Williamsburg, MA
Planning for Economic and Fiscal Health
Report and Suggested Next Steps

To: Marie Westburg, Director, Council on Aging
Charlene Nardi, Town Administrator

From: Chris Zimmerman, Smart Growth America
Alex Hutchinson, Smart Growth America

Date: March 23, 2017

Executive Summary

Pursuant to our technical assistance award with the Town of Williamsburg, this Memorandum constitutes Smart Growth America's final report summarizing the recent Planning for Fiscal and Economic Health workshop, and suggesting possible Next Steps the city and region could take to craft a vision for the Town of Williamsburg's future development.

Alex Hutchinson and Chris Zimmerman, representing Smart Growth America (SGA), met with regional leaders and residents on November 29 and 30, 2016 to provide assistance via the Planning for Fiscal and Economic Health tool, supported by a cooperative agreement with the U.S. Department of Agriculture, Rural Development.

Following a productive discussion with various stakeholders — including residents, advocates, business owners and elected officials — the following Next Steps are recommended:

1. Conduct a parking audit and analysis
2. Develop an economic development entity
3. Revise current zoning to allow for more compact housing types
4. Reorient Public Spaces towards natural features
5. Develop a strategic plan for the Haydenville & Williamsburg town centers and the main street corridor
6. Write and implement a complete streets policy

Need for assistance

Williamsburg sought outside guidance to address economic and population challenges that have been readily documented by academic study. Input from SGA through the Planning for Economic and Fiscal Health technical assistance tool can guide the community into sustainable prosperity by taking advantage of assets already at hand, including a compact main street, an engaged community, a strong regional job market, and the availability of buildings and vacant lots for redevelopment.

Workshop Review

The workshop in Williamsburg began with a tour of the town, guided by Marie Westburg, and Charlene Nardi. The tour consisted of a visit to the historic core of Haydenville and a look at the current safety facilities and historic buildings. The Haydenville area is reached by bridge crossing the Mill River. The area has seen the recent development of a Dunkin' Donuts that was designed with elements of historic architecture iconic to the region. Also on the tour was the Brass Works building, a former manufacturing facility that was most recently used as a school building.

Further down the corridor various vacant and underutilized sites were identified as being areas for redevelopment, overflow parking, or areas for potential safety facilities. The tour met with individuals operating out of the Commons Coworking space in WIlliamsburg. Coworking tenants said they worked out of the space because of the reliable and accessible broadband Internet that could not be accessed in much of the area outside of the town centers.

The tour visited the main street district where most Williamsburg residents find basic services such as groceries, the general store, restaurants, the library, the post office, and auto-repair. The new Anne T. Dunphy School is also sited in the downtown core as well.

The neighborhoods adjacent to the downtown were highlighted as many larger houses were recently converted to condominiums and have performed well economically. The tour also visited the Nash Hill Place senior apartments to see the disconnect from the town center for senior residents with mobility difficulties.

The first day concluded with a public presentation, introducing some of the basic concepts of smart growth principles including a primer on the varying economic impacts of different development patterns. The presentation established a common language and set of ideas necessary for addressing Williamsburg's goals for the workshop.

Day two featured the long-form workshop. Invited participants gathered for a full day of presentations and breakout sessions that tackled some of the economic issues raised by Williamsburg's aid application in greater detail.

Attending participants from regional agencies and the USDA included:

- Dillon Sussman, Pioneer Valley Planning Commission
- Joanne Demars, USDA
- Scott Soares, USDA

A sense of ambition about Williamsburg's future emerged from brainstorming breakout sessions. Participants want to see Williamsburg have more walkable town centers with a more connected main street corridor between the two town centers. This could be achieved through better pedestrian and bike design.

Overall, participants indicated optimism and opportunity for achieving a town more amenable to the changes in national demographic patterns (see sections below) that reward walkable, active and compact town centers with more fiscally responsible growth and greater prosperity.

The intent of these workshops is neither for Smart Growth America to create a plan nor bind the communities to any particular course of action, but to assist ongoing regional efforts to create a more vibrant, successful region, consistent with the goals of their envisioned plans.

The built environment and fiscal and economic health

Communities around the nation are always concerned about their fiscal and economic health. This is especially true of small towns and rural regions.

By *fiscal* health, we mean a local government's bottom line: Does the life cycle cost of a project's investment—upfront infrastructure, ongoing service provision and eventual repair and maintenance—cost more than what it produces in tax revenue?

By *economic* health, we mean the general economic well-being of the community and its region: How does new investment and development add to or detract from the creation of economic competitiveness, fiscal efficiency and sustainability, jobs, jobs access, retention of local youth, cultural identity and wealth?

In approaching these questions in the Williamsburg region, as in any part of the country today, it is important to bear three trends in mind:

Our nation's demographics are changing in a way that profoundly affects the housing market in large cities and rural areas alike.

Demographic trends are moving the housing market strongly away from conventional suburban housing.[1] That presents a significant opportunity for rural communities to compete for new growth. The two biggest demographic groups in the nation—retiring baby boomers and Millennials (18-39 year-olds) — both express strong preferences for a more walkable, urban/village lifestyle.

Data tell us that ten percent of all city-dwelling Americans would prefer to live in rural locales if those places were walkable, connected to the larger region and possessed a strong sense of character and place. That represents a pool of 26 million potential transplants that Williamsburg could compete to attract. Indeed, forty percent of Millennials prefer to live in rural places, provided those places have a vibrant rural fabric. The vast majority of net new households formed have no children at home, and most of them are one- and two-person households, which are much more likely to prefer a walking lifestyle.[2] These trends depart from those experienced in the latter half of the 20th century.

---

[1] See: "The Changing Shape of American Cities," Luke J. Juday, Weldon Cooper Center for Public
"Demographic Reversal: Cities Thrive, Suburbs Sputter," William H. Frey, Brookings Institution, State of Metropolitan America Series, June 29, 2012.

[2] "Suburbs Try to Prevent an Exodus as Young Adults Move to Cities and Stay," Joseph Berger, New York Times, April 16, 2014 (on-line at, http://www.nytimes.com/2014/04/17/nyregion/suburbs-try-to-hold-onto-young-adults-as-exodus-to-cities-appears-to-grow.html?_r=0.)
"See ya, suburbs: More want to live in the big city," Greg Toppo and Paul Overberg, USA TODAY, March 27, 2014.
"Why urban demographers are right about the trend toward downtowns and walkable suburbs," Kaid Benfield, bettercities.net, February 28, 2014.
"NAR 2013 Community Preference Survey: Americans Prefer to Live in Mixed-Use, Walkable Communities," National Association of Realtors, November 1, 2013.

The formula for economic growth is changing.

Business growth used to be driven by large corporations that operated in a fashion that was both private in ownership structure and linear in manufacturing and production. In the past, new research breakthroughs occurred in sealed research laboratories controlled by the companies that owned them. Manufacturing and other business processes occurred in assembly-line situations, with little interaction across or inside industries. These conditions led to communities that featured large, sealed-off campuses and tended to be linear in their arrangements.

Today, business growth is driven by collaboration among many types of entities — private companies, research institutions, universities, and others — that must interact frequently and work together creatively. This trend requires cities and communities that encourage interaction and collaboration — the opposite of the older model described above. How communities are designed directly impacts their ability to create interactive and collaborative environments.

Most significantly, the innovation economy, as it is sometimes called, depends heavily on skilled workers. The companies that are driving innovation are pursuing highly educated talent, especially among Millennials. Increasingly, companies find it necessary to locate in places that their target workforce wants to live in. Increasingly, that means walkable communities. People on the move are looking to relocate to places with a high quality of life. In fact, they are willing to sacrifice salary for location. High quality of life is defined more and more by the character of the town center than by the size of a front yard or square footage of a home.

Similarly, the market for retail is changing. Suburban shopping malls and retail centers that thrived for decades are struggling as a result of oversupply and a shift in shopping preferences. With online buying playing a bigger role for consumers (especially for bargain hunters), many are looking for a more authentic experience when they shop in person. Consumers are demonstrating strong preferences for shopping locally at unique establishments that offer handcrafted, regional products. They prefer this experience to be a short distance from their homes and offices and within a comfortably walkable town center. This is bringing new value to traditional walkable main streets. Williamsburg and its neighboring communities, oriented with traditional main street districts, are well suited to taking advantage of this shift in consumer choice.

Sprawling development patterns are making it more difficult for local governments to balance their budgets.

Development patterns that sprawl outward from town center require extensive investments in capital infrastructure and ongoing service delivery. Sprawling development requires more infrastructure to serve relatively few people and requires service providers such as firefighters and school buses to travel farther. More compact development patterns reduce both life-cycle infrastructure costs and operating costs.[3]

[3] For more information, see: http://www.smartgrowthamerica.org/research/the-fiscal-implications-of-development-patterns/

A 2013 study by Smart Growth America, Building Better Budgets: A National Examination of the Fiscal Benefits of Smart Growth Development[4], concluded that, compared to conventional suburban development, smart growth patterns can achieve savings of one-third or more in upfront infrastructure cost, and 10% annually in ongoing operating expenses. Smart growth development patterns can generate up to ten times more revenue on a per-acre basis.

More recently, SGA has worked with many communities to analyze the Fiscal Impact of Development Patterns under different growth scenarios,[iii] employing a model designed to help municipalities understand the financial performance of alternative development patterns. The model focuses on those aspects of municipal budgets that are most affected by the geographic pattern of development. In work with a number of communities around the country, scenarios involving compact development were analyzed alongside sprawl alternatives, in terms of "net fiscal impact" (the difference between additional revenue generated by new development and added costs imposed by the development).

In every case, the analysis suggested that more compact development scenarios would have a significant positive net fiscal impact. For example, under the compact scenario for the city of Madison, Wisconsin, the annual net fiscal impact of new development would be 44 percent higher than under the base scenario, and nearly three times the net fiscal impact under the low-density scenario.

For West Des Moines, Iowa, the walkable urban scenario yielded a net fiscal impact 49 percent higher than the low-density case. In the case of both Macon-Bibb County and Indianapolis, conventional suburban development (sprawl) was forecast to have a negative impact on municipal finances — that is, the model projected a greater increase in future expenditures than in future revenues — while the higher-density scenarios generated positive outcomes, even under very conservative revenue assumptions.[iv]

In a more rural, small-town context, an analysis was performed for Rifle, Colorado (population 9,488), in which anticipated growth was modeled on three alternative scenarios, a low-density "baseline," and two denser alternatives. The densest alternative assumed new development comparable to the existing single-family neighborhoods adjacent to the downtown (about 4 houses per acre). Even at this comparatively low level of density, costs were estimated to be about 54 percent of the baseline. In other words, simply having new development occur at traditional densities in the town could save the municipal budget about $4 million a year.

Along with these results, also presented in the workshop were the results of a "hot spot" redevelopment analysis that SGA undertook for Williamsburg to help inform the town's decision concerning the disposition of several publicly owned parcels, and the related question of government facility location. This is shown in Appendix B.

SGA's Core Values: Why American Companies are Moving Downtown[5] examines the characteristics, motives, and preferences of companies that have either relocated, opened new offices, or expanded into walkable downtowns between 2010 and 2015. Smart Growth America partnered with global real estate advisors Cushman & Wakefield to identify

[4] The full report can be downloaded at http://www.smartgrowthamerica.org/building-better-budgets.
[5] The report is available for download from https://smartgrowthamerica.org/resources/core-values-why-american-companies-are-moving-downtown/

nearly 500 companies that have made such a move in the past five years. Of those, we interviewed representatives from more than 40 companies to gain a better understanding of this emerging trend.

These companies' new locations are in areas that are dramatically more walkable than previous sites. The average Walk Score of the companies' previous locations was 52; the average Walk Score of the new locations is 88. Similarly, Transit Scores grew from an average of 52 to 79 and Bike Scores bumped from an average of 66 to 78.

This trend is visible across the country, in big cities and small ones alike and should be a factor in the economic development strategy of all communities, including Williamsburg.

Note: Not all of these trends will be completely relevant in every situation. Rural communities are more reliant on private automobile ownership, and transit is often less feasible in these situations. But it is important to bear all three in mind in considering the fiscal and economic health of any community.

Participant viewpoints

The workshop attendees concentrated on the two town centers and main street corridor to focus their efforts. The higher-level viewpoints were that Haydenville is a Village Center but not a town center, and the goal should be to enhance and preserve it.

Attendees singled out a lack of affordable housing as an obstacle to attracting new business to the city. Downtown parking lots were suggested as potential landing spots for infill development that could host affordable housing.

Obstacles

- Competition from Northhampton
- Flooding
- The city's minimum parking requirements
- Change in nation economic trends in bank and medical consolidation
- Lack of broadband access
- Walkability

Opportunities

- Leverage Tax Increment Financing (TIF) District, Historic tax credits, tax abatements and USDA grants for revitalization
- Recreational trails, access, and promotion along the river
- Regional location and access to major job centers
- Parking lots that can easily be converted into efficient development sites
- Publicly owned buildings
- Infill Development

Recommendations

1. **Conduct a parking audit and analysis**
   Williamsburg's historic buildings and districts lack ample surface parking given the era when they were built. Participants acknowledged parking deficits on busy Friday nights in the Williamsburg town center, yet the downtown cannot

accommodate more street parking so alternative sites must be identified. It is recommended that a feasibility study be performed to locate potential privately owned sites in proximity to downtown that could be used for higher demand events.

It is also recommended that high priority sites, such as the brass works factory be evaluated to understand parking supply and demand and how the potential redevelopment of the site would be served under current conditions. If there are limitations in redeveloping key sites in the two town center areas due to parking minimums attached to current zoning codes these should be revisited to allow for overlay zones or other exceptions to facilitate relevant projects.

2. Develop an economic development entity

A coordinated entity to focus solely on economic development and leveraging publicly owned and/or underutilized sites should be created. Furthermore the workshop participants felt the community was waiting for opportunities to present themselves rather than pro-actively pursuing projects. The Williamsburg community should create a committee, or preferably hire a full time staff member to coordinate and serve as a liaison amongst merchants, property owners, and publicly owned assets to strategize for future projects.

For example, the workshop concentrated on the Brass Works Site as a priority project for the community yet currently the buildings have sat vacant for several years. One idea that arose, and which this report would recommend, is to engage the owner of the Brass Works Factory to begin a dialog on the future use of the site.

This committee could also focus their projects on other economic development initiatives that emerged in the workshop including working with Internet service providers and USDA Rural Utility Service to develop a more robust broadband Internet network that residents and businesses currently feel is limited. The Commons Coworking space was seen as an asset because it drives daytime foot traffic to main street Williamsburg and helps provide residents with teleworking opportunities that keep them from leaving for jobs in larger metro regions. The economic development committee could continue to work with the Commons Coworking space to expand its offerings such as training courses regarding small business development, financing programs, and other services that will allow companies to flourish in Williamsburg.

This economic development entity could also focus on developing affordable housing and/or senior housing in town centers by identifying suitable sites, finding zoning solutions to allow for more compact uses, and working with the development community to promote and market the site.

3. Revise current zoning to allow for more compact housing types

A consistent theme expressed throughout the workshop was the inflexibility of current zoning to allow building types many residents of Williamsburg want to see built. Many zoning restrictions that currently exist prohibit the development of infill and affordable housing, as well as small business growth to occur.

One specific restriction that was identified was the limitation of more than four unit buildings being allowed under current zoning. This piece of the zoning ordinance could be eased in the two town center target areas to allow for development levels that are in line with what is currently on the ground such as the successful main street home-condo conversions highlighted on the tour. Changes in the zoning code to enhance the ability to develop mixed-use projects in new construction and existing structures such as the Brass Works Building could help these projects be economically viable. As noted in the previous recommendations studying the parking minimums is essential to promoting infill development in town centers.

4. Reorient public spaces towards natural features

The Mill River is a distinct asset that has shaped Williamsburg from its economic beginnings as an industrial town, to its challenges with flooding throughout its history. However, the river today is an underutilized natural resource that could positively shape the community's public spaces and drive economic growth through tourism and recreation.

Recommendations that emerged during the workshop focused on improving pedestrian amenities along the river, by including features such as lighting, landscaping, and sidewalks. Areas in the town centers should be repositioned and enhanced to allow for and to promote outdoor seating in parks and at restaurants.

As MassDOT rebuilds the Route 9 corridor, efforts should be continued to incorporate the greenway into land use planning to be consistent with City priorities. The Greenway will connect Williamsburg to the greater region potentially bringing new visitors to local business establishments.

5. Develop a strategic plan for the Haydenville & Williamsburg town centers and the main street corridor

Further development of the greenway and public spaces along the River will allow Williamsburg to "stretch the town centers" as one participant said, however to do so in a logical and sustainable manner the town centers and the Main Street/Route 9 corridor should be studied to examine available land, what types of projects would be feasible in these areas, and what type of financing could be available. Given there are community members who are resistant to change this approach could rationalize what areas could and should support growth and new development from a financial and planning framework. The hotspot analysis performed by SGA (attached in appendix B) could be a starting point to inform this strategic corridor plan.

6. Write and implement a Complete Streets policy

Streets that accommodate more than car traffic go a long way toward energizing a public space for people. A complete streets policy, which expands safe and convenient access to city streets to 'all users of all abilities,' can have tremendous economic value while improving residents' quality of life. Quality sidewalks, safe crosswalks, bike lanes, tree-lined curbs and improved lighting can re-activate streets with public and social life, providing a steady stream of customers for businesses and attracting new residents to the area. This can be particularly effective in a downtown setting.

Below are some of the characteristics of an effective complete streets policy:

- Includes a vision for how and why the community wants to complete its streets
- Encourages street connectivity and aims to create a comprehensive, integrated, connected network for all transportation modes
- Requires solutions that will complement the context of the community
- Specifies that 'all users of all abilities' includes pedestrians, bicyclists and transit passengers of all ages and abilities, as well as trucks, buses, and automobiles
- Applies to both new and retrofit projects, including design, planning, maintenance, and operations
- Makes specific any exceptions to the policy and sets a clear procedure requiring for high-level approval of exceptions
- Includes specific next steps for implementation of the policy

Complete streets projects can range in complexity, requiring as little as paint on the street to as much as a comprehensive streetscape overhaul. To realize Williamsburg's complete streets vision, the policy should include new projects and retrofits to take advantage of every opportunity to improve the city's transportation network with an eye toward including all users of the transportation network.

Over time, a complete streets policy will help Williamsburg compete for workforce and new business by providing a style of living that is on demand, while improving the day-to-day health and economic well being of its current citizens.

It may also be helpful to create a mobility task force charged with planning strategically for a bike and pedestrian network. The task force can identify places where bike lanes, sidewalks, crosswalks and other bike and pedestrian-friendly features can be built or planned.

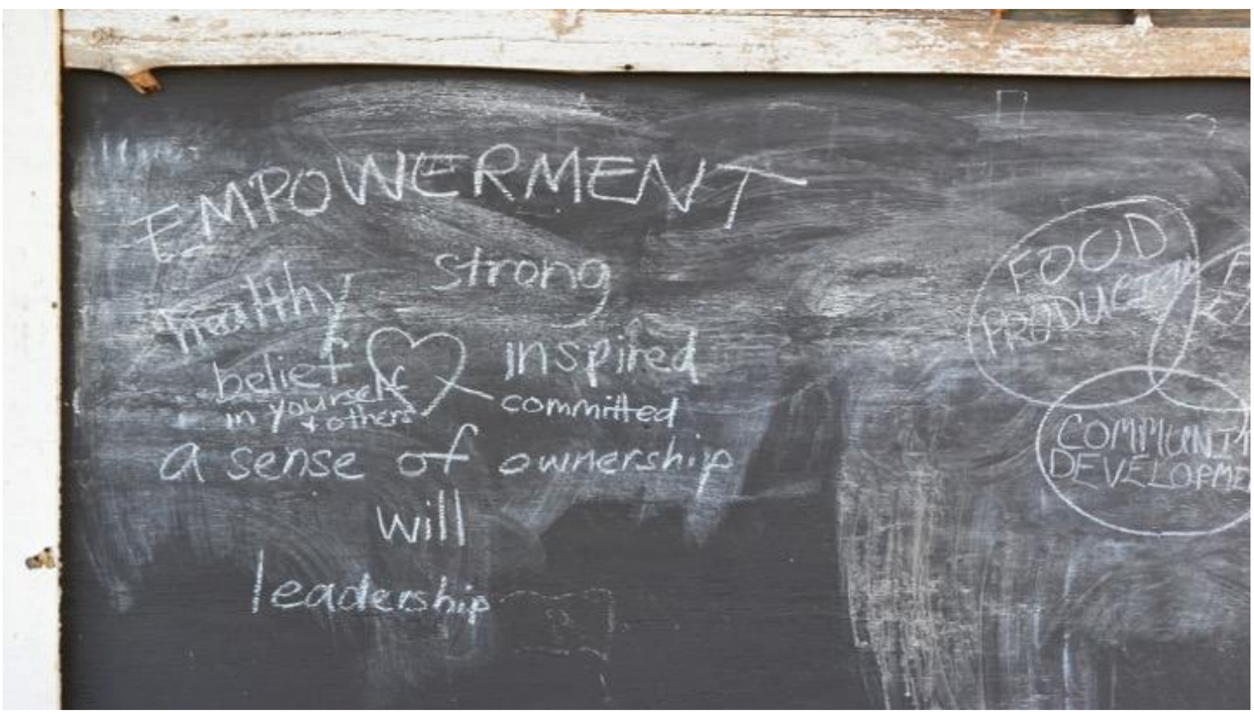
Additional Analysis and Resources

Appendix A provides a summary of available funding and development resources from USDA and other sources. Appendix B provides the results of the hot spot redevelopment analysis of three possible locations conducted by Smart Growth America for Williamsburg.

Appendix A: USDA funding and development resources

USDA – Rural Development Mission

"To increase economic opportunity and improve the quality of life for all rural Americans."



Population Guidelines

Business Programs: 50,000 and below (exception is local foods projects)

Community Programs: 20,000 and below

Housing Programs: 35,000 and below

Water and Waste Water Programs: 10,000 and below

Community Connect Grant

Program Purpose:

Program helps fund broadband deployment into rural communities where it is not yet economically viable for private sector providers to deliver service.

Who May Apply:

Most State and Local Governments/Federally-Recognized Tribes/Non-Profits/For-Profit Corporations

Special Considerations:

SUTA/Strikeforce and Promise Zone Areas (Extra 15 points for scoring)

Application Grant Request Limits:

MINIMUM = $100,000 MAXIMUM = $3,000,000

Application Match Requirements:

Minimum = 15% of Grant Request

FY2015 Funded Projects:

$11 Million (5 out of 68 applications)

FY2016 Budget Allocation:

$11,740,000 Available

Grant Application Period:

Opened April 18, 2016 and Closed June 17, 2016 (www.grants.gov or Paper applications)

Distance Learning & Telemedicine Grant

Program Purpose:
Assists rural communities to use telecommunications by purchasing equipment to connect remote locations to urban areas or other rural areas for purposes of increased education or healthcare opportunities.

Who May Apply:
Most State and Local Governments/Federally-Recognized Tribes/Non-Profits/For-Profit Corporations

Special Considerations:
SUTA/Strikeforce and Promise Zone Areas (Extra 15 points for scoring)

Application Grant Request Limits:
MINIMUM = $50,000 MAXIMUM = $500,000

Application Match Requirements:
Minimum = 15% of Grant Request

FY2015 Funded Projects:
$23 Million (75 out of 191 applications)

FY2016 Budget Allocation:
$19,000,000 Available (182 Applications Received)

Grant Application Period:
Opened January 12, 2016 and Closed March 14, 2016 (www.grants.gov or Paper applications)

Business and Industry (B&I) Guaranteed Loans

Program Purpose:
Bolsters the existing private credit structure through the guaranteeing of loans for rural businesses, allowing private lenders to extend more credit than they would typically be able.

Who May Apply:
Lenders with legal authority, sufficient experience, and financial strength to operate a successful lending program

Eligible borrowers:
For-profit business, Nonprofits and cooperatives, Federally recognized Tribes, Public bodies

Loan guarantee limits:
80% for loans of $5 million or less
70% for loans between $5 and $10 million
60% for loans exceeding $10 million, up to $25 million maximum

Terms:
Interest rate negotiated between lender and borrower, subject to Rural Development review.
Real estate – 30 years, machinery and equipment -15 years and working capital – 7 years.
Initial guarantee fee of 3% with annual renewal fee of 0.5% on outstanding principal.

Rural Business Development Grant (RBDG)

Program Purpose:
Assist small and emerging businesses in rural areas
Who May Apply:
Public bodies, units of government and community-based non-profit organizations
Special Considerations:
Eligible costs include real estate improvements, equipment, utility/infrastructure, feasibility studies, engineering services, and/or technical assistance to small businesses
Competitive application process
Application Grant Request Limits:
Grants less than $100,000 have highest competitive priority
FY2015 Funded Projects:
$674,519 (18 Grants)
FY2016 Budget Allocation:
$610,000

Rural Economic Development Loans and Grants (REDLG)

Program Purpose:
Assist economic and community development projects in rural areas
Who May Apply:
Rural electric or telecommunications utilities
Special Considerations:
Real estate improvements, equipment, working capital
Pass-through funding
20% Match Required from utility
Application Grant Request Limits:
Up to $300,000 to establish Revolving Loan Fund for electric or telecommunications utility
FY2016 Budget Allocation:
$40,000,000 (National Competition)

Rural Energy for America Program (REAP)

Program Purpose:
Assist rural small businesses and agricultural producers by conducting and promoting energy audits, and providing renewable energy development assistance.
Who May Apply:
Farmers and rural small businesses
Special Considerations:
Grant is 25% of eligible project costs
Application Grant Request Limits:
$500,000 maximum for renewable energy projects
$250,000 maximum for energy efficiency
$100,000 maximum for energy audit and rural energy development assistance
FY2015 Funded Projects:
$1,978,341 (85 Grants)
FY2016 Budget Allocation:
$819,000

Community Facilities Grant Program

Program Purpose:
Provides affordable funding to develop essential community facilities
Who May Apply:
Public body or community-based non-profit organization
Special Considerations:
Essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community.
Does not include private, commercial or business undertakings.
Application Grant Request Limits:
Grant for up to 15%, 35%, 55% or 75% of proposed project depending upon population and MHI of proposed service area
FY2015 Funded Projects:
$314,000 (21 Grants)
FY2016 Budget Allocation:
$543,780

Economic Impact Initiative (EII) Grant Program

Program Purpose:
Provides funding to assist in the development of essential community facilities in rural communities with extreme unemployment and severe economic depression
Who May Apply:
Public body or community-based non-profit organization
Special Considerations:
Essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community.
Grants may made in combination with other Rural Development financial assistance.
Community facilities may include
FY2015 Funded Projects:
$118,700 (14 Grants)
FY2016 Budget Allocation:
$118,700

Rural Community Development Initiative Grant (RCDI)

Program Purpose:
Provide funding to help non-profit housing and community development organizations support housing, community facilities, and community and economic development projects
Who May Apply:
Public bodies and non-profit organizations
Eligible Uses:
Training sub-grantees; for example, home-ownership or minority business entrepreneur education
Technical assistance such as strategic plan development, board training, effective fundraising techniques
Application Grant Request Limits:
$50,000 minimum award
$250,000 maximum award
Matching funds equal to the amount of the grant award
FY2015 Funded Projects:
$155,000 (1 Grant)

Housing Preservation Grant (HPG) Program

Program Purpose:
Provides grants to sponsoring organizations for the repair or rehabilitation of housing occupied by low- and very-low-income families and individuals.
Who May Apply:
State and local government entities and non-profit organizations
Eligible Uses:
Home must be in a rural area or community under 20,000 population
Repairing or replacing electrical wiring, foundations, roofs, insulation, heating systems, water/waste disposal systems
Handicap accessibility features
Labor and materials
FY2015 Funded Projects:
$86,273 (3 Grants)

Single Family Housing 504 Grants Program

Program Purpose:
Provides loan and grant funds to be used to pay for needed repairs to dwellings of very low income families. To remove health and safety hazards – leaky roofs, bad heating systems, structural problems, handicap accessibility.
Who May Apply:
Very-low income families or individuals
Special Considerations:
Home must be in a rural area or community under 35,000 population
Lifetime grant assistance up to $7,500. Grants only available to applicants 62 years or older who do not have repayment ability.
FY2015 Funded Projects:
$379,383(154 Grants)
FY 2016 Budget Allocation
$367,834

Community and Economic Development (CED)

Partners With Potential to Assist Downtowns / Communities:

- Massachusetts Executive Office of Housing and Economic Development (EOHED) – Community Development Block Grants (CDBGs)
- Small Business Administration (SBA)
- University of Massachusetts Extension
- Massachusetts Department of Transportation
- Massachusetts Historical Commission – State Historic Preservation Office (SHPO)
- Community Development Finance Institutions (CDFIs)
- Community Foundations
- U.S. Environmental Protection Agency (EPA) Local Foods/Local Places Initiative
- Brownfields Program (EPA and Massachusetts Department of Environmental Protection)

Let's Talk!

What projects do you have underway or under consideration in your community?
What barriers/obstacles exist to successful implementation or completion of the project?
Are projects being hindered or threatened by government processes?
What projects would you undertake if money were not an issue?
What assistance or expertise do you need in your community to bring your project to fruition?
What assets are present in your community which are not currently being utilized fully?

Appendix B: Hot Spot Redevelopment Analysis Results

These slides are taken from the presentation given at Williamsburg workshop on November 29, 2016. The town requested an examination of the market potential of three municipally-owned sites, were they to be conveyed for private development. A major consideration was the continued provision of public services (including the creation of a new facility for public safety and the administrative functions of the town government).

Smart Growth America
Improving lives by improving communities

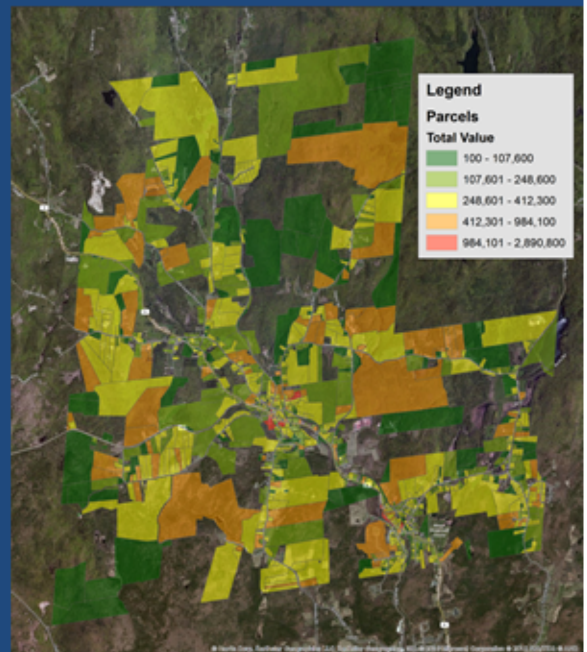
Fiscal "Hotspot" Analysis

Summary of Analysis for
Williamsburg, Massachusetts

Nov. 29, 2016

Parcel Value

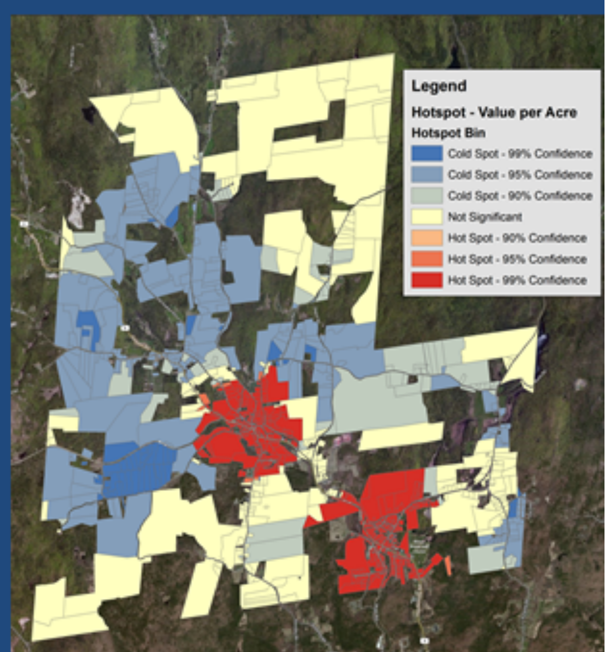
- Total value of parcels dispersed throughout Williamsburg
- Some high-value parcels near:
  - Downtown: Main & North
  - Near Main & High



Smart Growth America
Improving lives by improving communities

Parcel Value – Hot Spot Analysis

- Hotspots defined by GIS analysis
- Uses “Total Value per Acre”
- Identifies “Clustering” of higher-value parcels (on a per-acre basis)
- Identifies two main cores:
  - Downtown
  - Haydensville
- Using “Hotspot” parcels as basis for analysis



Smart Growth America
Improving lives by improving communities

Parcel Value – Hot Spot Analysis

Note: This analysis was aimed at informing the disposition of 3 town-owned parcels, by evaluating their market potential. (See next slide.)

- Hotspot Parcel Statistics
  - 10% of Town assessed acreage
  - 47% of Town assessed value
  - 51% of Town building value
- Includes 3 Project Parcels

	All Parcels	Hotspot Parcels	% of Total
Lot Size	10,839	1,063	10%
Building Val	185,697,300	94,891,500	51%
Lot Value	98,744,500	39,145,900	40%
Other Value	5,763,700	2,184,900	38%
Total Value	284,441,800	134,037,400	47%

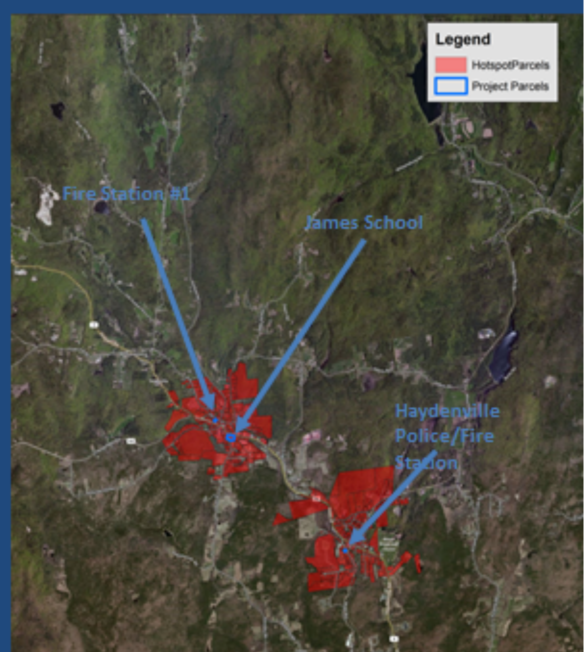
Smart Growth America

Parcel Value – Hot Spot Analysis

- Hotspot Parcel Statistics
  - 10% of Town assessed acreage
  - 47% of Town assessed value
  - 51% of Town building value
- Includes 3 Project Parcels

	All Parcels	Hotspot Parcels	% of Total
Lot Size	10,839	1,063	10%
Building Val	185,697,300	94,891,500	51%
Lot Value	98,744,500	39,145,900	40%
Other Value	5,763,700	2,184,900	38%
Total Value	284,441,800	134,037,400	47%

Smart Growth America



Redevelopment Scenarios – Assumptions

- Land sold in 2017
- Redevelopment and construction occurs by end of 2018
- Residential occupancy starting 2019
- Town saves in maintenance costs

Smart Growth America

Note: Scenarios were developed, working with the town, to evaluate the market-potential of alternatives.

Redevelopment Scenarios

Site	Proposed Development	Sales Price Assumption (Sell at price commensurate with land-value only)
Fire Station #1	Develop into a 2-unit residential structure, with 2x 1,500 s.f. units	\$85,000
James School	Develop school site into 4x 3,000 s.f. units. Develop 8 additional units on site at 2,500 s.f. per unit	\$100,000
Haydenville Police/Fire Station	Develop into a 2-unit residential structure, with 2x 1,500 s.f. units	\$60,000

Smart Growth America

Redevelopment Analysis – Property Taxes

- Conducted regression of residential units in "hot spot zone"
  - Constant=$94,660
  - +$12,773 for every acre of land
  - +$70 for every square foot of building area
  - +$82,115 for "modern buildings" (built after 1990)

Site	Estimated Assessment (2016 $)	Annual Taxes ($18.75 / $1000)
Fire Station #1	$407,925	$7,649
James School	$2,862,259	$53,667
Haydenville Police/Fire Station	$407,925	$7,649
Total	$3,678,109	$68,965

Smart Growth America

Redevelopment Analysis - Maintenance

- Town saves on maintenance of buildings once they are sold in 2017

Site	Annual Maintenance Savings (2016 $)
Fire Station #1	$5,396
James School	$25,195
Haydenville Police/Fire Station	$7,317
Total	$37,908

Smart Growth America

Assumption: Maintenance grows at inflation rate of 1.5%

Redevelopment Results

- Analysis over from 2017, plus 30-year period post-construction (2019-2048) = 32 year analysis period.
- Using present-value analysis (2016 $ @ 3% discount rate)

Category	Net Fiscal Impact 2017-2048	At 2x Density Net Fiscal Impact 2017-2048
Sales of property	$237,864	$237,864
Maintenance Savings	$961,021	$961,021
Property Taxes	$1,537,445	$2,822,749
Total	**$2,736,330**	**$4,021,634**
Total / year (over 32 years)	**$85,510** = 1.2% $6.89 M Annual Town Revenues (2015)	**$125,676** = 1.8% $6.89 M Annual Town Revenues (2015)

Assumption: Values grow at 1.2% annual rate.

Redevelopment Results

- Analysis over from 2017, plus 30-year period post-construction (2019-2048) = 32 year analysis period.
- Using present-value analysis (2016 $ @ 3% discount rate)

Category	Net Fiscal Impact 2017-2048	At 2x Density Net Fiscal Impact 2017-2048
Total / year (over 32 years)	**$85,510** = 1.2% $6.89 M Annual Town Revenues (2015)	**$125,676** = 1.8% $6.89 M Annual Town Revenues (2015)
New Millage Rate Based on Savings (compared to $18.75 per $1000)	$18.45	$18.02

Smart Growth America

New Residents

- 16 units = 16 "consumer units" (or families)
- Average household size = 2.39
- Approximately 38 new residents
- $18,292 in consumer spending per year per household
  - (US Census Data for "Northeast Region")
- Additional Local Spending

Scenario	Annual Spending (starting 2019)	Total Local Spending 2016 $ PV (2019-2048)
Low (50% local)	$8,752	$213,969
Med (75% local)	$13,128	$320,954
High (90% local)	$15,753	$385,145

Smart Growth America

Redevelopment Results

Reprise

- Analysis over from 2017, plus 30-year period post-construction (2019-2048) = 32 year analysis period.
- Using present-value analysis (2016 $ @ 3% discount rate)

Category	Net Fiscal Impact 2017-2048	At 2x Density Net Fiscal Impact 2017-2048
Total / year (over 32 years)	**$85,510** = 1.2% $6.89 M Annual Town Revenues (2015)	**$125,676** = 1.8% $6.89 M Annual Town Revenues (2015)
New Millage Rate Based on Savings (compared to $18.75 per $1000)	$18.45	$18.02

Smart Growth America

It is worth noting that, in this case, the analysis did not lead the SGA team to point to one of the scenarios as optimal; rather, it suggested consideration of a very different approach from the original problem posed by the town (emphasizing continued, but restructured, public use.)

The principal conclusion was that the potential return to the town from conveying the properties for private development (which would likely be residential) appears relatively small. On the other hand, the hotspot analysis points to the potential for some of the parcels (in particular, the James School site) to be leveraged to enhance the value of existing property in the town, and augment town revenues, while continuing to meet municipal needs.

Smart Growth America
Improving lives by improving communities

Smart Growth America is the only national organization dedicated to researching, advocating for and leading coalitions to bring smart growth practices to more communities nationwide.

www.smartgrowthamerica.org

1707 L St. NW Suite 250, Washington, DC 20036 | 202-207-3355