Role Play Script – 18 minutes

1. Welcome Screen

- 2. Liz Hertz: When we planned ways of presenting the topic of "financing" today, we decided to take you "behind the scenes" in Town Hall of a little floodprone shorefront community, "Coastalville, Maine," to watch the dialogue between two people with very specific experience, expertise and agendas.
- 3. Liz: One of them is "Coastalville's" Town Manager, in the person of Sarah Cox. In real life, Sarah chairs the comprehensive plan committee in Brooksville, a town of 900 year-round residents. Before that she served as her long-time coastal community's harbor master, overseeing 53 miles of shoreline.
- 4. Liz: Today, as hypothetical "Coastalville's" Town Manager, Sarah needs funding to help her community address sea level rise. It turns out she learned about a new type of consultant.....



Role Play Script - 18 minutes

- 5. Liz:a person who helps town officials make sure they work together to make the town as resilient as feasible against sea level rise, increasingly adverse weather and coastal storm surges. That's a Chief Resilience Officer. In that role for us today is Allen Kratz.
- 6. Liz: Allen divides his time between Brooksville, across Penobscot Bay, and Hoboken, New Jersey. In New Jersey, using federal, state, county and municipal funds, Allen oversaw the floodproofing of the historic Hoboken Public Library. He's now the principal in a firm called Resilience Works that advises communities on funding resilience.
- 7. Liz: Although Sarah needs funding, she's skeptical about obtaining it.
 Nonetheless, she's agreed to meet Allen.
 Let's watch!
- 8. Sarah Cox: When I heard you might help us, I was skeptical. Still am. But here you are and I've only got 15 minutes to be convinced.

Sea Level Rise: Who Pays and How?

Chief Resilience Officer (CRO)

Sea Level Rise: Who Pays and How?

Allen Kratz,
Resilience Works, LLC
Resilience Funding
Adviser

Sea Level Rise: Who Pays and How?

Welcome to "Coastalville, Maine"

Sea Level Rise: Who Pays and How?



"Is this guy for real?"

Role Play Script – 18 minutes

9. Allen Kratz: Thanks for carving out time. Let's see what's possible

Sea Level Rise: Who Pays and How? "A lot for me to cover!"

- 10. Sarah: Here's our situation. No money in our budget for anything but essential operations. The Select Board won't authorize a town warrant for new spending. Tax increases are an absolute "no!"
- 11. Sarah: Waterfront industry has died,

leaving only a vacant old warehouse.

Downtown stores are hurting.

12. Sarah: Coastal storms and king tides flood the retail district, which really hurts merchants in the summer tourist season. Sea Level Rise: Who Pays and How?

- ✓ Essentials only!
- ✓ No new spending
- ✓ No new taxes

Sea Level Rise: Who Pays and How?



Sea Level Rise: Who Pays and How?



Role Play Script - 18 minutes

13. Sarah: Even high tides in a full moon almost knock out our sewage treatment plant on the water's edge.

14. Sarah: The causeway into town floods frequently.

15. Sarah: Seaweed winds up on the wrong side of our coastal road during bad storms.

16. Allen: Understood. Fortunately, state and federal programs and private-sector investment can help.



Role Play Script – 18 minutes

- 17. Allen: First, is Coastalville's
 Comprehensive Plan up to date with a
 "finding of consistency" from the
 Department of Agriculture, Conservation
 & Forestry? That's required for some
 state funding. And towns with a
 "consistency finding" get an extra 10
 points when competing for certain state
 funds.
- 18. Sarah: Well, our plan is 15 years out of date. Updating it takes money, and that's tough to find.

- 19. Allen: To start, the Island Institute's Shore Up Maine Technical Assistance Fund offers grants of 500 to 10,000 dollars to help communities take steps to address coastal flooding. That money can be used for direct infrastructure work, education and planning.
- 20. Sarah: So, we could get funding to help start our comprehensive plan?

Sea Level Rise: Who Pays and How?

Comprehensive Plan = key

Sea Level Rise: Who Pays and How?

Comprehensive Plan

- Current
- "Consistency Finding"

Sea Level Rise: Who Pays and How?

Shore Up Technical Assistance Fund

Sea Level Rise: Who Pays and How?

Kickstarts Comprehensive Planning

Role Play Script - 18 minutes

21. Allen: Yes. Best of all, unlike most grant programs, this has been a yearly grant program with no application deadline.

Sea Level Rise: Who Pays and How?

Rolling Program: No application deadline

22. Sarah: Sounds promising. I'm starting a list.



23. Allen: That funding will enhance your credibility when you apply for other grants. "Early money is like yeast."

Sea Level Rise: Who Pays and How?

Great way to start

24. Sarah: I've heard that. Ah yes, Emily's List.

Early Money Is Like Yeast

Sea Level Rise: Who Pays and How?

Role Play Script - 18 minutes

25. Allen Which brings me to Maine's

Coastal Community Grants. In fiscal
2020, that program provided up to
\$100,000 per project to increase
resiliency against erosion and flooding
and enhance the coastal-dependent
economy. The Department of
Agriculture, Conservation and Forestry –
specifically DACF's Municipal Planning
Assistance Program – administers the
grants. To qualify, Coastalville will need
a "consistency finding" for its
comprehensive plan.

26. Sarah: OK. What else?

27. Allen: Casting a wider net, let's talk about your downtown's economic challenges. Each year Maine gets federal funds for **Community Development Block Grants** that the state awards competitively. One objective is to "improve deteriorated residential and business districts and local economic conditions...."

Sea Level Rise: Who Pays and How?

Maine Coastal Community Grants

- •Up to \$100,000/project
- •Municipal Planning Assistance Program, DACF



Sea Level Rise: Who Pays and How?

Community Development Block Grants (CDBG)

Federal Funds → States

Role Play Script - 18 minutes

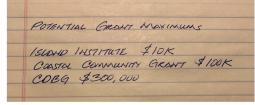
28. Sarah: We could certainly use that help.

Sea Level Rise: Who Pays and How?

Community Development Block Grants (CDBG)

- •"improve deteriorated residential & business districts & local economic conditions...."
- •"incent public & private investments"
- 29. Allen: Another goal is to "provide the conditions and incentives for further public and private investments...." You can make a good case that fortifying your harbor from coastal flooding is essential for downtown revitalization. The maximum for downtown revitalization is \$300,000.

Sea Level Rise: Who Pays and How?



30. Sarah: So, you're connecting economic resilience to coastal resilience? Each supports the other?

Sea Level Rise: Who Pays and How?

Community Development Block Grants (CDBG)

31. Allen: Yes. Here's an example. Is there historic value to the vacant old warehouse on the waterfront?



Role Play Script - 18 minutes

32. Sarah: Yes, the local historical society got it listed on the National Register of Historic Places and on Maine's Register, too.

Sea Level Rise: Who Pays and How?

National Register of Historic Places

Maine Register of Historic Places

- 33. Allen: Great. This could be ideal for a developer who preserves the historic exterior and adapts the interior for new uses. One of those new uses could be stormwater retention. The developer converts the basement into a huge "bathtub." It holds excess rainwater from the roof, sidewalk and street that otherwise would flood the street and overload the sewer.
- 34. Sarah: You're kidding: you want water <u>in</u> the basement? We've got too much water in the wrong place already!

Sea Level Rise: Who Pays and How?

Stormwater Detention Capacity

60 feet x 100 feet = 6,000 square ft. x 5-foot basement = 30,000 cubic ft. 30,000 cubic ft. = $\pm 225,000$ gallons

Sea Level Rise

Sea Level Rise: Who Pays and How?

"Is this guy for real?"

35. Allen: Actually, it's the right amount of water in the right place -- temporarily. Excess water stays in the basement until the sewer can handle it. Better to delay, store and discharge excess water that letting it do damage elsewhere.

Sea Level Rise: Who Pays and How?

Delay ⇒ Store ⇒ **Discharge**

Role Play Script - 18 minutes

36. Sarah: Hmmm, that's certainly new thinking. But I'm worried about contaminants in the building.

Sea Level Rise: Who Pays and How?

"This is getting interesting!"

37. Allen: The Environmental Protection Agency's brownfields program provides grants for assessment and remediation. Coastalville could apply for a site-specific assessment grant. They go up to \$200,000.

Sea Level Rise: Who Pays and How?

Environmental Protection Agency Brownfields Program

Site-specific assessment grants < \$200,000

38. Allen: At the street level of the warehouse, the developer can create new retail space, and on the top floor, affordable housing.

Sea Level Rise: Who Pays and How?

Warehouse Adaptive Reuse

Basement: ± 1.1 M gallons stormwater

1st Floor: retail2nd Floor: housing

39. Sarah: Housing! That's a sore spot. Do you know how hard it is for people who service our tourist trade to find affordable housing here in Coastalville? We have workers driving in from an hour away.

Sea Level Rise: Who Pays and How?



Role Play Script - 18 minutes

40. Allen: So now we're going to link floodrisk reduction, housing and historic
preservation in one building. For
financial feasibility, the developer
reduces their taxable income by claiming
a 20% federal historic tax credit to
rehab the building to historic standards,
plus a 25% state historic tax credit
from Maine.

41. Sarah: OK. This encourages development without using town funds.

- 42. Allen: Right, and the state has additional incentives. MaineHousing administers the **National Housing Trust Fund**, a federal resource that MaineHousing allocates to developers to create affordable rental housing for households with extremely low income.
- 43. Sarah: That's very Interesting. Historic tax credits and MaineHousing can subsidize development that improves coastal resilience.

Sea Level Rise: Who Pays and How?

Historic Preservation Tax Credits

Federal: 20% of developer's incomeMaine: 25% of developer's income

Sea Level Rise: Who Pays and How?

Historic Preservation Tax Credits

Attract private-sector investment without town funds

Sea Level Rise: Who Pays and How?

Maine Housing Authority / Maine Housing

National Housing Trust Fund

Sea Level Rise: Who Pays and How?

Historic tax creditsMaineHousing TrustFund

Role Play Script - 18 minutes

44. Allen: There's also MaineHousing's Revolving Loan for Acquisition Program. It lends up to \$300,000 to help developers acquire property for affordable housing. Eligible projects include those that qualify for tax credit financing.

Sea Level Rise: Who Pays and How?

- Historic tax credits
- MaineHousing Trust Fund
- Revolving Loan for Acquisitions

45. Sarah: Tax credit financing?

Sea Level Rise: Who Pays and How?

Tax credit financing

46. Allen: Yes, specifically, the federal **Low-Income Housing Tax Credit** that provides a federal tax credit to developers who reserve a portion of the rental units for lower income renters.

Sea Level Rise: Who Pays and How?

Tax credit financing Low-Income Housing Tax Credit (LIHTC)

47. Allen: The subsidy can be up to \$20,000 for each unit of eligible housing.

Sea Level Rise: Who Pays and How?

Low-Income Housing Tax Credit (LIHT) Subsidizes < \$20K/unit based on formula

Role Play Script – 18 minutes

- 48. Allen: Working hand-in-hand with Low-Income Housing Tax Credits are

 Opportunity Zones, created by 2017 tax code revision. The Low-Income Housing Tax credit helps a developer defray the initial investment. By contrast, in opportunity zones developers may be eligible to defer taxes on future profits. An Opportunity Zone is an economically-distressed neighborhood. Currently there are 32 Opportunity Zones in Maine, in four coastal communities: Portland, South Portland, Bath and Belfast.
- 49. Allen: Back to Low Income Housing Tax Credits: they work jointly with MaineHousing's **Rental Loan Program**. It provides low-interest, long-term mortgage financing to qualified private and nonprofit developers of affordable rental housing.
- 50. Allen: Also, the Maine New Markets
 Capital Investment Program attracts
 investment capital to low-income
 communities by allowing investors to
 receive a tax credit worth 39% of state
 income taxes -- on equity investments
 they make in Community Development
 Entities. The Maine program works in
 tandem with the federal New Markets
 Tax Credit program that provides
 developers a 39% credit against income.

Sea Level Rise: Who Pays and How?

Opportunity Zones

- Defer tax on developer's profits (future)
- •Contrast: LIHTC cuts tax on initial investment

Sea Level Rise: Who Pays and How?

Low Income Housing Tax Credits

 \leftrightarrow

MaineHousing's Rental Loan Program

Sea Level Rise: Who Pays and How?

Maine New Markets Capital Investment Program

Federal New Markets Tax Credit

Both= 39% credit against developer's income

Role Play Script - 18 minutes

51. Sarah: That's a helpful list of incentives to achieve housing, economic development and coastal resilience!

- 52. Allen: Another way to reduce the cost of a project like this is to get help from non-profit corporations. For example, technical-assistance planning from 25 to 100,000 dollars is available from non-profit corporations like Enterprise Community Partners and the Local Initiatives Support Corporation. They provide funds from HUD's Section 4 to benefit low income families. Entities like Enterprise and LISC can help a municipality with resiliency planning and support staff and other consultant costs
- 53. Allen: Let's turn from public and private financing for our warehouse conversion project and look at your wastewater treatment plant. The state's Clean Water State Revolving Loan Fund provides low interest loans to municipalities and quasi-municipal corporations to construct, repair and improve wastewater infrastructure projects. That's a partnership between the Maine Municipal Bond Bank and the DEP's Division of Water Quality Management

Sea Level Rise: Who Pays and How?

Incentives for Developers

- ✓ Historic tax credits
- ✓ National Housing Trust Fund
- ✓ Revolving Loans for Acquisition Fund
- ✓ Low-Income Housing Tax Credit
- ✓ Opportunity Zones
- ✓ Rental Loan Program
- ✓ Maine New Markets Capital Investment Program
- ✓ Federal New Markets Tax Credit

Sea Level Rise: Who Pays and How?

Non-Profit Corporations

- Enterprise Community Partners
- Local Initiatives Support Corp. (LISC)

HUD Section 4

Sea Level Rise: Who Pays and How?

Clean Water State Revolving Fund Maine Municipal Bond Bank + DEP

- Low-interest loans to municipalities
- Construct, repair, improve wastewater treatment facilities

Role Play Script - 18 minutes

54. Sarah: You said "loan" – not an outright grant?

Sea Level Rise: Who Pays and How?

Loan versus Grant

55. Allen: Yes, and it means Coastalville can borrow at an attractive rate. In 2017, the average loan interest rate was 1.4%, compared to the prevailing market rate of 3.5%.

Sea Level Rise: Who Pays and How?

Clean Water State Revolving Fund

1.4% average loan

3.5% prevailing market loan rate (2017 data)

56. Sarah: Well, if we have to spend money, this is as good as it gets for borrowing.

Sea Level Rise: Who Pays and How?

Clean Water State Revolving Fund

3.5% market rate

1.4% preferential rate

2.1 % point saving

57. Allen: You also might consider a new federal-state partnership for economic and community development within economically distressed counties of Maine, New Hampshire, Vermont, and New York. the Northern Border Regional Commission. In 2018, the Commission's grants in Maine totaled \$2.9 million.

Sea Level Rise: Who Pays and How?

Northern Border Regional Commiss'n

•12 counties in Maine:

Androscoggin, Aroostook, Franklin, Hancock, Kennebec, Knox, Oxford, Penobscot, Piscataquis, Somerset, Waldo, Washington

Pookport: \$250,000

Rockport: \$250,000

Role Play Script - 18 minutes

58. Sarah: Let me get caught up on my list: Clean Water State Revolving Loan Fund. Northern Border Regional Commission.

59. Allen: As part of adapting your working waterfront to sea level rise, Maine DOT's **Small Harbor Improvement Program** might help. SHIP can provide up to \$250,000, with a one-to-one local match, to improve facilities such as public wharves, piers, landings and boat ramps.

60. Sarah: We'll look into it.

61. Allen: Also consider **Coastal Enterprises, Inc.** -- CEI – based in Brunswick, which provides technical advice and financing for the private sector to help communities grow good jobs and environmentally sustainable enterprises.

Sea Level Rise: Who Pays and How?

POTENTIAL GRANT MAXIMUMS

ISLAND INSTITUTE \$ 10K
COASTOL COMMUNITY GRANT \$ 100K
COBG \$ 320,000
OLEN WATER STATE REVOLVING LOON FUND
NORTHERN BORDER REGIONAL COMMISSION \$ 250K

Sea Level Rise: Who Pays and How?

Small Harbor Improvement Program

Maine DOT

Up to \$250,000 with 1:1 local match

Sea Level Rise: Who Pays and How?



Sea Level Rise: Who Pays and How?

Coastal Enterprises, Inc.

Technical advice, financing for private sector

Helps communities grow good jobs, environmentally sustainable enterprises

Role Play Script - 18 minutes

62. Sarah: I'm putting that on my list.

63. Allen: Still focusing on your waterfront, I see there's some vacant, low-lying area just north of the harbor. Is that a floodplain?

64. Sarah: Sure is. It floods whenever there's a heavy rain.

65. Allen: How about the town buying that floodplain so that it can operate the way floodplains formerly performed sponging up excess rainwater and buffering upland areas from flooding?

Sea Level Rise: Who Pays and How?

Incentives for Developers

- ✓ Historic tax credits
- ✓ National Housing Trust Fund
- ✓ Revolving Loans for Acquisition Fund
- √ Low-Income Housing Tax Credit
- ✓ Opportunity Zones
- ✓ Rental Loan Program
- ✓ Maine New Markets Capital Investment Program
- √ Federal New Markets Tax Credit
- √ Coastal Enterprises Inc. (CEI)

Sea Level Rise: Who Pays and How?



Sea Level Rise: Who Pays and How?



Sea Level Rise: Who Pays and How?

Floodplain: Shoreline's natural sponge

Role Play Script - 18 minutes

66. Sarah: Hey, we were going great with grants and low-interest loans and private-sector investment – and now you're adding an acquisition cost!

Sea Level Rise: Who Pays and How?

"Coastalville must put up funds?!"

- 67. Allen: Only partially. DACF administers a Land and Water Conservation Fund. It provides matching grants to county, municipal and tribal governments to acquire and develop public outdoor recreation areas and facilities. Those grants can provide up to 50% -- up to \$300,000. This project could be very attractive to a philanthropic entity that provides the one-to-one local share.
- 68. Sarah: Public outdoor recreation areas and facilities on a piece of property that's going to flood?

69. Allen: Yes, in "blue sky" conditions, the floodplain is ideal for passive recreation – ballfields, picnic pavilion and restrooms elevated above flood elevation. When it rains, the floodplain will operate the way nature intended it to operate: as a buffering sponge.

Sea Level Rise: Who Pays and How?

Land and Water Conservation Fund

Department of Agriculture, Forestry and Conservation

Up to \$300,000 with 1:1 local match

Sea Level Rise: Who Pays and How?



"Recreation in a floodplain?"

Sea Level Rise: Who Pays and How?



Role Play Script - 18 minutes

70. Sarah: I'm putting it on my list.

- 71. Allen: Similarly, DACF's Bureau of Parks and Lands Recreational Trails Program disburses Federal Highway Administration funds to construct new recreational trails. Because tides and wave action are eroding the floodplain, you might do well to apply for funds to stabilize the shoreline with engineered solutions and vegetation that strengthens the critical-edge habitat. The maximum grant is \$50,000. The project must focus on recreation. But because resilience is an issue that affects all sorts of government activities, it's worth a try.
- 72. Sarah: Good point. More and more we have to look at every town action through a resilience lens.

73. Allen: I notice that the bridge over the creek that feeds into your bay is close to the water and has a very narrow opening. You may qualify for a Maine **DEP stream crossing grant**, up to \$95,000.

Sea Level Rise: Who Pays and How?

POTENTIAL GRANT MAXIMUMS

ISLOND INSTITUTE & TOK
COASTOL COMMUNITY GRANT & TOOK
COBG \$20,000
CLEW YEATER STATE REVOLVING LOW FUND
HOCTHERN BORDER REGIONAL COMMISSION \$250K
SMOUL HARBUR IMPROVEMENT PROGRAM \$250K
LAND AND VATER CONSERVATION FUND \$30K

Sea Level Rise: Who Pays and How?

Recreational Trails Program

Dep't Agriculture, Forestry & Conservation (Federal Highway Administration funds)

Up to \$50,000 with 1:1 local match

Sea Level Rise: Who Pays and How?

Flood-risk reduction resilience:

An emerging key metric for <u>all</u> funding programs

Sea Level Rise: Who Pays and How?

DEP Stream Crossing Grants < \$95,000

Role Play Script - 18 minutes

- 74. Allen: And one more program: the **Pre- Disaster Mitigation Program** run by the Federal Emergency Management Agency FEMA. It's a cost-share program, in which the feds put up 75% of the cost and the local share is 25% for projects that are designed to reduce the risk of loss of life and property from future disasters.
- 75. Sarah: Interesting. I think I should add that to my running list.

76. Allen: And speaking of running, I'd better be running too. My 15 minutes are up.

77. Sarah: Please do stay another few minutes and summarize this for me.

Sea Level Rise: Who Pays and How? FEMA **Pre-Disaster Mitigation Program** Matching fund: 75% federal, 25% state Most recent federal share for Maine: \$864,000 (7/1/19) Sea Level Rise: Who Pays and How? POTENTIAL GREAT MAXIMUMS 15000 14571741E \$10K COSSOL COMMUNITY GRONT \$100K COEG \$300,000 CLEAN WATER STATE REVOLVING LOW FUND HORTHERH BORDER REGIONAL CONVISSION \$250 SMOUL DEPORT INFRIVENCENT PROGRAM \$250K.
LOND AND VARER CONSERVATION FUND \$350K.
RECKENSIONN TRANS PROGRAM \$150K.
PEMA ORE CLASSER INTEGRATION PROGRAM \$200K. Sea Level Rise: Who Pays and How? Sea Level Rise: Who Pays and How?

Role Play Script - 18 minutes

- 78. Allen: \$10,000 from the Island Institute to jump-start comprehensive planning. Maine Coast Community grant up to \$100,000. Community Development Block Grant up to \$300,000. From the Northern Border Regional Commission, \$250,000. From the Small Harbor Improvement Program, another \$250,000. Plus \$300,000 from the Land and Water Conservation Fund. \$50,000 from the Recreational Trails program. \$200,000 from FEMA.
- 79. Sarah: That's a total of \$1,460,000 in potential grants. But the town has to match some of those funds!

80. Allen: True. There's a local match of \$300,000 for the Land and Water Conservation Fund, \$250,000 for the Northern Border Regional Commission and \$250,000 for the Small Harbor Improvement Fund – totaling \$800,000. To upgrade the sewer plant, Coastalville will incur capital costs – but can amortize them with a low-cost loan from the state's Clean Water State Revolving Loan Fund.



Role Play Script - 18 minutes

81. Sarah: That's all very nice, but we still have to come up with money from our taxpayers.

Sea Level Rise: Who Pays and How?

Sea Level Rise: Who Pays and How?

Return on of Coastalville's

investment of \$800,000

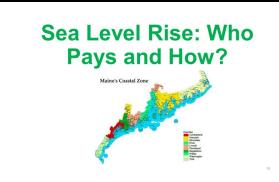
\$1,460,000 / \$800,000 = 183%

- 82. Allen: Yes but Coastalville gets a 183% financial return on the local match that it makes. And that return is even higher when Coastalville assembles the local match from other funding sources, like a water conservation district, public utility or philanthropic organization. The key is that Coastalville receives financial benefits and infrastructure improvements valued at far more than what it spends.
- 83. Coastalville also gains more than a financial return and physical structures. The community gains social and
- economic resilience.

Economic Resilience Social Resilience

Sea Level Rise: Who Pays and How?

84. Sarah: That's a very good point. Thank you for your information.



Role Play Script - 18 minutes

85. Allen: You're welcome. I've relied on a number of colleagues and experts to assemble this information. My motto is "Everyone teaches and everyone learns."

Sea Level Rise: Who Pays and How?

Thanks to

David Downs, Catholic Charities Housing
Ruta Dzenis, DAFC
Sarah Cox, Brooksville
Jerry Levitt Fine Art Photography, Deer Isle
Brook Minner, Bucksport and Brooksville
Stewart Mader, ex-Fitch Ratings
Nathan Robbins, DEP
Martha Shiels, Environmental Finance Center

86. Liz: That's today's objective: Everyone teaches and everyone learns. Thank you, Sarah and Allen. For specific questions about these funding sources, I encourage everyone to refer to the online tools listed on the Resource List that we have emailed to all of you as registrants. Because we have just a few minutes before the next panel, we can a take a few general questions or comments – recognizing that the resource list is the best way of following up on your specific questions. General comments or guestions?

General Comments and Questions?

- Allen Kratz, Principal, Resilience Works, LLC, 9/25/19