



Rapid Recovery Plan

2021

Route 63 Main Street Revitalization

Northfield, MA



Acknowledgments



Northfield, MA

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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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The Planning Team would also like to thank the following individuals for participating as key stakeholders throughout the planning process:

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Mary Bowen
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Northfield Trails Association

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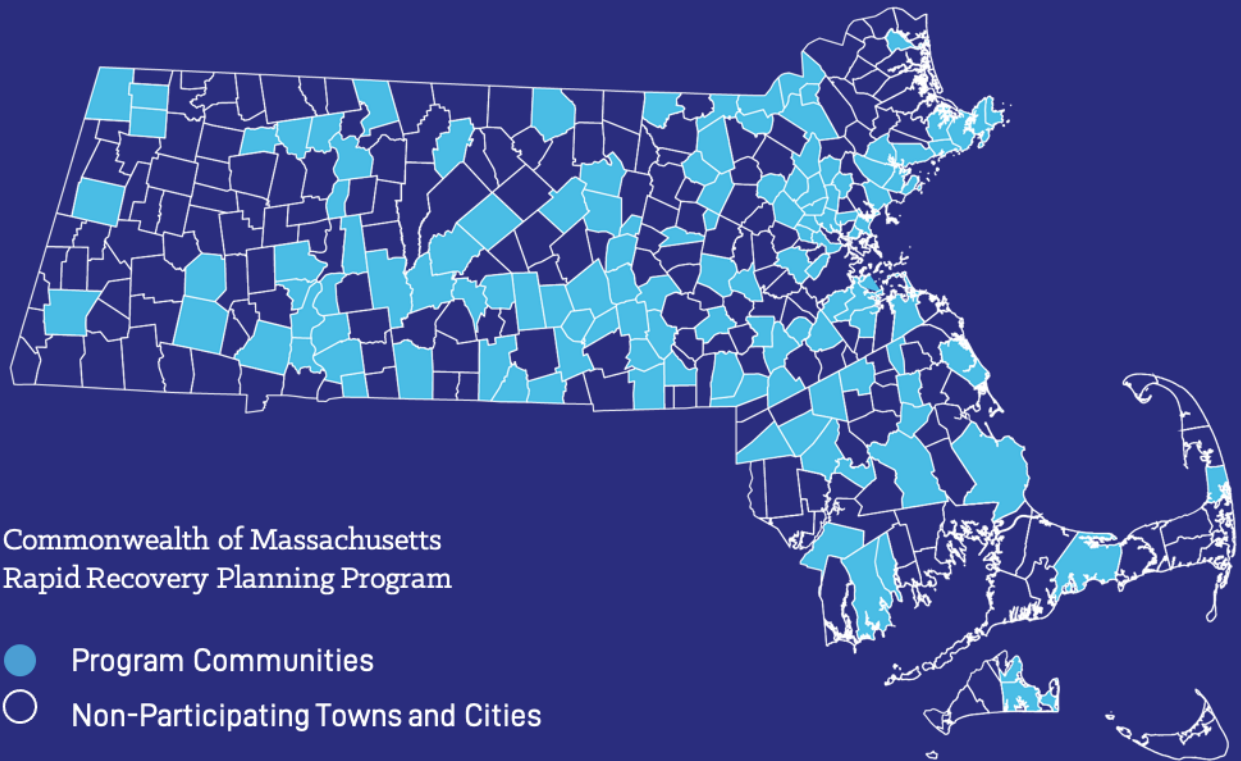
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125 communities participated in the Rapid Recovery Plan Program

- 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.



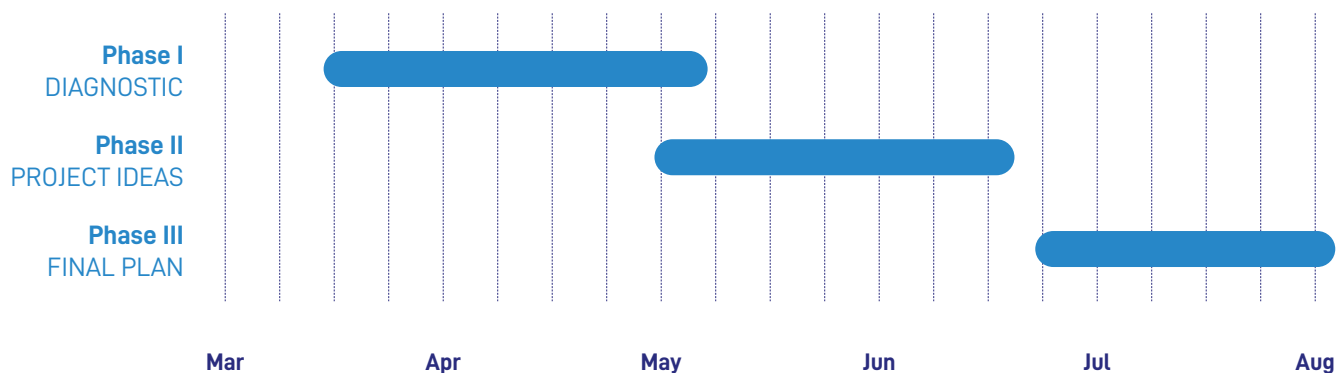
1.0 Rapid Recovery Plan (RRP) Program

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 8, 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



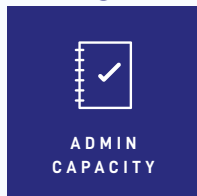
Who are the customers of businesses in the Study Area?



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

A Regional Tourist Destination

Northfield, Massachusetts is a predominantly rural community located in Franklin County rich with historic agricultural landscapes, a strong sense of community, and an attractive north-south Main Street corridor. The Town and surrounding area is known for scenic rolling hills and being the only Town in Massachusetts located on both sides of the Connecticut River. Northfield offers countless outdoor adventure offerings; the Northfield Mountain and FirstLight Power company area includes 26 miles of trails for hiking and cross-country skiing, including the New England Trail, interpretive river cruises (on hiatus this season) Barton Cove and Munn's Ferry campgrounds, canoe and kayak rentals, the popular Great River Challenge triathlon, and miles of scenic Franklin County Bikeway roads suitable for road bicyclists. Northfield is home to the east coast Thomas Aquinas College teaching Catholic liberal education, as well as the D.L. Moody Center and C.S. Lewis Center which are both dedicated to providing a strong Christian presence in higher education.

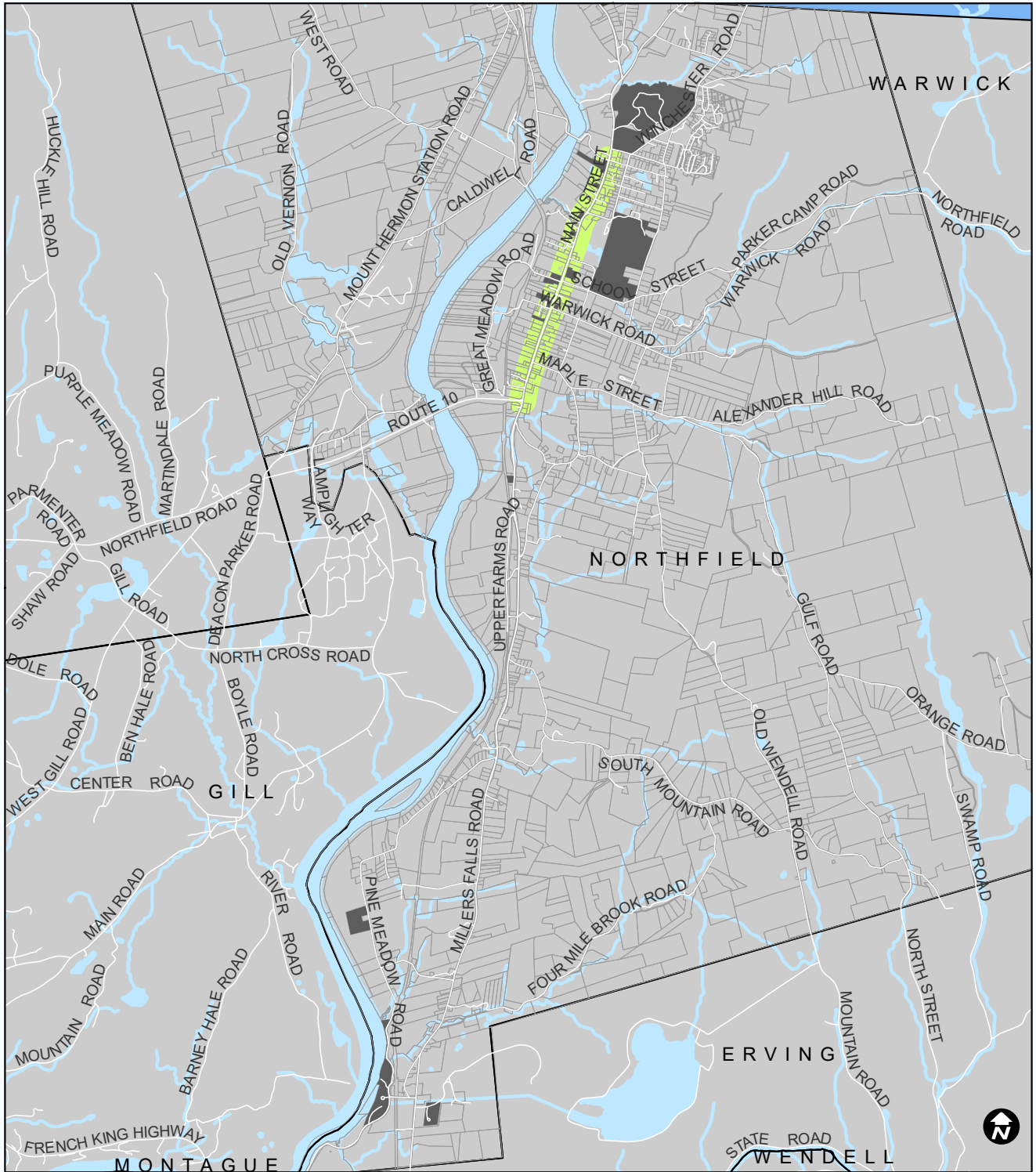
Visitors to Northfield will enjoy the small-town feel of the shops along Main Street, a bed and breakfast, corner grocery, ice cream shop, art gallery, and winery round out a long weekend for visitors coming from any corner of New England.

With so many regional tourism attractions available, Northfield is well-positioned for a strong recovery post COVID-19 as businesses reopen, people travel away from home more, and outdoor adventure opportunities await the bicyclists, hikers, and paddlers of New England.

To ensure that Northfield has a strong post COVID-19 recovery, the project team is recommending the following projects be implemented:

- 1. Facade and Building Renovations:** The Town should partner with landlords, business owners, and others to address critical upgrades to storefront facade structures, building mechanical systems, and exterior upkeep to create an inviting storefront location with curb appeal.
- 2. Regional Marketing:** The Town should partner with First Light, Thomas Aquinas College, neighboring town governments, the Franklin County Chamber of Commerce, and others to not only market destinations in Northfield, but advertise the whole region as a place to visit to unwind, enjoy nature, and participate in the rich cultural amenities available in northern Franklin County. The Town should seek a part-time staff person to oversee marketing activities and manage the website.
- 3. Feasibility of a New Visitors' Center:** To bolster the regional marketing effort and provide a place for tourists to stop and learn more about activities in Northfield, the Town should commission an expert to study the feasibility of a Visitors Center in town. The study should look at under-utilized municipally-owned space that would be a suitable location for a Visitors Center. Additionally, the study should determine whether it would be appropriate to hire a part- or full-time person to staff the facility.
- 4. Host More Events in the Village Center:** There is an opportunity to generate additional foot traffic in the Village Center by hosting arts, cultural, music, or other events in Northfield. Event organizers should work with local businesses to provide food, beverages, and entertainment. Coordination with other event organizers will ensure their continued success via cross-promotion, include information about the Great River Triathlon, Schell Bridge, Tricentennial, Thomas Aquinas College, and other nearby institutions.
- 5. Wayfinding Along Route 10 and Route 63:** Northfield would benefit from the introduction of wayfinding signage to orient visitors and provide distances and travel times to local destinations. In particular, highlighting lesser known destinations like the Schell Bridge, First Light riverfront pavilion, and new brewery would encourage foot traffic in town and help drive sales at local businesses.
- 6. Develop Public Seating Areas and Streetscape improvements along Main Street:** Northfield would benefit from the introduction of benches, picnic tables, and pocket parks along the linear town common that ensconces both sides of Main Street. This historic verge would be a popular gathering and socializing place in Town.

A map of the Northfield Route 63 Main Street Revitalization Area can be seen on the next page.



0 1.75 3.5 Miles

Legend

- Northfield Study Area
- Commercial District

**Northfield Route 63 Revitalization
Local Rapid Recovery Planning Program**

Town of Northfield, MA



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

A map of the study area -- darker shaded parcels were included in the demographics analysis in Phase One

3.0 Diagnostic

Key Findings



The Town's customer base is older

The largest demographic age group by percentage of the total population is the 55 - 64 years age group which makes up 17% of residents. The median household income for the Town is just over \$71,000.

Northfield relies on area and regional tourism to generate revenue for area businesses. The local recreational areas and businesses are well positioned to make a strong comeback as tourists begin traveling again and area institutions begin offering courses and classes.

DEMOGRAPHICS	TOWN OF NORTHFIELD
Population	2,961
At Least Some College (or higher)	72%
Median Income	\$71,778
Age (0 - 18)	19%
Age (19 - 54)	41%
Age (55 +)	40%
Race (Non-White)	6%



Public perceptions about the existing 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. Northfield's business owner survey received 13 responses, or one-half of the 26 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 private buildings, storefronts, and signs. 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:

- Renovation of storefronts and building facades
- Improvement and development of public spaces and seating areas

The field analysis team observed strong customer activity at Mim's Market and the Super IGA store, as well as folks enjoying leisure and recreational activities including jogging, walking, and bicycling. At a high level, it appears that the existing public realm environment appears to effectively meet the needs of business owners, employees, and customers. Although, the team observed a lack of public outdoor seating and public or private outdoor dining options. Additionally, our public outreach indicated that there is interest in expanding parking opportunities, particularly within the Route 63 / Main Street right-of-way.

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



Northfield would benefit from an updated business environment

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 project team observed major facade and structural repairs needed at the Super IGA market. The lone pizza restaurant in town was closed on each day of our two-day visit. The team did not see any outdoor dining options during our field visit.

The project team observed a relatively high number of vacancies when compared to the total number of businesses tallied as part of the RRP field work process. See the map on the following page that details the current vacancies.

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



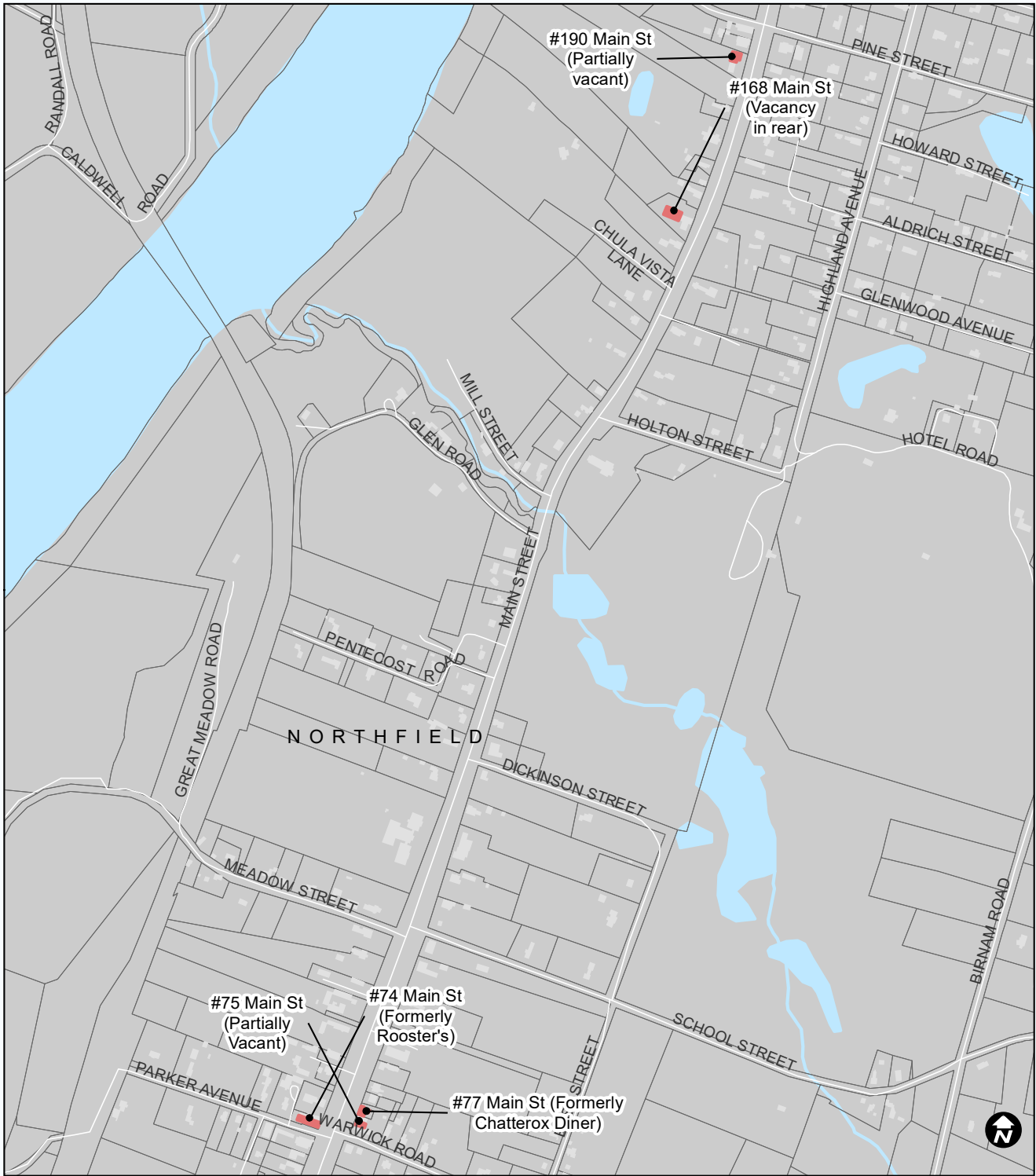
Businesses have support from local groups

The Northfield Area Tourism & Business Association (NATABA) provides marketing support to Northfield businesses. The group published a tourism guide to the area, promotes area businesses on their website, and two of the founding members together run the only operational Bed & Breakfast in Northfield today. The group is entirely run by volunteers and the groups members have worked hard in their contributions to this RRP Project Report.

Local building owners who are invested in contributing to the success of Main Street businesses are collaborating with tenants to ensure their survival. The owner of the building where Deerfield Valley Arts Association is housed reduced the rent that the gallery was required to pay as a result of lower revenues due to COVID-19.

Additional support for Northfield businesses comes from:

- Franklin County Regional Council of Governments
- Franklin County Community Development Corporation
- Franklin County Chamber of Commerce



0 0.25 0.5 Miles

**Northfield Route 63 Revitalization - Local Rapid Recovery Planning Program
Vacant Commercial Buildings**

A map of commercial vacancies in the Northfield study area

Town of Northfield, MA



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

Analysis



REGIONAL MARKETING

Northfield businesses rely on tourists visiting attractions both within Northfield as well as the surrounding towns. The relatively small population of Northfield may not be enough to enable local businesses to thrive post-COVID.

Business owners rely on folks who may only be passing through on their way to and from New Hampshire, Turner Falls, Gill, and Bernardston as well as those folks who are visiting Northfield in order to stay and enjoy the amenities that Northfield has to offer.

Additional information about regional marketing through the Chamber of Commerce is included on the following pages.

The success of local businesses generating revenue from tourism dollars will hinge on the ability of successful promotional efforts to recruit additional tourists. Some promotional tourism efforts have been successful in the past - see the Asparagus Valley Pottery Trail map below.

A promotional map advertising a stop in Northfield along the Asparagus Valley Pottery Trail



Source: http://asparagusvalleypotterytrail.com/AVPT_2020_Brochure-web.pdf



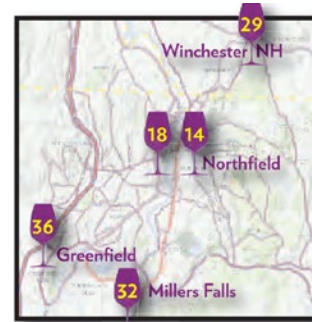
PARKING

The study area is along Route 63 - a MassDOT owned roadway. Route 63 / Main Street within the Northfield commercial area has no on-street parking, which is typical of a numbered, State-owned route. Many business owners informed the project team that a lack of on-street parking was hurting local retailers. The project team conducted additional research and interviews related to establishing parking along a portion of Main Street near the businesses. A summary of that research follows.

DISCONTINUANCE

The MassDOT Discontinuance process is the only procedural method that allows the local jurisdiction to take over ownership and maintenance of a state roadway. By doing so, the local jurisdiction could allow on-street parking along Route 63. Because of the roads' designated functional classification, future construction projects would be eligible for transportation improvement Program (TIP) federal funding. TIP funding often results in 80% covered by the Federal government, 20% covered by the State, and the Town would contribute design and engineering plans. Although the roadway is unlikely to need full depth reclamation project anytime soon -- the financial burden of ongoing maintenance, and future design services, may be significant, and should be carefully considered before applying for discontinuance.

The NATABA brochure includes a map showing the locations of local adult beverage producers





RESTAURANTS BRING PEOPLE TO TOWN

Northfield would benefit from additional restaurants, particularly with outdoor dining. People visiting Franklin County are hungry for farm-to-table options, local cuisine, and cozy, intimate settings including coffee shops where customers can socialize and relax. The success of the Whately Inn over the years shows how a great restaurant can thrive in less-dense areas like Franklin County.

TENANT MIX

The study area would also benefit from the construction of a gasoline station and electric vehicle (EV) charging station -- there is no facility that sells fuel within the study area today. The nearest fuel station is in Bernardston, over 5 miles away.

FILLING VACANCIES

Northfield is not the first town to experience a disinterested landlord / building owner who has let multiple Main Street buildings fall into a state of disrepair. A later section of this report will identify strategies to engage local landlords to spruce up their store fronts and then how to actively market empty commercial paces to entrepreneurs.

The Chamber of Commerce promotes the Special Day in Northfield Event on their website

Special Day in Northfield Holiday Celebration: Saturday, December 14, starting at 10 AM Northfield Center

Classic New England architecture, picturesque views and a warm community are reasons enough to visit the center of Northfield, but your visit will be extra special when you go during this free day-long holiday celebration for the whole family.

Activities include horse drawn hayrides, gingerbread people decorating, bonfire with live music at dusk, a holiday craft workshops at several locations on Main Street, strolling costumed characters singing at various venues, and Santa reading "The Night Before Christmas".

Source: <https://franklincc.org/whats-new/150-6-downtown-holiday-celebration-tourism>



CHAMBER OF COMMERCE

The Franklin County Chamber of Commerce promotes local businesses that are active members of the chamber with ads in newsletters and opportunities to network at chamber-hosted events. Additionally there is a gift card program where a gift card purchased through the Chamber is redeemable at a few dozen locations across the County. The Chamber is also the regional tourism council. The Chamber promotes Northfield's Special Day event in December. Area businesses also donate goods and services for raffle prizes, like a stay at Centennial House, a round at Northfield Golf Club, and kayak rentals at Barton's Cove. The weekend-activity package is being raffled off at the Massachusetts Office of Travel and Tourism.

FRANKLIN COUNTY REGIONAL COUNCIL OF GOVERNMENTS

The FRCOG has helped small businesses via technical assistance in the form of creating a small business development guide. Additionally, folks at FRCOG would make themselves available to Northfield town staff or business owners to:

- Promote refurbished store fronts with a short video highlighting commercial spaces ripe for new businesses
- Sponsor an event to bring in outside folks to town to view and tour newly rehabilitated commercial spaces



4.0 Project Recommendations

4.1 Study the Feasibility of a Visitors' Center

Category		Public Realm & Revenue and Sales
Location	LRRP Study Area - "Northfield Route 63 Revitalization Area"	
Origin	Andrea Llamas, Town of Northfield, First LRRP Public Meeting Feedback, Northfield Area Tourism & Business Association, Business Survey	
Budget		Large Budget (\$200,000+)
Timeframe		Medium Term (6 years) - 12-24 months planning, 24-48 months design, engineering, and construction
Risk		Medium Risk – Risks associated with political will, securing adequate funding, trade-offs between adaptive existing site re-use versus new construction, and potential private business partners
Key Performance Indicators	1) Completion of a feasibility study	
Partners & Resources	Town of Northfield Planning Department, Franklin County Chamber of Commerce, Northfield Area Tourism & Business Association, potential for a public-private partnership	



A visitors center in Hartford, VT.
 Source: <https://informationcenter.vermont.gov/centers/hartford>

Diagnostic / COVID-19 Impacts

- Business survey and public meeting identified the need to market and leverage regional attractions and events to increase tourism traffic
- Local business rely heavily on tourists for everyday sales, which was heavily disrupted as a result of COVID-19. 100% of the 13 phase one business owner survey respondents reported being impacted by COVID-19, with 69% citing a decline in revenue, 62% citing an incurred expense to implement safety measures, and 54% reporting a business closure, whether temporary or permanent. A visitors center would increase foot traffic in town, giving tourists a place to stop and learn about area attractions, and boost sales at local businesses.

Action Items

- Conduct a cost-benefit feasibility study to measure the impact that a traditional brick-and-mortar visitors center would have on the region and capital and maintenance costs
- Examine suitable locations, including any municipally-owned structures, like the Northfield Fire Department building which may become vacant pending the construction of a new public safety building

Process

- Identify possible venues, including the fire department building that may be vacant when a new public safety center is constructed
- Identify a more immediately actionable first iteration of a Visitors Center, including both physical and digital manifestations. An initial physical Visitors Center might be a kiosk, or a brochure stand in a local business. A Facebook page or other social media presence can be activated and act as a placeholder, and could be a forum for crowd-sourcing information and direction for this project.
- Hire a consultant to conduct a study that includes all soft and hard costs of operating a visitors center, including generating print and digital promotional material, paying utility bills, and staff
- Conduct analysis of potential sources of funding to cover Visitors Center capital improvement and operations costs, including private funding through local banks, utility companies, etc., and public resources such as ARPA funding, MassWorks, and Rural and Small Town Development Funds
- Specifically examine the feasibility of including a museum, coffee shop, or other retail / commercial destination to 'double up' and reduce costs while providing an avenue to generate revenue and an additional reason for visitors to stop in (for example, Northfield has no dedicated coffee shop, and a visitors center hours may dovetail nicely with traditional coffee shop hours). Consider what additional resources might be provided by the Visitors Center, including a public restroom, hiking/biking equipment rental/repair, and WiFi access.
- Consider custom models of shared operations for the



The Northfield Fire Department may become vacant when a new public safety complex is constructed

Photo Credit: <https://www.recorder.com/Northfield-Fire-Department-gains-four-new-members-36905624>

Visitors Center, with commercial and nonprofit partners. For example, perhaps a commercial tenant receives subsidized rent in exchange for agreement to manage and staff Visitors Center operations. Perhaps emerging businesses can access temporary "pop-up" space in the Visitors Center, thus supporting local entrepreneurship. This may warrant exploring building expansion if existing building sites are currently unable to accommodate.

- Secure grant funding and work with Franklin County Chamber of Commerce to share advertising or other promotional materials. Consider audiences and platforms (traditional/digital) for promotional materials -- local residents, nearby visitors, and visitors from outside the region. Consider partnerships with hotels, inns, bed and breakfasts, and AirBnBs.
- If an existing structure is chosen to be retrofitted for a visitor center; generate a proposal for any interior renovations, site work, etc. for preparing the space to become a visitors center
- Identify funding, such as ARPA and MassDevelopment Seed Grants, for part- or full-time employee to staff the visitors center
- Promote visitor center location with Franklin County Chamber of Commerce and Franklin Regional Council of Governments
- Consider location at 24 Main Street

4.2 Regional Marketing Campaign

Category		Revenue and Sales
Location		LRRP Study Area - "Northfield Route 63 Revitalization Area"
Origin		Andrea Llamas, Town of Northfield, First LRRP Public Meeting Feedback, Northfield Area Tourism & Business Association, Business Survey
Budget		<p>Medium Budget (\$50,000-\$200,000). Total request: \$50,000.</p> <ul style="list-style-type: none"> \$12,000 - \$15,000 for website development and occasional updating \$30,000 - \$35,000 for the design and fabrication of a three-sided informational kiosk (includes custom fabricated map and text narrative)
Timeframe		Short Term (Less than 5 years) - 1-3 months planning, 3-9 months implementation
Risk		Low Risk – There is low risk associated with this proposed project
Key Performance Indicators		<ol style="list-style-type: none"> Increase the number of tourists visiting Northfield by "capitalizing on natural and historic resources" (2014 master plan goal) Involve the public and local business owners in website informational content and kiosk design Both the website and the kiosk would include a highly graphic map detailing outdoor recreational activities, retail and dining locations, etc.
Partners & Resources		Town of Northfield, Franklin County Chamber of Commerce, Northfield Area Tourism & Business Association (NATABA), Local Business Owners, Western Mass Economic Development Council

2014 NORTHFIELD MASTER PLAN

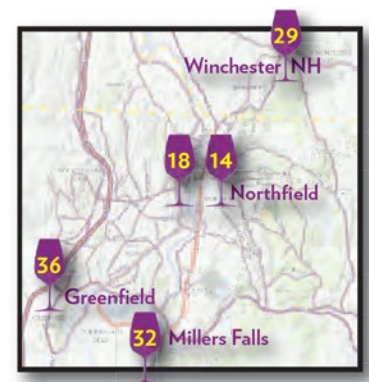
The 2014 Master Plan lays out some concrete recommendations and goals that dovetail well with the projects recommended in this report, including:

- Preserve and enhance access to the Connecticut River
- Increase community gathering opportunities
- Make Northfield more walkable
- Preserve and enhance Main street character
- Increase economic activity by supporting the development of locally-owned businesses
- Improve safety on Main Street

**EXPLORE!
A WINE & SPIRITS
TRAIL**

Sample original recipe adult beverages made on premises using locally-sourced fruits and grains, or pick up your favorite traditional brands on our Wine & Spirits Trail.

Spend the day tasting the many flavors of the Connecticut River Valley of Western Mass and Southern New Hampshire.



The NATABA visitors guide to Northfield includes regional locations to enjoy adult beverages

Source: <https://online.pubhtml5.com/fgli/wzix/#p=1>

Diagnostic / COVID-19 Impacts

HIGH PRIORITY

- The Phase One LRRP business owner survey and public meeting identified the need to market and leverage regional attractions and events to increase tourism traffic
- Outdoors and recreational tourist activities require planning. Folks interested in hiking, biking, and paddling the trails, roads, and water in Northfield will utilize the website to plan their trips
- Northfield businesses rely heavily on tourism for their revenue. Northfield is home to a variety of outdoor recreation and adventure destinations. If Northfield and the northern Franklin County region marketed these destinations to a targeted audience, it would drive foot traffic in town, in turn boosting sales, and help struggling local businesses bounce back from COVID-19
- 100% of businesses that took place in the phase one survey reported being impacted by COVID-19. See table at right for details

Action Items

- Develop a sophisticated and digital map updated with area attractions and businesses, include seasonal events in a different icon color or style to indicate seasonality
- Hire a consultant to build the website and work hand-in-hand with local business owners and the Northfield Area Tourism and Business Association (NATABA) to include updated content
- Include a static version of the map on the kiosk, highlighting the retail / commercial corridor, and including critical outdoor recreation destinations including First Light Mountain, regional hiking trails, Schell Bridge, pottery trail, Triathlon river access, Deerfield Valley Art Association, and the Connecticut River

Process

- Identify individuals and organizations responsible for leading the coordination effort
- Work with the Western Mass EDC and the Franklin County Regional Chamber of Commerce to generate materials for the website and kiosk map
- Secure grant funding, confirm timeline from consultant on website design and finalizing content
- Secure grant funding, confirm timeline from consultant on kiosk fabrication and design
- Work with consultants to confirm: kiosk fabrication and installation schedule (ensure schedule adheres to grant funding timeline stipulations)
- Work closely with consultants to confirm: website design and finalize schedule. Discuss the logistics regarding the end of the contract -- Town staff must have the necessary access and training to periodically update the website
- Add part-time staffer for assisting NATABA with regional marketing efforts, website development, and monitoring the kiosk / future visitors center

DID YOUR BUSINESS EXPERIENCE ANY OF THE FOLLOWING DUE TO COVID?

PERCENT OF RESPONDENTS

Decline in Revenue 69%

Employee Layoff 23%

Reduced Operating Hours / Capacity 54%

Business Closure (temporary or permanent) 54%

Stopped / Deferred Rent or Mortgage Payments 15%

Incurred Expense to Implement Safety Measures 62%

Percent of business indicating being impacted by COVID 100%



The visitors guide to Cape Breton Island in Nova Scotia, Canada includes a quality map that is easy to read and includes helpful identifying features.

Source: <https://online.pubhtml5.com/fgli/wzix/#p=1>

4.3 Engage Property Owners to Make Building / Facade Improvements and Fill Vacancies

Category	 Private Realm
Location	LRRP Study Area - "Northfield Route 63 Revitalization Area"
Origin	Andrea Llamas, Town of Northfield, First LRRP Public Meeting Feedback, Northfield Area Tourism & Business Association, Business Survey
Budget	 Large Budget (\$200,000+)
Timeframe	 Short Term (Less than 5 years) - 12 months planning, 24-36 months implementation (ongoing)
Risk	 Medium Risk – Private building owners are not required to participate in program and may be uninterested
Key Performance Indicators	<ol style="list-style-type: none"> 1) Reduction in number of vacant store fronts 2) Increase tourist visitors 3) Increase revenues for local businesses
Partners & Resources	Town of Northfield, Franklin County Chamber of Commerce, Northfield Area Tourism & Business Association, Local Business Owners



As recently as 2012, Hudson, MA suffered from a high number of vacant storefronts. The Towns' Main Street has seen a major economic resurgence since then. Source: https://www.masslive.com/news/2017/08/hudson_how_this_small_massachu.html

Diagnostic / COVID-19 Impacts

- Business survey and public meeting identified existing vacancies and dissatisfaction with storefront facade and building conditions
- Many businesses have gone out of business as a result of COVID-19. The empty - and aesthetically unpleasant - empty structures are unlikely to be filled by a vibrant business without structural or facade modifications

Action Items

- Efforts should be led by the Town Administrator
- Conduct a Current Conditions Assessment and overview of existing vacancies (Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis of commercial properties)
- Develop a simple Excel database that is easy to update of vacancies and owners / leasing agents (update quarterly)
- **Consult the Master Plan** for the community to address the types of business/commerce that would enhance the "Main Street" area and add to the character of the community and existing businesses, coffee shops, gasoline station, restaurants, etc.
- (See numbered list under "Process" below for a detailed list of action items)

Process*1. Develop a Communication Plan*

- Town Facilitator to develop a communication plan to gain buy-in from vacant property owners
- Can act individually or in conjunction with a team of local business owners to communicate with property owners
- Identify key stakeholders (the LRRP team is a great start)
- Target approach to property owners - utilizing database of owners and vacancies as a first step to open lines of communication
- Get the property owners insight on what they see as benefits of their vacancies



The Deerfield Valley Arts Association gallery building is in need of an awning to shade the harsh afternoon sun that uncomfortably heats the interior

2. Develop an Incentive Program

- Used to encourage property owners - tax abatements, redevelopment incentives (only use blight regulations/fines in extreme cases)
- For new businesses - start-up grants or business assistance such as MassDevelopment's Implementation Grants for up to \$50,000

3. Develop a Marketing Plan

- Make the case for filling the vacancies with new businesses
- Town/Economic Development - benefits of the town "Why Northfield" - make the case
- Highlight riverfront, recreation, "New England" destination, college community, highlight local businesses - "Benefit and grow from their success"
- Update Business section website - add highlights of local businesses - contact info for those interested in starting a business
- Property Owners - Importance of actively listing vacancies - i.e. Loopnet.com
- Create a theme for local tourism/businesses/events

4. Address the Administrative Capacity

- Who in town is responsible to lead the effort - what partners can be activated as support

5. Identify Funding Sources

- See additional research on following pages

6. Develop a Database of Property Owners and Tenants

- Easily formatted in Excel this can capture relevant information on ownership, contacts, Inventory of commercial space, square footage and conditions assessments. Utilize this tool with potential business prospects



4.4 Host More Events in the Village Center

Category		Public Realm
Location		LRRP Study Area - "Northfield Route 63 Revitalization Area"
Origin		Andrea Llamas, Town of Northfield, First LRRP Public Meeting Feedback, Northfield Area Tourism & Business Association, Business Survey, 2014 Master Plan
Budget		Low Budget (\$50,000)
Timeframe		Short Term (Less than 5 years) - 6 months planning, 6-12 months implementation
Risk		Low Risk – The risk for this project category is relatively low
Key Performance Indicators		Increasing the number of events will drive foot traffic into businesses along Main Street and contribute to Northfield's appeal
Partners & Resources		Town of Northfield (planning), Franklin County Chamber of Commerce (marketing), Northfield Area Tourism & Business Association (planning + marketing), Local Business Owners (displays, booths, raffles)



The Special Day Event in Northfield is a popular winter-season event.
Source: *The Greenfield Recorder*



The Drive-In Circus event in Northfield is a family-friendly event.
Source: <https://www.recorder.com/Northfield-Drive-In-circus-event-an-opportunity-to-enjoy-more-of-a-normal-summer-41304356>

Diagnostic / COVID-19 Impacts

- Business survey and public meeting identified arts and cultural events as a successful way to generate additional foot traffic in the downtown area
- Generating additional foot traffic in the village area is a critical way to directly support businesses who were impacted by shutdowns and restrictions as a result of COVID-19. Increased foot traffic will drive sales, increase revenues, and lift struggling businesses out of the economic slump caused by COVID-19 related shutdowns and restrictions

Action Items

- Identify areas for events, schedule minor improvements with Department of Public Works staff
- Engage a committee to examine arts / cultural events, holiday events, the Triathlon, New Schell Bridge tour events (walk and bike)
- Contact Four Star Farms Brewery and Cameron's Winery to discuss alcohol sales at events




Process

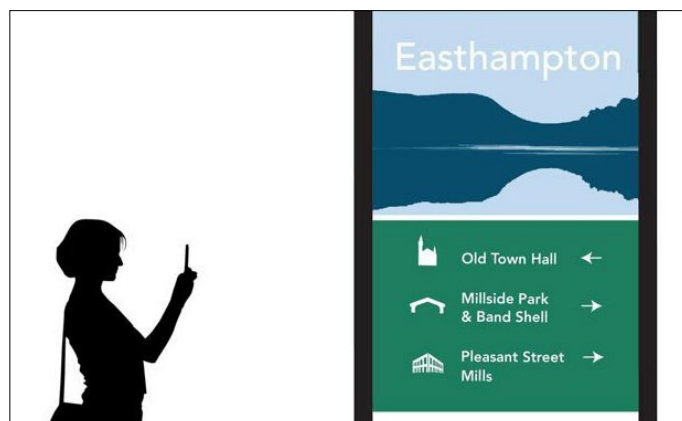
- Identify Town department staff responsible for leading the coordination effort
- Examine opportunities for funding events, including arts, culture, and tourism councils
- Obtain funding for engagement and promotional materials such as MassDevelopment Seed Grants



Hop fields growing at Four Star Farms and Brewery

4.5 Design, Fabricate, and Install Wayfinding Signage

Category		Public Realm
Location		LRRP Study Area - "Northfield Route 63 Revitalization Area"
Origin		Andrea Llamas, Town of Northfield, First LRRP Public Meeting Feedback, Northfield Area Tourism & Business Association
Budget		<p>Medium Budget (Total amount requested: \$58,000)</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) • Two Premium Wood Signs featuring individual businesses (\$10,000 @ \$5,000 each)
Timeframe		Short Term (Less than 5 years). 1-2 months planning, 2-10 months implementation
Risk		Low Risk – The risk for this project category is relatively low
Key Performance Indicators		<ol style="list-style-type: none"> 1) Ability to design and create wayfinding signage in allotted timeframe 2) Successful ability to solicit robust public feedback on signage typology, text choice, and sign style 3) Positive public feedback on the signage 4) Increase in the number of motorists that stop at area small businesses and recreational destinations following signage installation
Partners & Resources		Town of Northfield and Northfield Area Tourism & Business Association (administration & implementation), Local Business Owners and Residents (planning and feedback on sign location and text layout)



Easthampton, MA has a recent wayfinding program and information on the Towns website.
 Source: <https://easthamptonma.gov/432/Downtown-Wayfinding>



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

Diagnostic / COVID-19 Impacts

- Business survey and public meeting identified wayfinding signage as a successful way to generate additional foot traffic in the village area
- Drivers approaching on Route 10 northbound have to slow down at the blinking light before entering the village or turning right to southerly attractions - resulting in a natural opportunity to add signage which will prepare visitors to stop and shop at the amenities they will encounter ahead
- Northfield is the gateway to Massachusetts in the Pioneer Valley and on the direct route to northern attractions in Southern Vermont and New Hampshire - proper signage along this important route will orient travelers and give them the information they need to stop and explore Northfield, in turn driving business sales which will lift struggling businesses out of the economic downturn caused by COVID-19

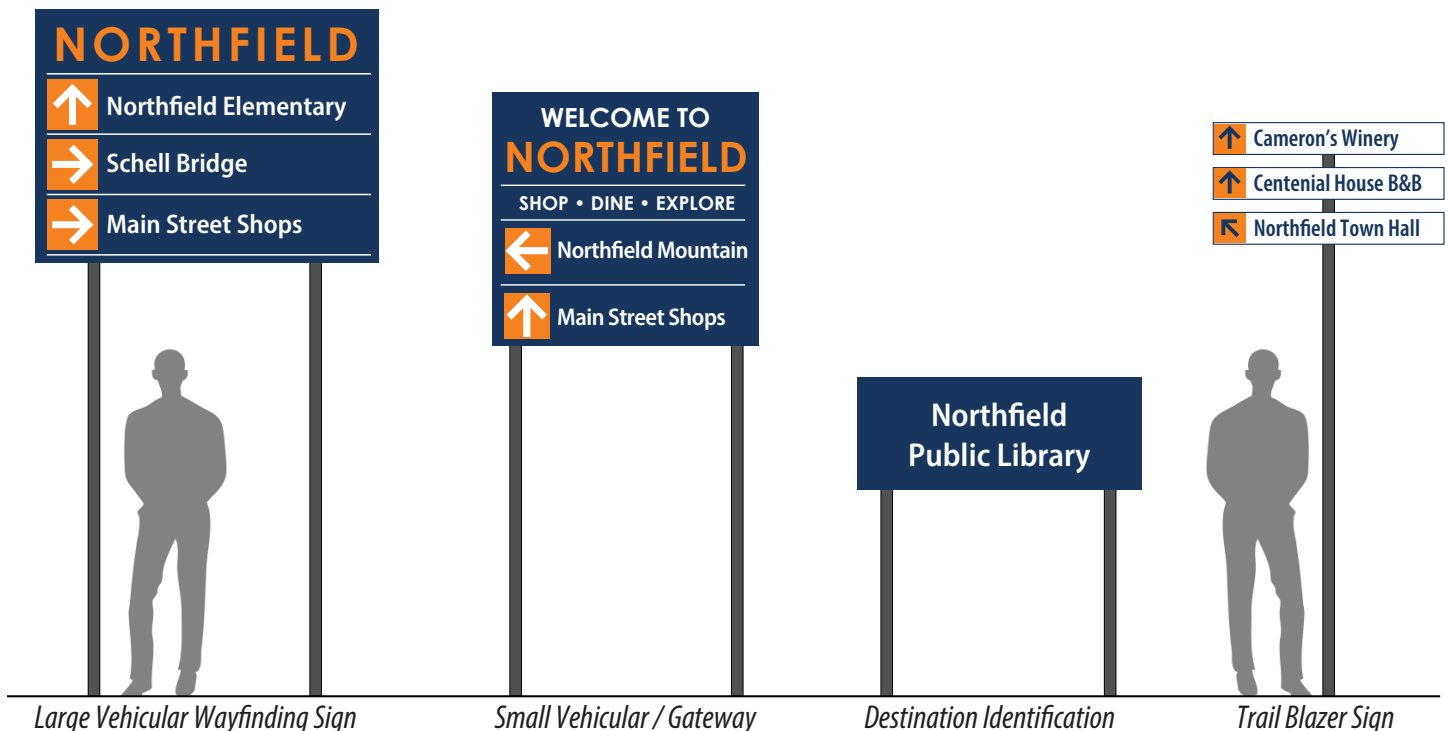
Action Items

- Identify suitable locations along Route 10 and Route 63 for signage installation
- Consider a different design than the existing MassDOT dark green signs that the state installed at the north and south entrances to the historic district
- Ensure that the wayfinding signage design will draw attention to the Northfield Village area as a regional / local destination
- See "Process" for additional detailed action items

Process

- Town staff should work closely with business owners and other members of the public to decide which signs will include business names and directional arrows pointing to those locations, including: Northfield Creamie, Northfield Food Mart, Northfield Town Hall, Centennial House Bed & Breakfast, Deerfield Valley Art Association (DVAA) gallery, Northfield Golf Club, CS Lewis Study Center, Thomas Aquinas College, The Moody Center, Schell Bridge/Pauchaug Greenway
- Be certain that southbound-facing signage includes: Cameron's Winery, Four Star Farms Brewery, and Northfield Mountain
- Co-brand and collaborate closely with VisitNorthfieldArea.com website to highlight new signage program and take comments and suggestions on the existing signage program (or a new URL / Domain name if the proposed website project moves forward)
- Seek funding sources such as MassDevelopment Implementation Grants, ARPA funding, WesternMass Economic Development Council

The example signs below are for illustrative purposes only and don't reflect the final design for Northfield's proposed wayfinding signage program



4.6 Develop Public Seating Areas and Streetscape Improvements along Main Street

Category		Public Realm
Location		LRRP Study Area - "Northfield Route 63 Revitalization Area"
Origin		Andrea Llamas, Town of Northfield, First LRRP Public Meeting Feedback, Northfield Area Tourism & Business Association
Budget		Medium Budget (\$50,000 - \$200,000)
Timeframe		Short Term (Less than 5 years). 12 months planning, 12-48 months implementation
Risk		Medium Risk – There is moderate risk associated with this project as it requires close coordinations with MassDOT
Key Performance Indicators		<ol style="list-style-type: none"> 1) Ability to coordinate successfully with MassDOT 2) Number of seating areas and streetscape improvements implemented
Partners & Resources		Town of Northfield, Northfield Area Tourism & Business Association, Local Abutters, MassDOT



Main Street has a wide right-of-way which doubles as a linear common



*An example of a pocket park in Pawtucket, RI
Source: <https://rhodetour.org/files/show/178>*

Diagnostic / COVID-19 Impacts

- There was significant interest in public seating along Main Street at the first LRRP Phase One public meeting
- Seating areas increase vibrancy, provide an area for people to sit, rest, socialize, enjoy food and drink. Seating areas provide an important socialization area and will bring people into the village center
- 76% of the Northfield Phase One LRRP business owner survey respondents indicated that the development and improvement of public spaces and seating areas was important

Action Items

- Coordinate with MassDOT (state owned route)
- Inventory potential suitable areas for seating, benches, and other pocket-park amenities
- Develop a concept plan for proposed streetscape improvements

Process

- Town Staff should work closely with business owners and other members of the public to decide which types of amenities will be included
- Obtain funding / consider hiring a consultant to design pocket park installations
- Develop an RFP for contractor installation of pocket parks, benches, and amenities
- Town to select and oversee construction of streetscape improvements
- Seek funding sources such as MassDevelopment Implementation Grants, ARPA funding, WesternMass Economic Development Council
- Seek MassDOT approval for proposed improvements

*Gasconade Park, Lebanon, MO**Main Street, Northfield, MA*

Additional Proposed Projects

The Town's Recovery will depend on a mix of public regional marketing strategies, storefront and facade revitalization, and the establishment of a visitors center

The following table of proposed projects includes a variety of streetscape, public realm, private realm, and other projects that will help bolster the project recommendations on from the previous pages:

ADDITIONAL PROPOSED PROJECTS TABLE

PROJECT RECOMMENDATION	TIMELINE	STEPS
Community Boat House	Medium Term	Perform a feasibility study to build a community boat house. See precedent in Orange, MA. Locate near Schell Bridge if possible. Include boat house in outdoor recreation marketing materials.
Bike Lanes and Bike Parking Racks	Medium Term	Develop bike lanes on Main Street between village center and Thomas Aquinas College / Moody Center area. Install "Inverted-U" bicycle parking racks in the village center. Bicycle racks in front of businesses will support bicyclists using the new Schell Bridge.
350th Anniversary Tricentennial Event	Medium Term	Plan, fund, market, host a tricentennial event in the town village area
Deerfield Valley Arts Association Awning	Short Term	Plan, design, and fund an extension of the existing awning at the Deerfield valley Arts Association building. The existing awning does little to protect against harsh glare and heat from the direct afternoon sun. Shoppers would benefit from the extension of the awning structure that would also provide a natural gathering place for locals beneath the awning and perhaps future outdoor seating or outdoor dining.

4.7 Facade and Structure Rehabilitation

Filling Empty Storefronts

The project team spoke with experts in the region about the tough choices facing business owners, building owners, and residents of Northfield and elsewhere in Franklin County. The following summary captures the critical high-level takeaways from our interviews and research.

Building Age & Owner Disincentive

Low rents in the region have historically drawn entrepreneurs to open storefronts in Franklin County and the Pioneer Valley region of western MA. Rents have remained low over the years in comparison to the sky rocketing rents of Eastern Massachusetts. While the rents have remained low, the building owners have made few investments and repairs to building structures, facades, and mechanical systems. Since in New England the cost of rehabilitation is very high, landlords who don't have the necessary capital to invest in costly rehabilitation are disincentivized because they would have to raise rents dramatically to cover the costs. Many business owners are not able to shoulder the burden of these increased rents, as a result the aged building stock is unlikely to be rehabilitated. The bottom line is that landlords aren't going to invest if they do not think they'll make their money back. To add to the cycle of disinvestment, a new business owner seeking a brick and mortar space to establish a lively retail store or eatery is unlikely to set up shop in an older space with unreliable mechanical systems and outdated facade or building structure.

Finally, most of the traditional grant funding programs available in western MA are specifically designed to help the *business* owner. There are few precedents of established funding mechanisms to help the *building* owner make improvements. The remainder of this report attempts to establish a funding mechanism precedent for a building owner.

Possible Solutions & Partnerships

The goal of filling vacant commercial store fronts requires us to examine how to entice building owners to make investments in rehabilitation. Options include zero- or low-interest loans from local banks, local / state / federal grants, establishment of a tax abatement initiative, or encourage landlords to forgo the first 3-6 months of rent for a business owner to make improvements on their own. Utilizing one or more of the above possible solutions, the remainder of this section of the report will serve as a blueprint for town planners / economic development staff to start a local grant initiative to incentivize building owners to make much needed repairs. Examine the following possible grant funding programs:

- American Recovery Plan Act (ARPA) - this funding source can be used for the hiring of planner staff
- State funding, needs to go through legislature
- MA Downtown Initiative (next spring as part of One Stop)
- Community development funding
- CDBG (Comm Dev Block Grant) for entitlement communities
- Main Streets Grant Program
- MassDevelopment Commonwealth Places grants

Franklin County Community Development Corporation (FCCDC)

The Franklin County Community Development Corporation (FCCDC) has provided services to Franklin County business owners since 1979. The organization offers counseling for business and strategic planning, workshops, business loans with flexible terms, and office and industrial space to incubate new ventures. They also offer connections and references to regional collaborators. The FCCDC is currently offering counseling for businesses who are interested in starting, stabilizing, and growing their businesses. The FCCDC also provides counseling on financing opportunities.

Franklin County Regional Council of Governments (FRCOG)

The Town should utilize their relationship with FRCOG to discuss partnering with them to help promote newly rehabilitated storefronts. FRCOG has expressed a willingness to collaborate on:

- Help organize and provide staff for a business information session to help garner interest
- Collaborate on a regional effort to bring in a pop-up retail or craft / artist tenant for a specific length of time in the fall season to take advantage of leaf peeper weekend traffic
- Capitalize on FRCOG's knowledge of grants, timing, funding cycles, and expert small business advice to help fund small business activity in Northfield

Incentive Programs

Facade revitalization programs have found success elsewhere using a broad array of actions and guidelines. Incentive programs encourage building owners and business owners / tenants to make storefront and structural improvements through the use of financial incentives such as a zero- or low-interest loan, matching grant, tax incentive, and design assistance.

Zero- or Low-Interest Loan

The Town could establish a pool of funds specifically designated for facade or other structural improvements to existing commercial properties along Main Street. The terms of the loan would require that building owners pay back in full over 5, 7, or 10 years depending on the size of the loan. Written into the loan agreement, if applicable, should be the opportunity for some or all of the loan to be forgiven in the future if a particular grant or donation comes in that can explicitly be used for that purpose.

Matching Grant

The Town of Northfield could require a matching dollar amount from building owners to receive the funds for revitalization. For example, Northfield could provide 70% of the costs from an established funding pool for a given agreed-upon structural enhancement, while the building owner would have to provide the remaining 30%. The matching grant requires that building owners have some "skin in the game" and encourages a concerted level of effort and contribution.

Tax Incentive / Disincentive

Northfield town staff could implement a program that allows commercial property owners to pursue structural and facade upgrades and in turn receive a reduced property tax burden

“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/>

for that tax year. The program would require that commercial property owners get an itemized quote from a licensed contractor that details eligible improvements to be made. Agreement between the Town, the building owner, and the contractor would also be required prior to any work being performed. Only eligible activities will be funded. Disincentives should be examined as a "stick" if the "carrot" incentive program proves unsuccessful. Examples of vacant storefront tax disincentive programs exist in Arlington and Melrose, MA where "landlords with vacant storefronts have the option of displaying public art in their storefront's window rather than paying the \$400 fine association with the vacant storefront registry¹."

Design Assistance

Design assistance ensures that any modifications made to a historic structure or a structure within a historic district meets established guidelines. These programs are often orchestrated by a group of residents, business owners, or government officials with a strong interest in local commercial area improvements.

Possible Funding Sources

Typical funding sources include federal and state grants dedicated to economic development, community revitalization, and municipal revenue. Many municipalities work with a consortium of interested parties, including local banks, that contribute to the pool of funds. Application fees and interest income from loans can be utilized to circulate additional funding through the target area. Occasionally large institutions may join the team administering the program in an effort to revitalize the corridor and community around a campus. Thomas Aquinas College, the Moody Center, and the C.S. Lewis groups should be contacted to determine if they would contribute to a pool of funding for a storefront facade revitalization program. No dollar amount is too small to contribute, but a specific range of choices should be agreed upon prior to engaging them. A bronze, silver, and gold level would enable their name and logo to be included on construction fencing or flyers. Investigate the MA Downtown Initiative in the spring under the One Stop portal offered by the Commonwealth, Community Development Block Grants, and Main Streets programs. See section 4.8 for additional details.

Successful Tactics

- Work with property owners, business owners, and institutions who contribute to a funding pool to write out a statement that establishes clear goals of the program and includes a timeline. Contact Greenfield Co-op Bank, Thomas Aquinas College, the Moody Center, the C.S. Lewis Center, Four Star Farms Brewery, Cameron's Winery, Northfield Area Tourism and Business Association, and Northfield First Light to seek a contribution to the revitalization fund.

¹ <https://arlington.wickedlocal.com/news/20180912/efforts-to-install-public-art-in-arlington-vacant-storefronts-is-slow-to-evolve>

- Develop clear criteria to determine eligibility. Be sure to include both building owners and business owners who have written permission from building owners to make structural / facade improvements.
- Establish a list of clearly communicated eligible activities (and ineligible activities) that can be pursued with program funding.
- Review designs before beginning construction. Require a professional to draw up some alternatives for the facade improvement project and check them against area historic district requirements.
- Utilize available resources from the Franklin County Regional Council of Governments (FRCOG) and Franklin County Community Development Corporation (FCCDC), both of which exist to serve the interests and needs of folks who live and work in Franklin County. The resources provided by FRCOG and the FCCDC may likely be staff time, advice, program logistics, etc and may not include funding.

Additional Recommendations

- Examine ARPA funding stipulations to determine if it can be used to hire a grants coordinator, or fund a revitalization program that specifically targets privately-owned commercial structure enhancement on Main Street
- MassDevelopment Commonwealth Places Program Seed Grants can help fund workshops, training, compensation for community leaders, and education. Implementation Grants can help fund reactivation of vacant spaces
- Examine the feasibility of utilizing Department of Housing and Community Development (DHCD) Rural and Small Town Development grant funding

Dedicated Grants Coordinator / Planning Staff

The success of a future structural / facade revitalization program in Northfield requires dedication from Town administrative and planning staff. The current staff in the Northfield planning department may not have the capacity to lead the program. This report specifically recommends the hiring of a person, which could be a part-time position, to kick start the facade / structural revitalization program. There is an opportunity to potentially share the staff person with another municipality, resulting in a cost savings to both Towns. Possible avenues to find an individual to fill a grant program coordinator role include reaching out to and establishing relationships with the proper department heads at UMass Amherst, Amherst College, Mount Holyoke College, Smith College, and Hampshire College. Additionally, the City of Raleigh, North Carolina is moving forward with the funding of a temporary fiscal analyst / planner position to administer the ARPA funds and write the necessary compliance reports once funded projects have begun. **The Town of Northfield could utilize American Rescue Plan Act (ARPA) funding to hire a person to oversee a grant program.** Finally, it is possible that a future grant-funded staff person at FRCOG may be able to administer the program.

4.8 Funding Sources

- Some funding resources may require ADA compatible entrances, while others may stipulate fire code upgrades or changes. Research the impacts of including a Code Assessment requirement in the funding program
- Establish relationships early on and include state officials and elected / appointed officials in your letters

American Rescue Plan Act (ARPA) Funding

The table below shows an approximation of the amount of ARPA funding likely to be received by each Town in the greater Northfield Area. ARPA provided roughly \$385 million to be split between 313 Massachusetts communities with populations under 50,000. The Baker Administration received the first 50% of that money on May 28, 2021 and shortly after sent a letter to municipalities that includes details on how they can get their ARPA money deposited into local coffers. It appears that ARPA funding can be used for small businesses and COVID-19 related economic impacts. **American Recovery Plan Act**

- Northfield is slated to receive \$865,500
- 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

TOWN	POPULATION	PROJECTED ARPA FUNDING
Northfield	2,958	\$865,500
Bernardston	2,090	\$611,500
Orange	7,582	\$2,218,400
Erving	1,750	\$512,000
Gill	1,465	\$428,600
Warwick	769	\$225,000

Source: <https://41g41s33vxdd2vc05w415s1e-wpengine.netdna-ssl.com/wp-content/uploads/2021/03/MMA-American-Rescue-Plan-Aid-Estimates-Updated-March-12-2021.pdf>

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.

Business Association for reimbursing restaurants to purchase outdoor dining furniture

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

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.

Business Improvement District (BID) or Other Downtown District

Funds from a BID may be used for planters, trash and recycling receptacles, sanitation and maintenance staff, graffiti removal, storefront facades, windows, doors, and sign maintenance, and a variety of other elements.

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.

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.

Appendix

Appendix

A - Phase One LRRP Community Presentation

Local Rapid Recovery Plan
Impacts of COVID-19
Northfield, Massachusetts
Northfield Route 63 Development Plan
June 10, 2021

Agenda

Tonight's Meeting – 6:00-7:30PM

1. Introductions
2. Overview of Local Rapid Recovery Program
3. Schedule
4. Project Goals
5. Northfield Route 63 Development Study Area
6. Existing Conditions: Diagnostics and Business Surveys
7. Public Comments
8. Next Steps

Project Team

BETA Group

Jeff Maxtutis

- Plan Facilitator

Charlie Creagh

- Project Planner

Town of Northfield

Andrea Llamas

- Town Administrator

Steve and Joan Stoia

- Northfield Tourist and Business Association
- Centennial House Bed & Breakfast

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

Local Rapid Recovery Program

Schedule

Phase I: Diagnostic and Business Surveys

- Completed between March and May

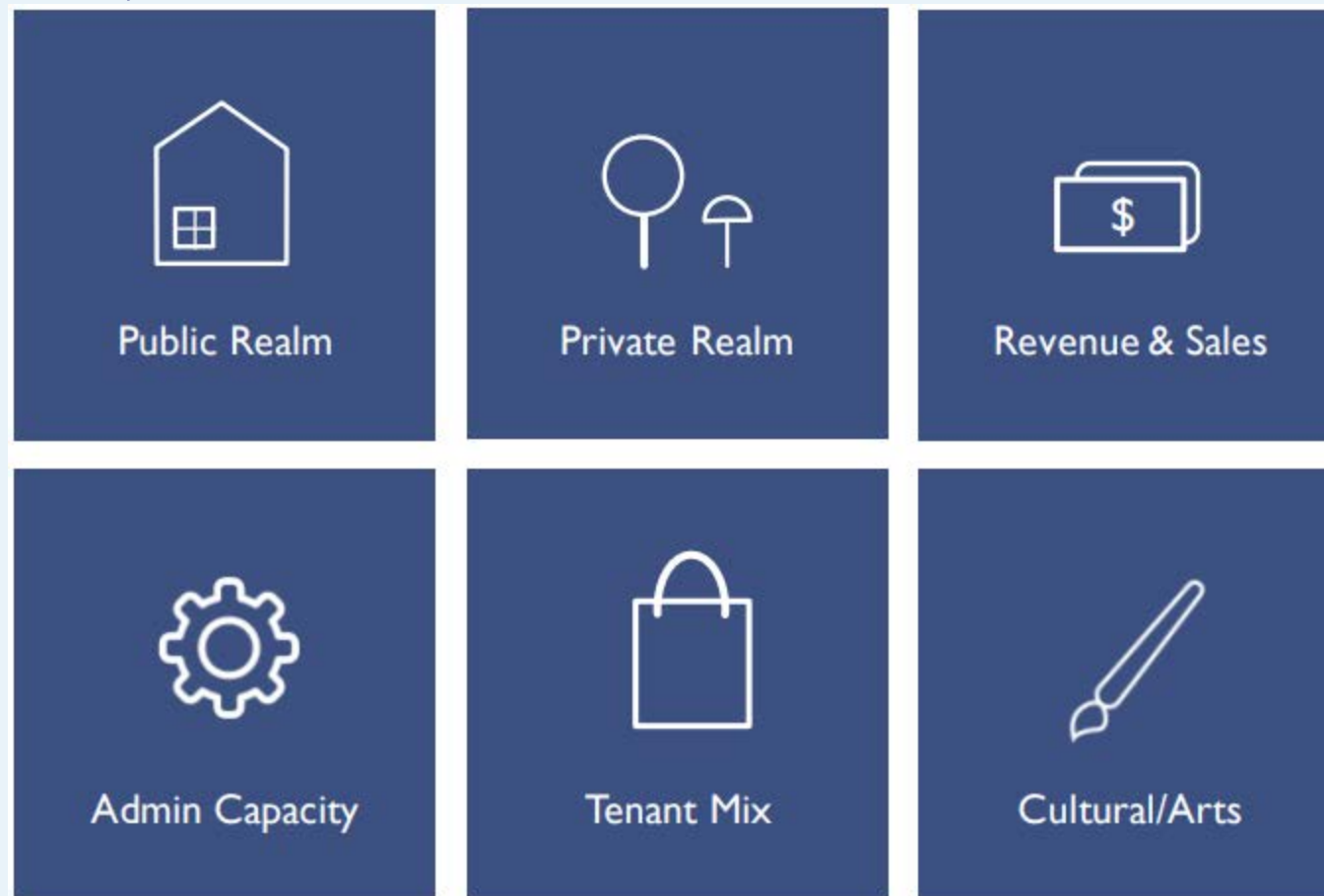
Phase II: Project Recommendations

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

Phase III: Plans

- July >> August

PROJECT PLAN CATEGORIES



Local Rapid Recovery Plan

Goals

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

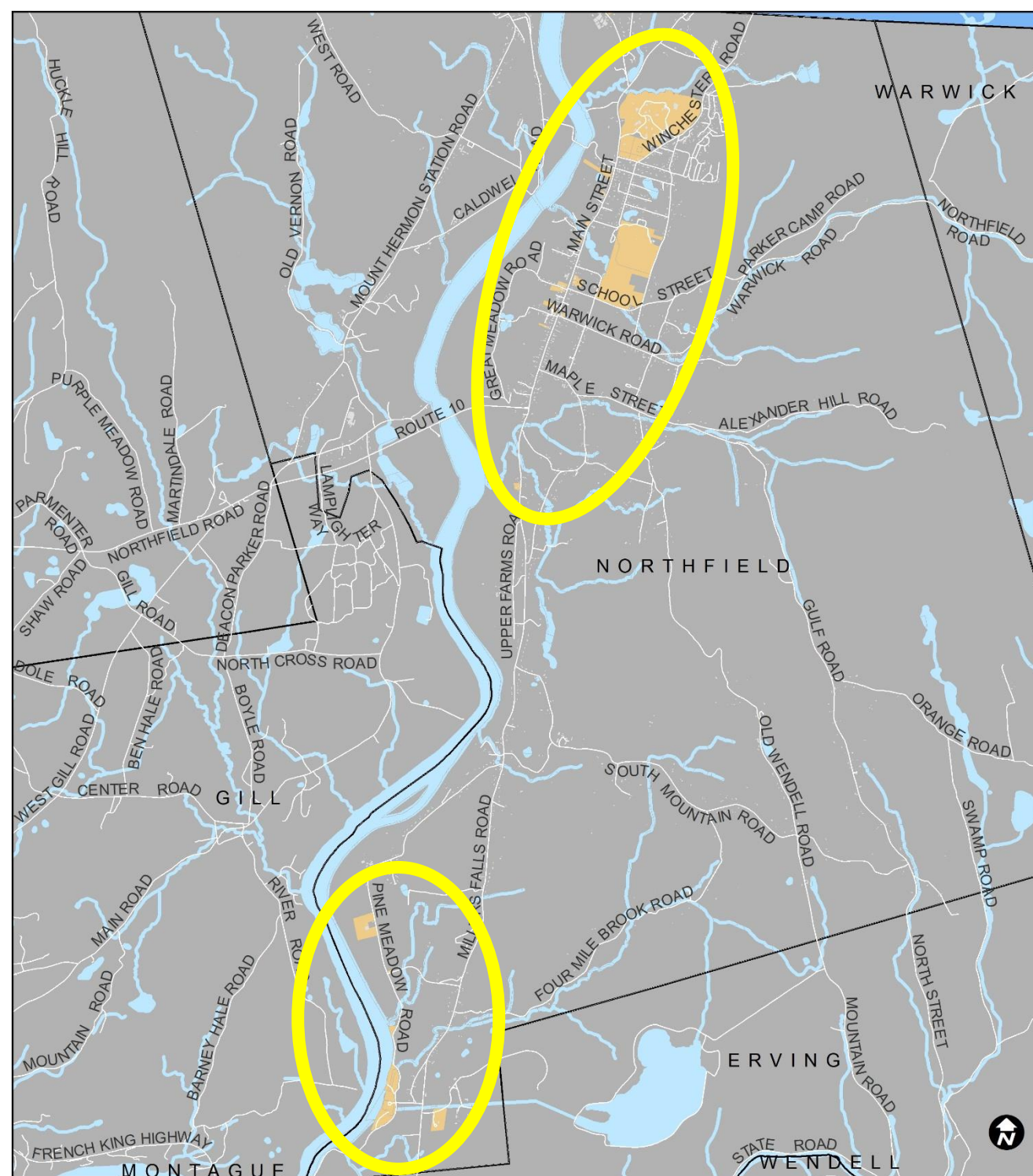


- Consult key stakeholders on priority projects
- Refine design of projects with Subject Matter Experts
- Develop final list of projects

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



Town of Northfield, MA



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

0 1.75 3.5 Miles

Northfield Route 63 Revitalization - Local Rapid Recovery Planning Program



Phase I Diagnostic Category

Consumer Base:

- Who are the customers?
- What are their preferences and needs?



Data Collection Analysis

District Demographics



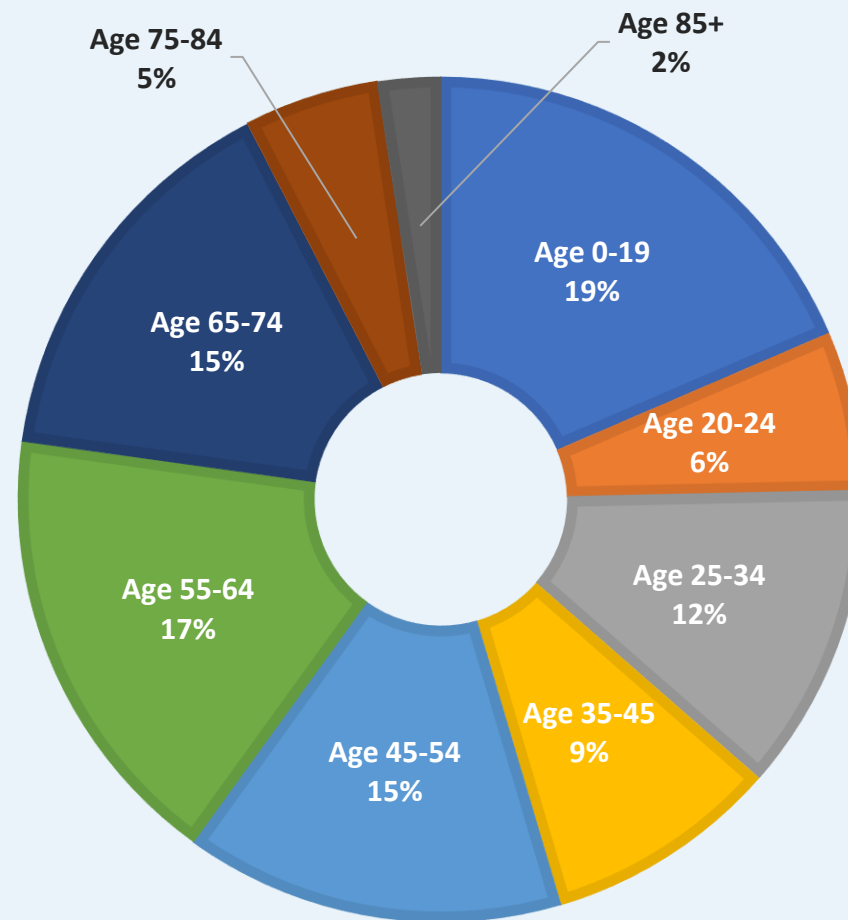
	Study Area	Whole Town
Median Household Income	\$60,000	\$71,778
Median Household Size	1.7	2.4

Data Collection Analysis

Population By Age Distribution

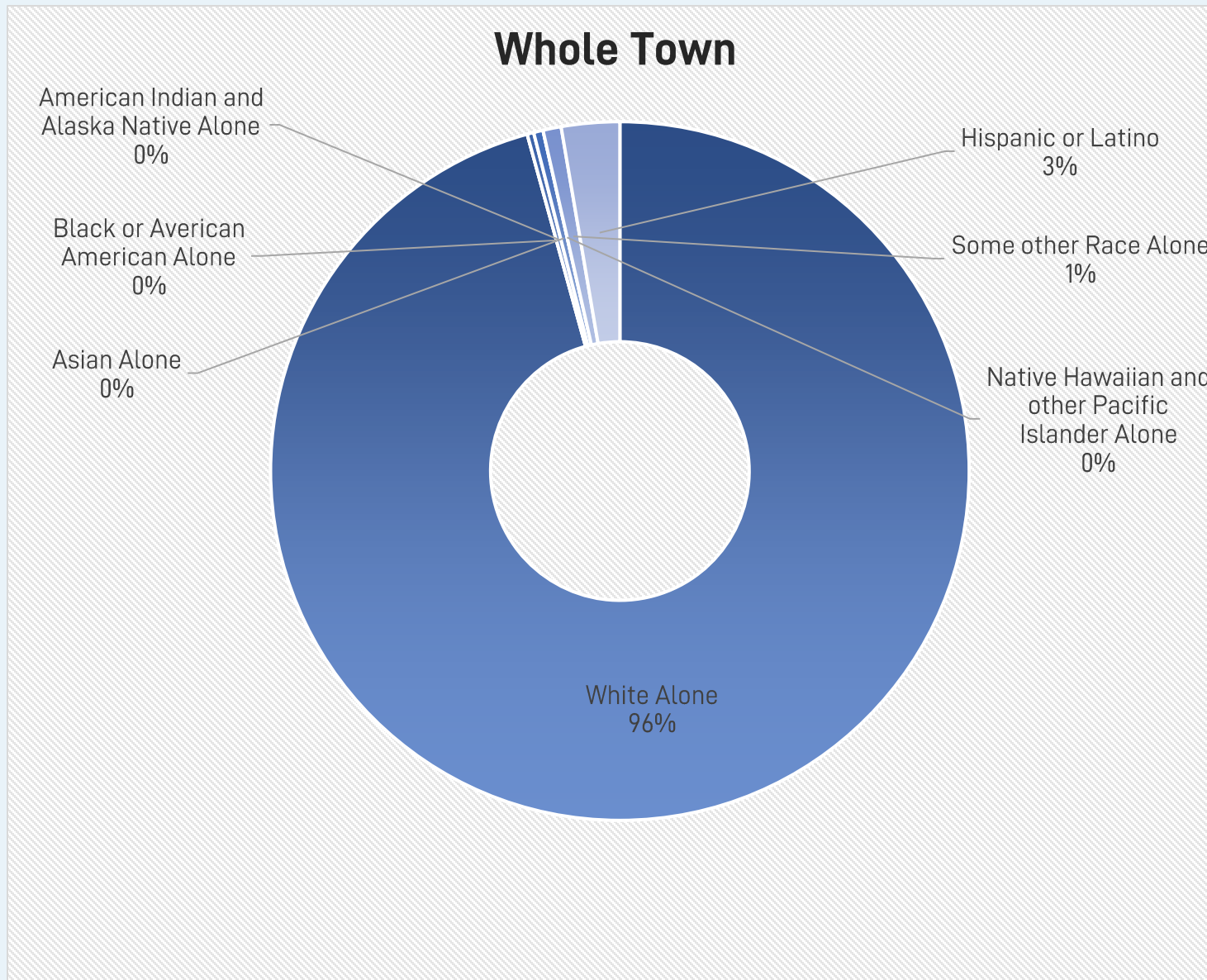


WHOLE TOWN



Data Collection Analysis

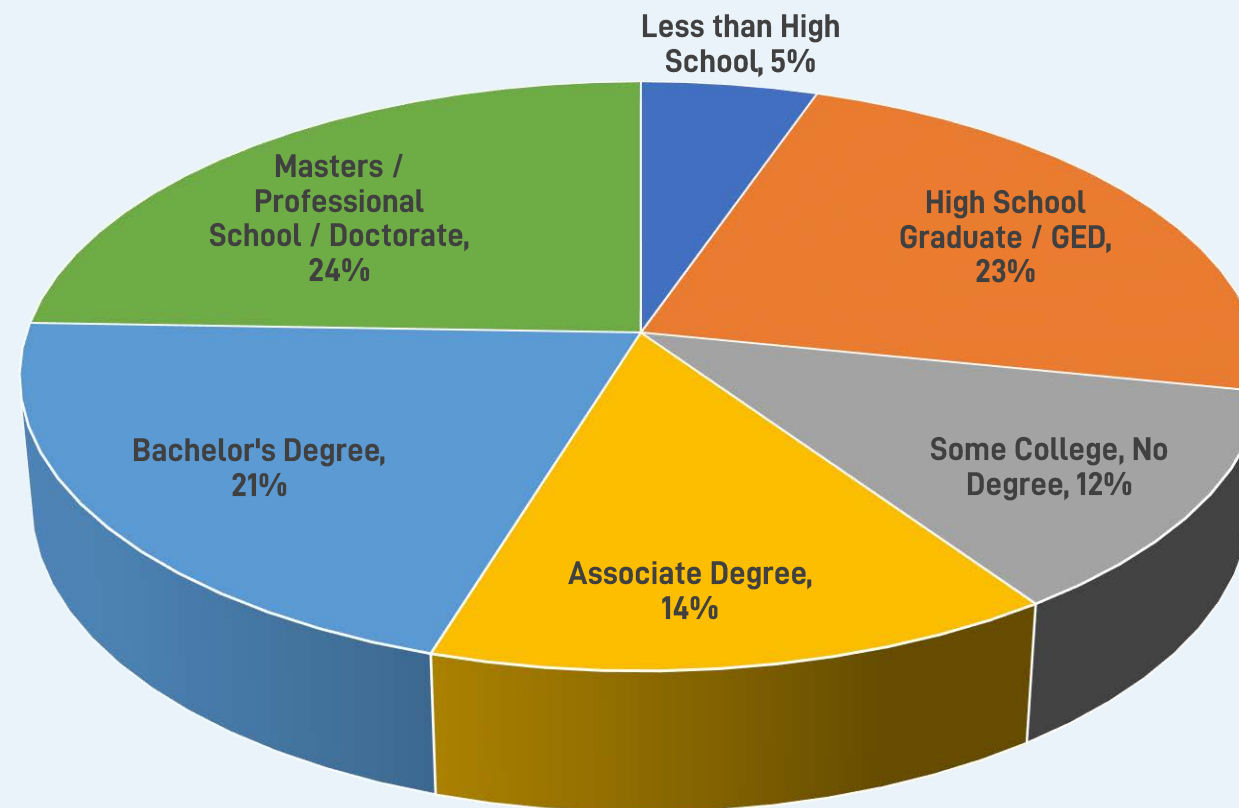
Population By Race/Ethnicity





Population by Education Attainment

Whole Town





**BUSINESS
ENVIRONMENT**

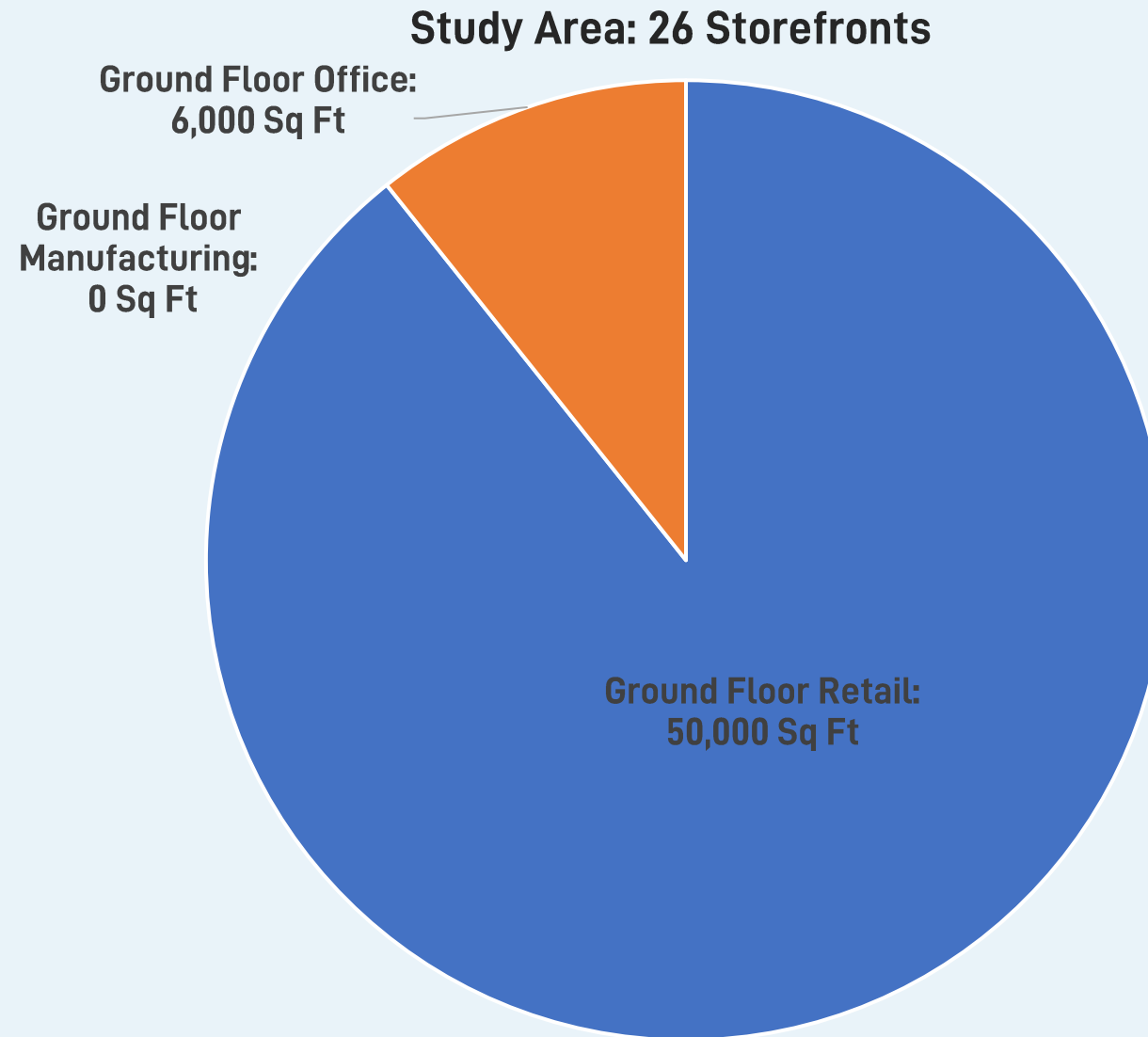
Phase 1 Diagnostic Category

Business Environment:

- What are impacts of COVID-19 on businesses?
- Is there an anchor, destination, or mix of businesses driving the local economy?
- How well does the business mix meet customer groups?

Data Collection Analysis

Storefronts

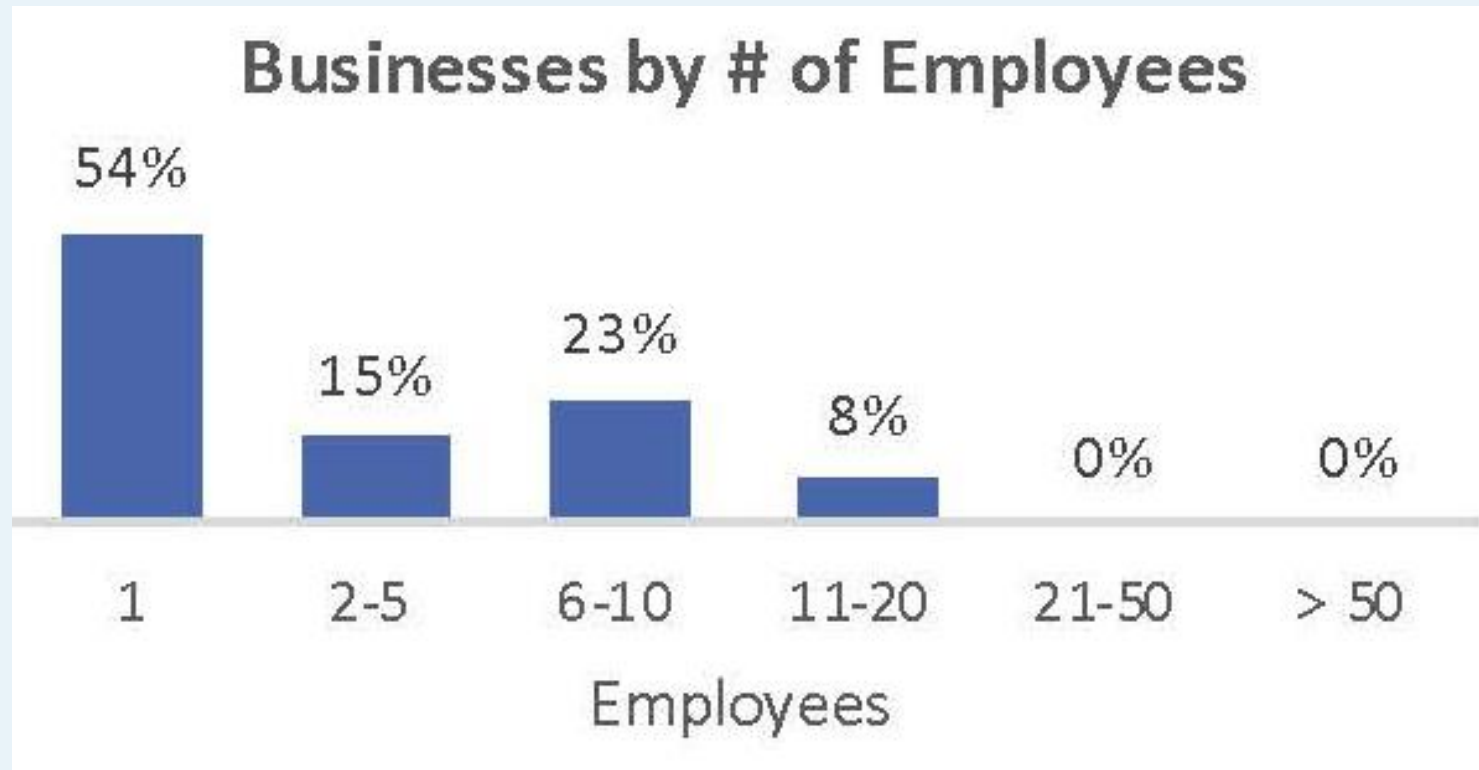


- Results of a business survey conducted during March and April of 2021
- Survey was launched by the Massachusetts Department of Housing and Community Development (DHCD)
- To help communities develop Rapid Recovery Plans for downtowns and commercial districts
- Directed to owners or other appropriate representatives of business establishments located in the targeted commercial area

Northfield Rt. 63 Development Plan: 13 Responses

Business Characteristics - Business Size

- **69% of businesses are micro-enterprises (<5 employees).**

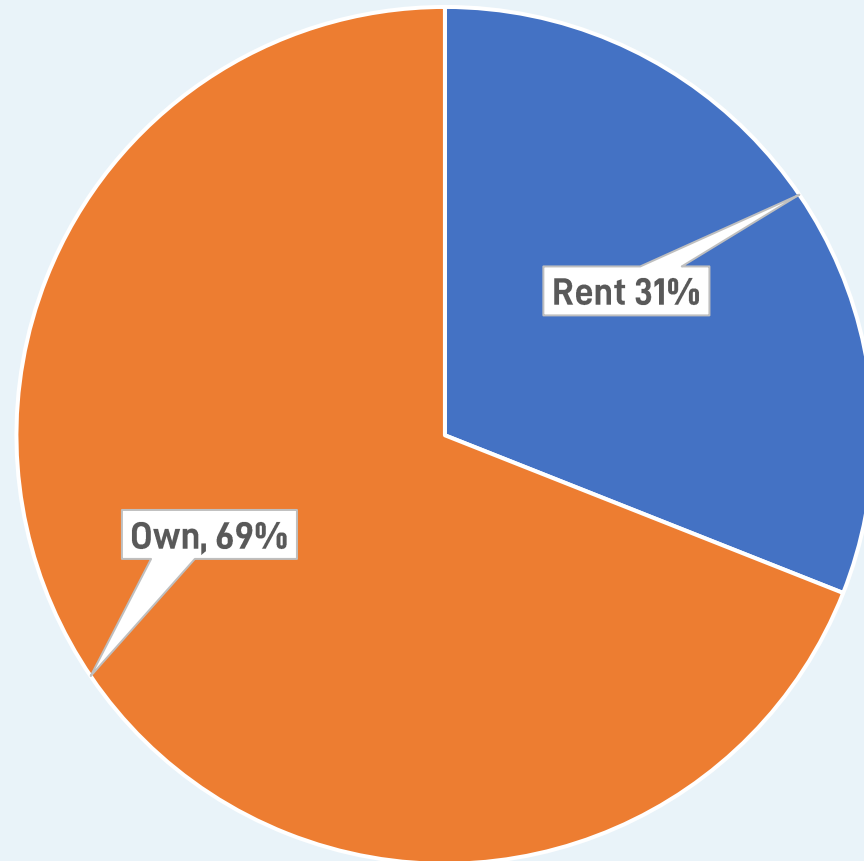


Northfield Rt. 63 Development Plan: 13 Responses

Business Characteristics - Business Tenure

- **31% of businesses rent their space**

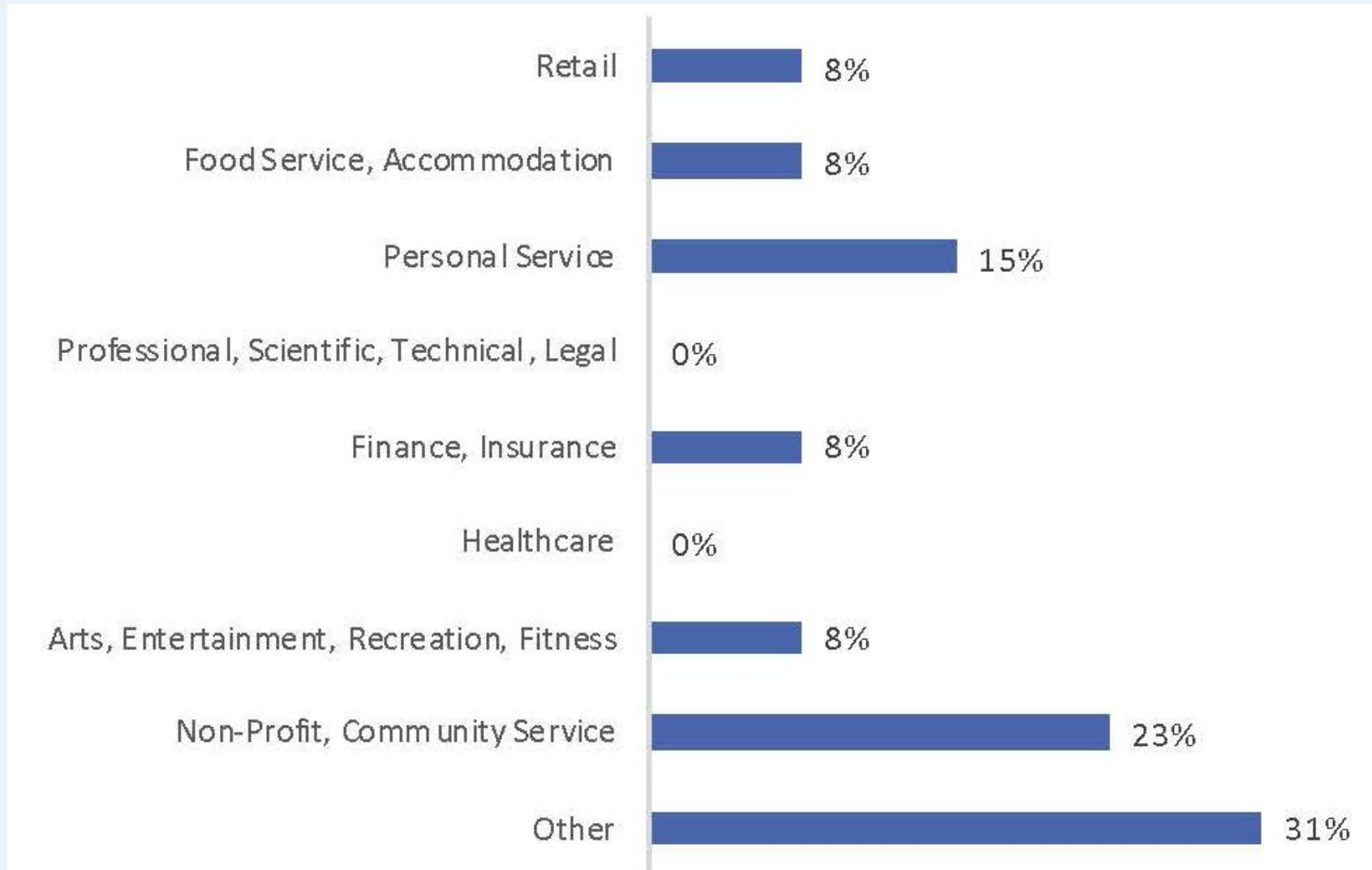
Owner VS Renter



Northfield Rt. 63 Development Plan: 13 Responses

Business Characteristics

- **Businesses by Type**

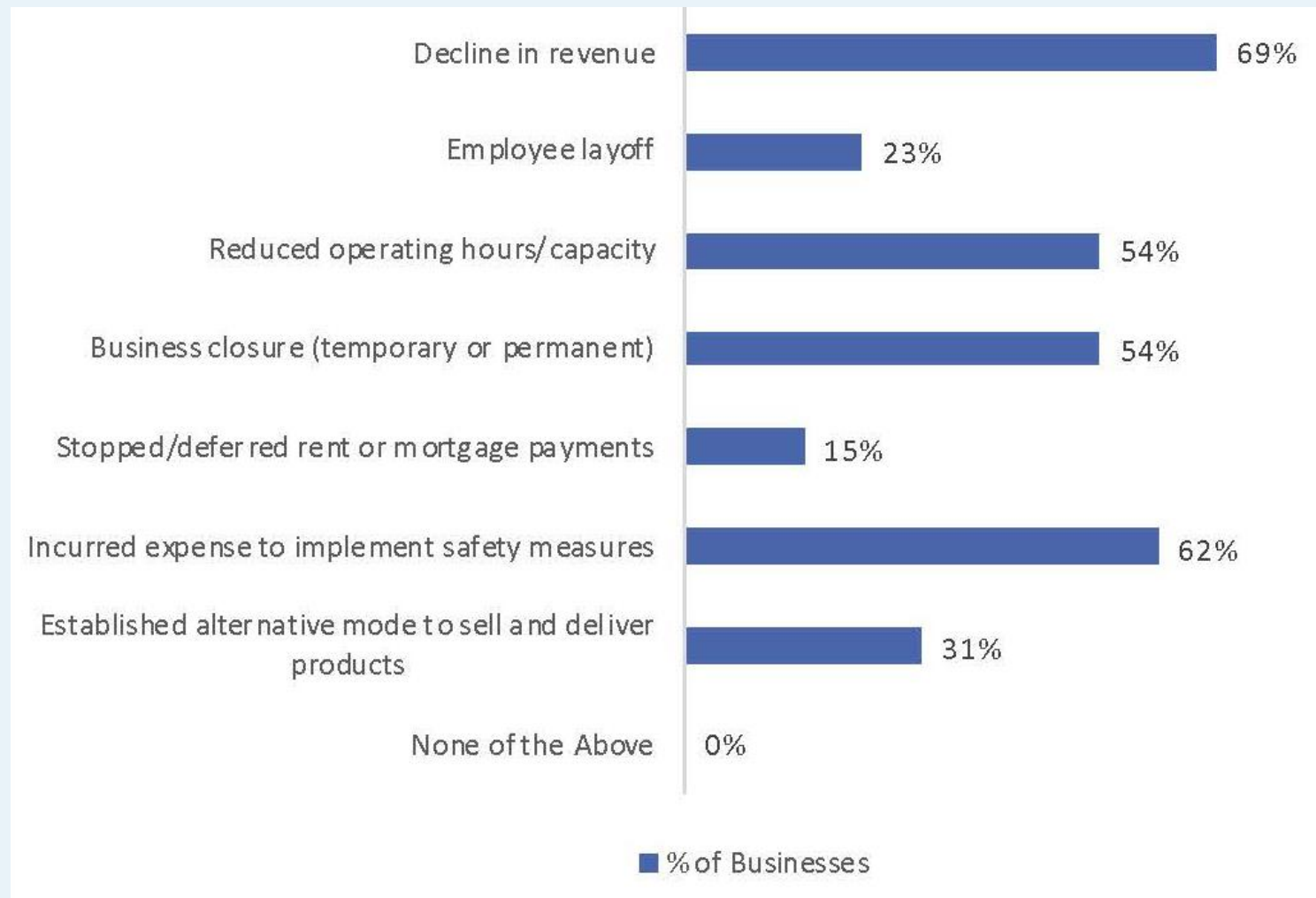


Northfield Rt. 63 Development Plan: 13 Responses

Reported Impacts

- **100% of businesses reported being impacted by COVID**

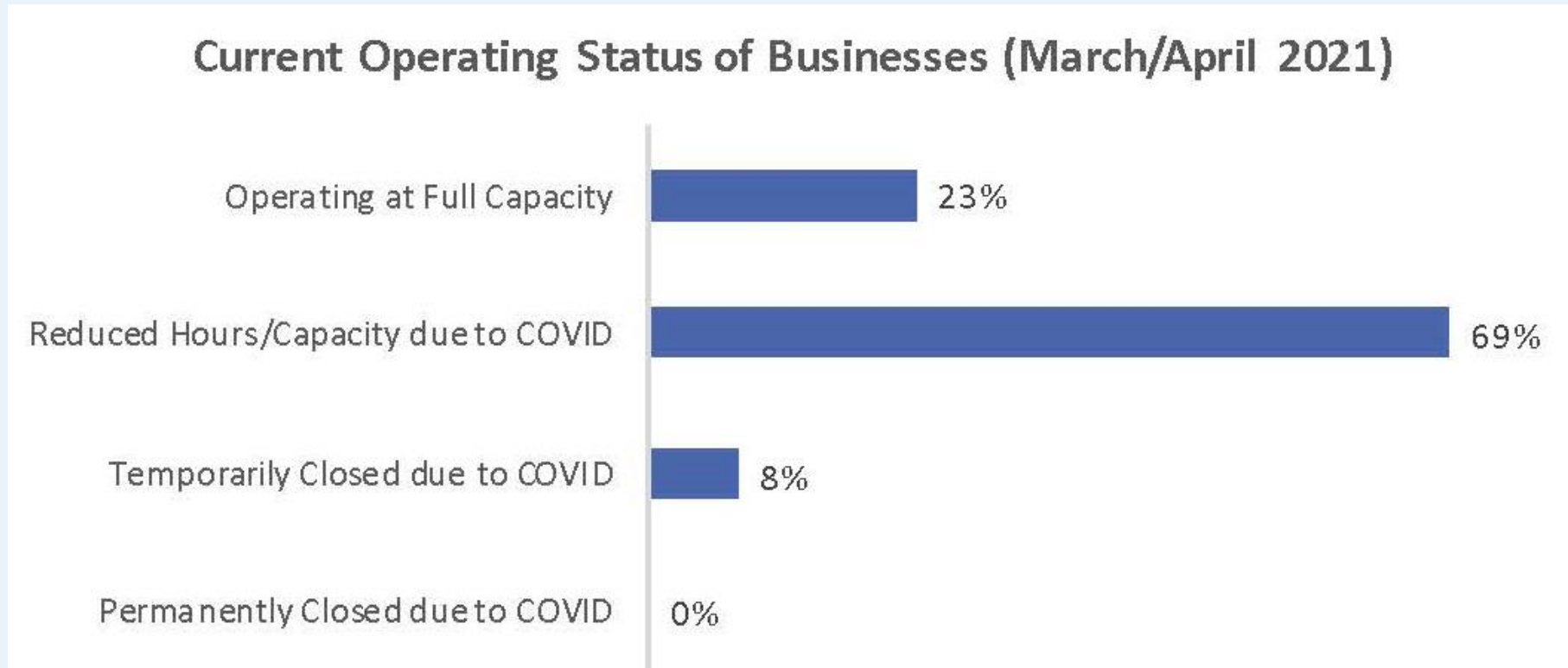
Businesses reported being impacted by:



Northfield Rt. 63 Development Plan: 13 Responses

Operating Status

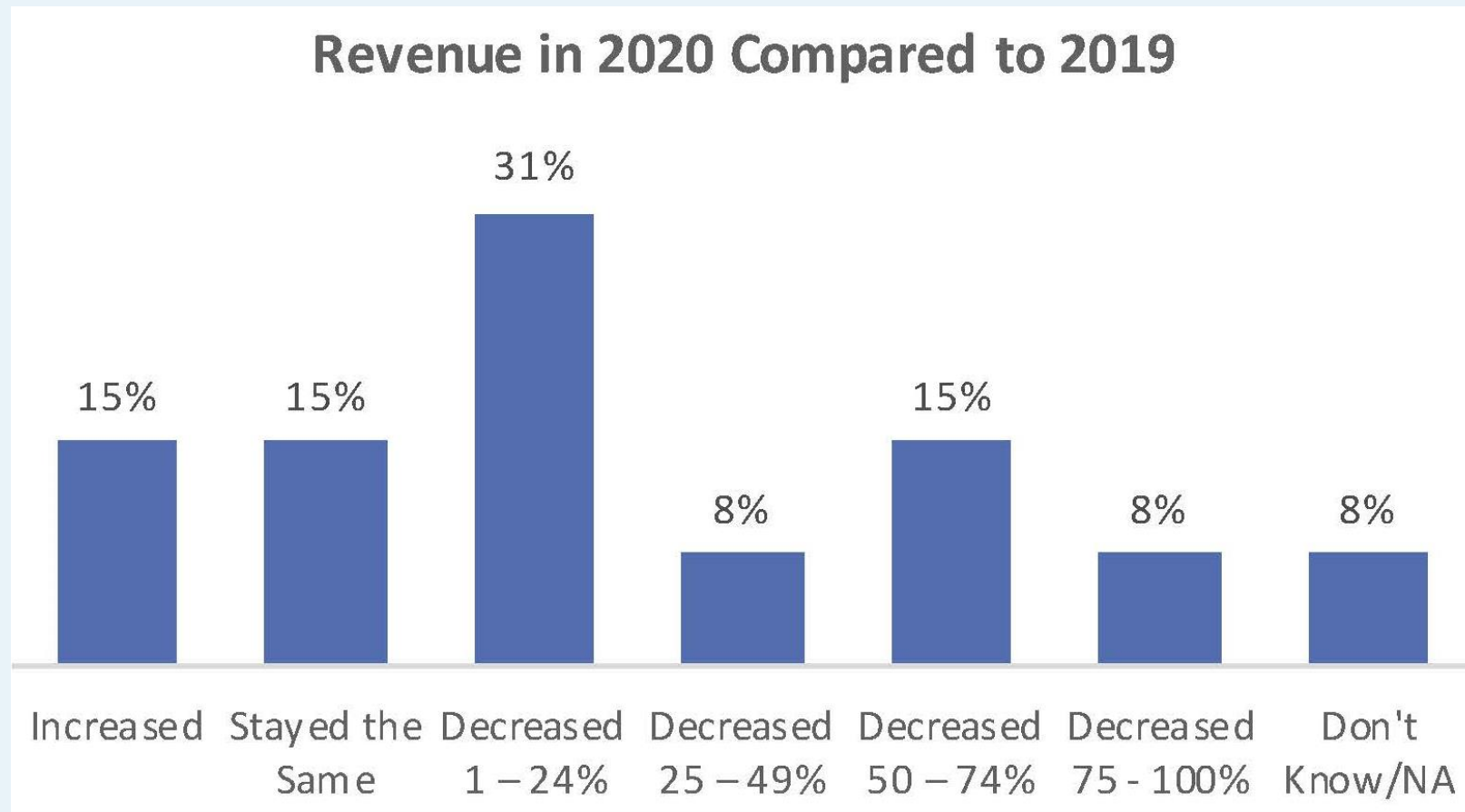
- **At the time of the survey, 77% of businesses reported they were operating at reduced hours / capacity or closed**



Northfield Rt. 63 Development Plan: 13 Responses

Decline in Business Revenue

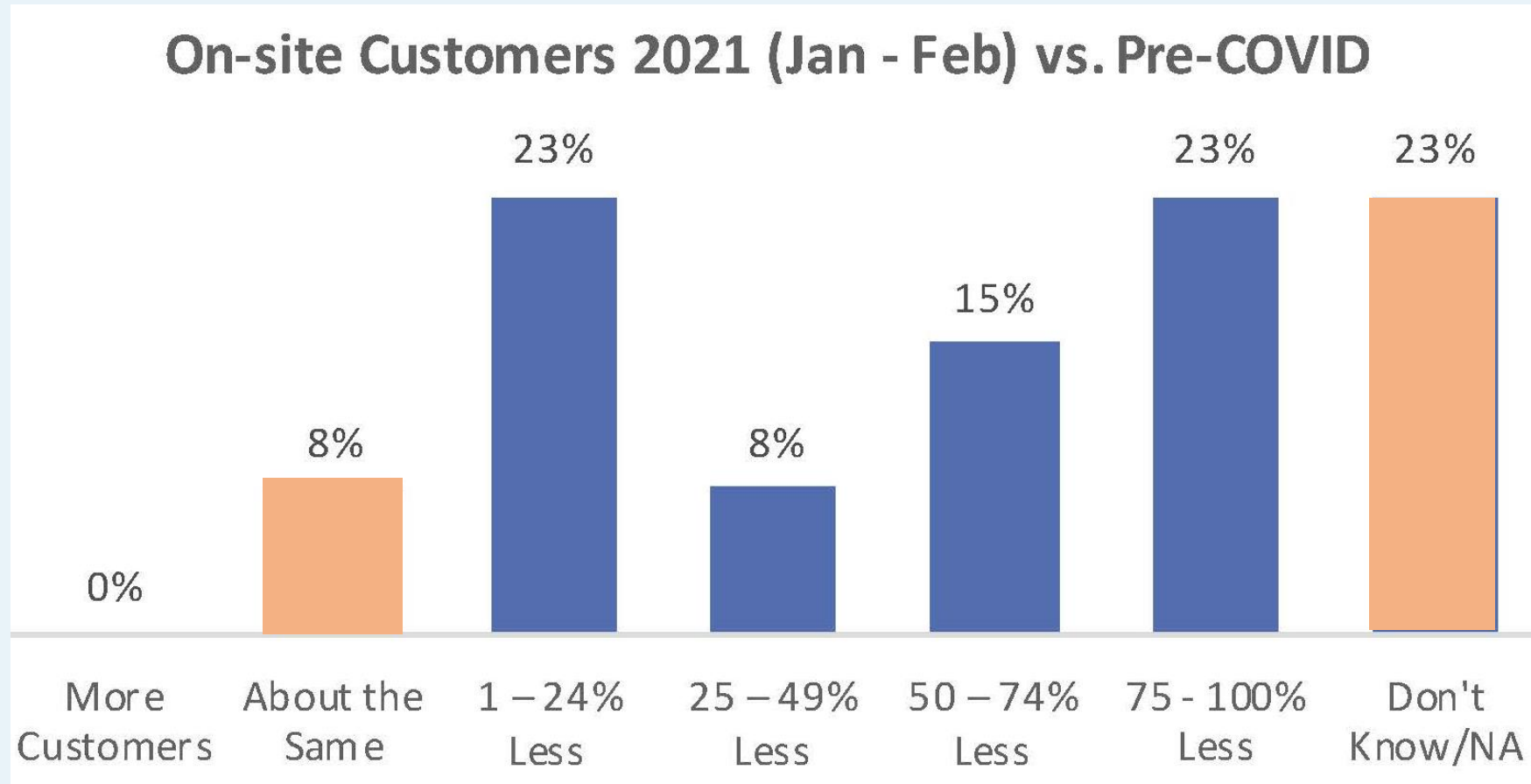
- **62% of businesses generated less revenue in 2020 than they did in 2019**
- **For 31% of businesses, revenue declined by 25% or more**



Northfield Rt. 63 Development Plan: 13 Responses

Less Foot Traffic in Commercial Area

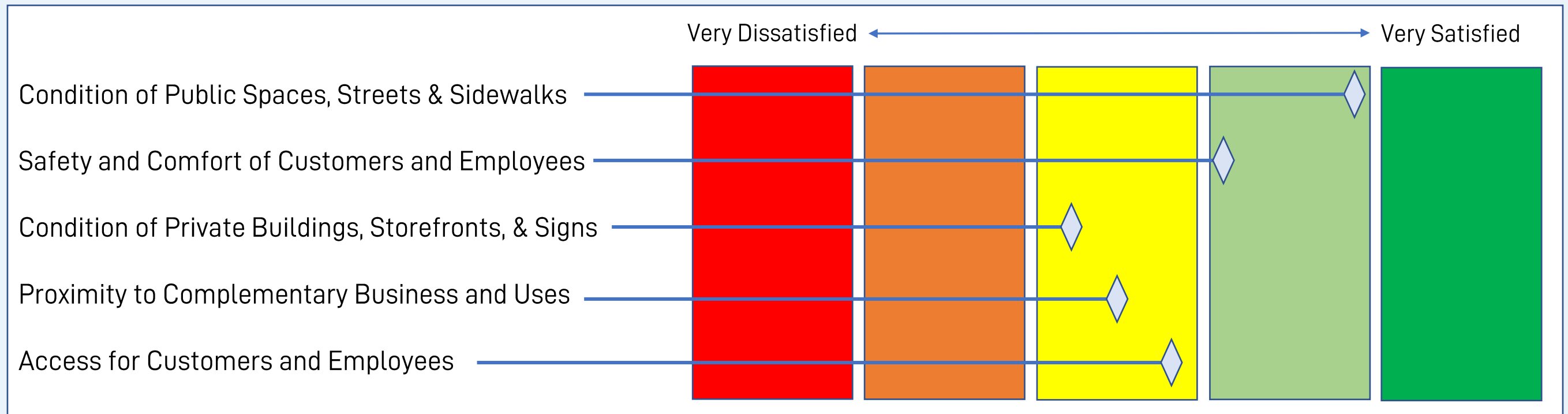
- **69% of businesses had fewer on-site customers in January / February of 2021 than before COVID**
- **46% of businesses reported a reduction in on-site customers of 25% or more**



Northfield Rt. 63 Development Plan: 13 Responses

Business Satisfaction with Commercial District

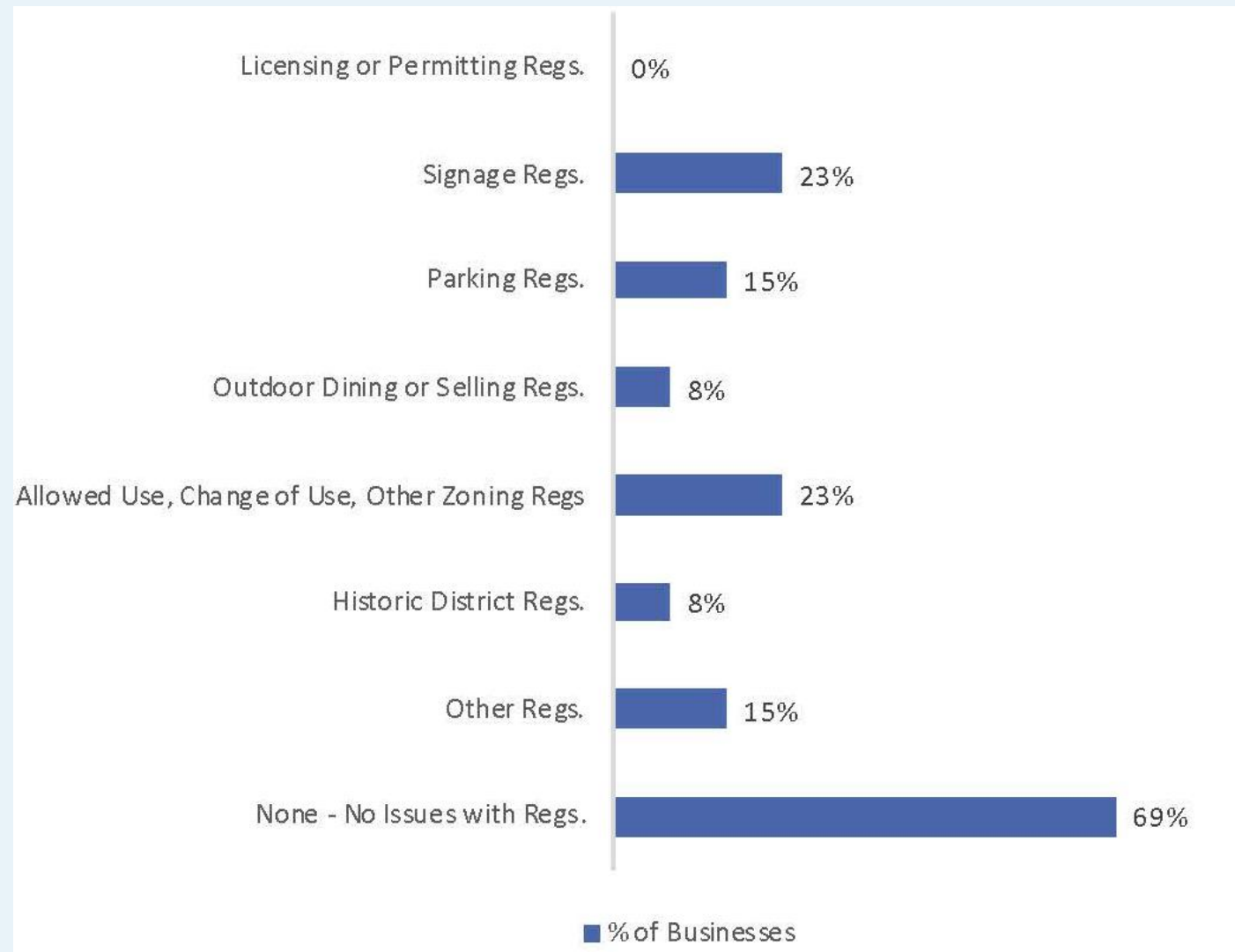
The charts below illustrate the average satisfaction rating among respondents regarding various elements.



Northfield Rt. 63 Development Plan: 13 Responses

Business Satisfaction with Commercial District - Regulatory Environment

- **31% of businesses indicated that the regulatory environment poses an obstacle to business operation.**



Top Two Obstacles:

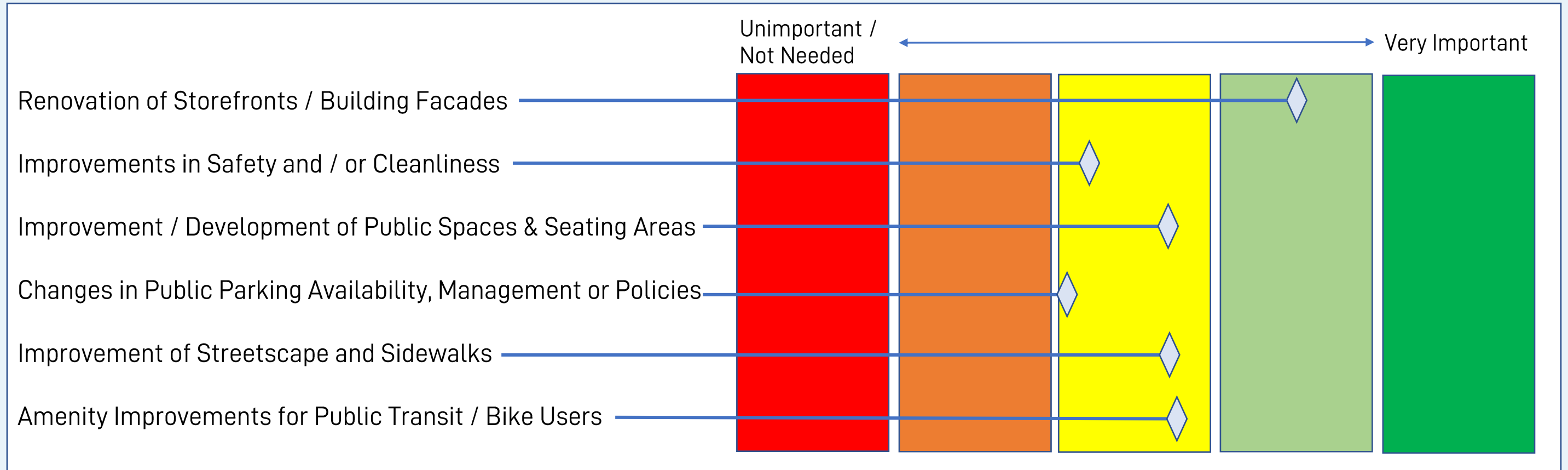
- **Signage regulations**
- **Allowed use, Change of use, Other zoning regs**

Northfield Rt. 63 Development Plan: 13 Responses

Business Input Related to Possible Strategies

- **Physical Environment, Atmosphere and Access**

The charts below illustrate the average satisfaction rating among respondents regarding various strategies.

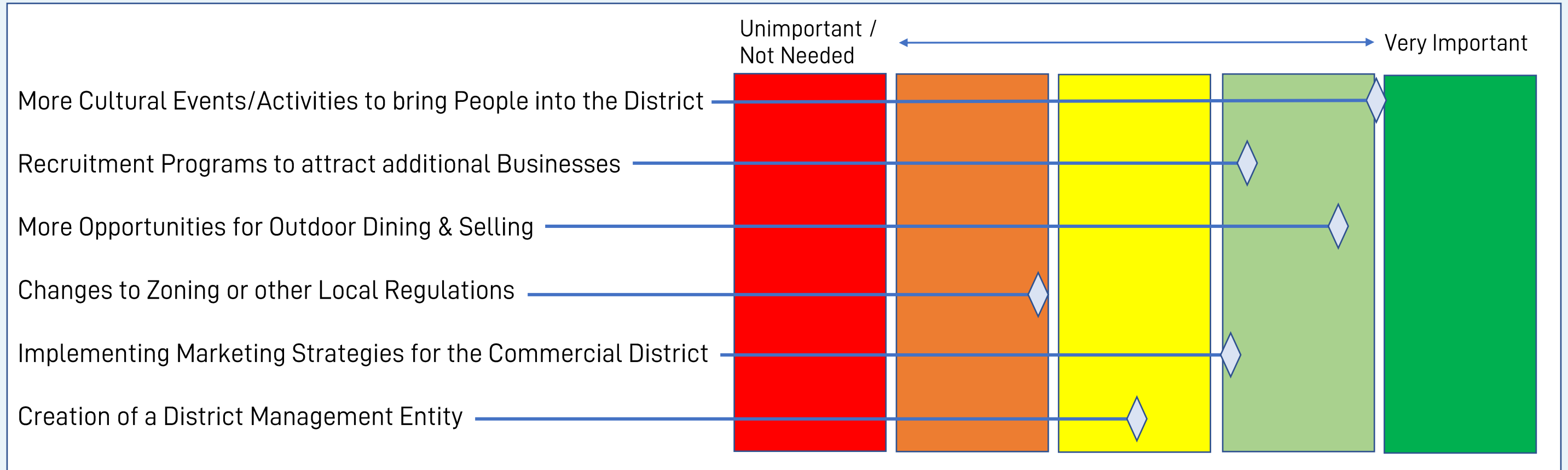


Northfield Rt. 63 Development Plan: 13 Responses

Business Input Related to Possible Strategies

- **Attraction / Retention of Customers and Businesses**

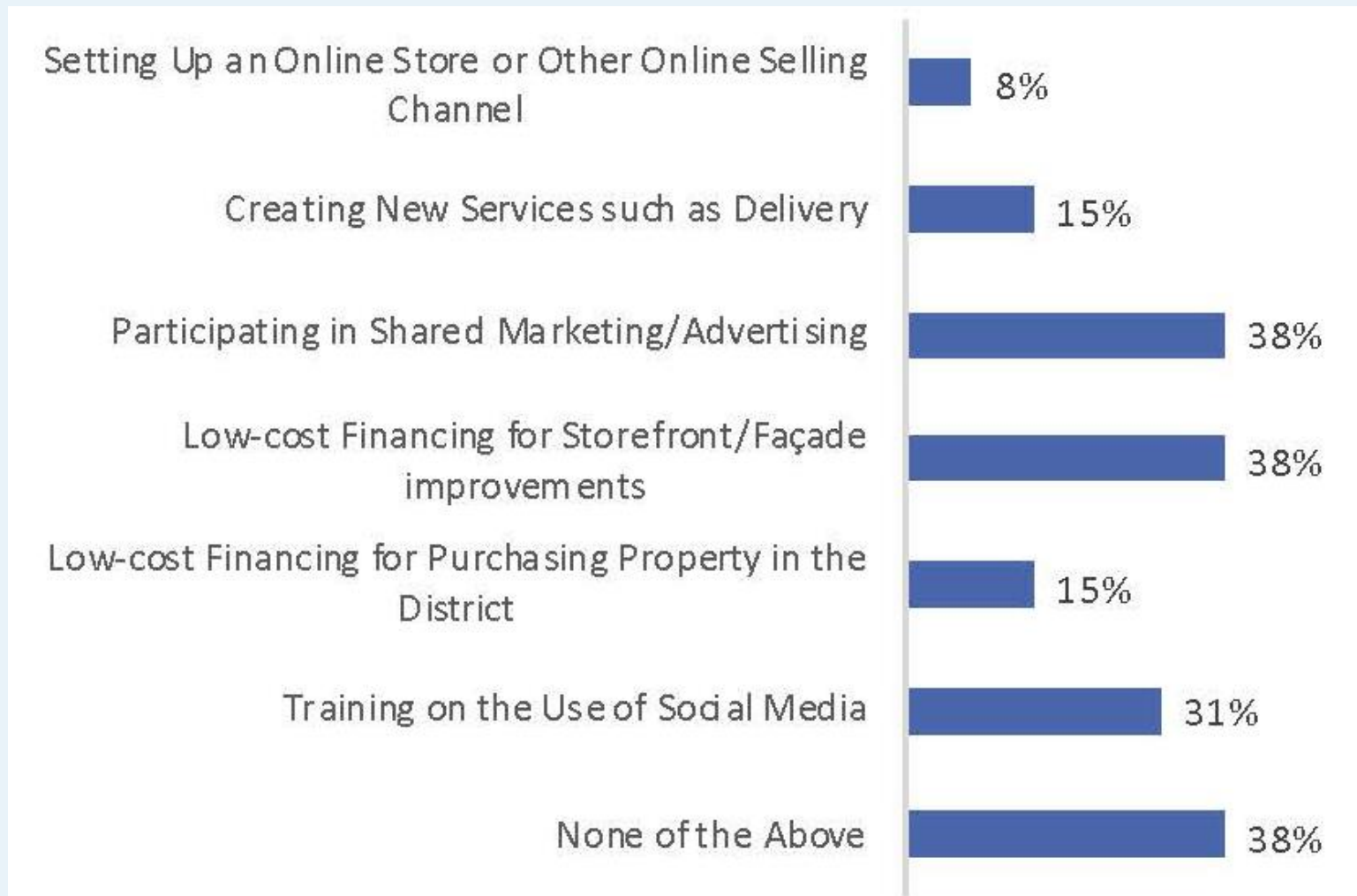
The charts below illustrate the average satisfaction rating among respondents regarding various strategies.



Northfield Rt. 63 Development Plan: 13 Responses

Business Input Related to Possible Strategies - Business Support:

- **62% of businesses expressed interest in receiving assistance**





PHYSICAL
ENVIRONMENT



Phase 1

Diagnostic Category

Physical Environment:

- How is the physical environment meeting the needs of businesses?
- What are the challenges and opportunities:
 - Public Realm
 - Private Realm
 - Access + Visibility

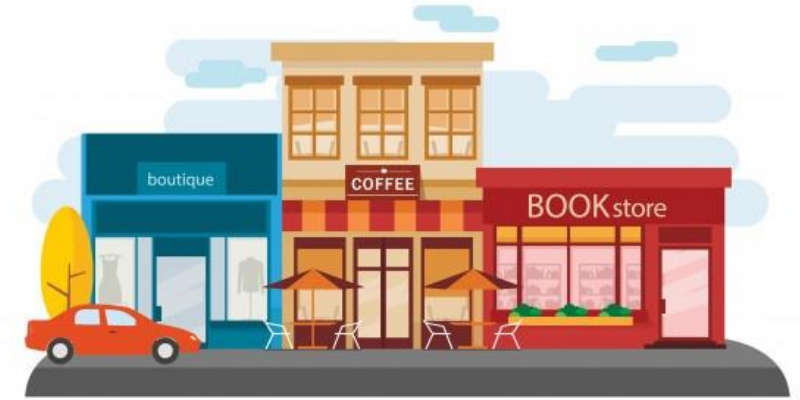
Physical Environment: Private Realm

SCORING RUBRIC

ELEMENT	A	B	C	FAIL / NA
Windows <i>Windows are maintained and appear 70% transparent</i>	< 75%	+/- 50%	> 25%	<i>Storefronts are boarded up or windows have no transparency</i>
Outdoor Display / Dining <i>Attractive window displays / spillover restaurant & retail activity on sidewalks</i>	< 75%	+/- 50%	> 25%	<i>There is no spillover retail / restaurant activity in the district</i>
Signage <i>Storefront signage reflects the unique brand identity of tenants and can be easily seen from a distance</i>	< 75%	+/- 50%	> 25%	<i>Storefronts in the study area do not have signage</i>
Awning <i>Awnings are retractable, well-designed, maintained, and clean</i>	< 75%	+/- 50%	> 25%	<i>Storefronts in the study area are not equipped with awnings</i>
Façade <i>Facades should be attractive, well-maintained, and not require any major structural upgrades</i>	< 75%	At least a few require major upgrades	> 25%	<i>Nearly all properties in the study area require significant façade improvements</i>
Lighting <i>Interior storefront lighting after business hours improves the sidewalk lighting conditions</i>	< 75%	+/- 50%	> 25%	<i>Nearly all storefronts in the study area are shuttered and dark</i>

Data Collection Analysis

Private Realm



Feature Grading	Most Positive			Least Positive
	A -	B -	C -	
Lighting				C
Façade				B
Awning				NA/FAIL
Signage				C
Outdoor Display/Dining				NA/FAIL
Window				C



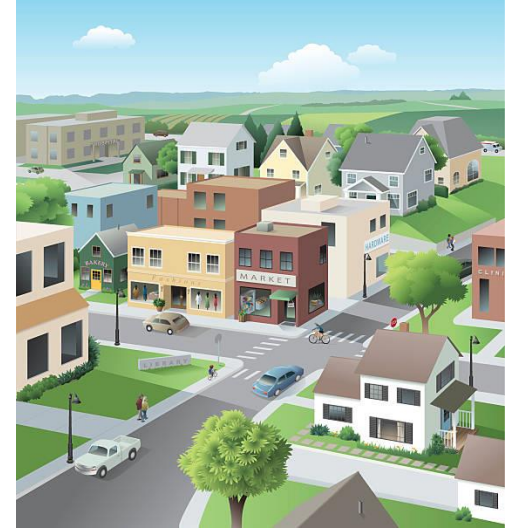
Physical Environment: Public Realm

SCORING RUBRIC

ELEMENT	A	B	C	FAIL / NA
Sidewalks <i>Sidewalks are clean, well-maintained and accessible to multiple users across different ages and abilities</i>	< 75%	+/- 50%	> 25%	<i>There are no sidewalks</i>
Street Trees and Benches <i>Street trees and benches are readily available and offer shade and offer opportunities to rest and socialize</i>	<i>Street trees and benches are readily available throughout out the project area</i>	<i>Street trees and benches have not been cleaned and require other improvements</i>	<i>Limited availability of street trees and benches results in an uncomfortable pedestrian experience</i>	<i>There are no street trees and benches</i>
Lighting <i>Street lighting improves pedestrian and motorist safety as well as highlights the history and identity of an area</i>	< 75%	+/- 50%	<i>Street lighting on the primary street in the study area does not support pedestrian visibility and safety</i>	<i>There is no street lighting</i>
Wayfinding / Signage <i>Cohesive wayfinding systems offer visual cues for bicyclists and pedestrians as well as direct motorists where to park and walk</i>	< 75%	<i>Wayfinding is primarily intended for motorists, little to no signage for pedestrians and bicyclists</i>	<i>Limited or no signage</i>	<i>There is no wayfinding / signage</i>
Roadbed and Crosswalks <i>Roads are well-maintained to ensure motorist and pedestrian safety and are balanced to the needs of different users</i>	< 75%	<i>At least a few require major upgrades</i>	> 25%	<i>The study area is not connected with major roads</i>

Data Collection Analysis

Public Realm



Feature Grading	Most Positive			Least Positive
	A-	B-	C-	NA/FAIL
Lighting				B
Wayfinding - Signage				C
Sidewalk				A
Street Trees - Benches				B
Roadbed - Crosswalks				B



Existing Conditions

Some examples of:

- Store fronts
- Window decorations



Existing Conditions

Some examples of:

- Signage advertising businesses



Existing Conditions

Some examples of:

- Historic building stock in need of façade and structural improvements
- Newly constructed brewery building





ADMIN
CAPACITY

Phase 1 Diagnostic Category

Administrative Capacity:

- Who are the stewards of the study area?
- Are there adequate resources?
- Are regulatory, zoning, or permitting processes impediments to businesses?



ADMIN
CAPACITY

Phase 1 Diagnostic Category

Administrative Capacity:

- Northfield Tourist & Business Association





SUMMARY



What We Have Heard from Businesses



PHYSICAL
ENVIRONMENT



Businesses were Dissatisfied with:

- Condition of Private Buildings, Storefront, and Signs

Satisfied with:

- Condition of Public Spaces, Streets & Sidewalks
- Safety and Comfort of Customers and Employees



PHYSICAL
ENVIRONMENT

Improvement Strategies for Physical Environment

- Renovation of storefronts and building facades
- Improvement and development of public spaces and seating areas





**BUSINESS
ENVIRONMENT**

Improvement Strategies to Attract and Retain Customers

- More cultural events and activities
- Recruitment program to attract businesses
- More opportunities for outdoor dining and selling
- Leverage existing willingness to collaborate





**BUSINESS
ENVIRONMENT**

Other Potential Strategies

- Connectivity between The Village Center, St. Thomas Aquinas, the Moody Center, and the Connecticut River
- Willingness for collaboration
- Signage and wayfinding
- Schell Bridge will be a regional draw for pedestrian and bike tourism

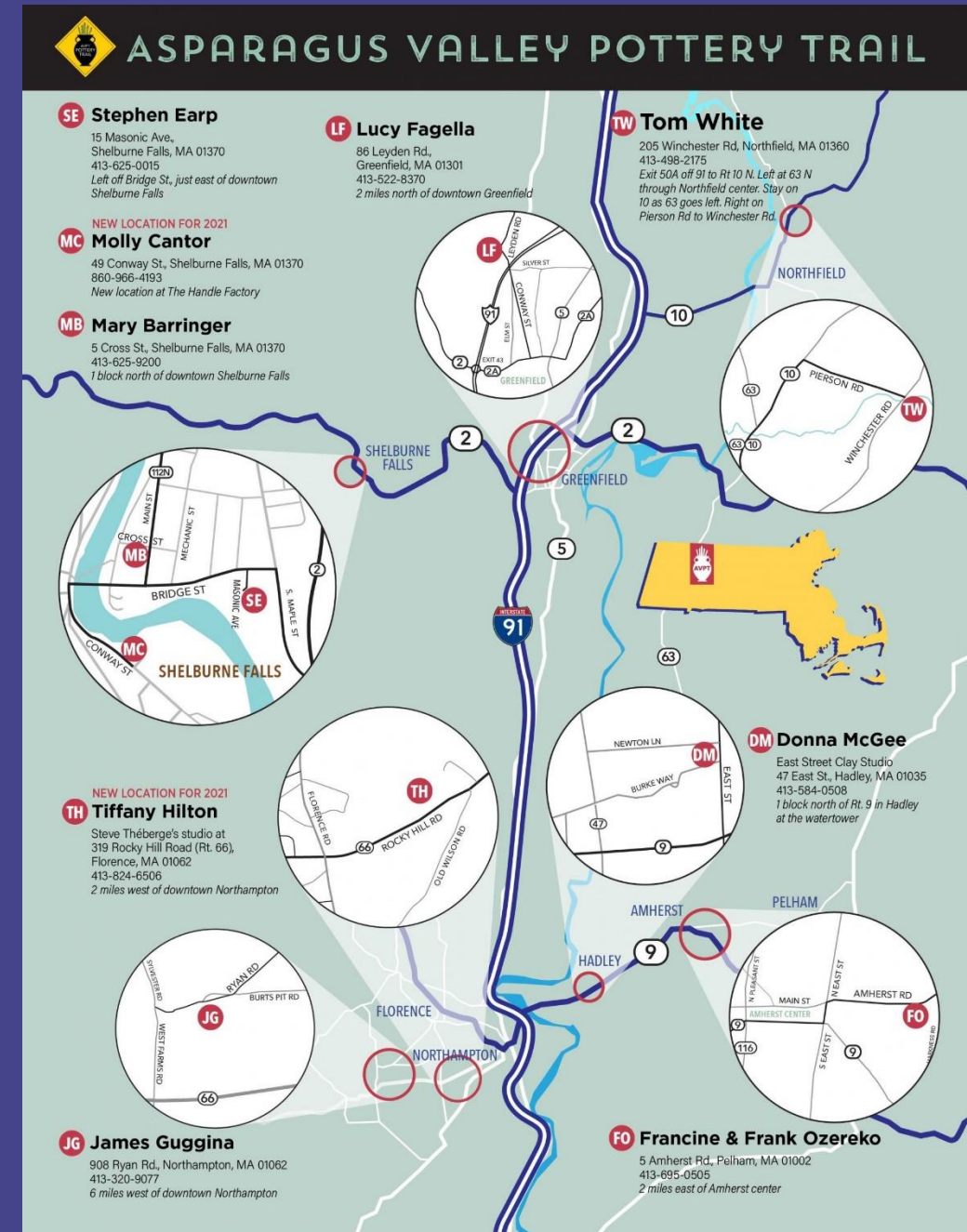




**BUSINESS
ENVIRONMENT**

Other Potential Strategies

- Promote Northfield as a regional destination
- Funding for marketing efforts
- Assistance to fill vacant store fronts
- Placemaking
- Riverfront access





COMMENTS



Comments

Next Steps:

- Gather & summarize additional information
- Develop recommendations
- Discuss with town staff
- Finalize plan and recommendations
- Final presentation: July - August
- Submit plan to DHCD: August

Thank You!

Appendix

B - Select Board LRRP Presentation

Local Rapid Recovery Plan

Impacts of COVID-19

Northfield, Massachusetts

Northfield Route 63 Development Plan

Update to Select Board

July 27, 2021

Agenda

Tonight's Meeting – 6:45-7:15PM

1. Introductions
2. Project Team | Schedule + Goals
3. Northfield Route 63 Study Area
4. Recommended Projects
5. Q & A | Comments
6. Next Steps

Project Team

BETA Group

Jeff Maxtutis

- Plan Facilitator

Charlie Creagh

- Project Planner

Town of Northfield

Andrea Llamas

- Town Administrator

Steve and Joan Stoia

- Northfield Tourist and Business Association
- Centennial House Bed & Breakfast

Additional Resources



Franklin County Chamber of Commerce

Carter Wall, FirstLight



Franklin County Regional Council of Governments

Diana Szyal, Executive Director
Jessica Atwood, Economic Development Program Manager



Franklin County Community Development Corporation

Amy Shapiro, Business Assistance Director



Subject Matter Expert Goman + York

Denise Robideaux, Senior Vice President and Managing Director



Subject Matter Expert Perch Advisors

Jeanette Nigro, Founder, Theo Boguszewski, Program Manager,
James Ellis, Senior Director Community Economic Development

Local Rapid Recovery Plan

Goals

PHASES

GOALS

COMPLETE

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

ONGOING

Phase II: Project Recommendations



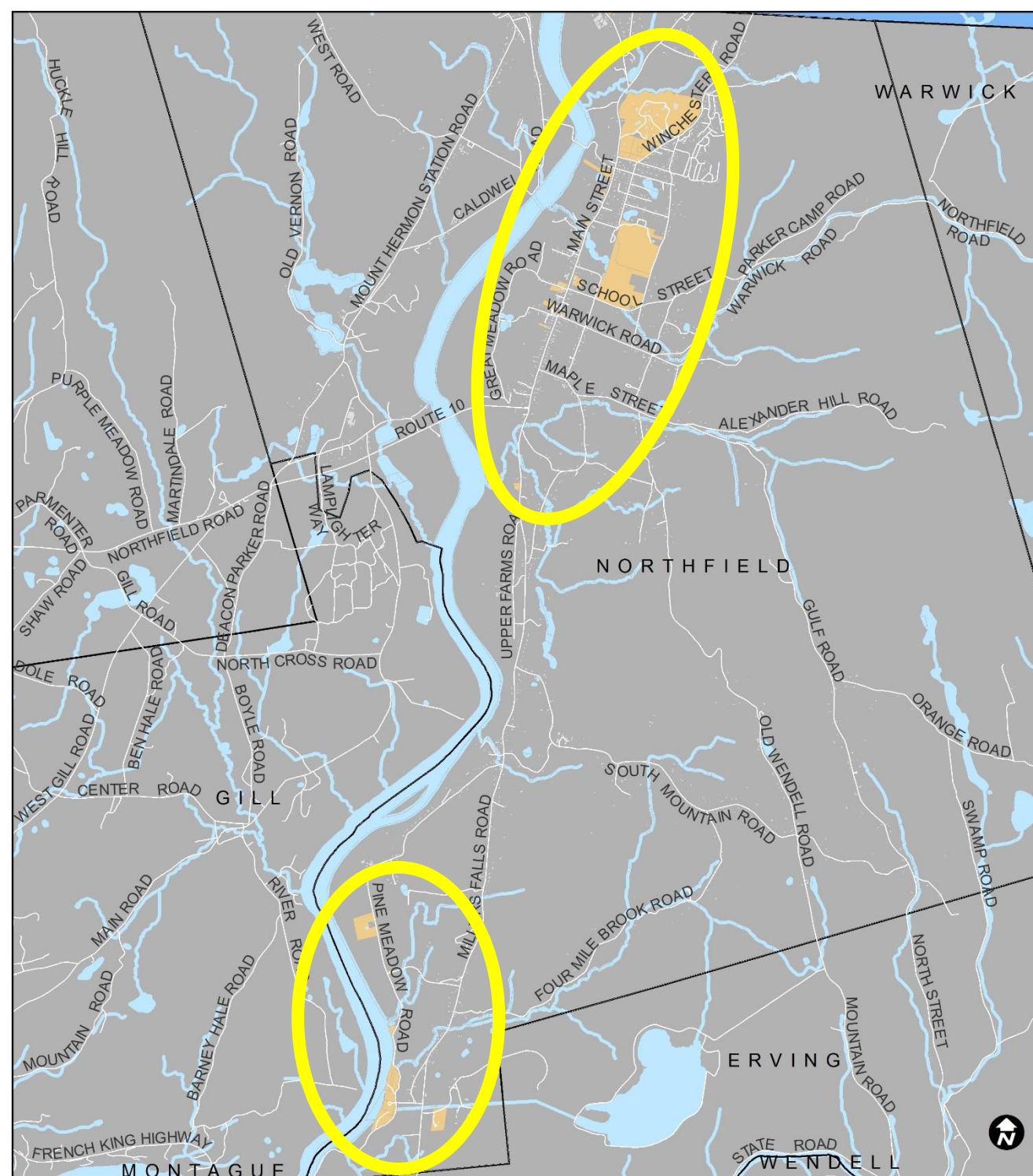
- Consult key stakeholders on priority projects
- Refine design of projects with Subject Matter Experts
- Develop final list of projects

AUGUST-SEPTEMBER

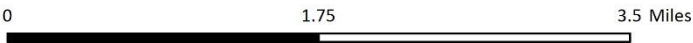
Phase III: Plans



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



Study Area



Northfield Route 63 Revitalization - Local Rapid Recovery Planning Program

Town of Northfield, MA



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



PHYSICAL
ENVIRONMENT

Improvement Strategies for Physical Environment

- Renovation of storefronts and building facades
- Improvement and development of public spaces and seating areas





SUMMARY



Recommended Projects

1. Engage Property Owners to Improve Façades and Structures & Fill Vacancies

Observations:

- There is existing historic building stock in need of façade and structural improvements

Recommendations:

- Engage building owners & identify buildings in need of improvements
- Identify Town Staff responsible for leading the coordination effort
- Develop cost estimates for improvements
- Review ARPA grant funding requirements



2. Engage in a Regional Marketing Campaign

Observations:

- Northfield businesses rely on tourism dollars for their success – so bringing in more tourists is critical
- NATABA has coordinated with other towns in the region and Franklin County Chamber of Commerce
- Northfield has numerous attractions: First Light / Northfield Mountain, Schell Bridge, Pottery Trail, Great River Challenge Triathlon, Deerfield Valley Art Association

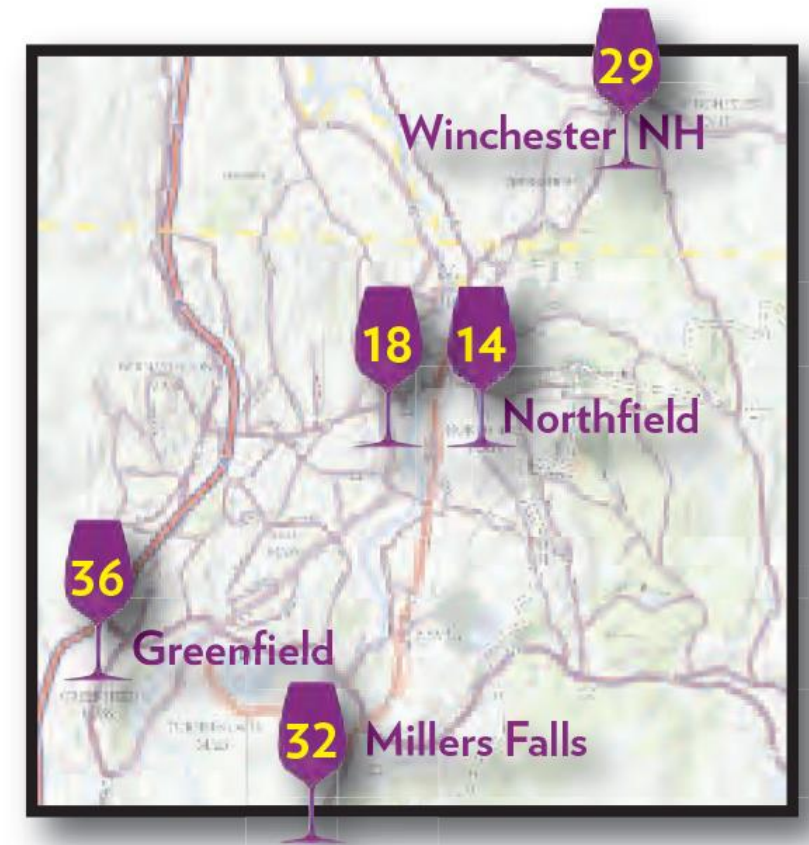
Recommendations:

- Provide NATABA with additional resources to continue regional marketing strategies
- Wayfinding signage
- Review ARPA and other grant opportunities

EXPLORE! A WINE & SPIRITS TRAIL

Sample original recipe adult beverages made on premises using locally-sourced fruits and grains, or pick up your favorite traditional brands on our Wine & Spirits Trail.

Spend the day tasting the many flavors of the Connecticut River Valley of Western Mass and Southern New Hampshire.



3. Consider a Visitor Center

Observations:

- There is an opportunity to create a one-stop-shop for all things tourist related in and around Northfield

Recommendations:

- Conduct a study to measure the impact that a traditional visitor center would have on the region
- Identify possible venues, including the fire department building that may be vacant when new public safety center is built
- Consider the opportunity of a public-private partnership which may include a museum, coffee shop, or similar uses to accommodate visitors
- Provide a public restroom



The existing fire department building

4. Host More Events in Town

Observations:

- There is an opportunity to host arts and cultural events and bring foot traffic into the Village Center

Recommendations:

- Identify potential areas for events
- Work with local businesses to provide food, beverages, and entertainment for events
- Work with organizers to promote the Triathlon, Schell Bridge, 300th Tricentennial, Saint Thomas Aquinas, and others

#24 Main Street is a potential location for events



Next Steps:

- Revise recommendations
- Develop final plan
- Submit final report to DHCD and the Town of Northfield in mid-September





COMMENTS



Comments

Thank You!

Appendix

C - Funding Sources Spreadsheet

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 on behalf 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

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 assessments 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.

Appendix

D - Best Practices - Private Realm



Developing storefront guidelines to energize downtown






PRIVATE
REALM

Provided by SME Consultant

Mark Favermann, Favermann Design

Location

Everett, MA

Origin	Mayor, City of Everett
Budget	 Low - \$35,000 for design fee + program to subsidize implementation for \$25,000
Timeframe	 Short- 10 -12 months
Risk	 Low
Key Performance Indicators	Level of participation by landlords and merchants
Partners & Resources	City of Everett, Everett Building Department and Community Development Department, and landlords and merchants.

Diagnostic

The City of Everett is a primarily working class community just north of Boston. It has a large share of Brazilian, Latino and Italian first- and second-generation residents.

In the last few years, a very large casino has located there that gives the city some needed donations and fees for public improvements. There are two major retail enclaves in Everett: Everett Square and Glendale Square.

Everett Square, the larger of the two, is the traditional downtown where the public library and City Hall and many amenities are located.

Stores and restaurants are primarily locally-owned, family enterprises. Only a minority of Everett's business are national or regional chains.

In a bid to encourage the appeal of Everett's downtown to outside visitors, the year before the Pandemic, the Mayor directed the Community Development Director to create a framework to better guide merchants in enhancing their storefronts. A subsidy grant program was being developed to encourage merchant and landlord participation.

The Mayor also felt that a more restricted approach to storefront design be adhered to with similar sign details and limited awning colors. A study was commissioned to develop Guidelines for Signage and Storefronts. Following this, the guidelines were to be translated into the City of Everett's Building Code.

Action Items

- Photo-documentation of all commercial blocks and stores in both Everett Square and Glendale Square.
- Creating a panoramic view each block showing "existing" and "proposed."
- Thorough review of existing storefront improvement programs throughout the United States and Canada to recognize applicable precedents and best practices.
- Development of a City of Everett Guidelines format while exploring various cases for refinement and review.
- Drafting distinct pages referencing individual aspects of storefronts. These included wall signs, blade signs, awnings and window treatments.
- Review the drafted pages with Everett's planning staff, Building Department and representatives of the Mayor's office.
- Final approval of Storefront Guidelines.



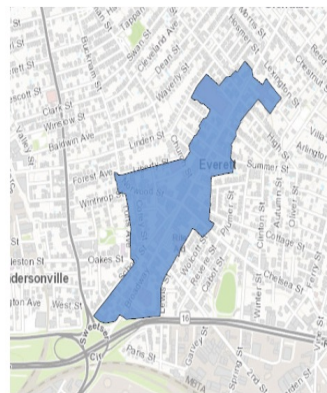
Everett Square

Applicable Commercial Areas

The Everett Storefront Sign and Design Guidelines are applicable to any storefront located in the Everett Square neighborhood and the Glendale Square Neighborhood.

Everett Square

Everett Square is a prominent commercial corridor in the city center running along Broadway Street between Hancock Street in the north and Revere Beach Parkway in the south. The center of Everett Square is at the intersection of Broadway and Chelsea/Norwood streets.



The high number of vacant storefronts contributed to lack of vibrancy downtown.

Process

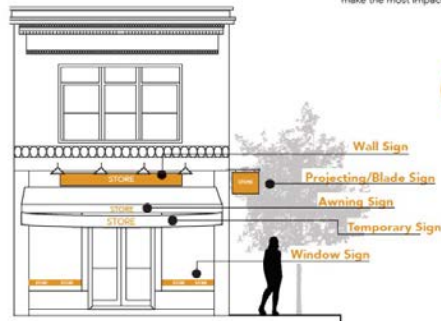
- Extensive research of other cities and towns guidelines and procedures.
- Based on best practices, create easily understandable illustrated storefront component pages that reference City of Everett regulations.
- Establish storefront element criteria through including specifically referenced dimensions, materials and placement.
- Photo-document good and bad examples of storefront elements.
- Create a City of Everett color pallet.
- Show by illustration approved and not approved ways of applying storefront elements.
- Circulate among town staff the drafts individual guideline pages for review and refinement.
- Organize whole Storefront Guidelines set of pages.
- After completion of Storefront Guidelines, during the Covid-19 shutdown, work with the Building Commission to rewrite Everett's Building Code to reflect the clearer storefront criteria.
- Others involved in the rewriting of Building Code include the city attorney and community development director.
- This sentence by sentence intense exercise gave focus to the Building Code while doing away with unnecessary zoning code criteria
- This Collaboration made a tedious set of tasks quite reasonable to complete.
- This process allowed an opportunity to address sign issues throughout the City such as non-conforming uses, public/private garages, etc..

Signs

Signs

Business signage is a very critical element to the storefront. Not only does it provide a first impression to customers, but it also helps convey the business' brand and character.

Signs should clearly communicate the business name, but not be overwhelming. The average person can only process four to seven words while passing by. Therefore keeping text and graphics to a minimum will make the most impact.



City Ordinance/Regulation:
Section 12.5.00j of the City Ordinance further regulates the number and size of signs. See Technical Requirements for more information.

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Signs and Technical Requirements

Awnings

Awnings can be a great addition to a storefront. Not only can they provide an area for signage, but they also help provide a visual cue on where the entrance is located. Awnings also provide shelter for customers in inclement weather and also provide shade for store items being displayed in the window.

City Ordinance/Regulation:
City Council Rule 74.B further regulates awnings.
Awning signs are also further regulated in City Ordinance Section 12A.



Awning Signs - Material

Awnings should be a solid color and made from a fabric or canvas material. Shiny, high gloss or translucent materials should be avoided.

Lettering and material should be consistent for all awnings on the same building.



This fabric awning is NOT shiny, high gloss or translucent. The awning frame also matches the black fabric.

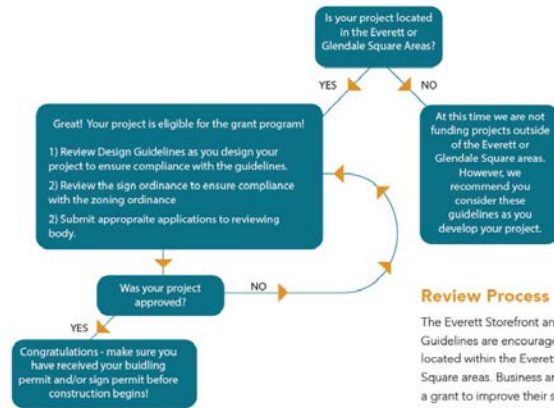


This awning is made of shiny vinyl and is not encouraged.

The block party was a near-term, easy action item in the overall implementation plan and was intended to support a good image for this area of the downtown and set up for larger and longer-term action items such as building redevelopment, wayfinding, and business recruitment for ground floor spaces.

Process- Strategic Decisions

- City of Everett deciding to create storefront guidelines
- Building Commission desiring to match new guidelines to City's Building code.
- Creation of a digital set of storefront criteria for use by merchants, landlords and fabricator/installers.
- Use of panoramic photo-montage to establish existing conditions.
- Use of photo-montages to act as baseline show proposed conditions using new storefront criteria.
- Collaboration between strategic City departments for ownership of the guidelines and shared development of the review process for design and grant applications.
- Creation of easily understandable and illustrated storefront criteria.



Review Process

The Everett Storefront and Facade Design Guidelines are encouraged for any storefront located within the Everett Square and Glendale Square areas. Business and property owners seeking a grant to improve their signage or awning shall demonstrate compliance with these guidelines and any applicable zoning regulations. This flow chart is meant to help you understand the process to get your project approved.

Review Process and Grant Application

Everett Square

Before



After





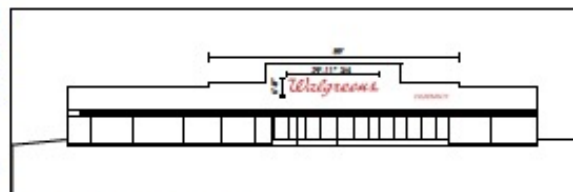
Window Signs
Window signs and graphics are a great way to add visual interest and character to a storefront. Window signs are applied directly to the window and are meant to supplement other signage. Generally, these graphics are printed as vinyl transfers and placed as a band along the display windows. It is a great way for business's to state their hours of operations, services, or phone number.

City Ordinance/Regulation:
There are size and coverage requirements for window signs in Section 12A of the City Ordinance.

Everett MA Signage Case Study

The following depicts how signage is applied based on current and proposed regulations. The proposed regulations are depicted in Example 2. However, two additional renderings were provided to show alternative sign sizes.

Example 1
Allowed Under Current Regulations Based on Sign Permit Documentation
Max Sign Size = 395 (158ft x 2.5 = 395, per sign permit)



Main Sign As Shown = 199.77ft

Note - square footage is split up between the two signs "Walgreens" & "Pharmacy"

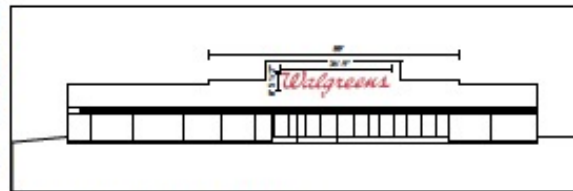
Example 2
Proposed Regulations
4 square ft per linear foot of wall which pertains to the sign, for facades set back more than 100-feet from the centerline of the road
Max Sign Size = 356 sf



As shown = ~ 354 sf
Dimensions = 39.25' x 9.04'

Note - proposed regulations would not permit two wall signs on the same facade, therefore this example using all allotted sign size to the single wall sign.

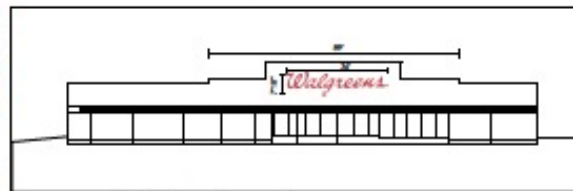
Example 3
Comparison
3.5 sf per linear foot of wall which pertains to the sign, for facades set back from than 100-feet from the centerline of the road.
Max Sign Size = 311.5sf



As shown = ~311.12sf
Dimensions = 36.75' x 8.47'

Note - proposed regulations would not permit two wall signs on the same facade, therefore this example using all allotted sign size to the single wall sign.

Example 4
Comparison
3 sf per linear foot of wall which pertains to the sign, for facades set back from than 100-feet from the centerline of the road.
Max Sign Size = 267sf



As shown = ~266.30'
Dimensions = 34' x 7.83'

Note - proposed regulations would not permit two wall signs on the same facade, therefore this example using all allotted sign size to the single wall sign.

Projecting/Blade Signs

Projecting/Blade signs should be limited one to a business entrance and should not contain more than two faces. To maintain the pedestrian feel of the corridor, projecting/blade signs cannot project more than 5-feet from the building or be larger than 8 square feet. The sign should also not be placed higher than the following (whichever is the lowest): 25-feet above grade; the top of the sills of the first level of windows above the first story; or the height of the building at the building line.



Signs and Technical Requirements

Wall Signs

Wall Signs - Height

The top of wall signs should be higher than any of the following, whichever is lowest:

- 25 ft above grade;
- top of sills of the first level of windows above the first story; or
- the height of a building at the building line



Downtown Manchester – Architectural Design Guidelines



Provided by SME Consultant

GOMAN+YORK Advisory Services

Location

Manchester, CT

Origin	GOMAN+YORK
Budget	 <p>Low Budget - Consultant's Time for design standards</p>
Timeframe	 <p>Long-term – Post Covid</p>
Risk	 <p>Low Risk – setting guidelines/policies in place assures that any improvements done in the Downtown must be adhered to</p>
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.

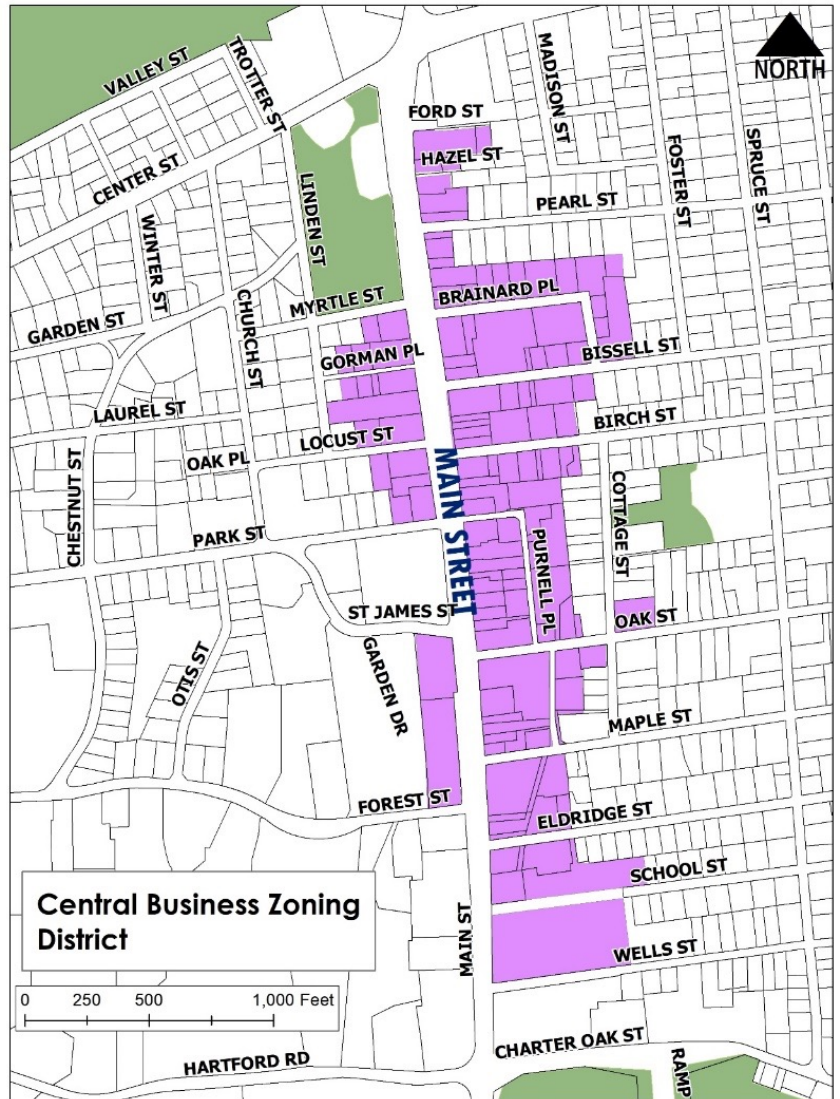
Step 2. Conduct a current conditions assessment –physical, governmental, private, character of the district. Some examples of disruptive alterations include:

- 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

Display Windows

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.

Temporary signage, seasonal displays and window seating: Products, furnishings or activities placed within a display window become part of the pedestrian experience. Merchants should consider the visual and messaging impact when designing displays, as they reflect the character of the business and affect the integrity of Downtown Manchester.

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

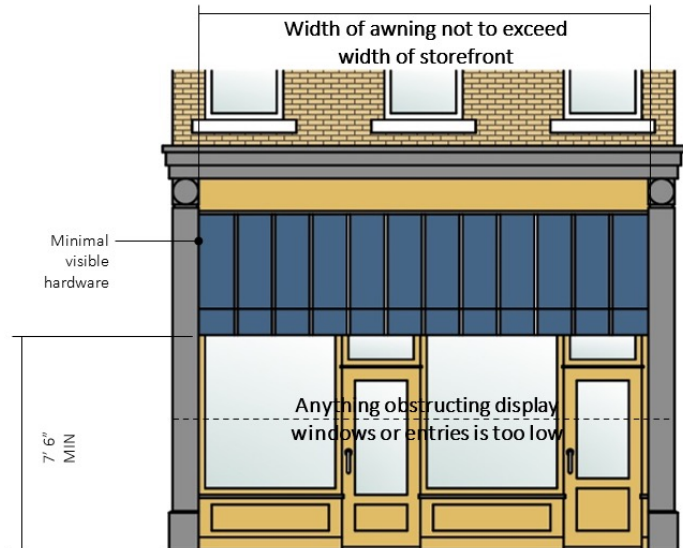


Display Windows

Awnings and Canopies

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.



Awnings and Canopies

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.

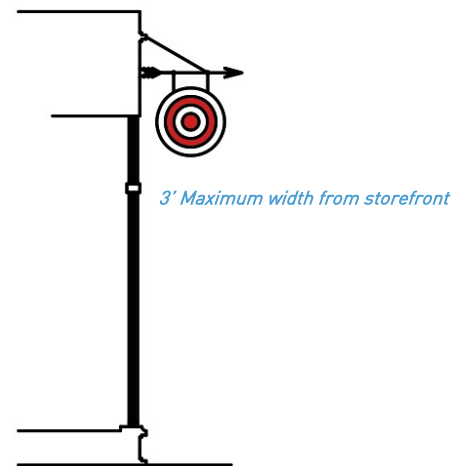
Information on a sign should be simple, clear and concise. The type face and graphic symbols should convey only the name of the business and its main product or service. The color should be coordinated with the building and storefront, and the letters or logo should contrast with the background, so the 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