Rapid Recovery Planning Program

2021

Funding Assistance Summary Report

Town of Belmont

dhcd
Massachusetts
RAPID RECOVERY PLANS

Acknowledgements

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What This Funding Resource Report Provides

The RRP Funding Assistance Program gives RRP communities the opportunity to prioritize funding opportunities for key projects identified in the RRP Final Plan. This document acts as a framework and guide that outlines funding needs relative to the priority project(s), funding best practices, targeted funding programs, and grant pursuit strategies. Through working with communities to address particular needs and opportunities, the RRP Funding Assistance Team aims to develop tailored guidance that will position each community to have a successful outcome when pursuing RRP project funding opportunities with the State, non-profits and Federal resources.

Ultimately, this report includes a Community Funding Alternative Matrix based on the community's identified needs. The report outlines funding options and a recommended sequence for pursuing funding. Grant timing, capital available, competitiveness, application and compliance requirements, and other key attributes have been included in this final report.

The report is organized to provide the following information:

- **RRP Program Background –** This section provides an overview of the Rapid Recovery Program, its goals, involved communities, and phases. The three phases developed through the RRP program involved robust data collection efforts, the creation of publicly-vetted project ideas, and the development of a final plan.

- **RRP Funding Assistance Program Process & Overview –** This section documents the process for RRP communities to apply for funding assistance and identify priority projects from their RRP Final Plan. It also outlines the various levels of funding assistance that is determined for each community applicant as well as funding program categories as defined by the State and RRP Funding Assistance Team.

- **Recommended Approach to Attaining Funding –** Developing an approach to pursue grant programs can help communities prioritize funding programs and identify opportunities based on internal capacity, level of effort, and project readiness. This section includes funding application best practices, key components to include in grant program applications, and immediate next steps for RRP communities.

- **Priority Projects and Applicable Funding Programs –** This portion of the report includes the RRP Final Plan project rubrics for the identified priority project(s). The Funding Assistance Team developed a matrix of funding resources that provides details such as grant program goals, eligible use of funds, level of effort to apply, and grant program maximum amount.

Rapid Recovery Plan Program Background

Peabody
Source: Stantec

EXECUTIVE OFFICE OF
HOUSING AND ECONOMIC DEVELOPMENT

dhcd
Massachusetts
RAPID RECOVERY PLANS

The 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 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.

125 communities participated in the Rapid Recovery Plan Program

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

The 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 these downtowns, town centers, and commercial districts.

Commonwealth of Massachusetts
Rapid Recovery Planning Program

● Program Communities
○ Non-Participating Towns and Cities

Belmont
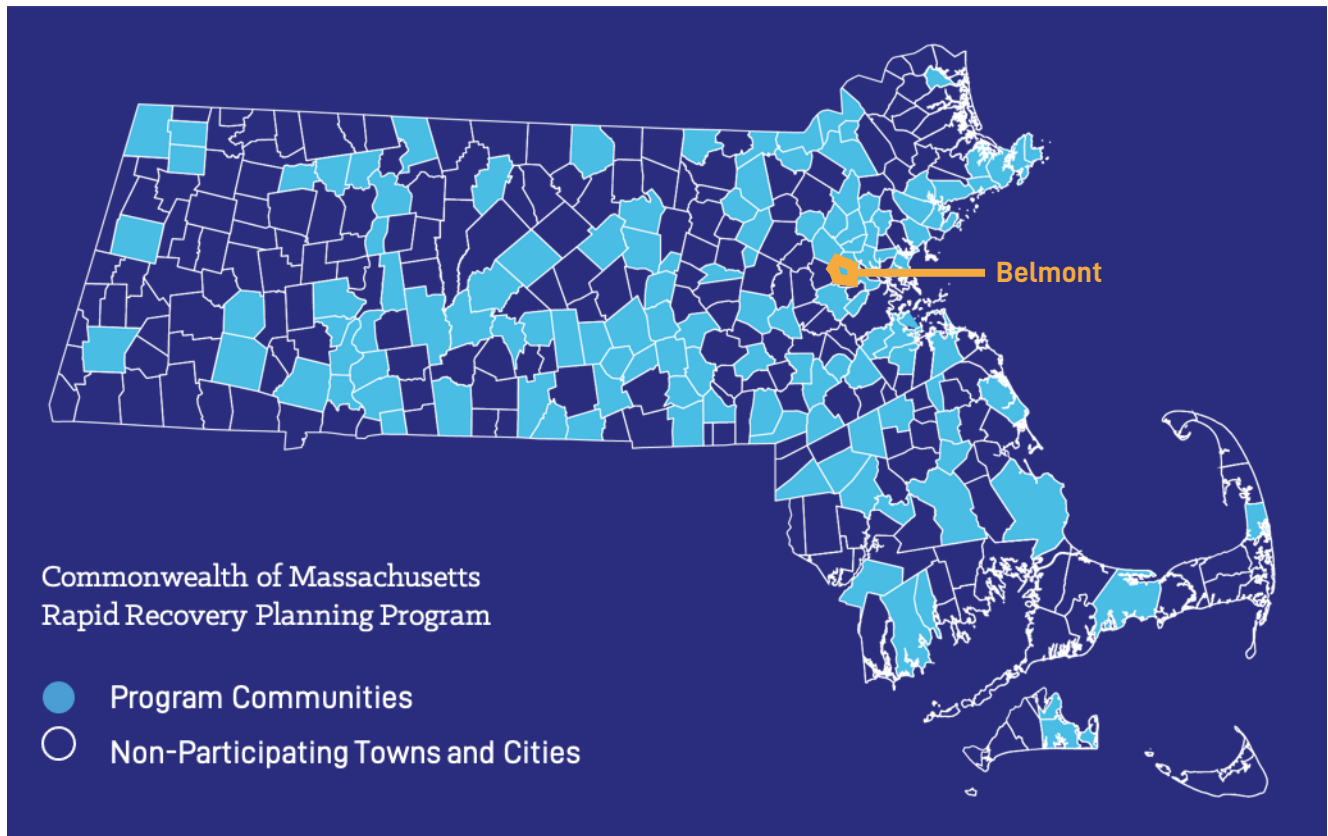
Rapid Recovery Plan (RRP) Program Summary

The Rapid Recovery Plan (RRP) Program was 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. A plan was developed for each community, summarizing key findings from the diagnostic phase of the program and including a range of priority project recommendations.

Each Rapid Recovery Plan was developed across three phases:
- **Phase 1 - Diagnostic; Phase 2- Project Recommendations; and Phase 3 - Plan Development.**

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).

Following the diagnostic efforts in Phase 1, Plan Facilitators, in close coordination with communities, developed and refined a set of recommendations that addressed priority challenges and opportunities. These project recommendations were 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.

The framework was designed to ensure a 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.

During Phase 3, Plan Facilitators and the communities' RRP representatives worked together to develop the RRP Final Plan, which incorporated all project rubrics as developed through Phase 2, key findings and summaries from the diagnostic data results, and local and regional best practices and case studies as communities work to implement their projects.

RRP Funding Assistance Approach

Walpole
Source: Stantec

Rapid Recovery Plan (RRP) Program

Funding Assistance Summary

The Rapid Recovery Plan (RRP) Program was 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 CARES Act and ARPA have made significant funding resources available to communities across America with similar recovery needs. The pursuit of this and other financial assistance is the next key step to making many RRP projects a reality for communities, regardless of their current level of staff capacity. The funding assistance program is available to each RRP community to help them confidently initiate the funding process for key projects, with a preference for those that can be implemented in the short-term. Self-directed funding resources will continue to be available for communities who do not require assistance at Rapid Recovery Plan (RRP) Program | Mass.gov.

Adequate and early funding to support recovery projects is recognized as a key barrier for most municipalities. To address this challenge, the RRP is providing funding assistance through individual consultations. This report summarizes the relevant funding options for specific RRP projects discussed during a consultation with Belmont and offers tactical recommendations to securing funding to support community recovery projects.

Rapid Recovery Program Funding Process

The Commonwealth assembled a funding resource team comprised of consultants to help identify appropriate funding sources, application requirements, key aspects to highlight in applications, expected levels of effort, grant timelines, etc. In some cases, regional planning agency (RPA) staff participated in the process.

The following process was outlined to help communities finalize and pursue their preferred funding sources.

STEP 1. Community identifies catalyst projects from RRP
The choice of which 1-2 RRP projects to be reviewed for funding assistance was determined by the community.

STEP 2. Community applies for funding assistance
Each RRP community was invited to submit a basic application for specific funding assistance for up to 2 projects. The application included general information about the community and questions to determine the appropriate funding assistance for projects identified within a Rapid Recovery Plan.

STEP 3. Community and funding team initial meeting
Each community received an initial 1-hour online meeting between the RRP community and a member(s) of the Funding Resource team. The meeting focused on sharing information about the project, local capacity to pursue funding, and potential funding options for each project.

STEP 4. Community Funding Alternatives Matrix
Following the initial meeting, the Funding Resource team created a Community Funding Alternatives Matrix based on each community's identified needs. This includes outlined funding options and a recommended sequence for pursuing funding.

STEP 5. Final Document Created
The summary document was prepared to include community-specific details about grant timing, funding program capital availability and competitiveness, and application and compliance requirements.

Rapid Recovery Program Levels of Funding Assistance

During the initial community meeting, staff discussed four levels of potential community support available, generally identified as follows:

Level 0

The community is sufficiently resourced and self-directed. Funding team support will stop after the initial call.

Level 1

After the initial call and delivery of a Community Funding Alternatives Matrix, a follow-up call of up to 1-hour will be held with the community to review the available funding related to the project(s) and provide direction on how to access the information related to the funding resource(s) and any insights on how to strengthen a potential application.

Level 2

For communities with limited staff capacity, the same assistance as Level 1 will be provided, as well as up to 2-hours of follow-up emails and call(s).

Level 3

For communities seeking extra assistance, Level 2 review and assistance will be provided, plus an additional 2-hours of emailed edits/comments on the community's grant(s) application materials.

Rapid Recovery Program Funding Categories

The Funding Resource Team compiled a comprehensive list of Private, Foundational, Federal, and State resources within the following categories:

INFRASTRUCTURE
- Wastewater
- Drinking Water
- Storm Water
- Dams/Levees

BUSINESS SUPPORT ATTRACTION
- Space Activation
- Business Recruitment, Retention and Expansion

CULTURAL ARTS
- Cultural District Formation
- Public Art
- Placemaking
- Cultural Facilities
- Outdoor Programming
- Community Center

CAPACITY BUILDING
- Community/Economic Development
- Staff Capacity and Training
- Planning
- Stakeholder Engagement

PERMITS/ REGULATORY TOOLS
- Zoning/ Regulations
- Permits
- Guidelines

REDEVELOPMENT
- Housing
- Commercial Rehabilitation
- Facade Improvements
- Public Buildings

ENVIRONMENT/ OUTDOOR RECREATION
- Parks
- Open Spaces
- Water Access
- Shoreline
- Habitat
- Brownfields
- Disaster Mitigation/ Recovery/ Preparedness

TRANSPORTATION
- Streetscape
- Trails
- Roads
- Bridges
- Public Transit
- AV/EV
- Parking
- Smart Mobility
- Alternative Transportation

WAYFINDING
- Wayfinding

BRANDING AND MARKETING
- Branding/ Marketing

MISC.
- Data
- Social Services
- Workforce Development
- Policy/Advocacy

Recommended Approach to Attaining Funding

Marshfield
Source: Stantec

Town of Belmont: Funding Application Approach & Strategy

Belmont's Rapid Recovery Plan yielded several recommendations which seek to make the community's main mixed-use corridor more attractive and create a sense of place and destination for Belmont's business community – wayfinding and marketing. Additionally, the community is looking to further the efforts of its initial launch of its Online Directory to include more of its brick-and-mortar businesses, retail, and restaurants. These ideas were spurred by Belmont's successful initial launch of the directory – 280 businesses were included. The community wants to increase attractiveness and branding of the directory, and include a more interactive, mapping component, and tie the branding of the directory to the other wayfinding and marketing efforts. The online directory brought increased awareness to local businesses and Belmont envisions the directory to be a free service for the business community, striving for equal opportunity for the entire business community.

As Belmont continues to recover from the effects of COVID, considerable discussion on how to expand the directory and implement a wayfinding system stemmed from the RRP process. These discussions included businesses and stakeholders along Trapelo Road as well as other businesses in the community.

Creating that sense of place and destination (wayfinding and marketing) alongside an enhanced online directory stood out as priorities of the RRP's project recommendations noting the need for more professional marketing for the business community, more information about the town and more details for residents/visitors about shopping locally and creating a more cohesive commercial district.

This plan seeks to provide two separate tracks for pursuing these projects, but it should be acknowledged how closely connected they are. The results of a wayfinding study could yield strategies and ideas that could be transferred to the online directory and other collaborative branding and marketing efforts. Additionally, wayfinding will have impacts on the public right-of-way and other roadway infrastructure depending on the quantity, size, type, and location of components selected in any final design ideas.

Discussion with the Town demonstrated that there is awareness of grant programs available but a lack of capacity/staffing to properly pursue – the ability for future funding solutions to serve several purposes is crucial. The Town is active in outreach and collaboration with the business community but lacks a chamber of Commerce and an Economic Development Coordinator. For the wayfinding project – the community needs to start at ground level, no planning has been conducted but the project is a high community priority. Both projects need experienced consultant support to take the projects to the next level for Belmont.

With the right messaging and support, Belmont is well-positioned to acquire funding for its RRP priority projects. Highlights of a recommended strategy are provided below:

Assemble Community Partners
- Build consensus between community stakeholders on the wayfinding project approach, and identify partners for community outreach regarding the user-friendliness of potential kiosk options.
- Connect with potential parties that could support either the digital or physical maintenance of the projects.
- Share funding program source possibilities with peers in the community and gauge interest in providing assistance, whether to champion grant applications or to relieve capacity constraints within the Town.

Highlight Program Benefits
- Define anticipated outcomes of the projects, particularly how the directory can help streamline administrative functions, or the wayfinding can support space activation and improved multimodal travel in the community.
- Demonstrate and document success of improvements of Shared Streets and Spaces projects, including community feedback (e.g. merchant groups) and broader impact on sales revenue
- Cite nearby model example(s) for project results, such as Salem's parking system (restructured following a study) or a local roadway configuration project which improved operations and safety outcomes.

Determine Project Readiness
- Identify existing resources

Monitor Other Funding Sources
- Identify relevant components of the recently passed infrastructure bill – particularly related to bicycle and pedestrian assistance
- Tie coastal resiliency and emergency preparedness into narratives regarding bike/pedestrian accessibility and wayfinding

Funding Application Best Practices and General Requirements

Documentation to Assemble
- DUNS number (Required for all Federal and some State grants)*
- SAM's** registration up to date (Required for some grants)
- Supporting studies / reports / design documents
- Cost estimates
- Letters of support

Correspondence with Funder
- Connect early with funding agency to clarify any requirements and notify of intent to apply, when applicable

Correspondence with Other Project Partners
- Keep regular communication with project partners and other parties who will be impacted by the project. Let them know early on of intentions to apply to funding and if any effort is required on their part to support application packages.

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Pursuing Federal Grant Programs

Federal programs including (but not limited to) the US Economic Development Administration (EDA) Travel, Tourism, and Outdoor Recreation Grants and Public Works and Economic Adjustment Assistance Program should be pursued using a joint application approach. If feasible, communities should work with their Regional Planning Association and fellow RPA municipalities to create one (or a few) region-wide applications.

Applications should involve communities with common-themed projects, and will ultimately be submitted and managed by the RPA. Although most communities are individually eligible for these competitive federal grants, region-wide applications increase the chance of receiving a larger pool of grant money.

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*DUNS number- This number is often referenced by lenders and potential business partners to help predict the reliability and/or financial stability of the company in question. D-U-N-S, which stands for data universal numbering system, is used to maintain up-to-date and timely information on more than hundreds of millions global businesses.

To find your number, go to www.SAM.gov and click "Check Status" located at the top of the page. Search by entering your DUNS number or business name. If found, your registration status will be displayed.

**SAM- Both current and potential government vendors are required to register their business in the System of Award Management SAM in order to be awarded contracts by the US Government. This is sometimes referred to as "self-certifying" your business. Vendors are required to complete a one-time registration to provide basic information relevant to procurement and financial transactions.

To create an account and access SAM as a new user, go to www.sam.gov, click on "Create a User Account", select account type, and complete registration.

Further details and contact information is available here- https://www.sba.gov/sites/default/files/articles/Registering_on_SAM.pdf
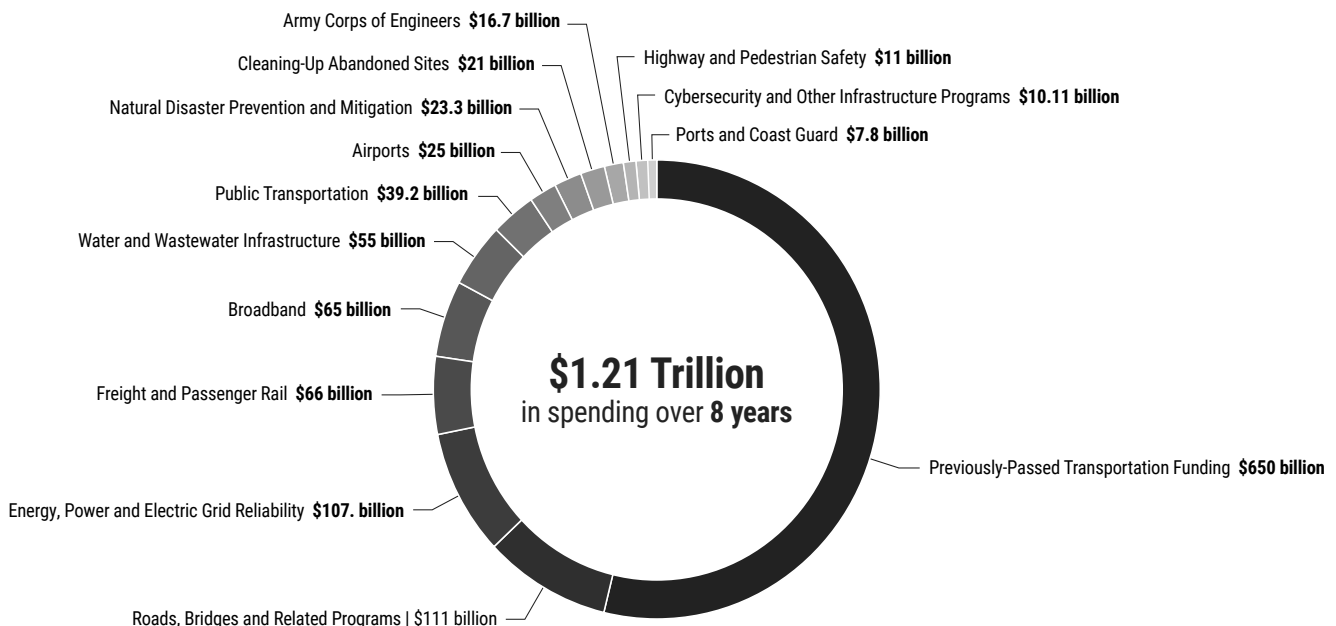
Funding Application Best Practices and General Requirements

Additional Federal Funding

After a months-long public process, on December 13th Massachusetts Governor Charlie Baker signed a $4 billion American Rescue Plan Act (ARPA) Coronavirus relief bill and tax revenue surplus bill. The package directs billions of dollars in relief to communities and individuals hardest hit by the pandemic. Up to $2.55 billion of the $5.286 billion in federal ARPA funds provided to the state in May will be used to cover the costs, leaving about $2.3 billion in ARPA funds unspent. The bill also relies on $1.45 billion in fiscal year 2021 surplus state tax revenue.

Several of the investment targets in the bill align with RRP funding needs identified, including $267 million to economic development and $414 million to infrastructure. Through this legislation, ARPA State funding is directed to many RRP communities for specific activities and additional dollars may be available through State programs and competitive grants. During the summer of 2021, RRP communities received direct allocations through the ARPA and may now position to receive additional ARPA-related funds from the state. ARPA money must be committed by the end of 2024 and spent by the end of 2026.

The Infrastructure Investment and Jobs Act (IIJA) was signed into law by President Biden on Monday, November 15th. Totaling $1.2 trillion in spending over eight years with $550 billion in new spending, this is the biggest infrastructure package in decades. The IIJA will have a significant impact on Massachusetts communities and projects. State agencies, regional transportation planning organizations, and other government entities will receive direct allocations from formula funding programs. Over 150 new programs were created through the legislation, and several are discretionary grant programs.

Though there is much greater policy and program detail in the 2,700-page legislation, the chart above provides a summary breakdown of where the funding will go.
Source: Stantec

Funding Application Best Practices and General Requirements

Additional Federal Funding - IIJA in Massachusetts

The table below highlights funding that Massachusetts is entitled to through formula allocations. Funding will be split into annual amounts, 2022-2026, and does not include additional discretionary grant programs that can be leveraged to support projects in Massachusetts.

Massachusetts IIJA Funding	
Infrastructure	Massachusetts Funding
Roads, highways and alternative transportation	$4.2 billion
Bridge replacement and repair	$1.1 billion
Transit	$2.5 billion
EV charging network	$63 million
Broadband	$100 million
Water and wastewater	$1.1 billion
Airports	$244 million

Though the IIJA does not create an immediate opportunity for the projects described in this report, it is important to track emerging opportunities from the legislation. Funding levels and programs in the IIJA that may create viable funding options include:

- A 60%, 5-year increase in Surface Transportation Block Grant Program (STBGP) Transportation Alternative Program
- The creation of the federal, $7.3B Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) grant program
- $500 million in federal funding to Healthy Streets for cool and porous pavement and tree cover
- Over $7B in energy efficiency and low-income weatherization funding

Priority Projects: Applicable Funding Program and Application Process

Worcester
Source: Stantec

Project 1: Online Directory

Trapelo Road Online Directory

Category		Revenue/Sales
Location		Serving the Businesses along the Trapelo Road Corridor
Origin		Belmont EDC, LRRP Advisory Group
Budget		Low Budget ($5K-$15K) – with ongoing costs and fees. Potential funding opportunities: • Massachusetts Travel and Tourism Recovery Grant Program (only non-profits can apply) • ARPA Funding
Timeframe		Short Term (3 months) with ongoing maintenance and support
Risk		Low Risk – there are limited risks with this type of project but include lack of use and requirement for on-going support so information remains relevant
Key Performance Indicators		1) Total sales ($), total online sales ($), total number of transactions 2) Number of bought online, pickup in store (BOPIS), bought online, pickup at curb (BOPAC), and local deliveries 3) #of customers, # of new customers
Partners & Resources		Trapelo Road Businesses, Economic Development Committee
Diagnostic		Trapelo Road Businesses experienced a number of impacts related to COVID-19 including reduced operating hours/capacity, temporary closures (or permanent), and increased expenses to implement safety measures. These impacts resulted in 72% of businesses generating less revenue in 2020 than they did in 2019. This is unfortunate as many businesses were experiencing increasing revenues the 3 years prior to COVID. Customer shopping was also impacted, including a major pivot to online shopping and delivery. Information collected from our customer survey indicated that since March of 2020, they have ordered food takeout more, and over 50% indicated they shopped online with a Trapelo Road Business. We also heard that in addition to standard safety protocols, customers would be more likely to shop locally if their menu, service, and products were made available online. Customers are also wanting to see more options for curbside pickup for their takeout and online retail orders. The creation of a collective, online directory for the Trapelo Road businesses will not only support the change in customers habits (shopping more online), but will ensure those shopping dollars are captured by local businesses. This directory would also support Goal 11 of the 2019 Belmont Business Strategy in allowing more more visibility of Belmont's businesses.

Action Items:

To create an online marketplace or online directory for Trapelo Road businesses that will establish a stronger, collective online presence. This would be coupled with marketing campaign to the community to inform them of the online marketplace and a campaign to businesses to encourage participation. The project would include:

1. Establishing a point person or group to manage and guide the project

2. Engage a developer and establish a project timeline

3. Create and/or update the existing database of businesses along Trapelo Road

4. Collect interest from local businesses

5. Begin outreach to businesses for use of the platform

6. Identify platform elements and needs

7. Development of the platform

8. Creation of a marking campaign to encourage listing on the platform

9. Solicit feedback and make changes as needed

Note, additional information regarding this project can be found in Appendix 6.c.

Process

1. Establish a point person or group to manage and guide the project. This should include a person tied to the ownership of the website and/or other community stakeholder representatives.

2. Engage the developer and establish a project timeline for implementation and directory launch. The developer would be responsible for platform development but also in administering workshops and/or trainings for retailers to understand what is required to participate in this form of marketplace for online sales within their regular business operations.

3. Create and/or update the existing database of businesses along Trapelo Road.

4. Establish a way to collect interest from local businesses. This could be done via electronic survey and boots-on-the-ground approach.

5. Begin outreach process starting with an informational campaign to businesses regarding the project leveraging the database of business contact information or survey form. At the same time leverage outreach and project promotion through local traditional media, social media and regular town communication.

6. Work with the developer to incorporate desired services which could include but not limited to: business database, marketplace, jobs, calendar, directories, etc.

7. The developer would then create the platform (see SME Report from Mondofora in Appendix 6.c for more information regarding platform design) including populating the services and data, performing QA tests and collecting feedback from beta testers.

8. Create a marketing campaign to both businesses for participation and the customer base informing them of this newly launched directory to help them support local business.

9. Solicit feedback regularly from businesses and shoppers to further enhance the platform.

Trapelo Road Online Directory

Applicable Potential Funding Resources

The first step in creating an actionable funding plan is to define future projects and initiatives. Through the development of a Rapid Recovery Plan (RRP), Belmont has identified the projects the Town would like to implement to catalyze recovery. The RRP Project Category type has also been identified.

Recommended funding sources for each project are listed below and outlined in detail on the following pages of this section. Funding sources were selected based on the following factors:

1. **Relevancy** to project
2. Ability to **close funding gap**
3. **Timing** of project in relation to active status of opportunity
4. Level of **competitiveness** of community in relation to popularity of opportunity
5. Level of **effort** to prepare application and successfully manage the project in the context of community capacity

Project 1 of 2: Trapelo Road Online Directory		
Program Name	Priority to Pursue	Grant Program Strategy
Travel and Tourism Recovery Grant	1	Pursue to support the development of a marketing campaign/plan.
Massachusetts Downtown Initiative	2	Pursue technical assistance for support in developing and marketing the directory.
Massachusetts Small Business Development Center Network	3	An opportunity to support individual businesses with online, marketing support that could align with the intent of the project.
Small Business Matching Grant	4	Help individual micro businesses pursue this grant for technical assistance support to make the most of the Online Directory.
Empower Digital Grant	5	Help individual businesses that fall within the eligibility requirements pursue this grant for technical assistance support to make the most of the Online Directory.
Biz-M-Power	6	Engage and mobilize businesses by educating about the program, identifying match funding approach/capacity of individual businesses and providing support to secure technical assistance where needed.

FUNDING SOURCE #1
Travel and Tourism Recovery Grants
Massachusetts Office of Travel and Tourism

Level of Effort to Apply and Manage

Easy — Difficult

Purpose/Goals	The Travel and Tourism Recovery Grant Program intends to strengthen the economy of Massachusetts through the development and enhancement of the state's tourism industry. These funds are dedicated to marketing projects that support the My Local MA campaign, enhance tourism recovery and have the potential to increase non-resident visitation.
Eligible Applicants	Municipalities, public agencies, and nonprofits.
Eligible Use of Funds	Eligible marketing projects should support the My Local MA campaign and create an enhancement to the visitor experience intended to increase the likelihood of visitation from 50 miles outside the local area or increase overnight stays. Partnerships with tourism entities and businesses, economic development and/or government entities strengthen an application. Eligible project types include marketing content, visitor/consumer outreach, advertising and paid social media, posters and signage, photography, translations, sustainable tourism, special event programming, and website upgrades.
Loan or Grant Maximum	$150,000
Terms Requirements/ Notes	Three grant levels are available based on the level of collaborations; collaborative joint proposals between two or more eligible organizations may be submitted. At least six Level 1 grants, which involve only one applicant, are awarded. Awards range from between less than $50,000 (Level 1) to between $100,000 and $200,000 (Level 3). $1 million total was provided for the program in FY21. Projects must be paid for and campaigns completed by June 30, 2022; awards will be made in March 2022. Letters of support are required based on the level sought, with Level 1 grants requiring at three letters of support and Level 3 grants requiring five letters of support.
Funding Cycle	The grant cycle is currently open and closes on January 19
Contact	Maria Speridakos maria.speridakos@mass.gov
Program/ Application Website	https://www.mass.gov/forms/fy22-travel-and-tourism-recovery-grant-program

CAPACITY BUILDING

FUNDING SOURCE #2
Massachusetts Downtown Initiative
Massachusetts Department of Housing and Community Development

Project 1

Level of Effort to Apply and Manage

Easy   Difficult

Purpose/Goals	The Department of Housing and Community Development's Massachusetts Downtown Initiative (MDI) offers a range of services and assistance to communities seeking help on how to revitalize their downtowns. The primary mission of the MDI is to make downtown revitalization an integral part of community development in cities and towns across the Commonwealth. MDI's guiding principle is that the most effective approach to downtown revitalization is a holistic one that addresses economic and community development needs, and provides a framework of interrelated activities that promote positive change in a downtown to keep it healthy and prosperous. Through the Technical Assistance Program, MDI provides consultant services to assist communities with its downtown revitalization efforts.
Eligible Applicants	All municipalities, although some fundings is set aside for non-entitlement CDBG communities.
Eligible Use of Funds	Funds would be used as technical assistance in the form of consulting services. Eligible activities can include defining district management approaches (such as a Business Improvement District), design issues (including streetscapes and signage programs), economic issues such as feasibility studies, strategies to increase housing stock, downtown mobility needs (such as a parking study or multimodal plan), small business support, and assistance with wayfinding and branding.
Loan or Grant Maximum	$25,000, with funding for up to 20 awards in the 2021 cycle
Terms Requirements/ Notes	Applications will be reviewed to determine overall consistency with the goals of the MDI, support of the Department of Housing and Community Development's (DHCD) and the Commonwealth's priorities and initiatives, and impact on local downtown/town/village center revitalization efforts. DHCD will evaluate applications based on an achievable project scope, project leadership, timeline, budget, expected outcomes and impact, progress to date, and responsiveness to the Commonwealth's Sustainable Development Principles.
Funding Cycle	Expressions of interest are currently open. The full application is expected to open in late January and close in early June 2022.
Contact	Elizabeth Hahn elizabeth.hahn@mass.gov
Program/ Application Website	https://www.mass.gov/service-details/massachusetts-downtown-initiative-mdi

BUSINESS SUPPORT ATTRACTION

FUNDING SOURCE #3
Mass. Small Business Development Center Network
UMass Amherst/Mass Export

Project 1

Level of Effort to Apply and Manage

Easy   Difficult

Purpose/Goals	The Massachusetts Small Business Development Center fosters the start, growth and sustainability of small business by providing high-quality, in-depth advising, training and capital access. Each year thousands of small businesses benefit from the advising and educational programs offered by the Massachusetts Small Business Development Center (MSBDC) Network. This is achieved through three integrated product lines: Business Advisory Services International Trade Assistance Government Contracting
Eligible Applicants	Individual Small Businesses
Grant Program Financila Award Details	State revenues are dependent upon sales, income and employment taxes paid by small businesses. The MSBDC assists startup and existing businesses to manage cash flow, bolster revenue streams, and increase sales and employment which contribute to the economic growth and stability of the Commonwealth.
Loan or Grant Maximum	Not defined. Businesses should contact the representative for details.
Contact Information	Massachusetts Export Center (statewide) 617-973-6610
Grant Program Website	https://www.msbdc.org/contact.html

BUSINESS
SUPPORT
ATTRACTION

FUNDING SOURCE #4
Small Business Matching Grant
NewVue Communities

Project
1

Level of Effort to Apply and Manage

Easy   Difficult

Purpose/Goals	To support micro-enterprises (businesses with 5 or fewer employees) that need help with marketing and accounting.
Eligible Applicants	Municipalities
Eligible Use of Funds	Eligible uses of the funding, include the following: - Payment of payroll - Payment of rent, mortgage and/or utilities - Acquisition of inventory, materials, supplies, or (in some instances) equipment - Payment for professional services addressing, but not limited to: business reorganization, accounting, technical assistance, cash flow management, bookkeeping, and/or marketing related activities including website improvements
Loan or Grant Maximum	$5,000
Terms/ Requirements/ Notes	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/)
Grant Program Status	Active
Contact	Ray Belanger rbelanger@nvcomm.org
Program/ Application Website	https://newvuecommunities.org/small-business/

FUNDING SOURCE #5
Empower Digital Grant
Massachusetts Growth Capital Corporation

Level of Effort to Apply and Manage

Easy   Difficult

Purpose/Goals	Provided by the Massachusetts Growth Capital Corporation, funds must be used to develop their digital capabilities (e.g. Digital-based operations, ecommerce solutions, digital marketing, and social media engagement) For every approved grant, MGCC will provide an 80% match up to $5,000 less a $250 fee per applicant. Applicants will be required to match 20% of approved consulting fees prior to MGCC matching fund release.
Eligible Applicants	This program provides funding for the needs of small businesses owned by socially and economically disadvantaged individuals seeking tools and services to develop their digital capabilities in partnership with a Small Business Technical Assistance (SBTA) provider. Additional consideration will be given to businesses owned by women, minorities, immigrants, non-native English speakers, U.S. Military Veterans, disabled individuals, LGBTQ+, low-to-moderate income owners, socially and economically disadvantaged individuals, and businesses operating in Gateway Cities.
Eligible Use of Funds	Fees for Qualified Professional Services/Consultants, as specified in their Digital Development Plan, including but not limited to: Designers (Graphic/Motion); Digital Marketing Strategists; Social Media Strategists; Website/Content Developers; POS Implementation Specialists; Photographers; Writers. Software, as specified in their Digital Development Plan, including but not limited to software for: Design; Financial/Bookkeeping; POS/CRM; Productivity/ Team Collaboration; Social Media/SEO/Marketing; Cybersecurity; Wifi Upgrade/Internet packages Other use of funds for the development of digital capabilities not specified by a Qualified Professional service/consultant must be justified clearly
Loan or Grant Maximum	$5,000
Funding Cycle	The most recent cycle completed in May 2021.
Contact	Marc Zappulla, marc.zappulla@mass.gov
Program/ Application Website	https://www.mass.gov/forms/destination-development-capital-ddc-program-application

BUSINESS SUPPORT ATTRACTION

FUNDING SOURCE #6

Biz-M-Power
Massachusetts Growth Capital Corporation

Level of Effort to Apply and Manage

Easy · Difficult

Purpose/Goals	The Biz-M-Power crowdfunding matching grant program offers small businesses in Massachusetts financial assistance with their acquisition, expansion, improvement or lease of a facility, purchase or lease of equipment, or with meeting other capital needs for the business. Eligible applicants will be empowered to advance their business with an innovative approach to obtaining capital. Through crowdfunding campaigns, these businesses connect with their local residents and stakeholders to advance projects that support economic success and transformation for their business and in their communities.
Eligible Applicants	Businesses - Preference shall be given to low to moderate (LMI) brick-and-mortar small businesses owned by women, minorities, immigrants, non-native English speakers, U.S. military veterans, disabled individuals, members of the LGBTQ+ community, and businesses operating in Massachusetts Gateway Cities. 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
Eligible Use of Funds	Acquire, expand, improve or lease a facility; or Purchase or lease equipment; or Meet other capital needs of a business Funds CANNOT be used for ongoing business operations such as payroll, benefits, buying of inventory, and general working capital.
Loan or Grant Maximum	$20,000.00
Terms/ Requirements/ Notes	Dependent upon application approval, businesses will launch a crowdfunding campaign to reach a financial goal. Goal must be met to receive one-to-one matching grant award. If businesses are unable to meet crowdfunding goal, matching grant funds will not be awarded E.G., If you commit to fundraising $10,000 on your application by the [deadline], but are only able to raise $7,000 by the [deadline], MGCC will not offer the one-to-one matching E.G., If you commit to fundraising $10,000 on your application by the [deadline] and can raise $10,000 by the [deadline], MGCC will provide the one-to-one matching grant award for $10,000 - bringing the total amount received by the small business to $20,000.
Contact	617.523.6262
Program/ Application Website	https://www.empoweringsmallbusiness.org/what-we-offer/bizmpower

Trapelo Road Online Directory

Funding Application Process and Timeline

Funding success for Belmont is contingent on several factors. Coordination with state agencies and local and regional partners is critical. The Town bears some, if not all, financial responsibility for several project areas presented in this Plan. In some cases, third parties have contracts with the Town to deliver services and build public infrastructure. It is in Belmont's best interest to align funding activities with key stakeholders to maximize access to shared resources and minimize duplicative efforts.

General Observations and Level of Support Needed

The table below documents the key programs to further investigate and activities Belmont can take in the next six months to one year to secure funding to advance initiatives. The following page contains a high level timeline for highlighted grant programs specific to Belmont's priority projects.

Project 1: Trapelo Road Online Directory Funding Program Timeline			
Timeline (When?)	Step	Action Item (How?)	Funding Program
Immediately	0.1	Review most recent round of grant recipient projects (if publicly available) to generally understand components/topics of successful applications	All
	1.1	Coordinate to discuss which of the project types to shape the application under Connect with organizations that can provide letters of support.	Funding Program #1 Travel and Tourism Recovery Grant
Early Winter 2022	1.2	Refine proposal concept and apply to the program by January 19th.	Funding Program #1 Travel and Tourism Recovery Grant
	2.1	Monitor for official notice of open funding application cycle. Define scope of technical assistance desired.	Funding Program #2 Massachusetts Downtown Initiative
	3.1, 4.1, 5.1 and 6.1	Determine how best to integrate support to individual businesses and their role in the overall project as the directory becomes developed.	Funding Program #3 Massachusetts Small Business Development Center Network Funding Progam #4 Small Business Matching Grant Funding Program #5 Empower Digital Grant Funding Program #6 Biz-M-Power
		Review the grant programs and identify which components of potential eligible funds to pursue. Identify which businesses to target which fall under the eligibility requirements of the programs.	
		Conduct outreach to targeted businesses to gauge interest in programs.	
Mid Spring 2022	2.2	If funding cycle opens, refine narrative and supporting materials and apply to the program.	Funding Program #2 Massachusetts Downtown Initiative
	3.2, 4.2, 5.2 and 6.2	Evaluate progress of branding and marketing project, to date, and if tools are in place to support potential individual businesses through individual technical assistance; engage with businesses to solicit interest in the programs if awarded	Funding Program #3 Massachusetts Small Business Development Center Network Funding Progam #4 Small Business Matching Grant Funding Program #5 Empower Digital Grant Funding Program #6 Biz-M-Power

Project 2: Wayfinding and Branding for Trapelo

Lowell
Source: Stantec

Wayfinding & Branding for Trapelo

Category		Public Realm
Location		Trapelo Road Corridor
Origin		Belmont EDC, LRRP Advisory Group
Budget		Low budget for Design ($25,000) and up to high budget for implementation ($20,000-$150,000) Potential Funding Sources/Grants include: • Shared Streets and Spaces Program (MassDOT) • Massachusetts Travel and Tourism Recovery Grant Program (only non-profits can apply) • Partnerships or donations • ARPA Funding
Timeframe		Short Term (6-12 months) for design and implementation (implementation can be phased)
Risk		Low Risk – risks are generally low but could include lack of political will and community transparency
Key Performance Indicators		1) Number of wayfinding elements installed 2) Foot-traffic increase observed by merchants 3) Positive community feedback & press-media coverage
Partners & Resources		Town of Belmont Economic Development Committee, Trapelo Road Businesses, Town of Belmont Staff, including DPW, Pubic Safety, Building, creative/cultural/historical organizations

Family of Elements, Wayfinding, Wellesley, MA. Photo Credit: Favermann Design

Diagnostic

The Trapelo Road Corridor is a 2-lane roadway which extends through the commercial nodes of Waverly Square, Beech Street, and Cushing Square, while also serving as a cut-through for many heading into adjacent Cambridge or nearby City of Boston. The entire corridor is approximately 1.3 miles long, with residential uses separating the three commercial nodes by approximately ½ mile.

While on-site the Project Team observed very little wayfinding signage to help drivers and pedestrians navigate the project area or understand what to expect in their journey.

Furthermore, we learned through the focus groups that businesses would like to see more wayfinding signage along the corridor. In implementing a wayfinding system it would give visitors a sense of arrival, help them navigate to various destinations and begin to give a sense of place. This system would also be leveraged as a way to connect the various shopping districts along the correct.

It is important to note that wayfinding has been previously identified as a priority in the 2019 Belmont Business Strategy as a way to guide visitors to Belmont's commercial districts.

Existing Sign, Trapelo Road Corridor. Photo Credit: Favermann Design

Action Item

To create a wayfinding & branding program for Trapelo Road that will better direct users to their destination but also create a sense of place for the commercial nodes along the corridor. The project will involve:

The project would involve:

1. Creation of a Team to guide the project

2. Review of relevant project limits, points of interest, destinations and businesses

3. Design of a brand theme, logo and optional tagline

4. Identification of locations for wayfinding elements

5. Implementation of wayfinding and branding elements

Existing Sign, Trapelo Road Corrido. Photo Credit: Favermann Design

Process

1. Establish an Team of Town Staff and representatives from the EDC, business community and cultural organizations to coordinate the project.
   - Team members should include staff from Community Development, Public Safety, Engineering & DPW and representative from the EDC, the business community and cultural organizations
   - This group will guide the project and ensure concerns within each Department are met early on in the process

2. Review relevant project limits, points of interest, designations and businesses.
   - The team would review project limits, points of interest, destinations, and businesses

3. Design a brand theme, logo and optional tagline
   - The team would work to ideate themes around Trapelo Road as it relates to community branding which would support strategic placemaking
   - Review any historical experiences, local symbols both physical and non-physical, and aspirations for the corridor
   - Translate potential themes into branding and wayfinding concepts along with optional tagline
   - The team would then select a final brand design and optional tagline
   - Develop a final Family of Elements which would identify wayfinding opportunities for various applications

4. Identify locations for wayfinding elements
   - The team will work to identify location for wayfinding elements. (see opportunities next page)

- Create a sign schedule identifying the location of the signs and quantity needed
- Create a map that identifies the sign locations

5. Implementation
   - Seek quotes from sign fabricators
   - Fabricate and install the wayfinding elements (see cost estimates on page 36)
   - Consider phasing implementation if financial resources are limited
   - Translate the branding across other Town applications such as Town Letter Head, logo, newsletters, etc. to begin telling the brand story Town-wide

Wayfinding Banners, Reading, MA. Photo Credit: Favermann Design

Wayfinding and Branding for Trapelo

Applicable Potential Funding Resources

The first step in creating an actionable funding plan is to define future projects and initiatives. Through the development of a Rapid Recovery Plan (RRP), Belmont has identified the projects the Town would like to implement to catalyze recovery. The RRP Project Category type has also been identified.

Recommended funding sources for each project are listed below and outlined in detail on the following pages of this section. Funding sources were selected based on the following factors:

1. **Relevancy** to project
2. Ability to **close funding gap**
3. **Timing** of project in relation to active status of opportunity
4. Level of **competitiveness** of community in relation to popularity of opportunity
5. Level of **effort** to prepare application and successfully manage the project in the context of community capacity

Project 2 of 2: Wayfinding and Branding for Trapelo		
Program Name	Priority to Pursue	Grant Program Strategy
Travel and Tourism Recovery Grant	1	Pursue the funding under the 'branding development' category.
Massachusetts Downtown Initiative	2	Pursue the technical assistance for the development of a branding/marketing strategy
Mass Humanities Sharp Grants	3	Non-profits apply. Pursue a temporary staff role to support development of branding initiative and potental online component. Make the case for reaching new audiences through new formats.
AARP Community Challenge Grant	4	Pursue grant under the 'Revitalize Downtowns' program outcome area.
Regional Pilot Project Grant Program	5	Pursue potentially with another community. Focus on the 'Support Small Businesses' and 'Revitalize Downtowns' program categories for the purchase of signage to support regional approach.
Small Business Technical Assistance Grants	6	This grant should be pursued in combination with the Empower Digital Grant to maximize town or other agency resources to provide assistance to businesses pursuing Empower Grants
Empower Digital Grant	7	Partner with a strong business in community to pursue grant and establish precedent to inform town-wide branding approach

BUSINESS SUPPORT ATTRACTION

FUNDING SOURCE #1
Travel and Tourism Recovery Grants
Massachusetts Office of Travel and Tourism

Level of Effort to Apply and Manage

Easy → Difficult

Purpose/Goals	The Travel and Tourism Recovery Grant Program intends to strengthen the economy of Massachusetts through the development and enhancement of the state's tourism industry. These funds are dedicated to marketing projects that support the My Local MA campaign, enhance tourism recovery and have the potential to increase non-resident visitation.
Eligible Applicants	Municipalities, public agencies, and nonprofits.
Eligible Use of Funds	Eligible marketing projects should support the My Local MA campaign and create an enhancement to the visitor experience intended to increase the likelihood of visitation from 50 miles outside the local area or increase overnight stays. Partnerships with tourism entities and businesses, economic development and/or government entities strengthen an application. Projects must fall into one of the following project types: marketing content development, website development/optimization, branding development, visitor/consumer outreach, digital advertising, language translations, posters/banners/signage/billboards, and photography or B-roll video footage.
Loan or Grant Maximum	$250,000
Terms Requirements/ Notes	Three grant levels are available based on the level of collaborations; collaborative joint proposals between two or more eligible organizations may be submitted. At least six Level 1 grants, which involve only one applicant, are awarded. Awards range from between less than $50,000 (Level 1) to between $150,000 and $250,000 (Level 3). $1 million total was provided for the program in FY21. Projects must be paid for and campaigns completed within several months of the project award. Letters of support are required based on the level sought, with Level 1 grants requiring at least one letter of support and Level 3 grants requiring at least three letters of support.
Funding Cycle	The current cycle is open now until January 19, 2022.
Contact	Maria Speridakos maria.speridakos@mass.gov
Program/ Application Website	https://www.mass.gov/forms/fy22-travel-and-tourism-recovery-grant-program

FUNDING SOURCE #2
Massachusetts Downtown Initiative
Massachusetts Department of Housing and Community Development

Level of Effort to Apply and Manage

Easy — Difficult

Purpose/Goals	The Department of Housing and Community Development's Massachusetts Downtown Initiative (MDI) offers a range of services and assistance to communities seeking help on how to revitalize their downtowns. The primary mission of the MDI is to make downtown revitalization an integral part of community development in cities and towns across the Commonwealth. MDI's guiding principle is that the most effective approach to downtown revitalization is a holistic one that addresses economic and community development needs, and provides a framework of interrelated activities that promote positive change in a downtown to keep it healthy and prosperous. Through the Technical Assistance Program, MDI provides consultant services to assist communities with its downtown revitalization efforts.
Eligible Applicants	All municipalities, although some fundings is set aside for non-entitlement CDBG communities.
Eligible Use of Funds	Funds would be used as technical assistance in the form of consulting services. Eligible activities can include defining district management approaches (such as a Business Improvement District), design issues (including streetscapes and signage programs), economic issues such as feasibility studies, strategies to increase housing stock, downtown mobility needs (such as a parking study or multimodal plan), small business support, and assistance with wayfinding and branding.
Loan or Grant Maximum	$25,000, with funding for up to 20 awards in the 2021 cycle
Terms Requirements/ Notes	Applications will be reviewed to determine overall consistency with the goals of the MDI, support of the Department of Housing and Community Development's (DHCD) and the Commonwealth's priorities and initiatives, and impact on local downtown/town/village center revitalization efforts. DHCD will evaluate applications based on an achievable project scope, project leadership, timeline, budget, expected outcomes and impact, progress to date, and responsiveness to the Commonwealth's Sustainable Development Principles.
Funding Cycle	Expressions of Interest are currently open. The full application is expected to open in late January and close in early June 2022.
Contact	Elizabeth Hahn elizabeth.hahn@mass.gov
Program/ Application Website	https://www.mass.gov/service-details/massachusetts-downtown-initiative-mdi

Level of Effort to Apply and Manage

Easy   Difficult

Purpose/Goals	Mass Humanities "Sustaining the Humanities through the American Rescue Plan (SHARP)" grants provide operating support to Massachusetts humanities organizations as they prepare for, respond to, and recover from the effects of the coronavirus on their operations and the communities they serve. Funding for SHARP grants is provided through the National Endowment for the Humanities by the American Rescue Plan.
Eligible Applicants	Non-profits
Eligible Use of Funds	Targeted funding areas: 2. Staffing: In relation to the effects of the coronavirus, to maintain, re-employ, replace, or hire new full or part-time positions in your organization and/or increase diversity in your staff. 3. Rebuilding Audiences: To re-engage the communities your organization serves, develop relationships with new audiences, and re-position your organization in response to the effects of the pandemic. This may include, but is not limited to, community outreach, and redefining your organization's public profile. Expenses may include, for example, the cost of advertising, and digital and print marketing. Grants will fund activities that build upon and maintain organization-level infrastructure and governance. This includes activities to improve your organizations:
Loan or Grant Maximum	$20,000
Terms/ Requirements/ Notes	Matching funds are not required. Applicants' grant request cannot not exceed 50% of their most recently reported total operating expenses. Grant recipients can use funds to cover expenses from October 1, 2021 to December 1, 2022.
Funding Cycle	Next funding cycle not yet identified. Most recent cycle ended on August 4, 2021
Contact	Meri Jenkins mjenkins@masshumanities.org
Program Website	https://masshumanities.org/wp-content/uploads/2021/07/SHARP-Guidlines-Final.pdf

Level of Effort to Apply and Manage

Easy   Difficult

Purpose/Goals	The AARP Community Challenge provides small grants to fund quick-action projects that can help communities become more livable for people of all ages. Applications are accepted for projects to improve public spaces, housing, transportation, civic engagement, coronavirus recovery, diversity and inclusion, and more.
Eligible Applicants	Nonprofit, Government Entity Eligibility: - The program is open to the following types of programs: - 501(C)(3), 501(C)(4) and 501(c)(6) nonprofits

Government entities - Other types of organizations will be considered on a case-by-case basis. |
| **Eligible Use of Funds** | Acceptable Projects - AARP will prioritize projects that deliver inclusive solutions that meet the needs of diverse populations, as well as those that directly engage volunteers through permanent or temporary solutions that aim to achieve one or more of the following outcome areas:
• Create vibrant Public Places that improve open spaces, parks and access to other amenities.
• Deliver a range of Transportation and mobility options that increase connectivity, walkability, bikeability, wayfinding, access to transportation options and roadway improvements.
• Support a range of Housing options that increases the availability of accessible and affordable choices
• Increase Civic Engagement and demonstrate the tangible value of "Smart Cities" with innovative and tangible projects that bring residents and local leaders together to address challenges and facilitate a greater sense of inclusion
• Support local recovery from the Coronavirus pandemic with an emphasis on economic development, improvements to public spaces and transportation services
• Ensure a focus on Diversity and Inclusion while improving the built and social environment of a community
• Other community improvements. In addition to these areas of focus, AARP wants to hear about local needs and innovative ideas for addressing them |
Loan or Grant Maximum	$100,000
Terms/Requirements/Notes	Projects cannot involve simple maintenance and repair of existing assets, including to make ADA compliant. The program is targeted towards projects which can be quickly implemented and made operational.
Funding Cycle	The next funding cycle is anticipated to open in February 2022.
Contact	communitychallenge@aarp.org
Program/Application Website	https://www.grants.gov/web/grants/view-opportunity.html?oppId=334833

Level of Effort to Apply and Manage

Easy | Difficult

Purpose/Goals	The project proposal must demonstrate how the organization/municipalities support businesses and communities in stabilizing and/or growing their regional economy with one or more of the recovery efforts under Partnerships for Recovery.
Eligible Applicants	Any Massachusetts city or town, any public entity, or 501(c) organizations that are federally tax exempt under the Internal Revenue Code may apply to the program for a grant. The grant application must consist of two or more municipalities, or organizations representing said municipalities. If lead applicant is not a municipality, a commitment letter from at least 2 municipalities is required.
Eligible Use of Funds	The project proposal must demonstrate how the organization/ municipalities support businesses and communities in stabilizing and/or growing their regional economy with one or more of the recovery efforts under Partnerships for Recovery. Get Massachusetts Back to Work: Partnerships for Recovery recognizes that good jobs are critical to economic recovery and growth, for local economies and the Commonwealth broadly. Projects that support job creation, transportation solutions which unlock the ability to work, childcare for children of workers with no other option, could all be innovative approaches to getting people back to work. Support Small Business: The COVID-19 pandemic has had dramatic impacts on our small business communities. Innovative projects to support small businesses might include regional marketing efforts, collaborations to support key sectors across multiple municipalities, or an online catalogue for Main Street businesses. Revitalize Downtowns: Main Streets and downtowns have experienced decreased foot traffic and economic activity throughout the pandemic. Partnerships for Recovery promotes innovative ways to drive new business in a COVID-19 safe format; examples might include a digital tour tool that highlights community landmarks. Foster Innovation: Partnerships for Growth recognizes that, in addition to short-term economic needs, our innovation economy is a long-term asset and can be a key part of the recovery strategy. Innovative projects in this space would be welcome.
Loan or Grant Maximum	Unspecified
Terms/ Requirements/ Notes	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). In addition, no capital-related projects will be funded.
Funding Cycle	Recurring, the 2022 funding cycle has not yet been announced
Contact	Nhat Le - Nhat.Le@mass.gov
Program Website	https://www.mass.gov/info-details/regional-pilot-project-grant-program

FUNDING SOURCE #6
Small Business Technical Assistance Grant
Massachusetts Growth Capital Corporation

Project 2

Level of Effort to Apply and Manage

Easy — Difficult

Purpose/Goals	The MGCC Small Business Technical Assistance Grant Program builds operational capacity and skills of organizations that are providing technical assistance, education, and access to capital to small businesses, including many owned by women, minorities and veterans. The grant program strengthens ongoing business-development activities in low-and moderate-income and undeserved communities, and in Gateway Cities across the state.
Eligible Applicants	MGCC will accept applications from not-for-profit organizations that currently provide technical assistance and training programs to small businesses and start-ups. The grants are awarded to community development corporations, chambers of commerce, and similar non-profits.
Eligible Use of Funds	These grants are intended to supplement the organization's current and anticipated funding and not to be the primary funding support. Grant proposals shall identify specific counseling and training programs that assist these small businesses to: Secure new or increased financing for growth; Secure Empower Digital Grants (MGCC Program); Kick-off crowdfunding campaigns through the Biz-M-Power grant (MGCC Program); Achieve stability and viability; Create/retain jobs; Increase the economic vitality of the neighborhood, community, or region.
Loan or Grant Maximum	Organization proposals will not exceed $85,000. Collaborative joint proposals will not exceed $175,000.
Terms Requirements/ Notes	MGCC will endeavor to assure broad geographic diversity among grantees but will not limit the number of grants awarded per region. - Funds available for this grant program in FY 2022 is $7 Million - A collaborative is defined as two or more eligible non-profit organizations sharing costs and providing complementary services in coordination with each other.
Funding Cycle	The most recent FY22 cycle opened on July 1, 2021 and closed on July 31, 2021, with notice of awards in August, 2021.
Contact	sbta@massgcc
Program/ Application Website	https://www.empoweringsmallbusiness.org/sbta

FUNDING SOURCE #7
Empower Digital Grant
Massachusetts Growth Capital Corporation

Level of Effort to Apply and Manage

Easy · Difficult

Purpose/Goals	Provided by the Massachusetts Growth Capital Corporation, funds must be used to develop their digital capabilities (e.g. Digital-based operations, ecommerce solutions, digital marketing, and social media engagement) For every approved grant, MGCC will provide an 80% match up to $5,000 less a $250 fee per applicant. Applicants will be required to match 20% of approved consulting fees prior to MGCC matching fund release.
Eligible Applicants	This program provides funding for the needs of small businesses owned by socially and economically disadvantaged individuals seeking tools and services to develop their digital capabilities in partnership with a Small Business Technical Assistance (SBTA) provider. Additional consideration will be given to businesses owned by women, minorities, immigrants, non-native English speakers, U.S. Military Veterans, disabled individuals, LGBTQ+, low-to-moderate income owners, socially and economically disadvantaged individuals, and businesses operating in Gateway Cities.
Eligible Use of Funds	Fees for Qualified Professional Services/Consultants, as specified in their Digital Development Plan, including but not limited to: Designers (Graphic/Motion); Digital Marketing Strategists; Social Media Strategists; Website/Content Developers; POS Implementation Specialists; Photographers; Writers. Software, as specified in their Digital Development Plan, including but not limited to software for: Design; Financial/Bookkeeping; POS/CRM; Productivity/ Team Collaboration; Social Media/SEO/Marketing; Cybersecurity; Wifi Upgrade/Internet packages Other use of funds for the development of digital capabilities not specified by a Qualified Professional service/consultant must be justified clearly
Loan or Grant Maximum	$5,000
Program/ Application Website	https://www.empoweringsmallbusiness.org/empowerdigital
Funding Cycle	The most recent FY22 cycle opened in April 2021 and closed on May 21, with grants announced in July.
Contact	Marc Zappulla- marc.zappulla@mass.gov
Program/ Application Website	https://www.mass.gov/forms/destination-development-capital-ddc-program-application

Wayfinding and Branding for Trapelo

Funding Application Process and Timeline

Funding success for Belmont is contingent on several factors. Coordination with state agencies and local and regional partners is critical. The Town bears some, if not all, financial responsibility for several project areas presented in this Plan. In some cases, third parties have contracts with the Town to deliver services and build public infrastructure. It is in Belmont's best interest to align funding activities with key stakeholders to maximize access to shared resources and minimize duplicative efforts.

General Observations and Level of Support Needed

The table below documents the key programs to further investigate and activities Belmont can take in the next six months to one year to secure funding to advance initiatives. The following page contains a high level timeline for highlighted grant programs specific to Belmont's priority projects.

Project 2: Wayfinding and Branding for Trapelo

Timeline (When?)	Step	Action Item (How?)	Funding Program
Immediately	0.1	Review most recent round of grant recipient projects (if publicly available) to generally understand components/topics of successful applications.	All
	1.1	Determine which grant Level to apply for, then develop a draft scope narrative that aligns with the My Local MA campaign.	Funding Program #1 Travel and Tourism Recovery Grant
	2.1	Monitor for official notice of open funding application cycle. Determine which program outcome area to target for the application narrative, potentially "Revitalize Downtowns".	Funding Program #4 AARP Community Challenge
Early Winter 2022	1.2	Monitor for official notice of open funding aplication cycle. Draft a timeline that reflects the grant requirement of completing projects within x months of an award. Apply to the program in January.	Funding Program #1 Travel and Tourism Recovery Grant
	3.1	Monitor for official notice of open funding aplication cycle. Begin developing draft proposal concept under both the 'Support Small Businesses' and 'Revitalize Downtowns' Partnerships for Recovery application category. If funding cycle becomes live, applications may be due in February.	Funding Program #5 Regional Pilot Project Grant Program
	4.1	Monitor for official notice of open funding application cycle.	Funding Program #2 Massachusetts Downtown Initiative
	2.2	Gather information or data pieces which can support the application narrative and the Towns' intent of using wayfinding particularly to support age-friendly living . Apply to the program in February.	Funding Program #4 AARP Community Challenge
Mid Spring 2022	4.2	If funding cycle opens, define the scope of technical assistance desired and begin developing narrative and supporting materials.	Funding Program #2 Massachusetts Downtown Initiative
	5.1 and 6.1	Evaluate progress of branding and marketing project, to date, and if tools are in place to support potential individual businesses through individual technical assistance; engage with businesses to solicit interest in the program, if awarded.	Funding Program #6 Small Business Technical Assistance Grant and Funding Program #7 Empower Digital Grant
Late Spring 2022	4.3	Refine application details and apply to the program	Funding Program #2 Massachusetts Downtown Initiative
	7.1	Connect with program representative to identify whether/when application cycle is likely to be open for submission; if confirmed that a funding cycle will be available in late summer, analyze success of other grants applied for the project, to date, and components of the project needing further support; identify the non-profit partner who is the best fit to lead the grant pursuit.	Funding Program #3 Mass Humanities Sharp Grant

Late Spring 2022	5.2 and 6.2	Identify with non-profit organizations to discuss the opportunity and identify capacity of existing funding which the grant could supplement in support of the Empower Digital Grant; monitor for notice of open funding cycle, and apply to the program.	Funding Program #6 Small Business Technical Assistance Grant and Funding Program #7 Empower Digital Grant