2016


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Working Draft
The Mill and the Mill Town
Pilot Feasibility Checklist
Redevelopment of Once and Future Mill Sites

12 April 2016

Prepared at the University of Massachusetts Center for Economic Development by Dr. John Mullin & Erica Roper M.S.

University of Massachusetts, Amherst
Department of Landscape Architecture and Regional Planning
The Mill and the Mill Town Pilot Feasibility Checklist

Redevelopment of Once and Future Mill Sites

Title: The Mill and the Mill Town Pilot Feasibility Checklist

Area of Study: Mill Redevelopment Feasibility

Brief Description: This checklist was designed by the University of Massachusetts Center for Economic Development to identify how prepared a town is to revitalize its Mill buildings and to help potential developer identify priorities and viable redevelopment sites. The high volume of abandoned mills in New England demonstrates the need for creative tools to serve as a preliminary filter for redevelopment opportunities.

Name and Affiliation of Author(s): Dr. John Mullin & Erica Roper M.S. University of Massachusetts, Amherst Center for Economic Development

109 Hills North
University of Massachusetts
Amherst, MA 01003
(413) 545-6638

Date of Report: 12 April, 2016
Dear “Mastering Mills Symposium” participant:

Over the past two years, we have been steadily working on the creation of two “checklists” that are designed 1) to determine the preparedness of the town to support mill revitalization and 2) to examine the readiness of the mill to be a candidate for revitalization. The first, we expect would be filled out by the town planner while the second would be completed by a mill owner or potential developer.

We have prepared these checklists because, based upon our planning work in mill communities and mill regeneration projects, we have consistently come up against fundamental environmental, financial, regulatory and other civic issues that were left unresolved as the planning process began. The failure to address these issues inevitably contributed to a loss of time, unexpected costs and community tensions. Neither the town nor the owner/developer gained from this set of circumstances. We also believe that the overwhelming number of issues, when carefully focused upon before formal planning and regulatory actions begin, can greatly help the cause of mill revitalization.

We have “tested” the checklists in several communities and found it to be quite helpful. However, we believe that we need greater input and revision before we offer it to mill town planners, economic developers, mill owners and potential mill developers.

Therefore we would be most grateful if you could review the draft, test it, provide your insights, recommend improvements and let us know your thoughts. After getting feedback from all of you, we will evaluate it and make improvements as required. We hope to have it completed by July 1, 2016.

Upon completion, we intend to place it on our webpage so that all of you could use it as needed.

Thank you for all your help!

John R. Mullin, Ph.D., FAICP
Director Emeritus
Center for Economic Development
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THE MILL AND THE MILL TOWN

INTRODUCTION

This checklist was designed by the University of Massachusetts Center for Economic Development to identify how prepared a town is to revitalize its Mill buildings and to help potential developers identify priorities and viable redevelopment sites. The high volume of abandoned mills in New England demonstrates the need for creative tools to serve as a preliminary filter for redevelopment opportunities.

This checklist is in its pilot phase. We appreciate your participation and feedback. If you do not feel that the options provided describe your situation please feel free to leave any question blank. Please tell us how you would answer the question in the comments field. If you feel that multiple options are applicable please feel free to choose multiple responses and share your comments.

ORGANIZATION

The checklist is organized into nine sections. The section can be identified at the top of each page and by the corresponding color splashes in each question block.

1. Ownership and Debt
2. Site Conditions
3. Municipal Support
4. Infrastructure
5. Transportation
6. Inspections
7. Culture and Recreation
8. Organizational Capacity for Innovation
9. Financial Resources
SCORING SYSTEM

Each response option has a corresponding numerical value between 5 and -5. Participants should select all appropriate options as more than one option may be appropriate and may reflect multiple or conflicting impacts. The qualitative relationship to numerical scores is outlined below.

5 – This will significantly help to enable mill complex redevelopment
3 – This will help to enable mill complex redevelopment
0 – This is neither an impediment nor will it enable mill complex redevelopment
-3 – This is a moderate impediment to mill complex redevelopment
-5 – This is a significant impediment to mill complex redevelopment

In addition to the scoring system, which reflects the qualitative relationship to numerical scores; a scaling system is being developed based on the pilot implantation of this survey to balance the scoring system where the frequency of questions does not reflect the importance of the element.

QUESTION STRUCTURE

There are four sections of each question outlined below.

<table>
<thead>
<tr>
<th>This is the question</th>
<th>Notes. Why this element is important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Response options</td>
<td></td>
</tr>
<tr>
<td>b. Choose all that apply</td>
<td></td>
</tr>
</tbody>
</table>

Comment: Since this is a pilot checklist we appreciate your feedback on the questions, response options, scoring, scaling, and rationale. Thank you in advance for your feedback.
### CHECKLIST

**The Mill and the Mill Town – Regulations**

<table>
<thead>
<tr>
<th>Q1. Does the Town have a Comprehensive Master Plan? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. There is no master plan (-3)</td>
</tr>
<tr>
<td>b. There is a master plan but it is being disregarded (-3)</td>
</tr>
<tr>
<td>c. The current master plan is at least five years old (0)</td>
</tr>
<tr>
<td>d. There is a current working master plan (less than 5 years old) (1)</td>
</tr>
<tr>
<td>e. The current master plan includes plans for mill revitalization (3)</td>
</tr>
<tr>
<td>f. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** A current working master plan that calls for mill regeneration shows that the community is committed to orderly growth and has reflected on the qualities of mill revitalization.

**Comment**

<table>
<thead>
<tr>
<th>Q2. Does the Town have a working Capital Improvements Plan (CIP)? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. There is no capital plan (0)</td>
</tr>
<tr>
<td>b. There is a working capital plan (2)</td>
</tr>
<tr>
<td>c. There is a long term fund to support the CIP (3)</td>
</tr>
<tr>
<td>d. The CIP calls for investment in mill districts (seats) (5)</td>
</tr>
<tr>
<td>e. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** A CIP shows that the town has planned for the desired infrastructure structures and equipment to help the town to operate optimally. The CIP provides cost data, the sources of funding, projected time of purchase, and the length of time over which costs are to be spread. If the CIP includes funds to improve industrial infrastructure, it is a positive incentive for investors.

**Comment**

<table>
<thead>
<tr>
<th>Q3. Does the Town require Site Plan Approval (SPA) for mill revitalization projects? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The Town requires SPA (-3)</td>
</tr>
<tr>
<td>b. The Town has recommended but not required site plan standards (0)</td>
</tr>
<tr>
<td>c. The Town does not require site plan approval (3)</td>
</tr>
<tr>
<td>d. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** If the Town has zoning districts that allow industrial uses in either or both “by right” or “special permit” and further requires “site plan approval” then the developer will have to meet specific building, landscaping and engineering conditions before approval is granted. This will require a formal process if approval is to be obtained.

**Comment**
### The Mill and the Mill Town – Regulations

**Q4.** Is the mill/mill yard for sale? (Choose all that apply)
- a. It has been on the market for 5 years or more (-5)
- b. It has been on the market for 3-5 years (-3)
- c. It has not been listed for sale (-3)
- d. It has been on the market for 2-3 years (0)
- e. It has been on the market for less than 2 years (3)
- f. Unknown or not applicable (0)

**Notes.** A mill/mill yard that has been for sale for a long time suggests complications, site issues, or a price mismatch.

**Comment**

**Q5.** Has the appraised value of the mill increased in the last five years? (Choose all that apply)
- a. It has declined (-5)
- b. It has remained unchanged (-3)
- c. It has increased at a lower rate than the town average (0)
- d. It has increased at the same average as the town (3)
- e. It has increased at a higher than average rate than the town (5)
- f. Unknown or not applicable (0)

**Notes.** Declines in the value of the mill suggest that the mill is not being carefully maintained and could become obsolete.

**Comment**

**Q6.** Does the Town have appropriate zoning for industry? (Choose all that apply)
- a. There is no zoning that allows industrial development (-3)
- b. Industry is allowed under Special Permit Granting Authority (SPGA) (0)
- c. Industry is allowed “By Right” (3)
- d. There are “mill revitalization district overlays” (5)
- e. Unknown or not applicable (0)

**Notes.** If the town has at least one district that allows zoning “by right” then there is the possibility that a manufacturing firm could quickly locate within the community. If it has created mill revitalization incentive overlays, it will make re-investment an improved possibility.

**Comment**
The Mill and the Mill Town – Infrastructure

Q7. Does the Town have a “State of the Art” water supply capable of meeting the needs of industry? (Choose all that apply)
   a. There is no water supply (-5)
   b. The water supply is at capacity (-3)
   c. The Town is willing to invest in additional capacity (0)
   d. Funds for additional capacity are in the CIP (3)
   e. There is adequate capacity for industrial needs (5)
   f. Unknown or not applicable (0)

Notes. “State of the Art” means that the water supply meets current standards of sanitation and efficiency including the ability to pump the needed water to an industrial site. “Capacity” means that there is water available to service future industrial growth constantly throughout the year.

Comment

Q8. Does the Town have a “State of the Art” sewage system? (Choose all that apply)
   a. The Town has no sewage system (-5)
   b. The Town system is out of date with no plans to invest in improvements (-3)
   c. The Town has plans in place to upgrade the sewer system over the next 5 years (0)
   d. The Town is willing to invest in a sewer system (3)
   e. The Town has a “state of the art” sewage system (5)
   f. Unknown or not applicable (0)

Notes. “State of Art” means that the system has the means to handle the chemical wastes commonly found in industrial production.

Comment

Q9. Does the Town sewerage system have the capacity to handle industrial waste? (Choose all that apply)
   a. The Town has no sewerage system (-5)
   b. The Town system is at capacity with no discussion of additional investments (-3)
   c. The Town system is at capacity but the Town is willing to invest in a sewer system (0)
   d. The Town has placed funds in the CIP to finance additional capacity (3)
   e. The Town has a sewage system with capacity to handle industrial waste in an environmentally sensitive manner (5)
   f. Unknown or not applicable (0)

Notes. The “capacity” means that it can handle the total amount of expected waste generated by workers and production processes in an environmentally sensitive manner.

Comment
### The Mill and the Mill Town – Infrastructure

**Q10.** Does the Town have the means of generating adequate electric power through its own system or there is adequate service from an external provider for industrial users? (Choose all that apply)
- a. The Town has no local source for electric power (-5)
- b. The Town has its own carrier but no additional capacity for industry (-3)
- c. The Town has its own carrier is willing to expand the system for industrial users (1)
- d. There is electric service available from a regional carrier (3)
- e. The Town has the means to meet industrial needs (5)
- f. Unknown or not applicable (0)

**Notes.** Adequate electric power means that it can provide power for production purposes 24 hours per day, 365 days per year. If it has its own system, this is a further asset due to the fact that local providers can typically react more rapidly in times of crises. Most often, local systems have the ability to deliver electric power at a lower cost.

**Comment**

**Q11.** Has the Town developed its own or obtained access to a “state of the art” fibre-optic/broadband system that meets the standards of industrial firms? (Choose all that apply)
- a. There is no fibre-optic/broadband service available (-5)
- b. There is fibre-optic service but it is sub-standard (-1)
- c. Fibre-optic service will be available in the near future (3)
- d. There is adequate “cutting edge” service available (7)
- e. Unknown or not applicable (0)

**Notes.** One regularly hears the phrase among industrial developers “be wired or be gone”. If this service is not available and “state of the art”, it is highly unlikely that manufacturers will be attracted to the community.

**Comment**

**Q12.** Is the Town have easy access to existing gas pipelines? (Choose all that apply)
- a. The Town has no access to pipelines (-3)
- b. The Town has the potential for pipelines (0)
- c. The Town has access to gas pipelines (3)
- d. Unknown or not applicable (0)

**Notes.** Given the fact that the cost of gas is expected to decline, this could be a key factor in lowering the costs of production and a decided asset in attracting new industrial growth.

**Comment**
### The Mill and the Mill Town – Transportation

**Q13. Can the Town access an interstate or major state highway with minimal time issues?**
(Choose all that apply)

a. Travel time to the nearest interstate or major state highway is an hour or longer (-5)
b. Travel time to the nearest interstate or major state highway is between 45 - 60 minutes (-3)
c. Travel time to the nearest interstate or major state highway is between 30 - 45 minutes (0)
d. Travel time to the nearest interstate or major state highway between 15 - 30 minutes (3)
e. Travel time to the nearest interstate or major state highway is less than 15 minutes (5)
f. Unknown or not applicable (0)

**Notes.** This means that workers, suppliers and truckers will be able to minimize travel time moving to and from the town.

**Comment**

**Q14. Does the Town have freight rail access within its borders?** (Choose all that apply)

a. The Town has no freight rail access (-5)
b. The Town has freight rail access more than 30 minutes truck travel time away (-3)
c. The Town has freight rail access within 30 minutes truck travel time (0)
d. The Town has freight access within 15 minutes truck travel time (1)
e. There is north/south or east/west freight access in town (3)
f. There is north/south and east/west freight access in town (5)
g. Unknown or not applicable (0)

**Notes.** Freight rail access is essential for moving “heavy” products to distant points.

**Comment**

**Q15. Does the Town have access to a major freight airport?** (Choose all that apply)

a. Within 2 hours travel time or greater (-5)
b. Within 1 ½ hours to 2 hours (-3)
c. Within 1 to 1 ½ hours (0)
d. Within ¼ to 1 hour (3)
e. Within less than one hour travel time (5)
f. Unknown or not applicable (0)

**Notes.** Given international markets, “Just in Time” manufacturing processes and the need to be integrated into multiple systems of production over a wide geographic area, quick freight access is essential.

**Comment**
### The Mill and the Mill Town – Community Resources

| Q16. Does the Town have a high ranked school system? (Choose all that apply) |
| a. The Town ranks in the lowest quarter in MCAS scores (-5) |
| b. The Town ranks between the 25 -50% range of MCAS scores (-1) |
| c. The Town ranks between the 50-75% range of MCAS scores (1) |
| d. The Town ranks above 75% in the MCAS scores (5) |
| e. Unknown or not applicable (0) |

**Notes.** If the town wishes to attract new firms and new workers, there is a high likelihood that many of the employees will want to live in the community. The simple greatest attraction to these workers beyond employment is that the local school system has a strong reputation in educating its students.

**Comment**

| Q17. Does the Town have available housing for industrial workers? (Choose all that apply) |
| a. The average price of housing is in the upper 25% of current sales in the state (-5) |
| b. The average price of housing is in the 50-75% range of current sales in the state (-3) |
| c. The average price of housing is in the 25-50% range of current sales in the state (3) |
| d. The average price of housing is in the lowest 25% of current sales in the state (5) |
| e. Unknown or not applicable (0) |

**Notes.** If the Town wishes to attract new growth then the price of housing must match the ability of industrial workers to finance their homes.

**Comment**

| Q18. Does the Town have “short term” hotels and motels that match the quality required for industry-affiliated visitors to the Town? (Choose all that apply) |
| a. The Town has no hotels or motels in its borders (-5) |
| b. There are less than adequate hotels and motels within 30 minutes of the town (-3) |
| c. There are adequate hotels and motels within 30 minutes of the town (0) |
| d. There are adequate hotels and motels within 15 minutes of the town (3) |
| e. There are adequate hotels and motels within the town (5) |
| f. There are above adequate hotels and motels within the town (6) |
| g. Unknown or not applicable (0) |

**Notes.** Industrial operations are constantly hosting affiliated buyers, sellers, technical support workers and the like. The ability to house them close-by in good quality hospitality places is efficient, sends a positive message and brings sales to the town.

**Comment**
## The Mill and the Mill Town – Community Resources

### Q19. How is the town perceived by outsiders? (Choose all that apply)

<table>
<thead>
<tr>
<th>Option</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The Town has a negative image</td>
<td>-5</td>
</tr>
<tr>
<td>b. The Town has a negative but improving image</td>
<td>-1</td>
</tr>
<tr>
<td>c. The Town has a neutral image</td>
<td>0</td>
</tr>
<tr>
<td>d. The Town has a strong image</td>
<td>3</td>
</tr>
<tr>
<td>e. The Town has an extremely strong positive image</td>
<td>5</td>
</tr>
<tr>
<td>f. Unknown or not applicable</td>
<td>0</td>
</tr>
</tbody>
</table>

Notes: The image of the Town can be a convincing factor in the decision to invest. It can help to attract workers, aid in the marketing of products and help to send a message of quality products in quality places.

Comment

### Q20. How high is the crime rate in the town? (Choose all that apply)

<table>
<thead>
<tr>
<th>Option</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The town has a high crime rate</td>
<td>-5</td>
</tr>
<tr>
<td>b. The town has a moderately high crime rate</td>
<td>-3</td>
</tr>
<tr>
<td>c. The town has a moderately crime rate</td>
<td>-1</td>
</tr>
<tr>
<td>d. The town has a moderately low crime rate</td>
<td>1</td>
</tr>
<tr>
<td>e. The town has a low crime rate</td>
<td>5</td>
</tr>
<tr>
<td>f. Unknown or not applicable</td>
<td>0</td>
</tr>
</tbody>
</table>

Notes: Low crime rates may attract new workers and residents, consequently high crime rates may detract potential workers and residents.

Comment

### Q21. Has the Town been certified as a “Green Community” by the Massachusetts Department of Energy and Environmental Affairs Green Communities Designation and Grant Program? (Choose all that apply)

<table>
<thead>
<tr>
<th>Option</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The Town has not filed an application</td>
<td>-3</td>
</tr>
<tr>
<td>b. The Town does not qualify</td>
<td>-1</td>
</tr>
<tr>
<td>c. The Town has been certified</td>
<td>3</td>
</tr>
<tr>
<td>d. Unknown or not applicable</td>
<td>0</td>
</tr>
</tbody>
</table>

Notes: If the Town has been certified, it is eligible for grant assistance to become more energy efficient.

Comment
## The Mill and the Mill Town – Community Resources

### Q22. Is the Town a “Smart Growth” community as described in Chapter 40 R of the Massachusetts general laws? (Choose all that apply)

- a. The Town does not employ these principles (−3)
- b. The Town employs fewer than half of the principles (3)
- c. The Town employs all of the principles (5)
- d. Unknown or not applicable (0)

**Notes.** If it is a “smart growth community”, it is eligible for both technical assistance and financial assistance to implement its goals.

**Comment**

### Q23. Does the Town have a positive bond rating in comparison with other Massachusetts communities? (Choose all that apply)

- a. The Town has not prepared a bond prospectus (−5)
- b. The Town has a rating that is in the bottom 33% (−3)
- c. The Town has a rating in the mid-range (34-66%) (0)
- d. The Town’s bond rating is among the top 33% (5)
- e. Unknown or not applicable (0)

**Notes.** If the Town has a strong positive bond rating, the cost of borrowing will be lower. What’s more, it indicates that the town is well managed in terms of its finances.

**Comment**

### Q24. Has the Town undertaken a community wide study of its cultural and aesthetic heritage? (Choose all that apply)

- a. The Town has not undertaken such a study (−5)
- b. The Town has undertaken such a study (0)
- c. The Town has created local historic and cultural districts (1)
- d. The Town has structures on the State and National Register (3)
- e. The Town has placed its mills and/or mill districts on the State Register (5)
- f. Unknown or not applicable (0)

**Notes.** The placing of the Town’s historic structures and districts makes them eligible for investment tax credits. It also announces that the town is a special place.

**Comment**
### The Mill and the Mill Town – Community Resources

<table>
<thead>
<tr>
<th>Q25. Is the Town an active participant in developing the region’s Comprehensive Economic Development Strategy (CEDs)? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The Town does not participate (-5)</td>
</tr>
<tr>
<td>b. The Town participates but has not requested assistance (3)</td>
</tr>
<tr>
<td>c. The Town has requested assistance without success (-1)</td>
</tr>
<tr>
<td>d. The Town has a project on the current list (3)</td>
</tr>
<tr>
<td>e. The Town has been successful in gaining assistance in the last five years (5)</td>
</tr>
<tr>
<td>f. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** The CEDs is a federal program designed to stimulate job growth and tax base enhancement. To gain this assistance the Town must participate in the CED’s process.

**Comment**

<table>
<thead>
<tr>
<th>Q26. Does the Town support its mills through the Community Preservation Act (CPA)? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The Town has not voted on the act (-1)</td>
</tr>
<tr>
<td>b. The Town has not approved the act (-3)</td>
</tr>
<tr>
<td>c. The Town has passed the act but the mills do not qualify (0)</td>
</tr>
<tr>
<td>d. The Town has passed the act and the mills qualify for assistance (5)</td>
</tr>
<tr>
<td>e. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** If the CPA has been approved, those mills that are historic or meet town housing goals are eligible for financial assistance.

**Comment**
### The Mill and the Mill Town – Leadership

**Q27.** Does a Board of Selectmen or similar government body provide a positive, strong direction for the Town? (Choose all that apply)

- a. The average term in office is three years or less (-3)
- b. There are few contests for select persons (0)
- c. The average term is greater than 6 years (3)
- d. The average term is 3 to 5 years (5)
- e. Unknown or not applicable (0)

**Notes.** Stability is important. If there is extensive turnover of members it is symptomatic of a community that may lack common visions, goals and direction. If there are few contests, it may signal voter apathy. If there are members who stay too long the town may be too fixed in its ways.

**Comment**

**Q28.** Is the Planning Board stable and experienced (if elected)? (Choose all that apply)

- a. There are consistent vacancies on the Board (-3)
- b. The average term is three years or less (-1)
- c. There are few contested elections (-1)
- d. The average term is greater than nine years (3)
- e. The average term is three to nine years (5)
- f. Unknown or not applicable (0)

**Notes.** It takes considerable time for a Planning Board member to learn planning concepts and regulations. Thus an extensive amount of turnover may be reflective of a lack of continuity and the need for time to make decisions.

**Comment**

**Q29.** Does the Planning Board have professional and/or technical knowledge of municipal planning? (Choose all that apply)

- a. There are no members with experience in planning related topics (-5)
- b. Fewer than 40% have experience with planning topics (-3)
- c. Fewer than 20% have experience with planning topics (0)
- d. All have experience with municipal planning topics (5)
- e. Unknown or not applicable (0)

**Notes.** An experienced board whose members have professional experience in planning related fields or who have technical knowledge in the building and “green industry” trades adds extensive value and respect to the board.

**Comment**
### The Mill and the Mill Town – Leadership

**Q30. Does the Town have a professional administrator? (Choose all that apply)**
- a. The Town has no professional administrator (-3)
- b. The Town has a selectmen’s director of administration (0)
- c. The Town has an executive secretary (3)
- d. The Town has a professional town manager (5)
- e. Unknown or not applicable (0)

**Notes.** The employment of a town manager reflects the community’s desire to have a day-to-day professional serving an executive function. In short, the Select board advises and directs but the Town Manager implements. While town administrators and executive secretaries are important options, they have weaker powers and, therefore, are less optimal than the manager.

**Comment**

---

**Q31. Does the Town have a professional planner? (Choose all that apply)**
- a. The Town has no professional planner (-3)
- b. The Town has the part time services of the RPA (1)
- c. The Town has a consultant on demand (2)
- d. The Town has a part time professional planner (4)
- e. The Town has a full time professional planner (5)
- f. Unknown or not applicable (0)

**Notes.** A full time professional town planner is typically responsible for the master plan, zoning, subdivision regulations, and evaluating development proposals. The absence of such a person removes professional expertise from local planning. Zoning administrators, part time planners or consultants typically lack the comprehensive perspective of a professional full time planner.

**Comment**

---

**Q32. The Town has an effective zoning board of appeals (Choose all that apply)**
- a. Three or more of its judgments have been challenged in court in the last five years (-5)
- b. It holds special permit powers (-3)
- c. It handles “use variances” (0)
- d. Fewer than three of its decisions have been challenged in court in the last five years (3)
- e. None of its decisions have been challenged in court in the last five years (5)
- f. Unknown or not applicable (0)

**Notes.** This committee typically is responsible for variances. It is a judicial function. If it is experienced than both use and property variances will be handled according to law and regulation. If it is new, then sound judgments may take longer or be less apt to occur.

**Comment**
### The Mill and the Mill Town – Leadership

**Q33. Does the Town have a full time professional conservation agent? (Choose all that apply)**
- a. The Town has none (-5)
- b. The Town hires consultants to handle conservation issues (0)
- c. The Town shares a professional agent with other communities (3)
- d. The Town has a full time professional agent (5)
- e. Unknown or not applicable (0)

**Notes.** This person is responsible for overseeing the protection of the town’s natural environment and insuring that non-buildable areas have been identified. Given increasingly complex federal and state regulations (i.e.: Massachusetts Endangered Species Act), this person’s insight is immensely valuable. The presence of such a person brings clarity over which lands are buildable and which are not. While part time administrators or consultants are valued, full time professionals are ideal.

**Comments**

**Q34. Does the Town have a full time professional building inspector? (Choose all that apply)**
- a. The Town has none (-5)
- b. The Town hires consultants to handle building code issues (0)
- c. The Town shares a professional inspector with other communities (3)
- d. The Town has a full time agent (5)
- e. Unknown or not applicable (0)

**Notes.** The Building Inspector is responsible for enforcing the State’s Building Code. If he is a professional full time employee of the town, the inspector can help to insure quality development occurs without delays.

**Comment**

**Q35. Does the Town have a grant writer on staff? (Choose all that apply)**
- a. The Town has none (-5)
- b. The Town relies on volunteers (-3)
- c. The Town hires consultants (0)
- d. The Town relies on its planners to write proposals (3)
- e. The Town has a professional grant writer (5)
- f. Unknown or not applicable (0)

**Notes.** If the town has a grant writer on staff then it indicates that the town desires to implement its master plan or improve the town’s quality of life. If it assigns grant writing tasks to other town staff or hires grant writing consultants the results may not be as strong.

**Comment**
### The Mill and the Mill Town – Leadership

<table>
<thead>
<tr>
<th>Q36. Does the Town have an effective Industrial Advisory Board? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The Town does not have such a board (-5)</td>
</tr>
<tr>
<td>b. The Town has a board but it is ineffective (-3)</td>
</tr>
<tr>
<td>c. The Board focuses on promotion (0)</td>
</tr>
<tr>
<td>d. The Board is the “point of contact” for industrial investment (3)</td>
</tr>
<tr>
<td>e. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** When these boards have members familiar with industry, have a clear mandate and are well funded they can add value to the community.

**Comment**
THE MILL AND THE MILL YARD

INTRODUCTION

This checklist was designed by the University of Massachusetts Center for Economic Development to identify how prepared a town is to revitalize its Mill buildings and to help potential developers identify priorities and viable redevelopment sites. The high volume of abandoned mills in New England demonstrates the need for creative tools to serve as a preliminary filter for redevelopment opportunities.

This checklist is in its pilot phase. We appreciate your participation and feedback. If you do not feel that the options provided describe your situation please feel free to leave any question blank. Please tell us how you would answer the question in the comments field. If you feel that multiple options are applicable please feel free to choose multiple responses and share your comments.

ORGANIZATION

The checklist is organized into nine sections. The section can be identified at the top of each page and by the corresponding color splashes in each question block.

1. Ownership and Debt
2. Site Conditions
3. Municipal Support
4. Infrastructure
5. Transportation
6. Inspections
7. Culture and Recreation
8. Organizational Capacity for Innovation
9. Financial Resources
SCORING SYSTEM

Each response option has a corresponding numerical value between 5 and -5. Participants should select all appropriate options as more than one option may be appropriate and may reflect multiple or conflicting impacts. The qualitative relationship to numerical scores is outlined below.

5 – This will significantly help to enable mill complex redevelopment
3 – This will help to enable mill complex redevelopment
0 – This is neither an impediment nor will it enable mill complex redevelopment
-3 – This is a moderate impediment to mill complex redevelopment
-5 – This is a significant impediment to mill complex redevelopment

In addition to the scoring system, which reflects the qualitative relationship to numerical scores; a scaling system is being developed based on the pilot implantation of this survey to balance the scoring system where the frequency of questions does not reflect the importance of the element.

QUESTION STRUCTURE

There are four sections of each question outlined below.

<table>
<thead>
<tr>
<th>Question</th>
<th>a. Response options</th>
<th>b. Choose all that apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notes. Why this element is important?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comment: Since this is a pilot checklist we appreciate your feedback on the questions, response options, scoring, scaling, and rationale. Thank you in advance for your feedback.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### CHECKLIST

#### The Mill and the Mill Yard – Ownership and Debt

<table>
<thead>
<tr>
<th>Q1. Is there a clear property title to the mill yard? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. There are disputes over the title (-5)</td>
</tr>
<tr>
<td>b. There are challenges to rights and privileges (-3)</td>
</tr>
<tr>
<td>c. There is a clear title to all property questions (3)</td>
</tr>
<tr>
<td>d. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** A clear property title simplifies the process of acquiring the property.

**Comment**

<table>
<thead>
<tr>
<th>Q2. What is the ownership of the mill like? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. There are multiple owners (-5)</td>
</tr>
<tr>
<td>b. There are absentee private owners (-3)</td>
</tr>
<tr>
<td>c. The property is owned by a distant corporation (0)</td>
</tr>
<tr>
<td>d. The property is owned outright by a local corporation or person (3)</td>
</tr>
<tr>
<td>e. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** Simple ownership simplifies the process of acquiring the property.

**Comment**

<table>
<thead>
<tr>
<th>Q3. Which of the following indicate the mill/mill yard's financial condition? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The mill is in bankruptcy (-5)</td>
</tr>
<tr>
<td>b. The mill has a lien against it (-5)</td>
</tr>
<tr>
<td>c. The mill is mortgaged and largely vacant (-3)</td>
</tr>
<tr>
<td>d. There is a mortgage and the mill is largely occupied (0)</td>
</tr>
<tr>
<td>e. There is no mortgage on the mill (3)</td>
</tr>
<tr>
<td>f. There is no mortgage and costs are being covered by rents (5)</td>
</tr>
<tr>
<td>g. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** If the mill has debt associated with it acquisition will acquire debts associated with the property.

**Comment**
## The Mill and the Mill Yard – Ownership and Debt

**Q4. Is the mill/mill yard for sale? (Choose all that apply)**

- a. It has been on the market for 5 years or more (-5)
- b. It has been on the market for 3-5 years (-3)
- c. It has not been listed for sale (-3)
- d. It has been on the market for 2-3 years (0)
- e. It has been on the market for less than 2 years (3)
- f. Unknown or not applicable (0)

**Notes.** A mill/mill yard that has been for sale for a long time suggests complications, site issues, or a price mismatch.

**Comment**

**Q5. Has the appraised value of the mill increased in the last five years? (Choose all that apply)**

- a. It has declined (-5)
- b. It has remained unchanged (-3)
- c. It has increased at a lower rate than the town average (0)
- d. It has increased at the same average as the town (3)
- e. It has increased at a higher than average rate than the town (5)
- f. Unknown or not applicable (0)

**Notes.** Declines in the value of the mill suggest that the mill is not being carefully maintained and could become obsolete.

**Comment**

**Q6. Is the value of the mill structures less than the value of the land?**

- a. The value of structures is 75% of the value of the land (-5)
- b. The value of structures is 50-75% of the value of the land (-3)
- c. The value of structures is 20-50% of the value of the land (0)
- d. The value of structures is 20% or less than the value of the land (5)
- e. Unknown or not applicable (0)

**Notes.** If the land is worth more than three times the amount of the building the site may be a candidate for redevelopment.

**Comment**
### The Mill and the Mill Yard – Site Conditions

**Q7. Are the mill and/or mill yard in active use? (Choose all that apply)**

<table>
<thead>
<tr>
<th>Choice</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>The mill has been abandoned (-5)</td>
</tr>
<tr>
<td>b.</td>
<td>The mill is currently vacant (-3)</td>
</tr>
<tr>
<td>c.</td>
<td>The mill is less than 25% occupied (0)</td>
</tr>
<tr>
<td>d.</td>
<td>The mill is 26% to 66% occupied (3)</td>
</tr>
<tr>
<td>e.</td>
<td>The mill is greater than 66% occupied (5)</td>
</tr>
<tr>
<td>f.</td>
<td>Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** It is easier to convert occupied mills to another uses than unoccupied mills. Equipment, energy systems and building infrastructure degrade with disuse.

**Comment**

---

**Q8. What is the occupancy of the mill? (Choose all that apply)**

<table>
<thead>
<tr>
<th>Choice</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>The mill is vacant (-5)</td>
</tr>
<tr>
<td>b.</td>
<td>The mill is occupied by 10 or more companies/organizations (0)</td>
</tr>
<tr>
<td>c.</td>
<td>The mill is occupied by local companies (3)</td>
</tr>
<tr>
<td>d.</td>
<td>The mill is occupied by an anchor tenant (5)</td>
</tr>
<tr>
<td>e.</td>
<td>Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** Active use suggests that the mill is still an activated space within the community.

**Comment**

---

**Q9. What type of uses is the mill occupied by at this time? (Choose all that apply)**

<table>
<thead>
<tr>
<th>Choice</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>The mill is not occupied at present (-5)</td>
</tr>
<tr>
<td>b.</td>
<td>Firms leasing the mill yard for outside storage (1)</td>
</tr>
<tr>
<td>c.</td>
<td>Firms leasing the mill for warehousing (1)</td>
</tr>
<tr>
<td>d.</td>
<td>Firms leasing the mill for manufacturing (3)</td>
</tr>
<tr>
<td>e.</td>
<td>Firms leasing the mill for office space (5)</td>
</tr>
<tr>
<td>f.</td>
<td>Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** Different types of uses promote activation of the mill to various degrees.

**Comment**
## The Mill and the Mill Yard – Site Conditions

### Q10. Is the mill/mill yard being well maintained? (Choose all that apply)
- a. It is being vandalized (-5)
- b. It is showing evidence of neglect (-4)
- c. It is being maintained to ensure that it functions (0)
- d. There have been improvements well beyond maintenance (3)
- e. It is well maintained and aesthetically pleasing (5)
- f. Unknown or not applicable (0)

**Notes.** A well-maintained facility is more easily transitioned into new uses.

**Comment**

### Q11. Is the surrounding neighborhood of the mill yard an asset? (Choose all that apply)
- a. There is visible decay (-5)
- b. There is evidence of abandonment (-3)
- c. There is little evidence of reinvestment (0)
- d. It is a well-kept neighborhood (3)
- e. There is evidence of significant reinvestment (5)
- f. Unknown or not applicable (0)

**Notes.** The character of the surrounding neighborhood impacts the desirability of activity at the mill and in the mill yard.

**Comment**

### Q12. Is the mill yard in a flood plain? (Choose all that apply)
- a. The mill yard has a significant history of flooding (-5)
- b. The mill yard has been subject to moderate flooding in the past (-3)
- c. Some portion of the mill yard has been subject to flooding in the past (0)
- d. Flood plain issues have been mitigated (3)
- e. It is outside the flood plain (5)
- f. Unknown or not applicable (0)

**Notes.** Understanding flood risks should inform infrastructure and building use decisions.

**Comment**
### The Mill and the Mill Yard – Municipal Support

<table>
<thead>
<tr>
<th>Q13. Is the regeneration of the mill yard a priority in the master plan? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. It is not mentioned (-5)</td>
</tr>
<tr>
<td>b. It is mentioned as a derelict property that should be demolished (-5)</td>
</tr>
<tr>
<td>c. It is mentioned as a point of pride (3)</td>
</tr>
<tr>
<td>d. It is considered a priority for regeneration (5)</td>
</tr>
<tr>
<td>e. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** Regeneration of the mill yard as a priority in the master plan indicates that the town will be supportive projects in the mill.

**Comment**

<table>
<thead>
<tr>
<th>Q14. Are there elements in the Capital Plan designed to stimulate the revitalization of the mill yard? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. There is no Capital Plan (-3)</td>
</tr>
<tr>
<td>b. The mill yard is not mentioned (-3)</td>
</tr>
<tr>
<td>c. The Plan calls for upgraded improvements near the mill yard (1)</td>
</tr>
<tr>
<td>d. The Plan for upgrading infrastructure near the mill yard has been funded (3)</td>
</tr>
<tr>
<td>e. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** A supportive Capital Plan indicates municipal support for mill revitalization.

**Comment**

<table>
<thead>
<tr>
<th>Q15. Does the current zoning support mill revitalization? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The mill yard is a non-conforming use (-5)</td>
</tr>
<tr>
<td>b. The mill yard is zoned for industry under special permit (0)</td>
</tr>
<tr>
<td>c. The mill yard is zoned for industry “by right” (1)</td>
</tr>
<tr>
<td>d. The mill yard is zoned for mixed uses under special permit (2)</td>
</tr>
<tr>
<td>e. The mill yard is in a mill overlay district (3)</td>
</tr>
<tr>
<td>f. The mill yard is zoned for mixed uses “by right” (3)</td>
</tr>
<tr>
<td>g. The mill yard is zoned as a mixed use district with an incentive overlay (5)</td>
</tr>
<tr>
<td>h. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** Appropriate zoning makes mixed-use development in the mill more easily accessible and suggests that the town will be supportive.

**Comment**
### The Mill and the Mill Yard – Municipal Support

**Q16.** Does the town have a master plan with provisions for clean energy projects? (Choose all that apply)
- a. The town does not have a master plan (-5)
- b. The town has a master plan that does not address clean energy (-3)
- c. The master plan mentions clean energy as a goal (1)
- d. There are specific provisions for clean energy in the master plan (5)
- e. Unknown or not applicable (0)

**Notes.** A master plan with provisions for clean energy in the master plan make clean energy infrastructure significantly more feasible.

**Comment**

**Q17.** Does the town have experience implementing clean energy projects? (Choose all that apply)
- a. Clean energy projects have been initiated but not implemented (-5)
- b. No clean energy projects have been initiated in the town (-5)
- c. There are a few residential projects that have been implemented in the town (-3)
- d. The town has significant experience with residential clean energy projects (0)
- e. One or more commercial or industrial clean energy projects have been implemented in the town (3)
- f. The town has significant experience with commercial or industrial clean energy projects (5)
- g. Unknown or not applicable (0)

**Notes.** Municipal experience implementing clean energy projects makes clean energy infrastructure significantly more feasible.

**Comment**
### The Mill and the Mill Yard – Infrastructure

<table>
<thead>
<tr>
<th>Q18. Is there an available public water supply to service the mill yard? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. There is no accessible water supply (-5)</td>
</tr>
<tr>
<td>b. A water system is accessible but already at capacity (-3)</td>
</tr>
<tr>
<td>c. A water system is accessible with the potential to increase capacity (0)</td>
</tr>
<tr>
<td>d. There is a water supply with capacity available to serve the mill (5)</td>
</tr>
<tr>
<td>e. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** An available water supply is essential for any activities on site and is a limiting factor for potential reuse.

**Comment**

<table>
<thead>
<tr>
<th>Q19. Is there public sewer capacity to service the mill yard? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. There is no system available (-5)</td>
</tr>
<tr>
<td>b. The sewer system is at capacity (-3)</td>
</tr>
<tr>
<td>c. The sewer system cannot handle industrial waste (-1)</td>
</tr>
<tr>
<td>d. The sewer system has additional capacity (3)</td>
</tr>
<tr>
<td>e. The sewer system can handle industrial waste (5)</td>
</tr>
<tr>
<td>f. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** A sewer system with capacity to handle industrial waste is essential.

**Comment**

<table>
<thead>
<tr>
<th>Q20. Is there sufficient electric power to serve the mill yard? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The local electric company is at capacity service (-5)</td>
</tr>
<tr>
<td>b. The regional electric system is available (-3)</td>
</tr>
<tr>
<td>c. The local electric company has the capacity to serve the mill yard (5)</td>
</tr>
<tr>
<td>d. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

**Notes.** Adequate electric power is essential to provide power for production and livability purposes 24 hours per day, 365 days per year.

**Comment**
Q21. Is there a nearby gas line to serve the mill yard? (Choose all that apply)
   a. There is no gas service in the town (-5)
   b. A pipeline would have to be laid to gain service (0)
   c. There is direct gas service to the mill yard (5)
   d. Unknown or not applicable (0)

Notes. Given the fact that the cost of gas is expected to decline, this could be a key factor in lowering the costs of production and a decided asset in attracting new industrial growth.

Comment

Q22. Is there fibre-optic/broadband service to the mill yard? (Choose all that apply)
   a. There is no fibre-optic/broadband service (-5)
   b. There is slow, outmoded service (-3)
   c. There is potential for improvement of slow or non-existent service (1)
   d. There is “state of the art” service (3)
   e. There is “cutting edge” service (5)
   f. Unknown or not applicable (0)

Notes. One regularly hears the phrase among industrial developers “be wired or be gone”. If this service is not available and “state of the art”, it is highly unlikely that manufacturers will be attracted to the community.

Comment

Q23. Is there a dam within the ½ mile of the mill? (Choose all that apply)
   a. There is no dam within the vicinity of the mill. (0)
   b. There is a dam within ½ mile but it is not owned by the mill. (0)
   c. There is a dam within ½ mile of the mill and the dam is owned by the mill. (3)
   d. Unknown or not applicable (0)

Notes. If the dam is owned by the mill any electric power that be produced on site the power would also belong to the mill owners and indicated reduced annual costs for operations.

Comments
### The Mill and the Mill Yard – Infrastructure

#### Q24. Does the mill dam have the potential for creating electric power? (Choose all that apply)
- a. The dam is beyond repair (-5)
- b. The dam is targeted for removal (-5)
- c. The potential of the dam has not been evaluated (0)
- d. The dam can be upgraded to produce power (3)
- e. The dam is presently producing power (5)
- f. Unknown or not applicable (0)

**Notes.** A mill dam with the potential for creating electric power indicates reduced annual costs for operations.

**Comment**

#### Q25. What hazard rating does the dam have? (Choose all that apply)
- a. The dam has a high hazard rating (-5)
- b. The dam has a moderate to high hazard rating (-3)
- c. The dam has a moderate to low hazard rating (-0)
- d. The dam has a low hazard rating (3)
- e. Unknown or not applicable (0)

**Notes.** The hazard rating of a dam refers to the predicted loss of life and damage to nearby homes, businesses, and infrastructure.

**Comments**

#### Q26. What condition is the dam in? (Choose all that apply)
- a. The dam has not been maintained in over ten years (-5)
- b. The dam is not in operating condition (-5)
- c. The dam is in need of significant repair (> $5,000) (-5)
- d. The dam is in need of minor repair (< $5,000) (-3)
- e. The dam is in operating condition (1)
- f. The dam is not in need or repair (3)
- g. The dam has been maintained regularly (5)
- h. Unknown or not applicable (0)

**Notes.** The operating and maintenance condition of the dam directly impacts its likelihood to be able to provide clean energy to the project.

**Comments**
The Mill and the Mill Yard – Infrastructure

<table>
<thead>
<tr>
<th>Q27. Are there appropriate site conditions to enable clean energy projects? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. There are site condition complications to implementing clean energy on the site (-3)</td>
</tr>
<tr>
<td>b. A feasibility study is required for clean energy infrastructure on the site (0)</td>
</tr>
<tr>
<td>c. A feasibility study has already been performed for clean energy infrastructure on the site (5)</td>
</tr>
<tr>
<td>d. There are government incentives available to support clean energy implementation (5)</td>
</tr>
<tr>
<td>e. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

Notes. Clean energy reduces annual energy costs for operations.

Comment
# The Mill and the Mill Yard – Transportation

**Q28. Is there a direct road access to the mill yard? (Choose all that apply)**
- a. Access is through local residential areas (-3)
- b. Access is through steep grades (-3)
- c. Access is through narrow curving roads (-3)
- d. Access is through state midsized or numbered roads (3)
- e. Access is immediately off of federal or state highway off-ramps (5)
- f. Unknown or not applicable (0)

*Notes. An easy access road is essential for moving products and employees to and from the mill.*

**Comment**

**Q29. Is there easy access to a freight serving rail line? (Choose all that apply)**
- a. There is no freight rail service in the town (-5)
- b. There is freight service within 15 minutes truck travel time from the mill (0)
- c. There is freight rail service within the town (2)
- d. There is direct freight service in the mill yard (5)
- e. Unknown or not applicable (0)

*Notes. Freight rail access is essential for moving “heavy” products to distant points.*

**Comment**

**Q30. Is there access to an airport providing freight service? (Choose all that apply)**
- a. Within 2 hours travel time by truck (0)
- b. Within 1 ½ hour travel time by truck (1)
- c. Within 1 hour travel time by truck (3)
- d. Within less than an hour travel time by truck (5)
- e. Unknown or not applicable (0)

*Notes. Given international markets, “Just in Time” manufacturing processes and the need to be integrated into multiple systems of production over a wide geographic area, quick freight access is essential.*

**Comment**
<table>
<thead>
<tr>
<th>The Mill and the Mill Yard – Transportation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q31. Have the mill and/or mill yard sufficient space for on-site parking? (Choose all that apply)</td>
</tr>
<tr>
<td>a. It has no on-site parking (-5)</td>
</tr>
<tr>
<td>b. It has some on-site parking but does not meet local zoning standards (0)</td>
</tr>
<tr>
<td>c. It has sufficient space to meet current zoning standards (5)</td>
</tr>
<tr>
<td>d. Unknown or not applicable (0)</td>
</tr>
<tr>
<td>Notes. Sufficient parking is necessary to revitalize and activate the mill.</td>
</tr>
<tr>
<td>Comment</td>
</tr>
</tbody>
</table>

Notes. Sufficient parking is necessary to revitalize and activate the mill.
### The Mill and the Mill Yard – Inspections

<table>
<thead>
<tr>
<th>Q32. Is the mill certified as being asbestos free? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. It has been tested and there is evidence of asbestos (-5)</td>
</tr>
<tr>
<td>b. It has not been tested (-3)</td>
</tr>
<tr>
<td>c. It has been cleaned of all asbestos (0)</td>
</tr>
<tr>
<td>d. There is no evidence of asbestos after testing (5)</td>
</tr>
<tr>
<td>e. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

Notes. Asbestos removal is costly and must be removed from the mill before it can be redeveloped.

Comment

<table>
<thead>
<tr>
<th>Q33. Has the mill and mill yard been tested for chemical hazards? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. They have been tested and there is evidence of extensive contamination (-5)</td>
</tr>
<tr>
<td>b. They have not been tested (-3)</td>
</tr>
<tr>
<td>c. They have been tested and there is evidence of minimal contamination (-2)</td>
</tr>
<tr>
<td>d. They have been tested and all contamination has been mitigated (1)</td>
</tr>
<tr>
<td>e. They have been tested and there is no evidence of contamination (5)</td>
</tr>
<tr>
<td>f. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

Notes. Hazardous chemical removal is costly and must be completed before the mill can be redeveloped.

Comment

<table>
<thead>
<tr>
<th>Q34. Have the mill and mill yard been inspected for potential health issues (i.e.: clean air, clean water, absence of mold)? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. They have been tested and there is evidence of health issues (-5)</td>
</tr>
<tr>
<td>b. They have not been tested (-3)</td>
</tr>
<tr>
<td>c. They have been tested and the issues have been mitigated (0)</td>
</tr>
<tr>
<td>d. They have been tested and there are no issues (5)</td>
</tr>
<tr>
<td>e. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

Notes. Health issues and mold removal can be costly and must be addressed before the mill can be redeveloped.

Comment
### The Mill and the Mill Yard – Inspections

**Q35.** Have the mill and mill yard been inspected by the building commissioner? (Choose all that apply)
- a. They have been inspected and there is evidence of code violations (-3)
- b. They have not been inspected (-1)
- c. They have been inspected (3)
- d. They are up to code (5)
- e. Unknown or not applicable (0)

**Notes.** Structural issues can be costly to repair and must be considered before the mill should be redeveloped.

**Comment**

**Q36.** Are the mill pond and mill stream environmentally clean? (Choose all that apply)
- a. Inspections show that they are being contaminated by present practices (-5)
- b. Inspections show that they have been contaminated by past practices (-4)
- c. They have not been inspected (-3)
- d. They are being cleaned at present (3)
- e. They have been cleaned (4)
- f. They have been tested recently and were found to be clean (5)
- g. Unknown or not applicable (0)

**Notes.** Environmental issues in the mill pond and mill stream are costly to decontaminate and must be addressed before the mill can be developed.

**Comment**
### The Mill and the Mill Yard – Culture and Recreation

Q37. Are the mill pond and nearby stream recreational assets? (Choose all that apply)
- a. They are unclean and unhealthy (-3)
- b. They are fishable and swimmable (2)
- c. They provide unique natural features and animal habitats (4)
- d. They can be linked into a park/trail network (5)
- e. Unknown or not applicable (0)

**Notes.** Recreational assets nearby encourage activation of space within the community.

**Comment**

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Q38. Is the mill historic or culturally significant? (Choose all that apply)
- a. It is not historic or culturally significant (0)
- b. It is thought to be historically or culturally significant but it has not been appraised as such (1)
- c. It is on the local register of historic places (2)
- d. It is on the state register of historic places (4)
- e. It is on the national register of historic places (5)
- f. Unknown or not applicable (0)

**Notes.** If the mill is or can be designated as a historic site that makes them eligible for investment tax credits. It also announces that the mill is a special place.

**Comment**

---

Q39. Is the mill located in a historic district? (Choose all that apply)
- a. There are no historic districts in town (0)
- b. It is thought to be in a historic district but it has not been appraised as such (1)
- c. The mill is located in a local historic district (2)
- d. The mill is located in a state approved historic district (4)
- e. The mill is in a district on the national register of historic places (5)
- f. Unknown or not applicable (0)

**Notes.** If the mill is or can be designated as a historic district that makes them eligible for investment tax credits. It also announces that the mill is a special place.

**Comment**
<table>
<thead>
<tr>
<th>Q40. Is there organizational capacity to revitalize the dam? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The town does not have the capacity to support the dam revitalization process (-3)</td>
</tr>
<tr>
<td>b. The town can not expedite the municipal permitting process (0)</td>
</tr>
<tr>
<td>c. The town can expedite the municipal permitting process (3)</td>
</tr>
<tr>
<td>d. The town has the capacity to provide support the dam revitalization process (3)</td>
</tr>
<tr>
<td>e. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

Notes. A mill dam with the potential for creating electric power indicates reduced annual costs for operations.

Comment

<table>
<thead>
<tr>
<th>Q41. Are there appropriate site conditions to enable clean energy projects? (Choose all that apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. There are permitting challenges to implementing clean energy on the site (-3)</td>
</tr>
<tr>
<td>b. There are no government incentives available to implement clean energy on the site (0)</td>
</tr>
<tr>
<td>c. The town is supportive clean energy implementation (3)</td>
</tr>
<tr>
<td>d. Unknown or not applicable (0)</td>
</tr>
</tbody>
</table>

Notes. Appropriate site conditions facilitate a simplified clean energy implementation process.

Comment
### The Town – Financial Resources

**Q42. Are there local financial resources accessible for revitalization? (Choose all that apply)**
- a. There is not a credit union in the town (-5)
- b. There is a credit union in a neighboring town (1)
- c. There is a credit union in the town (3)
- d. There are other local organizations invested in revitalizing the town (3)
- e. There is a credit union in the town willing to provide low interest loans to support local development (5)
- f. Unknown or not applicable (0)

**Notes.** Local financial resources are a significant enabling factor for mill redevelopment projects.

**Comment**

**Q43. Is there a CDC non-profit supporting economic development? (Choose all that apply)**
- a. There is not a local CDC (-5)
- b. There is a local CDC which is young and has limited resources (1)
- c. There is a local CDC supporting economic development (5)
- d. Unknown or not applicable (0)

**Notes.** A local CDC is a significant enabling factor for mill redevelopment projects.

**Comment**