



WAREHAM VILLAGE STRATEGY

A Plan for Improvement

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INTRODUCTION

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Wareham Village has all the elements of a classic New England village center; the waterfront, the buildings, the rail line, and a large institution. During the course of this study, the people of Wareham have spoken on the need make improvements to take full advantage of these resources and enhance the Village as a socio-economic center of the community. This advancement will require putting all of the pieces together as a coherent vision of the future. It will require the participation of the property owners, the businesses, the residents, and the government in a solid partnership. It requires action.

This report has been drafted to describe the conditions and opportunities that exist in the Village and to show how the elements could be pulled together in a comprehensive program. The content begins with the Vision, summarizes the results of the public input process, describes the findings of the team regarding the Village, and concludes with a discussion of the issues and implementation strategies that are recommended to achieve the Vision.



A photo of historic Wareham village, when street cars were a principal mode of transit and street trees were mature, contrasted with a current view where cars have become the principal mode of travel and parking spaces have displaced the original band for trees.



A VISION FOR
WAREHAM VILLAGE

Wareham Village is a unique, small scale New England village center that provides places to live, shop and work in a setting that is linked directly to the water's edge. The Village Center primarily serves the citizens of the Town and those visitors that are drawn to the picturesque center that is genuine, historic and pleasant. It is easy to get around on foot, in a car or on a bicycle, it has the right amount of convenient parking. It is not so much a new place, but a brightened, lively district largely composed of small and renovated buildings along the tree-lined, landscaped Main Street.

While the town of Wareham has grown and changed, Wareham Village remains as a unique coastal village. The physical characteristics are: variable blocks and buildings; a mixed series of storefronts, businesses and civic uses; a relatively straight and level main road; a limited relationship with the Wankinco River and regional railroad that parallel Main Street; a substantial amount of public land used for civic buildings, access and parking; a former industrial building that anchors the northern end; and the hospital that dominates the southern end. For the most part, these are characteristics with a potential to benefit the Village and its residents. However, these elements must be improved in a coordinated fashion to ensure the full potential of the Village center is realized. If properly executed, the future Village will be an active area of shoppers, business people, health care professionals and residents enjoying a safe and easy to traverse street network with a wide variety of stores and spaces to congregate and meet.

This future will require a three-pronged approach:

Improve access and circulation – Implement changes to Merchant's Way, Main Street, and the connecting alleys to ensure easy circulation and fully accessible parking, while making the flow appropriate for a business center; provide safe pedestrian ways, and layout options for a bicycle way.

Improve the public realm – Further improve the quality of the sidewalks and streets in the core business area; provide access to the waterfront for public use and enjoyment, provide better connections to the public park and piers, provide public gathering places that are programmed for activities, and beautify the public lands with landscape treatments.

'Incentivize' redevelopment – Rebrand the village as a location attractive for redevelopment. Further redirect the land use regulations towards making permits easier, based on predetermined, sound performance standards and processes. Seek funds and provide new gap-fund sources to support private property improvements. Actively participate in the State's planning for expansion of MBTA service to position the town for future opportunities including transit-oriented development. At the same time, take measures to restore derelict and stagnant properties that deter investment by other property owners.

Because these changes will benefit the town as a whole, the implementation of these three approaches anticipates the cooperation of the landowners, shop-keepers, residents, institutions, and town government. With unification, the realization of the future of Wareham Village will occur.

This report lays out the reasons for action and the courses of action to achieve this vision. The next section reviews the public input which helped formulate this vision.

Figure 1: Wareham Village



IDEAS FROM THE
PUBLIC SESSIONS

IDEAS FROM THE PUBLIC SESSIONS

Public input was gathered from multiple meetings and methods. The meetings included open public sessions and a meeting with the downtown business owners as a special focus group. The other methods for input were telephone surveys, face-to-face interviews, and an online survey.

The combined results from the meetings are included in Appendix I: Results of the Public Meetings.

Online Survey

The online survey was open to the general public, but was principally answered by residents who visit the Village two to three times per week. The most frequent answers were:

- When they visit, most park on Main Street,
- The most frequent reason for a visit is to use the Post Office,
- When asked about new businesses, most responders wanted specialty shops and fine dining,
- Most of the responders do not want taller buildings or bigger businesses,
- They do want to fill the vacant spaces, which they see as one of the most significant problems with the Village, and,
- Landscaping and trees along the street and public properties are the top-rated, desired public improvements.

Business Interviews

From the interviews with the people involved in the Village real estate; owners, business people, and agents, there were several key findings:

- The property owners are of three minds: they are waiting for a new opportunity, they feel held back by the regulatory environment, or, they are lacking incentives to revitalize,
- The business owners must work particularly hard to maintain their market share against the commercial growth elsewhere, and,
- There are new projects being considered but the town needs to improve the overall appearance of the Village, paying more attention to storefront facades, signs, and maintenance of public and private property.

First Public Session

In the first open public session the discussion focused on the opportunities and ideas that could improve the Village. The participants noted the principal Village assets are:

- The Wankinco River waterfront as an opportunity for recreation and visual enjoyment,
- The vacant parcels of land as an opportunity for change, and,
- Tobey Hospital as a Village business and an opportunity for change.

During this session, some of the common suggestions and ideas for change were:

- Determine a use for vacant Tobey Homestead, which could preserve its historic value;
- Provide better connections to other areas in town,
- Start a business for kayak/canoe rentals on the river,
- Finds ways to highlight the distinctive differences between the old and new districts above and below Sawyer Street,

- Design a gateway idea for the open lot at the bottom of Chapel Street,
- Determine the future of the Fire Station in ways that support the Village,
- Increase walkability within and beyond the Village,
- Turn businesses towards the water with entrances and activities,
- Organize seasonal events and celebrations in the Village, and
- Make the village part of the town's life.

Second Public Session

The second public meeting was used to present a draft Vision for the future of the Village and discuss strategies that work towards the common set of goals for improvements. The strategies included:

- Creating a business friendly environment, with the town boards as “team” members,
- Involving business owners within a Village business association,
- Improve the overall image with clean-up programs,
- Program activities and community service projects for the Village, and,
- Get seniors and young people involved in the Village with appropriate facilities and programs.

Business and Property Owners Focus Session

A separate session was held with the property and business owners to gather information and ideas that were focused on the business perspective. The input from that meeting was highlighted by several key points:

- The town must actively assist in the strategies for improving the Village,
- Safety is the number one issue for businesses on Merchant's Way and illegal activities must be stopped,
- The town boards must provide an environment conducive to making improvements,
- A strategy must be found for dealing with the floodplain restrictions and ADA accessibility if substantial new development is to occur,
- There should be changes in the signage and façade grant programs to make it easier to install improvements,
- The property owners need to listen to the businesses renting the spaces about improvements to help the businesses and,
- The business owners are ready to make improvements where the property owners will allow.

FINDINGS

Planning Districts

The Village divides functionally into different quadrants and focus areas based on the existing land use and the potential for change. A recommendation for planning districts was prepared and presented as part of the Vision in the second public workshop. A core area has been identified as the most important subarea for putting the public's limited resources towards the business center where the life of the Village must be maintained and enhanced. The Planning Districts map indicates the core and other areas, which are described as:

- The historic landscape and buildings within the Parker Mills and Center Park historic districts, that anchor the northern gateway,
- The residential block mixed with institutional, office and home-based businesses,
- The eastern transition district that has experienced recent change but warrants more improvements,
- The core area of businesses and civic uses, some within historic buildings, distinguished as the western and eastern sides of Main Street, with distinctly different profiles on each side, and,
- The anchor of the Besse Park that connects to the waterfront district and Tobey Hospital, all within the Narrows Historic district, which defines the southern end of the core business area.

Land Use

The Village core area is a properly diverse grouping of uses typical of the New England traditions of mixed land uses. According to the Assessors' records, within the core area, the percentages of building use by total square footage are:

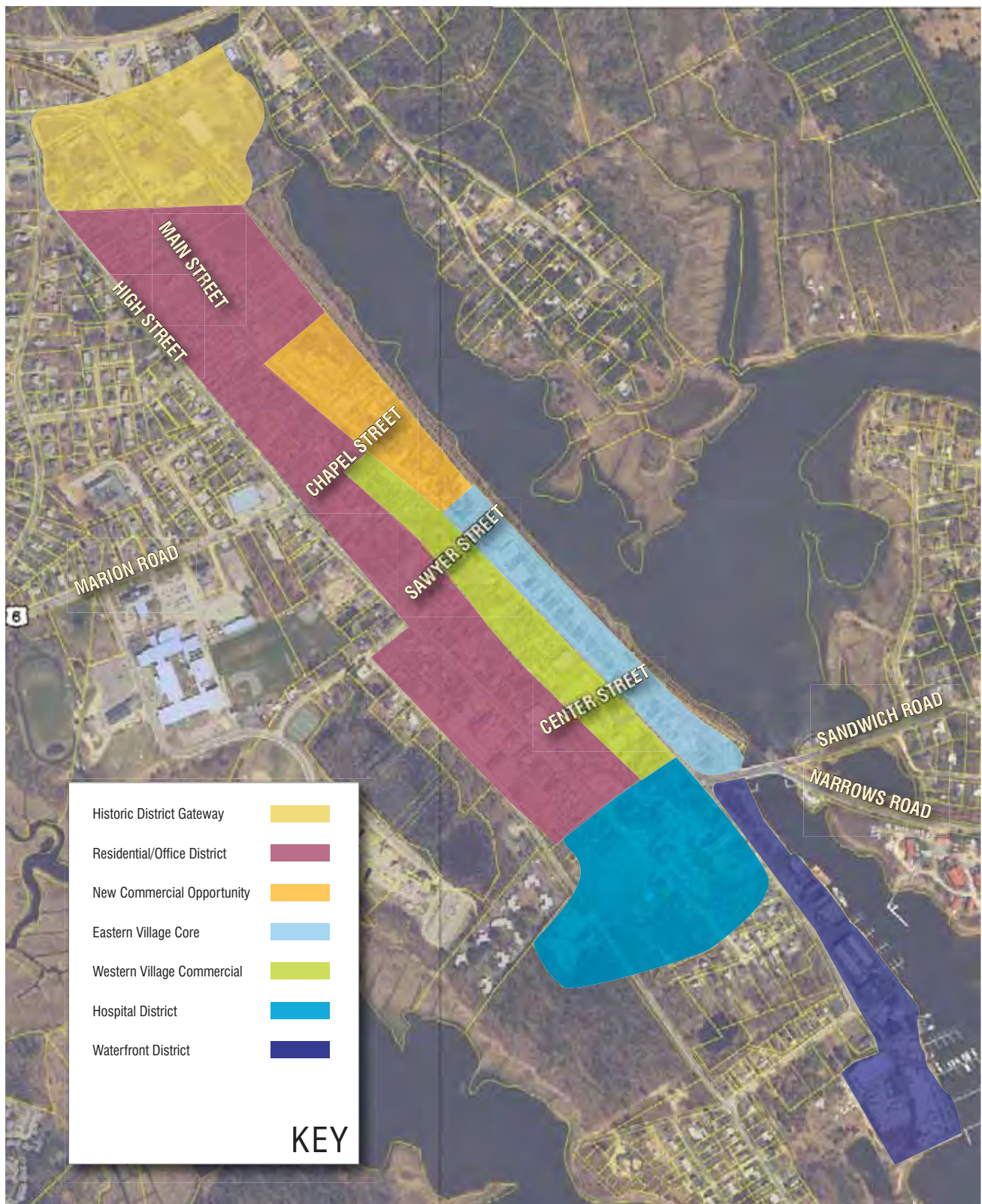
Land Use	Percentage Total Building Area
Residential housing	10%
Retail	35%
Office	9%
Mixed use	34%
Industrial	5%
Public buildings	7%

Source: Wareham Assessors' Records and The Cecil Group. Note: These percentages do not include the institutional/hospital buildings.

The current development, by lot area to building square footage, known as the Floor Area Ratio, is 0.46; meaning that 46% of the land is equivalent to the total square footage of buildings. There are distinct differences in coverage between the eastern and western sides of Main Street, with the eastern side much more restricted and with higher lot coverages and floor area ratios.



Figure 2: Wareham Village Planning Districts



The Market

The core market, which is the population within a 15-minute drive-time from the Village, represents a significant market for goods and services. An important subset of retail market potential is restaurants, which could extend the market area to at least a 20-minute drive time or more. While it is unrealistic to expect the Village downtown will fully compete with the regional shopping centers, existing market potential could theoretically provide more than \$134 million in annual consumer expenditures. See Table 6 in the Appendix: FXM Technical Memorandum for additional information.

In addition to those people living within the 15-minute-drive market area, there are daily employees going to downtown businesses, government, and institutions, as well as visitors that represent a smaller but important source of sales in the Village.

Over the next five years, moderate growth is projected in population, households, and jobs within the area's local and regional markets. This level of projected growth, points to a relatively dynamic market for residential units, office space, and retail business for which downtown Wareham Village could offer competitive product to targeted market segments.

Longer-term plans to connect MBTA commuter rail service most likely will increase the attractiveness of Wareham Village for residential development targeting young professional, households without children, and students, and to a lesser extent entrepreneurs, self-employed professionals, and small office-based businesses.

Additional information on the markets is included in the Appendix II: FXM Technical Memorandum.

Commercial Business

The majority of commercial uses exist in single-use, stand-alone structures (Eastern Bank being one of the most distinguished on Main Street), or in older mixed-use (street level commercial use with residential above) along the eastern side of Main Street and parts of Merchants Way. The other key findings regarding commercial businesses in the Village are:

- There were 210 businesses in 2006, employing 1,830 workers, and generating almost \$182 million in annual sales. Of these businesses, 37 are retail businesses employing 322 workers, and generating more than \$48.5 million in annual sales;
- The Village is anchored by banks, the U.S. Post Office, and South Coast Tobey Hospital;
- Most of the demand for office space has been from physicians and medical services associated with Tobey Hospital;
- Opportunities (gaps) that may be used to increase Village retailing are in electronic, health and personal care, book and music, jewelry, and possibly specialized apparel stores. In 2006, consumer expenditures at these selected store types totaled \$113,437,666, an amount that would support approximately 48 new stores in the market area, if realized.

Additional information on the commercial activity and the 'gap' analysis is included in the Appendix II: FXM Technical Memorandum.

Housing

Local sales activity shows steady demand for condominiums in the village center over the past five years. While the majority of people purchasing condominiums are older buyers (50+ years), and most are from the southeastern New England region, there is limited documentation of market-rate apartment rental activity in the Village.



An increased number and variety of downtown residents will contribute to the Village center's vitality, perceived safety, and the identity of a downtown Wareham neighborhood. This strategy of reusing and redeveloping Village properties for residential use has proven to be an important factor in the revitalization of many New England downtowns, village centers, and small commercial districts. Expanded residential uses provide cash flow to support

critically needed ground-floor retail space renovations or construction, and add consumer spending power to support existing businesses.

- Families with children may not be a principal market segment for the Village housing, but the target market segments do include:
- Adults aged 45 to 64 without children who are often referred to as 'empty-nesters;'
- Young professionals aged 25 to 34 without children; and
- Tobey Hospital employees, especially 'travelers,' nurses, and other specialized medical professionals.
- Potential renters are expected to be a mix of each household type. However, annual household incomes of at least \$45,000 would be needed to rent, and approximately \$60,000 to purchase, market-rate housing.

Additional information on housing is included in the Appendix II: FXM Technical Memorandum.

Public Properties

The public controls property with important functions in the Village, including the public rights of way; Merchants Way, which is a lot that operates to a significant extent as both a public way and parking lot, the fire station, a parking lot on the western side of Main Street, and Besse Park. In total, these key public properties cover about 13%, or 3.66 acres of the Village focus area. The location of the Fire Station and adjacent parking lot is important to defining the center of the Village. If these properties are reorganized for redevelopment, the future use of the property should be limited to other public use, or private uses that support the vitality of the Village core as a business center.

Parking

Currently, there are 842 parking spaces on Main Street, in public lots, and on private properties in the Village Core area. This does not include parking within the public park or within the Hospital's public parking lot or employee parking lot. Zoning requires only 779 parking

Figure 3: Parking Survey



spaces for the existing square footage of buildings, but less than 300 spaces were counted being used during the peak demand periods during the week or on the peak hour use during a Saturday morning. So, while parking is not a current problem and while zoning requires onsite parking for all new projects, the available parking could be used as an incentive for redevelopment of certain properties where available the site area is at a premium. The public spaces can be offered to private projects to meet the zoning requirements as off-site parking where the project meets the town goals for redevelopment.

Streets

There are 8,900 linear feet of road in Main Street, Elm Street and Merchant's Way, and 13,330 feet of sidewalk in the Village area. They vary in condition and safety. Revisions to the traffic circulation and controls and new streetscape treatments will improve the business climate on Main Street. While the removal of the overhead utility lines in the core area greatly improves the visual qualities, certain further improvements could be made to increase safety and attractiveness of the public realm. These are described in the Recommended Program section of this report.

A photo survey of the streetscape is included in Appendix III: Street Condition Survey.

Main Street

The Route 6 connection with Main Street at Chapel Street acts as a main gateway to the Village. The stop sign on Main Street at the Chapel Street intersection is an unusual control for a T-intersection, and there is a 20 MPH speed limit on Main Street. While Route 6 is a state route that continues through the Village, other traffic controls for maintaining speeds or slowing traffic, and merging intersecting traffic are available.

Free movement of Main Street traffic improves the potential vehicular flow into the Village. However, the flat, straight stretch of Main Street from Chapel Street to the Narrows encourages vehicle speeds that are not conducive to pedestrian crossings across Main Street. During the course of interviews with public officials, the Police Chief noted his concern with visibility for vehicles and pedestrians at the existing crosswalks on Main Street even at slow speeds. While the traffic counts and state warrants for traffic signals must be consulted to determine appropriate revisions, if any, at this location, the alterations can be made on the basis of "context sensitive design". The "context sensitive design" approach allows the standard engineering practices to be modified to fit the particular location and "context" of the roadways.

Sidewalks

An analysis of the streets was prepared as a preliminary basis for the creation of the streetscape concepts included in this study. The sidewalks are variable in condition. Generally, the findings are:

- The sidewalks are significantly different in width on the eastern (3.5' to 6') and western (5' to 12') sides,
- The sidewalks are asphalt or non-defined in several areas on the eastern side, includ-

ing at the convenience stores on the southern end and at the automotive repair shop near Chapel Street,

- The removal of the overhead utility lines in the core area greatly improves the visual qualities of the lower end of Main Street,
- Some of the utility poles on the eastern side of the northern section of Main Street are located within the middle of the sidewalk and restrict universal accessibility,
- are on adjacent, private property,
- Certain further improvements to the sidewalks could be made to increase safety and attractiveness of the public realm. This could include switching out the highway style, cobra-head street lighting fixtures with more pedestrian scale options.

Merchant's Way

Merchant's Way is not a right of way according to the town Assessors' records, but is a public parcel of land that extends between the railroad right of way and across the rear, eastern property lines of the private and public lots fronting on Main Street. The functions of Merchant's Way are:

- An off-street parking lot of approximately 175 public parking spaces, or 20%, out of the 842 parking spaces in this area,
- An additional 120 private parking spaces are also accessed from Merchant's Way in the side and rear portions of the lots on Main Street,
- North-south access (partial) parallel to Main Street,
- Access from Main Street to the former train station and across the railroad tracks to the waterfront, and,
- Access to the rear of the buildings on the east side of Main Street.

There are many conditions in Merchant's Way that impact its functions as a parking area and accessway:

- The parking spaces in Merchant's Way were not fully used during the parking analysis. The peak hour count for combined business and retail activity was midday Friday when only 36% of the 295 public and private spaces were occupied,
- The southern portion of Merchant's Way ends at a parcel set aside for the pumping station and does not actually extend back to Main Street,
- The north-south connections are restricted to one-way north in the northern third of the parcel. This stops vehicles from turning off Main Street at the Fire Station and entering the rear area from the north,



From top: lower Main Street with no overhead lines, compared with upper Main street. Below, Merchant's Way and railroad station.

- There are four vehicular alleyways and two pedestrian alleys or mews that connect from Main Street to Merchant's Way, and vary in condition. The alleyway leading most directly to the train station is one of the largest and most improved,
- There is a regional, active rail line running between Merchant's Way and the Wankinco River waterfront. This rail line is currently used as a haul route to Rochester but is slated for possible commuter rail in the future. The location of the railroad right-of-way blocks public access to the riverfront directly from Merchant's Way,
- The former train station has been refurbished as public rest rooms, the platform is paved with asphalt, and a wooden guard rail fence has been erected along the railroad line. While this greatly improves the area, more should be done if it is to be an attraction for pedestrians and passive recreation.

Environmental Regulation

Two conditions found on virtually all Massachusetts waterfronts influence the ability to reach the full potential of the Village; the regulatory floodplain and Chapter 91.

Floodplain

The "100-year" floodplain associated with coastal flooding from the Wankinco River, impacts the southern end of the core Village area, impacting properties on both sides of Main Street there and across much of Merchant's Way. Within this area, any improvements that exceed 50% of the value of the building require full flood proofing of the remainder of the building. Flood proofing the buildings requires raising the utilities and making the building walls and foundation structurally capable of withstanding the flood waters. The cost of redevelopment is therefore a significant consideration in these areas.

Chapter 91

Chapter 91 is the state program of waterfront environmental and land use management regulations that controls the use and development of waterfront properties. The estimated boundary of jurisdiction under Chapter 91 impacts reuse of much of the land south of the Narrows, and a rear portion of the Tremont Nail Factory. This means that any opportunities acted on for these portions of the waterfront will require environmental mitigation and public access as required by the state program.

Wankinco River

The Wankinco River is reported by the Town Conservation Agent as having endangered species within the waterbody. Regardless of the regulatory restrictions, the Wankinco River should be considered an asset to the town and the Village. Access to the riverfront is restricted by the railroad and the regulations, but several properties, including Besse Park provide direct access to the river. Because public access and boating are encouraged by the regulations, these activities and passive recreation should be an important part of the public plans.

Figure 4: Environmental Jurisdiction



RECOMMENDED PROGRAM OF STRATEGIES

RECOMMENDED PROGRAM OF STRATEGIES

The recommended strategy for Wareham Village is a multi-faceted program of actions that are organized into three general areas; access and circulation, the public realm, and redevelopment incentives. Because of the costs and priorities associated with these improvements, they are focused on the core area of the Village, but could apply to other areas within the zoning district, as appropriate. The following is a discussion of each of these three program areas, noting first the difficulties with acting on the programs, and secondly by the program approaches recommended to improve the Village.

Access and Circulation: Overcoming Obstacles, Risks, and Costs

The following factors are impacting the town's ability to improve accessibility in the village.

- Floodplain – the floodplain standards require floodproofing which in some ways could limit street-level accessibility
- Railroad – the railroad ROW separates the core business area from the waterfront, creating highly restricted access to the waterfront, especially if the railroad reopens for commuter rail.
- Traffic management – the speed of traffic on Main Street, and the traffic controls and signage throughout the Village are making it difficult to provide traffic patterns more conducive to a commercial center.
- Construction of sidewalks – while the sidewalks are not in significant disrepair, the existing construction of the sidewalks is not always appropriate for ADA-compliance. This includes the crosswalk ramp in front of CVS and the utility poles that are positioned in the middle of the sidewalks on the eastern side of Main Street.
- Building accessibility – only two businesses in the Village appear to have provided for full ADA accessibility. They are the Visiting Nurses Association and the CVS building. The VNA retrofitted an older structure with a ramp and the CVS building is newer construction.
- Lack of formal bicycle ways – while bicycles are becoming a popular form of travel, proper ways are not provided through the Village.

Access and Circulation: Strategies for Improvement

The strategies and ideas for improving access and circulation deal with vehicle, pedestrian and bicycle mobility. There are also distinct differences between the upper and lower sections of Main Street. Lower Main Street is busier and more congested because of a greater number of decision points and turning movements. Upper Main Street is less dense and more residential in character and acts as a collector road for connection to the arterial road, the Cranberry Highway.

Improve Traffic Flow

Implement changes to make the traffic flow appropriate for a business center, meaning quick access to the business core and easy connections to the Village businesses.

- Main Street can be improved first with a change at the Chapel Street intersection to ease the transition into the village. Second, Main Street sidewalks can be improved with bumpouts and textured pavement in the crosswalks to slow traffic in the core business

area and make it easier for pedestrians to cross. Although designated as a state route, improvements may be, and should be, constructed to improve pedestrian safety.

- The public and private alleys connecting Main Street to Merchant's Way can be improved with lighting, walkways and pavement treatments to ensure easy circulation and fully accessible parking. This will make the traffic flow appropriate for a business center where multiple stops, access points, and turns facilitate connections between businesses and customers. In addition, by naming the alleyways the opportunity to use these for circulation will be better defined.
- Recent survey drawings show that the pavement within the available width of Merchant's Way is a minimum of 35' and can be restriped to make the northern third appropriate for two-way traffic. This alteration should include stop signs at the wall behind the Fire Station to ensure safe turning movements into and out of the rear alley.



Photo of the one-way section of Merchant's Way behind the fire station.

Improve Parking Management

The ample, available parking is not being used efficiently. There are several ways that the parking could be better-managed and used to help revitalization.

- Wayfinding and other signage are used to direct visitors and customers to businesses, parking, and public services. The improved signage discussed in the streetscape section could be installed to direct drivers to open parking areas and improve the status of the alleyways between Main Street and Merchant's Way as easy connections. This signage could also be installed to improve the use of other public parking areas such as Pezzoli Square,
- While related to circulation, public parking in Merchant's Way can also be used as an incentive for private redevelopment. The incentive would be to allow the parking to be used towards zoning requirements where upgrades in the public properties are provided in accordance with the streetscape plans.

Improve Pedestrian Ways

Pedestrian activity improves the business climate and encourages new businesses. The first priority to accomplish this improvement is safe and accessible sidewalks and walkways:

- Between businesses,
- Between businesses and parking areas,
- Into businesses by providing universal accessibility, and
- Between the core business area and residential areas.

This enhancement of access includes access along, across and away from Main Street towards both Merchant's Way and High Street. One such accessway towards High Street runs on the northern side of the Eastern Bank property. There are multiple alleys that run towards the water as indicated on the maps.

Figure 5: Access and Circulation



In addition to providing newly enhanced access, this program approach will also require cleaning up and restoring the existing sidewalks and setting new specifications for future construction of all sidewalks and accessways.

Provide Options For Bicycles

Improved bicycle access is a means to reduce vehicle traffic and increase the enjoyment of visiting the Village. For enticing bicycles, just as with pedestrian movement, the bike ways should be safe and accessible. They should also connect more dispersed function and activity areas outside of the Village, such as the town hall, schools, other commercial areas, and residential neighborhoods. Completing the SouthCoast Bicycle Path feasibility study, particularly as the path may align within the Village, would allow a discussion of the merits of a separate path or a combined vehicle and bicycle way.

Improve the Public Realm: Overcoming Obstacles, Risks, and Costs

The public realm is defined here as the public properties over which people can travel, and the public sides of the buildings and businesses that make up the Village. Generally, based on the responses to surveys, meeting results, and discussions, many people feel that the Village needs to improve its overall appearance by:

- Asking the owners and businesses to pay more attention to cleaning and maintaining the storefront facades,
- Improving private and public signage to make it easier for travelers to locate businesses, parking, and streets,
- Maintaining public and private properties. Vacancies and unattractive open lots have created a disjointed and at times negative visual impression of Main Street for travelers,
- Merchant's Way, the waterfront, and the rear of the buildings on the eastern side of Main Street should be linked and improved as a new district that could be more active,
- A better connection between Main Street and the waterfront would enhance the Village. This concept of re-connecting the waterfront to the commercial center has been successful in many other communities. Even without an ability to touch the water, greater visibility and activities next to the waterfront would take greater advantage of this valuable resource.

The ideas listed above require improvements on both public and private properties. However the required programs are hampered by:

- Lack of action and/or incentives for private property improvements,
- The need to take further steps for improvement of the streets and sidewalks.

Improve the Public Realm: Strategies

There are two general areas for action that would improve the public realm: façade improvements, and streetscape improvements. Below are discussions on both aspects of improving the public realm.

Façade Improvements

Private property improvements, including façade and signage upgrades, as well as basic cleanups of vacant properties, are connected to the future value of the Village business environment. However, while the existing businesses are important to maintaining the unique Village environment, they may not be positioned financially to afford restoration or new façade upgrades.

Façade and building improvements will require a number of funding sources to provide the gap funding necessary for private action. These could include:

- Seed grant funds and loans – These could be issued by the town to make improvements to signage and buildings. Successful programs for signage and façade improvements have been instituted by many communities in Massachusetts. The funds can be provided by:
 - Block Grant funds - issued for projects that support businesses with appropriate jobs
 - Local funds that are administered by the town.
- Business Improvement District funds – that is a special assessment district, under MGL Chap 40 section O, where businesses may support improvements and district management beyond what is provided by government. Hyannis center has successfully used a BID program. The program is designed as follows:
 - All participating property owners located within the proposed BID are assessed a fee that is collected and disbursed by the town's collector/treasurer;
 - The total fees assessed annually do not exceed one-half of one percent (.005) of the assessed valuation of the property;
 - All funds go directly back into the district.

Vacant and poorly kept properties are another matter. These conditions create hazards as well as liabilities for the other Village businesses. As an example, a fire in a vacant building could spread to adjacent, occupied structures. Restoration of vacant properties may require substantial redevelopment and associated funding, which is discussed in the “Incentivize” Redevelopment section, following this discussion.

Streetscape Improvements

The priority after general safety and accessibility, is to beautify the streets in ways keeping with the traditions of Wareham but advancing the qualities of the area as an historic village with an important relationship to the waterfront. This will make the experience of visiting the Village more conducive for *staying longer* in the Village. These improvements should include additional street trees, special pavers and curb configurations where pedestrians cross streets, and lighting scaled for people on the sidewalk.

An analysis of the existing streetscape has been completed and the streetscape has several points worth noting:

- The removal of the utility poles in the Core area has significantly improved the visual impact of utility lines. However, the light fixtures are tall cobra head fixtures that are more appropriate for a highway than for a village center,

- The sidewalks are not consistent throughout the Village, which breaks up the continuity and attractiveness for walking. Some of the sidewalks are separated by wide expanses of pavement, and some sidewalks are asphalt,
- The crosswalks are all similar in construction, with the exception of the crosswalk between Besse Park and the Hospital. However, the angled crosswalks in the center of the Core area are not typical by state highway design standards,
- The sidewalks on the eastern side of Main Street are not fully compliant with ADA standards (see ADA compliance detail in Appendix III):
 - There is a corner projection of the Majestic building into the walkway that limits the width of the sidewalk. It is not clear whether this is within the property boundaries,
 - There are utility poles in the middle of the sidewalk that restrict the width,
 - The crosswalk ramp in front of the CVS plaza should be improved to provide a landing at the top of the ramp.
- There are only a few trees that actually provide shade for the street sidewalk, most are located in adjacent private property, and,
- There are only two benches on the sidewalk and no area for easy congregation of people except at the park. (While people congregate in front of the post office, the access ramp displaces most of the open space in front of the building.)

The concepts to improve the sidewalks and street are detailed in the streetscape concepts proposed in this report. The financing of these improvements could be provided through several programs:

- District Improvement Financing (DIF) – The DIF is a means to tap into the Village-wide potential and fund the public construction bonds with the tax increases programmed for the Village. This option may work best in the northern Transition District (see Planning District discussion under Findings). If the town provides incentives for private redevelopment, that new construction will result in new taxes, which in turn can fund bonds for infrastructure and other supporting improvements for the redevelopment. The use of a District Improvement Funding program is to connect the public improvements to the projects and ensure overall town tax base is not adversely impacted.
- Business Improvement District (BID) – This is a program for improvements that directly support the businesses within the district with funds for the improvements collected from those businesses. This type of program would work best in the Village Core area where existing businesses are active and certain public improvements have already been implemented. Under this program, the local businesses could define how and where the funds are expended for improvements. This program has been used in Hyannis to fund marketing items, infrastructure and streetscape improvements, additional police patrols, and other programs.
- Public Works Economic Development Grant (PWED) – Under the newly revised PWED program, these funds are provided to communities that may predict job growth as a result of making the public improvements, and to communities that provide Expedited Permitting as discussed under the next section. The individual project funding has previously been suggested at less than \$1 million and rarely provided at up to \$2 million.
- Seaport Bond Bill funds – The town has already taken advantage of this funding source at the park, with boating and fishing docks. Additional funds could be requested to advance the coastal access improvements proposed in the streetscape and connections concepts described below.

- Development Agreements – These would be incremental improvements paid for with private funds provided by development projects that proceed in the Village area. These would not be impact fees, but mitigation funds based on the impact of the particular project. Communities that have utilized these developer agreements include Belmont, Westwood, Wayland, and Sharon, among others.

The Streetscape Improvement Plans

The plan for streetscape improvements includes upgrades to the sidewalks, crosswalks and connecting alleys, and the creation of new gateway locations at the northern and southern ends of the core area. Long-term improvements could include access to the waterfront and better connections along the waterfront. These plans are presented in the next series of illustrations and described as follows. Optional details are suggested in the paving, furniture, and wayfinding precedents.

The northern “Gateway” landscape concept contemplates a number of private and public actions. These include:

- New informational and directional signs at the intersection to ensure both ways recognize the entrance to the Core Village area,
- Adding pedestrian landings on the eastern side to mitigate the large expanses of asphalt pavement,
- Creating an intersection “infield” to further define the nature of change from one district to another,
- Reinforcing the grass strip on the western side as green relief,
- Adding trees within the public right of way, and,
- Improving the street in ways to attract private redevelopment, such as making the streetscape more inviting for businesses with comfortable pedestrian areas with high visibility for the storefronts.

The Village Core streetscape already has been improved with two benches, a shifting of the above ground utilities on Main Street to Merchant’s Way, and several trees. The streetscape concepts proposed here include:

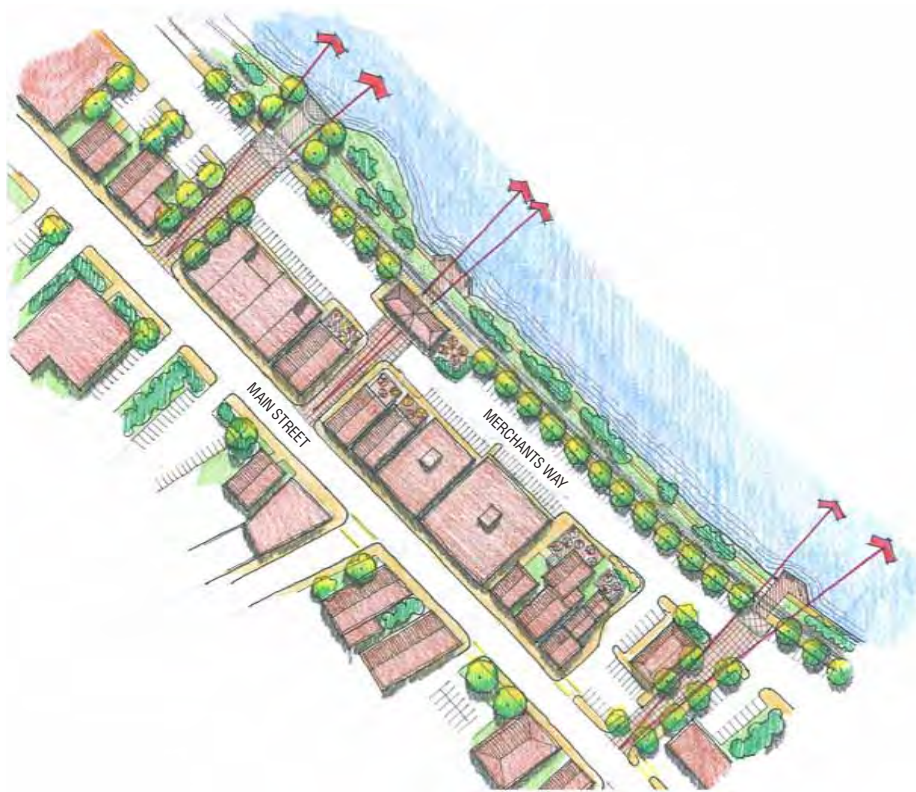
- Replacement of the painted crosswalks with scored concrete/pavers at the existing crosswalk locations. This will provide better long-term wear, and will slow traffic thereby making the crossings safer for pedestrians and vehicles,
- Addition of bumpouts from the curbline to slow vehicle traffic and make it easier for pedestrians to cross. This will mean the loss of a few on-street parking spaces. However, the Police Chief has noted the existing parking where it is tight against the crosswalks makes the crossings unsafe,
- Additional trees on the street, where possible within the additional area created by the bumpouts, to provide a softer landscape, shading and color within the Village, and,
- A clear connection to Merchant’s Way for both pedestrians and vehicles through the alleys, including a pavement treatment leading to the former Train Station, which can then be further considered for access to the waterfront.

The core area Streetscape Circulation concept indicates where the future phases of the streetscape improvements could be made. These would be used to specifically connect the Village with the waterfront where commercial and recreational activities could be provided, and to connect the Hospital and boating areas within the Narrows. The key improvements are:

Figure 6: Streetscape Concepts



Figure 7: Waterfront Circulation Concepts



WATERFRONT CIRCULATION CONCEPT A



WATERFRONT CIRCULATION CONCEPT B

Figure 8: Paving Precedents

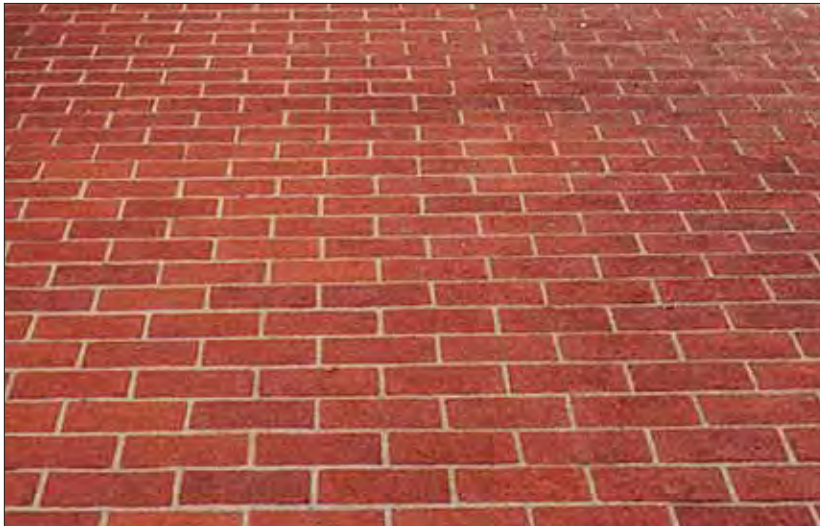
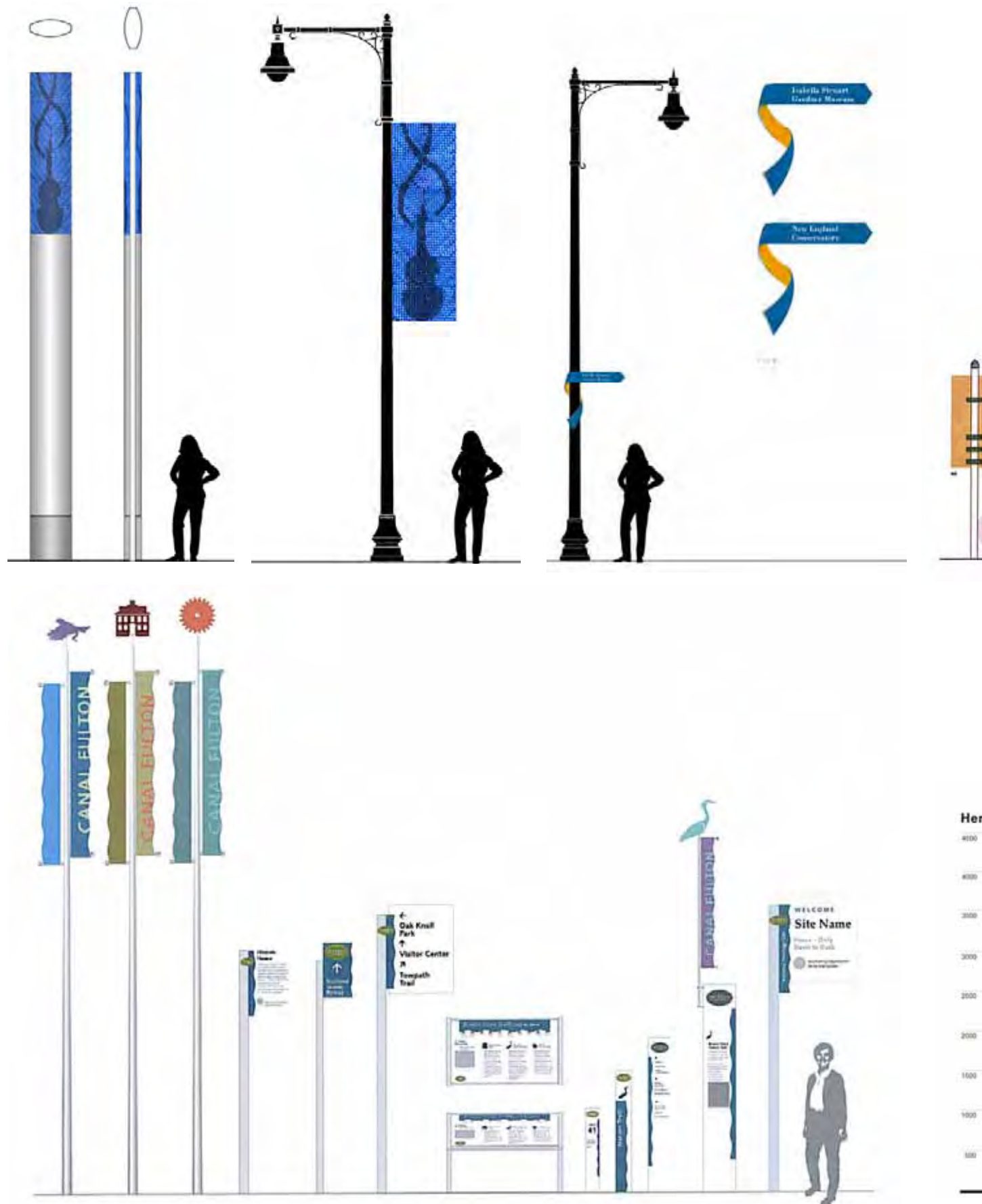


Figure 9: Furniture Precedents



Figure 10: Wayfinding Precedents



- Provide single points of access to the waterfront to provide safe access across the railroad tracks to activities on the waterfront,
- Provide continuous walks for linking the Village and associated areas by foot and bicycle,
- Provide a destination for bicycles and pedestrians that is distinguished from the surrounding areas and streets and which leads to the business and activity areas in the Village,
- Make a new gateway and safer crossing at the southern end of the Village, and,
- Better connect the Hospital and all its employees to the Village.

‘Incentivize’ Redevelopment: Overcoming Obstacles, Risks, and Costs

Information gathered from the interviews showed that potential developers might be interested in housing development at sites identified in this study with the following observations about factors influencing the scope and prospective effectiveness of Wareham Village revitalization strategies:

- Improve the overall general appearance of the downtown, paying more attention to storefront facades, signs, maintenance of public and private property (see discussion on Streetscape Improvements),
- The Village building stock has limited physical suitability for multi-unit residential reuse within contemporary, market-driven standards, and upper floors require costly renovations for ADA compliance,
- The environmental restrictions imposed by the 100-year floodplain put another cost burden on upgrades of buildings on the eastern side of Main Street,
- It is very difficult to make small residential projects financially feasible, especially rental units in rehabilitated structures, and subsidy funding award cycles tend to drive, or delay, construction schedules and increase pre-occupancy costs, and,
- As raised in the public sessions, and described further in the Wareham Economic Development Strategy, the Town needs to find ways to facilitate the permitting processes for new and redevelopment project investors, particularly for smaller businesses whose financial cushion may not allow them to sustain the lengthy delays and redundancies in the way the processes are currently applied.

Susceptibility to Change

A key to realizing substantial and beneficial change in the Village is to understand the potential within each parcel of land from the perspective of the development community as an appropriate risk for investment. The following analysis was made to determine which parcels would provide the greatest opportunity for redevelopment using an analysis that predicts which are most susceptible to change.

The key private parcels and land areas with the highest potential for change are:

- The existing multi-family residential property at 388 Main Street with enough land and access to High Street that could be converted to a townhouse residential project.
- The Franconia Coal Company property including Main St Seafood and adjacent property, which are three deep properties that combined hold about 2.3 acres, which is similar in size to the CVS plaza. Although environmental conditions must be corrected on the properties, there are programs to assist in the clean-up (see Financing Approach section).

Figure 11: Main Street, Wareham Susceptibility Analysis



- The Eastern/Plymouth Bank property which has about a half acre of land in the rear which is use for overflow parking and has an apparently vacant structure on it. The parcel also apparently has access to High Street through an easement.

While the above parcels may be susceptible to change, actual redevelopment may require certain incentives to improve the opportunity and encourage the owners to proceed. Below is a discussion of some of the possible incentives.

‘Incentivize’ Redevelopment: Strategies

Encouraging redevelopment requires a multi-pronged approach to ensure that the change will occur in a pattern supportive of the public goals and policies. The multi-pronged approach includes: 1. regulatory reform; 2. program development; 3. gap financing support; and 4. encouragement or facilitation of specific public and private projects. Each of these approaches is discussed in the following sections.

1. Regulatory Approach

Support with Zoning Amendments

Zoning amendments to encourage development may appear to be a relaxation of needed restrictions. However, if the regulations are so restrictive that change and redevelopment cannot occur, then the standards are not supporting the business district or the community, and the basis for the regulations should be reconsidered. There are many ways to accomplish improvement to the regulations. The following is a discussion of certain existing criteria and standards, an analysis of their implications, and recommendations for amendments.

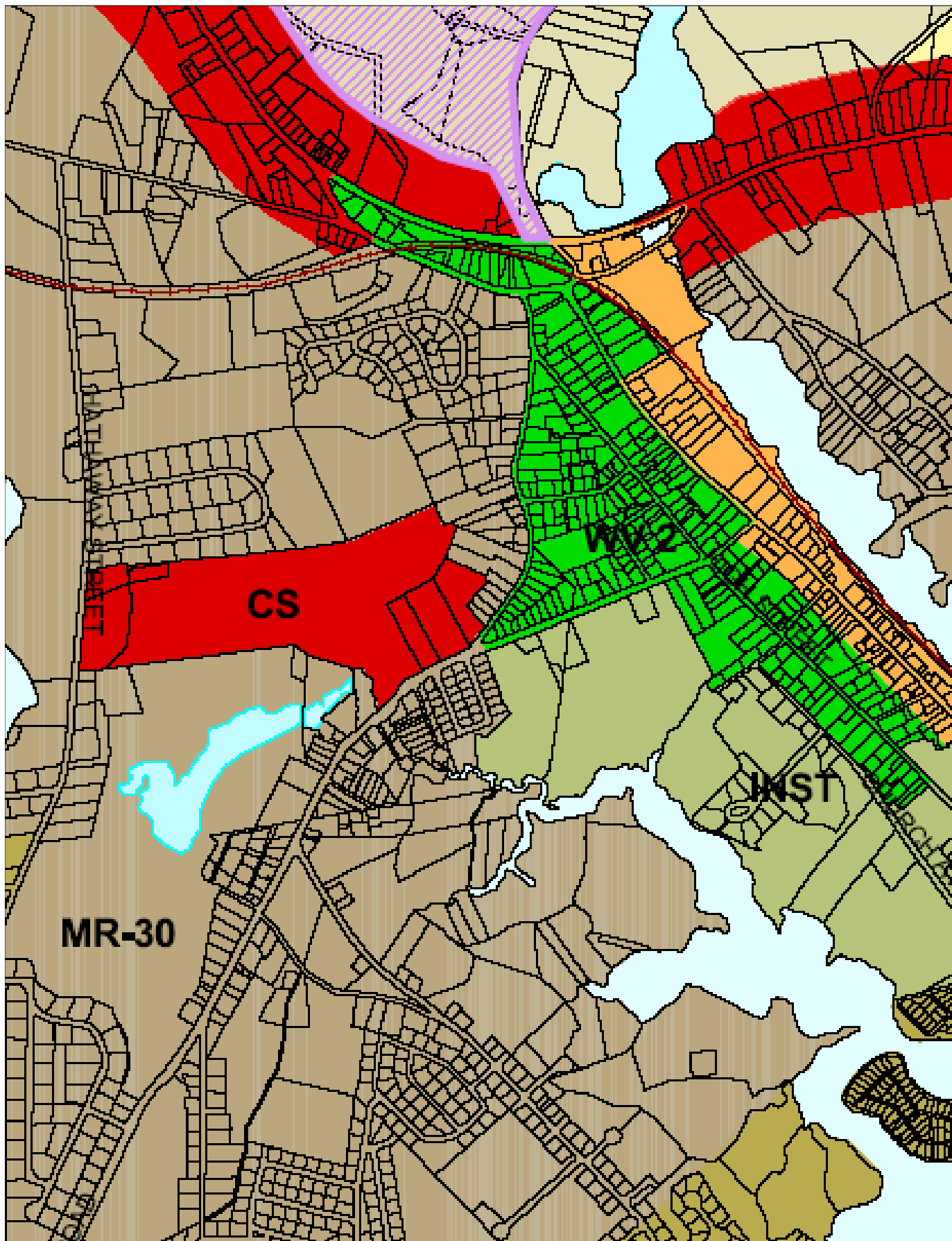
The existing zoning designations for the Village are WV1, WV2 and Institutional; see the zoning map detail on the next page. According to the zoning bylaw the WV1 district is intended “to promote business and residential development in Wareham Village that provides a stable economic base, protects the Village’s historic buildings, fosters re-use of existing buildings, and promotes visual connections to the waterfront,” while the WV2 district is intended to “promote moderate density residential development and compatible business uses outside the center of Wareham Village.” The WV2 is more restrictive on dimensional standards while WV1 covers the core business area of the Village, and beyond, and is subsequently the focus of this analysis.

Wareham Village 1 District

The Wareham Village 1 (WV1) district covers practically the whole of the eastern side of Main Street and a western portion from Tobey Hospital to Chapel Street. On the eastern side the WV1 extends north past the CVS plaza across residential properties up to the rear property line of the Tremont Nail factory. It also extends south to the marina and across the Narrows to the properties on the eastern side of the bridge.

Within the WV1 district, minimum property line setbacks are 10’, the maximum building height is 40’, and total building coverage is 30%. The allowed density for residential units is a base of 10,000 square feet of lot area for the first unit, and then 2,000 additional square feet for each additional unit. A bonus is provided where existing structures are reused.

Figure 12: Excerpt from Wareham Zoning Maps: June 12, 2006



The WV1 also falls under other design criteria and sections of the Zoning Bylaw. The Design Guidelines of section 720 are discussed separately, below.

Analysis: The WV1 zoning district covers too many very different land use and activity areas within the Village, and is too restrictive on some of the most commercially important sites in the core business area, particularly on the eastern side of Main Street.

- The setback standards create a number of non-conformities and are not in keeping with the typical business street that may have both front and side setbacks of zero feet.
- The coverage restriction essentially makes almost all of the properties on the eastern side of the core area non-conforming and requires large, non-pedestrian-friendly spaces open on Main Street such as at the gas station and convenience store.
- While the bonus for residential density in existing buildings supports preservation of the historic residential dwellings on the northern end of Main Street, the program is not conducive to new development that may be needed to revive the vacant properties.
- To assemble a lot for multi-family development, the lot must be one half acre, which is far larger than almost all of the commercial lots.
- The parking requirements are substantial and are considered excessive in a location with a surplus of public and parking spaces.

Suggested Content: To provide a more appropriate focus for the WV1 as the commercial village center zoning, the following changes are recommended:

- Reduce the geographic scope of the zoning district to the core area, and amend the regulations to increase the incentives for reinvestment.
- Relax the restrictive requirements for the district (at least for the eastern properties), and,
- Improve the design standards to ensure the resulting development will be acceptable to community standards.

Wareham Village 2 and Institutional Districts

The Wareham Village 2 (WV2) and Institutional (I) districts cover the remainder of the Village. These districts are considered appropriate to maintain the characteristics and qualities of the residential and institutional (hospital, school, government buildings) uses found in those areas.

Design Standards and Guidelines

Design Standards and Guidelines can ensure that, even though there may be some apparent relaxation of the regulations to encourage



*Top: Zero setback on eastern side of Main Street.
Below: Large setback on western side of Main Street.*

development, the A review of the existing Design Standards and Guidelines provided in Article 7 of the Town of Wareham's Zoning By-Laws, finds that the standards for the Wareham Village districts are very brief. For this reason, the design standards and guidelines regarding "Onset Village Districts" were also reviewed to determine whether the more full rendition of the guidelines may have applicability to the Wareham Village district. The following identifies potential issues with current language as well as suggested direction for additional content.

First reviewed are the standards and guidelines for the WV1 and WV2 zoning districts that cover Wareham Village Districts.

Design Standard: The standards of section 720, Wareham Village Districts are as follows:

"...use original design insofar as practical."

"...reinforce the architectural style of existing buildings in terms of...building design, siding, material and texture, color and bulk..."

"...a harmonious blend of the new and old."

"...brick, clapboard, shingle, masonry or non-reflective materials..."

"Sheet metal, reflective materials...is strongly discouraged."

Analysis: These standards use the precedent of existing architecture to ensure continuation of the current form and design of the Village buildings. However, there are other variations of the original themes represented by the existing buildings that may not be fully expressed but could enhance the overall architecture presentation of the Village. As an example, the restriction in the use of metal does not support the existing treatments of façade elements such as the Wareham Medical Center, Town & Country Cleaner, and other buildings, which provide additional visual interest. The guidelines also do not address modern treatments of historical elements, such as the contemporary graphics placed on the Cingular store awning.

Suggested Content: To provide greater clarity to the design standards, additional definition is recommended. More detailed descriptions (including diagrammatic) of architectural and signage style are recommended for this purpose.

To determine if the other standards and guidelines of the zoning regulations could be used to address these issues, a review of the Onset Village Districts regulations was also completed. The findings and analysis are as follows:

Design Standard: Section 712.1 Building Façade, requires "...at least 50% of the wall area... be transparent."

Analysis: Based on analysis of numerous other commercial façades, this standard may be too high. A standard of 40% provides sufficient window space for almost all applications.

Suggested Content: Change the standard for the commercial wall to 40% transparent. In addition, the current basis for determining transparency suggests that a definition of "transparent" would help facilitate zoning compliance reviews.

Design Standard: Section 712.4 Vehicular Access, is a restriction on driveway access across certain sidewalks.

Analysis: This standard may be too restrictive for Wareham Village. It also prevents consolidation of parking and may result in a waste of land. This may be inappropriate for Main Street.

Suggested Content: This standard should not be applied to Wareham Village.

Design Standard: Section 712.5 Screening, requires screening for certain activities including outdoor sales displays.

Analysis: This would prevent sidewalk sales on Main Street.

Suggested Content: This is not recommended for the Village. However, better screening of dumpsters and support facilities at the rear of buildings on Merchant's Way would help the visual quality.

Design Standard: Section 712.6 Exterior Lighting, restricts "light over-spill onto adjacent premises," and allows for internally-lit signs and "floodlighting," to "not more than 2,000 watts."

Analysis: Wall-pack lighting on the buildings adjacent to the alleyways could be very effective in assisting the overall pedestrian circulation in the Village and encourage the use of the alleyways. Internally lit signs are typically disallowed in high quality village centers.

Suggested Content: Include the standards for the lighting but modify the two noted standards.



Metal trim on existing building.

Design Standard: Section 713.2 "Visible siding materials..." prevents the use of exposed metal and ceramic tiles.

Analysis: As noted previously, metal has already been integrated into the existing and historical design elements of the Wareham Village architecture. In addition, the use of ceramic tile may be appropriate for renovations and new construction.

Suggested Content: Modify the standard as previously suggested.

Design Standard: Sections 713.8 and 713.9 relate to specify architectural criteria within Onset Village.

Analysis: This type of specific recognition of a representation of a particular style is certainly appropriate to Wareham Village.

Suggested Content: Provide clarity to the design standards with additional definition (possibly diagrammatic) of architectural and signage style.

Design Standard: Under the other applicable standards for the WV1 district, section 825.2 requires that “Windows in habitable rooms shall be set back at least seven feet from any side or rear lot line they face.”

Analysis: This standard would require buildings to be stepped back on the sides and rear where residential units are included on the upper floors. While the Building Code requires appropriate light and air to residential units, this standard impacts the buildings that may form an appropriate alleyway in the core area.

Suggested Content: Remove this requirement for the side yard setbacks, given that the Building Code will be applied for proper light and air. The rear line setback may be appropriate for most instances and could remain.

Public Property Easements

To further encourage an orientation to the water at the rear of the buildings beyond the relaxation of the last Design Standard above, easements over the public property in Merchant’s Way could be granted to create above grade decks that provide a view of the water for housing units, but particularly for public uses such as restaurants.

Code Enforcement

Certain problems in maintenance of property may be violations of building, health and safety codes. By making code enforcement a priority program, changes can quickly be required under law to improve the health and safety. Local personnel must be scheduled with the time necessary for proper code enforcement. However, CDBG block grant funds may be used to support sanitary code enforcement.

This approach entails an enforcement of regulations. However, the general upkeep and maintenance of properties in the Village was consistently raised in the public sessions as an issue. Some of this maintenance is simply trash pickup, painting, and washing. Where no code issues are at stake, the responsibility for improvement belongs to the property owner.

Chapter 40R

Chapter 40R of the state laws, also known as the Smart Growth Overlay district, is an incentive based program for mixed use, but particularly housing development in appropriate areas. According to the state; “While all residential and mixed use development must be as-of-right in a smart growth zoning district, communities can use design review to regulate the physical character of the development as long as requirements are not unduly burdensome. Twenty percent of the housing in the district must be affordable to those earning 80% or less of the median income and be deed restricted for at least 30 years. The district must provide a minimum allowable density of 8 units per acre for single-family homes, 12 units per acre for two and three family buildings, and 20 units per acre for multi-family dwellings. Smart growth zoning districts must provide a range of housing opportunities for a diverse population including households with children.” The financial incentives to the town from the state include an initial lump sum payment for adopting the overlay district, and then followed by payments of \$3,000 for each residential unit constructed.

Chapter 43D

Chapter 43D is the state's Expedited Permitting law. Regulations are found at 400 CMR 2.00. Overall, the program looks for communities to provide a full, local permitting process that concludes within 180 days for projects on sites chosen for this program. The incentives are particularly important to consider for the Village because it includes priority status for the community to receive PWED, Brownfields and other state funds.

The process for permitting under this law does not change the existing permit regulations but instead requires the town to guide a developer through the permit process and detail the way in which the local entitlements can be obtained within 180 days, barring unforeseen circumstances or other state permits. The town and the developer develop this permit program together in a pre-application phase, prior to the formal permit applications being submitted.

Because this program requires at least 50,000 square feet of new commercial development, the only opportunity for its use would be at the Tremont Nail Factory site.

Municipal Harbor Plan

Because the Chapter 91 jurisdiction impacts a portion of the Village, another regulatory approach should be considered. A Municipal Harbor Plan could be drafted locally and after state approval could be used to allow certain development within the areas of Chapter 91 jurisdiction. This particular approach is a significant upfront cost impact for a community and is not typically used as an approach.

2. Programs Approach

There are a whole series of programs that could be used to initiate and carry through Village center improvements. These can range from volunteer efforts to professional assistance.

Village Events

Public events such as the Summer Swan Festival and the December Holiday Parade, bring people to the Village. These and other public events in the Village could be very effective in generating enough street activity to support the businesses on the short-term and advertise the Village to a broader base of potential customers. The events could be focused on local history and events that generate general interest. An example is the cranberry festival that recognizes the local agricultural traditions and provides opportunities to get closer to the cranberry operations that are usually seen from afar.

Community Service Events

Based on the public comments from the meetings and sessions held for this study, Village clean-up events along the waterfront and in the public lots have been well received and additional events should be organized to further involve people directly in the Village improvements and generate interest in the clean-up of vacant, privately-held parcels.

Pushcart Vendors

A way in which commercial center owners generate interest and excitement for their centers is the allowance for temporary or pushcart vendors to circulate within the common spaces. The recommended approach is to contract with a retail management company to institute a ‘Village Pushcart Program’ on a demonstration basis. Well-managed mobile vendor operations are highly visible, require minimum investments, offer complementary products, and generate revenue from otherwise unused space. Existing local merchants and service retailers can expand their customer base, or test new products, and other entrepreneurs can evaluate downtown market support prior to leasing store space. This activity could enliven Merchant’s Way during the summer season and special events, as well as contribute to a more vibrant downtown shopping environment.

Advertise the Shuttle Service

A shuttle transit system has been developed by GATRA connecting the business and commercial areas throughout Wareham. Wareham Village is on “Link 4”, which is that route that connects with the Cranberry Plaza shopping area and extends down the Cranberry Highway to the new West Wareham shopping center. The shuttle runs from 8:30AM to 5:00PM and connects to the other links that run throughout Wareham. Additional advertising of this service within the Village and in the adjoining commercial areas could be made to help boost ridership.

Main Street Facilitator or Coordinator

A person selected as a facilitator to assist in the public processes, licenses, vendors, events, and provide support in interpretation of the regulations and building process could be highly effective in advancing all of the public goals for the Village. Financial support for the position could be provided through other fund sources, such as may be available from a Business Improvement District, (see discussion below) or from the regional business associations and be coordinated with the Onset Village and Canal Regional Chamber of Commerce.

Cooperative Agreement with the Regional Mall

An agreement has been established with the Wareham Crossing Mall management to connect with the Village by providing a shuttle stop for the regional connections between business centers and the Village. Additional efforts could include:

- Referring businesses more suitable to the Village to locations identified by CEDA and local property owners and brokers, and,
- Using the Mall as a “value added sending zone” to provide funding for public infrastructure in the Village.

Cooperative Agreements with Village Businesses

As noted, several properties have excess space within the private, on-site parking lots that might be made available for off-site employee parking for the Village businesses, or be made available for agreements to create shared parking for expansion of other uses.

3. Project/Program Financing Approaches

The Town of Wareham is no better positioned to fund major programs than any other community. However, there are a number of powerful tools for obtaining sources of funding to make public improvements, and to support private development projects that advance public goals. Below are the major programs outside of Block Grant funds that could be used to support the programs and plans proposed in this strategy for improvement of the Village.

Tax Increment Financing and District Improvement Financing

For individual projects that support local jobs and business growth, TIF can be used to provide economic incentives. However, for public investment in a projects such as the streetscape concept, the program to consider is District Improvement Financing. The DIF programs require adoption of a public infrastructure plan and a plan of redevelopment that will connect the funding under this program from private projects to the public improvements.

State Brownfields Program

Several financing and legal options that support the clean-up of polluted sites to allow their redevelopment are provided by the state; the Urban Brownfields Site Assessment program to determine cleanup options and cost estimates. The program provides grants to municipalities of up to \$70,000 for site assessment of Brownfields. The grants require a 25% match from the applying municipality; the Brownfields Redevelopment Access to Capital (BRAC) that utilizes environmental insurance to safeguard parties involved in redevelopment from the risk of environmental liabilities associated with Brownfields; and the Attorney General's Covenant Not to Sue program that protects future owners from the comprehensive liability at the state level.

Expedited Permitting

As previously discussed, Chapter 43D of the state General Laws has been used to improve the permitting environment to provide more assurance of a reasonable process and timeframe in which the town will make a decision. North Andover and Walpole are two communities advancing expedited permitting that will be using the procedures to encourage major redevelopment projects. One benefit from adopting the program is that the town and the permitted projects will receive priority from the state for grant funding sources such as PWED, which could fund access and streetscape improvements, and Brownfields, which could help fund remediation projects, and other programs. State grants of \$150,000 are available to towns to set up the 43D programs. This money is used to:

- Define the town's point of contact for permits,
- Create a pre-application process,
- Prepare a guidance document for developers, and,
- Automate of the town's permit applications and notices (optional).

4. Specific Project Approach

As noted previously in the discussion on susceptibility to change, there are properties that may be ready for redevelopment. However, there are also potential projects that could be

advanced with assistance and support from the town. The types of additional retailers suggested during the course of this study include jewelry, gifts and crafts, bakery, cafe, (replacing the successful Merchant's Way Cafe closed by tax delinquency), ice cream, day spa, gym or health fitness, apparel and accessories for women or children, books and games, used music, and most importantly, restaurants with fine dining and entertainment. Housing has also been proposed as an option to support the Village revitalization.

Housing Projects

Local real estate agents and business owners generally endorse economic development strategies to increase the amount and variety of downtown housing, provided that residential uses do not displace space for retail or customer service businesses. It is equally important to recognize that establishing a critical mass of downtown residential uses will depend upon maintaining the somewhat limited amount of existing Wareham Village residential uses, as well as increasing the number and variety of new households. In that regard, every effort should be made to preserve the amount and character of residential use on High Street, including more intensive residential use (conversion of large homes to condominiums or apartments) as market conditions warrant. Town officials should reexamine the efficacy of Village I zoning modifications that allow mixed-use of these properties to ensure that the intent to accommodate at-home businesses does not undermine the overall integrity and quality of this strong residential area. Strengthening residential uses in and surrounding the downtown is a priority, and mixed-use zoning could prevent creeping commercial uses (office or retail) from further eroding distinctly residential downtown areas.

Possible Sites for Revitalization

The interviews, discussions with Downtown Planning Advisory Committee members, and the field surveys identified several potential downtown properties as target sites for rehabilitation, reuse or new construction. The proposed target properties are located outside the flood plain area, which should facilitate cost-effective reuse/redevelopment. The proposed strategic initiatives address public realm improvements, and public sector actions to improve the appearance of downtown, the pedestrian environment, and the marketability of



Tobey Homestead

existing and new residential and commercial uses, and collectively could produce 12 to 22 market-rate housing units, eight affordable housing units, and several additional storefronts on Main Street over the next three to five years, based on WVI District zoning. However, there may be incentives necessary to advance these projects, which could include public investments and regulatory changes as discussed elsewhere.

- The Majestic Building on Main Street has a new owner with redevelopment plans for eight affordable apartments, and ground floor storefronts. The adjacent building on Main Street has been condemned by the Town Building Inspector for safety and structural reasons. As a combined residential project, these two properties could produce a total of 12 mixed-income residential units (8 affordable), and four storefront spaces for retailers. The sidewalk in front of these properties is obstructed by a guide-wire; the Town could modify the Main Street right of way line with an easement to expand/realign the sidewalk and address this impediment to pedestrian safety, prior to disposition or redevelopment of the condemned building.
- The Franconia Coal Company property covers 1.67 acres of mixed use land, which at the current development options under zoning could be constructed with about 35,000 square feet of commercial and mixed use space after considering the floodplain restrictions on lower floor elevations. The potential site contamination suspected because of the previous use could be addressed under the state Brownfields program.
- The vacant floors above the Webster Hall restaurant on Main Street and the proposed construction of additional floors above the Cornwall Flooring building on Main Street each received ZBA approval for development of approximately two to three residential units. However, to date, the property owners have not proceeded with the proposed plans, so both should be urged to consider available financing incentives to expedite implementation, or risk losing ZBA approval if no action is taken in a timely fashion.
- The land at the rear of the Eastern Bank is a parking lot with an apparently unused 1.5-story brick structure, which could be considered for mixed residential or commercial reuse/reconstruction or demolished and redeveloped. This parcel also apparently has access to High Street which could provide a better balance for secondary pedestrian and vehicle access. According to the pattern of development in the Village, the approximately 22,600 square feet of land area within this rear parcel could be developed with approximately 10,000 to 15,000 square feet of building space as a single use or mixed use project.
- The Tobey Homestead reuse/redevelopment project needs to be finished. While the hospital may not have an immediate need for the property, facilitating the reuse of Tobey Homestead will not only enhance hospital-community relations but also provide additional space for office or residential uses at an important Wareham Village downtown location. This property could be reused as office space for physicians and other medical services businesses (as envisioned in the original plans), thereby addressing current, unmet demand from an important market segment seeking downtown locations. Alternatively, this property could be redeveloped for senior housing or an assisted living facility to accommodate needs of an aging population, or residences rented to temporary medical personnel (e.g. 'travelling nurses') working at Tobey Hospital.



The Majestic Building

Reuse of Public Property

In addition to these projects, the redevelopment of the key public land; the Tremont Nail Factory, could provide a significant boost to the Village, as well as the rest of Wareham. However, completing a large scale redevelopment project may require additional capacity and resources that the town is not ready to appropriate.

North End of Merchant's Way

The town controls several key parcels of land in the Core District, particularly the parking lot at the northern end of Merchant's Way, and the adjacent Fire Station and Water Department properties. Any changes in the use of this large area of public land could provide opportunities to advance changes in the streetscape, circulation, and redevelopment of Main Street. The Fire Department should be asked to suggest any future improvements to the station, and the parking lot should be considered a possible redevelopment site that will work in concert with the adjoining properties.



North End of Merchant's Way



Tremont Nail Factory

Tremont Nail Factory

The Tremont Nail Factory is on a 7.16 acre parcel of land fronting on Elm Street and the Wankinco River, and abutting land of the railroad on the south and west sides. The town obtained the land from the W.H. Maze Company on June 2004. According to the Assessors' records, the property includes four buildings of approximately 44,440 square feet of effective area. The land also includes about 700 feet of frontage on the Wankinco River and 800 feet along Elm Street.

The river frontage includes a weir structure that regulates the water elevation. The State Department of Conservation and Recreation started registering dams throughout the state starting in 2006 as part of the state's dam safety program.

A site visit and property walk through was completed and the findings are:

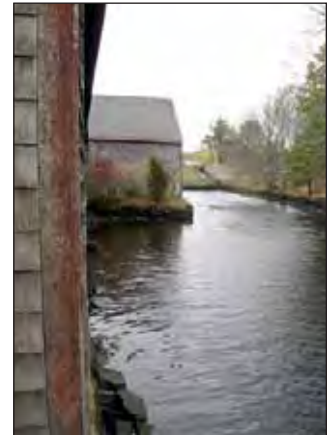
- The previous industrial uses left the large volume of interior building space in the main building open for mechanical and line functions. This means the inside is not divided into floors and spaces that would be more appropriate for modern commercial and industrial uses,
- The most historic buildings will require significant structural improvements to maintain the building shells and will require substantial interior improvements to allow reuse,
- The height of previous coastal flood events significantly restricts the use of the ground floors of the most historic buildings to those uses that can be flood-proofed,
- The portions of the buildings on the edge of the waterfront are within state chapter 91 jurisdiction, and may fall under significant use restrictions,
- The newest building, a metal space building, does not contribute to the historic conditions of the property,
- A public access point is located at the southern end of the site, on the waterfront and will continue to require on-site parking set aside for its use.

Based on these findings, the reuse of the Nail Factory buildings will require a special planning process to determine where public goals will be supported by market, regulatory, engineering, and architectural requirements.

Regulation

The Town Meeting action included a request for a historic preservation restriction on the property in accordance with MGL chapter 184 sections 31 to 33. That historic easement is indicated in the Town Meeting record attached to the land transfer, but no official recordation of that easement was found in the Assessors records. The site lies under a historic district designation.

The site also falls under the Chapter 91 jurisdiction, floodplain and other wetlands regulations, and zoning. To facilitate redevelopment, the town should consider Expedited Permitting under Chapter 43D which would provide a redeveloper with some assurances for reasonable completion of the entitlements.



Riverfront buildings

Funding Sources

Redevelopment of the property could be facilitated as an historic property with the 2008 Survey and Planning Grant program finds from the Massachusetts Historical Commission. [Letters of intent for the current program are due to the Commission by December 14, 2007.]

The Historic Tax Credit program provides a 20% tax credit for historic rehabilitation. This program could be used for supporting the project chosen for rehabilitation.

Process for Determining Reuse

There are several options for determining the reuse of a public property. By working with the development community that may be interested in the property, the town can develop its own goals and strategies in concert with a market-based approach that the developer will provide to the process. This option is known as the Developer's RFP.

Developer's RFP

Issuing a Developer's 'Request For Proposals' (RFP) is a way for the town to understand how the development community views the current real estate market and the development potential of the properties. In the typical process, the RFP lists the property and whatever criteria are deemed necessary for proper use and development of the site. The RFP is broadly distributed and developer's respond with proposals that put a value on the land and propose a development project. The final agreement to proceed may be completed in several ways from a simple transaction and transfer of the property under an agreement to build, to the choice of a master developer partnered with the Town and responsible for overseeing the construction by others.

This method gives the town an idea of the development potential of the site, even though defined by the current real estate market. By placing a developer in charge of the site, it also

reduces risk for the Town. The key in gaining a good choice is in creating an RFP that is attractive to the development community, yet clearly sets the limits that the town is willing to accept. The process is typically structured as follows:

Market Evaluation – Knowing the realistic potential of the sites based on the current real estate market will arm the town with several important pieces of information. The first is which developers and which markets should be plumbed for responses with the greatest impact. The second is that the town will be able to estimate the value of the project once the building program is outlined according to the opportunities and constraints and the town's land plan, which is the next step.

Program Development – The standards and guidelines for development will be set by the limitations of land and by whatever framework is defined according to land use plans and zoning requirements of the community. This will also be a decision point to determine whether or not the current zoning is appropriate or will have to be amended to attract the type of developer desired by the town.

Cost Evaluation and Pro Forma – Once the program is better defined according to local preferences and requirements, an evaluation of the cost of the project and what potential value the project has to the developer and the town. This step is very important in ensuring that the project is feasible according to the parameters set by infrastructure and land use planning. It will also provide a basis for the town to determine if certain community benefits can be requested within the project.

Prepare and Distribute a Developer's RFP – The RFP must be crafted to attract the greatest number of offers. It must be specific enough to define what will be acceptable to the town, but not overly restrictive so that the town limits the pool of potential responses. The choice of the market area will also determine the places of notice and advertisement for the RFP.

Market, Review and Negotiate – After review and analysis of the responses, the town will be in a position to negotiate the best offer for the project. It is at this point that the specific goals of the town are reiterated to ensure the outcome of the negotiation best serves the community.

Developer's Agreement – A legal agreement may then be drafted to define the performance standards which apply to the project, separate responsibilities, and lay out the subsequent review and approval process for permits.

In addition to this large parcel, the future use of the train station could be included for consideration for private business ventures including the suggested kayak/canoe rental, or as a higher visibility location for the Visitors' Center after completion of the streetscape and circulation improvements that better connect Main Street to Merchant's Way.

Summary Conclusions

The elements that make Wareham Village unique and special, the business people who manage and operate the local businesses, and the residents who desire a better community must all work in concert to advance the recommended revitalization strategies. These strategies include improving and changing accessibility and circulation, improving the public realm,

and providing new incentives for revitalization. Specific public and private projects, the funding options and the possible incentives are presented in this report.

Summary of Public Realm Actions

For public improvement projects, the following actions are recommended first to obtain funding for implementing the improvements, and then to construct those improvements:

- Use Seaport Bond grant funds (\$600,000) to advance the gateway design for Besse Park and the Narrows (Phase I streetscape);
- Apply for a Public Works Economic Development Grant for Phase II streetscape improvements within the core Village area and the connections to Merchant's Way;
- Start an 'alley naming' project to obtain private funds for Phase II streetscape improvements;
- Continue Phase III streetscape improvements as redevelopment of the 'transition area' properties occurs;
- Consider Phase IV public property improvements for direct access to the Wankinco River over the railroad tracks after determining the safety and feasibility of direct access

Redevelopment Actions

To initiate private redevelopment, act on the following recommendations:

- Amend zoning to facilitate redevelopment. This includes providing incentives for shared parking, new design guidelines, and acting on Chapter 43D, Expedited Permitting;
- Obtain funding from the state Brownfields Program for the town in partnership with any property owners with an environmental liability;
- Use some of the funding from the Wareham Crossing Mall management to hire a Main Street program manager, who will facilitate the grants process, permitting, and marketing of Main Street.

For private reinvestment, consider support for the following redevelopment projects:

- Reuse of the Majestic Building for mixed use development;
- Upper story renovations at Webster Hall and the proposed construction of additional floors above the Cornwall Flooring building;
- Finishing the Tobey Homestead reuse/redevelopment project.

For public property reinvestments act on the following:

- Obtain historic program funds and initiate planning for reuse of the Tremont Nail Factory. This may include market study, building evaluations, and program development. Then proceed with a developer's RFP process;
- Discuss long-range plans with the Fire Department regarding reuse of the public land around the Main Street Fire Station, and if possible, proceed with improvements related to improving access in the rear along Merchant's Way.

APPENDICES

APPENDIX I: RESULTS OF THE PUBLIC MEETINGS

These comments were recorded at the public meetings held May 23rd and June 25th

Constraints:

Tobey Library is in disrepair

Tobey homestead lawsuit needs to be resolved

No smart retailers/weak marketing for downtown

Too much trash/dirty streets

No cash flow/economically anemic

Utility poles on Merchants Way are ugly

Building owners don't invest, non-owners want to control appearances

Mix of businesses does not encourage lingering

Sandwich Road intersection does not work, most intersections do not work

Renovations have been insensitive periods of building architecture

Buildings on west side of street have a different scale and setback

Walking is inconsistent, wide curb cuts at CVS and elsewhere

Gateway and view corridor at Marion and High streets is ugly

Stores close in evening

No public restrooms or poorly maintained

Parking at Narrows is ugly and dangerous

Village lacks attractive signage

Lighting is undistinguished

Merchants Way needs an outlet nearer to Tremont Nail

Main Street needs outdoor seating

Uses facing water are unattractive

Random parking at rear of buildings – need organization

Sovereign Bank drive-thru does not work

Disinvestment by some property owners

Narrowness of Main Street is a problem

Downtown lacks greenery
Eliminate all drive-thrus
Facades are tired looking
Intersection/RR crossing at Tremont Nail is a problem
Stop sign at Chapel Street does not work properly/bad intersection
Some walks to uses can be long when Main Street is busy
No place for the kids
Main Street is a narrow road
Route 6 is not a gateway
Main Street is congested
Parking is too close to cross-walks
Tobey homestead is empty
Floodplain over southern Main Street
Buildings show back to waterfront
No cuts across RR for access
Merchants Way shifts from two ways to one way is confusing

Opportunities:

Harbor park
Increased traffic
Downtown is a compact, walker-friendly center, small changes can create a big impact
Open lot at bottom of Chapel Street
Tobey Hospital with 700 jobs is a positive – lots of opportunities to drive retail
Several parallel streets running into and along Main Street
Rail tracks are a potential asset
Walking trail along tracks
Property next to the Majestic can be renovated and the Majestic is an opportunity by itself
Fire Station lot is an asset, but underutilized
Enhancement of buildings will yield benefits

Take advantage of the waterfront
Create hospice center for Tobey Hospital
Create workforce housing (possibly at Majestic)
Find attractive use for harbor
Proximity of town hall and library is a plus
Medical building at Center Street
Center Street and High Street is a good shortcut (traffic speed)
Public landing/marina at harbor
Narrows Road is a gateway
Park at harbor
Tobey homestead is a hallmark
Sail Away Studios
Bank activity
Post Office activity
Merchants Way is a good shortcut (north)
Feed & Grain
There is enough parking
No big seasonal change in patterns of activity
Waterfront provides views and natural aesthetic
Potential access along RR
Old district at Fire Station south and new district north
CVS center provides convenience
Tremont Company Store
Goals:
Make village a part of town's life
Food store (Trader Joes)
Integrate water with Main Street
More attractive streetscape like older times with trees

Consider elevated parking at ends

Restaurants and specialty shops different from the Mall

Keep downtown businesses in line with resident incomes and demographics

Entice mall patrons with information and shuttle connections

Put a use in the Tobey homestead

Pharmacy nearer to the hospital

Better integrate the Company Store with the rest of the center

Mixed use with quality residential on second floors

Keep and improve the museums

Save as much as possible of the historic buildings and fabric

Create and strengthen the pedestrian experience

Activities to keep people downtown into the evenings

Retain and gain parks and open space

Place outside for kids to hangout

Connect to the other 4 villages

Specialty shops like the General Store

Retain or add to necessary destinations for townspeople

Daily life needs

Stuff for kids to do

Attract tourists and residents

Strengthen identity of downtown with signage

Color and character on Main Street

Kayak rentals/boat tours such as clam bake trip to the island

Farmer's market

More visible visitors center

More retail than professional services

Seasonal celebrations

Public marina needed

Need 'cup o' the bay' to get people out of cars
Period clothes store
Improved gift store
Parking lot treatments are a tool for downtown improvements
Park opportunity at Feed & Grain
Need "company store" retailer
Engage Tobey Hospital
Utilize historic buildings with interpretation
Mix of businesses to bring people downtown
Mix of price points in businesses
Encourage a synergy of activity between businesses
Need affordable housing
Keep stores open later
Turn businesses towards water
Affordable housing
Waterfront/waterview dining
Encourage smart growth principles in development
Use a cohesive signage palette
More restaurants
More reasonable allocation of liquor licenses
Increased walkability
Improved connections to Onset

Actions and Strategies:

Involve business owners, especially absentees
Owners are not always residents – maybe provide a separate meeting (breakfast)
Need incentive to get people to park in rear on Merchant's Way
Clean storefront windows / façade
Need curb appeal

Need effort to clean streets / sidewalks

Convince owner of value of property improvements

Remote parking for rehabilitated train to Boston

A Business Improvement District may work

Mall impact fees to support improvements

Lighting and trees needed

Tremont Nail would make a good transportation center

Money available for rehab – historic interest

Must be convinced

Need SW at rear of buildings – west side Merchants Way

People need to live downtown

Tobey Homestead is in litigation

Program a playground

Waterfront should be environmentally oriented

Besse Park needs rehabilitation – use Seaport Bond money

Activity program for young kids

Involve students / young people

Community service

Be careful of hang outs

Senior services center in downtown as activator

Volunteers from Target stores

Flower pots / “street gardens”

Speak to bike path route planners

Maintenance program must be part of plan

Main Street program model

Make the town business-friendly

Town boards must be part of the “team”

To: The Cecil Group

From: FXM Associates

Date: September 12, 2007 (Revised October 14, 2007)

I. Introduction

The first-time visitor to the downtown area of Wareham Village, particularly one familiar with the physical characteristics and streetscape amenities typically found in other comparably sized New England town centers, finds it almost inconceivable that there are not more people working, living, strolling, dining, and shopping in this unique waterfront neighborhood center. Similarly, many tourists in southeastern Massachusetts and residents of the surrounding SouthCoast and Cape Cod regions who visit Onset Village, historic sites, cranberry bogs, or Tobey Hospital in Wareham, or participate in the Swan Festival and other special events sponsored by local cultural institutions and business organizations, are surprised that the level of day-to-day activity is not greater than it is. Even real estate developers from outside the area wonder why the amount of rehabilitation and reinvestment in downtown Wareham Village hasn't been greater in past years, especially during the recent boom real estate cycle regionally and nationally.

The full picture of real estate and business development in downtown is not so underwhelming, of course. Demand remains steady for higher-end residential condominium units that have been and are being built or rehabilitated in Wareham Village. Realtors report continuing moderate but largely unfilled demand for small professional and business office space, and there are other examples of public and private sector efforts to advance revitalization of downtown Wareham Village in recent years. As the population of southeastern Massachusetts has grown, professional and artistic interest in Wareham's richly authentic coastal village center has begun to form, as has happened in other small, attractive, suburban towns throughout New England and the country. Indicators of this interest include:

- The new Tobey Hospital Surgical Center,
- SouthCoast Health System's ambitious capital program for community hospital technology and facility improvements,
- The 700,000 sq. ft. Wareham Crossing commercial center under construction,
- The Tihonet Technology Park planned development at the A.D. Makepeace Business Development Overlay District,
- Recent proposals for new office space and housing rehabilitation on Main Street, and
- Pending reuse and redevelopment of the Tremont Nail Factory historic site.

All these will contribute to increased levels of activity in the downtown area of Wareham Village, bringing opportunities for retail and service providers, as well as potential additional demand for residential development. The opportunities for strengthening the Town's downtown may also increase as state plans progress for MBTA commuter rail service from Buzzard's Bay to Boston, especially with a station location proposed close to the Wareham

Village downtown. Completion of the Wareham segment of the regional SouthCoast bicycle path would connect key downtown waterfront locations.

Notwithstanding completion of these large, longer-term projects, there are other market-driven opportunities to expand and intensify the revitalization of downtown Wareham Village over the next three to five years (2007 – 2012); some requiring only limited municipal investment. The Cecil Group/FXM Associates consultant team was retained by the Town of Wareham Community and Economic Development Authority (CEDA) to examine downtown property uses and conditions, local and regional market trends, property values and ownership positions, and current retailing practices with a view to intensifying the development and more active use of the village downtown. FXM's role is to identify market opportunities and constraints affecting downtown development potential, and to present this work in a context that can facilitate strategic initiatives that will also be based on physical conditions, infrastructure, policy, and related input from other team members, the client group, and the public workshops. FXM has based its analyses and findings on the following:

- Objective data on market conditions and trends;
- Insights and aspirations that emerged from the “Conversations About Downtown,” community discussions held for this study;
- More than 25 one-on-one interviews conducted by FXM with local residents, business and property owners, realtors and developers;
- The input of CEDA's Downtown Planning Advisory Committee; and
- The consultant team's experience facilitating downtown revitalization in other communities.

The objective of this Technical Memorandum is to present the market assessment and recommendations regarding economic, physical and public policy initiatives, and to help identify strategic development priorities and investment potential which can be realized in the immediate and foreseeable future to advance the Town's objective for expanding and diversifying the economy and value of Wareham Village downtown uses for local residents, businesses, employees, and visitors.

This Technical Memorandum summarizes the work of FXM Associates in the following sections: Summary Findings of the downtown Wareham market analyses and preliminary conclusions; our understanding of the Context and Approach for devising a revitalization strategy, FXM methodology, and a market overview; followed by the Commercial Market Analysis and Residential Market Analysis documenting the assumptions and rationale for downtown retail, restaurant, office, and residential use potential over the next three to five years. Pending CGI review and data input (as noted), the Downtown Revitalization Strategy section presents preliminary recommendations for reuse/redevelopment of targeted properties, as well as public policies and initiatives that could facilitate private property investments.

II. Summary Findings

- The Wareham Village downtown area is anchored by full-service banks (TD Bank North, Mayflower Bank, Eastern Bank), the Post Office, and SouthCoast Tobey Hospital campus. These primary anchors contribute significant numbers of weekday shoppers,

diners and visitors to the downtown area, generating potential customers for businesses in the village center; however, there are a limited number of downtown businesses targeting nearby and local residents as customers, or catering to evening and weekend customers, shoppers and diners. Residential uses are located throughout Wareham Village, with the majority of multi-family housing and mixed-use buildings (residential above commercial) located on Main Street. Fortuitously, each end of Wareham Village downtown area also is ‘anchored’ by a prominent, historic and vacant landmark property – Tobey Homestead on Main Street, and Tremont Nail complex on Elm Street. Each of these strategically located sites have tremendous symbolic importance to the community, and significant potential to influence the quality, diversity and pace of future private investment in downtown revitalization.

- There is widespread belief among the Wareham Village business community that the opening of Wareham Crossing mall will “suck the life right out of downtown” unless a critical mass of destination restaurants, specialty stores, boutique services, and other niche retailers are thriving in this authentic village marketplace. Undoubtedly, the new mall will attract and probably retain potential downtown shoppers and diners, but it offers only the same stores, restaurants and ambiance as most malls anywhere else in the U.S. The attraction and most distinctive feature of Wareham Village downtown is the Wankinko River waterfront. This natural asset is visible and accessible from Merchants Way and Main Street and should provide a focus for downtown economic development, urban design, and physical planning objectives.
- Restoring and expanding physical connections between the downtown core and adjacent residential streets, particularly the High Street area where there once were pedestrian paths, stairways, or informal, unmarked roadways (e.g. north side of Eastern Bank) could contribute to a more active village area. The idea of linkages between Town Hall/Community Service Building and the Wareham Village downtown warrants more detailed examination in the context of other downtown planning projects such as the proposed bicycle path/boardwalk along the waterfront, or the Tremont Nail historic site reuse/redevelopment master planning. Highly visible signs for downtown parking at public and private lots could encourage some number of current passersby or infrequent visitors to stop, shop or dine locally.
- The types and amounts of building stock in downtown suitable for commercial use by office-based business (attorneys, consultants, physicians, financial advisors, etc.), or service providers (personal care, physical therapy, counseling, etc.) is very limited. The biggest impediment to converting upper floors of relatively modest-sized buildings (many of which are former, large-scale, wood residential structures) is the cost and complexity of compliance with universal access codes (ADA standards).
- The Town of Wareham has very limited Class A and B office space, as described in the Wareham Economic Development Strategy report recently prepared by FXM for CEDA. At the local level, commercial demand in the Village is driven by Tobey Hospital, with the related medical and health care providers preferring to be located within the vicinity of the hospital facility. Over the past five years, realtors report that there has been on-going (but largely unfilled) demand for office space in downtown specifically from physician, health care and other medical services, directly and indirectly associated with Tobey Hospital.
- Wareham residential developers, brokers, and other real estate professionals were generally enthusiastic about prospects for increasing residential uses in Wareham Village downtown, and indicated that 25 new households over the next three years is the threshold number retailers and commercial brokers estimate are needed to improve and

sustain a more viable downtown economy. However, they are dismayed and frustrated with the inability of Town officials to enforce minimum property condition standards, or provide essential maintenance and upkeep of the 'public realm' or issue incentives and sanction to encourage or mandate improvements of poorly maintained property that has a deleterious effect on downtown property value and slows the pace of downtown real estate development and business investment.

- These are potential target properties in Wareham Village downtown which CGI/FXM have identified for reuse/redevelopment which collectively could produce 12 to 22 market-rate housing units, eight affordable housing units, and several additional storefronts on Main Street over the next three to five years, based on Village I District zoning.
 - The Majestic Building proposed redevelopment, in combination with demolition and redevelopment of the adjacent condemned building, could produce 12 apartments (eight affordable) with four to five ground floor retail spaces;
 - A vacant and unkempt lot on Main Street could be redeveloped into a mixed-use building with three residential units and a storefront, or combined with the adjacent property to develop five to six housing units; two to three retail spaces;
 - The vacant floors above Webster Hall on Main Street and proposed additional floors above the Cornwall Flooring building on Main Street each received ZBA approval for development of approximately two to three residential units;
 - There is an underutilized parcel at the rear of the Eastern Bank back parking lot with an apparently unused 1.5-story brick structure which could be considered for mixed residential or commercial reuse/reconstruction or demolished and redeveloped.
- Residents living in and immediately around Wareham Village now and in the foreseeable future will not be sufficient in number to sustain a vibrant, expanded downtown economy, nor can the resident population within a 10-minute drive-time support existing or proposed downtown retail and restaurant businesses. The customers needed to support Wareham Village retail activity live within a 15-minute drive-time of the downtown and, therefore, these business establishments have to offer destination retail goods and services, attracting new retailers with inexpensive rents, public amenities (streetscape improvements, signage, clean and pedestrian-friendly environment), and regular hours of business operation.

III. Background and Approach

The Wareham Village downtown, for purposes of examining economic conditions of residential and commercial uses, is the area bounded by Cedar Street, Elm Street, High Street and the Wankinco River waterfront. The larger market area FXM analyzed for potential retail customers, as well as for target buyers or renters of future downtown market-rate housing, encompasses portions of Plymouth and Bristol Counties. The affordable housing market area is the Town of Wareham as described in the Wareham Housing Production Plan.¹ The Wareham Village downtown has few vacant parcels or buildings representing short-term opportunities for new construction or reconstruction, singularly or assembled for more intensive mixed-uses; therefore, the economic analysis focused on reuse and redevelopment of existing buildings and other under-utilized downtown property, especially sites and structures which reduce the value of the surrounding built and natural environments.

1. Southeastern Regional Planning and Economic District (SRPEDD), Meeting Housing Needs in Wareham, June 2004.

The economic assessment does not attempt to quantify for the overall downtown a precise square footage estimate of market demand that could be captured for commercial or residential uses within the trade area. The final Wareham Village downtown revitalization strategy has estimated uses for selected key properties within ranges judged to be supportable by the current market, based upon a realistic capture of theoretical demand at prices dictated by the cost of building rehabilitation. If a few of these target properties could be developed successfully, as suggested by local and regional market trends, the subsequent ripple effect could generate more downtown property investment and business development. The downtown residential analysis is intended to identify prospective market support for, and any physical constraints to, development of market rate and affordable housing.

The results of FXM's market analysis assisted the study team in determining how increased commercial and residential uses could be integral elements of an overall downtown Wareham revitalization strategy and how increased residential uses could enhance financing options, increase local retail business activity, as well as contribute to the livability and vibrancy of the downtown. The housing analysis describes the amount and type of potential market-rate housing units that could be included in prospective reuse/redevelopment of under-utilized and vacant properties targeted for short-term action (2007 to 2012).

In addition, the market analysis identifies strategic, short-term public investments and capital improvements supportive of increased economic activity in the downtown (e.g. streetscape, signage, storefront facades, pedestrian safety), which also provide the basis for anticipated Town grant applications to state and federal funding programs, as well as eligibility for infrastructure financing and technical assistance.

In conducting this analysis of potential market support for expanded economic activity in downtown Wareham Village, FXM Associates has utilized a variety of data sources, including:

- Population and employment projections prepared by SRPEDD in the 2006 updated Comprehensive Economic Development Strategy (CEDS) for the Town of Wareham and region;
- Population projections for towns in Bristol and Plymouth County provided by the Claritas, Inc. SiteReports subscriber service;
- Actual retail spending by detailed expenditure category for households by income, and other relevant categories, as reported in the U.S. Department of Commerce Consumer Expenditure Survey;
- Estimates of retail sales by store type, population, and effective purchasing income for the downtown Wareham Village trade area, and of retail sales potential within 5-, 10-, and 15-minute drive-times of the downtown study area;
- Recent commercial and residential real estate activity, including current properties for sale and lease in Wareham Village, price ranges, typical sizes and uses, and other information available from MLS, Warren Group, CoStar subscriber services, as well as print and electronic media advertising;
- Estimated mobility rates and other demographic characteristics of the target market segments influencing propensity to buy or rent housing and affordability estimates for market-rate condominiums, or apartments in Wareham Village.

The demand estimates were further refined by professional experience; data generated from recent commercial and residential market studies in southeastern Massachusetts communities; and more than 20 interviews with realtors, developers and property owners familiar with market trends in the Wareham area. FXM also examined opportunities for developing affordable housing in the downtown revitalization project area to meet some of the needs documented in the Wareham Housing Plan.

IV. Market Overview

An understanding of current and expected future markets is essential to assessing the feasibility of new, upgraded, and reuse development potential in the Wareham Village downtown center. Unless there is a reasonable expectation of success in the marketplace, no private sector developer or investor will be forthcoming, and public expenditures in support of community objectives may be misspent, at least in the short-term. Besides construction costs, what the market is likely to bear in rents or values for retail, residential and office space largely determines the extent to which abandoned or historic buildings may be rehabilitated and vacancies filled in under-utilized structures. It should be expected that some amount of public investment or tax credits may be necessary to fill a financing gap for redevelopment of specific properties; private funds alone cannot build and maintain higher or more intensive levels of economic use and activity in the village downtown area.

A. Definition of Market Demand

From the perspective of business and property owners, or real estate developers and investors, there are two generic types of market demand that will determine success and dictate the types of feasible products, services, or uses:

One is demand based on expected growth in population or employment, and it is captured with a variety of products, services, and built spaces. As the overall tide of prospective customers, income, and expenditures rises, demand for all goods and services also rises, and it typically does so across the spectrum of income-based and price-based opportunities. The business investor or property developer competes for a share of a growing market.

Another generic type of demand, or market opportunity, is based upon the ability of the business or property developer to compete within niche markets by affording superior quality, product differentiation, convenience, or price compared to existing products or service providers. Niche market opportunities do not necessarily depend upon overall growth in population or employment within the market and trade area.

In either growth or niche markets, the upper limits of spending potential, and therefore property use, are set by the size of the market overall. Overall market potential is further differentiated by submarkets for selected products or services, and potential within the submarkets is based upon income, lifestyle, education, and other characteristics of consumers within the trade area.

B. Market Context

The following paragraphs provide an overview of the downtown Wareham Village market

context, and are followed by more detailed descriptions of commercial (retail and office), and residential markets, target segments, and local conditions.

The Town of Wareham is considered a desirable residential location within the southeastern Massachusetts region primarily due to its coastal location, scenic beauty and convenience of the downtown Post Office, banks, and service stations. Many of those interviewed pointed out that the post office and banks are a magnet attraction for downtown, and their patrons account for many of the shoppers and diners in downtown Wareham all the time. However, a number of people also emphasized the need for enforcement of Town regulations to control visible outdoor storage and debris on property in the downtown area; the unkempt appearance of some buildings and yards detracts from the individual and collective efforts to upgrade and enhance the physical environment. Real estate agents express frustration with these conditions, which pose a deterrent to selling property nearby deteriorated or poorly maintained buildings, some of which have been neglected for years.

Within a 15-minute drive-time of downtown Wareham Village, in 2006 there were an estimated 53,726 residents living in 21,304 households. This population is projected to grow by a modest amount (4.1%) to 55,939 residents by 2011.² This population has a higher average household income (\$68,900) than the average income of the population within a 5-minute drive-time of downtown (\$58,900). Current and future residents within a 15-minute drive-time of downtown represent a substantial market for goods and services for which the downtown affords a competitive geographic location. While it is unrealistic to expect the Village downtown will compete successfully with regional shopping centers on Cranberry Highway or at Wareham Crossing, or even the community retail plaza on Marion Road/Route 6), there is clearly potential market support within a 15-minute drive time of downtown for certain categories of retail shopping and services. Theoretical market potential for selected store types, appropriate to downtowns and village centers, and based on resident population and income within this trade area for downtown Wareham Village indicate an existing potential for more than \$134 million in annual consumer expenditures. (See Table 6 for details.)

In addition to the population living within proximity of Wareham Village downtown, there is also a daily population comprised of employees at downtown businesses, government, and institutions, as well as visitors from outside the area. While the spending potential of this segment is not large compared to the resident market, it represents an important source of sales for village restaurants and retailers.

An important subset of retail market potential is restaurants, which can draw customers from beyond the local trade area. Given the unique waterfront ambiance, central location, ease of access, and ample evening and weekend parking in downtown Wareham Village, the trade area for restaurants could extend to at least a 20-minute drive time or more. While a restaurant market analysis is beyond the scope of this study, both quantitative and anecdotal evidence suggests that new restaurants with quality food and customer service could be successful destination locations on Main Street or Merchants Way, capturing more of the local market as well as from a broader market area including some number of patrons who now travel to Cape Cod and other locations for variety and high quality dining.

2. Claritas, Inc., SiteReports (2006)

Over the next five years, moderate growth is projected in population, households, and jobs within the Village downtown trade area's local and regional markers. However, new centers of commercial and business activity at Wareham Crossing mall, and Tihonet Technology Park will not only increase shopping options but also alter employee and visitor local travel and circulation patterns. Therefore, as with the capture of leakage in retail sales, office and residential development opportunities for downtown Wareham Village will depend more upon the ability of private developers and public advocates to create and promote quality, differentiable, and price-sensitive products within 'niche' markets. This level of projected growth, consistent with recent historic trends and considering new and planned real estate development, points to a relatively dynamic market for residential units, office space, and retail business for which downtown Wareham Village could offer competitive product to targeted market segments.

Longer-term plans to provide MBTA commuter rail service to Boston with one or more possible Wareham station locations will enhance the geographic location of the town overall, and the downtown area directly if a station is located at the former train depot on Merchants Way or at the Tremont Nail site in a proposed intermodal transportation center. Commuter rail service most likely will increase the attractiveness of Wareham Village for residential development targeting young professional, households without children, and students, and to a lesser extent entrepreneurs, self-employed professionals, and small office-based businesses.

C. Socioeconomic Profiles

Town of Wareham

The demographic and housing characteristics of the Village area are compared to the Town of Wareham and Plymouth County in Tables 1 and 2. The following highlights comparisons between the Town overall and Plymouth County:

- Wareham is projected to grow slightly faster (6%) than Plymouth County (4%), both in terms of population and number of households; the average length of town residency was 12 years.
- Households in Wareham are somewhat smaller than the average household size in the county.
- The median income of Wareham residents (\$47,588) is only 73% of the County-wide median income (\$65,446).
- The median age of Wareham's population (40.4) is higher than the County's (38.0); a higher percentage of Town residents are 65 years and older (16%) than in the county (12%); 22% are under 18 years old in the town and compared to 25% in the County.
- Wareham housing characteristics, in terms of owner and renter occupancy (tenure), and length of residence are similar to Plymouth County.
- Wareham's median home value is approximately \$228,000 compared to Plymouth County's median value of \$341,000.
- The county's housing stock has more multi-family units (16%) than Wareham (9%), and many of those 3+ units are located in downtown Wareham Village.
- There are more vacant units in Wareham than Plymouth County, largely attributable to the amount of seasonal dwellings in the town.

Table 1: Population and Household Characteristics 2006

Downtown Project Area			Town of Wareham		Plymouth County	
Population						
2000	574	% chng	20,393	% chng	472,822	% chng`
2006 estimate	614	7.0%	21,566	5.8%	492,550	3.5%
2011 projection	646	5.2%	22,478	4.2%	512,807	3.5%

Age	%		%		%	
under 18	149	24%	4,810	22%	123,303	25%
21-49	245	40%	9,826	46%	236,626	48%
55-64	74	12%	2,658	12%	57,273	12%
over 65	83	14%	3,500	16%	59,821	12%
median	38.2		40.43		38.04	

Households

2000	244	% chng	8,213	% chng	168,361	% chng
2006 estimate	268	9.8%	8,857	7.8%	179,343	6.5%
2011 projection	286	6.7%	9,341	5.5%	187,261	4.4%

Household Income	%		%		%	
Less than \$15,000	64	24%	1,245	14%	16,924	9%
\$15,000-\$24,999	35	13%	1,015	11%	14,173	8%
\$25,000-\$34,999	37	14%	1,029	12%	14,081	8%
\$35,000-\$49,999	36	13%	1,358	15%	22,389	12%
\$50,000-\$74,999	40	15%	1,768	20%	35,777	20%
\$75,000-\$99,999	23	9%	1,100	12%	27,598	15%
\$100,000-\$149,999	20	7%	945	11%	30,766	17%
\$150,000-\$249,999	8	3%	285	3%	12,949	7%
\$250,000-\$499,999	5	2%	98	1%	3,311	2%
\$500,000 and more	0	0%	15	0%	1,375	1%
		100%		100%		100%
Average	\$53,717		\$60,425		\$81,538	
Median	\$34,342		\$47,588		\$65,446	
Per capita	\$23,675		\$24,986		\$29,775	
Avg Household Size	2.28		2.40		2.70	

Source: Claritas, Inc., Site Reports, (2006) and FXM Associates

Table 2: Housing Characteristics

	Downtown Project Area		Town of Wareham		Plymouth County	
	%		%		%	
Tenure						
Owner-occupied	147	55%	6,707	76%	136,280	76%
Renter-occupied	121	45%	2,151	24%	43,063	24%
Total occupied	268		8,858		179,343	
Owner occ. avg length of residence	12 years		12 years		13 years	
Estimated values for owner-occupied						
Value Less than \$20,000			29	.4%	90	.1%
Value \$20,000-\$39,999			135	2.0%	377	.3%
Value \$40,000-\$59,999	1	1%	176	2.6%	400	.3%
Value \$60,000-\$79,999	1	1%	200	3.0%	675	.5%
Value \$80,000-\$99,999			142	2.1%	697	1%
Value \$100,000-\$149,999	6	4%	496	7%	3,035	2%
Value \$150,000-\$199,999	32	22%	1,467	22%	10,195	7%
Value \$200,000-\$299,999	67	46%	2,531	38%	38,835	28%
Value \$300,000-\$399,999	27	18%	864	13%	33,652	25%
Value \$400,000-\$499,999	6	4%	291	4%	17,461	13%
Value \$500,000-\$749,999	6	4%	252	4%	20,422	15%
Value \$750,000-\$999,999			54	1%	6,026	4%
Value \$1,000,000 or more	1	1%	71	1%	4,415	3%
Median Value	\$250,000		\$228,021		\$341,115	
Units by units in structure						
1 Unit attached	12	4%	276	2%	5,129	3%
1 Unit detached	212	65%	8,545	77%	138,471	72%
2 Units	25	8%	320	3%	11,382	6%
3 to 19 units	72	22%	909	8%	24,546	13%
20 to 49 units	6	2%	73	1%	2,501	1%
50 or more units	1	0%	23	0%	4,484	2%
Mobile home or trailer			994	9%	5,090	3%
Boat, RV, van, etc			1	0	35	.02%
Total housing units	328		11,141		191,638	
Vacant units	60	18%	2,283	20%	12,295	6%

Source: Claritas, Inc., Site Reports (2006) and FXM Associates

Wareham Village

The following points highlight characteristics of the Wareham Village area, as shown by data in Tables 1 and 2 and in the detailed Appendix data:³

- In 2000, there were 574 residents in 244 households, an estimated 614 residents in 268 households in 2006, and a 2011 projected population of 646 in 286 households. The recent historical and growth rates for the Village area are slightly less than those for the Town and Plymouth County overall.
- Adults 65 years and older accounted for 14% of the Village area population; 24% were under 18 years old in 2006, and the median age and average age was 38. With the exception of a smaller percentage of the Village area population between 21 and 49 years old compared to the Town overall and Plymouth County, there is little statistically significant variation in ages.
- More than half (55%) of downtown residents were single, divorced or widowed, and 44% were married couples.
- In 2006, the median household income was \$34,342, the average income was \$53,717, and the per capita income was \$23,675; 12% of residents earned more than \$100,000 annually. The proportion of households with incomes under \$25,000 in 2006 is significantly higher in Wareham Village (37%) compared to the Town (25%) and Plymouth County overall (17%).
- Approximately 55% of residents were owner-occupants, and 45% renters; and the median value of the 147 owner-occupied housing was \$250,000. The median value of a single family home in the Wareham Village area compares favorably to the Town-wide average, but was significantly below that of Plymouth County (\$341,000) in 2006.
- The majority of households have at least one vehicle, but 12% have no vehicle.
- The 2006 labor force of 281 workers (living within the Wareham Village area) classified 63% as white collar, 23% as blue collar, and 14% as service workers; about 4% work at home.

V. Commercial Market Profile

A. Business Activity and Real Estate Conditions

Functionally, the Wareham Village downtown is anchored by banks (TD Bank North, Mayflower Bank, Eastern Bank), the U.S. Post Office, and SouthCoast Tobey Hospital, the largest employer in Wareham. As is often the case in small town village centers, the post office is a major activity center, especially for many resident and business box-holders using the facility year-round, and on a seasonal basis. The majority of commercial uses exist in single-use, stand-alone structures (Eastern Bank being one of the most distinguished on Main Street), or in older mixed-use (street level commercial use with residential above) along the eastern side of Main Street and parts of Merchants Way.

1. Business Characteristics

As shown by data in Table 3, there were 210 businesses in the Wareham Village downtown study area in 2006, employing 1,830 workers, and generating almost \$182 million in annual sales; 14 of these establishments each have more than 20 employees.

3. Claritas, Inc, SiteReports, and FXM Associates

Table 3: Downtown Business Profile

Business Type	Number of Establishments	Number of Employees	Sales Volume in \$ millions
Agricultural Services	2	14	.6
Construction	23	116	23
Manufacturing	3	33	1.8
Transportation & Communication	8	141	8
Wholesale Trade	11	75	15
Retail Trade	37	322	49
FIRE	11	62	14
Services	108	956	71
Public Administration	2	78	0
Non-classifiable establishments	5	34	
total	210	1,831	182.4

Source: Claritas, Inc., Site Reports (2006)

A profile of the largest downtown businesses based on a 2-digit SIC (Standard Industrial Classification) code is summarized in Table 4.

Table 4: Wareham Village Downtown Major Businesses

SIC Code	Business Description	Total Establishments	Total Employees	Sales (in Millions)
17	Construction-Special Trade Contractors	15	58	10.0
59	Miscellaneous Retail	14	61	6.7
72	Personal Services	22	60	3.5
73	Business Services	10	59	5.5
80	Health Services	29	642	40.6
81	Legal Services	11	39	7.2
83	Social Services	10	50	3.5

Source: Claritas, Inc., Site Reports (2006) and FXM Associates

There are 37 retail businesses located in the Wareham Village downtown study area, employing 322 workers, and generating more than \$48.5 million in annual sales; four of these retail establishments each have more than 20 employees.⁴ A summary profile of downtown businesses based on 2-digit SIC (Standard Industrial Classification) code is shown in Table 5. The category of Miscellaneous Retail accounts for 14 of the 37 downtown area retail businesses, and includes such businesses as florists, sporting goods, liquor stores, and used merchandise stores.

4. Claritas, Inc., SiteReports (2006)

Table 5: Wareham Village Downtown Retail Businesses

SIC Code	Business Description	Total Establishments	Total Employees	Sales (in Millions)
52	Building Materials, Garden Supply	1	81	10.3
53	General Merchandise Stores	1	1	.1
54	Food Stores	3	22	4.0
55	Automotive Dealers, Gas Service Stations	3	47	17.6
56	Apparel and Accessory Stores	2	6	.4
57	Home Furniture, Furnishings & Equipment	7	29	6.2
58	Eating & Drinking Places	6	75	3.4
59	Miscellaneous Retail	14	61	6.7
RET	All Downtown Study Area Retailing	37	322	48.7

Source: Claritas, Inc., Site Reports (2006)

2. Commercial Real Estate Activity

The Town of Wareham Building Department reports that only one commercial building permit has been issued since 2005 (for the Canal Region Chamber of Commerce Visitors Center).⁵ In June 2007, there were eight MLS commercial property listings in Wareham Village advertised for office, commercial/office, and commercial/light industrial uses which totaled 37,607 sq. ft., and ranged in size from 825 sq. ft. to 17,467 sq. ft. Office space for sale or lease at the British Landing mixed-use complex accounted for six of these listings (total of 20,000 sq. ft.), excluding the proposed package sale of five of these office condominiums for \$2.5 million. The British Landing commercial spaces listed lease prices of \$9 sq. ft. for office space, condominium prices ranging from \$194,000 (825 sq. ft.) to \$750,000 (6,868 sq. ft.), and light industrial space with loading dock and drive-in door at \$650 monthly (\$4 sq. ft.). Other MLS commercial listings were priced at \$12 sq. ft. for various sizes of office, and light industrial space.⁶ The Church Cove office complex near Tobey Hospital has approximately 20,000 sq. ft. of office space in three buildings that, reportedly, would need to be renovated and upgraded to meet requirements of local physicians seeking office space in the Village downtown area.

5. FXM Associates communication with M. Whalley, CEDA Director (July 2007)

6. MLS Property Information Service, Inc. (2007)

According to local realtors and property owners interviewed, most of the demand for office space in downtown Wareham Village has been from physician and medical services associated with Tobey Hospital seeking 1,500 to 5,000 sq. ft. spaces priced at \$12 to \$16 sq. ft., and small professional or technical services firms that have outgrown home-based quarters and typically need 750 to 1,200 sq. ft. spaces priced at \$9 to \$12 sq. ft. Local realtors and commercial property owners expect this trend to continue over the next three years, but caution that the limited availability of suitable buildings or developable sites in the village center has led a few physician groups to pursue possible locations beyond downtown Wareham that could meet their current and anticipated short-term needs for offices space and support facilities.

During the course of this study, FXM found some evidence of private sector plans or proposals for new and rehabilitated commercial space in mixed-use buildings located in and near the downtown Wareham Village study area. The A.D. Makepeace company is planning contraction of a 2-story office building that will be, “designed to respect the ‘residential’ vernacular that is predominant on that section of Main Street” with 8,000 to 9,000 sq. ft. of space.⁷ There also is anecdotal evidence that physicians, some affiliated with Tobey Hospital, are seeking to lease or develop 3,500 –5,000 sq. ft. of suitable office space, some physicians have moved into the hospital, recently, and there is still unused space available for physicians at the hospital.⁸ However, SouthCoast Health Systems/Tobey Hospital officials have indicated that the initial phase of preparing a long-range facilities plan that would identify space needs is now underway; Town planning officials expect that future needs for office or facility space will be accommodated on the wooded tract adjacent to the hospital which was rezoned for that purpose in the Village District modifications.⁹

Ground floor retail space in commercial buildings on Main Street rent for \$7 to \$11 sq. ft., and some space rents on a monthly basis from \$550 to \$850 including utility costs. In both instances, tenants are known to have made substantial improvements to the interior spaces.

B. Retail Development Opportunity/Gap Analysis

One of the challenges for Wareham Village is the extent to which additional retail establishments can be drawn to the downtown area to expand and diversify business activity, add pedestrians in the evening and weekends, and thereby increase the economic vitality and sense of “street presence” of the Main Street business district. An important aspect of FXM’s assessment of commercial development opportunities included analysis of consumer expenditures, business sales, and store characteristics within the Wareham Village downtown trade area, using data from several sources.¹⁰ FXM’s methodology for assessing retail potential is described below.

FXM Associates estimates the potential for additional retailing activity using several data sources and an analytic method developed over many years of project-specific applications for public and private clients. The basic approach is as follows:

7. FXM Associates communication with T. Berkley, A.D. Makepeace Director of Land Development (June 2007)

8. K. Mello, Tobey Hospital Marketing Director, and CEDA Downtown Planning Advisory Committee (June 2007)

9. FXM Associates interview with C. Gricus, Wareham Town Planner (June 2007)

10. Claritas, Inc., SiteReports (2006), Dollars and Cents of Shopping Centers (2004), FXM Associates

First, we estimate the expenditures consumers make within a specified geographic area for all retail items. The geographic area may be, for example, a Downtown or other project area specified by street boundaries, a municipality, a county or other region (Metropolitan Statistical Area, for example). Depending on the size of the geographic area and the number of households, estimates can be made by very detailed expenditure categories based on the US Consumer Expenditure Survey, which is annually updated by geographic area and income group by the US Department of Commerce.

Second, we estimate the actual sales for each spending category achieved by retail stores and restaurants within the geographic area corresponding to that for which we have estimated consumer expenditures. There are several sources for these data, including the US Census of Business plus industry surveys and proprietary data sources (such as Dun & Bradstreet). In small areas, we may also do field surveys including interviews with proprietors of individual establishments.

Third, we examine the difference between the estimate of expenditures made by households living with the specified geographic area and the estimate of store sales corresponding to the detailed household expenditure categories. *The difference between the expenditures made by households within a geographic area and the sales of stores within that area is called the retail opportunity or gap. The retail gap is a measure of the theoretical potential for new stores to capture the purchases of households within a geographic area that are now made outside that area.* In recent years, Claritas Site Reports, a widely used private subscription data service has provided estimates of consumer expenditures, store sales, and retail gap by detailed spending category using the basic data sources noted above plus other sources proprietary to Claritas.

Fourth, we examine the retail gap from an establishment perspective – is the dollar value of unmet demand within an area for specific retail goods or services sufficient to support a retail store in the “real” world? To determine this, we use data developed via surveys of establishments by the Urban Land Institute and published in a proprietary CD or hardcopy volume, *Dollars and Cents of Shopping Centers*. This source provides estimates of median sales per square foot by detailed store types and median store size in square feet.

FXM then combines the sales gap data and square footage sales estimates and median store size estimates to calculate the type and number of stores that could be supported by household expenditures within a specified geographic area that are now “leaking” out of that area (in other words, households are traveling outside the specified geographic area or making on-line or mail order purchases). “Leakage” is a theoretical sales potential based on the assumption that people will frequent the nearest available establishments that offer the goods and services they typically purchase over the course of a year. Empirical evidence of shopping behavior largely bears out the importance of travel times. The amount of leakage can change dramatically with the introduction of new stores and restaurants, and is no guarantee of success for any individual establishment.

NOTE: The gap shown in the subsequent analysis will be diminished by new retail and restaurant developments within the market area, which have not been assessed in this limited study. Nevertheless, there is considerable turnover, particularly in restaurants but also in retail stores, over time (the restaurant failure rate nationwide is over 50% within 5 years, for example) and new retail development in the market area that includes chain stores or

Big Box retailers will be capturing demand that village area retailers typically cannot compete for. As a general rule, no more than 20-30% of the identified gap is likely capturable within any particular development or project area and this leakage may change significantly – depending on the dynamism of the local market – within the next 3 to 5 years.

An analysis of actual store sales within a 15-minute drive time of Wareham Village compared to consumer spending potential within the same geographic area suggests that there are opportunities (gaps) to increase Village downtown retailing for electronic, health and personal care, book and music, jewelry, and possibly specialized apparel stores.

In 2006, consumer expenditures at the selected store types totaled \$113,437,666, an amount that would support approximately 48 potential new stores of various types within a 15-minute drive time of Wareham Village including downtown locations. For example, consumer expenditures of \$3,146,727 in Shoe stores (median store size of 1,500 sq. ft.) suggests that there is the potential for five additional shoe stores within the 15-minute drive time trade area for downtown; similarly, the \$2,237,549 spent at Hobby, Toy and Game stores (median store size of 3,00 sq. ft.) indicates potential for four additional stores of this type within the trade area. It must be noted that this is a theoretical downtown sales potential, and is not likely to be captured in total under any foreseeable circumstances. The extent to which some portion of this “theoretical” potential can be realized is based on the ability of refurbished and new retailers to compete successfully with stores outside the downtown, to compete with e-commerce or mail order purchases, or to induce spending that is not now made by the local resident and outside visitor markets on retail goods (not all consumers spend as the average expenditures might indicate).

The following table summarizes the sales potential for selected store types within 5-, 10-, and 15-minute drive-times of Wareham Village. The 5-minute drive time is typically considered a trade area for neighborhood convenience type stores, while the 10 and 15-minute drive times are typically considered trade areas for community and regional shopping centers respectively. Some of the store types showing leakage – such as supermarkets – are clearly not candidates for a Wareham Village location. The data as shown are useful, however, for real estate brokers, property owners, developers and economic development and planning professionals who will need to make their own judgments and refinements based on space available or likely to be developed or redeveloped in Wareham Village.

VI. Residential Market Profile

The strategy of reusing and redeveloping downtown property for residential use has proven to be an important factor in the revitalization of many New England downtowns, village centers, and small commercial districts. In southeastern Massachusetts, the effectiveness of this strategy has become quite evident in Downtown New Bedford where recent residential real estate investment continues to fuel increased business and commercial activity. Expanded residential uses provide cash flow to support critically needed ground-floor retail space renovations or construction, and add consumer spending power to support existing businesses. An increased number and variety of downtown residents will also contribute to the Village center’s vitality, perceived safety, and the identity of a downtown Wareham neighborhood.

Table 6: Wareham Downtown: Selected Retail Opportunities Within 5-15 Min. Trade Areas 2006

Store Types with NAICS codes	Sales Volume Opportunity	Median Sales Per Sq. Ft	Supportable Sq. Footage	Median Store Size	Potential Number of Stores
<i>5-minute trade area</i>					
Appliances, TVs, Electronics-44311	\$1,628,537	\$224	7,270	5,463	1
Supermarkets, Groceries (excel conv.)-44511	\$11,552,363	\$358	32,269	51,495	1
Women's clothing stores-44812	\$963,679	\$168	5,736	4,400	1
Jewelry - 44831	\$928,186	\$317	2,928	1,200	2
Other Misc. Store retailers - 4539	\$1,117,294	\$200	5,594	2,325	2
	\$16,190,059		53,797		8
<i>10-minute trade area</i>					
Appliances, TVs, Electronics-44311	\$6,150,979	\$224	27,460	5,463	5
Supermarkets, Groceries (excel conv.)-44511	\$29,777,641	\$358	83,178	51,495	2
Health and Personal Care Stores-446	\$4,729,721	\$374	12,646	10,920	1
Women's clothing stores-44812	\$1,785,377	\$168	10,627	4,400	2
Family clothing - 44814	\$1,699,041	\$243	6,992	8,000	1
Shoe stores - 4482	\$1,828,271	\$175	10,447	4,000	3
Hobby, Toys & Game Stores - 45112	\$1,331,260	\$153	8,701	3,834	2
Book, periodicals, music - 4512	\$2,288,156	\$274	8,351	9,990	1
Special food services - 7223	\$1,328,904	\$277	4,797	2,340	2
	\$50,919,350		173,200		19
<i>15-minute trade area</i>					
Furniture Stores - 4421	\$3,025,455	\$225	13,446	\$4,916	3
Appliances, TVs, Electronics-44311	\$11,287,865	\$224	50,391	\$5,463	9
Computer and Software Stores	\$2,574,082	\$536	4,803	\$1,500	3
Camera & Photographic Equipment Stores - 44313	\$888,182	\$344	2,583	\$2,000	1
Supermarkets, Grocery (ex. Convenience) 44511	\$59,488,806	\$358	166,170	\$51,495	3
Health and Personal Care Stores-446	\$14,783,222	\$374	39,527	\$10,920	4
Clothing Stores-4481	\$14,517,964	\$243	59,745	\$8,000	7
Shoe Stores-4482	\$3,569,579	\$175	20,398	\$4,000	5
Jewelry Stores-44831	\$3,146,727	\$446	7,060	\$1,500	5
Luggage and Leather Goods Stores-44832	\$405,712	\$140	2,901	\$2,500	1
Hobby, Toys, and Games Stores-45112	\$2,237,549	\$153	14,625	\$3,834	4
Book, Periodical, and Music Stores-4512	\$4,038,049	\$274	14,737	\$9,990	1
All Other General Merchandise Stores-45299	\$3,532,856	\$163	21,674	\$16,957	1
Other Miscellaneous Store Retailers-4539	\$1,243,165	\$200	6,224	\$2,325	3
Limited Service Eating Places-7222	\$5,404,661	\$259	20,867	\$1,750	12
Special Foodservices-7223	\$3,456,324	\$277	12,478	\$2,340	5
Drinking Places - Alcoholic Beverages-7224	\$1,086,548	\$238	4,565	\$3,362	1
	\$134,686,566		448,748		67

Source: Claritas, Inc., Site Reports (2006) and FXM Associates, Dollars and Cents of Shopping Centers (2004)

A. Residential Market Conditions and Trends

In 2006, 56% of all residential sales in Wareham were single-family houses and condominiums, of which condominium sales accounted for 14%, and 12 of these 54 condominiums were located in Wareham Village.¹¹ The average 2006 condominium sales price of \$232,500 has increased slightly to \$232,750 for the 16 condominiums sold in Wareham as of May 2007.¹² The average Wareham Village condominium sales price was \$248,200 and averaged 175 days on the market.¹³ In 2006, three condominiums were sold at the British Landing Condominium & Yacht Club complex at prices ranging from \$200,000 to \$245,000, and seven were sold at the Swan Landing age-qualified townhouse complex priced from \$235,000 to \$284,000; two other condominiums on Main Street sold for \$260,000 and \$308,00.¹⁴

In June 2007, the MLS advertised 18 single-family houses, eight condominiums, and two multi-family dwellings for sale in Wareham Village. The condominium list prices ranged from \$69,900 for a 377 sq. ft. studio in a renovated 3-story house on Main Street to \$349,900 for a custom-built 1,600 sq. ft. townhouse at Rosemary Lane.¹⁵ There was one multi-family property for sale (58 Church Street), priced at \$800,000 with rental income from one 2-bedroom unit at \$1,250 and three 1-bedroom units at \$800, \$900 and \$950 including heat and water, an owner-occupant unit, deck, above-ground pool, and 7 off-street parking spaces.¹⁶

Downtown Market Area

Based on interviews with realtors, residential developers and others knowledgeable of the local real estate market area, as well as firm experience preparing market studies in other southeastern Massachusetts communities, FXM identified an area within a 20-minute drive time of downtown Wareham as the most likely source of demand for future residential development. Households within this target market area looking to relocate are the most likely to view Wareham Village as a prospective housing location. This primary market area encompasses portions of Plymouth and Bristol Counties and had an estimated 2006 population of 184,721, which is projected to reach 189,520 residents by 2011.¹⁷

B. Residential Demand

Over the past few years, property in downtown Wareham has been purchased and converted to condominiums, in both residential and commercial buildings where Village District zoning allows 'at-home' business use. FXM interviews with real estate professionals familiar with local sales activity reveal that there has been steady demand for condominiums in the village center over the past five years. Realtors foresee a continuing pattern of larger, Victorian-style houses converted to condominium units, new construction, age-qualified condominiums developed in small complexes, as well as some commercial buildings and 'tear-down' properties likely replaced by condominium units. According to those FXM

11. The Warren Group, and MLS Property Information, Inc., (2006)

12. Ibid

13. MLS Property Information, Inc. (2007)

14. MLS Property Information, Inc. (2007)

15. FXM Associates interviews with local area real estate brokers, developers and property managers. (June 2007)

16. MLS ReMax Paramount (July 2007)

17. Claritas, Inc. and SiteReports

interviewed, the majority of people purchasing condominiums in downtown Wareham are older buyers (50+ years), and most are from the southeastern New England region.

There is limited documentation of market-rate apartment rental activity in downtown Wareham. The majority of apartments are advertised informally, or in local newspapers, and real estate agencies do not have specific data about the downtown rental market. Information available from realtors, newspaper advertisements, and the Internet indicates that small apartments (studio to one bedroom) rent from \$600 to \$1,000, and larger (2+ bedroom) units rent for \$1,100 to \$1,400 monthly without utilities. FXM interviews with property managers of multi-family units in southeastern Massachusetts indicated that market-rate rents in older apartment complexes average \$1,000 for 1-bedroom units, \$1,250 for 2-bedroom units, and \$1,350 for 3-bedroom units, all rents including heat and water.

Target Market Segments

The target market segments for downtown Wareham condominium units are potential buyers living in Wareham and the neighboring communities defined as the primary market area. These market segments include: (1) adults aged 45 to 64 without children who are often referred to as ‘empty-nesters;’ (2) young professionals aged 25 to 34 without children; and (3) Tobey Hospital employees, especially ‘travelers,’ nurses, and other specialized medical professionals. Real estate brokers and developers with whom FXM has worked indicate that the housing choices and lifestyles of empty-nesters and young professionals are very similar and compatible, and that projects have been successfully developed that combine these age groups. Most families with children prefer single-family homes, and while some ‘first-time home buyer’ families do purchase condominium townhouses that have on-site recreational amenities for children, families with children are not a target market segment for potential downtown Wareham condominiums or apartments. Potential renters are expected to be a mix of each household type. Income levels more appropriately define the target market within the 20-minute drive time. An annual household income of at least \$45,000 would be needed for rents beginning at \$1,000 per month. The minimum household income needed to purchase market-rate housing in the Wareham area is approximately \$60,000, which could qualify a buyer for a \$250,000 mortgage at 6.5% with 20% down payment.¹⁸

‘Empty-Nesters’

These households are deemed most likely to be attracted by the convenience, minimum maintenance, and relatively lower costs of condominium living in urban downtowns and suburban village centers. Homeowners in these older age groups may be contemplating a move or purchase of a second home as children leave home or retirement approaches. Wareham area real estate brokers experienced with this market segment describe this population segment’s preference for spacious living quarters, privacy, high-quality finishes, and an array of amenities and on-site services. Empty-nesters have historically been more interested in condominium purchase than apartment rental, as they trade equity from selling their existing homes. However, there is a great deal of uncertainty about the coming generation of empty-nesters – the “baby boomers” – and especially in Massachusetts. Slow economic and population growth may affect their propensity to invest in home ownership, and trading

18. I-mortgage-rates.com mortgage calculator, and Massachusetts Department of Revenue

down to lower valued or lower cost housing may be necessary given less pension income or savings than in prior generations.

Young Professionals

This target market segment includes people who are 24 to 35 years old, married couples, or single adults without children, and may include first-time home buyers. This population segment may also include students, unmarried couples of the same or opposite sex, sharing the purchase of living quarters. According to realtors, this segment represents a growing number of the condominium sales in suburban communities with transportation access to major employment centers. Housing types preferred by this segment include 'loft' style apartments, townhouses, and condominium apartments designed for 'roommates' with at least two bathrooms and bedrooms separated by common space (foyer, living room, dining area, kitchen).

Tobey Hospital

The presence of Tobey Hospital, and related medical facilities in the downtown Wareham area may offer opportunities to increase market-rate residential uses catering to hospital personnel on short-term assignments. Within the health-care industry, there are service contract firms that lease condominiums or apartments for medical professionals with specialized expertise; these 'travelers' typically have assignments lasting a year or longer, are often retired nurses or other technicians, and are well-paid. Currently, 'travelers' working at SouthCoast Health System hospitals are provided housing in Mattapoisett, New Bedford and other area communities. FXM was unable to determine the potential number, type or prices of units pertaining to this target segment with information available during the course of this study, but their housing needs may represent an opportunity to increase and diversify residential uses in downtown Wareham.

Projected Residential Demand

Considering the large number of income qualified households within the target markets and geographic areas (20-minutes of Wareham Village) and the relatively small number of units potentially developable in Wareham Village, over the next three to five years (2007 to 2012), the additional 20 to 30 additional residential units targeted for the downtown could be easily absorbed, notwithstanding other factors such as the marketing efforts of brokers/developers/property owners and the actual cost and quality of the units developed. These would be condominium townhouses and apartments, ranging in size from 1,000 – 1,400 sq. ft. with basic amenities such as parking, private exterior space (patio, deck, atrium), hardwood floors, high-quality kitchen finishes and appliances, and multiple bathrooms. According to local brokers, the majority of Wareham Village buyers have been and are likely to be older couples or single homeowners from the surrounding SouthCoast communities, some retired but many still working, who are down-sizing, or purchasing a second (seasonal) residence.

C. Affordable Housing

The Town of Wareham prepared a housing inventory, affordability analysis, and needs assess-

ment, with assistance from SRPEDD staff, that served as the basis for FXM's assessment of which housing needs could be met by the types, sizes and prices of prospective residential, or mixed-use (residential and commercial) development proposed in the downtown area.¹⁹

Based on the 2000 U.S. Census, the median household income for Wareham was \$40,422, and median family income was \$45,750, indicating that half of the households in Wareham earned less than \$40,422 in 1999.²⁰ However, for the purposes of municipal compliance with state Chapter 40B standards (10% of local housing stock meets affordability criteria), Wareham is within the Boston area which had an Area Median Income (AMI) of \$66,150 in the 2000 U.S. Census.²¹ On that basis, Wareham seniors and families with incomes less than 80% of the Boston AMI (less than \$55,920), and not greater than 120% of the Boston AMI (\$79,380) would constitute the target market segment for proposed residential uses in the downtown revitalization strategy. As indicated by data in the preceding Table 1, over 65% of Wareham's current resident households have incomes below \$55,000 and would therefore meet the minimum threshold income levels for affordable housing.

The Town of Wareham housing stock needs approximately 300 additional units to meet the 10% state-mandated affordable housing threshold requirement.²² Over the next three years, the new owner of the Majestic Building plans to rehabilitate the building into six apartments above ground floor commercial space and is discussing funding assistance options through CEDA which would allow him to develop affordable units. Design plans are underway now, and the tentative construction date is 2008.²³ Although his conceptual plans are based on rental units, at this time, future consideration could be given to condominiums with affordable units for first-time homebuyers. In the context of the properties targeted for redevelopment in this study, residential uses could increase in downtown Wareham Village over the next three to five years (2010 to 2012), potentially generating an additional 20 to 30 housing units, of which eight are expected to be designated for income-eligible families.

The South Shore Housing Corporation (SSHC), a non-profit housing services provider and experienced developer of mixed-income housing, also administers HUD Section 8 rental vouchers for 2,600 units in Plymouth and Bristol Counties.²⁴ The SSHC is often the co-sponsor or developer of mixed-income apartments and condominiums on behalf of community-based advocacy organizations to provide affordable housing for a variety of constituents. The agency is a strong proponent of developing residential uses above ground floor storefronts, especially in village areas such as downtown Wareham and has found this mixed-use approach supports downtown businesses, makes use of space not suitable for retail or office uses, and provides night-time pedestrian activity in the area. Middleborough was cited as a good example of leveraging residential uses to revitalize a small town downtown; and while Scituate is a different market area, it is similarly a coastal community implementing progressive zoning for residential uses in the downtown which

19. Meeting Housing Needs in Wareham, SRPEDD, June 2004

20. Ibid

21. Citizens Housing and Planning Association (CHAPA) reference in Meeting Housing Needs in Wareham, SRPEDD, June 2004

22. FXM Associates interview with Marilyn Whalley, CEDA Executive Director (June 2007)

23. FXM Associates interview with Ryan Correia (June 2007)

24. FXM Associates interview with S. Dubuque, Executive Director South Shore Housing Corporation (June 2007)

may be relevant to Wareham's revitalization strategy.²⁵ The SSHC might be interested in housing development at potential sites identified through this study with the following observations about factors influencing the scope and prospective effectiveness of downtown Wareham Village revitalization strategies:

- The Town needs to improve the overall general appearance of the downtown, paying more attention to storefront facades, signs, maintenance of public and private property;
- The downtown building stock has limited physical suitability for multi-unit residential reuse within contemporary, market-driven standards, and upper floors require costly renovations for ADA compliance;
- It is very difficult to make small residential projects financially feasible, especially rental units in rehabilitated structures, and subsidy funding award cycles tend to drive, or delay, construction schedules and increase pre-occupancy costs.

As described further in the Wareham Economic Development Strategy, the Town needs to find ways to facilitate the permitting processes for new and redevelopment project investors, particularly for smaller businesses whose financial cushion may not allow them to sustain the lengthy delays and redundancies in the way the processes are currently applied.²⁶

VII. Downtown Revitalization Strategy

While the Wareham Village area has many attractive qualities, it also suffers from a limited amount of ground floor retail activity, some of which is located in partially occupied buildings of fair to average condition, and some lack of 'customer curb appeal' due to instances of dirty windows, broken shingles, overgrown weeds, and litter on sidewalks. Notwithstanding those shopkeepers who have attractive window and interior merchandise displays, the overall appearance of the Village downtown is fragmented, uninteresting, and somewhat outdated – impressions which affect both the perceived and actual performance of existing businesses as well as the attractiveness of Village locations to potential new merchants and retail service operators. While it is obvious that some downtown use is far better than no use at all, an effective public-private revitalization strategy is needed to improve property maintenance, and encourage more retail uses in street level storefronts spaces. Since most business owners lease space, Village property owners need incentives or sanctions to see the value of investing in repairs or improvements, and perhaps relief from increased property taxes related to such investments which could result in rent increases for existing merchants. The types of additional retailers suggested during the course of this study include jewelry, gifts and crafts, bakery, cafe, (replacing the successful Merchant's Way Cafe closed by tax delinquency), ice cream, day spa, gym or health fitness, apparel and accessories for women or children, books and games, used music, and most importantly, restaurants with fine dining and entertainment.

Local real estate agents and business owners generally endorse economic development strategies to increase the amount and variety of downtown housing, provided that residential uses do not displace space for retail or customer service businesses. It is equally important to recognize that establishing a critical mass of downtown residential uses will depend upon

25. FXM Associates interview with S. Dubuque, Executive Director South Shore Housing Corporation (June 2007)

26. Wareham Economic Development Strategy, prepared for the Community and Economic Development Authority by FXM Associates, June 2007

maintaining the somewhat limited amount of existing Wareham Village residential uses, as well as increasing the number and variety of new households. In that regard, every effort should be made to preserve the amount and character of residential use on High Street, including more intensive residential use (conversion of large homes to condominiums or apartments) as market conditions warrant. Town officials should reexamine the efficacy of Village I zoning modifications that allow mixed-use of these properties to ensure that the intent to accommodate at-home businesses does not undermine the overall integrity and quality of this strong residential area. Strengthening residential uses in and surrounding the downtown is a priority, and mixed-use zoning could prevent creeping commercial uses (office or retail) from further eroding distinctly residential downtown areas.

This economic analysis of potential locations for reuse and redevelopment considered sites with allowed residential-commercial mixed-uses as proscribed in the Village I District zoning.²⁷ FXM interviews, discussions with Downtown Planning Advisory Committee members, and the CGI/FXM field surveys identified several potential downtown properties as target sites for rehabilitation, reuse or new construction. The proposed target properties are located outside the flood plain area, which should facilitate cost-effective reuse/redevelopment. The proposed strategic initiatives address public realm improvements, and public sector actions to improve the appearance of downtown, the pedestrian environment, and the marketability of existing and new residential and commercial uses.

A. Short-term Actions (2007 – 2009)

Potential Target Properties

- The Majestic Building on Main Street has a new owner with redevelopment plans for eight affordable apartments, and ground floor storefronts. The adjacent building on Main Street has been condemned by the Town Building Inspector for safety and structural reasons. As a combined residential project, these two properties could produce a total of 12 mixed-income residential units (8 affordable), and four storefront spaces for retailers. The sidewalk in front of these properties is obstructed by a guide-wire; the Town could modify the Main Street right of way line with an easement to expand/realign the sidewalk and address this impediment to pedestrian safety, prior to disposition or redevelopment of the condemned building.
- The vacant lot on Main Street next to the Town & Country Cleaners, and apparently used for parking, could be redeveloped into a mixed-use building with three residential units and a storefront, or combined with the adjacent property to develop five to six housing units; two to three retail spaces. The redevelopment potential of this site would be enhanced with changes to the Village I District zoning to preserve critical view corridors in the event of future reuse/redevelopment of the Fire Station parcel across Main Street.
- The vacant floors above the Webster Hall restaurant on Main Street and the proposed construction of additional floors above the Cornwall Flooring building on Main Street each received ZBA approval for development of approximately two to three residential units. However, to date, neither property owner has proceeded with the proposed plans, and both should be urged to consider available financing incentives to expedite implementation, or risk losing ZBA approval if no action is taken in a timely fashion.

27. Town of Wareham Zoning By-laws (revised to April, 2006)

- The Tobey Homestead reuse/redevelopment project needs to be finished. While the hospital may not have an immediate need for the property, facilitating the reuse of Tobey Homestead will not only enhance hospital-community relations but also provide additional space for office or residential uses at an important Wareham Village downtown location. This property could be reused as office space for physicians and other medical services businesses (as envisioned in the original plans), thereby addressing current, unmet demand from an important market segment seeking downtown locations. Alternatively, this property could be redeveloped for senior housing or an assisted living facility to accommodate needs of an aging population, or residences rented to temporary medical personnel ('travelers') working at Tobey Hospital.

Other Strategic Initiatives

- Contract with a retail management company to institute a 'Village Pushcart Program' on a demonstration basis to increase the amount, variety and location of downtown retail activity. Well managed mobile vendor operations are highly visible, require minimum investments, offer complementary products, and generate revenue from otherwise unused space. Existing local merchants and service retailers can expand their customer base, or test new products, and other entrepreneurs can evaluate downtown market support prior to leasing store space. This activity could enliven Merchant's Way during the summer season and special events, as well as contribute to a more vibrant downtown shopping environment.
- Identify physically feasible, cost-effective ways to restore pedestrian connections between Main Street and High Street using public easements, historic footpaths, etc.
- Complete the SouthCoast Bicycle Path feasibility study for the initial phase(s) of the Wareham segment's downtown alignments along Merchants Way (with boardwalk)
- Prepare a bid for proposals to reuse/redevelopment the Tremont Nail complex, and include requirements to reinforce connections to other downtown destinations and business activity
- Prepare a feasibility study for the Railroad Depot structure reuse (interim or permanent) in support of increased business activity and pedestrian circulation on Merchant's Way.
- Pursue PWED, or other state funding assistance, for recommended Main Street and Merchants Way public safety improvements (e.g. sidewalk realignment at Majestic Building) and streetscape amenities, including lighting, paving, signage, and possible waysides that document historic downtown sites and events.
- Establish a cooperative agreement with Wareham Crossing Mall management to refer retailers more suitable for downtown Village locations to CEDA and/or local property owners and brokers; consider the Mall to be a DIF 'value added sending zone' for funding of public infrastructure and public realm improvements in downtown Wareham Village.
- Examine and modify Village I zoning to preserve critical 'view corridors' of the Wankinco River from key locations on Main Street, particularly in relation to targeted properties for residential redevelopment.
- Secure funding for a downtown Wareham Village business development coordinator to manage recommended retail marketing and recruitment, in concert with Onset Village and the Canal Region Chamber of Commerce.

B. Mid-term to Long-range (2010 – 2015)

Potential Target Properties

- The underutilized Eastern Bank rear parking lot has a 1.5-story brick structure that appears unused, and which could be reused/reconstructed for residential use (possibly two units), or demolished for new residential construction (two to four units) or commercial uses. This secluded parcel has access from Main Street and a driveway to High Street, and the upper floors of a redeveloped or new building will have terrific water views.

Other Strategic Initiatives

- Examine relocating the Visitor Center to the front of the public parking lot to provide better visibility and accessibility from Main Street, possibly extending the roof to shelter waiting OWL trolley/bus patrons.
- Explore the feasibility of designated downtown employee parking at the unused portions of the GAF office building rear parking lot, as a means to increase available on-street parking for shoppers and diners during weekday hours.
- Explore cost-effective options for installation of underground utilities within the downtown Village center (Main Street and Merchants Way), including local communication network upgrade that could create a downtown 'wireless' zone for residential and commercial uses.

FXM Contacts and Sources

Sandra Besse, Shell Pointe Real Estate

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Phyllis Decas, Wareham Village Association

Wayne DelPico, Vice President, Mulligan Homes, Inc.

Stephen Dubuque, South Shore Housing Development Corporation

Jim Eacobacci, Brit Realty and British Landing Condominiums & Yacht Club

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Brian McMillan, Gateway Properties

Cindy Parola, Decas Family Trust

Robert Santori, Principal, Cornerstone Properties

Thomas Severance, CFO, Visiting Nurses Association of Cape Cod

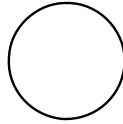
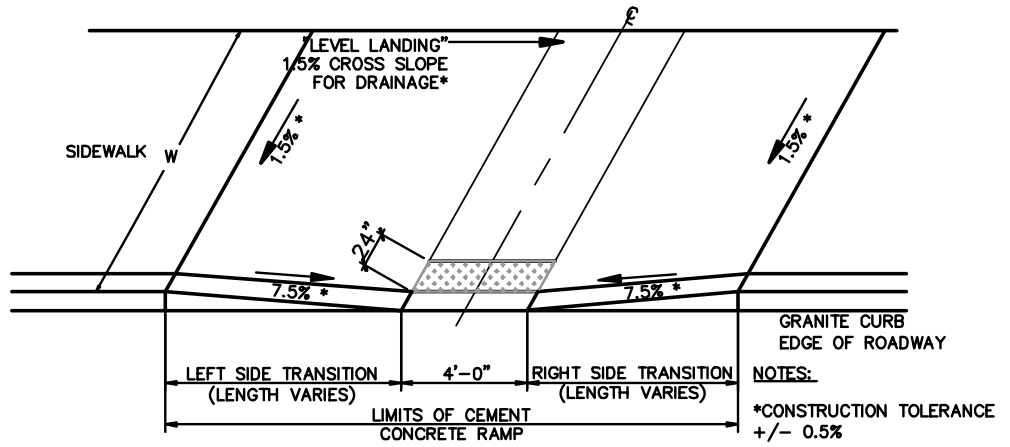
Stephen Sooy, Mayflower Bank

William Madden, Principal, GAF Engineering

CEDA Downtown Revitalization Advisory Committee: Chris Consoletti, Louise Daley,
Phyllis Decas, Anthi Frangiadis, Bob Forest, Kerri Mello, Patricia Strang

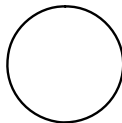
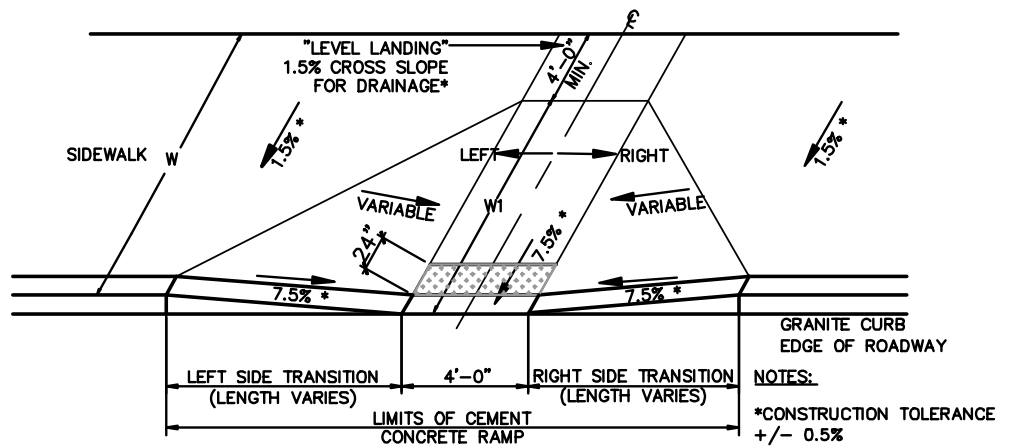
APPENDIX III: STREET CONDITION SURVEY

The following images were taken on September 9, 2007 covering the street conditions along Main Street. They are in order running from the southeast side of Main below Besse Park running north along the eastern side of Main Street and then returning on the western side down to Tobey Homestead. These images were used as the basis for the recommendations and design proposals in this report. ADA compliance at crosswalks and sidewalks was determined by comparison with the design detail shown on the next page.



WHEELCHAIR RAMP- TYPE 2

SECTION



WHEELCHAIR RAMP- TYPE 1

SECTION

Page 81: Bessey Park

These images are of the street edge at Bessey Park. This includes the monument, the wharf, and internal walkways. The crosswalk is unique in construction compared to all other sidewalks on Main Street. It is constructed with embossed or stamped pavement with a red paint to simulate brick (“streetprint”) and crosses Main Street between the park and Tobey Hospital.

Page 82: Main Street / Narrows intersection

These images are of the street edge at the southern edge of Merchant’s Way and in front of the medical office. The sidewalk and curb are of asphalt construction, with a utility pole in the middle of the sidewalk. This is the point where utility poles are located back on Merchant’s Way. Rounding the corner and moving north in front of the bait shop, Hess gas station, and Cumberland Farms, the sidewalk is blended into the parking and driveway areas, with patches of concrete and limited landscaping. The ramp at the crosswalk is deteriorated with subsidence in the street and a raised concrete edge. Crosswalk construction is typical of most crosswalks on Main Street.

Page 83: East Side Commercial Buildings

These images are of the street edge and commercial building entrances before the Decas Building. All of the entrances except one have steps at the entrance (ADA access restriction). The light fixture base restricts access between the pole and building corner. Crosswalk edges show subsidence and wear. Other utility poles are located on Merchant’s Way.

Page 84: Decas Block Street

These images start with the alleyway entrance. The edge treatment of the sidewalk to street shows the smooth transition maintained by the granite edging. This section includes mature street trees. The utility poles are located on Merchant’s Way. The crosswalks are the only element to identify the alley to Merchant’s Way. The alley sidewalk is asphalt with a grass strip. The last images are of the bank entrance.

Page 85: Commercial Block south of the Fire Station

These images start with the walkway to the rear of the bank. The sidewalk is clear and partly shaded by the building overhang. The crosswalk shows similar edge deterioration. Building entrances show ramps except at the bank. The sidewalk is about 6’ wide and clear. The concrete post and wood slat fence is in front of the fire station parking lot. The utility poles are located behind the properties on Merchant’s Way.

Page 86: Fire Station to Derelict Building

These images start at the pad in front of the fire station. In the middle of the adjacent parking lot is one of the two bus stops with a bench and tree for shade. Past the gas station, the sidewalk narrows to about 4.5’ to 5’. At this point, the utility poles are located back on Main Street. One utility pole is located at the corner of the derelict building, where the building corner juts into the sidewalk, thereby restricting access (ADA) along the sidewalk.

Page 87: Majestic Building to CVS

These images start with the sidewalk in front of the Majestic Building. The concrete sidewalk is about 6' wide but transitions into an asphalt sidewalk. The adjacent mix of uses requires parking that extends into the "sidewalk" area. As noted in the pictures, there are no crosswalks over to Chapel Street. Utility poles are regularly spaced in the sidewalk. The sidewalk is reduced in width to approximately 3.5' in front of the CVS parking lot.

Page 88: CVS to residential section

These images start with the crosswalk in the middle of the CVS parking lot. There is no 'landing' for the end of the ramp, so the middle ramps should be no greater than a 1.5% grade. No survey was found to indicate construction details of the ramps. The character of the remainder of the street section is residential. The sidewalk is about 4.5' wide but has regularly spaced utility poles within the sidewalk. One location as shown includes a hard apron around the pole but is limited in width.

Page 89: Residences to Makepeace property

These images show the continuing residential character of the street and the typical construction of the sidewalk, which is about 4.5' with granite curb.

Page 90: Residences to Church and Historic district at Elm Street

These images show the residential nature of the streetscape. One image shows a utility pole in the middle of the sidewalk and an apron widening the sidewalk around it to maintain accessibility.

Page 91: Town Green to Church

These images start down south on the western side of Main Street. The sidewalks are wider, 6' to 8' plus wide, on this side of Main Street. A grass strip of 2' runs along the sidewalk. This is typical design for a residential neighborhood.

Page 92: South of the Church Property

These images continue to the south and show the wide sidewalks and common stone walls adjacent to the sidewalk. Images of the property show typical setbacks of buildings. There are no utility poles along this section.

Page 93: Residential Section to CVS (across the street)

These images continue to show the wide sidewalks and stone walls. The walls are more formal and substantial as the grade changes. The images show the first indication of mixed commercial use in the section. There are no utility poles along this section.

Page 94: Chapel Street Intersection

These images continue to show the similar construction of the streetscape on the western side of Main Street. South of Chapel Street the commercial mix increases. However, the 2' grass strip between the sidewalk and curb continues through this section. There are no utility poles along this section until south of Chapel Street.

Page 95: Chapel Street to Sawyer Street

These images show the transition of the sidewalk from the residential design to a commercial design with no grass strip. This typically coincides with on-street parking. However, on-street parking exists further north where the less intensive commercial mix is found. The same deterioration of the crosswalk/sidewalk edge is found at the intersection. Even with the continuation of the utility poles, the sidewalk is wide enough for full accessibility. The ramp shown at the VNA building is one of two handicap ramps on Main Street visible from the street.

Page 96: Sawyer Street to GAF Building

These images show the change to a more urban form of wide sidewalks with formal, commercial landscaping on the adjacent private property. Starting in this section, the utility lines are no longer located on poles in the sidewalk.

Page 97: Post Office to Eastern Bank

These images show the continuation of the urban form of the streetscape. The Post Office has the second handicap access ramp visible from Main Street. The handicap access ramps at the crosswalks do not include landings, so the middle ramps should be no greater than a 1.5% grade. No survey was found to indicate construction details of the ramps.

Page 98: Pezzoli Square to Cingular Store

These images show the public parking area, visitor center and bus stop, with bench and planting bed. At this point the streetscape form changes with the buildings set forward to the back of the sidewalk. Planters are placed on the sidewalk to provide landscape relief. The handicap access ramps at the crosswalks do not include landings, so the middle ramps should be no greater than a 1.5% grade. No survey was found to indicate construction details of the ramps.

Page 99: Center Street Intersection

These images show the Center Street intersection and the properties on either side. Irene's Flowers building is setback, allowing the landscape treatments similar to what is provided further north. The medical center building is positioned on the corner with an overhang that acts as an awning would. The entrance has a landing above the ramp at the main door, indicating accessibility. The sidewalk is the most reduced in size at this point, at about 6' wide. The crosswalk shows the same signs of edge deterioration as the other crosswalks.

Accessibility at Crosswalks

The standard construction details used by the Cecil Group for handicap access ramps at crosswalks follow. These are based on the Massachusetts Architectural Access Board regulations found at 521 CMR, promulgated under MGL chapter 22, section 13A.

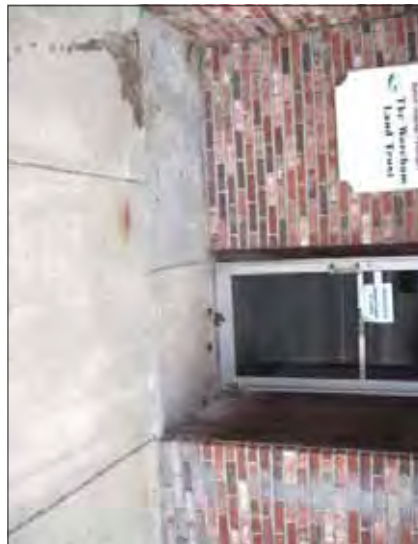
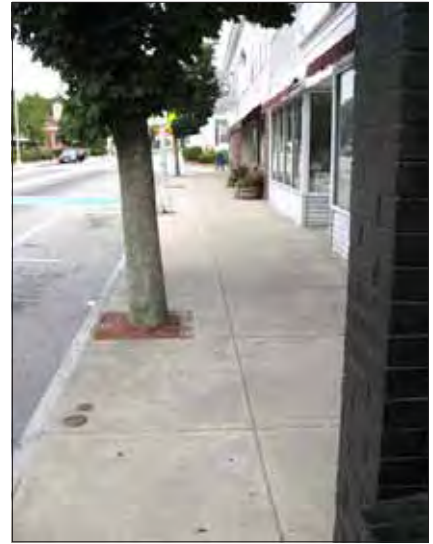
The crosswalk ramps and landings found along Main Street do not conform to these updated standards for construction. While the slopes are not defined because no survey was found of the ramp construction, the minimum change is to include "textural cues" for the ramp street edge. These are the bumpy panels seen in more recent construction.

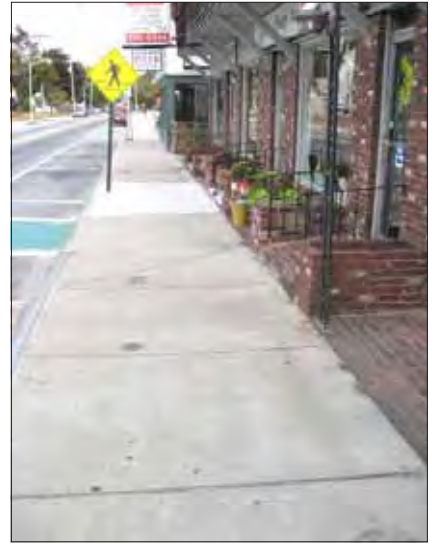
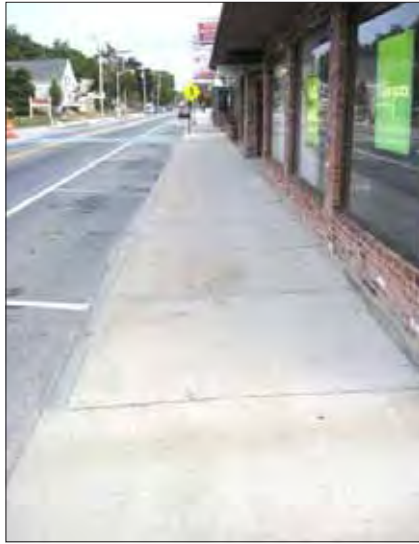


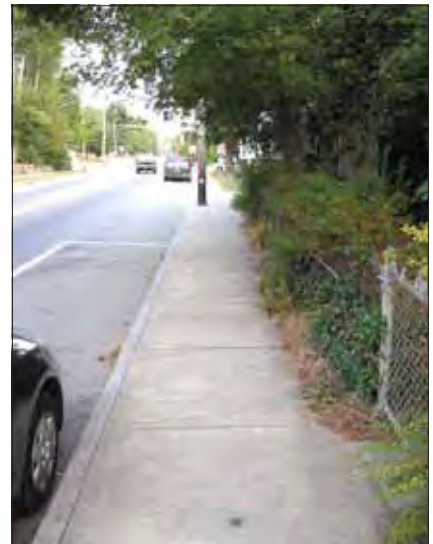
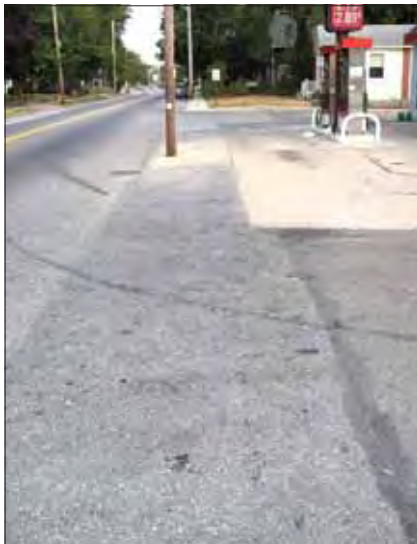


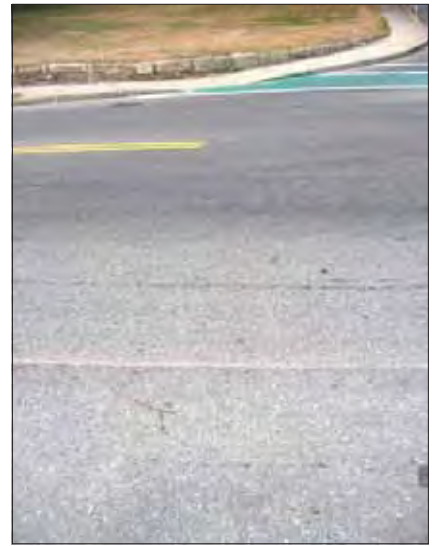


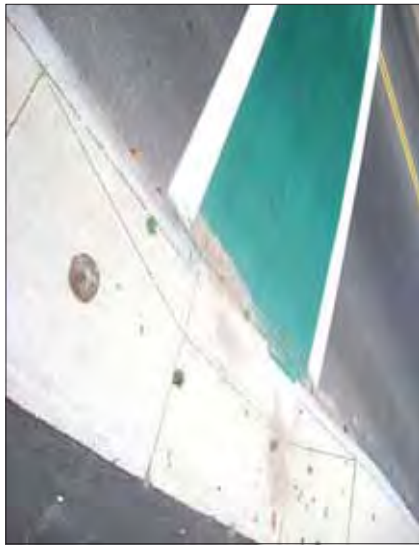






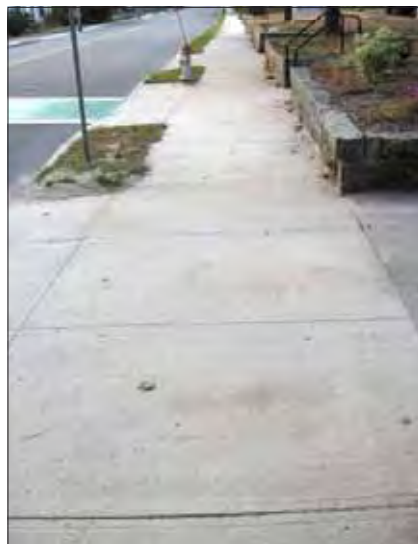
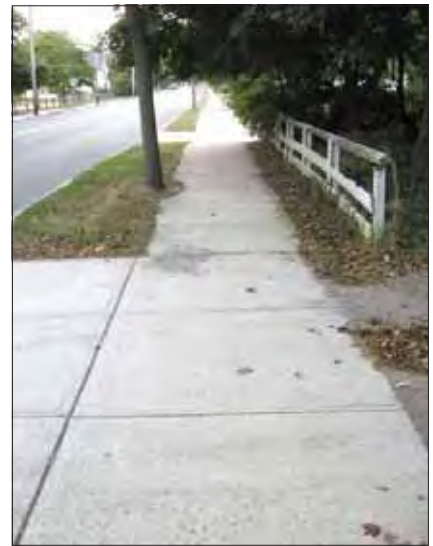
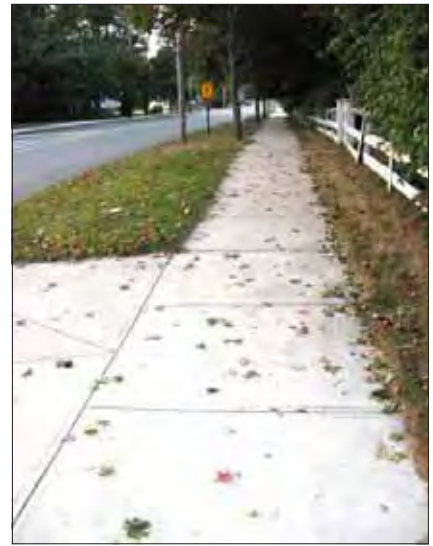


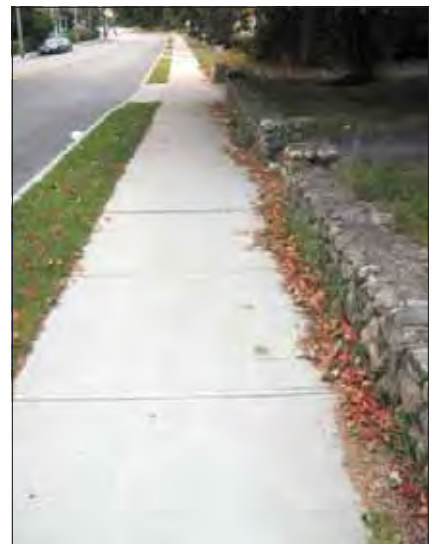
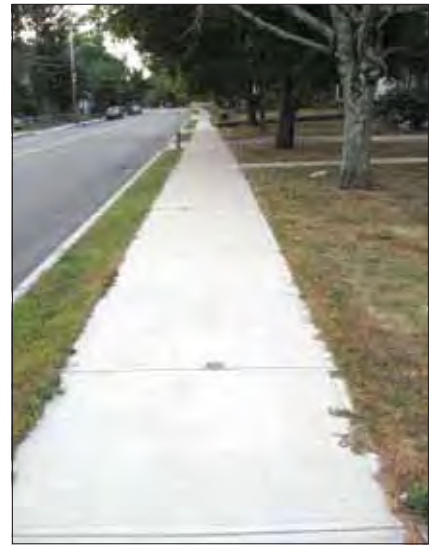


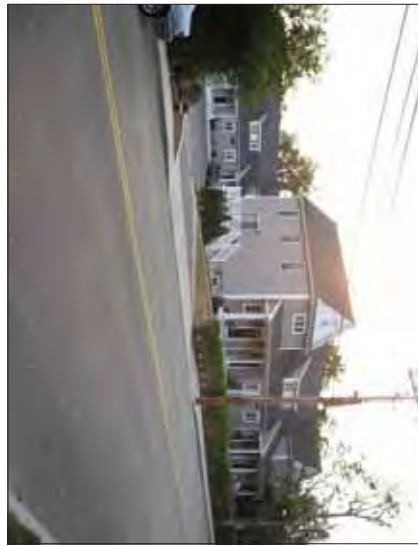


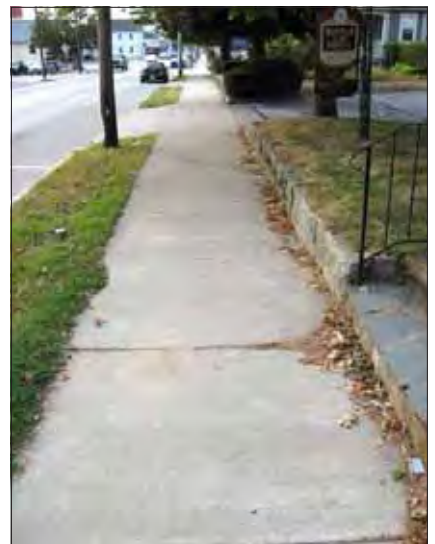


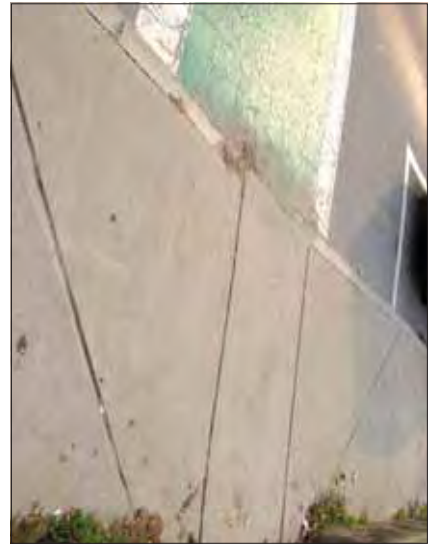






















Views from Tobey Homestead



Bessey Park Village Gateway Streetscape and Landscaping -						
Conceptual Design Opinion of Cost						
November 5, 2007						
Prepared by: The Cecil Group, Inc.						
Estimated Bid Date: 2009						
Assumptions						
- Bessey Park Village Gateway Improvement Zone extends from the Bessey Park parking lot northwest to the narrows bridge; across Sandwich Road and up Merchants Way to the RR ROW. Zone also includes the Tobey Hospital driveway						
- Crosswalk improvements on Sandwich Road at the bridge and on Main Street at the Tobey Hospital driveway are assumed to be new unit paver treatment						
- Treatment of Tobey Hospital driveway by others						
- Assume gravel base under street existing pavement is re-useable						
- No improvements to seawall at sewer pump station required						
- No improvements to riverfront east of RR tracks						
- No improvements to Merchants Way west of pump station						
- Single phase construction - no project demobilization						
CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
01500	Project Mobilization	LS	1		\$8,000	Field office, project sign, temporary power, equipment transport, etc. Lump sum allowance
02120	Selective Demolition				\$9,190	
	Guard rail removal	LS	1	5000.00	\$5,000	Demolish and remove existing metal guardrail and posts adjacent to seawall at pump station
	Sawcutting	LF	740	3.50	\$2,590	Cut existing Sandwich Road and Main Street pavement at curb line and crosswalks
	Pavement demolition	CY	80	20.00	\$1,600	Demolish and remove existing street pavement at Main Street and Sandwich Road crosswalks. Excavation of road pavement at pump station
02200	Earthwork				\$53,155	
	Earth excavation	CY	75	12.00	\$900	Excavation at pump station seawall for new cap and sidewalk; at park for new walks and plaza
	Gravel borrow	CY	500	18.00	\$9,000	Allowance for offsite gravel for new pavement and park walks and to raise plaza as required
	Dense graded crushed stone at new seawall	CY	300	20.00	\$6,000	Base course for walk at seawall adjacent to pump station - Allowance.
	Fine Grading and Compacting	SY	1,790	2.75	\$4,923	Spread gravel - final grading of paved surfaces and plazas.
	Rough Grading - landscaped areas	CY	800	\$2.50	\$2,000	Bulk earthmoving of dumped borrow and onsite material, bulldozers, 300' haul, compact in 6" layers.

CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
	Topsoil	CY	523	\$35.00	\$18,305	Offsite topsoil, assume 3" compacted depth on all landscaped surfaces.
	Spread topsoil	CY	523	\$5.00	\$2,615	Spread with front end loader to rough grade
	Fine grading	SY	6,275	\$1.50	\$9,413	Final grading of landscaped surfaces. Does not incl. roads and hardscape surfaces.
02270	Slope Protection and Erosion Control				\$7,500	
	Site prep / erosion control	LS	1		\$7,500	Place and remove geotextile fabric at cb's, stakes, hay bales at river, temporary structures. Lump sum allowance.
02510	Bituminous Concrete Paving and Traffic Markings				\$27,750	
	Embossed/Stamped Bituminous Conc. Pavement	SF	3750	7.00	\$26,250	"StreetPrint" process. Assume 4" depth, sprd and rolled, base course and finish course on Sandwich Road and Main Street crosswalk treatments. Surface embossed and colored.
	Pavement striping	LS			\$1,500	Allowance for road and parking striping.
02515	Concrete Paving				\$61,600	
	Cement concrete sidewalks	SF	12,320	\$5.00	\$61,600	Site sidewalks/plaza at Bessey Park and at seawall adjacent to pump station. System incl. 4" cement concrete, 8" compacted gravel base, expansion joints @ 30' and
02526	Granite Curb				\$16,800	
	Granite curbing - Radius	LF	340	40.00	\$13,600	New 6" x 18" radius curb at Merchant Way entry
	Granite curbing - Straight	LF	80	40.00	\$3,200	New 6" x 18" straight curb at Merchant Way entry
02600	Site Utilities				\$65,000	
	Street storm drainage system	LS	1		\$35,000	Allowance for street drainage improvements at Merchants Way and park - allowance
	Electric supply	LS			\$30,000	Upgrade existing electric system in park and plazas - Allowance.
	Water supply	LS			\$20,000	Upgrade existing water distribution system in park to serve drinking fountains and future irrigation (?) - Allowance.
02782	Unit Pavers				\$67,200	

CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
	Concrete Unit Pavers at park plaza and at Merchants Way gateway plaza	SF	2,800	24.00	\$67,200	Concrete pavers in accent bands and selected high visibility locations at park and gateway plazas - Allowance. Pavers set hand tight on 4" conc. slab and bit. conc. bedding.
02824	Guardrails and Handrails				\$132,400	
	Site guardrail	LF	200	\$200.00	\$40,000	Improved guardrail at Sandwich Road curb line west vof narrows bridge
	Seawall guardrail	LF	450	\$200.00	\$90,000	At seawall adjacent to pump station and at park seawall
	Handrail at park plaza steps	LF	24	\$100	\$2,400	Handrails at park plaza steps (proposed).
02870	Site Furnishings				\$32,000	
	Benches	EA	20	1000.00	\$20,000	Six foot site benches with backs in park and at seawall
	Signage	LS	1	10000.00	\$10,000	Directional and information signs in park and at gateway plaza - Allowance.
	Interpretive exhibits	LS	1	2000.00	\$2,000	Interpretive signs and exhibits at park and at pump station seawall - Allowance.
02900	Landscaping				\$55,668	
	Street and park trees	EA	25	1000.00	\$25,000	Deciduous trees on Merchants Way entry and in park.
	Evergreen trees	EA	9	700.00	\$6,300	Evergreen trees at pump station and in park.
	Landscape shrubs	LS	1	20000.00	\$20,000	Deciduous/evergreen shrubs at Bessey Park and at pump station - Allowance.
	Lawn seeding	1000 SF	56	\$70.00	\$3,920	Hydroseeded turf seed mix at 4 lbs./msf at lawn areas - incl. fert., mulch and maintenance to project acceptance
	Limestone	1000 SF	56	\$8.00	\$448	Soil amendment for turf areas. 800 lbs./ acre; mechanical spread
04200	Unit Masonry				\$18,000	
	Masonry walls	LF	90	\$200.00	\$18,000	Double-sided brick-face seat wall w/granite capstone at park plaza. Height varies from 2' - 4'.
16520	Lighting				\$75,000	
	Street Light	EA	10	7500.00	\$75,000	Ornamental parkland lighting at sidewalks and plazas - approx. 16-18' pole hgt. @ 75' o.c. spacing. Furnished, installed with footings, conduit, wiring, connections and controls.

CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
	Site Improvements Total				\$417,263	
	Construction contingency				\$83,452.60	20 % of construction cost at Conceptual Design Phase for unanticipated conditions.
	Construction Total				\$500,716	Construction + Contingency
	General Conditions, Overhead and Profit				\$75,107	15% of Construction Total
	Soft Costs				\$80,093	
	Site Survey	LS	1	15000.00	\$15,000	Allowance
	Design/Engineering				\$60,086	Allowance - Assumed 12% of construction cost
	Permitting				\$5,007	Allowance - Assumed 2% of construction cost
	Total Project Cost (Y 2010 dollars)				\$655,916	

Transition Zone Streetscape Elements						
Conceptual Design Opinion of Cost						
November 5, 2007						
Prepared by: The Cecil Group, Inc.						
Estimated Bid Date: 2010						
Assumptions						
- Transition Zone extends west on Main Street from Sawyer Street to the CVS						
- Transition Zone improvements consist of new concrete sidewalk pavement both sides (no unit paver accent band), crosswalk treatment, ornamental stamped pavement treatment of intersection "infield" at Chapel Street, site furniture, street trees and new ornamental lighting at Chapel Street gateway						
- Assume gravel base under existing pavement to be demolished is re-useable						
- Assume no major curb realignment. Some new curb may be installed to narrow driveway widths - e.g. east side of Chapel Street intersection. Negotiations with property owners will be required to narrow existing driveway curb cuts						
- Single phase construction - no project demobilization						
CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
01500	Project Mobilization	LS	1		\$5,000	Field office, project sign, temporary power, equipment transport, etc. Lump sum allowance
02120	Selective Demolition				\$4,725	
	Sawcutting	LF	350	3.50	\$1,225	Cut existing Main Street pavement at crosswalks and Chapel St intersection - Allowance
	Pavement demolition	CY	175	20.00	\$3,500	Demolish and remove existing street pavement at crosswalks, Chapel St intersection and sidewalk pavements both sides of Main Street
02200	Earthwork				\$4,991	
	Gravel borrow	CY	40	18.00	\$720	Allowance for offsite gravel material for pavemant as required
	Fine Grading and Compacting	SY	1,553	2.75	\$4,271	Final grading of paved surfaces. Spread gravel as req'd from offsite source
02270	Slope Protection and Erosion Control				\$2,500	
	Site prep / erosion control	LS	1		\$2,500	Place and remove geotextile fabric at cb's, temporary structures. Lump sum allowance.
02510	Bituminous Concrete Paving and Traffic Markings				\$24,100	

CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
	Embossed/Stamped Bituminous Conc. Pavement	SF	2800	7.00	\$19,600	"StreetPrint" process. Assume 4" depth, sprd and rolled, base course and finish course on Chapel Street "infield" and crosswalks. Surface embossed and colored.
	Pavement striping	LS			\$4,500	Allowance for road and parking striping.
02515	Concrete Paving				\$48,800	
	Cement concrete sidewalks	SF	12,200	\$4.00	\$48,800	Concrete concrete at sidewalks (6' w). System incl. 4" cement concrete, expansion joints @ 30' and scoring pattern.
02526	Granite Curb				\$3,600	
	Granite curbing - Straight	LF	70	40.00	\$2,800	New straight 6" x 18" curb at narrowed driveway "throats"
	Granite curbing - Radius	LF	20	40.00	\$800	New 6" x 18" radius curb at at Main Street "bumpouts"
02600	Site Utilities				\$35,000	
	Street storm drainage system	LS	1		\$35,000	Allowance for street drainage improvements
02870	Site Furnishings				\$5,500	
	Benches	EA	2	1000.00	\$2,000	Six foot site benches with backs
	Signage	LS	1	3500.00	\$3,500	Directional and information signs
02900	Landscaping				\$30,000	
	Street trees	EA	30	1000.00	\$30,000	Deciduous trees on street turf belt or planted on private property easements - Allowance.
16520	Street Lighting				\$30,000	
	Street Lights	EA	4	7500.00	\$30,000	Ornamental roadway lighting to be approx. 20'+ pole hgt. at Chapel Street intersection. Furnished, installed with footings, conduit, wiring, connections and controls.
	Site Improvements Total				\$194,216	
	<i>Construction Contingency</i>				\$38,843.15	20 % of construction cost at Conceptual Design Phase for unanticipated conditions.
	Construction Total				\$233,059	Construction + Contingency
	General Conditions, Overhead and Profit				\$34,959	15% of Construction Total

CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
	Soft Costs				\$40,298	
	Site Survey	LS	1	10000.00	\$10,000	Allowance
	Design/Engineering				\$27,967	Allowance - Assumed 12% of construction cost
	Permitting				\$2,331	Allowance - Assumed 1% of construction cost
	Total Project Cost (Y 2010 dollars)				\$308,315	

Village Core Streetscape and Landscaping - Phase 1						
Conceptual Design Opinion of Cost - Village Core Streetscape and Landscaping Site Elements						
November 5, 2007						
Prepared by: The Cecil Group, Inc.						
Estimated Bid Date: 2010						
Assumptions						
- Phase 1 Improvement Zone extends from east side of alley at Webster Hall to west side of alley at TD Banknorth						
<i>Main Street pavement improvements consist of embossed asphalt pavement on main Street between curb lines, new sidewalk pavement both sides, curb line revisions at "bump-outs", crosswalk treatments, site furniture, street trees and ornamental lighting</i>						
- Alley improvements assumed to be new unit paver roadway treatment, sidewalk pavement both sides and crosswalk treatment						
- Improvements to Merchants Way at rear of buildings assumed to be carried by property owners as redevelopment cost						
- Assume gravel base under existing pavement to be demolished is re-useable						
- No improvements to riverfront east of RR tracks						
- Single phase construction - no project demobilization						
CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
01500	Project Mobilization	LS	1		\$5,000	Field office, project sign, temporary power, equipment transport, etc. Lump sum allowance
02120	Selective Demolition				\$11,230	
	Sawcutting	LF	1380	3.50	\$4,830	Cut existing Main Street pavement at curb line, alleys, crosswalks and sidewalk pavement at bldg faces
	Pavement demolition	CY	260	20.00	\$5,200	Demolish and remove existing street pavement and sidewalk pavements both sides of Main, alley pavement to Merchants Way
	Stockpile Curb	LF	120	10.00	\$1,200	Remove and stockpile existing Main Street curb at locations of prop. curb "bumpouts"
02200	Earthwork				\$7,502	
	Gravel borrow	CY	50	18.00	\$900	Allowance for offsite gravel material for pavemant as required
	Dense graded crushed stone at new curblines	CY	10	20.00	\$200	8"gravel base course.
	Fine Grading and Compacting	SY	2,328	2.75	\$6,402	Final grading of paved surfaces. Spread gravel as req'd from offsite source
02270	Slope Protection and Erosion Control				\$5,000	

CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
	Site prep / erosion control	LS	1		\$5,000	Place and remove geotextile fabric at cb's, stakes, hay bales at river, temporary structures. Lump sum allowance.
02510	Bituminous Concrete Paving and Traffic Markings				\$94,320	
	Embossed/Stamped Bituminous Conc. Pavement	SF	13260	7.00	\$92,820	"StreetPrint" process. Assume 4" depth, sprd and rolled, base course and finish course on Main Street. Surface embossed and colored.
	Pavement striping	LS			\$1,500	Allowance for road and parking striping.
02515	Concrete Paving				\$7,400	
	Cement concrete sidewalks	SF	1,850	\$4.00	\$7,400	Misc.concrete sidewalks at seating area and alley sidewalks. System incl. 4" cement concrete, expansion joints @ 30' and scoring pattern.
02526	Granite Curb				\$4,510	
	Reset granite curbing - Straight	LF	80	22.00	\$1,760	Straight curb at Main Street "bumpouts" from stockpile
	Reset granite curbing - radius	LF	30	25.00	\$750	Radius curb at Main Street "bumpouts" from stockpile
	Granite curbing - Radius	LF	30	40.00	\$1,200	New 6" x 18" radius curb at at Main Street "bumpouts"
	Granite curbing - Straight	LF	20	40.00	\$800	New 6" x 18" straight curb at at Main Street "bumpouts"
02600	Site Utilities				\$20,000	
	Street storm drainage system	LS	1		\$20,000	Allowance for street drainage improvements
02782	Unit Pavers				\$198,040	
	Concrete Unit Pavers at Webster Hall alley	SF	3,480	20.00	\$69,600	Concrete pavers in travelled way at both alleys. Pavers set hand tight on 4" conc. slab and bit. conc. bedding.
	Concrete Unit Pavers TD Banknorth alley	SF	4,200	20.00	\$84,000	Concrete pavers in travelled way at both alleys. Pavers set hand tight on 4" conc. slab and bit. conc. bedding.
	Brick Pavers	SF	2,020	\$22.00	\$44,440	Brick pavers at both Main St sidewalks - set hand tight on 4" conc. slab and bit. conc. leveling bed.
02870	Site Furnishings				\$11,500	
	Benches	EA	4	1000.00	\$4,000	Six foot site benches with backs

CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
	Signage	LS	1	7500.00	\$7,500	Directional and information signs in village core
02900	Landscaping				\$6,200	
	Street trees	EA	5	1000.00	\$5,000	Deciduous trees on streets.
	Landscape shrubs	LS	1	1200.00	\$1,200	Deciduous/evergreen shrubs at "bumpouts and other public locations on streets/alleys.
16520	Street Lighting				\$78,300	
	Street Light	EA	5	7500.00	\$37,500	Ornamental roadway lighting to be approx. 20'+ pole hgt. 80' o.c. spacing. Furnished, installed with footings, conduit, wiring, connections and controls.
	Alley Street Light	EA	6	6800.00	\$40,800	Ornamental street lights at alleys to be approx. 16-18' pole hgt. 75' o.c. spacing. Furnished, installed with footings, conduit, wiring, connections and controls.
	Site Improvements Total				\$449,002	
	<i>Construction Contingency</i>				\$89,800.40	<i>20 % of construction cost at Conceptual Design Phase for unanticipated conditions.</i>
	Construction Total				\$538,802	Construction + Contingency
	General Conditions, Overhead and Profit				\$80,820	15% of Construction Total
	Soft Costs				\$82,044	
	Site Survey	LS	1	12000.00	\$12,000	Allowance
	Design/Engineering				\$64,656	Allowance - Assumed 12% of construction cost
	Permitting				\$5,388	Allowance - Assumed 1% of construction cost
	Total Project Cost (Y 2010 dollars)				\$701,667	

Village Core Streetscape and Landscaping - Phase 2						
Conceptual Design Opinion of Cost						
November 5, 2007						
Prepared by: The Cecil Group, Inc.						
Estimated Bid Date: 2010						
Assumptions						
- Phase 2 Improvement Zone extends east from alley at Webster Hall to Main St/Sandwich Rd intersection and west from alley at TD Banknorth to Sawyer Street						
- Phase 2 improvements consist of new sidewalk pavement both sides, curbline revisions at "bumpouts", crosswalk treatment, site furniture, street trees and new ornamental lighting						
- Improvements to Merchants Way at rear of buildings assumed to be carried by property owners as redevelopment cost						
- Assume gravel base under existing pavement to be demolished is re-useable						
- No improvements to riverfront east of RR tracks						
- Single phase construction - no project demobilization						
CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
01500	Project Mobilization	LS	1		\$5,000	Field office, project sign, temporary power, equipment transport, etc. Lump sum allowance
02120	Selective Demolition				\$17,225	
	Sawcutting	LF	2830	3.50	\$9,905	Cut existing Main Street pavement at crosswalks and sidewalks at bldg faces
	Pavement demolition	CY	326	20.00	\$6,520	Demolish and remove existing street pavement and sidewalk pavements both sides of Main Street
	Stockpile Curb	LF	80	10.00	\$800	Remove and stockpile existing Main Street curb at locations of prop. curb "bumpouts"
02200	Earthwork				\$8,285	
	Gravel borrow	CY	75	18.00	\$1,350	Allowance for offsite gravel material for pavement as required
	Dense graded crushed stone at new curbline	CY	18	20.00	\$360	8"gravel base course.
	Fine Grading and Compacting	SY	2,391	2.75	\$6,575	Final grading of paved surfaces. Spread gravel as req'd from offsite source
02270	Slope Protection and Erosion Control				\$8,000	
	Site prep / erosion control	LS	1		\$8,000	Place and remove geotextile fabric at cb's, stakes, hay bales at river, temporary structures. Lump sum allowance.

CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
02510	Bituminous Concrete Paving and Traffic Markings				\$9,100	
	Embossed/Stamped Bituminous Conc. Pavement	SF	800	7.00	\$5,600	"StreetPrint" process. Assume 4" depth, sprd and rolled, base course and finish course on Main Street crosswalks. Surface embossed and colored.
	Pavement striping	LS			\$3,500	Allowance for road and parking striping.
02515	Concrete Paving				\$56,600	
	Cement concrete sidewalks	SF	14,150	\$4.00	\$56,600	Concrete concrete at sidewalks (5' +/-w). System incl. 4" cement concrete, expansion joints @ 30' and scoring pattern.
02526	Granite Curb				\$3,760	
	Reset granite curbing - Straight	LF	80	22.00	\$1,760	Straight curb at Main Street "bumpouts" from stockpile
	Granite curbing - Radius	LF	50	40.00	\$2,000	New 6" x 18" radius curb at at Main Street "bumpouts"
02600	Site Utilities				\$35,000	
	Street storm drainage system	LS	1		\$35,000	Allowance for street drainage improvements
02782	Unit Pavers				\$186,780	
	Brick Pavers	SF	8,490	\$22.00	\$186,780	Brick pavers as accent band at concrete sidewalk ((3' w) - set hand tight on 4" conc. slab and bit. conc. bedding.
02870	Site Furnishings				\$5,500	
	Benches	EA	2	1000.00	\$2,000	Six foot site benches with backs
	Signage	LS	1	3500.00	\$3,500	Directional and information signs
02900	Landscaping				\$28,500	
	Street trees	EA	25	1000.00	\$25,000	Deciduous trees on streets - Allowance.
	Landscape shrubs	LS	1	3500.00	\$3,500	Deciduous/evergreen shrubs at "bumpouts and other public locations on streets.
16520	Street Lighting				\$157,500	
	Street Light	EA	21	7500.00	\$157,500	Ornamental roadway lighting to be approx. 20'+ pole hgt. 80' o.c. spacing. Furnished, installed with footings, conduit, wiring, connections and controls.

CSI #	Description	Unit	Quantity	Unit Cost	Amount	Remarks
	Site Improvements Total				\$521,250	
	<i>Construction Contingency</i>				\$104,250.05	<i>20 % of construction cost at Conceptual Design Phase for unanticipated conditions.</i>
	Construction Total				\$625,500	Construction + Contingency
	General Conditions, Overhead and Profit				\$93,825	15% of Construction Total
	Soft Costs				\$96,315	
	Site Survey	LS	1	15000.00	\$15,000	Allowance
	Design/Engineering				\$75,060	Allowance - Assumed 12% of construction cost
	Permitting				\$6,255	Allowance - Assumed 1% of construction cost
	Total Project Cost (Y 2010 dollars)				\$815,640	