Marketing

RAPID RECOVERY PROGRAM TOOLKIT



This toolkit 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 nonprofit 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 DHCD: 100 Cambridge St, Suite 300 Boston, MA 02114 617-573-1100 mass.gov/DHCD

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Why This Toolkit?

Why This Toolkit?

The Importance of Marketing Your Community

Once you have established a brand for your community – as outlined in the separate toolkit – how do you put it to use. Signage, identity building and marketing will solidify your brand recognition. How you market the brand is essential to your community becoming top of mind to visitors, consumers, and businesses.

A well thought out Marketing Plan is the steering mechanism for your community's recovery plan and will help to plan both short-term and long-term strategies for recovery, ensuring a brighter future for your community.

"Marketing brings your brand to life and keeps your community Top of Mind"

Throughout the pandemic and the aftermath communities have and continue to learn that they needed to band together to support their town, cities, residents, and their businesses. In a sense, they had to do marketing on the fly. This guide will help to support a more structured plan with strategies to support short-term and long-term goals.

Whether you are marketing your downtown as a whole or working with one of the local businesses to support them in marketing their marketing efforts the steps and elements are the same.

- Develop goals, budget, messaging, and communications plan
- Communicate and market your brand – advertising, social media, pr, events, etc.
- 3. Manage, evaluate, repeat, or retool.



Credit: Fresh Paint Springfield - Paint Parties - Events — Fresh Paint Springfield - https://www.freshpaintspringfield.com/events

This is a "How-to-Guide" intended to support implementation of RRP programs. It will offer practical advice and guidance for communities as they navigate specific issues associated with project implementation.

As you are developing the various projects you will recognize the importance and strength of a well thought out marketing program and see how it crosses over into all your project realms.

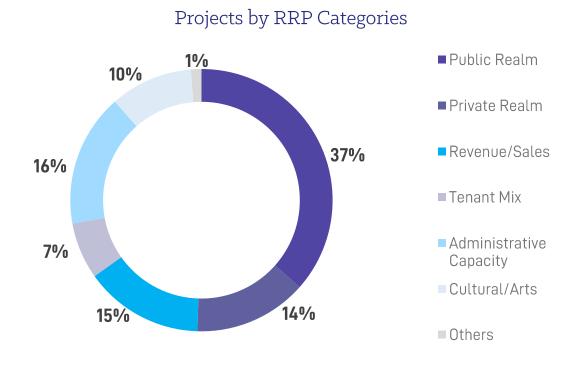


Figure 1RRP Projects. Source: Open Data

Project Categories Descriptions



Getting Started

Getting Started

How to use this toolkit

Think of this LRRP Toolkit as your roadmap to enticing visitors, consumers, and new business to your community. Communities come in all sizes from rural to city centers – marketing is used to reinforce the uniqueness of those communities. From traditional to emerging marketing trends your community needs to have a plan to standout and be recognized.

This toolkit can be used by communities to:

- Develop a well thought out and comprehensive Marketing and Communications Plan that works to solidify your community's uniqueness and brand recognition
- Market your community to strengthen your community and its businesses.
- Utilize one or a combination of marketing and communication mechanisms
- Support your small businesses through community or individualized marketing efforts
- Develop marketing and support strategies for:
 - Social Media
 - o Print Media
 - Earned Media
 - Small Business support and utilization of Google my Business[®]
 - New business attraction

Toolkit Checklist

The following checklist will help you to navigate this toolkit. You can quickly locate the areas of focus for marketing for your community along with developing a plan and identifying the challenges you may face along the way.

"Marketing is not just advertising, events and social media – it's a package based in communicating strong messages and capturing attention.

Figure 1: Toolkit Checklist

	Action	Page	
	We want to develop a Marketing and Communications Plan.	11	
_	We want to market our downtown on social media.	15	
	We want to market our downtown in print media.	17	
	We want to increase our earned media.	18	
_	We want to increase the number of businesses who use "Google my Business [®] ".	20	
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	We want to know the challenges we may face.	29	
	We want to know what type of Funding is available.	28	
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Getting It Done

Getting It Done

Step 1: Developing a Marketing Plan

In developing a marketing plan the goal is to increase retail activity, sales, and visitation to the commercial corridor. Your plan should be diverse, feed off the branding and focus on what your downtown or commercial corridor has to offer. Ultimately, your marketing efforts should promote growth of new and current businesses and encourage business recruitment by strengthening the brand awareness of the district and its businesses.

The Marketing Plan.

- Identify your Market Segments to understand current and potential customers – Who are your customers and why do they come? Who are your potential customers and how do you entice them Downtown?
- Develop a clear understanding of your customers and competition (Note: It is not only important to know who your customers are, but who your competition is – i.e., neighboring communities, other retail nodes/districts in your city/town.)
- Conduct a Market Analysis to understand and answer the above questions – ESRI data, real time analytics, demographics, geotracking, sociographic info, competition analysis.

Develop marketing opportunities that focus on what the area has, what does well in the area and those that will increase business participation.

- Market Segments each community will have a variety of audiences to consider when developing their plan.
 - Residents
 - o Employees
 - College students
 - Visitors/Tourists
 - Professional/Medical Visitors
 - Business travelers
 - o 2nd Homeowners (tourist areas)
 - Young Professionals
 - o Commuters in, out, & through

- Identify what makes your community special, unique, different, valued, experiences, sense of place, events, restaurants, businesses
- Identify the positives and negatives of your Downtown Look at the area through the eyes of someone being there for the first time. For example, a marketing goal could be to present the downtown as a clean and safe environment. Then determine how you set about communicating that is it clearly marked trash bins with regular pick up, well-lit parking lots, clean and bright storefronts, etc.
- Look at marketing as ways to entice and invite people to your Downtown and to your businesses
- Setting Goals for your Marketing Plan these will be different for every community they can be broad or granular. Do you want to:
 - Increase spending
 - Increase traffic
 - o Increase events and attendance at events
 - o Let customers know that your area is safe, clean, and fun
 - Draw specific Market Segments into the area
 - Draw new businesses to the area
 - Increase brand recognition
 - o Encourage cross visitations Shop & Dine; Live, Work, Shop & Play

The Process.

Build on and complement what has been done in the area – incorporating the brand/logo to enhance the recognition to the downtown, while at the same time, instituting an identity for the district.

Develop a Marketing and Communications Plan – First consider if you have the capacity for this to be managed in-house or if there is a need to hire a consultant or communications professional. This will affect your budget structure. Consider funding this position with staff to both market the district and its businesses, and to market the district to foster economic development.

This plan will be the roadmap to enhance the brand year-round and should incorporate how you communicate that "Your Community is a great

Develop a diverse marketing campaign that utilizes promotion, events, arts/culture, social media, & visual media

place to be" – i.e., develop hashtags for social media, what sources can be utilized for messaging for businesses, to the public and the surrounding communities.

Consider creating or expanding the community's website with a tab or section that features the district(s) in the community and make links to event calendars prominent. This plan will serve as a

feeder to events marketing for the area - events that encourage patrons to explore the Downtown area and its businesses.

It will be beneficial to develop a multi-year strategic marketing plan and budget to drive your marketing efforts – especially if this is a new undertaking for your community or if you want to incrementally build up your marketing campaigns and efforts.

Build on and complement what has been done in the area – New and current businesses, events, culture, and amenities should be highlighted in marketing and social media efforts. There is not always a need to reinvent your downtown with marketing, but to enhance and build on what has been done.

Concentrate on the Excitement in the area – Focus should be on new and existing businesses, what's great and unique about your community and its businesses, history, and culture. Focus on what's new, what's here and what's to come in your area.

Provide training and support for local businesses for marketing their businesses individually and in a shared format – social media, geo-targeted advertising, sales, and events marketing programs will serve to enhance promotion of the district.

Enabling businesses with the ability to selfpromote and better market their businesses will serve to draw more traffic to the area. Community partnerships will enable businesses to expand their reach and audience.

Developing a Marketing Budget

The marketing budget should reflect short- and long-term goals of the marketing plan. The list to the left shows line items to incorporate into your overall marketing budget expenses. Types of advertising will have sub-categories. Individual events, campaigns or promotions should have sub-budgets that roll up into the yearly budget.

Your budget should be evaluated against proposed and actuals expenditures on a regular basis, i.e., monthly, per event. This will help when creating your future marketing budgets.

The following links to the Downtown Houston budget are used as an example to show how marketing is integral to the overall management and operations of their Downtown. In this link to Houston's Downtown Management Budget, you can see the incorporation of the marketing

Marketing Budget/ Expense Line Items

- ✓ Staffing
- Overhead
- ✓ Consultants
- Events Management/Security/other staffing
- ✓ Regional/Tourist Marketing
- ✓ Local Marketing
- ✓ Public Relations
- ✓ Content Marketing
- ✓ Event Marketing
- ✓ Social Media
- ✓ Online
- Advertising
- ✓ Web
- ✓ Market Research
- ✓ Sales Campaigns
- ✓ Training
- ✓ Signage/Banners/Collaterals

See Funding Resources for the funding/income source side of your budget.

budget into the operational budget. <u>2021_hdmd_budget_summary_final_draft.pdf</u> (downtowndistrict.org) http://www.downtowndistrict.org/about-us/plan-budget/

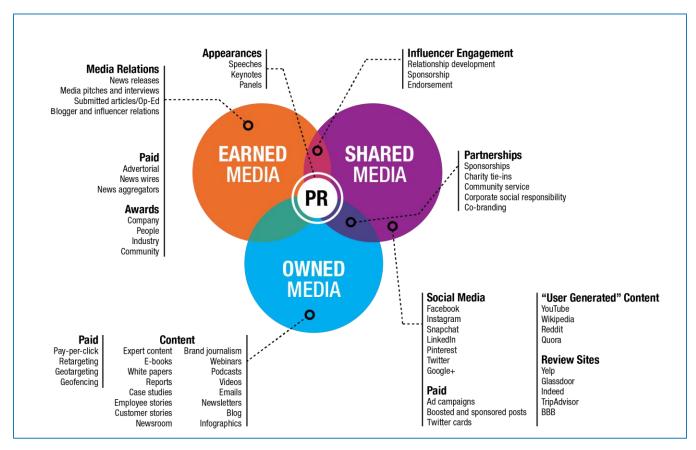
Step 2: Developing a Communications Plan

The Communications Plan

How you communicate your marketing efforts is key to a successful plan. Simply put, you can develop the best event, have the best restaurants or products, but if you don't communicate that people won't know or show up. Basically, your plan is how are you going to let consumers and visitors know what you have and why they should be there, visit or buy.

A successful communications plan will engage and capture the audience by utilizing a variety of communication channels and tools. These include:

- Messaging
- Collaterals
- Brand Reinforcement
- Social Media Free and paid
- Advertising Print, Social, OOH, Geofencing & Geo-targeted
- Public Relations & Earned Media
- Events Recognition
- Website
- Analytics Diagnostic tools for measuring your impact (i.e., Google Analytics See Resources)



PR/Earned Media. Source: axiapr.com

We Want to Market Our Downtown on Social Media

Social media is an essential marketing tool. People find events, things to do, things to buy, places to visit, make dinner reservations and so much more online. Social media allows you to capture and attract customers and visitors across many platforms. Social media is used to entice new and current customers to your location – whether it's your downtown district or single business.



With the many choices, interactions and connections in social media Twitter, Instagram, Snapchat, LinkedIn, Facebook and more, there is more than a value to having a social media presence, it has become a necessity. With utilizing social media there are essential factors to keep in mind:

- Keeping your presence and information current
- Creating a plan this will be incorporated into your Communications Plan
- Regular posting and Consistency in messaging across platforms Hootsuite or other platform management works well to place your posts across multiple platforms at the same time – allows you to choose the timing of posts for the most impact of your messaging.
- Using analytics to track the performance and determine the effectiveness of your social media
- Having a designated Social Media manager
- Building your followers, increasing shared opportunities
- Access to social media training especially with small, local businesses
- Connecting with Social Media Influencers
- Paid social media pay-per-click, banner ads

Th following page shows examples of social media posts across the various platforms for events, products, restaurants, and districts. (See Resources for links to social media sites and platforms.)



Credit: Instagram – Capeology featuring Cape Cod Coffee



Credit: Fresh Paint Springfield. Facebook post



 $Social\ media\ promotion.\ Credit:\ VisitGeenvilleSC.com$



Credit: Fresh Paint Springfield. Instagram post



Credit: shaburestaurant.com

We Want to use Print Media to Market Our Downtown & Businesses

Print media may seem to be taking a backseat to social media, however strategic and targeted use of print media is useful and effective in enhancing brand awareness. A marketing plan, when the budget allows, should incorporate both print and online advertising to capture a wider audience. Print media takes a broad scale approach to advertising. Print has high conversion rates – meaning that people spend more time looking at a print ad than an email or online ad.

When considering which print publications to use, you need to consider how they match your target audiences – tourists, residents, surrounding communities, etc. – and how effective they are in capturing your target audiences.

With the growing trend of less people subscribing to an actual print copy of newspapers, businesses are utilizing the online versions of those publications to market and advertise. Consider a package with a combination of print and online. Perhaps it's not the larger metropolitan paper you're advertising in the print version, but their online version or the smaller local paper that is both delivered by mail and online.

Types of Print Media

- Magazines
- Point of Sale (POS), Brochures, Flyers
- Newspaper print, online, geotargeted
- Transit Media
- Direct Mail
- Billboards (Out of Home OOH)

Guidelines for Print ads:

- Clean and uncluttered
- White space
- Color
- Messaging KIS "Keep it Simple"
- Enhance brand awareness

It may be hard to track the effectiveness of print advertising – consider adding a link to a site (event or web) or adding a QR code – this will enable you to track the traffic and effectiveness of the ad.

We Want to Increase Earned Media

Earned media is media exposure that is free – it comes with no payment from a variety of sources. To gain earned media your will need to have a directed strategy within your communication plan.

How Earned Media is shared

- News mentions
- Press releases
- Customer/Visitor reviews
- Shared content
- Social Media interactions
- Awards/Recognition
- Word of Mouth
- Influencers

Benefits of Earned Media:

- Free
- Must come from a trusted source
- Increases traffic
- Increases awareness
- Increases SEO

What is Earned Media?

Earned media refers specifically to publicity gained through editorial influence of various kinds. The media may include mass media outlets, such as newspaper, television, radio, and the internet, and may include a variety of formats, such as news articles or shows, editorials, social media, blogs, customer reviews, etc.

Earned media cannot be bought or owned; it can only be gained organically.

(Definition Source: Wikipedia)

Best Practices of growing Earned Media:

- Create high quality and valuable content that will capture the media's attention and your audience – See Examples of Earned Media from Fresh Paint Springfield 2021 on following page.
- Target key publications and journalists establish relationships with influencers
- Leverage social media and tools (example: Cision®: H/A/R/O Help A Reporter Out used to feed stories to reporters - https://www.helpareporter.com/
- Create great visitor and customer experiences who will share their reviews

Fresh Paint Springfield announces return of mural festival

Updated: May. 13, 2021, 4:07 p.m. | Published: May. 13, 2021, 12:50 p.m.



Fresh Paint Springfield has announced plans for its 2021 mural festival in the downtown and Mason Square area. Here is a mural done in advance on Dwight



By Peter Goonan | pgoonan@repub.com



APPLY TODAY

Fresh Paint Festival cuts ribbon on 10 murals celebrating Springfield

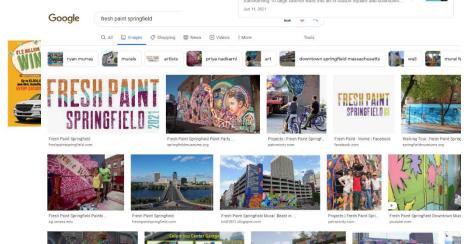
Updated: Jun. 12, 2021, 9:49 p.m. | Published: Jun. 12, 2021, 7:19 p.m.





By Dave Canton | dcanton@repub.com

After a year away due to the pandemic, the Fresh Paint Mural



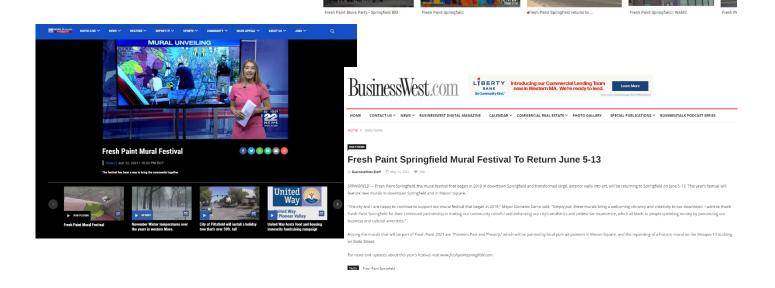
Earned Media Case Study: Fresh Paint Springfield 2021

Q All 🖫 Images 🧷 Shopping 🖽 News 🖫 Videos 🕻 More

Fresh Paint Springfield Mural Festival to Return June 5-13

Fresh Paint Springfield Weekend Events Include Block Party

fresh paint springfield



. Q

We Want to Increase the Number of Businesses that Use Google My Business®

With Google My Business[®] businesses can claim their business online by creating a profile and if desired, they can sell and feature their products and services online.

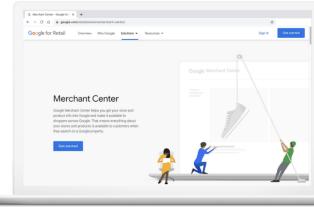
Create a profile at Google My Business® - https://www.google.com/business/(Excerpted with permission from Sixcia Devine. See Resources.)

- Sign into your Google account or Create a new one (Note: create one for your business, don't use your personal Gmail account. Create an account at: accounts.google.com/signup
- 2. Set up a free Business Profile at google.com/business. From here you can manage your business profile, add products, upload photos, post menus and information, link to Shopify® PayPal® and other compatible sales platforms, create a product catalog.
- Showcase products with Google Merchant Center – the Merchant Center is a tool that helps you add your store and product data and make it available to show across Google. Step 1 – Create an account at g.co/merchantcenter and verify your business Step 2 – Upload/Add products Step 3 – Show products across Google Step 4 – Monitor your growth and performance
- Google Search Results
 Search
 Shopping Tab
 Images
 Google Lens lets the person search for what they see
 Shopping Ads create a campaign

For tutorials on Grow With Google visit: g.co/grow/quickhelp

Note: Your community and its businesses should also be claiming on other platforms such as Yelp, Bing, and LinkedIn.





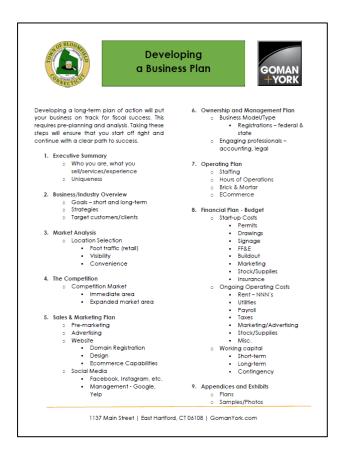


* U.S. Only Source: "Grow With Google" presentation – Sixcia Devine

We Want to Use Marketing to Attract New Businesses

Marketing can be used as an Economic Development driver. It can be utilized to raise awareness of the Downtown as a vibrant place to open a business. You can:

- Create and promote stories of success to entice new business development.
- Develop a small business toolkit to make the process for opening a business easier.
- Host small business development programs and training sessions this can be done in partnership with the Chamber of Commerce, local business organizations, SBA, banks, and other community partners.
- Support the incubation and development of new small businesses.
- Host pop-up shop opportunities to cultivate new businesses.
- Market small business incentive programs to attract new businesses.







Tools to support new businesses – Black Business Alliance Workshop, Small Business Toolkits Credit: Goman+York



How Others Are Doing It

How Others Are Doing It

Lessons for Community Marketing

Marketing is a primary action when done right that will lead to successful Downtowns and businesses. Look at how other communities are enticing consumers, visitors, and businesses. The highest compliment in marketing is, that if it is done right – others will 'steal' your concepts. Your community marketing should lead by example and feed the success of your Downtown and its businesses.

Some of the key lessons learned are:

- Set goals for your marketing program
- Follow thru from concept to execution to evaluation
- Be critical of your marketing efforts if something didn't work find out why and fix or eliminate it
- Be realistic
- Be creative
- Be the driver of positive awareness of your Downtown
- Create recurring events that highlight your Downtown
- Create gathering spaces that can be used for events and arts
- Create opportunities for growth with partnerships and sponsorships
- Use your marketing program to fuel economic development
- Focus on who is in your community residents, students, visitors, businesses
- Focus on who you want to invite into your community
- Partnerships Recognize the importance of partnerships within the city/town, with businesses and community organizations
- Stewardship the community needs to be seen as the leader in creative place-making and fostering successful businesses that will drive traffic, increase sales, and create opportunities for new business development.

Case Study: "We Are Downtown" Houston, TX

Setting Marketing Program Goals

The Marketing & Communications Program works to promote a vibrant and diverse Downtown image through advertising, public relations, partnerships, events, community relations and other promotional materials. The overarching goal is to position Downtown as a place with BIG personality that embraces everything people love about Houston.

- Establish Downtown as the preferred destination to live, work and play through a proactive advertising and branding campaign
- Raise awareness and generate ongoing positive media coverage for Downtown and the Downtown District
- Create a work, live and fun environment where people enjoy the urban lifestyle with an interesting, exciting, and inspiring range of activities and experiences
- Provide effective and useful tools such as the web portal, weekly email blasts and comprehensive marketing materials
- Reinforce that Downtown is a friendly, easily accessible, affordable, and safe destination, both day and night

Excerpted from Houston Downtown District http://www.downtowndistrict.org/programs/marketing-programming/

Ensuring Stakeholder Buy-In

Access to tools and resources - Click link to access tutorials, logos and messaging for business/stakeholder resources and tools to utilize the in their marketing

https://work.page/downtownhouston/brand-assets/

Case Study: Website - Downtown Tucson, AZ

Source: Downtown Tucson - https://downtowntucson.org/



Welcome Back

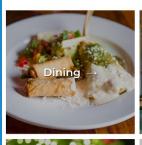
The city's best places to enjoy outdoor dining, drinking and shopping are back in business! Downtown's businesses have been working hard to responsibly and safely reopen. On behalf of our downtown retailers and restaurants, we can't wait to see you back downtown – Welcome Back, We Missed You!







Explore Downtown









Downtown Resources & Support

The Downtown Tucson Partnership is a nonprofit organization providing enhanced municipal services for the downtown Business Improvement District. As the primary advocate for Downtown Tucson, our top priority is to provide core services including economic development, clean and safe initiatives, marketing, programs and relationship building.





DOWNTOWN IN THE NEWS

Tucson's historic Pima County commemorating the past Nov 10, 2021 | KJZZ

VIEW NEWSROOM >

Overcoming Challenges

Overcoming Challenges

State Regulations

For communities with districts that include state routes/roads running through them, marketing and events efforts will need to be checked and vetted by the proper agency – this includes banners, event signage – this is where it is important to engage the various municipal departments in the planning stages of your marketing efforts.

Local Permits & Rules

The events portion of the Marketing Plan is where you will need to concentrate on local permitting, regulations, and rules. These include:

- Safety concerns and support
- Event/Entertainment/Outdoor/Occupancy Permits
- Vendor permits
- Any Alcohol permits or regulations

Individual businesses will have to abide by any rules or regulations within the city/town in marketing their businesses or holding events, including signage, outdoor permits, etc.

The Importance of Buy-In & Support

Perhaps the hardest piece of marketing a Downtown or commercial corridor is to get people and businesses involved. Stakeholders – City/Town staff and departments, local businesses, community organizations – all play a part in the successful marketing of a community. This effort takes collaboration and buy-in which at times can be challenging. The municipality or BID should be the driver in the marketing efforts, and at the same time they should be looked at as being a committed partner.

Business owners are continuing to recover from the COVID-19 pandemic, they face staffing challenges, unreliable delivery of goods, and the cost of goods are rising at unprecedented levels – add to that they are exhausted. Your marketing efforts should be presented as positives for them – ones that will help to increase their business and make doing business easier.

You may face challenges with stakeholder or partnership buy-in – you will need to engage a team that includes municipal leadership and existing partners to "make your case for support." This is about building strong relationships within your community so that your community thrives.

Key Resources

Key Resources

Funding – Grants & Loans

As the design and planning of your marketing efforts calls for creativity and layering, so does the funding of those efforts. Initially, the thought is to fund through budget allocations, though this is not always possible, and most likely will need to be supplemented through a combination of sources. Just as you will be creating a budget for multiple years, you will need to approach funding your marketing efforts in the same way. Funding sources may include:

- BID assessment or tax (% tax allocated for marketing efforts)
- ARPA program
- State & Regional Grants
- Cultural/Arts grants to support events and arts programming
- Shared Streets
- Economic Development
- Small Business Technical Assistance grants
- Budget allocations community events, economic development
- Micro matching funds/grants to businesses
- Cooperative marketing programs
- Event partnerships & sponsorships with major employers, businesses
- Event income/fees

Sample Table Design to Track Funding Sources to Support Marketing Efforts

Name of Fund	Agency	Maximum Amount
Text	Text	*** ***
Text	Text	\$\$\$

Social Media Sites for Marketing

Social Media – Connect with Customers, Visitors and Followers

Facebook Ad Account - <u>Add Ad Accounts in Business Manager | Facebook Business Help</u>
 <u>Center</u>

Facebook Business Manager - <u>Create Your Business Manager | Facebook Business Help</u> <u>Center</u>

Facebook Shops - <u>Facebook Shops: Online Storefront On Facebook and Instagram |</u>
Facebook for Business

- Instagram <u>Instagram</u>
- Instagram Shopping Shopping on Instagram this Holiday Season | Instagram for Business
- Google Business Listing Google My Business Manage Your Business Profile
- Improve your retail website experience evaluation https://growmystore.thinkwithgoogle.com/intl/en_us
- Tutorials on Grow With Google visit: g.co/grow/quickhelp
- Google for Retail <u>Start Selling Products Online Google for Retail</u>
- Yelp Why Claim Your Business Page on Yelp | Yelp for Business
- Bing Places Bing Places for Business
- LinkedIn Business Create a LinkedIn Page | LinkedIn Help

Analytics - Optimization of your Web Presence

- Hootsuite Social Media Marketing & Management Dashboard Hootsuite
- Mix Panel Mixpanel: Product Analytics for Mobile, Web, & More
- Parse.ly Content analytics made easy | Parse.ly Content Analytics
- Clicky Web Analytics in Real Time | Clicky
- Google Analytics Google Marketing Platform Unified Advertising and Analytics

Google Training

 Google Virtual Workshops to grow digital skills and grow your business https://growonair.withgoogle.com/

Resources

- ICSC Innovating Commerce Serving Communities
 Setting Up Shop A Commercial Space Readiness Guidebook
 https://www.icsc.com/research-publications/downloads/ICSC_Setting_Up_Shop.pdf#page=3
- Sixcia Devine Google Presenter and Expert email: sixcia@gmail.com
 #GrowWithGoogle Presentation



For more information, visit: www.mass.gov/info-details/rapid-recovery-plan-rrp-program

If you have questions about the RRP program, contact:

Emmy Hahn MDI/RRP Program Coordinator, DHCD elizabeth.hahn@mass.gov