



Rapid Recovery Plan

2021

**East Milton Square
Milton, MA**

Acknowledgments



Milton Chamber of Commerce

Joe Parlavecchio, Chamber of Commerce



Town of Milton, MA

Tim Czerwinski, AICP,
Director of Planning and Community Development
Town of Milton
525 Canton Avenue
Milton, MA 02186
617-898-4847

Allyson Quinn, Assistant Town Planner



Lead Consultant
BETA Group, Inc

Jeff Mactutis, Plan Facilitator
Charlie Creagh, Lead Planner



Subject Matter Expert
Civic Space Collaborative

Michelle Moon, Executive Director



Milton Art Center

Joan Clifford
Kevin Drambush

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
Department of Housing and Community Development (DHCD)
100 Cambridge St, Suite 300
Boston, MA 02114
617-573-1100
mass.gov/DHCD

The Planning Team would also like to thank the following individuals for participating as key stakeholders throughout the planning process:

Milton Arts Center

Joan Clifford
Kevin Drambuch

Milton Bicycle Advisory Committee

Lee Toma

East Milton Square Neighborhood Association

Andy Amato

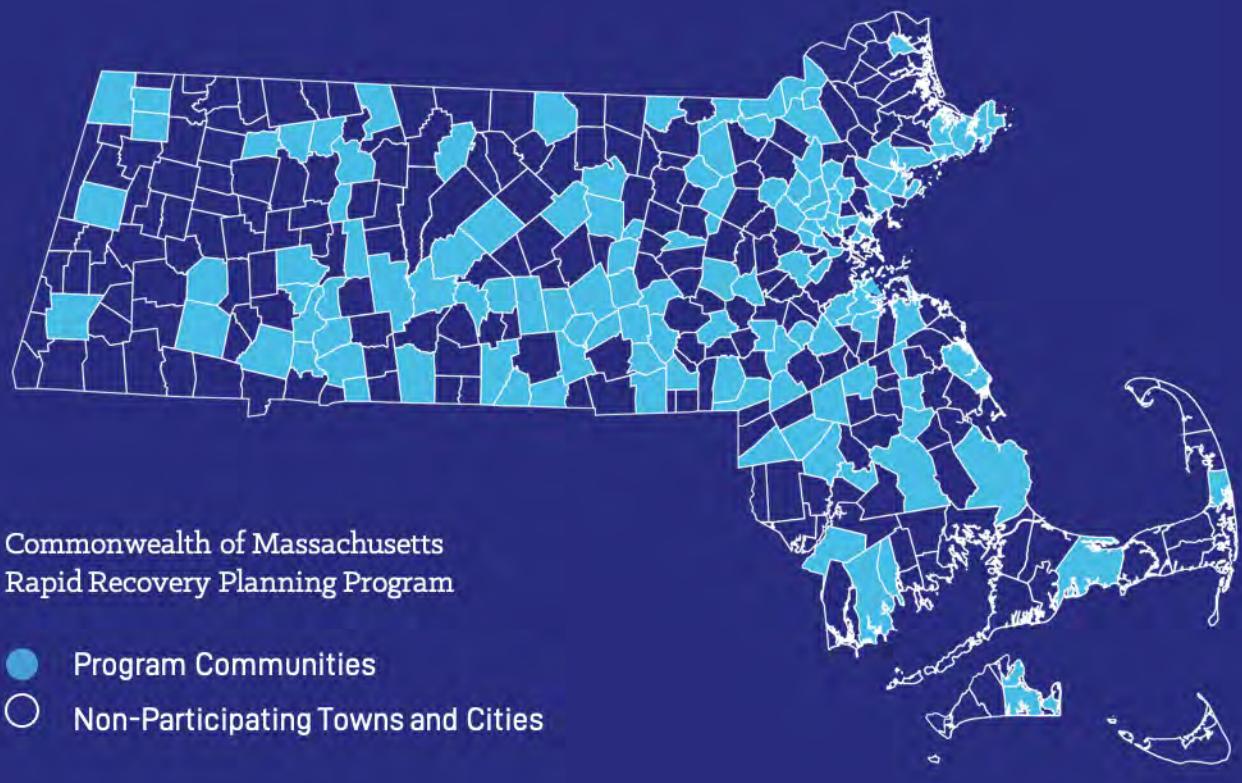
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125 communities participated in the Rapid Recovery Plan Program

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.



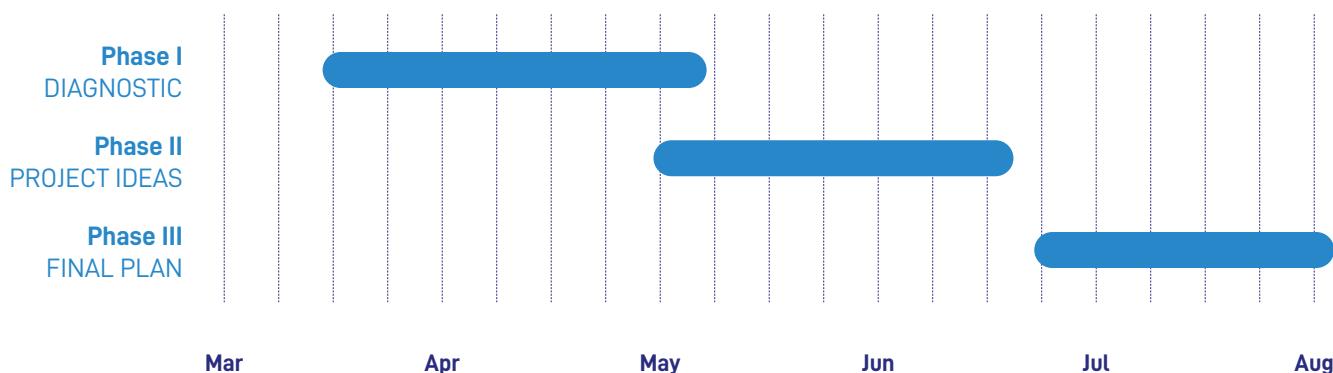
1.0 Rapid Recovery Plan (RRP) Program

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

Executive Summary

A Town In Need of a Gathering Place

East Milton Square is home to a thriving commercial area that stretches across both sides of I-93 that includes established restaurants, retail options, health care and recreation offerings, a post office, banks, arts center, professional offices, and a popular grocery store. For nearly two decades the 356-foot by 127-foot concrete deck above I-93 attempted to knit the community back together, but what was once planned to be a community park resulted in the construction of 45,000 square feet of concrete, asphalt roads and paths, as well as trees and some grass areas. From late 1997 until 2011, a busy stretch of Adams Street carried traffic diagonally across the middle of the area.

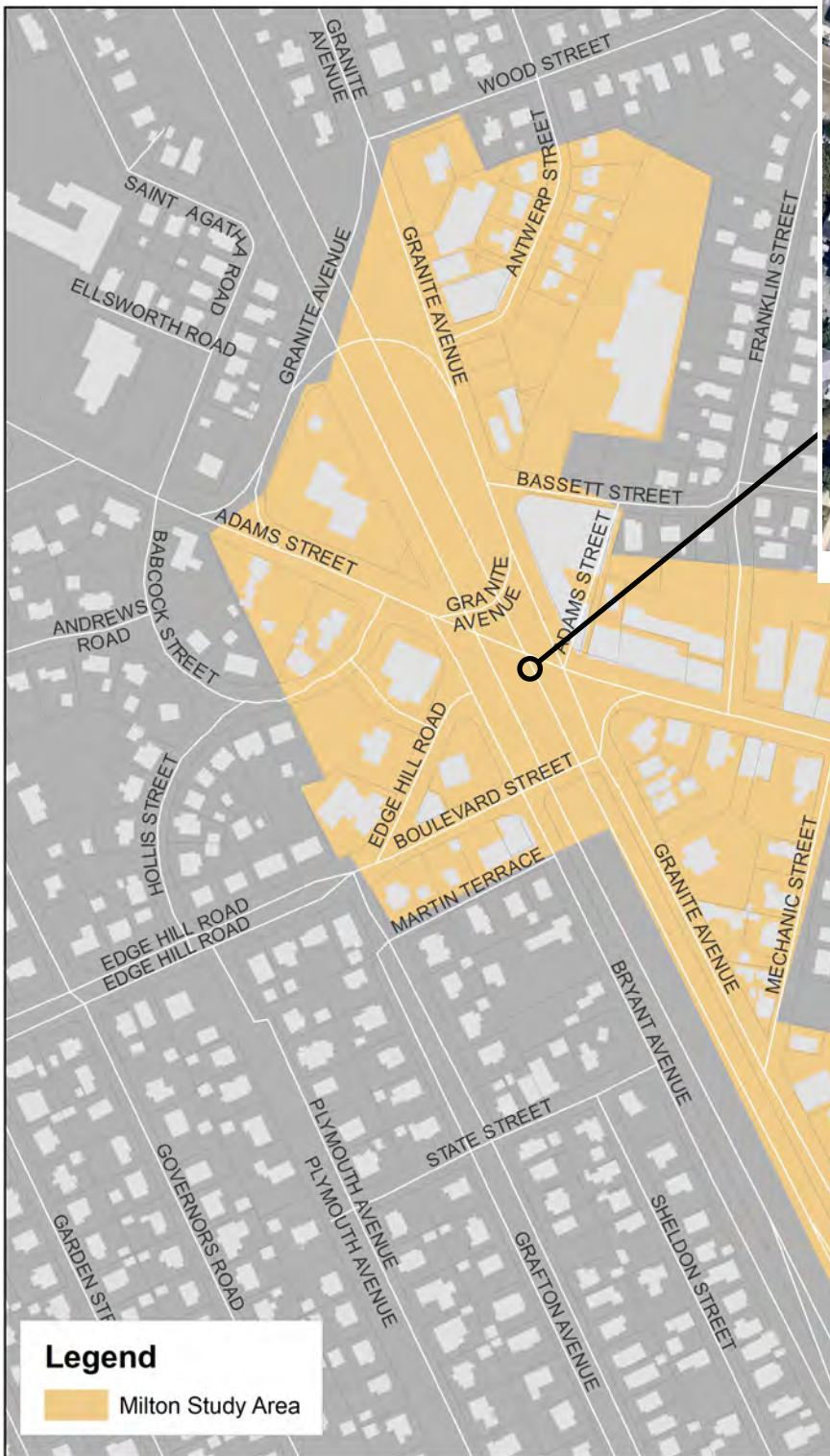
In 2022, a redesign will be completed including regrading to make the connections to Adams Street and Granite Avenue more seamless for pedestrians and bicyclists to access a new park and gathering space. The stretch of Adams Street that was once in the center of the new park space has been re-routed around the rectangular deck, creating a traffic-calming effect similar to a circular rotary pattern. The redesign will remove the diagonal portion of Adams Street to create more space, upgrade area traffic signals, crosswalks, and bicycle facilities, and create a more comfortable and straight forward pedestrian experience. The redesign will be focused on civic space and park land -- since the state designates the deck as a park, motor vehicle parking is not allowed.

To truly knit the community together, regularly scheduled, fun, and family-friendly events in the new park on the deck will bring foot traffic into East Milton Square and provide area shops and restaurants with an infusion of new customers. The new deck will be an attractive place for a stage, live music or movie nights, vendors, and other opportunities to interact with visitors from Milton and from surrounding towns and cities. Programmed events on the deck will activate this underutilized space in the heart of East Milton Square and stimulate activity for adjacent businesses.

In addition to the planning of multiple family-friendly events on the new deck, this report proposes the following additional projects:

1. Activate East Milton Square with Events on the Deck
2. Improve Pedestrian Safety and Walkability
3. Develop A Parking Management Plan
4. Engage Landlords to Improve Buildings
5. Introduce Outdoor Seating and Planters to the Study Area
6. Introduce Additional Outdoor Dining Locations into the Study Area
7. Additional Administrative Capacity for Traffic Commission
8. Develop and Implement a Wayfinding Signage Program
9. Investigate Alternatives for Providing Additional Public Parking in East Milton Square
10. Provide Technical Assistance Training

See the following page for a map of the East Milton Square Local Rapid Recovery Planning Program project study area.



The new deck under construction in this June 2021 aerial shot

Town of Milton, MA



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

A map of the East Milton Sq study area

3.0 Diagnostic

Key Findings

Introduction

This section summarizes analyses of recommendations developed to improve business revenues and recover from the economic impacts of COVID-19. Milton residents are beginning to travel to East Milton Square to shop and dine. As more 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 Milton, keep money circulating in the community and in nearby communities, and ensure a successful and strong recovery from the detrimental impacts of COVID-19.

The Town's customer base is middle-aged and wealthy



The two largest age groups by percentage of the total population are 45 - 54 years old (18%) and 55 - 64 years old (20%). The median household income for the Town is just over \$143,000, while the median household income for the study area is just over \$131,000.

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

DEMOGRAPHICS	STUDY AREA	TOWN WIDE
Population	191	143,782
At Least Some College	83%	82%
Median Income	\$131,391	\$143,782
Age (0 - 18)	24%	27%
Age (19 - 54)	41%	39%
Age (55 - 84)	35%	34%
Race (Non-White)	14%	35%

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

Public perceptions about the existing 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. Milton's business owner survey received 17 responses, or roughly one-quarter of the 63 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 1) the condition of public spaces, streets, and sidewalks, and 2) 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:

- Changes in public parking availability, management, or policies;
- Improvement of streetscape and sidewalks; and
- Improvements in safety and / or cleanliness.

The consultant team observed significant construction occurring to upgrade sidewalks, signals, curbs, pedestrian curb ramps, and crosswalks. Additionally a sidewalk-level separated bike lane was being installed in portions of the study area. Additional observations include people actively parking on Adams Street and utilizing retail, restaurant, and service oriented store fronts on Adams Street and adjacent streets. In summary, the existing physical environment appears to effectively meet the needs of business owners, employees, and customers. The team did observe a lack of public seating, benches, and green space within the study area.

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



East Milton Square would benefit from green space and outdoor dining

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.

The popular shops and restaurants in East Milton Square would be even more successful if the area included additional green space for informal outdoor meet-ups and additional outdoor dining options. Today, many visitors to East Milton Square may visit a hair salon, the grocery store, or a sub shop and then head back to their car to travel back to home or work. **East Milton Square should be thought of as a destination itself - and could become one if there were green space for people to sit and enjoy lunch or late morning coffee together.**

Creating a successful gathering space in East Milton Square will drive additional foot traffic to downtown businesses and help them emerge even stronger from COVID-19 related shutdowns and restrictions. A successful gathering space will create a sense of place and pride in East Milton Square and help bring back shoppers who were discouraged from in-person shopping due to COVID-19.

The consultant team observed relatively few vacancies among the approximately 63 storefronts examined during field work and analysis stage of the project.

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



Businesses have support from local groups

The East Milton Square Neighborhood Association (EMNA) has a strong member base and provides support to local businesses. There are roughly 170 paid members and another approximately 500 on the EMNA email list.

Additionally, the Milton Chamber of Commerce continues to promote East Milton Square businesses and provide support to local businesses. The Chamber advocates for changes to parking, provided feedback on the deck project designs, and keeps up with the wants and desires expressed by local business owners.

The Milton Arts Center advocates for arts and cultural festivals that will drive foot traffic to East Milton Square businesses.

Analysis



CUSTOMER
BASE



PHYSICAL
ENVIRONMENT

PARKING

A recent parking study found that parking in East Milton Square is well utilized and remains a point of contention among members of the business community and the public. Between 5:00pm and 6:00pm on a weekday, two-thirds of the spaces on Adams Street and all of the spaces on Granite Ave north of Adams Street, in Municipal Lot A, on Bassett Street, and Franklin Street were 100% utilized.

Milton utilizes a two-hour parking limit through the study area, which varies based on time restrictions and days of the week. Seven separate two-hour parking signage regulations exist. The 2020 parking report indicates that in many locations, vehicles were observed parking for longer than the 2-hour maximum allowed. Some vehicles would park in these locations for the entire day.

PARKS & PLAZAS

The study area has very little green space, open space, parks, or parklets. The team observed two public benches outside of the fire station that serve as the only public gathering or resting location within the study area.

To the northeast, Andrews Park and Crane Field exist in Belcher Circle neighborhood; however, they are outside of the study area.

DECK RECONSTRUCTION

As seen in the graphic below, the redeveloped deck will bring an attractive mix of green space with a lawn, landscaping, and hardscaped park space to East Milton Square. This much needed park space will activate the East Milton Square commercial area by introducing a gathering place that can serve as a destination for residents and visitors.

A rendering of the new deck structure above I-93 with park amenities currently under construction by MassDOT



Analysis



ANCHORS

The Milton Marketplace serves as an important anchor retail institution within the study area. The Fruit Market is a popular grocery store with a small-town feel. Within the same building are a cafe / restaurant upstairs and additional retail merchants as well. Along Adams Street there are a variety of shops and two very popular restaurants.

BUSINESS ENVIRONMENT ISSUES

There is currently not enough turn over of parking spaces. The perception of a parking issue comes from lack of enforcement of the two-hour zones. Many drivers routinely park for four or eight hours in the two-hour zones. This results in low parking turnover and lack of available parking capacity.



The Milton Marketplace has a high quality sign inviting customers with a variety of offerings

MILTON CHAMBER OF COMMERCE

The Milton Chamber of Commerce acknowledged that the business owners in East Milton Square have been asking for additional parking for some years. There was some criticism associated with the deck redesign -- curb extensions and crosswalk realignments resulted in the loss of approximately 15 spaces. However, there is general enthusiasm for a redesign that would bring additional foot traffic to local businesses.

The Chamber suggested potentially studying a new policy on parking at two less-utilized lots opposite Bassett Street and the Alfred Thomas Funeral Home as well as the lot across from the East Congregational Church.

EAST MILTON SQUARE NEIGHBORHOOD ASSOCIATION

The East Milton Square Neighborhood Association weighed in on the parking issue during phase one of the project. Smaller retail businesses feel squeezed out of parking due to the popularity of the two restaurants on Adams Street.

Additionally, there is an ongoing issue of enforcement. The enforcement officer has been on hiatus since the beginning of the COVID-19 pandemic. Folks who are aware of this have no incentive to move their cars throughout the day and the result is a lack of available parking spaces, frustrating people in search of a spot to run a quick errand.

On the topic of paid metered parking being introduced in the study area, the EMNA was willing to support the idea with the stipulation that prices remain low -- perhaps 25 cents would purchase 45 minutes of parking. An additional stipulation would require that the metered parking be smartphone (app) enabled.

The Milton Marketplace has a variety of popular storefronts in the study area



4.0 Project Recommendations

4.1 Activate East Milton Sq With Events on the Deck

HIGH PRIORITY

Category	 	Public Realm & Culture/Arts
Location		I-93 Deck in East Milton Square
Origin		Town of Milton, Chamber of Commerce, Milton Arts Center
Budget		Medium Budget (\$50,000-\$200,000) - with brand deployment
Timeframe		Short Term (<5 years) - 1-6 months planning (begin in January - February), 6-12 months implementation (plan to host first event in summer)
Risk		Low Risk – Site ownership and regulatory burdens are existing risks
Key Performance Indicators		1) Number of visitors at each event 2) Increase in sales at area businesses
Partners & Resources		Town of Milton Planning Department, Milton Chamber of Commerce, East Milton Square Neighborhood Association, Milton Arts Center, Area businesses



First Friday arts event in Knoxville, TN.

Source: <https://www.visitknoxville.com/knoxville-first-friday/events/>

Diagnostic / COVID-19 Impacts

- Business survey indicated that 88% of businesses reported being impacted by COVID-19, with 60% reporting a reduction in foot traffic and 59% reporting a decline in revenue
- The Phase One public meeting identified the opportunity to activate East Milton Square public outdoor area with events that would ultimately drive additional foot traffic downtown and support local businesses
- Expected construction completion date January 2022 of the new deck above I-93 in East Milton Square provided the opportunity for a new park / green space that connects the east and west sides of the square and will activate the formerly under-utilized space
- Items to consider include: trash collection, vendor application fees, portable toilets, branding, social media posts, paper flyers, banners, seating, outdoor heating in winter

Action Items

- Create a schedule of a variety of events held throughout the year
- Include concerts, movies, seasonal (winter) activities, family-friendly activities (story hours, kids music events, etc) and fitness classes, etc.
- Consider a pop-up beer garden (note: this has recently been permitted on state land at the Rose Kennedy Greenway and Paul Dudley White Bike Path along the Esplanade)
- Work with a variety of organizers to ensure a broad array of successful events, including: Milton Arts Center, cultural groups, performance groups, school clubs / youth clubs, the Town of Milton staff, local gyms / trainers, local restaurants, caterers, and food trucks

Process

- Identify town department staff responsible for leading the planning and promotional effort
- Identify and confirm the ownership of the deck, seek any necessary permits for events
- Schedule a winter meeting to foster connections, coordination, and collaboration among interested parties and civic groups to assign tasks and prepare for a late spring-early summer 2022 event
- Identify materials the Town can provide or rent out for events, such as additional trash cans, electrical hook-up, stage materials, etc
- Create a centralized location on the Town's website to apply and see the events calendar

Passive Programs

- Include passive programs that will attract a wide cross section of the public, including children and older adults, consider providing:
 - Seating: lawn chairs, movable benches, picnic tables
 - Lawn games: bocce, ladder golf, cornhole, shuffle board, and winter activities like curling (examine feasibility of an ice skating rink)
 - Sensory items: kit of parts for various aged children, or a children's library

Event Considerations

- Work with Town staff, committed event organizers, and local committees, groups, and clubs, and discuss the following questions:
 - How will people reserve the space? Can the Town rent the space and charge a fee?
 - What fees will be charged? How will funds be used?
 - Can food and beer sales occur on the site?
 - Who will be point person on the day of the event to answer questions and ensure success of each event?

Dewey Square in Boston along the Rose Fitzgerald Kennedy Greenway is one example of a successfully programmed public space



Source: <https://www.bostonparkplaza.com/rose-kennedy-greenway-parks/>

Food trucks in Dewey Square are very popular



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

4.2 Improve Pedestrian Safety and Walkability

HIGH PRIORITY

Category		Public Realm
Location		LRRP Study Area: East Milton Square, Milton, MA
Origin		Town of Milton Planning Department, Phase One LRRP Business Owner Survey
Budget		Medium Budget (\$50,000-\$200,000). Funds will be sought for a study with prioritized recommendations.
Timeframe		Short Term (<5 years) - 1-6 months to release a RFP and retain a consultant, 6-12 months for the study, 1-3 years to implement safety upgrades
Risk		Low Risk – Pedestrian safety is unlikely to be controversial among the public
Key Performance Indicators		1) Decrease in motor vehicle / pedestrian crashes over three years 2) Anecdotal feedback is positive / press coverage is positive
Partners & Resources		Town of Milton Planning Department, East Milton Square Neighborhood Association, local property owners and business owners, employees, the public



Motorist yield compliance is low at this busy crosswalk at the corner of Granite Ave and Bassett St.

Diagnostic / COVID-19 Impacts

- The Phase One LRRP Business survey asked respondents about the "condition of public spaces, streets, and sidewalks." Responses indicate that:
 - » 29% of respondents reported that they were very dissatisfied with conditions
 - » 29% of respondents reported that they were dissatisfied with conditions
 - » 24% were neutral
- The Phase One public meeting identified a need to activate East Milton Square public areas - an increase in sidewalk space and pedestrian safety is a proven way to activate public spaces
- Involve the police to discuss close calls or complaints about motorist yielding that do not result in ticketing, extra enforcement, or 911 calls (anecdotal)
- Have the Town Select Board endorse both the findings (existing conditions) and proposed recommendations (upgrades to the built environment / infrastructure to increase safety and comfort among wide variety of pedestrians and other vulnerable users)
- Dedicate funding to and begin pedestrian safety upgrade projects

Action Items

- Dedicate funding to finance a study
- Retain a consultant
- Investigate crashes, congestion, parking utilization, crosswalk location and length, signal timing and frequency of pedestrian crossings, amongst a variety of other critical things to examine
- Use the findings to generate proposed pedestrian improvements, including pedestrian signals, countdown timers, audible pedestrian signals, raised crossings, crosswalk striping in large parking lots, and a campaign to raise awareness of pedestrian issues and needs

Process

- Identify town department staff responsible for leading the planning effort and managing any consultant contracts
- Retain a consultant or discuss other methods to achieve a satisfactory pedestrian / bicyclist / mobility safety study
- Participate in the study: make field visits with the consultant / planners / project team
- Encourage participation among wheel-chair user, a parent pushing a stroller, a transit-dependent employee or resident, an individual that uses a walker or other mobility device, and a person with sight or vision impairments
- Discuss and record their complaints, feedback, ideas, and needs
- Study pedestrian safety from an advocacy and results-oriented perspective - ensure that recommendations receive prioritization based on crash analysis (severity and number of total crashes)

Driveways that cross the sidewalk should be included in the proposed pedestrian safety study



The study needs to acknowledge the recent reconstruction of many sidewalks in the area and the great design work and Town-led planning effort that went into the project



4.3 Develop A Parking Management Plan

HIGH PRIORITY

Category		Public Realm
Location		LRRP Study Area: East Milton Square, Milton, MA
Origin		Town of Milton Planning Department, Phase One LRRP Business Owner Survey
Budget		Medium Budget (\$50,000-\$200,000). Funds will be sought for a study with prioritized recommendations.
Timeframe		Short Term (<5 years) - 1-6 months to release a RFP and retain a consultant, 6-12 months for the study, 1-3 years to implement safety upgrades
Risk		Low Risk – Parking improvements are unlikely to be controversial among the public
Key Performance Indicators		1) Monitor parking occupancy before and after improvements 2) Feedback is positive
Partners & Resources		Town of Milton Planning Department, East Milton Square Neighborhood Association, local property owners and business owners, employees, the public



Surface parking lots are well utilized in East Milton Square

Diagnostic / COVID-19 Impacts

- Business survey indicated that 88% of businesses reported being impacted by COVID-19, with 60% reporting a reduction in foot traffic and 59% reporting a decline in revenue
- The business owner survey indicated that changes in parking availability, management, or policies was one of the top-rated responses to improve the physical environment
- The Phase One public meeting identified the opportunity to activate East Milton Square public outdoor deck area with events that would increase additional foot traffic in the square and support local businesses
- Most of the parking spaces in East Milton Square are occupied during the day
- The construction of the East Milton Square deck project includes the removal of 15 public parking spaces which will exacerbate parking conditions
- A parking management plan is needed to improve parking and traffic operations in East Milton Square for both events and typical weekdays and weekends
- Improving parking and curb side operations and increasing parking supply in East Milton Square will improve access and safety for customers to businesses and events in the square

- Solicit input from businesses, residents, and stakeholders in East Milton Square on draft and final recommendations of the parking management plan
- Town to formally adopt and approve parking management plan via the Select Board
- Develop implementation strategy for parking recommendations, including:
 - » Funding sources (grant related deadlines)
 - » Prioritization of short-term and long-term actions
- Secure funding for recommendations and identify improvements that require the hiring of a private contractor
- Develop a bid package for contractor solicitation
- Contractor to install/construct improvements
- Town to review improvements, monitor results, and adjust as necessary

Action Items

- Identify the goals, study area, scope of work, schedule, and funding to develop a parking management plan for East Milton Square
- Identify Town department/commission/committee to oversee undertaking the parking management plan

Process

- Identify budget and funding source for parking management plan
- Secure funding source for parking management plan
- Develop a Request for Proposal to hire a transportation consulting firm to assist the Town in developing a parking management plan
- Hold Kick-off meeting with Town and consultant to review goals, scope, study area, and schedule for parking management plan

Parking is well utilized in East Milton Square throughout the weekday



Part of a comprehensive parking management study will be recommending turnover for curbside spaces



4.4 Engage Landlords to Improve Buildings

Category		Private Realm
Location		LRRP Study Area: East Milton Square, Milton, MA
Origin		Town of Milton Planning Department, Phase One LRRP Business Owner Survey, Phase One Public Meeting Feedback
Budget		Large Budget (\$200,000+). Funds will be sought to administer the program and finance grants to make improvements.
Timeframe		Short Term (<5 years) - 12 months planning, 1-3 years to implement improvements
Risk		Medium Risk – Private building owners are not required to participate in program and may be uninterested
Key Performance Indicators		<ol style="list-style-type: none"> 1) The number of storefronts / facades / awnings rehabilitated in the first 12-24 months of the program 2) Anecdotal feedback is positive / press coverage is positive
Partners & Resources		Town of Milton Planning Department, East Milton Square Neighborhood Association, local property owners and business owners, employees, the public



While many facades and awnings in East Milton Square are in excellent condition or have recently been updated, some on the edges of the square are in need of aesthetic enhancements.



As recently as 2012, Hudson, MA suffered from a high number of vacant storefronts. The Towns' Main Street has seen a major economic resurgence since then.

Source: https://www.masslive.com/news/2017/08/hudson_how_this_small_massachu.html

Diagnostic / COVID-19 Impacts

- The Phase One LRRP business owner survey and public meeting identified interest in updating storefront facade conditions to further establish East Milton Square as a retail shopping and restaurant destination for the local region
- Field work and Phase One diagnostics and analysis identified opportunities to improve area storefronts
- The business owner phase one survey asked respondents to "please rate your satisfaction with the following...conditions of private buildings, facades, storefronts, and signage."
 - » 29% of respondents reported that they were very dissatisfied
 - » 29% of respondents reported that they were dissatisfied

Action Items

- Identify capacity within Town Hall to guide the program and bring on additional capacity
- Develop an appropriate level of design guidelines
- Engage the businesses, property owners, and community to get buy-in for the program
- Develop the criteria for application, approval, installation, and maintenance
- Develop the funding and oversight structures

Pre-Program Development

- Identify which Town staffer will manage this program: municipal staff, existing downtown committee/organization, volunteer committee, or a hybrid
- If the Town does not already have design guidelines for the area that are suitable for this program, then decide how those guidelines will be developed. Will the design guidelines be just for the façade improvement program, or will they be more broadly applicable?
- Note that the entity managing this process does not have to be the Town of Milton. For example, a Community Development Corporation or other nonprofit could sponsor the program
- Discuss the potential focus of the program: individual components of a storefront / the entire storefront / the entire façade? Will signage, lighting, awnings and other elements be included? Will interior improvements to address accessibility be included?
- Discuss what will not be eligible. Eligibility may also be determined by the funding source (for example, CDBG funds)
- Discuss the length of time that improvements must be maintained. Will there be an enforcement process for ensuring that improvements are maintained?
- Decide whether the guidelines and program will be developed

in-house or whether the Town will seek outside help. The funding source may determine the type of outside assistance; for example, certain programs will assign on-call consultants. For others, the Town may need to issue a Request for Proposals (RFP).

Developing the Guidelines

If Milton already has design guidelines that can be used for the façade improvement program, skip to the next section. For developing the guidelines, review the Best Practices for Design Guidelines.

Developing the Program

- Decide the following:
 - » Grant, loan, or hybrid
 - » Which elements will the program fund and which are the responsibility of the property owner?
 - » What are the eligibility requirements for participating in the program?
 - » What is the length of the program?
 - » How long will property owners be required to maintain the improvements?
 - » What is the enforcement procedure for maintenance? (This could be repayment of a grant or a lien on a property)
 - » Will the responsibility for maintenance transfer to a new owner if the property is sold?
 - » Differentiating between the responsibilities of the tenant (often the small business) and the landlord (the property owner) is critical – a small business may be enthusiastic about the assistance, but the landlord may not. Parallel outreach processes may be desirable
 - » Decide on the application process and how applicants will be evaluated. Are certain property types or improvements given priority over others? Make sure the process of choosing participants is transparent
 - » Develop the forms and train the people who will be evaluating the applications

An example of a building facade in East Milton Square



Implementation

The program can provide grants or loans to property owners/businesses for the improvements. Grants may provide a greater incentive to participate for reluctant property owners, while loans (no or low interest) provide a revolving fund to assist more properties. Some communities have indicated that requiring a match from the property owner may create longer-term support of the program. If the property owners are less interested in the program, the Town might consider offering grants to the first 1-3 participants to sign up (depending on resources) and transitioning later applicants to a loan program. This method would also allow Milton to assist specific properties as catalysts for the rest of the target area. Education of all people involved in the program needs to be an ongoing component. A municipality that is short on project management resources should consider hiring a dedicated staff member or consultant to manage this program.

Finally, Town staff should consider streamlining approvals of projects under this program to reduce the time needed for implementation.

Also Consider

- Examine offering tax incentives to building owners who upgrade aging facades, also critically examine the opportunity of tax disincentives for those landlords who let their buildings age and who do not perform general exterior upkeep
- Examples of existing vacant storefront tax disincentives include:
 - » Arlington: Rolled out in 2017, Arlington's bylaw allows building owners with vacant storefronts "the option of displaying public art in their storefront windows rather than paying the \$400 fine associated with the vacant storefront registry."¹
 - » Melrose: Like Arlington, Melrose too has a \$400 annual vacancy fee for those building owners who do not entice local proprietors into their vacant store fronts²

Process

- Identify Town department staff responsible for leading the coordination effort
- Identify and confirm the building owners to be contacted
- Secure grants, incentives, or other opportunities for funding
- Implement the program: work with property owners and ensure improvements are scheduled and completed
- Market vacant storefronts using the Chamber of Commerce, the Neighborhood Association, and other sources

¹ <https://arlington.wickedlocal.com/news/20180912/efforts-to-install-public-art-in-arlingtons-vacant-storefronts-is-slow-to-evolve>

² <https://ecode360.com/35444245>

4.5 Introduce Outdoor Seating and Planters to the Study Area

Category		Public Realm
Location		LRRP Study Area: East Milton Square, Milton, MA
Origin		Town of Milton Planning Department, Phase One LRRP Business Owner Survey, Phase One LRRP Public Meeting Input
Budget		Small Budget (less than \$50,000). Funds will be sought for the purchase and installation of street, planters, and seating.
Timeframe		Short Term (<5 years) - 1-3 months for planning, 3-12 months for implementation
Risk		Low Risk – Street furniture amenities are a low risk investment and community asset
Key Performance Indicators		1) Number of benches, trees, or planters installed in one year from fund being acquired
Partners & Resources		Town of Milton Planning Department, East Milton Square Neighborhood Association, local property owners and business owners, employees, the public



Long stretches of asphalt and concrete should be broken up visually by planters. Trees and benches provide shade and a place for pedestrians to rest.

Diagnostic / COVID-19 Impacts

- The Phase One LRRP Business survey asked respondents about the "condition of public spaces, streets, and sidewalks." Responses indicate that:
 - » 29% of respondents reported that they were very dissatisfied with conditions
 - » 29% of respondents reported that they were dissatisfied with conditions
 - » 24% were neutral
- The Phase One public meeting identified a need to activate East Milton Square public areas - an increase in sidewalk space and pedestrian safety is a proven way to activate public spaces

Action Items

- Once grant funds or other sources are confirmed - dedicate a stream of funding for this particular project recommendation
- Solicit public input on the types of street trees, planters, and benches desired
- Investigate options for various manufacturers, including the possibility of adding "EAST MILTON SQUARE" logo, plaques, or other branding to planters or benches

Process

- Identify locations suitable for planters and benches
- Retain an expert, if desired, to guide the process
- Research options, and discuss maintenance requirements of different bench and planter materials (PVC vs wood - natural vs composite)
- Encourage public participation / invite the Chamber of Commerce to participate and test out new products
- Dedicate funding, order products, and work hand-in-hand with Department of Public Works or other appropriate departments to coordinate the installation
- Monitor any vandalism or other incidents which would require that the product be cleaned, fixed, or replaced
- Clean, fix, or replace any damaged or otherwise malfunctioning planters or benches in a timely fashion

There are very few existing benches in East Milton Square



Planters used to prohibit idling and parking along a stretch of Franklin Street



4.6 Introduce Additional Outdoor Dining Locations into the Study Area

Category		Public Realm
Location		LRRP Study Area: East Milton Square, Milton, MA
Origin		Town of Milton Planning Department, Phase One LRRP Business Owner Survey, Phase One LRRP Public Meeting Input
Budget		Medium Budget (\$50,000 - \$200,000). Funds will be sought for the planning, design, and purchasing of street area outdoor dining equipment.
Timeframe		Short Term (<5 years) - 1-4 months for planning, 4-12 months for implementation
Risk		Low Risk – The temporary re-purposing of parking spaces for street dining isn't without controversy, but will likely be popular before COVID-19 is fully over and no longer part of daily life
Key Performance Indicators		1) Number of restaurants and other businesses who take part in the program 2) Feedback from patrons
Partners & Resources		Town of Milton Planning Department, East Milton Square Neighborhood Association, local property owners and business owners, employees, the public



Adams Street is well-suited for street dining



Leonard Street in Belmont, MA offers a robust outdoor dining options in (temporary) formerly parallel street parking spaces

Source: <https://www.bostonchefs.com/rundown/heated-outdoor-dining-boston-cambridge-fall-winter/>

Diagnostic / COVID-19 Impacts

- Business survey indicated that 88% of businesses reported being impacted by COVID-19, with 60% reporting a reduction in foot traffic and 59% reporting a decline in revenue
- The business owner survey indicated that changes in streetscape and sidewalks was one of the top-rated responses to improve the physical environment
- There is currently very little green space, open space, parks, or parklets in East Milton Square. As a result, there are few opportunities to provide outdoor dining which would energize and add vitality to the square
- The inventory of private realm elements assigned a failing grade to outdoor display and dining
- Providing additional outdoor dining opportunities would create a sense of place in East Milton Square which would allow patrons to sit, rest, and socialize. This would increase visitors and foot traffic which would help improve business at other stores and shops in the square

- Reach out to businesses to receive feedback on potential impacts
- Develop a schedule for implementation and notify businesses and the public
- Develop promotion materials for event kick-off
- Install outdoor dining and seating areas, barriers, and traffic and parking signs
- Monitor operations and make adjustments as necessary
- Review results and consider adopting areas for permanent installation

Action Items

- Evaluate areas in East Milton Square that can be potentially used for outdoor dining and seating
- Identify potential funding sources
- Identify time frame for implementation (for example April-November)

Process

- Identify lead Town department and other departments to be involved
- Conduct an inventory of existing public spaces and sidewalks in East Milton Square to identify potential areas for outdoor dining and seating
- Identify parking or travel lanes that can potentially be repurposed for outdoor dining and seating area
- Identify areas for weekend street closures to provide temporary pedestrian-only blocks with outdoor dining, seating, and entertainment
- Evaluate potential impacts to traffic patterns and parking
- Identify temporary traffic and parking signage needed
- Identify cost and potential funding sources, including private foundations, for purchase of chairs, tables, lights, heaters, barriers, signs, etc.



Sidewalk dining was available in certain locations during the COVID-19 pandemic but was not set up during the field analysis that this photo was taken

4.7 Additional Administrative Capacity for Traffic Commission

Category	 Administrative Capacity
Location	LRRP Study Area: East Milton Square, Milton, MA
Origin	Town of Milton Planning Department, Phase One LRRP Business Owner Survey, Phase One LRRP Public Meeting Input
Budget	 Medium Budget (\$50,000 - \$200,000). Funds will be sought for the hiring of another staff position within the Milton Planning Department.
Timeframe	 Short Term (<5 years) - 1-4 months for planning, 4-12 months for implementation
Risk	 Low Risk – There is not much risk associated with increasing Town administrative capacity in the long run.
Key Performance Indicators	1) The ability to retain funds, locate a successful candidate, and hire that individual
Partners & Resources	Town of Milton Planning Department, East Milton Square Neighborhood Association, local property owners and business owners, employees, the public



Adams Street in East Milton Square

Diagnostic / COVID-19 Impacts

- Business survey indicated that 88% of businesses reported being impacted by COVID-19, with 60% reporting a reduction in foot traffic and 59% reporting a decline in revenue
- The business owner survey indicated that changes in parking availability, management, or policies was one of the top-rated responses to improve the physical environment
- The Phase One public meeting identified the opportunity to activate East Milton Square public outdoor deck area with events that would increase additional foot traffic in the square and support local businesses
- Most of the parking spaces in East Milton Square are occupied during the day
- The construction of the East Milton Square deck project includes removal of 15 public parking spaces which will exacerbate parking conditions
- Additional administrative capacity will be needed to manage parking and traffic in East Milton Square, including events, oversee a parking management plan for the area, and evaluate potential areas for additional parking

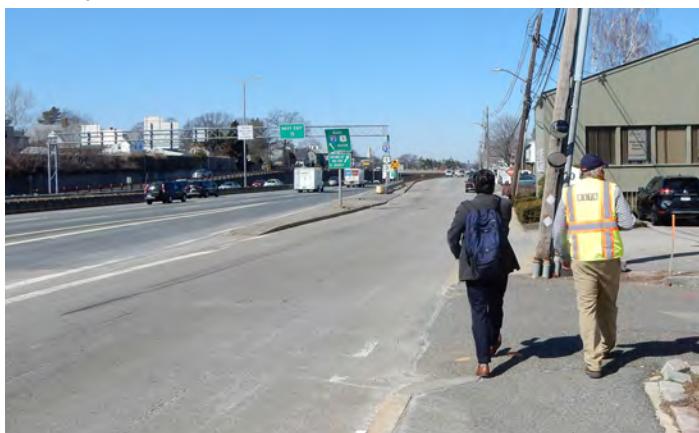
Action Items

- Identify the role and responsibilities for additional support to within the Town's organizational structure to serve the Town's Traffic Commission and/or Planning Department
- Identify available grants to fund additional administrative support

Process

- Determine if the additional administrative support would be a part- or full-time staff person (transportation planner) or an on-call professional transportation consulting firm
- Town to approve request for additional transportation administrative position or on-call consultant
- Identify salary or budget and job description/scope of work for new position or on-call consultant
- Identify funding sources for a new transportation position or consultant including the American Recovery Plan Act (ARPA) funds
- Develop a new job posting for a new transportation planner staff position for a Request for Proposal for a transportation consulting firm
- Develop a list of prioritized projects for new administrative staff or consultant to work on such as:
 - Oversight of parking management plan for East Milton Square
 - Parking for events on the deck
 - Changes to curb use in the square for parking, deliveries, loading, etc.
 - Identify parcels of land that the Town could potentially acquire for additional parking supply or the potential for private development projects to project additional public parking
 - Identify safety improvements for pedestrians and bicyclists in East Milton Square
 - Support the Traffic Commission and Planning Department on transportation and parking issues

Additional staff time dedicated to parking and traffic may result in greater turnover, compliance, and fewer complaints of a lack of parking near East Milton Square



4.8 Develop and Implement a Wayfinding Signage Program

Category		Revenue and Sales & Public Realm
Location		LRRP Study Area: East Milton Square, Milton, MA
Origin		Town of Milton Planning Department, Phase One LRRP Business Owner Survey, Phase One LRRP Public Meeting Input
Budget		Medium Budget (\$50,000 - \$200,000). Requested funding amount: \$98,000 for the wayfinding program (see budget on following pages)
Timeframe		Short Term (<5 years) - 6 months for planning, 6-12 months for implementation
Risk		Low Risk – There are low risk levels associated with cooperation and agreement on signage family among different participants
Key Performance Indicators		<ol style="list-style-type: none"> 1) Meeting with local business owners and a wide cross section of the public to distribute different signage options and solicit their feedback. 2) Increase in the foot visits and motor vehicle visits that shop in local retail or restaurant offerings following implementation
Partners & Resources		Town of Milton Planning Department, East Milton Square Neighborhood Association, local property owners and business owners, employees, the public



Wayfinding signage combined with street signs in Cedar Falls, Iowa

Source: <https://www.aarp.org/livable-communities/tool-kits-resources/info-2015/13-short-range-livability-solutions.html>

Diagnostic / COVID-19 Impacts

- Business survey indicated that 88% of businesses reported being impacted by COVID-19, with 60% reporting a reduction in foot traffic and 59% reporting a decline in revenue
- Wayfinding signage is a proven method to increase knowledge of retail and restaurant offerings among through-drivers

Action Items

- Develop some signage options
- Develop a concept map that indicates preferred signage locations (include different icons for decision points and confirmation points)
- Distribute options and preferred locations map to the public, local business owners, and others to solicit public feedback and input

Process

- Determine which Town staff member will administer the project
- Apply for grants, or utilize ARPA money (generally secure funding)
- Work internally or hire an expert to come up with 3-6 signage options, discuss early-on in the process using colors and/or branded icons that are specific to Milton
- Generate a map that shows what sign type, and what specific text, will go where along Great Road. Include Confirmation signs, turn signs, and decision sign types.
- Develop an ongoing engagement process online and in-person
- Record which sign was installed in which location and what the precise text wording says. Use this document to ensure maintenance over time.

Example Budget: Milton Wayfinding Signage

TASK	AMOUNT	NOTES
Project Initiation	\$2,000	<ul style="list-style-type: none"> Discuss project goals Schedule and advertise public meetings Achieve consensus on deliverables timeline
Base Maps and Draft Signage Family Options (Early Design Stage)	\$10,000	<ul style="list-style-type: none"> Maps of existing wayfinding signage locations (if any) and possible future signage locations Up to three (3) distinct wayfinding signage family types, with unique icons, branding, and font
Public Engagement	\$6,000	<ul style="list-style-type: none"> Four (4) public meetings to be held throughout the planning study Use outreach / public engagement to solicit feedback on proposed signage family and possible installation locations
Final Design Stage & Sign Fabrication & Installation (16 metal signs & 2 wood signs)	\$76,000	<ul style="list-style-type: none"> Six Large Vehicular Directional Signs (\$30,000 @ \$5,000 each) Six Small Vehicular Directional Signs (\$24,000 @ \$4,000 each) Four Destination Identification Signs (\$12,000 @ \$3,000 each) Two Premium Wood Signs (can feature individual businesses OR include "Welcome to East Milton Square" signage (\$10,000 @ \$5,000 each)
Final Report	\$4,000	
Total	\$98,000	

4.9 Investigate Alternatives for Providing Additional Public Parking in East Milton Square

Category		Revenue and Sales & Public Realm
Location		LRRP Study Area: East Milton Square, Milton, MA
Origin		Town of Milton Planning Department, Phase One LRRP Business Owner Survey, Phase One LRRP Public Meeting Input, anecdotal discussions with passersby
Budget		Medium Budget (\$50,000 - \$200,000).
Timeframe		Short Term (<5 years) - 6-12 months for planning, 12-36 months for implementation
Risk		Medium Risk – There may not be a precedent for the Town to purchase public land to convert into parking, which may be unpopular among some constituents or taxpayers
Key Performance Indicators		<ol style="list-style-type: none">1) Meeting with local business owners and a wide cross section of the public to understand parking issues and needs2) Comprehensive look into alternative options and having top choices endorsed by elected officials
Partners & Resources		Town of Milton Planning Department, East Milton Square Neighborhood Association, local property owners and business owners, the public



Town-owned public parking lot on Bassett Street next to the Fruit Center parking lot

Source: google maps

Diagnostic / COVID-19 Impacts

- Business survey indicated that 88% of businesses reported being impacted by COVID-19, with 60% reporting a reduction in foot traffic and 59% reporting a decline in revenue
- Parking is an issue in Milton identified by a wide variety of people that we spoke with throughout the life of the planning study

Action Items

- Investigate alternatives in East Milton Square including acquiring private parcels and public-private partnerships
- Research costs of buying or leasing parcels

Process

- Identify the number of additional parking spaces needed in East Milton Square
- Conduct a study in-house or hire an outside consultant
- Secure funding for both the study and the possible future acquisition of the parcel
- Evaluate alternative scenarios including providing additional parking through public-private partnerships
- Evaluate options, weigh business owner and employee needs vs public needs vs what land opportunities are available

4.10 Provide Technical Assistance Training

Category	 Revenue & Sales
Location	LRRP Study Area: East Milton Square, Milton, MA
Origin	Town of Milton Planning Department, Phase One LRRP Business Owner Survey, Phase One LRRP Public Meeting Input
Budget	 Small Budget (less than \$50,000).
Timeframe	 Short Term (<5 years) - 1-6 months for planning, 6-24 months for implementation
Risk	 Low Risk
Key Performance Indicators	<ul style="list-style-type: none">1) Meeting with local business owners to understand their needs before developing a training program2) Developing a comprehensive training program that meets the technical assistance of those most in need of assistance3) Total local retail sales measured before and after the program
Partners & Resources	Town of Milton Planning Department, East Milton Square Neighborhood Association, local business owners

Diagnostic / COVID-19 Impacts

- Business survey indicated that 88% of businesses reported being impacted by COVID-19, with 60% reporting a reduction in foot traffic and 59% reporting a decline in revenue
- A coordinated communications campaign can increase visibility and awareness of retail and restaurant options on social media and other web platforms*
 - » *If social media marketing is chosen as the technical assistance training program to be provided.

Action Items

- Initial and second planning sessions: to brainstorm and understand individual business owner needs and group needs / establish group cohesion
- Stakeholder interviews, social media account set ups, initial content development
- Planning and coordination / program operation / measure and track sales (reporting)

Process

- Launching a social media-style training platform requires an initial planning meeting where the constituents are identified and the timeline and efforts (program participation) is fully understood.
- Each person may be at a different stage in the know how and knowledge of applications so working towards group cohesion and participation and understanding is critical
- Plan your posts, plan to cross-promote neighboring stores and complimentary products, and maintain group cohesion
- Follow-up to ensure training was successful, track number of posts, and offer follow-up training at the request of program participants

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

- Milton is slated to receive \$2,722,203, 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 under-served 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

DIRECTLY RELATED TO DECK EVENTS



- 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 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)

- \$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."

RALEIGH, NORTH CAROLINA

Raleigh is moving forward with ARPA-funded projects to combat the economic downtown 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"

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

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.

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.

Appendix

- A. Funding Sources Spreadsheet
- B. Phase One Public Presentation
- C. Best Practices:
 - 1. Shared Streets - Peer Exchange
 - 2. Streamlining Special Event Permitting
 - 3. Permitting Pop Up Events
 - 4. Host a Downtown Cultural Event

Appendix

A. Funding Sources 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
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
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.

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.

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

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.

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.

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)

Name of Fund	Available for RRP Projects	Funding Sector	Agency/ Organization	Maximum Eligible Grant Amount per Applicant	Eligible Applicants	Description/Allowable Use of Funds
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

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>

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>
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 assessment of brownfield sites in Economically Distressed Areas (EDAs) of the Commonwealth

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.

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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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.

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.

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 https://newvuecommunities.org/cities-towns-we-serve/)	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.

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.

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.

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

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.

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
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.
MA Downtown Initiative Program	Yes	Public	Massachusetts Department of Housing & Community Development	\$25,000	Municipalities	Technical assistance for downtown revitalization in 6 categories
Restaurant Revitalization Fund	Yes	Public	Small Business Administration		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	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.
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.

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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Regional Economic Development Organization Grant Program	Yes	Public	Massachusetts Office of Business Development		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.
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 https://newvuecommunities.org/cities-towns-we-serve/)	To support micro-enterprises (businesses with 5 or fewer employees) that need help with marketing and accounting.

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.
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.
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.

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.)
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
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

Appendix

B. Phase One LRRP Community Presentation

Local Rapid Recovery Plan

Impacts of COVID-19

Milton, Massachusetts

East Milton Square

June 3, 2021

Agenda

Tonight's Meeting – 6:00-7:30PM

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

Project Team

BETA Group

Jeff Maxtutis

- Plan Facilitator

Charlie Creagh

- Project Planner

Town of Milton

Tim Czerwienski

- Director of Planning & Community Development

Allyson Quinn

- Assistant Town Planner

LRRP Program

Local Rapid Recovery Plan

- 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

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



Public Realm



Private Realm



Revenue & Sales



Admin Capacity



Tenant Mix



Cultural/Arts

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



East Milton Square - Local Rapid Recovery Planning Program

BETA

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





Phase I Diagnostic Category

Consumer Base:

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



Data Collection Analysis

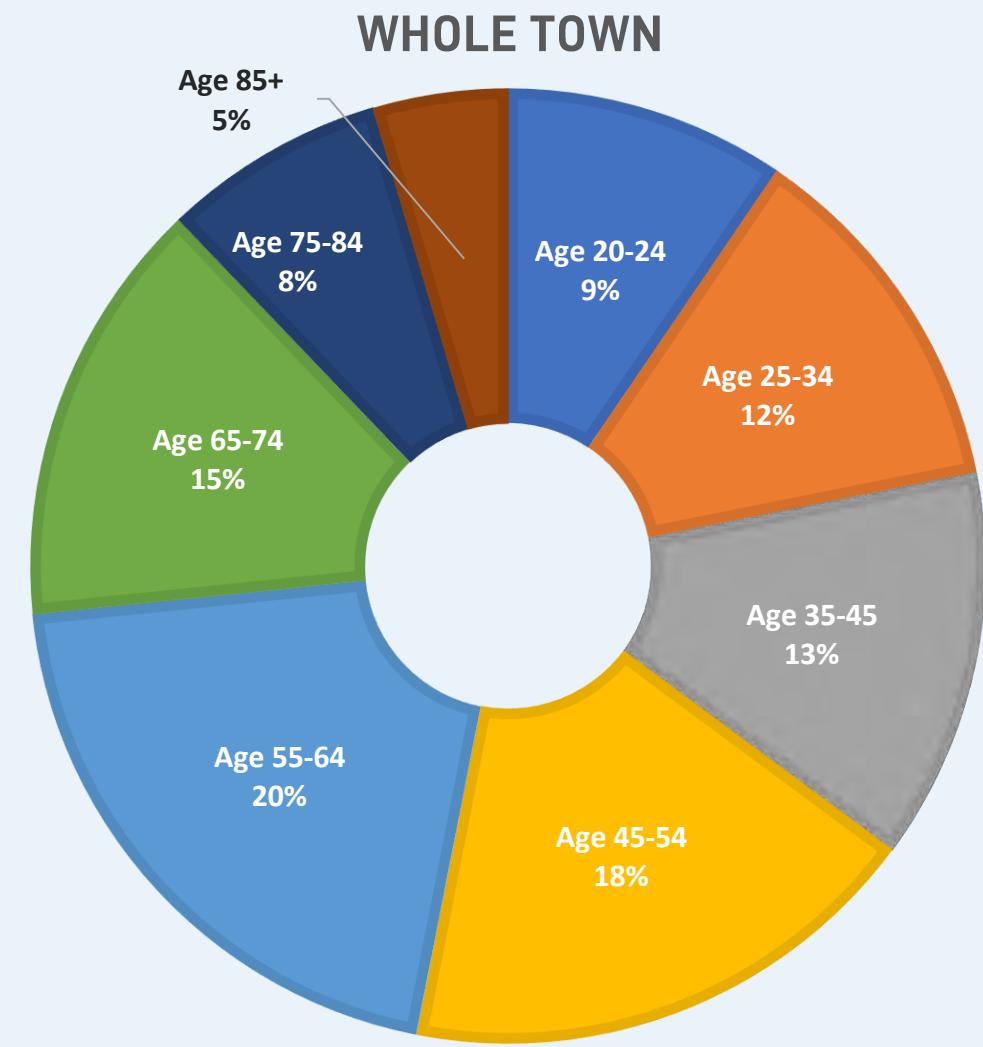
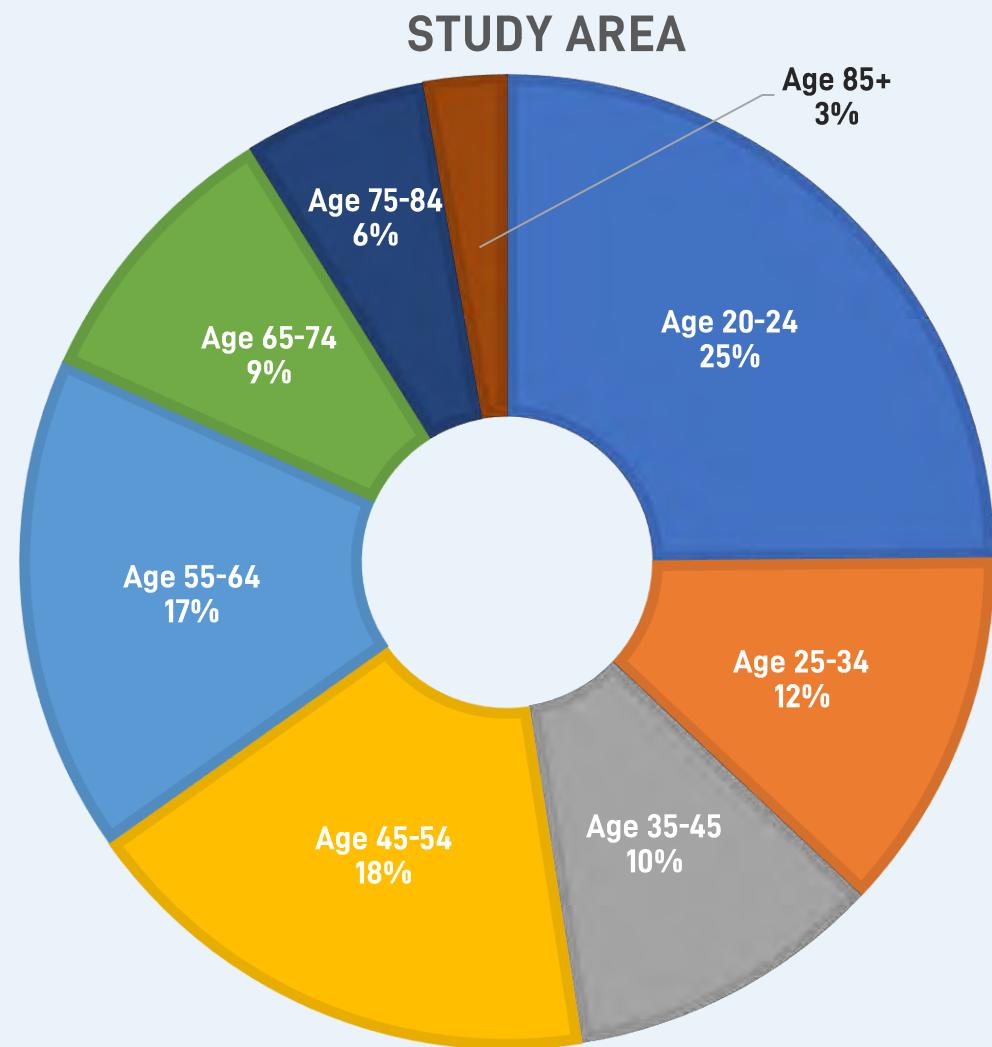
District Demographics



	Study Area	Whole Town
Total Resident Population	191	27,641
Median Household Income	\$131,391	\$143,782
Median Age	44.8	39.5
Median Household Size	2.75	2.55

Data Collection Analysis

Population By Age Distribution

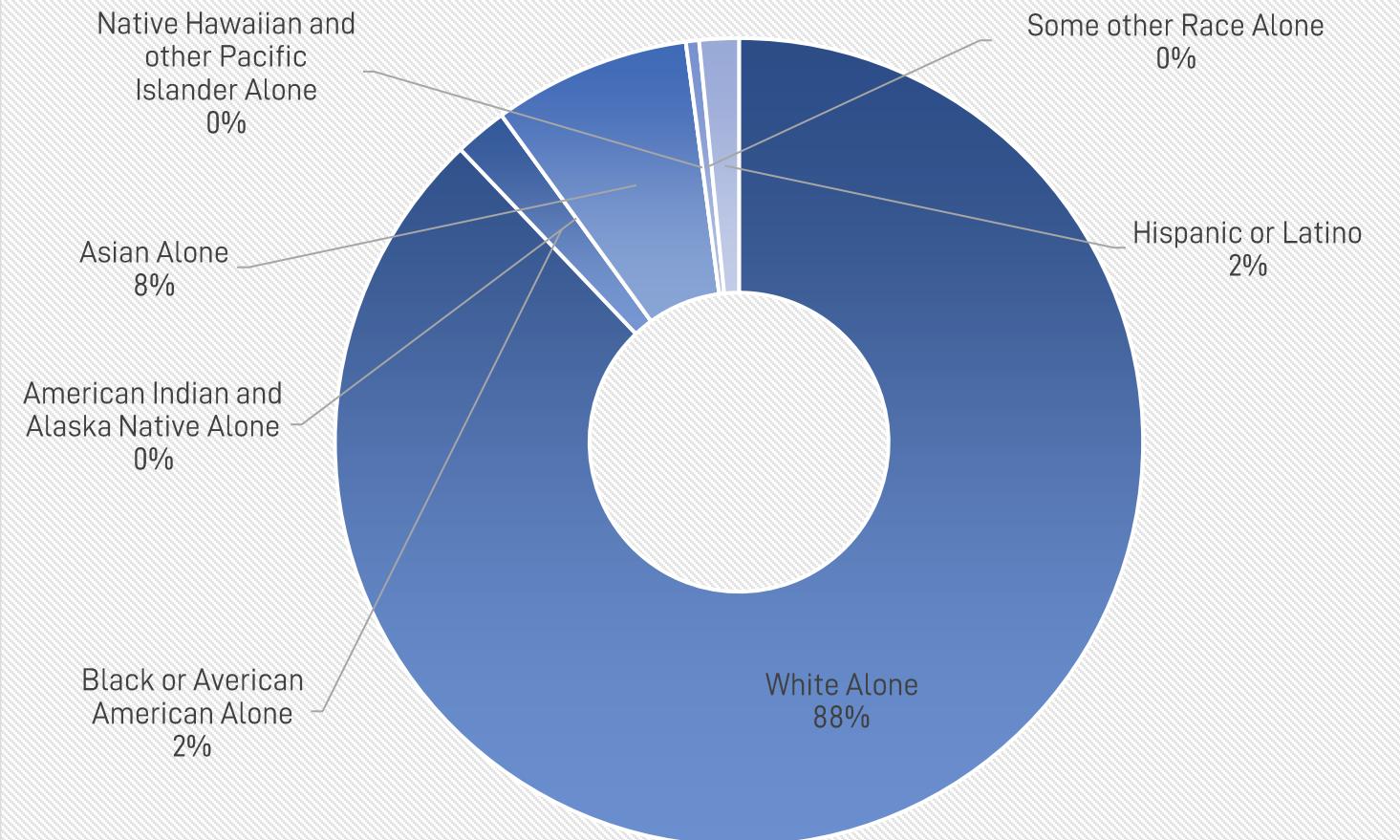


Data Collection Analysis

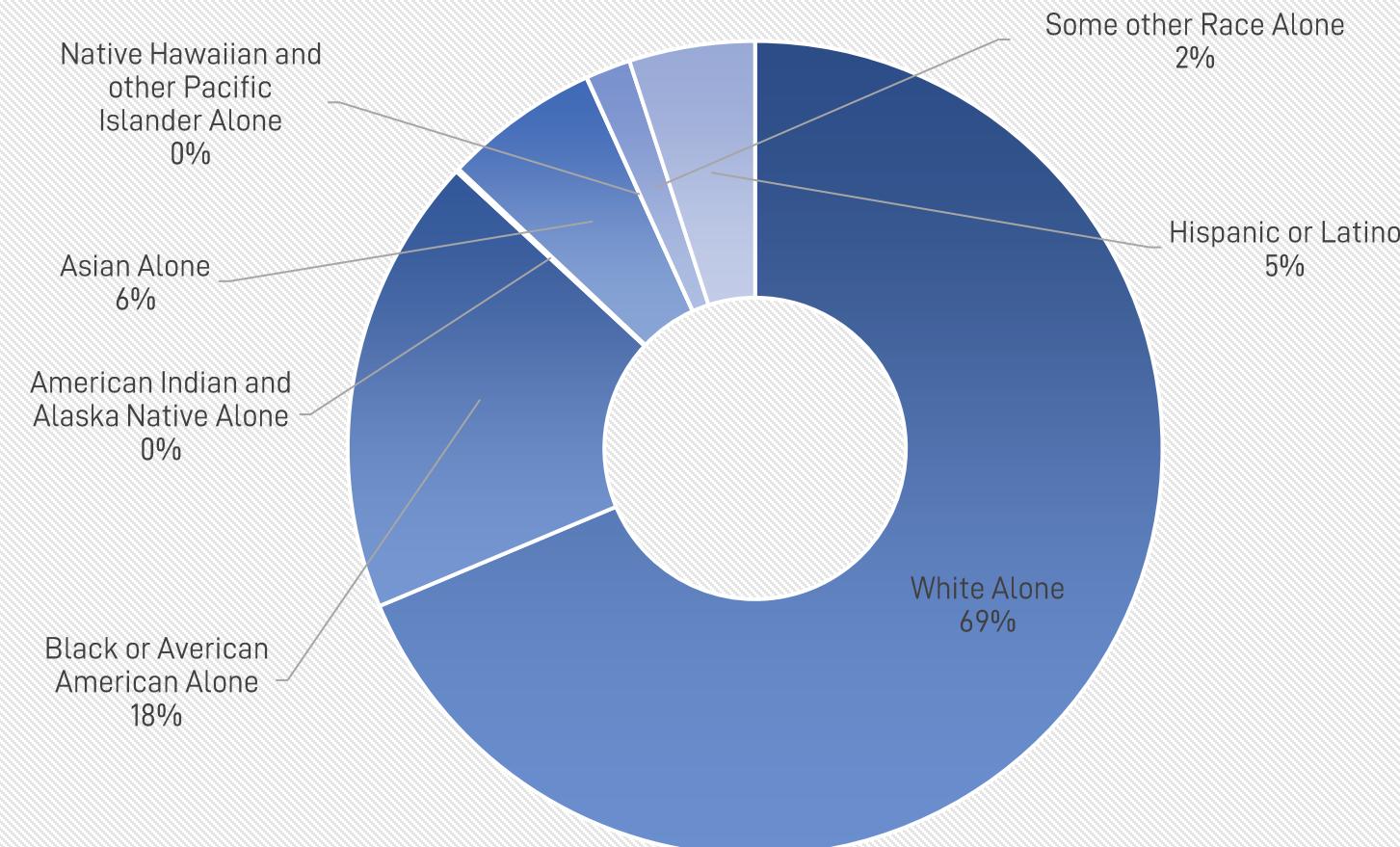
Population By Race/Ethnicity



Study Area



Whole Town

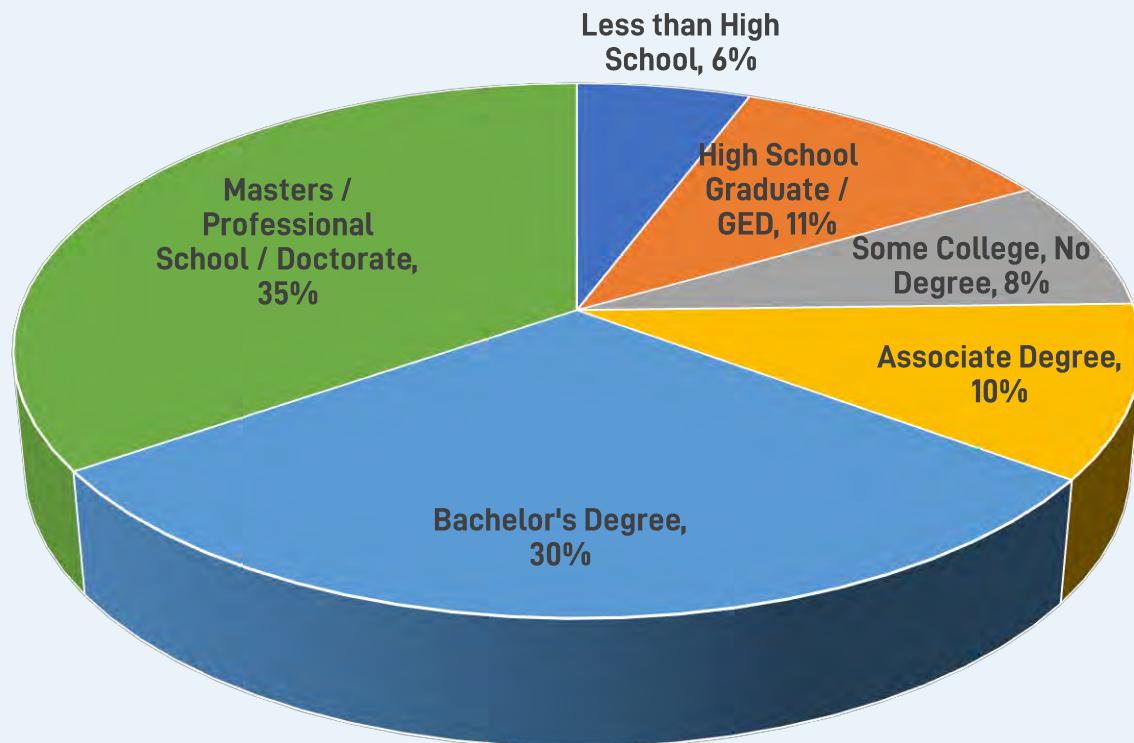


Data Collection Analysis

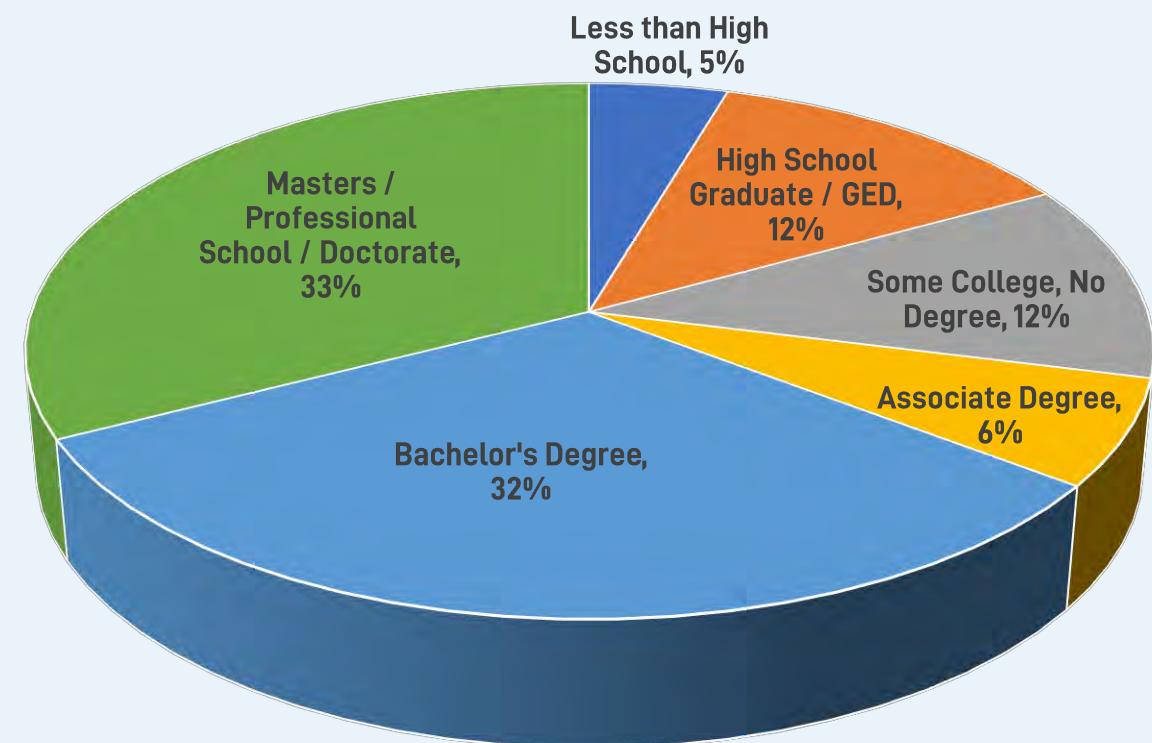
Population by Education Attainment



Study Area



Whole Town





Phase 1

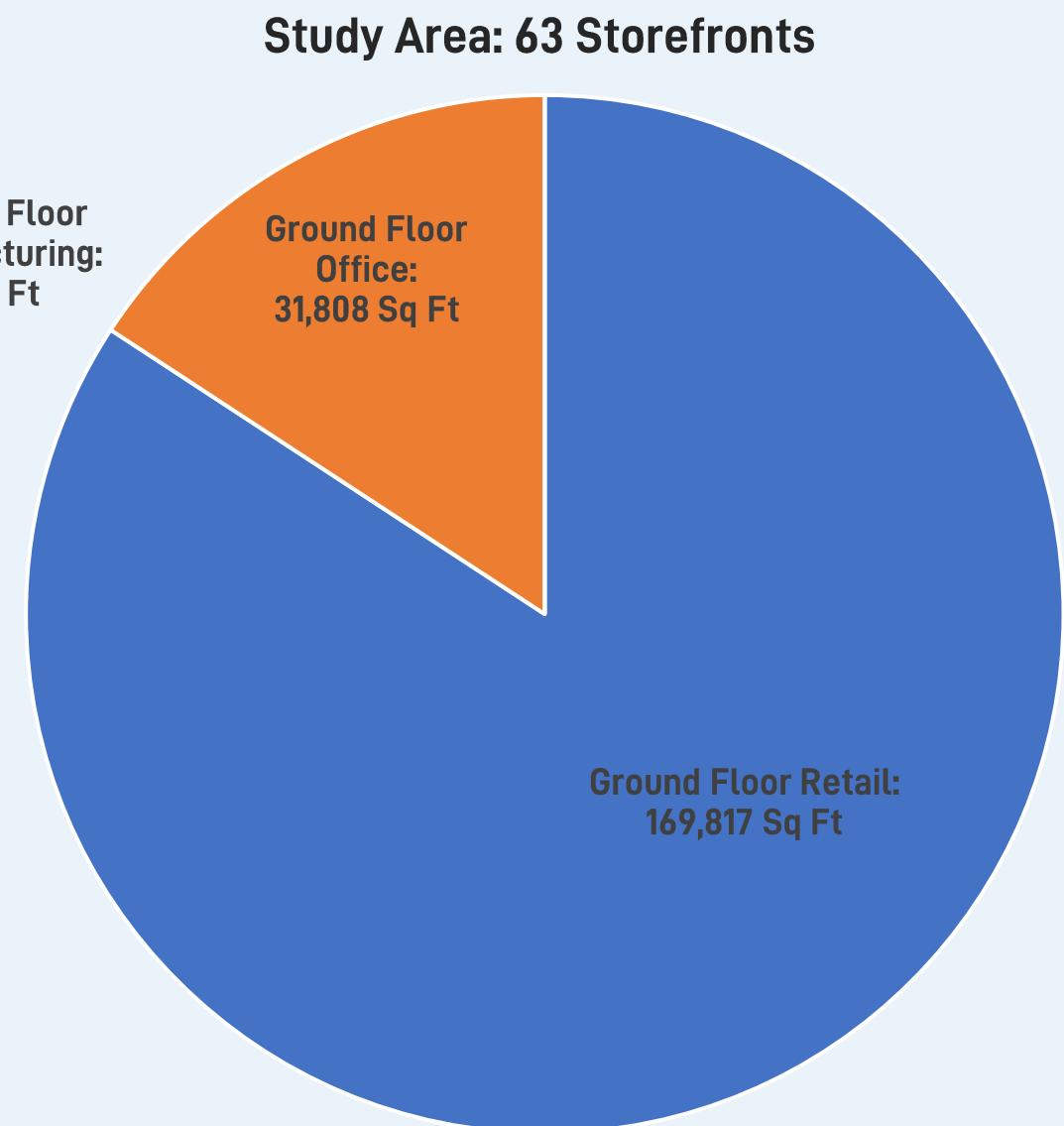
Diagnostic Category

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



Massachusetts DHCD Rapid Recovery Plan Program

BUSINESS SURVEY REPORT



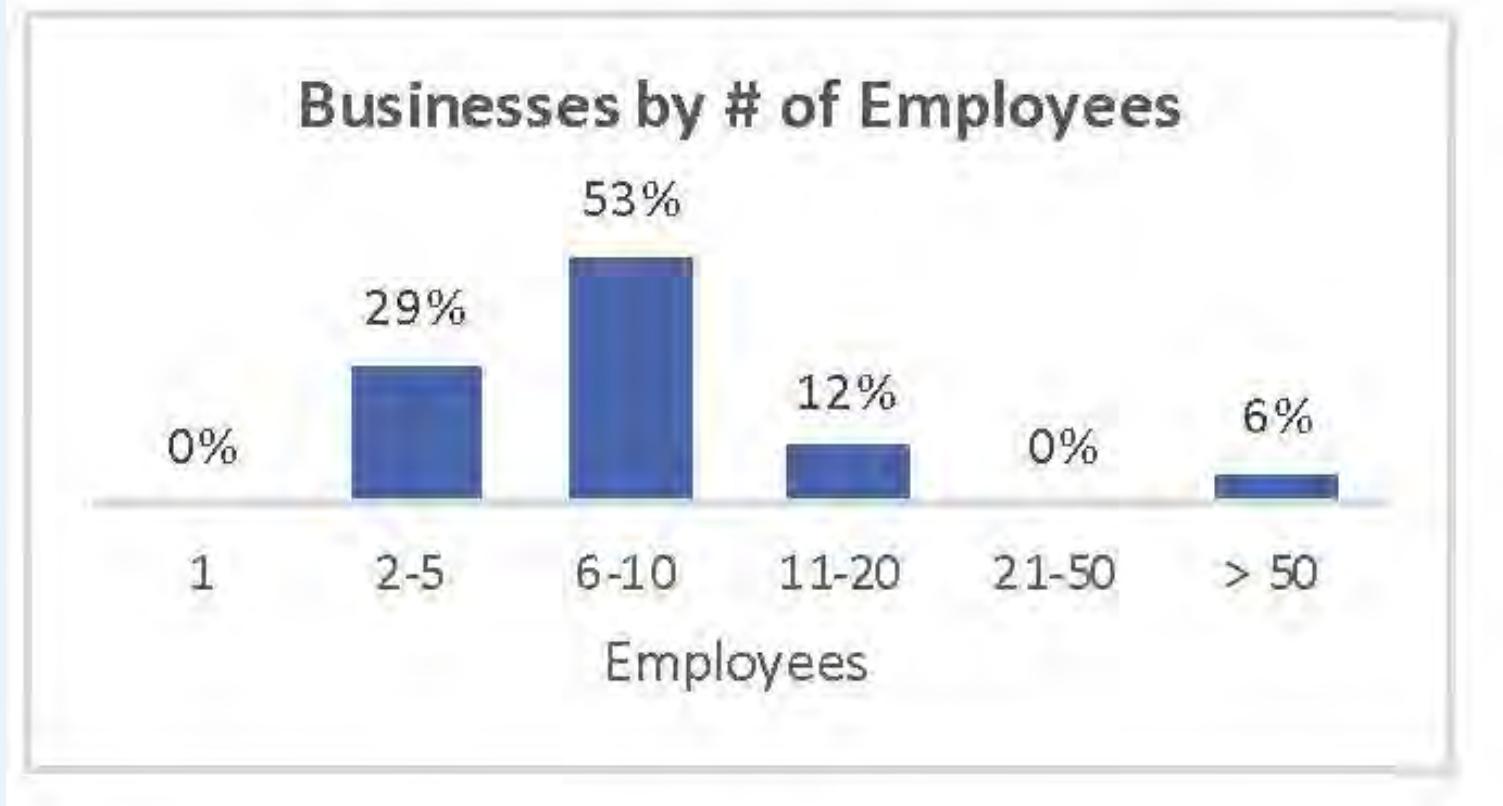
- Results of a business survey conducted during March and April of 2021
- Survey was launched by the Massachusetts Department of Housing and Community Development (DHCD)
- To help communities develop Rapid Recovery Plans for downtowns and commercial districts
- Directed to owners or other appropriate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

East Milton Square: 17 Responses

Business Characteristics

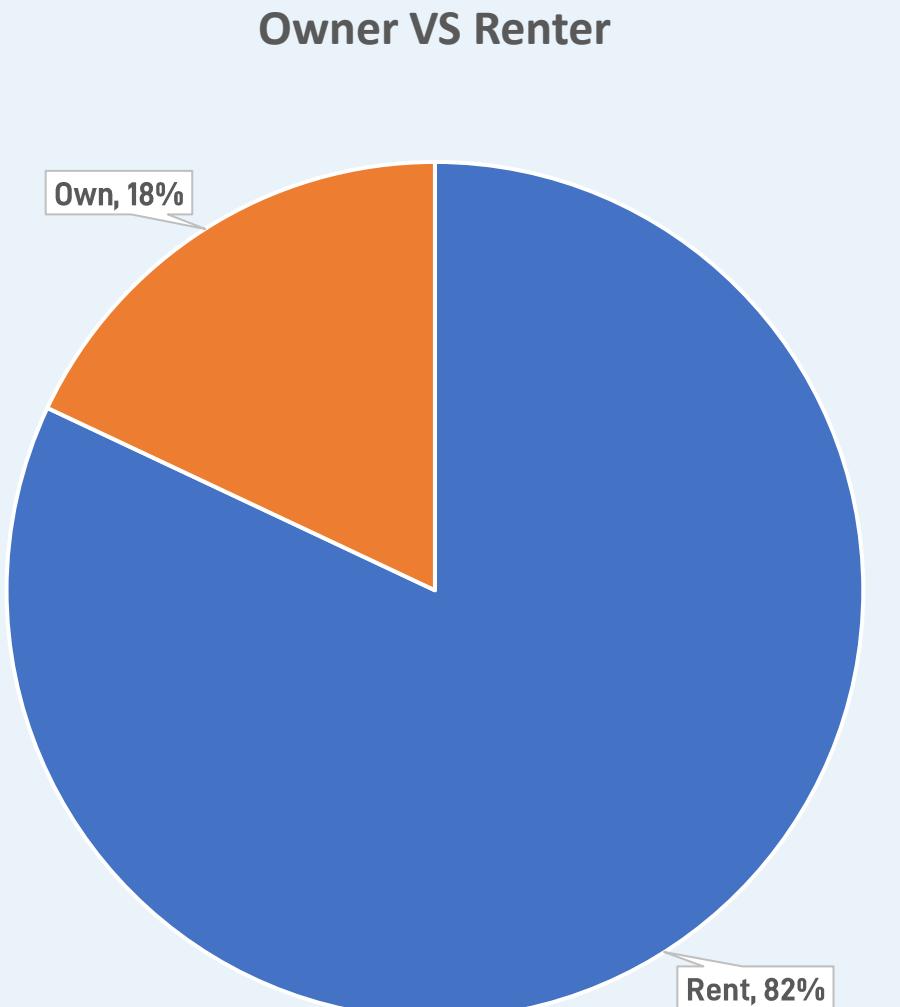
Business Size

29% of businesses are microenterprises (≤ 5 employees).



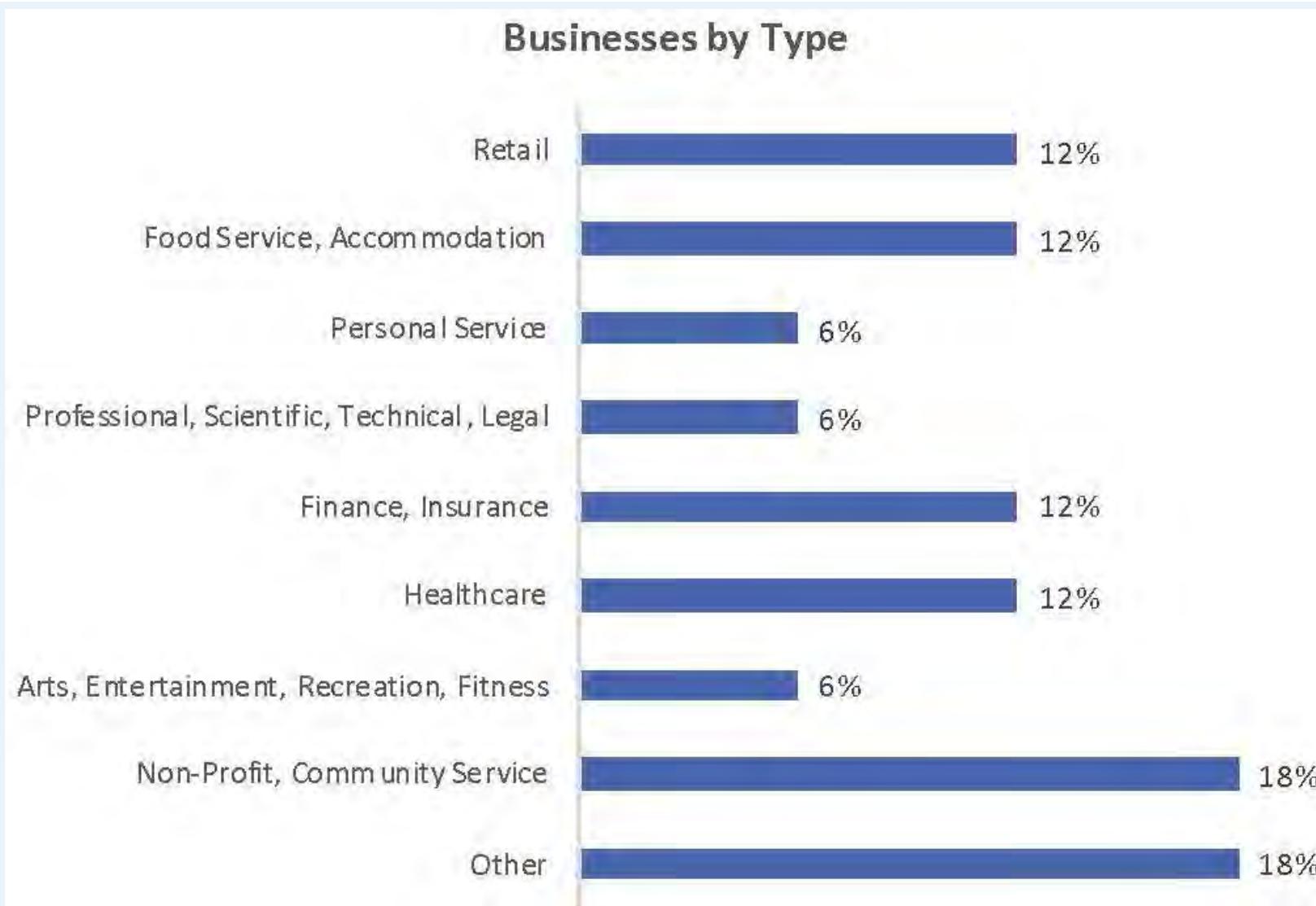
East Milton Square: 17 Responses

Business Characteristics



East Milton Square: 17 Responses

Business Characteristics



East Milton Square: 17 Responses

Reported Impacts

- **9/10 of businesses were impacted by COVID**

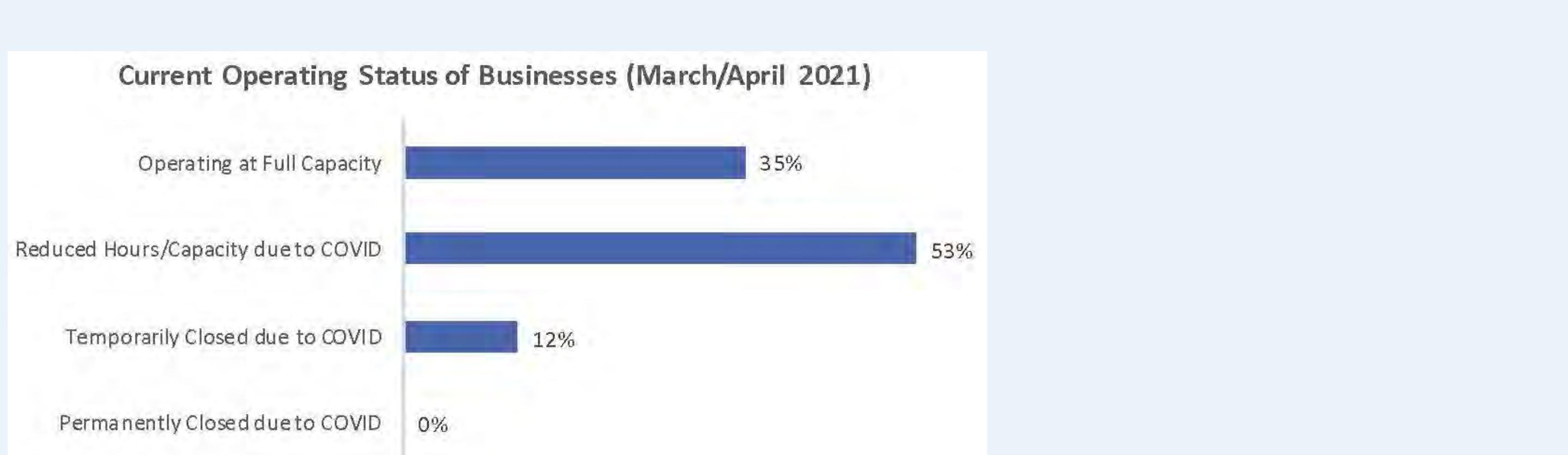
Businesses reported being impacted by:



East Milton Square: 17 Responses

Operating Status

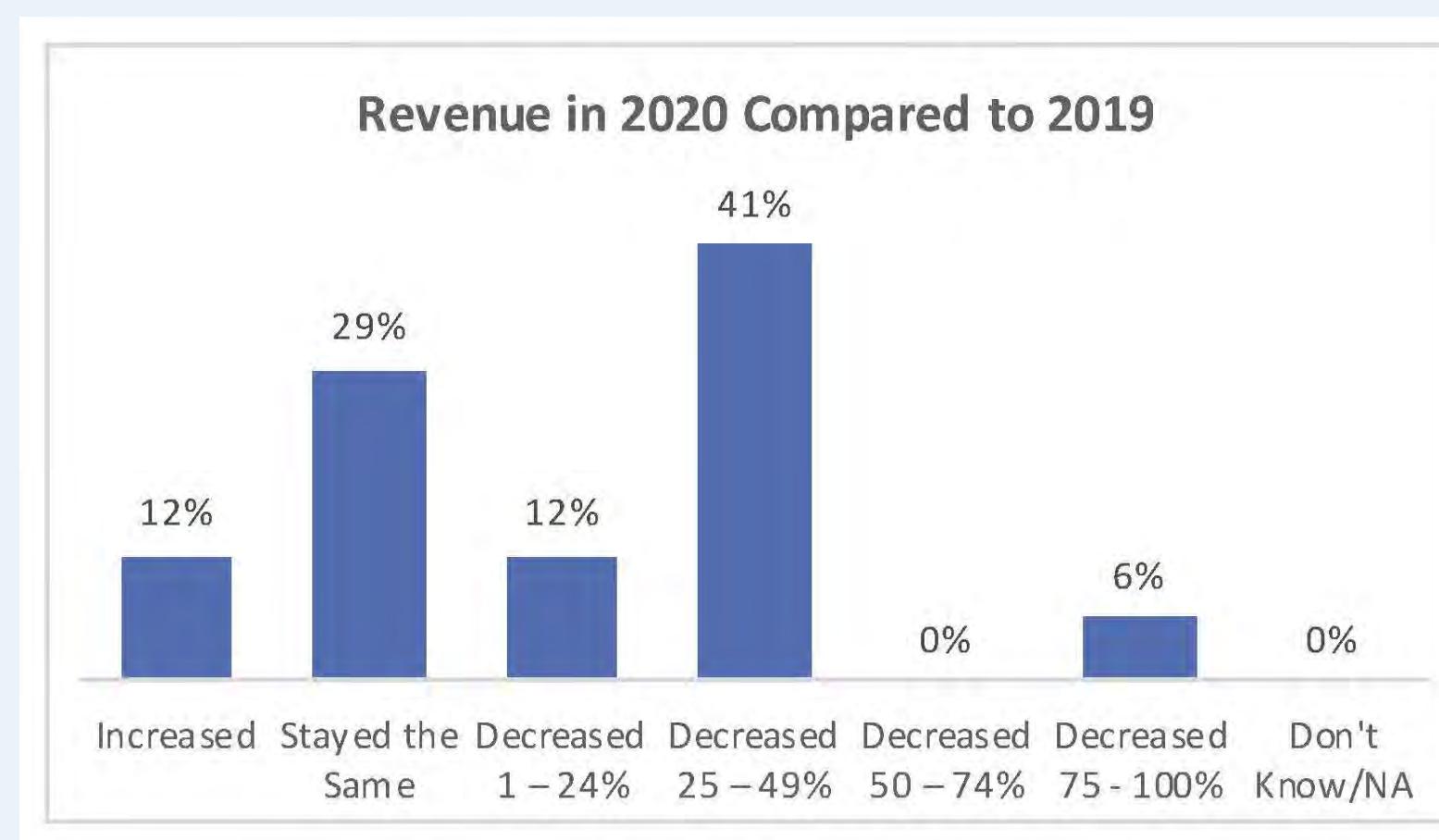
- At the time of the survey, 65% of businesses reported they were operating at reduced hours / capacity or closed



East Milton Square: 17 Responses

Decline in Business Revenue

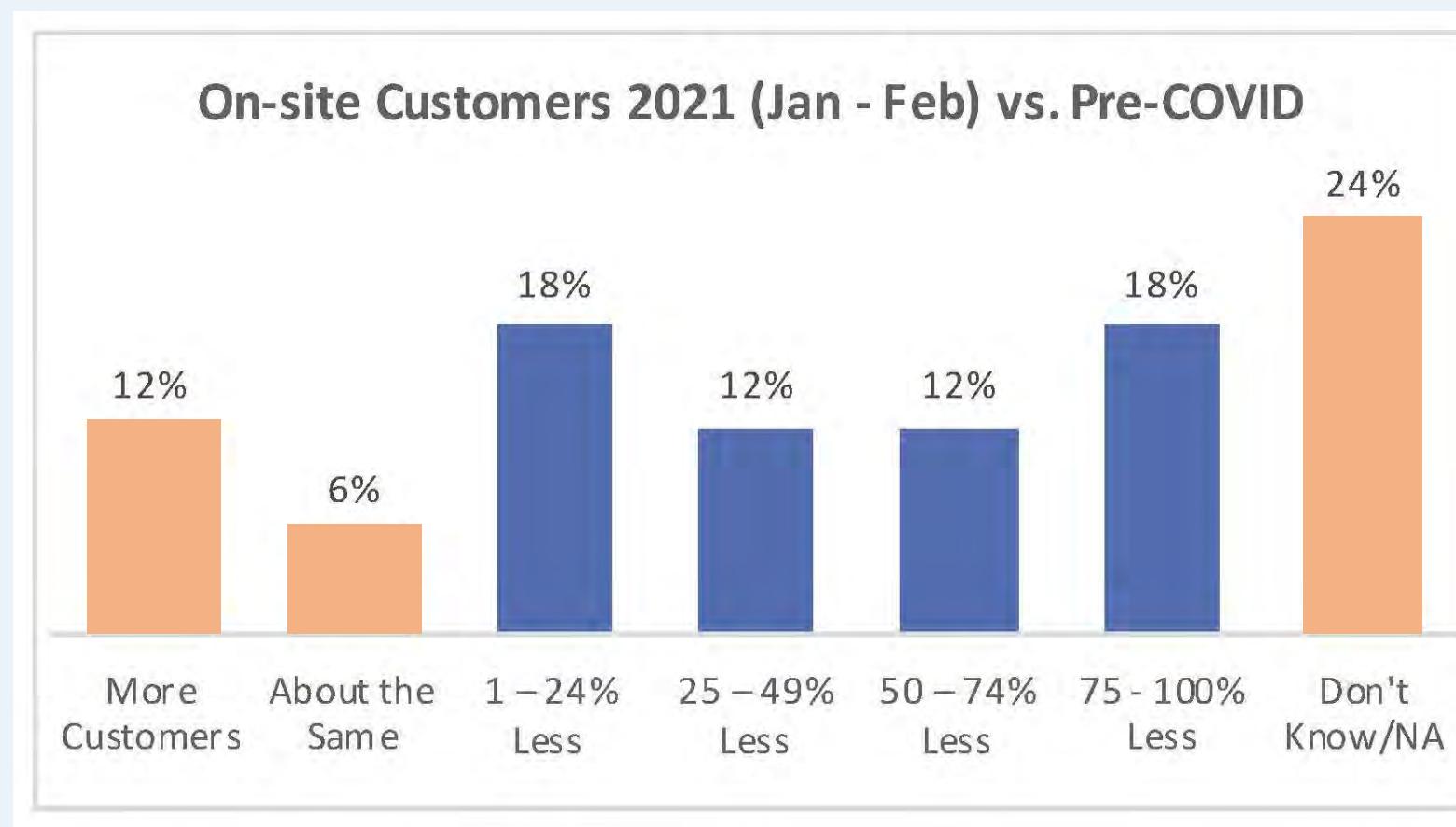
- **59% of businesses generated less revenue in 2020 than they did in 2019**
- **For 47% of businesses, revenue declined by 25% or more**



East Milton Square: 17 Responses

Less Foot Traffic in Commercial Area

- **60% of businesses had fewer on-site customers in January/February of 2021 than before COVID.**
- **42% of business reported a reduction in on-site customers of 25% or more.**



East Milton Square: 17 Responses

Business Satisfaction with Commercial District

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

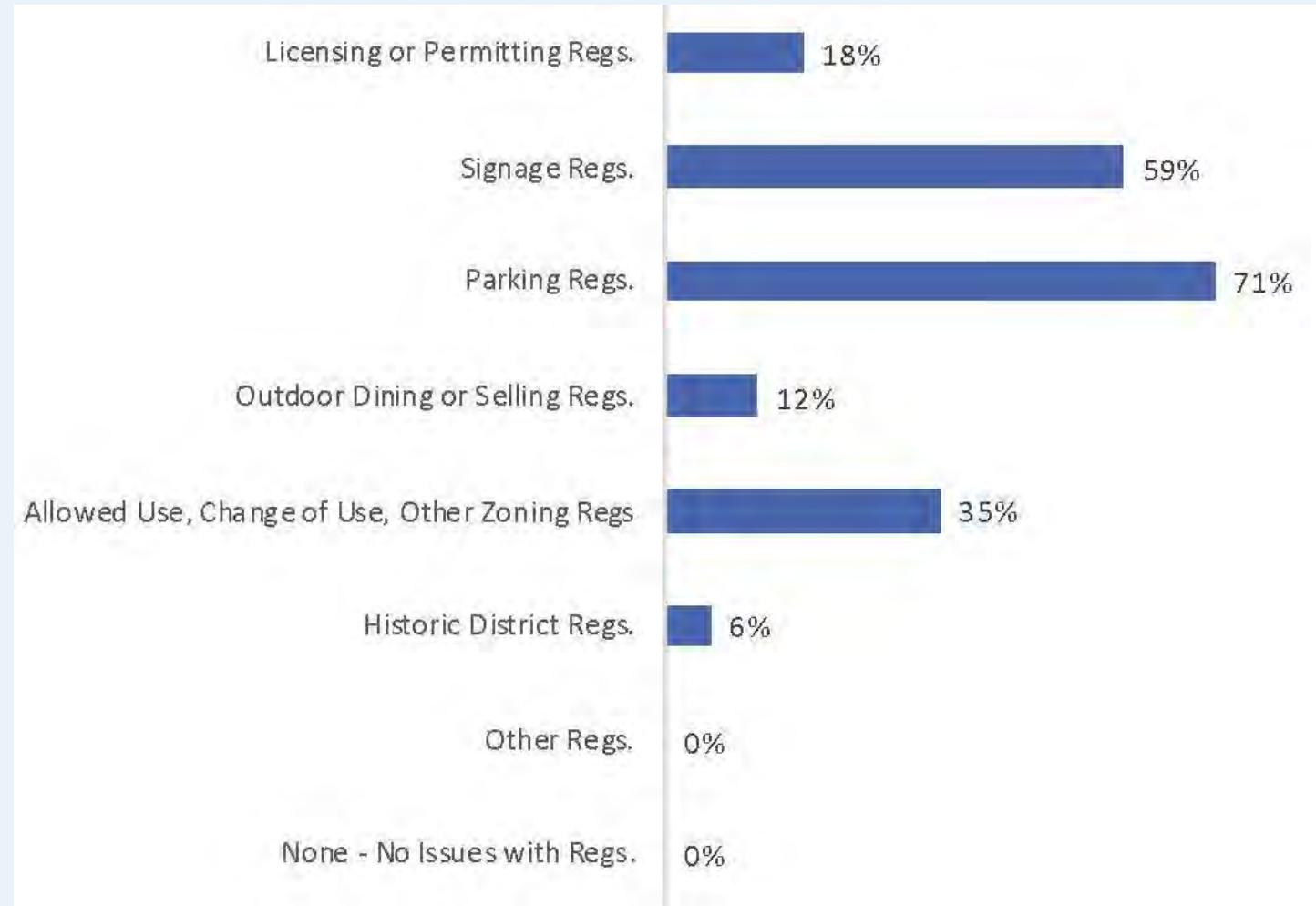


East Milton Square: 17 Responses

Regulatory Environment as Obstacle to Business Operation

Regulatory Environment

- **100% of Businesses indicated that the regulatory environment poses an obstacle to business operation**
- **Parking regulations, Signage regulations, and Zoning regulations = Top 3 Issues Identified**

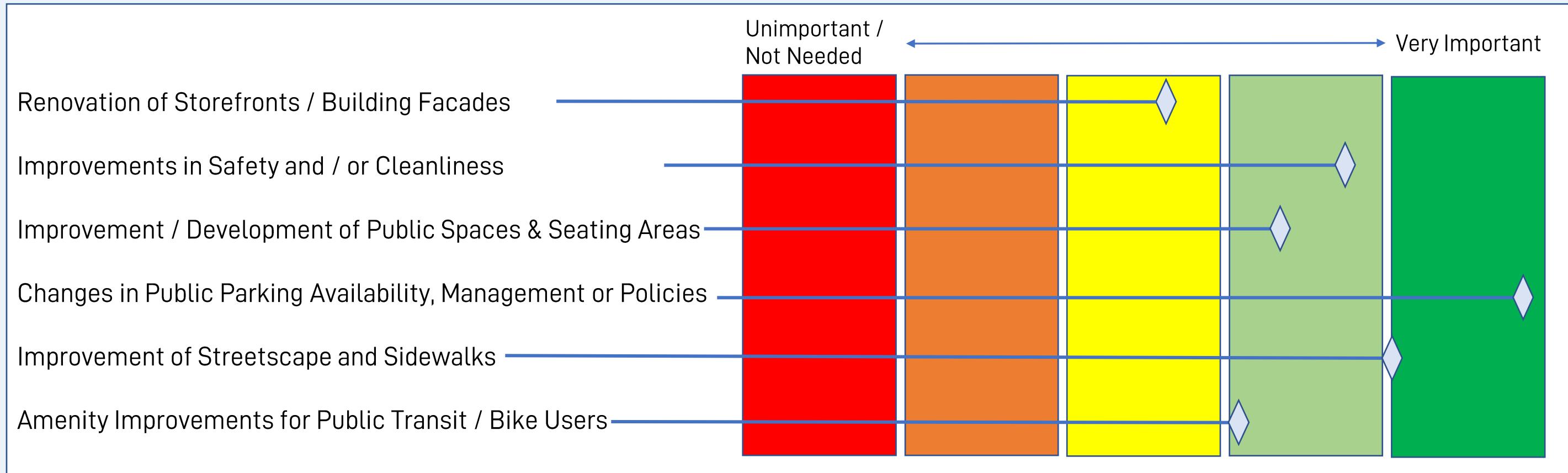


East Milton Square: 17 Responses

Business Input Related to Possible Strategies

- Physical Environment, Atmosphere and Access

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

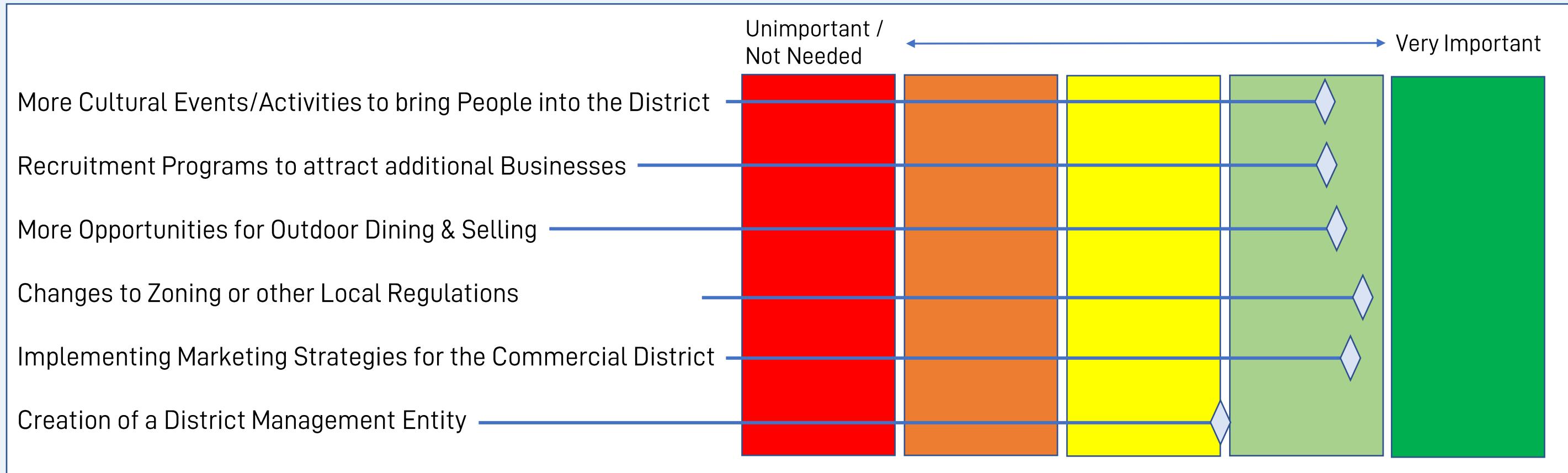


East Milton Square: 17 Responses

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.

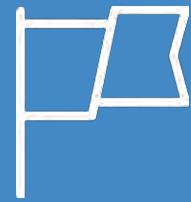


East Milton Square: 17 Responses

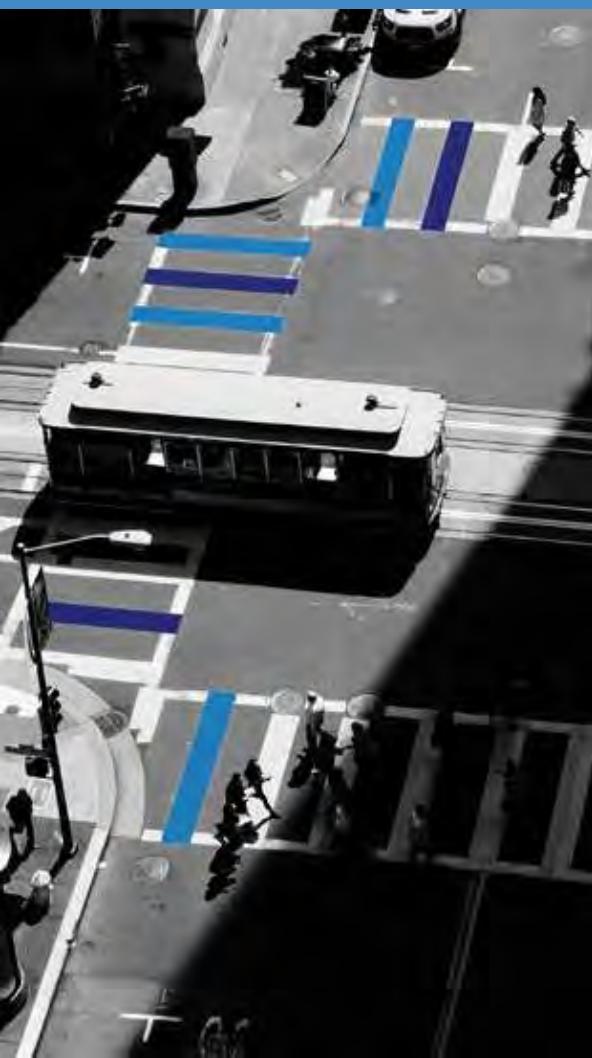
Business Input Related to Possible Assistance Strategies

- **Business Support: 63% of businesses expressed interest in receiving assistance**





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

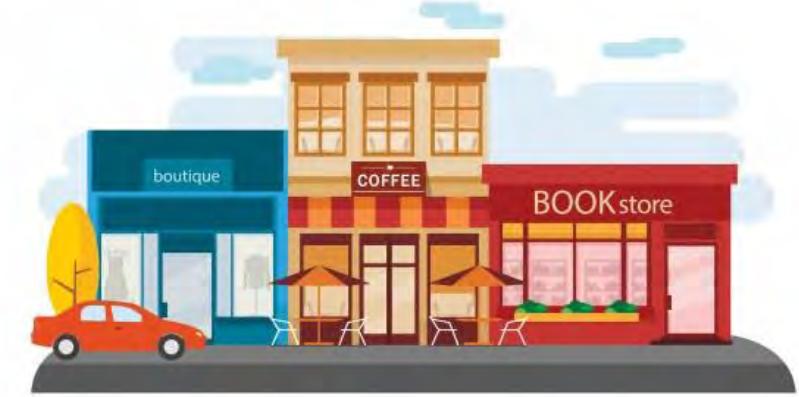
SCORING RUBRIC

ELEMENT	A	B	C	FAIL / NA
Windows <i>Windows are maintained and appear 70% transparent</i>	< 75%	+/- 50%	> 25%	<i>Storefronts are boarded up or windows have no transparency</i>
Outdoor Display / Dining <i>Attractive window displays / spillover restaurant & retail activity on sidewalks</i>	< 75%	+/- 50%	> 25%	<i>There is no spillover retail / restaurant activity in the district</i>
Signage <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>
Awning <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>
Façade <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>
Lighting <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>

Data Collection Analysis

Private Realm

Feature Grading	Most Positive A -	B -	C -	Least Positive NA/FAIL
Lighting			C	
Facade			B	
Awning			C	
Signage			B	
Outdoor Display/Dining				NA/FAIL
Window			B	



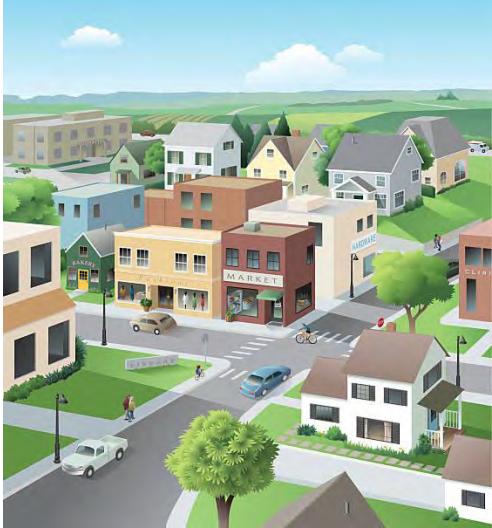
Physical Environment: Public Realm

SCORING RUBRIC

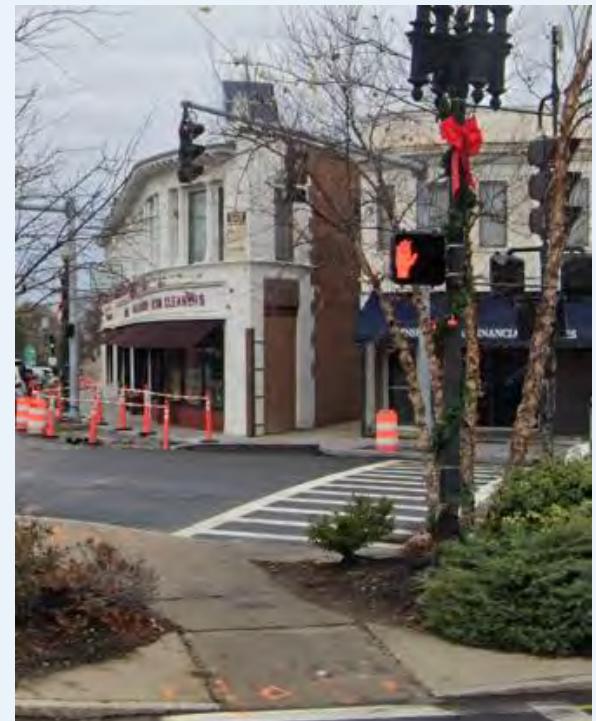
ELEMENT	A	B	C	FAIL / NA
Sidewalks <i>Sidewalks are clean, well-maintained and accessible to multiple users across different ages and abilities</i>	< 75%	+/- 50%	> 25%	There are no sidewalks
Street Trees and Benches <i>Street trees and benches are readily available and offer shade and offer opportunities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

Data Collection Analysis

Public Realm



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



Truck Loading and Delivery Evaluation

Curbside Inventory Map

- 130 parking spaces
- Average daily parking occupancy = 75%
- Peak hour occupancy near 100% between 5 and 6 PM
- Most cars parked longer than 2 hours
- 1/3rd parked at least 4 hours
1/4th parked over 8 hours

East Milton Square



Existing Conditions

Some examples of:

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



Clean & Well-Maintained Sidewalks
and Planters



Outdoor Seating with Umbrellas

Existing Conditions

Some examples of:

- Use of outdoor planters as a deterrent to illegal parking
- Limited outdoor seating



The use of planters to deter parking

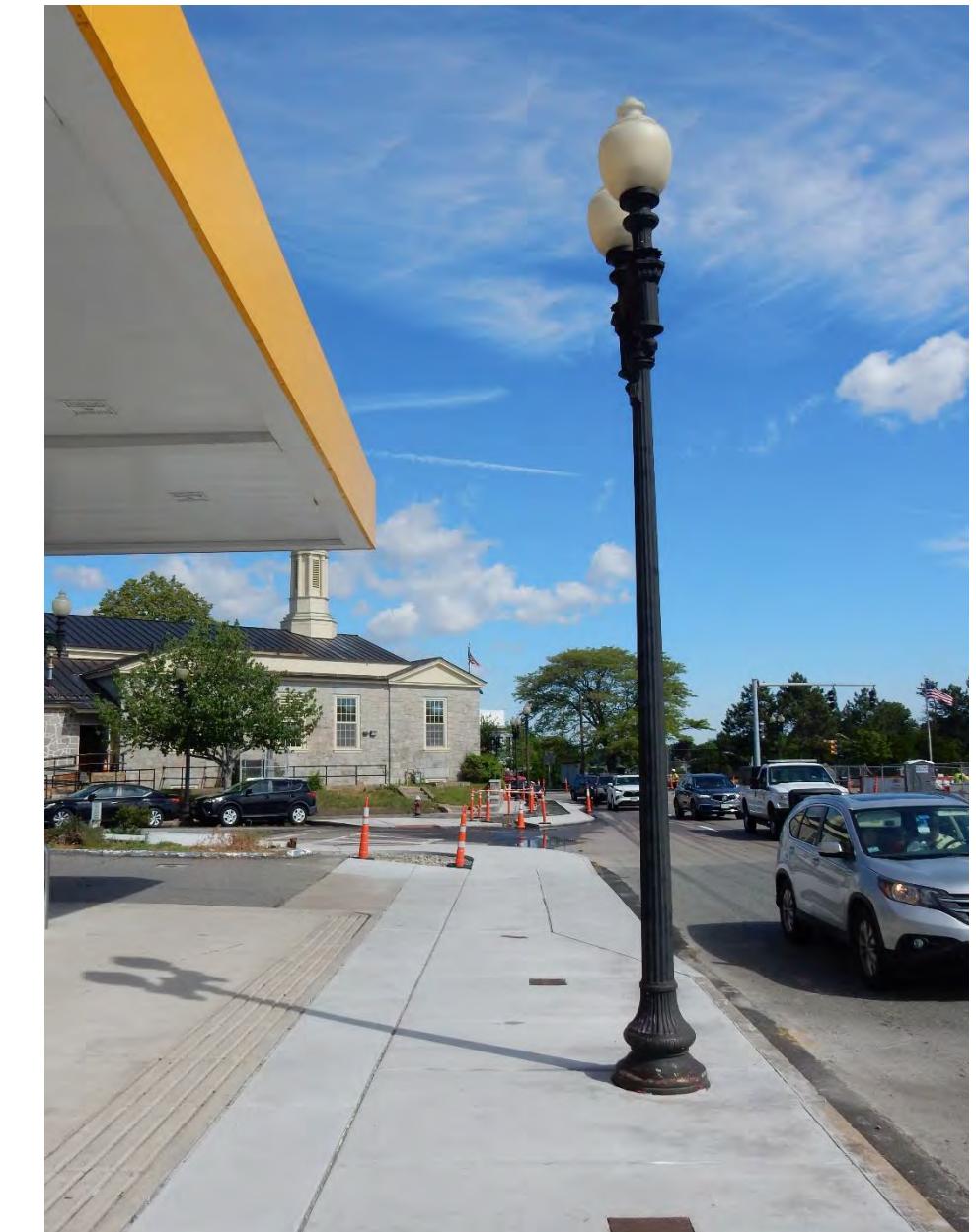


Limited public benches in East Milton Square

Existing Conditions



Outdoor signage advertising businesses



Pedestrian scale lighting



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?



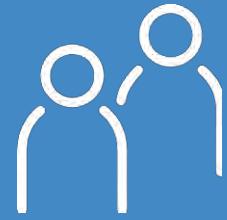
ADMIN
CAPACITY



Phase 1 Diagnostic Category

Administrative Capacity:

- East Milton Square Neighborhood Association
- Chamber of Commerce



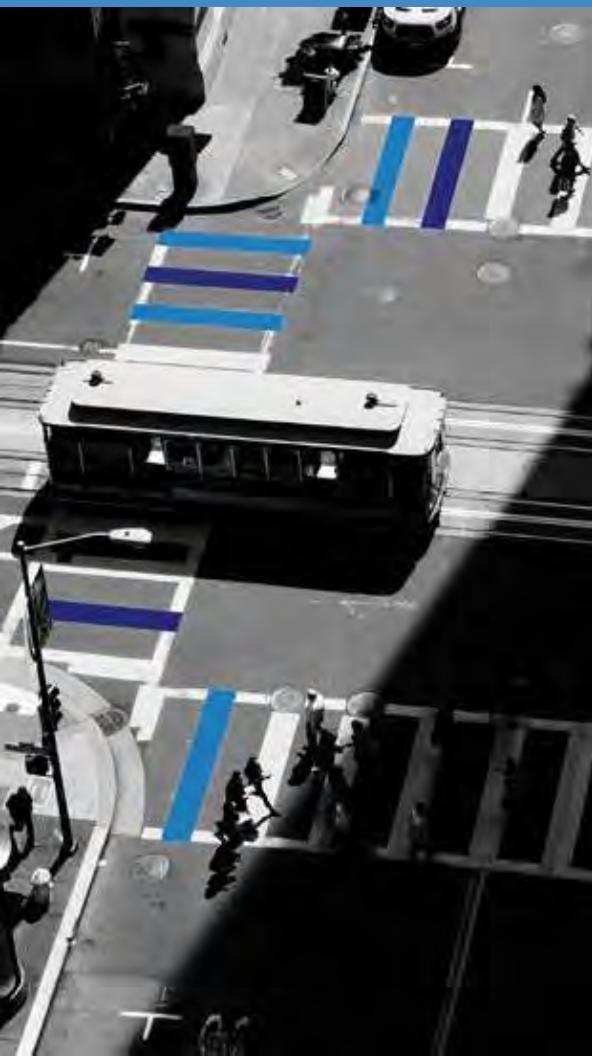
SUMMARY



What We Have Heard from Businesses

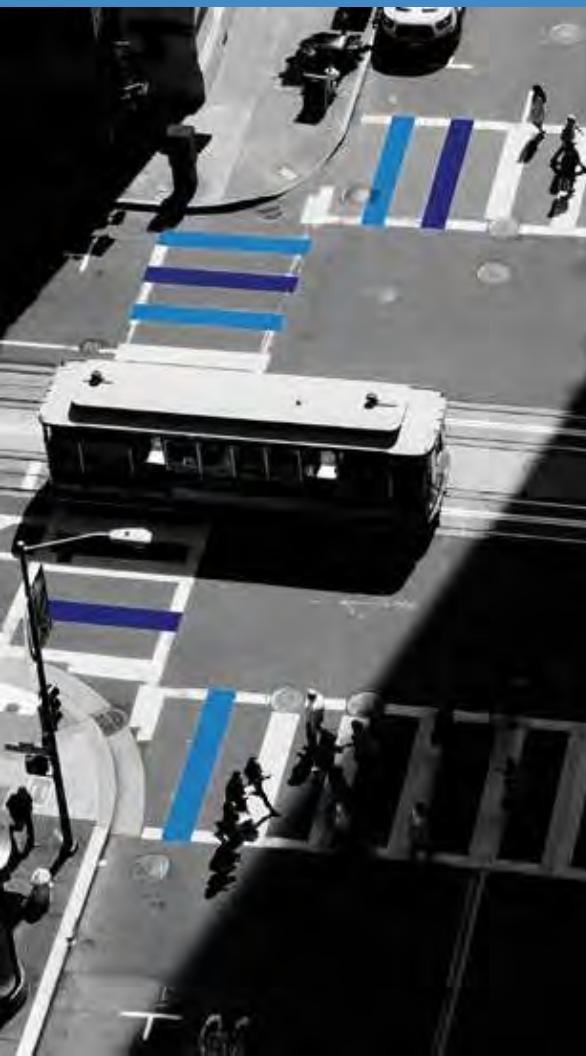


PHYSICAL
ENVIRONMENT



Businesses Dissatisfied with:

- Condition of public spaces, streets, sidewalks
- Condition of private buildings, storefronts, signs
- Access for customers and employees



Improvement Strategies for Physical Environment

- Safety & cleanliness
- Public spaces and seating
- Parking availability, management, policies



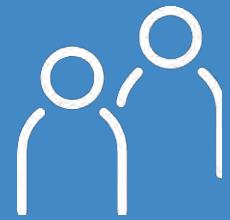
Regulations Pose an Obstacle to Business Operation:

- Parking Regulations – 71%
- Signage Regulations – 59%
- Zoning Regulations – 35%



Improvement Strategies to Attract and Retain Customers

- More cultural events and activities
- Recruitment program to attract businesses
- More opportunities for outdoor dining and selling
- Changes to zoning
- Marketing strategies



COMMENTS



Comments



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!

Appendix

C. Best Practices Compendium

1. Shared Streets - Peer Exchange
2. Streamlining Special Event Permitting
3. Permitting Pop Up Events
4. Host a Downtown Cultural Event



Shared Streets - Peer Exchange



ADMIN
CAPACITY

Provided by SME Consultant

Metropolitan Area Planning Council

Location

Virtual

Origin

Cities and towns across the Commonwealth

Budget



Low - Budget

Timeframe



Short-term (3-9 months)

Risk



Low - Medium Risk

Key Performance Indicators

Number of participants, evaluation and data captured

Partners & Resources

Funding from Massachusetts Department of Transportation; Partners included local business associations; resident groups; artists; DPW, Fire, Transportation Department

Diagnostic

The MassDOT Shared Streets and Spaces Program was established in June 2020 in response to the COVID-19 public health crisis with the goal of helping Massachusetts cities and towns adopt quick-launch quick-build projects that would support public health, safe mobility, and renewed commerce in their communities. The program was relaunched in November 2020 with a focus of addressing winter-related challenges. Since its inception, the program has awarded a total of \$26.4 million dollars to 161 municipalities and four transit authorities to implement 232 projects. Grant-funded projects have ranged from dedicated bus and bike lanes to seasonal parklets, road diets, safer crosswalks, and new bike share stations.

Action Item

In January 2021, the Metropolitan Area Planning Council in partnership with MassDOT and the Solomon Foundation hosted a peer exchange for the grant recipients of the first round of funding. The goal of the exchange was for communities who had successfully implemented projects to come together and share lessons, challenges and successes across their work. 65 people attended the peer exchange itself, with municipal staff, engineers, public utilities, elected officials, nonprofits representing 57 communities from across the Commonwealth.

Process

In order to host similar spaces of peer learning, special attention should be paid to recruiting a group of diverse communities that represent different:

- Project types (outdoor dining, temporary sidewalks, bike lanes, bus lanes)
- Project locations (suburban, urban, rural)
- Scale of projects (small, medium, large)

Peer exchanges should be held in a neutral space and light facilitation provided for small group discussions to occur. We recommend that group discussions are divided by topics of interest which can be determined through the registration process (i.e. asking "what topics on your shared street project would you like to discuss").

Following the peer exchange, a brief summary of highlights and lessons learned should be produced by the organizers to distribute to participants.

Shared Streets Peer Exchange Summary and highlights

The following was the summary produced from the January 2021 peer exchange where participants shared their experience with the **process of** planning to implementation of shared streets projects within their communities.

- **Shared Streets Peer Exchange Summary and highlights**
- *How has your project impacted or changed your community's streets?*
- **Initial hesitation paved the way for later enthusiasm**
- Less pushback than anticipated once projects implemented.
- Pilot projects showed what is possible short- and long-term.
- Great opportunity to engage the local business community.
- Community feedback on projects identified areas for future projects
- **Visibility has played important role for permanence**
- Visible projects allowed people to see the change that could take place.
- Communities reported traffic has slowed or calmed.
- Some reported more kids walking or biking to school, and people using the bike lanes to commute to work.
- **Projects addressed the need of local businesses**
- Creative solutions to parking.
- Outdoor dining and retail was lifeline for businesses in the summer and fall.
- Success could bring regulatory change in future, such as expedited permitting.
- Challenge of snow removal and winter maintenance addressed by relocating street furniture to public facilities
-

Shared Streets Peer Exchange Summary and highlights

Shared Streets - Peer Exchange Summary and highlights

What was challenging or went well from planning to implementation?

Solicit project support for long-term success

- Pitch as “pilot” and demonstrate economic benefits
- Coordinate with business owners through social media, focus group, WhatsApp, texting
- Supportive residents can help get the word out
- Outreach to older adult communities can be challenging – important to engage senior centers, etc.

Look into existing projects for new ideas

- Success in identifying projects through plans and wish lists of existing projects.

Plan for expenses

- Plan for unanticipated expenses in collaboration with business associations, community groups, and others.

Keep up to code with implementation (ADA, etc.)

- Critical to ensure compliance with ADA regulations, which requires creativity.

Consider cross-departmental coordination

- Working with DPW, Fire and Police Departments early on is critical.
- Important to keep everyone on the same page for maintenance and storage.
- Consider waiving permits and fees.

Plan for procurement

- Procuring materials on time is challenging – plan in advance, if possible.
- Important to communicate expectations and follow-up for future projects.
- Some communities worked with local nonprofits for procurement – made process smoother.



Belmont Shared Streets – Outdoor dining

Photo credit: MAPC



Town Center shared space in West Stockbridge

Photo credit: Erin Clark



Outdoor dining in Salem with painted concrete barriers

Photo credit: City of Salem, MA



Shared safe outdoor dining space in Norwood

Photo credit: Town of Norwood, MA



Outdoor dining in Plymouth with planters to buffer pedestrian crossing

Photo credit: Jerry Kelleher



A snowy parklet in Melrose Town Center

Photo credit: Melrose Pedestrian and Bicyclist Committee



Outdoor dining and commerce in Moody Street in Waltham
Photo credit: Martha Creedon



Hay bales/pumpkin-festooned crosswalks in Topsfield
Photo Credit: Town of Topsfield, MA



Cummins Highway Boston quick build protected bike lane
Photo credit: Liveable Streets Alliance



Watertown Pedestrian Walkway
Photo credit: Erin Clark



Outdoor dining and painted concrete barriers in Amherst
Photo credit: Erin Clark



Public parklet in Wellesley
Photo credit: Town of Wellesley

Streamlining Special Event Permitting



Provided by SME Consultant

Pioneer Valley Planning Commission

Location

Osceola County, Florida

Origin

Massachusetts Association of Regional Planning Agencies, Osceola County (FL) Board of County Commissioners Community Development Department

Budget



Low-cost, municipal staff engagement

Timeframe



Short-term, may require changes to municipal review processes

Risk



Low risk

Key Performance Indicators

Number of permits reviewed and issued, length of permitting and approval process

Partners & Resources

Municipal departments, to include, but not limited to Planning, Police, Fire, Building, DPW, and Health, and Town/City Administration; DLTA funding to assess permitting

Diagnostic

The COVID pandemic has unleashed creativity and permissiveness in municipal special events permitting that cities and towns want to hold onto as society opens up. Elements to be retained include easing the burden of applying for permits and making sure costs reflect the amount of effort necessary to process the permits and do not result in inequitable access by different groups.

More efficient and easier permitting processes can lead to quicker turn-around and peace of mind for those organizing these events for the community. Streamlining event permitting can help agencies organizing events to use their resources more efficiently and will result in better events when permitted on a singular parcel as zoning dictates.

The following example is a regulatory process taken from Osceola County in Florida that employs best practices for special event permitting: a central repository for application with the ability to submit electronically and follow the permit review process via electronic permitting. Review processes are done transparently and discussed at routinely scheduled meetings in conformance with the local government's regulatory codes.

Action Item

In order to streamline your permitting process, the municipality should review its permitting powers: who reviews and approves, how much does the permit cost, is there an appeal procedure, etc.

The following Best Practices can be used to improve communication between stakeholders and the community about the local permitting process for special events. For this best practice, the Osceola County Board of County Commissioners utilizes these techniques to ensure an expedient, open permitting process for their special events.

- Single Point of Contact
- Users' Guide to Permitting with Permitting Flow Charts & Checklists
- Clear Submittal Requirements
- Concurrent Applications
- Combined Public Hearings, if needed
- Pre-Application Process
- Development Review Committee (DRC)
- Regularly scheduled inter-departmental meetings
- Physical proximity of professional staff to review

These best practices apply to streamlining special event applications that are allowed in specific areas of a community. In most cases, the zoning district would dictate the type of uses allowed in a community. This particular example permits special events as a type of use in commercially zoned areas and have a limitation of occurrences per calendar year.

Process

As listed above, streamlined permitting can be realized if a municipality explores the concepts below. Not only has COVID maybe expedited these processes, but it has likely created a more permanent change in the ways municipalities interact with special events.

1. Single Point of Contact. The Community Development Department was the repository for the initial application and would determine if requirements were met leading to the scheduling of a Development Review Committee Meeting.
2. Users' Guide to Permitting and Permitting Flow Charts and Checklists. If a community already has a product like this, the process for permitting for special events can be incorporated into the existing guide. As the government provided an electronic permitting system, following the flow of the permit was easy for the applicant to see what either was missing or if a staff review had occurred.
3. Clear Submittal Requirements. Special event permit applications required documented permission from the property owner, site plan, photos, proof of insurance, and a narrative description of the event. Other documents would be required if necessary.
4. Concurrent Applications. Other required application permits, and their approvals, would need to be furnished as part of the permit approval process. The communication internally would be to ensure those permit approvals were occurring with the County Health Department or Public Safety, if necessary.
5. Combined Public Hearings, if needed. This was not a likely occurrence due to the local regulation, however, concurrent approvals would occur at a designated meeting of the local Development Review Committee.
6. Pre-Application Process. The point of contact for the process was the specific department staff person who would be able to address outstanding issues and questions regarding the permit requirements.

Process (Continued)

Development Review Committee. The administrative approval of the DRC would occur either through a consent agenda or if pulled to be addressed publicly. The DRC included DPW, Buildings, and Planning/Zoning. The Departments of Public Safety and Health and the School District are often attendees at these meetings.

Regularly scheduled inter-departmental meetings. These meetings kept the issues of the specific special event permit in the County's pipeline of coordinated reviews.

Physical proximity of professional staff to review. The County Administration Building housed all departments. The housing of all departments in the building allowed for a One-Stop shop of sorts. Like with other permitting, increased the ability of interdepartmental staff communications with applicants and each other.



Osceola County Special Event Application

Osceola County Board of County Commissioners
Community Development Department
1 Courthouse Square, Suite 1400
Kissimmee, FL 34741
Phone: (407)742-0200
Specialpermits@osceola.org

Application No.: _____
Date Received: _____

Submittal Checklist

- Property Owner Authorization*
- Proof of Ownership*
- Legal Description*
- Narrative describing the event in detail. Including:*
 - *Sounds which will project beyond the property lines.*
 - *Vehicular Traffic and parking*
- Site plan showing:*
 - *Lot Dimensions,*
 - *Location of Special Event (with all details of set-up), Setbacks of set-up from property and right-of-way lines, Driveways, identifying parking and access, roads, tents, signs, portable toilets, and any other structures and setbacks from property lines and any other existing site improvements*
- Application Fees*
\$620.00

In accordance with Chapter 3, Article 3.8, Section 3.8.1.O of the Osceola County Land Development Code, authorization for a Special Event is issued to:

Applicant

Name: _____
Agent/Lessee: _____ Tax ID# _____
Address: _____
Email: _____ Phone: _____

Event Details

Address of Event: _____
Parcel Number: _____
Dates of Event: _____ Hours: _____

Event on County property?

Yes () No ()

If yes provide liability Insurance. The insurance shall have a limit not less than \$1 million per occurrence for the general aggregate.

Details of Event:
(a narrative may be attached to describe the event in detail.)

An application like this existed both as a fillable paper version and electronically at the county's permitting website.

Permitting Pop-Up Events



Provided by SME Consultant

Pioneer Valley Planning Commission

Location

Fort Worth, TX; Austin, TX; Burlington, VT

Origin

Fort Worth, TX; Austin, TX; Burlington, VT

Budget



Medium cost, municipal staff participation/training and possible investment in permitting software

Timeframe



Medium-term, will require changes to municipal review processes

Risk



Low Risk

Key Performance Indicators

Number of permits reviewed and issued, length of permitting and approval process, collaborator level of satisfaction

Partners & Resources

Municipal departments, to include, but not limited to Planning, Police, Fire, Building, DPW, and Health, and Town/City Administration; DLTA funding to assess permitting

Diagnostic

As downtowns emerge from the pandemic partners, collaborators and business improvement districts are eager to plan and hold pop-up (time-limited and purposefully impermanent) events, such as a pancake breakfast, to bring people back to these vital retail and commercial centers. In Springfield MA both the city and collaborators have been frustrated by the city's event permitting process and are eager to seize this moment to improve the process. Issues identified include: lack of an on-line event permitting process; requirement to pay fees using cash; necessity to make in-person visits to multiple city offices; time required, and confusion about the materials required to make the request. Springfield is in the midst of addressing this issue; Fort Worth TX, Austin TX and Burlington VT are Best Practice sites as they have implemented on-line relatively easy to navigate event permitting processes. Fort Worth has a robust on-line event permitting system that includes a downloadable manual as well as numerous topic specific PDFs and a phone number to call with questions and/or for additional information. Austin TX has created the Austin Center for Events, an interdisciplinary team to assist applicants through the event permitting process, and Burlington VT produced an exemplary manual in 2018 that is referenced by most cities working on this issue.

More efficient and easier permitting processes can lead to quicker turn-around and peace of mind for those organizing these events for the community and will increase the likelihood of such events happening and bringing people back to our city and town centers and other commercial districts. Implementing on-line permitting for local government is an appropriate and approved use of COVID recovery funds from the federal government so it is timely to advance this best practice.

Action Plan

Permitting a pop-up event efficiently requires municipal staff to differentiate permitting processes for permanent versus impermanent events. An important pre-requisite for a user-friendly efficient pop-up permitting process is a user-friendly municipal website. Making sure your municipal website is easy to navigate and includes a "How do I..." option is recommended because many applicants will come to the municipality not knowing where to start. Ideally the municipality will accept pop-up event applications electronically, and this may require new software, staff training, and updates to the existing municipal permitting processes; additional best practices are to identify a municipal staff person charged with helping applicants to navigate the process and including a flow chart or other visual display of the process. In Burlington VT the event permitting process is facilitated by an Associate Planner in the Planning Department but the approvals and permits are granted by the Department of Public Works (DPW), the entity responsible for streets and rights of way-the location where most events happen. In Fort Worth TX they have an Outdoor Events Manager to facilitate the process and they differentiate between neighborhood events (that require a one-page form) and larger city-wide events that require a 6 page form).

Just as many cities and towns have a Development Review Committee, made of municipal staff representing the departments that need to sign off on new developments (DPW, Planning, Building, Police, Fire, Health, Legal, Licensing), it is recommended that municipalities form a comparable pop-up event review committee. In Springfield this group is called the "Events and Festival Committee". Applicants visit this committee to propose pop-up events and receive preliminary approval, and then have to visit all the participating departments to receive their separate approvals. Stream-lining this process to move from paper to an electronic application would enable the Events & Festivals committee to forward their preliminary approval to all the relevant municipal departments clearly stating any necessary supplemental information required from the applicant. The applicant provides the necessary information electronically and the permit is issued.

Pop-up event applications can be simplified, but by their very nature are not simple and it may make sense to explain this to potential applicants. Applicants will need to explain where the event is taking place, provide a site plan, proof of insurance, and an operations plan. Fort Worth TX provides sample traffic plans and sample site plans as part of the application process on their outdoor events webpage.



Find almost anything on our website

Search

[Home](#) / [Departments](#) / [Public Events Department](#) / [Office of Outdoor Events](#)

Office of Outdoor Events

Any outdoor gathering on public or private property that attracts more than 500 attendees, requires a street to be closed, sells food or beverages, or uses tents, stages, bleachers, fireworks, open flames or portable toilets requires a city permit. The rules also apply to parades, neighborhood events requiring the use of city streets, events in parks and some First Amendment activity.

Events conducted entirely on the property of a church, educational institution, college or university campus, or on property containing an occupied residence are exempt. Also, events per contracts with the City or at City-owned facilities and at the Texas Motor Speedway are exempt.

Event organizers are required to apply to the city within a lead time based on event size and purpose in order to obtain approval, be placed on the city's Event Calendar, attend the Pre-Event Committee Meeting and provide notice to surrounding property owners. Two committees are in charge of scheduling events, reviewing event plans and applications. The Event Calendar Committee includes city staff and representatives from Sundance Square, Downtown Fort Worth Inc., the Cultural District, Fort Worth South, the Chambers of Commerce and the Stockyards. The Pre-Event Committee includes city staff and representatives from Trinity Metro, the Texas Alcoholic Beverage Commission and various stakeholders. A designated employee from the City's Public Events Department will serve as special events manager to coordinate the process.

Please carefully read the guidelines below for **document submission deadlines** specifically for Neighborhood Events and Parades, Large Outdoor Events and Parades, and First Amendment activity.



Contact Us

Location
Fort Worth

Ordinance

- [View the ordinance »](#)
- [View the latest updates »](#)
(PDF, 86KB)

Other

View information on Fort Worth street classifications in the [Master Thoroughfare Plan](#).

Staff Contact:
Cynthia Alexander, Outdoor Events Manager
817-392-7894

Process

Permitting a Pop-Up event efficiently requires municipal staff (especially decision-makers) to believe in the importance and utility of pop-up events. Municipalities need a pop-up event champion(s) to secure the necessary human and financial resources to make these processes work efficiently and effectively. Consider reaching out to your BID or any existing business support organization if you are experiencing push-back from CEOs or other decision-makers. Investing in an on-line permitting software package and related training and web-site updates and refinements is the ideal process for facilitating pop-up events for larger municipalities hoping to host numerous events annually. Fort Worth TX is using Accela for their on-line permitting. The pandemic has taught cities and towns around the country that we do not need as much paper and in-person contact as we used to think we did and that we can conduct work on-line safely, securely and efficiently. Moving to on-line applications has increased employee safety, customer satisfaction and will facilitate pop-up events.

As identified in the Action Plan, the process to make pop-up event permitting more efficient is:

1. Assess your current situation: are your collaborators and affected municipal staff happy with the existing process? Identify 'pain points' and start improving there. Who makes decisions and why? Who is missing? And what can you learn from COVID innovations that can become permanent?
2. User-friendly municipal website. Fort Worth, TX, designed their page to have a landing page where you could easily find the documents and requirements of what was needed for special events. Additionally, a citation and link to the city ordinance is presented which establishes the justification for the requirements to follow.
3. On-line and/or e-permitting software. At a minimum accept applications via email, and consider investing in e-permitting software, especially after the pandemic as such investments by municipal government are an approved use of federal COVID recovery funds. Accela permitting software is being used in Fort Worth to process pop-up event applications.
4. Identify and publicize a Pop-up event coordinator. A municipal staff person or department needs to be identified as the primary contact for pop-up permits. The staff person assists the applicant with ensuring the review process is comprehensible and efficient and that all the requirements of the application are met. In Burlington, VT, the Associate Planner in the Planning Department is the facilitator of the application and process. In Fort Worth, the Office of Outdoor Events has a staff contact, an Outdoor Events Manager, who is tasked with facilitating the process of review and determining whether an application is for neighborhood events or larger city-wide events, which is determined in accordance with their City Ordinance.
5. Create a Manual that describes the process and publicize it widely and regularly. All three example cities have developed beautiful, easy to follow manuals that not only explain the local permitting process but also help applicants differentiate between the kinds of pop-up events possible and how to design and implement effective ones.
6. Provide sample documents. Fort Worth requires a site plan and offers a sample version on the permit website to make it easier for applicants to understand what is needed.

Process (Continued)

7. Create a pop-up event permitting review committee comprised of the municipal staff representing departments that need to approve the permits: Streets (DPW), law enforcement and public safety, Insurance (Legal), Parks or Schools if not on the streets, and others as appropriate to your situation.

For municipalities not yet ready to move to an on-line permitting process, it is recommended that you mimic the effectiveness of on-line permitting in real life by forming a pop-up event review committee, similar to a Development Review Committee, with very clear guidance on all information required of applicants to host a pop-up event and commit to requiring no more than two meetings with the applicant: one for preliminary approval and the second to receive any information missing from the first visit. Each department that needs to sign off should delegate a pop-up event staff person and a back-up. Fees should be able to be paid using credit cards or other on-line payment methods.

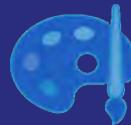
Some additional resources utilized for this document and will be used to explore further recommendations for permitting pop-up events can be found here:

Delaware Valley Regional Planning Commission produced a Toolkit on "The Pop-Up Economy" that explains three different kinds of pop-up events: shops, events and planning, emphasizing the temporary nature of pop-up events and how cities and towns can more easily facilitate such happenings.

<https://www.dvRPC.org/reports/MIT026.pdf>



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

Origin

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)

Budget



Low – \$37,000 plus in-kind donations

Timeframe



Short – planning and implementation in 3-1/2 months

Risk



Low

Key Performance Indicators

Number of attendees, Number of partners working together successfully, Good press

Partners & Resources

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

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.



Live painting was part of the event.

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.



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)

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- 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.

FALL RIVER ARTS & CULTURE SURVEY

The Fall River TDI District is creating an Arts & Culture Master Plan that supports the city's arts, cultural diversity and traditions, vibrant public spaces, and economic vitality. The goal is to understand how residents enjoy arts and culture in the city and region, identify what may be missing, and create a roadmap to move forward to support robust arts and culture in the city.

Please take the 5-minute survey so we can make sure many voices are heard during this planning process!

SHARE YOUR THOUGHTS

bit.ly/36AdZ0g @vivafeelinver



Events are great ways to reach a wider audience and test market preferences. In the case of Winterbridge, FRACC used the events for outreach to residents who wouldn't necessarily attend a public meeting or associate with an arts and cultural plan in order to get valuable information on the community's desires and needs.

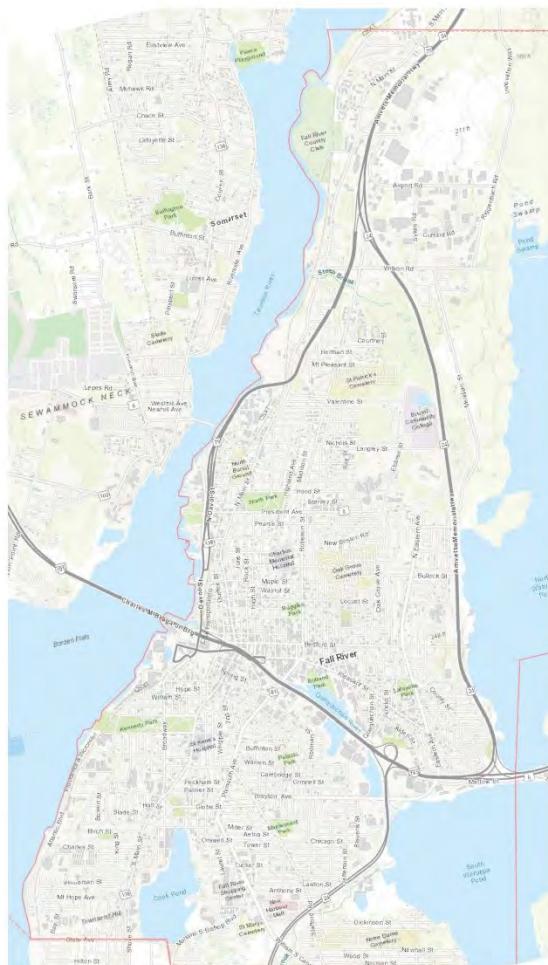


Viva Fall River

WHAT IS A SPACE OR PLACE THAT YOU WANT TO MAKE BETTER?

¿QUAL ESPACIO O LUGAR QUIERES MEJORAR?

Mark on
the Map or
Write your
Favorite
Here:



Marca en
el mapa.
Escribe tu
Favorito
Aquí:



 facebook.com/VivaFallRiver

To add important places, organizations, and art to the Fall River Map, go to: bit.ly/36Ac76q



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Use events to collect valuable market data. Ask questions for a planning project, improvements, or destinations residents and visitors would like to see in a commercial district. In the case of Winterbridge, the events were used to collect data for the larger Viva Fall River Arts, Culture, and Creative Economy Plan.