Final Plans & Project Sheets

Troubleshoot/Q&A Session

09/09 1:00pm

dhcd
Massachusetts
RAPID RECOVERY PLANS

Agenda

1 Frequently Asked Questions (FAQ)

2 Example Project Sheets

3 Importance of Budget/Funding Sources

4 Q&A

dhcd
Massachusetts
RAPID RECOVERY PLANS

Reminder!

To access the InDesign and/or Powerpoint templates, download from:

https://streetsense.box.com/s/manrgtnsr33xxwp33e3a4nk82oqi0ywn

This link has been distributed across multiple Friday e-mails – please check your Inbox.

Reminder!

Plan Facilitators have been collaborating and sharing resources on Slack! Most questions directed to Emmy and Charles have already been discussed on Slack.

https://join.slack.com/t/massdi/shared_invite/zt-vhhaxe3o-Tyg7jA4Jp50lH65_BZtRHg

An invite to Slack was distributed early in the program. Contact Wendie Vestfall wvestfall@streetsense.com for an invite.

Reminder!

Please use the following resources to guide the creation of final plans.

For questions/prompts on how to fill in each section of a project sheet, please refer to the rubric.

Reminder!

Please refer to introductory webinars available on the program website to understand requirements on total no. of project recommendations.

Small Community

Min. No. of Expected Project Recommendations: **5+**

Project Budget: **$30,000**

Large Community

Min. No. of Expected Project Recommendations: **12+**

Project Budget : **$90,000**

Medium Community

Min. No. of Expected Project Recommendations: **10+**

Project Budget : **$60,000**

Extra Large Community

Min. No. of Expected Project Recommendations: **15+**

Project Budget: **$120,000**

FAQs

How do we ensure plans are ADA-accessible?

There are no requirements to comply with ADA-accessibility guidelines, however, we encourage PFs to integrate strategies that may ensure ADA-accessibility.

Increase font size

———

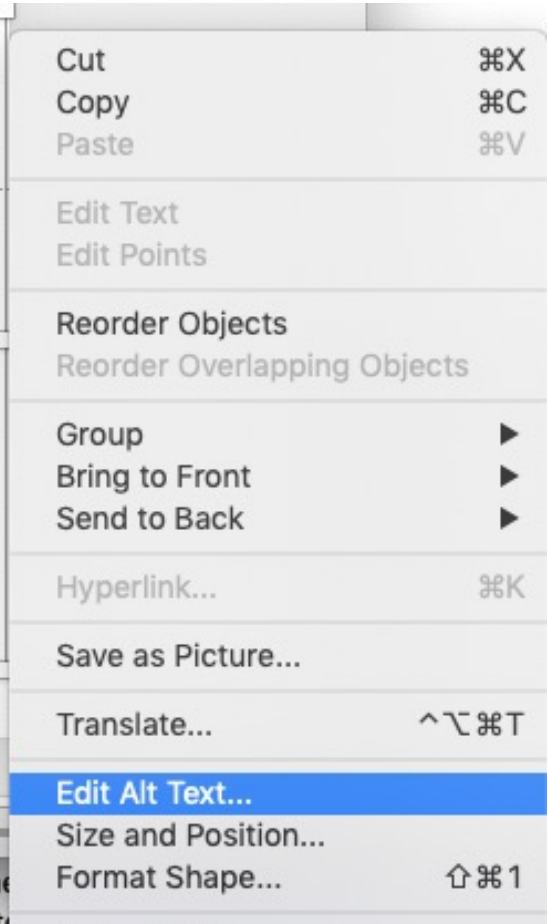There are no technical limitations on adjusting font size in the plan templates.

Change colors

———

Alternative colors were provided in the Plan Template FAQ

■ RGB: 17,63,95

HEX: 113F5F

■ RGB: 25,95,142

HEX: 195F8E

■ RGB: 34,127,190

HEX: 227FBE

■ **Current**

RGB: 75,158,211

HEX: 4B9ED3

Provide Alt Text

———

PFs can include alternate text with images.

Cut	⌘X
Copy	⌘C
Paste	⌘V
Edit Text	
Edit Points	
Reorder Objects	
Reorder Overlapping Objects	
Group	▶
Bring to Front	▶
Send to Back	▶
Hyperlink...	⌘K
Save as Picture...	
Translate...	^⌥⌘T
Edit Alt Text...	
Size and Position...	
Format Shape...	⇧⌘1

FAQs

Can I modify template pages?

Although we recommend using template pages as provided, we understand that content length may differ across RRP plans and will require some modification.

Any modifications made in master templates will apply across each page that uses the same template.

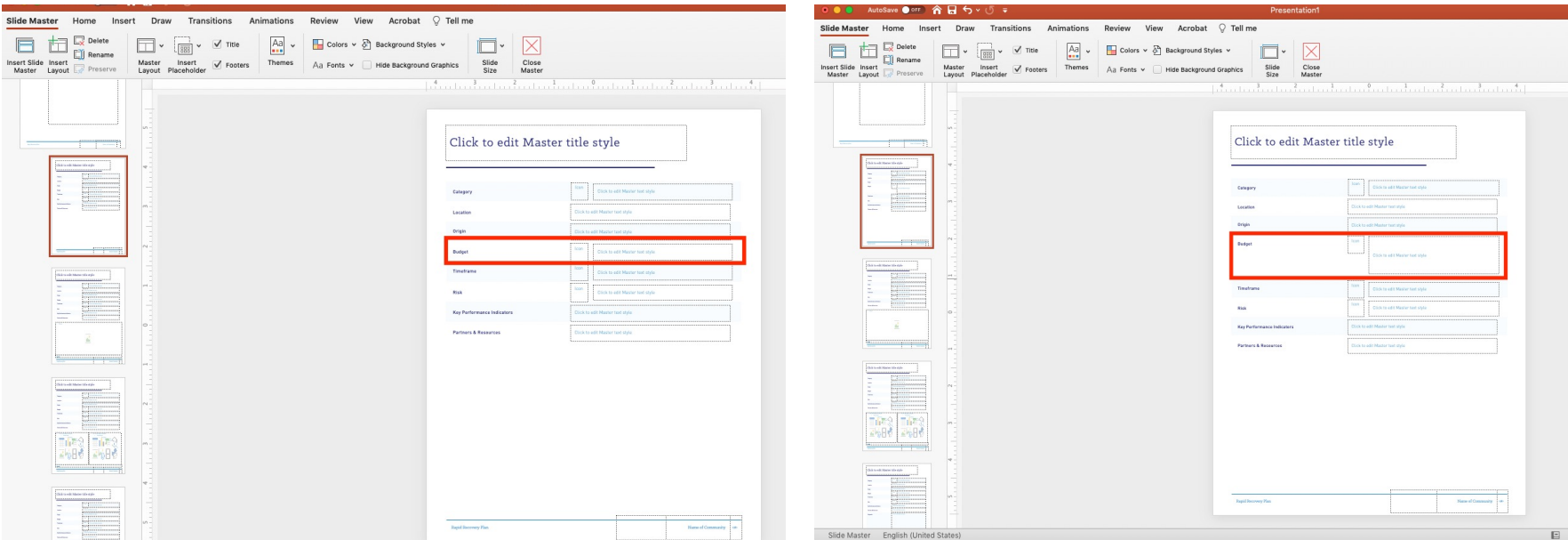## Adjusting master templates and sections of the project sheets

—

Step 1: Go to View > Slide Master

Step 2: Scroll to the template page you are looking to adjust

Step 3: Move background page elements as you see fit

To ensure you still have a copy of the original template page, duplicate the master layout before making modifications.

FAQs

How should I create tables/charts/infographics?

PFs are encouraged to include any and all kinds of tables/charts/infographics in the report. We advise you to maintain font and color palette established in the templates.

Creating tables, charts infographics

—

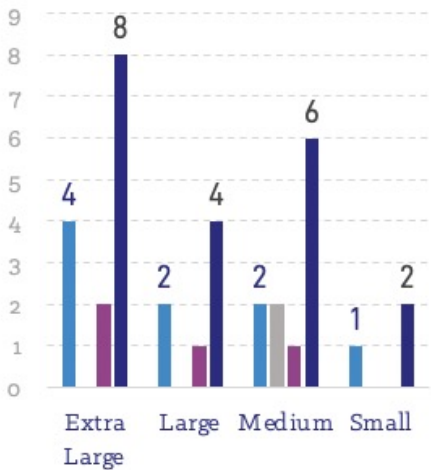Samples that maintain color palette and fonts.

8,250 Data points

(Collected by RRP Plan Facilitators and Communities across each of the four key areas of analysis, and across a range of public and proprietary data sources including the Census, American Community Survey, MassDOT Traffic Count Database, ESRI Business Analyst Online, CoStar, etc.)

3,000+ Business Survey responses

(collected by RRP Plan Facilitators and Communities between March-April 2021)
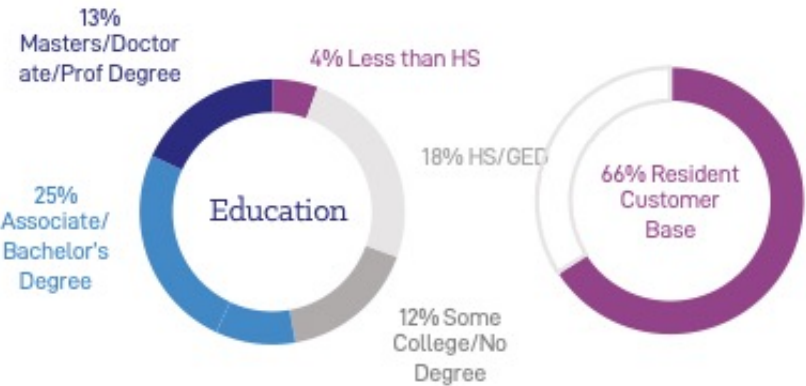
Average No. of Businesses in RRP study areas that permanently closed as of June 2021

- Total (All Sectors)
- Restaurants (NAICS 72)
- Arts, Entertainment, Recreation (71)
- Retail (44-45)

Retail businesses accounted for about 50% of overall business closures.

Small RRP Communities
58% No Issues with Regulations

Parking regulation issues — **21%**

Licensing/permitting issues — **13%**

Outdoor dining/vending regulatory issues — **9%**

13% Masters/Doctorate/Prof Degree

4% Less than HS

18% HS/GED

25% Associate/Bachelor's Degree

Education

66% Resident Customer Base

12% Some College/No Degree

FAQs

How should I organize my Community's projects?

PFs should, *to the best of their ability*, organize them by RRP project categories as the Commonwealth will be analyzing grant funding needs across these areas:

- Public Realm
- Private Realm/Redevelopment
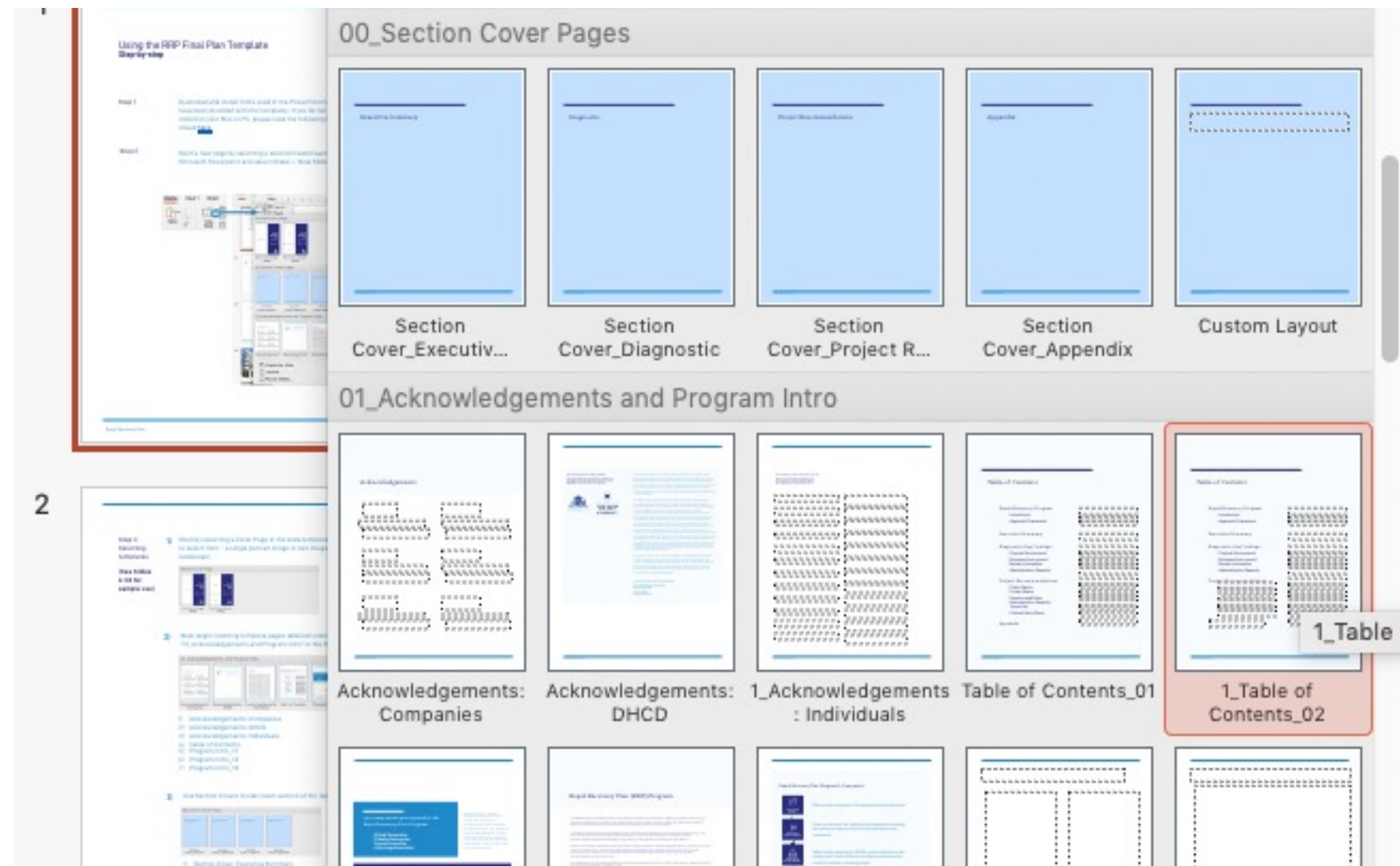- Tenant Mix
- Revenue & Sales
- Culture/Arts
- Administrative Capacity

If your community would prefer to organize projects by priority, please feel free to adjust table of contents.

You should be rephrasing content from best practices as it applies to your community, or Copy and Paste text as appropriate.

FAQs

How should I use the best practice compendiums?

PFs should choose the relevant content from Best Practice Compendiums to integrate into project sheets. There are unique components of each best practice that you are suggesting your community replicates or aspires to so we recommend focusing on those rather than copying wholesale best practice sheets that might not wholly align with your community.
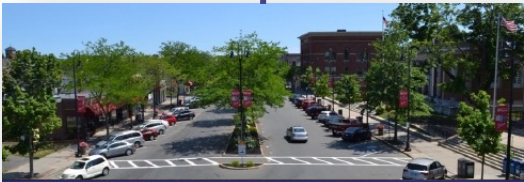
Project Title	Create wayfinding system in Downtown X

Best Practice	Wakefield, MA

The Town of Wakefield underwent an eight-month branding and wayfinding design process that involved stakeholder engagement through a series of public meetings and advisory groups. This process led to the creation of a brand style guideline which was used in directional signage and information kiosks.

The project in its entirety took approximately a year to implement and cost approximately $80,000 (kiosk only; additional branded elements cost $30,000). The Town's administration allotted funding to design a branding and wayfinding system. Seven months later a Massachusetts Legislative Earmark was granted to the Wakefield Main Streets Program for the design and fabrication of informational kiosks.

FAQs

How do we submit our final plans?

A link will be distributed in the next week to all PFs that will include a submission form.

UPLOAD BY OCT 08, 2021 TO COMPLY WITH PROGRAM REQUIREMENTS.

—

File name should only include your official RRP Community name, e.g. "**Cambridge.pdf**" or "**Danvers-Peabody.pdf**"

Project Title　Create a Marketing Initiative for Downtown Greenfield

Action Items

1. **"Visit Greenfield "Website Improvement.** There may be an opportunity to further activate this page with more dynamic content and linkage to other websites to help drive traffic. We recommend hiring a consultant to assess the website and make improvements regarding content and format.
2. **"Welcome back to Downtown" Promotional Campaign.** This would include a devoted social media push as well as print media.
3. **Support Local Program.** The purpose is to incentivize people to patronize Downtown businesses over a 2-month period. The program would ask participants to patronize local, for example: 6 restaurants, 4 retail stores and 3 entertainment venues or services within a specified period such as 2 months. Participants would receive pledge cards (with a checklist of businesses by category) and then proceed to check off the businesses and when complete, mail, e-mail or drop-off the cards with accompanying receipts, to be eligible to win gift cards to local businesses.

Rubric Instruction/Prompts:

A concise description of the project including key actions that need to be taken toward implementation

Action Items vs. Process

Sample provided by Goman + York

Project Title

Create a Marketing Initiative for Downtown Greenfield

Process

Action Item: "Welcome back to Downtown" Promotional Campaign

1. **Establish a lead organization and committee to oversee the marketing, events and social media for the Downtown district.**
2. **Website/Social Media** Hire a consultant(s) to assess the Visit Greenfield Website and make improvements in content, format and search. This process should be directed and advised by lead organization and committee. The CEDD Director and the City's IT/Webmaster should have input in the linking and content of the Visit Greenfield Site.
3. **Launch a promotional campaign** to draw people back to Downtown Greenfield businesses: Duration: for 4 to 6 months, with the goal of establishing an ongoing and vibrant year-round events calendar.
   - Develop a Theme
   - Determine the website and social media accounts that will be accessed; open new accounts as necessary and utilize hashtag(s) for campaigns. Standards should be determined for who has access to these accounts.
   - Create partnership opportunities for the campaign with other organizations, nonprofits, that agree to share with their networks through social media postings, newsletters, etc.
   - Post photos and content on social media, get into newspapers and newsletters.
   - Plan different types of events
   - Establish frequency for communications – target to get pre-promotion and during events. If no events are taking place – highlight/feature a business or business category.
   - Track social media to assess the impacts of the campaign – i.e., Google Analytics. Consultants should provide reports of hits, visits, traffic, etc.

Action Items vs. Process

Sample provided by Goman + York

Project Title   Create a Black-Owned Business Digital Marketing and Promotion Platform

Diagnostic

Through the pandemic, there has been renewed interest in Black-Owned Businesses (BOB) as evidenced by 26.5k new users (a 723.99% increase) on the BOB Rochester digital marketing platform. Average monthly page views have increased from 1,600 (pre-pandemic) to 6,900 (post-pandemic); page views spiked during the summer of 2020: 4.2k (May), 83.2k (Jun), 17.5k (Jul), 6.9k (Aug), 7.6k (Sept).

A culturally-specific portal for digital marketing and promotion is an important resource for local BOBs and should be designed to empower Black enterprise, public service organizations and affinity associations.

Diagnostic – Focus on serving disproportionately impacted communities

Sample by Third Eye Network, LLC

Project Title

Create a Marketing Initiative for Downtown Greenfield

Diagnostic

COVID-19 Impacts Addressed by this Project: Businesses are hoping to reverse the downward trend they experienced in 2020.

a) 71% of Downtown Greenfield businesses suffered a year-over-year revenue loss in 2020 due to COVID-19,

b) 66% of businesses said their foot traffic in January and February 2021 was still down compared to the previous year. Customer counts have not returned to normal levels.

c) 51% of businesses report that on-site customer traffic was down by 25% or more.

Diagnostic – Relate back to COVID-19 Impacts

Sample provided by Goman + York

Project Title

Adopt generic use approach in updated zoning ordinance
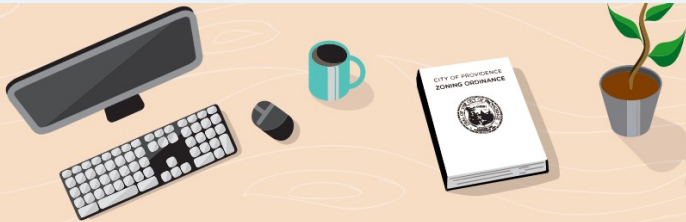
Best Practice

Providence, RI Zoning Ordinance and User's Manual:

The City of Providence's current zoning ordinance, adopted in 2014, is organized by zoning district and uses a generic use approach to group specific uses into generic categories.

According to zoning experts, this approach may grant flexibility for administrative review and gives in-house town planners the ability to permit uses desirable for the community within the broad context of the use category.

The City also produced a user's manual which provides a brief overview of the organization of the ordinance in the hopes to help various users easily interpret regulations embedded in the ordinance.

PROVIDENCE ZONING ORDINANCE USE MATRIX (EXCERPT)

Key: P = Permitted // S = Special Use // Blank = Prohibited

The Use Matrix is organized to clearly communicate where the uses defined within Article 12 are permitted, special, or not permitted. Use standards, if applicable, are also listed within the matrix, providing cross references to direct users to the appropriate ordinance section.

The "S" in this cell indicates that Lodges/Meeting Halls require a special use permit in the R-4 District.

This blank cell indicates that Light Industrial uses are prohibited in the I-2 District.

The "P" in this cell indicates that Industrial Design is permitted in the W-2 District.

This reference indicates that Live Performance Venues are subject to additional use standards, which can be found in section 1202.Q.

How to Use Best Practice in Project Sheets

Sample

Project

_____

Budget   ←——   **The importance of accurately identifying potential budget for each project.**

_____

Timeframe

_____   a) The Commonwealth will be taking RRP project funding needs into consideration.

Partners and Resources   b) Most grant funding applications will require cost breakdown as part of intake forms, or may require information on matching sources.

_____

Risk   Whenever possible, identify sources of potential funds and if those sources are formally committed or proposed.

_____

KPI

_____

Action Item

_____

Process

_____

Reminder!

Please use the following resource for funding opportunities (current, past, and potential) available on the RRP program website.

You can download a CSV version of all funding resource lists.

Project

_____

Budget

_____

Timeframe

_____

Partners and
Resources

_____

Risk

_____

KPI

_____

Action Item

_____

**Identify measurable
KPIs.**

a)   This enables your
     communities to track
     performance and
     evaluate implementation
     to build the case for
     additional funding

b)   Most grant applications
     will require impact
     reporting

Process

_____

Example

RRP Rubric

Project Title

Category

Location/Census Tract

Origin

Budget/Potential Sources of Funding
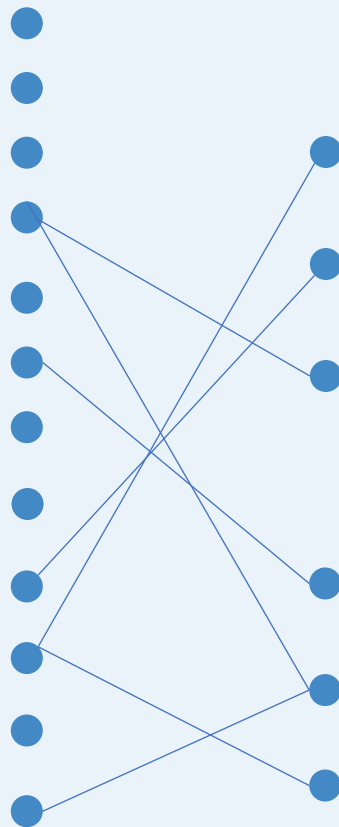
Timeframe

Risk

Key Performance Indicators

Partners & Resources

Diagnostic/COVID -19 impacts

Action Items

Process

EDA Travel, Tourism, Outdoor Recreation Grant Review Process

Criteria

Degree of economic distress experienced in the project community/region, including the **economic impact of the coronavirus pandemic**

Project's demonstrated **ability to foster the creation or retention of union and well-paying jobs** with good benefits,

Project's sustainability/durability, including the extent to which the **project demonstrates support from community stakeholders** and beneficiary commitments

Project's feasibility, including the **likelihood that the project can be started quickly**, the immediacy of its impacts, and the **likelihood that it will be completed before september 30, 2027**

Extent to which the **project is based upon community-oriented and collaborative economic development** and redevelopment strategies

Although not required, EDA encourages efforts to reach **historically underserved areas, minority populations, and women.**

Example

RRP Rubric

- Project Title
- Category
- Location/Census Tract
- Origin
- Budget/Potential Sources of Funding
- Timeframe
- Risk
- Key Performance Indicators
- Partners & Resources
- Diagnostic/COVID -19 impacts
- Action Items
- Process
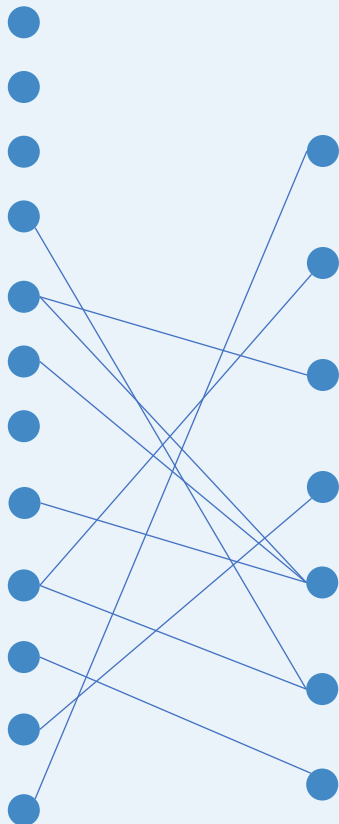
REDO Grant Selection Process & Criteria

Criteria	Evaluation Points
Provide a **clear action plan** to address business needs in the region that would result strong impact and outcome.	15
Demonstrate that organization/partnership has the **capacity** in providing services	10
Demonstrate the **value added of the funding** to the organization and region	10
Demonstrate that **services would serve the small businesses**	20
Have a detailed and reasonable **budget**, executable and measurable **metrics**, and a clear **timeline**	20
Have a **strong record of committed partnership and collaboration**	20
Demographics make up for the coverage area	5

Latest Funding Opportunity

REDO Grant Program

Who can apply?

Regional Economic Development Organizations as defined in M.G.L. Chapter 23A, Section 3K (servicing 10 or more contiguous cities/towns with interrelated economic assets)

- Communities should connect directly with their REDOs to advocate for inclusion of any applicable RRP projects in funding application

Funding Focus/Priorities

Projects that support entrepreneurs, small businesses, and business partners

Program Reporting

Final report on job numbers, business success stories, etc.

Quarterly reports on type of business assistance to companies, the identification of diverse businesses, number of jobs created and/or retained, events hosted, and meetings with partners and regional director

Deadline

Sep 30, 2021

Q&A

Direct any further questions to Emmy/Charles via e-mail or use Slack!