

## B. Scope of Work

**B.1. Describe the scope of work for the proposed EDA investment, including a list of project tasks to be undertaken. List the specific tasks/activities that will be undertaken as a result of this investment.**

**Answer:**

The City of East Providence will utilize the requested funding to develop and complete a study to provide specific deliverables that will lead to the creation of a multi-use small business, blue economy, and arts incubator that will be centered on the creation of jobs through business startups and providing a network and important business resources that will ensure a greater level of long-term success for these small businesses. The study will examine the overall feasibility of the incubator model and, based on the results of the feasibility analysis, will develop a plan of action that will lead to the development of a facility that supports the business needs identified within the feasibility analysis. The initial position of the City, based on independent research conducted to date, identifies the need for ~~small-business startups in the food production~~ specialized food production needs that are not currently being captured by the existing food incubation spaces in Rhode Island, including baking, gluten-free designated production spaces, and food packaging spaces, an arts-based business incubation space, and blue economy \* industries. The feasibility study will also determine if and how these proposed industries can/will support each other and via proximity, cross-pollinate these separate parts and create a greater whole. The feasibility study will also develop a set of priorities that will lead to the re-use and conversion of a former elementary school into a small business incubator facility promoting and encouraging the establishment of small business startups with an emphasis on supporting the most disadvantaged citizens in our community. In addition, it is anticipated that the incubator will develop a cooperative partnership with groups like the East Bay Community Action Program (EBCAP) and the East Providence Area Chamber of Commerce, and look for ways these agencies can contribute to the long-term success of these entrepreneurs. As is the case with the Innovate Newport Incubator in Newport Rhode Island, the City envisions that the East Providence Area Chamber of Commerce office and its staff could potentially utilize space within the Oldham Incubator as a means of providing technical support to those businesses utilizing the incubator space. It will also be extremely important that a buildout of the building will stress provide accessibility for people with mobility challenges, etc. The study would also provide a detailed analysis of the conversion process with a full breakdown of how the building would be renovated and converted into a full service business incubator facility.

\* Blue economy industries could include emerging industries such as renewable energy, aquaculture, seabed extractive activities and marine biotechnology and bioprospecting.

The general scope of work associated with this project will be as follows:

### 1. Feasibility and Marketing Analysis

The selected consultant will develop a feasibility and marketing analysis that analyzes the regional market demand for specialized food services that further build upon and enhance the existing food production ecosystem in Rhode Island, arts-based business incubation manufacturing and blue economy industries in East Providence and the surrounding region. These two industries have been identified as growing areas in the regional economy. The feasibility analysis will include identifying resources that

could support the necessary steps to successfully establish the determination of need for the incubator concept in the City. The analysis will also require an analysis and determination that the incubator will not unduly compete with other business incubators operating within the region *but instead fill the voids that existing within the Rhode Island food production ecosystem and work with the existing food production spaces collaboratively* and that the intended emphasis for job creation is focused on emerging niche industries (ie. *baking, gluten-free production, food services manufacturing, arts-based business incubation, and blue economy industries*). The completed analysis will assess key issues including raising sufficient capital to design and build the incubator, the recruitment of incubator support services that would support entrepreneurs establishing themselves within their chosen sector and determining the viability of other potential services that would support new business startups..

The analysis would also complete the following:

- a. Market Research on potential users of an incubator including an analysis of existing small businesses willing to pay for services and/or space, organizations that could serve as potential anchor tenants of the incubator, and other organizations that might benefit or utilize the incubator in the provision of support services to the incubator businesses.*
- b. Information gathering regarding the resources required (e.g. – space, financing, services, and more) for an incubator to be successful in this market, what needs are present in the market the incubator could resolve, and opportunities that an incubator presents.*
- c. Information gathering on the potential competitors in the area and how the City's incubator could be developed in a manner that would mitigate the competition, *determine the needed differentiators, and/or develop a niche that other competitors are not providing.**

## **2. Startup and Development Costs**

*The selected consultant will provide a detailed Startup and Development Cost Analysis for constructing and establishing a business incubator that is reflective of the outcomes and recommendations established under the Feasibility and Marketing Analysis portion of the analysis.*

**B.2. Describe the specific deliverables/outcomes that the project will produce and the primary beneficiaries or audience of those deliverables. Please note that deliverables are defined as the specific outcomes that will come from the project and differ from information on project tasks/activities requested in B.1. Project tasks/activities requested in B.1 should be reported as process steps that will be achieved to reach the final project while deliverables/outcomes detailed in B.2 are the final product produced.”**

**Answer:**

*The outcome/deliverables for the project will be the completion of a study that will establish a roadmap for the feasibility and buildout of the former Oldham Elementary School in Riverside into a state-of-the-art small business incubator. This project will be a collaboration between the City, the East Providence Area Chamber of Commerce, and the East Bay Community Action Program (EBCAP). The nearly 34,000-SF school will be converted into a co-work and office complex targeted to entrepreneurs, innovators, and small businesses working in a variety of business sectors, but marketing an promotion of*

*the facility will focus on a specific emphasis on food and baking production industries and businesses that will serve the burgeoning blue economy business sectors in the State of Rhode Island.*

*The primary outcomes that the study seeks to develop, are to:*

*a. Help to diversify the City's economy by supporting entrepreneurship and innovation for startups and small businesses that create high-quality jobs throughout the City;*

*b. Encourage the clustering of food production, **arts-based business production**, and blue economy businesses to better serve the City and the region;*

*c. Create and nurture small business enterprises solving community challenges, creating a smarter and more sustainable and economically resilient community, particularly for minority and women owned businesses and startups; and*

*d. Provide additional investment and employment opportunities within a low and moderate income community.*

*To address these GOALS, the City, in partnership with a qualified operator, will develop a business incubator that dedicates space for two primary functions:*

***Dedicated Workspace:***

*a. Develop commercial kitchen space specific to the needs established under the marketing and feasibility analysis of this grant project, most notably creating space that is complementary to other regional food incubators such as Hope and Main incubator;*

*b. Provide affordable and flexible co-working and office spaces for entrepreneurs, start-ups and small companies particularly businesses that provide services to food production, **arts-based businesses**, and renewable energy and blue economy market; and*

*c. Support Services including standard office resources, such as, phones, high speed internet, copy machines, video conference infrastructure, printers and flex-space resources.*

*The objectives that will lead to attaining the goals as identified above would include, but not be limited to:*

- Identifying, designing and launching a well-managed, fully equipped facility that strongly serves the identified target businesses;*
- Developing a long term strategic plan and financial plan for the efficient operation of the business incubator;*
- Providing qualified staff to manage and assist the facility and its tenants;*
- Develop a plan for tenant recruitment that includes eligibility and selection criteria with special emphasis on the recruitment of underserved residents seeking to establish startup businesses;*
- Offer affordable (i.e. less than or equal to market rates on a per square foot or per desk basis) and flexible rents to tenants based on their ability to pay;*
- Enable basic support services for tenants within the incubator (i.e. IT, and communication services);*
- Develop programming, including, but not limited to, business mentorship, workforce*

*development and networking opportunities utilizing the services of partners such as the East Bay Community Action Program (EBCAP), the Rhode Island Small Business Development Center and the Chamber of Commerce.*

**B.3. Identify the proposed time schedule for the project, including specific project milestones.**

**Answer:**

The project timeline for the purposes of this narrative, is expected to commence on or about January 1, 2024, with a projected completion of the study no later than 18 months from the commencement of the project by the selected consultant. The commencement timeline could change depending upon factors associated with the timeline for approval and authorization of the grant award by the EDA.

**B.4. Describe how the proposed project aligns with one or more of EDA's investment priorities. Current EDA investment priorities are available at [Investment Priorities | U.S. Economic Development Administration](#). Applicants must identify all relevant investment priorities with which the project aligns with and describe how the project advances each relevant priority (ies).**

**Answer:**

**Equity:** *The City recognizes the need to [reduce barriers to entrepreneurship and](#) support underserved citizens who wish to establish a business but for a variety of reasons are not able or are not compelled to proceed through the complexities of establishing a startup business. The City and its economic development staff along with its partners and the selected incubator operator, will seek to implement new strategies to tailor programming to underrepresented entrepreneurs. [Operators, as part of their tenancy, will be required by the City to provide services and programming to the underserved, in exchange for a decrease in their rental fees.](#) The incubator and its ~~staff and~~ [partner-operators](#) will work to establish a greater presence and outreach into neighborhoods as well as improve ~~its~~ efforts to engage women and entrepreneurs of color in the development focus areas identified in the feasibility and marketing analysis. ~~The City would also anticipate hiring an entrepreneur in residence who will be focused entirely on recruiting, educating and supporting diverse entrepreneurs.~~*

**Recovery & Resilience:** *While the economy has recovered significantly from the Covid related economic slowdown and many other aspects of the State's economy have recovered, there is still a large number of underserved populations who are compelled to establish a business but are reticent to do so because of a real or perceived lack of support services to assist them in establishing their business. This facility would be established to create an additional resource for business startups that will help to establish a climate of market recovery and develop a more robust and industrially resilient community. [Successful incubees desiring to establish storefronts in the City will be provided with added supports to help them get started, thereby reducing the amount of empty and underutilized storefront space throughout the City and](#)*

*further increase the vitality of those business corridors and the neighborhoods living along those corridors. These supported businesses, and the full and vibrant corridors they create, will be better able to withstand economic downturns like the recent Pandemic and inevitable slow-downs and recessions.*

**Workforce Development:** *The nature of the incubator use is to develop and nurture business startups and create new opportunities in growing market sectors, most notably in food production services, arts-based business incubation, and jobs in the growing blue economy. Support services within the incubator would be focused on providing assistance to entrepreneurs in a manner that will support their success and in so doing support a growing workforce in the City and region.*

**Food Baking, Gluten-Free Production, and Manufacturing:** *The food production elements of the Oldham Business incubator space will be heavily focused on filling the identified voids in the existing food production ecosystem, notably baking, gluten-free production, and those manufacturing aspects associated with preparing, packaging and marketing a variety of diverse food products. It is expected that the incubator would take advantage of manufacturing processes that are currently not being utilized or are underutilized in other food service incubators in the region. As an example, beverage bottling machinery and facilities dedicated to baking and packing of baked goods are currently underserved in this market; the Oldham incubator would strive to support business development in the food production service industries that are not currently being met in the region and as previously mentioned not create an incubator that unduly competes with other incubators in the region, but instead work with these existing entities collaboratively to create a greater and more resilient whole.*

**Technology-Based Economic Development:** *It is anticipated that the incubator will seek to establish startup businesses that would serve the growing renewable energy economy. The State of Rhode Island, within its Rhode Island Innovates 2.0 Economic Development long range plan has identified renewable energy as a major growth industrial sector. The Oldham incubator will place strong emphasis on developing support business services within the incubator that promote business startups in this important business sector.*

**Environmentally-Sustainable Development:**

*The renewable energy economy is one of the fastest growing industries in the State of Rhode Island, and regionally. Support of these industries represents a highly environmentally sustainable path with the expected benefits of reducing carbon impacts and having a positive mitigating impact on climate change through the support of blue economy startups.*

**Arts-based businesses:**

*The arts-based business incubation portion of the Oldham small business incubator, will look to provide artists and individuals in arts-related technological fields like graphic design, digital art creation, digital marketing, and promotion the space, tools, and network they need to turn their art into a viable business. The creation of a cross pollinating network where individuals in the arts and arts-based technological fields can enhance and improve the other small businesses in the incubator through providing needed logos, digital art for marketing and promotion, business photography, and other vital services in close proximity and with reduced effort and time.*

**Exports & FDI:**

*It is not anticipated that the incubator will not generate a large export driven environment, Direct foreign investment (FDI) could potentially have some degree of impact particularly if some of the blue economy businesses established within the incubator attracted investment from large national and international renewable energy companies that are investing in Rhode Island's renewable energy endeavors. Additional analysis within the feasibility study however, should analyze if other regional incubators have experienced a measured level of success exporting products or services and attracting FDI.*

## C. Project Region

### C.1. Project Location

Project location is the physical location where the project work occurs. Project location information helps EDA conduct application reviews and map projects. Providing complete and accurate information is important to the application review process. For revolving loan funds (RLF), the project location is the RLF lending area.

C.1.b. For planning, technical assistance, revolving loan funds or other non-construction projects, identify the primary location(s) where the work will be conducted. Include as much geographical information as possible including census tract(s), county(ies), and state(s). If more than one census tract applies, please. Identify all census tracts where the project will be located. If all census tracts in a county apply, include "All Census Tracts" after the county name. For Revolving Loan Fund applications, please describe the proposed geographic lending area.

**Answer:**

Address	Description	City	State	County	Postal Code	Census Tract
640 Bullocks Poin...	Former Oldham E...	East Providence	Rhode Island	Providence County	02915	44007010600

### C.2. Estimated Area of Impact

The estimated area of impact for your project is the area expected to benefit directly from the proposed EDA project. For construction projects, area of impact could include the commuting shed where potential employees may reside. For non-construction projects the area of impact could include the geographic scope where the work will occur and where the output of the work will be utilized. Defining the area of impact helps EDA to assess the economic benefits of projects and the merits of applications. Providing complete and accurate information is critical to the application review process.

**Answer:**

*It is anticipated that the area of impact will expand well beyond the Riverside Square/Bullocks Point Avenue area of Riverside and eventually create positive changes in business corridors throughout the City, as Oldham incubees become ready and able to create storefronts. Depressed corridors like Warren Avenue and Waterman Avenue would directly benefit from the addition of food and arts-related*



*businesses, especially as both of these corridors are in the City's Opportunity Zone and designated Arts corridor.*

*If we can take note from Hope & Main, we can likely anticipate that like Hope & Main, the impact could reach widely into the East Bay, and the State as a whole.*

Address	Description	City	State	County	Postal Code	Census Tract
N/A	Former Oldham E...	East Providence	Rhode Island	Providence County	02915	All Census Tracts

## C.2.a. Underserved Populations/Geographies

Does the majority of proposed project's planned area of impact (as defined above) serve an underserved population or represent an underserved geography? For definitions of these terms in relation to the planned area of impact, please visit <https://eda.gov/about/investment-priorities/>. Please identify the specific populations/geographies below following the guidance provided at the website referenced above and describe how the project will intentionally attempt to improve the economic conditions of the underserved population or geography within the project's planned area of impact.

**Answer: Yes.**

*The geographical area includes census tracts within several municipal jurisdictions that exhibit moderate to high demographic distress criteria. The State's CEDS Plan (Rhode Island Innovates 2.0, identifies the need to develop job creation and entrepreneurial opportunities for the underserved in our State and one option to fulfill this goal is to promote the creation of more small business incubators that can support and nurture new startups in the sectors identified in this application.*

## D. Economic Development and Impact

**D.1. Current Economic Conditions - Area of Impact.** Briefly describe the economic conditions of the estimated area of impact with a focus on available data describing the level of distress, if applicable. This should also include a concise overview of the economic development needs, area's workforce, industry clusters, main economic drivers, challenges, and assets. Describe the economic adjustment problems or economic dislocations the area is experiencing (or is likely to experience in the next 24 months). Relevant data may be drawn from the regional CEDS, <https://eda.gov/resources/tools/>, as well as other sources. You'll be asked to provide more details about this in Section H. For revolving loan fund applications, please include information on borrowers and industry sectors that the loan fund is anticipated to target.

**Answer:**

*The State of Rhode Island remains a leader in the growth of its workforce with unemployment dropping from 11.2% in 2010, to 3.2% in 2016. The State continues to remain on trajectory for economic growth in the next few years.*

*Rhode Island's population, like that of the rest of the U.S., is on a path towards being a majority minority. Intentional inclusion in schools and skills initiatives as well as minority entrepreneurship efforts will be critical to ensuring that the state's increasingly diverse population participates fully in the economy of the State. The proposed incubator project will seek to address and remediate the generational poverty, underrepresentation, and under-employment of individuals living in the surrounding area along Bullocks Point Avenue leading into Riverside Square. This area of East Providence was once home to a flourishing shellfish and fishing industry that found most households having at least one member of the family engaged in the local shellfish economy. The pollution of Narragansett Bay due to industry, the addition of the wastewater treatment facility in such close proximity to shellfish beds, and the loss of the Shore dinner hall in the 1980s (the largest area buyer of shellfish) helped to create widespread job loss, supplemental income, and also damaged the entrepreneurial spirit of many shellfish harvesters. The financial losses are easy to measure—the compounded generational loss of hope and entrepreneurial opportunity are still felt in the community today, though often only “measured” at the anecdotal level. This incubator could help to build upon that already existing entrepreneurial spirit and help to reverse the generational damage done by the loss of pride and income. The proposed incubator project will seek to also create a bridge to and build-upon the already existing success of the high school's vocational programs, in particular those vocational programs centered around food creation, graphic design, and the arts—thereby providing increased job opportunities for our local youth already engaged in vocational studies. The proposed incubator project will seek to create equity through direct economic development assistance that provides a potential candidate with the tools and training necessary to establish a new startup business. Despite our trajectory in economic development, we see an imminent threat in our blue economy, offshore wind, and food service industries due to a market that does not take full advantage of entrepreneurial innovation, particularly for women and minorities. To maintain the trend and to attract more minority, woman owned and other disadvantaged populations to consider business startups, new policy and practice methodologies are needed to keep building upon successful programs, respond to new threats, and embrace new opportunities. To continue to impact and nurture innovation, we must continue federal engagement, including success in applying for and receiving grants, support investment at the local level in advancing and developing incubators that fulfill the needs and the greatest growth potential for growing industries including food production and renewable energy and its support industries.*

*The emerging blue economy should be a unifying initiative that can build upon the State's efforts to promote offshore wind and other renewable energy opportunities, and businesses that can provide support services and goods to large national and international firms that are investing in Rhode Island's blue economy both now and in the future.*

*As it relates to food production, the risk-laden profile of the typical small food and beverage production business startup continues to pose a challenge for attracting private lenders or receiving financing through public or private small business loan providers. While there are success stories involving smaller companies expanding with help from state grants and other initiatives, there is the need for more investment in food and beverage production businesses that are focused on serving local and culturally diverse markets that currently exist in the State of Rhode Island.*



**D.2. Explain how the proposed EDA investment addresses the economic development needs identified in D.1. For revolving loan fund projects, please explain the need for capital in the area.**

**Answer:**

*This project would reuse the former Oldham Elementary School and convert it into a full service community hub available to local and regional industries that need it most. ~~Based on an initial Roger Williams University needs analysis, the City has anticipated that this space should include up to 14 shared kitchens that would be available to any food entrepreneurs who will need their own space to fulfill their needs and remain competitive in the highly competitive food services industry.~~ The State of Rhode Island is in strong need of affordable commercial kitchens with access to on-site technical and business assistance. The City of East Providence is in a unique position to help contribute to that need.*

*On a more local level, the investment of capital in this area would do much good to answer and remedy the generational poverty, loss of supplemental income, and the resulting empty and underutilized storefronts that dot Bullocks Point Avenue and Riverside Square. Once a home to entrepreneurial shellfishermen and fishermen, this incubator can and should seek to build upon that entrepreneurial spirit in the area and provide a variety of entrepreneurial avenues towards entrepreneurship. As area incubees move through the incubation programs, they could readily occupy and fill the empty storefronts that exist, thereby preserving their space in the community. In many ways, this could be this community's avenue to hold gentrification at bay—by empowering locals and building upon their skills and entrepreneurial spirit, we can build from within.*

*Through independent analysis and market analysis to date, the City has also identified a need for support of the arts, creative trades, and makers' market resources here in Rhode Island. The City anticipates converting a portion of the incubator space to support other growing sectors including the arts, creative trades and other technical skills focused industries that would support additional startup opportunities for our residents and meet the growing demand in these emerging markets. These uses could potentially include facilities like wood and metal fabrication shops, adult education studios, and art studios and gallery space where residents can receive training in their industry or showcase their work to the community. ~~Emphasis for the incubator, however, would be focused heavily on food production and blue economy industries.~~*

**D.3. Does the project align with the regional Comprehensive Economic Development Strategy (CEDS)? Except for grants to fund developing, updating or refining a CEDS as described in 13C.F.R. § 303.7, the project must be consistent with the CEDS for the area in which the project will be located, unless EDA approves an alternative strategy. Information on the CEDS can be obtained at <http://www.statsamerica.org/ceds/Default.aspx>.**

**Answer: Yes**

**If Yes, what is the CEDS your project aligns with?**

*Rhode Island Innovates 2.0.*

**D.4. How does the proposed project align with the regional CEDS (and for revolving loan fund projects, how does the proposed project align with the applicable RLF Plan)? Applicants should identify the specific CEDS strategy(s) that the project helps advance and explain how the project supports the identified goal(s).**

**Answer:**

*The Oldham Incubator would align with and support the following Goals and Objectives identified within the Rhode Island Innovates 2.0 CEDS publication:*

**Goal 1:** Respond to new threats and embrace new opportunities

*Objective: 1.1: Establish the Blue Economy as a focus.*

*Objective 1.2: Add Offshore Wind as a targeted industry cluster.*

*Objective 1.4: Create a Minority Business Accelerator.*

**Goal 2:** Stay the course, double down, and sharpen the focus on strengthening advanced industries while improving the foundation for all businesses.

*Objective 2.1: Continue development of cluster networks and small business intermediaries.*

**Goal 3:** Enlist greater private, civic, university, and federal engagement and investment

*The Oldham Incubator project meets the needs of the entire community and is consistent with many of the primary goals and objectives identified in the current CEDS.*

*The Oldham School incubator would focus on providing startup access to our most disadvantaged businesses, and will offer wrap-around services to support our most vulnerable businesses and population. By offering affordable commercial ~~kitchens~~ space for start-up food service businesses, arts-based business incubation, and the guidance of multiple community partners that would include community based organizations, and business support organizations the facility would truly "incubate" an environment that is conducive to growth in these development sectors. Offering space for food startups, arts, and businesses participating in support of the blue economy, the incubator will foster a collaboration between business and workforce development partners. This collaboration will allow the most vulnerable, and disadvantaged businesses to innovate and thrive in a dynamic and exciting workspace.*

**D.5. Attach a letter from the organization responsible for the CEDS indicating how the proposed project aligns with the CEDS. If the estimated impact area is not covered by a CEDS, attach a letter of support from the organization responsible for the alternative planning document.**

**Answer:** To be attached. This letter will be obtained from the State of Rhode Island Statewide Planning Office

## **E. Economic Impact of the Project**

**E.1. Provide a clear and compelling justification for the long-term potential economic impact of the proposed project, through anticipated job creation or retention, private investment leveraging, number of businesses or collaborations supported, or other appropriate measures. All job and private investment estimates should reflect the anticipated impact within nine years of the potential EDA investment and applicants should provide documentation or third-party data to substantiate claims.**

**Answer:**

*Creating a space that allows for unique ways to collaborate, and provide a space for creativity can only be beneficial to the State of Rhode Island. At this time, there are limited locations that offer affordable co-working, and commercial kitchen options. The City of East Providence seeks to pioneer and innovate an incubator development model that defines what affordable co-working space can accomplish to meet the needs of the City's most rapidly growing industries, food production services and industries that are part of or support Rhode Island's blue economy. As an example, one of the largest culinary incubators in the State, Hope & Main has outgrown its Warren, Rhode Island facility. This successful model alone has helped over 400 food-based businesses launch in the past 13 years but according to the Secretary of State Business Hub, we have a combined total of 3850 registered food-based businesses and Arts based businesses in Rhode Island. Based on this data the need for additional facilities to encourage and sustain growth in the food services industries is apparent. A mid-step food incubator space such as the Oldham School Incubator would provide an advanced kitchen and baking space that is currently not being served within this market area.*

*The incubator's approximately 34,000 square feet of space will be utilized as a food services co-work space, arts-based business incubation space, and office complex shared, collaborative office spaces targeted towards startup entrepreneurs, blue economy innovators, and small businesses working in the field of support services for blue economy industries in the region.*

**E.2. Does the proposed project have one or more committed beneficiaries? A committed beneficiary is defined as a specific business that is expected to create or retain jobs and/or invest private funds as a result of the proposed project.**

**Answer: No.**

**E.3 and E.4 – Not applicable**

**E.5. Please identify the total estimated jobs expected to be created and retained and the amount of private investment expected to be generated by this project. If your project is not expected to generate/retain jobs or attract private investment please enter 0 for each category in the table below.**

**Answer:**

**Estimated jobs created: 250**

**Estimated jobs retained: 0**

**Estimated Private Investment: \$2,000,000**

**E.6. Please identify the source(s) of the jobs and private investment estimates provided above in E.5**

**Answer:** *Input/Output Model (Implan Economic Modeling software. Note: Additional Implan analysis ongoing)*

**E.7. If your project is estimated to generate/retain jobs, will those jobs exceed the prevailing wage for the industry (ies) in the project area? Prevailing wage is defined by the Department of Labor as “the average wage paid to similarly employed workers in a specific occupation in the area of intended employment.” For more information, visit <https://eda.gov/about/investment-priorities/>.**

**Answer:** No

**E.8. If your project is estimated to generate/retain jobs, will the associated jobs be represented by a union?**

**Answer:** *Unknown.*

*Possibilities exist for certain businesses that will utilize the facility to be affiliated with some form of organized labor entity.*

## **F. Capacity and Administration**

**F.1. List and describe the strategic partners and organizations that will be engaged in this project. Describe any third-party organizations, including governmental agencies, that will be directly engaged in supporting the proposed project, and explain how each partner will be engaged in the project.**

**Answer:** *Need narrative*

*As a City, we’ve had conversations with potential operators who are established, experienced, well-versed, and specialize in providing incubation services in food production and arts-based business incubation. In partnering with subject matter experts, we hope to ensure a greater level of success for Oldham as an incubation site. Their experience should also help to quicken the pace of success, as these experienced operators are ready to hit-the-ground-running.*

*Non-profit partners include: Rhode Island Commerce, Local Return, Grow Smart RI, the East Providence Chamber of Commerce, and the East Bay Community Action Program. We will call upon these programs to provide programs that help incubees establish their businesses, receive funding, build networks, and provide support to minority-owned businesses.*

*We will partner with East Providence High School to provide pathways to entrepreneurship for students in those vocational programs closely aligned with Oldham’s incubation programs, specifically the Culinary Arts program, the Graphic Design program, Construction Technology, and the Fine Arts.*

*We will partner with area banks and lenders to provide assistance with business plan development and funding for start-ups.*

*We will partner with area grassroots groups like the Riverside Renaissance and the East Providence Arts Council— both groups having ties to the local community and the ability to assist with implementation and outreach.*

## **F.2. Applicant's organizational capability**

**Briefly describe your organization's capability to administer, implement, and maintain the project, including prior experience with federal awards. List any awards received from EDA in the last five years, along with the relevant federal award ID numbers, if known.**

**Answer:**

*The City of East Providence has a proven track record of managing and implementing federal and state grants. The Department of Planning and Economic Development will be overseeing project management, coordination with our partners The East Bay Community Action Program (EBCAP) and the East Providence Area Chamber of Commerce. Staff capacity in the Planning Department who will be overseeing this project includes the Chief Planner and a Senior Planner. Payments for contract work associated with this project will be processed by the City's Controller's Office, which is responsible for management of Accounts Payable and issuing Purchase Orders. City staff capacity in the Controller's Office includes the Controller, Budget Analyst, Senior Accountant, Procurement Specialist, and Accounts Payable Clerk. The City has financial and administrative policies and procedures in place to successfully implement the proposed workforce training program. The City's Finance Office Policies and Procedures for Purchasing document outlines policies and procedures for purchase requisitions, competitive bidding process, sole source procurement, and collaborative and cooperative purchasing groups/master price agreements. The City's Finance Office Policies and Procedures for Accounts Payable document outlines policies and procedures for adding new vendors to the City's accounting system and processing purchase orders and invoices. The City's Finance Office Policies and Procedures for Grant Fund Budgets and Expenditures document outlines policies and procedures for setting up grant fund budgets in the city's accounting system and reporting requirements.*

## **F.3. Applicant's staff capacity**

**Identify the key staff members who will be responsible for implementing the project and briefly describe how their expertise and experience qualifies them for the project. State whether you will administer the award yourself or contract with a third party for grant administration.**

**Answer:**

*East Providence's Planning and Economic Development department has a long track record of success. Staff members include James Moran—a professional with 30 years of combined planning and economic development experience, Dominic Leonardo—a planner with years of experience working closely with the City's Economic Development Commission, and its Director, Keith Brynes. The City's Community Development Block Grant administrator, David Bachrach, brings decades of experience in supporting residents and small businesses in the neediest census tracts of the City. David Bachrach also has longstanding ties to the area and its grassroots groups, especially the Riverside Renaissance. The City hired an ARPA Project Manager, Melissa Spurr, who worked as the Community Development Block Grant*

*administrator and assisted with the launch of the Hope & Main food incubator in Warren. She has retained close ties to the organization and has worked closely on outreach, development, and funding. She is native to this area of Riverside and has close ties to the community and grassroot groups like the Riverside Renaissance and the East Providence Arts Council. She formerly served on the City's Economic Development Commission.*


## **G. Budget and Match Information**

**G.1. Are all non-EDA funds committed to the project, available as needed, and not conditioned or encumbered in any way that would preclude their use for the project?**

**Answer:** Yes

**G.1.a. Identify the source, nature and amount of all non-EDA funds. Applicants should identify the source, nature and amount of all non-EDA funds, including in-kind contributions (non-cash contributions may include space, equipment, services, or assumptions of debt). Explain the status of all funding commitments, including the date the funds will be available from each source, and describe any conditions or restrictions on the use of such funds. If in-kind contributions are included, explain the basis on which they are valued, and describe the source, amount and any terms and conditions of the funding, and when the funding will be available for use by the applicant.**

**Answer:**

	Source	Amount	Date Available	Type	Restriction/Com...	
X	ARPA Funds	\$40,000	08/01/2023	Cash	No restrictions	
Total		\$40,000				

**G.1.b. Do you plan to seek other federal financial assistance as part of or in connection with this project, including federal funds passed through by state governments or other entities? If so, identify the source, amount, timing of funding availability, and whether the funds are subject to any restrictions relevant to the project.**

**Answer:** No

**G.1.c. Attach documentation confirming all non-EDA funding is available, committed, and unencumbered. Documentation is required from all sources of match. For example, if bonds are contemplated as match, counsel opinion of the applicant's bonding authority and eligibility of the bonds for use as match, along with full disclosure of the type of bonds and the schedule of the applicant's intended bond issue, are required.**

**Answer:** All funds associated with this match are immediately available for commitment (Note: A letter of commitment will be provided by the Mayor to confirm this status)



***G.1.f. The following questions should only be completed for non-construction projects. Attach a budget narrative with a breakdown for each “cost classification” line item included on the Form SF-424A and its associated tasks. The budget narrative must include both EDA and non-EDA funds and be consistent with the detailed construction cost estimate in the preliminary engineering report.***

***Answer: To be uploaded***

**G.1.f.1. Is your organization seeking indirect costs on your non-construction project?**

***Answer: No***

**G.1.f.2. Is your organization requesting the de minimis indirect cost rate on your non-construction project in accordance with Uniform Guidance at § 200.414.**

***Answer: No***

**G.2. Justification for sole source procurement. Will you contract work to complete part or all of this project?**

***Answer: Yes***

***If yes, will contracts be awarded by competitive bid?***

***Answer: Yes***

### **G.3. Equipment**

**Will any funds be used to purchase equipment? (Per 2 CFR § 200.33 equipment is defined as tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost greater than \$5,000).**

***Answer: No***

### **G.4. Business Incubators and Accelerators**

**Does the applicant intend to construct or renovate a business incubator, accelerator, commercialization center, or similar project?**

***Answer: Yes***

**If Yes, please attach a feasibility study demonstrating the need for the Project and an operational plan based on the industry best practices demonstrating the plan for ongoing successful operations. See the applicable NOFO for additional information and guidance.**

**Answer:** This application for funding is partially associated with completing a feasibility study to confirm the need for a business incubator. The findings of the feasibility study will confirm need and part 2 of this grant funding would be utilized to determine the cost of renovating, completing the buildout of the Oldham School into an incubator and provide funding information associated with staffing and operating the business incubator.

## **H. Regional Eligibility**

**H.1. Explain how the estimated area of impact defined in section C.2 above meets EDA's distress criteria as defined in the applicable NOFO. EDA will review and evaluate documentation submitted by the applicant to verify eligibility.**

Answer: Insert narrative

## **H.2. Economic Distress**

**Public Works and Economic Adjustment Assistance projects must satisfy regional eligibility requirements (see the relevant NOFO for more details). This section will assist EDA in determining if the proposed project satisfies these eligibility requirements.**

**Planning and Technical Assistance applications:** although meeting specific distress criteria is not a prerequisite for funding under these programs, the economic distress level of the region impacted by a project serves as the basis for establishing the EDA share of the total cost of the project and can inform competitiveness.

**Check all that apply in establishing regional eligibility (see NOFO for more details):**

- ☐ Unemployment rate
- ☒ Per capita income
- ☒ Special need, including:
  - ☐ Closure or restructuring of industries or the loss of a major employer, essential to the regional economy;
  - ☐ Substantial out-migration or population loss;
  - ☐ Underemployment; that is, employment of workers at less than full-time or at less skilled tasks than their training or abilities permit;
  - ☐ Military base closure or realignment, defense contractor reductions-in-force, or U.S. Department of Energy defense-related funding reductions;
  - ☐ Natural or other major disasters or emergencies;
  - ☐ Extraordinary depletion of natural resources or other impact attributable to a new or revised federal regulation or policy that will have a significant impact on a community's ability to prevent an extraordinary depletion of natural resources;
  - ☒ Negative effects of changing trade patterns; or
  - ☐ Other circumstances set forth in the applicable NOFO (please explain below).

### **H.3. Source of data provided for regional eligibility determination**

**Check the box denoting what data source you used to establish eligibility:**

*Answer: The most recent ACS data published by the U.S. Census Bureau.*

**H4 and H5 – Not applicable**

## **I. Administrative Requirements**

### **I.1. Civil rights**

**Do you understand and agree to comply with all applicable civil rights requirements (see 13 C.F.R. § 302.20)?**

*Answer: Yes*

### **I.2. Lobbying certifications**

**All applicants for federal financial assistance must certify that federal funds have not been used and will not be used for lobbying in connection with this request for federal financial assistance (Form CD-511). If non- federal funds have been or are planned to be used for lobbying in connection with this request for federal financial assistance, Form SF-LLL also must be completed. Applicants must comply with 13 C.F.R. § 302.10 regarding attorneys' and consultants' fees and the employment of expeditors. This regulation requires that applicants identify and disclose the amount of fees paid to anyone engaged to assist the applicant in obtaining assistance under the Public Works and Economic Development Act of 1965 (PWEDA), as amended.**

**Will you be able to comply with federal requirements regarding lobbying?**

*Answer: Yes*

### **I.3. Compliance with Executive Order 12372, State Single Point of Contact (SPOC)**

**Does the state in which the project will be located have a project review process that requires submission to a Single Point of Contact (SPOC)? A list of states that maintain a Single Point of Contact can be found**

**at <https://www.whitehouse.gov/wp-content/uploads/2020/04/SPOC-4-13-20.pdf>.**

*Answer: No*

### **I.4. Single Audit Act Requirement**

**Did your organization expend more than \$750,000 in federal funds during your previous fiscal year?**

*Answer: Yes*

***If yes, what is the date of the last submission of the audit Federal Audit Clearinghouse?***

***October 31, 2021***

***J. Requirements for Non-Governmental Applicants (Excluding Public Universities and Certain District Organizations)***

***Not applicable – City of East Providence is not a non-governmental agency***