



Rapid Recovery Plan

2021

**Downtown Taunton
Business District
Taunton, MA**

Acknowledgments



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This plan has been made possible through technical assistance provided by the Baker-Polito Administration's Local Rapid Recovery Planning program.



The Local Rapid Recovery Planning (RRP) program is a key part of the Baker-Polito Administration's Partnerships for Recovery Plan, the strategy established to help communities stabilize and grow the Massachusetts economy as a result of the economic impacts brought on by COVID-19. The plan invests \$774 million in efforts to get people back to work, support small businesses, foster innovation, revitalize downtowns, and keep people in stable housing.

In addition to the planning program, recovery efforts include a Small Business Relief Program administered by the Massachusetts Growth Capital Corporation. This program, which concluded in May 2021, provided more than \$687.2 million to over 15,000 businesses across the Commonwealth, with a focus on businesses located in Gateway Cities, among demographic priorities, or operating in sectors most impacted by the pandemic. Cities, towns, and non-profit entities are using Regional Pilot Project Grant Program funding for recovery solutions that seek to activate vacant storefronts, support regional supply chain resiliency, and create small business support networks. To promote recovery in the tourism industry and support the ongoing My Local MA marketing initiative encouraging residents to support their local economies by shopping, dining and staying local, another \$1.6 million in grants were awarded through the new Travel and Tourism Recovery Grant Pilot Program. Through April 2021, MassDOT's Shared Streets and Spaces Grant Program has invested \$26.4 million in municipal Shared Streets projects to support public health, safe mobility, and renewed commerce.

In support of the overall recovery strategy, the Administration made \$9.5 million in awards for 125 communities to create Local Rapid Recovery Plans, through the MA Downtown Initiative Program. These plans address the impacts of COVID-19 on local downtowns and small businesses by partnering with Plan Facilitators and Subject Matter Experts to pursue locally-driven, actionable strategies.

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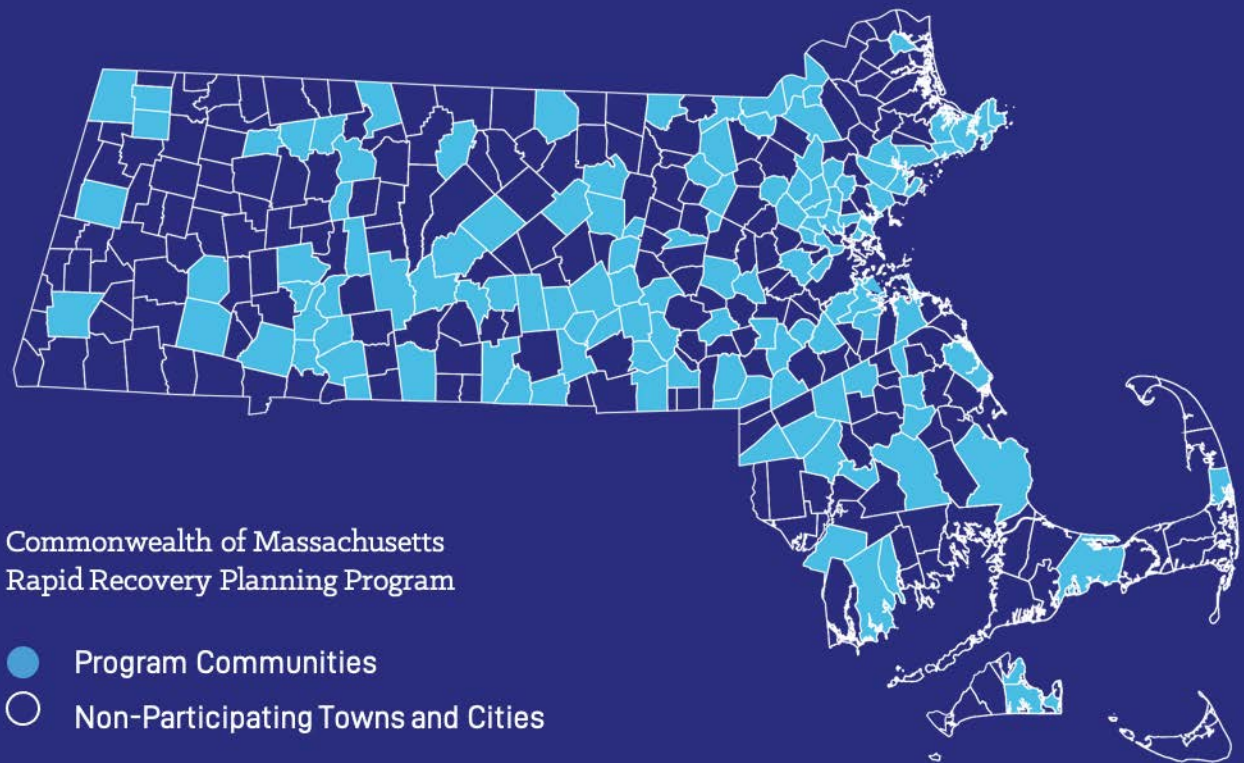
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125 communities participated in the Rapid Recovery Plan Program

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

Mass Downtown Initiative distributed nearly \$10 million across 125 communities throughout the Commonwealth to assess impacts from COVID-19 and develop actionable, project-based recovery plans tailored to the unique economic challenges in downtowns, town centers, and commercial districts.



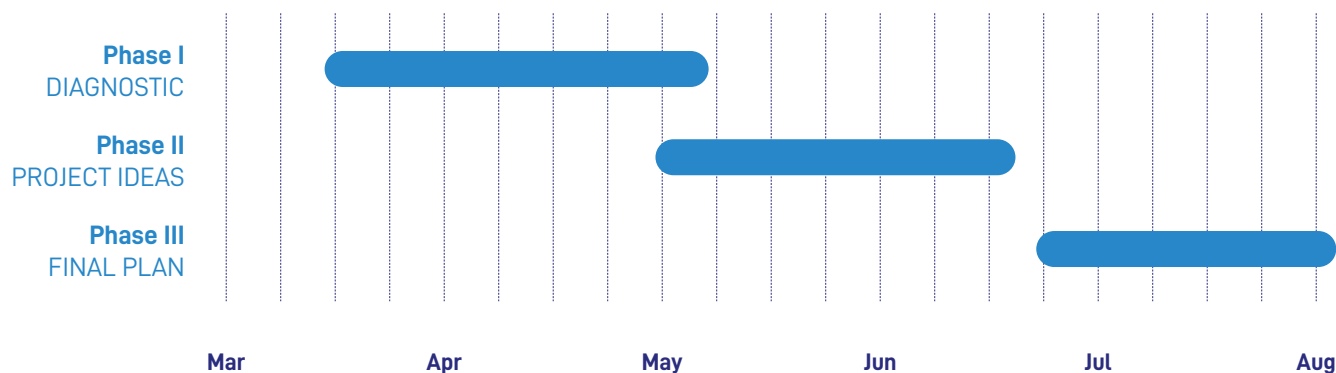
Rapid Recovery Plan (RRP) Program

The Rapid Recovery Plan (RRP) Program is intended to provide every municipality in Massachusetts the opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts to downtowns, town centers, and commercial areas across the commonwealth.

The program provided technical assistance through Plan Facilitators assigned to each community applicant (e.g., city, town, or nonprofit entity) and Subject Matter Experts who supported the development of ideas for project recommendations and shared knowledge through best practice webinars and individual consultations.

Communities and Plan Facilitators were partnered through the program to assess COVID-19 impacts, convene community partners to solicit project ideas and provide feedback, and develop project recommendations. The following plan summarizes key findings from the diagnostic phase of the program and includes a range of priority project recommendations for the community.

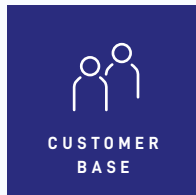
Each Rapid Recovery Plan was developed across three phases between February-August 2021 (extended to October 8th, 2021). Phase 1 - Diagnostic, Phase 2- Project Recommendations, Phase 3 - Plan.



In Phase 1: Diagnostic, Plan Facilitators utilized the Rapid Recovery Plan Diagnostic Framework that was adapted from the award-winning Commercial DNA approach as published by the Local Initiative Support Corporation (LISC) in "Preparing a Commercial District Diagnostic", and authored by Larisa Ortiz, Managing Director, Streetsense (RRP Program Advisor).

The framework was designed to ensure methodical diagnosis of challenges and opportunities in each community, and to identify strategies and projects that aligned with the interests and priorities of each community. The framework looks at four areas of analysis: Physical Environment, Business Environment, Market Information, and Administrative Capacity - each equipped with guiding questions to direct research conducted by Plan Facilitators.

Rapid Recovery Plan Diagnostic Framework



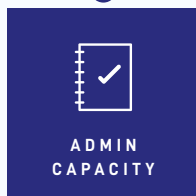
Who are the customers of businesses in the Study Area?



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



What are the impacts of COVID-19 on businesses in the Study Area? How well does the business mix meet the needs of various customer groups?



Who are the key stewards of the Study Area? Are they adequately staffed and resourced to support implementation of projects? Are the regulatory, zoning, and permitting processes an impediment to business activity?

Following the diagnostic in Phase 1, Plan Facilitators, in close coordination with communities, developed and refined a set of recommendations that address priority challenges and opportunities. These project recommendations are organized in clear and concise rubrics created specially for the Rapid Recovery Plan Program. Project recommendations are rooted in a set of essential and comprehensive improvements across six categories: Public Realm, Private Realm, Revenue and Sales, Administrative Capacity, Tenant Mix, Cultural/Arts & Others.



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other

2.0 Executive Summary

Executive Summary

Activating Historic Downtown Taunton

Taunton has a long and important industrial and manufacturing history. The Three Mile River was the site of the first iron works in Bristol County. Taunton had a variety of important iron works companies and silver smiths operating within the City, leading to the nickname "Silver City." Several textile mills and a brick manufacturer contributed to the centuries-long legacy of manufacturing and industry. Today, Taunton businesses manufacture a variety of products including semiconductors, silicon, and electronics. Taunton is home to the headquarters of many corporations and has a vast industrial park, Myles Standish Industrial Park.

Downtown Taunton businesses were heavily impacted by COVID-19 related shutdowns and restrictions. Many downtown businesses are in need of assistance to emerge stronger than before the COVID-19 economic downturn. The remainder of this report identifies projects that are specifically intended to help downtown businesses thrive in the post COVID era.

The Local Rapid Recovery Planning project team conducted a variety of field evaluations for the Downtown Business District. The team met with the Office of Economic and Community Development, local elected officials, and concerned citizens to generate a variety of projects that will enliven downtown. This report proposes the following rapid recovery projects:

1. Develop and Implement a Sign and Storefront Facade Revitalization Program
2. Develop Design Guidelines for the Sign and Storefront Facade Revitalization Program
3. Develop and Implement a Downtown Parking Wayfinding Signage Program
4. Develop and Implement a Community Wayfinding Signage Program
5. Develop a New and Improved Business Improvement District Website
6. Install Public Art in the Business Improvement District Area
7. Improve Public Parking Lots within the Downtown Business Improvement District
8. Improve Alleyways between Public Parking Lots and Main Street Retail Area
9. Redesign the "Dorito"
10. Develop a Shop Local Campaign

A map of the Study Area can be seen on the following page.



Legend

Taunton Study Area

City of Taunton, MA

Local Rapid Recovery Planning Program

*A map of the Downtown Taunton
commercial corridor LRRP study area*

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

BETA

0 500 1,000 Feet



3.0 Diagnostic

Key Findings



Local Customer Base

Town-wide, the two largest age groups by percentage of the total population are 45 - 54 years old (14%) and 55 - 64 years old (14.1%). The median household income for the Town is just over \$62,000 while the median household income for the study area is roughly half that of the Town at just over \$34,000.

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

DEMOGRAPHICS	STUDY AREA	TOWN WIDE
Population	623	58,822
At Least Some College	79%	67%
Median Income	\$34,207	\$62,238
Age (0 - 18)	21%	23%
Age (19 - 54)	48%	46%
Age (55+)	24%	31%
Race (Non-White)	43%	27%

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



Public Perceptions + Physical Environment

The consultant team examined the condition of the public realm during field work analysis. See the table at right for the study area cumulative score of each of the elements examined during the field visit. Taunton's business owner survey received 23 responses, or roughly one-eighth of the 159 storefronts examined by the consultant team in the study area. The business survey revealed that the primary area of dissatisfaction among business owners and merchants was the condition of street trees and benches. Additional areas of dissatisfaction among survey respondents are the general condition of private buildings, outdoor dining and displays. The business owner survey included a question about possible ways to improve the physical environment, atmosphere, and access for customers and employees. The top rated options include:

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

The consultant team observed significant amount of underutilized parking despite a perception of a lack of available parking in the study area. Additional observations include strong demand for outdoor dining and general uptick in pedestrian activity downtown.

PUBLIC REALM ELEMENTS	CUMULATIVE SCORE
Lighting	B
Wayfinding & Signage	B
Sidewalk	A
Street Trees & Benches	B
Roadbed & Crosswalks	B



Aging Storefronts

Similar to the scoring process used for the public realm, elements of the private realm were also scored during the field work analysis. See the table at right for the study area cumulative score of each of the elements examined during the field visit.

The popular shops and restaurants in the downtown commercial area in Taunton would benefit from a facade improvement program. While not every property is in need of a facade revitalization, the district as a whole would benefit from a revitalization program. The team understands that the types of facades are varied, some doors don't open easily, Americans with Disabilities Act (ADA) access is not universal, and some storefronts are functionally obsolete because of a lack of access.

The consultant team observed approximately 24 vacancies among the approximately 159 storefronts examined during field work and analysis as part of Phase One of the project.

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



Local Support

The Downtown Taunton Foundation was established in 2011 to promote the social and economic revitalization of Downtown Taunton. The non-profit is recognized as a certified Community Development Corporation (CDC) for services provided to the community. The Foundation provides programs that promote arts, help small businesses, reduce blight, create affordable housing, and improve the quality of life downtown.

Taunton also enjoys a strong Business Improvement District (BID) organization. Established in 2010, members are made up of downtown property owners working together to revitalize the City's central business district. Members contribute to annual fee equal to 0.5% of their assessed property value to fund BID operations. Ongoing BID programs include: downtown maintenance services (daily sidewalk cleaning, storefront window washing, and supplemental snow plowing); beautification projects collaborative marketing services, and public safety enhancements.

Analysis



PARKING

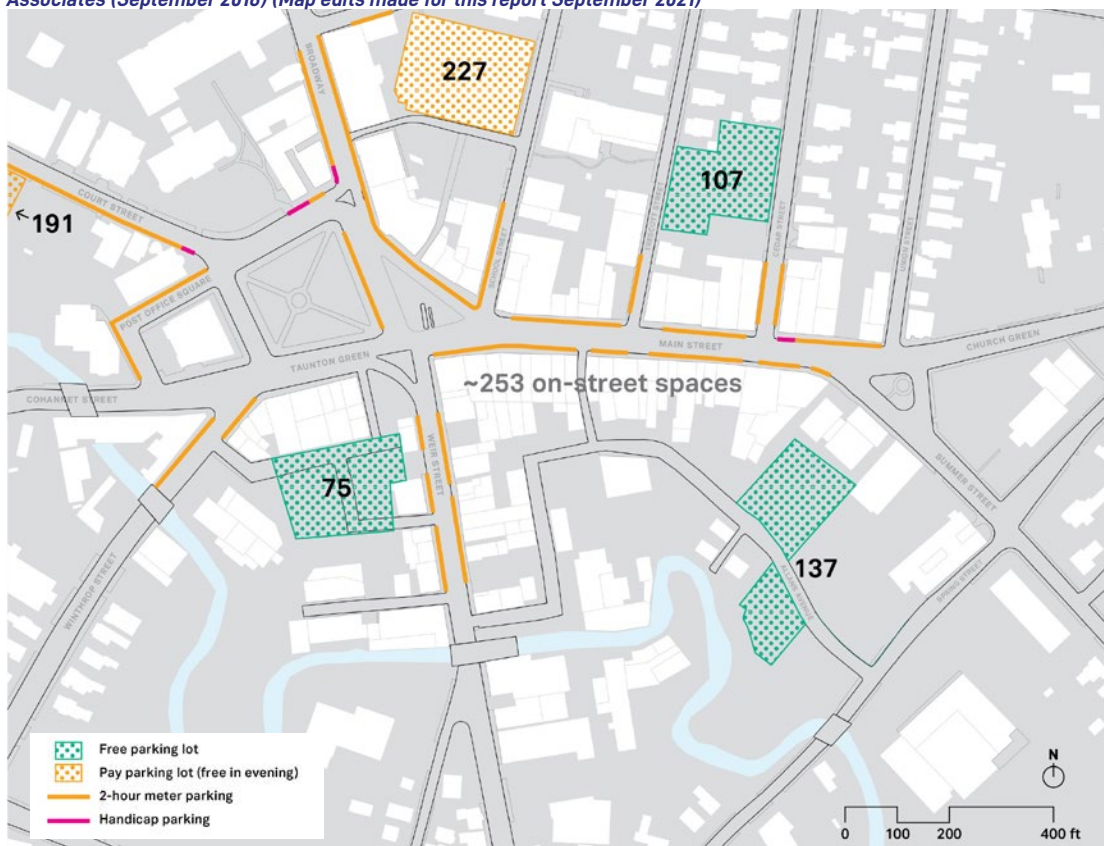
The perception of the general public (and some business owners) is that Downtown Taunton does not have enough parking. In fact, the Downtown has over 950 public parking spaces between on and off-street parking, with off-street parking representing approximately 735 of these spaces. The Court Street parking lot is the only one of five lots that is visible from the street. The issue identified by the City and BID is that there is not adequate wayfinding signage to direct visitors to these lots. In addition, once a visitor does find one of the lots there is a lack of orientation from the lot to individual businesses.



WAYFINDING

As mentioned in the previous section wayfinding in the downtown for public parking is in adequate. There is also a lack of general wayfinding signage in the larger community. A unified wayfinding signage system that is linked together with a branding logo will provide a much-needed improvement to directing visitors to the downtown, public parking lots, and other important destinations.

Existing parking count in the study area from the Downtown Taunton Plan by MassDevelopment, OverUnder, and RKG Associates (September 2018) (Map edits made for this report September 2021)



Analysis



AGING STOREFRONTS

As with many New England communities, Taunton has a diverse architectural character. There are numerous historic structures that remain intact. There are also numerous structures that have, over the years, been renovated to look more “modern” both with material selections and details (or lack thereof). A signage and façade improvements program that is based on design guidelines will strengthen the character of the downtown and provide a renewed interest in visiting the downtown.



Engage Landlords to Improve Buildings and Establish a Sign and Facade Revitalization Program

The project team strongly believes that a sign, facade, and storefront revitalization program would enliven Main Street and help struggling businesses during their time of need for the following reasons:





- A sign and facade program is a priority of the current mayor administration
- Taunton used to have a program to administer Community Development Block Grant funds, but because the program was onerous the process fizzled and few projects came to fruition. The funding provided by the upcoming American Rescue Plan Act provides an opportunity to develop a new program aimed at facade and sign revitalization with less paperwork and other red tape.
- The City and the project team strongly believe that a program that requires a partial match provided by building owners would be successful.
- Modern and aesthetically pleasing awnings, storefront facades, lighting, door ways, and signage are inviting to shoppers and will contribute to efforts to attract and retain new businesses and a diverse customer base in the downtown commercial district.

Retail level storefronts on Main Street in Taunton



4.0 Project Recommendations

4.1 Develop and Implement a Sign and Storefront Facade Revitalization Program

Category		Private Realm
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development / City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grant Coordinator Business Survey First Public Meeting (7.21.2021)
Budget		Medium Budget (\$50,000-\$200,000). Funds sought will be used to finance the grant portion of the program. It is anticipated that the Mayor will contribute between \$100,000 and \$150,000 for City staff to administer the program.
Timeframe		Short Term (<5 years) - 12 months planning, 12-36 months implementation
Risk		Low Risk – Implementation Phase: The ability to successfully deploy the program requires building owners to take part and spend time and effort as program participants
Key Performance Indicators		<ol style="list-style-type: none"> 1) Number of building owners registered with the program within the first year 2) Percent increase in the number of building owners registered with the program in the second and third year 3) Increase in foot traffic, customers, and sales as a result of the improvements over three years
Partners & Resources		City of Taunton Departments and Committees, Downtown Taunton Business Improvement District, Taunton Cultural Council, Taunton Area Chamber of Commerce, On-call Architect or Engineering / Designer, On-call Contractors, Land Use Boards (for expediting permitting), Local Property and Business Owners

Small Business Programs

- Cambridge Business Planning Program
- Food Business Incubator Program
- Retail Interior Accessibility Program
- Legacy Business Program
- Small Business Coaching
- Small Business Enhancement Program
- Storefront Improvement Program**
- Storefront Improvement Program Results
- Eligibility Guidelines

CDD > Economic Development > Small Business Assistance > Small Business Programs > Storefront Improvement Program

Storefront Improvement Program

Cambridge property owners or tenants can access financial resources to renovate or restore commercial building exterior facades through the Storefront Improvement Program. The Program improves the physical appearance of independent businesses and enhances Cambridge's commercial districts.



The Latest

- New Program Campaign: Storefronts-For-All in Cambridge – Get money for upgrades to your storefront. Improve accessibility and grow your business!
- Reimbursement grants range from \$2,500 to \$35,000 based on the scope of work.
- Projects to improve or replace doors and window systems due to ongoing COVID-19 restrictions are eligible for funding.

The City of Cambridge has an established and successful Storefront Improvement Program - this screenshot of their website provides lots of helpful information for Taunton City staff to review before implementing their own program

Diagnostic / COVID-19 Impact

- 57% of business owner survey respondents are dissatisfied the condition of private buildings, facades, storefronts, and signs
- The previous sign and facade program (CDBG funds) took too long and required too much staff time (businesses needed signs faster than the program requirements would allow)
- Revitalized facades and upgraded ADA-access contributes to a successful downtown retail environment
- An accessible and aesthetically upgraded retail environment will contribute directly to increased sales and revenues, helping lift small business owners out of the economic downturn that was a result of COVID-18 related restrictions and shutdowns

Action Items

- Identify the person (staff or consultant) who will manage the program
- Attach funding and time resources to the to the project
- Develop design guidelines for the program (see additional project rubric), incorporating engagement with the property owners, business community, and public
- Begin implementation of the project, measuring success and updating the program as necessary

Process

- Develop design guidelines for the program to ensure that renovated facades and signs maintain historic heritage and architectural character
- Develop criteria for establishing eligibility and an outreach / engagement strategy to promote the program among building owners

- Identify City Staff and Downtown Business District individuals to run the program
- Identify cost for typical façade rehabilitation and new signage
- Secure grant funding
- Write clear list of eligible activities
- Establish an application system
- Market and promote the program

Next Steps

The area within the Taunton Business Improvement District is in need of financial assistance to renovate and refresh Main Street businesses. An existing catalyst project will spark the downtown renovation renaissance that will be helped along with this proposed project.

The Union Block - Main Street between Weir Street and Merchants Lane - has received the necessary permits, approval, and state and federal funding to move forward with a major renovation of the 2nd and 3rd floors to include five one-bedroom units, 30 two-bedroom units, and 30 3-bedroom units in the largely vacant space. The project is estimated to be around \$18.3 million total and is funded through low-income tax credits, historic tax credits, private and state loans, and funds from the Neighborhood of Affordable Housing, inc. (NOAH). NOAH is an established Boston-based nonprofit that develops affordable-rate apartments.



Union Block, between Weir St and Merchants Lane includes six buildings. Three of the contiguous buildings are slated for major internal, structural, and external renovations to develop workforce housing

4.2 Develop Design Guidelines for the Sign and Storefront Facade Revitalization Program

Category		Private Realm
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development / City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grant Coordinator Emily Innes, Innes Associates, Ltd. Subject Matter Expert
Budget		Low Budget (less than \$50,000) The amount of funding necessary for the development of design guidelines is projected to be between \$40,000 - \$50,000
Timeframe		Short Term (<5 years) 1-6 months to write an RFP and hire a consultant, 6-12 months for the consultant to conduct public outreach and write detailed guidelines with graphics that are particular to Main Street, Taunton
Risk		Medium Risk - Some risk associated with the guidelines document as a stand alone advisory document or becoming part of the zoning bylaw / ordinance as a specific standard. This item is to be discussed by City Staff.
Key Performance Indicators		<ol style="list-style-type: none"> 1) Successful adoption of the new design guidelines 2) Increase in the number of applications that are consistent with the design guidelines 3) Decrease in the number of meetings dedicated to design in the site plan or special permit approval process 4) Increase in the number of buildings constructed, renovated, or rehabilitated that meet the design guidelines
Partners & Resources		City of Taunton Office of Economic Development and Planning, Downtown Taunton Business Improvement District, On-call Architect or Engineering / Designer, Local Property and Business Owners



The Town of Sterling has design guidelines for facades and other commercial and retail structures

Diagnostic / COVID-19 Impact

Creating or updating design guidelines and combining the update with financial assistance to property owners to update buildings and sites to be consistent with the new guidelines addresses several negative economic impacts of the COVID -19 pandemic.

Design guidelines can sometime be seen primarily as an aesthetic requirement. However, they can also have significant impacts on the economic and public health of an area, both of which are directly related to the continuing impacts of the pandemic:

- Small businesses in deteriorating downtowns, villages, and corridors are less likely to recover quickly because of a perception of a lack of safety or viability. Design guidelines that are responsive to community identity will reinforce a revitalized, vibrant area.
- Design guidelines that include landscape requirements can help improve air quality and reduce the heat island effect, improving public health for people who live, work, and shop in the target area.
- Design guidelines can also address accessibility for people with physical disabilities by requiring appropriate access that is well-integrated into the building and the site.
- Tools such as outdoor dining, outdoor retail display, serving windows, and upgraded HVAC systems can be integrated into the design guidelines to encourage permanent solutions that address the health and safety of the target area
- 57% of business owner survey respondents indicated that they are dissatisfied with the condition of private buildings, facades, storefronts, and signs

Action Items

- Understand why the municipality feels that design guidelines are necessary. Is this part of a façade/sign improvement program, a new local historic district, and/or to control new development in an existing area? What are the areas of greatest concern?
- Decide whether this is a project that can be done in-house or requires a consultant with appropriate expertise.
- Decide which funding source is appropriate and, if the source is a grant program, apply for funds.
- If a consultant is deemed appropriate, go through the Commonwealth's procurement process (unless the grant program has an on-call consultant).
- Identify the people/organizations who need to be part of this process.
- Develop an engagement process appropriate for the municipality and the required approval process.
- Once the design guidelines have been approved, consider a public education program to inform people on a regular basis about the new requirements and their implications. Key targets for this campaign include property owners and real estate brokers

Process

The timeframe will vary depending on whether the municipality has a city form of government or requires Town Meeting to approve bylaw changes (and of course, whether the design guidelines are specifically incorporated into the zoning). From the kick-off to entering the municipal approval process, the project should take 8-12 months.

- **Months 1-2:** Review existing zoning bylaws for embedded design guidelines and standards; develop inventory of historic and current buildings and site treatments; interview municipal staff, boards with approval responsibility, former applicants, local land use lawyers, others with relevant experience and concerns.
- **Months 3-4:** Research appropriate precedents; develop public outreach/engagement program. Consider a public kick-off/charrette, depending on the needs of the community. Discuss the thresholds for use and the appropriate review body and process.
- **Months 5-7:** Engage with business/property owners and public on options and concerns; develop draft guidelines; develop illustrations. Decide (with municipality) whether design guidelines are a separate, advisory document or part of the zoning bylaw/ordinance. If the guidelines are integrated into the zoning, decide whether illustrations are part of the zoning or a separate document. Consider meeting with the appropriate boards to introduce the draft design guidelines and receive feedback.
- **Months 8-9:** Revise the design guidelines to its final draft prior to the municipal approval process. Publicize the final draft prior to City Council/Town Meeting review and approval

Next Steps

The City has been considering developing design guidelines for a few years, and it has become a priority of the current Mayor. In addition to design guidelines for the Main Street-facing facades of business within the BID, the City is also investigating the development of design guidelines for the riverfront area behind some businesses that is in need of upgrades. Funding this proposed project idea would move the Sign and Facade Improvement Program forward substantially.



4.3 Develop and Implement a **Downtown Parking Wayfinding** Signage Program

Category		Public Realm
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development, City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grant Coordinator Phase One Public Meeting Participant Feedback
Budget		<p>Small Budget (less than \$50,000) Total requested amount: \$48,000</p> <ul style="list-style-type: none"> • Four Large Vehicular Directional Signs (\$20,000 @ \$5,000 each) • Four Small Vehicular Directional Signs (\$16,000 @ \$4,000 each) • Four Destination Identification Signs (\$12,000 @ \$3,000 each)
Timeframe		Short Term (<5 years) 1-6 months planning and design, 6-12 months engineering, fabrication, and sign installation
Risk		Low Risk - There is low risk associated with the design and installation of wayfinding signage for public parking lots
Key Performance Indicators		<ol style="list-style-type: none"> 1) Successful implementation of a public parking area wayfinding signage program 2) Increase in the number of public parking lot users 3) Public input and feedback on the signage program is positive
Partners & Resources		City of Taunton Office of Economic Development and Planning, Downtown Taunton Business Improvement District, On-call Planning Consultant / Designer, Local Property and Business Owners, MassDOT, Taunton Parking Commission



Members of the planning team worked with City staff and officials to generate a variety of general wayfinding signage options to orient pedestrians and motorists to public parking locations

Diagnostic / COVID-19 Impact

- Existing public parking wayfinding signage is small in size, outdated, varies in consistency, and is covered by overgrown street tree foliage
- Anecdotally speaking, there is a general lack of knowledge regarding the location of existing downtown public parking lots

A comprehensive and attractive wayfinding system will:

- Orient drivers to downtown public lots
- Allow drivers the opportunity to visit numerous storefronts while parked in a centrally located facility
- Reduce congestion and frustration caused by motorists seeking street parking; creating the conditions necessary to bring more shoppers into the commercial and retail corridor, which will in turn increase revenues and sales

Action Items

- Continue to develop the downtown public parking lot draft map already in production
- Work with a designer or consultant to generate public parking wayfinding signage options
- Develop the locations where the wayfinding signs should be installed
- Solicit public feedback, obtain grant funding, and fabricate and install signage

Process

- Review and continue to develop the downtown public parking lot draft map already in production. Ensure that this map is accurate and obtain additional public feedback about different ways to enhance the map. Work with a consultant to print the map on large format media and discuss placement in downtown locations to orient folks to the presence of public parking lots. Include pedestrian walk routes from public parking lot areas to the commercial corridor. Include a 2-minute walk or 5-minute walk radius circles on the map.
- Consider posting the draft public parking map and signage family options online and soliciting public feedback across a variety of platforms.
- Involve the Taunton Parking Commission, local business and building owners in the discussions
- Develop a maintenance plan to prune street trees and ensure signage is visible to the public and to motorists

- Revise signage family based on public input
- Include information about when meters are enforced on map of parking facility locations
- Utilize funding secured by State Representative Carole Doherty (\$25,000)
- Utilize engineering and design firms to fabricate and install signage in agreed upon locations
- Maintain signage and perform an annual visual inspection to determine if any maintenance is required, if any vandalism has taken place, or if any signs are missing or broken

Additional Considerations

Consider the installation of a technically advanced digital kiosk with a map, text, and photos that are able to be updated remotely. The unit would be located in or near a public parking lot, require a power run, and be able to orient visitors to restaurants or shops that are open for business.



Wayfinding signage dovetails nicely with the existing pedestrian scale lighting and street pole banners in Taunton to create a welcoming atmosphere

4.4 Develop and Implement a **Community Wayfinding** Signage Program

Category		Private Realm
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development, City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grants Coordinator Phase One LRRP Public Meeting Feedback
Budget		Medium Budget (\$50,000 - \$200,000) Total number of signs and final sign design to be determined by consultant or other party after funding is received and a contract is negotiated.
Timeframe		Short Term (<5 years) 1-6 months planning and design, 6-12 months engineering, fabrication, and construction
Risk		Low Risk - Minor risk associated with the various members of the community agreeing on a single family of signage
Key Performance Indicators		<ol style="list-style-type: none"> 1) Successful adoption of a wayfinding signage family and program following public input 2) Feedback on signs is positive 3) Signage graphics receive enthusiastic support and approval by Downtown Business Foundation, the Chamber of Commerce, and representatives from the public
Partners & Resources		City of Taunton Office of Economic Development and Planning, Downtown Taunton Business Improvement District, On-call Planning Consultant / Designer, Local Property and Business Owners, MassDOT



Concord, NH has pedestrian-oriented wayfinding signage in the downtown area.

Source: <https://twitter.com/BrentToderian/status/971842182742122496/photo/2>

Diagnostic / COVID-19 Impact

- A comprehensive and attractive community wayfinding program helps identify a branding and marketing theme to an area
- Signage indicating the presence of a retail and commercial storefront area will attract folks who may otherwise pass through on the outskirts of town; bringing in more shoppers which will in turn increase revenues and sales
- 91% of business owner survey respondents indicated a "decline in revenue" as a major factor affecting their business as a result of COVID-19 related shutdowns and restrictions

Action Items

- Work with a designer or consultant to generate a community-wide wayfinding signage program (continue off of the wayfinding signage / branding / identity graphics created by the planning consultant team as part of this planning study)
- Work with the public to examine a variety of locations where the signs should be installed, including at the borders with adjacent municipalities, near large intersections or areas with heavy volume, near parks and schools and outdoor recreation destinations
- Obtain public feedback on proposed sign design and text options
- Obtain grant funding and investigate additional alternative funding sources
- Fabricate and install signage

Process

- Develop a wayfinding signage family of graphics and text, involving the public, local business owners, representatives from the Industrial Park, Department of Public Works, among other groups (to be determined)
- Share with the public and solicit feedback (post the signage family options online and solicit public feedback through the City of Taunton website)
- Revise signage family based on public input
- Utilize funding secured by State Representative Carole Doherty (\$25,000)
- Work with engineering and design firms to fabricate and install signage in agreed upon locations
- Maintain signage and do an annual visual inspection to determine if any maintenance is required, if any vandalism has taken place, or if any signs are missing or broken



The consultant project team generated a variety of branding logos and wayfinding signage typologies for the City to review as part of this ongoing LRRP Planning Study



Additional branding options generated during the planning study



Wayfinding signage combined with street signs in Cedar Falls, Iowa

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

4.5 Develop a New and Improved Business Improvement District (BID) Website

Category		Revenue and Sales
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development, City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grants Coordinator
Budget		Medium Budget (\$50,000-\$200,000). Total request: \$105,000. Funds sought will be used to retain a consultant to develop the new website, migrate old content, and pass on key log-in and password info to BID staff after the close of the contract.
Timeframe		Short Term (<5 years) - 1-3 months planning, 3-9 months implementation
Risk		Low Risk – There is a low level of risk associated with this project because the old website is outdated and in need of replacing.
Key Performance Indicators		<ol style="list-style-type: none"> 1) "Visit" counter will track how many folks visit the new website 2) Website will feature "Business of the Week" and may offer coupons or discounts for goods at local establishments 3) The coupons or discounts are directly trackable and can be used to measure progress of how many folks visit the site versus take advantage of deals offered
Partners & Resources		Downtown Taunton Business Improvement District, Downtown Taunton Foundation, Local Businesses, The Massachusetts Office of Travel & Tourism



Downtown Providence's BID has an informative and user-friendly website

Diagnostic / COVID-19 Impact

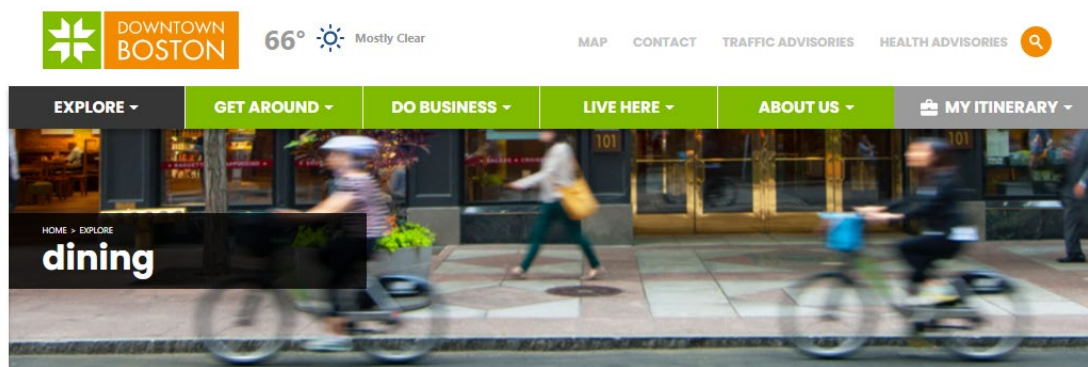
- A revitalized BID website will allow folks visiting Taunton to find all sorts of helpful information under one roof including a comprehensive list of businesses, key information on parking, hours of operation, and arts and cultural events and activities to do within the commercial / retail area
- A geographic breakdown will literally put every business on an interactive map, and could create a venue to successfully market empty storefront spaces
- 39% of business survey respondents indicated an interest in establishing an alternative mode to sell or market their merchandise online
- 26% of survey respondents indicated that they'd be interested in getting help setting up an online store or other selling channel
- 48% of survey respondents indicated they'd be interested in receiving assistance participating in a shared online marketing / advertising program

Action Items

- Identify cost for the website
- Secure a consultant to plan, design, and engineer the website
- Secure grant funding
- Bid out the project

Process

- Retain a consultant to develop a new website
- Work closely with the consultant to migrate old content, ensure the list of active businesses is up to date, include an up to date map that can be easily edited in the future, and post a featured business of the week section of the website
- Ensure that the website promotes the BID, promotes all downtown businesses, and encourages those who want to set up a new business in Downtown Taunton to contact the BID and visit City Hall
- Ensure a relationship between website brand, design, marketing strategy, and the other proposed projects in this report including wayfinding, branding, and other strategies to bring additional shoppers and diners into downtown
- Utilize existing momentum that began with the cost estimate received for website services to establish additional contacts and maintain relationships with other website service providers and vendors in the future

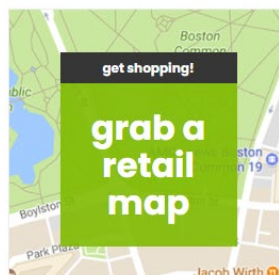


ALTHOUGH ALL COVID-19 RESTRICTIONS HAVE BEEN LIFTED BY THE STATE AND CITY, BUSINESS HOURS OF OPERATION MAY STILL BE IMPACTED. PLEASE CONTACT INDIVIDUAL LISTINGS AND WEBSITES FOR THE MOST UP-TO-DATE INFORMATION.

With more than 100 restaurants, the Downtown Crossing area can take you from breakfast on the run to a business lunch to a gourmet dinner. The area has become a favorite dining destination as classic establishments are joined by modern fare.

MAP ALL LOCATIONS

- AMERICAN
- CASUAL DINING & TAKEOUT
- BAKERY & SWEETS
- CHINESE



Downtown Boston's BID has a user-friendly website with a great design

4.6 Install Public Art in the Business Improvement District Area

Category	 	Public Realm and Private Realm
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development, City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grants Coordinator Business Survey LRRP Phase One Public Meeting Feedback (7.21.2021)
Budget		Medium Budget (\$200,000 - \$500,00). \$20,000 - \$30,000 is sought to administer the program and \$300,000 - \$400,000 is sought to compensate the artists and fund the installation of substantial pieces on publicly owned property (outdoors).
Timeframe		Short Term (<5 years) - 6 months planning, 6-36 months implementation, installation, & program renewal
Risk		Low Risk – There is a low amount of risk associated with public art displays
Key Performance Indicators		<ol style="list-style-type: none"> 1) Artwork will be engaging and well received by the general public 2) A variety of artists with different backgrounds will apply for the program 3) Positive press 4) Increasing pedestrian activity in underused public spaces
Partners & Resources		City of Taunton Parking Commission, Downtown Taunton Business Improvement District, On-call Architect or Engineering / Designer, On-call Contractors, Land Use Boards (for expediting permitting), Local Property and Business Owners

Left: A mural painted by a local Boston artist
Right: A mural at Northeastern University



<https://www.wbur.org/news/2016/08/29/boston-best-public-art>

Diagnostic / COVID-19 Impact

- Bringing artists into municipal beautification projects can encourage activity in downtown commercial and retail areas
- A grant-funded artist instillation program will provide local artists with fair compensation for their work and inject money into the local economy
- Utilizing public talent to effect change in the urban environment is a great way to create buzz and a reason for folks to come and visit the downtown area to see the new pieces

Action Items

- Establish a dedicated staff member to administer the project, and assign this person the role of Artist Liaison - the one stop shop for those navigating the permit application process
- Remain flexible and build flexibility into the application process - artists are good creative problem solvers, and traditional municipally-led grant application programs often are not
- Release a "Call for Submissions" and ensure that it is spread out through the City website, on social media, and on paper flyers in different neighborhoods and in different languages

Process

- Obtain grant funding
- Develop criteria for artists who apply to take part in the program
- Secure a variety of sites on publicly owned or privately owned land in and around the BID
- Release a call for applications
- Include a deadline for the applications to be submitted and require artists' to explain their piece, the media/medium, how much it weights, if it requires electricity or plumbing, if it is 2D like a mural or 3D like a sculpture, and if it can be moved without the aid of a special vehicle
- Select winners, install the pieces, invite the press to observe and if successful, consider another round of funding for the program



The dark wall on the left side of this photo at the Merchants Lane alley is a good candidate for a mural

4.7 Improve Public Parking Lots within the Downtown Business Improvement District

Category		Public Realm
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development, City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grant Coordinator Business Survey LRRP Phase One Public Meeting Feedback (7.21.2021)
Budget		Medium Budget (\$50,000-\$200,000). Funds sought will be used for the design and engineering documents necessary to start the parking lot reconstruction.
Timeframe		Short Term (<5 years) - 6-12 months planning, 12-24 months implementation
Risk		Low Risk – There is a small amount of risk associated with local business owners agreeing on parking lot redesigns that may impact the back of their buildings that face the lot
Key Performance Indicators		<ol style="list-style-type: none"> 1) A successful parking lot redesign will address utilities, drainage, and forecast future additional uses 2) A successful parking lot redesign may include catenary lighting or a location for a future outdoor public stage or concert series 3) The redesign shall include consolidated motor vehicle curb cuts so as to create a more comfortable pedestrian entronement around the parking lot
Partners & Resources		City of Taunton Parking Commission, Downtown Taunton Business Improvement District, On-call Architect or Engineering / Designer, On-call Contractors, Land Use Boards (for expediting permitting), Local Property and Business Owners



Existing parking lot in Foxborough, MA in need of redesign to accommodate additional uses



Redesign concept provided by BETA as part of Foxborough's LRRP planning study

Diagnostic / COVID-19 Impact

- Anecdotally speaking, there is a general lack of knowledge of existing public parking lots in Taunton (many folks feel that the parallel spaces on Main Street are the only parking available downtown)
- A revitalized parking lot with improved lighting for night time safety and security will enable folks to comfortably travel to area restaurants and shops
- An accessible and aesthetically upgraded parking lot and pedestrian traveled right-of-way environment will contribute to additional foot traffic downtown, in turn increasing sales and revenues, helping lift small business owners out of the economic downturn that was a result of COVID-19 related restrictions and shutdowns

Action Items

- Retain a consultant to conduct public outreach and generate parking lot redesign plans in close coordination with appropriate City of Taunton Departments
- Post notices around area parking lots about construction impacts, include signage directing motorists to nearby parking lots that will be open during construction
- Maintain close communication with design consultants and engineering and construction groups to ensure timely and consistent application of materials and standards

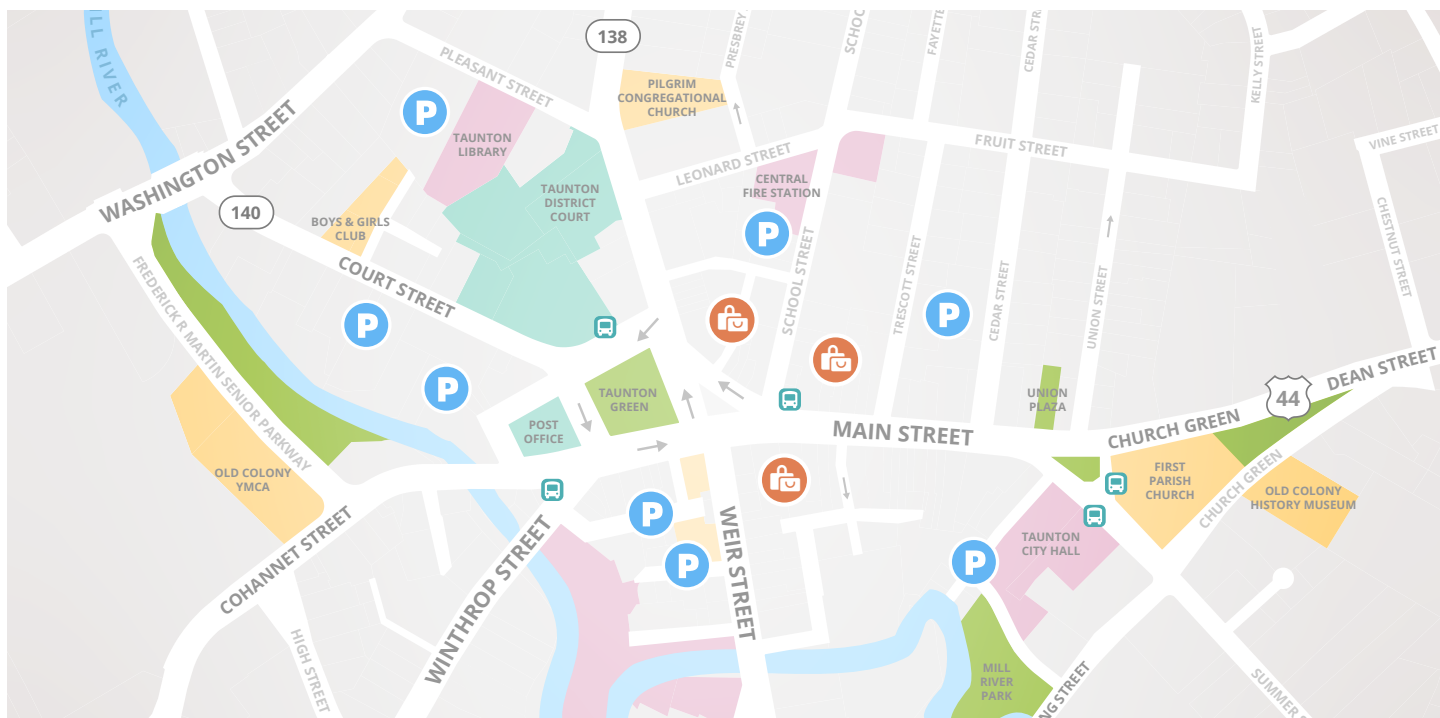
Process

- Develop and communicate a clear idea of proposed parking lot renovations and improvements – design ideas that can be applied to all lots as well as design ideas specific to each lot
- Review each parking lot and develop a hierarchy for improvements, for example:
 - » Full depth surface reclamation, install shade trees, introduction of pedestrian scale lighting re-orienting of traffic flow, install digital kiosk, identify redundant curb cuts to be eliminated
 - » Minor surface asphalt repairs, introduction of granite curbing, install shade trees, introduction of pedestrian scale lighting, re-striping
 - » Install shade trees, introduction of pedestrian scale lighting, re-striping, install digital kiosk
- Identify cost estimate for all proposed parking lot repairs
- Secure grant funding
- Bid out the project

Next Steps

Consider working with the Downtown Taunton Foundation, the Taunton Business Improvement District, and the Chamber of Commerce to publish a short blurb with photos highlighting the new parking lot designs.

Include information on the catalyst of this project and the inter-relationships between the Union Block redevelopment, proposed facade and sign improvement program, proposed wayfinding signage, proposed digital kiosks, to set the scene for Main Street's renaissance post COVID.



The draft wayfinding plan map below includes the location of eight different public parking lots in the downtown area

4.8 Improve Alleyways Between Public Parking Lots and Main Street Retail Area

Category		Public Realm
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development, City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grants Coordinator Business Survey LRRP Phase One Public Meeting Feedback (7.21.2021)
Budget		Medium Budget (\$50,000-\$200,000). Funds sought will be used for the design and engineering documents necessary to begin implementing an alleyway improvement program.
Timeframe		Short Term (<5 years) - 6-12 months planning, 12-24 months implementation & construction
Risk		Low Risk – There is a very small amount of risk associated with this project because it was a very popular project idea that came out of the Phase One LRRP Public Meeting (7.22.2021)
Key Performance Indicators		<ol style="list-style-type: none"> 1) Alleyways will be designed to facilitate walking from public parking to local retail businesses and restaurants 2) Alleyways will be inviting, aesthetically pleasing, interesting, and utilize lighting for safety and security 3) Following implementation of the program, public feedback will be overwhelmingly positive and the alleyway program will be showcased by other municipalities seeking to do a similar retrofit program
Partners & Resources		City of Taunton Parking Commission, Downtown Taunton Business Improvement District, On-call Architect or Engineering / Designer, On-call Contractors, Land Use Boards (for expediting permitting), Local Property and Business Owners



Merchants Lane alleyway as it appeared in September, 2021



The important location where the alleyway meets Main Street could be a focal point for pedestrian access and a local gathering spot

Diagnostic / COVID-19 Impact

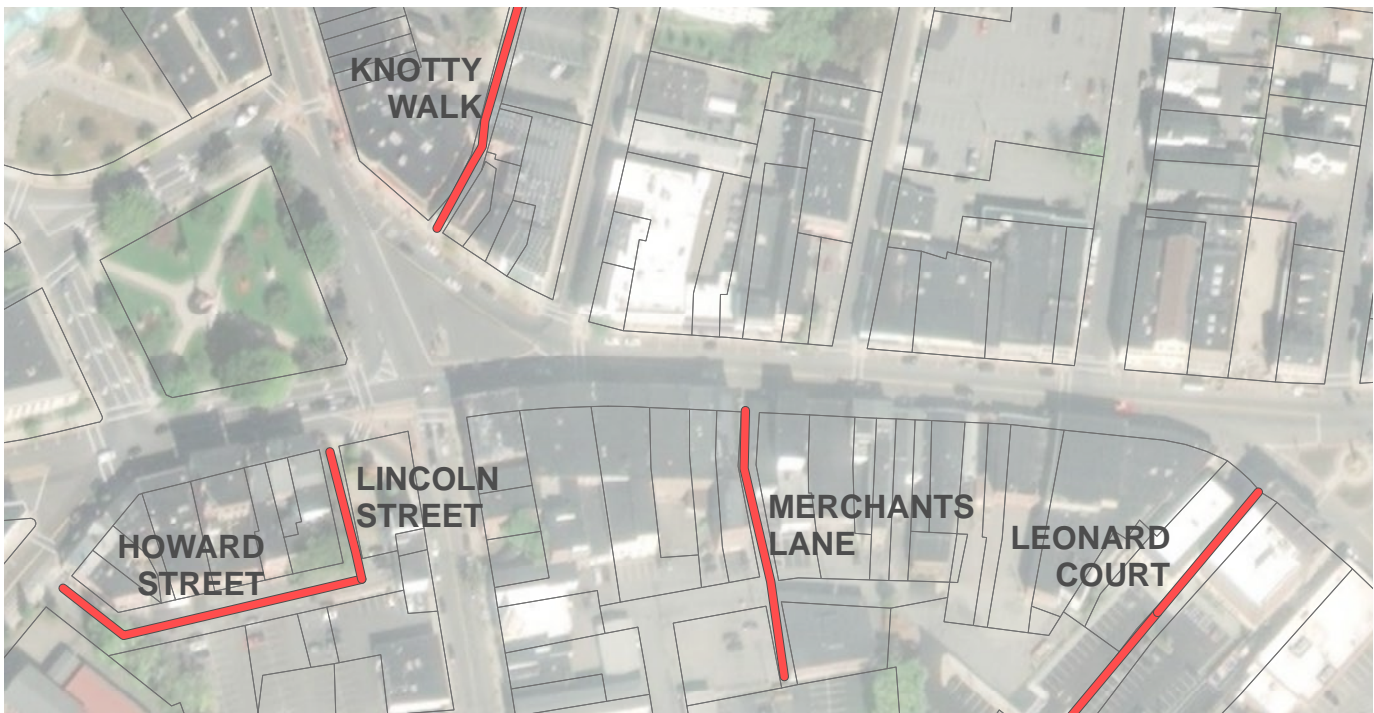
- There is general consensus that existing alleyways are in need of improvements, including safety, drainage, and public art, seating, lighting, etc.
- A revitalized alleyway that leads shoppers and diners to a revitalized parking lot with improved lighting for night time safety and security will encourage folks to shop at local shops and dine at local restaurants
- A program that improves aesthetics and accessibility of public alleyways will contribute to additional foot traffic downtown, in turn increasing sales and revenues, helping lift small business owners out of the economic downturn that was a result of COVID-19 related restrictions and shutdowns

Process

- Develop and seek public feedback on a clear idea of proposed alleyway renovations and improvements
- Identify cost estimate for all proposed infrastructure repairs and surface improvements
- Secure a consultant to plan, design, and engineer the project (require public input as part of this process)
- Secure grant funding
- Bid out the project

Action Items

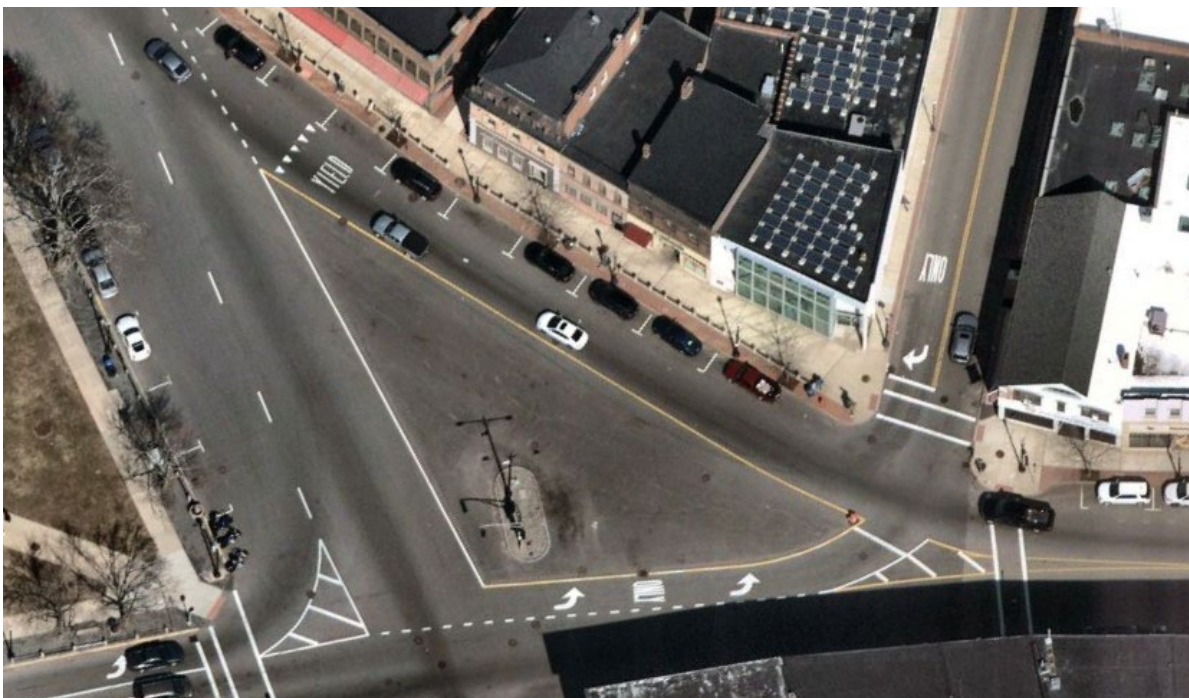
- Retain a consultant to conduct public outreach and generate alleyway redesign plans in close coordination with appropriate City of Taunton Departments
- Post notices in adjacent parking lots and at adjacent local business about construction impacts
- Post a map that includes information about alternative ways to access a particular parking lot when that alleyway is closed for reconstruction
- Maintain close communication with design, engineering, and construction consultant groups to ensure proper materials are applied and standards are adhered to



The alleys in need of redesign and safety and security upgrades are shown in the map below

4.9 Redesign the “Dorito”

Category		Public Realm
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development, City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grants Coordinator
Budget		Medium Budget (\$50,000-\$200,000). Funds sought will be used for the design and engineering process necessary prior to reconstruction
Timeframe		Short Term (<5 years) - 6-12 months planning, 12-24 months implementation & construction
Risk		Medium Risk – There is some risk in motorist push back against any changes to the roadway layout
Key Performance Indicators		1) The "Dorito" redesign was called out in the recent Master Plan 2) Utilizing public space for outdoor seating, tables, art installations, safer pedestrian crossings, etc 3) Use of Space
Partners & Resources		City of Taunton Department of Public Works Downtown Taunton Business Improvement District, On-call Architect or Engineering / Designer, On-call Contractors, Local Business Owners



The triangular location is known colloquially as The Dorito

Diagnostic / COVID-19 Impact

- Temporary public seating or other alternative uses to this barren piece of asphalt will enliven downtown and provide a space for outdoor gathering
- A revitalized streetscape provides a sense of pride among locals and can act as a destination itself for folks from outside of Taunton





Process

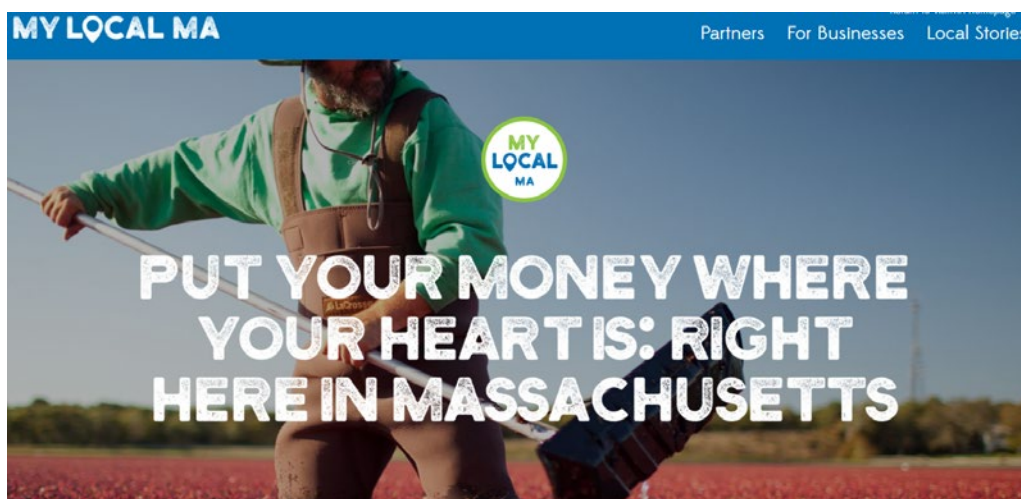
- Materials ordered
- Install
- Public campaign event held - "Ribbon Cutting"

Action Items

- Following the temporary (pending) MassDOT shared winter streets and spaces grant funded project, study feedback and reactions from the temporary project and alter the design for a permanent retrofit
- Implement recommendations from the master plan related to the roadway redesign
- We received a \$40k grant from the Shared Streets Program to implement the temporary outdoor seating bump-out in the Spring of 2022
- If successful, we will look for Funding Sources for a permanent installation

4.10 Develop a Shop Local Campaign

Category		Revenue and Sales
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development, City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grants Coordinator
Budget		Small Budget (less than \$50,000). Funds sought will be used to establish a Shop Local Campaign, generate print and web materials.
Timeframe		Short Term (<5 years) - 1-2 months planning, 2-6 months implementation
Risk		Low Risk – There is a low level of risk associated with establishing a local shopping campaign.
Key Performance Indicators		1) Foot traffic and sales increase on main Street in the few months following the campaign 2) To be determined
Partners & Resources		Downtown Taunton Business Improvement District, Downtown Taunton Foundation, Local Businesses, The Massachusetts Office of Travel & Tourism



My Local MA: This website is run through the Massachusetts Office of Travel and Tourism, which may be able to provide some resources for a successful shop local campaign within the Taunton BID

Diagnostic / COVID-19 Impact

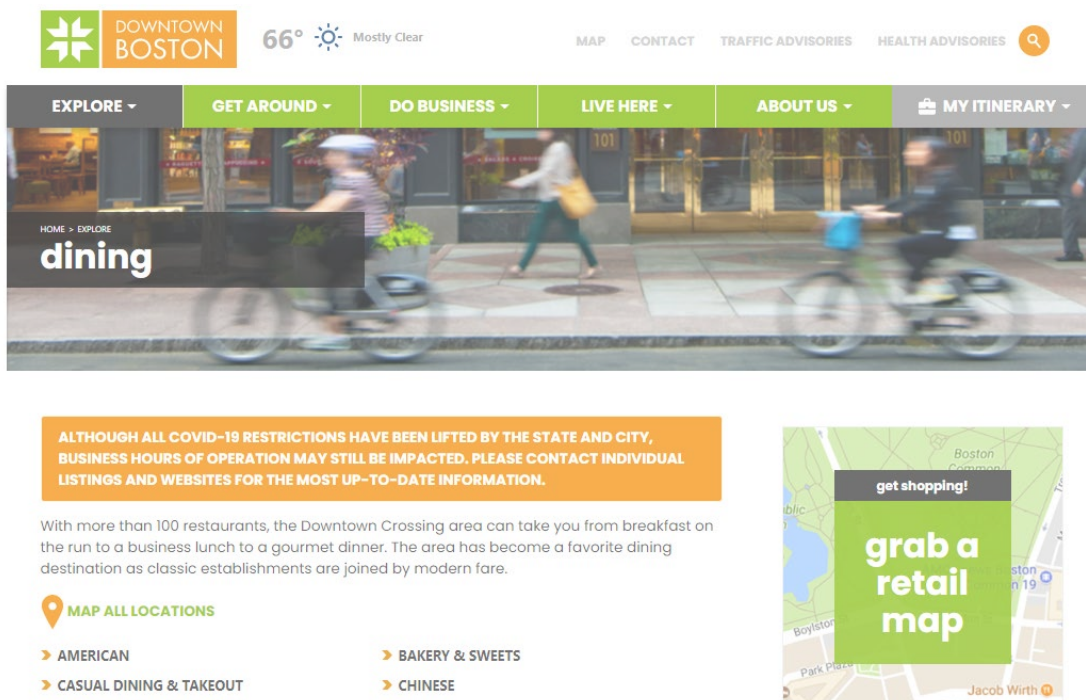
- A shop local campaign will drive much needed additional foot traffic downtown
- 91% of business owner survey respondents indicated a "decline in revenue" as a major factor affecting their business as a result of COVID-19 related shutdowns and restrictions

Action Items

- Develop a Shop Local Campaign

Process

- Engage with social media consultant
- Create marketing materials
- Gather interest from retailers to participate



Downtown Boston's BID has a user-friendly website with a great design

5.0 Funding

5.0 Funding Sources

The following funding sources are anticipated to be available specifically for COVID-19 impact-related project recommendations.

American Rescue Plan Act

- Taunton is slated to receive \$20,615,414, of which approximately 50% has been distributed as of August 3rd, 2021
- Funding can be used for direct relief related to COVID-19 impacts through the use of **Coronavirus State and Local Fiscal Recovery Funds (CLFRF)**
- **Respond to the public health emergency with respect to COVID-19 or its negative economic impacts** - this includes COVID-19 mitigation efforts, medical expenses, behavioral health, and certain public health and safety staff
- **Economic impacts of the public health emergency** - these include efforts to mitigate economic harm to workers, households, small businesses, affected industries, and the public sector
- **Lost public sector revenue** - payments may be used to fund government services to the extent of revenue reductions from the pandemic
- **Premium pay for essential workers** - funds may be used for additional support for those who have faced the greatest health risks because of their service in critical infrastructure sectors
- **Water, sewer, and broadband infrastructure** - recipients may invest to improve access to clean drinking water, support wastewater and storm water infrastructure, and expand access to broadband Internet:
 - » Wide range of eligible water and sewer infrastructure projects – specifically, all that would otherwise be eligible to receive financial assistance through the Environmental Protection Agency's (EPA) Clean Water State Revolving Fund (CWSRF) or Drinking Water State Revolving Fund (DWSRF)
 - » Broadband projects must provide service to unserved and under-served households and businesses. Eligible projects are expected to be designed to deliver, upon project completion, service that reliably meets or exceeds symmetrical upload and download speeds of 100 Mbps
- Potential eligible uses within these five core areas include the following expenses:
- Direct COVID-related costs (testing, contact tracing, etc.)
- Public health and safety staff
- Hiring state and local government staff up to the number of employees to pre-pandemic levels
- Assistance to unemployed workers, including job training
- Assistance to households

- Small business assistance
- Nonprofit assistance
- Aid to impacted industries
- Expenses to improve efficacy of public health or economic relief programs
- Survivor's benefits
- CLFRF funding **cannot** be used to:
 - » Replenish a "rainy day" fund or other reserve fund
 - » Make a deposit to a pension fund

Additional Funding Sources for Public and Private Realm Improvement Projects

The following funding sources were included specifically for recommendations generated as part of this ongoing planning study. The list can be applied to a wide variety of public realm and private realm improvement projects.

Municipal Sewer Funding Sources

Community Development Block Grant (CDBG)

Massachusetts Community Development Block Grant Program is a federally funded, competitive grant program designed to help small cities and towns meet a broad range of community development needs. The Community Development Fund (CDF) awards grants to communities throughout the Commonwealth. This program helps eligible cities and towns to meet a broad range of community development needs in housing, infrastructure, revitalization, economic development and public social services. It supports CDBG eligible activities and encourages applicants to develop coordinated, integrated and creative solutions to local problems. Mini-entitlement communities through on a formula calculation based on a high statistical indication of need, poverty rate and size. Eligible CDBG projects include but are not limited to:

- Housing rehabilitation or development
- Micro-enterprise or other business assistance
- Infrastructure
- Community / public facilities
- Public social services
- Planning
- Removal of architectural barriers to allow access by persons with disabilities

Wayfinding Funding Sources

Massachusetts Downtown Initiative

Commonwealth of Massachusetts Community One-Stop for Growth Department of Housing and Community Development

All communities are eligible to apply. This program provides technical assistance and design services for a variety of downtown improvement elements. MDI staff will assign a consultant to assist the community with the technical services, which could include studying and generating a range of design options and offering a blueprint for how to move forward. The next application round opens in the spring. In 2018, Foxborough, North Chelmsford, and Winchendon received grant awards for wayfinding.

Commonwealth Places Program

MassDevelopment

This competitive grant advances locally driven placemaking projects in downtown and neighborhood commercial districts in eligible communities throughout Massachusetts. The aim of Commonwealth Places Resurgent Places is to help community partners prepare public spaces and commercial districts to best serve their population during COVID-19 social distancing and the phased reopening of the economy.

- Seed grants available from \$250 - \$7,500
- Implementation grants available up to \$50,000
- Successful examples of this grant include:
 - » Marlborough received \$15,000 for wayfinding and branding strategy development
 - » Greenfield received funding used by the Greenfield Business Association for reimbursing restaurants to purchase outdoor dining furniture

Alternative Funding Programs

The following funding programs are grouped as alternative because they either do not stem directly from a local or regional agency or governing body or they do not directly fund the type of proposed improvement projects recommended in this report.

Local Banks and other Community Development Financial Institutions

Local banks with a community development financing program for small businesses may be able to help provide low or no interest loans to small businesses for their share of the improvements, especially for a storefront or sign upgrade. The focus of the program at each bank is different; contact your local bank(s) and discuss how they could participate in investing in the community.

Massachusetts Historic Rehabilitation Tax Credit

Massachusetts Historical Commission

This is available for significant rehabilitation of historic buildings and may help supplement a larger project in a downtown. The guidelines developed for the municipal façade/storefront improvement program could be incorporated into the review of larger projects.

The Union Block - Main Street between Weir Street and Merchants Lane includes six buildings. Three of the contiguous buildings are slated for major internal, structural, and external renovations to develop workforce housing - has received the necessary permits, approvals, and state and federal funding to move forward with a major renovation the largely vacant space. The project is estimated to be around \$18.3 million total.

Collaborative Workspace Program

MassDevelopment

This grant provides owners and operators of collaborative work spaces up to \$100,000 for new equipment or building improvements. Alternatively, seed grants of up to \$15,000 to plan for new co-working spaces are available. This grant is an opportunity to address the exterior and the interior of a building while also helping to support existing local jobs and create new job opportunities.

Massachusetts Preservation Projects Fund

Massachusetts Historical Commission

This is a 50% reimbursable matching grant for preserving properties, landscapes, and sites listed in the State Register of Historic Preservation. Applicants are limited to municipalities and nonprofits. Many downtown and village centers include nonprofit and municipal anchors. This grant could be used to ensure that all properties in a target area are brought, over time, to the same standard of repair. The program does have limitation on allowable costs. A preservation restriction is required.

Summary

The above funding sources may be used to fund a variety of public and private realm improvement programs, maintenance, and streetscape improvements. While many of the above funding sources could be leveraged in combination with other funds to develop a façade improvement program, the list in general was developed with a wide variety of improvement projects in mind. See funding spreadsheet in the Appendix for comprehensive list of possible funding sources provided by Department of Housing and Community Development.

“Programs focused on commercial properties are usually administered and staffed by a municipality’s planning, community development, or economic development office; a Main Street organization; a business improvement district, or other government-affiliated entities.”

<https://plannersweb.com/2013/10/how-facade-improvement-programs/>

Appendix

APPENDIX A - Phase 1 - Public Presentation

APPENDIX B - Potential Funding Spreadsheet

APPENDIX C - Best Practices

- Sign & Facade
- Design Guidelines
- Wayfinding

Appendix

APPENDIX A - Phase 1 - Public Presentation

Local Rapid Recovery Plan
Impacts of COVID-19
Taunton, Massachusetts
Downtown Taunton Business District
September 15, 2021

Agenda

Tonight's Meeting – 6:00-7:00PM

1. Introductions
2. Overview of Local Rapid Recovery Program
3. Project Recommendations
4. Public Comments
5. Next Steps

Project Team

BETA Group

Randy Collins, ASLA

- Plan Facilitator

Charlie Creagh

- Project Planner

City of Taunton

William Roth

- Executive Director, Office of Economic and Community Development

Colleen Simmons

- Executive Director of Taunton Business Improvement District & Downtown Taunton Foundation

TJ Torres

- Grants Coordinator, Office of Economic and Community Development

LRRP Program

Local Rapid Recovery Plan

- Massachusetts Department of Housing and Community Development
- The Local Rapid Recovery Program (LRRP) provides municipalities an opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts to downtowns, town centers, and commercial areas
- Three Phases:
 - Phase I: Diagnostic and Business Surveys
 - Phase II: Project Recommendations
 - Phase III: Plans

Schedule

Local Rapid Recovery Program

Phase I: Diagnostic and Business Surveys

- Completed between March and May

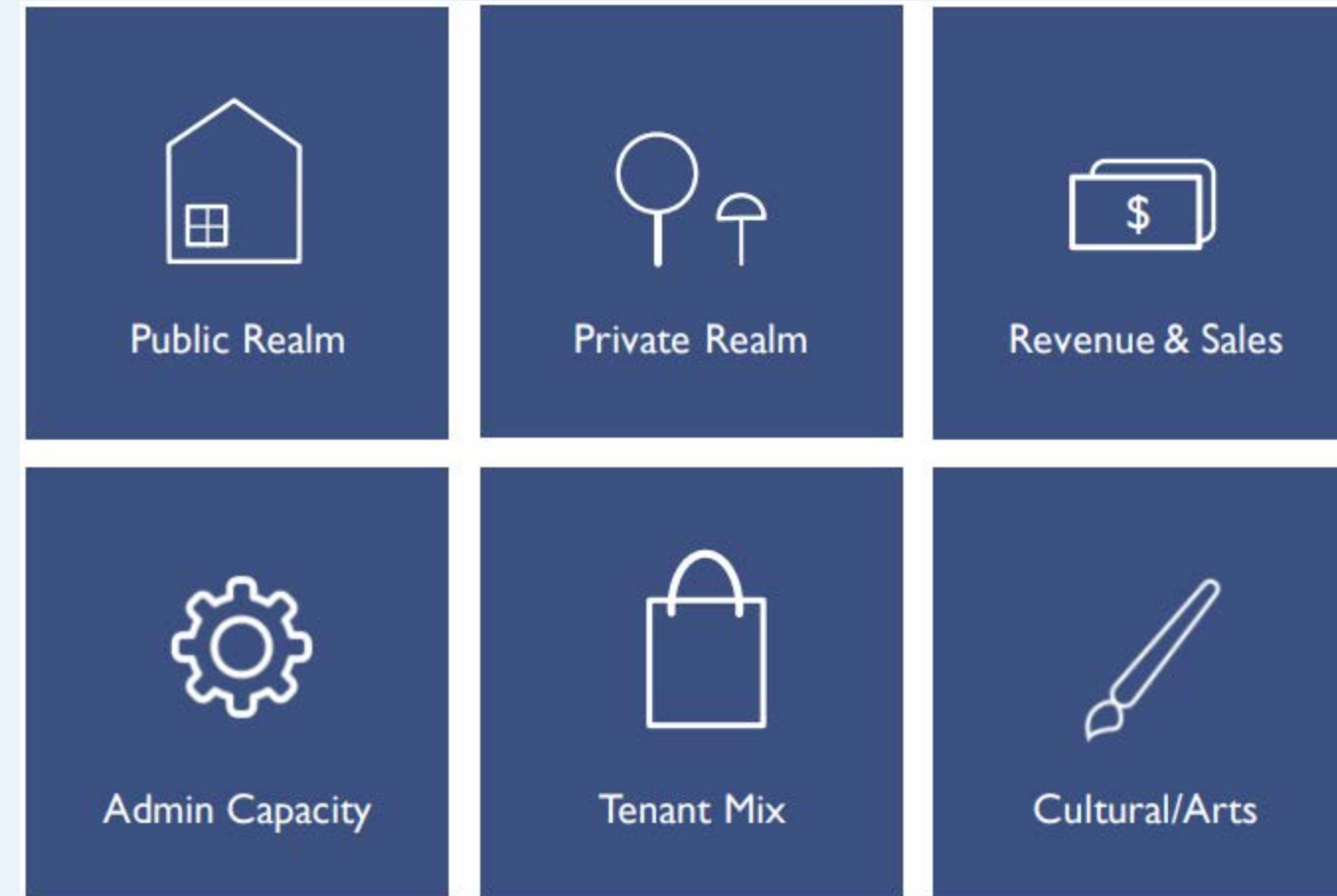
Phase II: Project Recommendations

- In progress June > July
- Gather additional input from business owners and stakeholders

Phase III: Plans

- July > August

PROJECT PLAN CATEGORIES



Goals

Local Rapid Recovery Plan

PHASES

GOALS

Phase I: Diagnostic and Business Surveys



- Collect baseline diagnostic data
- Engage stakeholders to understand COVID impacts and district concerns
- Provide an overview of on-the-ground conditions within the Study Area

Phase II: Project Recommendations



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

Phase III: Plans




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

Study Area



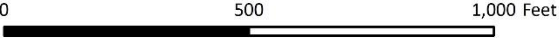
Legend

 Taunton Study Area

City of Taunton, MA
Local Rapid Recovery Planning Program

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

BETA





Future Projects

"under development"

Signage & Façade Improvements

4.1 Develop and Implement a Sign and Storefront Facade Revitalization Program

Category		Private Realm
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development / City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grant Coordinator Business Survey First Public Meeting (7.21.2021)
Budget		Medium Budget (\$50,000-\$200,000)
Timeframe		Short Term (<5 years) - 1-6 months planning, 6-12 months implementation
Risk		Low Risk – Implementation Phase: The ability to successfully deploy the program requires building owners to take part and spend time and effort as program participants
Key Performance Indicators		1) Number of building owners registered with the program within the first year 2) Percent increase in the number of building owners registered with the program in the second year 3) Increase in foot traffic, customers, and sales as a result of the improvements
Partners & Resources		City of Taunton Departments and Committees, Downtown Taunton Business Improvement District, Taunton Cultural Council, Taunton Area Chamber of Commerce, On-call Architect or Engineering / Designer, On-call Contractors, Land Use Boards (for expediting permitting), Local Property and Business Owners

Small Business Programs

Cambridge Business Planning Program

Food Business Incubator Program

Retail Interior Accessibility Program

Legacy Business Program

Small Business Coaching

Small Business Enhancement Program

Storefront Improvement Program

Storefront Improvement Program Results

Eligibility Guidelines

CDD > Economic Development > Small Business Assistance > Small Business Programs > Storefront Improvement Program

Storefront Improvement Program

Cambridge property owners or tenants can access financial resources to renovate or restore commercial building exterior facades through the Storefront Improvement Program. The Program improves the physical appearance of independent businesses and enhances Cambridge's commercial districts.

The Latest

- New Program Campaign: Storefronts-For-All in Cambridge – Get money for upgrades to your storefront. Improve accessibility and grow your business!
- Reimbursement grants range from \$2,500 to \$35,000 based on the scope of work.
- Projects to improve or replace doors and window systems due to ongoing COVID-19 restrictions are eligible for funding.



The City of Cambridge has an established and successful Storefront Improvement Program

Diagnostic / COVID-19 Impact

- 57% of business owner survey respondents are dissatisfied the condition of public spaces, streets, and sidewalks
- The previous sign and facade program (CDBG funds) took too long and required too much staff time (businesses needed signs faster than the program requirements would allow)
- Revitalized facades and upgraded ADA-access contributes to a successful downtown retail environment
- An accessible and aesthetically upgraded retail environment will contribute directly to increased sales and revenues, helping lift small business owners out of the economic downturn that was a result of COVID-18 related restrictions and shutdowns

Action Items

- Identify the person (staff or consultant) who will manage the program
- Attach funding and time resources to the to the project
- Develop guidelines and the program, incorporating engagement with the property owners, business community, and public
- Begin implementation of the project, measuring success and updating the program as necessary

Process

- Develop design guidelines for the program to ensure that facades maintain historic heritage and architectural character
- Develop criteria for establishing eligibility and an outreach / engagement strategy to promote the program among building owners
- Identify City Staff and Downtown Business District individuals to run the program
- Identify cost for typical façade rehabilitation and new signage
- Secure grant funding
- Write clear list of eligible activities
- Establish an application system
- Market and promote the program



Future Projects "under development"

Design Guidelines

4.2 Develop Design Guidelines for the Sign and Storefront Facade Revitalization Program

Category	 Private Realm
Location	LRRP Study Area – Downtown Taunton Revitalization Area
Origin	Bill Roth, Executive Director of Office of Economic and Community Development / City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grant Coordinator Emily Innes, Innes Associates, Ltd. Subject Matter Expert
Budget	 Low Budget (less than \$50,000)
Timeframe	 Short Term (<5 years)
Risk	 Medium Risk - Some risk associated with the guidelines document as a stand alone advisory document or becoming part of the zoning bylaw / ordinance as a specific standard
Key Performance Indicators	1) Successful adoption of the new design guidelines 2) Increase in the number of applications that are consistent with the design guidelines 3) Decrease in the number of meetings dedicated to design in the site plan or special permit approval process 4) Increase in the number of buildings constructed, renovated, or rehabilitated that meet the design guidelines

Partners & Resources	City of Taunton Office of Economic Development and Planning, Downtown Taunton Business Improvement District, On-call Architect or Engineering / Designer, Local Property and Business Owners
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The Town of Sterling has design guidelines for facades and other commercial and retail structures

Diagnostic / COVID-19 Impact

Creating or updating design guidelines and combining the update with financial assistance to property owners to update buildings and sites to be consistent with the new guidelines addresses several negative economic impacts of the COVID -19 pandemic.

Design guidelines can sometime be seen primarily as an aesthetic requirement. However, they can also have significant impacts on the economic and public health of an area, both of which are directly related to the continuing impacts of the pandemic:

- Small businesses in deteriorating downtowns, villages, and corridors are less likely to recover quickly because of a perception of a lack of safety or viability. Design guidelines that are responsive to community identity will reinforce a revitalized, vibrant area.
- Design guidelines that include landscape requirements can help improve air quality and reduce the heat island effect, improving public health for people who live, work, and shop in the target area.
- Design guidelines can also address accessibility for people with physical disabilities by requiring appropriate access that is well-integrated into the building and the site.
- Tools such as outdoor dining, outdoor retail display, serving windows, and upgraded HVAC systems can be integrated into the design guidelines to encourage permanent solutions that address the health and safety of the target area

Action Items

- Understand why the municipality feels that design guidelines are necessary. Is this part of a façade/sign improvement program, a new local historic district, and/or to control new development in an existing area? What are the areas of greatest concern?
- Decide whether this is a project that can be done in-house or requires a consultant with appropriate expertise.
- Decide which funding source is appropriate and, if the source is a grant program, apply for funds.
- If a consultant is deemed appropriate, go through the Commonwealth's procurement process (unless the grant program has an on-call consultant).
- Identify the people/organizations who need to be part of this process.
- Develop an engagement process appropriate for the municipality and the required approval process.
- Once the design guidelines have been approved, consider a public education program to inform people on a regular basis about the new requirements and their implications. Key targets for this campaign include property owners and real estate brokers

Process

The timeframe will vary depending on whether the municipality has a city form of government or requires Town Meeting to approve bylaw changes (and of course, whether the design guidelines are specifically incorporated into the zoning). From the kick-off to entering the municipal approval process, the project should take 8-12 months.

- **Months 1-2:** Review existing zoning bylaws for embedded design guidelines and standards; develop inventory of historic and current buildings and site treatments; interview municipal staff, boards with approval responsibility, former applicants, local land use lawyers, others with relevant experience and concerns.
- **Months 3-4:** Research appropriate precedents; develop public outreach/engagement program. Consider a public kick-off/charrette, depending on the needs of the community. Discuss the thresholds for use and the appropriate review body and process.
- **Months 5-7:** Engage with business/property owners and public on options and concerns; develop draft guidelines; develop illustrations. Decide (with municipality) whether design guidelines are a separate, advisory document or part of the zoning bylaw/ordinance. If the guidelines are integrated into the zoning, decide whether illustrations are part of the zoning or a separate document. Consider meeting with the appropriate boards to introduce the draft design guidelines and receive feedback.
- **Months 8-9:** Revise the design guidelines to its final draft prior to the municipal approval process. Publicize the final draft prior to City Council/Town Meeting review and approval





Future Projects
"under development"

Wayfinding

4.3 Develop and Implement a Parking Wayfinding Signage Program

Category		Private Realm
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development, City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grant Coordinator Emily Innes, Innes Associates, Ltd. Subject Matter Expert
Budget		Low Budget (less than \$50,000)
Timeframe		Short Term (<5 years) 1-6 months planning and design, 6-12 months engineering, fabrication, and construction
Risk		Medium Risk - Some risk associated with the guidelines document as a stand alone advisory document or becoming part of the zoning bylaw / ordinance as a specific standard
Key Performance Indicators		1) Successful implementation of a public parking area wayfinding signage program 2) Increase in the number of public parking lot users 3) Input and feedback on the signage program is positive
Partners & Resources		City of Taunton Office of Economic Development and Planning, Downtown Taunton Business Improvement District, On-call Planning Consultant / Designer, Local Property and Business Owners, MassDOT, Taunton Parking Commission



Members of the planning team worked with City staff and officials to generate a variety of general wayfinding signage options to orient pedestrians and motorists to public parking locations

Diagnostic / COVID-19 Impact

- Existing public parking wayfinding signage is small in size, varies in consistency, and is covered by overgrown street tree foliage
- Anecdotally speaking, there is a general lack of knowledge regarding the location of existing downtown public parking lots

A comprehensive and attractive wayfinding system will:

- Orient drivers to downtown public lots
- Allow drivers the opportunity to visit numerous storefronts while parked in a centrally located facility
- Reduce congestion and frustration caused by motorists seeking street parking; creating the conditions necessary to bring more shoppers into the commercial and retail corridor, which will in turn increase revenues and sales

Action Items

- Continue to develop the downtown public parking lot draft map already in production
- Work with a designer or consultant to generate public parking wayfinding signage options
- Develop the locations signs should be installed
- Obtain public feedback, funding, and fabricate and install signage

Process

- Review and continue to develop the downtown public parking lot draft map already in production. Ensure that this map is accurate and obtain additional public feedback about different ways to enhance the map. Work with a consultant to print the map on large format media and discuss placement in downtown locations to orient folks to the presence of public parking lots. Include pedestrian walk routes from public parking lot areas to the commercial corridor. Include a 2-minute walk or 5-minute walk radius circles on the map.
- Consider posting the draft public parking map and signage family options online and soliciting public feedback across a variety of platforms.
- Involve the Taunton Parking Commission, local business and building owners in the discussions
- Develop a maintenance plan to prune street trees and ensure signage is visible to the public and to motorists
- Revise signage family based on public input
- Include on map of parking facility locations information about when meters are enforced

- Utilize funding secured by Carole Doherty (\$25,000)
- Utilize engineering and design firms to fabricate and install signage in agreed upon locations
- Maintain signage and do an annual visual inspection to determine if any maintenance is required, if any vandalism has taken place, or if any signs are missing or broken



Wayfinding Options



Taunton was home to several brickyards, with the longest lasting one belonging to Stiles & Hart, established in 1886.



Wayfinding Options



Wayfinding Options

Iconic torch from atop Taunton courthouse unlikely to return any time soon



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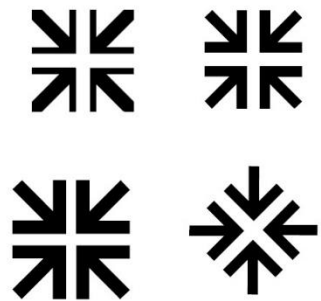
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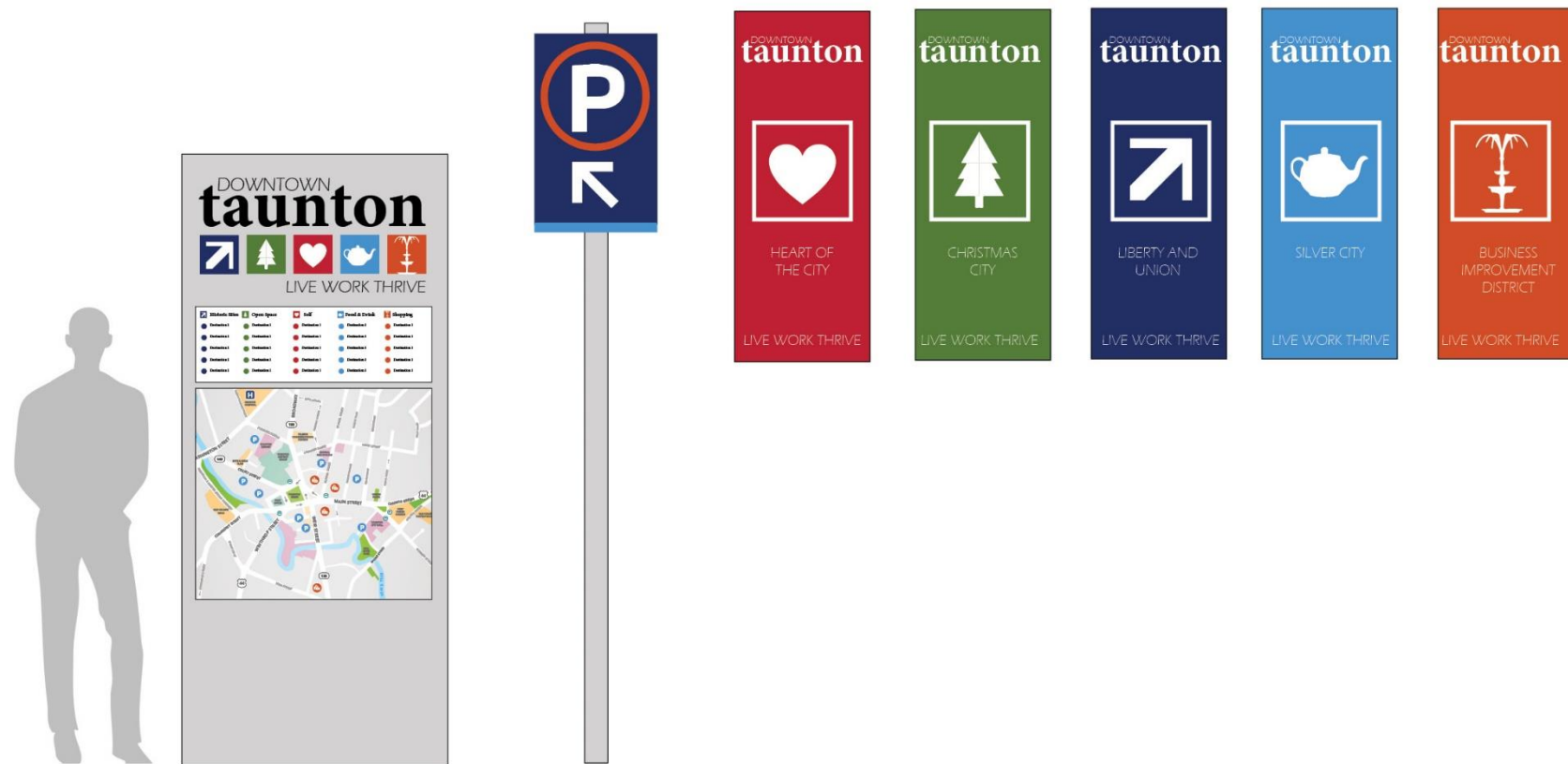
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Wayfinding Options



Wayfinding Options





Future Projects
“under development”

Community Wayfinding Signage Program

4.4 Develop and Implement a Community Wayfinding Signage Program

Category		Private Realm
Location		LRRP Study Area – Downtown Taunton Revitalization Area
Origin		Bill Roth, Executive Director of Office of Economic and Community Development / City of Taunton Colleen Simmons, Director of Downtown Taunton Business Improvement District TJ Torres, Grant Coordinator Emily Innes, Innes Associates, Ltd. Subject Matter Expert
Budget		Low Budget (less than \$50,000)
Timeframe		Short Term (<5 years) 1-6 months planning and design, 6-12 months
Risk		Low Risk - Minor risk associated with community input and public feedback and all parties agreeing on a single family of signage
Key Performance Indicators		1) Successful adoption of a wayfinding signage family and program following public input 2) Feedback on signs is generally positive 3) Signage graphics receive interim approval by Downtown business Foundation, the Chamber of Commerce, and representatives from the public
Partners & Resources		City of Taunton Office of Economic Development and Planning, Downtown Taunton Business Improvement District, On-call Planning Consultant / Designer, Local Property and Business Owners, MassDOT, Taunton Parking Commission



Concord, NH has attractive wayfinding signage in the historic downtown.
Source: <https://twitter.com/BrentToderian/status/971842182742122496/photo/2>

Diagnostic / COVID-19 Impact

- A comprehensive and attractive community wayfinding program helps identify a branding and marketing theme to an area
- Signage indicating the presence of a retail and commercial storefront area will attract folks who would otherwise pass through on the outskirts of town; creating the conditions necessary to bring in more shoppers which will in turn increase revenues and sales
- Work with engineering and design firms to fabricate and install signage in agreed upon locations
- Maintain signage and do an annual visual inspection to determine if any maintenance is required, if any vandalism has taken place, or if any signs are missing or broken

Action Items

- Work with a designer or consultant to generate public parking wayfinding signage options (continue off of the wayfinding signage / branding / identity graphics created by the planning consultant team as part of this planning study)
- Work with the public to examine a variety of locations where the signs should be installed
- Obtain public feedback, funding, and fabricate and install signage

Process

- Develop a wayfinding signage family of graphics and text, involving the Taunton Parking Commission, local business and building owners in the discussions
- Share with the public and solicit feedback
- Post the signage family options online and solicit additional public feedback
- Revise signage family based on public input
- Utilize funding secured by Carole Doherty (\$25,000)



Wayfinding signage and placemaking go hand in hand - pole banners like this on in North Randolph can foster a sense of place and pride



Wayfinding signage combined with street signs in Cedar Falls, Iowa
Source: <https://www.aarp.org/livable-communities/tool-kits-resources/info-2015/13-short-range-livability-solutions.html>



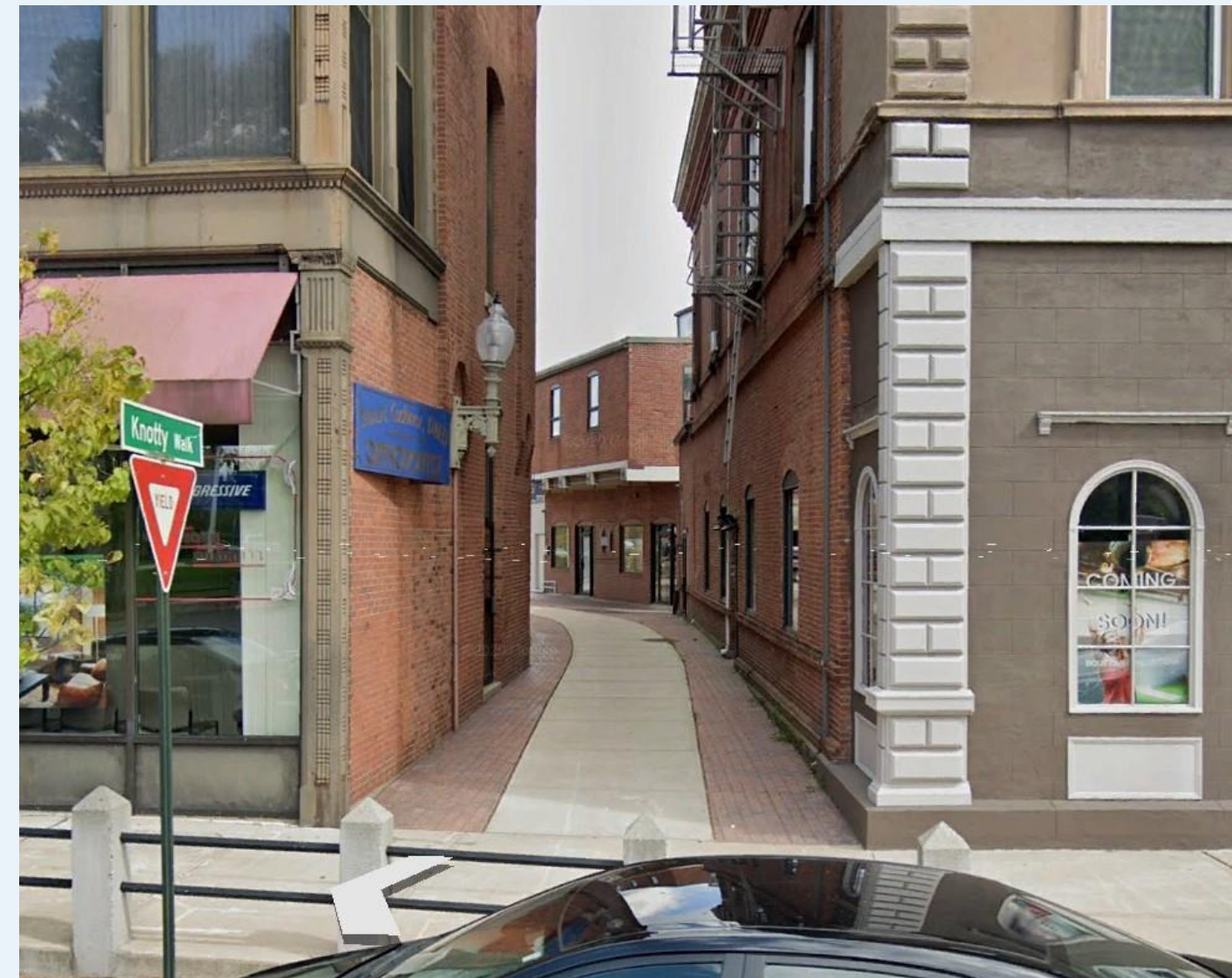
Future Projects
“under development”

Alleyway Improvements

Alleyway Improvements



Knotty Walk

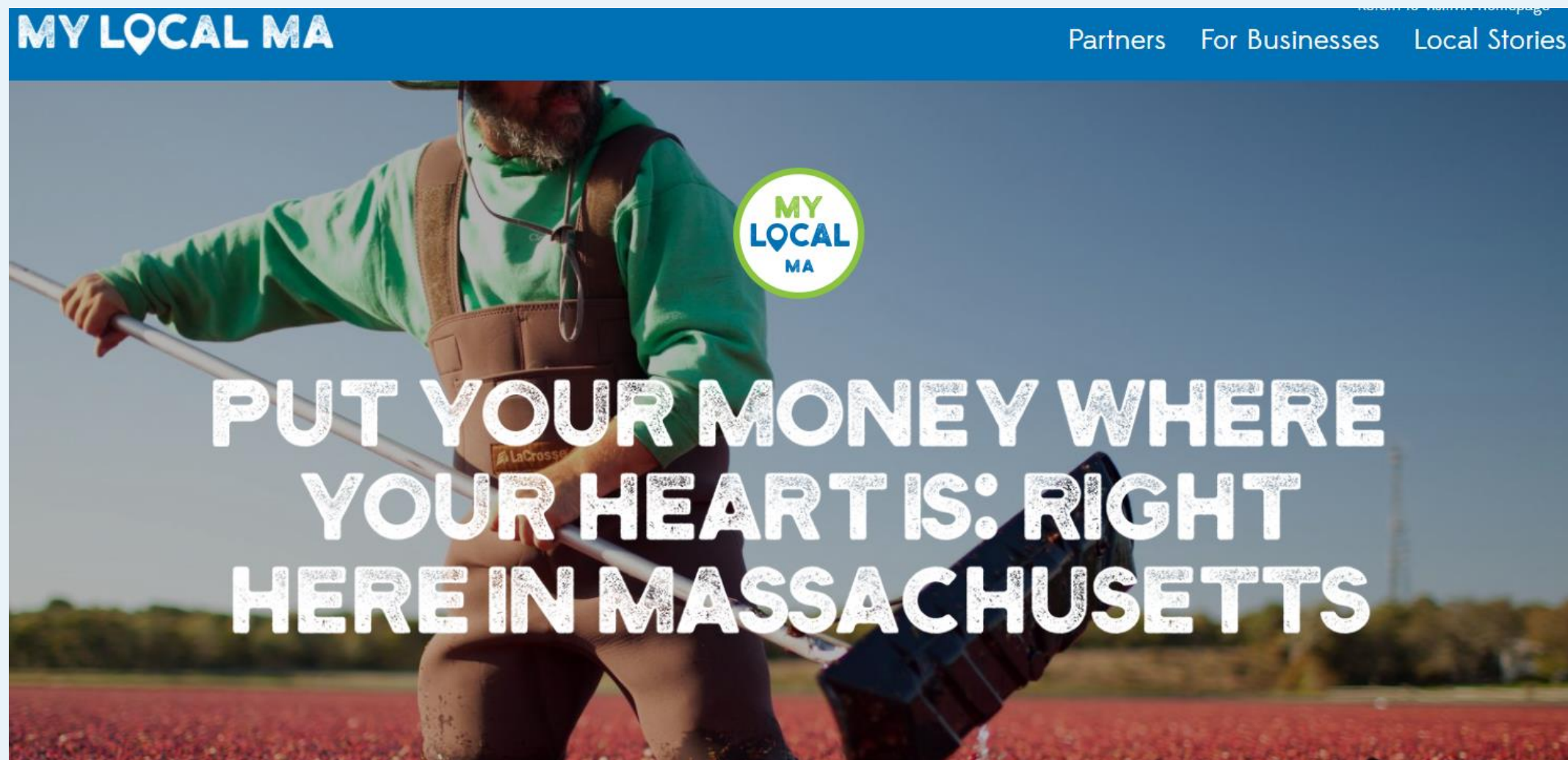




Future Projects
“under development”

Shop local -
Online Assistance

Shop Local - Online Assistance





Future Projects "under development"

Public Art

Public Art





COMMENTS

Comments



Next Steps:

- Finalize Plan: September
- Submit Plan to DHCD: October



Thank You!

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Appendix

APPENDIX B - Potential Funding Spreadsheets

Name of Fund	Available for RRP Projects	Funding Sector	Agency/ Organization	Maximum Eligible Grant Amount per Applicant	Eligible Applicants	Description/Allowable Use of Funds
MA Downtown Initiative Program	Yes	Public	Massachusetts Department of Housing & Community Development	\$25,000	Municipalities	Technical assistance for downtown revitalization in 6 categories
TDI Creative Catalyst	Yes	Public	Mass Development	\$40,000	Individuals and organizations in current ad graduated Transformative Development Initiative Districts	To support public-facing projects that enhance local arts and cultural infrastructure and contribute to economic revitalization - including public art, placemaking, and stabilization of organizations and creative business collectives
Community Preservation Act	Yes	Public	Community Preservation Trust Fund/State Department of Revenue (DOR)		Only communities that have adopted the Community Preservation Act are eligible to receive CPA Trust Fund matching funds annually.	To preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities.
Shared Streets and Spaces	Yes	Public	MassDOT	\$200,000	Municipalities	To support the repurposing of streets, plazas, sidewalks, curbs, and parking areas to facilitate outdoor activities and community programming, including but not limited to facilities for eating, shopping, play, and community events and spaces for all ages.

Competitive Tourism Grants	Yes	Public	Economic Development Administration	\$10,000,000	See grant.	<p>EDA's ARPA Tourism NOFO is designed to provide a wide-range of financial assistance to communities and regions to rebuild and strengthen their travel, tourism, and outdoor recreation industry through various infrastructure and non-infrastructure projects. Under this NOFO, EDA solicits applications under the authority of the Economic Adjustment Assistance (EAA) program, which is flexible and responsive to the economic development needs and priorities of local and regional stakeholders.</p> <p>EDA's travel, tourism, and outdoor recreation grants will be delivered through two components: (1) State Tourism Grants and (2) EDA Competitive Tourism Grants.</p>
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Build Back Better Regional Challenge	Yes	Public	Economic Development Administration	\$500,000	See Grant.	<p>Through this American Rescue Plan Act Build Back Better Regional Challenge Notice of Funding Opportunity (ARPA BBBRC NOFO), EDA aims to assist communities and regions impacted by the coronavirus pandemic. The pandemic has caused, and continues to cause, economic injury to U.S. communities and regions in devastating and unprecedented ways. Goals are: (1) help regions develop transformational economic development strategies and (2) fund the implementation of those strategies that will create and grow regional growth clusters. Such efforts will help regional economies recover from the pandemic and build economic diversity and resiliency to mitigate impacts of future economic disasters.</p> <p>In Phase 1, EDA will provide technical assistance grants to approximately 50-60 coalitions (through a lead institution). These coalitions will be considered “finalists” and the grants will be used by the finalists to prepare more detailed applications for transformational projects that benefit their respective geographic regions and are aligned around a holistic approach to building and scaling a strategic industry.</p> <p>In Phase 2, EDA will award each of the 20-30 finalist coalitions \$25-75 million (and potentially up to \$100 million) to fund the collection of projects they identified. The projects will be funded through grants to coalition members.</p>
Hometown Grant Program	Yes	Private	T-Mobile	\$50,000	Towns with population <50,000	To build/rebuild/refresh community spaces that help foster local connections in town.

Nellie Leaman Taft Foundation Competitive Grants	Yes	Private	Nellie Leaman Taft Foundation	\$15,000	Non-profits 501 (c)(3) (small to mid sized) that benefit residents of greater Boston inside the Route 495 beltway	To seed funding for new ideas and initiatives, start-up and on-going support for grass roots organizations, and entrepreneurial projects that may enable an organization or its constituents to achieve greater self-sufficiency.
Seed Grant	Yes	Private	Grassroots Fund	\$1,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support groups launching new projects or starting to significantly change the direction of an existing project. Most often, groups have been working on the project less than a year and usually don't yet have much direct experience with implementing the idea.
Grow Grant	Yes	Private	Grassroots Fund	\$4,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support groups to deepen their work by further developing a community vision, lowering barriers to participation, identifying new stakeholders and working to bring more voices and lived experiences into core decision-making processes.
Young Leaders Grant	Yes	Private	Grassroots Fund	\$6,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$175,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support projects led by young leaders aged 15-25

William J. & Margery S. Barrett Fund	Yes	Private	Berkshire Taconic Community Foundation	See grant.	Nonprofit organizations, public agencies or community organizations that provide services to the residents of Adams, Cheshire or Savoy, MA.	To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.
Central Berkshire Fund	Yes	Private	Berkshire Taconic Community Foundation	\$5,000	Nonprofit organizations, public agencies or community organizations that provide services to the residents of the communities of Becket, Cummington, Dalton, Hinsdale, Peru, Washington and Windsor.	To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.
Efficiency and Regionalization grant program	No Longer Available	Public	Community Compact Cabinet	\$100,000	Municipalities, regional school districts, school districts	For governmental entities interested in implementing regionalization and other efficiency initiatives that allow for long-term sustainability. These grants provided funds for one-time or transition costs for municipalities, regional school districts, school districts considering forming a regional district or regionalizing services, regional planning agencies and councils of governments interested in such projects. Small capital purchases or improvements that are integral to the implementation of a functional program such as equipment or software; Technical assistance including consulting services, assistance in drafting contracts or other agreements; and Transition or project management costs, not to exceed one year.

Cultural Facilities Fund (Systems Replacements)	No Longer Available	Public	Massachusetts Cultural Council	See grant.	Nonprofit Org's 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities	For 20-year capital needs assessments of buildings and mechanical systems.
Cultural Facilities Fund (Capital Grants)	No Longer Available	Public	Massachusetts Cultural Council	See grant.	Nonprofit Org's 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities	For the acquisition, design, construction, repair, renovation, and rehabilitation of a cultural facility.
Cultural Facilities Fund (Feasibility and Technical Assistance Grants)	No Longer Available	Public	Massachusetts Cultural Council	See grant.	Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities	for the planning and assessment of a cultural facility.
Shuttered Venue Operators Grant	No Longer Available	Public	Small Business Administration	\$10,000,000	Businesses such as live venue operators or promoters, theatrical producers, live performing arts organization operators, museum operators, motion picture theater operators (including owners), and talent representatives.	Funds may be used for specific expenses including rent, payroll, mortgage, debt, utility, taxes and fees, administrative costs, advertising, production transportation, and capital expenditures related to producing a theatrical or live performing arts production.

Community Development Block Grant	Maybe	Public	Massachusetts Department of Housing & Community Development	\$1,350,000	Municipalities with a population of under 50,000 that do not receive CDBG funds directly from the federal Department of Housing and Urban Development (HUD). Municipalities may also apply onbehalf of a specific developer or property owner.	A broad range of community development needs - including projects such as housing rehabilitation or development; micro-enterprise or other business assistance; infrastructure; community/public facilities; public social services; planning; removal of architectural barriers to allow access; downtown or area revitalization
National Endowment for the Arts Grants	Maybe	Public	National Endowment for the Arts	See grant.	Regional Arts Agencies	This funding will be allocated to local state and regional arts agencies to distribute through their funding programs
Massachusetts Preservation Projects Fund	Maybe	Public	State Historic Preservation Office	See grant.	Municipalities and private non-profit organizations	Support the preservation of properties, landscapes, and sites (cultural resources) listed in the State Register of Historic Places - including pre-development work, development projects such as stabilization, protection, rehabilitation and restoration
Massachusetts Historical Commission Survey and Planning Grant Program	Maybe	Public	State Historic Preservation Office	See grant.	Municipalities and private non-profit organizations	Support efforts to identify and plan for the protection of the significant historic buildings, structures, archaeological sites and landscapes of the Commonwealth (including cultural resource inventories, nomination of properties to National Register, community-wide preservation plans, other studies/reports/publications to identify and protect significant properties)

Name of Fund	Available for RRP Projects	Funding Sector	Agency/ Organization	Maximum Eligible Grant Amount per Applicant	Eligible Applicants	Description/Allowable Use of Funds
Cultural Facilities Fund (Systems Replacements)	No Longer Available	Public	Massachusetts Cultural Council	See grant.	Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities	For 20-year capital needs assessments of buildings and mechanical systems.
Cultural Facilities Fund (Capital Grants)	No Longer Available	Public	Massachusetts Cultural Council	See grant.	Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities	For the acquisition, design, construction, repair, renovation, and rehabilitation of a cultural facility.
Real Estate Services Technical Assistance	No Longer Available	Public	Mass Development	\$10,000	Eligible applicants include municipal officials, planners, local stakeholders, and others.	Grants may be used toward technical assistance opportunities in Surplus Property Reuse (e.g. Constraints and Feasibility Analysis, Master Planning, Test Fits, RFP/Q Assistance) or Local District Management Implementation Technical Assistance (e.g. District Improvement Financing, Business Improvement District formation)
Flood Mitigation Assistance (FMA) Grant Program	Yes	Public	Massachusetts Emergency Management Agency/FEMA	See grant.	Property Owners	To reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other structures insured under the National Flood Insurance Program (NFIP).
MA Downtown Initiative Program	Yes	Public	Massachusetts Department of Housing & Community Development	\$25,000	Municipalities	Technical assistance for downtown revitalization in 6 categories
Building Resilient Infrastructure and Communities (BRIC) Grant Program	Yes	Public	Massachusetts Emergency Management Agency/FEMA	See grant.	Property Owners	Hazard mitigation projects reducing the risks from disasters and natural hazards

Community Preservation Act	Yes	Public	Community Preservation Trust Fund/State Department of Revenue (DOR)	See grant.	Only communities that have adopted the Community Preservation Act are eligible to receive CPA Trust Fund matching funds annually.	To preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities.
BIZ-M-POWER	Yes	Public	Massachusetts Growth Capital Corporation	\$20,000	Small businesses (i.e. employing 1-20 FTE employees, including 1 or more of whom owns the business, annual revenue not exceeding \$2,500,000) in brick-and-mortar (physical) establishment operating within Massachusetts	To assist low-income and moderate-income entrepreneurs with their acquisition, expansion, improvement or lease of a facility, purchase or lease of equipment, or with meeting other capital needs of a business.
Competitive Tourism Grants	Yes	Public	Economic Development Administration	\$10,000,000	See grant.	<p>EDA's ARPA Tourism NOFO is designed to provide a wide-range of financial assistance to communities and regions to rebuild and strengthen their travel, tourism, and outdoor recreation industry through various infrastructure and non-infrastructure projects. Under this NOFO, EDA solicits applications under the authority of the Economic Adjustment Assistance (EAA) program, which is flexible and responsive to the economic development needs and priorities of local and regional stakeholders.</p> <p>EDA's travel, tourism, and outdoor recreation grants will be delivered through two components: (1) State Tourism Grants and (2) EDA Competitive Tourism Grants.</p>

Build Back Better Regional Challenge	Yes	Public	Economic Development Administration	\$500,000	Eligible applicants under this NOFO include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. Under this NOFO, EDA is not authorized to provide grants or cooperative agreements to individuals or to for profit entities. Requests from such entities will not be considered for funding.	<p>Through this American Rescue Plan Act Build Back Better Regional Challenge Notice of Funding Opportunity (ARPA BBBRC NOFO), EDA aims to assist communities and regions impacted by the coronavirus pandemic. The pandemic has caused, and continues to cause, economic injury to U.S. communities and regions in devastating and unprecedented ways. This ARPA BBBRC NOFO is designed as a two-phase competition to (1) help regions develop transformational economic development strategies and (2) fund the implementation of those strategies that will create and grow regional growth clusters. Such efforts will help regional economies recover from the pandemic and build economic diversity and resiliency to mitigate impacts of future economic disasters.</p> <p>In Phase 1, EDA will provide technical assistance grants to approximately 50-60 coalitions (through a lead institution). These coalitions will be considered “finalists” and the grants will be used by the finalists to prepare more detailed applications for transformational projects that benefit their respective geographic regions and are aligned around a holistic approach to building and scaling a strategic industry.</p> <p>In Phase 2, EDA will award each of the 20-30 finalist coalitions \$25-75 million (and potentially up to \$100 million) to fund the collection of projects they identified. The projects will be funded through grants to coalition members.</p>
Hometown Grant Program	Yes	Private	T-Mobile	\$50,000	Towns with population <50,000	To build/rebuild/refresh community spaces that help foster local connections in town.
Brownfields Redevelopment Site Assessment Fund	Maybe	Public	Mass Development	\$100,000	See grant.	To finance the environmental assessment of brownfield sites in Economically Distressed Areas (EDAs) of the Commonwealth

Community Development Block Grant	Maybe	Public	Massachusetts Department of Housing & Community Development	\$1,350,000	Municipalities with a population of under 50,000 that do not receive CDBG funds directly from the federal Department of Housing and Urban Development (HUD). Municipalities may also apply on behalf of a specific developer or property owner.	A broad range of community development needs - including projects such as housing rehabilitation or development; micro-enterprise or other business assistance; infrastructure; community/public facilities; public social services; planning; removal of architectural barriers to allow access; downtown or area revitalization
Brownfields Redevelopment Remediation Fund	Maybe	Public	Mass Development	\$500,000	See grant.	To finance the remediation of brownfield sites in Economically Distressed Areas (EDAs) of the Commonwealth
Housing Development Incentive Program	Maybe	Public	Massachusetts Department of Housing & Community Development	See grant.	Developers (projects located in Gateway Cities)	Tax incentive to undertake new construction or substantial rehabilitation of properties for lease or sale as multi-unit market rate residential housing
Abandoned Housing Initiative Strategic Demolition Fund Grant	Maybe	Public	Massachusetts Attorney General's Office	\$125,000	Municipalities, Municipal Housing and Redevelopment Authorities, Nonprofit organizations	To be used for the construction of an affordable housing structure.
Massachusetts Preservation Projects Fund	Maybe	Public	State Historic Preservation Office	See grant.	Municipalities and private non-profit organizations	To support the preservation of properties, landscapes, and sites (cultural resources) listed in the State Register of Historic Places - including pre-development work, development projects such as stabilization, protection, rehabilitation and restoration
Massachusetts Historical Commission Survey and Planning Grant Program	Maybe	Public	State Historic Preservation Office	See grant.	Municipalities and private non-profit organizations	To support efforts to identify and plan for the protection of the significant historic buildings, structures, archaeological sites and landscapes of the Commonwealth (including cultural resource inventories, nomination of properties to National Register, community wide preservation plans, other studies/reports/publications to identify and protect significant properties)
Massachusetts Recycling Fund	Maybe	Private	BDC Capital	See grant.	See grant.	To help Massachusetts businesses active in recycling-related activities obtain the capital needed for any reasonable business purpose.

Closed Loop Infrastructure Fund	Maybe	Private	Closed Loop Partners	See grant.	Municipalities and private companies	Provides below-market rate loans to fund replicable, scalable and sustainable recycling and circular economy infrastructure projects across collection, sortation, processing and new technologies.
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Name of Fund	Available for RRP Projects	Funding Sector	Agency/ Organization	Maximum Eligible Grant Amount per Applicant	Eligible Applicants	Description/Allowable Use of Funds
Planning Assistance Grants	Yes	Public	Executive Office of Energy and Environmental Affairs	\$125,000	Municipalities and Regional Planning Agencies	To fund technical assistance and help communities undertake public process associated with creating plans and adopting land use regulations consistent with the Baker-Polito Administration's land conservation and development objectives including reduction of land, energy, and natural resource consumption, provision of sufficient and diverse housing, and mitigation of/preparation for climate change.
Regional Pilot Project Grant Program	Yes	Public	Massachusetts Office of Business Development	\$250,000	Partnerships of municipalities, public entities, or 501(c) organizations	To fund projects that support businesses and communities in stabilizing/growing their regional economy with one or more of the recovery efforts under Partnerships for recovery. no capital-related projects will be funded.
MassWorks Infrastructure Program	Yes	Public	Executive Office of Housing and Economic Development	See grant.	Municipalities	The most flexible source of capital funds to municipalities and other eligible public entities primarily for public infrastructure projects that support and accelerate housing production, spur private development, and create jobs - particularly for production of multi-family housing in appropriately located walkable, mixed-use districts.
Community Compact IT Grant	Yes	Public	Commonwealth of Massachusetts	\$200,000	Municipalities	This is a competitive grant program focused on driving innovation and transformation at the local level via investments in technology. support the implementation of innovative IT projects by funding related one-time capital needs such as technology infrastructure, upgrades and/or purchases of equipment or software. Incidental or one-time costs related to the capital purchase such as planning, design, installation, implementation and initial training are eligible.
Flood Mitigation Assistance (FMA) Grant Program	Yes	Public	Massachusetts Emergency Management Agency/FEMA	See grant.	Property Owners	To reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other structures insured under the National Flood Insurance Program (NFIP).

MA Downtown Initiative Program	Yes	Public	Massachusetts Department of Housing & Community Development	\$25,000	Municipalities	Technical assistance for downtown revitalization in 6 categories
TDI Creative Catalyst	Yes	Public	Mass Development	\$40,000	Individuals and organizations in current and graduated Transformative Development Initiative Districts	To support public-facing projects that enhance local arts and cultural infrastructure and contribute to economic revitalization - including public art, placemaking, and stabilization of organizations and creative business collectives
Building Resilient Infrastructure and Communities (BRIC) Grant Program	Yes	Public	Massachusetts Emergency Management Agency/FEMA	See grant.	Property Owners	Hazard mitigation projects reducing the risks from disasters and natural hazards
Commonwealth Places	Yes	Public	Mass Development	\$300,000	Municipalities	To help community partners prepare public spaces and commercial districts to best serve their population during COVID-19 social distancing and the phased reopening of the economy, including improvements to sidewalks, curbs, streets, on-street parking spaces and off-street parking lots in support of public health, safe mobility, and renewed commerce in their communities. This program complements the Massachusetts Department of Transportation's (MassDOT) Shared Streets & Spaces.
Community Preservation Act	Yes	Public	Community Preservation Trust Fund/State Department of Revenue (DOR)	See grant.	Only communities that have adopted the Community Preservation Act are eligible to receive CPA Trust Fund matching funds annually.	To preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities.
Partnerships Matching Funds Program	Yes	Public	Department of Conservation and Recreation	\$25,000	State park friends and advocacy groups, civic and community organizations, institutions, businesses, municipal governments, dedicated individuals	To support capital investments at DCR-owned state parks, beaches, and other reservations.

Restaurant Revitalization Fund	Yes	Public	Small Business Administration	See grant.	Eligible entities include restaurants, food stands / trucks / carts, caterers, bars / saloons / lounges / taverns, snack and non alcoholic beverage bars, bakeries, brewpubs, breweries / microbreweries, wineries, distilleries, inns, and licensed facilities of a beverage alcohol producer. Priority group: Small businesses that are at least 51% owned by one or more individuals who are women / veterans / socially and economically disadvantaged.	Funds may be used for specific expenses including rent, payroll, mortgage, debt, utility, business maintenance expenses, construction of outdoor seating, business supplies, business food and beverage expenses (including raw materials), covered supplier costs, and business operating expenses
BIZ-M-POWER	Yes	Public	Massachusetts Growth Capital Corporation	\$20,000	Small businesses (i.e. employing 1-20 FTE employees, including 1 or more of whom owns the business, annual revenue not exceeding \$2,500,000) in brick-and-mortar (physical) establishment operating within Massachusetts	To assist low-income and moderate-income entrepreneurs with their acquisition, expansion, improvement or lease of a facility, purchase or lease of equipment, or with meeting other capital needs of a business.
Shared Streets and Spaces	Yes	Public	Massachusetts Department of Transportation	\$200,000	Municipalities	To support the repurposing of streets, plazas, sidewalks, curbs, and parking areas to facilitate outdoor activities and community programming, including but not limited to facilities for eating, shopping, play, and community events and spaces for all ages.
Small Business Technical Assistance Grant	Yes	Public	Massachusetts Growth Capital Corporation	\$85,000	501(c)3 organizations	To fund specific counseling and training programs that assist small businesses in securing new or increased financing for growth, providing digital grants (MGCC Program), establishing crowdfunding campaigns through the Biz-M-Power grant (MGCC Program), achieving stability and viability, creating/retaining jobs, increasing the economic vitality of the neighborhood, community, or region.

Economic Adjustment Assistance	Yes	Public	Economic Development Association	\$10,000,000	<p>Eligible applicants under the EAA program include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. Under the EAA program, EDA is not authorized to provide grants or cooperative agreements to individuals or to for profit entities. Requests from such entities will not be considered for funding.</p>	<p>EDA's ARPA EAA NOFO is designed to provide a wide-range of financial assistance to communities and regions as they respond to, and recover from, the economic impacts of the coronavirus pandemic, including long-term recovery and resilience to future economic disasters. Under this announcement, EDA solicits applications under the authority of the Economic Adjustment Assistance (EAA) program, which is flexible and responsive to the economic development needs and priorities of local and regional stakeholders. This is the broadest NOFO EDA is publishing under ARPA and any eligible applicant from any EDA Region may apply.</p>
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Competitive Tourism Grants	Yes	Public	Economic Development Administration	\$10,000,000	<p>For EDA Competitive Tourism Grants, eligible entities include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. 42 U.S.C. § 3122(4)(A); 13 C.F.R. § 300.3.</p>	<p>EDA's ARPA Tourism NOFO is designed to provide a wide-range of financial assistance to communities and regions to rebuild and strengthen their travel, tourism, and outdoor recreation industry through various infrastructure and non-infrastructure projects. Under this NOFO, EDA solicits applications under the authority of the Economic Adjustment Assistance (EAA) program, which is flexible and responsive to the economic development needs and priorities of local and regional stakeholders.</p> <p>EDA's travel, tourism, and outdoor recreation grants will be delivered through two components: (1) State Tourism Grants and (2) EDA Competitive Tourism Grants.</p>
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Build Back Better Regional Challenge	Yes	Public	Economic Development Administration	\$500,000	<p>Eligible applicants under this NOFO include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. Under this NOFO, EDA is not authorized to provide grants or cooperative agreements to individuals or to for profit entities. Requests from such entities will not be considered for funding.</p> <p>Through this American Rescue Plan Act Build Back Better Regional Challenge Notice of Funding Opportunity (ARPA BBBRC NOFO), EDA aims to assist communities and regions impacted by the coronavirus pandemic. The pandemic has caused, and continues to cause, economic injury to U.S. communities and regions in devastating and unprecedented ways. This ARPA BBBRC NOFO is designed as a two-phase competition to (1) help regions develop transformational economic development strategies and (2) fund the implementation of those strategies that will create and grow regional growth clusters. Such efforts will help regional economies recover from the pandemic and build economic diversity and resiliency to mitigate impacts of future economic disasters.</p> <p>In Phase 1, EDA will provide technical assistance grants to approximately 50-60 coalitions (through a lead institution). These coalitions will be considered “finalists” and the grants will be used by the finalists to prepare more detailed applications for transformational projects that benefit their respective geographic regions and are aligned around a holistic approach to building and scaling a strategic industry.</p> <p>In Phase 2, EDA will award each of the 20-30 finalist coalitions \$25-75 million (and potentially up to \$100 million) to fund the collection of projects they identified. The projects will be funded through grants to coalition members.</p>
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Statewide Planning, Research, and Networks	Yes	Public	Economic Development Administration	\$6,000,000	See grant.	<p>The ARPA Statewide Planning, Research, and Networks NOFO is part of EDA's multi-phase effort to respond to the coronavirus pandemic as directed by the American Rescue Plan Act of 2021. Specifically, this NOFO seeks to build regional economies for the future through two primary avenues: a) Statewide Planning and b) Research and Networks.</p> <p>Subject to the availability of funds, awards made under this NOFO will help develop coordinated state-wide plans for economic development and data, tools, and institutional capacity to evaluate and scale evidence-based economic development efforts, including through communities of practice and provision of technical assistance among existing and new EDA grantees.</p>
Regional Economic Development Organization Grant Program	Yes	Public	Massachusetts Office of Business Development	See grant.	Eligible organizations shall be corporations, foundations, organizations or institutions that operate regionally and service 10 or more contiguous towns/cities. They must be exempt from federal taxation under section 501(c) of the Internal Revenue Code, and have a primary focus of economic development and perform the services required by MGL Chapter 23A Section 3J and 3K.	Grants should be used to assist entrepreneurs, small businesses, and business partners in order to stabilize and/or grow regional economy. They may not, however, be used to increase salaries or hire additional staff for the organization.
Hometown Grant Program	Yes	Private	T-Mobile	\$50,000	Towns with population <50,000	To build/rebuild/refresh community spaces that help foster local connections in town.
Greener Greater Boston Program	Yes	Private	Solomon Foundation/ Barr Foundation	\$20,000	Municipalities, Trail conservancies and non-profits	To fund preliminary design (for each stage of design), capacity building and operational support, and public engagement and implementation toward projects that enhance the beauty, utility, and accessibility of Greater Boston's greenways.

Nellie Leaman Taft Foundation Competitive Grants	Yes	Private	Nellie Leaman Taft Foundation	\$15,000	Non-profits 501 (c)(3) (small to mid sized) that benefit residents of greater Boston inside the Route 495 beltway	To seed funding for new ideas and initiatives, start-up and on-going support for grass roots organizations, and entrepreneurial projects that may enable an organization or its constituents to achieve greater self-sufficiency.
Seed Grant	Yes	Private	Grassroots Fund	\$1,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support groups launching new projects or starting to significantly change the direction of an existing project. Most often, groups have been working on the project less than a year and usually don't yet have much direct experience with implementing the idea.
Grow Grant	Yes	Private	Grassroots Fund	\$4,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support groups to deepen their work by further developing a community vision, lowering barriers to participation, identifying new stakeholders and working to bring more voices and lived experiences into core decision-making processes.
Young Leaders Grant	Yes	Private	Grassroots Fund	\$6,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$175,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support projects led by young leaders aged 15-25
Small Business Matching Grant	Yes	Private	NewVue Communities	\$5,000	22 North Central Massachusetts cities and towns from Athol to Harvard with a combined population of 240,000 (refer to https://newvuecommunities.org/cities-towns-we-serve/)	To support micro-enterprises (businesses with 5 or fewer employees) that need help with marketing and accounting.
William J. & Margery S. Barrett Fund	Yes	Private	Berkshire Taconic Community Foundation	See grant.	Nonprofit organizations, public agencies or community organizations that provide services to the residents of Adams, Cheshire or Savoy, MA.	To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.
Central Berkshire Fund	Yes	Private	Berkshire Taconic Community Foundation	\$5,000	Nonprofit organizations, public agencies or community organizations that provide services to the residents of the communities of Becket, Cummington, Dalton, Hinsdale, Peru, Washington and Windsor.	To fund projects, programs, capital improvements and general operating support of initiatives that benefit the community in arts and culture, early childhood development, environment, and health and social services.

Merrimack Valley Municipal Business Development and Recovery Fund	Yes	Private	Essex County Community Foundation/Columbia Gas	\$2,000,000	City of Lawrence, the Town of Andover, and the Town of North Andover	To provide direct support (individual business support, general business promotions, technical assistance and business consultation services, economic development and planning) to the municipalities and their business communities (not businesses directly) impacted by the recent gas disaster in Andover, North Andover, and Lawrence
Efficiency and Regionalization grant program	No Longer Available	Public	Community Compact Cabinet	\$100,000	Municipalities, regional school districts, school districts	For governmental entities interested in implementing regionalization and other efficiency initiatives that allow for long-term sustainability. These grants provided funds for one-time or transition costs for municipalities, regional school districts, school districts considering forming a regional district or regionalizing services, regional planning agencies and councils of governments interested in such projects. Small capital purchases or improvements that are integral to the implementation of a functional program such as equipment or software; Technical assistance including consulting services, assistance in drafting contracts or other agreements; and Transition or project management costs, not to exceed one year.
MDAR Urban Agriculture Program	No Longer Available	Public	Mass Department of Agriculture	See grant.	Municipalities, Nonprofit Organizations 501(c)(3), Public or non-profit educational or public health institutions, Established urban farmer with more than three (3) years of commercial urban farming experience	To fund long-term, capital investments such as infrastructure improvements, building upgrades, purchase of computer software and systems, land procurement, and purchase of farm equipment to increase access of fresh, local produce in urban neighborhoods with a high concentration of low-moderate income residents
Cultural Facilities Fund (Systems Replacement)	No Longer Available	Public	Massachusetts Cultural Council	See grant.	Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities	For 20-year capital needs assessments of buildings and mechanical systems.

Coastal Resilience Grant Program	No Longer Available	Public	Massachusetts Office of Coastal Zone Management	\$1,000,000	Municipalities located within the Massachusetts coastal zone; Certified 501(c)(3) nonprofit organizations that own vulnerable coastal property that is open and accessible to the public	To provide financial and technical support for local and regional efforts to increase awareness and understanding of climate impacts, identify and map vulnerabilities, conduct adaptation planning, redesign and retrofit vulnerable public facilities and infrastructure, and restore shorelines to enhance natural resources and provide storm damage protection.
Housing Choice Capital Grant	No Longer Available	Public	Mass Housing Choice Initiative	See grant.	Housing Choice Communities	To plan and build the diverse housing stock located on publicly owned land, leasehold, easement or right-of-way, or are for the purchase of public land - includes pre-construction survey, design, engineering and construction costs, feasibility studies, land acquisition, etc.
Cultural Facilities Fund (Capital Grants)	No Longer Available	Public	Massachusetts Cultural Council	See grant.	Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities	For the acquisition, design, construction, repair, renovation, and rehabilitation of a cultural facility.
Cultural Facilities Fund (Feasibility and Technical Assistance Grants)	No Longer Available	Public	Massachusetts Cultural Council	See grant.	Nonprofit Organizations 501(c)(3) engaged in the arts, humanities, or interpretive sciences; municipalities, and colleges or universities that own cultural facilities	For the planning and assessment of a cultural facility.
Shuttered Venue Operators Grant	No Longer Available	Public	Small Business Administration	\$10,000,000	Businesses such as live venue operators or promoters, theatrical producers, live performing arts organization operators, museum operators, motion picture theater operators (including owners), and talent representatives.	Funds may be used for specific expenses including rent, payroll, mortgage, debt, utility, taxes and fees, administrative costs, advertising, production transportation, and capital expenditures related to producing a theatrical or live performing arts production.

Regional Pilot Project Grant	No Longer Available	Public	Massachusetts Office of Business Development	\$250,000	Municipalities, public entities, or 501(c) organizations that are federally tax exempt under the Internal Revenue Code and intend to promote regional recovery from the economic impacts of COVID19	To support businesses and communities in stabilizing and/or growing their regional economy through solutions including (but not limited to) job creation, transportation, childcare, digital marketing and promotion efforts, digital business directories. This funding should not be used to fund projects or purposes for which there is already state or federal funding available (i.e. Shared Streets and Spaces Grant Program, Paycheck Protection Program, Small Business Grant Relief programs). No capital-related projects will be funded through this program.
Real Estate Services Technical Assistance	No Longer Available	Public	MassDevelopment	\$10,000	Eligible applicants include municipal officials, planners, local stakeholders, and others.	Grants may be used toward technical assistance opportunities in Surplus Property Reuse (e.g. Constraints and Feasibility Analysis, Master Planning, Test Fits, RFP/Q Assistance) or Local District Management Implementation Technical Assistance (e.g. District Improvement Financing, Business Improvement District formation)
Business Equity COVID-19 Emergency Fund	No Longer Available	Private	Foundation for Business Equity	See grant.	Black and Latinx majority-owned (51% or more) businesses with revenues of at least \$250,000	Flexible loans may be used for working capital and other demonstrated business needs (e.g., salaries and wages, inventory, equipment, marketing, etc.)
Brownfields Redevelopment Site Assessment Fund	Maybe	Public	MassDevelopment	\$100,000		To finance the environmental assessment of brownfield sites in Economically Distressed Areas (EDAs) of the Commonwealth
Urban Agenda Grant Program	Maybe	Public	Executive Office of Housing and Economic Development	See grant.	Cross sector consortiums and coalitions	Funding to local partnerships to implement projects that are based on collaborative work models with the goal of advancing economic progress. Typically, Early Stage Strategy Development and Strategy Implementation by an Existing Cross-Sector Consortium or Coalition

Community Development Block Grant	Maybe	Public	Massachusetts Department of Housing & Community Development	\$1,350,000	Municipalities with a population of under 50,000 that do not receive CDBG funds directly from the federal Department of Housing and Urban Development (HUD). Municipalities may also apply on behalf of a specific developer or property owner.	A broad range of community development needs - including projects such as housing rehabilitation or development; micro-enterprise or other business assistance; infrastructure; community/public facilities; public social services; planning; removal of architectural barriers to allow access; downtown or area revitalization
Brownfields Redevelopment Remediation Fund	Maybe	Public	MassDevelopment	\$500,000	See grant.	To finance the remediation of brownfield sites in Economically Distressed Areas (EDAs) of the Commonwealth
National Endowment for the Arts Grants	Maybe	Public	National Endowment for the Arts	See grant.	Regional Arts Agencies	This funding will be allocated to local state and regional arts agencies to distribute through their funding programs
Housing Development Incentive Program	Maybe	Public	Massachusetts Department of Housing & Community Development	See grant.	Developers (projects located in Gateway Cities)	Tax incentive to undertake new construction or substantial rehabilitation of properties for lease or sale as multi-unit market rate residential housing
MassTrails Grants	Maybe	Public	Department of Conservation & Recreation, Massachusetts Department of Transportation, Executive Office of Energy and Environmental Affairs	\$100,000	Public entities and non-profit organizations (with documented land owner permission and community support)	To design, create, and maintain the diverse network of trails, trail systems, and trails experiences
MassEVIP Fleets Incentives	Maybe	Public	Massachusetts Department of Environmental Protection	\$7,500	Public Entities	Helps eligible public entities acquire (buy or lease) electric vehicles for their fleets.

Abandoned Housing Initiative Strategic Demolition Fund Grant	Maybe	Public	Massachusetts Attorney General's Office	\$125,000	Municipalities, Municipal Housing and Redevelopment Authorities, Nonprofit organizations	To be used for the construction of an affordable housing structure.
Massachusetts Preservation Projects Fund	Maybe	Public	State Historic Preservation Office	See grant.	Municipalities and private non-profit organizations	To support the preservation of properties, landscapes, and sites (cultural resources) listed in the State Register of Historic Places - including pre-development work, development projects such as stabilization, protection, rehabilitation and restoration
Massachusetts Historical Commission Survey and Planning Grant Program	Maybe	Public	State Historic Preservation Office	See grant.	Municipalities and private non-profit organizations	To support efforts to identify and plan for the protection of the significant historic buildings, structures, archaeological sites and landscapes of the Commonwealth (including cultural resource inventories, nomination of properties to National Register, community-wide preservation plans, other studies/reports/publications to identify and protect significant properties)
Massachusetts Recycling Fund	Maybe	Private	BDC Capital	See grant.	See grant.	To help Massachusetts businesses active in recycling-related activities obtain the capital needed for any reasonable business purpose.
Closed Loop Infrastructure Fund	Maybe	Private	Closed Loop Partners	See grant.	Municipalities and private companies	Provides below-market rate loans to fund replicable, scalable and sustainable recycling and circular economy infrastructure projects across collection, sortation, processing and new technologies.

Name of Fund	Available for RRP Projects	Funding Sector	Agency/ Organization	Maximum Eligible Grant Amount per Applicant	Eligible Applicants	Description/Allowable Use of Funds
Regional Pilot Project Grant Program	Yes	Public	Massachusetts Office of Business Development	\$250,000	Partnerships of municipalities, public entities, or 501(c) organizations	To fund projects that support businesses and communities in stabilizing/growing their regional economy with one or more of the recovery efforts under Partnerships for recovery. no capital-related projects will be funded.
MA Downtown Initiative Program	Yes	Public	Massachusetts Department of Housing & Community Development	\$25,000	Municipalities	Technical assistance for downtown revitalization in 6 categories
Restaurant Revitalization Fund	Yes	Public	Small Business Administration		Eligible entities include restaurants, food stands/trucks/carts, caterers, bars/saloons/lounges/taverns, snack and non alcoholic beverage bars, bakeries, brewpubs, breweries/microbreweries, wineries, distilleries, inns, and licensed facilities of a beverage alcohol producer. Priority group: Small businesses that are at least 51% owned by one or more individuals who are women/veterans/socially and economically disadvantaged.	Funds may be used for specific expenses including rent, payroll, mortgage, debt, utility, business maintenance expenses, construction of outdoor seating, business supplies, business food and beverage expenses (including raw materials), covered supplier costs, and business operating expenses
BIZ-M-POWER	Yes	Public	Massachusetts Growth Capital Corporation	\$20,000	Small businesses (i.e. employing 1-20 FTE employees, including 1 or more of whom owns the business, annual revenue not exceeding \$2,500,000) in brick-and-mortar (physical) establishment operating within Massachusetts	To assist low-income and moderate-income entrepreneurs with their acquisition, expansion, improvement or lease of a facility, purchase or lease of equipment, or with meeting other capital needs of a business.

Shared Streets and Spaces	Yes	Public	MassDOT	\$200,000	Municipalities	To support the repurposing of streets, plazas, sidewalks, curbs, and parking areas to facilitate outdoor activities and community programming, including but not limited to facilities for eating, shopping, play, and community events and spaces for all ages.
Small Business Technical Assistance Grant	Yes	Public	Massachusetts Growth Capital Corporation	\$85,000	501(c)3 organizations	To fund specific counseling and training programs that assist small businesses in securing new or increased financing for growth, providing digital grants (MGCC Program), establishing crowdfunding campaigns through the Biz-M-Power grant (MGCC Program), achieving stability and viability, creating/retaining jobs, increasing the economic vitality of the neighborhood, community, or region.

Build Back Better Regional Challenge	Yes	Public	Economic Development Administration	\$500,000	<p>Eligible applicants under this NOFO include a(n): (i) District Organization of an EDA-designated Economic Development District (EDD); (ii) Indian Tribe or a consortium of Indian Tribes; (iii) State, county, city, or other political subdivision of a State, including a special purpose unit of a State or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions; (iv) institution of higher education or a consortium of institutions of higher education; or (v) public or private non-profit organization or association acting in cooperation with officials of a general purpose political subdivision of a State. Under this NOFO, EDA is not authorized to provide grants or cooperative agreements to individuals or to for profit entities. Requests from such entities will not be considered for funding.</p>	<p>Through this American Rescue Plan Act Build Back Better Regional Challenge Notice of Funding Opportunity (ARPA BBBRC NOFO), EDA aims to assist communities and regions impacted by the coronavirus pandemic. The pandemic has caused, and continues to cause, economic injury to U.S. communities and regions in devastating and unprecedented ways. This ARPA BBBRC NOFO is designed as a two-phase competition to (1) help regions develop transformational economic development strategies and (2) fund the implementation of those strategies that will create and grow regional growth clusters. Such efforts will help regional economies recover from the pandemic and build economic diversity and resiliency to mitigate impacts of future economic disasters.</p> <p>In Phase 1, EDA will provide technical assistance grants to approximately 50-60 coalitions (through a lead institution). These coalitions will be considered “finalists” and the grants will be used by the finalists to prepare more detailed applications for transformational projects that benefit their respective geographic regions and are aligned around a holistic approach to building and scaling a strategic industry.</p> <p>In Phase 2, EDA will award each of the 20-30 finalist coalitions \$25-75 million (and potentially up to \$100 million) to fund the collection of projects they identified. The projects will be funded through grants to coalition members.</p>
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Regional Economic Development Organization Grant Program	Yes	Public	Massachusetts Office of Business Development		Eligible organizations shall be corporations, foundations, organizations or institutions that operate regionally and service 10 or more contiguous towns/cities. They must be exempt from federal taxation under section 501(c) of the Internal Revenue Code, and have a primary focus of economic development and perform the services required by MGL Chapter 23A Section 3J and 3K.	Grants should be used to assist entrepreneurs, small businesses, and business partners in order to stabilize and/or grow regional economy. They may not, however, be used to increase salaries or hire additional staff for the organization.
Seed Grant	Yes	Private	Grassroots Fund	\$1,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support groups launching new projects or starting to significantly change the direction of an existing project. Most often, groups have been working on the project less than a year and usually don't yet have much direct experience with implementing the idea.
Grow Grant	Yes	Private	Grassroots Fund	\$4,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$100,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support groups to deepen their work by further developing a community vision, lowering barriers to participation, identifying new stakeholders and working to bring more voices and lived experiences into core decision-making processes.
Young Leaders Grant	Yes	Private	Grassroots Fund	\$6,000	Volunteer-driven groups that have no more than 2 full-time paid staff and an annual operating budget of under \$175,000. Note that the group does not need to have formal tax status or a fiscal sponsor.	To support projects led by young leaders aged 15-25
Small Business Matching Grant	Yes	Private	NewVue Communities	\$5,000	22 North Central Massachusetts cities and towns from Athol to Harvard with a combined population of 240,000 (refer to https://newvuecommunities.org/cities-towns-we-serve/)	To support micro-enterprises (businesses with 5 or fewer employees) that need help with marketing and accounting.

Merrimack Valley Municipal Business Development and Recovery Fund	Yes	Private	Essex County Community Foundation/Columbia Gas	\$2,000,000	City of Lawrence, the Town of Andover, and the Town of North Andover	To provide direct support (individual business support, general business promotions, technical assistance and business consultation services, economic development and planning) to the municipalities and their business communities (not businesses directly) impacted by the recent gas disaster in Andover, North Andover, and Lawrence
Efficiency and Regionalization grant program	No Longer Available	Public	Community Compact Cabinet	\$100,000	Municipalities, regional school districts, school districts	For governmental entities interested in implementing regionalization and other efficiency initiatives that allow for long-term sustainability. These grants provided funds for one-time or transition costs for municipalities, regional school districts, school districts considering forming a regional district or regionalizing services, regional planning agencies and councils of governments interested in such projects. Small capital purchases or improvements that are integral to the implementation of a functional program such as equipment or software; Technical assistance including consulting services, assistance in drafting contracts or other agreements; and Transition or project management costs, not to exceed one year.
Shuttered Venue Operators Grant	No Longer Available	Public	Small Business Administration	\$10,000,000	Businesses such as live venue operators or promoters, theatrical producers, live performing arts organization operators, museum operators, motion picture theater operators (including owners), and talent representatives.	Funds may be used for specific expenses including rent, payroll, mortgage, debt, utility, taxes and fees, administrative costs, advertising, production transportation, and capital expenditures related to producing a theatrical or live performing arts production.
Regional Pilot Project Grant	No Longer Available	Public	Massachusetts Office of Business Development	\$250,000	Municipalities, public entities, or 501(c) organizations that are federally tax exempt under the Internal Revenue Code and intend to promote regional recovery from the economic impacts of COVID19	To support businesses and communities in stabilizing and/or growing their regional economy through solutions including (but not limited to) job creation, transportation, childcare, digital marketing and promotion efforts, digital business directories. This funding should not be used to fund projects or purposes for which there is already state or federal funding available (i.e. Shared Streets and Spaces Grant Program, Paycheck Protection Program, Small Business Grant Relief programs). No capital-related projects will be funded through this program.

Business Equity COVID-19 Emergency Fund	No Longer Available	Private	Foundation for Business Equity	See grant.	Black and Latinx majority-owned (51% or more) businesses with revenues of at least \$250,000	Flexible loans may be used for working capital and other demonstrated business needs (e.g., salaries and wages, inventory, equipment, marketing, etc.)
Urban Agenda Grant Program	Maybe	Public	Executive Office of Housing and Economic Development	See grant.	Cross sector consortiums and coalitions	Funding to local partnerships to implement projects that are based on collaborative work models with the goal of advancing economic progress. Typically, Early Stage Strategy Development and Strategy Implementation by an Existing Cross-Sector Consortium or Coalition
Community Development Block Grant	Maybe	Public	Massachusetts Department of Housing & Community Development	\$1,350,000	Municipalities with a population of under 50,000 that do not receive CDBG funds directly from the federal Department of Housing and Urban Development (HUD). Municipalities may also apply onbehalf of a specific developer or property owner.	To meet a broad range of community development needs - including projects such as housing rehabilitation or development; micro-enterprise or other business assistance; infrastructure; community/public facilities; public social services; planning; removal of architectural barriers to allow access; downtown or area revitalization

Appendix

APPENDIX C - Best Practices

- Sign & Facade
- Design Guidelines
- Wayfinding



Create a way-finding system to help reinforce the downtown experience






Provided by SME Consultant

Mark Favermann, Favermann Design

Location

Wakefield, MA

Origin	Town of Wakefield
Budget	 Medium-- approximately \$80,000 (kiosk only; additional elements to cost \$30,000)
Timeframe	 Short -- planning and implementation in 3-1/2 months
Risk	 Medium --political will, lightning caused devastating fire, unjustified NIMBYism and lack of community transparency
Key Performance Indicators	Continued use by visitors and residents
Partners & Resources	Wakefield Main Streets, Town of Wakefield, Mass Legislature, Wakefield Police Department, Wakefield Public Library, Wakefield Historical Commission and Wakefield DPW

Diagnostic

The Town of Wakefield is a north of Boston middle-income suburban community. Most residents work outside of Wakefield and commute to work. There are two MBTA Commuter rail stations in Wakefield—Wakefield Center and Greenwood.

There was no universally accepted brand or wayfinding system for the Town of Wakefield.

On the edge of Wakefield Center, Lake Quannapowitt is a popular setting for walkers, joggers, bikers, and in-line skaters off Route 128 in Middlesex County. It is the site of many organized races from 5Ks to Ultra Marathons. However, rarely do outside visitors travel beyond the lakeside the 200 yards to the Town of Wakefield's Downtown. This is a lost opportunity to support restaurants and shops in the Downtown.

With a vital mix of restaurants, goods and services, the downtown appeared robust. However, things could be improved by an effort for better direction and more on-street communication. Here was an opportunity to build on the downtown's commercial base and solidify Wakefield as a Northshore destination.

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.

Action Item

The two overlapping programs took two different paths.

- Over an eight-month period, the branding and wayfinding design process went through a series of group meetings with a large Advisory Group of 24 representatives.
 - A month after the town landscape-based brand was approved by the Advisory Committee and presented in the local daily newspaper and to the Town Council, a devastating lightning-induced fire burned down the majestic church steeple. The loss of the church set back the discussion of whether or not the approved image should be brought forward as a historical image or changed to reflect the current conditions.
 - The designs and branding and wayfinding program were put on hold.
- Overseen by the Wakefield Main Streets Board of Directors and invited Town officials, the kiosk design program was mandated to have only 3.5 months to complete design, design review, put out for bidding and start implementation.
 - The kiosk program went fully ahead.
 - However, some community members felt left out of the design and placement of the project elements. Their concerns had to be integrated.



Joggers and runners around Crystal Lake, a target audience of non-residents as potential patrons to the downtown.



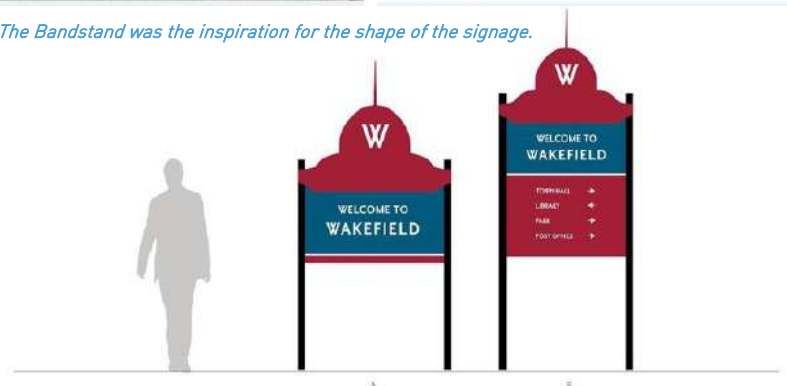
Old Band Stand adjacent to Lake Quannapowitt in Wakefield, MA

Process

- After a number of kiosk design alternatives were presented to the Wakefield Main Streets Board, one design was chosen to develop, locate and specify.
- Three (3) of the kiosks were to be two-sided and analog; the fourth was to be digital and four-sided. The digital one would be set closest to the lake.
- Historical town images and commentary was developed to fit around as a border around a business directory for one side of the directory.
- Set in an airtight locked Plexiglas window, this information could be easily changeable on the two-sided kiosks. On the opposite side was space for timely event posters and community announcements.
- The digital kiosk was designed to have a screen/monitor that was programmable from the town hall.
- There was much criticism around the placement and look of the digital kiosk. The town council eventually addressed the public and took a stand that the location, size and look of the kiosk was the best possible solution.
- Kiosk-opposing residents were invited to an expanded Branding and Wayfinding meeting to assist with eventual sign element placement on maps.
- Favermann Design was then hired by the Town administration to create a style guideline to reflect the iconic kiosk toppers.
- After a period of about four months the guidelines have resulted in the establishment of a consistent Town of Wakefield visual brand for internal communication, the official website, e-mails, business cards, interior town hall signage, newsletters and even drop boxes.
- These guidelines were in place during the Covid-19 pandemic, and further thought was given to the on-hold wayfinding program. It was decided that a new approach should be taken that abandoned the problematic landscape and instead visually reflected the kiosk and style of the Town of Wakefield.
- Utilizing the new design approach, plans are going ahead for a new directional sign for the Greenwood neighborhood. A test will take place during the Summer of 2021 to see how wayfinding can connect the Lake with downtown.



The Bandstand was the inspiration for the shape of the signage.



Besides interested citizens, town officials including the Town Planner, Police Officer, City Counselor, and Main Street board member are making decisions regarding locations.

Local Press Coverage of Controversial Town Council Meetings Occurred due to Kiosks

- Though carefully announced by the Main streets Board, controversy was caused by residents feeling left out of the process.
- Several Town council meetings addressed the size, content and location of the kiosks, especially the proposed digital one adjacent to the lake.
- All kiosk locations are on Town property and are at the best decision-point locations possible.
- The “waters” were eventually calmed and the process continued until a successful implementation of the program.

Previous Historical Landscape Design for Wakefield’s Branding and Wayfinding Shelves

- Below is an image of the previous design that was affected by the destructive church fire.
- The “new” simpler design has found favor in the community.
- The Town of Wakefield is now creating a fully consistent “look” for all its official elements.



Sailboat with cherries



A BLACK CHERRY tree (according to the Audubon Field Guide: New England) along the shore of Lake Quannapowitt. (Robert Pushkar Photo)

Community Meeting and Open House: Hurd School future options

WAKEFIELD — The Town Council and Town Administrator Stephen P. Maio will give the public an update on the ongoing evaluation of the Hurd School located at 27 Cordis Street in the “Lakeside” neighborhood. The public is invited to a second Open

House and Community Meeting. The first floor will be open for public viewing at 6:15 p.m. followed by the community meeting in the auditorium at 7 p.m. on Wednesday June 20 at the school. The Town Administrator will lead the discussion and provide updates to the ongoing evaluation followed by a question and answer session about the building's future.

“After hearing from the public at our first meeting and evaluating our swing space and other needs, it is time to re-engage the neighborhood and community to discuss the best use of the building moving forward,” according to the Town Administrator.

The Hurd School was declared excess property in 2005 by the Wakefield School Committee and

Stolen credit cards reported

WAKEFIELD — A Winslow Drive woman called police at about 11 a.m. yesterday to report that her credit cards had been stolen. The woman noticed that the cards were missing over the weekend but was not sure when they were taken.

Police said that fraudulent charges were made using the credit cards at Home Depot in Danvers and Target in Stoneham. The cards have been cancelled.

At about 3 p.m. yesterday, a caller reported that a UPS truck took down some wires at the corner of Oak Street and Orchard Avenue. Police confirmed that they were cable wires and made sure they

POLICE Page 9

HURD Page 7

Kiosks coming to downtown

Town Council notebook

By MARK SARDELLA

WAKEFIELD — As part of the ongoing effort to revitalize the downtown area, four new kiosks will be installed at various locations offering “way-finding” and other useful information for visitors and residents. The Town Council approved the installation of the signs, one of which will have a digital component, at their meeting last week.

Bob Mailhot, president of Wakefield Main Streets, appeared before the Town Council along with Mark Faverman of Faverman Design to discuss the project. The kiosks will be paid for by Wakefield Main Streets through their private fundraising efforts. Faverman Design has been retained by the town to develop a branding and wayfinding program for the town's business districts.

Two of the free-standing, two-sided kiosks will be located on sidewalks in the Square and will be placed at Main and Water streets and Main and Albion streets. A third two-sided kiosk will be placed near Veterans Field on North Avenue. The digital kiosk will be three-sided and will be placed at the southern end of the Lower Common, near the corner of Common Street and Lake Avenue. One side of this kiosk will be digital and have a changeable screen. Faverman talked about the design of the kiosks, which will incorporate the look of the iconic Bandstand, including a red top that

KIOSKS Page 7



KIOSKS LIKE THIS ONE will be installed at four key locations around town to help promote the downtown area. Conceived by Faverman Design, the kiosks will incorporate the look of the iconic Bandstand.



Kiosks back before Council tonight

Rebuckled in the July 16, 2018 edition. WAKEFIELD — A plan to display wayfinding kiosks as a way to help drive visitors to the downtown area was on the agenda for tonight's meeting. The results of the committee's review of the kiosks will be presented to the council. The committee will also discuss the location of the kiosks and the design of the kiosks. The committee will also discuss the location of the kiosks and the design of the kiosks.

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Kiosk Debate Dominates Town Council Meeting

Latest town effort to draw visitors to downtown area sparks debate. By Bob Harris, Staff Writer | July 16, 2018 11:15 pm ET



WAKEFIELD — It's true that Lake Quannapowitt was formed by glacial ice some 12,000 years ago. It's hard to say whether night's Three Council meeting was the best time for the authors to have argued what's best for the roughly 200 who took.

But a quick, one-way, debate over the kiosks' design and location was a different story.

Wakefield's elected officials have been trying for years to revitalize the downtown area and improve the town's image. The town has a long history of being a vibrant community and a place where people want to live and work. The town has a long history of being a vibrant community and a place where people want to live and work.

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TOWN OF
WAKEFIELD



TOWN OF
WAKEFIELD



STYLEGUIDE

WINTER 2021

UPGRADED DROP BOXES AT TOWN HALL



With safety a top priority for Town Hall employees and guests, residents are strongly encouraged to conduct their Town transactions virtually. Payments can be made online at www.wakefield.ma.us/online-payments for many services, including taxes, water bills, white-goods stickers, refuse bags, cemetery services, and more. Many forms and applications can also be accessed on the Town's website www.wakefield.ma.us.

Town Hall has installed new drop boxes to make submitting documents to staff quick and easy. These boxes are clearly marked and located near the accessible parking spaces and sidewalk ramp, to the left of the Town Hall entrance.

DATES TO NOTE

Tax Collector

Third-quarter actual real estate bill due:
February 1, 2021

Third-quarter actual personal property bill due:
February 1, 2021

2021 motor vehicle excise bill commitment #1
Issued February 4, 2021 | Due March 8, 2021

Assessing Department

Abatement applications due:
February 1, 2021

Statutory exemptions due:
April 1, 2021



In 2015, Wakefield lifted its December-to-April on-street parking ban and now enforces parking limitations on an emergency basis.

When preparing for a snow event, the Town often initiates a temporary restriction of on-street parking. This allows plowing crews and public safety vehicles to safely access the roads and perform curb-to-curb cleanup. Parking ban announcements and other emergency notifications are made via our CodeRED e-alert system.

All parked cars must be removed from the roadways during a parking ban. If your residence does not have a driveway, connect with your landlord for parking options or coordinate with a neighbor who has extra driveway space. Vehicles that interfere with snow operations or emergency-vehicle access may be towed.

1 Lafayette Street Wakefield, MA 01880 | wakefield.ma.us

The Town of Wakefield “branded” elements and strictly adhered to style guidelines demonstrate how programs can build upon and even improve each other to reinforce a sense of place, a sense of arrival and a sense of shared experience.

Rapid Recovery Plan

Wakefield, MA 5

Downtown Manchester– Architectural Design Guidelines



Provided by SME Consultant

GOMAN+YORK Advisory Services

Location

Manchester, CT

Origin	GOMAN+YORK
Budget	 Low Budget - Consultant's Time for design standards
Timeframe	 Long-term – Post Covid
Risk	 Low Risk – setting guidelines/policies in place assures that any improvements done in the Downtown must be adhered to
Key Performance Indicators	Tenant Initiation of Recommendations, Tenant Traffic & Sales Growth
Partners & Resources	City/Town Economic Development, Business Owners
Diagnostic	<p>Changes in consumer behavior and a heightened appreciation for community and place made Downtown Manchester a competitive and desirable location. Prior to Covid-19 the town realized that the area's image, market potential, physical attributes and social connections needed to be maintained and improved. Covid-19 accentuated the need and importance of maintaining and strengthening the Downtown area to support the local tenant base.</p> <p>Architectural design guidelines were meant to:</p> <ul style="list-style-type: none">• Enhance the image of Downtown Manchester through the upgrade and maintenance of existing building façades; and• Encourage new construction which reinforces Downtown Manchester's historic development patterns. <p>Manchester's downtown district serves as a visual introduction to the town's character. An attractive image boosts commercial and community vitality when it successfully blends appearance and welcoming public spaces.</p> <p>Main Street's history is revealed in its diverse architectural styles. Each building is a unique record of its place in time. Therefore, building owners need to carefully evaluate the design of any proposed improvements to ensure they make a positive contribution to the collective Downtown environment.</p>

Action Items

Step 1. Define the area – this has already been done by the Plan Facilitators and the cities/towns.

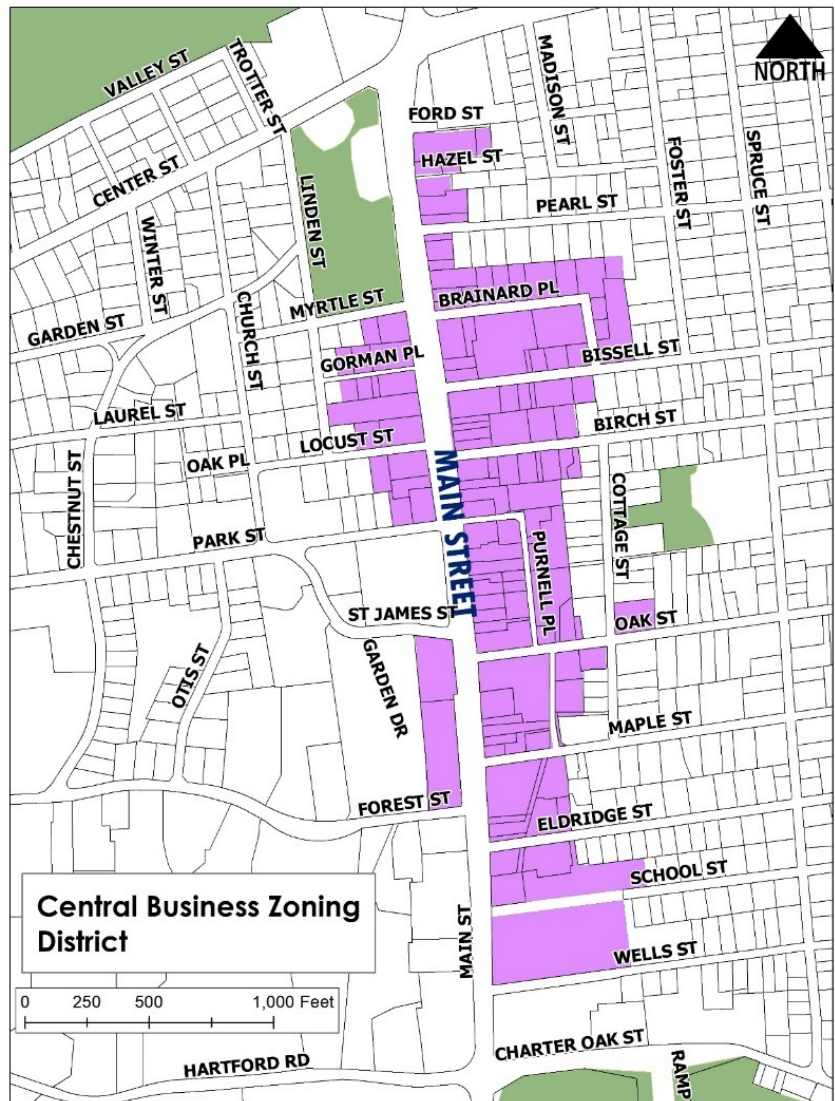
Step 2. Conduct a current conditions assessment –physical, governmental, private, character of the district. Some examples of disruptive alterations include:

- Blocking out windows, which is typically uninviting
- Replacing original architectural detailing with substandard or non-sustainable materials
- Covering original details with aluminum siding or random placement of wood paneling
- Introducing new design elements which were not in keeping with the original design
- Random placement with no coordination of ornamentation, lighting fixtures or signage
- Oversized signage creating visual confusion and blocking architectural details of upper floors

Step 3. Identify main key stakeholders (including but not limited to; Building Owners, Tenants, Residents, Clients and Customers) must preserve and highlight what makes this downtown unique: eclectic structures, public spaces, community facilities, ample parking, and an enjoyable pedestrian experience.

Step 4. Development & Implementation

Reminder: A vibrant, healthy and attractive downtown must be clean, safe and aesthetically pleasing. This relies on quality design and positive public-private relationships.



Define the Downtown Area

Ground Floor Tenant Storefronts

The storefront is the most significant feature of most commercial buildings. Its appearance plays a critical role in how a business is perceived and contributes to the pedestrian experience from the sidewalk. Building owners are expected to acknowledge critical elements of a building when redesigning a storefront.

Traditionally, the storefront is set into an opening in the building, framed by a building's columns or piers on either side, and sometimes includes a cornice or lintel along the top. Decorative elements of the storefront are definitive characteristics that ground the upper portions of the building to the sidewalk. When possible, these decorative elements should be retained in their original material, color and finish. The window area is generally large in contrast to the smaller windows on the upper stories to visually communicate and display the products and services offered within. The entranceway is often asymmetrical and recessed to increase display window area, provide weather protection, and allow clearance for the door swing.

When planning to renovate a storefront, its proportion in relation to the entire façade should be considered. Renovations should be done with durable and sustainable materials and retain existing modules, proportions, and structure.



Urban Lodge Brewery – photo: Patch.com

Lighting: Night lighting is encouraged as it extends the pedestrian experience, makes a building façade more welcoming, and adds consistency to the downtown district. Lighting plans should be sensitive to potential impacts on vehicular traffic.

Cleanliness of windows – interior & exterior – sometimes it's that simple!

Storefront awnings and canopies are both functional and decorative. They are functional because they provide sun protection for merchandise, weather protection for visitors, and signage for the business (see “Signage” section for guidelines). These structures also add decorative color, patterns or graphics to the streetscape.

Both commercial grade, exterior fabric, retractable and permanent awnings have been successfully integrated in the past. The color or stripe chosen for the awning should complement the general color scheme of the building. Building owners are discouraged from using metal awnings because of their susceptibility to weather damage and fading.



Signage

Signage provides scale, color and interest to the streetscape. A sign has a positive effect on business and community atmosphere when it is appropriately placed, well designed, and in scale with its architectural surroundings.

A poorly designed sign results in visual confusion, harming both the streetscape and the value of the sign. While these guidelines provide structure for what signs are appropriate, the Town of Manchester's zoning regulations mandate what signs can and cannot be used in the Downtown district.

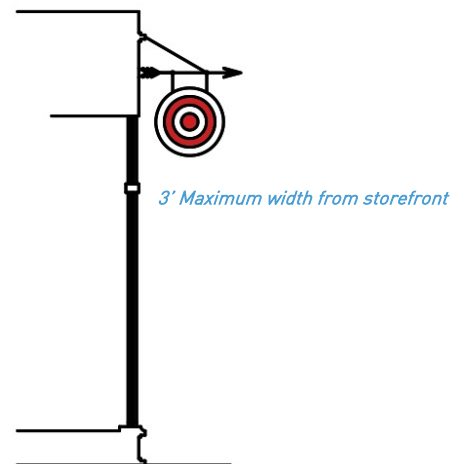
Information on a sign should be simple, clear and concise. The type face and graphic symbols should convey only the name of the business and its main product or service. The color should be coordinated with the building and storefront, and the letters or logo should contrast with the background, so the sign is readable. Light box signs should not be used. In some instances, simpler is better. Channel cut letters or flat metal signs lit with goose neck lighting are encouraged.

Signage to serve multiple tenant storefronts within the confines of a single building should be well coordinated to fit within the pre-described signage area defined by the building's architecture.

Before beginning any signage project, refer to Zoning Regulations for specific restrictions. Special regulations can be adopted for the Downtown district.



Restaurant Menu Boards



Blade or Hanging Bracket Signs

Exterior-Mounted & Painted on Glass

Reopening Soon

Retail Reboot: Updating retail store design *(With COVID 19 implications in mind)*





PRIVATE
REALM

Provided by SME Consultant

Christine Moynihan, RetailVisioning

Location

Westfield, Lincoln, Agawam, Walpole, Lowell, North Adams + other MA communities

Origin	Technical Assistance model from innovative HUD program Cambridge (2002) and continuing as part of MDI, Boston Main Streets, and other TA programs
Budget	 One on one consultations and implementation funds averaged \$2000-\$3000 per store. Recommended to engage 8-10 stores per session
Timeframe	 Short term engagement – usually 2-3 months.
Risk	 Recruiting for retailer participation when time constraints and budget constraints were a challenge. Language facility - - engaged Korean and Portuguese interpreters.
Key Performance Indicators	Successful implementation of recommended improvements. More retailers asking to be involved in a subsequent session. Survey indicating satisfied retailers
Partners & Resources	Funding partners, Dept of Economic Development or BID for commercial district.

Diagnostic



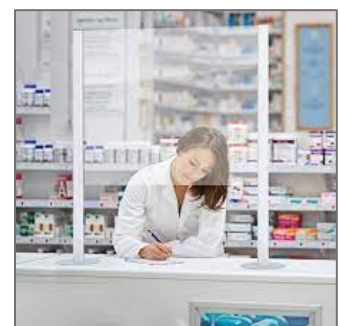
Small independent businesses were severely impacted by COVID 19. There were very few if any, customers and with no school or childcare, many business owners themselves could not attend to managing their stores. As sales decreased, worries about staying afloat persisted. Some were able to file for emergency government assistance to help keep personal bills paid, but stores were increasingly neglected, and many closed for good.

Upon consideration to re-open, there was little money to make improvements on these neglected properties. There also were new challenges on how to meet new regulations for distancing, in-store capacity, sanitizing, etc.

The need to update stores, welcome back customers and re-boot business was real. Taking a technical assistance model and adding in solutions for these new challenges seemed to be a good solution.

Action Item

- Identify business owners who are in need of assistance to reopen businesses safely
- Communicate a program to help businesses update their businesses and implement store design improvements required by Covid 19 mitigation requirements. This could include signage inside and out, sanitization materials and protocols for shared space like dressing rooms, acrylic panels, creating extra space in stores among other considerations.
- Create application for participation in program



Process

- Secure grant funding to provide consultant and help private businesses with improvements
- Retain a store design consultant
- Schedule one-on-one meetings with retailers who have been approved for the program
- Provide recommendations for improvements
- Assure compliance and implementation within timeframe prescribed in application.
- Reimburse expenses for making improvements