

**Community Development Strategy
January 2018**

I. Introduction

The focus of the Town of Middleborough's Office of Economic and Community Development is to maintain a sustainable, livable, safe community for all citizens, including very low, low and moderate income persons. The 2018 Community Development Strategy provides a description of the goals and objectives the Town of Middleborough will undertake for the next three to five years in addressing priority needs.

II. Planning Processes/Documents

The Middleborough planning documents that serve as a strong base for shaping our strategy include:

- Affordable Housing Production Plan (2016)
- Market Analysis & Business District Assessment and Supplemental Report (2017)
- Open Space and Recreation Plan (2012)
- Community Preservation Plan (2012)
- Community Development Plan (2005)
- Master Plan, Findings and Alternatives Report (2001)
- Downtown Streetscape Master Plan (1998)
- Historic Preservation Plan (1987)

Middleborough's Community Development Plan, the Affordable Housing Production Plan, Market Analysis, the Master Plan, and the Community Development Strategy are the most inter-related of the planning documents. The Master Plan, the most extensive document, addresses circulation and transportation issues, natural, historic and recreational resources, land use, and housing. The Community Development Plan and the Affordable Housing Production Plan both have an economic development and housing/affordable housing focus. These documents support and strengthen each other and are intended to facilitate addressing the needs of the community over the next five years. Through planning documents, public participation, and consultation with departments and stakeholders, the following outlines priority activities in key areas.

Housing

Goal: *Increase the availability of existing affordable housing options within the Town of Middleborough for extremely low-, low-, and moderate-income residents.*

Objectives:

1. Rehabilitate existing owner-occupied units
2. Provide emergency housing rehabilitation to address health and safety concerns.
3. Support nonprofits in obtaining other available funds.
4. Acquire existing housing units to rehabilitate and sell to very low-, low-, and moderate-income residents.
5. Pursue new funding sources that would support rehabilitation of existing affordable housing.
6. Improve leverage opportunities for the redevelopment and preservation of affordable housing.

Goal: *Increase the production of new affordable housing options available to extremely low-, low-, and moderate-income residents.*

Objectives:

1. Target affordable units and other development investments for the downtown area

2. Increase the proportion of housing types suited to smaller households and elderly households
3. Support nonprofits in obtaining other available funds.
4. Identify potential CHDO's to partner with Middleborough/ HOME consortium lead agency.
5. Utilize vacant land or existing housing units to be demolished for production of new affordable housing.
6. Create Smart Growth 40R Zoning Overlays
7. Review and amend Town-wide zoning
8. Partner with developers and organizations in order to provide affordable housing opportunities.
9. Pursue new funding sources that would support new development of various affordable housing models.
10. Improve leverage opportunities for the development of new affordable housing options.

Goal: *Promote sustainability of neighborhoods through increased homeownership and neighborhood stabilization opportunities.*

Objectives:

1. Support down payment assistance to low-, and moderate-income first-time homebuyers.
2. Support affordable housing initiatives for first-time homebuyers.

Infrastructure and Community/Public Facilities:

Goal: *Improve handicapped accessibility throughout Middleborough public ways and public facilities.*

Goal: *Provide improved and increased water and sewer lines, streets, sidewalks and other infrastructure components in neighborhoods, Town Center and to support new housing and economic development.*

Goal: *Preserve, make sustainable, and re-use public buildings of historic significance through renovation and rehabilitation.*

Objectives:

1. Identify and install ADA-approved accessibility modifications to existing infrastructure in target neighborhoods.
2. Improve accessibility to conservation areas, parks, neighborhood centers and all public buildings.
3. Prioritize and move forward with street improvements in the downtown corridor and neighborhoods.
4. Identify public buildings of historic significance to renovate, install energy efficient upgrades and re-use to provide services.

Economic Development

Goal: *Provide special economic development programs to increase downtown revitalization and to assist in creating jobs.*

Objectives:

1. Create façade and signage improvement programs to improve downtown retail appearance and promote investment.
2. Work with local organizations and colleges to target and create workforce training programs.
3. Invest in special economic development activities to increase the potential of new industrial/manufacturing expansion, agribusiness, and downtown redevelopment.

Public Services

Goal: *Promote services to elderly and low income persons that address homelessness and services to seniors.*

Objectives:

1. Increase the availability of goods and services to low and moderate-income elderly.

III. Priority Projects

<u>Project</u>	<u>Priority</u>	<u>Target Year</u>	<u>Funds</u>
Housing			
Re-establish Housing Rehabilitation and Emergency Assistance Programs	High	2018-2019	CDBG, Local funds
Adopt inclusionary housing requirements for housing developments over 6 units.	Medium	2018-2020	Planning Dept. Fund
Complete the adoption of 40R Smart Growth zoning to facilitate the creation mixed use/high percentage of affordable housing units in Middleborough	High	2018-2019	DLTA SRPEDD Community Compact
Utilize vacant or re-use Town-owned parcels near downtown for development into affordable housing.	High	2020-22	Private Development, Municipal, CDBG, MHA
Economic Development & Downtown Revitalization			
Partnership with Job Training/Local Colleges for workforce development training in trades/advanced manufacturing/	High	2019-20	State funds, federal funds, local funds
Improve appearance of downtown through creation of Sign and/or Façade Programs, Technical Assistance for owners on marketing, design.	High	2019-2021	CDBG, private investment, state funds
Maintain the Town's rural character by providing the opportunity to combine natural resources with economic development such as recreation, eco-tourism, and agribusiness.	Medium	2021-22	Mass Recreation Grant, Collaboration with Nature Conservancy & Mass. Fish and Wildlife.
Infrastructure & Community Facilities			
Complete water main, drainage, parking lot, street and sidewalk infrastructure improvements in Town Center	High	2018-22	Mass Works Funds, Chap. 90, private development, DPW funds
Make upgrades to the community's primary recreational facility to include pool infrastructure, pavement, and safety improvements.	Medium	Ongoing	MA Recreation grant, Private Foundation
Install ADA-approved accessibility improvements (curb cuts) to existing sidewalks throughout the community.	High	2018	CDBG
Work with Housing Authority and DPW to make streets and sidewalk Improvements on Benton Ave.	Medium-High	2021	CDBG, Chap. 90
Pursue energy efficiency and cost savings in municipal buildings.	Medium	Ongoing	In-House Green Energy Committee, Town Funds
Land Use & Planning			
Growth District designation to access infrastructure funds for economic development and regional roadway construction to alleviate congestion at Rotary and I-495.	High	Ongoing	Municipal
Complete final article of LID standards – Solar	Medium	2018-2019	Municipal
Conservation			
Promote implementation of a range of strategies to protect working agricultural lands.	Medium	Ongoing	Municipal
Continue to work with preservation partners to preserve open space/historic resources.	High	2018-2022	Open Space Grants, Partnering with Conservation Agencies, CPA Future Funds
Public Social Services			
Public social services (regional and local) that address homelessness and senior services (i.e., emergency assistance, food pantry/food bank coordination, financial literacy).	High	2019-2022	CDBG, MAAC