



Randolph, MA



Urban Land
Institute

Boston/New England

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 36,000 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 with over 1,300 Members—developers, architects, planners, public officials, financiers, students, etc.



Technical Assistance Panels (TAPs)

Randolph, 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 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 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

Richard Lampman, Ascon Construction

Patrick Campbell, Commonwealth Development

Panelists

David Panagore, The Town of Provincetown

Amanda Chisholm, MassDevelopment

Eliza Datta, E3 Development, LLC

Christine Lewis, Inkhouse

Paul Momnie, Goulston & Storrs

Kartik Shah, Harriman

ULI Staff

Manikka Bowman

Sara Marsh

TAP Writer

Michael Hoban



Panel Sponsors



MASSDEVELOPMENT



Panel Assignment – Address These Questions

1. Is mixed use development feasible in Crawford Square?
2. How can Crawford Square zoning be modified to better facilitate development?
3. How can we incentivize more immigrant entrepreneurship/small business owners in Crawford Square?
4. What are the redevelopment strategies we can employ for Sudbury Plaza?

The Process

Briefing

- Panelists met with sponsor and received briefing materials

Site Visit:

- Panelists toured Crawford Square Business District with town officials

Panel interviewed stakeholders today including:

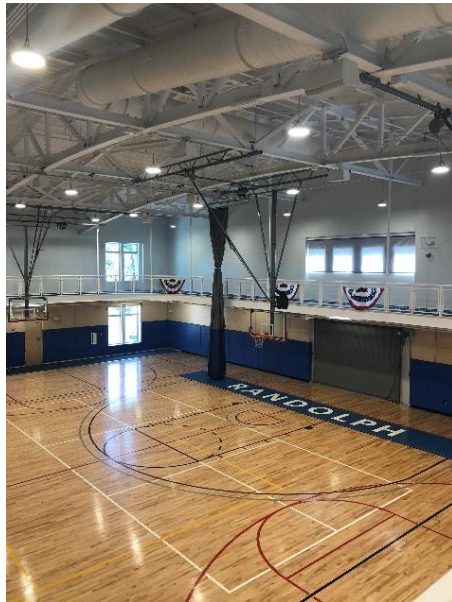
- Local business leaders
- Private property owners
- Local merchants
- Local residents
- Local developers



What did we hear?

Assets and Opportunities

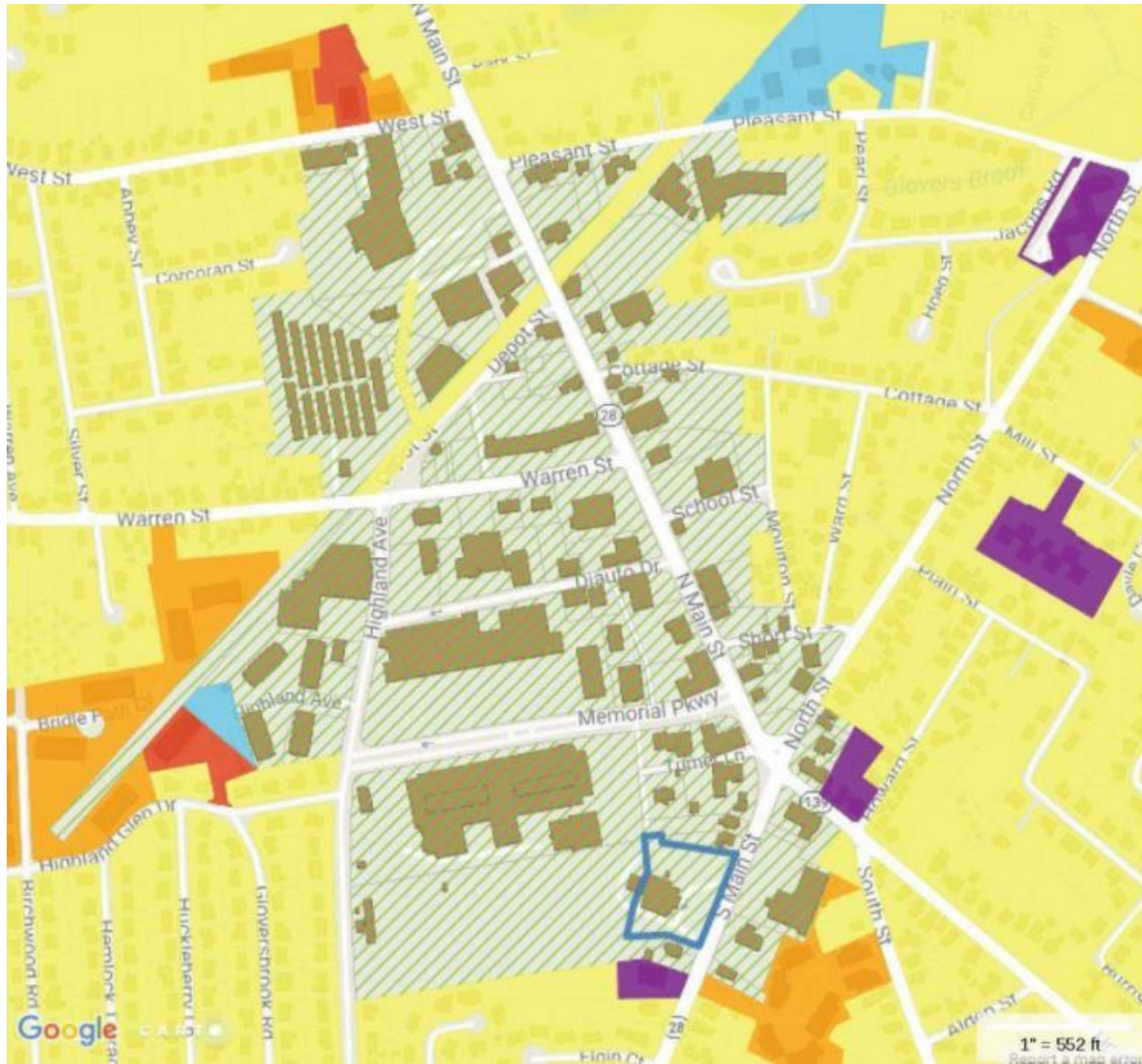
- Diversity
- Location & public transportation
- Income to support strong local commerce
- Strong Public investment
- Streetscape
- Local entrepreneurs



Challenges

- Restrictive zoning
- Traffic
- Parking
- Lack of identity
- Perceived market position
- Inadequate branding & wayfinding
- Lack of entertainment opportunities and evening activity
- Property owner engagement
- Parcel configuration and historical land use pattern

Study Area - Crawford Square Business District



Recommendations - Is mixed use development feasible in Crawford Square?

Yes, but let's define what is financially feasible.

Typical mixed-use development we're seeing in comparable locations to Crawford Square:

- Higher density residential over ground floor retail
- Buildings 3-5 stories tall
- Reduced parking ratios in locations served by transit

Recommendations – examples of mixed use development for Crawford Square



Source: <https://www.gilbaneco.com/development/projects/257-thayer-street/>



<https://www.gilbaneco.com/development/projects/257-thayer-street/>

Recommendations - Is mixed use development feasible in Crawford Square?

Benefits of residential use in Crawford Square

- Documented demand for apartment housing, especially in transit-oriented locations
- Residential development can support existing retail uses, wider range of retail uses
- Provides a diversity of housing types that can serve young professionals and empty-nesters better than single family housing

Recommendations - How can Crawford Square zoning be modified to better facilitate development?

Existing zoning – too restrictive and too prescriptive:

- Restrictions on allowable uses
- Requirements for multifamily too prescriptive; should allow greater diversity of unit types/sizes to match market demand
- Few uses as of right; only small projects as of right
- Other dimensional regulations can be prohibitive (i.e. multiple structures on lot)

Recommendations - How can Crawford Square zoning be modified to better facilitate development?

Possible modifications:

1. Changes to enhance feasibility/attract development:
 - allow greater density and height as of right
 - reduced parking ratios/shared parking
 - Simplify use table
2. Design standards to achieve other goals for Crawford Square :
 - reduced setback – create street wall/focus on pedestrian experience
 - parking screening

Possible Zoning Tools:

Chapter 40R/40S

Recommendations - How can we incentivize more immigrant entrepreneurship/small business owners in Crawford Square?

“The Town of Randolph seeks to be a diverse, inclusive, and unified community that leverages the benefits of its proximity to the wider region”

- Promote diversity into Crawford Square
 - Utilize Stetson Hall as an asset
 - Encourage small entrepreneurial activities
 - Pursue Community relations outreach/marketing
- Form a Crawford Square Business Association
- Extensive community-wide outreach as part of proposed redevelopment plan
 - becomes the basis for a unified vision for Crawford Square

Recommendations - How can we incentivize more immigrant entrepreneurship/small business owners in Crawford Square?

- “Produce marketing and promotional materials and events”
 - expand to including social media strategy (i.e. Chronicle)
 - Event based strategy to celebrate town’s diversity
- Seek CDBG funding for small business assistance
 - Utilize CPA funding for targeted vacant storefront improvement. Rental assistance program.
- Parking constraints are an issue and parking is available. We recommend municipal intervention to seek property owner coordination on shared parking strategies.
 - Parking study that IDs when lots are open and full and IDs potential wayfinding.
 - MOU on the parking and municipal intervention in parking.

Recommendations - What are the redevelopment strategies we can employ for Sudbury Plaza?

- Encourage parking lot curb appeal
 - Explore public funding assistance
 - Encourage food trucks and/or other events in the parking lots.
 - Partner with the high school to figure out ways to encourage local shopping.
- Facilitate owner investment
- Zoning- ability to locate pad buildings for shopping centers.
- Pursue cooperative measures while examining opportunities available under Redevelopment authority to assist local business

For Crawford Square in general

- Utilize TIF for the pad buildings. Could model and pre-design a TIF package to entice developers.
- Overall marketing and branding, activities, events, placemaking.
- Façade improvement, design improvements, housing for CPA funds.

Funding & Resources

- **MassDevelopment Real Estate Technical Assistance Program**
 - Works with municipal officials, planners, local stakeholders, and others to provide technical assistance that uses creative solutions and clear action steps to address site-specific and district-wide economic development challenges. Next application round is Spring 2019.
- **Public Financing**
 - Tax-Exempt Bonds for Public Infrastructure
 - State Revolving Fund (SRF)
 - MassWorks Grant
 - District Improvement Financing (DIF)/Tax Increment Financing (TIF)
 - Special assessments
 - CPA
 - CDBG
 - DHCD- Mass Downtown Initiative
- **Predevelopment Loans**
 - MassDevelopment provides low interest rate loans up to \$100,000 with deferred repayment terms to finance predevelopment real estate projects.



Questions?