opportunities. These project recommendations are organized in clear and concise rubrics created specially for the Rapid Recovery Plan Program. Project recommendations are rooted in a set of essential and comprehensive improvements across six categories: Public Realm, Private Realm, Revenue and Sales, Administrative Capacity, Tenant Mix, Cultural/Arts & Others.



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other

## 2.0 Executive Summary

Wrentham Center is the hub of the suburban Town of Wrentham located directly between Metro Boston and Providence at a crossroads of Route 140 and Route 1A. In addition to commercial retail and service businesses along South Street, the traditional New England village including a Town common, Sweatt Park, as well as restaurants, retail and service businesses. With a population of 11,000 Wrentham is considered a small community for the purposes of the LRRP.

The Town of Wrentham is preparing to celebrate its 350-year anniversary in 2023. The Town has identified the Town Common as the center of programming for the celebrations including a lighting display that is anticipated to attract potential customers to local businesses in Wrentham Center. The Town would like to leverage this possible boost in foot traffic to local businesses to help with recovery from the loss of revenue due to COVID.

Through the LRRP diagnostic process, the Town has identified several challenges that must be met in planning for the 2023 anniversary events. Business owners have identified logistical challenges that exceed the capacity of its staff including maintenance of public trash receptacles, flower box maintenance, and sidewalk snow removal. The Town would like to consider working with property owners to develop a Business Improvement District to help face these challenges and to fund other improvements to make Wrentham Center a more distinctive destination that meets a higher standard than that which is currently achievable.

Aging infrastructure, challenging road crossings, accessibility of sidewalks, and poor lighting combine to make an unattractive pedestrian environment exacerbated by COVID and possibly contributes to the expressed need to maximize parking immediately in front of businesses along South Street. The Town would like to develop a Complete Streets Policy and consider improvements that will provide a more comfortable, accessible, and attractive streetscape. The Town has identified several projects that will study the need and feasibility of making improvements to the public realm that would support the businesses of Wrentham Center.

### **Projects proposed in this report include:**

1. Develop a Wrentham Center Branding Plan
2. Develop a Wrentham Center Arts & Culture Placemaking plan
3. Develop a Business Improvement District in Wrentham Center
4. Develop a Complete Streets Policy
5. Create a Pedestrian Safety Audit
6. Town-Wide ADA Self Evaluation and Transition Plan - Public Right-of-way and Sweatt Park
7. "Downtown Loop" Feasibility Study

See the next page for a map of the study area.






0 0.125 0.25 Miles

Town of Wrentham, MA 

**Downtown Wrentham - Local Rapid Recovery Planning Program**

**Legend**

 Wrentham Study Area



Data Source: MassGIS  
 Issue Date: March 2021  
 This Map is Intended for Planning Purposes Only

*A map of the Downtown Wrentham commercial corridor study area. Shaded parcels were included in the demographics analysis in Phase One of the project.*

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## 3.0 Diagnostic

# Key Findings

## Introduction

This section summarizes analysis of recommendations developed to improve business revenues and recover from the economic impacts of COVID-19. Wrentham residents are beginning to venture downtown to shop and dine. As retail shops and restaurants open their doors, it is important to generate critical project recommendations that will drive additional foot traffic downtown to support local businesses. Increased business revenues will directly and positively impact the mom and pop shop owners and employees in Wrentham, which will ensure a successful and strong recovery from the detrimental impacts of COVID-19.



### Customer Base

The Town's customer base is middle-aged and wealthy. The largest age group by percentage of the total population are 55 - 64 years old, representing 18% of the Town's population. The median household income for the Town is just over \$116,000.

Wrentham's restaurants and retail shops are poised to make a strong comeback as residents with disposable income begin to dine out more frequently and as downtown establishments continue to add capacity and extend hours post COVID-19.

| DEMOGRAPHICS                      | TOWN WIDE |
|-----------------------------------|-----------|
| Population                        | 11,984    |
| At Least Some College (or higher) | 77%       |
| Median Income                     | \$116,235 |
| Age (0 - 18)                      | 24%       |
| Age (19 - 54)                     | 41%       |
| Age (55 - 84)                     | 35%       |
| Race (Non-White)                  | 7%        |

Source: ESRI Business Analyst, U.S. Census Data



### Physical Environment

The consultant team examined the condition of the public realm during field work analysis. See the table at right for the study area cumulative score of each of the elements examined during the field visit. Wrentham's business owner survey received 25 responses, or approximately 42% of the 60 storefronts examined by the consultant team in the study area. The business survey revealed that the primary area of dissatisfaction among business owners and merchants is the condition of private buildings, storefronts, and signs. The business owner survey included a question about possible ways to improve the physical environment, atmosphere, and access for customers and employees. The three top rated options include:

- Improvement / development of public spaces and seating areas;
- Changes in public parking availability, management or policies; and
- Improvements in streetscape and sidewalks.

At a high level, the existing physical environment appears in need of some updating to effectively meet the needs of business owners, employees, and customers. The consultant team observed a lack of public seating, benches, and green space within the study area.

| PUBLIC REALM ELEMENTS  | CUMULATIVE SCORE |
|------------------------|------------------|
| Lighting               | NA / Fail        |
| Wayfinding & Signage   | C                |
| Sidewalk               | B                |
| Street Trees & Benches | NA / FAIL        |
| Roadbed & Crosswalks   | B                |



## Business Environment

Similar to the scoring process used for the public realm, elements of the private realm were also scored during the field work analysis. See the table at right for the study area cumulative score of each of the elements examined during the field visit.

Although a relatively small Central Business District, the density of the businesses on South Street contributes to the potential for creating an attractive pedestrian district that includes open space, mix of services, food and retail.

The consultant team observed relatively few vacancies -- approximately 6 -- among the 60 storefronts examined during field work and analysis stage of the project.

| PRIVATE REALM ELEMENTS   | CUMULATIVE SCORE |
|--------------------------|------------------|
| Lighting                 | C                |
| Facade                   | B                |
| Awning                   | NA / Fail        |
| Signage                  | B                |
| Outdoor Display & Dining | NA / Fail        |
| Window                   | B                |



## Admin Capacity

Administrative duties to maintain, attract, and grow the business environment in Wrentham Center is handled by Town staff, the economic Development Commission (EDC), and volunteer organizations.

During the public engagement process, a gap in the administration of the Wrentham Center commercial district was identified. While Town Staff is assisted in its efforts to provide programming in the Common, there are not currently enough resources to address all of the needs including maintaining trash receptacles, watering flowers and adequate snow removal within Wrentham Center.

The Town is looking to centralize the disparate volunteer efforts to create an attractive space in Wrentham Center with a Business Improvement District. The BID will provide Wrentham Center with a means to overcome the limited capacity of the traditional Town services.

# Analysis



## PARKING

Parking in Wrentham Center is located predominantly along the curb and is well used by employees and customers. Where the parking stalls are angled into the curb (along South Street between Kendrick Street and Franklin Street) the parking was particularly well-utilized throughout the day. Parking is unrestricted throughout the study area. The business survey indicated that businesses are most concerned about providing convenient parking for their customers. 40% of respondents indicated that "Changes in public parking availability, management, and policies" was "very important". 33% of respondents indicated that local parking regulations pose an obstacle to business operation.

There is a municipal parking lot (0.7 Ac) in the northwestern corner of the study area separated from the commercial businesses by Franklin Street. The lot is unpaved, poorly graded and has no amenities or pavement markings to define circulation or delineation. There are driveway access points on Franklin Street and Dedham Street. The lot has a sign at each entrance, but wayfinding signage was not observed. The lot appeared underutilized during the time that fieldwork took place.

*Outdoor seating in front of the looking glass cafe*



## SIDEWALKS

The pedestrian environment within Wrentham Center includes primarily concrete sidewalks along the roadway and are mostly continuous with some minor gaps and obstructions. The surface condition is mostly fair throughout with some good and some poor conditions in localized areas. At a high level, the sidewalks do the job of connecting people from businesses to parking and beyond the study limits, but there are few existing additional amenities that would attract pedestrians or cause them to linger beyond basic needs.

The business survey indicated that businesses are concerned about improving the pedestrian environment for their customers. 54% of respondents indicated that "Improvement of streetscape and sidewalks" was "very important" (25%) or "important" (29%).

Accessibility appears inconsistent and the Town has not completed an ADA Self Evaluation and Transition Plan.

## PUBLIC SPACES

Wrentham Center has two main public spaces that are attractive and that provide capacity for outdoor seasonal programming. The Wrentham Town Common is a 2.5 Acre park at the northern end of the study area characterized by lawn, mature trees, and walking paths.

Sweatt Park is a 1-acre park at the northern end of the Wrentham Center study area characterized by extensive masonry, pedestrian amenities and tennis courts. The site is below street grade with limited visibility from the road and is accessed from the sidewalk only by a long stairway. Parking for the site can be found along the back of the site off of Depot Street but can be informal and uninviting.

*Public seating in the Town Common*



*Sweatt Park Stairway from South Street*



*Annual Arts on the Common pre-COVID*



*Source: Town of Wrentham*

*Sweatt Park looking west from Depot Street*



*A bike parking rack and water fountain at the Town Common*



*Improvements can leverage the Town's unique Character*



*Concrete sidewalks are generally in good condition in the study area*



# Analysis



Wrentham Center is the traditional commercial and cultural center for the Town. The architecture found in Wrentham Center is a mix of relatively dense 19th, 20th and early 21st century commercial buildings, churches, and residences with a large central Town Common. While it is located at an important crossroads, the infrastructure is not ideally suited for the modern shopping experience.

The businesses located within Wrentham Center are predominantly small businesses (under 20 employees) which are a mixture of restaurants, retail and personal/professional services. There are no traditional chain retail outlets in Wrentham Center.

2.5 miles to the south of Wrentham Center is the Wrentham Outlets which hosts large retail chains, restaurants and services and provides a ample parking capacity with a comfortable pedestrian environment.

It would be difficult for Wrentham Center to recreate the same feel as the Wrentham Outlets which encourages a low turnover window shopping experience, but Wrentham Center may benefit from its proximity to the Wrentham Outlets.

By developing regular arts and culture programming in Wrentham Center, it may be possible to attract Wrentham Outlets customers particularly during seasonal peaks.

Additionally, improvements to the pedestrian environment including wider sidewalks, seating, shade, reduced vehicle speeds and comfortable crossings would encourage customers to linger and maximize commercial opportunities in Wrentham Center.



## The Wrentham Economic Development Commission (EDC)

The EDC works to support Town staff in promoting and maintaining a healthy business environment in the Town. Their duties include:

- Investigating current economic and market conditions
- Assisting the Town with the formation and execution of appropriate economic development and marketing opportunities
- Provide outreach to residents to inform them about ongoing initiatives and projects that will enhance economic development
- Coordinating activities to enhance or expand economic development
- Engaging in other activities as necessary to further the EDC's purpose

## Volunteers

In addition to the EDC, the Town relies on volunteers to develop programming and to perform some maintenance tasks which are beyond the capacity of the Town staff. These groups have been identified as the following:

- Wrentham Cultural Council
- Wrentham Landscape/Memorials Committee
- Garden Club
- Wrentham Cultural Council
- Sohoanno Garden Club of Wrentham

## Volunteer Alliance

The Town has indicated that they would like to provide needed services including the furnishing and maintenance of trash receptacles, street furniture, sidewalk snow removal, and seasonal decorations, but cannot due to the limited capacity of staff and equipment. The Town has identified the development of a Business Improvement District as a possible.

*Retail shops and restaurants along Main Street*







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## 4.0 Project Recommendations



# 4.1 Develop a Wrentham Center Branding Plan

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|                                   |   |  |
|-----------------------------------|---|--|
| <b>Category</b>                   |  | Public Realm   |
| <b>Location</b>                   |   | Town Wide, Wrentham, MA  |
| <b>Origin</b>                     |   | Town of Wrentham   |
| <b>Budget</b>                     |  | Low Budget requirements (\$15-50K or more depending on services including: 1) Brand Strategy (\$5-10K), 2) Stakeholder Engagement (\$5-15K), 3) Public Engagement (\$10-20K), 4) Logo / Identity Design (\$15-25K), 5) Town Seal (\$15-25K), 6) Brand Extension - Supporting Visuals (\$10-20K), 7) Print or digital Collateral (\$5-50K), 8) Brand Guide (\$5-20K). |
| <b>Timeframe</b>                  |  | Short Term 4-8 months  |
| <b>Risk</b>                       |  | Low risk. The risk is limited to the negative public perception of the new municipal brand. This can be avoided by including the public in the process through surveys and public presentations throughout the process to keep them involved.  |
| <b>Key Performance Indicators</b> |   | The frequency of use across media formats by businesses and residents.<br>Public surveys   |
| <b>Partners &amp; Resources</b>   |   | Town Administrator, Select Board, Town of Wrentham Planning  |

**Project Description**

- Develop and adopt a new branding strategy for the Town of Wrentham which includes Wrentham Center. The branding effort can coincide with the Town's 350 year celebration planned for 2023. Branding will include research, development of concepts, a public engagement process, and a roll-out plan. The new branding plan will include a logo/Town Seal that will replace the existing Town seal and will be incorporated on all Town documents and digital media.

**Diagnostic / COVID-19 Impacts**

- Shared Marketing was identified by 72% of survey respondents as "important".
- Public Realm Diagnostic
- Public comment (meeting June 2021)

**Action Items**

- Developing a brand for your town or city is a bold undertaking – one that requires a few standard elements to ensure a successful outcome. We'll start with identifying key players:
  - The Design Firm/Studio is the group contracted to complete the work. They can provide the town/city with pricing proposals before officially contracted for work, and once signed to the project will complete the deliverables and be a valuable partner following completion of the brand project moving forward.
  - A Brand Project Manager or Communications Lead will be a representative on the town/city side of managing the project as it develops, and then evolve into directing staff to the correct usage or files, and maintaining the brand standards. This person should be at every meeting.
  - Stakeholders are key members of the community or staff that will have a larger impact when it comes to decisions. They should be included when the Design firm requests their input.
  - Constituents are residents of the town/city and should be considered along the entire process, but invited for opinion only at key milestones. Too much feedback can be detrimental to the process.
- Develop an RFP
- The first step in the process of branding for any town/city is developing a Request for Proposals, or an RFP. This document serves as an important baseline for the project, identifying a timeline, budget, stakeholders, goals and deliverables for the branding exercise.

- Design firms will respond to your RFP with proposals for no fee. If your town/city intends to apply for grants through the LRRP program for your branding project, the project rubric outlines subjects commonly discussed in an RFP. The town/city will then review the proposals, and select a firm they are most comfortable with. Towns and cities should look for firms with strong client history, reasonable budgets, and a deliverable schedule that meets the town/cities' requirements.

**Other Projects**

- Arts and Culture Placemaking

**Comparable Projects**

- Beech Tree Themed Street Furniture: Community Branding through Functional Public Art

**Funding**

- Community one Stop for Growth
- Expressions of Interest (Feb-April), Application (May to June), Award (November)

# 4.2 Develop a Wrentham Center Arts and Placemaking Plan

|                                   |  |  |
|-----------------------------------|--|--|
| <b>Category</b>                   |   | Public Realm / Art and Culture   |
| <b>Location</b>                   |  | Wrentham Center, Wrentham, MA  |
| <b>Origin</b>                     |  | Town of Wrentham   |
| <b>Budget</b>                     |   | Low to Moderate Budget requirements (\$20-300K or more depending on services including: Fee to Rent Sculpture (\$5-30K), Freestanding Sculpture (\$25-200K each), Murals (\$10-35K), Projection Mapping- Event Building Exterior (\$15-50K), Rear Projection - Temporary, Inside Empty Storefronts (\$3-10K), Streetscape Elements - ie artistic bench (\$3-15K), Temporary Art Installation - ie poetry, yarnbomb (\$2-15K), Utility Box Art Program (\$1-2K each). |
| <b>Timeframe</b>                  |   | Short Term 3-6 months planning, 6-9 months for permanent custom fabrication. Add 2-4 months for Call-for-Art.  |
| <b>Risk</b>                       |  | Low risk for murals and temporary installations. Risk is increased with larger, higher value sculpture due to risk of damage due to exposure or vandalism. Additional risk comes with unforeseen complications due to existing conditions at planned location.   |
| <b>Key Performance Indicators</b> |  | Public surveys to rate displays  |
| <b>Partners &amp; Resources</b>   |  | Town Administrator, Select Board, Town of Wrentham Planning  |

**Project Description**

- Develop and adopt a new branding strategy for the Town of Wrentham which includes Wrentham Center. The branding effort can coincide with the Town's 350 year celebration planned for 2023. Branding will include research, development of concepts, a public engagement process, and a roll-out plan. The new branding plan will include a logo/Town Seal that will replace the existing Town seal and will be incorporated on all Town documents and digital media.

**Diagnostic / COVID-19 Impacts**

- More Cultural Events/Activities to Bring People into the District was identified by 80% of survey respondents as "important".
- Public Realm Diagnostic

**Action Items**

- Create a brand identity and website for the 350th anniversary to frame events. If possible, a campaign and tagline should also be created. All event advertisement should include this along with relevant links and hashtags.
- Provide "breadcrumbs" to lead people from shopping areas into town. If possible, provide a trolley to shuttle people back and forth and minimize traffic on busy event days.
- Rent sculpture to install on the town green, perhaps by Myth Makers ([www.themythmakers.org](http://www.themythmakers.org))
- Include a family-friendly art workshop in the scope for public artists.
- Consider commissioning a series of artworks or placemaking elements that tell the story of Wrentham in an accessible way.
- Consider partnering with a local brewery or liquor store to host a beer garden. These have become very popular and are family friendly ways to get residents outside in public spaces.

**Process**

- Whenever possible, invite the local community to participate. This will develop a sense of ownership and connection to the project. Ways to engage can include the following:
  - Invitation to apply
  - Vote on the theme or final selection (in person or online)
  - Participatory art installations (artist-led)
  - Submit images to include
  - Events to celebrate and/or meet the artists
- When doing a call for artists, a Request for Qualifications (RFQ) is recommended over a Request for Proposals (RFP). This

allows artists to submit previous projects with budgets and references, rather than submitting and a budget for a piece that has not been designed.

- For major installations 50K and up, you will want to conduct a RFQ and select 3 – 5 qualified finalists to pay a (\$2K – 5K) stipend to for their preliminary concept. The community can vote to make the final selection.
- Be sure to credit your artists and pay them, even if it is just a small stipend.
- Incorporate light whenever possible, especially in parks, to make them safe and inviting.
- Temporary installations are often easier to get approved. This is a good way to test out the response before making a big investment.
- Include insurance requirements (1MM +) and use a simple contract with indemnification to protect you from damage to the work or injury.
- Create a map to encourage exploration if multiple installations are planned

**Other Projects**

- Arts and Culture Placemaking

**Comparable Projects**

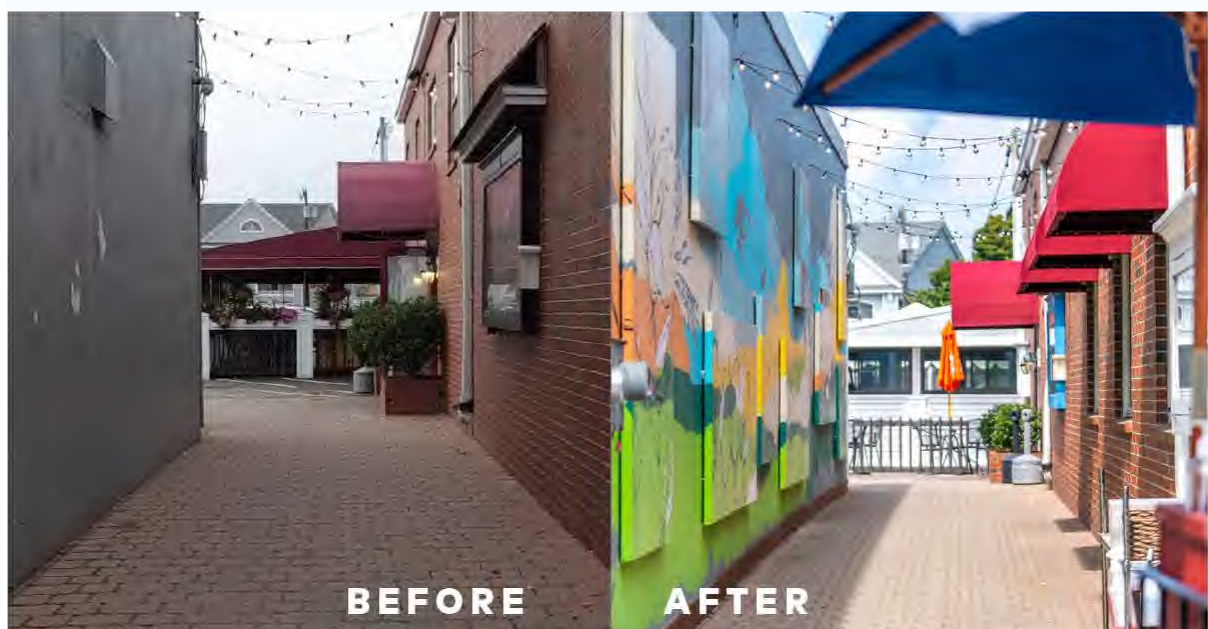
- Contracting with Artists
- Host a Downtown Cultural Event to support businesses and show positive change

**Funding**

- MassDevelopment
- MassCultural Council
- New England Foundation for the Arts (NEFA)

# 4.3 Develop a Business Improvement District in Wrentham Center

|                                   |   |  |
|-----------------------------------|---|--|
| <b>Category</b>                   |   | Private Realm & Administrative Capacity  |
| <b>Location</b>                   |   | Downtown Wrentham, MA  |
| <b>Origin</b>                     |   | Town of Wrentham, LRRP Business Survey, First [Phase One] Public Meeting   |
| <b>Budget</b>                     |    | Medium Budget (\$50,000-\$200,000) - with brand deployment   |
| <b>Timeframe</b>                  |    | Short Term (<5 years) - 18 months planning and implementation to form a BID for a district of this size  |
| <b>Risk</b>                       |    | Low Risk – Site ownership and regulatory burdens are existing risks  |
| <b>Key Performance Indicators</b> |   | A successful Business Improvement district can help achieve increased property values, improved sales and meals taxes, stronger tenancy, a vibrant cultural scene, and a destination where people want to shop, locate a business, dine, and live. |
| <b>Partners &amp; Resources</b>   |   | Town of Wrentham Planning Department, The United Regional Chamber of Commerce, Various existing volunteer downtown organizations, Area businesses  |



**A local alley in Hyannis, MA transformed after the creation of a Business Improvement District.**  
 Source: *How To Create A Bid, 2020 Case Study.* Ann McFarland Burke.

**Diagnostic / COVID-19 Impacts**

- The COVID-19 pandemic significantly impacted downtown Wrentham businesses. Business surveys have verified that downtown small businesses, dining, cultural attractions, residential developments, and tourist destinations experienced loss of employment, revenue, customer base and foot traffic. Downtowns with active downtown organizations were able to pivot and respond to this crisis to help their small business weather the storm. Many downtowns have realized that a sustainable district management entity is positioned to help downtowns recover from COVID and prepare for the future.
- In Wrentham, there is interest in establishing a Business Improvement District. The LRRP Project is an opportunity to launch this effort with the support of the municipality and a group of downtown stakeholders and interested partners. Currently ten different volunteer organizations are providing services like maintenance, landscaping and plantings and other arts and cultural activities in the downtown to supplement the work of the Town. This volunteer-based effort is difficult to sustain, and the Town and business community would like to explore a more sustainable model to offer supplemental services and support businesses in COVID recovery in Wrentham. The Town has begun to identify property owner in support for the concept of forming a BID. The Wrentham BID would be a small BID in MA, but would provide the organizational infrastructure to coordinate, collaborate and leverage the volunteer work already underway in Wrentham.

**Action Items Outline**

- Getting Started - Launching the BID Effort
- Develop the Value Proposition / Communication Tools
- Stakeholder Engagement
- Create a Community Outreach and Engagement Strategy
- Identify Downtown Priorities
- Confirming BID Model
- Secure Resources for Sustainability

**Action Items**

- **Getting Started:** Use the LRRP planning process and project recommendation to form a BID as the launching point for stakeholder engagement. The Town may convene volunteer organizations, property owners, tenants, and other downtown stakeholder to initiate the conversation.
- **Develop the Value Proposition / Communication:** It will be essential to develop the value proposition for investing human capital and the financial resources into a BID and communicate to the Town and private stakeholders the impact of their investment. The long-term goal of a BID is to build a destination that is attractive to potential developers, businesses, residents, and visitors. In the near term, a BID can play an important role in COVID recovery. A successful BID can

help achieve increased property values, improved sales and meals taxes, stronger tenancy, a vibrant cultural scene, and a destination where people want to shop, locate a business, dine, and live. A well-managed and sustainable BID will undertake strategic supplemental programs and services that will help achieve that goal. Key talking points include:

- » Ability to collectively and cost effectively purchase priority supplemental programs and services to achieve impact and scale
- » Provide a unified voice, or "seat at the table" for district priorities
- » Professional management and staff dedicated to implementing programs and services in the district
- » Produce and execute cultural and event programming
- » Ability to respond to crisis - COVID
- » Support new and existing businesses
- » Leverage resources and build collaborations
- **Stakeholder Engagement / Leadership and Partnerships:** Launching the organizational efforts to form a BID in wrentham should be an intentionally inclusive process that welcomes new as well long term property and business owners, volunteer organizations, Town, and other key downtown stakeholders to develop the organizational and leadership infrastructure to form a BID. The goal of this effort would be to form a strong, diverse, and inclusive steering committee to guide the development of a BID in Wrentham, identify key champions and build a solid coalition around the concept. The Town may convene this effort but should quickly transition to a private sector-led working steering committee with strong public sector support. The clear demonstration of a public / private partnership will help move this effort forward.

- **Create a Community Outreach and Engagement Strategy:** The Steering Committee should undertake efforts to engage media, businesses, property owners, nonprofits, cultural organizations, visitor attractions, volunteer groups, and interested residents to continue to identify and refine the needs and priorities for the downtown. This work will be used to inform the BID Improvement Plan. Additionally, these outreach efforts provide the opportunity to educate

**Food trucks in Dewey Square are very popular**





Source: <https://www.jartsboston.org/wp-content/uploads/2019/08/deweyfood-trucks.jpg>

stakeholders on the BID model, identify needs and opportunities as well as potential leadership. Community engagement can happen in a variety of ways including:

- » Community Forums - fun, engaging and informational visioning sessions held in an accessible, approachable location such as a local business, restaurant, park, library, or county gathering space
  - » Peer Learning Panels - Invite Executive Directors from BIDs in similar communities to present on the work of their BIDs.
  - » Visitors to other communities with BIDs to see programs in action
  - » Surveys of needs and priorities (although this has recently been done through the LRRP process but would include a broader distribution to other stakeholders)
  - » Focus groups with key interest groups
  - » Websites / social media
  - **Confirming BID Organizational Model:** Once organizers have established the downtown priorities / proposed supplemental programs and budget, it will be important to confirm that there is consensus that a BID is appropriate for Wrentham. Organizers should seek support letters / statements from key stakeholders like business associations, Chamber, volunteer organizations involved in the downtown, and other important groups.
  - **Resources for Startup and Sustainability:** Seed money is required to start a BID. Sources include TA through the Massachusetts Downtown initiative, MassDevelopment Real Estate Technical Assistance Program, or ARPA funds (if the development of the organization is tied to implementing COVID recovery activities). Additionally, local institutions, foundations and key stakeholders/individuals contribute as sources for seed money to launch an effort to form a BID. Organizers should develop a realistic budget, and a variety of revenue opportunities for the organization. In addition to BID fees, additional revenue sources to leverage BID fees may include sponsorships, event revenue, grants or contracts, foundations, and individual giving. If the Municipality approves the formation of a BID, property owners will reauthorize the organization every 5 years.
- Process**
- The following process is recommended to build support for a BID in Wrentham.
- Create property owner and business databases using information provided by the Town as the official property owner database for the BID process
  - Define proposed boundaries
  - Confirm use requirements for forming a BID are met
  - Create a downtown partnership with Town, key property owners, developers, key businesses, cultural and tourist destinations, residential groups, nonprofit, volunteer organizations and chamber of commerce to launch the effort
  - Create list of potential steering committee members for the BID formation process
  - Form a broad-based advisory committee to provide input and feedback
  - Secure seed funding for TA through Massachusetts Downtown Initiative (now part of OneStop), massdevelopment Real Estate TA program, ARPA, Foundations and other stakeholders
  - Create community outreach events, widely distribute surveys, convene sector specific focus groups, and other engagement tools to develop program guidelines
  - Hold Community Forums on BID model
  - One on one conversations with stakeholders to secure support and engagement in process
  - Consensus building with stakeholders on BID model / programming / budget / fee structure
  - Organizers may consider executing a demonstration project that could "show" potential programs and services provided to the downtown through a BID
  - Develop the BID petition components
  - Develop Memorandum of Understanding with Town for support of BID
  - Basic outline of BID signature campaign and legislative approval requirements
  - Undertake a petition process under direction of the steering committee to secure support of 60% of property owners representing 51% of the assessed valuation of the district. The petition will include:
    - » Map and legal description of BID boundaries
    - » BID improvement Plan - programs and services
    - » Fee Structure
    - » Budget
    - » Hardship provisions
    - » ID management
    - » Property owners signatures of support
  - Formal Local Legislative Approval - Public hearing and formal vote by Select Board to establish the BID
  - Organizers complete 501c3 and Articles of Organization filings
  - Approval of bylaws
  - Establishment of a Board of Directors
  - Initiation of supplemental services
  - Reauthorization by property owners every 5 years
- Comparable Projects**
- Formation of a Business Improvement District in Hudson, MA

## 4.4 Develop a Complete Streets Policy

---

|                                   |   |   |
|-----------------------------------|---|---|
| <b>Category</b>                   |  | Public Realm  |
| <b>Location</b>                   |   | Town wide Wrentham, MA  |
| <b>Origin</b>                     |   | Town of Wrentham  |
| <b>Budget</b>                     |  | Low Budget - DPW/Planning to present existing policy before the BOS with consultant   |
| <b>Timeframe</b>                  |  | Short Term (<5 years) - BOS meets monthly   |
| <b>Risk</b>                       |  | Low Risk - Adopting a Complete Streets policy does not commit the Town to completing projects that are beyond the Town's means or that will sacrifice the operations of their street network. Town can create a policy on their own terms provided it meets the minimum scoring guidelines. |
| <b>Key Performance Indicators</b> |   | Approval of the CS Policy,<br>MassDOT approval to advance to Tier 2   |
| <b>Partners &amp; Resources</b>   |   | Town Administrator, Select Board, Town of Wrentham Planning, Public Works, Citizen Members of the Master Planning Committee   |



**Project Description**

- Develop and adopt a Complete Streets policy. This is the first of three steps in the Complete Streets process with MassDOT. Town approved policy is then submitted to MassDOT to access additional planning funds (\$50K) for development of a Complete Streets Prioritization Plan (CSPP). The CSPP will identify and prioritize municipal projects that include improvements for all road users, ie motor vehicles, bikes, and pedestrians.

**Diagnostic / COVID-19 Impacts**

- Improved pedestrian amenities needed
- Public Realm Diagnostic
- Public comment (meeting June 2021)
- Pending Master Plan

**Action Items**

- Review Policy details: A template is available from MassDOT as a starting point. Examples of MassDOT approved policies is available at <https://www.mass.gov/complete-streets-funding-program>.
- Solicit letters of support from essential community organizations and businesses to demonstrate the community support for a Complete Streets policy.
- Present draft policy to the BOS for approval.
- Gain approval from BOS by giving examples from other similar Towns with successful CS programs
- Submit approved policy to MassDOT for their approval. Approval by MassDOT makes the Town eligible to receive funding for a planning grant (up to \$50,000) to develop a Complete Streets Prioritization Plan.
- Develop Complete Streets Prioritization Plan that includes specific projects that would result in the greater benefit to the bicycle and pedestrian network.

**Other Projects**

- Complete Streets Prioritization Plan
- Wrentham Center RSA

**Comparable Projects**

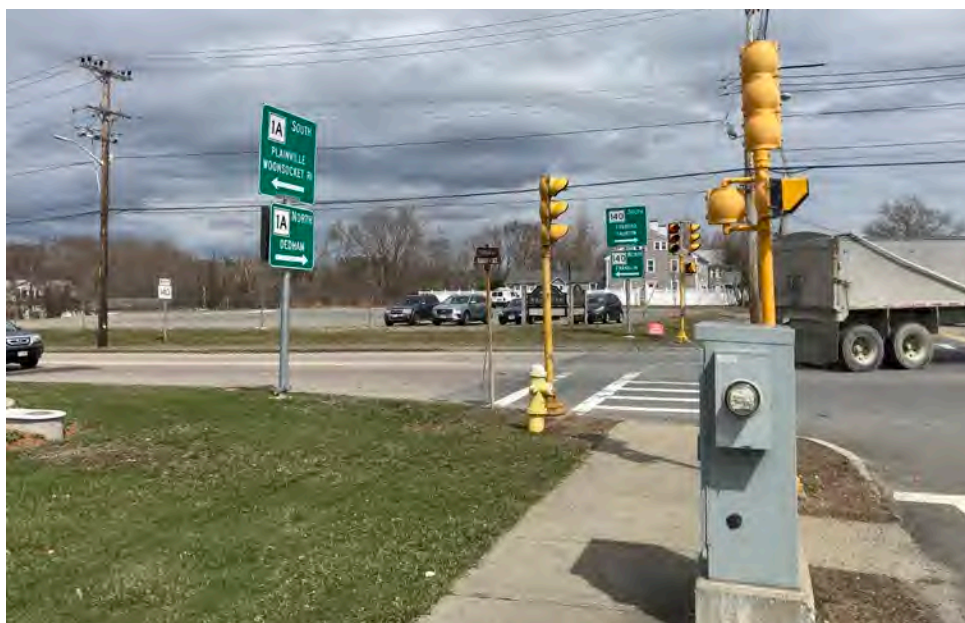
- Planning and Visioning Process for Public Realm (see Appendix)

**Funding**

- MassWorks Infrastructure Program

# 4.5 Conduct a Pedestrian Safety Audit

|                                   |   |   |
|-----------------------------------|---|---|
| <b>Category</b>                   |  | Public Realm  |
| <b>Location</b>                   |   | Route 1A at Route 140 and South Street at Randall Road, Wrentham, MA<br>Wrentham Center   |
| <b>Origin</b>                     |   | Town of Wrentham  |
| <b>Budget</b>                     |  | Low Budget (\$25,000-\$50,000) Transportation Planning consultant   |
| <b>Timeframe</b>                  |  | Short Term 3-6 month assessment   |
| <b>Risk</b>                       |  | Low Risk  |
| <b>Key Performance Indicators</b> |   | Town Approval<br>Adoption of intersection improvements with pedestrian amenities by MassDOT Project Initiation process<br>Implementation of pedestrian improvements |
| <b>Partners &amp; Resources</b>   |   | Town Administrator<br>Public Works<br>MassDOT, MAPC, Safe Routes to School Program  |



*The large municipal parking north of Franklin Street and the pedestrian environment connecting to businesses in Wrentham Center is uninviting and underutilized.*

### Project Description

- Conduct a Pedestrian Safety Audit of the Route 1A/Route 140 intersection and including South Street at Randall Road on the southern end and the municipal parking lot north of the intersection on the north end. The existing pedestrian road crossings in Wrentham Center have been identified as a safety concern and a barrier to increasing foot traffic in Wrentham Center. South Street at Randall Road is within the Wrentham Center Study Area and is difficult crossing for pedestrians. Delaney School which is a participant of the Safe Routes to School program is a 1/4 mile from this crossing on Randall Road.

### Diagnostic / COVID-19 Impacts

- 2021 Wrentham LRRP Diagnostic process
- 2017 Route 1A Corridor Study

### Action Items

- Identify limits of Corridor Study based on available budget and other Town initiatives. At a minimum, the limits should include the Route 1A corridor from Randall Road in the south to Dedham Street, up to 500' North of Route 1A/ Route 140 Intersection in the north
- Research crash history using MassDOT Impact and local public safety records.
- Collect existing conditions data including sidewalk inventory/ signalized crossing operations/ mid-block sight lines
- Develop recommendations for improvements

- Submit report for Town approval
- Engage MassDOT District 5 to incorporate findings into purpose and need form (PNF) for improvements at the intersection of Route 1A and Rt. 140.

### Other Projects

- Developing a Complete Streets Policy
- Developing a Complete Streets Prioritization Plan
- Developing an ADA Self Evaluation and Transition Plan

### Comparable Projects

- Planning and Visioning Process for Public Realm

### Possible Funding





- Chapter 90 can be used for construction or planning for roads, sidewalks, and curb ramps within the public right of way
- Safe Routes to School (construction) The Town should consider a SRTS grant to fund construction that would improve the pedestrian crossing at the intersection of Randall Road.



*The large municipal parking north of Franklin Street and the pedestrian environment connecting to businesses in Wrentham Center is uninviting and underutilized.*

## 4.6 ADA Self Evaluation and Transition Plan - Public Right-of-way & Sweatt Park

---

|                                   |   |   |
|-----------------------------------|---|---|
| <b>Category</b>                   |  | Public Realm  |
| <b>Location</b>                   |   | Town wide, Wrentham, MA   |
| <b>Origin</b>                     |   | Town of Wrentham  |
| <b>Budget</b>                     |  | Low Budget (\$25,000-\$50,000) Transportation Planning consultant with ADA expertise  |
| <b>Timeframe</b>                  |  | Short Term 3-6 month assessment   |
| <b>Risk</b>                       |  | Low Risk  |
| <b>Key Performance Indicators</b> |   | Town Approval<br>Adoption of intersection improvements with pedestrian amenities by MassDOT Project Initiation process<br>Implementation of pedestrian improvements |
| <b>Partners &amp; Resources</b>   |   | Town Administrator, Public Works, MassDOT, MAPC, Safe Routes to School Program  |

### Project Description

- Conduct a Town-wide ADA Self Evaluation and Transition Plan including pedestrian infrastructure within the public right of way and Sweatt Park to facilitate expanded programming in Wrentham Center and provide an improved and accessible pedestrian environment. SETP is a requirement under Title II of the ADA and can be an effective tool for planning improvements to the pedestrian network.

### Diagnostic / COVID-19 Impacts

- Pending Master Plan

### Action Items

- Identify a Town ADA Coordinator: The ADA Coordinator is the responsible party within the Town Administration for addressing the compliance requirements of ADA law including performing an ADA Self Evaluation and Transition Plan and receiving accessibility grievances. The ADA coordinator is typically the Town administrator or a department head.
- Adopt and post a notice of non-discrimination: The Notice of non-discrimination indicates that the Town is complying with requirements that prohibit for non-discrimination on the basis of physical or mental ability. This notice is to be posted in accessible public spaces including the Town's website, library, town hall or other places that offer public programming or services. Templates are available for developing this notice document
- Develop and adopt an ADA Grievance Procedure: The ADA Grievance Procedure establishes the protocol and expectations for filing a complaint with the Town's ADA coordinator regarding access-related issues. Templates are available for developing this process and for posting as required

- Complete application for a Municipal ADA Planning Grant: Once the above items have been established, the Town is eligible to apply for construction funding through the Massachusetts Office on Disability's Municipal ADA Grant Program. MOD offers both planning and construction funding for town-owned accessibility improvement projects
- Complete ADA Self Evaluation and Transition Plan. Plan should include all elements of the ADA requirements for public entities of 50 or more employees. For the purposes of addressing COVID recovery needs, SETP could focus on planning for pedestrian improvements within the right of way and improving access to Town parks and Recreation facilities.

### Other Projects

- Developing a Complete Streets Policy
- Developing a Complete Streets Prioritization Plan
- Wrentham Center Pedestrian Safety Audit

### Comparable Projects

- Planning and Visioning Process for Public Realm

### Possible Funding




- MOD Municipal ADA Planning Grant: Massachusetts Office on Disability's Municipal ADA Grant Program. MOD offers both planning (\$50K) and construction (\$250K) funding for town-owned accessibility improvement projects.



*Sweatt Park is a attractive location in Wrentham Center that remains difficult to access for the handicapped, elderly and families with strollers. An ADA assessment would make the Town eligible for funds to provide better access to this and other locations.*

## 4.7 “Downtown Loop” Feasibility Study

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|                                   |   |   |
|-----------------------------------|---|---|
| <b>Category</b>                   |  | Public Realm  |
| <b>Location</b>                   |   | Wrentham Center, Wrentham, MA                                     |
| <b>Origin</b>                     |   | Town of Wrentham  |
| <b>Budget</b>                     |  | Low Budget (\$25,000-\$50,000) Transportation Planning consultant |
| <b>Timeframe</b>                  |  | Short Term 3-6 month assessment                                   |
| <b>Risk</b>                       |  | Low Risk  |
| <b>Key Performance Indicators</b> |   | Town/State funding of improvements                                |
| <b>Partners &amp; Resources</b>   |   | Town Administrator, Public Works, MassDOT                         |

### Project Description

- Conduct feasibility study of a continuous pedestrian loop around Lake Archer that includes Creek Street/South Street/Franklin Street for the purposes of connecting Wrentham Center to the surrounding community with a continuous separated pedestrian facility. Loop would include commercial businesses, schools, and recreation facilities including Lake Archer, Lake Pearl and the future Metacomet Greenway.

### Diagnostic / COVID-19 Impacts

- 2021 Wrentham LRRP Diagnostic process which established that the business community was interested in shared marketing and programming
- Pending Master Plan

### Action Items

- Conduct Feasibility Study. Feasibility Study would include an assessment of the existing pedestrian network from South Street/Franklin Street/Creek Street a distance of approximately 3 miles. Feasibility study should include a sidewalk /curb ramp condition assessment, ADA accessibility, evaluation of pedestrian crossings, and a sidewalk gap analysis.

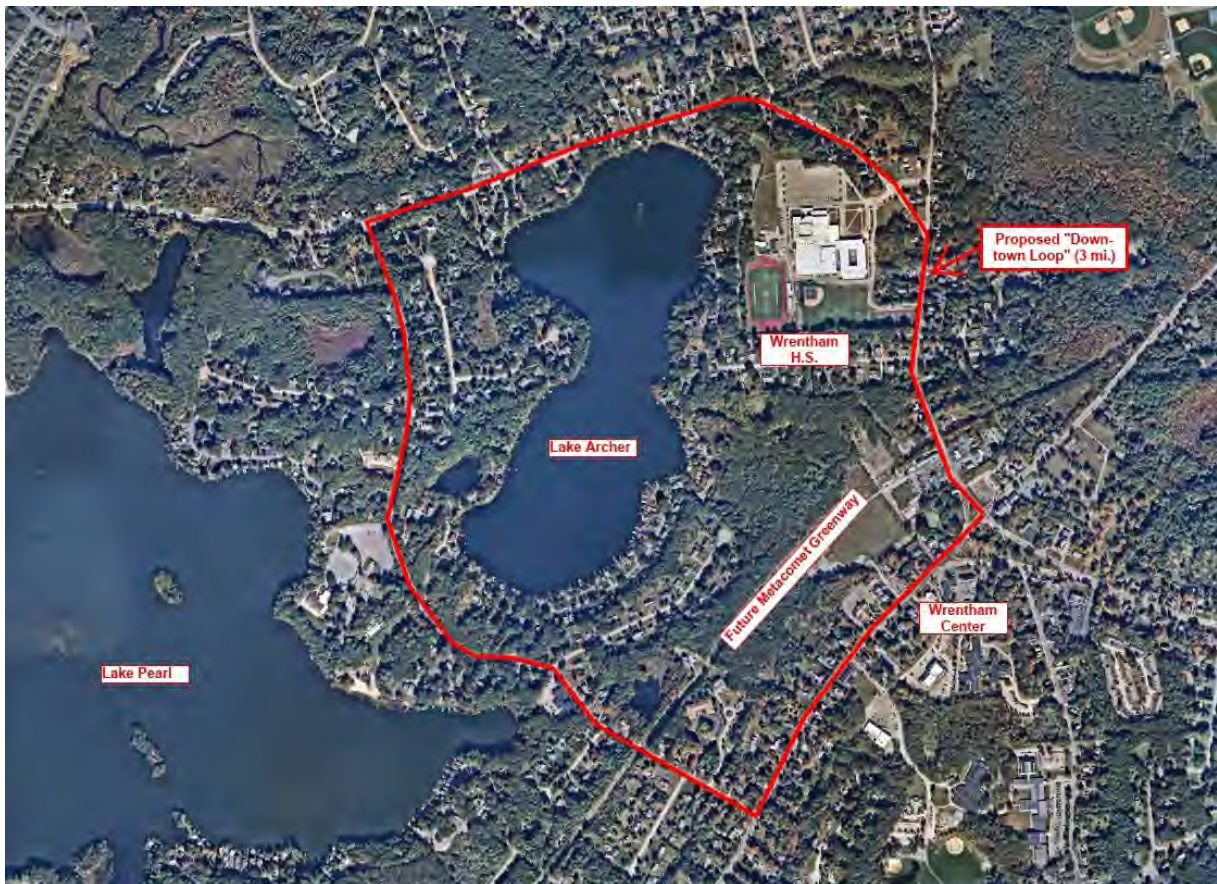
- Public Engagement and promotion of Downtown Loop. Public Engagement should be conducted according to MassDOT project development guidelines in order to be eligible for state funding. Public support should be measured in order to maximize funding opportunities.
- Promotion of Downtown Loop would further the public engagement and may include programming featuring the loop, ie charity walks, 5K race, etc.

### Other Projects

- Developing a Complete Streets Policy
- Developing a Complete Streets Prioritization Plan
- Wrentham Center Pedestrian Safety Audit
- ADA Self Evaluation and Transition Plan

### Comparable Projects

- Planning and Visioning Process for Public Realm



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## 5.0 Funding Sources



# 5.0 Funding Sources

The following funding sources are anticipated to be available specifically for COVID-19 impact-related project recommendations.

## American Recovery Plan Act

- Wrentham is slated to receive \$1,186,136, of which approximately 50% has been distributed as of August 3rd, 2021
- Funding can be used for direct relief related to COVID-19 impacts through the use of **Coronavirus State and Local Fiscal Recovery Funds** (CLFRF)
- **Respond to the public health emergency with respect to COVID-19 or its negative economic impacts** - this includes COVID-19 mitigation efforts, medical expenses, behavioral health, and certain public health and safety staff
- **Economic impacts of the public health emergency** - these include efforts to mitigate economic harm to workers, households, small businesses, affected industries, and the public sector
- **Lost public sector revenue** - payments may be used to fund government services to the extent of revenue reductions from the pandemic
- **Premium pay for essential workers** - funds may be used for additional support for those who have faced the greatest health risks because of their service in critical infrastructure sectors
- **Water, sewer, and broadband infrastructure** - recipients may invest to improve access to clean drinking water, support wastewater and storm water infrastructure, and expand access to broadband Internet:
  - » Wide range of eligible water and sewer infrastructure projects – specifically, all that would otherwise be eligible to receive financial assistance through the Environmental Protection Agency's (EPA) Clean Water State Revolving Fund (CWSRF) or Drinking Water State Revolving Fund (DWSRF)
  - » Broadband projects must provide service to unserved and underserved households and businesses. Eligible projects are expected to be designed to deliver, upon project completion, service that reliably meets or exceeds symmetrical upload and download speeds of 100 Mbps
- Potential eligible uses within these five core areas include the following expenses:
  - Direct COVID-related costs (testing, contact tracing, etc.)
  - Public health and safety staff
  - Hiring state and local government staff up to the number of employees to pre-pandemic levels
  - Assistance to unemployed workers, including job training
  - Assistance to households
  - Small business assistance
  - Nonprofit assistance
  - Aid to impacted industries
  - Expenses to improve efficacy of public health or economic relief programs
  - Survivor's benefits
  - CLFRF funding **cannot** be used to:
    - » Replenish a "rainy day" fund or other reserve fund
    - » Make a deposit to a pension fund

## Additional Opportunities to Consider

- State funding including State Transportation Improvement Program (TIP) for infrastructure improvements along State Roadways - needs to go through legislature
- MA Downtown Initiative - next Spring as part of the One Stop program
- Regional Economic Development Organization (REDO) Grant
- Community Development Block Grant funding (CDBG) for entitlement communities
- MassDevelopment Commonwealth Places Seed Grant and Implementation Grant
- Main Streets Grant Program
- Regional Economic Development Organization (REDO) - Wrentham is a member of the 495/Metrowest Partnership

## RALEIGH, NORTH CAROLINA

Raleigh is moving forward with ARPA-funded projects to combat the economic downturn that was a direct result of COVID-19:

- \$400,000 in "light and sound improvements in downtown Raleigh to mitigate COVID-19 transmission by promoting more outdoor space usage"
- \$200,000 for a grant pool which "local businesses impacted by COVID-19 can apply for financial aid"
- \$250,000 will fund the "development of an ice rink in downtown Raleigh" that is anticipated to contribute to spillover economic activity in the area
- \$230,000 will be used to "fund a downtown economic development study in collaboration with the Downtown Raleigh Alliance."
- \$230,000 will fund "two new temporary fiscal analyst positions to manage federal grant compliance reports over approximately five years."

<https://indyweek.com/news/wake/raleigh-american-rescue-plan-funds/>

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## Additional Funding Sources for Public and Private Realm Improvement Projects

The following funding sources were included specifically for recommendations generated as part of this ongoing planning study. The list can be applied to a wide variety of public realm and private realm improvement projects.

### Municipal Sewer Funding Sources

#### Community Development Block Grant (CDBG)

Massachusetts Community Development Block Grant Program is a federally funded, competitive grant program designed to help small cities and towns meet a broad range of community development needs. The Community Development Fund (CDF) awards grants to communities throughout the Commonwealth. This program helps eligible cities and towns to meet a broad range of community development needs in housing, infrastructure, revitalization, economic development and public social services. It supports CDBG eligible activities and encourages applicants to develop coordinated, integrated and creative solutions to local problems. Mini-entitlement communities through on a formula calculation based on a high statistical indication of need, poverty rate and size. Eligible CDBG projects include but are not limited to:

- Housing rehabilitation or development
- Micro-enterprise or other business assistance
- Infrastructure
- Community / public facilities
- Public social services
- Planning
- Removal of architectural barriers to allow access by persons with disabilities

### Wayfinding Funding Sources

#### Massachusetts Downtown Initiative

*Commonwealth of Massachusetts Community One-Stop for Growth Department of Housing and Community Development*

All communities are eligible to apply. This program provides technical assistance and design services for a variety of downtown improvement elements. MDI staff will assign a consultant to assist the community with the technical services, which could include studying and generating a range of design options and offering a blueprint for how to move forward. The next application round opens in the spring. In 2018, Foxborough, North Chelmsford, and Winchendon received grant awards for wayfinding.

#### Commonwealth Places Program

*MassDevelopment*

This competitive grant advances locally driven placemaking projects in downtown and neighborhood commercial districts in eligible communities throughout Massachusetts. The aim of Commonwealth Places Resurgent Places is to help community partners prepare public spaces and commercial districts to best serve their population during COVID-19 social distancing and the phased reopening of the economy.

- Seed grants available from \$250 - \$7,500
- Implementation grants available up to \$50,000
- Successful examples of this grant include:
  - » Marlborough received \$15,000 for wayfinding and branding strategy development
  - » Greenfield received funding used by the Greenfield Business Association for reimbursing restaurants to purchase outdoor dining furniture

### Alternative Funding Programs

The following funding programs are grouped as alternative because they either do not stem directly from a local or regional agency or governing body or they do not directly fund the type of proposed improvement projects recommended in this report.

#### Local Banks and other Community Development Financial Institutions

Local banks with a community development financing program for small businesses may be able to help provide low or no interest loans to small businesses for their share of the improvements, especially for a storefront or sign upgrade. The focus of the program at each bank is different; contact your local bank(s) and discuss how they could participate in investing in the community.

#### Business Improvement District (BID) or Other Downtown District

Funds from a BID may be used for planters, trash and recycling receptacles, sanitation and maintenance staff, graffiti removal, storefront facades, windows, doors, and sign maintenance, and a variety of other elements.

#### Massachusetts Historic Rehabilitation Tax Credit

*Massachusetts Historical Commission*

This is available for significant rehabilitation of historic buildings and may help supplement a larger project in a downtown. The guidelines developed for the municipal façade/storefront improvement program could be incorporated into the review of larger projects.

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### **Collaborative Workspace Program**

#### *MassDevelopment*

This grant provides owners and operators of collaborative work spaces up to \$100,000 for new equipment or building improvements. Alternatively, seed grants of up to \$15,000 to plan for new co-working spaces are available. This grant is an opportunity to address the exterior and the interior of a building while also helping to support existing local jobs and create new job opportunities.

### **Massachusetts Preservation Projects Fund**

#### *Massachusetts Historical Commission*

This is a 50% reimbursable matching grant for preserving properties, landscapes, and sites listed in the State Register of Historic Preservation. Applicants are limited to municipalities and nonprofits. Many downtown and village centers include nonprofit and municipal anchors. This grant could be used to ensure that all properties in a target area are brought, over time, to the same standard of repair. The program does have limitation on allowable costs. A preservation restriction is required.

### **Summary**

The above funding sources may be used to fund a variety of public and private realm improvement programs, maintenance, and streetscape improvements. While many of the above funding sources could be leveraged in combination with other funds to develop a façade improvement program, the list in general was developed with a wide variety of improvement projects in mind. See funding spreadsheet in the Appendix for comprehensive list of possible funding sources provided by Department of Housing and Community Development.

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# Appendix

## A. Phase One Public Presentation

## B. Best Practices:

1. Creating Safe Pedestrian Access in a Rural Village Center
2. Planning and Visioning Process for Public Realm
3. Determining a District Management Model for Downtown Reading
4. Formation of a Business Improvement District in Hudson, MA
5. Contracting with Artists
6. Beech Tree Themed Street Furniture: Community Branding through Functional Public Art
7. Host a Downtown Cultural Event to Support Businesses and Show Positive Change

## C. Funding Sources Spreadsheet

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# Appendix

## A. Phase One Public Presentation

# Local Rapid Recovery Plan Impacts of COVID-19 Wrentham, Massachusetts

Wrentham Center  
June 21, 2021



## Agenda

### Tonight's Meeting – 6:00-7:30PM

1. Introductions
2. Overview of Local Rapid Recovery Program
3. Schedule
4. Project Goals
5. Wrentham Center Study Area
6. Existing Conditions: Diagnostics and Business Surveys
7. Public Comments
8. Next Steps



## Project Team



### BETA Group

Jack Madden,  
Plan Facilitator

Jeff Maxtutis

- Project Planner

### Town of Wrentham

Rachel Benson

- Director, Planning & Economic Development

Rebecca Zitomer

- EDC

Beth Bryson

- EDC

## LRRP Program



### Local Rapid Recovery Plan - OVERVIEW

- Massachusetts Department of Housing and Community Development
- The Local Rapid Recovery Program (LRRP) provides municipalities an opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts to downtowns, town centers, and commercial areas
- Three Phases:
  - Phase I: Diagnostic and Business Surveys
  - Phase II: Project Recommendations
  - Phase III: Plans

## Schedule

### Local Rapid Recovery Program - SCHEDULE

#### Phase I: Diagnostic and Business Surveys

- Completed between March and May

#### Phase II: Project Recommendations

- In progress May -> June
- Gather additional input from business owners and stakeholders

#### Phase III: Plans

- July -> August

#### PROJECT PLAN CATEGORIES



## Goals

### Local Rapid Recovery Plan - GOALS

#### PHASES

#### GOALS

#### Phase I: Diagnostic and Business Surveys



- Collect baseline diagnostic data
- Engage stakeholders to understand COVID impacts and district concerns
- Provide an overview of on-the-ground conditions within the Study Area

#### Phase II: Project Recommendations



- Consult key stakeholders on priority projects
- Refine design of projects with Subject Matter Experts
- Develop final list of projects

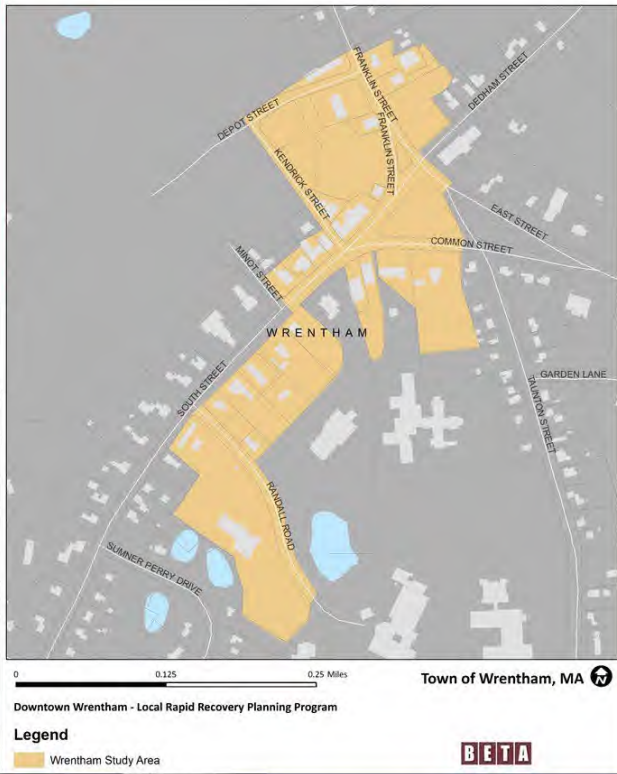
#### Phase III: Plans



- Create draft of Rapid Recovery Plan
- Gather community feedback on draft Plan and Project Recommendations
- Finalize Plan for submission to commonwealth







# Study Area

“Wrentham Center”



**CUSTOMER  
BASE**



## Phase I Diagnostic Category

Consumer Base:

- Who are the customers?
- What are their preferences and needs?





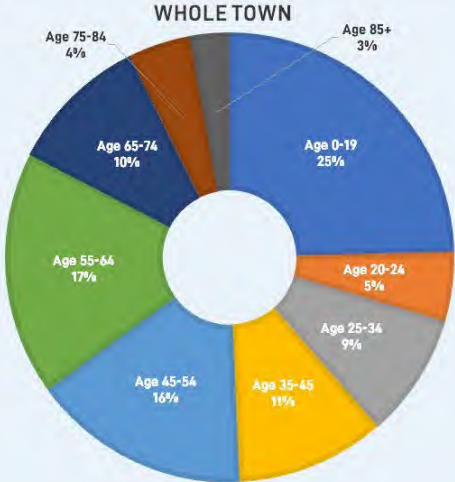
**District Demographics**

|                           | Study Area | Whole Town |
|---------------------------|------------|------------|
| Total Resident Population | 15         | 11,984     |
| Median Household Income   | \$120,000  | \$116,235  |
| Median Age                | 37.5       | 45.5       |
| Median Household Size     | 2.3        | 2.8        |

Wrentham, MA



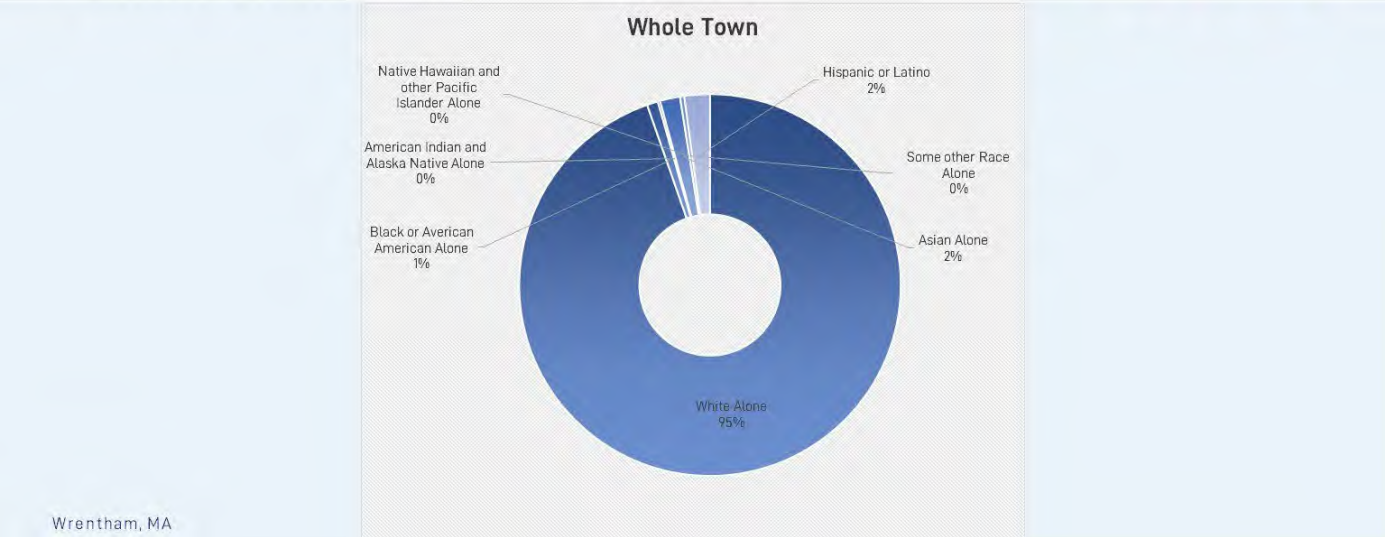
**Population By Age Distribution**



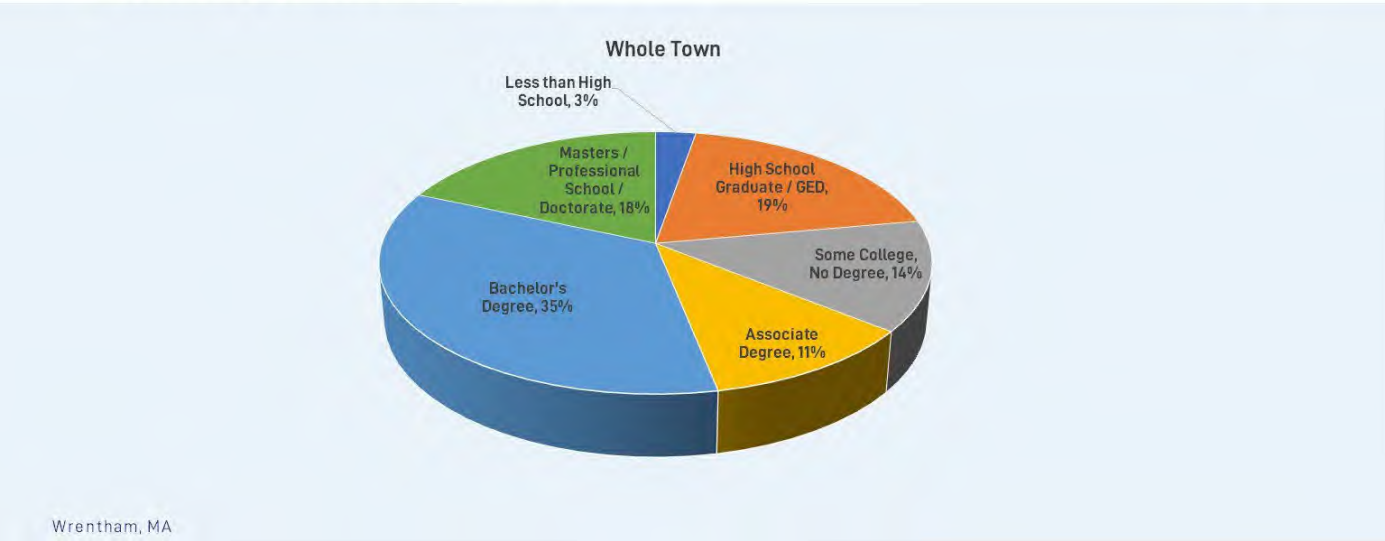
Wrentham, MA



Population By Race/Ethnicity



Population by Education Attainment





**BUSINESS ENVIRONMENT**



# Phase 1 Diagnostic Category

Business Environment:

- What are impacts of COVID-19 on businesses?
- Is there an anchor, destination, or mix of businesses driving the local economy?
- How well does the business mix meet customer groups?

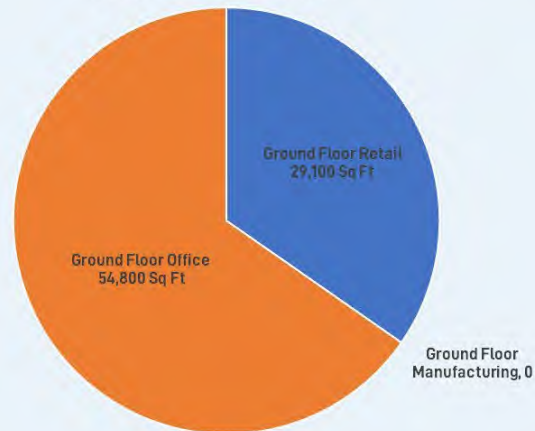


## Data Collection Analysis

### Storefronts



Study Area: 60 Storefronts



Wrentham, MA

- Results of a business survey conducted during March and April of 2021
- Survey was launched by the Massachusetts Department of Housing and Community Development (DHCD)
- To help communities develop Rapid Recovery Plans for downtowns and commercial districts
- Directed to owners or other appropriate representatives of business establishments located in the targeted commercial area

Wrentham, MA

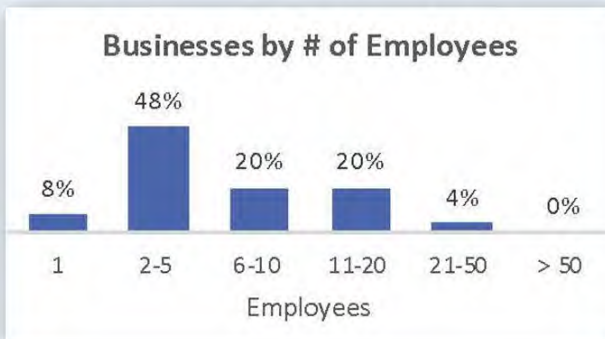
Massachusetts DHCD Rapid Recovery Plan Program  
BUSINESS SURVEY REPORT – Impacts of COVID-19

### Wrentham Center: 25 Responses

#### Business Characteristics

##### Business Size

- 56% of businesses are micro-enterprises (<5 employees).



Wrentham, MA

Prepared by FinePoint Associates

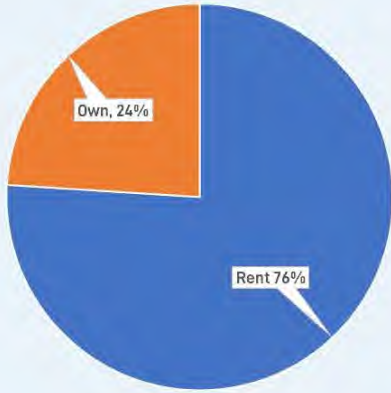
## Wrentham: Wrentham Center: 25 Responses

### Business Characteristics

#### Business Tenure

- 76% of businesses rent their space

Owner VS Renter



Wrentham, MA

Prepared by FinePoint Associates

## Wrentham Center: 25 Responses

### Business Characteristics

#### Business by Type



Wrentham, MA

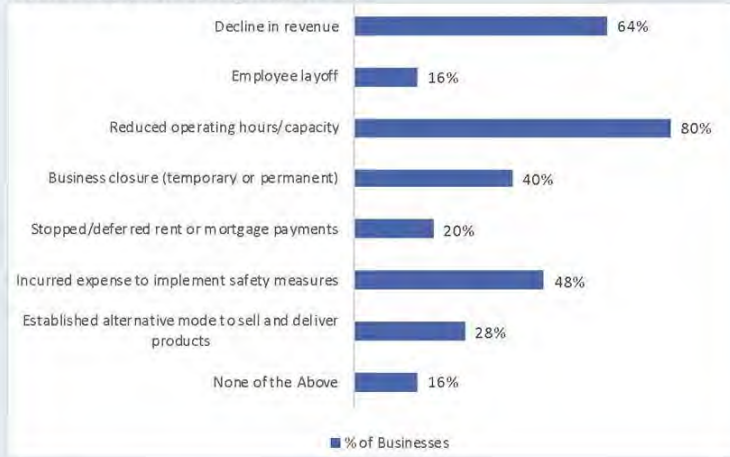
Prepared by FinePoint Associates

## Wrentham Center: 25 Responses

### Reported Impacts

- 84% of businesses reported being impacted by COVID

#### Businesses reported being impacted by:



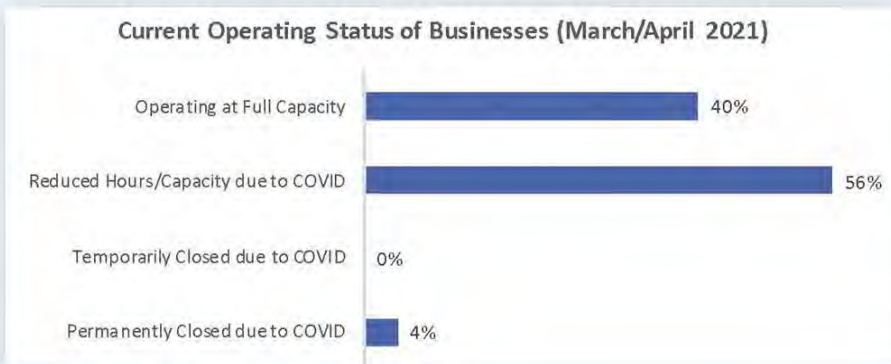
Wrentham, MA

Prepared by FinePoint Associates

## Wrentham Center: 25 Responses

### Operating Status

- At the time of the survey, 60% of businesses reported they were operating at reduced hours / capacity or closed.



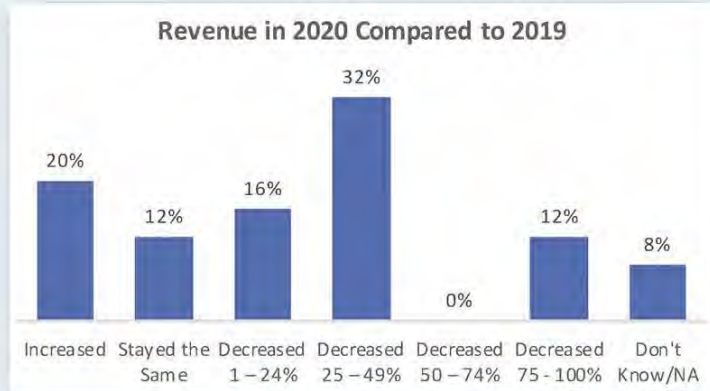
Wrentham, MA

Prepared by FinePoint Associates

### Wrentham Center: 25 Responses

#### Decline in Business Revenue

- 60% of businesses generated less revenue in 2020 than they did in 2019
- For 44% of businesses, revenue declined by 25% or more.



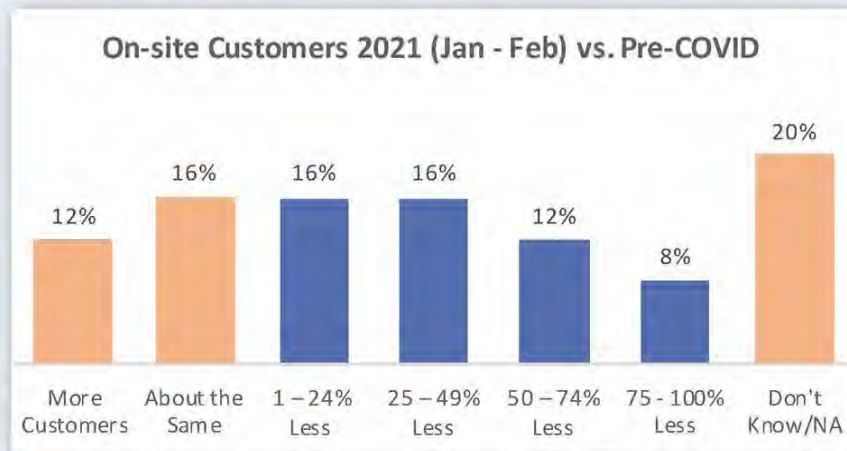
Wrentham, MA

Prepared by FinePoint Associates

### Wrentham Center: 25 Responses

#### Less Foot Traffic in Commercial Area

- 52% of businesses had fewer on-site customers in January / February of 2021 than before COVID
- 36% of businesses reported a reduction in on-site customers of 25% or more.



Wrentham, MA

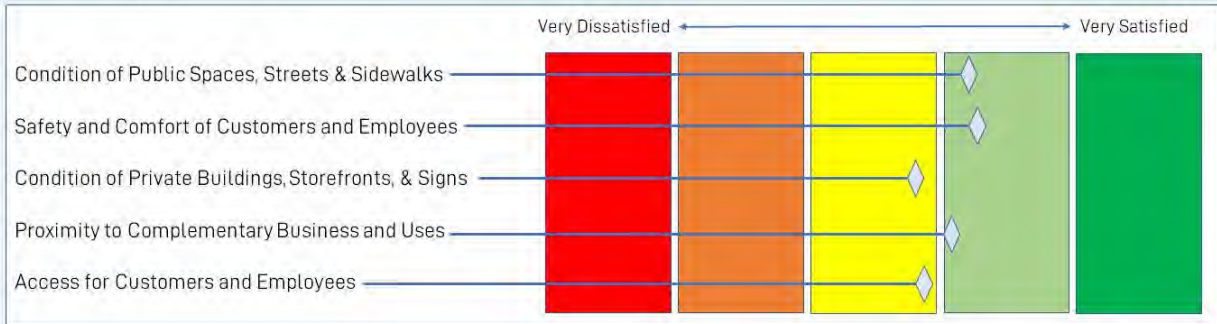
Prepared by FinePoint Associates



## Wrentham Center: 25 Responses

### Business Satisfaction with Commercial District

The charts below illustrate the average satisfaction rating among respondents regarding various elements.



Wrentham, MA

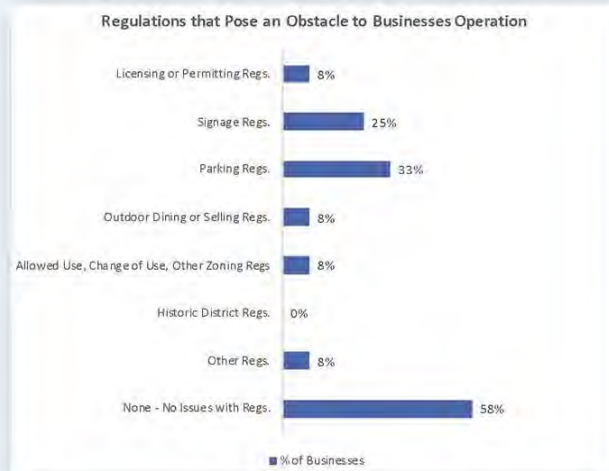
Prepared by FinePoint Associates

## Wrentham Center: 25 Responses

### Business Satisfaction with Commercial District

#### Regulatory Environment

**42% of businesses indicated that the regulatory environment poses an obstacle to business operation.**



Wrentham, MA

Prepared by FinePoint Associates

## Wrentham Center: 25 Responses

### Business Input Related to Possible Strategies

- **Physical Environment, Atmosphere and Access**

The charts below illustrate the average satisfaction rating among respondents regarding various strategies.



Wrentham, MA

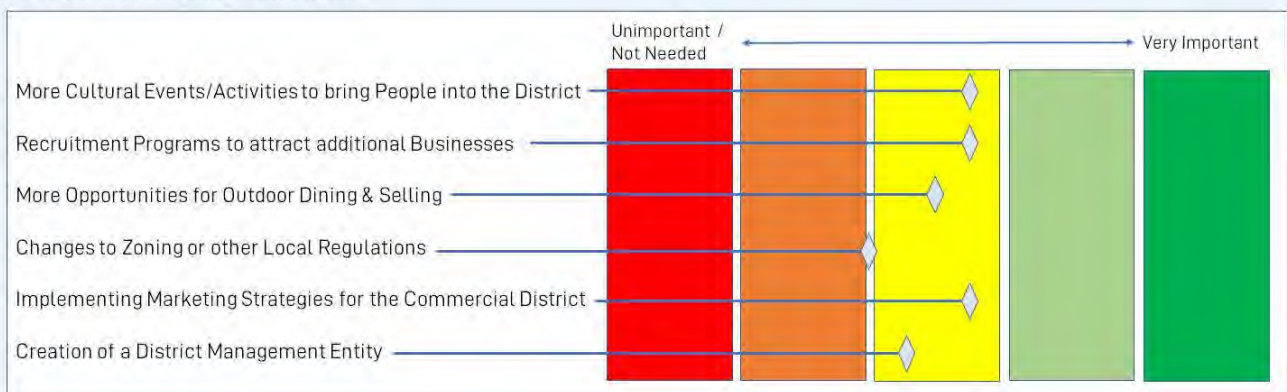
Prepared by FinePoint Associates

## Wrentham Center: 25 Responses

### Business Input Related to Possible Strategies

- **Attraction / Retention of Customers and Businesses**

The charts below illustrate the average satisfaction rating among respondents regarding various strategies.



Wrentham, MA

Prepared by FinePoint Associates

## Wrentham Center: 25 Responses

### Business Input Related to Possible Strategies

**Business Support: 57% of businesses expressed interest in receiving assistance.**

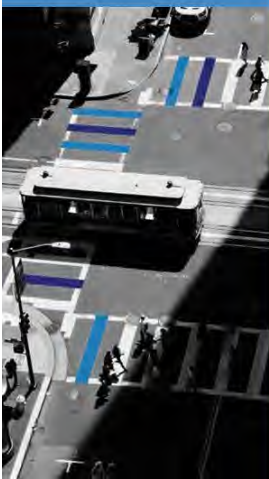


Wrentham, MA

Prepared by FinePoint Associates



### PHYSICAL ENVIRONMENT



## Phase 1 Diagnostic Category

### Physical Environment:

- How is the physical environment meeting the needs of businesses?
- What are the challenges and opportunities:
  - Public Realm
  - Private Realm
  - Access + Visibility

## Physical Environment: Private Realm

| ELEMENT  | SCORING RUBRIC |  |       | FAIL / NA  |
|--|----------------|--|-------|--|
|  | A              | B  | C     |  |
| <b>Windows</b><br><i>Windows are maintained and appear 70% transparent</i>   | < 75%          | +/- 50%                                      | > 25% | <i>Storefronts are boarded up or windows have no transparency</i>                      |
| <b>Outdoor Display / Dining</b><br><i>Attractive window displays / spillover restaurant &amp; retail activity on sidewalks</i>   | < 75%          | +/- 50%                                      | > 25% | <i>There is no spillover retail / restaurant activity in the district</i>              |
| <b>Signage</b><br><i>Storefront signage reflects the unique brand identity of tenants and can be easily seen from a distance</i> | < 75%          | +/- 50%                                      | > 25% | <i>Storefronts in the study area do not have signage</i>                               |
| <b>Awning</b><br><i>Awnings are retractable, well-designed, maintained, and clean</i>  | < 75%          | +/- 50%                                      | > 25% | <i>Storefronts in the study area are not equipped with awnings</i>                     |
| <b>Façade</b><br><i>Facades should be attractive, well-maintained, and not require any major structural upgrades</i>             | < 75%          | <i>At least a few require major upgrades</i> | > 25% | <i>Nearly all properties in the study area require significant façade improvements</i> |
| <b>Lighting</b><br><i>Interior storefront lighting after business hours improves the sidewalk lighting conditions</i>            | < 75%          | +/- 50%                                      | > 25% | <i>Nearly all storefronts in the study area are shuttered and dark</i>                 |

Wrentham, MA

## Data Collection Analysis



### Private Realm

| Feature Grading        | Most Positive |     |     | Least Positive |
|------------------------|---------------|-----|-----|----------------|
|                        | A -           | B - | C - | NA/FAIL        |
| Lighting               |               |     |     | <b>C</b>       |
| Façade                 |               |     |     | <b>B</b>       |
| Awning                 |               |     |     | NA/FAIL        |
| Signage                |               |     |     | <b>B</b>       |
| Outdoor Display/Dining |               |     |     | NA/FAIL        |
| Window                 |               |     |     | <b>B</b>       |



Wrentham, MA

## Physical Environment: Public Realm

| ELEMENT   | SCORING RUBRIC   |   |   | FAIL / NA  |
|---|--|---|---|--|
|   | A  | B   | C   |  |
| <b>Sidewalks</b><br><i>Sidewalks are clean, well-maintained and accessible to multiple users across different ages and abilities</i>                                  | < 75%  | +/- 50%   | > 25%   | There are no sidewalks                           |
| <b>Street Trees and Benches</b><br><i>Street trees and benches are readily available and offer shade and offer opportunities to rest and socialize</i>                | Street trees and benches are readily available throughout out the project area | Street trees and benches have not been cleaned and require other improvements                       | Limited availability of street trees and benches results in an uncomfortable pedestrian experience        | There are no street trees and benches            |
| <b>Lighting</b><br><i>Street lighting improves pedestrian and motorist safety as well as highlights the history and identity of an area</i>                           | < 75%  | +/- 50%   | Street lighting on the primary street in the study area does not support pedestrian visibility and safety | There is no street lighting                      |
| <b>Wayfinding / Signage</b><br><i>Cohesive wayfinding systems offer visual cues for bicyclists and pedestrians as well as direct motorists where to park and walk</i> | < 75%  | Wayfinding is primarily intended for motorists, little to no signage for pedestrians and bicyclists | Limited or no signage   | There is no wayfinding / signage                 |
| <b>Roadbed and Crosswalks</b><br><i>Roads are well-maintained to ensure motorist and pedestrian safety and are balanced to the needs of different users</i>           | < 75%  | At least a few require major upgrades   | > 25%   | The study area is not connected with major roads |

Wrentham, MA

## Data Collection Analysis

### Public Realm

| Feature Grading        | Most Positive |    |    | Least Positive |
|------------------------|---------------|----|----|----------------|
|                        | A-            | B- | C- |                |
| Lighting               |               |    |    | NA/FAIL        |
| Wayfinding - Signage   |               |    |    | C              |
| Sidewalk               |               |    |    | B              |
| Street Trees - Benches |               |    |    | NA/FAIL        |
| Roadbed - Crosswalks   |               |    |    | B              |



Wrentham, MA

## Existing Conditions

Some examples of:

- Store fronts
- Window decorations
- Outdoor planters
- Lighting
- Limited outdoor seating (private)

### Outdoor Seating (Private)



Outdoor seating in front of the Looking Glass Café (March 2021)

### Outdoor Seating (Public)



Public Seating in Town Green (March 2021)

Wrentham, MA

## Existing Conditions

### Store Fronts



Store Fronts along South Street (March 2021)

### Store Fronts



Wrentham, MA

## Existing Conditions



Wrentham has many existing resources that the community can be proud of.

Wrentham, MA



ADMIN  
CAPACITY

## Phase 1 Diagnostic Category

### Administrative Capacity:

- Who are the stewards of the study area?
- Are there adequate resources?
- Are regulatory, zoning, or permitting processes impediments to businesses?

**dhcd**  
Massachusetts  
RAPID RECOVERY PLANS



## ADMIN CAPACITY



# Phase 1 Diagnostic Category

## Administrative Capacity:

- Economic Development Commission
- Wrentham Cultural Council
- Wrentham Landscape/Memorials Committee
- Garden Club
- Wrentham Cultural Council
- Sohoanno Garden Club of Wrentham



## SUMMARY



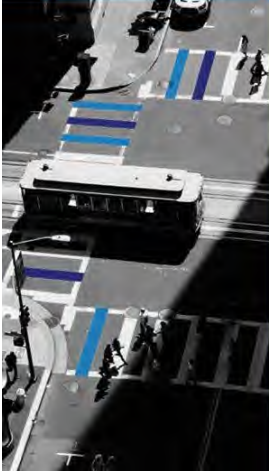
# What We Have Heard from Businesses







PHYSICAL ENVIRONMENT

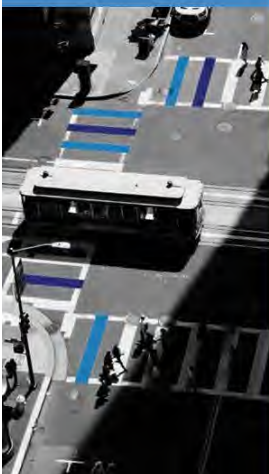


## Businesses Dissatisfied with:

- Condition of Existing Storefronts/Signage
- Availability of Parking



PHYSICAL ENVIRONMENT



## Improvement Strategies for Physical Environment

- Public Spaces and Seating
- Parking availability, management, and policies
- Streetscape and sidewalks
- Storefronts and building facades





BUSINESS  
ENVIRONMENT



## Regulations Pose an Obstacle to Business Operation:

- Parking Regulations – 33%
- Signage Regulations – 25%



BUSINESS  
ENVIRONMENT



## Improvement Strategies to Attract and Retain Customers

- More cultural events and activities
- Recruitment program to attract businesses
- Marketing strategies





BUSINESS  
ENVIRONMENT



## Other Strategies

- Develop a Business Improvement District for Wrentham Center



COMMENTS



Comments  
Planning  
[RBenson@wrentham.ma.us](mailto:RBenson@wrentham.ma.us)



## Next Steps:

- Gather & summarize additional information
- Develop recommendations
- Discuss with town staff
- Finalize plan and recommendations
- Final presentation: July - August
- Submit plan to DHCD: August



## Thank You!

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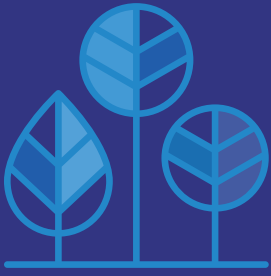


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# Appendix

## B. Best Practices

1. Create Safe Pedestrian Access
2. Public Visioning Process
3. Determining Management Model
4. Forming a BID
5. Contracting with Artists
6. Beech Tree Branding
7. Host an Event for Positive Change

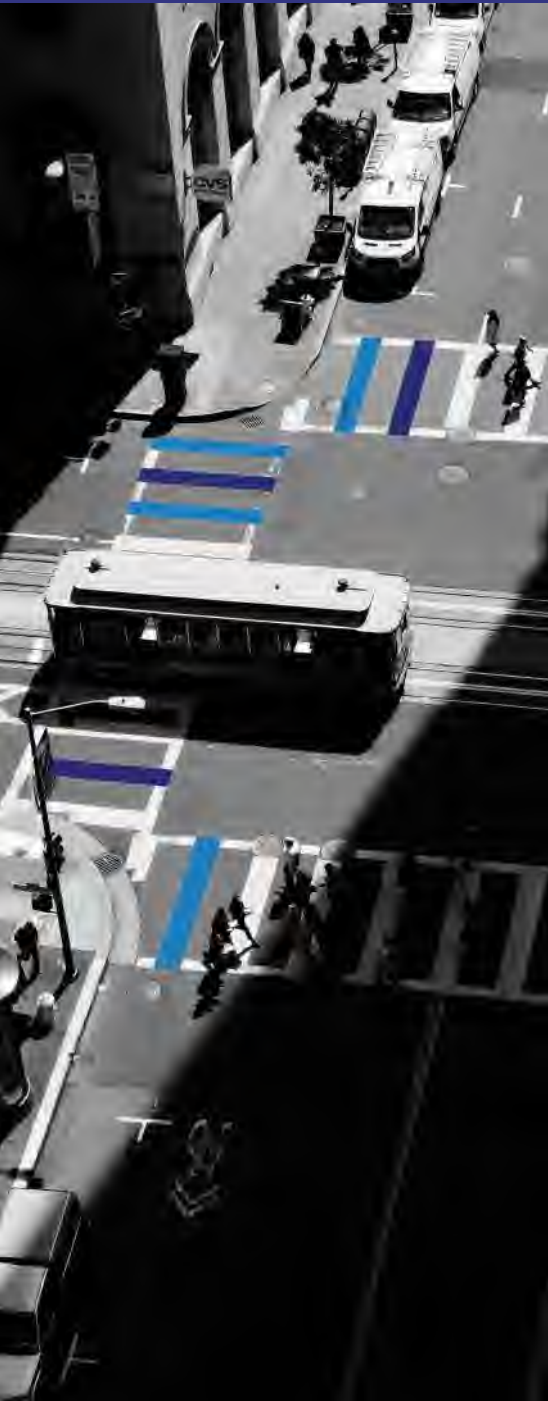


**PUBLIC  
REALM**

# Best Practice Compendium

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Public Realm v1.0  
June 01, 2021





# Creating Safe Pedestrian Access in a Rural Village Center



Provided by SME Consultant

Franklin Regional Council of Governments

Location

Whately, MA

|  |  |
|--|--|
| <p><b>Origin</b></p>                     | <p>The project was envisioned in a master plan for the Whately Center Historic District.</p>   |
| <p><b>Budget</b></p>                     | <p> Medium Budget (\$50,000 - \$200,000) for construction<br/>Design and engineering funded by the Town of Whately<br/>Additional public participation process and construction funded through Massachusetts Complete Streets grant</p> |
| <p><b>Timeframe</b></p>                  | <p> Short Term (Less than 5 years)</p>  |
| <p><b>Risk</b></p>                       | <p> Medium Risk</p>   |
| <p><b>Key Performance Indicators</b></p> | <p>Measures of the positive impacts of the improvements are an increased number of events, visitors, and restaurant receipts as well as a reduction in traffic speeds.</p>   |
| <p><b>Partners &amp; Resources</b></p>   | <p>Municipal committees focused on the target area and technical assistance providers, including a landscape architecture school and the regional planning agency.</p>   |

## Diagnostic

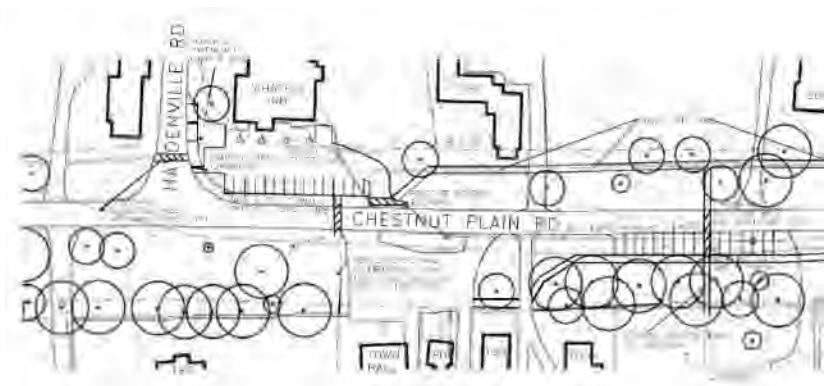
Chestnut Plain Road has a wide linear town common layout and is an integral part of the character and landscape of the town center historic district.

Creating safe pedestrian access in the village center was identified as a priority during the development of the Complete Streets Prioritization Plan that was part of the town's participation in the MassDOT Complete Streets Funding Program. The Complete Streets Prioritization Plan was developed through a comprehensive public process. A committee comprised of representatives from the Selectboard, the Planning Board, the Historical Commission, and the Finance Committee, a Library Trustee, a resident, the Town Administrator, and the Highway Superintendent worked with the Franklin Regional Council of Governments staff to compile a Complete Streets Prioritization Plan and seek implementation funding for the project. Public outreach for the Complete Streets Prioritization Plan included a series of meetings of the committee to review and prioritize the projects, an input meeting with the general public, and a meeting of the Whately Selectboard to review and endorse the project rankings.

Therefore, to move forward, this project needed to have broad and strong community support. The project was successfully implemented because public outreach and an engaged planning process had taken place during the town center master planning process before the initiation of the final design and implementation of the improvements.



*BEFORE: Google Maps aerial image of the Whately Inn at the corner of Chestnut Plain Road and Haydenville Road. A major renovation of the old Town Hall completed in 2019 resulted in a new community center and history museum across the street from the Whately Inn. With no crosswalks or sidewalks, the pedestrian pathway connecting these two attractions was not well defined.*



*Engineering plan created by Sara E. Campbell, PE, consulting civil engineer, for the project area of Chestnut Plain Road near Haydenville Road.*



## Action Items

The The Whately Historic District Complete Streets project included the construction of new sidewalks and pedestrian infrastructure on the town's main street, Chestnut Plain Road – e.g. construction of a new section of sidewalk in front of the Whately Inn, a vibrant local restaurant, where there was no sidewalk. Some of the parking for the Whately Inn was located next to the road in the space where a sidewalk would be located. The town worked cooperatively with the Whately Inn to redesign and relocate the parking area to allow for the construction of a sidewalk. By relocating the entrance to the parking area, additional parking was created and the sidewalk was constructed. Site ownership at a location where there was no sidewalk has the potential to pose an obstacle to the successful implementation of a continuous sidewalk through a project area. By the town and the Whately Inn communicating and working collaboratively this project was a success.

The project also improved pedestrian connections between the Whately Inn and the recently renovated old Town Hall, which is now a community center and local history museum. As in-person events begin to be held again at the old Town Hall, residents and visitors can safely and easily park and walk to and from the Whately Inn and the event.



*AFTER: With new crosswalks and sidewalks, pedestrians have safe access to the Whately Inn as well as the new community center and history museum, Post Office and public library across the street.*



*AFTER: The well defined parking area in front of the Whately Inn provides space for both parking and a seasonal tent for outdoor dining.*

## Process

- Completion of a conceptual design process that included broad participation.
- Adoption of a Complete Streets Policy.
- Development of a Complete Streets Prioritization Plan, facilitated by the Franklin Regional Council of Governments.
- Approval of Complete Streets Prioritization Plan by the Massachusetts Complete Streets Funding Program so that the community is eligible to apply for complete streets implementation funding.
- Application to the Massachusetts Complete Streets Funding Program for project implementation funding.
- Approval of implementation funding through the Massachusetts Complete Streets Funding Program for the project.
- Completion of the final design for the project which includes collaboration with businesses and abutters so as to address needs for parking, outdoor dining, and pedestrian facilities.
- Temporary construction or permanent easements were identified and sought
- Conduct procurement process to hire contractor.
- Contractor completes project construction.

## Importance of Public Engagement

Early in the project development the interests, concerns, and perspectives of many residents were considered through a master plan development process. Concerns related to the preservation of the historic streetscape while updating the sidewalks and crossings to improve accessibility for pedestrians was a challenge. Specifically, a robust public outreach process was completed that included a solicitation of input from those who would be impacted by the project. Two major considerations/challenges to implementation were making sure to preserve the historic double row of trees and to avoid damaging the root systems and also making sure that any signs did not detract from the historic character of the neighborhood. The project involved balancing pedestrian and motorist safety while also not detract from the historic qualities and feel of the area.

With the approval of the Select Board, the Whately Historical Commission formed an ad hoc committee to focus on the Whately Center Historic District. The ad hoc committee included a broad range of representation. They engaged the Conway School of Landscape Design to facilitate a visioning process and create conceptual designs for a Whately Center Historic District master plan. Since the visioning took place early in the project development, many interests and concerns were considered and incorporated into the conceptual designs that helped communicate proposed improvements.

Later, during the development of the design plans for the Chestnut Plain Road sidewalk, representatives of the Whately Inn were also consulted to discuss and brainstorm a solution to the parking issue. The solution was developed that improved the access to the parking lot and the configuration of the parking to allow for the construction of the sidewalk. The Inn donated towards the construction costs to compensate for a portion of the project that was on their property.



# Undertake a Public Planning and Visioning Process for the Public Realm





Provided by SME Consultant

Dodson & Flinker

Location

Florence, Massachusetts

|  |  |
|--|--|
| <p><b>Origin</b></p>                     | <p>Planning and visioning is a common function of community planning departments, regional planning agencies, and their consultants, and there are many great examples. Those included here are drawn from the experience of Dodson &amp; Flinker and our client teams in Northampton, Turners Falls and Williamsburg.</p>   |
| <p><b>Budget</b></p>                     | <p> Low Budget: (Under \$50k) depending on size and extent of project area and the goals of the project.</p>  |
| <p><b>Timeframe</b></p>                  | <p> Short term: (less than 5 years) a typical master-planning and visioning process can be accomplished in less than a year, but the time frame needs to fit the community's specific needs and challenges relative to outreach, public involvement and consensus-building.</p> |
| <p><b>Risk</b></p>                       | <p> Low to Medium: With careful preparation and inclusion of all interests and community stakeholders, most people can be brought to the table. Forging a consensus among them is the point of the process.</p>   |
| <p><b>Key Performance Indicators</b></p> | <p>Public support for necessary zoning and regulatory changes; increased funding and public investment in improvements and infrastructure; physical and policy changes adopted to implement the vision.</p>  |
| <p><b>Partners &amp; Resources</b></p>   | <p>Downtown residents, landowners, businesses, government agencies, boards and commissions, non-profits, Chamber of Commerce, Downtown Business Association.</p>   |

## Diagnostic

The typical public realm planning process starts with a desire to improve physical and aesthetic conditions to bring people downtown, to make the area safer and more accessible, to accommodate new uses, or all of the above. Often there is a real or perceived conflict that arises when different groups of people need to share a limited space. Landowners and businesses that have invested in a place may need parking and amenities for their tenants and customers, while residents and visitors may have other needs.

Often the varied stakeholders in a village or downtown setting have little to do with each other until there is a conflict, or when that conflict comes before a local board, commission, council or town meeting. Along with creating a physical plan and action strategies, the purpose of the planning and visioning process is to bring diverse stakeholders together to have a conversation about the future; to build a shared understanding of the facts of the matter; to evaluate alternatives and their resulting costs and benefits; and to forge a consensus in support of that alternative that will achieve broad and lasting improvement for the whole community.

## Action Item

The actions required to develop a plan or vision for the public realm follow the traditional planning process of inventory, analysis, exploration of alternatives and selection of a preferred approach. Each step requires a level of public involvement and review appropriate to the specific location and issues at hand, but the most durable plans are usually rooted in a shared consensus that cannot be achieved in a vacuum. Typical steps in the planning process include:

1. Define the specific study area and its planning context.
2. Establish a steering committee and determine the means of organizing the public process, either through a representative working group, a series of open public meetings, or some combination of the two.
3. Collect and review all relevant topographic surveys, GIS data, publicly available and proprietary data, previous reports and other materials relevant to the project area.
4. Prepare a detailed survey and analysis of existing conditions, including dimension of streets and sidewalks, architecture, use patterns, materials, etc. as appropriate to the scope of the effort.
5. Prepare an analysis of trends and likely future conditions, based on zoning, demographics, real estate market, business conditions.
6. Develop and visualize alternatives for redesign and redevelopment of the public realm within this larger physical, economic, social and environmental context.
7. Evaluate alternatives within a robust public discussion and build consensus in support of a preferred alternative.
8. Document the preferred alternative within a final masterplan and/or design strategy and prepare an action plan to implement it.

## Process

Implementing the plan begins with a detailed action strategy that should be part of the plan itself. The best action plans detail realistic and achievable objectives and list the specific actions necessary to achieve them. The description of each action includes the time frame, needed resources (whether funding or staff time), and most importantly, the party responsible for carrying out that action. If that party has not accepted that responsibility, at least on a preliminary basis, that action should not be included in the final plan.

Implementation of a typical public realm plan includes using staff or volunteers to identify and apply for grant funding (or secure town funds) to pursue detailed design and construction, but it can also include zoning and regulatory changes, establishment of formal or informal improvement organizations, and partnerships with local institutions, landowners, non-profits and developers. Even after changing zoning to enable redevelopment, in many places the potential rental rates will not support private redevelopment efforts. Some form of direct investment or subsidy by government or institutions may be required to overcome these inherent economic challenges.

## Get Public Input Early and Often

Getting public input on existing conditions, problems and opportunities in the study area sets a strong foundation for further planning. Establishing a shared understanding of facts and asking residents and businesses to weigh in on “what’s working well” and “what needs to be fixed,” builds trust in the process and ensures that the planning and design process addresses the most important issues.



*Images from public workshops in Florence and Williamsburg*

## Ask “What’s Working?” “What Needs to be Fixed?”

Given the right tools, local residents and business owners can quickly identify the most important issues – saving time and ensuring the focus is on the key problems and opportunities.



*Participants used stickers and notes to identify positive and negative aspects of existing buildings and streetscape elements in Florence.*

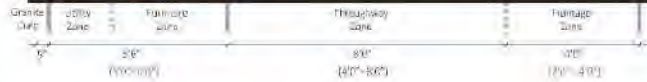
### Reach out to Town Staff, Residents and Business Owners

Walking the study area with residents, business owners and town staff is a great way to gather information while forging the connections that will be critically important for further planning and implementation.



### Document How the Public Realm Works Today

Streetscape design and other planning concepts can be confusing to a layperson. Simple maps, photos and diagrams help to communicate key concepts using examples that are familiar to local residents and business owners.



### Celebrate What's Working Well

There are usually some successful elements within the existing public realm, or as in this case, within the private frontage adjacent to the sidewalk. These examples illustrate the goals of the planning process and can serve as models for continued investment in other parts of the study area.



### Take Stock of What's Not Working So Well

Without pointing fingers, it's useful to analyze why some uses need to be improved or replaced. Often, as in this case, the approach succeeded in providing parking or meeting other needs but failed to account for how that use impedes the success of the surrounding area.



## Test Alternatives and Get Public Feedback

The growing popularity of Tactical Urbanism strategies demonstrates the value of testing out potential improvements on a temporary basis. Whether applying paint striping for a period of months, or demonstration projects lasting a day or a week, this method of testing alternatives is guaranteed to prompt immediate engagement and feedback from those most affected by the potential changes. As in the Williamsburg example, temporary installations can be combined with local festivals and other events that bring people downtown.



*Images from Park(ing) Day in Florence, involving taking over a parking space for a day to create a "parklet." This is an annual event started by Rebar in San Francisco in 2005 and sponsored locally by members of the American Society of Landscape Architects.*



*"Burgj Revelation Day" in Williamsburg, combined a festival atmosphere with temporary markings for a new multi-use path and a "ribbon-cutting" ceremony to celebrate envisioned future improvements (project by Dillon Sussman while at Pioneer Valley Planning Commission).*

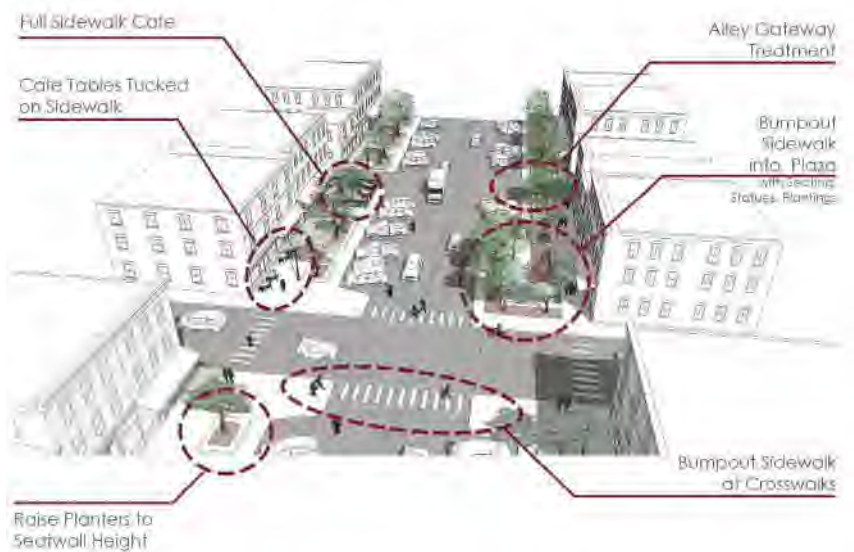
## Visualizing Alternatives

Sketchup and other modeling tools allow for the creation of simple models and diagrams that help participants understand how various streetscape improvements fit together. In these views from the Downtown Turners Falls Livability Plan, a view of existing conditions on Avenue A is contrasted with a diagram showing a range of potential Complete Streets improvements and pedestrian amenities. The project laid the groundwork for creation of a sidewalk plaza, lighting upgrades, rebuilt sidewalks and other improvements.

[https://www.montague-ma.gov/files/Downtown\\_Turners\\_Falls\\_Livability\\_Plan\\_2013.pdf](https://www.montague-ma.gov/files/Downtown_Turners_Falls_Livability_Plan_2013.pdf)



*Digital model showing existing conditions along Avenue A in Turners Falls.*



*Digital model showing potential Complete Streets improvements and streetscape amenities.*



## Visualizing Alternatives

Rendered models helped stakeholders in Florence understand alternatives for redeveloping Main Street, including the potential for new mixed-use buildings within the private realm and potential improvements to the public realm.

A key benefit of the digital approach is allowing for multiple alternatives to be turned on or off. This helps make choices clear, while showing how public and private realm improvements can be coordinated within an overall masterplan. It also helps show the potential phasing of improvements over time – allowing participants to see how public investment in new sidewalks and street trees can help set the stage for private redevelopment efforts.



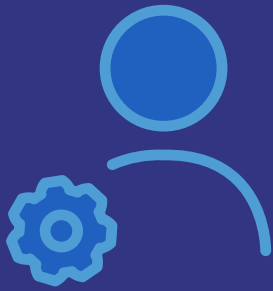
*Digital model showing existing conditions on Main Street in Florence.*



*Model view showing potential Complete Streets improvements and tree plantings in the Public Realm.*



*Model showing potential infill development and a new park within the private realm.*



## ADMIN CAPACITY

# Best Practice Compendium

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Admin Capacity v1.1  
June 09, 2021





# Determining a District Management Model for Downtown Reading



Provided by SME Consultant

Ann McFarland Burke , Downtown Consultant

Location

Reading, MA

|                            |  |
|----------------------------|--|
| Origin                     | Town of Reading, MA  |
| Budget                     |  <p>A Massachusetts Downtown Initiative grant provided Technical Assistance. The Town provided staff support and early coordination.</p>                                  |
| Timeframe                  |  <p>The process took approximately 18 months. This timeframe was expanded due to the pandemic and extensive community education undertaken as part of the process.</p>    |
| Risk                       |  <p>Political , property owner, tenant and other stakeholder consensus for preferred organization model is required to successfully establish a downtown organization</p> |
| Key Performance Indicators | <p>Establishment of a sustainable downtown organizations with a real defined program , sustainability model and appropriate staff support.</p>   |
| Partners & Resources       | <p>Town of Reading, downtown advisory and steering committee and other downtown stakeholders</p>   |

## Diagnostic

The creation of a downtown management organization was intended to establish a dedicated organization that would provide supplemental programs, services and advocacy for the downtown. The downtown organization would undertake activities to attract businesses, investment, customers and residents to downtown. These could include marketing, placemaking, business development and advocacy.

Determining the appropriate downtown management organization model was a unique process for the Reading community, downtown property owners and businesses. The process included extensive outreach and community education to explore program priorities, financial sustainability, organizational models and champions from both the private and public sector.

## Action Item

Economic Development Plans for downtown Reading had included the recommendation to establish a sustainable downtown organization to support the economic and social health of the downtown. The Town of Reading spearheaded activity to launch the process of community and property owner engagement to explore what model would be appropriate for downtown Reading. This included:

- Identification of staff and financial resources
- Creating a Community Outreach and Engagement Strategy
- Research to identify community priorities / recommendations
- Peer learning from other communities
- Consensus building among stakeholders
- Transition of leadership to private sector

## Process

- **The Town of Reading secured Massachusetts Downtown Initiative Technical Assistance funding** and committed staff to initiate and support
- **A large broad-based community advisory/working group** was formed to provide input and feedback
- **A survey** was widely distributed to community residents, businesses and other stakeholders - 1600 responses were received providing insight into program priorities and community preferences

### Process (Continued)

- **Community Outreach Event - A Pizza/ Ice Cream Social** brought over 150 residents to provide input
- **3 Community Forums** – Panels featuring executive directors of different types of downtown organizations described their programs, challenges and models.
- **Working sessions with Advisory committee** to discuss specific model alternatives / cost and benefits
- **One on one conversations** with key stakeholders
- **Consensus building** with stakeholders and recommendation of preferred model and next steps.
- **Transition from city led effort to Steering committee** comprised of property owners, businesses, and other stakeholders to lead organizational effort. City staff continued staff support. TA support continued through additional MDI grant.
- **BID Steering Committee.** BID organizational process underway



Town of Reading Sponsored Pop-Up Event

## ReImagine Reading

### Pizza and Ice Cream Social

September 18th from 6 pm to 8pm  
Pleasant Street Center  
49 Pleasant Street

A pop-up public event to help launch a downtown organization  
Featuring local businesses, free pizza, ice cream, photo booth and more  
Please RSVP on Eventbrite by 9/16: [https://ice\\_cream\\_social.eventbrite.com](https://ice_cream_social.eventbrite.com)

ALL ARE WELCOME!

For more information, please contact Andrew MacNichol, Staff Planner at [amacnichol@ci-reading.ma.us](mailto:amacnichol@ci-reading.ma.us)

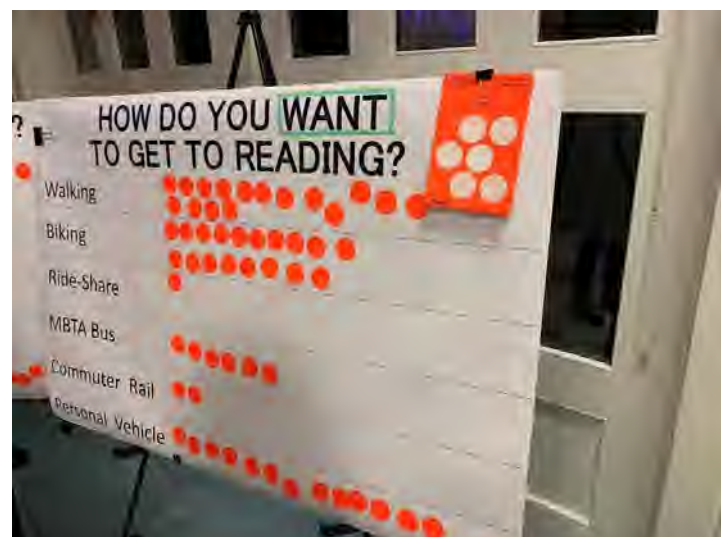


ReImagine Reading  
SURVEY!

Or by web: <https://www.readingma.gov/reimagine-reading>

Scan QR Code with your phone camera to take the survey

More Info on back



Stakeholder engagement process



# Formation of a Business Improvement District in Hudson, MA



Provided by SME Consultant

Ann McFarland Burke, Downtown Consultant

Location

Hudson, MA

|                            |   |
|----------------------------|---|
| Origin                     | Downtown Hudson Business Association, Town of Hudson, MA  |
| Budget                     |  MDI Grant for Technical Assistance. Town staff provided support to Steering committee.        |
| Timeframe                  |  Short term (<5 years). Planning, Signature campaign and Initiation took approximately 2 years |
| Risk                       |  Medium Risk – property owner, business and political support required for success.            |
| Key Performance Indicators | Formal vote by Board of Selectmen to formally establish the BID, corporate and tax filings completed, staffing and initiation of services   |
| Partners & Resources       | Hudson Planning Dept, Property Owner Steering Committee, MDI, donated legal, graphic design   |

## Diagnostic

The Hudson BID was formed to capitalize on an emerging renaissance of downtown and sustain positive economic growth. New activities, cultural events and entrepreneurs had begun the positive momentum for the downtown and stakeholders believed a BID would help ensure sustainable success. The BID created a way for downtown Hudson to implement a BID Improvement Plan that included wayfinding, enhanced and well-managed parking, infrastructure improvements, marketing and event coordination. The BID services were designed to help the downtown continue to grow and thrive as a destination to shop, work, live and visit.

Hudson had an engaged business community, as well as property owner and town administration support for the effort.

The strong steering committee and town support resulted in overwhelming buy-in of property owners (80%) and the unanimous vote by the Board of Selectmen to approve the BID.

## Action Item

To form a BID, a community must have the support of 60% of the property owners representing 51% of the assessed within the proposed district. Hudson is a small BID with 120 parcels in the district.

The Downtown Hudson Business Association in partnership with the Town of Hudson spearheaded activities to form a BID and execute the step-by-step process to successfully create a BID in Hudson. This included:

- Identification of staff and financial resources
- Establishment of a strong property owner based steering committee
- Creation of a property owner outreach strategy
- Consensus among stakeholders on program priorities, fee structure, boundaries and budget
- Execution of the petition process and formal approval by Board of Selectmen
- Initialization of BID services

## Process

Forming a Business Improvement District is a four phase project. Resources to help a community organize and execute the strategies and legislative authorization process can be found in these publications :

[How To Form a BID in MA](http://www.mass.gov/MDI)- Manual available at [www.mass.gov/MDI](http://www.mass.gov/MDI)

[BID Case Studies](http://www.massdevelopment.com) available at [www.massdevelopment.com](http://www.massdevelopment.com)

Hudson began their BID formation process scratch.. A working committee that included stakeholder property owners and planning staff undertook the following steps to successfully build a BID in Hudson.

BID Case

## Process (Continued)

### PHASE 1 - TEST THE FEASIBILITY

1. Verify minimum baseline conditions
2. Develop a case statement for the BID.
3. Introduce the BID concept to stakeholders
4. Recruit the steering committee.
5. Find the resources.
6. Establish preliminary boundaries.
7. Create a property owner database.
8. Develop a plan outline and timeline.

### PHASE 2 - CREATE THE BID IMPROVEMENT PLAN

1. Conduct a needs assessment.
2. Outreach to the community.
3. Write the BID Improvement Plan.
4. Determine the budget.
5. Establish a fee formula.
6. Develop the Memorandum of Understanding.
7. Establish a billing mechanism.

### PHASE 3 - CONDUCT THE PETITION PROCESS

1. Prepare the BID Petition.
2. Organize the Petition Signature Campaign.
3. Mail information package to property owners.
4. Conduct the signature campaign.
5. Organize the legislative authorization process



## New entrepreneurs in Downtown Hudson



## Gateway Rotary to Downtown



## Process continued

### PHASE 4 - INITIATE OPERATIONS

1. Form Bylaws and Articles of Organization.
2. Establish the initial Board of Directors.
3. Apply for nonprofit status.
4. Communicate with members.
5. Hire staff.
6. Select vendors.
7. Formally launch services.

## Early Highlights

**A Seat at the Table / Partnership with the Town of Hudson-** The BID provides a unified voice and effective advocacy for downtown businesses and property owners.

- **Enhanced Downtown Appearance** - Implemented wayfinding signage, banners, hanging baskets, holiday lighting, benches and other physical enhancements to the district to create a more appealing experience for the visitors to downtown Hudson.

- **Rotary Gateway** - The BID has been active in the design, implementation and communication to property owners and tenants on the Gateway rotary project. These efforts help mitigate the disruption caused by construction by ensuring timely communication and execution of the project.

- **Business Support** - Actively working with property owners to retain and recruit tenants. Vacancy rates in the BID fell from 11% to 5% since its inception in 2017. Provided free TA on PPP and other financial relief programs during Covid.

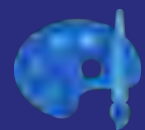
- **Creating Collaborations** - Formed new collaborations with groups and organizations that were previously untapped resources.

## The Legislative Authorization Process





# Contracting with Artists




CULTURAL/  
ARTS

Provided by SME Consultant

Metropolitan Area Planning Council

Location

Various locations (Lynn, MA; Natick, MA; Watertown, MA)

|  |  |
|--|--|
| <p><b>Origin</b></p>                     | <p>Marjorie Weinberger, Jenn Erickson, Annis Sengupta, MAPC; Lynn, Massachusetts; Natick, Massachusetts; Watertown, Massachusetts</p>  |
| <p><b>Budget</b></p>                     | <p> Medium (\$50 - \$200 K)</p>   |
| <p><b>Timeframe</b></p>                  | <p> Short (0-5 years)</p>   |
| <p><b>Risk</b></p>                       | <p> Medium - High</p>   |
| <p><b>Key Performance Indicators</b></p> | <p>Engaging diverse residents in planning issues and processes; increasing pedestrian activity in underused public spaces; greater social cohesion and well-being.</p>   |
| <p><b>Partners &amp; Resources</b></p>   | <p>School art departments, libraries, public health departments, planners, property owners, departments of recreation, departments of public works, local cultural councils, public art commissions.</p> <p>Resource: <a href="http://municipal-artist.org">Home :: Municipal Artist Partnerships (municipal-artist.org)</a></p> |

## Diagnostic

Bringing artists into municipal projects can build energy and draw new activity into downtown commercial areas. Contracting with artists using the 30B process has proven to be challenging and difficult. Working with the IG's office, MAPC has established guidelines for contracting with artists pursuant to Massachusetts General Laws, Chapter 30B, section 2[1], which states that a city may, as a public procurement, enter into a Grant Agreement with an individual to "carry out a public purpose."

MAPC's process maintains transparency, accountability and fairness while creating a straightforward means of both (1) paying artists for time spent on concept development and (2) contracting with artists for work that exceeds \$10,000 in value.

Contracting with artists brings many benefits to local communities. A few benefits of this recovery strategy include:

- Creation of local jobs for artists from within and outside of the community through Calls for Artists that are tailored to addressing specific issues and opportunities, e.g., wayfinding in the Town Center
- Allocation of public resources towards the design, creation, and installation of works that create immediate changes in the built environment
- Testing new models of contracting with artists for a designated timeframe, e.g., through the launch of a municipal Artist-in-Residence program

*[1] MGL c. 30B, §2 defines "Grant agreement", [as] "an agreement between a governmental body and an individual or nonprofit entity the purpose of which is to carry out a public purpose of support or stimulation instead of procuring supplies or services for the benefit or use of the governmental body."*



Photo: MAPC

## Action Item

### Dedicated Artist Liaison

- Ensure that the artist has a contact within the municipality who can help navigate permitting processes, access to space and equipment, and help build relationships with other areas of municipal government such as schools and libraries.

### Flexibility and Creative Problem Solving

- Artist-led projects bring innovation to local government and often require flexibility and creative problem-solving in order to implement new ideas within the constraints of local government.

### Attention to Cultural Equity

- Building a welcoming and inclusive community renewal after the pandemic requires purposeful attention to what art forms, artist experience and values are reflected in calls for art and artist contracts. Who is making decisions about what is funded? Are opportunities available to people fluent in commonly-spoken languages other than English?

### Respect Artists' Intellectual Property

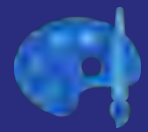
- MAPC affirms artists' rights to maintain their intellectual property under contract with government entities. Government entities may reserve a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, and otherwise use, and authorize others to use any artworks/deliverables developed under grant agreements with attribution for both themselves and the artist.

## Process

- Determine model for contracting with artist:
  - Residency
  - Artist facilitator
  - Art installation
  - Youth development
- Establish funding source to support artists' work
- Identify local priorities, partner organizations and individuals to guide artist selection process;
- Select artist using Call for Artists or Call for Art, including:
  - Overview and Purpose of Opportunity
  - Desired Outcomes
  - Award Details
  - Application Instructions
  - Key Dates
  - Selection Process and Criteria
- Engage partners and community through artistic programming and implementation
- Use interviews, observations, reflections and surveys to document and evaluate impacts



# Beech Tree themed street furniture: community branding through functional public art



CULTURAL/  
ARTS

Provided by SME Consultant

Mark Favermann, Favermann Design

Location

Chelmsford, MA

|                            |   |
|----------------------------|---|
| Origin                     | Town of Chelmsford's Community Development and Planning Department  |
| Budget                     |  Medium (\$80,000 - \$100,000)                                 |
| Timeframe                  |  Short – planning and implementation in 6 months               |
| Risk                       |  Medium- DPW limited capacity to install and warehouse         |
| Key Performance Indicators | Residential and visitor use of the furniture for comfort and function   |
| Partners & Resources       | Funded by Mass Legislative Earmark + Isupport from Bicycle Commission, Historic Commission and Economic Advisory Commission of Town of Chelmsford |

## Diagnostic

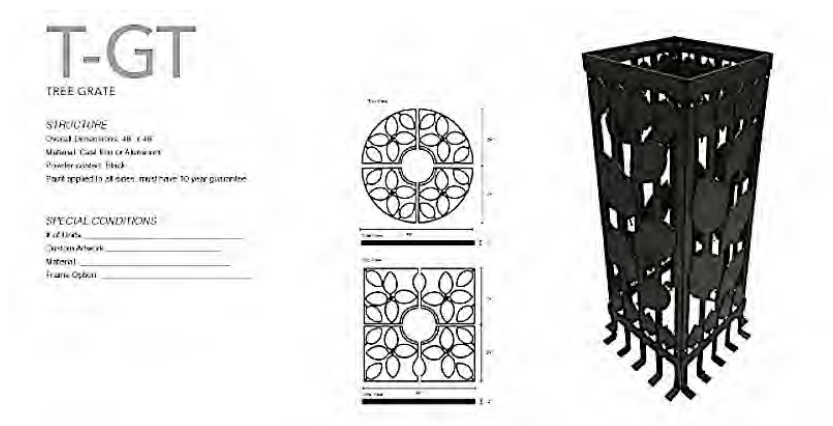
Previously uninspired and the deteriorating older streetscape for the Town of Chelmsford, MA Downtown Historic District was in great need of added vitality, visual quality and places for rest and contemplation. It was a hard landscape that needed softening. After thoughtful study, it was determined that a "family" of themed sculptured street furniture was needed that provided benches, bike racks, planters, kiosks, tree grates and tree guards.



*Town of Chelmsford Beech Tree Leaf Metal Planter*

## Action Item

Working with the Town's administration including the Community Development Director, the Planning Board, the Historical Commission, the Bicycle Commission and the Department of Public Works. Due to the rapid turnaround because of the Legislative earmark funding source, planning, design, review and fabrication took place over a five (5) period.



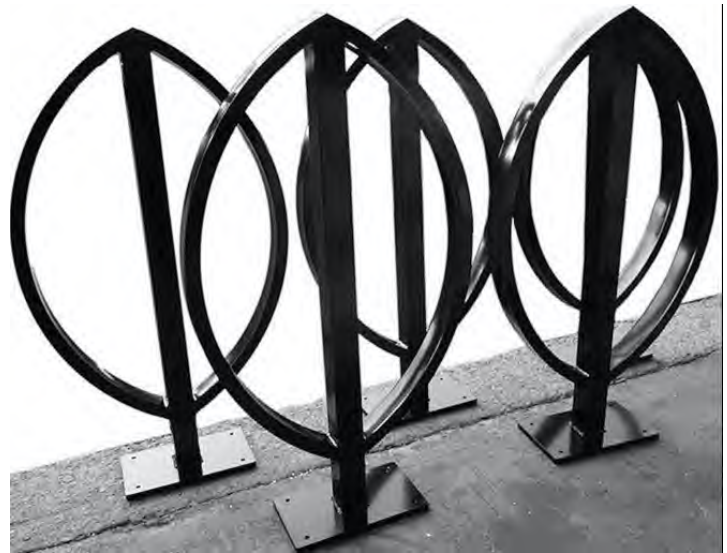
*Beech Tree Leaf Tree Grate and Tree Guard*

## Process

The confirmation of this project's funding was made in early February. This meant that everything had to be completed by June 30. Basing designs on very popular thematic wayfinding sign detail of a leaf pattern, our firm created a series of thematic street furniture elements. Considering the elements as functional public art pieces, they were shared at public meetings including the Town's Planning Board Economic Development Committee, the Bicycle Commission and the Historic Commission. Once reviewed and refined, the designs were developed into a specifications package that allowed for vendor review and cost proposals. The fabrication/installer vendors were asked to give costs in a 10 day period. After the contract was delivered by the Town, fabrication commenced. It was decided to save funds that the Chelmsford DPW would be the installers.



*Themed benches being fabricated.*



*Part of the 20 themed bicycle racks that were blessed by the Bicycle commission.*

## Process – Strategic Decisions

- To use street furniture as a key Downtown Historic District Enhancement too.
- Decision to use Beech Tree Leaf as sculptural motif.
- To create a themed family of street furniture
- To apply sculptured street furniture elements throughout the Downtown Historical District
- To seek advice and review of the Historic Society
- To seek advice and review from the Bicycle Commission
- For the Town's DPW to be the project installer
- Appeared at a series of public meetings that included the planning board, the historical commission and the Select board
- Worked with an expedited schedule to meet very restricted time constraints
- Developed a set of specifications for bidding and fabricating by vendors
- Site visit to chosen vendor during fabrication

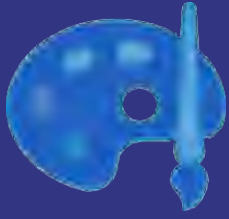


*Inspiration for the brand came from a famous former beech tree on the Town Common. A granite marker commemorates the tree's long life and Town's admiration for it.*





*Town of Chelmsford's themed sculptural street furniture installations throughout the Downtown Historic District strategically added interest, visual and material texture and comfort to the previously rather barren, hard environment.*



## CULTURAL/ ARTS

# Best Practice Compendium

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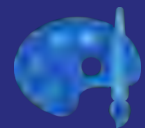
Cultural/Arts v1.0

June 01, 2021





# Host a downtown cultural event to support businesses and show positive change





CULTURAL/  
ARTS

Provided by SME Consultant

Susan Silberberg, CivicMoxie

Location

Fall River, MA

|  |   |
|--|---|
| <p><b>Origin</b></p>                     | <p>Collaborative effort growing out of MassDevelopment TDI project and including other FRACC members involved in Viva Fall River (the Arts, Culture and Creative Economy Master Planning effort for the city)</p> |
| <p><b>Budget</b></p>                     | <p> Low – \$37,000 plus in-kind donations</p>  |
| <p><b>Timeframe</b></p>                  | <p> Short – planning and implementation in 3-1/2 months</p>  |
| <p><b>Risk</b></p>                       | <p> Low</p>  |
| <p><b>Key Performance Indicators</b></p> | <p>Number of attendees, Number of partners working together successfully, Good press</p>  |
| <p><b>Partners &amp; Resources</b></p>   | <p>One SouthCoast Chamber of Commerce, Fall River Arts + Cultural Coalition (FRACC), MassDevelopment TDI, BayCoast Bank, We Love Fall River, Fall River Public Schools, City of Fall River – main partners</p>    |

## Diagnostic

Fall River has many outstanding attributes but is lacking in a collaborative vision and image that can pull all the great things together. There are many different efforts and activities with no central organizing force to advocate, market, and lead the way in business support, tourism development, and arts and cultural coordination across the city.

Key challenges include high turnover and legal issues for City Hall leaders in recent years that have grabbed headlines and stolen the narrative of the good things happening in the city. In addition, there is a fragmented approach to solving problems and building momentum for positive change. The downtown has significant vacancies and the geographic spread of the city, as well as its hilly topography, make connections and focus a challenge. However, the diversity of the city, including its residents and cultural traditions, food and restaurant offerings, and presence of a small but strong "making" economy offer some unique opportunities. The city's location on the water, proximity to Boston and Providence, and abundance of relatively affordable housing and workspaces, and a sizeable inventory of old mill buildings provide many opportunities.

## Action Item

The Winterbridge cultural events (running Fridays and Saturdays for six weeks in the Winter of 2021) at Gromada Plaza downtown was planned to build on the MassDevelopment TDI work on South Main Street and to showcase the collaborative power of FRACC, a 40-member diverse group of arts and culture, business, community nonprofit, philanthropic, and public sector stakeholders. FRACC is charting new territory in the scope of its goals and Winterbridge was meant as a way to:

- Bring the community together and engender city pride (begin to take back the narrative of the city)
- Demonstrate the power of collaboration (put the power of FRACC to work)
- Provide community activities and spaces during winter under Covid-19 guidelines

Winterbridge included music, fire pits, evergreen trees, live painting, community partners providing grab n go services, dancing/Zumba sessions, live entertainers (costume characters, singers, and musicians), and a We Love Fall River window display competition.



*Live painting was part of the event.*



*Source: for all photos: FRACC*

*There were over 36 businesses, nonprofits and individuals who came together to provide staff, funding, programming, marketing, and other needs for the events.*

## Process

The Winterbridge cultural events grew out of the desire for an early “win” and demonstration of the power of collaboration including the MassDevelopment TDI and FRACC. Planning goals focused on attracting people to downtown and exposing them to music, dance, live painting, and other cultural elements...showing what the future can look like. The steps to plan and execute this type of event include:

- Set goals such as: 1) desired audience; 2) how to help businesses attract customers downtown; 3) change image of downtown; 4) practice collaboration or implement a pilot project to see feasibility, etc.
- Gather parties with similar interests, complementary resources and expertise.
- Brainstorm ways to achieve the core goals. Develop criteria to select one strategy to move forward: 1) Is there someone who has done an event before? 2) Does someone have paid staff that can lend a hand? 3) Who has graphics and marketing expertise? Can this strategy tag onto another event or a milestone in the community?
- Answer these questions: 1) Who is the audience? 2) What message to convey? 3) How does this align with municipal and business district goals? 4) What does success look like? 5) What would cause everyone to smile the day after the event? Keep the answers to these questions in mind throughout planning
- Work back from the goals to identify people, organizations, agencies available to help: chart interests, capacity, resources, contacts.
- What location best supports the goals? Create a plan of the area.
- List and draw activity areas, block party elements
- Link program activities with partners/volunteers.
- Refine event: what happens, time, day, activities
- Create a budget sheet for overall event, each activity area.
- Think carefully about branding...what to call it? How does this fit with overall branding and marketing for the downtown or commercial district?



*Volunteers helped build the “set” for the weekend activities.*



*Winterbridge was a success and led to increased “buzz” about what is possible downtown and also the power of collaboration and FRACC’s work.*

## Process (Continued)

The Winterbridge cultural events grew out of the desire for an early “win” and demonstration of the power of collaboration including the MassDevelopment TDI and FRACC. Planning goals focused on attracting people to downtown and exposing them to music, dance, live painting, and other cultural elements...showing what the future can look like. The steps to plan and execute this type of event include:

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- Refine event: what happens, time, day, activities
- Create a budget sheet for overall event, each activity area.
- Think carefully about branding...what to call it? How does this fit with overall branding and marketing for the downtown or commercial district?
- Create a detailed implementation plan with timeline of tasks, roles.
- Document what you do and think about how to make the effort sustainable in the long run. How can this event be a pilot project for ongoing programming?
- During the event, try to include ways to capture information the attendees (raffle that requires their zip code, ideas chalk wall that asks what people want to see in the district, etc.)
- Do a debrief immediately after the event to improve efforts for the future. Ask businesses for their input and reactions.



*Volunteers helped build the “set” for the weekend activities.*



*Winterbridge was a success and led to increased “buzz” about what is possible downtown and also the power of collaboration and FRACC’s work.*



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# Appendix

## C. Potential Funding Spreadsheet



| Name of Fund                                    | Available for RRP Projects | Funding Sector | Agency/ Organization                                 | Maximum Eligible Grant Amount per Applicant | Eligible Applicants  | Description/Allowable Use of Funds  |
|---|----------------------------|----------------|--|---|--|---|
| Planning Assistance Grants                      | Yes                        | Public         | Executive Office of Energy and Environmental Affairs | \$125,000                                   | Municipalities and Regional Planning Agencies                            | To fund technical assistance and help communities undertake public process associated with creating plans and adopting land use regulations consistent with the Baker-Polito Administration's land conservation and development objectives including reduction of land, energy, and natural resource consumption, provision of sufficient and diverse housing, and mitigation of/preparation for climate change.  |
| Regional Pilot Project Grant Program            | Yes                        | Public         | Massachusetts Office of Business Development         | \$250,000                                   | Partnerships of municipalities, public entities, or 501(c) organizations | To fund projects that support businesses and communities in stabilizing/growing their regional economy with one or more of the recovery efforts under Partnerships for recovery. no capital-related projects will be funded.  |
| MassWorks Infrastructure Program                | Yes                        | Public         | Executive Office of Housing and Economic Development | See grant.                                  | Municipalities   | The most flexible source of capital funds to municipalities and other eligible public entities primarily for public infrastructure projects that support and accelerate housing production, spur private development, and create jobs - particularly for production of multi-family housing in appropriately located walkable, mixed-use districts.   |
| Community Compact IT Grant                      | Yes                        | Public         | Commonwealth of Massachusetts                        | \$200,000                                   | Municipalities   | This is a competitive grant program focused on driving innovation and transformation at the local level via investments in technology. support the implementation of innovative IT projects by funding related one-time capital needs such as technology infrastructure, upgrades and/or purchases of equipment or software. Incidental or one-time costs related to the capital purchase such as planning, design, installation, implementation and initial training are eligible. |
| Flood Mitigation Assistance (FMA) Grant Program | Yes                        | Public         | Massachusetts Emergency Management Agency/FEMA       | See grant.                                  | Property Owners  | To reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other structures insured under the National Flood Insurance Program (NFIP).   |

|  |     |        |   |            |   |   |
|--|-----|--------|---|------------|---|---|
| MA Downtown Initiative Program   | Yes | Public | Massachusetts Department of Housing & Community Development         | \$25,000   | Municipalities  | Technical assistance for downtown revitalization in 6 categories  |
| TDI Creative Catalyst  | Yes | Public | Mass Development  | \$40,000   | Individuals and organizations in current and graduated Transformative Development Initiative Districts  | To support public-facing projects that enhance local arts and cultural infrastructure and contribute to economic revitalization - including public art, placemaking, and stabilization of organizations and creative business collectives   |
| Building Resilient Infrastructure and Communities (BRIC) Grant Program | Yes | Public | Massachusetts Emergency Management Agency/FEMA                      | See grant. | Property Owners   | Hazard mitigation projects reducing the risks from disasters and natural hazards  |
| Commonwealth Places  | Yes | Public | Mass Development  | \$300,000  | Municipalities  | To help community partners prepare public spaces and commercial districts to best serve their population during COVID-19 social distancing and the phased reopening of the economy, including improvements to sidewalks, curbs, streets, on-street parking spaces and off-street parking lots in support of public health, safe mobility, and renewed commerce in their communities. This program complements the Massachusetts Department of Transportation's (MassDOT) Shared Streets & Spaces. |
| Community Preservation Act   | Yes | Public | Community Preservation Trust Fund/State Department of Revenue (DOR) | See grant. | Only communities that have adopted the Community Preservation Act are eligible to receive CPA Trust Fund matching funds annually.                 | To preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities.  |
| Partnerships Matching Funds Program                                    | Yes | Public | Department of Conservation and Recreation                           | \$25,000   | State park friends and advocacy groups, civic and community organizations, institutions, businesses, municipal governments, dedicated individuals | To support capital investments at DCR-owned state parks, beaches, and other reservations.   |

|   |     |        |  |            |   |  |
|---|-----|--------|--|------------|---|--|
| Restaurant Revitalization Fund            | Yes | Public | Small Business Administration              | See grant. | Eligible entities include restaurants, food stands / trucks / carts, caterers, bars / saloons / lounges / taverns, snack and non alcoholic beverage bars, bakeries, brewpubs, breweries / microbreweries, wineries, distilleries, inns, and licensed facilities of a beverage alcohol producer. Priority group: Small businesses that are at least 51% owned by one or more individuals who are women / veterans / socially and economically disadvantaged. | Funds may be used for specific expenses including rent, payroll, mortgage, debt, utility, business maintenance expenses, construction of outdoor seating, business supplies, business food and beverage expenses (including raw materials), covered supplier costs, and business operating expenses  |
| BIZ-M-POWER                               | Yes | Public | Massachusetts Growth Capital Corporation   | \$20,000   | Small businesses (i.e. employing 1-20 FTE employees, including 1 or more of whom owns the business, annual revenue not exceeding \$2,500,000) in brick-and-mortar (physical) establishment operating within Massachusetts   | To assist low-income and moderate-income entrepreneurs with their acquisition, expansion, improvement or lease of a facility, purchase or lease of equipment, or with meeting other capital needs of a business.   |
| Shared Streets and Spaces                 | Yes | Public | Massachusetts Department of Transportation | \$200,000  | Municipalities  | To support the repurposing of streets, plazas, sidewalks, curbs, and parking areas to facilitate outdoor activities and community programming, including but not limited to facilities for eating, shopping, play, and community events and spaces for all ages.   |
| Small Business Technical Assistance Grant | Yes | Public | Massachusetts Growth Capital Corporation   | \$85,000   | 501(c)3 organizations   | To fund specific counseling and training programs that assist small businesses in securing new or increased financing for growth, providing digital grants (MGCC Program), establishing crowdfunding campaigns through the Biz-M-Power grant (MGCC Program), achieving stability and viability, creating/retaining jobs, increasing the economic vitality of the neighborhood, community, or region. |

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| Economic Adjustment Assistance | Yes | Public | Economic Development Association | \$10,000,000 | <p>Eligible applicants under the EAA program include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. Under the EAA program, EDA is not authorized to provide grants or cooperative agreements to individuals or to for profit entities. Requests from such entities will not be considered for funding.</p> | <p>EDA's ARPA EAA NOFO is designed to provide a wide-range of financial assistance to communities and regions as they respond to, and recover from, the economic impacts of the coronavirus pandemic, including long-term recovery and resilience to future economic disasters. Under this announcement, EDA solicits applications under the authority of the Economic Adjustment Assistance (EAA) program, which is flexible and responsive to the economic development needs and priorities of local and regional stakeholders. This is the broadest NOFO EDA is publishing under ARPA and any eligible applicant from any EDA Region may apply.</p> |
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| Competitive Tourism Grants | Yes | Public | Economic Development Administration | \$10,000,000 | <p>For EDA Competitive Tourism Grants, eligible entities include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. 42 U.S.C. § 3122(4)(A); 13 C.F.R. § 300.3.</p> | <p>EDA’s ARPA Tourism NOFO is designed to provide a wide-range of financial assistance to communities and regions to rebuild and strengthen their travel, tourism, and outdoor recreation industry through various infrastructure and non-infrastructure projects. Under this NOFO, EDA solicits applications under the authority of the Economic Adjustment Assistance (EAA) program, which is flexible and responsive to the economic development needs and priorities of local and regional stakeholders.</p> <p>EDA’s travel, tourism, and outdoor recreation grants will be delivered through two components: (1) State Tourism Grants and (2) EDA Competitive Tourism Grants.</p> |
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| Build Back Better Regional Challenge | Yes | Public | Economic Development Administration | \$500,000 | <p>Eligible applicants under this NOFO include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. Under this NOFO, EDA is not authorized to provide grants or cooperative agreements to individuals or to for profit entities. Requests from such entities will not be considered for funding.</p> | <p>Through this American Rescue Plan Act Build Back Better Regional Challenge Notice of Funding Opportunity (ARPA BBBRC NOFO), EDA aims to assist communities and regions impacted by the coronavirus pandemic. The pandemic has caused, and continues to cause, economic injury to U.S. communities and regions in devastating and unprecedented ways. This ARPA BBBRC NOFO is designed as a two-phase competition to (1) help regions develop transformational economic development strategies and (2) fund the implementation of those strategies that will create and grow regional growth clusters. Such efforts will help regional economies recover from the pandemic and build economic diversity and resiliency to mitigate impacts of future economic disasters.</p> <p>In Phase 1, EDA will provide technical assistance grants to approximately 50-60 coalitions (through a lead institution). These coalitions will be considered “finalists” and the grants will be used by the finalists to prepare more detailed applications for transformational projects that benefit their respective geographic regions and are aligned around a holistic approach to building and scaling a strategic industry.</p> <p>In Phase 2, EDA will award each of the 20-30 finalist coalitions \$25-75 million (and potentially up to \$100 million) to fund the collection of projects they identified. The projects will be funded through grants to coalition members.</p> |
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| Statewide Planning, Research, and Networks               | Yes | Public  | Economic Development Administration          | \$6,000,000 | See grant.   | <p>The ARPA Statewide Planning, Research, and Networks NOFO is part of EDA's multi-phase effort to respond to the coronavirus pandemic as directed by the American Rescue Plan Act of 2021. Specifically, this NOFO seeks to build regional economies for the future through two primary avenues: a) Statewide Planning and b) Research and Networks.</p> <p>Subject to the availability of funds, awards made under this NOFO will help develop coordinated state-wide plans for economic development and data, tools, and institutional capacity to evaluate and scale evidence-based economic development efforts, including through communities of practice and provision of technical assistance among existing and new EDA grantees.</p> |
| Regional Economic Development Organization Grant Program | Yes | Public  | Massachusetts Office of Business Development | See grant.  | Eligible organizations shall be corporations, foundations, organizations or institutions that operate regionally and service 10 or more contiguous towns/cities. They must be exempt from federal taxation under section 501(c) of the Internal Revenue Code, and have a primary focus of economic development and perform the services required by MGL Chapter 23A Section 3J and 3K. | Grants should be used to assist entrepreneurs, small businesses, and business partners in order to stabilize and/or grow regional economy. They may not, however, be used to increase salaries or hire additional staff for the organization.  |
| Hometown Grant Program                                   | Yes | Private | T-Mobile                                     | \$50,000    | Towns with population <50,000  | To build/rebuild/refresh community spaces that help foster local connections in town.  |
| Greener Greater Boston Program                           | Yes | Private | Solomon Foundation/ Barr Foundation          | \$20,000    | Municipalities, Trail conservancies and non-profits  | To fund preliminary design (for each stage of design), capacity building and operational support, and public engagement and implementation toward projects that enhance the beauty, utility, and accessibility of Greater Boston's greenways.  |

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| Nellie Leaman Taft Foundation Competitive Grants | Yes | Private | Nellie Leaman Taft Foundation          | \$15,000   | Non-profits 501 (c)(3) (small to mid sized) that benefit residents of greater Boston inside the Route 495 beltway   | To seed funding for new ideas and initiatives, start-up and on-going support for grass roots organizations, and entrepreneurial projects that may enable an organization or its constituents to achieve greater self-sufficiency.                                     |
| Seed Grant                                       | Yes | Private | Grassroots Fund                        | \$1,000    | Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor.                                       | To support groups launching new projects or starting to significantly change the direction of an existing project. Most often, groups have been working on the project less than a year and usually don't yet have much direct experience with implementing the idea. |
| Grow Grant                                       | Yes | Private | Grassroots Fund                        | \$4,000    | Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor.                                       | To support groups to deepen their work by further developing a community vision, lowering barriers to participation, identifying new stakeholders and working to bring more voices and lived experiences into core decision-making processes.                         |
| Young Leaders Grant                              | Yes | Private | Grassroots Fund                        | \$6,000    | Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$175,000. Note that the group does not need to have formal tax status or a fiscal sponsor.                                       | To support projects led by young leaders aged 15-25   |
| Small Business Matching Grant                    | Yes | Private | NewVue Communities                     | \$5,000    | 22 North Central Massachusetts cities and towns from Athol to Harvard with a combined population of 240,000 (refer to <a href="https://newvuecommunities.org/cities-towns-we-serve/">https://newvuecommunities.org/cities-towns-we-serve/</a> ) | To support micro-enterprises (businesses with 5 or fewer employees) that need help with marketing and accounting.   |
| William J. & Margery S. Barrett Fund             | Yes | Private | Berkshire Taconic Community Foundation | See grant. | Nonprofit organizations, public agencies or community organizations that provide services to the residents of Adams, Cheshire or Savoy, MA.   | To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.   |
| Central Berkshire Fund                           | Yes | Private | Berkshire Taconic Community Foundation | \$5,000    | Nonprofit organizations, public agencies or community organizations that provide services to the residents of the communities of Becket, Cummington, Dalton, Hinsdale, Peru, Washington and Windsor.  | To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.   |



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| Merrimack Valley Municipal Business Development and Recovery Fund | Yes                 | Private | Essex County Community Foundation/Columbia Gas | \$2,000,000 | City of Lawrence, the Town of Andover, and the Town of North Andover  | To provide direct support (individual business support, general business promotions, technical assistance and business consultation services, economic development and planning) to the municipalities and their business communities (not businesses directly) impacted by the recent gas disaster in Andover, North Andover, and Lawrence   |
| Efficiency and Regionalization grant program                      | No Longer Available | Public  | Community Compact Cabinet                      | \$100,000   | Municipalities, regional school districts, school districts   | For governmental entities interested in implementing regionalization and other efficiency initiatives that allow for long-term sustainability. These grants provided funds for one-time or transition costs for municipalities, regional school districts, school districts considering forming a regional district or regionalizing services, regional planning agencies and councils of governments interested in such projects. Small capital purchases or improvements that are integral to the implementation of a functional program such as equipment or software; Technical assistance including consulting services, assistance in drafting contracts or other agreements; and Transition or project management costs, not to exceed one year. |
| MDAR Urban Agriculture Program                                    | No Longer Available | Public  | Mass Department of Agriculture                 | See grant.  | Municipalities, Nonprofit Organizations 501(c)(3), Public or non-profit educational or public health institutions, Established urban farmer with more than three (3) years of commercial urban farming experience | To fund long-term, capital investments such as infrastructure improvements, building upgrades, purchase of computer software and systems, land procurement, and purchase of farm equipment to increase access of fresh, local produce in urban neighborhoods with a high concentration of low-moderate income residents   |
| Cultural Facilities Fund (Systems Replacement)                    | No Longer Available | Public  | Massachusetts Cultural Council                 | See grant.  | Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities  | For 20-year capital needs assessments of buildings and mechanical systems.  |

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| Coastal Resilience Grant Program                                       | No Longer Available | Public | Massachusetts Office of Coastal Zone Management | \$1,000,000  | Municipalities located within the Massachusetts coastal zone; Certified 501(c)(3) nonprofit organizations that own vulnerable coastal property that is open and accessible to the public                                    | To provide financial and technical support for local and regional efforts to increase awareness and understanding of climate impacts, identify and map vulnerabilities, conduct adaptation planning, redesign and retrofit vulnerable public facilities and infrastructure, and restore shorelines to enhance natural resources and provide storm damage protection. |
| Housing Choice Capital Grant   | No Longer Available | Public | Mass Housing Choice Initiative                  | See grant.   | Housing Choice Communities  | To plan and build the diverse housing stock located on publicly owned land, leasehold, easement or right-of-way, or are for the purchase of public land - includes pre-construction survey, design, engineering and construction costs, feasibility studies, land acquisition, etc.  |
| Cultural Facilities Fund (Capital Grants)                              | No Longer Available | Public | Massachusetts Cultural Council                  | See grant.   | Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities  | For the acquisition, design, construction, repair, renovation, and rehabilitation of a cultural facility.  |
| Cultural Facilities Fund (Feasibility and Technical Assistance Grants) | No Longer Available | Public | Massachusetts Cultural Council                  | See grant.   | Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities  | For the planning and assessment of a cultural facility.  |
| Shuttered Venue Operators Grant  | No Longer Available | Public | Small Business Administration                   | \$10,000,000 | Businesses such as live venue operators or promoters, theatrical producers, live performing arts organization operators, museum operators, motion picture theater operators (including owners), and talent representatives. | Funds may be used for specific expenses including rent, payroll, mortgage, debt, utility, taxes and fees, administrative costs, advertising, production transportation, and capital expenditures related to producing a theatrical or live performing arts production.   |

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| Regional Pilot Project Grant                   | No Longer Available | Public  | Massachusetts Office of Business Development         | \$250,000  | Municipalities, public entities, or 501(c) organizations that are federally tax exempt under the Internal Revenue Code and intend to promote regional recovery from the economic impacts of COVID19 | To support businesses and communities in stabilizing and/or growing their regional economy through solutions including (but not limited to) job creation, transportation, childcare, digital marketing and promotion efforts, digital business directories. This funding should not be used to fund projects or purposes for which there is already state or federal funding available (i.e. Shared Streets and Spaces Grant Program, Paycheck Protection Program, Small Business Grant Relief programs). No capital-related projects will be funded through this program. |
| Real Estate Services Technical Assistance      | No Longer Available | Public  | MassDevelopment                                      | \$10,000   | Eligible applicants include municipal officials, planners, local stakeholders, and others.  | Grants may be used toward technical assistance opportunities in Surplus Property Reuse (e.g. Constraints and Feasibility Analysis, Master Planning, Test Fits, RFP/Q Assistance) or Local District Management Implementation Technical Assistance (e.g. District Improvement Financing, Business Improvement District formation)   |
| Business Equity COVID-19 Emergency Fund        | No Longer Available | Private | Foundation for Business Equity                       | See grant. | Black and Latinx majority-owned (51% or more) businesses with revenues of at least \$250,000  | Flexible loans may be used for working capital and other demonstrated business needs (e.g., salaries and wages, inventory, equipment, marketing, etc.)   |
| Brownfields Redevelopment Site Assessment Fund | Maybe               | Public  | MassDevelopment                                      | \$100,000  |   | To finance the environmental assessment of brownfield sites in Economically Distressed Areas (EDAs) of the Commonwealth  |
| Urban Agenda Grant Program                     | Maybe               | Public  | Executive Office of Housing and Economic Development | See grant. | Cross sector consortiums and coalitions   | Funding to local partnerships to implement projects that are based on collaborative work models with the goal of advancing economic progress. Typically, Early Stage Strategy Development and Strategy Implementation by an Existing Cross-Sector Consortium or Coalition  |

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| Community Development Block Grant          | Maybe | Public | Massachusetts Department of Housing & Community Development   | \$1,350,000 | Municipalities with a population of under 50,000 that do not receive CDBG funds directly from the federal Department of Housing and Urban Development (HUD). Municipalities may also apply on behalf of a specific developer or property owner. | A broad range of community development needs - including projects such as housing rehabilitation or development; micro-enterprise or other business assistance; infrastructure; community/public facilities; public social services; planning; removal of architectural barriers to allow access; downtown or area revitalization |
| Brownfields Redevelopment Remediation Fund | Maybe | Public | MassDevelopment   | \$500,000   | See grant.  | To finance the remediation of brownfield sites in Economically Distressed Areas (EDAs) of the Commonwealth  |
| National Endowment for the Arts Grants     | Maybe | Public | National Endowment for the Arts   | See grant.  | Regional Arts Agencies  | This funding will be allocated to local state and regional arts agencies to distribute through their funding programs   |
| Housing Development Incentive Program      | Maybe | Public | Massachusetts Department of Housing & Community Development   | See grant.  | Developers (projects located in Gateway Cities)   | Tax incentive to undertake new construction or substantial rehabilitation of properties for lease or sale as multi-unit market rate residential housing   |
| MassTrails Grants                          | Maybe | Public | Department of Conservation & Recreation, Massachusetts Department of Transportation, Executive Office of Energy and Environmental Affairs | \$100,000   | Public entities and non-profit organizations (with documented land owner permission and community support)  | To design, create, and maintain the diverse network of trails, trail systems, and trails experiences  |
| MassEVIP Fleets Incentives                 | Maybe | Public | Massachusetts Department of Environmental Protection  | \$7,500     | Public Entities   | Helps eligible public entities acquire (buy or lease) electric vehicles for their fleets.   |

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| Abandoned Housing Initiative Strategic Demolition Fund Grant          | Maybe | Public  | Massachusetts Attorney General's Office | \$125,000  | Municipalities, Municipal Housing and Redevelopment Authorities, Nonprofit organizations | To be used for the construction of an affordable housing structure.  |
| Massachusetts Preservation Projects Fund                              | Maybe | Public  | State Historic Preservation Office      | See grant. | Municipalities and private non-profit organizations                                      | To support the preservation of properties, landscapes, and sites (cultural resources) listed in the State Register of Historic Places - including pre-development work, development projects such as stabilization, protection, rehabilitation and restoration   |
| Massachusetts Historical Commission Survey and Planning Grant Program | Maybe | Public  | State Historic Preservation Office      | See grant. | Municipalities and private non-profit organizations                                      | To support efforts to identify and plan for the protection of the significant historic buildings, structures, archaeological sites and landscapes of the Commonwealth (including cultural resource inventories, nomination of properties to National Register, community-wide preservation plans, other studies/reports/publications to identify and protect significant properties) |
| Massachusetts Recycling Fund  | Maybe | Private | BDC Capital                             | See grant. | See grant.   | To help Massachusetts businesses active in recycling-related activities obtain the capital needed for any reasonable business purpose.   |
| Closed Loop Infrastructure Fund                                       | Maybe | Private | Closed Loop Partners                    | See grant. | Municipalities and private companies   | Provides below-market rate loans to fund replicable, scalable and sustainable recycling and circular economy infrastructure projects across collection, sortation, processing and new technologies.  |

| Name of Fund                         | Available for RRP Projects | Funding Sector | Agency/ Organization  | Maximum Eligible Grant Amount per Applicant | Eligible Applicants   | Description/Allowable Use of Funds  |
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| Planning Assistance Grants           | Yes                        | Public         | Executive Office of Energy and Environmental Affairs        | \$125,000                                   | Municipalities and Regional Planning Agencies   | To fund technical assistance and help communities undertake public process associated with creating plans and adopting land use regulations consistent with the Baker-Polito Administration's land conservation and development objectives including reduction of land, energy, and natural resource consumption, provision of sufficient and diverse housing, and mitigation of/preparation for climate change   |
| Regional Pilot Project Grant Program | Yes                        | Public         | Massachusetts Office of Business Development                | \$250,000                                   | Partnerships of municipalities, public entities, or 501(c) organizations                              | To fund projects that support businesses and communities in stabilizing/growing their regional economy with one or more of the recovery efforts under Partnerships for recovery. no capital-related projects will be funded.  |
| Community Compact IT Grant           | Yes                        | Public         | Commonwealth of Massachusetts                               | \$200,000                                   | Municipalities  | This is a competitive grant program focused on driving innovation and transformation at the local level via investments in technology. support the implementation of innovative IT projects by funding related one-time capital needs such as technology infrastructure, upgrades and/or purchases of equipment or software. Incidental or one-time costs related to the capital purchase such as planning, design, installation, implementation and initial training are eligible. |
| MA Downtown Initiative Program       | Yes                        | Public         | Massachusetts Department of Housing & Community Development | \$25,000                                    | Municipalities  | Technical assistance for downtown revitalization in 6 categories  |
| TDI Creative Catalyst                | Yes                        | Public         | Mass Development  | \$40,000                                    | Individuals and organizations in current ad graduated Transformative Development Initiative Districts | To support public-facing projects that enhance local arts and cultural infrastructure and contribute to economic revitalization - including public art, placemaking, and stabilization of organizations and creative business collectives   |

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| Build Back Better Regional Challenge       | Yes | Public | Economic Development Administration | \$500,000   | Eligible applicants under this NOFO include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. Under this NOFO, EDA is not authorized to provide grants or cooperative agreements to individuals or to for profit entities. | See grant.   |
| Statewide Planning, Research, and Networks | Yes | Public | Economic Development Administration | \$6,000,000 | See grant.  | <p>The ARPA Statewide Planning, Research, and Networks NOFO is part of EDA’s multi-phase effort to respond to the coronavirus pandemic as directed by the American Rescue Plan Act of 2021. Specifically, this NOFO seeks to build regional economies for the future through two primary avenues: a) Statewide Planning and b) Research and Networks.</p> <p>Subject to the availability of funds, awards made under this NOFO will help develop coordinated state-wide plans for economic development and data, tools, and institutional capacity to evaluate and scale evidence-based economic development efforts, including through communities of practice and provision of technical assistance among existing and new EDA grantees.</p> |

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| Seed Grant  | Yes | Private | Grassroots Fund                                  | \$1,000     | Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor. | To support groups launching new projects or starting to significantly change the direction of an existing project. Most often, groups have been working on the project less than a year and usually don't yet have much direct experience with implementing the idea.   |
| Grow Grant  | Yes | Private | Grassroots Fund                                  | \$4,000     | Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor. | To support groups to deepen their work by further developing a community vision, lowering barriers to participation, identifying new stakeholders and working to bring more voices and lived experiences into core decision-making processes.   |
| Young Leaders Grant   | Yes | Private | Grassroots Fund                                  | \$6,000     | Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$175,000. Note that the group does not need to have formal tax status or a fiscal sponsor. | To support projects led by young leaders aged 15-25   |
| William J. & Margery S. Barrett Fund                              | Yes | Private | Berkshire Taconic Community Foundation           | See grant.  | Nonprofit organizations, public agencies or community organizations that provide services to the residents of Adams, Cheshire or Savoy, MA.   | To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.   |
| Central Berkshire Fund  | Yes | Private | Berkshire Taconic Community Foundation           | \$5,000     | Nonprofit organizations, public agencies or community organizations that provide services to the residents of the communities of Becket, Cummington, Dalton, Hinsdale, Peru, Washington and Windsor.      | To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.   |
| Merrimack Valley Municipal Business Development and Recovery Fund | Yes | Private | Essex County Community Foundation / Columbia Gas | \$2,000,000 | City of Lawrence, the Town of Andover, and the Town of North Andover  | To provide direct support (individual business support, general business promotions, technical assistance and business consultation services, economic development and planning) to the municipalities and their business communities (not businesses directly) impacted by the recent gas disaster in Andover, North Andover, and Lawrence |



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| Efficiency and Regionalization grant program                           | No Longer Available | Public | Community Compact Cabinet                            | \$100,000  | Municipalities, regional school districts, school districts  | For governmental entities interested in implementing regionalization and other efficiency initiatives that allow for long-term sustainability. These grants provided funds for one-time or transition costs for municipalities, regional school districts, school districts considering forming a regional district or regionalizing services, regional planning agencies and councils of governments interested in such projects. Small capital purchases or improvements that are integral to the implementation of a functional program such as equipment or software; Technical assistance including consulting services, assistance in drafting contracts or other agreements; and Transition or project management costs, not to exceed one year. |
| Cultural Facilities Fund (Feasibility and Technical Assistance Grants) | No Longer Available | Public | Massachusetts Cultural Council                       | See grant. | Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities | For the planning and assessment of a cultural facility.   |
| Real Estate Services Technical Assistance                              | No Longer Available | Public | Mass Development                                     | \$10,000   | Eligible applicants include municipal officials, planners, local stakeholders, and others.   | Grants may be used toward technical assistance opportunities in Surplus Property Reuse (e.g. Constraints and Feasibility Analysis, Master Planning, Test Fits, RFP/Q Assistance) or Local District Management Implementation Technical Assistance (e.g. District Improvement Financing, Business Improvement District formation)  |
| Urban Agenda Grant Program   | Maybe               | Public | Executive Office of Housing and Economic Development | See grant. | Cross sector consortiums and coalitions  | Funding to local partnerships to implement projects that are based on collaborative work models with the goal of advancing economic progress. Typically, Early Stage Strategy Development and Strategy Implementation by an Existing Cross-Sector Consortium or Coalition   |

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| Community Development Block Grant | Maybe | Public | Massachusetts Department of Housing & Community Development | \$1,350,000 | Municipalities with a population of under 50,000 that do not receive CDBG funds directly from the federal Department of Housing and Urban Development (HUD). Municipalities may also apply on behalf of a specific developer or property owner. | To meet a broad range of community development needs - including projects such as housing rehabilitation or development; micro-enterprise or other business assistance; infrastructure; community/public facilities; public social services; planning; removal of architectural barriers to allow access; downtown or area revitalization |
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| Name of Fund   | Available for RRP Projects | Funding Sector | Agency/ Organization  | Maximum Eligible Grant Amount per Applicant | Eligible Applicants  | Description/Allowable Use of Funds   |
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| Cultural Facilities Fund (Systems Replacements)                        | No Longer Available        | Public         | Massachusetts Cultural Council                              | See grant.                                  | Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities | For 20-year capital needs assessments of buildings and mechanical systems.   |
| Cultural Facilities Fund (Capital Grants)                              | No Longer Available        | Public         | Massachusetts Cultural Council                              | See grant.                                  | Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities | For the acquisition, design, construction, repair, renovation, and rehabilitation of a cultural facility.  |
| Real Estate Services Technical Assistance                              | No Longer Available        | Public         | Mass Development  | \$10,000                                    | Eligible applicants include municipal officials, planners, local stakeholders, and others.   | Grants may be used toward technical assistance opportunities in Surplus Property Reuse (e.g. Constraints and Feasibility Analysis, Master Planning, Test Fits, RFP/Q Assistance) or Local District Management Implementation Technical Assistance (e.g. District Improvement Financing, Business Improvement District formation) |
| Flood Mitigation Assistance (FMA) Grant Program                        | Yes                        | Public         | Massachusetts Emergency Management Agency/FEMA              | See grant.                                  | Property Owners  | To reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other structures insured under the National Flood Insurance Program (NFIP).  |
| MA Downtown Initiative Program   | Yes                        | Public         | Massachusetts Department of Housing & Community Development | \$25,000                                    | Municipalities   | Technical assistance for downtown revitalization in 6 categories   |
| Building Resilient Infrastructure and Communities (BRIC) Grant Program | Yes                        | Public         | Massachusetts Emergency Management Agency/FEMA              | See grant.                                  | Property Owners  | Hazard mitigation projects reducing the risks from disasters and natural hazards   |

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| Community Preservation Act | Yes | Public | Community Preservation Trust Fund/State Department of Revenue (DOR) | See grant.   | Only communities that have adopted the Community Preservation Act are eligible to receive CPA Trust Fund matching funds annually.   | To preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities.  |
| BIZ-M-POWER                | Yes | Public | Massachusetts Growth Capital Corporation                            | \$20,000     | Small businesses (i.e. employing 1-20 FTE employees, including 1 or more of whom owns the business, annual revenue not exceeding \$2,500,000) in brick-and-mortar (physical) establishment operating within Massachusetts | To assist low-income and moderate-income entrepreneurs with their acquisition, expansion, improvement or lease of a facility, purchase or lease of equipment, or with meeting other capital needs of a business.  |
| Competitive Tourism Grants | Yes | Public | Economic Development Administration                                 | \$10,000,000 | See grant.  | <p>EDA's ARPA Tourism NOFO is designed to provide a wide-range of financial assistance to communities and regions to rebuild and strengthen their travel, tourism, and outdoor recreation industry through various infrastructure and non-infrastructure projects. Under this NOFO, EDA solicits applications under the authority of the Economic Adjustment Assistance (EAA) program, which is flexible and responsive to the economic development needs and priorities of local and regional stakeholders.</p> <p>EDA's travel, tourism, and outdoor recreation grants will be delivered through two components: (1) State Tourism Grants and (2) EDA Competitive Tourism Grants.</p> |

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| Build Back Better Regional Challenge           | Yes   | Public  | Economic Development Administration | \$500,000 | Eligible applicants under this NOFO include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. Under this NOFO, EDA is not authorized to provide grants or cooperative agreements to individuals or to for profit entities. Requests from such entities will not be considered for funding. | <p>Through this American Rescue Plan Act Build Back Better Regional Challenge Notice of Funding Opportunity (ARPA BBBRC NOFO), EDA aims to assist communities and regions impacted by the coronavirus pandemic. The pandemic has caused, and continues to cause, economic injury to U.S. communities and regions in devastating and unprecedented ways. This ARPA BBBRC NOFO is designed as a two-phase competition to (1) help regions develop transformational economic development strategies and (2) fund the implementation of those strategies that will create and grow regional growth clusters. Such efforts will help regional economies recover from the pandemic and build economic diversity and resiliency to mitigate impacts of future economic disasters.</p> <p>In Phase 1, EDA will provide technical assistance grants to approximately 50-60 coalitions (through a lead institution). These coalitions will be considered “finalists” and the grants will be used by the finalists to prepare more detailed applications for transformational projects that benefit their respective geographic regions and are aligned around a holistic approach to building and scaling a strategic industry.</p> <p>In Phase 2, EDA will award each of the 20-30 finalist coalitions \$25-75 million (and potentially up to \$100 million) to fund the collection of projects they identified. The projects will be funded through grants to coalition members.</p> |
| Hometown Grant Program                         | Yes   | Private | T-Mobile                            | \$50,000  | Towns with population <50,000   | To build/rebuild/refresh community spaces that help foster local connections in town.  |
| Brownfields Redevelopment Site Assessment Fund | Maybe | Public  | Mass Development                    | \$100,000 | See grant.  | To finance the environmental assessments of brownfield sites in Economically Distressed Areas (EDAs) of the Commonwealth   |

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| Community Development Block Grant                                     | Maybe | Public  | Massachusetts Department of Housing & Community Development | \$1,350,000 | Municipalities with a population of under 50,000 that do not receive CDBG funds directly from the federal Department of Housing and Urban Development (HUD). Municipalities may also apply on behalf of a specific developer or property owner. | A broad range of community development needs - including projects such as housing rehabilitation or development; micro-enterprise or other business assistance; infrastructure; community/public facilities; public social services; planning; removal of architectural barriers to allow access; downtown or area revitalization  |
| Brownfields Redevelopment Remediation Fund                            | Maybe | Public  | Mass Development  | \$500,000   | See grant.  | To finance the remediation of brownfield sites in Economically Distressed Areas (EDAs) of the Commonwealth   |
| Housing Development Incentive Program                                 | Maybe | Public  | Massachusetts Department of Housing & Community Development | See grant.  | Developers (projects located in Gateway Cities)   | Tax incentive to undertake new construction or substantial rehabilitation of properties for lease or sale as multi-unit market rate residential housing  |
| Abandoned Housing Initiative Strategic Demolition Fund Grant          | Maybe | Public  | Massachusetts Attorney General's Office                     | \$125,000   | Municipalities, Municipal Housing and Redevelopment Authorities, Nonprofit organizations  | To be used for the construction of an affordable housing structure.  |
| Massachusetts Preservation Projects Fund                              | Maybe | Public  | State Historic Preservation Office                          | See grant.  | Municipalities and private non-profit organizations   | To support the preservation of properties, landscapes, and sites (cultural resources) listed in the State Register of Historic Places - including pre-development work, development projects such as stabilization, protection, rehabilitation and restoration   |
| Massachusetts Historical Commission Survey and Planning Grant Program | Maybe | Public  | State Historic Preservation Office                          | See grant.  | Municipalities and private non-profit organizations   | To support efforts to identify and plan for the protection of the significant historic buildings, structures, archaeological sites and landscapes of the Commonwealth (including cultural resource inventories, nomination of properties to National Register, community wide preservation plans, other studies/reports/publications to identify and protect significant properties) |
| Massachusetts Recycling Fund  | Maybe | Private | BDC Capital   | See grant.  | See grant.  | To help Massachusetts businesses active in recycling-related activities obtain the capital needed for any reasonable business purpose.   |

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| Closed Loop Infrastructure Fund | Maybe | Private | Closed Loop Partners | See grant. | Municipalities and private companies | Provides below-market rate loans to fund replicable, scalable and sustainable recycling and circular economy infrastructure projects across collection, sortation, processing and new technologies. |
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| <b>Name of Fund</b>            | <b>Available for RRP Projects</b> | <b>Funding Sector</b> | <b>Agency/ Organization</b>   | <b>Maximum Eligible Grant Amount per Applicant</b> | <b>Eligible Applicants</b>  | <b>Description/Allowable Use of Funds</b>  |
|--------------------------------|-----------------------------------|-----------------------|---|--|---|--|
| MA Downtown Initiative Program | Yes                               | Public                | Massachusetts Department of Housing & Community Development         | \$25,000   | Municipalities  | Technical assistance for downtown revitalization in 6 categories   |
| TDI Creative Catalyst          | Yes                               | Public                | Mass Development  | \$40,000   | Individuals and organizations in current ad graduated Transformative Development Initiative Districts                             | To support public-facing projects that enhance local arts and cultural infrastructure and contribute to economic revitalization - including public art, placemaking, and stabilization of organizations and creative business collectives                        |
| Community Preservation Act     | Yes                               | Public                | Community Preservation Trust Fund/State Department of Revenue (DOR) |  | Only communities that have adopted the Community Preservation Act are eligible to receive CPA Trust Fund matching funds annually. | To preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities.   |
| Shared Streets and Spaces      | Yes                               | Public                | MassDOT   | \$200,000  | Municipalities  | To support the repurposing of streets, plazas, sidewalks, curbs, and parking areas to facilitate outdoor activities and community programming, including but not limited to facilities for eating, shopping, play, and community events and spaces for all ages. |



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| Competitive Tourism Grants | Yes | Public | Economic Development Administration | \$10,000,000 | See grant. | <p>EDA's ARPA Tourism NOFO is designed to provide a wide-range of financial assistance to communities and regions to rebuild and strengthen their travel, tourism, and outdoor recreation industry through various infrastructure and non-infrastructure projects. Under this NOFO, EDA solicits applications under the authority of the Economic Adjustment Assistance (EAA) program, which is flexible and responsive to the economic development needs and priorities of local and regional stakeholders.</p> <p>EDA's travel, tourism, and outdoor recreation grants will be delivered through two components: (1) State Tourism Grants and (2) EDA Competitive Tourism Grants.</p> |
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| Build Back Better Regional Challenge | Yes | Public  | Economic Development Administration | \$500,000 | See Grant.                    | <p>Through this American Rescue Plan Act Build Back Better Regional Challenge Notice of Funding Opportunity (ARPA BBBRC NOFO), EDA aims to assist communities and regions impacted by the coronavirus pandemic. The pandemic has caused, and continues to cause, economic injury to U.S. communities and regions in devastating and unprecedented ways. Goals are: (1) help regions develop transformational economic development strategies and (2) fund the implementation of those strategies that will create and grow regional growth clusters. Such efforts will help regional economies recover from the pandemic and build economic diversity and resiliency to mitigate impacts of future economic disasters.</p> <p>In Phase 1, EDA will provide technical assistance grants to approximately 50-60 coalitions (through a lead institution). These coalitions will be considered “finalists” and the grants will be used by the finalists to prepare more detailed applications for transformational projects that benefit their respective geographic regions and are aligned around a holistic approach to building and scaling a strategic industry.</p> <p>In Phase 2, EDA will award each of the 20-30 finalist coalitions \$25-75 million (and potentially up to \$100 million) to fund the collection of projects they identified. The projects will be funded through grants to coalition members.</p> |
| Hometown Grant Program               | Yes | Private | T-Mobile                            | \$50,000  | Towns with population <50,000 | To build/rebuild/refresh community spaces that help foster local connections in town.  |

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| Nellie Leaman Taft Foundation Competitive Grants | Yes | Private | Nellie Leaman Taft Foundation | \$15,000 | Non-profits 501 (c)(3) (small to mid sized) that benefit residents of greater Boston inside the Route 495 beltway   | To seed funding for new ideas and initiatives, start-up and on-going support for grass roots organizations, and entrepreneurial projects that may enable an organization or its constituents to achieve greater self-sufficiency.                                     |
| Seed Grant                                       | Yes | Private | Grassroots Fund               | \$1,000  | Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor. | To support groups launching new projects or starting to significantly change the direction of an existing project. Most often, groups have been working on the project less than a year and usually don't yet have much direct experience with implementing the idea. |
| Grow Grant                                       | Yes | Private | Grassroots Fund               | \$4,000  | Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor. | To support groups to deepen their work by further developing a community vision, lowering barriers to participation, identifying new stakeholders and working to bring more voices and lived experiences into core decision-making processes.                         |
| Young Leaders Grant                              | Yes | Private | Grassroots Fund               | \$6,000  | Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$175,000. Note that the group does not need to have formal tax status or a fiscal sponsor. | To support projects led by young leaders aged 15-25   |

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| William J. & Margery S. Barrett Fund         | Yes                 | Private | Berkshire Taconic Community Foundation | See grant. | Nonprofit organizations, public agencies or community organizations that provide services to the residents of Adams, Cheshire or Savoy, MA.  | To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.   |
| Central Berkshire Fund                       | Yes                 | Private | Berkshire Taconic Community Foundation | \$5,000    | Nonprofit organizations, public agencies or community organizations that provide services to the residents of the communities of Becket, Cummington, Dalton, Hinsdale, Peru, Washington and Windsor. | To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.   |
| Efficiency and Regionalization grant program | No Longer Available | Public  | Community Compact Cabinet              | \$100,000  | Municipalities, regional school districts, school districts  | For governmental entities interested in implementing regionalization and other efficiency initiatives that allow for long-term sustainability. These grants provided funds for one-time or transition costs for municipalities, regional school districts, school districts considering forming a regional district or regionalizing services, regional planning agencies and councils of governments interested in such projects. Small capital purchases or improvements that are integral to the implementation of a functional program such as equipment or software; Technical assistance including consulting services, assistance in drafting contracts or other agreements; and Transition or project management costs, not to exceed one year. |

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| Cultural Facilities Fund (Systems Replacements)                        | No Longer Available | Public | Massachusetts Cultural Council | See grant.   | Nonprofit Org's 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities  | For 20-year capital needs assessments of buildings and mechanical systems.   |
| Cultural Facilities Fund (Capital Grants)                              | No Longer Available | Public | Massachusetts Cultural Council | See grant.   | Nonprofit Org's 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities  | For the acquisition, design, construction, repair, renovation, and rehabilitation of a cultural facility.  |
| Cultural Facilities Fund (Feasibility and Technical Assistance Grants) | No Longer Available | Public | Massachusetts Cultural Council | See grant.   | Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities  | for the planning and assessment of a cultural facility.  |
| Shuttered Venue Operators Grant  | No Longer Available | Public | Small Business Administration  | \$10,000,000 | Businesses such as live venue operators or promoters, theatrical producers, live performing arts organization operators, museum operators, motion picture theater operators (including owners), and talent representatives. | Funds may be used for specific expenses including rent, payroll, mortgage, debt, utility, taxes and fees, administrative costs, advertising, production transportation, and capital expenditures related to producing a theatrical or live performing arts production. |

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| Community Development Block Grant                                     | Maybe | Public | Massachusetts Department of Housing & Community Development | \$1,350,000 | Municipalities with a population of under 50,000 that do not receive CDBG funds directly from the federal Department of Housing and Urban Development (HUD). Municipalities may also apply on behalf of a specific developer or property owner. | A broad range of community development needs - including projects such as housing rehabilitation or development; micro-enterprise or other business assistance; infrastructure; community/public facilities; public social services; planning; removal of architectural barriers to allow access; downtown or area revitalization   |
| National Endowment for the Arts Grants                                | Maybe | Public | National Endowment for the Arts                             | See grant.  | Regional Arts Agencies  | This funding will be allocated to local state and regional arts agencies to distribute through their funding programs   |
| Massachusetts Preservation Projects Fund                              | Maybe | Public | State Historic Preservation Office                          | See grant.  | Municipalities and private non-profit organizations   | Support the preservation of properties, landscapes, and sites (cultural resources) listed in the State Register of Historic Places - including pre-development work, development projects such as stabilization, protection, rehabilitation and restoration   |
| Massachusetts Historical Commission Survey and Planning Grant Program | Maybe | Public | State Historic Preservation Office                          | See grant.  | Municipalities and private non-profit organizations   | Support efforts to identify and plan for the protection of the significant historic buildings, structures, archaeological sites and landscapes of the Commonwealth (including cultural resource inventories, nomination of properties to National Register, community-wide preservation plans, other studies/reports/publications to identify and protect significant properties) |