



## TECHNICAL MEMORANDUM

**TO:** Southfield Redevelopment Authority

**DATE:** March 3, 2023

**SUBJECT:** Fiscal Impact Analysis of Potential Future Development at the former South Weymouth Naval Air Station

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### Executive Summary

RKG Associates, Inc. was retained by BPD Union Point LLC (the “Master Developer”) to conduct a fiscal impact analysis of potential future development at the former South Weymouth Naval Air Station (SWNAS). The purpose of this analysis is to provide an understanding of the potential property tax revenues and municipal costs associated with different land use types that could be built in each of the three communities under the proposed zoning. Given the long-term build-out of the remaining land across the base, this fiscal impact analysis considers property tax revenues and municipal expenditures on a per acre basis for each possible land use type instead of using a specific development program allocation.

The fiscal impact analysis builds on work completed by RKG Associates which analyzed tax revenue and municipal costs from the existing 1,274 homes and 73,000 square feet of commercial space all of which is located in Weymouth. That analysis showed existing development has an assessed value of \$403 million and contributes \$5.3 million in gross revenue from property, excise and CPA taxes, while only costing Weymouth about \$939,000 in municipal services. Another \$1.1 million per year of current property tax revenues from existing development also retires outstanding 2010A Infrastructure SRA bond payments. With its investment allocation of 25%-35% (depending on property classification) of the tax levy to those bonds, the taxes from existing development are still providing Weymouth with \$3.2 million per year in net tax revenue after expenses.

### Methodology

The remaining developable land across SWNAS in Weymouth, Abington, and Rockland is estimated to be about 335 acres after accounting for open space and roadways. To estimate the fiscal impact of development on the remaining acreage, RKG worked with the Master Developer’s team on potential intensities of development for residential, retail, commercial, and industrial land uses. Applying average assessed values on a per dwelling unit basis for residential and per square foot basis for non-residential, RKG estimated the potential value per acre of future development and the property taxes the development could generate. RKG then estimated municipal costs, including education, for each town and subtracted those costs from the property tax estimates resulting in the net fiscal impact to each town on a per acre basis. To tailor the analysis to each of the three towns, RKG utilized the local tax rates to estimate property taxes for each land use type and used local school aged children multipliers tied to the demographics of each town for education costs. This analysis does not consider the fiscal impacts of building permit fees, excise taxes, meals or hotel taxes, Community Preservation Act (CPA) funds. It is likely that there will be some potential bonding relating to future infrastructure improvements. Just like with

existing development, the revenues generated by future phases will be able to accommodate any such bond payments, but we have not included a full analysis here given that those arrangements have not yet been determined.

### **Findings**

The fiscal impact analysis of future development at SWNAS indicates that all future land use types would result in positive fiscal benefits to each community. Overall, residential uses (both owner- and renter-occupied) yield the highest per acre net fiscal benefits due to high assessed values on a per dwelling unit basis compared to non-residential uses. Given the length of time for the potential build-out of the former base and the likelihood of changing economic and market conditions, it is difficult to pinpoint exactly what types of development and densities will occur in each community. Conducting the fiscal impact analysis on a per acre basis provides a range of net benefits to each community depending on how the development program is implemented over time.

After calculating potential property tax revenues, municipal costs, and accounting for the variations in tax rates and student generation rates in each community, RKG estimates the following net fiscal impacts for development at SWNAS:

- **Future residential development could generate net revenue between \$66,300 and \$96,800 per acre.**
- **Future non-residential development could generate net revenue between \$26,500 (industrial) and \$72,900 (retail) per acre.**

RKG also calculated estimated net fiscal impacts of three hypothetical development scenarios using the remaining developable acreage in each community which included a Heavy Non-Residential scenario (75% non-resi/25% resi), a Balanced scenario (50% non-resi/50% resi), and a Heavy Residential scenario (25% non-resi/75% resi). The results of those scenarios, without deductions for future bonding, are described below:

- **In Weymouth, annual net fiscal impacts of these three scenarios could generate net revenues after expenses of between \$11.7 million (heavy non-residential scenario) and \$12.6 million (heavy residential scenario) at full build.**
- **In Abington, annual net fiscal impacts of these three scenarios could generate net revenues after expenses of between \$4.2 million (heavy non-residential scenario) and \$5.4 million (heavy residential scenario) at full build.**
- **In Rockland, annual net fiscal impacts of these three scenarios could generate net revenues after expenses of between \$4.1 million (heavy non-residential scenario) and \$5.5 million (heavy residential scenario) at full build.**

This detailed analysis and findings are described in the following sections of this memo.



## **Introduction**

RKG Associates, Inc. (RKG) was retained by the Master Developer to conduct a fiscal impact analysis of potential future development at the former South Weymouth Naval Air Station (SWNAS) under a full build condition. The purpose of this analysis is to provide an understanding of the potential property tax revenues and municipal costs associated with different land use types that could be built in each of the three communities under the proposed zoning. Future development at SWNAS is likely to occur across Weymouth, Abington, and Rockland therefore this analysis quantifies the potential property tax revenues and municipal costs in each municipality assuming the totality of the net developable acreage is built on at some point in the future.

This fiscal impact analysis utilizes assumptions for uses (residential, retail, industrial, etc.) and development intensity (dwelling units per acre or square feet per acre) to quantify the fiscal impact of future development on a per acre basis. Given the longer-term build-out potential of the SWNAS site and the potential for changes in the market across that time period, it is challenging to project the exact amount of development and use mix in each of the three communities. This initial fiscal impact analysis quantifies the revenues and costs for land uses and densities such that the overall impact can be measured across the former base and for each municipality as plans for specific development areas are put forward over time.

## **Fiscal Impact Methodology**

A fiscal impact analysis estimates the municipal revenues and costs associated with development and growth. Revenues can include local taxes (property, excise, etc.) and various fees and other payments, while costs include the provision of municipal services (public safety, education, public works, general government, etc.). While several approaches exist to determine fiscal impacts, all are based on the common assumption that current local operating costs and revenues are the best basis for determining future costs and revenues. These approaches therefore utilize recent data on municipal service costs in the host community, as well as current tax rates and other revenue sources to calculate the net fiscal impact.

The primary focus is on a town's General Fund since that is typically where tax revenues and most municipal service costs are accounted. RKG applied an incremental cost approach to departmental budgets for public safety, public works, general government services, and education to determine the costs to support new residential and commercial development. The approach involves looking at the line-items of each budget to determine if an expenditure is either fixed or variable. Fixed costs are costs which would occur irrespective of development, an example being the salary of the Mayor or Manager, this would not be impacted by development. Conversely, the costs associated with teacher wages are classified as variable as they would change based on the addition of more school-aged children that may result from residential development.

Fiscal impact approaches are 'static', that is, they assume that the project is fully built-out and occupied. This assumption allows a comparison of the financial effect of the entire project on municipal costs and revenues. While most projects are constructed over a multi-

year period, municipal costs and revenues occur in equal proportions, therefore this steady-state approach does not detract from the appropriateness or accuracy of this method. It should also be noted that the fiscal impact analysis is only concerned with local public costs and expenditures, and not with state, county, or other jurisdictional impacts. For this fiscal impact analysis, RKG constructed a model to measure the fiscal impacts for all future development at SWNAS on a per acre basis assuming the development on each acre of land is full built-out and occupied. Numbers in the report have been rounded for ease of the reader.

### **Fiscal Impacts of the Existing SWNAS Development**

RKG completed a detailed fiscal impact analysis of the existing development all of which is within the town boundaries of Weymouth. RKG used information from the Master Developer's team, property assessment information from Weymouth, interviews with department heads, and detailed data on school children living on SWNAS to calculate Weymouth-specific revenues and expenditures. Based on our estimates, the existing development on the Weymouth side produces nearly five times as much revenue compared to municipal service costs. Much of this is driven by the extremely low number of school aged children living in SWNAS attending Weymouth public schools. The key findings from this analysis are highlighted below:

- There are 1,274 existing homes in SWNAS with 61% (774) being multifamily apartments, 10% townhomes, 16% condominiums, and 13% single family homes.
- There is a total of 73,000 square feet of commercial space, composed of 40,000 SF of congregate housing, and 33,000 of retail space. Additionally, a 25-acre indoor and outdoor sports complex exists.
- An estimated 2,464 residents live in the 1,274 dwelling units at the NAS. This includes 67 school age children.
- Assessed value of existing development at SWNAS is \$403.2 million.
- SWNAS contributes about \$5.3 million in gross tax revenue which is offset by \$939,000 in municipal costs.
- Twenty-five to thirty-five percent (25%-35%), depending on property classification, of the property tax levy is allocated to pay off the 2010 A Infrastructure Bond issued by the Southfield Redevelopment Authority (SRA). Although the Town of Weymouth collects the property taxes this portion of the taxes is used to repay the \$1,132,834 annual bond payment. This is netted against SWNAS property taxes in the analysis.



- Even committing 25%-35% of property tax revenue to pay the 2010 A Infrastructure Bonds, the existing development at SWNAS results in a positive net impact to the Town of \$3.2 million annually. This net impact accounts for municipal expenses as well as the annual bond payment and the special assessment tax that is returned to the SRA annually.
- Both the existing residential and commercial components generate more revenues than costs.

The detail provided by the research and analysis of existing development in Weymouth was used as a proxy for determining the fiscal impacts of future development at SWNAS. This includes estimated assessed values for different land use types, as well as per dwelling unit or per square foot municipal costs. Appendix 1 provides the detailed report of the fiscal impacts for existing development at SWNAS within the Town of Weymouth.

### **Fiscal Impacts of Future Development at SWNAS**

After determining the revenue, cost, and net fiscal impact of existing development at SWNAS, RKG Associates began the process of analyzing the net fiscal impact of future development potential for the remaining developable land across the former base. The first step in this process was to determine how much remaining land could be developed after subtracting land for internal roads and rights-of-way and areas for parks and open space.

The Master Developer conducted an analysis of existing developable land across each of the three communities and determined there is an estimated 335 net developable acres available after subtracting land for roads and open space. The result of this analysis is shown in Table 1.

<b>Town Name</b>	<b>Net Developable Land (Acres)</b>
Weymouth	196
Abington	75
Rockland	64
<b>Total Land</b>	<b>335</b>

Source: Master Development Team

Next, RKG and the Master Developer’s team needed to determine the potential intensity of development that could take place across the remaining land. To do this, development densities were estimated for residential, retail, commercial, and industrial uses on a per acre basis and provided to RKG by the Master Developer’s team. Given the length of time for the potential build-out of the former base and the likelihood of changing economic and market conditions, it is difficult to pinpoint exactly what types of development and densities will occur in each community. Therefore, RKG’s analysis quantifies the fiscal impacts for each land use type on a per acre basis. Table 2 presents the development intensity estimates for each potential land use type across the base.



<b>Table 2. SWNAS Base Redevelopment – Estimated Development Intensities</b>		
<b>Land Use Type</b>	<b>SQFT per Acre</b>	<b>DU per Acre</b>
Retail	16,600	-
Commercial	29,000	-
Industrial	26,300	-
Residential <sup>1</sup>	-	23

Source: Master Development Team

<sup>1</sup> Average intensity of for-sale and rental apartment homes combined.

In addition to the net fiscal impact of development at SWNAS, future non-residential development will bring added jobs and an increased daytime population to the three communities and South Shore region. RKG estimated job potential for each non-residential land use type on a per acre basis as shown in Table 3.

<b>Table 3. SWNAS Base Redevelopment – Estimated Jobs per Acre</b>	
<b>Land Use Type</b>	<b>Jobs per Acre</b>
Retail	55
Commercial	166
Industrial	53

Source: RKG Associates, Urban Land Institute

### Estimating Potential Revenue per Acre

The primary source of ongoing revenues for Weymouth, Abington, and Rockland is represented by the property taxes resulting from future development at SWNAS. To estimate future property tax revenue, RKG developed an assessed value per acre metric for each land use type that could be built. The assessed values per acre shown in Table 4 were derived using per square foot assessed values for non-residential uses and per dwelling unit values for residential uses averaging for sale and rental apartment home assessed values.

<b>Table 4. SWNAS Base Redevelopment – Assessment Factors</b>		
<b>Land Use Type</b>	<b>Value per SF or Dwelling Unit</b>	<b>Value per Acre (rounded)</b>
Retail	\$246	\$4,000,000
Commercial	\$138	\$4,000,000
Industrial	\$71	\$1,900,000
Residential	\$391,000	\$9,000,000

Source: RKG Associates, Weymouth Assessment Database

Estimates for assessed values came from a combination of existing assessed values for residential dwelling units at SWNAS in Weymouth and comparable retail, commercial, and industrial properties elsewhere on the South Shore. The residential, commercial and industrial comps represent buildings already built and occupied, so there may be an assessment premium on new residential and new non-residential space at SWNAS, therefore these assessment factors may be considered conservative (as not to overstate



potential revenues).<sup>1</sup> RKG also assumes the quality of new development will be consistent across all three communities and each community’s assessor would value new construction in a similar manner.

After establishing the assessment factors on a per acre basis for each land use type, RKG collected each community’s Fiscal Year 2022 tax rate for residential and commercial (if split) to apply against the assessed values per acre of future development. In addition to the residential and commercial tax rate, there is also a special taxing district established for SWNAS which in FY22 had an ad valorem tax of \$0.46 per thousand dollars of assessed value.

As we understand it, the special district taxes are collected by the Town of Weymouth with that ad valorem portion sent back to the SRA to cover SWNAS expenses. The Town also sends back an additional payment of \$1.1 million to cover the annual bond payment. Going forward, it is likely that additional bonding may be required to cover the costs of infrastructure to enable future development. This could come in the form of additional bonding through the SRA or through a cooperative agreement with the Towns to establish a District Improvement Financing (DIF) district. These infrastructure financing mechanisms would allow the SRA or communities to leverage some of the incremental tax revenue to cover the cost of the infrastructure improvements for a set period of time. Just like with the existing development, the revenues generated by future phases will be able to accommodate any such bond payments. This fiscal analysis of future development at SWNAS does not include yet-to-be-determined values for potential future bonding commitments.

To ensure the revenue collected by each town matches the costs borne by each town, RKG is using a tax rate that does not include the ad valorem tax. Otherwise, revenues would be overstated compared to service costs. Table 5 shows the FY22 tax rates for each community and the value difference if the community has a split tax rate.

Town	Property Tax Rates	
	Residential Rate	Commercial Rate
Weymouth	\$11.46	\$18.36
Abington	\$15.22	\$15.22
Rockland	\$16.75	\$16.75

Source: Weymouth, Abington, Rockland FY22 Tax Rates

To calculate the potential gross property tax revenues for each land use type in each of the three communities, RKG divided the per acre assessed value by \$1,000 and multiplied that number by the tax rate.

<sup>1</sup> Since the time of our initial analysis for FY22, several homes have been built and sold in SWNAS with recent sale prices approaching \$1,000,000 per dwelling unit. It is likely that future for-sale homes built at SWNAS would have higher assessed values than what is used in this analysis, therefore these values per acre should be considered a conservative estimate.

**Gross Property Tax per Acre = Value per Acre / \$1,000 x Tax Rate**

Tables 6-8 show the gross property tax revenues per acre for each community. RKG is assuming a consistent assessed value per acre across each community but is using the local property tax rate to derive gross property taxes. The difference in local property tax rates account for the differences in gross property tax revenue per acre in each community.

<b>Table 6. SWNAS Base Redevelopment – Revenue per Acre in Weymouth</b>		
<b>Land Use Type</b>	<b>Value per Acre</b>	<b>Gross Property Tax Revenue per Acre</b>
Retail	\$4,000,000	\$75,000
Commercial	\$4,000,000	\$73,500
Industrial	\$1,900,000	\$34,500
Residential	\$9,000,000	\$103,000

Source: RKG Associates, Weymouth Assessment Database

<b>Table 7. SWNAS Base Redevelopment – Revenue per Acre in Abington</b>		
<b>Land Use Type</b>	<b>Value per Acre</b>	<b>Gross Property Tax Revenue per Acre</b>
Retail	\$4,000,000	\$62,000
Commercial	\$4,000,000	\$61,000
Industrial	\$1,900,000	\$28,500
Residential	\$9,000,000	\$137,000

Source: RKG Associates, Town of Abington

<b>Table 8. SWNAS Base Redevelopment – Revenue per Acre in Rockland</b>		
<b>Land Use Type</b>	<b>Value per Acre</b>	<b>Gross Property Tax Revenue per Acre</b>
Retail	\$4,000,000	\$68,500
Commercial	\$4,000,000	\$67,000
Industrial	\$1,900,000	\$31,500
Residential	\$9,000,000	\$150,800

Source: RKG Associates, Town of Rockland

**Estimating Potential Municipal Costs per Acre**

As new development occurs in a municipality the number of residents and/or employees also increases, meaning additional municipal services are required and costs incurred. To quantify the municipal costs that may be associated with development at SWNAS, RKG utilized the commonly accepted methodology of incremental costs to forecast increased service demands.

Using this methodology, RKG took the Town of Weymouth’s current General Fund budget and School budget and determined which line items would be specifically impacted by new development. Each line item is determined to be either a fixed cost or a variable cost. To



estimate municipal service costs, Weymouth’s budget data for FY22 was analyzed to understand and estimate the relationship between an increase in housing and employment and the incremental municipal service costs. For example, police, fire, and public works costs are directly related to the number of homes and commercial space built. Education costs on the other hand are only related to residential development driven by the number of new school age children. Other costs such as debt service and investments are fixed, that is, they do not change significantly with new growth.

For this initial analysis, RKG assumed the costs to serve an additional dwelling unit of housing, or an additional employee associated with non-residential development in Abington and Rockland would be the same as in Weymouth. The only exception is for education costs where different school-aged child generation metrics and the cost per student were tailored to each community. In our experience, education costs tend to comprise the largest percentage of the budget and are most heavily impacted by additional residential development.

<b>Table 9. SWNAS Base Redevelopment – Expenditures per Unit or Employee by Departmental Category</b>		
<b>Department</b>	<b>Per Dwelling Unit Expenditure Estimate</b>	<b>Per Employee Expenditure Estimate</b>
General Government	\$59.62	\$9.06
Public Safety – Police	\$190.98	\$11.20
Public Safety – Fire	\$180.19	\$10.93
Public Works	\$47.44	\$7.21
<b>TOTALS</b>	<b>\$478.23</b>	<b>\$38.40</b>

Source: Weymouth FY22 Budget, RKG Associates

Education costs for each of the three municipalities were calculated using more specific estimates tailored to each community. That included varying the school age child (SAC) generation rate and varying the cost per student metric. To determine the cost per student metric RKG used education data from the Massachusetts Department of Elementary and Secondary Education (DESE) which provides:

- School enrollment
- Average spending per pupil
- Chapter 70 school aid per child

The school spending per child figures shown in Table 10 illustrate the full cost to educate a child in each of the three communities based on 2020 cost data from DESE (latest available data at the time of analysis). Table 10 also shows RKG’s estimated variable cost per student after removing all Chapter 70 state aid and fixed education costs that are unlikely to vary with the addition of a new student. The variable cost per student metric is what RKG applies as the cost of one new student added as a result of future residential development at SWNAS in each community.





<b>Table 10. SWNAS Base Redevelopment – Education Cost Metrics</b>			
<b>Town</b>	<b>2020 Total Enrollment</b>	<b>2020 Full Cost Per Student Metric</b>	<b>Variable Cost per Student Metric</b>
Weymouth	5,736	\$16,061	\$4,896
Rockland	2,273	\$15,653	\$6,018
Abington	2,143	\$13,721	\$5,573

Source: MA DESE 2020, RKG Associates

To estimate the number of school age children that could result from new residential development at SWNAS, RKG developed a per dwelling unit metric for each community using each town’s total occupied dwelling units divided by the 2022 total school enrollment number provided by DESE. RKG used the 2022 school enrollment to reflect the most recently available data from DESE at the time of the analysis and the most recent five-year estimates of occupied dwelling units from the American Community Survey (2020).

RKG notes that the SAC metrics used for this fiscal impact analysis are substantially higher than metrics for the existing 1,274 dwelling units currently built and occupied at SWNAS. The metric for existing dwelling units is 0.07 students per unit, which is three times lower than the metric used in this memo for Weymouth, four times lower than Rockland, and five times lower than Abington. RKG used the higher SAC metrics in this analysis to present a more conservative approach, that is not to understate potential education costs for future development. Table 11 shows the SAC metrics that are applied to future residential development and used in the per acre municipal cost estimates discussed later in this memo.

<b>Table 11. SWNAS Base Redevelopment – Student per Unit Multipliers</b>	
<b>Town</b>	<b>SAC Metric</b>
Weymouth	0.23/Dwelling Unit
Rockland	0.31/Dwelling Unit
Abington	0.35/Dwelling Unit

Source: US Census ACS 2011-2020, RKG Associates

After establishing the municipal and education costs on a per dwelling unit, per employee, and per student basis, RKG calculated the total estimated municipal costs on a per acre basis for each land use type. This approach is similar to what was presented earlier in the memo regarding total value per acre for each land use type. RKG converted estimates of development intensity on a per acre basis to jobs and dwelling units and multiplied those estimates by the per unit, per employee, and per student costs (where applicable).

**Municipal Cost for Non-Residential = (Employees x Municipal Cost per Employee)**

**Municipal Cost for Residential = (Dwelling Units x Municipal Cost per Dwelling Unit) + (Dwelling Units x SAC Metric x Education Cost per Student)**





Tables 12-14 show the jobs, dwelling units, and students on a per acre basis for each land use type for each municipality as well as the estimated per acre municipal costs.<sup>2</sup>

<b>Table 12. SWNAS Base Redevelopment – Municipal Costs per Acre in Weymouth</b>				
<b>Land Use Type</b>	<b>Jobs per Acre</b>	<b>DU per Acre</b>	<b>Avg. Number of SAC per Acre</b>	<b>Total Municipal Costs per Acre</b>
Retail	55	-	-	\$2,100
Commercial	166	-	-	\$6,400
Industrial	53	-	-	\$2,000
Residential	-	23	5.24	\$36,700

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

<b>Table 13. SWNAS Base Redevelopment – Municipal Costs per Acre in Abington</b>				
<b>Land Use Type</b>	<b>Jobs per Acre</b>	<b>DU per Acre</b>	<b>Avg. Number of SAC per Acre</b>	<b>Total Municipal Costs per Acre</b>
Retail	55	-	-	\$2,100
Commercial	166	-	-	\$6,400
Industrial	53	-	-	\$2,000
Residential	-	23	8.15	\$56,400

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

<b>Table 14. SWNAS Base Redevelopment – Municipal Costs per Acre in Rockland</b>				
<b>Land Use Type</b>	<b>Jobs per Acre</b>	<b>DU per Acre</b>	<b>Avg. Number of SAC per Acre</b>	<b>Total Municipal Costs per Acre</b>
Retail	55	-	-	\$2,100
Commercial	166	-	-	\$6,400
Industrial	53	-	-	\$2,000
Residential	-	23	7.16	\$54,000

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

### **Calculating Net Fiscal Impacts of Land Uses per Acre**

The final step in the fiscal impact estimation for future development at SWNAS is to calculate the net fiscal impacts of each land use type on a per acre basis. This step brings together the revenue estimates and the cost estimates for each municipality to determine whether projected gross tax revenue is high enough to offset any municipal and education costs.

<sup>2</sup> Non-residential costs per acre were held constant across each community as jobs per acre and cost per job were based on existing SWNAS development metrics. RKG anticipates future non-residential development to perform in a similar manner to existing development at SWNAS. Variations in residential costs are due to different SAC metrics and cost per student metrics as presented earlier in the memo.



Tables 15-17 show the results of this analysis highlighting that all land use types regardless of the municipality result in positive net fiscal benefits ranging from a low of \$26,500 for industrial development in Abington to a high of \$96,800 per acre for residential in Rockland. Although the exact development program for each municipality has not been defined, this analysis shows that any combination of land use types using similar intensities of development is likely to result in positive fiscal benefits to the community. Our analysis also points out the conservative nature of assumptions around assessed valuation and estimated impacts of school aged children in which future development at SWNAS could result in higher valuations and fewer children in the schools using actual data from existing development in Weymouth.

<b>Table 15. SWNAS Base Redevelopment – Net Fiscal Impacts per Acre in Weymouth</b>					
<b>Land Use Type</b>	<b>Value per Acre</b>	<b>DU or SF/Acre</b>	<b>Municipal Property Tax Revenue per Acre</b>	<b>Municipal Costs per Acre</b>	<b>Net Fiscal Impact per Acre</b>
Retail	\$4,000,000	16,600 SF	\$75,000	\$2,100	<b>\$72,900</b>
Commercial	\$4,000,000	29,000 SF	\$73,500	\$6,400	<b>\$67,100</b>
Industrial	\$1,900,000	26,300 SF	\$34,500	\$2,000	<b>\$32,000</b>
Residential	\$9,000,000	23 DU	\$103,000	\$36,700	<b>\$66,300</b>

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

<b>Table 16. SWNAS Base Redevelopment – Net Fiscal Impacts per Acre in Abington</b>					
<b>Land Use Type</b>	<b>Value per Acre</b>	<b>DU or SF/Acre</b>	<b>Municipal Property Tax Revenue per Acre</b>	<b>Municipal Costs per Acre</b>	<b>Net Fiscal Impact per Acre</b>
Retail	\$4,000,000	16,600 SF	\$62,000	\$2,100	<b>\$59,900</b>
Commercial	\$4,000,000	29,000 SF	\$61,000	\$6,400	<b>\$54,600</b>
Industrial	\$1,900,000	26,300 SF	\$28,500	\$2,000	<b>\$26,500</b>
Residential	\$9,000,000	23 DU	\$137,000	\$56,400	<b>\$80,600</b>

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

<b>Table 17. SWNAS Base Redevelopment – Net Fiscal Impacts per Acre in Rockland</b>					
<b>Land Use Type</b>	<b>Value per Acre</b>	<b>DU or SF/Acre</b>	<b>Municipal Property Tax Revenue per Acre</b>	<b>Municipal Costs per Acre</b>	<b>Net Fiscal Impact per Acre</b>
Retail	\$4,000,000	16,600 SF	\$68,500	\$2,100	<b>\$66,400</b>
Commercial	\$4,000,000	29,000 SF	\$67,000	\$6,400	<b>\$60,600</b>
Industrial	\$1,900,000	26,300 SF	\$31,500	\$2,000	<b>\$29,500</b>
Residential	\$9,000,000	23 DU	\$150,800	\$54,000	<b>\$96,800</b>

Source: RKG Associates, Urban Land Institute, DESE, FY22 Municipal Budget

As noted in the Executive Summary, each municipality would likely benefit from additional revenue beyond property taxes such as vehicle excise tax, CPA tax, local meals tax, and any one-time building permit fees. Although unquantified in this analysis, future development at SWNAS is also likely to bring additional jobs for local residents and increased household and worker spending to businesses in each of the three communities.

### **Net Fiscal Impact Scenarios**

To illustrate the net fiscal impacts per acre in each community, RKG developed three hypothetical use and acreage scenarios. The impacts in each scenario are a product of the net developable acreage in each community (land area minus roads and open space) and the net fiscal impacts for each land use category as presented in Tables 15-17 above. As noted earlier in this memo, all land use types in each community show positive net fiscal benefits meaning no matter how the land is built out over time each town should realize positive net revenues.

For the three hypothetical scenarios, RKG analyzed the following:

1. **Heavy Non-Residential** – 75% of the net developable acres would be built as non-residential (retail, commercial and industrial) and 25% of the acreage as residential.
2. **Balanced** – 50% of the net developable acres would be built as non-residential (retail, commercial and industrial) and 50% of the acreage as residential.
3. **Heavy Residential** – 25% of the net developable acres would be built as non-residential (retail, commercial and industrial) and 75% of the acreage as residential.

Tables 18-20 illustrate the results of these scenarios.





**Table 18. Heavy Non-Residential Scenario (75% Non-Resi / 25% Resi)**

Use Category	Weymouth		Abington		Rockland	
	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact
Retail	49	\$3,572,100	18.75	\$1,123,125	16	\$1,062,400
Commercial	49	\$3,287,900	18.75	\$1,023,750	16	\$969,600
Industrial	49	\$1,568,000	18.75	\$496,875	16	\$472,000
Residential	49	\$3,248,700	18.75	\$1,511,250	16	\$1,548,800
<b>Total Net Impact</b>	<b>196</b>	<b>\$11,676,700</b>	<b>75</b>	<b>\$4,155,000</b>	<b>64</b>	<b>\$4,052,800</b>
<b>% of FY22 Town Tax Levy</b>		<b>9.3%</b>		<b>3.3%</b>		<b>3.2%</b>

**Table 19: Balanced Scenario (50% Resi / 50% Non-Resi)**

Use Category	Weymouth		Abington		Rockland	
	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact
Retail	32.67	\$2,381,400	12.5	\$748,750	10.67	\$708,267
Commercial	32.67	\$2,191,933	12.5	\$682,500	10.67	\$646,400
Industrial	32.67	\$1,045,333	12.5	\$331,250	10.67	\$314,667
Residential	98	\$6,497,400	37.5	\$3,022,500	32	\$3,097,600
<b>Total Net Impact</b>	<b>196</b>	<b>\$12,116,067</b>	<b>75</b>	<b>\$4,785,000</b>	<b>64</b>	<b>\$4,766,933</b>
<b>% of FY22 Town Tax Levy</b>		<b>9.6%</b>		<b>3.8%</b>		<b>3.8%</b>

**Table 20. Heavy Residential (75% Resi / 25% Non-Resi)**

Use Category	Weymouth		Abington		Rockland	
	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact	Net Acres	Net Fiscal Impact
Retail	16.3	\$1,190,700	6.25	\$374,375	5.3	\$354,133
Commercial	16.3	\$1,095,967	6.25	\$341,250	5.3	\$323,200
Industrial	16.3	\$522,667	6.25	\$165,625	5.3	\$157,333
Residential	147	\$9,746,100	56.25	\$4,533,750	48	\$4,646,400
<b>Total Net Impact</b>	<b>196</b>	<b>\$12,555,433</b>	<b>75</b>	<b>\$5,415,000</b>	<b>64</b>	<b>\$5,481,067</b>
<b>% of FY22 Town Tax Levy</b>		<b>10.0%</b>		<b>4.3%</b>		<b>4.4%</b>

## Summary

In summary, the fiscal impact analysis of future development at SWNAS indicates that all future land use types would result in positive fiscal benefits to each community.

Overall, residential uses (both owner- and renter-occupied) yield the highest per acre net fiscal benefits due to high assessed values on a per dwelling unit basis and the assumed densities compared to non-residential uses. Given the length of time for the potential build-out of the former base and the likelihood of changing economic and market conditions, it is difficult to pinpoint exactly what types of development and densities will occur in each community. However, as presented throughout the analysis in this memo, each of the three hypothetical development scenarios across each of the three towns are projected to have positive net fiscal benefits. These benefits include:

- In **Weymouth**, annual net fiscal impacts of these three scenarios could generate net revenues after expenses between **\$11.7 million** (heavy non-residential scenario) and **\$12.6 million** (heavy residential scenario) at full build.
- In **Abington**, annual net fiscal impacts of these three scenarios could generate net revenues after expenses between **\$4.2 million** (heavy non-residential scenario) and **\$5.4 million** (heavy residential scenario) at full build.
- In **Rockland**, annual net fiscal impacts of these three scenarios could generate net revenues after expenses between **\$4.1 million** (heavy non-residential scenario) and **\$5.5 million** (heavy residential scenario) at full build.

**The findings of this analysis and report illustrate the positive fiscal benefits of future development in all three communities that comprise SWNAS. These net positive fiscal benefits occur in each community and for each land use type, and as stated above, while this analysis does not deduct potential future bonding commitments to fund infrastructure and the like, the new unpledged revenues generated by future development at SWNAS will more than accommodate any such bond payments. This analysis utilized a conservative approach in its assumptions and based potential revenues and costs on comparisons to existing development at SWNAS in Weymouth. This precedent provided RKG with an excellent representative sample of existing development and revenue and expenditure data points based on actual development.**





**APPENDIX 1**  
**Fiscal Impact Analysis Report – Existing Development at SWNAS**

