Wareham, MA Leadership Exchange and Sustainable Redevelopment

Produced by the Southeast New England Program (SNEP) Network

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Section 1: Introduction to SNEP Network.

In 2019, the US Environmental Protection Agency (US EPA) awarded a five-year cooperative agreement to the New England Environmental Finance Center (New England EFC) at the University of Southern Maine to establish a technical assistance network to support the work of multiple partner organizations that provide training and assistance to municipalities, organizations, and tribes across the region. The purpose of the network is to advance stormwater management, ecological restoration, and climate resilience within Rhode Island and southeastern Massachusetts. An overarching component of the network is to create sustainable revenue streams and financing processes in support of local implementation efforts into the future.

The Southeast New England Program (SNEP) Technical Assistance Network is comprised of over 15 different partner organizations from across the region offering a full complement of technical and financial services to communities in support of leadership development and peer-to-peer learning. The Network's collective goal is to bring about a broader understanding of the impacts of stormwater facing the community, and to overcome implementation barriers through capacity building and innovative financing systems.

Section 2: Project Description.

Through the support of SNEP and US EPA, Throwe Environmental, LLC. developed an innovative new community technical assistance program called the ***Leadership Exchange and Sustainable Redevelopment Financing Assessment,*** which was launched in the Town of Wareham, MA. The Project Team worked in partnership with Wareham leaders to address climate resilience financing associated with the Town's sustainable redevelopment efforts in the historic downtown area of Wareham Village. The project had three distinct, though inter-related components:

- ***Community Assessment:*** The SNEP Network Project Team, comprised of policy and financing experts, assessed the key resilience issues facing the community, specifically as they relate to the Wareham Village redevelopment effort and the need to mitigate the impacts of climate change. This part of the project included extensive conversations and interviews with Town leaders, as well as thorough reviews of existing policies, plans, and pertinent reports.
- ***Leadership Exchange Webinars:*** The SNEP Network Project Team produced the monthly "Climate Leadership Exchange Webinar Series" to engage Wareham in conversations with regional and national leaders on key themes related to the sustainable redevelopment of Wareham Village. The SNEP Network Project Team identified communities with notable work on these themes and invited leaders from these "case study communities" into the Exchange to highlight their work and share their experiences. The Leadership Exchange Workgroup (consisting of the SNEP Network Project Team and the Wareham Project Team) selected four pertinent themes for an Exchange centered around Wareham's redevelopment efforts *(see Table 1 and Appendix 1).*

  Each themed webinar consisted of two sessions: a morning closed session (consisting of participants from the Leadership Exchange Workgroup, case study communities, and other selected communities within the SNEP region) and an open afternoon session (consisting of panelists from the Leadership Exchange Workgroup and case study communities; attendance of the afternoon webinar sessions was open to the public). Both sessions were semi-structured and facilitated

by the SNEP Network Project Team. Discussions and questions focused on key drivers, successes and challenges, innovative financing mechanisms, public engagement, and overall lessons learned.

- ***The Leadership Exchange Podcasts:*** The SNEP Network Project Team produced "The Leadership Exchange Podcast" in tandem with the Climate Leadership Exchange webinars *(see Table 1 and Appendix 1)*. Each podcast episode highlighted leaders from the case study communities that were brought into the Exchange, allowing for a more in-depth exploration of their initiatives related to the webinar themes. The purpose of the podcast episodes was two-fold. The episodes served to provide guests from Wareham and other communities participating in the morning session with important context related to the case study communities' work, while also publicly sharing the initiatives in these communities with a broader audience.

Section 3: Wareham Community Assessment. Located at the head of Buzzards Bay in the Commonwealth of Massachusetts, the Town of Wareham is the primary gateway community to Cape Cod, one of New England's most popular vacation destinations. With a rising year-round population of approximately 22,000, a seasonal influx that doubles this population to approximately 44,000, and 54 miles of coastline, Wareham is committed to attracting economic activity beyond just that of visitors traveling through the community to Cape Cod. In short, Wareham is faithful to its vision that "It's Better Before the Bridges." In recent decades, Wareham has struggled to reimagine its community and economy. The Town was home to the historic Tremont Nail Factory until the company's relocation in 2006. Since its days as a manufacturing hub, Wareham has relied on the cranberry and tourism industries as pillars of its economy. Looking forward, Wareham hopes to better leverage its strengths as a historic waterfront community by focusing on strategic mixed-use development that prioritizes resilience, sustainability, economic prosperity, and walkability. Wareham envisions a community where residents can "live, work and play" all in one place.

Image 1: Aerial of Downtown Wareham Village



The **Wareham Redevelopment Authority (WRA)** exists, in part, to foster this vision for a vibrant downtown Wareham Village. The WRA was formally established in 2018, succeeding the former Community and Economic Development Authority. The WRA has spearheaded recent redevelopment plans in Wareham Village, which is comprised primarily of assets around Main Street and Merchants Way. These roadways run closely and parallel to the Wankinco River. However, the Village's shoreline access is impeded by rail tracks that run between the river and Merchant's Way *(see Image 1)*.

In 2018, Wareham completed the state Municipal Vulnerability Preparedness (MVP) Program. The MVP Workshop Summary of Findings report identified the Town's top hazards as nor'easters and winter storms, hurricanes, high winds, and coastal flooding. The report found that these hazards pose particular threats to low-lying coastal areas, downtown neighborhoods, transportation infrastructure, coastal areas, dam infrastructure, and the municipal Wastewater Pollution Control Facility.

In 2020, the Urban Land Institute (ULI) convened a Technical Assistance Panel (TAP) to provide the Town with guidance on redevelopment strategies for Wareham Village, including Main Street and Merchants Way. The Wareham Village TAP Report concluded that the Village faces challenges such as lack of walkability, insufficient riverfront access, blight, lack of cohesion, risk of flooding, and poor communications between the town government and the community. The Report identified the area's redevelopment potential, siting supportive governmental development structure, public attitude, and existing infrastructure as opportunities for action towards redevelopment goals. In its final recommendations in the TAP Report, ULI concluded:

> *"The redevelopment of Wareham Village has been the subject of multiple studies over the years, and the recommendations of those studies have remained remarkably consistent: Improve the public realm; develop better access to the waterfront; create a walkable downtown; incentivize development; and update the zoning so that mixed-use development is by-right and the approvals process for developers is predictable.*
>
> *The findings of the ULI panelists differ little from previous studies, but offer a simplified plan of action that keeps the focus primarily on Main Street and Merchants Way." (ULI TAP Report, 2020)*

The ULI TAP Report has served as the foundation for the Town's vision for Wareham Village moving forward. As such, the Leadership Exchange Workgroup used these recommendations to guide its activities throughout the Leadership Exchange and Sustainable Redevelopment Financing Assessment process.

As the ULI makes clear, Downtown Wareham Village is in need of economic redevelopment. Merchants Way is abutted by several blighted and vacant properties; environmental hazards from the adjacent Wankinco River threaten areas in the flood plain; and underused rail lines situated just feet from the water block direct riverfront access, pose safety hazards, and serve as a vulnerability. Wareham has not yet taken a holistic approach to redevelopment, an approach that would improve efficiency and achieve multiple economic, social, and environmental outcomes. Once an industrial and economic hub, Wareham faces the challenge of how it will reinvent its economy for decades to come, while simultaneously addressing the generational threats of climate change and sea-level rise that pose very real risks to the community.

To successfully address this challenge, the SNEP Project Team identified four key themes that will effectively address the community's resilience challenges: (1) green infrastructure and stormwater management; (2) community resilience; (3) incentivizing sustainable waterfront redevelopment and investment; and, (4) smart growth and strategic zoning. These four issues and themes served as the organizing structure for the Leadership Exchange.

Table 1: Summary of Wareham Leadership Exchanges

THEME	CASE STUDY COMMUNITY	WEBINAR	PODCAST
Green Infrastructure	Lancaster City, PA	Webinar 1: *"Incorporating green infrastructure for stormwater and other co-benefits"*	"S1|E1: Green Infrastructure (ft. Lancaster City and Provincetown)"
	Provincetown, MA		
Climate, Social, and Economic Resilience	Annapolis, MD	Webinar 2: *"Integrated action planning for climate, social, and economic resilience"*	"S1|E2: Resilience Planning-Part 1 (ft. Annapolis, MD)"
	Hoboken, NJ		"S1|E3: Resilience Planning-Part 2 (ft. Hoboken, NJ)"
	New Bedford, MA		"S1|E4: Resilience Planning-Part 3 (ft. New Bedford, MA)"
Waterfront Redevelopment	Harborkeepers (Boston, MA)	Webinar 3: *"Revitalizing waterfront communities through comprehensive redevelopment"*	"S1|E5: Waterfront Redevelopment-Part 1 (ft. Boston Harborkeepers)"
	City Dock/ULI (Annapolis, MD)		"S1|E6: Waterfront Redevelopment-Part 2 (ft. ULI/City Dock Experts)"
	Burlington, VT		-
	Tilghman Island, MD		"S1|E7: Waterfront Redevelopment-Part 3 (ft. Tilghman Island, MD and Working Waterfronts)"
	Chattanooga, TN		"S1|E8: Waterfront Redevelopment-Part 4 (ft. Chattanooga, TN)"
Smart Growth	Ranson, WV	Webinar 4: *"Smart Growth and Strategic Zoning for Livable Communities"*	"S1|E9: Smart Growth-Part 1 (ft. Ranson, WV)"
	LID Center (Beltsville, MD)		-
	Portland, ME		-
	Grow Smart RI (Providence, RI)		-
	Warwick, RI		"S1|E10: Smart Growth-Part 2 (ft. Warwick, RI/RIPTA)"

Section 4: Leadership Exchange. The Climate Leadership Exchange highlighted and engaged communities from across the country to provide Wareham with an assortment of case study examples related to its own plans for sustainable redevelopment. Teams of leaders from these case study communities were invited to participate in the Exchange and to share lessons learned, innovative ideas, and recommendations for Wareham's redevelopment *(see table 1)*. The Exchange was designed to be a collaborative experience that spurred direct engagement with community leaders, especially those within the SNEP region. Each of the Exchange events, which were held from Fall 2020 to Winter 2021, included two components: a monthly webinar series and a recorded podcast series. Summary of each of the conversations around the four key themes is provided below.

Leadership Exchange 1: Green Infrastructure. The development of green infrastructure (GI) is a proven and effective way to manage stormwater runoff and non-point source

pollution. However, the benefits of GI go well beyond stormwater management. When designed and constructed effectively and strategically, GI projects carry numerous "co-benefits" ranging anywhere from beautification and recreation to public safety and transportation. GI projects can become integral components of broader local economic development and resilience priorities. For example, tourists are often willing to travel further, stay longer, and even move to a community that incorporates GI into their downtown areas.[1, 2] Meanwhile, homebuyers are increasingly weighing the impacts of climate change.[3, 4] In short, the social, environmental, and economic returns on proactively implementing green infrastructure can be significant.

Green infrastructure takes on added importance within waterfront development and redevelopment projects, which makes this an issue of specific relevance for leaders and planning officials in Wareham. To help inform local decision-making, the SNEP Project Team brought in two case study communities that have been nationally recognized for their leadership and innovation in linking urban revitalization and economic development to green infrastructure and natural resource protection: The ***City of Lancaster, PA*** and the ***Town of Provincetown, MA.*** These two communities are models for green infrastructure initiatives. Both Lancaster and Provincetown have leveraged not only green infrastructure's stormwater management benefits, but also the numerous co-benefits that are tied to green stormwater solutions. These co-benefits include, but are not limited to, economic development, climate resilience, walkability, aesthetic improvements, recreation, and public health. The Leadership Exchange focused on key questions:

- *What were the main drivers for green infrastructure projects/initiatives?*
- *What funding and financing innovations were explored?*
- *What were the main co-benefits that were leveraged?*

Webinar 1 and Podcast Ep. 1 (Green Infrastructure) Discussion Summary[5]

TOPIC	KEY TAKEAWAYS
Co-benefits	• Leverage co-benefits by tying GI projects to other initiatives (e.g., public health and safety, beautification, transportation, walkability, economic development, education). New roads can be a much-needed co-benefit resulting from GI • Use GI to shape the character of a community; attract younger visitors, residents, and businessowners; and, foster a "safe and friendly" community

[1] Terkenli et al (2017). "Recreational Use of Urban Green Infrastructure: The Tourist's Perspective." *The Urban Forest*. https://www.researchgate.net/publication/314105355_Recreational_Use_of_Urban_Green_Infrastructure_The_Tourist's_Perspective.

[2] Valánszki et al (2018). "Parallel Development of Green Infrastructure and Sustainable Tourism." *Polish Journal of Natural Sciences*, 33(4):625-64. https://www.researchgate.net/publication/330193850_Parallel_Development_of_Green_Infrastructure_and_Sustainable_Tourism_-_Case_Studies_from_Hungary.

[3] https://www.nytimes.com/2016/12/02/your-money/youre-buying-a-home-have-you-considered-climate-change.html

[4] https://www.nytimes.com/2016/11/24/science/global-warming-coastal-real-estate.html

[5] Watch the recording of Webinar 1: "Incorporating Green Infrastructure for Stormwater and other Co-Benefits": https://snepnetwork.org/2020/10/08/webinar-1-incorporating-green-infrastructure-for-stormwater-and-other-co-benefits/

	• Consider GI's water quality capabilities *and* its ability to address water *quantity* concerns such as flooding and other issues relating to climate change • Take advantage of GI's ability to improve property values and aesthetics • Emphasize the connections between GI and economic development, climate adaptation, stormwater management, and social resilience
Funding/ Financing	• Select projects that leverage GI's multiple benefits in order to secure funding from different sources (historic preservation, community development, capital improvements, etc.) • Consider GI's cost benefits as compared to massive gray infrastructure capital investment projects • Ensure a strong commitment from town leadership in order to attract granting agencies and investors. A community's commitment and investment facilitates the broader investment • Secure stable revenues for maintenance, pilot projects, grant matching • Consider a stormwater utility fee as an equitable funding mechanism that stabilizes maintenance funding • Start with smaller projects initially, show success, then pursue grants much more successfully
Community Engagement	• Involve the community early and often to increase public awareness and support. Specifically, communicate with businesses – it's worth it • Pursue consensus and ensure that the community drives the process. • Emphasize GI's potential to draw in new residents, visitors, businesses, and investments • Leverage GI's ability to improve walkability, enhance safety, and reduce crime • Communicate with community members to address concerns, tackle aversion to change, and ensure successes
Leadership & Town Commitment	• Determine a local champion (leader, organization, municipal group, etc.) that will set an example and share your vision • Make GI part of your community's DNA by integrating GI across departments wherever possible • Ensure the support and buy-in of town leadership
Implementation & Logistics	• Tie GI to other projects to maximize efficiencies • Select projects that are appropriate (e.g., geography) and manageable (e.g., staff, equipment, and funding capacities) • Approach projects in phases and be ready for the next phase • Stagger projects strategically so there are initial successes and development is continuous • Require contractual commitments to ensure private maintenance • Incentivize private GI if municipal opportunities are limited

Leadership Exchange 2: Environmental, Social, and Economic Resilience. The second Exchange was intended to build on the green infrastructure issue and thereby address a core issue associated with this project: incorporating community development and redevelopment projects into a broader community resilience vision and plan. There is often a genuine tension between the real and significant economic benefits that are provided by waterfront development and the equally real and potentially devastating impacts that can, do, and will occur to those waterfront areas as a result of climate change and natural disasters.

This second Exchange event focused on three communities that serve as effective examples of how the economic growth–climate risk conundrum can effectively be addressed: the ***City of Annapolis, MD;*** the ***City of Hoboken, NJ;*** and the ***City of New Bedford, MA***. Situated in the Mid-Atlantic region, Annapolis and Hoboken face particularly dramatic risks from climate change and sea-level rise. In the last two decades, Annapolis (Hurricane Isabel, 2003) and Hoboken (Hurricane Irene, 2011 and Superstorm Sandy, 2012) have experienced devastating storm events, which compounded chronic occurrences of tidal flooding. Locally, New Bedford serves as an interesting case study community for southeastern New England. While New Bedford is home to one of the nation's most valuable and historic port communities, the City also faces high levels of poverty and social vulnerability. In order to develop a better sense of the case study communities' efforts as related to climate, social, and economic resilience, the SNEP Project Team focused on the following key questions:

- *What were the vulnerabilities that sparked resilience planning?*
- *How were the community's strengths leveraged to address vulnerabilities?*
- *How was planning integrated to consider social, environmental, and economic resilience?*
- *What was the approach to resilience financing, and how was outside investment incentivized?*

Webinar 2 and Podcast Eps. 2-4 (Resilience) Discussion Summary[6]

TOPIC	KEY TAKEAWAYS
Partnerships & Relationships	• Find partners across departments and levels of government • Provide private land/businessowners with tools to become resilient • Create a strong relationship with the community's big economic actors
Funding/Financing	• Pursue a variety of grant funding options (i.e., economic development, environmental, community development, transportation, etc.) • Secure a stable revenue source to improve resilience and independence

[6] *Watch the recording of Webinar 2: "Integrated Action Planning for Climate, Social, and Economic Resilience":* https://snepnetwork.org/2020/11/09/webinar-2-integrated-action-planning-for-climate-social-and-economic-resilience/

Listen to Eps. 2-4 of "The Leadership Exchange Podcast," "Resilience Planning Pt.1-3 (ft. Annapolis, Hoboken, and New Bedford)":

https://anchor.fm/snep-leadership-exchange/episodes/S1--E2-Resilience-Planning--Part-1-ft--Annapolis--MD-el82s2

https://anchor.fm/snep-leadership-exchange/episodes/S1--E3-Resilience-Planning--Part-2-ft--Hoboken--NJ-el82cr

https://anchor.fm/snep-leadership-exchange/episodes/S1--E4-Resilience-Planning--Part-3-ft--New-Bedford--MA-el82o1

	• Leverage town commitment as signal to investors and grant agencies
Community Engagement & Policy Process	• Craft a community-based problem statement to determine needs and develop a vision that will inform the scope of alternative solutions • Discuss and reach consensus on assets, challenges, etc. Don't allow points of dissatisfaction to override • Actively engage and leverage community-based organizations • Ensure community retains ownership of solutions process and final products
Leadership & Town Commitment	• Address resilience proactively to maximize benefits and minimize risks/costs • Lay groundwork early to avoid challenges and enhance implementation • Ensure a strong commitment from town leadership in order to attract granting agencies and investors • Make resilience part of community's DNA to leverage cost-saving and innovation
Equity and Inclusion	• Remember that true resilience, by nature, enhances equitably • Encourage and allow solutions to come from diverse perspectives • Ensure action committees and community groups are conservation leaders • Actively integrate diverse and cultural history into resilience initiatives • Leverage the resilience experiences that your diverse populations already have. Be ready and willing to learn and listen.
Implementation & Logistics	• Address chronic *and* acute issues. Prioritize immediate necessities first, then bigger long-term goals • Leverage strengths to address challenges • Conduct preliminary research and select projects that are manageable within community capacity (i.e., staffing, funding) • Build trust and support by engaging public on implementation and by continuously addressing resilience projects • Bundle projects together to create efficiencies

Leadership Exchange 3: Waterfront Redevelopment. Incentivizing investment in urban redevelopment is a challenge for many communities, and especially so for relatively small communities, like Wareham. While waterfront development and redevelopment offer great promise for stimulating economic growth, incentivizing the right kind of investment can create a host of challenges. However communities can overcome these challenges if planning and implementation involves a clear vision, a firm leadership commitment, and broadscale and inclusive community engagement. In addition, finding a balance of mixed waterfront uses (water-dependent, water-supported, and water enhanced) will allow communities like Wareham to remain authentic.

Our case study communities included the ***City of Burlington, VT,*** the ***City of Boston, MA;*** the community of ***Tilghman Island, MD; the City of Annapolis, MD;*** and the ***City of Chattanooga, TN.*** Burlington and Chattanooga are national examples of post-industrial waterfront revitalization as cities that have reinvented their economies and communities in the face of challenges. In the Chesapeake Bay region, the City Dock area of Annapolis and Tilghman Island have pursued development with climate resiliency in mind, strengthening their economies and their community ties to the waterfront. In Boston, one of the nation's most iconic waterfront cities, redevelopment initiatives have integrated climate resilience planning into all aspects of its waterfront, while at the same time prioritizing and promoting inclusion and broad community engagement. The Leadership Exchange focused on the following key questions:

- *What did the community's waterfront redevelopment planning process look like, and how did it engage community members?*
- *What was the guiding vision for redevelopment?*
- *How were assets valued and prioritized?*
- *What were the biggest redevelopment impediments, and how were they overcome?*
- *How were components of resilience, sustainability, and strategic growth woven into a comprehensive redevelopment strategy?*

Webinar 3 and Podcast Eps. 5-8 (Waterfront Redevelopment) Discussion Summary[7]

TOPIC	KEY TAKEAWAYS
Planning and Implementation	• Resilience plans should go hand-in-hand with revitalization plans • Have a starting point in the plan (such as a park, building, or business) and find a way for non-governmental organizations (NGOs) to play a role in the project. They can be true champions to help plans move forward and engage the community • Consider how a Master Plan with overlay districts, as well as form-based coding, can be beneficial • Zoning traditionally prescribes certain uses. Consider embedding flexibility into zoning and building universal spaces that can be used for a number of different uses • Start with market projections, understand how to capture that market, consider potential disruptions, and structure zoning so that it can be flexible over time (i.e., 10-20 years) • Structure zoning to protect assets that need to be preserved
Leadership and Partnerships	• Ensure sufficient leadership commitment and political initiative exists to prevent stalling of waterfront redevelopment projects

[7] *Watch the recording of Webinar 3: "Revitalizing Waterfront Communities through Comprehensive Redevelopment":* *https://snepnetwork.org/2020/12/07/webinar-3-revitalizing-waterfront-communities-through-comprehensive-redevelopment/*

Listen to Eps. 5-8 of "The Leadership Exchange Podcast," "Waterfront Redevelopment Pt.1-4 (ft. Boston, City Dock, Tilghman Is., Chattanooga)":

https://anchor.fm/snep-leadership-exchange/episodes/S1--E5-Waterfront-Redevelopment--Part-1-ft--Boston-Harborkeepers-emnsrp

https://anchor.fm/snep-leadership-exchange/episodes/S1--E6-Waterfront-Redevelopment--Part-2-ft--ULICity-Dock-Experts-emeke6

https://anchor.fm/snep-leadership-exchange/episodes/S1--E7-Waterfront-Redevelopment--Part-3-ft--Tilghman-Island--MD-and-Working-Waterfronts-emskh1

https://anchor.fm/snep-leadership-exchange/episodes/S1--E8-Waterfront-Redevelopment--Part-4-ft--Chattanooga--TN-emski8

	• Use strong and engaged leadership to build consensus among community members • Pursue outside partnerships where every group can play its most effective role
Communication and Outreach	• Organize outreach with a sense of urgency and with an end goal in mind. Timelines are essential ingredients for success • Maintain constant community-driven momentum until there is action • Get historic knowledge of waterfront areas upfront to help with buy-in • Frame the waterfront as a central asset. Pay attention to stated community needs (i.e., access points, parks, etc.) • Make any redevelopment plans authentic to the character of the community. Balance cultural history with a vision for the future to overcome aversion to change • Determine public's wants and match these with realities of demographics, projections, and market.
Funding and Financing	• Explore Tax Increment Financing (TIF) districts to spur development, including areas outside of the district. TIFs can be the primary financial driver for revitalization of waterfront areas • Tie co-benefits to redevelopment to secure additional funding/financing • Understand that developers that invest in green infrastructure and resilience are plentiful and anxious to invest in waterfront projects • Pursue long-term investment solutions. Focusing on short-term funding makes it difficult to sustain investment over time
Economic Development	• Use public green spaces to bring visitors/residents to the waterfront and to produce revenue for local businesses • Consider strategic public purchase of important blocks/parcels • Allow outdoor recreation and tourism to be main drivers for economic growth • Pursue a diversity of uses and businesses to develop an economically resilient community. If one sector falters unexpectedly (e.g., hospitality industry during COVID-19 pandemic) others can bolster economy • Remember that a focus, such as on housing, can bring new residents to a community to help balance a tourism economy vs. locals

Leadership Exchange 4: Smart Growth and Strategic Zoning. The pressures of development and urban sprawl are ever-present for many communities, and as a result it can be easy to quickly lose the essence and uniqueness of a community through urban sprawl. Building upon the principles of smart growth and strategic zoning, smart coding focuses on how to build a vision for a town that all citizens can embrace. Having diversity of both development and uses can offer considerable return on community investment. There are many approaches to smart growth; it is important to be creative and apply what fits best

within the vision and characteristics of the town. At its core, smart growth means growing right and in the right places, thus enabling sound fiscal policy. In other words, smart growth is not about "no growth," but rather the *right* growth—growth that is controlled in a way that allows integration of good economic policy and protects important local assets, all resulting in a more vibrant downtown area.

Our case study communities and institutions included the ***City of Ranson, WV;*** the ***City of Portland, ME;*** the ***City of Warwick, RI;*** the ***Rhode Island Public Transit Authority (RIPTA);*** the ***Low Impact Development Center (Beltsville, MD);*** and ***Grow Smart RI (Providence, RI).*** Ranson and Portland serve as national models for strategic zoning, as their form-based codes have allowed their communities to flourish while maintaining a cohesive vision for their downtowns. In Warwick and through RIPTA, transit-oriented development (TOD) has established transit as a key component of economic development in the City and across Rhode Island. And organizations like the LID Center and Grow Smart RI have engaged communities on solutions and policies to enhance their abilities to grow sustainably and equitably. In order to develop a better sense of the case study communities' efforts as related to strategic zoning and smart growth, the SNEP Project Team focused on the following key questions:

- *How does the community balance flexibility and directiveness in its approach to coding and its vision for redevelopment?*
- *How is zoning leveraged to address resilience, sustainability, and other issues?*
- *How has the community's approach to zoning enabled smart growth?*
- *What role does transportation have in smart growth and strategic development?*

Webinar 4 and Podcast (Smart Growth) Discussion Summary[8]

TOPIC	KEY TAKEAWAYS
Economic Benefits	• Emphasizing beauty and green space attracts new residents, visitors, and businesses and offers aesthetic value where gray infrastructure cannot • Smart growth isn't just an environmental movement, but also an economic and community investment opportunity • Have a tool to provide financial assistance to enhance infrastructure that facilitates economic development projects • Consider where housing and transit fit into your plans. These have more than social value, but also great economic value to a community
Funding/ Financing	• Consider how tax credits can help historic areas • Explore creative financing options – they exist and can work well • Use financial incentives to accelerate smart growth and maximize the potential in built up areas. This prevents sprawl, limits greenfield development, and employs regulatory incentives to maximize outcomes
Community Engagement	• Be creative and find which of the many different approaches to smart growth, (TOD, mixed-use, complete streets, etc.) works for your community

[8] *Watch the recording of Webinar 4: "Smart Growth and Strategic Zoning for Livable Communities":* https://snepnetwork.org/2021/01/08/webinar-4-smart-growth-and-strategic-zoning-for-livable-communities/

	• Think holistically, work interdepartmentally, and engage the community. Integration is key • Involve the community in redevelopment discussions to overcome hurdles and gain local buy-in • Enhance community engagement efforts by sponsoring workshops for residents and businesses of specific communities for the land use decision making process • Have patience and don't give up on community engagement processes. These require genuine engagement to have value—stay the course • COVID-19 drastically changed local communities. People stay home and want to shop local. Smart growth can help bring the right amenities to a town by focusing on what's appealing and investing in them
Leadership & Town Commitment	• Determine a local champion (leader, organization, municipal group, etc.) that will set an example and share your vision • Don't address needs in a vacuum, consider the interrelated links • Assess your successes, reconsider goals and visions, and adjust as needed • Whereas storm pipes are predominantly functional, above-ground stormwater features can also be aesthetic and exciting and can enhance the community • Ensure that development protects the most valuable resources in a community
Policy and Planning	• Incorporate water quality, social justice issues, and resilience as part of overall planning • Pursue good economic policy that will have a positive impact on financing • Allow mixed-uses to get a vibrant downtown area • Consider a focus on outdoors, green space, and recreation to capture renewed appreciation for these amenities • Find 4-5 projects that can be "easy wins" to help garner broad support (e.g., traffic lights). This can help make zoning and bigger projects easier later • Use integrated water resources plans as a starting point for implementation opportunities, as water resource needs are an important first step. • Constantly evaluate how well policies are working and adjust as needed

Leadership Exchange Summary of Findings. Each of the four exchanges offered unique perspectives on the challenges and opportunities associated with resilient waterfront redevelopment. Though the entirety of the discussions were rich and informative, there were key takeaways from each event that the Project Team felt were important to highlight as related to the Town of Wareham's sustainable redevelopment of Wareham Village.

Green Infrastructure and Low Impact Development:

- Achieving long-term climate resilience will require Wareham to make advanced stormwater management and green infrastructure an integral part of economic development and redevelopment processes.

- Over time the impacts of climate change require a fundamental shift in how coastal communities like Wareham manage stormwater. Though water quality and natural resource restoration will remain significant priorities, the need to address water quantity and flooding will result in an increasingly complex infrastructure system. As a result, the interaction and interconnectivity between green and gray stormwater infrastructure financing/investment systems and processes will become equally complex.
- Green infrastructure is only as effective as its co-benefits. In other words, leveraging the multiple benefits that green infrastructure has the potential to offer is cost-efficient *and* highly effective. In order to incorporate green infrastructure practices in the most impactful ways, Wareham should directly link green infrastructure to other initiatives (i.e., transportation, beautification, targeted economic development, climate resilience) and integrate green infrastructure across all facets of town government.

Environmental, Social, and Economic Resilience:

- Resilience, perhaps by definition, can only be achieved by establishing a holistic approach to infrastructure development and financing. This project was focused primarily on the role of stormwater management, green infrastructure, and natural systems as related to Wareham's efforts to redevelop its downtown waterfront. However, Wareham's resilient redevelopment efforts moving forward must ultimately address the mid- and long-term impacts of climate change.
- Addressing these climate impacts throughout the entire Town of Wareham will become the most significant environmental, economic, and social challenge facing community leaders. The case study communities make it clear that achieving long-term resilience will require Wareham leaders to explicitly, directly, and substantively invest in its own resilient future. By investing in its own resilience, outside capital, grants, and investments are much more likely to materialize—this was exemplified by experiences in Hoboken, NJ. Conversely, a less robust municipal commitment to and investment in resilience would likely minimize outside investment, greatly limiting the efficiency and effectiveness of Wareham's efforts.

Waterfront Redevelopment.

- The case studies clearly demonstrate that the process of redeveloping existing urban areas results in a unique opportunity to enhance environmental and resilience infrastructure. In other words, community investments in support of economic redevelopment will enhance environmental and natural resource assets, and vice versa. Technologies, policies, and financing systems evolve and innovate, thereby addressing problems associated with past development. As a result, redevelopment of urban areas—including previously developed waterfront—can result in a net gain in long-term resilience.
- Rather than reacting to redevelopment opportunities, Wareham should proactively invest in green infrastructure and other sustainable redevelopment practices. This was a key component in case study communities such as Lancaster, PA, which uses green infrastructure mechanism for incentivizing redevelopment activities and urban reinvestment. Communities like Annapolis, MD also demonstrate the importance of establishing very clear standards and regulations for ensuring that redevelopment is resilient and economically viable into the future.

- Each of the communities that participated in the Leadership Exchange were successful in their urban redevelopment efforts due in large part to the capacity of local leaders to effectively engage residents, businesses, and diverse—and at times divergent—special interest groups. The hard work of gaining broad community consensus in support of waterfront redevelopment and resilience investment is exemplified by Annapolis, MD and the City Dock Action Plan. Wareham, too, should commit to this type of holistic local engagement by allowing the community to drive the redevelopment process.

Smart Growth and Strategic Zoning.

- Decisions addressing growth, zoning, and development will almost certainly illicit strong reactions from citizens and community groups. Wareham should be well prepared to develop and incorporate innovative growth policies in order to most effectively embrace diverse opinions and inform decisions accordingly.
- The role of form in redevelopment efforts, including the interaction between the built and natural environments, is often more important than stipulating land use and business activities. To this end, Wareham approach should be authentic in regard to design and implementation and should ensure that investments in waterfront and urban areas are consistent with broader community goals and priorities.

Recommendations and Options for Moving Forward. With the findings from the Climate Leadership Exchange series as a foundation, the SNEP Network makes the following recommendations to the Town of Wareham to further the redevelopment vision for Wareham Village as initially described in the ULI TAP Report.

Environmental, Social, and Economic Resilience. Our recommendations focus on establishing long-term resilience as a foundational element of the Town's decision-making processes, including, but not limited to planning, financing, and economic development.

- *Embed resilience into the Town's leadership structure and expand institutional capacity to address long-term resilience infrastructure financing needs.* Our first recommendation is to establish a resilience officer within the Town's leadership structure. The first function or task of a new resilience officer should be to begin the process of expanding the Town's financing institutional capacity. Having the right institutions with the necessary capacities and capabilities will be essential for managing resilience infrastructure financing processes. To that end, this recommendation ties directly to the following one.
- *Establish a task force to investigate the efficacy of expanding the capacity of the Wareham Redevelopment Authority to include resilience infrastructure investment and financing.* Expanding capacity within the existing Wareham Redevelopment Authority would result in two specific benefits. First, it would enable Wareham leaders to address long-term economic, financing, and social resilience in a cohesive policy environment; more specifically, it would ensure that resilience itself is embedded in the Town's economic development and redevelopment activities. In other words, it would elevate the importance of resilience as it relates to the Town's most important decision-making processes. Second, expanding the capacity of an existing institution, if viable, would require significantly fewer administrative resources. In other words, it would be less intensive than establishing a new institution.

Such a task force/committee should be charged with making recommendations associated with essential financing, institutional, and project needs, including but not limited to:

- How the role and function of the redevelopment authority would need to change and adapt to include climate resilience financing and project implementation.
- Identifying the types of projects under the authority's financing purview.
- Forecasting annual cash flow requirements and long-term capital needs.
- Identifying potential revenue sources supporting resilience investments, including, but not limited to, stormwater fees, value added taxes, and state/federal grant funding.
- Determining necessary administrative scale, including staffing.
- Exploring the types of financing mechanisms available, including: borrowing and lending; creating and implementing tax incentives; creating and managing value added revenue streams such as special tax districts and tax incremental financing.

It is difficult to overstate the importance of coordinating, managing, and leading resilience implementation planning, financing, and implementation activities within a single institution. A reconfigured existing institution, would enable the town to address key resilience issues and opportunities, including:

- Maximizing the benefits of FEMA Community Rating System (CRS) flood insurance programs;
- Incentivizing investment and ensuring stable capital flows in support of infrastructure projects;
- Working with Town leaders to identify and allocate diverse revenue sources;
- Leading research and data collection efforts;
- Creating innovative and market-based procurement systems;
- Working with an array of local leaders to educate the public and gain trust in the resilience system; and,
- Identifying and securing grant funds in support of economic, environmental, and social resilience programs.

- *Create a comprehensive Town-wide resilience vision and plan.* Working in parallel with the financing institution task force, the new resilience officer should lead a Town-wide effort to transform the existing Municipal Vulnerability Preparedness (MVP) Program plan into a comprehensive resilience infrastructure implementation plan. Very simply, the plan should create a path forward for ensuring that the Town can grow and thrive into the future despite the risks associated with climate change. The primary goal of this recommendation is to create a community-wide understanding of the infrastructure, economic, and social systems that are needed to realize the community's vision for sustainable redevelopment.

Green Infrastructure. The anticipated impacts of climate change will require a holistic approach to stormwater management. This in turn will require Wareham to expand the focus of its existing stormwater programs beyond just water quality to also include the impacts of climate change and flooding. This is especially important as it relates to the Town's vision and desire to redevelop its waterfront areas where the collective impacts of stormwater on natural and manmade assets will be most acute and significant. To that end we recommend the following:

- *Develop a Town-wide green infrastructure component to the community resilience plan.* The proposed resilience plan described above should explicitly address the use of green infrastructure and natural features as key components of a long-term resilience strategy. This is especially important in regard to the Town's waterfront areas given the high likelihood that stormwater will have a direct impact on those regions.
- *Implement a collaborative approach to stormwater and green infrastructure operations and maintenance.* As the use of green infrastructure and advanced stormwater management programs and projects become more prevalent in Wareham, it will be necessary to expand the Town's stormwater operations and maintenance (O&M) programs. This, in turn, will require a more expanded approach to MS4 permit compliance. To that end, we recommend that Town leaders consider a regional approach to its MS4 permit program and the associated six minimum control measures (MCMs). As the case studies demonstrate, effective stormwater management can be an important economic driver and creating efficiencies within operations and maintenance is a necessary foundation and starting point for establishing a more extensive stormwater and green infrastructure program. As a result, creating administrative and program efficiencies through regional cooperation with nearby communities in the MS4 program is an economic development tool that requires virtually no additional investment on the Town's part. Potential communities for regional cooperation could include Bourne, Marion, and Plymouth.

Waterfront Redevelopment. Clearly, Wareham leaders recognize the potential economic benefit associated with redeveloping its waterfront areas. Resilient development requires maximizing those benefits in the long-term, which in turn requires reducing development risk. In other words, resilience requires balancing short-term economic gain with long-term viability of economic, environmental, and social systems into the future. To that end, the Project Team recommends:

- *Add and/or strengthen a resilience overlay to all economic, planning, and redevelopment plans.* This project has demonstrated the urgency that is felt by Town leaders to build, diversify, and strengthen its economy into the future. This is appropriate, of course, given that economic viability is one of the three essential elements of long-term sustainability and resilience (social and environmental systems being the other two). To that end, the Town has developed a number of plans that provide a roadmap for achieving what could be a prosperous path forward. To ensure that Wareham can thrive well into the future, it is critical that a comprehensive resilience plan be developed in the near future. This plan should then be overlayed on existing economic and redevelopment plans to ensure that the community is on a path towards resilience. The goal is not to stop redevelopment plans and activities, but rather to ensure that those plans are leading to resilience rather than magnifying exposure to climate risks and adverse impacts that would only hurt long-term economic growth.

Smart Growth and Strategic Zoning. Long-term resilience is perhaps best described as the expected outcome of effective "smart growth" strategies and plans. This is certainly the case with Wareham and its efforts to redevelop its waterfront areas. If developed with long-term resilience as a priority, the waterfront district has the potential to serve as a foundation of economic growth well into the future. To that end, our recommendations include:

- *Conduct a regulatory and zoning review.* Realizing a resilient vision and future for the Town will require assuring that the rules and regulations that guide economic development and growth are in concert with long-term resilience goals. This in turn will require a review and/or audit of the Town's local zoning, permitting, and pertinent regulations to ensure that economic and land development activities are in synch with the Town's soon-to-be-developed resilience plan. This review should focus specifically on the potential impact and relationship between economic development and the need to restore and protect the Town's natural resilience assets and infrastructure.

Pursue a form-based coding approach for Merchant's Way. The specific businesses and industries that form a local economy are in a constant state of flux, and it can be very difficult to predict what services and businesses will flourish, especially in the long-term (for example, it is unlikely that cannabis dispensaries were part of the Town's long-term economic vision in the past). What matters more than the type of industry within a community is how those industries fit into the fabric and distinctive look of a community. To that end, we recommend that the Town investigate potential zoning revisions in the waterfront areas to focus on form-based codes. Coupled with very clear regulations in regard to resilience, form-based codes will help guide redevelopment efforts well into the future while maintaining and celebrating those things that make Wareham unique.

Conclusion. The recommendations in this assessment all work towards a single end goal: to seize the unique opportunity to develop Wareham Village as an economically vibrant and climate resilient downtown. The case study communities in the Leadership Exchange exemplified how resilience and redevelopment can function in unison, each strengthening the pursuit of the other. With a dedicated commitment to sustainable and resilient redevelopment, the Town of Wareham has the potential to proactively and strategically invest in its community.

Throwe Environmental

This report was produced by the dedicated team at Throwe Environmental, LLC in the company's role as a core partner within the SNEP Network. Throwe Environmental is committed to developing climate resilience, environmental finance, and policy and governance solutions for its public, private, and nonprofit clients. As a SNEP Network partner organization, Throwe Environmental focuses on financing, training, and leadership development. Throwe Environmental is based in Bristol, RI and helps communities nationwide address their climate challenges.

Case Studies: Green Infrastructure

Green Infrastructure in Lancaster City, PA



Watch: *Webinar 1: Incorporating Green Infrastructure for Stormwater and Other Co-Benefits*

Listen: *"S1 | E1: Green Infrastructure (ft. Lancaster City and Provincetown)"*

While Lancaster initially pursued green infrastructure (GI) as a stormwater management practice, it was GI's countless co-benefits that convinced city leadership that building sustainability into the community could foster economic growth, public health, and community development.

Lancaster's citywide GI program aims to incorporate green practices in public works projects wherever possible. As a result, the community has integrated GI into parks and recreation, walkability, public safety, and beautification projects. The City has also worked with businesses and residents to incorporate GI practices on private properties.

Crucial to Lancaster's GI success is its funding approach—grants cover up to 90% of implementation, while a stormwater utility fee covers routine maintenance. This funding scheme incentivizes residents to incorporate GI at low costs, while also using it for a credit against stormwater fees.

Green Infrastructure in Provincetown, MA



Watch: *Webinar 1: Incorporating Green Infrastructure for Stormwater and Other Co-Benefits*

Listen: *"S1 | E1: Green Infrastructure (ft. Lancaster City and Provincetown)"*

At the tip of Cape Cod, Provincetown relies on seasonal tourism—summer traffic swells annual population from 3,000 to up to 100,000. With stormwater quality challenges that led to annual beach closures, Provincetown incorporated porous asphalt, a green infrastructure practice (GI), on its main downtown travel artery as an investment in water quality, community development, and economic vitality.

Provincetown's phased approach to GI has been characterized by community engagement. Town leaders and consultants have engaged regularly and individually with residents and business owners to garner public support and foster community understanding. This engagement has encouraged private investments, further beautifying downtown.

The Town leveraged the numerous co-benefits of its GI project to combine multiple grant funding opportunities (i.e., historic preservation, community development, transportation) for the porous asphalt project.

Case Studies: Resilience Planning

Resilience Planning in Annapolis, MD



Watch: *Webinar 2: "Integrated action planning for climate, social, and economic resilience"*

Listen: *"S1 | E2: Resilience Planning- Part 1 (ft. Annapolis, MD)"*

As climate change and sea-level rise risk flooding and inundation, the vitality of Annapolis' economic core and the livelihood of its people are put in jeopardy.

Annapolis is addressing its challenges by taking a comprehensive approach to resilience planning. The City is embarking on a bold initiative to raise City Dock, its downtown economic hub, to accommodate for sea-level rise. In doing so, the plan incorporates new green spaces, sustainable stormwater management practices, and public access to City Dock. The project also invests in the local economy to foster growth, vibrance, and resilience.

The City Dock project is also tied to the reconstruction of the nearby Hillman Garage, creating multiple efficiencies. A new resilience financing authority will be created to manage the large capital investments of the City Dock project, and well as future resilience investments.

Resilience Planning in Hoboken, NJ



Watch: *Webinar 2: "Integrated action planning for climate, social, and economic resilience"*

Listen: *"S1 | E3: Resilience Planning- Part 2 (ft. Hoboken, NJ)"*

After being hit by Hurricane Irene in 2011 and Superstorm Sandy and 2012, the City of Hoboken faced an immediate call to address resilience on all fronts—environmental, social, and economic.

In 2014, Hoboken was awarded a portion of a $230M "Rebuild by Design" grant from the US Department of Housing and Urban Development to incorporate open space, built infrastructure, and green infrastructure to enhance the community's resilience in the face of climate threats. Hoboken's long-term strategy for resilience is "Resist, Delay, Store, Discharge," a four-pronged approach to managing inundation from extreme weather events.

Hoboken's ambitious approach to bolster its resilience is a long-term commitment that directly confronts climate hazards. With the increasing likelihood of catastrophic storm events, Hoboken's strategy for resilience must include environmental, social, and economic concerns.

Resilience Planning in New Bedford, MA



Watch: *Webinar 2: "Integrated action planning for climate, social, and economic resilience"*

Listen: *"S1 | E4: Resilience Planning- Part 3 (ft. New Bedford, MA)"*

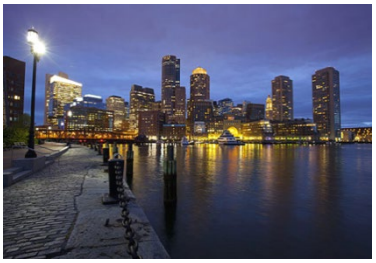
New Bedford's diverse community is home to one of the most valuable fishing ports in the country. As climate risks continue to compound, New Bedford has worked to enhance its economic, social, and environmental resilience.

In 2018, New Bedford was awarded a state action grant to develop a citywide resilience plan and online dashboard. NB Resilient is a dynamic planning document and interface that tracks resilience progress across key focus areas (natural resources, economy and jobs, public infrastructure, etc.) and cross-cutting themes (equity and empowerment, city character, etc.).

New Bedford has been especially successful on areas of social resilience. As an Environmental Justice community, New Bedford's workforce development and resilience hub initiatives have aimed to strengthen populations with disproportionate vulnerability to climate threats.

Case Studies: Waterfront Redevelopment

Waterfront Redevelopment in Boston MA (The Harborkeepers)



Watch: *Webinar 3: Revitalizing Waterfront Communities through Comprehensive Redevelopment*

Listen: *"S1 | E5: Waterfront Redevelopment- Part 1 (ft. Boston Harborkeepers)"*

Facing particularly dramatic long-term impacts from climate change and sea-level rise, the City of Boston has launched the "Climate Ready Boston" planning initiative to enable the community to adapt to climate hazards, especially those facing the Boston Harbor waterfront.

The Harborkeepers—a grassroots non-profit focused on community sustainability, resilience, and stewardship—has been a key organization throughout the Climate Ready Boston planning and advocacy process. With a large, diverse waterfront population across East Boston, Harborkeepers engages the community on climate issues by making the case for personal action and genuine participation. By ensuring diverse community members have entry and access to every aspect of redevelopment and resilience decision-making, Harborkeepers has fostered robust community education and engagement at all project stages.

Waterfront Redevelopment in Annapolis, MD (City Dock)



Watch: *Webinar 3: Revitalizing Waterfront Communities through Comprehensive Redevelopment*

Listen: *"S1 | E6: Waterfront Redevelopment- Part 2 (ft. ULI/City Dock Experts)"*

As Annapolis bolsters the resilience of downtown City Dock, the community is also pursuing redevelopment and economic growth.

The City Dock Action Committee (CDAC), a 92-member group tasked with developing an actionable vision for City Dock, leads the revitalization. CDAC is divided into smaller working groups, each with a focus on key issues related to the area's redevelopment. Involvement from key stakeholders (Historic Annapolis, National Parks Service, etc.) and community members has resulted in a community-driven process. This widespread engagement has allowed CDAC to build on previous ULI TAP recommendations to sustainably redevelop City Dock.

A key component of the City Dock project is the creation of a countywide resilience financing authority. The proposed authority will enable the City and the County to efficiently invest in long-term resilience projects at the large scale necessary to effectively adapt to climate threats.

Waterfront Redevelopment in Tilghman Island, MD



Watch: *Webinar 3: Revitalizing Waterfront Communities through Comprehensive Redevelopment*

Listen: *"S1 | E7: Waterfront Redevelopment- Part 3 (ft. Tilghman Island, MD and Working Waterfronts)"*

As a historic working waterfront community, Tilghman Island must approach redevelopment with considerations of how it will balance traditional waterfront uses and the growth of the tourism industry—two uses that, at times, come into conflict.

Tilghman Island has done this through Maryland's Working Waterfronts Program, part of a larger national effort to provide traditional waterfront communities with the resources to address their unique challenges and strengthen their industries. Tilghman Island's need for balance between its mixed uses has led to portions of the community being set aside through zoning for specific water-dependent uses.

The state funding from the Working Waterfronts Program provides small communities like Tilghman Island with the resources and assistance needed to engage in redevelopment and resilience improvements in ways they might otherwise be unable to.

Waterfront Redevelopment in Chattanooga, TN



Watch: *Webinar 3: Revitalizing Waterfront Communities through Comprehensive Redevelopment*

Listen: *"S1 | E8: Waterfront Redevelopment- Part 4 (ft. Chattanooga, TN)"*

Waterfront redevelopment in Chattanooga has taken place multiple times since the 1980s, with each new phase of revitalization repositioning the City to face the challenges ahead. Today, the "One Riverfront Chattanooga" initiative aims to unify the City's waterfront core while strengthening neighborhood areas outside of downtown.

River City Company is the economic development engine that had led the revitalization of Chattanooga over the last three decades. The non-profit group works with local and regional government to introduce investment into downtown. Chattanooga has used tax-increment financing (TIF) to encourage development, with an increment of accommodations tax increases being used to pay for debt on bond issuance. Chattanooga has also been successful in engaging philanthropic investors, leveraging the City's history in manufacturing to enter into public-private partnerships (P3s) with local foundations.

Waterfront Redevelopment in Burlington, VT



Watch: *Webinar 3: Revitalizing Waterfront Communities through Comprehensive Redevelopment*

With a history of industrial uses, the City of Burlington has completely reimagined its community in recent decades, leveraging the Lake Champlain waterfront as a central component of its revitalization.

Burlington's downtown has become a classic New England main street, with a vibrant economy that draws in residents and tourists alike. The City uses multi-purpose parks and green spaces as recreation areas, civic spaces, and stormwater management tools. With coordination between the environmental and economic components to redevelopment, Burlington has integrated sustainability into its revitalization model.

Tax-increment financing (TIF) was the primary financing mechanism for Burlington's redevelopment, with TIF making up almost 90% of the City's waterfront investment before 2010. With TIF proving successful in past projects, Burlington is employing it once more for redevelopment of the Burlington Town Center.

Case Studies: Smart Growth

Smart Growth in Portland, ME



Watch: *Webinar 4: Smart Growth and Strategic Zoning for Livable Communities*

As a historic working waterfront, Portland's Plan 2030 aims to foster one strong, connected city—a robust waterfront industry, a reinforced downtown, complete neighborhoods, and a vibrant tourism community.

As part of its 2030 planning initiative, Portland is rewriting its land use code for the first time in a half-century. The City's new form-based code, ReCode Portland, aims to address a multitude of issues areas, including energy, housing, and design. Portland's planning approach incorporates a number of different smart growth components, including focuses on transportation, sustainability, and green infrastructure.

The City's stormwater utility funds a portion of its sustainability programs. A two-year process of initial community engagement was crucial to gaining public support for the stormwater fee. This engagement process is still ongoing, and City leaders cite this engaged, holistic community outreach as integral to the program.

Smart Growth in Ranson, WV



Watch: *Webinar 4: Smart Growth and Strategic Zoning for Livable Communities*

Listen: *"S1 | E9: Smart Growth- Part 1 (ft. Ranson, WV)"*

Ranson's forward-thinking approach to community redevelopment has proved successful. After decades of investment in developing Ranson as a sustainable community, the City was well-equipped to support an influx of full-time residents during the COVID-19 pandemic.

The City's recent form-based SmartCode update has incentivized redevelopment that fits within the larger community, while still allowing flexibility of uses. Ranson's SmartCode has directed economic growth around the City's Green Corridor, a brownfields revitalization project that connects the community via accessible green spaces.

To date, Ranson's investments in smart growth have attracted over $300M in investments in the community. Funding for Ranson's initiatives has come predominately from federal grants, with minimal use of City funds. Ranson's use of form-based coding prescribes a specific vision for growth: a walkable, mixed-use, multi-modal community.

Smart Growth with the Low Impact Development Center (Beltsville, MD)

Low Impact Development Center

Watch: *Webinar 4: Smart Growth and Strategic Zoning for Livable Communities*

The Low Impact Development (LID) Center is a Maryland non-profit focused on sustainable stormwater solutions in developing urban areas. The LID Center approaches sustainable stormwater management with a transportation lens, making its work integral to the broader smart growth conversation.

The LID Center conducts research, provides designs, and runs demonstration projects as part of its scope of work. From submerged gravel wetland demonstration sites, to professional trainings on LID practices, to planning and designing a green highways program, the LID Center's work serves as building blocks to the broader smart growth movement.

Smart Growth in Warwick, RI/RIPTA



Watch: *Webinar 4: Smart Growth and Strategic Zoning for Livable Communities*

Listen: *"S1 | E10: Smart Growth-Part 2 (ft. Warwick, RI/RIPTA)"*

As Rhode Island's third-largest City and the home of the state airport, Warwick, RI approached redevelopment of City Centre Warwick with a transportation-oriented lens. Warwick's revitalization aimed to develop the City as a regional transit hub, linking residents and visitors to Boston, Providence, and New York City.

The City Centre Warwick master planning initiative included zoning changes around the airport-centric redevelopment district, which incentivized accommodations, walkability, and redevelopment of existing industrial parcels and buildings.

With success securing multiple grants for City Centre Warwick, the community's biggest necessity was garnering public support and engagement. An engaged stakeholder process allowed the City to raise the awareness and support necessary to pursue the large-scale changes promised by City Centre Warwick.

Smart Growth with Grow Smart Rhode Island (Providence, RI)



Watch: *Webinar 4: Smart Growth and Strategic Zoning for Livable Communities*

Grow Smart RI is a statewide advocacy group focused on smart growth initiatives and policy in the State of Rhode Island. Grow Smart envisions a statewide community with diverse uses, protected natural resources, and efficient and accessible transportation options.

Grow Smart provides advocacy for state and local smart growth policies, as well as trainings for professionals on smart growth topics. The group's annual awards and biennial conferences recognize state leaders and bring together regional professionals on smart growth topics.

Throwe Environmental

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