

5.0 MARKET POTENTIAL, LOCAL IMPACTS & IMPLEMENTATION PLAN

5.1 Background

In gaining an understanding of the Town Center's market potential and developing an effective implementation program, the following economic characteristics and funding methods were evaluated:

- General trade area socioeconomic indicators such as population, per capita and household income, business sector and employment trends, and potential sales
- Potential tax base growth
- Key land and building space for business development
- Potential infrastructure and environmental issues related to existing and future economic development
- Public and private funding programs and techniques typically used in developing a town center

Various data sources were used to create a market profile and qualify the potential for (and constraints to) future economic growth in the central corridor. Existing and future trends as well as potential funding and financing techniques are identified in this section.

5.2 The Barrington Town Center Trade Area

Primary Trade Area – The “primary trade area” (PTA) for the proposed Barrington Town Center can be defined as the geographic area from which 70 to 80 percent of district's customers are drawn. For the sake of this analysis, the primary trade area for the Town Center is identified as a whole, recognizing that individual businesses and sectors will draw different customer bases.

Key Socioeconomic Indicators of PTA, 2006

- The primary trade area has an estimated population of 19,903 with an estimated 7,665 households.
- Projected 2011 population in the PTA is expected to increase to 21,526.
- The median household income for those in the primary trade area is \$57,101.
- The median estimated buying power in the PTA is \$46,408.
- The median age in the primary trade area is about 39, which is higher than the national average.

The primary trade area was defined based on an analysis of regional population patterns, spending habits, socioeconomic trends, and local and regional competition. Input was also received from various business owners, property owners, and civic organizations. Combining these quantitative and qualitative sources, the Barrington Town Center PTA was determined to be an area of about a 5-mile radius from the center of the district at the intersection of Route 9 and Route 125. The PTA is illustrated in the figure below. (Appendix C contains various tables identifying demographic characteristics, existing businesses, and potential consumer spending patterns within the primary trade area.)

The Barrington Town Center PTA takes in all of the vast majority of the town as well as portions of the surrounding communities including Rochester, Dover, Madbury, Lee, Nottingham, Northwood, and Strafford. In terms of geographic area, the PTA is fairly small due to the presence of two larger market areas in Rochester and Dover and smaller market centers in Lee and Durham, which are easily accessible from Barrington and within 10 miles.



Barrington Town Center Market Trade Areas Map

Secondary Trade Area – The secondary trade area is the ring of influence for the Town Center beyond the primary trade area. Residents in the secondary trade area can get to Barrington with relative ease and will make the trip for special business purposes or events. The Town Center’s secondary trade area includes those communities within 10 miles of the center of the district. This encompasses large portions of Rochester and Dover as well as portions of several other Seacoast communities.

The total population for the secondary trade area (STA) in 2006 was approximately 123,236 with an estimated 47,934 households, a significant increase over the primary trade area. However, the influence of the secondary trade area on the Barrington Town Center is fairly limited since there are few attractions currently and there is significant existing competition with well established retail and service sectors. The Barrington Town Center could gain a larger share of the customer base in the STA over time if it becomes a unique district with services and amenities distinguished from others in the region.

In addition to those living within 10 miles of the Barrington Town Center, the secondary trade area also includes the traveling public along Route 125 and Route 9. A reasonable estimate would be that 50 percent of the vehicles traveling these corridors are currently passing through Barrington and could be potential customers in the future as the Town Center becomes more established.

Trade Area Competition – According to the results of the business inventory and socioeconomic analysis, Barrington’s proposed Town Center’s primary **retail and service** competition at this time is the existing development at the Lee Traffic Circle in Rochester, and the existing retail centers in Dover. Many of these shopping centers were built in the 1970s and 1980s and are within 10 miles of the Town Center. There are a

number of large retailers along regional highways, particularly in Rochester. Large category busters such as Wal-Mart, The Home Depot, BJ's Wholesale, and Staples are located there as well as numerous franchise restaurants and convenience stores. However, these highway-oriented commercial districts serve more as a convenient shopping area for the region and commuters than a destination district, as the Town Center is desired to be.

5.3 General Socio-demographic Trends

Population – Approximately 19,903 people live within the primary trade area, and Barrington residents make up over 90 percent of this **population base**. This population base is expected to increase to 21,576 (over 8%) in the next 5 years. The **median age** of the primary trade area is 38 years, which is about average for the Seacoast area. However, the median age of the secondary trade area (within 10 miles) is slightly lower, probably due to the presence of the University of New Hampshire in Durham.

| <i>Barrington Town Center Socio-demographic Trends and Projections</i> | | | | | | | | | |
|--|--------------------------|-------------|-------------|---------------------------|-------------|-------------|---------------------------|-------------|-------------|
| <i>Radius from Route 9 & 125 Intersection</i> | <i>0.00 - 5.00 miles</i> | | | <i>0.00 - 10.00 miles</i> | | | <i>0.00 - 15.00 miles</i> | | |
| <i>Description</i> | <i>2000</i> | <i>2006</i> | <i>2011</i> | <i>2000</i> | <i>2006</i> | <i>2011</i> | <i>2000</i> | <i>2006</i> | <i>2011</i> |
| Demographics | | | | | | | | | |
| Population | 17,836 | 19,903 | 21,526 | 115,159 | 123,236 | 129,734 | 180,008 | 194,321 | 205,755 |
| Households | 6,758 | 7,665 | 8,361 | 43,802 | 47,934 | 51,080 | 68,453 | 75,437 | 80,756 |
| Families | | 5,507 | 6,000 | | 31,112 | 33,156 | | 50,673 | 54,231 |
| Group Quarters Population | | 253 | 240 | | 5,366 | 5,109 | | 5,816 | 5,610 |
| Housing Units | | 8,118 | 8,841 | | 50,001 | 53,260 | | 79,825 | 85,432 |
| Median Age | | 38.19 | 39.93 | | 36.35 | 38.05 | | 37.49 | 39.22 |
| Median Owner-Occupied Housing Value | | \$203,081 | \$245,277 | | \$214,039 | \$245,697 | | \$199,599 | \$258,446 |
| Tenure of Occupied Housing Units | 6,758 | | | 43,802 | | | 68,453 | | |
| Owner Occupied | 5,126 | | | 27,902 | | | 46,857 | | |
| Renter Occupied | 1,633 | | | 15,901 | | | 21,596 | | |
| Average Household Size | 2.60 | 2.56 | 2.55 | 2.50 | 2.46 | 2.44 | 2.54 | 2.50 | 2.48 |
| Median Household Income | \$48,056 | \$57,101 | \$62,893 | \$45,512 | \$53,356 | \$59,339 | \$47,635 | \$56,369 | \$62,259 |
| Per Capita Income | \$21,213 | | | \$20,829 | | | \$21,683 | | |
| Est. Average Effective Buying Income | | \$53,577 | \$59,176 | | \$52,000 | \$57,905 | | \$54,324 | \$60,467 |
| Est. Median Effective Buying Income | | \$46,408 | \$50,327 | | \$43,919 | \$47,760 | | \$45,699 | \$49,738 |

Households – The number of **households** in the PTA has increased over the last five years from 6,758 to 7,665 (over 13%). This is a significant increase and even more rapid than the 15-percent increase in households between 1990 and 2000.

Wages and Income – The Census measures income by three different standards: Median Household Income (MHHI), Median Family Income (MFI), and Per Capita Income (PCI). In 2000, the **median household income** was \$48,056 in the primary trade area, which has grown by almost 19 percent to \$57,101 in 2006. In fact, the median household income in the PTA is higher than the secondary and tertiary trade areas, and is expected to growth over the next five years by 10 percent. While the total population of the primary trade area is expected to continue to decline slightly over the next five years, the number of households and the median household income are expected to rise at a small to moderate rate.

Jobs-to-Housing Ratio – The Barrington Town Center Primary Trade Area has a jobs-to-total housing units ratio of approximately 0.72 (i.e., there are 0.72 jobs for every home within the PTA). This is on the low side compared to the secondary trade area, which has a jobs-to-housing ratio of 1.07, and the tertiary trade market, which has a 1.16 ratio. A jobs-to-housing units ratio over 1.5 is considered to be optimal by most measurements. The Town Center PTA's low ratio is an indication that employment opportunities are needed locally while the larger communities in the Seacoast area serve as an important regional employment center. Also, improving

opportunities for local residents to find jobs within the community is an important quality of life and community sustainability qualifier.

5.4 Trade Area Businesses, Employment, and Sales

A major indicator of market strength is current employment and sales patterns of selected industrial sectors in the primary trade area. For the purposes of this analysis, the Barrington Town Center trade area has been evaluated to a radius of 5, 10, and 15 miles from the intersection of Route 125 and Route 9.

| <i>Employer Trends in the Barrington Town Center Trade Areas, 2006</i> | | | | | | | | | | | | |
|--|---------------------|-----------------|---------------------|----------------------------|---------------------|-----------------|---------------------|----------------------------|---------------------|-----------------|---------------------|----------------------------|
| Business Description | 0.00 - 5.00 Miles | | | | 0.00 - 10.0 Miles | | | | 0.00 - 15.0 Miles | | | |
| | Total Establishment | Total Employees | Sales (in Millions) | Estabnsments 20+ Employees | Total Establishment | Total Employees | Sales (in Millions) | Establsments 20+ Employees | Total Establishment | Total Employees | Sales (in Millions) | Establsments 20+ Employees |
| All Industries | 576 | 5,812 | 612.1 | 64 | 4,538 | 53,307 | 5,472.6 | 535 | 8,215 | 99,824 | 10,638.1 | 956 |
| All Manufacturing (SIC 20-39) | 51 | 1,138 | 89.2 | 19 | 241 | 6,175 | 464.8 | 64 | 430 | 10,944 | 834.4 | 107 |
| All Retailing (SIC 52-59) | 97 | 629 | 81.0 | 7 | 929 | 11,154 | 1,392.0 | 132 | 1,701 | 21,555 | 2,799.9 | 247 |
| All Services (70-79) | 104 | 625 | 54 | 8 | 825 | 4,668 | 398 | 39 | 1,469 | 10,116 | 869 | 88 |
| Public Admin. (SIC 90-97) | 30 | 351 | 0.0 | 5 | 223 | 3,521 | 0.0 | 47 | 393 | 5,278 | 0.0 | 72 |

Employment and Business Base – The primary trade area for the Barrington Town Center includes a total of 576 businesses representing over 75 different industry codes. The number of employers expands significantly at 10 and 15 miles out from the Town Center reinforcing the dominant presence of the larger Seacoast communities as the major source of employment and services for Barrington residents.

Employment by industry sector in the PTA is consistent with regional trends. The service sector includes 104 employers, making up the largest number in the PTA (18%), followed by retailing (16%) and manufacturing (9%). In terms of employees, there are 1,138 manufacturing jobs in the PTA, representing 23 percent of all jobs, followed by the service sector with 11 percent. Manufacturing also represents the highest sales volumes with over \$89 million.

Anchors – Anchors are an important component of the Town Center District. As with malls, larger stores and smaller specialty stores serve to draw a larger customer base. Often anchors will attract customers that are also potential customers for other stores and services causing linked trips and increasing the time spent in the district.

There are a few public and private anchors in Barrington Town Center based on their size, customer draw, or unique niche in the regional market. Some existing anchors include Calef's General Store, the Christmas Dove, the movie theater, medical offices, and banks.

Existing and future anchors should be well positioned and dispersed throughout the district. This creates an opportunity for customers to pass many of the smaller stores on their way between anchors. Well placed anchors can draw local residents as well as students, local employees, and visitors to spend more time and money in the Town Center. Potential pedestrian-oriented future retail and restaurant anchors could be well positioned on the Christmas Dove Partnership properties while auto-oriented retail and service anchors should be guided to the intersection of Routes 125 and 9.

Business Clusters – Business clusters are similar types of businesses located in close proximity of each other. Clustering businesses that share customers or have complementary goods strengthens the customer's choices and the perception of downtown as a shopping destination. Identifying clusters can also guide the revitalization effort by assisting new businesses in finding the optimal location for their stores. Future business clusters should be located on the Christmas Dove Partnership properties.

Public Attractions – Beyond the general draw of natural resources in Barrington (i.e., lakes, hills, and trails), there are few public attractions in the Town Center. From a historic point of view, the Barrington Historic Society is located in the district. In terms of public gathering places, the field behind Calef's General Store attracts citizens for passive recreational uses and local events. More public attractions would strongly enhance the business environment in the Town Center, including those indoor and outdoor gathering spaces that are flexible, attractive, and can be used for multiple purposes such as meetings, conferences, displays, and entertainment. These types of spaces are included in the concept plan for future development.

5.5 Market Assessment and Opportunities

Existing and potential new businesses need information about area competition. To advocate for the Barrington Town Center as an excellent business location and differentiate it from other choices, an assessment has been made of the competing commercial districts in the trade area.

While the Barrington Town Center may not be able capture all of the retail and service sales dollars that are currently going out of the primary trade area, with better services for local residents, connections to the regional resident and student population, streetscape enhancements, strategic redevelopment, quality promotions, and aggressive business retention and recruitment programs a percentage of recapture is achievable.

To be conservative, a 3-to-5-percent market recapture in the next five years would be a reasonable goal for Barrington. This figure could be well exceeded based on the progress of the development in the Town Center together with an effective marketing plan. Based on the analysis of current market conditions and potential market demand, the best opportunities for business development in the Barrington Town Center are identified below. (More detailed consumer spending information is contained in Appendix C.)

Existing and Potential Consumer Spending – The table below summarizes the estimated existing and potential future consumer spending for the Barrington Town Center Primary Trade Area by industry sector and household income. (See Appendix C-4 for more detailed information.) Total **consumer spending** (all categories) in the primary trade area is estimated to be \$393,524,000. To break this down further, estimated annual **per capita spending** is about \$19,772, and average **annual household spending** is about 51,340. This figure is calculated by comparing the number of households and their income levels with the Consumer Expenditure Survey (CES) for the Northeast United States.¹

The **Market Index** (potential consumer spending) for the primary trade area is somewhat higher than the national average (CACI, Inc.). Barrington Town Center PTA consumers spend about 7 percent more than the average. This is not typical of the trend in lower consumer expenditures for rural areas in the Northeast United States (U.S. Department of Labor). For the purposes of this analysis, the market index in the table above was rated high if the index was above 90.

Potential Trade Area Spending Index

- Below 70 – Low Potential
- Between 71-80 – Moderate Potential
- Above 90 – High Potential

Based on the findings of the market index, business inventory, and market profile, an opportunity exists for the enhancement or expansion of certain types of businesses in the Barrington Town Center.

A list of the types of retail businesses, which may enhance their revenues through expansion or merchandise line

reorientation, and the types of businesses, which may be recruited to the Town Center, is presented in the table below.

¹ The Consumer Expenditure Survey (CES) is issued by region each year by the U.S. Department of Labor.

| Barrington Town Center Primary Trade Area Consumer Spending, 2006 and 2011 | | | | | | | | |
|--|---------------------|----------------|---------------|---------------|-------------------|---------------|---------------------|------------|
| Radius from Rte 9 and Rte 125 Intersection | 0.00 - 5.0 miles | | | | | | | |
| Annual Expenditures | Aggregate (in 000s) | | Per Capita | | Average Household | | Market Index to USA | |
| | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 |
| Total Apparel | 36,415 | 45,283 | 1,830 | 2,104 | 4,751 | 5,416 | 107 | 108 |
| Sports and Recreation | 10,529 | 14,437 | 529 | 671 | 1,374 | 1,727 | 98 | 99 |
| TV, Radio, and Sound Equipment | 14,742 | 20,581 | 741 | 956 | 1,923 | 2,462 | 104 | 105 |
| Reading Materials | 4,745 | 5,369 | 238 | 249 | 619 | 642 | 116 | 118 |
| Travel | 11,507 | 15,735 | 578 | 731 | 1,501 | 1,882 | 103 | 104 |
| Photographic Equipment | 1,124 | 1,263 | 56 | 59 | 147 | 151 | 121 | 121 |
| Total Food at Home | 49,644 | 58,954 | 2,494 | 2,739 | 6,477 | 7,051 | 111 | 111 |
| Total Health Care | 27,038 | 41,295 | 1,358 | 1,918 | 3,527 | 4,939 | 91 | 91 |
| Medical Services | 13,306 | 17,747 | 669 | 824 | 1,736 | 2,123 | 104 | 105 |
| Prescription Drugs | 12,668 | 22,119 | 636 | 1,028 | 1,653 | 2,646 | 79 | 81 |
| Medical Supplies | 1,064 | 1,429 | 53 | 66 | 139 | 171 | 102 | 103 |
| Total Household Textiles | 4,462 | 6,034 | 224 | 280 | 582 | 722 | 102 | 104 |
| Total Furniture | 6,275 | 8,269 | 315 | 384 | 819 | 989 | 104 | 105 |
| Major Appliances | 2,794 | 3,357 | 140 | 156 | 364 | 401 | 110 | 111 |
| Small Appliance/Houseware | 5,169 | 6,601 | 260 | 307 | 674 | 790 | 103 | 104 |
| Misc. Household Equipment | 4,311 | 5,792 | 217 | 269 | 562 | 693 | 108 | 109 |
| Personal Care Products and Services | 7,970 | 10,623 | 400 | 493 | 1,040 | 1,271 | 105 | 106 |
| Personal Expenses and Services | 12,627 | 17,326 | 634 | 805 | 1,647 | 2,072 | 103 | 104 |
| Smoking Products/Supplies | 8,483 | 10,256 | 426 | 476 | 1,107 | 1,227 | 133 | 135 |
| Total Education | 10,495 | 15,481 | 527 | 719 | 1,369 | 1,852 | 106 | 109 |
| Pet Expenses | 4,130 | 5,448 | 207 | 253 | 539 | 652 | 114 | 113 |
| Day Care | 2,456 | 3,132 | 123 | 146 | 320 | 375 | 102 | 104 |
| Contributions (All) | 12,099 | 15,758 | 608 | 732 | 1,578 | 1,885 | 89 | 95 |
| Housekeeping Supplies | 3,165 | 4,214 | 159 | 196 | 413 | 504 | 114 | 114 |
| Total Food Away from Home | 42,129 | 52,878 | 2,117 | 2,456 | 5,496 | 6,324 | 113 | 113 |
| Breakfast and Brunch | 3,234 | 4,558 | 162 | 212 | 422 | 545 | 109 | 109 |
| Dinner | 12,513 | 14,049 | 629 | 653 | 1,632 | 1,680 | 117 | 117 |
| Lunch | 11,631 | 15,762 | 584 | 732 | 1,517 | 1,885 | 109 | 109 |
| Snacks and Nonalcoholic Beverages | 5,160 | 7,472 | 259 | 347 | 673 | 894 | 116 | 116 |
| Catered Affairs | 955 | 1,088 | 48 | 51 | 125 | 130 | 107 | 109 |
| Food and Nonalcoholic Bevgs on Trips | 8,637 | 9,949 | 434 | 462 | 1,127 | 1,190 | 111 | 112 |
| Total Alcoholic Beverages | 10,219 | 12,628 | 513 | 587 | 1,333 | 1,510 | 107 | 108 |
| Household Services | 3,886 | 5,268 | 195 | 245 | 507 | 630 | 95 | 96 |
| Household Repairs | 10,268 | 12,352 | 516 | 574 | 1,340 | 1,477 | 114 | 115 |
| Total Housing Expenses | 11,038 | 12,718 | 555 | 591 | 1,440 | 1,521 | 116 | 109 |
| Fuels and Utilities | 3,241 | 2,931 | 163 | 136 | 423 | 351 | 229 | 216 |
| Telephone Service | 7,797 | 9,787 | 392 | 455 | 1,017 | 1,171 | 96 | 95 |
| Total Transportation Expenses | 61,656 | 81,107 | 3,098 | 3,768 | 8,044 | 9,701 | 110 | 110 |
| New Autos/Trucks/Vans | 27,068 | 32,953 | 1,360 | 1,531 | 3,531 | 3,941 | 115 | 115 |
| Used Vehicles | 16,935 | 22,299 | 851 | 1,036 | 2,209 | 2,667 | 105 | 103 |
| Gasoline | 14,809 | 22,161 | 744 | 1,030 | 1,932 | 2,651 | 119 | 118 |
| Diesel Fuel | 114 | 151 | 6 | 7 | 15 | 18 | 111 | 110 |
| Automotive Maintenance/Repair/Other | 14,150 | 19,857 | 711 | 922 | 1,846 | 2,375 | 112 | 111 |
| Total Specified Consumer Expenditures | 393,524 | 512,012 | 19,772 | 23,786 | 51,340 | 61,238 | 107 | 107 |

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In 2011, the total consumer spending in the primary trade area is projected to grow to \$512,012 or an increase of about 30 percent. Particular goods and services that primary trade area households are expected to spend more than the national and primary trade area averages are identified in the table to the side. A particular increase appears to be projected for health care services and prescription drugs.

Current Retail Sales Leakage – The term “sales leakage” refers to the amount of consumer retail and service sales not spent in the primary trade area but in other areas. The table below and Appendix C-5 indicate that over \$148 million of total primary trade area retail sales are made outside of area. This means that approximately 47 percent of existing sales are leaking out of the PTA to competing shopping areas in the region. By comparison, the secondary trade area and tertiary trade areas have sales surpluses of \$114 and \$760 million, respectively, indicating that those markets are saturated as supply exceeds demand.

Retail sectors that appear to have the best potential in the Town Center (based on the gap between demand and current PTA sales) are the following:

- Home Furnishing Stores
- Camera and Photographic Equipment Stores
- Beer, Wine, and Liquor Stores
- Pharmacies and Drug Stores
- Optical Goods Stores
- Men's Clothing Stores
- Family Clothing Stores
- Clothing Accessories Stores
- Other Clothing Stores
- Jewelry Stores
- Sew/Needlework/Piece Goods Stores
- News Dealers and Newsstands
- Prerecorded Tapes, CDs, Record Stores
- Department Stores Excluding Leased Departments
- Warehouse Clubs and Super Stores
- All Other General Merchandise Stores
- Drinking Places–Alcoholic Beverages

| | |
|-------------------------------------|-----|
| Sports and Recreation | 37% |
| Travel | 37% |
| Total Health Care | 53% |
| Medical Services | 33% |
| Prescription Drugs | 75% |
| Medical Supplies | 34% |
| Total Household Textiles | 35% |
| Total Furniture | 32% |
| Misc. Household Equipment | 34% |
| Personal Care Products and Services | 33% |
| Personal Expenses and Services | 37% |
| Total Education | 48% |
| Pet Expenses | 32% |
| Housekeeping Supplies | 33% |
| Breakfast and Brunch Away from Home | 41% |
| Lunch Away from Home | 36% |
| Snacks and Nonalcoholic Beverage | 45% |
| Household Services | 36% |
| Total Transportation Expenses | 32% |
| Used Vehicles | 32% |
| Gasoline | 50% |
| Diesel Fuel | 32% |
| Automotive Maintenance/Repair/Other | 40% |

| Barrington Town Center Potential Retail Sales and Square Footage for Selected Businesses | | | | | | | |
|--|--|--------------------|-----------------------------|-----------------------------|---|-----------------------|-------------------------|
| Retail Category | 0.00 - 5.00 miles from Rt 9 & 125 Int. | | | | Community/Neighborhood Shopping Center 2004 | | |
| | Demand | Supply | Leakage | Opportunity | GLA S.F. Median* | Sales Per S.F. Median | Potential S.F. in BTC** |
| | Consumer Expenditures | Retail Sales | % of Sales Made Outside PTA | Demand Exceeds Sales in PTA | | | |
| Total Retail Sales Including Eating & Drinking Places | 314,543,695 | 166,210,711 | -47% | 148,332,984 | NA | NA | NA |
| Automotive Dealers-4411 | 53,739,006 | 31,335,072 | -42% | 22,403,934 | NA | NA | NA |
| Furniture Stores-4421 | 4,379,915 | 3,865,970 | -12% | 513,945 | 4,000 | \$161 | 3,192 |
| Home Furnishing Stores-4422 | 3,418,962 | 364,347 | -89% | 3,054,615 | 7,595 | \$212 | 14,409 |
| Camera and Photographic Equipment Stores-44313 | 268,108 | | -100% | 268,108 | 2,000 | \$344 | 779 |
| Home Centers-44411 | 11,384,833 | 5,073,907 | -55% | 6,310,926 | 9,309 | \$418 | 15,098 |
| Paint and Wallpaper Stores-44412 | 460,853 | | | 460,853 | 5,800 | \$289 | 1,595 |
| Hardware Stores-44413 | 1,984,953 | 1,635,344 | -18% | 349,609 | 13,200 | \$111 | 3,150 |
| Building Materials, Lumberyards-444191 | 5,055,089 | 2,125,456 | -58% | 2,929,633 | NA | NA | NA |
| Outdoor Power Equipment Stores-44421 | 488,146 | 5,731 | -99% | 482,415 | NA | NA | NA |
| Nursery and Garden Centers-44422 | 2,687,127 | 1,153,024 | -57% | 1,534,103 | NA | NA | NA |
| Supermarkets, Grocery (Excl. Conv.) Stores-44511 | 30,935,788 | 8,347,278 | -73% | 22,588,510 | 34,187 | \$354 | 63,809 |
| Specialty Food Stores-4452 | 4,673,005 | 2,161,099 | -54% | 2,511,906 | 2,340 | \$277 | 9,068 |
| Beer, Wine, and Liquor Stores-4453 | 1,797,103 | 153 | -100% | 1,796,950 | 2,400 | \$254 | 7,075 |
| Pharmacies and Drug Stores-44611 | 10,773,939 | 15,840 | -100% | 10,758,099 | 10,920 | \$374 | 28,765 |
| Cosmetics, Beauty Supplies, Perfume Stores-44612 | 507,598 | 191,399 | -62% | 316,199 | 1,470 | \$214 | 1,478 |
| Optical Goods Stores-44613 | 894,616 | 233 | -100% | 894,383 | 1,925 | \$335 | 2,670 |
| Other Health and Personal Care Stores-44619 | 953,375 | 177,066 | -81% | 776,309 | 1,600 | \$248 | 3,130 |
| Gasoline Stations with Conv. Stores-44711 | 18,496,424 | 11,009,957 | -40% | 7,486,467 | NA | NA | NA |
| Men's Clothing Stores-44811 | 1,130,496 | | -100% | 1,130,496 | 3,539 | \$120 | 9,421 |
| Women's Clothing Stores-44812 | 3,069,254 | 1,055,625 | -66% | 2,013,629 | 2,455 | \$210 | 9,589 |
| Childrens, Infants Clothing Stores-44813 | 476,151 | 23,491 | -95% | 452,660 | 2,210 | \$236 | 1,918 |
| Family Clothing Stores-44814 | 4,611,454 | 12,855 | -100% | 4,598,599 | 7,912 | \$243 | 18,924 |
| Clothing Accessories Stores-44815 | 243,459 | | -100% | 243,459 | 2,500 | \$140 | 1,739 |
| Other Clothing Stores-44819 | 780,080 | 82,632 | -89% | 697,448 | 2,500 | \$140 | 4,982 |
| Jewelry Stores-44831 | 1,841,556 | 266 | -100% | 1,841,290 | 1,200 | \$280 | 6,576 |
| Luggage and Leather Goods Stores-44832 | 159,094 | 83,537 | -47% | 75,557 | 2,500 | \$140 | 540 |
| Hobby, Toys and Games Stores-45112 | 1,307,833 | 1,268,484 | -3% | 39,349 | 2,334 | \$177 | 222 |
| Sew/Needlework/Piece Goods Stores-45113 | 321,677 | 33 | -100% | 321,644 | 3,265 | \$191 | 1,684 |
| Musical Instrument and Supplies Stores-45114 | 327,990 | 134,525 | -59% | 193,465 | 4,650 | \$146 | 1,325 |
| Book Stores-451211 | 1,160,659 | 608,462 | -48% | 552,197 | 2,740 | \$153 | 3,609 |
| News Dealers and Newsstands-451212 | 97,157 | | -100% | 97,157 | 3,008 | \$121 | 803 |
| Prerecorded Tapes, CDs, Record Stores-45122 | 660,392 | | -100% | 660,392 | 3,668 | \$254 | 2,600 |

| Barrington Town Center Potential Retail Sales and Square Footage for Selected Businesses | | | | | | | |
|--|--|--------------|-----------------------------|-----------------------------|---|-----------------------|-------------------------|
| Retail Category | 0.00 - 5.00 miles from Rt 9 & 125 Int. | | | | Community/Neighborhood Shopping Center 2004 | | |
| | Demand | Supply | Leakage | Opportunity | GLA S.F. Median* | Sales Per S.F. Median | Potential S.F. in BTC** |
| | Consumer Expenditures | Retail Sales | % of Sales Made Outside PTA | Demand Exceeds Sales in PTA | | | |
| Department Stores Excl. Leased Depts.-4521 | 25,500,159 | 742,513 | -97% | 24,757,646 | 20,000 | \$103 | 240,365 |
| Warehouse Clubs and Super Stores-45291 | 8,128,225 | 195,121 | -98% | 7,933,104 | NA | NA | NA |
| All Other General Merchandise Stores-45299 | 4,443,937 | 161,370 | -96% | 4,282,567 | 8,450 | \$109 | 39,290 |
| Florists-4531 | 1,010,702 | 929,802 | -8% | 80,900 | 1,400 | \$163 | 496 |
| Office Supplies and Stationery Stores-45321 | 1,566,417 | 461,461 | -71% | 1,104,956 | 20,150 | \$207 | 5,338 |
| Vending Machine Operators-4542 | 1,603,364 | 306,581 | -81% | 1,296,783 | NA | NA | NA |
| Full-Service Restaurants-7221 | 13,612,053 | 7,823,676 | -43% | 5,788,377 | 3,200 | \$273 | 21,203 |
| Limited-Service Eating Places-7222 | 14,147,990 | 4,190,433 | -70% | 9,957,557 | 2,500 | \$194 | 51,328 |
| Special Foodservices-7223 | 2,510,430 | 1,121,007 | -55% | 1,389,423 | 2,340 | \$277 | 5,016 |
| Drinking Places -Alcoholic Beverages-7224 | 2,753,615 | | -100% | 2,753,615 | 2,555 | \$101 | 27,264 |
| GAFO * | 76,459,786 | 25,850,512 | -66% | 50,609,274 | NA | NA | NA |
| General Merchandise Stores-452 | 38,072,322 | 1,099,004 | -97% | 36,973,318 | NA | NA | NA |
| Clothing and Clothing Accessories Stores-448 | 14,297,871 | 4,647,833 | -67% | 9,650,038 | NA | NA | NA |
| Furniture and Home Furnishings Stores-442 | 7,798,876 | 4,230,317 | -46% | 3,568,559 | NA | NA | NA |
| Sporting Goods, Hobby, Book, Music Stores-451 | 5,656,678 | 4,767,121 | -16% | 889,557 | NA | NA | NA |
| Office Supplies, Stationery, Gift Stores-4532 | 3,584,714 | 3,000,109 | -16% | 584,605 | NA | NA | NA |

TOTAL 314,543,695 166,210,711 148,332,984 608,448

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* From Dollars & Cents of Shopping Centers, ULI 2004

** Supported by demand and median sales figures.

Consumer Sales Potential – Based on the business inventory and evaluation (see Section 2 of this report), the current retail and service sales for existing businesses in the Barrington Town Center are \$17,408,000 and \$14,905,000, respectively. Collectively (\$32,313,000) this represents a meager 8 percent of total annual consumer expenditures in the primary trade area.

Over the next five years, the population and number of households in the primary trade area is anticipated to increase by 8 percent and 9 percent, respectively. Trade area sales are also expected to rise by 30 percent. Barring a significant decline in the national and/or regional economy and with new mixed-use development, the Barrington Town Center may have the potential to increase its share of the retail and service sales within the primary trade area by between 3 and 5 percent by the year 2011. According to projected consumer expenditures in the table above, this would amount to between \$24 and \$34 million in annual sales growth over the next five years.

Gap Analysis – Based on the difference between existing consumer expenditures (demand) and the current sales in the PTA (supply) it has been projected that an additional \$148 million in retail sales could be supported in the trade area, and this estimate is projected to grow over the next five years. Based on the individual business categories where this gap exists, an additional 608,448 square feet of commercial development can be supported in the primary trade area.

According to the existing conditions evaluation in Section 2, the Town Center could physically support a range of commercial expansion between 51,000 and 325,500 square feet through a

combination of new development, rehabilitation, conversion, and expansion of existing buildings. A conservative goal, based on the market potential and physical capability of the land would be to achieve 40,000 square feet of additional commercial space by the year 2011.

Town Center Niches – The market profile confirms that the Barrington Town Center has a strong niche for selected retail goods, health services, restaurants, entertainment, and personal services. These conclusions are drawn from the business and property inventory, market index, and trade area comparisons.

In order to build on these niches, the town and local business community need to work in partnership on every aspect of the development plan. In terms of building on nonretail business niches, efforts should be made to facilitate upper floor and side street renovations and occupancy. To build on existing retail niches, efforts should be made to promote the district for high-quality expansion targeting existing geographic clusters. There are particular niche opportunities in high-quality apparel, restaurants, home furnishings, and entertainment.

In all cases, existing and new development in Town Center must place a high emphasis on variety, quality, customer service, and dependability. Each business must understand and serve its own unique customer niche while working cooperatively with others in the district to expand the overall market.

5.6 Impact of Potential Development

The proposed Barrington Town Center concept plan was designed based on the general characteristics of traditional downtowns and village centers found throughout New England. Unlike many other small New England communities, however, Barrington is creating a new Town Center rather than revitalizing an existing downtown, which is usually the case. This scenario puts Barrington in a unique position, given that most of the property in the designated Town Center is privately owned and several regulatory changes will need to be effectuated at the March 2008 Town Meeting, in order to facilitate a progressive development of a traditional mixed-use district with a higher density. There is a significant amount of developable land in the district, a generally supportive public and possible funding sources/financing techniques that have proven to be successful in other New Hampshire communities striving (and succeeding) in the improvement of their downtowns.

| Barrington Town Center Compared to Generally Accepted Design Characteristics for Rural Town Centers | | |
|--|---|---|
| Characteristic | Guideline* | BTC Concept Plan** |
| Gross land area | 100 to 500 acres | 519 acres (private property) |
| Dwelling units (DU) | 100 to 600 DU | Potential for 81 to 464 D.U. in BTC (35 currently); estimated 8,118 D.U. within 5 miles |
| Net DU/acre | 1.0 to 8.0 (or 5,445 to 43,560 s.f./DU) | 0.16 to .89 D.U. in BTC |
| Population | 200 to 1,800 residents | Potentially 210 to 1,206 within BTC (91 currently); estimated 19,903 within 5 miles |
| Jobs: housing ratio (at 200-350 s.f. per job) | 0.75:1.0 to 1.75:1.0 | 0.72 jobs per D.U. in primary trade area |
| Percentage of overall open space | 45% to 70% district-wide | 102 acres of total open space (20% overall) |
| Percentage of public open space | 3% to 8% district-wide | 28.4 acres (5.5% overall) |
| Local retail space | 26 to 52 s.f./DU | 907 to 1,460 s.f.. per D.U. |
| Civic space | 300 s.f./DU minimum | 256 to 667 s.f. per D.U. |
| Town common or green space | 200 s.f./DU minimum | 1,790 to 7,547 s.f. per D.U. |
| Water treatment | Community or public wells | Community wells proposed |
| Sewage | Community or public wastewater treatment system | Package sewage treatment plant proposed |
| * From <i>Visions for a New American Dream</i> , Anton Clarence Nelessen, 1993 | | |
| ** Estimates are based on development only with the BTC Concept Plan and not including the entire primary trade area | | |

Potential Tax Impact

The primary objective of Barrington in making the Town Center is to create a vibrant economic, social, recreational, and cultural center and gathering place for the community. In addition to these social objectives, the potential economic impacts of the Town Center could be significant in terms of expanding and diversifying the local tax base. Currently, properties in the proposed Town Center District generate the following tax values:

| | |
|--------------|--|
| \$6,269,810 | Total Residential Development Assessed Value |
| \$13,452,210 | Total Commercial Development Assessed Value |
| \$1,707,250 | Total Industrial Development Assessed Value |
| \$2,714,560 | Total Market Value of Vacant Properties |
| \$42,340 | Ave. Market Value Per Acre for Vacant Property |

Based on the evaluation of existing conditions in Section 3 and the market assessment made above, the proposed Town Center can support growth in residential, commercial, industrial, and civic uses and development. The table below identifies these changes of potential development by category and square feet.

Using an average square foot value by category (based on assessors records), and the town tax rate in FY06 of (16.60/\$1,000 in assessed value), the property value increases range between \$8.1 and \$51.7 million for commercial development, and between \$150,000 and \$1.6 million for industrial properties. Assuming that the Low Potential Development (in square feet) is completed over the next five years for commercial and light industrial properties, the amount of tax revenue that would be generated would be approximately \$137,099.

| Town Center Existing and Potential Development Tax Value and Impact Fees* | | | | | | |
|--|---|------------------------------------|----------------------------------|------------------------------|---------------------------------|--------------------------------|
| Development Type | Ave. Existing Tax Value Per S.F. or Unit | Potential Development Range | Potential New Development | Potential Impact Fees | Potential Assessed Value | Potential Tax Revenue** |
| Residential Units | \$204,516 per unit | Existing | 35 | NA | NA | NA |
| | | Potential Low | 81 | | \$16,565,796 | \$274,992 |
| | | Potential High | 454 | | \$92,850,264 | \$1,541,314 |
| Commercial S.F. | \$159 | Existing | 118,403 | NA | NA | NA |
| | | Potential Low | 51,000 | | \$8,109,000 | \$134,609 |
| | | Potential High | 325,500 | | \$51,754,500 | \$859,125 |
| Industrial S.F. | \$15 | Existing | 60,649 | NA | NA | NA |
| | | Potential Low | 10,000 | | \$150,000 | \$2,490 |
| | | Potential High | 105,000 | | \$1,575,000 | \$26,145 |
| Institutional S.F. | NA | Existing | 77,392 | NA | NA | NA |
| | | Potential Low | - | NA | NA | NA |
| | | Potential High | 48,000 | NA | NA | NA |

*Based of property information collected from Barrington Assessor Office in Feb. 2006 and FY05 property values
 ** Based on FY06 tax rate of 16.60 per \$1,000 in assessed value

Additional property taxes can be used as a source to financing key infrastructure needed in the Town Center District. This can be formally done by the establishment of a Tax Increment Financing District (TIF) that captures the additional tax revenues generated by development in designated areas and uses them to finance necessary public infrastructure improvements such

as roads and intersections, parking, public water and sewer, streetscape improvements, and other capital programs. The TIF program is well established in a number of communities in New Hampshire and is further described in Section 5.8 below.

Potential Community Sewer System

Assumptions - This section details the assumptions made to determine the total design flow for a potential onsite wastewater treatment facilities to service the Barrington Town Center Core Area. (Appendix B6 contains the table of sewage flow generated by each parcel in the district). The objective of this evaluation is to determine a total estimated planning level sewage design flow for the proposed. The total flow is to be used as the design flow for the onsite wastewater treatment plants.

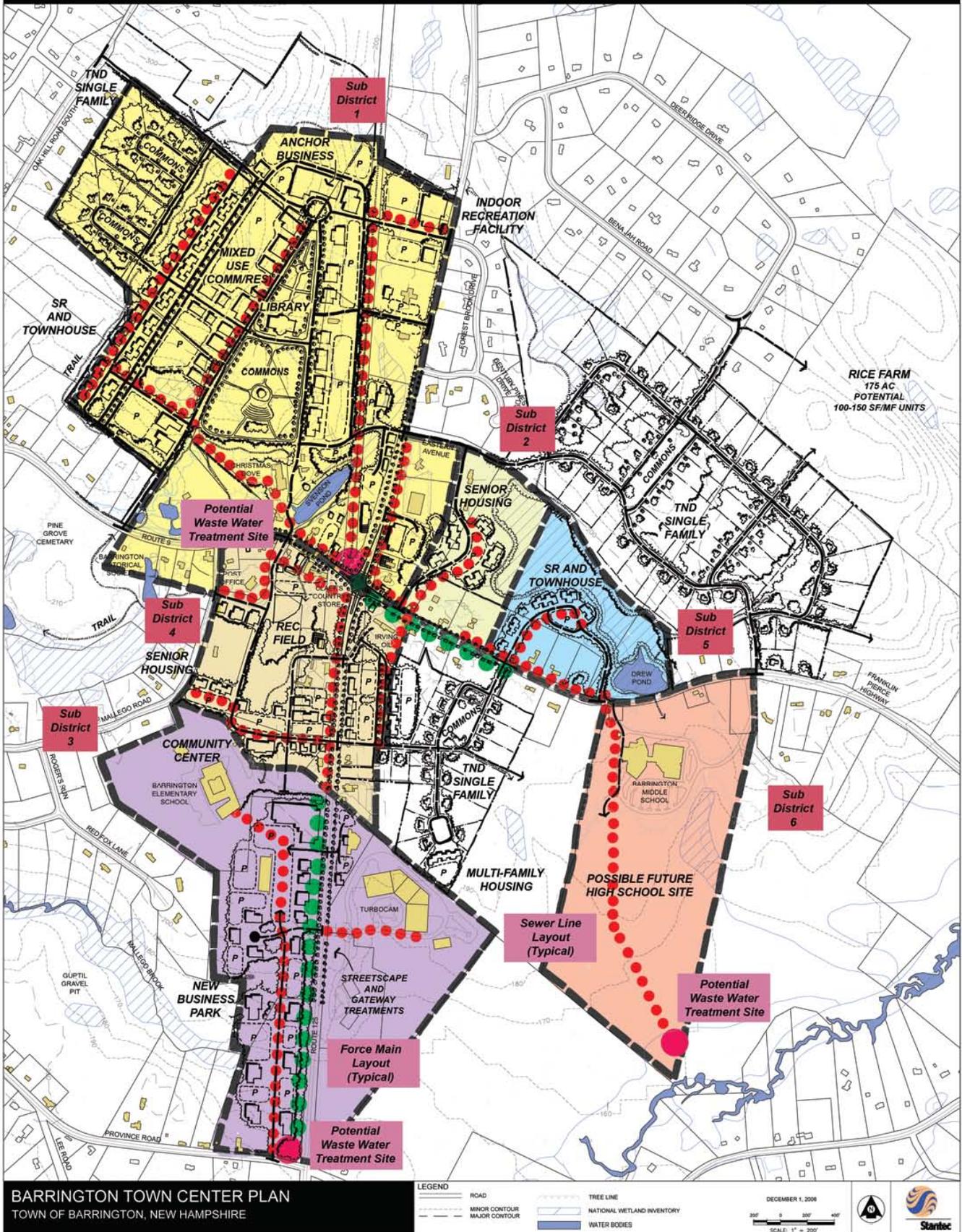
The table below of the Barrington Town Center District was condensed to contain only those parcels within the Core Area. The core area was broken up into 6 sub areas. The existing flow was determined by evaluating the building description and net square footage and using corresponding NHDES unit flow for the building type. The square footage was manipulated to determine the number of corresponding units. The total existing flow was then computed.

To determine the future flow, the proposed conceptual development plan was used for the number of buildings and use for the mix-use areas. Corresponding NHDES unit flows were used to calculate the total future flow.

| BARRINGTON TOWN CENTER CORE SEWAGE FLOW ESTIMATES (12/28/2006) | | | | | | | | | | | | |
|--|-----|-----|------------------|----------|-------------------------|-------------|------------------------------------|--|---------------------|-------------------|-------------------|---------------|
| PARCEL ID | MAP | LOT | STREET | USE CODE | PRIMARY USE DESCRIPTION | LOT ACREAGE | Env-Ws 1000 unit flow (gpd) | Assumptions | Existing Flow (gpd) | Future Flow (gpd) | Design Flow (gpd) | Feet of Sewer |
| Area 1 | | | | | | | | | | | | |
| 234-057* | 234 | 57 | Oak Hill Rd | 101 | Single family | 55 | 15 gpd/100 sqft 225 gpd/unit | 100,000 sqft of com. And 50 units | | 27,000 | 27,000 | |
| 235-001* | 235 | 1 | Route 9 | 322 | General Retail | 16 | 15 gpd/100 sq.ft. | 15,000 sqft | 2,250 | | 2,250 | |
| 235-003 | 235 | 3 | Route 9 | 391 | Vacant Homesite | 16.72 | 15 gpd/100 sqft | com @ 100,000 sqft | | 15,000 | 15,000 | |
| 235-005* | 235 | 5 | Route 125 | 391 | Vacant Homesite | 5.68 | 20 gpd/100 sqft | office/retail 75,000 sqft | | 15,000 | 15,000 | |
| 235-006* | 235 | 6 | Route 125 | 340 | Veterinary Hospital | 3.58 | 50 gpd/kennel | 10 kennels | 500 | | 500 | |
| 235-007 | 235 | 7 | Route 125 | 305 | Medical Office | 3.89 | 15 gpd/100 sqft | 40,000 sqft | | 6,000 | 6,000 | |
| 235-008 | 235 | 8 | Route 125 | 391 | Vacant Homesite | 2.17 | 10 gpd/participant | gym 600 participants | | 6,000 | 6,000 | |
| 235-009 | 235 | 9 | Route 125 | 391 | Vacant Homesite | 2.31 | 15 gpd/100 sqft | 20,000 sqft | | 3,000 | 3,000 | |
| 235-010* | 235 | 10 | Route 125 | 391 | Vacant Homesite | 3.36 | 15 gpd/100 sqft | 20,000 sqft | | 3,000 | 3,000 | |
| 235-080 | 235 | 80 | Century Pines Dr | 305 | Hospital | 2.01 | 200 gpd/bed | 100 beds | 20,000 | | 20,000 | |
| 235-082 | 235 | 82 | Route 125 | 341 | Bank | 2.39 | 15 gpd/100 sqft | 1000 sqft | 150 | | 150 | |
| 235-083 | 235 | 83 | Route 125 | 904 | Private School | 2.93 | 25 gpd/student | 400 students | 10,000 | | 10,000 | |
| 238-001 | 238 | 1 | Route 9 | 322 | General Retail | 1.5 | 15 gpd/100 sq.ft. | 6,000 sqft | 900 | | 900 | |
| 238-002 | 238 | 2 | Route 9 | 391 | Vacant Homesite | 0.64 | 15 gpd/100 sq. ft. | 6,000 sqft | 900 | | 900 | |
| 238-006 | 238 | 6 | Route 9 | 341 | Bank | 1.49 | 15 gpd/100 sq.ft. | 2000 sqft | 300 | | 300 | |
| 239-115 | 239 | 115 | Route 9 | 920 | Clubhouse | 2.44 | 10 gpd/seat | 100 seats | 1,000 | | 1,000 | |
| Sub Total | | | | | | | | | 36,000 | 75,000 | 111,000 | 9,850 |
| Area 2 | | | | | | | | | | | | |
| 238-007 | 238 | 7 | Route 9 | 391 | Vacant Homesite | 2.26 | 225 gpd/unit | 3 senior housing units | | 675 | 675 | |
| 238-014 | 238 | 14 | Route 9 | 391 | Vacant Homesite | 66 | 225 gpd/unit | 14 sr. housing units | | 3,150 | 3,150 | |
| Sub Total | | | | | | | | | 3,900 | 3,900 | 1,300 | |
| Area 3 | | | | | | | | | | | | |
| 238-044* | 238 | 44 | Route 125 | 400 | Light Manufacturing | 27.9441 | 5 gpd/100 sq.ft. | 100,000 | 5,000 | | 5,000 | |
| 238-045* | 238 | 45 | Route 125 | 362 | Theater-Live | 25.44 | 15 gpd/100 sqft 3 gpd/spectator | w/ 100,000 sqft com. And 2,000 spectators | 6,000 | 15,000 | 21,000 | |
| 238-046 | 238 | 46 | Route 125 | 903 | Public School | 28.3 | 25 gpd/student | assume 5,000 gpd | 5,000 | | 5,000 | |
| Sub Total | | | | | | | | | 16,000 | 15,000 | 31,000 | 6,100 |

| BARRINGTON TOWN CENTER CORE SEWAGE FLOW ESTIMATES (12/28/2006) | | | | | | | | | | | | |
|--|-----|------|---------------|----------|-------------------------|-------------|---------------------------------|---|---------------------|-------------------|-------------------|---------------|
| PARCEL ID | MAP | LOT | STREET | USE CODE | PRIMARY USE DESCRIPTION | LOT ACREAGE | Env-Ws 1000 unit flow (gpd) | Assumptions | Existing Flow (gpd) | Future Flow (gpd) | Design Flow (gpd) | Feet of Sewer |
| Area 4 | | | | | | | | | | | | |
| 238-005 | 238 | 5 | Route 125 | 325 | Convenience Market | .398 | 5 gpd/100 sq.ft. | 3,000 sqft | 150 | | 150 | |
| 238-036* | 238 | 36 | Route 9 | 101 | Single family | 33 | 225 gpd/unit | 20 sr. housing units | | 4,500 | 4,500 | |
| 238-039 | 238 | 39 | Route 9 & 125 | 325 | Convenience Market | 2.9 | 5 gpd/100 sq.ft. | 6000 sqft | 300 | | 300 | |
| 238-040 | 238 | 40 | Route 125 | | | 1.5 | 15 gpd/100 sq.ft. | 10,000 sqft | | 1,500 | 1,500 | |
| 238-042* | 238 | 42 | Route 125 | 326 | Restaurant | 4.68 | 40 gpd/seat | 200 seats | 8,000 | | 8,000 | |
| 238-047 | 238 | 47 | Route 125 | 326 | Restaurant | 0.74 | 40 gpd/seat | 200 seats | 8,000 | | 8,000 | |
| 238-048 | 238 | 48 | Route 125 | 326 | Restaurant | 0.68 | 40 gpd/seat | 200 seats | 8,000 | | 8,000 | |
| 238-049 | 238 | 49 | Route 125 | 322 | General Retail | 2.9 | 15 gpd/100 sq.ft. | 100,000 sqft | | 15,000 | 15,000 | |
| 238-049.1 | 238 | 49.1 | Route 125 | 332 | Service Garage | 1.3 | 125 gpd/bay | 2 bays | 250 | | 250 | |
| 238-050 | 238 | 50 | Route 9 & 125 | 322 | General Retail | 3.00 | 15 gpd/100 sq.ft. | 60,000 sqft | | 9,000 | 9,000 | |
| 239-005 | 239 | 5 | Mallego Rd | 350 | Post Office | 1.92 | 15 gpd/100 sq.ft. | 1,000 sqft | 150 | | 150 | |
| 239-007* | 239 | 7 | Route 125 | 391 | Vacant Homesite | 12.05 | 225 gpd/unit 15 gpd/100 sqft | 10 sr. housing units 75,000 sqft com | | 13,500 | 13,500 | |
| Sub Total | | | | | | | | | 24,900 | 43,500 | 68,400 | 3,300 |
| Area 5 | | | | | | | | | | | | |
| 238-013 | 238 | 13 | Route 9 | 391 | Vacant Homesite | 1.3 | 15 gpd/100 sq.ft. | com/retail 6,000 sqft | | 900 | 900 | |
| 238-010 | 238 | 10 | Route 9 | 391 | Vacant Homesite | 1.4 | 225 gpd/unit | 10 senior housing units | | 2,250 | 2,250 | |
| Sub Total | | | | | | | | | 3,200 | 3,200 | 1,300 | |
| Area 6 | | | | | | | | | | | | |
| 238-31 | 238 | 31 | | | Schools | | 25 gpd/student | 5,000 gpd for middle school & 10,000 for hs | | 15,000 | 15,000 | |
| Sub Total | | | | | | | | | 15,000 | 15,000 | 4,550 | |
| TOTAL | | | | | | | | | | | 232,500 | 26,400 |
| <i>Note: This table does not contain the parcels of single family home with leaching systems</i> | | | | | | | | | | | | |

PRELIMINARY SEWER DISTRICT AND LAYOUT PLAN



BARRINGTON TOWN CENTER PLAN
TOWN OF BARRINGTON, NEW HAMPSHIRE

LEGEND
ROAD
MINOR CONTOUR
MAJOR CONTOUR
TREE LINE
NATIONAL WETLAND INVENTORY
WATER BODIES

DECEMBER 1, 2006
SCALE: 1" = 200'



Conclusions - The table below summarizes the estimated sewage flow in gallons per day (gpd) and length of sewer pipe in feet (ft):

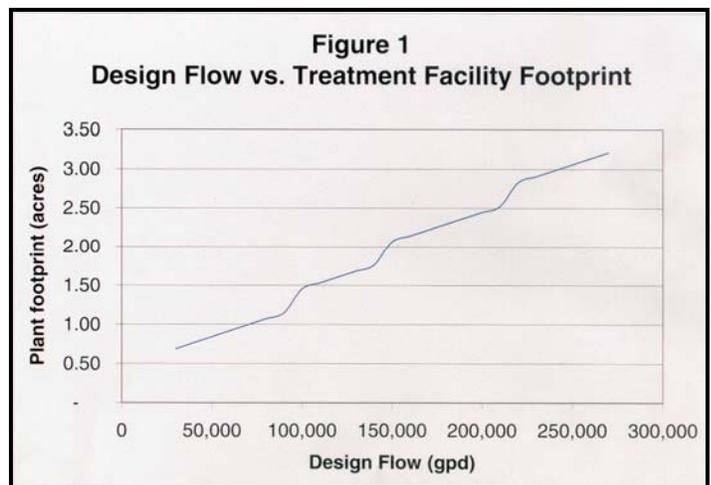
| Estimated Sewage Flow for Town Center Existing & Potential Development (GPD) | | | | |
|---|-----------------|----------------|----------------|----------------------|
| AREA | Existing | Future | Total | Feet of Sewer |
| 1 | 36,000 | 75,000 | 111,000 | 9,850 |
| 2 | | 3,900 | 3,900 | 1,300 |
| 3 | 16,000 | 15,000 | 31,000 | 6,100 |
| 4 | 24,900 | 43,500 | 68,400 | 3,300 |
| 5 | | 3,200 | 3,200 | 1,300 |
| 6 | | 15,000 | 15,000 | 4,550 |
| TOTALS | 76,900 | 155,600 | 232,500 | 26,400 |

With known sewage flows, a preliminary sewer design was mapped over the proposed Town Center Core Area. The proposed system consists of two sewage pump stations. The proposed pump station at the intersection of Province Road and Route 125 will pump the sewage collected by gravity in Area 3 to the proposed main pump station at the intersection of Route 9 and Route 125. Sewage produced in Areas 1, 2, 4 and 5 will be carried by gravity sewer to the main pump station. The sewage collected at the main pump station is pumped to Area 6, where it becomes a gravity sewer and collects the sewage produced by the Middle School and the proposed High School. See the attached plan for sewer layout.

All sewage will be treated at a proposed treatment plant located at the south end of the school's property. The facility will require a minimum footprint of approximately 3.0 acres. This was determined by use of Figure 1 (attached).

Actions - The Town should take the following actions to facilitate the development of a package sewage treatment plant to service the Town Center Core Area:

- Prepare additional analysis of the proposed site (site evaluation, soil borings, ownership issues)
- Evaluate potential collection system additional detailed analysis and pipe sizing.
- Develop a construction phasing plan
- Develop planning level cost estimates of WWTP and collection system
- Survey of existing property owners to determine their desire to be connected into the sewer system



5.7 Implementation Program

The implementation program identifies specific public and private projects to be completed over the next five years. Projects are prioritized with specific actions to be taken, lead actors (e.g., BOS, PB, departments, private, etc.), projected schedule, and potential funding sources. Specific focus is placed on capital improvements that will meet the following objectives:

- Public improvements and programs that will create an attractive setting for new development;
- Primary and secondary site actions to facilitate redevelopment or new development;
- Private improvements such as façade and sign improvements, and property re-use or redevelopment; and
- Regulation revisions, design standards, and other policy changes and timeframe.

The implementation program for the Barrington Town Center is based on the principles of **Smart Growth**. This is a land use planning technique in response to the problems associated with unplanned, unlimited suburban development. Smart growth call for more efficient land use, compact development patterns, less dependence on the automobile, a range of diverse housing opportunities and choices, equitable allocation of costs and benefits of development, and an improved job/housing balance.

Revise Land Use Regulations and Policies

If the new Town Center is to compete with other commercial districts regionally, the town must facilitate the creation of a mixed-use, moderate density district. The Barrington Zoning Ordinance is not fully equipped to meet this goal. Municipal regulations, programs, and policies must be revised or created to provide greater flexibility to attract new investment, allow for a mix of uses and opportunities that serve all residents and visitors, enhance the district’s civic and historic character, and reinforce the Town Center as a “place of necessity” in the community. This is one of the highest priorities for Barrington.

Make necessary planning and zoning amendments – Appropriate land use regulations and policies can accomplish the desired development, rehabilitation, and design objectives in the community for the Town Center. Unlike conventional ordinances, which tend to deter traditional development patterns and mixed uses, new regulations and policies should be crafted with the following themes and objectives:

- Maximize mixed-use opportunities;
- Enhance positive property characteristics and opportunities;
- Define surrounding neighborhoods with clear edges;
- Encourage social, educational, employment, recreational, and shopping opportunities in close proximity to residences;
- Design streets to balance the needs of both automobiles and pedestrians;
- Provide for building sizes and character that define streets and public spaces; and
- Provide for open spaces designed for social activity and recreation.

As described in detail in *Section 4: Town Plans, Policies & Regulations*, new regulations should be crafted to incorporate the following characteristics:

- Create a new Town Center District (TCD) that allows for high-density mixed-use, commercial, and residential development in the Town District Core Area;
- Create a special provision in the Conservation Subdivision Ordinance allowing for cluster or traditional neighborhood design (TND) developments in the district with 10–20,000-square-foot lots;
- Reduce elderly housing restriction from 62 to 55;
- Do not require boulevard treatments for new subdivision roadways;

- Require sidewalks for new developments in overlay district;
- Reduce lot size and allow for multiple buildings for commercial or mixed-use development in the TCD;
- Allow buildings greater than 10,000 square feet for certain uses – i.e., grocery stores, pharmacies, medical facilities, corporate office buildings, civic centers, and similar uses. Create specific performance criteria for dimensional and architectural control;
- Adopt the Model Development Guidelines for the Town Center (see Appendix D); and
- Revise the street design standards in the subdivision regulations as they apply to the Town District and new Town Center District.

As a secondary priority, other innovative zoning techniques should be considered to enhance the potential for a traditional town center. For example, several municipalities have adopted **inclusionary zoning bylaws** that require a developer to include affordable housing as part of a development, or contribute to a fund for such housing. Another technique that's gaining popularity is the **transfer of development rights (TDR)**. This is the conveyance of development rights by deed, easement, or other legal instrument from one parcel of land to another. It is a mechanism used to encourage development in certain areas and not in others. These programs work best where there is ample land for new development, strong real estate markets, and knowledgeable staff devoted to carrying the program out.

Provide incentives for historic preservation and rehabilitation enhancements – Provisions should be made in both the Town District and Town Center to preserve and protect historic structures. Zoning incentives (i.e., exceptions to conversion restrictions, off-street parking, etc.) should be granted to property owners who restore the facades of buildings in a historical manner, install additional fire protection features, or put certain types of uses in their buildings. Several communities around New England have adopted unique zoning incentive laws designed to encourage building restoration and compatible mixed uses.

Support cottage industries and home-based businesses – Home businesses provide an important opportunity for small entrepreneurs and should be encouraged in the Town District and Town Center District. They can often serve as business incubators for small growing operations that eventually may relocate to established commercial and industrial districts without a great deal of recruitment effort by the community. Home-based businesses also keep local and talented business people in the community. However, all nonresidential uses permitted by right and special permit in residential districts should be carefully reviewed to prevent potential negative impacts on the surrounding areas in terms of traffic, noise, lighting, pollution, aesthetic impacts, and property values.

Ensure that the development review process is efficient – The Planning Department should work with applicants to encourage discussion of Town District and Town Center projects even before an application is taken out. Building design guidelines should be explained in the review process as well as all departments' input. This will allow the approval process to be straightforward and expeditious.

Expand Cultural and Historic Resources

The Town District and Town Center have the opportunity to market themselves as a diverse, "culture-friendly" district. The key is for the community to blend its collective resources in a cooperative effort with local and regional cultural and educational organizations. Some potential ideas include a regional artist cooperative gallery, expanding food and entertainment venues, a farmers' market, and developing a community center providing facilities for all aspects of theater, music, and visual arts.

Preserve and enhance historic resources – Some recommendations for preserving and enhancing historic buildings in the Town District and Town Center are as follows:

- Improve the integrity and appearance of the district's entrances, corridors, and core area;

- Establish a local historic plaque program recognizing existing historic buildings and places in the district;
- Call attention to significant places, sites, and buildings through promotion and walking tours; and
- Document buildings that are eligible for listing on the State and National Register of Historic Places, and work with owners to support preservation and appropriate alterations.

Consider establishing a Town Center Historic District – A Historic District would feature the buildings and places in the Town Center and Town District that are very important to the establishment and development of Barrington. Such districts are often used as a promotional tool for visitors, and national trends indicate that more people are visiting historic areas than ever before. If the district were placed on the State or National Register of Historic Places, it would not put any additional restrictions on private properties. The only potential requirement is if the property owner is using public funds to make renovations, in which case a review of the project would be necessary to ensure compliance with the Department of Interior's standards for improvements to historic buildings. In fact, property owners would be eligible for certain historic preservation tax credits if renovations are made according to these standards.

Make Infrastructure Improvements to Develop the Town Center

Improve infrastructure as needed to support existing uses and to attract new development to targeted areas – The Town of Barrington can assist desired residential, commercial, and light industrial development in the Town Center by directing capital improvements to coincide with targeted development and redevelopment projects by adding public parking, making roadway and streetscape improvements, clearing the site of nonessential structures, and providing water and sewer to the site.

Actions

- Encourage the development of a long-range plan for a small public water and sewer facility to serve the Town Center and portions of the Town District. In conjunction with transportation infrastructure, this is a significant determinant that affects the location, density, and type of development.
- Make the necessary improvements to the Route 9 and 125 intersection, such as extending the east- and westbound turn lanes on Route 9 and retiming the intersection to improve the level of service.
- Establish improved facilities for pedestrians and recreationalists.

These and other needed infrastructure improvements should be documented by the town and included in a **capital improvement program (CIP)** over the next six years. The CIP should also identify potential local and state funding sources, particularly for infrastructure improvements connected to economic development and targeted housing projects.

Expand the local trail system by connecting to regional systems – The town and district property owners should work together to expand the local and regional trail systems in the Town Center and throughout the community. It is important that this new trail connects to existing trails, parks, playing fields, schools, and new Town Center developments. Fortunately, much of this interconnectedness is possible by using existing trails, sidewalks, and rights-of-way. New sidewalks should be provided along Routes 9 and 125 as well as within new developments in the Town Center. Some unimproved trails around the district such as the old railroad bed would be suitable for hikers, cross country runners, skiers, and snowmobilers.

Make Town Center streetscape, gateway, and directional signage improvements – Carry out the streetscape and gateway improvements for the Town Center as identified in the concept plan and described in detail in Sections 3 and 4 of the report. Additionally, develop a plan for strategically located informational kiosks and directional signs. The informational kiosks should

contain the business directory map and information on upcoming events and activities in the community. The directional signs (or wayfinding system) should incorporate a new slogan and logo for the Town Center District and provide information on parking locations and points of public interest.

Establish Business Development and Job Creation Programs

A business assistance and incentive program should facilitate business retention and enhancement as well as rehabilitation and redevelopment in targeted project areas of the Town District and Town Center. A particular focus of this program should be strengthening the Town District core area by recruiting targeted businesses which have been identified as having a market niche in Barrington, as well as creating new jobs and retaining existing jobs community-wide.

Economic development incentives may include revisions to the local tax structure and programs that provide for investment and expansion of the tax base. Various programs have been used throughout New Hampshire with good results. In Barrington, the following options should be considered.

Create Tax Improvement Financing District (TIF) in the Town Center – The Town of Barrington should consider establishing Tax Increment Financing (TIF) district for the new Town Center District. TIFs provide for a variety of tools to promote development in targeted geographic areas. In particular, the TIF enables municipalities to finance public works and infrastructure projects in designated areas by “capturing” the increase in property tax revenues derived from new housing or commercial or industrial activity in the area and applying such revenues towards the municipality’s development program. This “tax increment” can be pledged entirely or partially to the invested revenue district and associated development program.

In New Hampshire, TIFs are permitted under RSA Chapter 162-K and are typically used for downtown or commercial area revitalization, industrial parks, and streetscape and infrastructure improvements that create a more positive environment for private investment and development. Some examples of where TIFs have been used effectively in the state are Milford, Keene, Dover, and Peterborough. In Peterborough, the TIF program is directly linked to the downtown plan and is used to financing several public infrastructure projects in support of the revitalization effort. TIF funds can also be used in combination with other funding sources such as state and federal grant programs listed in Section 5.8 below.

The specific procedures for establishing and carrying out a Tax Improvement Financing program are laid out in RSA Chapter 162-K. Several amendments have been made to the statute in recent years making it easier for smaller communities such as Barrington to establish TIF districts. The state Office of Energy and Planning (OEP) also publishes bulletins and reference manuals periodically on TIFs and other funding programs that can be very helpful in getting implementation started.

Establish a tax stabilization program for targeted areas and businesses – Tax stabilization is an incentive program for rehabilitation or redevelopment of targeted properties. Municipalities may establish agreements with these property owners to “stabilize” new tax liability generated by improvements. The property owner would pay taxes based on the pre-improvement value in the first year and then incrementally increase payments over a period of time until the taxes reach the full value of the property. Typically, these agreements are made for a period of 5 to 20 years. Tax stabilization creates an incentive for redevelopment and rehabilitation because the full tax liability is not reached until years later, allowing the owner to reduce the upfront development and operational costs. Tax stabilization should be provided in the Town District and Town Center, and on a spot basis in commercial districts throughout the community depending on the business, employment, and redevelopment value to the community.

Establish a Business Improvement District (BID) for the Town Center – A Business Improvement District (BID) is a contiguous geographic area with clearly defined boundaries in which the majority of property is zoned or used for commercial, industrial, retail, or mixed uses. BIDs are special assessment districts that generate revenue from property and business owners for the purpose of carrying out programs for the benefit of property and business owners as well as the overall economy of the district.

BIDs generally offer services not provided by the government or services not performed to a satisfactory level such as the following:

- Maintenance – Collecting trash, removing litter and graffiti, cleaning sidewalks, shoveling snow, cutting grass, trimming trees, planting flowers in public spaces
- Security – Hiring supplementary security and street “guides” or “ambassadors,” buying and installing electronic security equipment or special police equipment
- Consumer Marketing – Producing festivals and events, coordinating sales promotions, producing maps and newsletters, launching image enhancement and advertising campaigns, erecting directional signage, etc.
- Business Recruitment and Retention – Conducting market research, producing building data reports, providing financial incentives for new and expanding businesses, marketing to potential investors
- Public Space Enhancements – Managing sidewalk vending, street performances, street furniture, code compliance, vehicle loading and unloading
- Parking and Transportation Management – Managing the public parking system, maintaining transit shelters, operating ridesharing programs
- Design Assistance – Developing design guidelines or managing façade improvement programs
- Social Services Support – Creating or aiding help-the-homeless, job training, and youth services programs
- Planning – Developing a vision or strategic plans
- Capital Improvements – Installing pedestrian-scale lighting and street furniture, planting and maintaining trees

The general advantages of a BID are as follows:

- Provides individual Central Business District property owners with a collective voice on issues that affect the physical and business environment
- Can have a significant impact on public policy development and may enhance relationships with public officials
- Can address common concerns such as cleanliness, safety, and image
- Improves the Central Business District’s position in the marketplace through unified programs (e.g., cooperative advertising program)
- Provides the ability to promote the district as a whole through unified management (similar to malls)
- Provides a sustainable and consistent funding source from the private sector rather than (or in addition to) municipal and grant sources
- Ensures consistency in services and programs and the ability to pursue projects over several years
- Has a proven impact on tenancy and property values as most BIDs have documented increased property values and tax base, occupancy rate, and customer visits

There are a number of business improvement districts in New England in all shapes and sizes (Manchester is a well established BID in New Hampshire, as an example). There are also several good models in smaller communities that have made a significant difference in the revitalization efforts of their downtown areas.

Facilitate joint ventures (public-private partnerships) for redevelopment – Typically with these partnerships, municipalities assist with the land assemblage and acquisition while the developer raises the remaining debt and equity capital, oversees the development process, and manages the project to completion. Barrington should consider this strategy for key development parcels in the Town Center and Town District targeted for redevelopment.

Assemble property for new development or redevelopment – Barrington can acquire properties through condemnation under its powers of eminent domain with just compensation to property owners if the project is for the public good. Property acquisition can also be accomplished by tax title. Typically this is done to assemble parcels for resale or development for targeted businesses or development.

Provide land cost write-downs – In combination with property assemblage, Barrington might resell property targeted for economic development for less than the original value to create an incentive for the type of development sought by the community. This tool could be used for former school properties and other tax title properties targeted for redevelopment.

Provide in-kind services – Various town departments and other public entities can provide valuable assistance on important economic development projects by getting involved early in the process. Potential in-kind services include the following:

- General planning assistance
- Financial packaging of desired projects
- Grant applications
- Historic tax credit applications and National Register nominations
- Certified Local Government (CLG) application
- Town labor and materials contribution to various projects
- Vocational/technical school labor
- Site clearance
- Provision of easements
- Community outreach programs to educate the public about economic development and workforce issues

Provide informational services – The town may provide studies and reports critical to business development decisions in the community. Potential services may be funded through state grants and include the following:

- Appraisals and business plans
- Feasibility studies and pro forma analysis
- Market studies and reuse analyses
- Engineering reports

Create a Marketing and Communications Program

Marketing and communications have become more important to small cities, villages, and towns as they compete for jobs, a sustainable tax base, the best schools, a vibrant civic life, and recreational activities. Business recruitment has become very aggressive and advertising has grown rapidly as prospects are bombarded with messages and materials. This trend has made it much more difficult for business owners to differentiate between the products, services, and places offered by a municipality.

Businesses looking for locations in the region have many options and are deluged with printed materials and phone calls from communities, development corporations, and others trying to lure them to their communities. As a result, communities have to fight hard to keep and grow the businesses they have and to attract new ones. If Barrington is to keep and grow its businesses

and, at the same time, attract business to the Town Center, it must develop a simple and compelling story that differentiates the community from its competitors.

The marketing and communications program calls for a combination of traditional advertising, business recruitment, and a public relations campaign that will create this necessary buzz and give the city an opportunity to tell its story. These components are further described below.

Establish a joint committee for community and economic development efforts – It is recommended that the town appoint a standing Joint Economic Development Committee and public liaison to represent Barrington’s business community. To begin the process of revitalization, the joint committee, along with key stakeholders, should carry out some of the short-term strategies. Every effort should be made to structure the committee as a private-public partnership and as a group of powerful, influential leaders. For ease of management, the committee’s size should be kept to a limited number of members (such as 8 to 12). Once the joint committee is assembled, the committee should fill the following roles:

- Act as an umbrella organization that pulls together and coordinates the constituents from both the private and public sectors.
- Become the centralized and authoritative voice for business development, capital projects, and marketing.
- Position the town as a major asset within the region.
- Provide and cultivate the leadership necessary to implement the plan.
- Garner an adequate level of resources—staff, volunteers, funds, etc.—to successfully implement the strategy.
- Promote Barrington’s businesses, locally and regionally.
- Assist businesses in understanding and complying with town regulations.
- Represent the business community at the town and increase communication between municipal officials and businesses.
- Create a forum for the sharing of ideas and resources and the development of cooperative programs.
- Create opportunities for mentoring and training youth including linking schools and business.

EXAMPLE MISSION STATEMENT FOR THE JOINT COMMUNITY & ECONOMIC DEVELOPMENT COMMITTEE

“The Heart of Barrington!”

THE JOINT COMMUNITY & ECONOMIC DEVELOPMENT COMMITTEE is committed to enhancing the economic climate of the town of Barrington and will serve as a partner to all public and private groups working for positive change by promoting and facilitating an attractive environment for business development for the benefit of all local and regional residents.

Goals:

- Develop partnerships between local businesses, the municipality, the Chamber of Commerce, Strafford Regional Planning Commission, and other organizations for the retention and recruitment of businesses that will sustain a positive economic climate.
- Promote and support efforts of existing and new businesses in the community through marketing assistance.
- Identify and offer financial incentives needed to encourage current and prospective businesses to expand/locate in Barrington, particularly in the Town Center.
- Develop assistance programs for small businesses in the areas of finance, marketing, and other related activities.
- Communicate regularly with the business community, revitalization partners, and the general public.

Develop strategic marketing projects and programs – In developing the strategic marketing program, the primary and secondary trade areas should be used to identify specific advantages of doing business in Barrington over other places in the region. Basically, an effective marketing program can help promote a great deal of improvement to existing businesses and attract new, high-quality, complementary businesses in Barrington. The town and business community must work in partnership to implement such a plan.

- **Create an economic resource guide** – This guide should be a high-quality, four-color publication with socioeconomic and quality of life facts about the area as well as information about various business development programs carried out by the town. The guide should be broadly distributed through the town, SRPC, chamber of commerce, and other local and regional organizations. It should also be distributed directly to targeted new businesses for the community.
- **Create and publish a list of available commercial and industrial properties** – This inventory should identify available public and private commercial and industrial building space and parcels including location, square footage, lease/sale information, and contacts for the town. The list should be updated frequently and printed to the same high quality as the economic resource guide. It should be distributed to targeted businesses and potential developers.
- **Improve the town web sites** – The town's web site is an excellent source of information on civic events and activities, local businesses, and department responsibilities and programs. However, property information, available real estate, and economic projects and programs are not organized in a way that makes it easily assessable to prospective business tenants and developers. A new page should be created to house all of the local and regional economic development opportunities and programs, as well as specific information on the Barrington community. The strategic revitalization and development plan should also be included on the web site. Once this page is created, an e-mail should be sent out to existing local and regional businesses as well as potential developers and investors to inform them of the organization's support and commitment and the economic opportunities in Barrington.
- **Create a Barrington Business Directory** – A full list of businesses and organizations located in Barrington should be assembled. (A list as of Spring 2006 is included in Appendix B). This list should be formulated into a town-wide business directory and map, and distributed to regional residents as an insert in local newspapers and to visitors through the Chamber of Commerce, area hotels, town offices, and local businesses. The business directory should also be posted in strategic locations around the community. Funding for this project can be raised through the sale of advertising on the maps by district businesses and larger regional entities that have an interest in the community such as utility and cable companies. The business directory should be included on the town and chamber web sites.
- **Create a New Logo and Slogan for the Town Center** – A creative and attractive community logo and slogan can produce a brand for the community that portrays a quality image for residents as well as visitors. The brand identifiers for the Barrington Town Center should be a rural community surrounding a vital civic and cultural district and featuring a rich history, traditional architecture, and recreational activities. It should also portray the community as a good place to live, work, play, and raise a family.

5.8 Potential Funding Sources

Potential public and private funding sources for various types of community and economic development projects in Barrington and proposed specifically in the Town Center District are described below. Some typical funding programs that have been used for mixed-use development, housing, downtown revitalization, streetscape, recreational, and infrastructure projects include the following:

- Federal funding programs (i.e., CDBG, CDAG, USDA Rural Development and EDA programs, TEA21);
- State funding programs (e.g., NH Main Street Program, Enterprise Zones, Land and Water Conservation Fund, and several other sources);
- Banks and financial institutions (i.e., Community Redevelopment Act allocations);
- Private grants and foundations;
- Business improvement districts (BID) and special assessment districts;
- Tax Increment Financing (TIF);
- Local limited partnerships (LLP);
- Local resource groups; and
 - Regional resource groups (e.g., SRPC planning assistance, Soils and Water Conservation District tree planting program, etc.)

An analysis of funding resources was completed to determine the feasibility of using various state, federal, and private programs in different stages of the Town Center District concept plan. Elements of this plan may qualify for programs such as site acquisition, environmental assessment, infrastructure development, streetscape improvements, design (including planning and engineering), marketing, and operations. Potential funding sources for the Barrington Town Center include the following:

STATE ADMINISTERED PROGRAMS AND RESOURCES

Community Development Action Grants (CDAG) – A state-funded program using housing bond bill funds, to help finance infrastructure necessary to make affordable housing and economic development projects feasible. CDAG funds have been used for economic development on publicly owned or managed properties including work on buildings or other structures, facades, streets, roadways, thoroughfares, sidewalks, rail spurs, utility distribution systems, water and sewer lines, playgrounds. They have also been used for site preparation and improvements, including demolition of existing structures, for relocation assistance, and for other revitalization work in the area where the project is located.

Transportation Enhancement Program – As part of the Federal Transportation Act for the 21st Century (TEA-21), this program provides funds on a reimbursement basis for the enhancement of surface transportation systems. Eligible activities include the preservation of abandoned railway corridors and safety and educational programs for the benefit of bicyclists and pedestrians; historic preservation and rehabilitation, including acquisition, scenic or historic highway programs; landscaping and other scenic beautification; control and removal of outdoor advertising; and establishment of transportation museums.

Small Business Administration Program (SBA 504) – This fixed-asset economic development program from the U.S. Small Business Administration promotes growth and job creation in small businesses. SBA provides long-term, second mortgage money for expanding businesses. The interest rate is fixed at the time of the loan funding at rates tied to yields on treasury securities, usually below the prime rate. The rate, inclusive of all serving fees, is usually 2 percent above the 5- or 10-year U.S. Treasury Note yield and is typically 1 percent to 2 percent under market rates.

SBA 504 loans are used in conjunction with conventional bank financing to provide a total of 90 percent of project costs or appraised value. Loans are available ranging from \$100,000 to \$1 million (in some cases \$1.3 million), or up to 40 percent of the appraised value or total project

costs, whichever is less. To be eligible, owner-occupied projects should create or retain one job for each \$35,000 provided by the SBA. Recipients must use proceeds from 504 loans for fixed-asset projects such as purchasing land, buildings, or long-term machinery and equipment, or for building expansion and new construction. The 504 program cannot be used for working capital, inventory, consolidating or repaying debt, or refinancing. Most related soft costs of the project are eligible. Loan terms are up to 10 years for purchase of equipment and machinery and up to 20 years for real property. This program is available to most types of for-profit, creditworthy businesses with a tangible net worth of under \$6 million and which do not have an average net income over \$2 million during the last two years.

Land and Water Conservation Fund (LWCF) – This fund is a matching grant program for the acquisition, development, and/or rehabilitation of outdoor park and recreation facilities. Funds are available to municipal public agencies and Indian tribal governments. Funded projects must reflect the priorities established in SCORP and be available to the general public. Funding for this grant comes from The National Park Service

Community Development Block Grant Program (CDBG) – CDBG is a Department of Housing and Urban Development program administered by the state which provides annual block grants for several eligible uses including housing (if the majority of beneficiaries are low and moderate income), activities to remove slums or blights or fill an urgent community need, and economic development. Funds are accessed by applying to the state Office of Energy and Planning, and there are several different programs depending on the community's needs. Communities can apply for CDBG funds on an annual basis. A number of cities and towns have also created an additional income stream from their CDBG loan repayments, called "program income," to support additional economic development and housing needs. The Small Cities Program provides annual grants, and funds are typically used for roadway and infrastructure construction leading to job creation.

FEDERAL FUNDING PROGRAMS AND RESOURCES

Property Feasibility and Acquisition Assistance

EDA/Local Technical Assistance – Through the Economic Development Administration, this program awards grants to communities or community development corporations (CDCs) for carrying out specific technical or market feasibility studies, technical analysis of potential economic development projects, tourism development, minority enterprise, and skill training. Funds pay for consultants only.

U.S. Department of Commerce
Economic Development Administration
Curtis Center
Independence Square West, Suite 140
South Philadelphia, PA 19106
Phone: (215) 597-4603
Fax: 215-597-1367
Web site: www.doc.gov/eda

Economic Development

EDA/Program for New Markets and Livable Communities – Through the Economic Development Administration, the Economic Development Assistance Programs support projects that are designed to alleviate conditions of substantial and persistent unemployment and underemployment in economically distressed areas and regions of the nation, and to address economic dislocation resulting from sudden and severe job losses. Economic distress, according to the EDA, includes high levels of unemployment, low income levels, large concentrations of low-income families, significant decline in per capita income, high rates of business failures, closing of plants and military bases, mass layoffs, and depletion of natural resources. EDA will concentrate

its funding on projects that address the New Markets and Livable Communities initiatives, as well as the general priorities of the commerce department. These include projects that

- Build and rehabilitate public works infrastructure and economic development facilities that contribute to long-term growth and provide stable and diverse local economies in distressed communities.
- Build local capacity, such as small business incubators and community financial intermediaries, and projects benefiting minorities, businesses owned by women, and people with disabilities.
- Attract private investment in economically distressed inner-city areas, small- and medium-sized towns, rural areas, and Native American communities as part of the New Markets Initiative.
- Support the economic development of Native American and Alaskan Native communities.
- Support locally created partnerships that focus on regional solutions for economic development.

Cities, states, counties, nonprofit organizations, Indian tribes and nations, economic development districts, and institutions of higher education located in economically distressed areas are eligible.

Technical Assistance Programs

EDA/Program for Economic Development Districts – Grants support the formulation and implementation of economic development programs designed to create or retain full-time permanent jobs and income for the unemployed and underemployed in areas of economic distress. Eligible applicants are economic development districts, redevelopment areas, and organizations representing redevelopment areas.

Business Finance and Incentives Programs

SBA 7(a) Loans – The Small Business Administration provides loans for senior debt or secondary debt to primary bank financing for long-term working capital, machinery and equipment, subordinated debt, mergers and acquisitions, real estate, debt reduction, growth needs, and treasury stock.

New Markets Tax Credit (NMTC) – Enacted by Congress in December 2000, this federal program authorizes tax credits in an amount expected to generate \$15 billion by 2007 for the financing of economic development in low-income communities. The tax credits are available to investors in “community development entities,” which will use the proceeds to make loans and investments in businesses located in low-income communities. The program is expected to bridge financing gaps; create new partnerships among investors, communities, businesses, and government; and generate jobs, services, and revitalization in distressed areas. A list of NMTC community development entities by state is available at <http://cdfifund.gov/>.

USDA/Rural Development/Intermediary Relending Program Loans (IRP) – These loans are provided to finance business facilities and community development projects outside of cities with a population of 25,000 or more. Loans are made through the Rural Business Cooperative Service to intermediaries providing loans to ultimate recipients for business facilities and community development in rural areas. The interest rate on the loan to the intermediary is 1 percent with a term of up to 30 years. Eligible applicants may be public bodies or not-for-profit corporations and must have a record of successfully assisting rural businesses, including experience in making and servicing commercial loans. Visit the Web site at www.rurdev.usda.gov/rbs/busp/irp.htm.

USDA/Rural Development/Business and Industry Guaranteed Loans (B&I) – These loan guarantees are made to improve, develop, or finance businesses, industry, and employment and to improve the economic and environmental climate in rural communities including pollution abatement and control. Loan guarantees bolster existing private credit structure on quality loans that will provide lasting community benefits. The program is available to businesses located in

areas outside the boundary of a city of 50,000 or more and its immediate adjacent urbanized area. The guarantee funds may be used for real estate purchase or improvement, equipment, or working capital.

USDA/Rural Development/Rural Business Enterprise Grants (RBEG) – These grants finance and facilitate development of small and emerging private business enterprises outside of cities with a population of 50,000 or more and their adjacent urbanized area. Priority is given to applications for projects in open country, rural communities, towns of 25,000 or less, and economically distressed communities. Funds may be used to facilitate the development of small and emerging private business enterprises. Costs that may be covered by grant funds include the acquisition and development of land and the construction of buildings, plants, equipment, access streets and roads, parking areas, utility and service extensions, refinancing, fees, technical assistance, start-up operating costs, and working capital. Grants may also be made to establish or fund revolving loan programs. Eligibility is limited to public bodies and private nonprofit corporations serving rural areas. Priority for such grants is given to areas with a population of less than 25,000.

HUD/Rural Housing and Economic Development – This program provides funding for 1) capacity building for local or rural nonprofits and community development corporations (CDCs); 2) innovative housing and economic development activities at nonprofits and CDCs; and 3) seed support for nonprofits and CDCs that are located in areas that have limited development capacity to create, support, or innovate rural housing and economic development activities.

U.S. Department of Housing & Urban Development (HUD)
Office of Community Planning and Development
451 7th Street SW, Room 7134
Washington, DC 20410
Web site: www.hud.gov/offices/cpd/economicdevelopment/programs/rhed/

IRS/Rehabilitation Investment Tax Credit – This program provides a federal 20-percent investment tax credit for qualified rehab of income-producing buildings listed on the National Register. Eligible expenditures include interior and exterior rehabilitation, professional fees, construction period interest and taxes, and accessibility work.

IRS/Disabled Access Tax Credit – This credit provides a federal tax deduction for removing architectural and transportation barriers to people with disabilities and elderly individuals. The credit covers 50 percent of expenditures up to \$15,000. Contact the IRS for more information.

OTHER MISCELLANEOUS PUBLIC AND PRIVATE RESOURCES

Johanna Favrot Fund – This fund provides grants for projects that preserve or recapture an authentic sense of place, through support of consultant costs and educational programs. It offers up to \$25,000 for individual grants. Contact: National Trust for Historic Preservation (www.nationaltrust.org).

National Preservation Loan Fund – This fund offers below-market-rate loans and lines of credit of up to \$350,000 to acquire, stabilize or rehab historic property for use, lease or resale. Contact: National Trust for Historic Preservation (www.nationaltrust.org).

Preservation Services Fund – This fund offers a matching grant program of up to \$5,000 to initiate historic preservation through consultants and studies. Contact: National Trust for Historic Preservation (www.nationaltrust.org).

Community Reinvestment Act (CRA) Funding – This fund was enacted in 1977 as a result of charges in discretionary lending practices for small communities that were not held to the same standards as their larger counterparts. All lending institutions are required to contact local businesses and civic and government institutions to discuss need for assistance in low-income

neighborhoods and commercial areas (i.e., downtown). The FIFRA (saving and loan bail-out bill) of 1989 added an amendment to the CRA ensuring that banks are more accountable for their actions. This amendment provided tools to build and strengthen public-private partnerships. All banks have public ratings, and the FDIC rates a bank's CRA program under four categories: outstanding, satisfactory, needs improvement, or substantial noncompliance. Generally, banks participate in downtown revitalization projects while meeting their CRA responsibilities in the following ways:

- Technical Assistance (e.g., seminars)
- Micro Loans – usually \$10,000 or less
- Revolving Loan Pools – in cooperation with other banks for targeted areas
- Federal, State, and Local Loan Guarantee Programs – in conjunction with SBA and other agencies.
- Small Business Incubators – loans, subsidies, and technical assistance