

Rapid Recovery Planning – SME

March 2021



Introduction



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Agenda

- 1 Program Overview & Objectives
- 2 Community Participation & Categorization
- 3 Program Schedule and Updates
- 4 Program Approach

Phase 1: Diagnostic + Business Survey

Phase II: Project Recommendations

Phase III: Plans

- 5 Q&A

Please submit your Questions **through the Chat 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

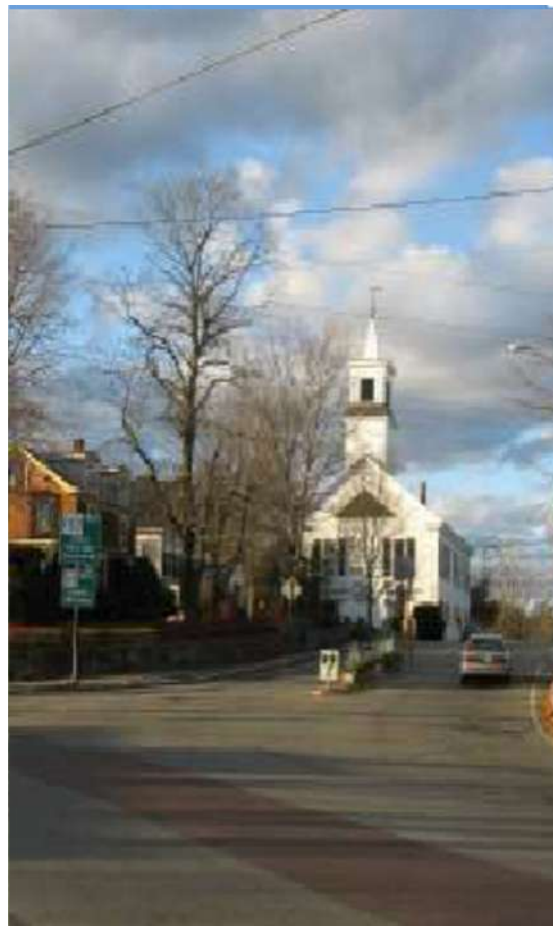
Commonwealth

- 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 Categories

Small

Min. No. of Expected Project Recommendations: 5+
Project Budget: \$30,000



Medium

Min. No. of Expected Project Recommendations: 10+
Project Budget : \$60,000



Large

Min. No. of Expected Project Recommendations: 12+
Project Budget : \$90,000



Extra Large

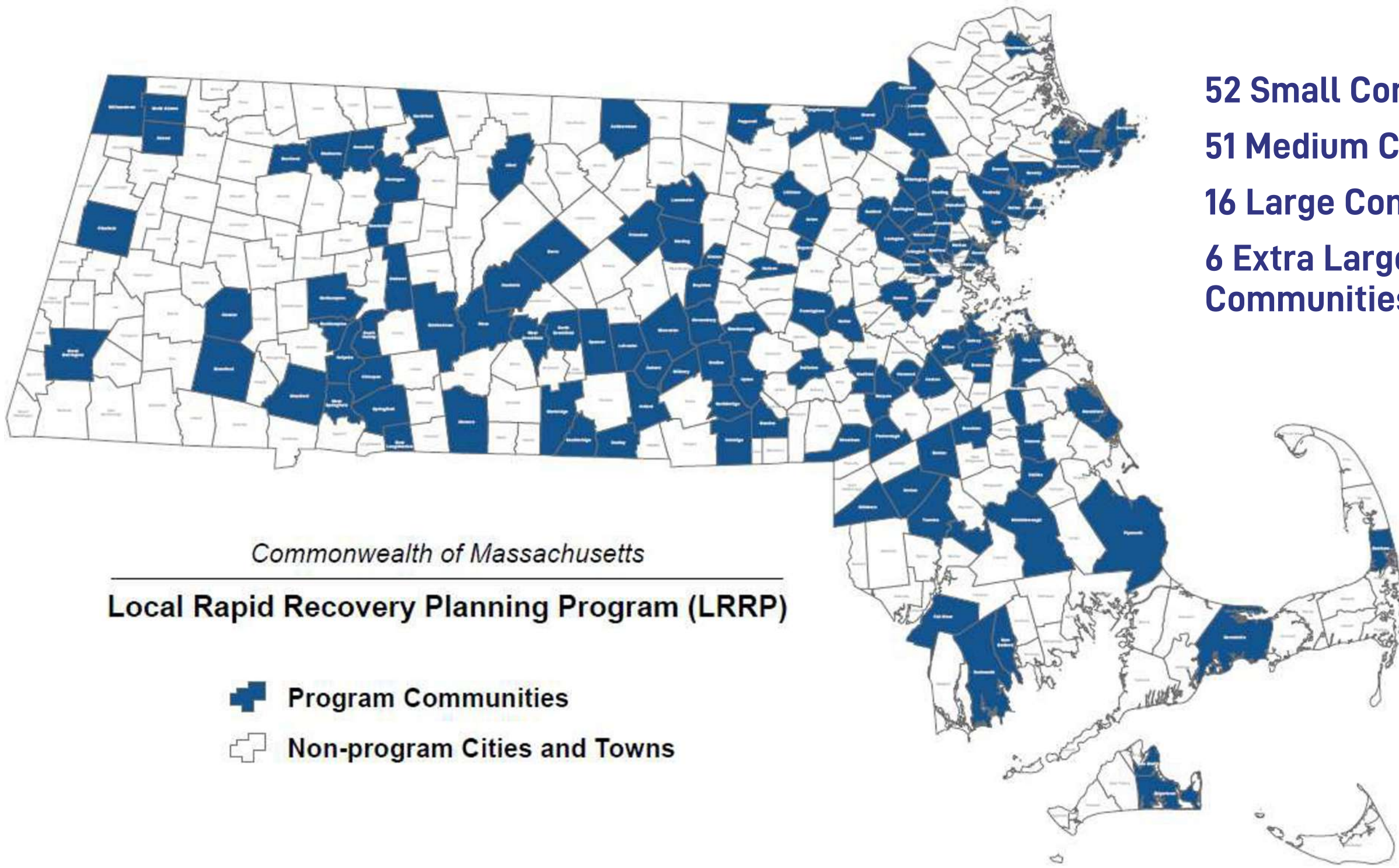
Min. No. of Expected Project Recommendations: 15+
Project Budget: \$120,000



Scope & 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



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

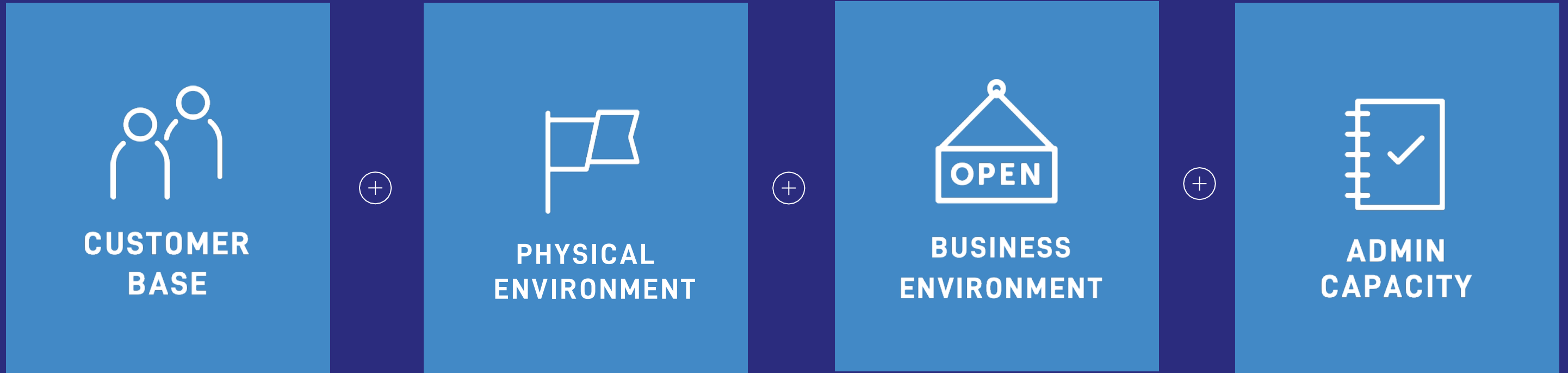
Commonwealth of Massachusetts

Local Rapid Recovery Planning Program (LRRP)

-  **Program Communities**
-  **Non-program Cities and Towns**

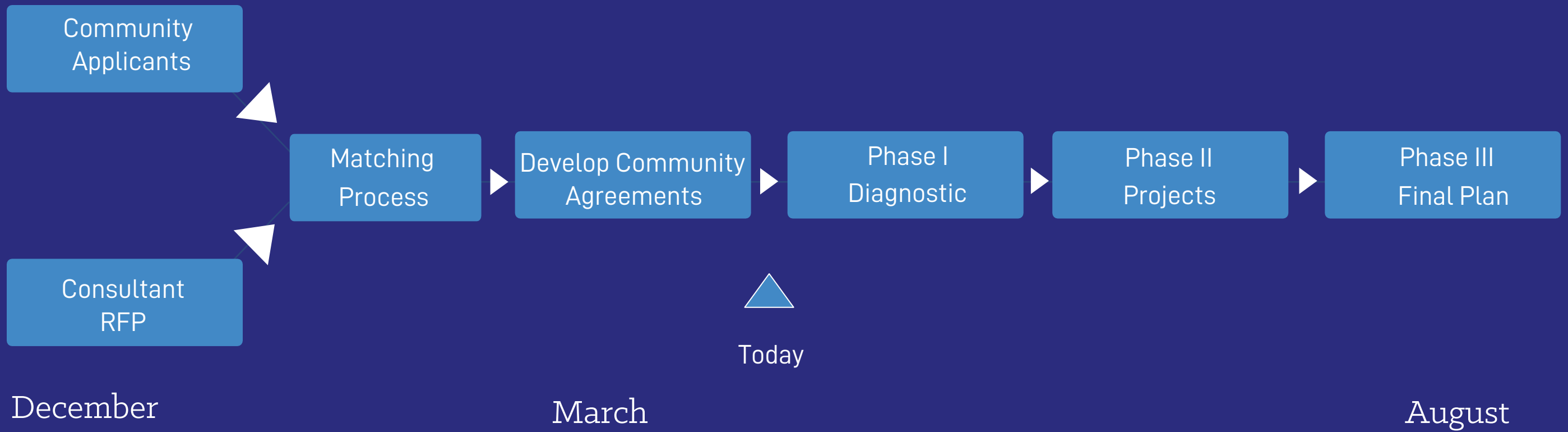
Program Overview





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/>



Program Schedule

SME Engagement

SME Project Sheets

SME Webinars/Consultations

Phase I
DIAGNOSTIC

Phase II
PROJECT
RECOMMENDATIONS

Phase III
FINAL PLAN

Mar

Apr

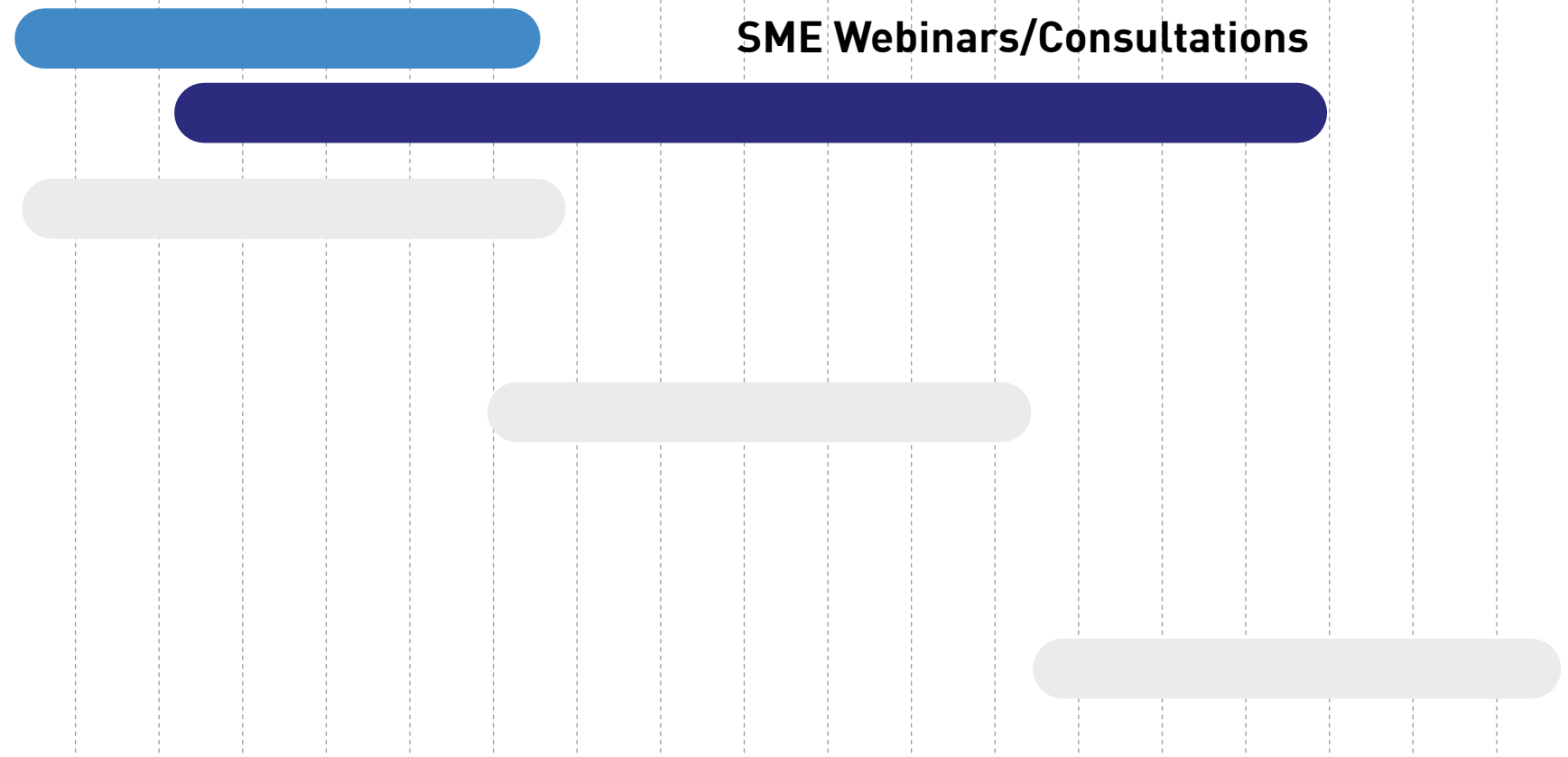
May

Jun

Jul

Aug

Planning Schedule



SME Engagement Overview

Subject Matter Experts will be engaged as follows:

1. Webinars (Phase 1 & Phase 2)
 - Ideate best practices for recommendations through a series of topical webinars offered to Plan Facilitators and Communities through Phase 1 & Phase 2 of the program
2. Best Practice Project Sheets (Phase 1)
 - Develop Best Practice Project sheets to help Plan Facilitators and Communities
3. Individual Consultations (Phase 2 & 3)
 - Provide 3-5 hours of time to provide feedback and help refine Project Sheet.
4. Open Consultations (Phase 2 & 3)
 - Informal opportunities for “drop in office hours” to field general questions

SME Scope Overview

Webinars

Lead Consultant

- Coordinate pre-webinar call to discuss examples and prevent overlap
- Coordinate PPT ready for use during the Webinar. (PPT Template will be supplied)
- Provide detailed SME Best Practice Sheets for examples presented (PPT Template will be supplied)

Panelists

- Participate in panel pre-call
- Develop and submit PPT slides that offer high-level/visual overview of two best practices using the Best Practice Rubric for Guidance (PPT Template will be supplied)
- Provide detailed SME Best Practice Sheets for examples presented (PPT Template will be supplied)

	DATE	TIME	PROJECT CATEGORY	SUB TOPIC (Tentative as of 3.24)	LEAD
	8-Apr	12:00 PM	PUBLIC REALM #1	Public Space Transformation I: Design in the Public Realm: Creative Placemaking (temporary art), Public Space Activation & Utilization	Bench
	14-Apr	12:00 PM	PUBLIC REALM #2	Public Space Transformation II: Accessibility & Mobility - parking, biking, sidewalks, streets	Stantec
	15-Apr	1:00 PM	ADMIN CAPACITY #1	Addressing Structural Impediments to Business Operations: Zoning/Permitting/Licenses	BSC
	22-Apr	1:00 PM	ADMIN CAPACITY #2	District Management – 5 Models + Parking Benefits District	Ann Burke
	28-Apr	12:00 PM	PRIVATE REALM #1	Storefront Vacancies, Storefront & Tenant Improvement Programs, Window Displays, Signage Programs, etc	Goman & York
Pending modification	6-May	12:00 PM	REVENUE & SALES #1	Getting People Downtown: Event Marketing & Digital Marketing	Pending
	12-May	1:00 PM	REVENUE & SALES #2	Helping Businesses Adjust to the Virtual World: On-line platforms, E-Commerce & Social Media Marketing	Pending
	13-May	12:00 PM	CULTURE & ARTS #1	Public Art, Cultural Destinations, Ground Floor Activation	Pending
	18-May	1:00 PM	OTHER #1	Economic & Social Equity	Pending
	20-May	12:00 PM	PUBLIC REALM #3	Wayfinding & Branding	Pending
	25-May	1:00 PM	ADMIN CAPACITY #3	Funding Sources	Pending
	1-Jun	1:00 PM	TENANT MIX #1	Helping Business Stabilize and Grow: Small Business Technical Assistance Programs, Business Operations Support, commercial leasing support	Pending
	3-Jun	12:00 PM	TENANT MIX #2	Restaurant Support	Pending
	10-Jun	1:00 PM	PUBLIC REALM #4	Major Projects - Starlight, Outdoor Markets, Skating Rinks	Pending

Webinar Schedule

As of 03/24/2021

Best Practice Sheets

-
- Best practice sheets will follow the SME best practice project rubric (Word template will be provided)
 - All Webinar Leads and Panelist will be expected to submit the projects they present as Best Practice Sheets. Best Practice Sheets will be expected by the end of Phase I. This may mean submission in advance of a webinar.
 - Additional Best Practice Sheets may be requested from non-Lead/non-Panelist SMEs
 - MDI staff will compile Best Practice Sheets into a publically available resource available for PF's and Community Applicants to use as source material for Final Project Recommendations.

Sample Best Practice Rubric*

*This will be provided in Powerpoint template

Project

**An action-oriented statement, e.g.
Renovate historic building for restaurant use; Install lighting in public plaza**

Budget

Estimated total project cost and a high-level breakdown of costs. Where possible, identify potential sources of funding

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

Risk

Identify potential risks to the project including political will, regulatory restrictions, community interests, site ownership, environmental constraints, or financing limitations

KPI

Description of project's anticipated impacts, e.g. economic, environment, social

Action Item

Concise description of project and key actions that will be taken

Diagnostic

How will this project support the district's recovery from the pandemic?

Origin

Names of individuals or organizations that contributed to project idea

Process

A list of chronological steps to fully implement the project, e.g. training, property/land purchase

Location

Street Address/Site

Category

Public + Private Realm, Revenue & Sales, Admin Capacity, Tenant Mix, Cultural/Arts, Others

Public Realm Improvements

Sample Project

<div style="display: flex; align-items: center;"> 1 <div> <h3>Public Realm Investments in the Urban Center of [REDACTED]</h3> </div> </div>	
Category	[REDACTED]
Origin	[REDACTED] Planning Team
Location	Urban Center of [REDACTED] [REDACTED]
Budget	<p>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.</p>
Timeframe	<p>Short Term (Less than 5 years) Soap and water strategies, pilot placemaking/ public space project, interim murals on abandoned/vacant buildings, wayfinding/ signage system.</p> <p>Medium Term (5-10 years) Rehabilitate/ restore historic properties, Streetscape Improvements, Permanent waterfront public space</p>
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 of [REDACTED] (via pedestrian counter) Annual no. of events held in new public space Total 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

Individual Consultations

-
- Requests for consultations will be submitted by Plan Facilitators to MDI staff via a Google Forms. Plan Facilitators will be asked to submit a draft Project Sheet for advance review by an SME.
 - SME's will be assigned according to availability and expertise by MDI staff. An email introduction will be sent to the Plan Facilitator and the SME. Scheduling and coordination will occur directly between PF and SME's.
 - SME's are allocated between 3-5 hours per consultation.
 - Approx. 1 hour for review of materials and prep
 - Approx. 1 hour for a consultation
 - Approx. 1-3 hours for any follow up
 - SME's are responsible for managing their time.

PFs will submit project rubrics for SMEs through Google Forms

- Project rubrics will be submitted as PDF format

Submission form available [here](#)



MDI RRP Community & Plan Facilitator Request for Matching with SME

Plan Facilitators may make requests to engage a Subject Matter Expert for approximately 3-5 hours of consulting time, which includes time spent by the SME reviewing documentation and Project Sheets that have been submitted via this form, conducting a one-on-one consultation, and any follow up necessary to further inform the development of Project Sheets by the Plan Facilitator for inclusion in the Final RRP Plans. It is recommended that Plan Facilitators submit draft Project Sheets at the time they make a request for an SME. Guidelines by project size: Extra Large - 6 consultations; Large - 5 consultations; Medium - 4 consultations; Small - 3 consultations

The name and photo associated with your Google account will be recorded when you upload files and submit this form.

[Switch account](#)

* Required

SUBJECT MATTER EXPERTS WILL BE AVAILABLE FOR CONSULTATIONS IN THE FOLLOWING PROJECT CATEGORIES

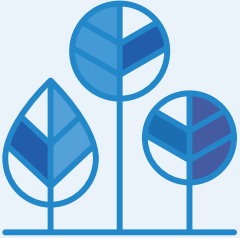
Projects are expected to be categorized in the following six areas.



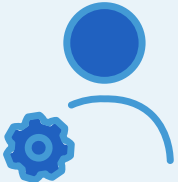
REVENUES & SALES



PRIVATE REALM



PUBLIC REALM



ADMIN CAPACITY



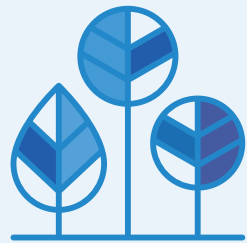
TENANT MIX



CULTURAL/ARTS

Public & Private Realm

Strategies that address improvements to the physical conditions of a commercial district.



**PUBLIC
REALM**

- Transportation & Infrastructure
- Placemaking & Landscaping



**PRIVATE
REALM**

- Buildings (Interior & Exterior)
- Storefronts & Displays
- Redevelopment

Public & Private Realm

Public Realm & Accessibility improvements are typically funded by the public sector.

Private Realm improvements are typically led by the property owner and can be funded privately or through blended public/private sources of financing.

Private Realm



Public Realm

Public Realm: Transportation & Infrastructure



Arrival/ Departure

- ✓ Street networks
- ✓ Parking availability
- ✓ Pedestrian & bike accessibility
- ✓ Public transportation

Within District

- ✓ Streets
- ✓ Sidewalks
- ✓ Street crossing
- ✓ Wi-fi/Broadband

Public Realm: Placemaking & Landscaping



—

- ✓ Streetscape
- ✓ Public space activation
- ✓ Street plantings/tree coverage
- ✓ Other

Private Realm



-
- ✓ Buildings
 - ✓ Storefronts and signage
 - ✓ Interior retail space (size, conditions)
 - ✓ Opportunity sites
 - ✓ Vacant lots

Revenue & Sales

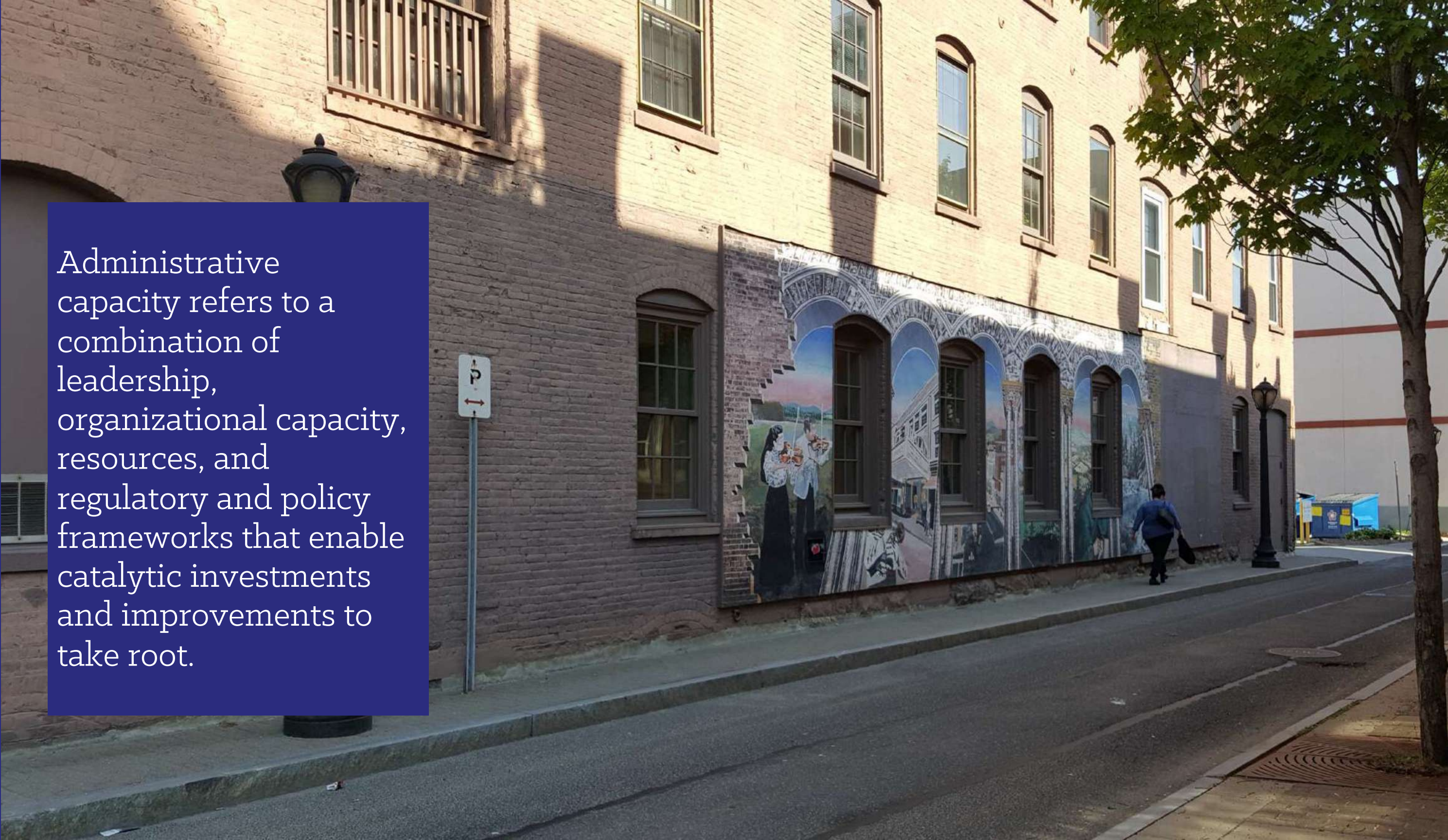
Strategies that encourage consumers to increase patronage of businesses within commercial district and result in an increase in revenue & sales.



**REVENUES
& SALES**

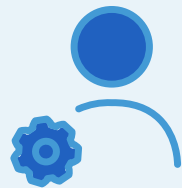
- Promotion & Marketing
- Branding
- E-commerce

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.



Administrative Capacity

Strategies that address the underlying conditions necessary to advance project recommendations, including resources, staffing, organizational capacity, regulatory and permitting issues, etc.



**ADMIN
CAPACITY**

- District Management Entity formation
- Zoning, permitting & licensing hurdles

Tenant Mix

Strategies that create a more favorable mix of synergistic businesses, with a focus on retail retention and small business technical assistance strategies, as well as retail recruitment.



**TENANT
MIX**

- Small business technical assistance
- Retail recruitment

Cultural/Arts

Strategies that create a more favorable environment for cultural and arts institutions that have been disproportionately impacted by COVID.



**CULTURAL/
ARTS**

- Interventions led by Cultural Institutions

Open Consultations

-
- In the event that there are numerous requests or themes that consistently emerge among PFs and Community Applicants, we may set up virtual meetings that will include from 1-3 consultants fielding open questions. PF's may "drop in" over the course of an hour to ask questions and/or simply listen in.
 - Open Consultations will occur on an as-needed basis

Final Project Recommendations

Final Plans

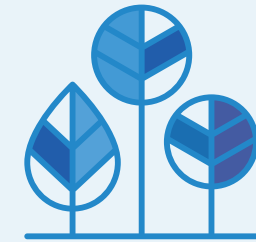
SME consultations will support informed project recommendations in the following categories.



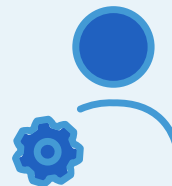
**REVENUES
& SALES**



**PRIVATE
REALM**



**PUBLIC
REALM**



**ADMIN
CAPACITY**



**TENANT
MIX**



**CULTURAL/
ARTS**

Invoicing

There will be a different settlement and release date for SME's. For PF's it is 2/25 and for SME's it will be 3/25, you will be able to bill back to this date.

Those who are both SME's and PF's need to submit separate invoices. You will receive an excel based invoice template for each.

View the contract and invoicing slide deck [here](#)



Q&A

Please submit any questions
you have in the Chat function.

Thank You!

Contact:

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