



STRATEGIC PLANNING PROGRAM GUIDELINES AND APPLICATION

4th Round
March 1988

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*Commonwealth of Massachusetts
Michael S. Dukakis, Governor*

*Executive Office of Commerce and Development
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STRATEGIC PLANNING PROGRAM

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2. PROGRAM GOALS AND OBJECTIVES

The Strategic Planning Program advances the following goals and objectives:

To encourage responsible growth management and land use planning at the local level by supporting those communities experiencing rapid growth or dramatic change;

To promote awareness of the need for a responsible and continual planning process and encourage the establishment of land use planning as a local administrative priority;

To increase community understanding of planning and growth management issues in order to establish land use policies and objectives;

To support local land use policies that facilitate the development of affordable housing. The Strategic Planning Program promotes regulatory reforms and local policy initiatives designed to expand the supply of private housing affordable to low or moderate income households.

To promote regional cooperation in planning and growth management.

3. PROGRAM SUMMARY

	MUNICIPAL GRANT	REGIONAL GRANT	SPECIAL PROJECTS	MINI-GRANT
PURPOSE	To develop locally appropriate strategies for growth management	To develop locally supported regional strategies on a single, well focused issue.	To identify land use planning solutions for growth issues requiring immediate action unforseen during annual grant cycle.	To identify community land use priorities, goals and objectives such as growth management or affordable housing policies.
MAXIMUM GRANT AWARD	\$30,000	\$50,000	\$20,000	\$7,500
APPLICATION DUE DATE	May 6, 1988	May 6, 1988	Applications will be accepted throughout the year while funds are available.	Applications will be accepted throughout the year while funds are available
ELIGIBLE APPLICANT	Any municipality	A lead community for a group of municipalities or Regional Agencies on behalf of municipalities	Any municipality, group of communities or Regional Planning Agency on behalf of municipalities	Any municipality
ELIGIBLE ACTIVITIES	Projects focusing on local priority land use/ growth management issues and resulting in policy implementation; project duration of ten months or less.	Interlocal planning projects focusing on specific priority issues of member communities; project duration of 10 months or less.	Identification of strategy(ies) to address immediate, critical growth problems; impact analysis of large developments in terms of effect on community(ies) growth plans.	Identification of community objectives and needs; community education on land use issues. This grant is targeted to communities not ready for municipal or regional grants.

MUNICIPAL STRATEGIC PLANNING GRANTS

4.A. Purpose

Municipal Strategic Planning Grants are intended to enable individual communities to complete planning projects (up to 10 months) which include the following three general elements:

1. The management of growth or change which accomodates such local concerns as affordable housing, natural resource protection, economic development, cultural resource protection or land use management;
2. A planning process which involves those individuals or groups who are concerned with or are affected by the problem being addressed in the proposal; and
3. A schedule of actions to occur subsequent to the planning project to implement the recommendations made as a result of the planning project.

The Strategic Planning grant is not intended to fund master plans or site-specific projects. Rather, a community should assess its planning needs, goals and objectives and apply for Municipal Strategic Planning funds to address one or two issues identified as having highest priority. A community which needs assistance in assessing needs and identifying planning objectives, should apply for a mini-grant.

4.B. Grant Awards

Communities may apply for up to \$30,000.

4.C. Eligible Applicants

Any individual municipality is eligible to apply including those communities which have already received a Strategic Planning grant or which intend to be part of a regional Strategic Planning grant submission this round. However, if a community will be part of a regional submission, that community must demonstrate sufficient capacity to manage two Strategic Planning grants.

It is expected that the planning projects for which funds are awarded will be contracted by the municipality to either a firm, individual consultant or RPA. Under no circumstances will the Strategic Planning Program fund additional planning positions. (Those communities seeking funding assistance for professional planning positions should consider applying to EOCD's Incentive Aid Program.)

4.D. Eligible Activities

The following are examples of activities which may be included in the proposal (other activities may also be eligible):

1. The development of land use policies to encourage the production or retention of affordable housing such as increased densities, inclusionary zoning, cluster development or multi-family development.
2. Analysis of factors affecting growth or change within the community.
3. Analysis of tools for municipal intervention in growth or change such as tax incentives or land use regulations.
4. The development of plans identifying those areas best capable of supporting commercial, residential, industrial or agricultural development.
5. Analysis of the consistency between local plans and zoning, and the adoption or revision of regulations and incentives relating to land use.
6. Analysis of how natural and cultural resources such as water, agriculture, open space, historical patterns of development, etc. limit development potential in certain areas.
7. Infrastructure planning related to directing or managing growth and the development of land use policies.
8. Education regarding local land use policies and planning efforts through such means as workshops, meetings, conferences, or publications when included as an element of the planning project.

4.E. Ineligible Activities

The following activities may not be included in municipal Strategic Planning Grants:

1. Capital budgeting and infrastructure planning which is not related to land development policies.
2. Comprehensive master plans.
3. Feasibility analysis which is project- or site-specific.
4. Engineering, technical projects or site-specific design or analysis.
5. Recreational, open space, school, or social service planning.

6. Planning for municipal management functions and administration.
7. Continuation of an existing position or creation of a position.
8. Analysis of housing need. (unless part of a larger housing strategies project - see Mini-Grant).
9. Identification of community objectives. (see Mini-Grant)
10. Planning activities for which other state or federal grants are available, e.g. corridor transportation studies, harbor planning, or solid waste.

4.F. Requirements

To be considered, an applicant must submit a proposal for a planning project (using the attached application) which:

- A. Demonstrates evidence of community need. In assessing need E OCD will rely on: 1) the applicants' statement of the issues, which may include the magnitude of growth/change affecting it and the extent to which such conditions impose problems in the community. (This may be evidenced by statistics such as building permit numbers or demographics, news articles, etc.) 2) Census data indicating growth and change within the community.
- B. Demonstrates evidence of established goals and objectives and the priority of those goals/objectives.
- C. Shows evidence of local support for the proposal. In addition to the signatures of local officials, evidence of local support for the planning project proposed in the application should be demonstrated. This can include accomplishments of key committees, well attended meetings relevant to the proposal, letters of support from local civic organizations, etc. A cash match (typically at least ten percent) is a strong indicator of local support.
- D. Shows evidence of local involvement throughout the planning process. E OCD will assess the extent to which local people are incorporated into the planning process both before the application is submitted and after; i.e., during the actual planning project for which funding is sought.

- E. Demonstrates local commitment to plan and take steps to provide for affordable housing in the community. An applicant can show this commitment by citing past, current or planned efforts which encourage affordable housing in the community. These efforts are cited not necessarily as part of the proposal but rather to evidence a community's responsiveness toward local housing needs.
- F. Certifies that the applicant community is in compliance with Executive Order 215 as determined by EOCD. To determine compliance, applicants should contact Christine Pappas at 727-7824.
- G. Certifies that the applicant community is in compliance with Executive Order 227 as determined by Massachusetts Commission Against Discrimination. To determine compliance, call MCAD at 727-7309.

4.G. Selection Criteria

Applicants for funding under the Municipal Strategic Planning category will be evaluated by EOCD according to the following criteria:

1. Applicant's understanding of the community's needs and objectives and the establishment of a rational planning process to meet those needs and objectives.
2. Applicant's need for the grant, which may be demonstrated by the magnitude of the community's growth or change and the extent to which such growth or change imposes problems in the community.
3. Applicant's commitment to solving the problems to be addressed by the grant. The applicant's commitment should be evidenced by: a) the involvement of local officials and the public in the formation of the proposal; b) the development of local process for implementation of the proposal; and c) whenever possible, by a cash match.
4. Applicant's past, current or planned efforts regarding affordable housing (whether or not housing is being addressed directly in the scope of this proposed planning project). EOCD will not fund a planning project which creates unreasonable obstacles to efforts to provide affordable housing. Communities which have been formally recognized by EOCD for excellence in housing policy will receive priority for funding. For more information contact the Massachusetts Housing Partnership at 727-7824.

5. Applicant's past planning efforts. Wherever applicable, EOCD will review a community's past planning efforts either through previous Strategic Planning grants or through local efforts. Success in implementing prior grants will be taken into consideration during the decision process.

4.H. Schedule

The schedule is as follows:

by 5:00 P.M., May 6:

3 copies of the application must be received, by:

Executive Office of Communities
and Development
100 Cambridge Street
Boston, MA 02202
Attn: Strategic Planning

by July 1988:

Announcement of awards.

You are strongly encouraged to discuss your proposal with EOCD before submitting an application. Questions should be directed to Kathleen Bartolini, Mark Siegenthaler or Elizabeth Pasierb at 617-727-3197 or 1-800-392-6445.

REGIONAL STRATEGIC PLANNING GRANTS

5.A. Purpose

Regional Strategic Planning Grants are intended to provide resources to groups of communities that have identified planning issues that are more appropriately examined on a regional level. Proposals for planning projects (up to 10 months) should include the following elements:

1. The management of growth or change which accomodates such regional concerns as affordable housing, natural resource protection, economic development, cultural resource protection or land use management;
2. A planning process which involves those individuals or groups who are concerned with or are affected by the problem being addressed in the proposal; and
3. A schedule of actions to occur susequent to the planning project for local implementation of the recommendations made as a result of the planning project.

It is EOCD's intent to foster interlocal communication, and in turn, cooperation in the design of regional plans that are locally supported and implemented.

5.B. Grant Award

Groups of communities or a regional organization on behalf of two or more communities may apply for grants of up to \$50,000.

5.C. Eligible Applicants

Groups of communities (through a lead applicant community), regional planning agencies or subregions, counties, conservation districts or watershed associations are eligible to apply for funding to address specific regional or interlocal problems under this category. Communities that are applying for a project in the Municipal grant category may participate in regional applications. However, such dual participation must be noted and evidence provided that the community has the personnel and time to effectively undertake both projects.

Regional applicants must identify clearly how Strategic Planning funds will be used to solve the problem(s) identified rather than for general administrative support (e.g. staff, phones, xerox, supplies). Groups of communities will have to verify that they are beyond initial organizational stages, e.g., examining whether they share common problems and/or are willing to work with each other. Groups of communities will also be required to identify a lead community for the purposes of grant administration.

It is expected that planning projects for which funds are awarded will be contracted to a firm, individual consultant or RPA. Under no circumstances will the Strategic Planning Program fund additional planning positions.

5.D. Eligible Activities

Proposals must focus on a well articulated problem that lends itself to interlocal solution. The willingness of each community to participate actively in solving this locally agreed upon problem and to take the appropriate local actions identified through this planning project must be addressed in the application. Examples of issues that lend themselves to regional cooperation include (other activities may also be eligible):

1. Natural resource management and protection plans.
2. Regional housing initiatives (e.g. focusing on pivotal issue of land costs relative to affordable housing and local strategies to decrease these land costs).
3. Establishment of interlocal review procedures for developments having regional impacts.
4. Creation of regional economic development strategies.
5. Review of local zoning districts along municipal boundaries for compatibility with local and regional growth plans.
6. The review, analysis and writing of local zoning so as to be in compliance with existing regional land use plans.
7. Education regarding land use policies and planning efforts when included as an element of a planning project.

5.E. Ineligible Activities

1. Planning activities for which other state or federal grants are available, e.g., corridor transportation studies, regional tourism marketing plans, harbor planning, regional school districts and educational collaboratives, or solid waste.
2. Regional master plans.
3. Interlocal problem identification.
4. General operational expenses of regional or subregional organizations.

5. Human services planning.
6. Open space or recreation plans.
7. Continuation or creation of permanent positions.

5.F. Requirements

To be considered, an applicant must submit a proposal for a planning project (using the attached application) which:

- A. Demonstrates evidence of regional need and the extent to which the problems are shared by the participating communities. In assessing need EOCED will rely on: 1) the applicants' statement of the issues, which may include the magnitude of growth and change affecting it and the extent to which such conditions impose problems in the community. (This may be evidenced by statistics such as building permit numbers or demographics, news articles, etc.) 2) Census data indicating growth and change within a community.
- B. Demonstrates evidence of established goals and objectives and the priority of those goals/objectives.
- C. Shows evidence of local support for the proposal. In addition to the signatures of local officials, evidence of local support for the planning project proposed in the application should be demonstrated. This can include accomplishments of key committees, well attended meetings relevant to the proposal, letters of support from local civic organizations, etc. A cash match (typically ten percent) is a strong indicator of local support.
- D. Shows evidence of local involvement throughout the planning process. EOCED will assess the extent to which local people are incorporated into the planning process both before the application is submitted and after; i.e., during the actual planning project for which funding is sought.
- E. Demonstrates commitments to plan and take steps to provide for affordable housing in the region. An applicant can show this commitment by citing past, current or planned efforts which encourage affordable housing in each community. These efforts are cited not necessarily as part of the proposal but rather to evidence a responsiveness toward local housing needs.
- F. Demonstrates that grant funds will not be used for general administrative or organizational purposes.
- G. Certifies that each applicant community is in compliance with Executive Order 215 as determined by EOCED. To determine compliance, contact Christine Pappas at 727-7824.

- H. Certifies that each applicant community is in compliance with Executive Order 227 as determined by Massachusetts Commission Against Discrimination. To determine compliance, call MCAD at 727-7309.

5.G. Selection Criteria

Applicants under the regional grant category will be evaluated according to the following criteria:

1. Applicants' understanding of the region's needs and objectives and the establishment of a rational planning process to meet those needs and objectives.
2. Applicants' need for the grant which may be demonstrated by the magnitude of the region's growth or change and the extent to which such growth or change imposes problems in the region.
3. Applicants' commitment to solving the problems to be addressed by the grant. The applicants' commitment should be evidenced by: a) the involvement of local officials and the public in the formation of the proposal; b) the development of local process for implementation of the proposal; and c) whenever possible, by a cash match.
4. Applicants' past, current or planned efforts regarding affordable housing in the region whether or not housing is being addressed directly in the scope of this proposed planning project. EOCOD will not fund a planning project which creates unreasonable obstacles to efforts to provide affordable housing. Communities which have been formally recognized by EOCOD for excellence in housing policy will receive priority for funding. For more information contact the Massachusetts Housing Partnership at 727-7824.
5. Applicant's past planning efforts. Wherever applicable, EOCOD will review an applicant's past planning efforts through previous Strategic Planning and RPA grants or through local efforts. Success in implementing prior grants will be taken into consideration during the decision process.
6. Extent to which consultant or regional staff involvement facilitates new regional cooperative efforts.
7. Extent to which proposal will serve as a model and is replicable in other regions and communities.

5.H. Schedule

The schedule is as follows:

by 5:00 P.M., May 6:

3 copies of the application must be received, by:

Executive Office of Communities
and Development
100 Cambridge Street
Boston, MA 02202
Attn: Strategic Planning

by July 1988:

Announcement of awards.

You are strongly encouraged to discuss your proposal with EOCD planning staff before submitting an application. Questions should be directed to Kathleen Bartolini, Mark Siegenthaler or Elizabeth Pasierb at 617-727-3197 or 1-800-392-6445.

SPECIAL PROJECTS GRANT

6.A. Purpose

The purpose of the Special Projects grant is to provide immediate assistance to communities which are faced with unexpected growth management problems requiring immediate study. The planning project should focus on either a particular issue or problem or in special circumstances, a particular project (see eligible activities).

The Special Projects grant is not intended as a substitute for a local, long-range or Strategic Planning process. It may however, complement or augment an ongoing local or Strategic Planning project when funds are needed to address an unforeseen planning problem.

6.B. Grant Award

Applicant's may apply at any time during FY 1989, while funds are available, for a maximum of \$20,000.

6.C. Eligible Applicants

Any municipality is eligible to apply including those communities which have already received Strategic Planning grants. In addition, regional planning agencies may apply on behalf of a community or communities to address an urgent planning problem.

It is expected that the planning projects for which funds are awarded will be contracted by the municipality to either a firm, individual consultant or RPA. Under no circumstances will the Strategic Planning program fund additional planning positions.

6.D. Eligible Activities

The following activities may be included in Special Projects proposals (other activities may also be eligible):

1. Identification of strategies to address an immediate planning problem which is a result of rapid growth or dramatic change.
2. Analysis of the impact of a large development (or the cumulative impact of several developments in close proximity) on municipal services or scarce resources.

6.E. Ineligible Activities

Special project proposals may not include the following activities:

1. Site-specific technical assistance.
2. Training workshops for local boards.
3. Needs analysis or identification of land use policies.
4. Inventory of town-owned land.
5. Site specific affordable housing assistance.
6. Issues which do not require immediate attention.

6.F. Requirements

To be considered, an applicant must:

- A. Contact a Strategic Planning staff person at 727-3197 to discuss the proposed Special Project, before submitting the attached application.
- B. Certify that each applicant community is in compliance with Executive Order 215 as determined by EOCD. To determine compliance, applicants should contact Christine Pappas at 727-7824.
- C. Certify that each applicant community is in compliance with Executive Order 227 as determined by Massachusetts Commission Against Discrimination. To determine compliance, call MCAD at 727-7309.

6.G. Selection Criteria

Applications for funding under the Strategic Planning Special Projects category will be evaluated by EOCD according to the following criteria:

1. Need as expressed through magnitude of growth or change.
2. Urgency of the project in terms of finding solutions for an unexpected planning problem.

3. Demonstration of how proposed activities will lead to problem solutions(s).
4. Extent to which the community already has an established planning process to deal with local or regional long-range & strategic growth management issues.
5. If the identified problem is one of regional impact, the extent to which all directly affected communities are involved in the application.
6. Applicants' past, current or planned efforts regarding affordable housing in the region whether or not housing is being addressed directly in the scope of this proposed planning project. EOCED will not fund a planning project which creates unreasonable obstacles to efforts to provide affordable housing. Communities which have been formally recognized by EOCED for excellence in housing policy will receive priority for funding. For more information contact the Massachusetts Housing Partnership at 727-7824.

6.H. Schedule

Applications may be submitted at anytime during FY 1989, addressed to:

Executive Office of Communities
and Development
100 Cambridge Street
Boston, MA 02202
Attn: Strategic Planning Program

Award decisions will be made within one month of submission of applications.

STRATEGIC PLANNING MINI-GRANTS

7.A. Purpose

The purpose of Strategic Planning Mini-Grants is to provide assistance to communities which are developing growth management or land use policies and objectives.

The Mini-Grant is not a guarantee of further Strategic Planning funds but it may be considered a first step toward preparing for either a Municipal or Regional Strategic Planning grant.

7.B. Grant Award

Communities may apply at any time during FY 1989, while funds are available, for a maximum of \$7,500.

7.C. Eligible Applicants

Any municipality is eligible to apply, or regional planning agencies may apply on behalf of a community or communities, including those which have previously received a Strategic Planning grant addressing an issue other than the one proposed in the Mini-Grant or those currently involved in Strategic Planning grants.

It is expected that the planning projects for which funds are awarded will be contracted by the municipality to either a firm, individual consultant or RPA.

7.D. Eligible Activities

The following activities may be included in a Strategic Planning Mini-Grant proposal:

1. Analysis of need.
2. Identification of land use/growth management policies, objectives, goals.
3. Community education regarding land use/growth management goals and objectives and organization of citizen involvement.

7.E. Ineligible Activities

The following activities may not be included in a Strategic Planning Mini-Grant proposal:

1. As supplemental funding for a larger planning project.

7.F. Requirements

To be considered, an applicant must:

- A. Contact a Strategic Planning staff person at 727-3197 to discuss the proposed Mini Grant, before submitting the attached application.
- B. Certify that each applicant community is in compliance with Executive Order 215 as determined by EOCD. To determine compliance, applicants should contact Christine Pappas at 727-7824.
- C. Certify that each applicant community is in compliance with Executive Order 227 as determined by Massachusetts Commission Against Discrimination. To determine compliance, call MCAD at 727-7309.

7.G. Selection Criteria

Applications for funding under the Strategic Planning Mini-Grant program will be evaluated by EOCD according to the following criteria:

1. Applicant's commitment to developing policy and addressing the community's growth issues. The applicant's commitment should be evidenced by: a) the involvement of local officials and public in formulation of the proposal; b) previous attempts at addressing growth issues and developing a planning process; and c) whenever possible, a cash match.
2. Applicant's need for the grant which may be demonstrated by the magnitude of growth/change affecting an applicant and the extent to which such growth/change imposes problems in the community;

3. Applicants' past, current or planned efforts regarding affordable housing in the region whether or not housing is being addressed directly in the scope of this proposed planning project. EOCD will not fund a planning project which creates unreasonable obstacles to efforts to provide affordable housing. Communities which have been formally recognized by EOCD for excellence in housing policy will receive priority for funding. For more information contact the Massachusetts Housing Partnership at 727-7824.

7.H. Schedule

Applications may be submitted at any time during FY 1989, addressed to:

The Executive Office of Communities
and Development
100 Cambridge Street
Boston, MA 02202
Attn: Strategic Planning

Award decisions will be made within 6-8 weeks of submission.

8. OTHER EOCD ASSISTANCE

The following are other community grant programs within EOCD's Division of Municipal Development which provide planning assistance:

Massachusetts Small Cities Program: A program offering grants to communities with populations of 50,000 or less. Awards are intended to support activities such as housing rehabilitation, commercial renovations, public improvements and social services. Also included in Small Cities is the Innovative Fund which addresses emergency situations concerning health, safety, innovative development opportunities and affordable housing needs.

Incentive Aid: A program designed to assist communities and school districts in improving local management capacity. Grants are available for training local officials, implementing management system improvements, expanding land use management capacity and creating professional administrative and planning positions.

Gateway Cities: A program which provides funds to 26 communities as designated by law. These communities are experiencing an influx of newcomer groups including immigrants, linguistic minorities and refugees. Funds are intended to address the broad range of needs and problems faced by the newcomer groups. The needs include housing, linguistic access, specialized education, human services and employment.

Massachusetts Housing Partnership Municipal Advance Program: A program to assist MHP-designated Partnership communities in the development of affordable housing. Grants are available for project specific, pre-development tasks such as engineering, architectural work and site planning.

Main Street Program: A program to assist communities with commercial district revitalization. Participating communities focus on management systems for business districts, promotion and marketing programs, commercial area economic strategies and architectural improvements for downtown areas.

Economic Development Feasibility Program: A program that provides grant money for municipalities to do impact studies and feasibility analyses of specific commercial/industrial development proposals.

Urban Revitalization Development Grants: A program to support preparation by cities and towns of urban renewal plans and redevelopment projects. Local housing authorities, community development agencies and redevelopment authorities are eligible to apply through this grant program. The grant funds can go toward hiring consultants, appraisers and legal advisers for conducting development project analyses preliminary to submission of urban renewal plans.

For more information on these programs, please call:

Massachusetts Small Cities Program	(617) 727-0494
Incentive Aid Program	(617) 727-3253
Gateway Cities Program	(617) 727-7001
Municipal Advance Program	(617) 727-0494
Main Street Program	(617) 727-7180
Feasibility Program	(617) 727-7180
Urban Revitalization Development	(617) 727-7180

Application

- o Detach the following pages and submit three copies as your application.
- o Be sure to include the cover sheet as the cover of your application.
- o Be sure to indicate the grant category for which you are applying.
- o Additional sheets of paper may be added as necessary.
- o Accompanying letters and news articles may be submitted if attached to the back of your application.
- o Make sure that the application is complete and that all required persons have signed.

STRATEGIC PLANNING PROGRAM
Application Cover Sheet

___ Municipal grant ___ Regional grant ___ Special Projects grant ___ Mini grant

COMMUNITY(IES): _____

CONTACT PERSON NAME: _____

ADDRESS: _____

TELEPHONE: _____

APPLICANT AGENCY:
OR LEAD COMMUNITY _____

PROJECT SUMMARY: _____

FUNDING REQUESTED \$ _____

CASH MATCH \$ _____

EOCD CONTACT _____

SIGNATURE OF PLANNING BOARD CHAIRMAN

SIGNATURE OF CHIEF ELECTED OFFICIAL

TYPED NAME

TYPED NAME TITLE

SIGNATURE OF APPLICANT AGENCY CHAIRMAN, (if different from above)

TYPED NAME TITLE

If a Regional application, attach a sheet which includes signatures of all local chief elected officials and Planning Board Chairs from participating communities.

1. Please outline the magnitude of growth/change within the community or region and the extent to which this growth/change imposes problems on the community or region. Document your comments with evidence of community need, census data, newspaper articles, etc. If applying for a Special Projects grant, be sure to indicate the unique circumstances which require immediate attention.

2. Describe the community's (or region's) current land use and growth management goals, objectives and policies. Cite sources and dates of completion and/or adoption.

3. Explain the objective(s) of the proposed planning project and describe the proposed planning activities being sure to make clear the relationship to the community's (or region's) overall land use/growth management objectives and policies.

4. Outline the planning process for the proposed project and describe how local officials and other individuals or groups will be involved in this planning process and its final recommendations.

5. Describe the specific results or products expected from the proposed planning process. Include what commitments have been made to achieve local or regional implementation and the participants' role in this implementation process.

6. a) Cite past, current or planned efforts which encourage affordable housing within the community(ies) and b) what impact, if any, your Strategic Planning proposal will have in addressing local and/or regional needs for affordable housing.

7. Give evidence of local support for the proposed project. This can be expressed by a cash match, past or ongoing related planning projects, accomplishments of related committees, letters of support, etc.

8. If a regional application, describe current operational structure of your regional entity and indicate financial resources presently employed to defray general administrative costs. Established regional organizations (i.e. in existence 2 yrs. or longer) should indicate how requested funding will allow for new activities versus funding ongoing activities.

9. Indicate any additional information or unique circumstances which you believe will add to the competitiveness of your application.

10. Attach the following documents:

- a. If applying simultaneously for any other Strategic Planning grant, indicate which one and demonstrate capacity to participate in both projects.
- b. Work plan describing the scope of services to be performed by the consultant along with a schedule for completion. Applicants should anticipate commencement of the project on or near September 15, 1988, with completion no later than June 30, 1989.
- c. Budget including all eligible expenses, amount and sources of cash match, and the amount being applied for as a grant. The budget should indicate the percent of the total budget allocated to each task in the scope of services. (See attached worksheet).
- d. Statement indicating that the applicant community(ies) are in compliance with Executive Order 215 as determined by EOCD.
- e. Statement indicating that the applicant community(ies) are in compliance with Executive Order 227 as determined by the Massachusetts Commission Against Discrimination.
- f. Evidence of vote of the Planning Board endorsing the application for funding under this program and evidence of concurrence in submission of such application by the Chief Executive Officer. (Mayor, Manager, Board of Selectmen). For a regional application, evidence is required of all participating communities.
- g. Any letters of support from community leaders, citizens, etc.
- h. A base map of the project area, community or region supportive of the application eg. zoning, land use, roadways or topography.

BUDGET WORKSHEET

Amount % Of
Total Budget

Task 1 _____

Task 2 _____

Task 3 _____

Task 4 _____

Task 5 _____

Task 6 _____

Amount Requested _____

Local Cash Match _____

Total Budget _____

Source of Cash Match _____

