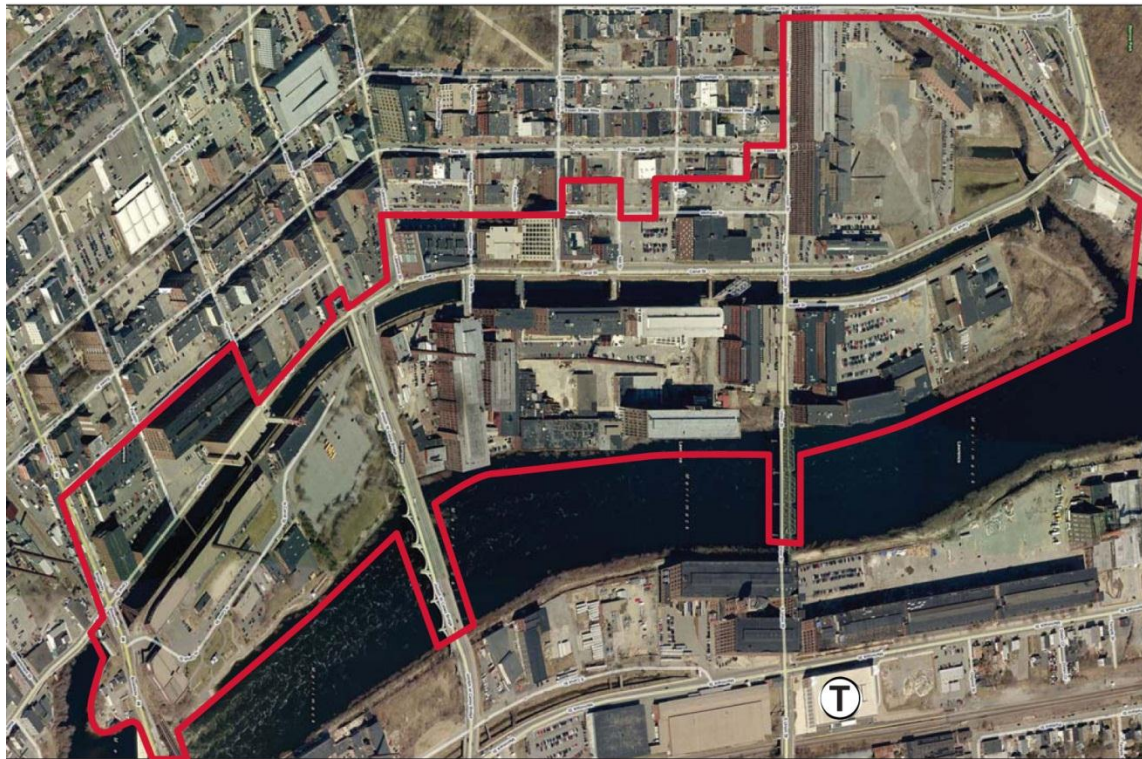


ULI Boston Technical Assistance Panel (TAP) Program

North Canal District, Lawrence, MA





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 over 35,000 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 District Council covers nearly all of New England
- 1,100 Members—developers, architects, planners, public officials, financiers, students, etc.

Emphasis on sharing best practices and providing outreach to community

- Over 2,000 attendees last year
- UrbanPlan High School Program
- Technical Assistance Panels
- Trends in Real Estate Conference



Technical Assistance Panels (TAPs)

A Technical Assistance Panel (**TAP**) brings together of 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.

ULI Boston's TAP program is sponsored by



MASSDEVELOPMENT
Build. Create. Innovate.

This TAP

- Sponsored by Groundwork Lawrence, the City of Lawrence and MassDevelopment
- This panel looked at the full range of options from an unbiased perspective.
- Panelists include experts in the fields of architecture, development, engineering, public finance, and transportation planning.
- **Panelists have donated their time**
- Final Deliverable – Written report (within 6 weeks) will be available at <http://boston.uli.org>



**Urban Land
Institute**

Boston
Serving the Six New England States

TAP Panelists

TAP Co-Chairs

George Tremblay, Arrowstreet

Jeremy Wilkening, Somerville Community Corp

TAP Panelists

Astrid Glynn, TPRG

Victor Karen, CityBuilding Enterprises

Craig Lizotte, VHB

Kathy McCabe, McCabe Enterprises

Rhonda Spector, MassDevelopment,

Caitlin Bowler – Report Writer

Michelle Landers – ULI Boston





The Process

Site Visit:

- Everett Mills
- Stone Mill
- Gateway Parking Lot

Panel interviewed stakeholders today including:

- Elected Officials, Local Mill Owners, Consultants, City Staff, Institutions, Non-profits



Urban Land
Institute

Boston

Serving the Six New England States

Site Tour





The Panel's Assignment

- What are the main factors impacting high vacancy rates and slow lease up of mill properties?
- What strategies should mill owners implement?
- How can a City government with strained resources support the strategies?



Challenges

- Excessive Building Stock
- Structure of Stock
- Infrastructure – Canal, Sidewalks
- Image
- Development Capacity
- Fragmented Vision
- Market – Commercial and residential
- Strained Resources
- Flooding Issues
- Parking Allocation, Location and Circulation

Opportunities

- Good Building Stock
- Historically Significant
- Waterfront Property
- Urban Environment – Attractive Views
- Optimism in Community
- Infrastructure improvements – Bridges, Parking
- Strong Commitment from partner organizations
- Good geographic location
- Public Transportation – Commuter Rail
- Regional Connections
- Labor Force

What are the main factors impacting high vacancy rates and slow lease up of mill properties?

Building Stock

Investment Challenges

Transportation Infrastructure/Parking

Aesthetics/Amenities

What strategies should mill owners implement?

Participate and commit to District-wide Parking Strategy informed by comprehensive development strategy - Uses, Density, Design Guidelines, Signage

Participate in a District-wide public relations/branding campaign

Identify funding/financing sources to upgrade facilities to current market standards – tenant improvements, amenities, safety, lighting, signage, maintenance

How can a City government with strained resources support the strategies?

Initiate and lead a District-wide Parking Strategy informed by comprehensive development strategy - Uses, Density, Design Guidelines, Signage

Encourage and support in a District-wide public relations/branding campaign

Initiative to identify and/or provide construction financing to upgrade facilities and façades

Director of Development Implementation

Keep Infrastructure up to market standards

Take leadership role in working with Enel Green Power to clean and beautify canal

CONNECTING INSTITUTIONAL
GOALS & OBJECTIVES WITH
CITY PRIORITIES.

CONNECTIONS TO ESSEX

REIMAGED CANALWALK

PARKING

& PUBLIC EXIST
BUILDING

280 CANAL ST.

LAWRENCE
GENERAL

UNDERUSED
PKG LOT

NORTHERN
ESSEX CO

VACANT
PUBLIC SITES

VACANT
PUBLIC
SITE

North Canal Placemaking Game

Place Game Sites (3)

Existing Parks

Spicket River Greenway

Proposed Walkways

Proposed Parks



The Canal

Greatest potential resource for the district – if accessible, safe and maintained

- Engage Business Owners along canal to create vision
- Manage legal research required to eliminate barriers to development
- Create business roundtable to create a cohesive district plan
- Plan connections to Essex Street
- Infrastructure, Lighting, Safety
- Engage public safety officials to provide visible presence

Build police mini-station along canal

Bike and pedestrian officers



Circulation, Access and Parking

Many 2008 Plan goals achieved – Gateway Parking, Bridges

Challenges to be met

- Parking Strategy
 - Management and Distribution
 - Transportation Management Association (TMA)
- Connections – Context for Park Strategy
 - Sidewalks – safe attractive, open, well-maintained walkways should be the norm
 - Transit – Service Frequency and links
 - Signage – Updated and informative



Development Strategies with Strained Resources

- Fast Track Permitting
- Development Point Person with coordinating staff
 - Economic Development, Planning, Building and Inspection, Conservation and Community Development
- Partnerships
 - Strong Partnership with the Commonwealth
 - Capitalize on Public and Private Relationships
- Resource Investments Need to Maximize Benefits
- Major Investments need to solve at least two problems (Example Infrastructure and Placemaking)
- Utilize Soft Power
 - Convening
 - Calling corporations and state partners



Development Strategies with Strained Resources

- Applaud Revenue Collections for Essex Street Parking and Enforce existing parking fees and collect all revenue
- Explore and support new resource development such as a parking authority, lighting district or PPP
- Judiciously and creatively use development incentives such as DIF, TIF and Brownfield Tax Credits
- Aggressively pursue funding options and look at corporate and foundation funding especially for amenities
- City should work with LCW on new MA Community Development Tax Credit Program

CONNECTING INSTITUTIONAL
GOALS & OBJECTIVES WITH
CITY PRIORITIES.

CONNECTIONS TO ESSEX

REIMAGED CANALWALK

PARKING

& PUBLIC EXIST
BUILDING

LAWRENCE
GENERAL

UNDERUSED
PKG LOT

NORTHERN
ESSEX CO

VACANT
PUBLIC SITES

VACANT
PUBLIC
SITE

North Canal Placemaking Game

Place Game Sites (S)

Existing Parks

Spicket River Greenway

Proposed Walkways

Proposed Parks





**Urban Land
Institute**

Boston

Serving the Six New England States

Questions?