

RAPID RECOVERY PLANNING

FEBRUARY 2021



INTRODUCTIONS



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AGENDA



- Program Overview & Objectives
- Community Participation & Categorization
- Program Schedule and Updates
- Program Approach
 - Phase I: Diagnostic + Business Survey
 - Phase II: Project Recommendations
 - Phase III: Plans
- Q&A
 - Please submit your Questions **through the Q and A function**. Any questions we are unable to answer on this call will be addressed in writing following this presentation.

PROGRAM OVERVIEW & OBJECTIVES



■ Municipalities:

- A set of **actionable, well developed projects** that reflect COVID-19 recovery needs, community priorities, available resources and incentives, and the capacity to implement at the local level.
- **Primary data** that can be used by municipal officials to measure COVID-19 impacts on the local business community
- Opportunities for **collaboration and networking** among participating communities

■ Commonwealth

- Ensuring that communities have **data-driven plans** to aid in COVID-19 recovery efforts
- **Standardized data** to demonstrate COVID-19 impacts at the State-level
- Ability to understand on-going needs to **inform efforts to allocate public and private resources** in support of COVID-19 recovery

COMMUNITY CATEGORIZATION



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+**

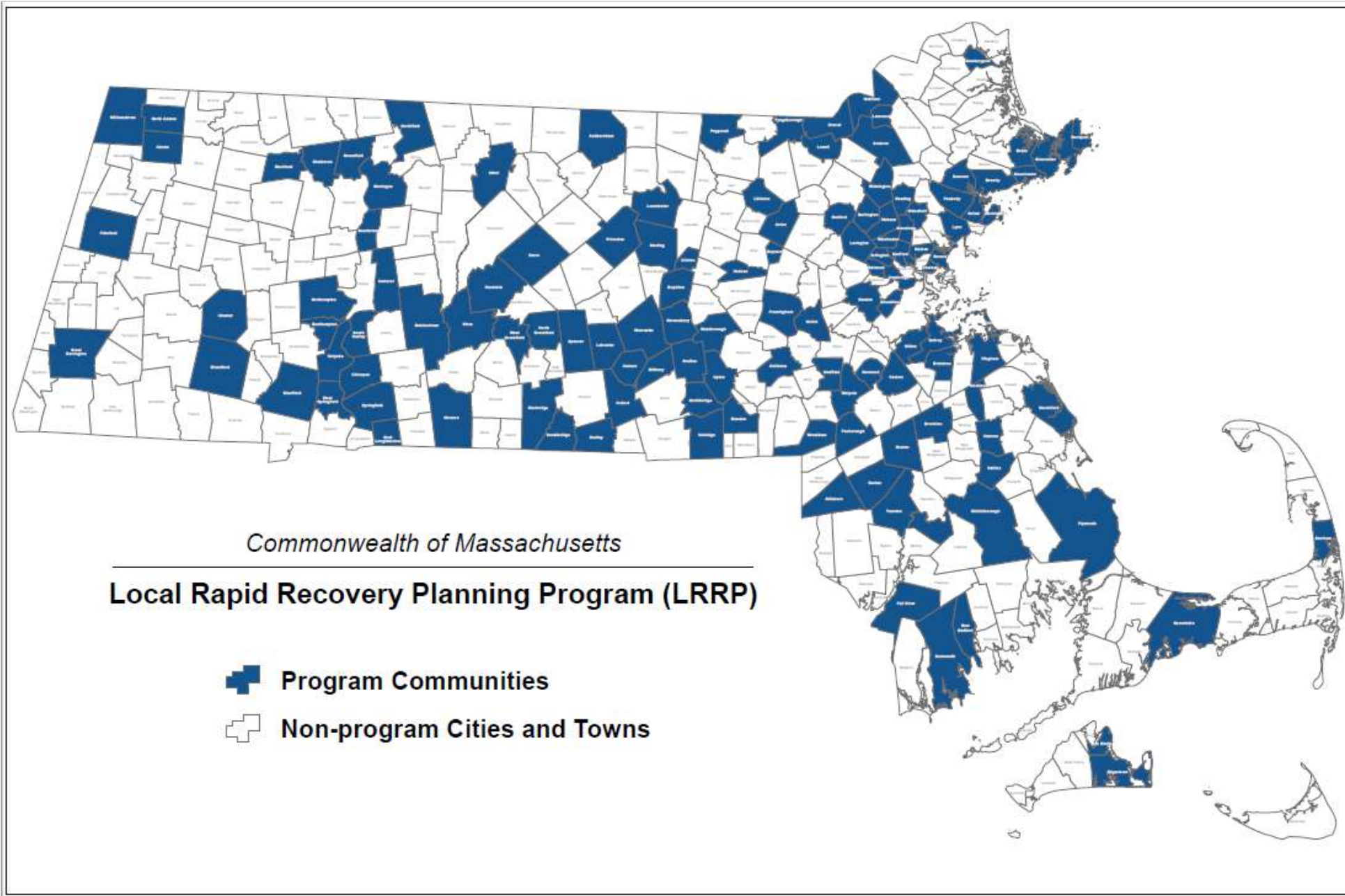
Project Budget: **\$120,000**

SCOPE AND BUDGET OVERVIEW



Scope and Budgets were determined based on:

- Size and population of community
- Size of study area
- Number of businesses within study area
- Number of Project Recommendations
- Number of applicant communities

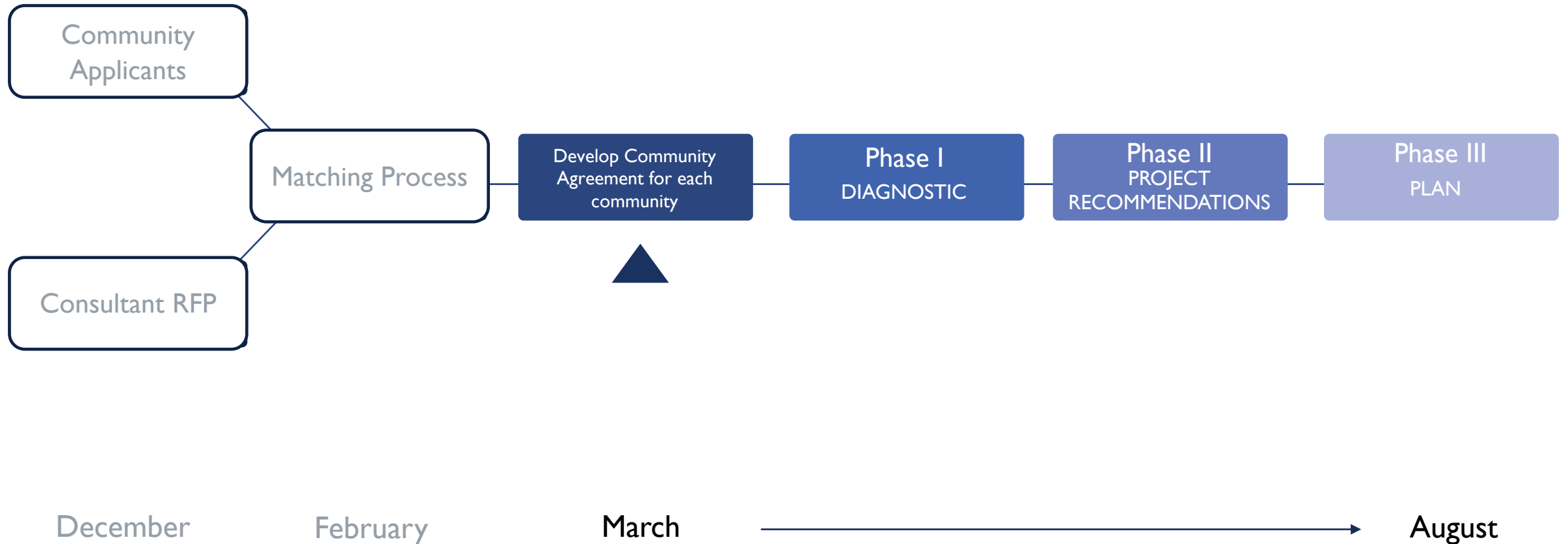


Rapid Recovery Plans

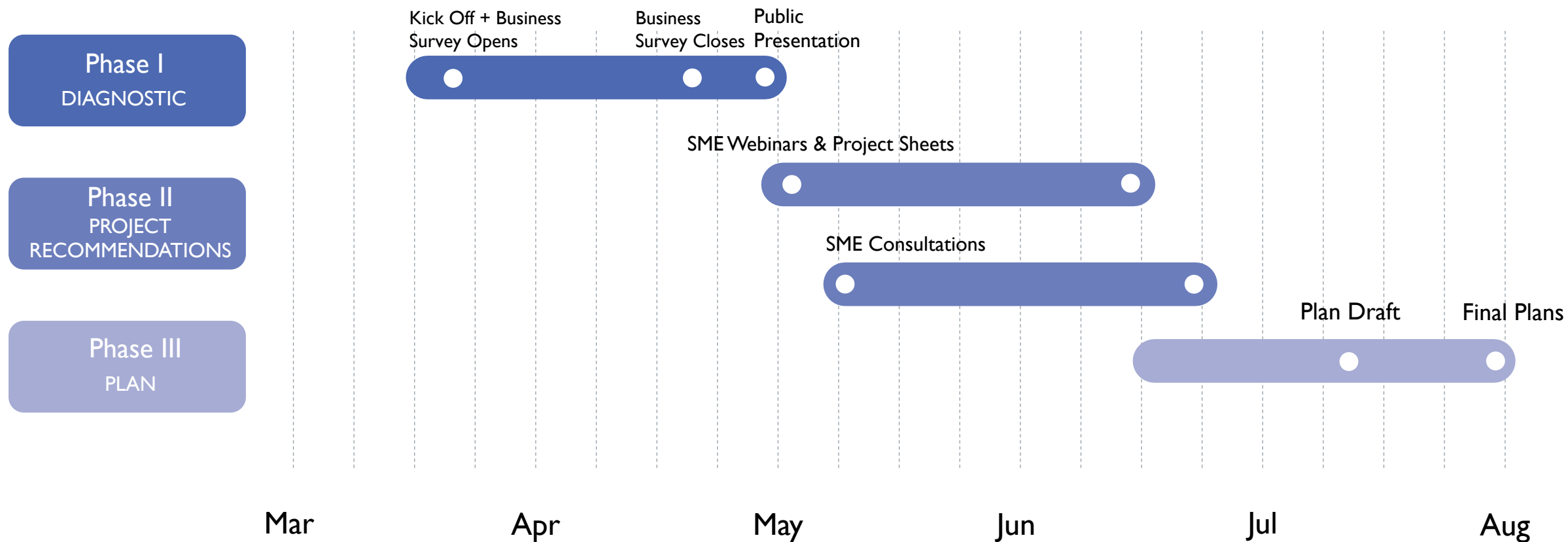
- **43 Small**
- **54 Medium**
- **16 Large**
- **6 Extra Large**

PROGRAM SCHEDULE + UPDATES

PROGRAM SCHEDULE



PLANNING SCHEDULE



COMMUNITY AGREEMENT



- At Kick-Off, both Community and Plan Facilitators will be expected to:
 - Discuss and review program schedule and milestones
 - Establish date of on-site community visit
 - Review and confirm study area
 - Discuss and review roles and responsibilities
 - Delineate expectations
 - Sign a non-binding "Community Agreement"

SUBJECT MATTER EXPERTS



- Ideate best practices for recommendations through series of webinars (Viewed live or online)
- Provide Best Practice Project Description Sheets
- Offer consultations to support development of project descriptions
- Subject Matter Experts will be available in the following categories:
 - Public Realm
 - Private Realm
 - Revenue and Sales
 - Administrative Capacity
 - Tenant Mix
 - Cultural/Arts

PROGRAM APPROACH

PHASE I: DIAGNOSTIC

GOALS FOR PHASE I: DIAGNOSTIC

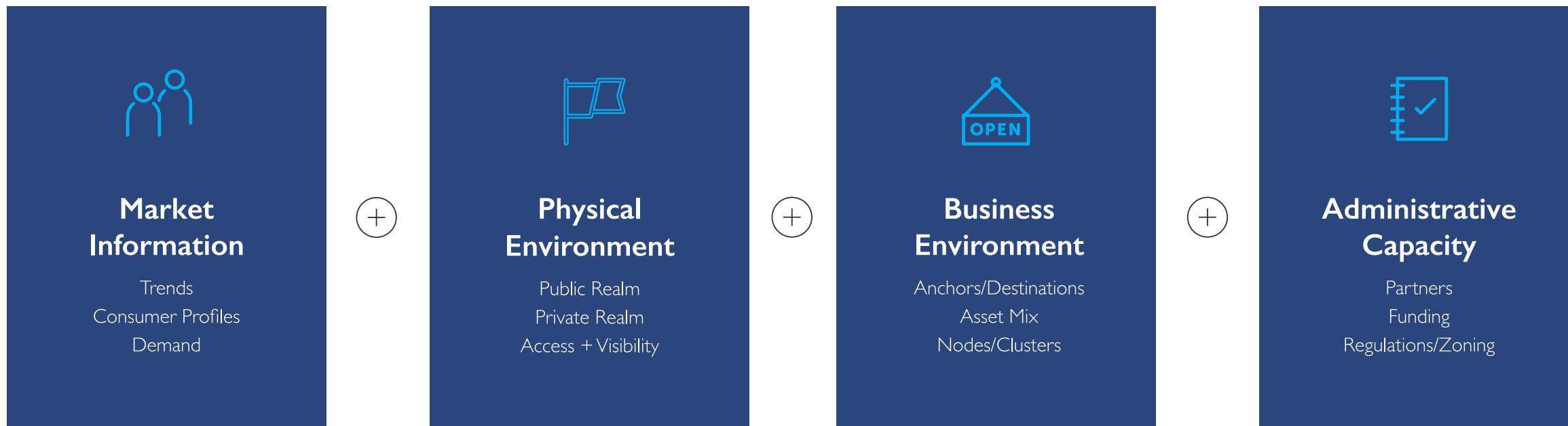
- Collect baseline data (qualitative and quantitative)
- Engage community stakeholders to understand COVID impacts and major district concerns
- Provide an overview and summary of on-the-ground conditions within the Study Area
- Support for Survey Distribution to Merchants

PHASE I: AVAILABLE RESOURCES



Located on the MDI Website under Rapid Recovery Program Resources

- Introductory Webinar
- Community Agreement Template – defining community and Plan Facilitator roles/responsibilities
- Baseline Data Spreadsheets
- SME Project Description Sheets (End of Phase I)
- Commercial DNA Toolkit



RAPID RECOVERY PLAN DIAGNOSTIC FRAMEWORK

The framework is adapted from the award-winning Commercial DNA approach, as published by the Local Initiative Support Corporation (LISC) in “Preparing a Commercial District Diagnostic”, authored by Larisa Ortiz (Managing Director, Streetsense) and funded in part by Citi Community Development. For more, visit <https://www.lisc.org/our-initiatives/economic-development/commercial-corridor-resource-hub/guides-templates/>

PLAN FACILITATORS ARE ENCOURAGED TO GET CREATIVE AND USE THEIR OWN METHODS TO ANSWER THE GUIDING QUESTIONS PROVIDED IN EACH DIAGNOSTIC CATEGORY.

17



GUIDING QUESTION



PHYSICAL ENVIRONMENT

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

SIGNS OF PHYSICAL
DECAY AND
DISINVESTMENT
UNDERMINE THE
PERFORMANCE OF
LOCAL COMMERCIAL
DISTRICTS.



BASELINE DATA COLLECTION

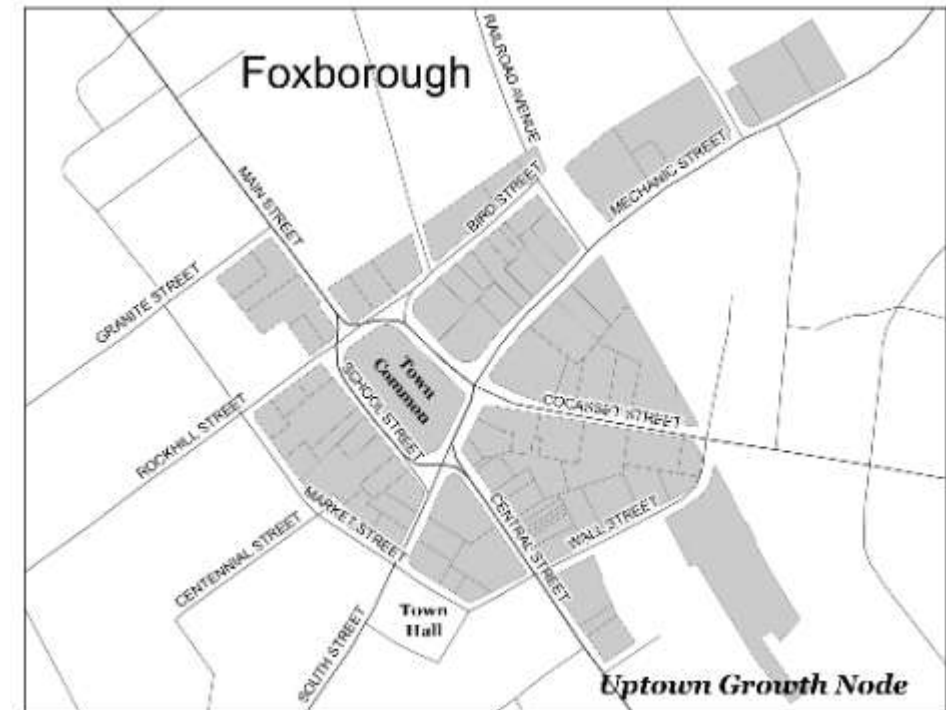


	Category
Map of Study Area	-
Average Annual Daily Vehicular Traffic	Access
Average Annual Daily Pedestrian Traffic	Access
Total No. of Parking Spaces (On-Street and Off-street)	Access
Total Open/Public Space Area (SF)	Public Realm
Overall Condition of Streets and Sidewalks	Public Realm
Total No. of Storefronts	Private Realm
Overall Condition of Storefronts	Private Realm
Total Commercial SF (Retail, Office and Manufacturing)	Private Realm

STUDY AREA CRITERIA

- ✓ Study areas should include concentrated areas of commercial and retail activity (i.e., “Nodes, Corridors, Town Centers or Commercial Areas”)
- ✓ Study areas should **not** include significant areas of non-commercial, non-retail uses
A study area must be **contiguous**

If Study Areas do not meet this criteria, we will ask Communities and Plan Facilitators to refine study areas at the outset Phase I.





OTHER ELEMENTS TO ASSESS IN THE PUBLIC REALM

- ✓ Sidewalk conditions
- ✓ Street conditions
- ✓ Street furniture
- ✓ Amenities (murals, artwork, banners)
- ✓ Crime and safety
- ✓ Open spaces



OTHER ELEMENTS TO ASSESS IN THE PRIVATE REALM

- ✓ Building condition
- ✓ Storefront and signage
- ✓ Interior retail space (size, conditions)
- ✓ Opportunity sites
- ✓ Vacant lot conditions and development plans



OTHER ELEMENTS TO ASSESS IN DISTRICT ACCESSIBILITY

- ✓ Transit stop/ shelter conditions
- ✓ Parking ratios and meter utilization
- ✓ Bike lane network, bike parking facilities
- ✓ Public transit ridership

GUIDING QUESTION



MARKET INFORMATION

*Who are the **customers** of **businesses** in the Study Area?*

DEMOGRAPHIC DATA
HELPS US TO
UNDERSTAND THE
LOCAL CUSTOMER
BASE, THEIR SPENDING
HABITS, AND THE
DEGREE TO WHICH
BUSINESSES ARE
CAPTURING
CUSTOMER DOLLARS.



BASELINE DATA COLLECTION

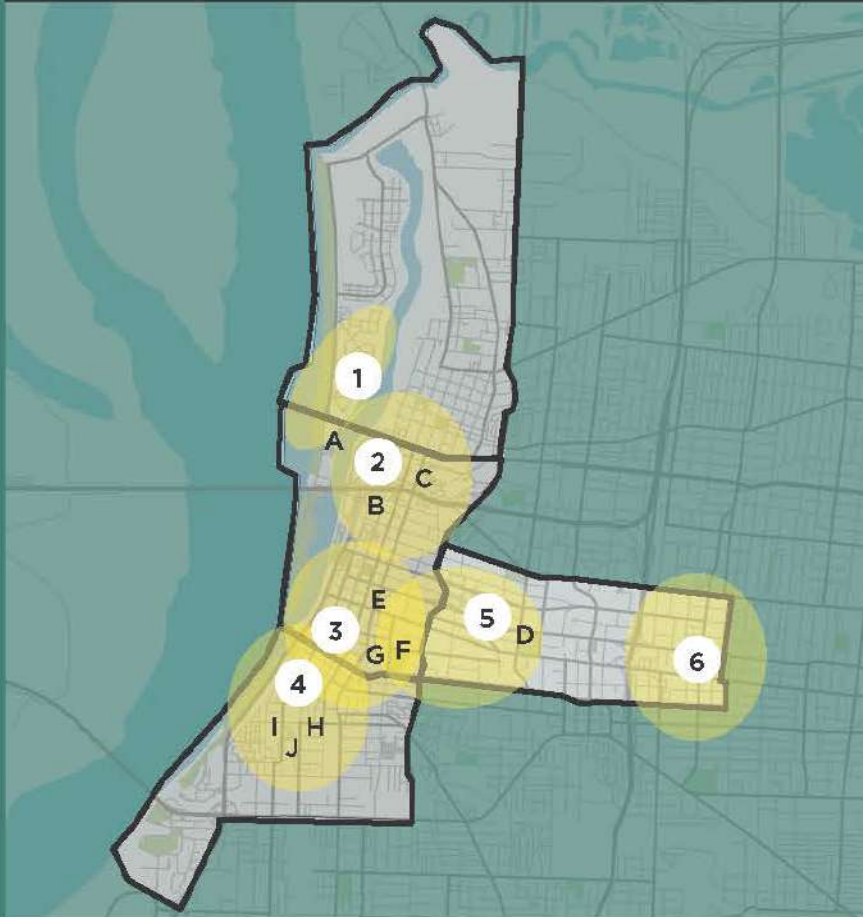


	Category
Basic Demographics (at a minimum Total Population, Median Household Income, Median Age, HH Size, Population by Educational Attainment, Age Distribution, and Ethnicity)	Resident
Total Workforce/Employees	Daytime Population
Total Secondary/Post-Secondary Student Population (if applicable)	Daytime Population
Total Annual Visitors (anchor institutions, if applicable)	Visitors

VISITORS

TOP DOWNTOWN

DESTINATIONS



Destination	Retail Node	Total Annual Visitors
A Bass Pro	The Pinch	3,000,000
B Convention Center*	The Pinch	433,000
C St. Jude's	The Pinch	8,500
Estimated Total Number of Visitors to The Pinch		3,441,500
D	The Edge	200,000
Estimated Total Number of Visitors to The Edge		200,000
E Autozone Park	Main/Second/Beale	324,581
F Fedex Forum	Main/Second/Beale	653,863
G City Street*	Main/Second/Beale	5,000,000
Estimated Total Number of Visitors to M/S/B		5,978,444
H Museum	South Main	265,964
I Amtrak	South Main	73,637
J Farmers Market*	South Main	36,000
Estimated Total Number of Visitors to South Main		375,601

GUIDING QUESTIONS



BUSINESS ENVIRONMENT

*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?*

THE CONDITIONS OF THE LOCAL BUSINESS ENVIRONMENT, INCLUDING BUSINESS DENSITY, QUALITY, AND TYPE OF OFFERINGS, PLAY A CRITICAL ROLE IN HOW SUCCESSFUL BUSINESSES ARE IN MEETING THE NEEDS OF THE DISTRICT'S CUSTOMERS.



RRP BUSINESS SURVEY

Owners of businesses located in the target commercial districts (or managers, if appropriate)



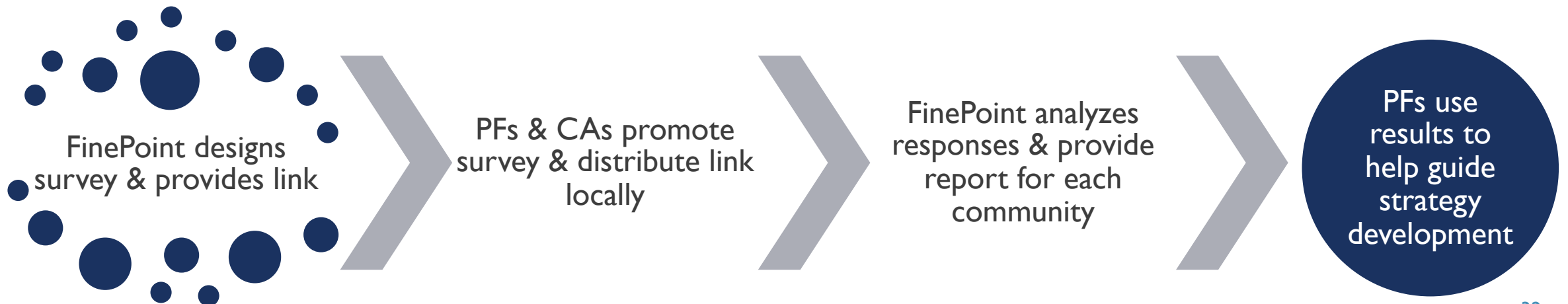
Purpose/Goals

- Obtain input to guide plan development
- Buy-in from local business community
- Statewide data to inform programs & policy

Topics

- Satisfaction - commercial district aspects & regulatory env.
- Business conditions, COVID Impacts
- Input - potential strategies & types of assistance

Process



Business Survey does not replace business data gathering in diagnostic phase.

- Info & input from only a sample of business owners
- Results WILL NOT provide info such as total # of businesses by NAICs code, number of business closures, vacant storefronts, etc.

Plan Facilitators (PFs) & Community Applicants (CAs) - responsible for getting word out to local businesses about survey, distributing the link & encouraging response.

Resources Provided to PFs & CAs

- Guide for Promoting the Business Survey
- Sample Text/Templates for email to distribute link & promo announcements
- Sample Flier Templates (editable, in WORD)

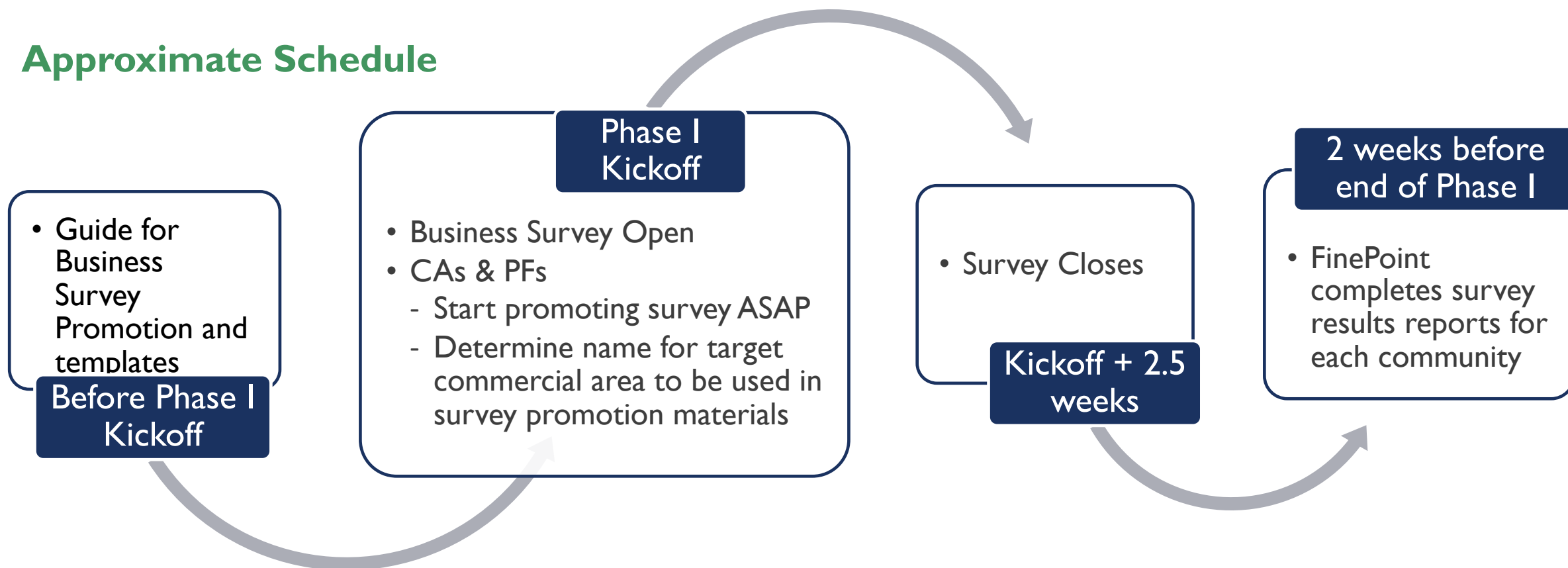
Survey Promotion/Link Distribution Options

- Email link directly – Town may have list
- Distribute fliers to businesses with link & QR Code
- Announcements - meetings & newsletters
- Social media & other

Important to Identify the Specific Target Commercial District by Name:

Use an identifying name to distinguish the commercial district/area in survey promotion materials – Important for the Survey & the Plan (e.g., Arlington Heights, Downtown Greenfield, Marblehead Center, East Lexington Village)

Approximate Schedule



BASELINE DATA COLLECTION



Total No. of Businesses (March 2020) – by NAICS categories

Total No. of Business Closures since March 2020 – by NAICS categories

Total No. of Businesses (Current/2021) – by NAICS categories

Total No. of Vacant Storefronts (Current/2021) (include SF where possible)

GUIDING QUESTIONS



ADMINISTRATIVE CAPACITY

*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? Why or why not?*

*If **lacking a stakeholder entity**, is a discussion needed on District Management?*

ADMINISTRATIVE
CAPACITY REFERS TO A
COMBINATION OF
LEADERSHIP,
ORGANIZATIONAL
CAPACITY, RESOURCES,
AND REGULATORY AND
POLICY FRAMEWORKS
THAT ENABLE
CATALYTIC
INVESTMENTS AND
IMPROVEMENTS TO
TAKE ROOT.



ASSESSING THE REGULATORY ENVIRONMENT

- ✓ BID Enabling legislation
- ✓ Zoning ordinance
- ✓ Is there a BID or other form of district management entity?
BID, parking benefit district, volunteer-based management organization, CDC





ASSESSING STAKEHOLDER CAPACITY

- ✓ Alignment of organization's mission with commercial district/downtown revitalization
- ✓ Organizational budget, available funding sources and experience with managing grants
- ✓ Skills and expertise of staff, in relation to economic development

PROGRAM APPROACH

PHASE II: PROJECT RECOMMENDATIONS

GOALS FOR PHASE II: PROJECT RECOMMENDATION

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

PHASE II: AVAILABLE RESOURCES



Located on the MDI Website under Rapid Recovery Program Resources

- SME Project Description Sheets
- SME Webinars & Consultations
- List of Funding Sources
- Findings from Business Survey
- Project Recommendations Rubric

PROJECT CATEGORIES

Projects *are expected* to be categorized in the following six areas.



Public Realm



Private Realm



Revenue & Sales



Admin Capacity



Tenant Mix



Cultural/Arts

+ OTHERS

Project Title	An action-oriented statement, e.g. Renovate historic building for restaurant use; Install lighting in public plaza
Category	Public Realm, Private Realm, Revenue & Sales, Admin Capacity, Tenant Mix, Cultural/Arts
Location	Street address/ project site
Origin	Names of individuals or organizations that contributed to project idea
Action Items	Concise description of project and key actions that will be taken
Process	A list of chronological steps to fully implement the project, e.g. training, property/land purchase
COVID Recovery	How will this project support the district's recovery from the pandemic?
Budget	Estimated total project cost and a high-level breakdown of costs. Where possible, identify potential sources of funding

PROJECT RUBRIC

Timeframe	Estimated timeline of project implementation, including phasing and any milestones
Partners and Resources	Include a list of public/non-profit/private entities needed to implement project and specify any roles
Key Performance Indicators	Description of project's anticipated impacts, e.g. economic, environment, social
Risk	Identify potential risks to the project including political will, regulatory restrictions, community interests, site ownership, environmental constraints, or financing limitations
Case Study/Best Practice	Descriptions of projects similar to the one being proposed. Examples may be local/ regional/ national/ international

PROJECT RUBRIC

PROGRAM APPROACH

PHASE III: PLAN

GOALS FOR PHASE III: PLAN

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

PHASE III: AVAILABLE RESOURCES



Located on the MDI Website under Rapid Recovery Program Resources

- Plan template (provided in Word and/or InDesign)
- SME Webinars & Consultations

FINAL PLANS

- SUMMARY OF DIAGNOSTIC FINDINGS
- PROJECT RECOMMENDATIONS



Public Realm



Private Realm



Revenue & Sales



Admin Capacity



Tenant Mix



Cultural/Arts

Basic cleaning, repair work, and landscaping



Redesign and activate public spaces



Install new sidewalks, curbs, lighting



PUBLIC REALM IMPROVEMENTS

PUBLIC REALM
IMPROVEMENTS

SAMPLE PROJECT

1

Public Realm Investments in the Urban Center

Category	 [Redacted]
Origin	[Redacted] Planning Team
Location	Urban Center [Redacted]
Budget	High (\$200,000+) Most of the strategies included in this project are eligible for Community Development Block Grant funding from the US Department of Housing and Urban Development, either directly or through State government. CDBG Funds are flexible, available, and designed to meet community needs and often prioritize urban center revitalization.
Timeframe	Short Term (Less than 5 years) Soap and water strategies, pilot placemaking/ public space project, interim murals on abandoned/vacant buildings, wayfinding/ signage system. Medium Term (5-10 years) Rehabilitate/ restore historic properties, Streetscape Improvements, Permanent waterfront public space
Risk	Although additional engagement efforts are needed, the new appointment of its Director of Economic Development who is the former President of the Chamber of Commerce may open avenues of communication and allow for a more open conversation with a public official as he serves as a conduit for engagement with local stakeholders.
Key Performance Indicators	<ul style="list-style-type: none">Annual no. of pedestrians (via pedestrian counter) [Redacted]Annual no. of events held in new public spaceTotal no. of murals created



PUBLIC REALM IMPROVEMENTS

SAMPLE PROJECT

Case Study or Best Practice

Soap and Water Strategy: Downtown San Diego, for example, carries out power washing monthly with support of the Storm Water Department of the City of San Diego and local Business Improvement District. Most of the power washing is accomplished between 2am and 6am, or during off-peak shopping hours. Similarly, in Asheville, North Carolina, an amount is allocated from an overall citywide tax increase to clean up downtown. The city spent about \$45,000 on an initial contract for the power washing.

Interim Mural Art: The neighborhood of Bushwick in Brooklyn NY has become a destination for vibrant street art. The formerly gritty and industrial neighborhood has transformed in recent decades into a mixed-use district that features an open-air gallery. Local artists today host art tours for visitors throughout the neighborhood and every year the local grassroots group, Bushwick Collective, throws a block party event that invites artists local and international to carry out live street art and refresh the walls of the neighborhood.



Source: Streetsense

Façade improvements and storefront transparency



Storefront interior improvements



Redevelop vacant properties




PRIVATE REALM IMPROVEMENTS

PRIVATE REALM
IMPROVEMENTS

SAMPLE PROJECT

The following recommendations in this section were presented to the [redacted]. Although these strategies present opportunities to attract new visitors and leverage new spending in the region, they are early ideas that will require significant support and reinvention following the impacts of COVID-19. Many key elements that will enable full execution of the strategy have not been uncovered and will require further exploration.

1 Renovation of historic building for independent bookstore, cereal bar and restaurant.

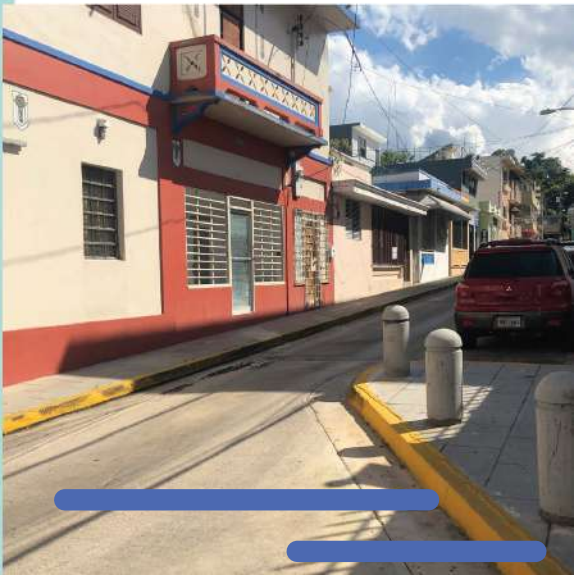
Category	 Place-Based Asset Enhancement
Origin	[redacted]
Location	[redacted]

[redacted] cultural space that includes an independent bookstore, cereal and coffee bar, and restaurant that will offer artist clients a place dedicated to social gatherings, live music, open mic sessions, a selection of Caribbean literature amongst other international titles.

The facility will transform [redacted] by building a destiny for bibliotherapy unlike any other in the area. It's main mission is to

promote the [redacted] street and start engaging with businesses in the urban center [redacted] joining the the current movement that wants to see the Main Street prosper once more.

Collaborations between local businesses are therefore key to the success of this project, including featuring local products and services at the asset from other businesses in [redacted]



PRIVATE REALM IMPROVEMENTS

SAMPLE PROJECT

Partners & Resources

A key partner on the project has been identified: [redacted] an established coffee farm [redacted] culinary expertise will be critical for the coffee bar experience at the Librería. Other partners include a local brewery, another food and beverage expert who will be able to customize gastronomy offerings at the asset.

Risks

The major risk as of this moment is the impact the pandemic will have on both the local and international economy. Despite some project delays that resulted from the pandemic and closure of operations and businesses island-wide, [redacted] has moved forward with phase 2 which includes cleaning and rehabilitation of the historic building. To engage with neighbors and local businesses, [redacted] will also be surveying them to determine exterior design of the building.

Currently, [redacted] is in a state of disrepair following destruction [redacted] and the more recent entry of national chains such as Walmart and other stores [redacted] have taken away spending from the historic center. Small businesses will likely continue to struggle attracting visitors with competition from other more convenient retailers.

Other risk factors are perception of crime and safety in the historic urban center that discourages pedestrians and visitors from the area, and inconvenient parking areas for customers.

Case Study or Best Practice

Libros AC (San Juan, PR); Casa Norberto (San Juan, PR)



Source: Michal Parzuchowski (Unsplash)

Establishing and/or formalizing
district entity



Adopting flexible signage
regulations or use groups



Easing outdoor dining permitting
processes



ADMIN CAPACITY
IMPROVEMENTS

ADMIN CAPACITY

SAMPLE PROJECT

5

Establish A Formal Waterfront Merchants' Association

Category	 Organizational Capacity
Origin	 Planning Team
Location	
Budget	<p>Low (<\$50,000)</p> <p>An initial grant from philanthropic foundations or from the Municipality may be needed to cover initial capital costs such as a digital subscription service to establish a digital hub for sharing resources and communications amongst members, as well as any initial pilot projects. In particular, the association should work closely with the Municipality to align its work with any goals/vision for Community Development Block Grant (CDBG) funding from the US Department of Housing and Urban Development, either directly or through State government. CDBG Funds are flexible, available, and designed to meet community needs.</p> <p>More recently, merchants' associations have also turned to crowdsourcing funds facilitated through on-line third-party platforms that involves accepting investments from a wide network of smaller donors.</p> <p>As the coalition grows and formalizes, however, nominal membership fees may be collected annually to cover costs of maintaining operations of the group.</p>

Crowdsourcing Platforms:

kiva

Unlike the other platforms, Kiva crowdsources 0% interest loans (in increments of \$25 or more) to small business owners who could not otherwise access traditional loans, which are contingent on preexisting capital. These loans will be repaid by the recipient and then used by lenders to fund new loans, donate or to withdraw.

KICKSTARTER

Smaller targets that may be easily met as the platform operates on an all-or-nothing model. However, if your project is successfully funded, Kickstarter collects a 5% fee and payment processing fees (between 3-5%).

P
Patronicity

Unlike Kickstarter, Patronicity allows partial funding so that if the goal is not reached, funds can still be disbursed towards the project. Rolling funds distribution is allowed before the campaign ends. In addition to enabling crowdfunding, Patronicity provides program management and individual project coaching to each campaign in a given program. Fees have also been waived for non-matched crowdfunding campaigns that launch prior to May 15th.

FUNDABLE

Most effective for short-term fundraising (1-2 months) as the platform operates on a subscription service at \$179 per month. Donors may also be given the choice of Equity (\$50k-\$10m funding goal) or Rewards (raise funds from the public by selling products, pre-orders, or merchandise & services).

gofundme

In addition to having a 0% platform fee and providing donor protection guaranteed, GoFundMe has also created a Small Business Relief Initiative to help small businesses that have been affected by the COVID-19 pandemic and empower their communities to rally behind them. As part of the Small Business Relief Initiative, GoFundMe, Intuit QuickBooks, Yelp, GoDaddy, and Bill.com have each donated to the Small Business Relief Fund, which will issue \$500 matching grants to qualifying businesses that raise at least \$500 on GoFundMe.

Providing business technical support



Determine district brand positioning and identity



Creating comprehensive marketing strategy



REVENUE & SALES
IMPROVEMENTS

REVENUE & SALES IMPROVEMENTS

SAMPLE PROJECT

1

Build on the Existing Brand and Marketing Efforts of the North Region

Category	 Marketing, Events and Promotion (Agro-Culture Demand)
Origin	 Planning Team
Location	 
Budget	Medium (\$50,000-\$200,000<) Costs may cover consultant fees for the creation of the plan and production of conceptual marketing collateral. Execution of the plan and any marketing/advertising strategies adopted from the plan will incur additional costs that will be estimated by the consultant through the strategic planning process.
Timeframe	Short (<5 years) This project will need to be established immediately to ensure a COVID-19-responsive brand.



REVENUE & SALES IMPROVEMENTS

SAMPLE PROJECT

past/ongoing efforts to promote the Island

as a whole to visitors place the organization in the best position to build and maintain an improved brand for the North Region.

In the process, however, several on-the-ground stakeholders and suppliers must also be engaged to ensure full buy-in and execution, including the participation of Frutos del Guacabo, Para La among other key assets. For visitors and travelers to have a positive experience and to nurture their loyalty to a destination such as the North Region, the local stakeholders and community must participate in developing the brand as they will help ensure that the brand is delivered and sustained in years to come.

Case Study or Best Practice

Kent County Tourism Corporation is the destination marketing organization for Kent County, Delaware and its incorporated cities and towns. In its effort to rebrand the county, Kent County engaged consultants experienced in destination marketing to conduct town hall sessions to secure stakeholder input, leverage online listening technology to understand locale's reputation and conduct a proprietary and projectable panel study of consumers living within a 250-mile radius of the area.

The in-depth audience research revealed three target audience segments whose interests resonated with Kent County's offerings. Informed by consumers, the consultant then strategically repositioned the area with a compelling new name — [Delaware's Quaint Villages](#) — and tagline, "At Your Own Pace". The evolved brand, after being implemented strategically across all communication channels including its new website, has resulted in tracked incremental return on marketing investments of \$18 Million, a return of \$47 for every marketing dollar invested, 19% increase in accommodation tax collections and visitor parties who collectively visited all 20 of its cities, towns and villages in Kent County.




Marketing collateral created by Streetsense for Kent County Tourism Corporation as part of its rebrand. Source: Streetsense

The following recommendations in this section were presented to the [redacted]. Although these strategies present opportunities to attract new visitors and leverage new spending in the region, they are early ideas that will require significant support and reinvention following the impacts of COVID-19. Many key elements that will enable full execution of the strategy have not been uncovered and will require further exploration.

1

Create Museo de Historia Natural de Puerto Rico

Category	 Place-Based Asset Enhancement
Origin	[redacted]
Location	[redacted]

Similar to the proposed Interdisciplinary Center [redacted], the renovation of a historic Art Deco building in downtown [redacted] is being revitalized as the [redacted] which will contain the [redacted] on the first floor and a Center for Scientific Research on the upper floors. Other programs on-site will include multipurpose rooms, a Café / Bistro and Hostel.

The Museum [redacted] aims to

be an anchor “must see” destination for the region, with educational exhibits, interactive learning and cultural programming and events. [redacted] a non-profit institution, dedicated to providing educational experiences on the nation’s natural history to locals and visitors, and will stimulate knowledge exchange between universities in the Americas and Europe and research centers. In the event of emergency situations such as a hurricane, earthquakes or tsunami, the facility also aims to be a support hub for the community.



Source: Streetsense

CULTURAL/ARTS

SAMPLE PROJECT

Partners & Resources

██████████ will be responsible for developing the project until its construction and a Board of Directors will be appointed to be responsible ██████████

However, other key partners that play a role in supporting marketing of the museum include the ██████████

██████████ Partnerships with other agro-tourism and adventure attractions that align with the museum's mission will also be formed with ██████████ other farms.

Research and architectural design partners for the museum ██████████

██████████
██████████
██████████
██████████
Technology and Research Trust.

Risks

The biggest immediate limitation of the project is financing. The project is incredibly complex and will require a thorough feasibility study and financial support from various sectors, including public grants and private investment.

Case Study or Best Practice

Notranjska Karst Museum in Postojna, Slovenia



Source: Simon Arsoe; Miha Dolenc

UPCOMING WEBINARS



- **Week of March 8:** Community Webinar
- **March 10 at 1pm:** Plan Facilitator Invoicing Webinar
- **Date TBD:** SME Webinar

**Registration links to circulated via email.*

Q&A



- Please submit your questions through Q & A function

THANK YOU