



Clinton, MA

About ULI – the Urban Land Institute

Mission

To provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI is a research and education institution with nearly 40,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

ULI at the local level

- Boston/New England District Council covers nearly all of New England
- Over 1,300 Members—developers, architects, planners, public officials, financiers, students, etc.



Technical Assistance Panels (TAPs)

Clinton, MA

ULI Boston/New England is committed to supporting communities in making sound land use decisions and creating better places. A TAP brings together a group of ULI members with a range of professional expertise to provide focused, collaborative consultation to a local government or qualifying non-profit organization.



This TAP

- Sponsored by the Town of Clinton and MassDevelopment
- This panel looked at the full range of options from an unbiased perspective.
- Panelists include public and private sector experts in the fields of architecture, planning, design, development and law
- Panelists have donated their time
- Final Deliverable – Written report (8 weeks) will be available at <http://boston.uli.org>

The Panel

Co-Chairs

Jim Heffernan
Rich May, P.C.

Emily Innes
Harriman

Panel

Patrick Campbell
Commonwealth Consulting

Ted Carman
Concord Square Planning and Development

Phil Colleran
CRJA

Claire O'Neill
MassDevelopment

Laurie Zapalac
Zapalac Advisors

Andrew Zimmerman
RCG

ULI Staff

Manikka Bowman, Manager, Policy & Outreach
Ileana Tauscher, Senior Associate

TAP Writer

Michael Hoban



Panel Sponsors



MASSDEVELOPMENT



Urban Land
Institute

Boston/New England



Panel Assignment – Address These Questions

What can be developed there?

- What is the market?
- What is the fitness of existing inventory to contemporary desires?
- How will site circulation work?

How do we make it happen?

- What is the organizational structure that moves this forward?
- What needs to change? On-site? Near the site? In the town?
- Who do we need to engage?

How is it integrated into the Town?

- What are the connections?

The Process

Briefing

- Panelists met with sponsor and received briefing materials

Site Visit:

- Panelists toured Downtown Clinton and the Bigelow Mill Complex

Panel interviewed stakeholders today including:

- Town officials
- Local business leaders
- Private property owners
- Local merchants
- Local residents
- Local developers



What did we hear?

Assets and Opportunities: Clinton

- Connection between urban and rural
- Close to 495, 20 minutes to Worcester, 1 hour from Boston
- Friendly community
- YIMBY
- Increasingly diverse
- Distinct architectural landscape and heritage
- Walkability
- Plenty of parking
- Natural beauty & interesting topography
- Nascent, regional draw building upon planning efforts
- Nypro

Assets and Opportunities: Bigelow Mills

- Size
 - Unused acreage
 - Potential for more onsite parking
 - Large open space that allows for flexible use
- Location
 - Access to water and water frontage
 - Walkability to High Street and housing
 - Visibility from Main Street
- Buildings
 - Mill space is flexible and accommodates wide range of uses
 - Eligibility for historic tax credits
 - Historic building fabric: high quality and relatively intact
- Occupancy
 - Each building has some level of occupancy
 - Two owner-occupied successful manufacturers
 - Variety of smaller businesses
- Opportunity for new/infill development

Challenges: Clinton

- Identity, both internal and external
 - Controlling town narrative
 - Getting on the map
- Lack of access to major roadways
- No public transport
- Wayfinding
- Aging population
- Single major employer
- Aligning workforce with available jobs/increase job options
- Appealing to younger, skilled workforce

Challenges: Bigelow Mills

- Getting magic mix right – need for major employers as well as small businesses/start-ups
- Four separate owners
- Question of ownership regarding internal road
- Many buildings have tired look and deferred maintenance
 - South end structures and external buildings
- Parking and site circulation
- Internal infrastructure
 - HVAC, windows, elevators
 - Disjointed connectivity within complex

Recommendations: Clinton

- Cultivate cross-generational leadership group
 - i.e. “Leadership Clinton”
 - Stewardship
- Strengthen connections between public, private and institutional actors
 - Explore partnerships with universities, technical schools and other institutions to create strategic satellites
- Create compelling vision to link past achievements to future opportunities
 - Translate 19th Century innovation and knowledge to 21st Century
- Market analysis
 - Look systematically at manufacturing and how it’s evolving
 - Understand major employers existing needs
- Consider future update to zoning based on market analysis and town’s vision
 - Explore live/work as definition and allowed use
 - Explore if parking ratios should be different in town center
- Build upon regional tourism drivers, like agriculture, recreation and heritage
 - Develop interpretive strategy for the site

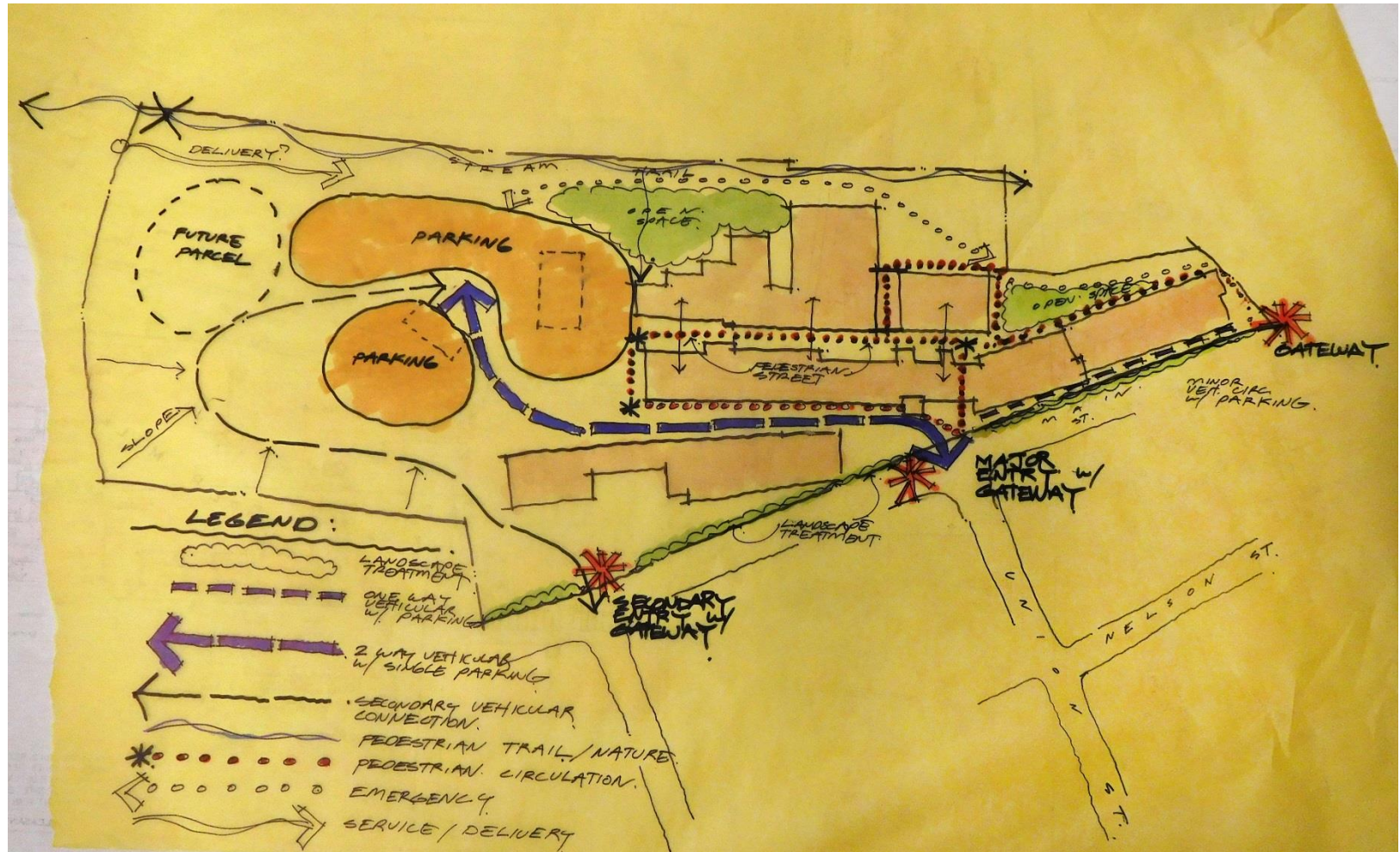
Recommendations: Bigelow Mills



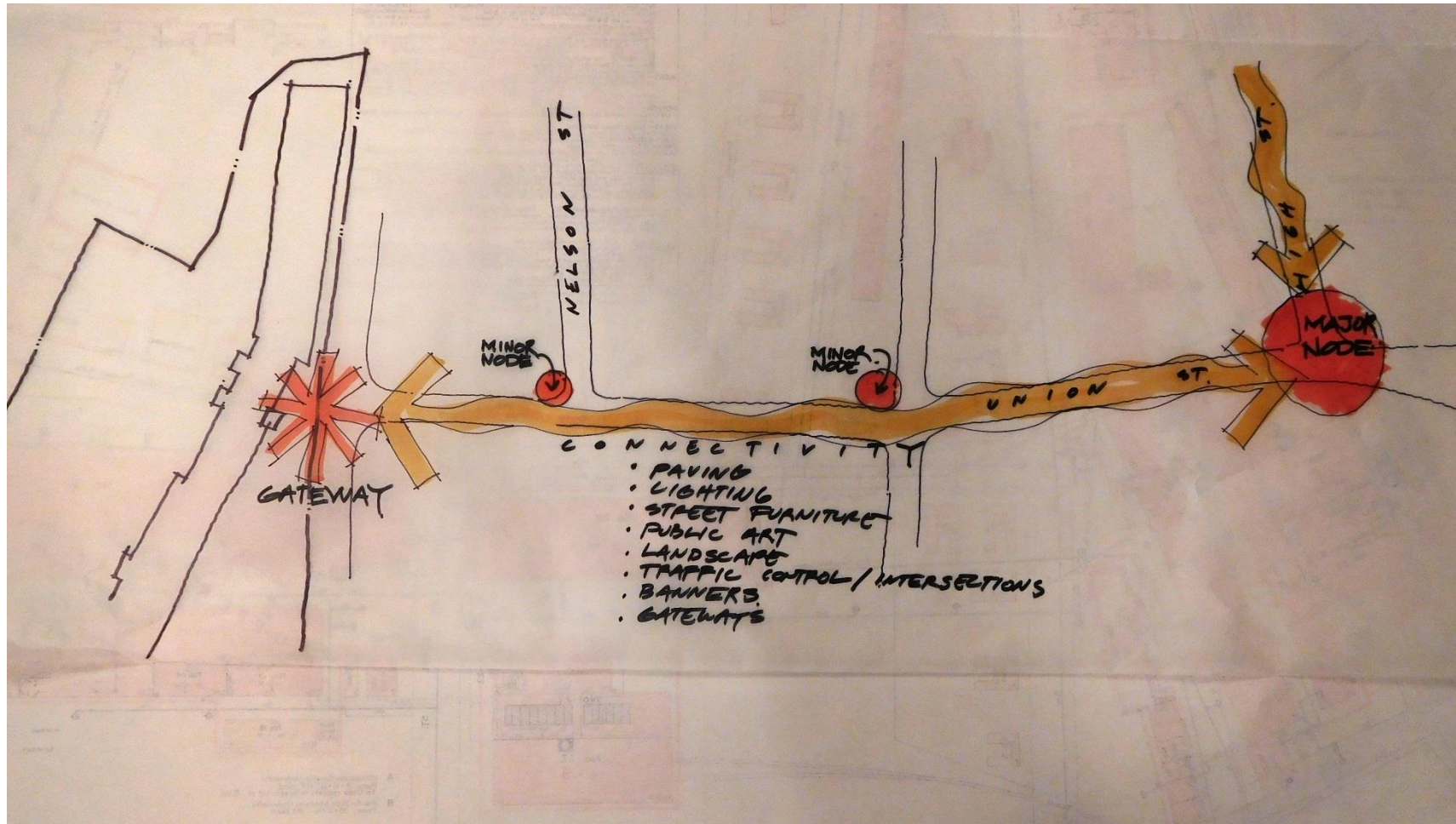
Recommendations: Bigelow Mills

- Public funding support for feasibility study for buildings 1-3 (in collaboration with current owners) that includes:
 - Existing conditions assessment and drawings
 - Identify rental history to use as threshold
 - Code analysis
 - Schematic plans
 - Order of magnitude redevelopment costs
 - Parking plan and circulation patterns
 - Address non-historic buildings
 - Streetscape, i.e. interface between public/private
 - Prepare potential development plan and related pro-formas
 - Identify sources of funding

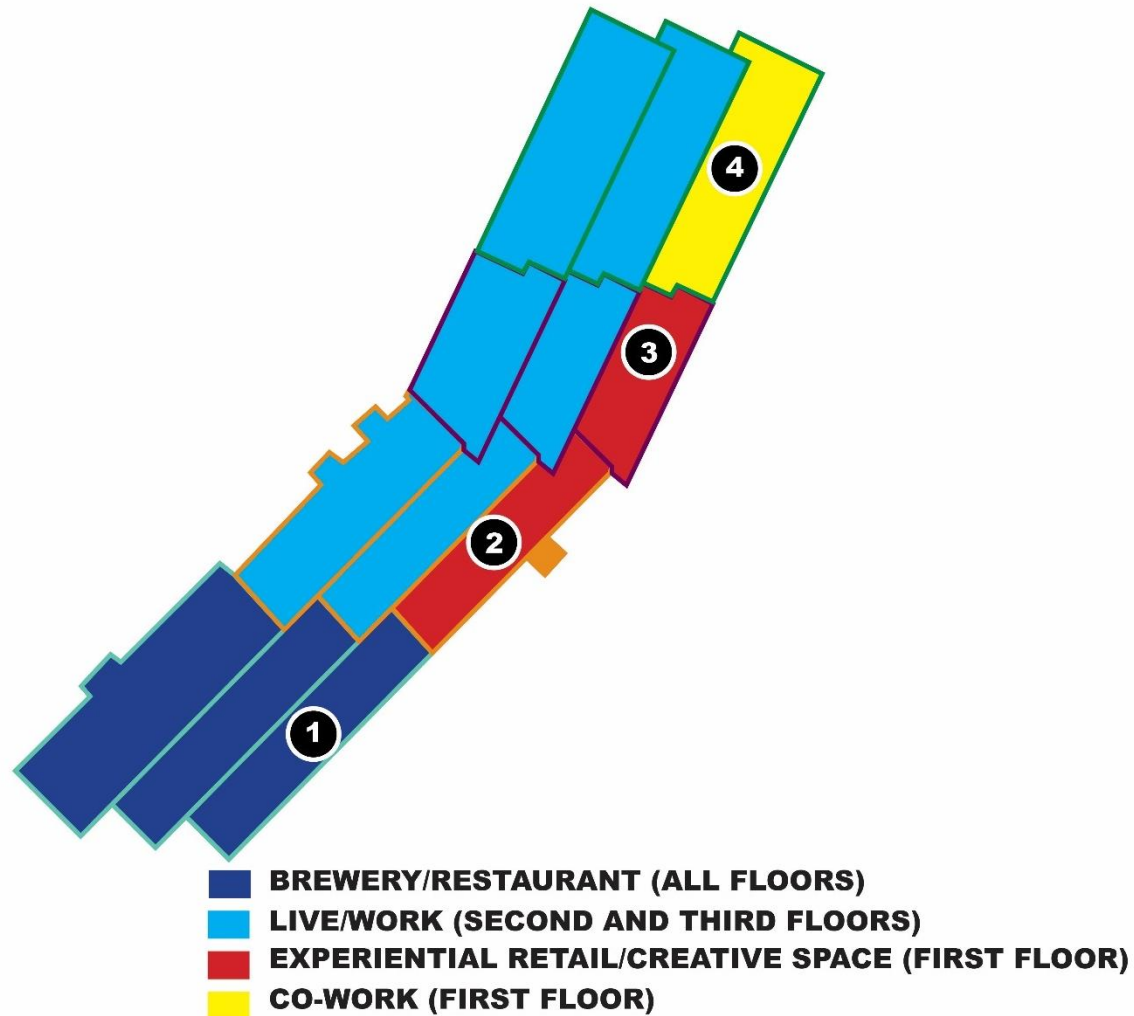
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Questions?