



# ADD IT UP

## Unpacking the Potential of Rural Redevelopment



### PANELISTS

- Chloe Learey, Executive Director, Winston Prouty Center
- Dan Ridlehoover, Director of Project Development, M&S Development
- John Dunbar, Co-owner, Whitaker Properties, Inc.
- Zak Hale, CFO/Partner, Hale Resources
- Amy Tomasso, Community Planning & Project Manager, VT DHCD | Community Planning & Revitalization

### MODERATOR

- Jennifer Stromsten, Director of Programs, BDCC

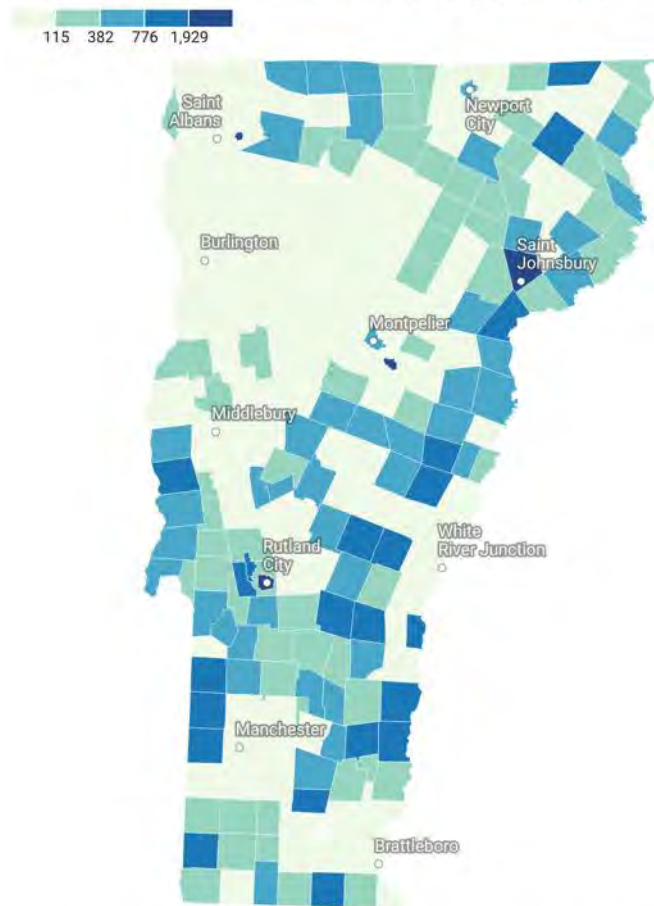
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**DRM** DOWNS  
RACHLIN  
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# Introduction

## Vermont's Existing Capacity for Growth

Many towns around Vermont have depopulated meaning the current population is lower than the historical peak. Recent growth has clustered in and around Chittenden County. Rural revitalization can be part of Vermont's population growth strategy to fill the latent capacity in our communities. In total, Vermont's estimated latent capacity is over 70,000.



Estimated Latent Capacity = Historical Population Peak - Current Population using Census data from 1791 to 2020. A value of 0 does not mean there is no capacity to grow - it highlights where growth is occurring.

Map: Vermont Futures Project • Source: Vermont Center for Geographic Information • Created with Datawrapper

### Wardsboro

Latent Capacity: 1184

Historical Peak: 2053

2020 Population: 869

### Halifax

Latent Capacity: 987

Historical Peak: 1758

2020 Population: 771

### Sandgate

Latent Capacity: 800

Historical Peak: 1187

2020 Population: 387



**How much?**

**Where?**

**What?**

**Who?**





# Winston-Prouty - Brattleboro

Chloe Learey, Executive Director



# Winston Prouty Development Project UPDATE

April 2024



The Winston Prouty Center has embarked on a project to build housing on its campus to be a part of the solution to the housing crisis our community is facing.

The ultimate outcome is to build 300 units of diverse housing that meets the needs of all different kinds of people. This includes multiple types of units with possibilities for renting and owning.

It will be affordable for many, not just those who are in the lowest or highest income brackets. An inclusive community is ultimately healthier for all.



# What we have done so far

Master plan – resource mapping (ANR, etc.), site analysis, site layout, architectural renderings

Water Sewer Study - Dufrense Group (VCDP grant)

Archaeological Study - Hartgen Archeological (VCDP grant)

Phase I & II Environmental Assessment - KAS Environmental Science and Engineering.

Wetland Assessment – Arrowwood Environmental

Site Survey - Huntley Survey

Market Study - Camoin Associates

Traffic Study - WCG /Corey Mack

Stormwater Master Plan - Hodgman Engineering

Neighborhood Designated Area status – Town of Brattleboro Planning Office





# Funding Received

Strolling of the Heifers	\$175,000
Private trust	\$85,000
Thomas Thompson Trust	\$50,000
Town of Brattleboro	\$50,000
CDBG water/sewer study	\$50,000
Windham Regional Commission Brownfields	\$47,000
Individual donations	\$2000
Crosby Gannett Fund	\$10,000
<b>Total received</b>	<b>\$469,000</b>
Winston Prouty pledge	\$178,000







# Prouty Campus Initial Conceptual Design





# Funding the Project

- Cost of initial conceptual design higher than value
  - What rents will market support, and what are appropriate AMI targets to realize the vision of a mixed income community?
  - How to capitalize on our strengths: community building, experienced operator, low land basis?
  - What are cost effective options to build 300 units?
  - What is a supply chain strategy that can deliver 300 units within 5 years?

Answering the question:

Could the project “pencil” as a private investment,  
with equity and a commercial construction loan,  
possibly with some tax incentives,  
and thereby avoid the traditional LIHTC route?





# Why seek other sources of funding?

- LIHTC funding is in short supply → not enough funding to restore the housing imbalance in VT.
- LIHTC funding is focused on 60% AMI and below → Brattleboro has a shortage of housing at all income levels<sup>1</sup>
- Mixed-income communities:
  - Mirror the needs of the existing housing shortage,
  - Are proven to lead to better equity and educational outcomes for all,
  - Offer an opportunity to tap into a different source of funding that doesn't “cannibalize” limited LIHTC funding,
  - Offer a significant proportion of workforce affordable housing

1. *Town of Brattleboro Housing Action Plan, December 2021; market study 2023*



# Can It Work?



Yes, we think  
so!

High-quality, energy-efficient modular homes reduce need for onsite labor in an extremely tight labor market.

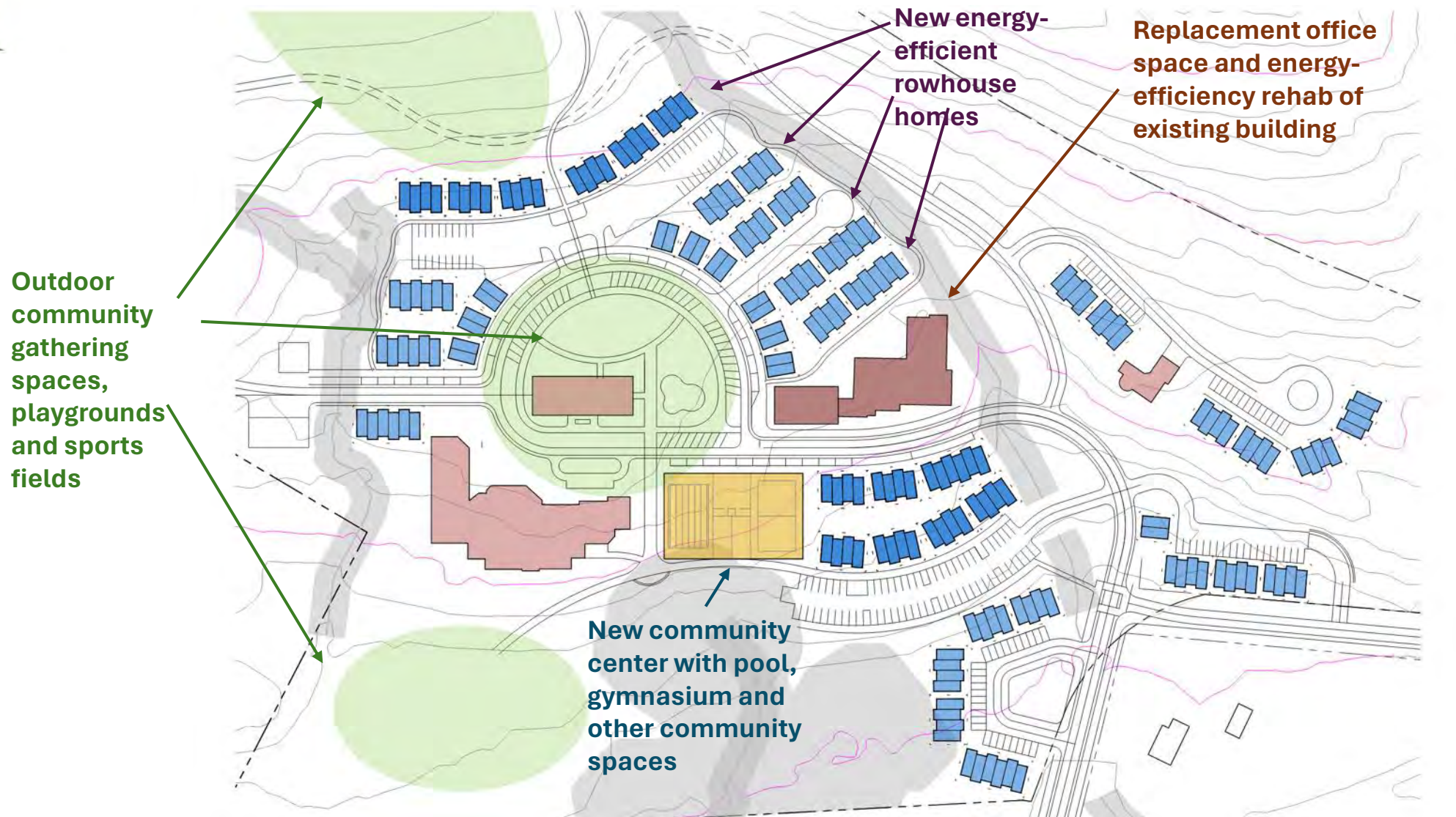
Modular construction can also lower cost while maintaining quality, so that we can serve a mix of incomes

Triplex/quad-plex designs in neighborhood clusters fits with community and creates backyards for families.

Community open spaces and amenity buildings that are owned by WPC and can be shared with the broader community.

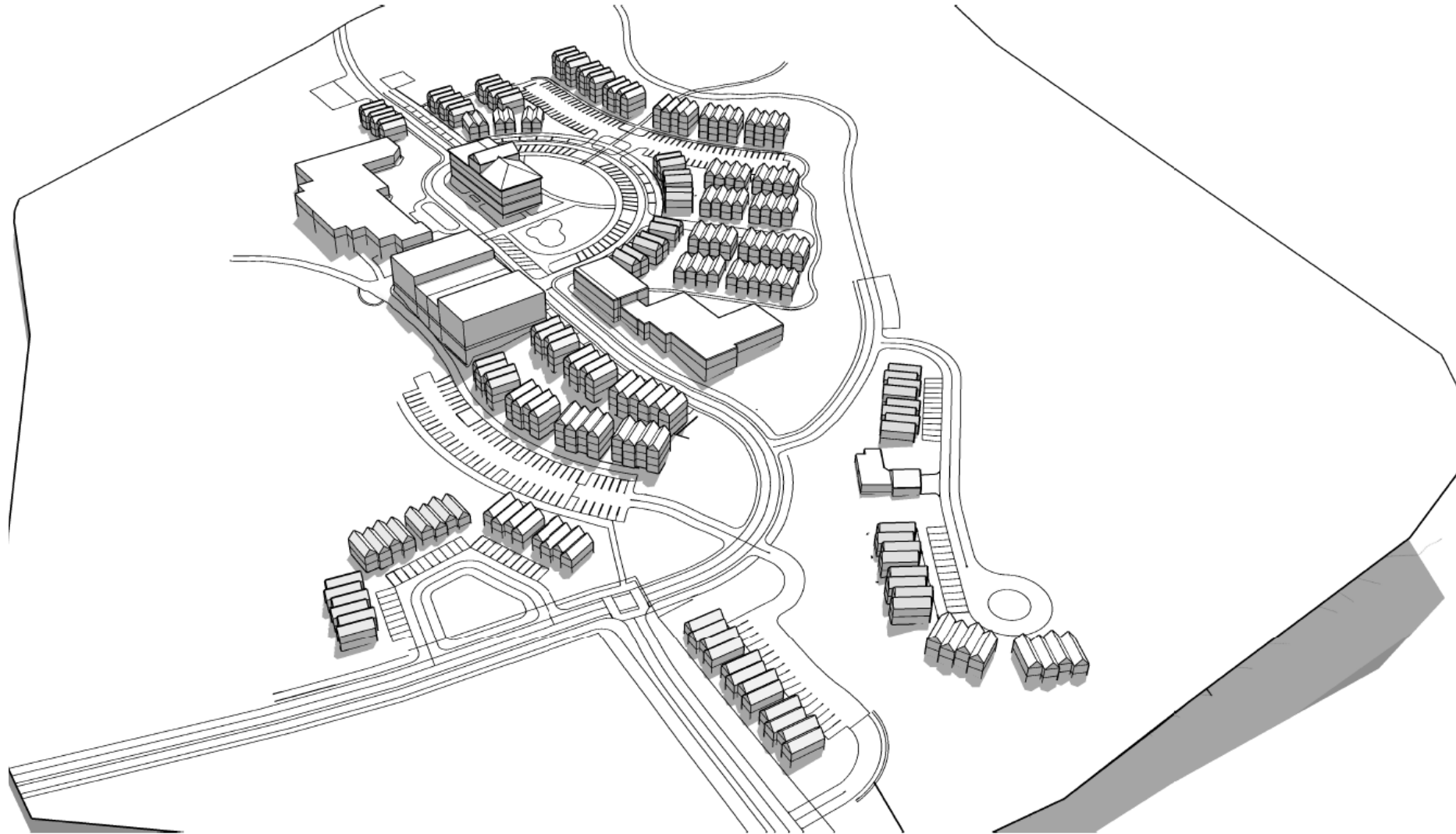


# 300 units of housing, office space and a community center





300 units of housing, office space and a community center







# What are row-houses? What do they look like?

- Efficient to construct
- Energy efficient
- Suitable for families
  - Outdoor play-spaces
  - “Eyes on the street”
- Suitable for individuals
  - Young people starting out
  - Older individuals downsizing
- At-grade entries for seniors





# The math on the housing

Cost	total cost per unit				total project cost
Total Hard Cost	\$ 219,178				\$ 65,753,400
Total Soft Cost	\$ 43,393				\$ 13,017,900
Total Development Cost	\$ 262,571				\$ 78,771,300
Revenue	rent per SF	avg SF	total SF	total units	subtotal gross revenue
Average Rent per SF studios	\$ 3.25	500	27,000	54	\$ 1,053,000
Average Rent per SF 1beds	\$ 3.50	500	60,000	120	\$ 2,520,000
Average Rent per SF 2beds	\$ 2.70	1,000	126,000	126	\$ 4,082,400
total gross revenue					\$ 7,655,400
operating costs					1,913,850
net revenue					\$ 5,741,550
year 1 return on cost					7.29%



# Mixed-income community = range of AMI levels

*This is a sample of how the income distribution could work– this will change as design progresses and cost estimates are more accurate.*

AMI Analysis--VHFA chart

	affordable rent	utilities	monthly net rent	unit count
<b>60%</b>				
studio	1,030	150	880	7
1 bed	1,103	150	953	5
2 bed	1,325	150	1,175	2
<b>80% AMI</b>				
studio	1,376	150	1,226	11
1 bed	1,474	150	1,324	30
2 bed	1,768	150	1,618	7
<b>100% AMI</b>				
studio	1,720	150	1,570	12
1 bed	1,842	150	1,692	32
2 bed	2,210	150	2,060	14
<b>120% AMI</b>				
studio	2,060	150	1,910	12
1 bed	2,207	150	2,057	36
2 bed	2,650	150	2,500	35
<b>150% AMI (or lower, where max mkt rent is lower)</b>				
studio	2,350	150	2,200	12
1 bed	2,350	150	2,200	17
2 bed	3,270	150	3,120	68

Required Revenue	rent per SF	avg SF	net rent per unit	total units
Average Rent per SF studios	\$ 3.25	500	1,625	54
Average Rent per SF 1beds	\$ 3.50	500	1,750	120
Average Rent per SF 2beds	\$ 2.70	1,000	2,700	126

Actual Average Revenue	rent per SF	avg SF	net rent per unit	total units
Average Rent per SF studios	\$ 3.25	500	1,626	54
Average Rent per SF 1beds	\$ 3.50	500	1,751	120
Average Rent per SF 2beds	\$ 2.70	1,000	2,716	126



# SAMPLE Capital Stack

*for discussion  
purposes*

## Cost of residential component \$78,771,235

- Hard cost per unit \$219,178
- Soft cost per unit \$43,393
- Total per unit \$262,571 (300 units)

## Equity

- Debt @ 50% -- \$40,000,000
- New Markets Tax Credits @ 25% -- \$20,000,000
- Investors @ 15% -- \$12,000,000
- Grants @ 5% -- \$4,000,000
- Land equity @ 5% -- \$4,000,000





# One site, three projects, two capital strategies

## Public and grant funding



### Community Center

- New community space
- New gymnasium/farmer's market space.
- New community kitchen.
- New swimming pool.
- + energy retrofits to existing community facilities.
- 25K new SF (including pool)
- Approx \$26M



### Replacement office space

- Replacement office space approx. 10K SF
- Energy retrofit of 12K SF (final feasibility TBD)
- Approx \$11M
- Spaces house mission-driven organizations serving children, families and the community.

## Funded with private investment



### New housing

- 300 units mixed-income housing
- Highly energy efficient (meets VT "stretch" energy goals).
- Studio, 1-bed, 2-bed options from 700 SF-1000 SF
- Affordable to a mix of incomes from 60% AMI-150%+ AMI
- Includes rental and ownership options



# Next steps

- Advance site plan and site design, including infrastructure
  - Develop schedule, phasing plan and construction plan
- Advance design of structures:
  - Community buildings
  - Housing, including preconstruction planning
- Advance entitlements:
  - Act 250 permitting: confirm permit pathway and exemptions for NDA
  - Advance permits including Act 250, stormwater, etc.
- Confirm budgets and costs and create detailed return analysis
  - Identify and confirm possible tax credit and tax abatement programs
  - Discussions with lenders (construction, perm, possible HUD/Freddie/Fannie programs)
  - Discussions with equity sources (family office, individuals, institutional)



# Funding needed to continue

- \$1.1M to get to schematic design by Q2 2025 and develop capital strategy
- \$1M to complete permitting
- \$6M for water, sewer and road upgrades



# Why Invest

## **We can't afford **NOT** to do this project.**

- Brattleboro needed 500 units of housing to meet demand in 2021, and Vermont needs to add 30K to 40K units by 2030. This project will contribute significantly to the need.
- A healthy housing continuum that provides affordability to a diversity of people is essential.
- Winston Prouty is in a unique position – site control over a valuable asset willingness to build, trusted community partner.



# Contact information

Chloe Learey, Executive Director

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802-257-7852

# M&S Development

Dan Ridlehoover, Senior Manager of Project Development



## Rural Redevelopment Truths

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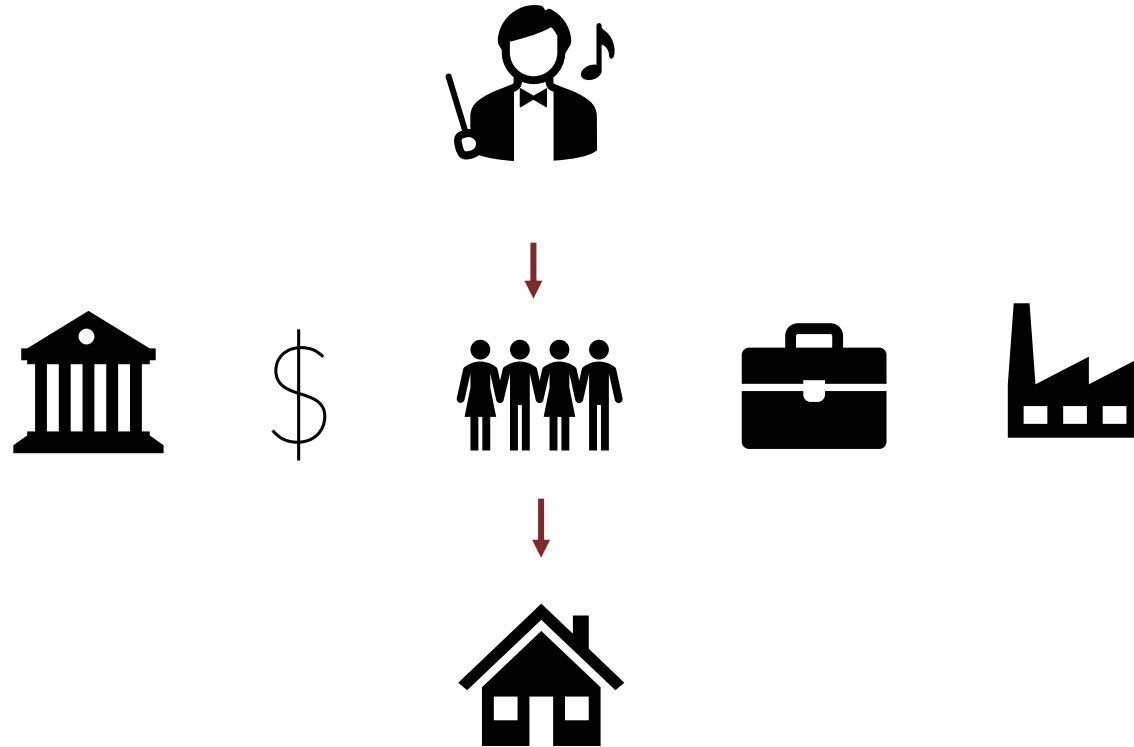
1. Rural redevelopment has deep-rooted challenges that you will not solve.
2. Your proforma has a gap.
3. Alone, you are not going to overcome #1 and #2.

How to Reconcile?



## Step 1 – Get People Saying “We”

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## Step 2 – Find “Free” Money

### Cost of Development



### Subsidizing Funding

- Grants
- Tax credits
- Public financing
- Mezzanine lending
- Energy efficiency incentives
- Philanthropic investors
- Couch cushions

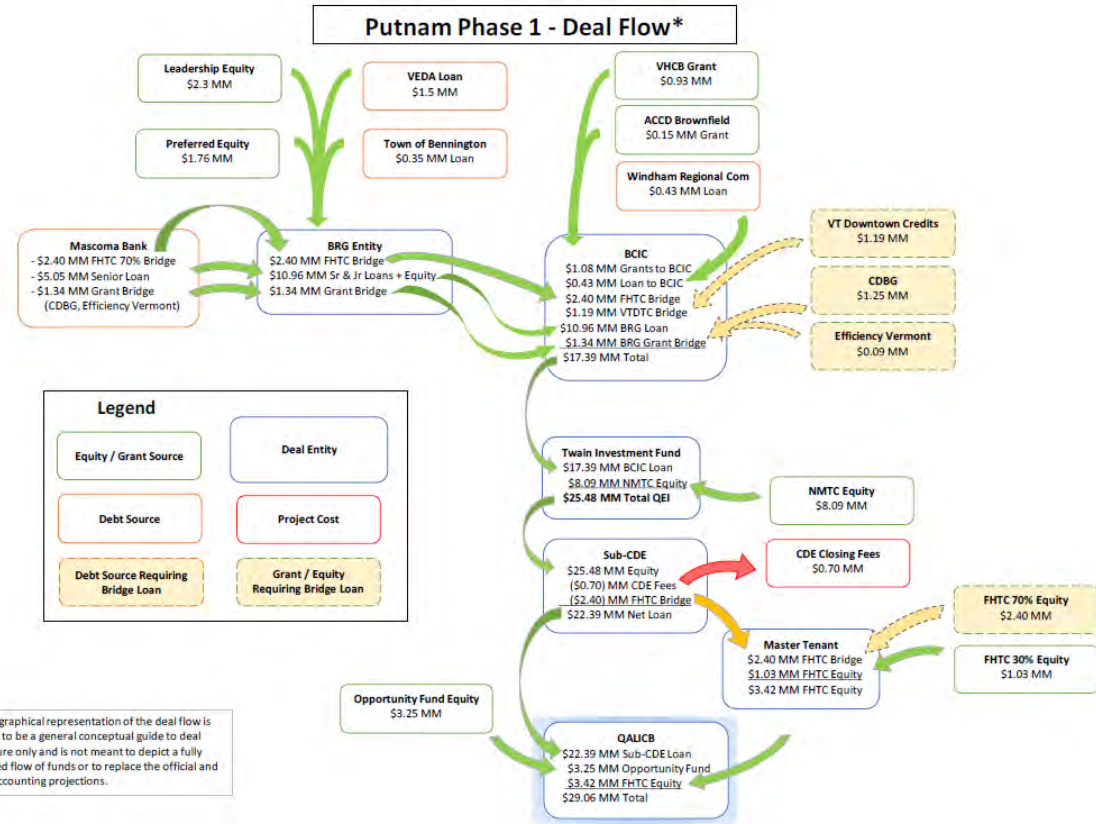


## Step 2 – Find “Free” Money

DeWitt Block - Capital Stack		
Funding Source	All Funding Sources	Permanent Construction Funding
Vermont Housing Finance Agency - <i>Construction Loan</i>	\$5,377,134	
Vermont Housing Finance Agency - <i>Low Income Housing Tax Credits</i>	\$3,196,850	
M&T Bank - <i>Federal Historic Preservation &amp; Housing Tax Credit Equity</i>	\$3,000,000	\$3,000,000
Brattleboro Savings & Loan - <i>Federal Historic Preservation &amp; Housing Tax Credit Equity</i>	\$1,220,000	\$1,220,000
Vermont State Housing Authority - <i>8 Project-Based Vouchers</i>	\$1,338,240	
Vermont Housing Finance Agency - <i>Senior Debt</i>	\$1,292,500	\$1,292,500
Vermont Housing Conservation Board - <i>American Recovery Plan Act State Fiscal Recovery Fund Grant</i>	\$1,054,000	\$1,054,000
VT Agency of Commerce & Community Development/VCDP - <i>Community Development Block Grant</i>	\$542,920	\$542,920
VT Agency of Commerce & Community Development - <i>VT Downtown &amp; Village Center Tax Credits</i>	\$577,100	
Brattleboro Savings & Loan - <i>State Historic Preservation Tax Credit Equity</i>	\$548,245	\$548,245
Community Investors	\$475,000	\$475,000
VHFA Vermont Housing Investment Fund - <i>Junior Debt</i>	\$379,000	\$379,000
Northern Border Regional Commission - <i>State Economic &amp; Infrastructure Development Grant</i>	\$350,000	\$350,000
Town of Brattleboro Revolving Loan Fund - <i>Junior Debt</i>	\$300,000	\$300,000
VT Agency of Commerce & Community Development/VDED - <i>Brownfields Revitalization Fund State Program Cleanup Grant</i>	\$142,844	\$142,844
M&S Development - <i>Deferred Developer Fee</i>	\$95,000	\$95,000
3E Thermal - <i>Thermal Insulation Grant</i>	\$60,100	\$60,100
BQ Realty- <i>Seller Financing</i>	\$50,000	\$50,000
Efficiency Vermont - <i>Energy Efficiency Rebates</i>	\$40,500	\$40,500
Windham Regional Commission / Environmental Protection Agency - <i>Brownfield Assessment Grant</i>	\$28,590	\$28,590
Green Mountain Power - <i>Energy Efficiency Rebates</i>	\$15,000	\$15,000
		<b>\$9,594,000</b>



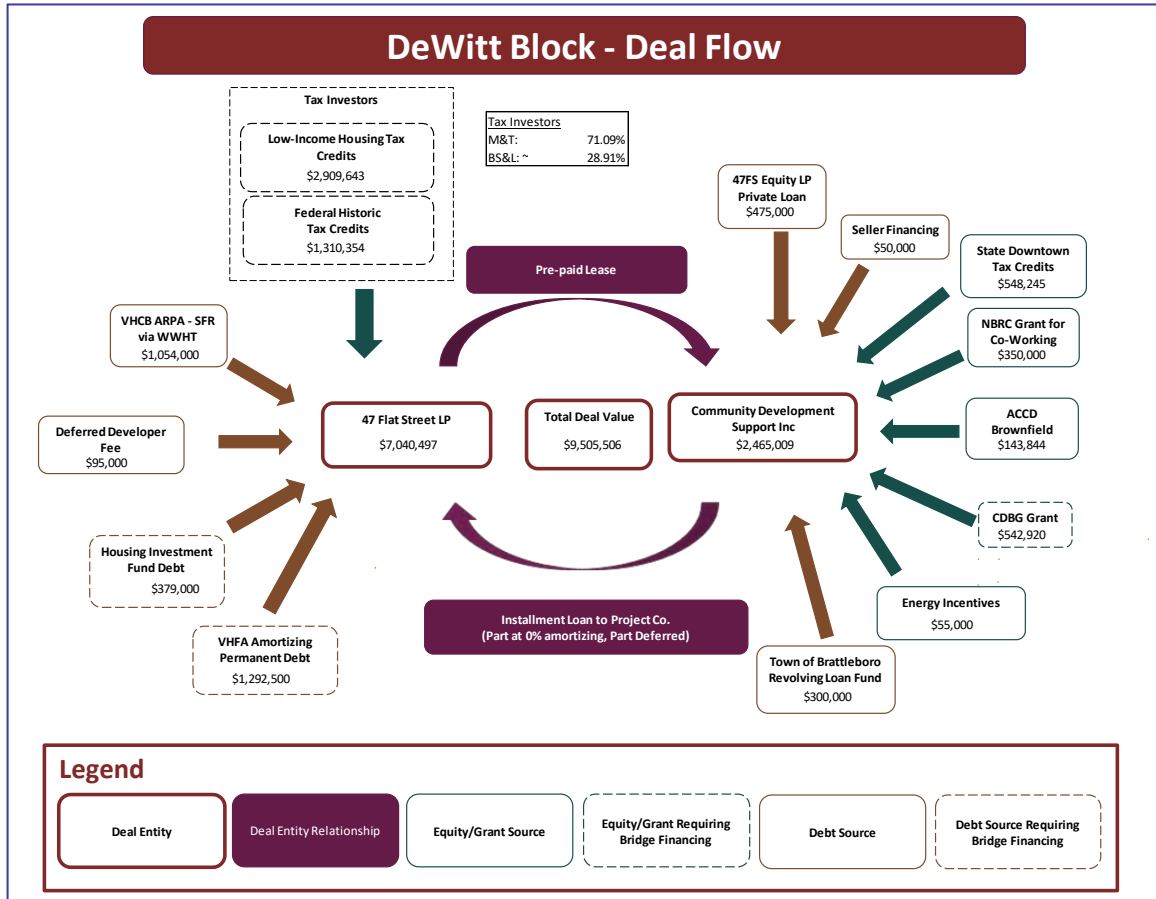
# Step 3 – Get Creative







## Step 3 – Get Creative





## Result – “We” all Win



Mostly not  
developers







# What Does Winning Look like?



## Putnam Block comes alive with residential tenants and soon-to-launch businesses

By Emma Cotton  
March 21, 2021, 1:15 pm



**Housing:** Livable communities where residents and businesses support each other.



## What Does Winning Look like?



Community Growth: Book stores, hair salons, pet supplies, coffee shops, offices





## What Does Winning Look like?



History:  
Preserve our  
buildings,  
preserve our  
downtowns





# Whitaker Properties

John Dunbar, Partner & CEO

# Raze or Raise?

Twin brothers look to improve the housing stock in Bellows Falls one property at a time



# 5 Myrtle St - Bellows Falls, VT

Originally a 3-unit

2 units habitable



# Existing Conditions

- Foundation Collapse
- Dirt Basement
- Rotted Floor Joists
- Non-compliant Stairs
- Inefficient Floor Plan



# Raze it?

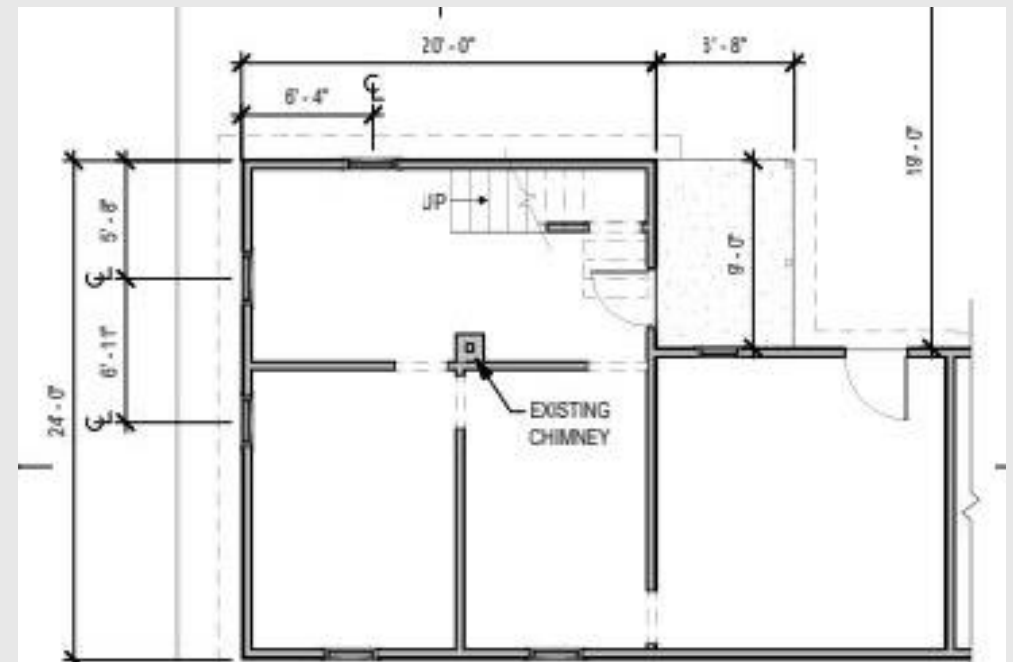
- Demo cost of \$40,000
- Create green space?
- Create additional parking?
- ROI?



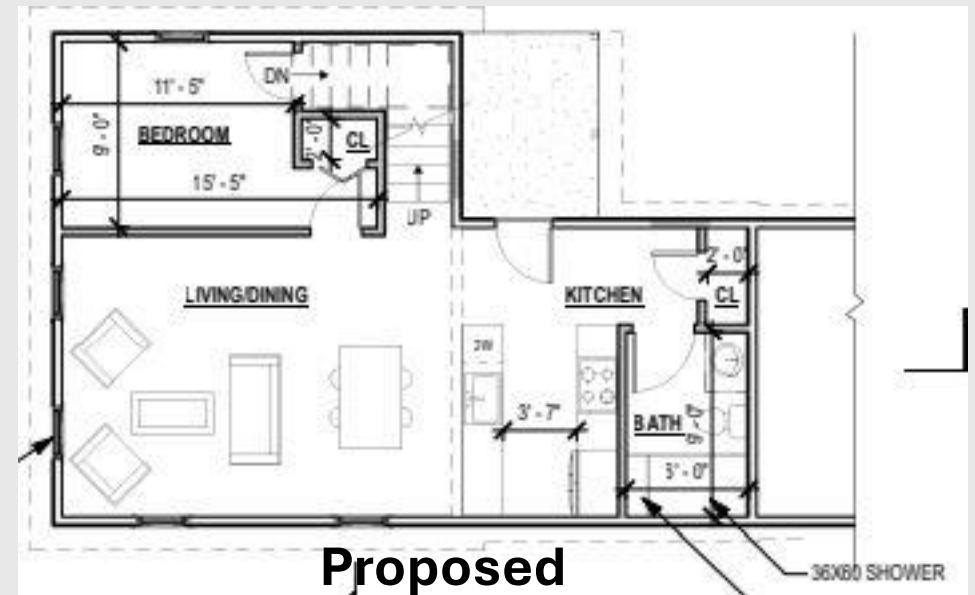


# Or Raise it?

- No debt
- Invest in the future
- Raise the expectation and perception of rental housing in our town



**Existing**



**Proposed**

# Before



# After





# Before



# After



# Before



# After





# Before



# After



# Does it pencil out?

**TOTAL COST: \$140,000**

- VHIP 1.0 Grant - \$30,000
- Sweat Equity - \$20,000
- 4% Loan - \$90,000

\* VHIP Grant subject to income tax (~\$4600)

## Annual Income: (HUD limit)

	2023	2024
Rent	\$11,196	\$12,508

## Annual Expenses:

	2023	2024
Mortgage:	\$6,540	\$6,540
Taxes: \$895	\$908	
Utilities: \$462	\$471	
Electricity:	\$2,230	\$2,013
Insurance:	\$667	\$766
Trash: \$204	\$204	
<b>TOTAL:</b>	<b>\$11,098</b>	<b>\$10,902</b>

## NET OPERATING INCOME:

	2023	2024
	\$98	\$1,606

**ROI: 1,428 yrs down to 87 Years!**

# Other Incremental Improvements

## 1-3 Oak Street – 7 Units



### 1 Oak Street

1 Unit, 2 bedrooms

### 3 Oak Street

5 Units, 1 bedroom

1 Unit, 2 bedroom



# Before



# After





# Before



# After



# Does it pencil out?



**3-Year Income: \$225,733**

**3-Year Expenses: \$114,892**

**NOI – 3 Years: \$110,841**

**Improvements: \$116,878**

**\$6,037 Loss over 3 years**

**No Grants or Other Subsidies**



# 7 and 9 Myrtle St

## Possibilities

7 Myrtle (Empty Lot)

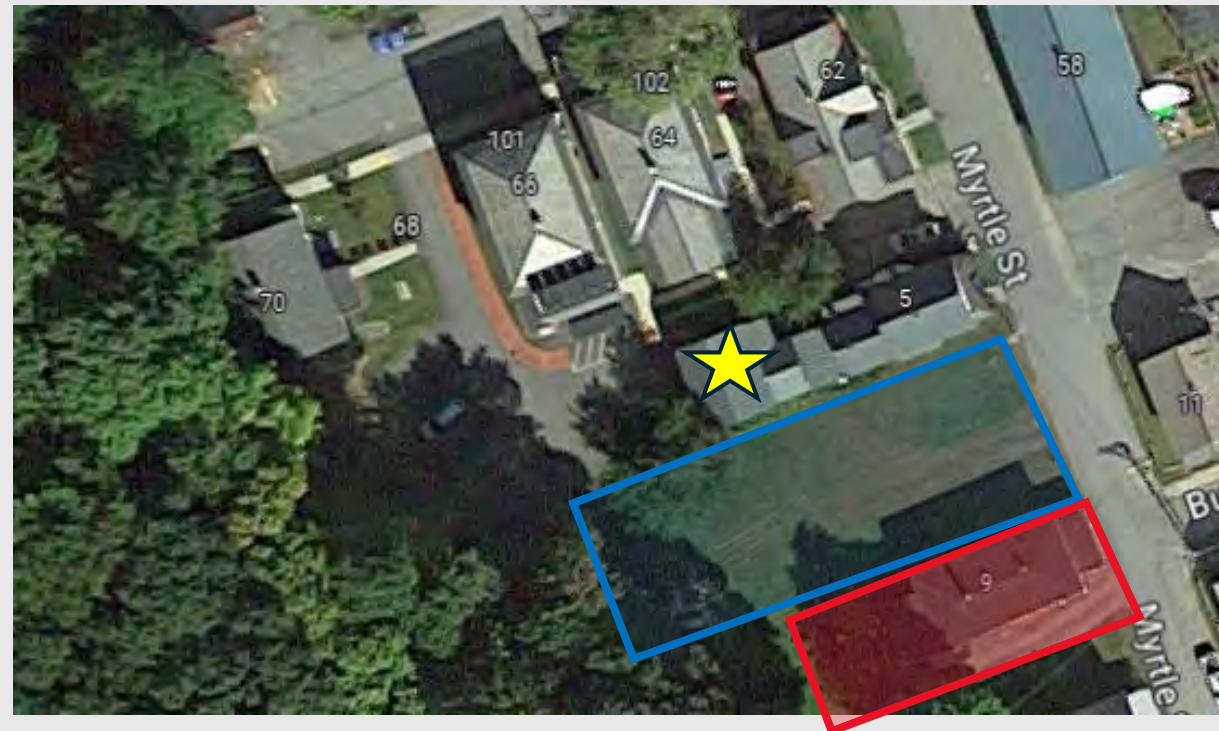
- 4 units?
- Homes for All?

9 Myrtle (Vacant Duplex - 2014)

- convert to 4 units?
- VHIP 2.0!

Opportunity to create 11 units  
where only 2 existed in 2020

- Zoning challenges



Hale



# Hale Resources

Zak Hale, Partner and CEO



## Real Estate Development

[www.haleresources.com](http://www.haleresources.com)

- 150 units purchased, renovated, and maintained since 2009.



## Property Management

[www.crmvt.net](http://www.crmvt.net)

- Subsidiary of Hale Resources, LLC
- 200+ Residential Units Under Management

*Providing Sustainable Quality Housing to Southern Vermont*

# Housing Portfolio

1. 150 of 211 units are Unrestricted.
2. (00) Units – LIHTC (Have Allocation)
3. (52) Units - Housing Choice Vouchers
4. (33) Units – Target to Homeless
5. (06) Units – Affordable Housing (CDBG)
  - a) (3) more in 2024 (CDBG)





Spinelli Field/  
Zemianek Track

eum

Bennington  
Elementary School

Bennington Sports Center

Bennington  
Recreation Center

Walloomsac River

Vermont DMV  
Bennington

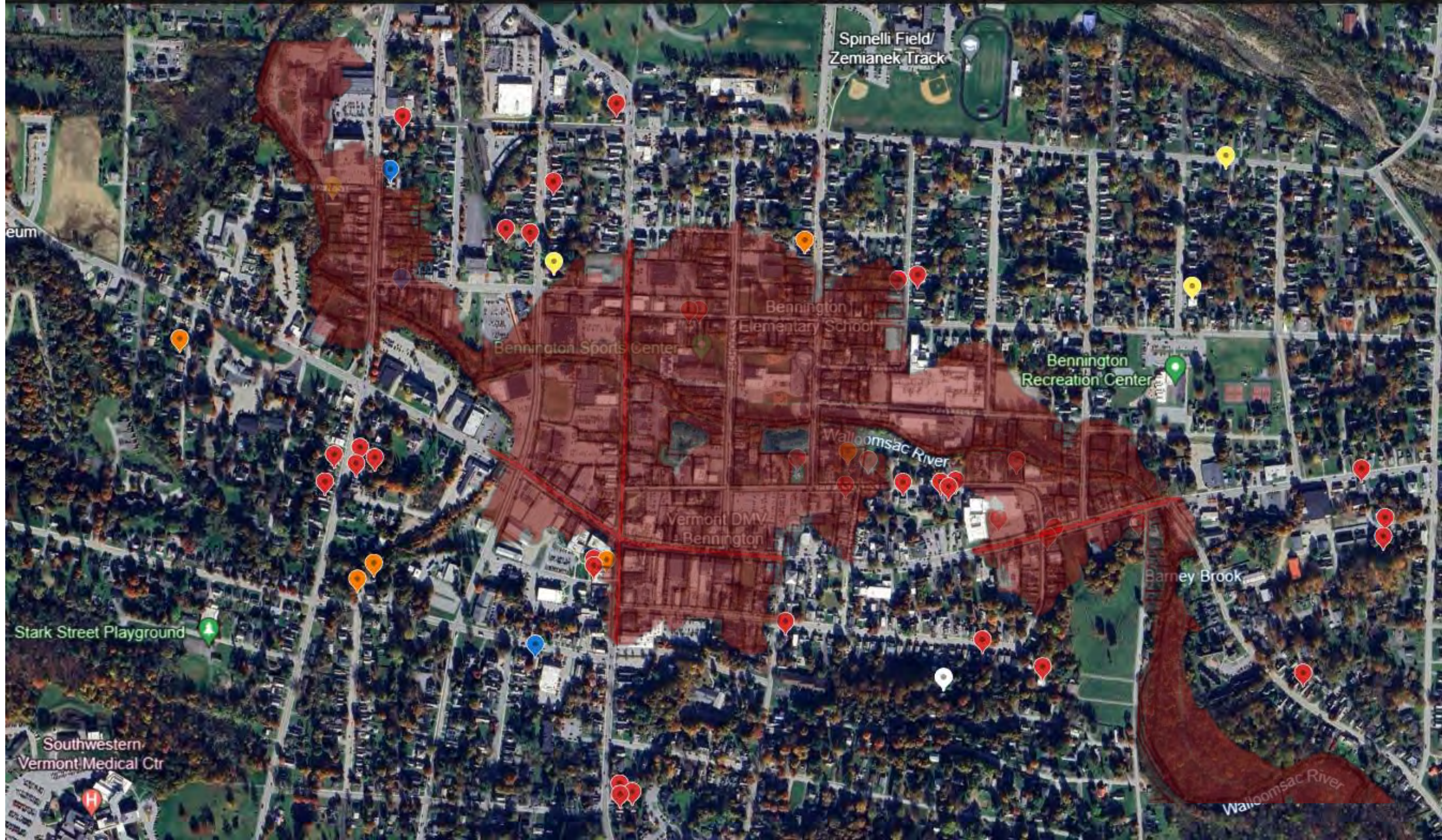
Barney Brook

Stark Street Playground

Southwestern  
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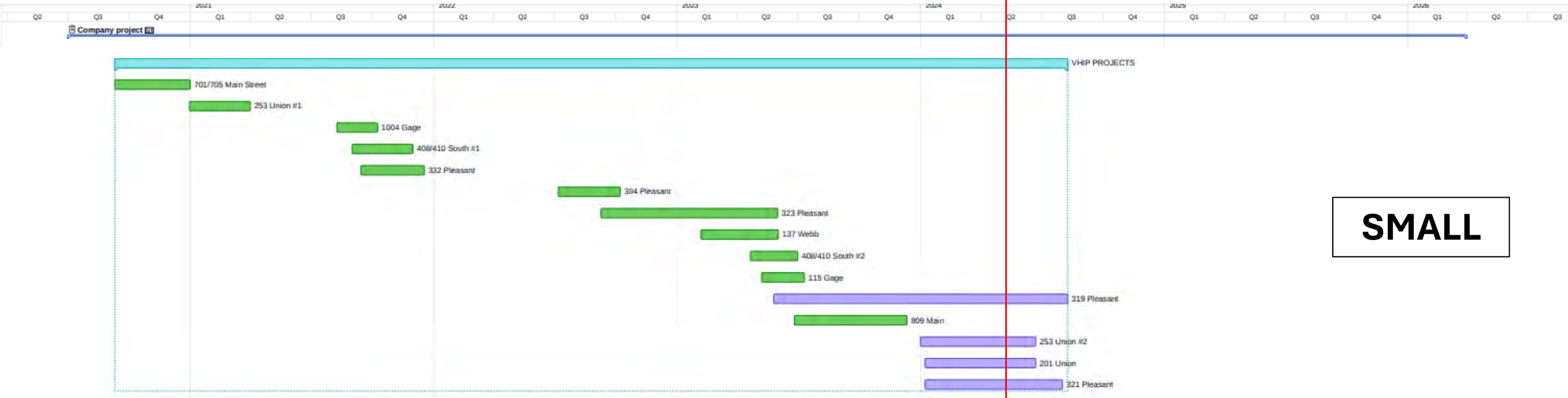
# 2020 - 2026

<b>Small Project</b>	<b>PROJECTS</b>	<b>TOTAL UNITS</b>	<b>RENOVATE</b>	<b>UNIT ADDED</b>
	<b>15</b>	<b>33</b>	<b>21</b>	<b>12</b>
<b>Medium Projects</b>	<b>PROJECTS</b>	<b>TOTAL UNITS</b>	<b>UNIT RENO</b>	<b>UNIT ADDED</b>
	<b>2</b>	<b>16</b>	<b>13</b>	<b>3</b>
<b>Large Projects</b>	<b>PROJECTS</b>	<b>TOTAL UNITS</b>	<b>UNIT RENO</b>	<b>UNIT ADDED</b>
	LIHTC	17	0	17
	NMTC	22	0	22
	<b>1</b>	<b>39</b>	<b>0</b>	<b>39</b>
<b>TOTAL</b>	<b>18</b>	<b>88</b>	<b>34</b>	<b>54</b>

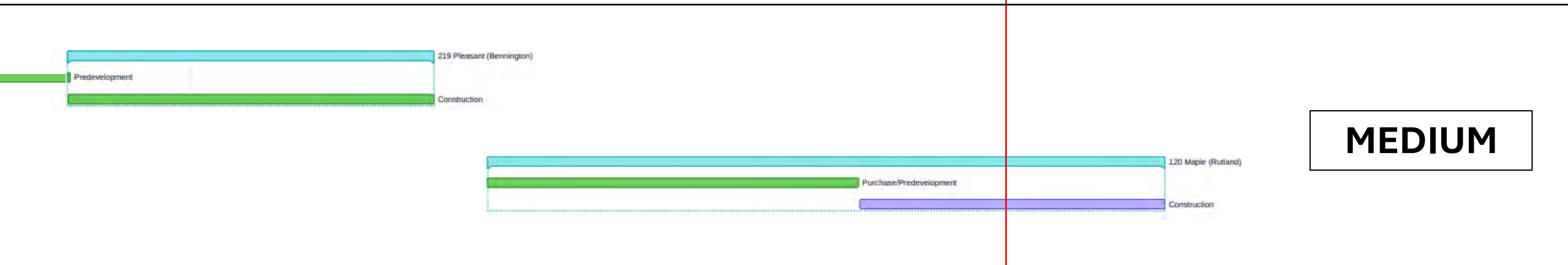
↓ Q2 2020

# SIX YEARS

Q2 2026 ↓

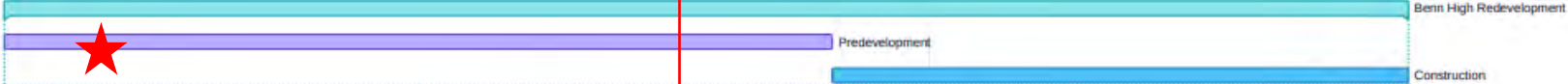


**SMALL**



**MEDIUM**

**LARGE**



PHP - JO



# Small projects

<b>Small Project</b>	<b>PROJECTS</b>	<b>TOTAL UNITS</b>	<b>RENOVATE</b>	<b>UNIT ADDED</b>	<b>SUBSIDY</b>	<b>PRIVATE</b>	<b>TDC</b>
	<b>15</b>	<b>33</b>	<b>21</b>	<b>12</b>	<b>\$ 1,289,133</b>	<b>\$ 630,782</b>	<b>\$ 1,919,915</b>
				<b>67%</b>	<b>33%</b>	<b>\$ 58,179</b>	
				<b>% OF TOTAL</b>		<b>Per Unit</b>	





Spinelli Field/  
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<b>Property</b>	<b>Units</b>	<b>Add</b>	<b>As Is</b>	<b>Renovation</b>	<b>As Complete</b>	<b>Increase</b>
123 Dewey	4	0	265,000	\$ 8,900	265,000	0
133 Dewey	3	0	225,000	\$ 13,975	225,000	0
201 Union	4	1	240,000	\$ 166,632	275,000	35,000
253 Union	2	1	140,000	\$ 147,592	210,000	70,000
809 Main	5	1	315,000	\$ 239,914	335,000	20,000
<b>TOTAL</b>	<b>18</b>	<b>3</b>	<b>1,185,000</b>	<b>\$ 577,013</b>	<b>1,310,000</b>	<b>125,000</b>

<b>Renovation</b>	<b>Grants</b>	<b>Invest</b>	<b>Value Up</b>	<b>Over Value</b>
8,900	-	8,900	-	(8,900)
13,975	-	13,975	-	(13,975)
166,632	80,000	86,632	35,000	(51,632)
147,592	80,000	67,592	70,000	2,408
239,914	169,015	70,899	20,000	(50,899)
<b>577,013</b>	<b>329,015</b>	<b>247,998</b>	<b>125,000</b>	<b>(122,998)</b>









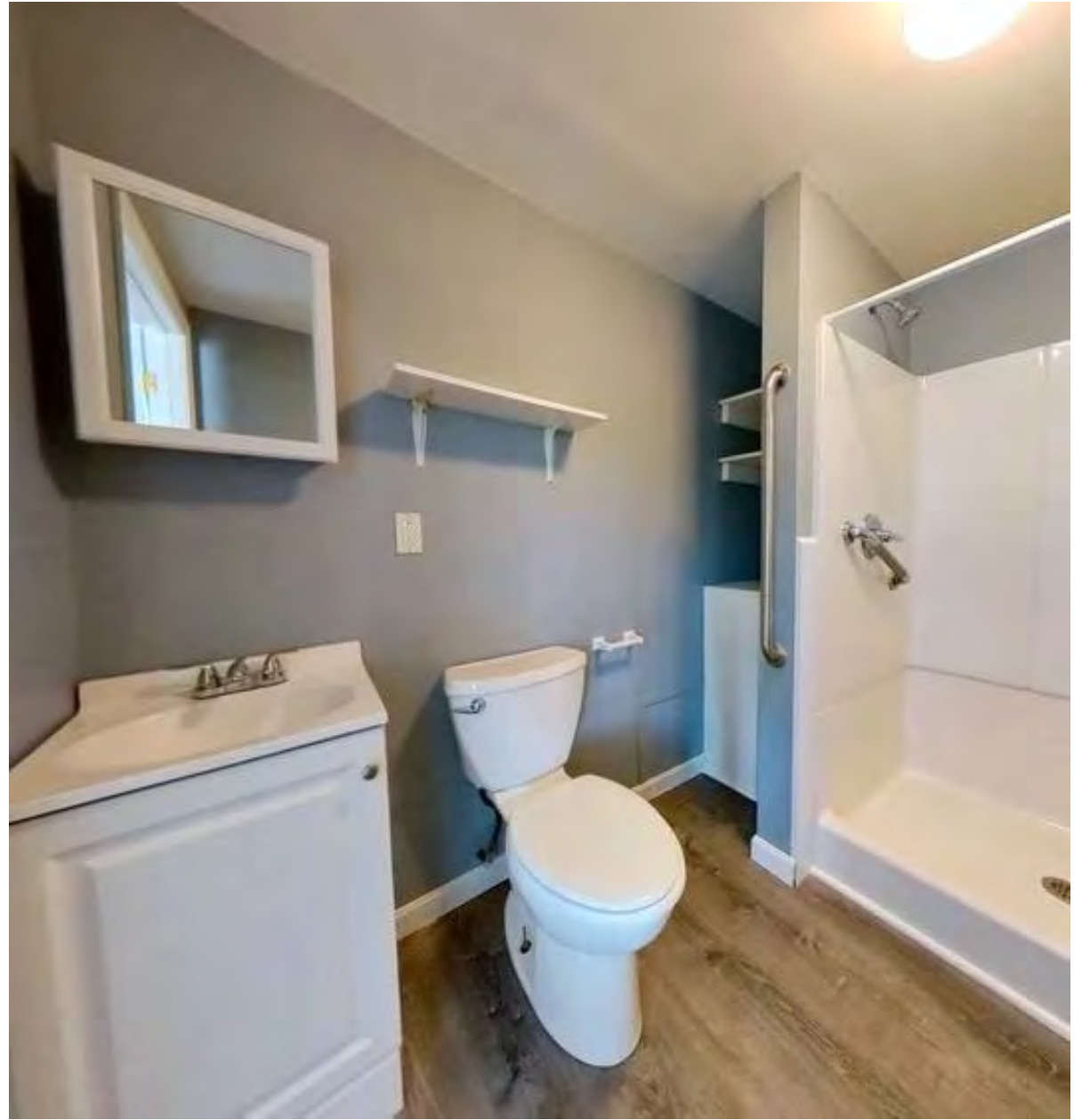




<b>SCOPE OF WORK - 809 Main St</b>		
1	<b>CLEANING</b>	\$ 11,146.30
2	<b>DEMO</b>	\$ 8,580.00
3	<b>ELECTRICAL</b>	\$ 25,000.00
4	<b>EXTERIOR/SIDING</b>	\$ 15,400.00
5	<b>FLOORING</b>	\$ 9,500.00
6	<b>FRAMING</b>	\$ 10,200.00
7	<b>HEATING/PLUMBING</b>	\$ 38,502.45
8	<b>INSULATION</b>	\$ 44,135.00
9	<b>INTERIOR PAINTING</b>	\$ 7,040.00
10	<b>KITCHEN</b>	\$ 11,480.00
11	<b>PARKING/SIDEWALK</b>	\$ 1,712.50
12	<b>PUNCHLIST</b>	\$ 4,080.00
13	<b>ROOFING</b>	\$ 4,000.00
14	<b>SHEETROCK</b>	\$ 9,000.00
15	<b>TRIM/DOOR</b>	\$ 7,200.00
16	<b>WINDOW</b>	\$ 3,096.00
17	<b>SUPERVISING</b>	\$ 16,805.78
<b>SUBTOTAL</b>		<b>\$226,878.03</b>
<b>Contingency</b>		\$ 22,687.80
<b>Total</b>		<b>\$249,565.83</b>

<b>SOURCES</b>	
<b>VHIP</b>	\$ 100,000
<b>HHI</b>	\$ 30,000
<b>CAPSTONE</b>	\$ 39,015
<b>PRIVATE</b>	\$ 80,551
<b>TOTAL</b>	<b>\$ 249,565.83</b>



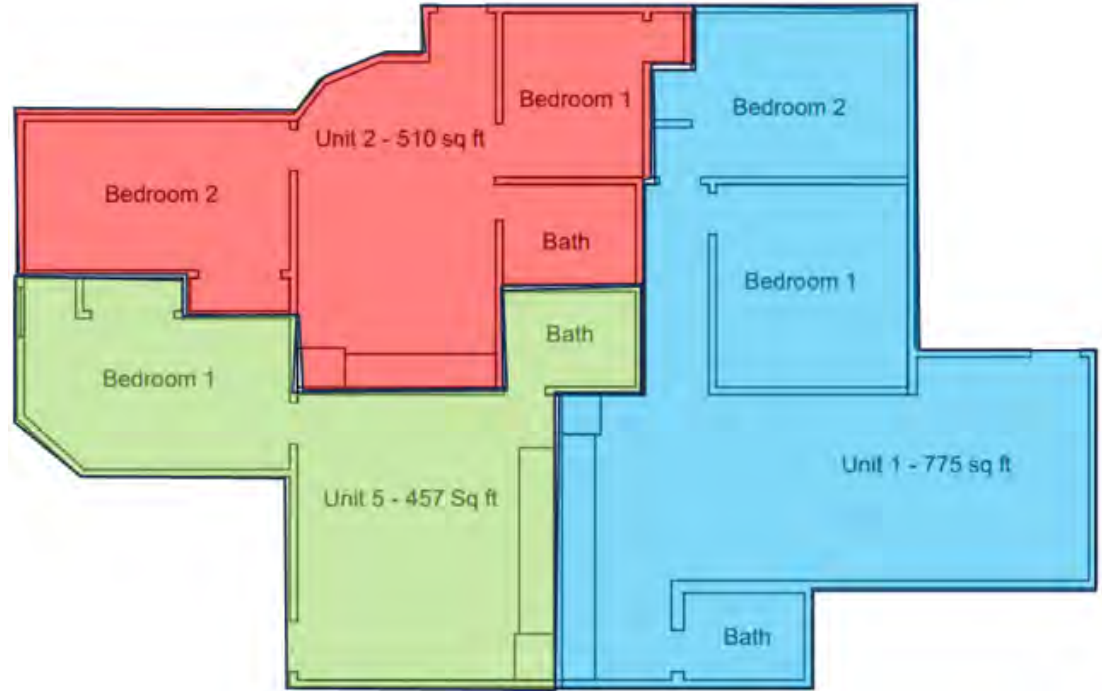




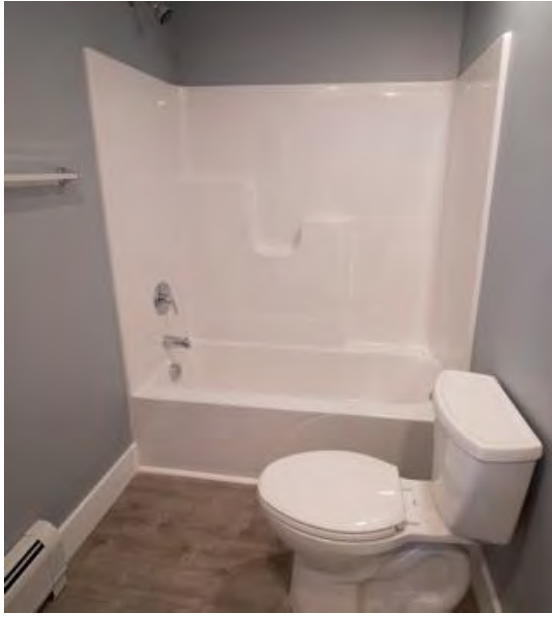
<b>SCOPE OF WORK - 115 Gage St #3</b>		
1	<b>CLEANING</b>	\$ 2,000
2	<b>DEMO</b>	\$ 520
3	<b>FLOORING</b>	\$ 3,234
4	<b>HEATING/PLUMBING</b>	\$ 19,696
5	<b>INTERIOR PAINTING</b>	\$ 2,020
6	<b>KITCHEN</b>	\$ 3,830
7	<b>PUNCHLIST</b>	\$ 1,940
8	<b>ROOFING</b>	\$ 2,000
9	<b>TRIM/DOOR</b>	\$ 2,240
10	<b>SUPERVISING</b>	\$ 3,748
<b>TOTAL</b>		<b>\$ 41,228</b>

<b>SOURCES</b>	
<b>VHIP</b>	<b>\$ 30,000</b>
<b>PRIVATE</b>	<b>\$ 11,228</b>
<b>TOTAL</b>	<b>\$ 41,228</b>









<b>SCOPE OF WORK - 323 PLEASANT</b>	
Demo	\$ 15,700
Electrical	\$ 36,000
Exterior/Siding	\$ 10,000
Flooring	\$ 15,700
Framing	\$ 12,400
Heating/Plumbing	\$ 40,100
Insulation	\$ 11,100
Interior Painting	\$ 12,200
Kitchen	\$ 17,700
Punch List	\$ 9,000
Sheetrock	\$ 21,800
Trim/Door	\$ 21,400
Window	\$ 3,800
<b>Total Hard Costs</b>	<b>\$ 226,900.00</b>
Contingency	\$ 22,690.00
<b>TOTAL</b>	<b>\$ 249,590.00</b>

<b>SOURCES</b>	
VHIP	\$ 140,000.00
HHI	\$ 30,000.00
Capstone	\$ 41,142.00
Private	\$ 38,448.00
<b>TOTAL SOURCES</b>	<b>\$ 249,590.00</b>





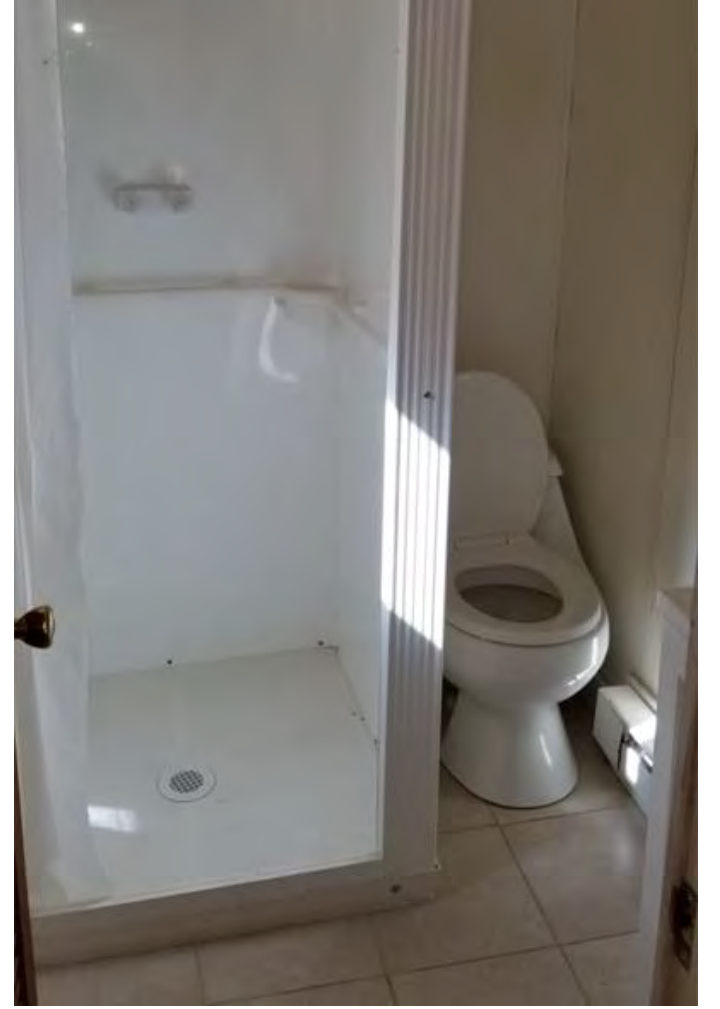
# Medium projects

<b>Medium Projects</b>	<b>PROJECTS</b>	<b>TOTAL UNITS</b>	<b>UNIT RENO</b>	<b>UNIT ADDED</b>	<b>SUBSIDY</b>	<b>PRIVATE</b>	<b>TDC</b>
	<b>2</b>	<b>16</b>	<b>13</b>	<b>3</b>	<b>\$ 2,174,862</b>	<b>\$ 693,108</b>	<b>\$ 2,867,970</b>
					<b>76%</b>	<b>24%</b>	<b>\$ 179,248</b>
				<b>% OF TOTAL</b>			<b>Per Unit</b>

## 219 Pleasant Street









# 219 Pleasant Street







# 219 Pleasant Street

- Purchased 9/17/2018 for \$285k.
- Renovations began 7/1/2020
- Gut Renovation Completed 12/20/21
- Total of 11 units (one added) - 5 Market Rate and 6 Affordable and 3 of 6 Target Homeless
- CDBG \$918,408
- State of Vermont Historic Tax Credits - \$112,500
- Federal Historic Tax Credits - \$245,175
- Bank Purchase of Credits @ \$.90/\$1.00 = \$321,907
- Total cost of \$1,350,000. About \$123,000 per unit
- New property value \$680,000 with \$1,635,000 infusion of cash (about \$150,000 per unit with purchase)





**120 Maple Street, Rutland VT**





## 3D Model















<b>DEVELOPMENT COST</b>	
HARD COSTS	\$ 958,870
SOFT COSTS	\$ 259,100
<b>TOTAL DEVELOPMENT COST</b>	<b>\$1,217,970</b>

<b>PRIVATE INVESTMENT</b>	
Private Capital	\$ 244,000
Hale In-Kind Contribution	\$ 143,000
<b>TOTAL PRIVATE SOURCES</b>	<b>\$ 387,000</b>
<b>TOTAL OTHER SOURCES</b>	
ACCD>DHCD>VCDP>CDBG	\$ 650,900
VHIP Funding	\$ 130,000
VHCB Lead (Pending)	\$ 15,070
WAP (Pending)	\$ 20,000
EVT & GMP Rebates (Pending)	\$ 15,000
<b>TOTAL OTHER SOURCES</b>	<b>\$ 830,970</b>
<b>TOTAL SOURCES</b>	<b>\$1,217,970</b>

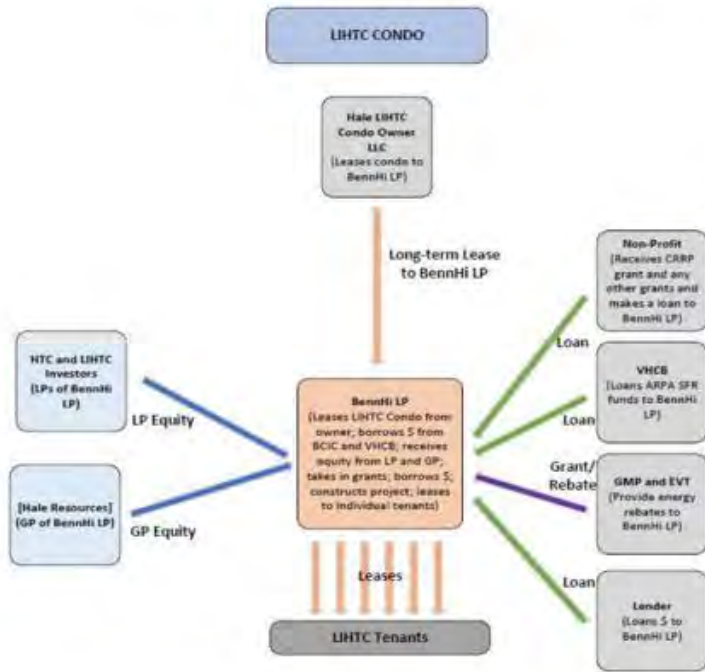


# Large projects

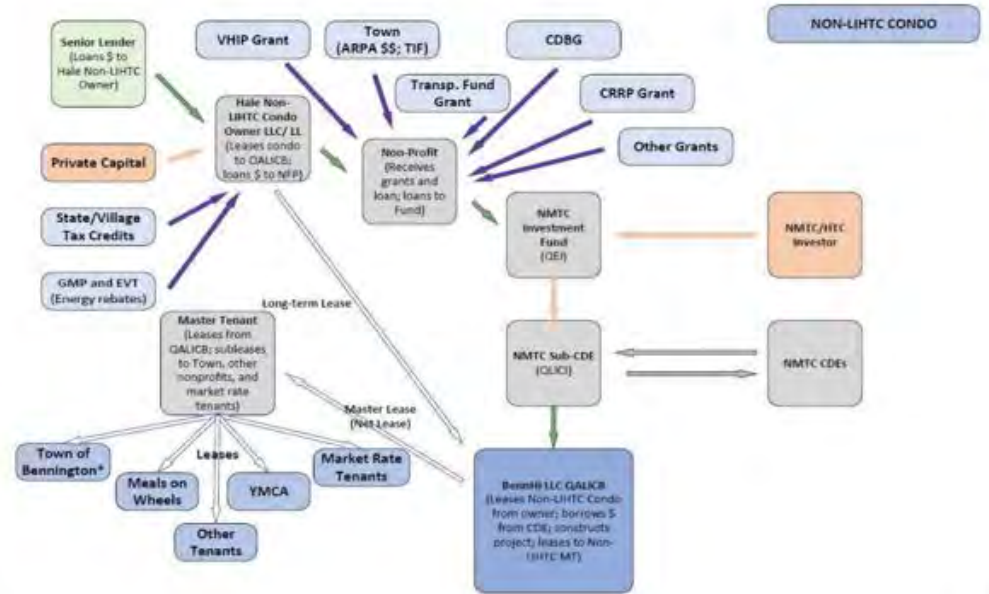
<b>Large Projects</b>	<b>PROJECTS</b>	<b>TOTAL UNITS</b>	<b>UNIT RENO</b>	<b>UNIT ADDED</b>	<b>SUBSIDY</b>	<b>PRIVATE</b>	<b>TDC</b>
	LIHTC	17	0	17	\$ 8,293,526	\$ 512,805	\$ 8,806,331
	NMTC	22	0	22	\$ 5,379,765	\$ 5,295,762	\$ 10,675,527
	<b>1</b>	<b>39</b>	<b>0</b>	<b>39</b>	<b>\$ 13,673,291</b>	<b>\$ 5,808,566</b>	<b>\$ 19,481,857</b>
				<b>70%</b>	<b>30%</b>	<b>\$ 499,535</b>	
				<b>% OF TOTAL</b>		<b>Per Unit</b>	

**BENN HIGH REDEVELOPMENT  
(PROJECT)  
(Condo Association)**

**LOW-INCOME HOUSING TAX CREDITS  
(CONDO #1)**



**NEW MARKET TAX CREDITS  
(CONDO #2)**







[\(CLICK HERE FOR A 3D VIRTUAL TOUR\)](#)







# BENN HIGH - USES

## CONDO #1 – LIHTC

### **1. HOUSING**

**a.17** - Perpetually Affordable Housing Units

a.2 - <30% AMI

b.3 - <50% AMI

c.12 - < 60% AMI

*(3 targeted to homeless)*

## CONDO #2 – NMTC

### **1. HOUSING**

a. 22 - Workforce Housing Units

### **2. COMMERCIAL SPACE**

a. Public Meeting Space – *(Including an Art Gallery and Museum)*

b. 102 Spot Childcare – *YMCA Run*

c. Office 1 - *University of VT Extension*

d. Office 2 - *The Council on Aging*

### **3. COMMUNITY CENTER (Leased to Town)**

a. Senior Center

b. Commercial Kitchen - *Meals on Wheels Run*

c. Gym/Locker Room – *YMCA Run*

d. Fitness Center – *YMCA Run*



Benn High Redevelopment Project		3/21/2024												
FUNDING SOURCES		LIHTC CONDO #1	NON-LIHTC CONDO #2 (NMTC ELIGIBLE)										TOTAL	
GRANTS	Status	1A. LIHTC APTS.	2B. NMTC APTS.	3C. ASSEMBLY SPACE	3D. CULTURAL AREA	3E. CHILDCARE	3F. OFFICE 1	3G. OFFICE 2	4H. SENIOR CENTER	4I. MEALS ON WHEELS	4J. AUDITORIUM	4K. RECREATION		
VHCB: ARPA-SFR	Awarded	2,006,614											2,006,614	
DED: CRRP: Condo #1-LIHTC	Awarded	500,000											500,000	
NBRC: Catalyst Program	Pre-Application 3/22/24	-	-	-	-	1,000,000	-	-	-	-	-	-	1,000,000	
TOB: ARPA-LOCAL	Awarded	-	-	-	-	-	-	-	380,617	289,724	428,905	1,578,295	2,677,541	
TOB: CDBG Loan - Grant Contribution	Awarded	175,000											175,000	
TOB: ACCD>DHCD>CPND	Awarded	31,214	38,936	7,331	2,623	21,985	3,922	1,189	6,084	4,631	6,856	25,228	150,000	
TOB: ACCD>DHCD>VCDP: CDBG	Awarded	386,189											386,189	
Becca Balint: FY24 Congressional Spending	Awarded	-	-	-	-	500,000	-	-	-	-	-	500,000	1,000,000	
BCRC: BRF - for CAP	Awarded	9,364	11,681	2,199	787	6,595	1,177	357	1,825	1,389	2,057	7,568	45,000	
BCRC: BRF - for SSD	Awarded	8,324	10,383	1,955	700	5,863	1,046	317	1,622	1,235	1,828	6,728	40,000	
ACCD>BRF Grant	Apply 3/22/24 (After CAP)	350,220	580,229	131,870	41,705	380,318	38,887	11,791	66,014	47,541	76,917	274,508	2,000,000	
GMP - Incentive	Pursuing	24,946	31,118	5,859	2,097	17,570	3,135	950	4,862	3,701	5,479	20,162	119,880	
3E Thermal - Incentive/Rebate	Pursuing	34,000	10,000										44,000	
EVT - Incentive	Pursuing	-	34,000	6,479	2,318	19,428	3,466	1,051	5,377	4,093	6,059	22,295	104,565	
													-	
<b>TOTAL GRANTS</b>		<b>3,525,872</b>	<b>716,347</b>	<b>155,693</b>	<b>50,231</b>	<b>1,951,760</b>	<b>51,632</b>	<b>15,655</b>	<b>466,402</b>	<b>352,314</b>	<b>528,101</b>	<b>2,434,784</b>	<b>10,248,789</b>	
TAX CREDITS EQUITY	Status	1A. LIHTC APTS.	2B. NMTC APTS.	3C. ASSEMBLY SPACE	3D. CULTURAL AREA	3E. CHILDCARE	3F. OFFICE 1	3G. OFFICE 2	4H. SENIOR CENTER	4I. MEALS ON WHEELS	4J. AUDITORIUM	4K. RECREATION	TOTAL	
Inflation Reduction Act - Tax Credit Equity	Pursuing	342,632	450,234	86,038	31,359	267,373	48,184	14,509	82,001	65,131	78,486	289,040	1,754,986	
VHFA: LIHTC - Tax Credit Equity	Awarded	3,087,272											3,087,272	
RITC - Tax Credit Equity	Part 2 Approved	971,466	1,264,120	203,694	123,981	672,993	115,930	37,922	203,204	155,875	184,701	765,125	4,699,011	
NMTC - Tax Credit Equity	Placed in ERV Pipeline \$13M	-	3,164,860	524,738	285,434	1,725,307	298,126	95,134	545,705	418,456	505,712	2,030,529	9,594,000	
VDTC - State Tax Credit Equity	Awarded	-	57,029	10,738	3,842	32,200	5,745	1,742	8,911	6,783	10,042	36,951	173,983	
													-	
<b>TOTAL TAX CREDIT EQUITY</b>		<b>4,401,370</b>	<b>4,936,243</b>	<b>825,207</b>	<b>444,617</b>	<b>2,697,874</b>	<b>467,984</b>	<b>149,307</b>	<b>839,821</b>	<b>646,245</b>	<b>778,941</b>	<b>3,121,645</b>	<b>19,309,252</b>	
PRIVATE/DEBT	Status	1A. LIHTC APTS.	2B. NMTC APTS.	3C. ASSEMBLY SPACE	3D. CULTURAL AREA	3E. CHILDCARE	3F. OFFICE 1	3G. OFFICE 2	4H. SENIOR CENTER	4I. MEALS ON WHEELS	4J. AUDITORIUM	4K. RECREATION	TOTAL	
Hale Contribution	Committed	\$ 1,000	\$ 98,795	\$ 16,566	\$ 8,915	\$ 53,906	\$ 9,332	\$ 3,054	\$ 17,091	\$ 13,075	\$ 15,780	\$ 63,485	\$ 301,000	
Deferred Developer Fee	Committed	\$ 477,851	\$ 341,670	\$ 56,943	\$ 31,154	\$ 186,074	\$ 32,050	\$ 10,530	\$ 59,560	\$ 45,584	\$ 54,581	\$ 220,313	\$ 1,516,310	
Private Investment Capital	Fundraising	\$ 197,591	\$ 33,133	\$ 17,829	\$ 107,812	\$ 18,664	\$ 6,109	\$ 34,183	\$ 26,149	\$ 31,561	\$ 126,969	\$ 600,000	\$ 600,000	
VHFA: Vermont Housing Investment Fund	Board Meeting - June 24'	\$ 195,086											\$ 195,086	
Conventional Financing	Applying	\$ -	\$ 357,065	\$ 67,230	\$ 24,058	\$ 201,611	\$ 35,968	\$ 10,906	\$ 55,793	\$ 42,469	\$ 62,871	\$ 231,356	\$ 1,089,326	
VHFA - 10% in Vermont	Committed	\$ -	\$ 4,104,659										\$ 4,104,659	
VEDA - 10% in Vermont	Committed	\$ -		\$ 648,088	\$ 391,661	\$ 666,783	\$ 400,880	\$ 137,010	\$ 387,691	\$ 297,835	\$ 248,707	\$ 716,685	\$ 3,895,341	
<b>TOTAL PRIVATE/DEBT</b>		<b>673,938</b>	<b>5,099,779</b>	<b>821,961</b>	<b>473,618</b>	<b>1,216,187</b>	<b>496,893</b>	<b>167,609</b>	<b>554,318</b>	<b>425,112</b>	<b>413,500</b>	<b>1,358,808</b>	<b>11,701,722</b>	
<b>TOTAL FUNDING ALL SOURCES</b>		<b>8,601,180</b>	<b>10,752,369</b>	<b>1,802,860</b>	<b>968,465</b>	<b>5,865,820</b>	<b>1,016,510</b>	<b>332,571</b>	<b>1,860,541</b>	<b>1,423,671</b>	<b>1,720,541</b>	<b>6,915,237</b>	<b>41,259,764</b>	



# All Projects (6 years)

TYPE	PROJECTS	TOTAL UNITS	RENOVATE	UNIT ADDED	SUBSIDY	PRIVATE	TDC
SMALL	15	33	21	12	\$ 1,289,133	\$ 630,782	\$ 1,919,915
MEDIUM	2	16	13	3	\$ 2,174,862	\$ 693,108	\$ 2,867,970
LARGE	1	39	0	39	\$ 13,673,291	\$ 5,808,566	\$ 19,481,857
<b>TOTAL</b>	<b>18</b>	<b>88</b>	<b>34</b>	<b>54</b>	<b>\$ 17,137,286</b>	<b>\$ 7,132,456</b>	<b>\$ 24,269,742</b>
					<b>71%</b>	<b>29%</b>	<b>\$ 245,654</b>
					<b>% OF TOTAL</b>		<b>Avg Per Unit</b>

Includes grants, tax credits equity, and incentives.

Includes cash investment and debt.

**DO NOT HAVE NEW SLIDES YET**

Toolkit



# Southern Vermont Economy Summit

Add it Up: Unpacking the Potential of Rural Development

May 21, 2024 | Mount Snow

Amy Tomasso, Community Planning & Project Manager, State of Vermont



# Framing

1 Housing shortage → *people and homes*

2 Housing ecosystem → many niches and solutions

3 Overlapping issues → housing access *and* affordability



# VT has a housing & demographic mismatch

Residential building type estimates

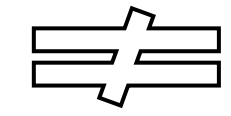
Location Year Building type

Vermont 2022



A large, older home with a carriage barn in Barre

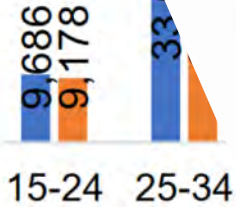
Vermont Households Are Changing





# VT is getting older, and so is its housing stock

Seniors aged 65-74 will be facing a housing crisis as the demographic group starts to grow.



Vermont Housing Needs Assessment of 2010

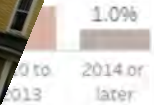
**LOCKED OUT** SPECIAL REPORT  
VERMONT'S HOUSING CRISIS

## Aging Vermonters Who Can't Find New Homes Are Part of the State's Real Estate 'Gridlock'

Locked Out Series, Part 9  
By RACHEL HELLMAN  
Published November 2, 2022 at 10:00 a.m.

VERMONT'S INDEPENDENT VOICE  
**SEVEN DAYS**

Over 50% of homes were built before 1940









# Vermont needs vibrant places.



*Housing and affordability crisis.*

*Devastating floods and climate change.*

*Racial and economic injustice.*

*Aging infrastructure and historic buildings.*

*Workforce shortage.*

*Farm and forest loss.*

Vermont's challenges aren't new or unique, but they are reaching new levels of urgency.

**The moment for solutions is now.**

**Vibrant, thriving communities can offer them.**



# What do we mean by “Missing Middle Homes”?

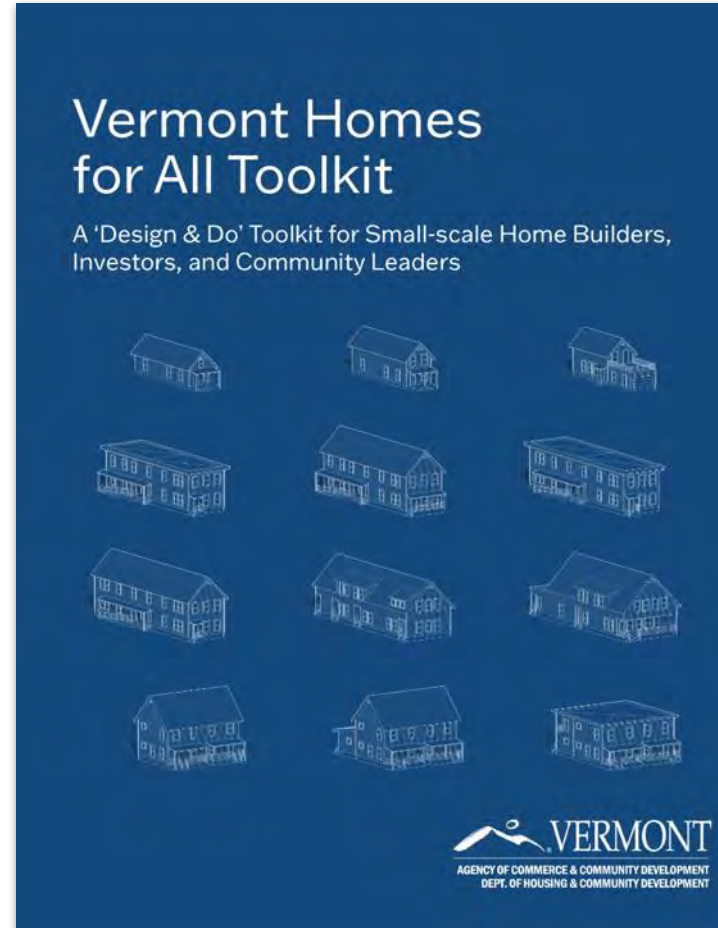
**Missing Middle Homes** is a housing term that describes a range of house-scale residential building types that have multiple units that are compatible in scale and form with detached single-family homes. In the context of this project, this term is intended include Accessory Dwelling Units (ADUs), duplexes, townhouses, courtyard apartments and mixed use neighborhood commercial building types.



# Project Overview

## Toolkit Goals

1. Build Affordably
2. Grow Small Developers
3. Cultivate Local Support
4. Empower MMH Champions



## Vermont Homes for All Toolkit

*The Toolkit provides a foundation for the implementation of “homes for all” typologies in Vermont by providing predevelopment-ready building design prototypes, guidance on how to address design factors for incremental infill development in existing communities, and start to finish guidance on the development process.*

### Part 1. Builders' Workbook

### Part 2. Missing Middle Homes Design Guide

### Part 3. Vermont Community Infill Design Case Studies

## Toolkit Trainer Summit & Training Resources



# Part 1. Builders' Workbook

What this section of the Toolkit covers

Step-by-step guidance on all aspects of the development process for a broad audience of potential developers.

## Chapters:

1. Your role in small-scale development
2. Identifying development-ready sites
3. Building your team
4. Business and financial frameworks
5. Feasibility methodology
6. Design
7. Permitting and construction
8. Implementation and management

Example spreads >>



### Chapter 3 Building Your Team

Real estate development is as diverse as the buildings and communities it creates—from housing developers to single-household homes, and dense downtowns to quiet villages. Starting small is a smart move, providing skills while gaining practical experience. It's also a chance to build relationships with potential team members for future collaborations at a larger scale.

There is no certification required to practice real estate development, so gaining a year or two of real-world professional experience is key to building your own expertise and credibility. A great resource is available to assist in this process: a subject matter expert who can help you understand the industry.

This section will explore suitable professional expertise required to develop the project and your own as a developer.

- Chapter at a glance:**
- Understand roles and develop a team member selection process
  - Step 1: Self-Assessment & Building Your Network**
    - Start with self-assessment
    - Start a Personal Skills Inventory
    - Organize your personal financial resources
    - Conduct a personal finance assessment
    - Identify what skills or areas you need, research
  - Step 2: Building Your Team**
    - Understand roles and build a 9-hole member selection process
    - Real Estate Agents and Real Estate Brokers
    - Engineers
    - Construction Managers
    - General Contractors
    - Architects
    - Property Managers
    - Examples of Project & Team Composition

#### Forming a Business

As mentioned previously, the Limited Liability Corporation, or LLC, is the most popular and commonly used business structure to protect the assets of small-scale developers. Below are the pros and cons of an LLC, as well as how to form one.

**Limited Liability Corporation**  
An LLC is a legal entity that is separate from the business owner and provides liability protection for the owner. It is a hybrid of a partnership and a corporation. It is a legal entity that is separate from the business owner and provides liability protection for the owner. It is a hybrid of a partnership and a corporation.

**Development Project Business Structures**

- 1. Development Company**  
To develop a project, you should establish a company. This company will be the legal entity that owns the project. It will be responsible for all the legal and financial aspects of the project. It will also be responsible for all the marketing and sales aspects of the project.
- 2. Development Project**  
It is good practice to use an LLC for each property being developed. This allows you to limit your liability to the specific project. It also allows you to have a separate entity for each project, which can be helpful for tax and legal reasons.
- 3. Memberships**  
If you are forming a company, you should consider having multiple members. This can be helpful for raising capital and for sharing the workload. It can also be helpful for protecting your personal assets.



#### What is the process?

The small-scale development process can be broken down into three phases: 1) Starting, 2) Assessing the Options, and 3) Implementation. Each phase has its own set of tasks and goals. The process is iterative, meaning you may need to go back and forth between phases as you learn more about the project and the market.

**Phase 1: Starting**  
This phase is preparatory and involves laying the groundwork for the project. It includes tasks such as self-assessment, building a network, and conducting a personal finance assessment.

**Phase 2: Assessing the Options**  
This phase involves evaluating different options for the project. It includes tasks such as identifying potential sites, conducting a feasibility study, and obtaining professional advice.

**Phase 3: Implementation**  
This phase involves putting the project into action. It includes tasks such as securing financing, obtaining permits, and managing the construction process.

#### Place & Design

The physical characteristics of a site, including its location, size, and shape, are critical factors in determining whether it is suitable for development. This section discusses how to evaluate a site and how to design a project that fits the site and the market.

**Team**  
Building your team is a key step in the development process. This section discusses how to identify and recruit team members with the skills and experience you need.

**Business Model**  
The way you structure your project and how you manage it are critical factors in determining whether it is profitable. This section discusses how to develop a business model that works for your project.

**Don't forget to be flexible, not linear!**

The process is iterative, meaning you may need to go back and forth between phases as you learn more about the project and the market.

#### The Role of Design

Developing a site layout concept is a valuable skill that can save time and money and make projects more successful. This section discusses how to develop a site layout concept that is both functional and aesthetically pleasing.

**Site Layout**  
The site layout is the plan for the project. It shows the location of buildings, parking, and other features. It is a critical component of the development process and can have a significant impact on the success of the project.

**Design Process**  
The design process involves developing a site layout concept that is both functional and aesthetically pleasing. It includes tasks such as identifying potential sites, conducting a feasibility study, and obtaining professional advice.

#### Preparing for Sales or Property Management

Once you have completed the development process, you will need to prepare for the sale or management of the project. This section discusses how to develop a marketing plan and how to manage the project effectively.

**Marketing Plan**  
A marketing plan is a document that outlines the strategies you will use to sell or manage the project. It includes tasks such as identifying potential buyers or tenants, developing a sales or marketing strategy, and implementing the plan.

**Property Management**  
Property management involves overseeing the day-to-day operations of the project. This includes tasks such as collecting rent, maintaining the property, and handling tenant complaints.



# Part 2. Missing Middle Homes Design Guide

What this section of the Toolkit covers

A series of context-sensitive “homes for all” typologies with illustrated designs.

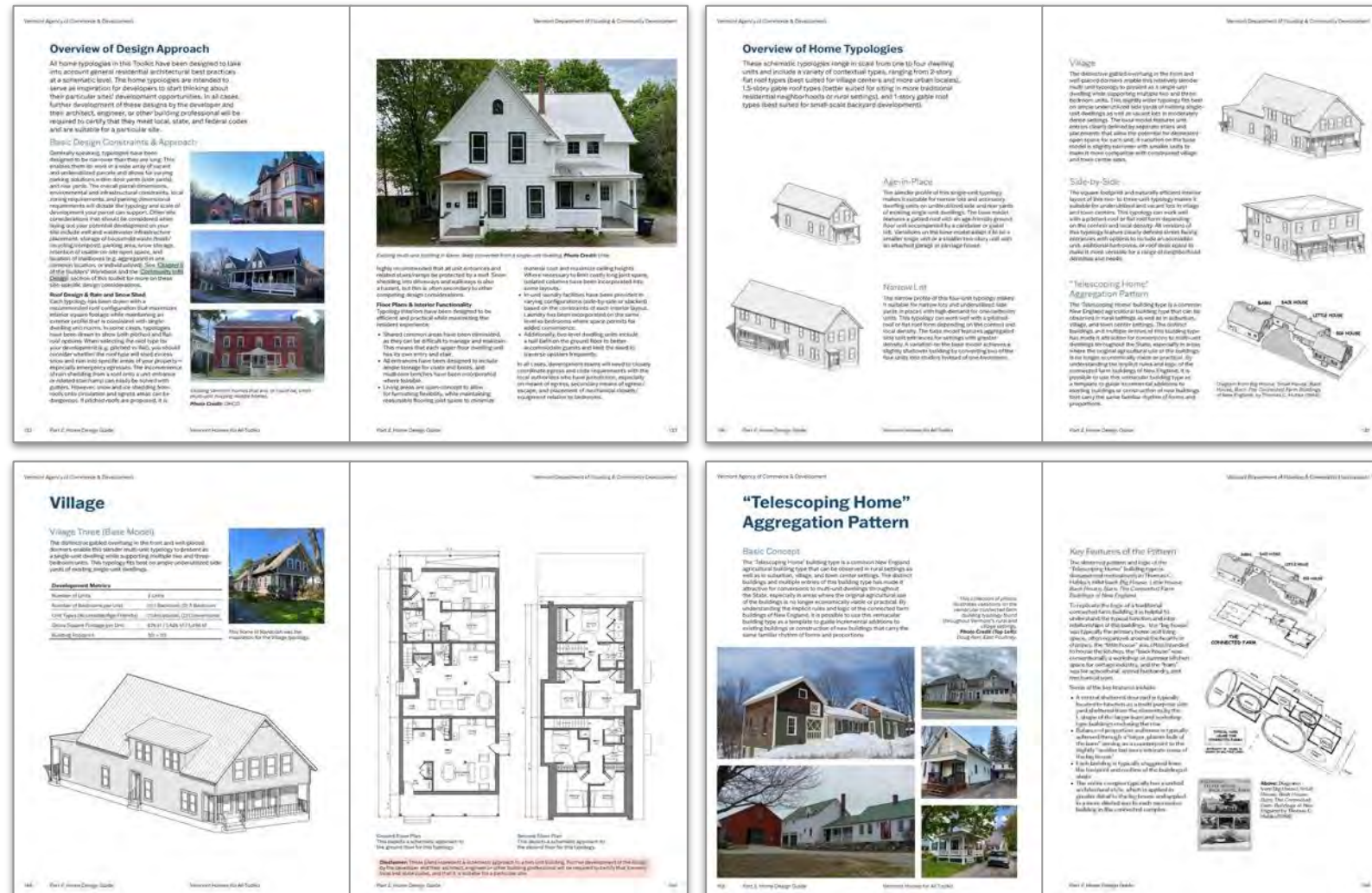
## Components:

- Overview of design approach and home typologies based on research into vernacular design elements, and local case studies
- Four predevelopment-ready missing middle home building typology designs, each with several variants/customizations:

  - Age-in-Place
  - Narrow Lot
  - Village
  - Side-by-Side

- Explanation of the “Telescoping Home” Aggregation Pattern

Example spreads >>



# Missing Middle Homes Design Guide

## Discovered Typologies

Starting with existing Vermont typologies observed during our initial site walks, we developed idealized versions.



Age-In-Place



Narrow Lot



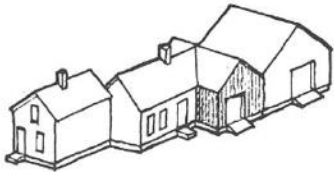
Village



Side-by-Side



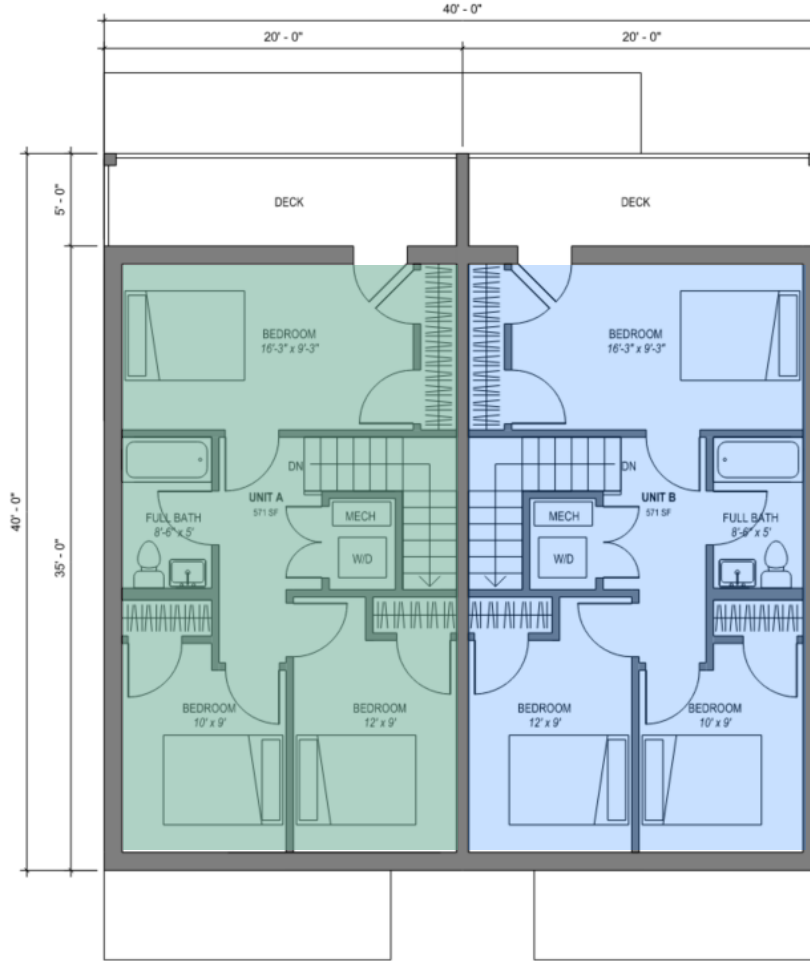
“Telescoping Home”  
Aggregation Pattern





# Example of Prototype Unit Design

## Side-by-Side Plus One Plus Prototype







# Neighborhood Infill Design Pilot Communities

*In order of population size:*

- 1. Rutland City** (Rutland County, Population 15,807)
- 2. Rockingham / Bellows Falls** (Windham County, Population 4,832 / 2,747)
- 1. Vergennes** (Addison County, Population 2,553)
- 2. Arlington** (Bennington County, Population 2,457)
- 3. Middlesex** (Washington County, Population 1,779)

We identified one “focus area” within each of these communities to serve as a site-specific local testing ground for how these home typologies can be integrated into existing neighborhood contexts throughout a wide range of Vermont communities.





# Neighborhood Infill Case Study Site Visits

October 2023





# Bellows Falls Neighborhood Infill Case Study



**Disclaimer:** In most cases, the infill parcel case studies shown in this Toolkit would not be possible under the by-right zoning in their communities. However, the infill test-fits have all been developed to match the norms of existing development patterns and showcase, as well as inspire, the kind of development that would be possible with sensible zoning reforms.

# How to stay involved

- Share the Toolkit widely
  - Digital version available:  
[accd.vermont.gov/homesforall](https://accd.vermont.gov/homesforall)
- Download and practice using the sample pro formas
- Engage Planning Commissions, Selectboards, housing advocates, and aspiring developers
- Continue working on bylaw modernization, wastewater expansion

## Next steps:

- Stay tuned for cohort training coming late fall 2024
- Call for development-ready communities to participate in pre-approved plan sets

# Vermont Homes for All Toolkit

A 'Design & Do' Toolkit for Small-scale Home Builders,  
Investors, and Community Leaders





# Thank you!!!



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NEXT UP:

## AFTERNOON ROUNDTABLES

- Disaster and Climate Resilience Funders Roundtable  
[Deerfield South](#)
- Housing: Ideas and Connections for Action [Deerfield North](#)
- Engaging with Vermont's Data Ecosystem [Raconda West](#)
- Vermont Creative Network Gathering [Raconda Central](#)
- Strengthening Local Leadership [Raconda South](#)
- Legislative Update (TBD) [Somerset Ballroom \(front\)](#)
- Welcoming New Residents [Somerset Lobby](#)



# HOUSING

*Ideas and Connections for Action*



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