



Millville, 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)

Millville, 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

Jamie Simchik, Simchik Planning & Development
Ronnie Slamin, Joseph J Corcoran

Panelists

Judi Barrett, Barrett Planning Group LLC
Paul Lagg, Town of Eastham
Bill Lawrence, Cityscope, Inc.
Meaghan Markiewicz, Form + Place
Peter McNally, I95 District
Lauren Michaels, Solomon McCown
Geoffrey Morrison-Logan, VHB
Claire O'Neill, MassDevelopment

ULI Staff

Manikka Bowman
Sara Marsh

TAP Writer
Clea Simon



Panel Sponsors



MASSDEVELOPMENT

CELEBRATING 20 YEARS



Panel Assignment – Address These Questions

1. How can the TAP help the town identify and maximize the development potential for both 8 Central St and 181 Main St properties with the highest and best use redevelopment plans?
2. What are the specific action steps the town needs to take to realize the success redevelopment of both properties as soon as possible?
3. Can the TAP assist the town in the actual marketing of such redevelopment plans to interested parties to each of the two projects?

The Process

Briefing

- Panelists met with sponsor and received briefing materials

Site Visit:

- Panelists toured The Riverfront Site and Old Town Hall 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

- Bike Trail
- Riverfront
- Old Town Hall
- New business revenue
- Onetime nonrecurring revenue
- Commutability to regional hubs



Challenges

- Frugality
- Geography (shape & size)
- Town regulatory barriers
- Environmental issues
- Water and sewer limitations
- Government / civic capacity

Study Area – Parcel 1: Old Town Hall



Study Area – Parcel 2: Riverfront Property



Recommendations Question 1 – Town Hall Site

Short Term

- Finish cleaning out building to make it ready for marketing
 - You are always marketing the building
 - Recognize the need for a small stewardship fund
 - Allocate small budget to building clean up
- The Udor Tower is a great asset and source of pride for the community.
 - Make sure it is maintained and lighted at night.
- Daylight the river to make it appear more accessible and to create view pathways
 - Allocate budget to upkeep

Medium Term

- Obtain funding and expertise for a feasibility study to conduct a code analysis, examine water/sewage capacity on site, environmental concerns, redevelopment cost and possible development scenarios
- Activate the site with small pop-up opportunities that link to the bike trail and potentially Site 2

Recommendations Question 1 – Town Hall Site

Long Term - Determine use from 3 scenarios

1. Consolidate municipal uses at old Town Hall site in an efficient, modern layout
- police, library, town hall, community cafe, gathering space, history gallery
 - Create a community hub and as a way to promote civic pride.
2. Keep Town Hall building and seek a developer (possibly non-profit) to redevelop as affordable senior housing
 - Keep the existing town hall building that has historical significance and to add much needed affordable senior housing. Senior housing has the potential to access affordable housing funding, such as Low Income Housing Tax Credits, to make the project feasible.
3. Do nothing
 - Requires that in the not-distant future, the community will lose a piece of its historic fabric and will need to provide funding to demolish the structure.

Recommendations Question 1 – Riverfront Site

Short Term

- Complete environmental assessment
- Clean up site visual enhancement (non-environmental)
- Secure existing building (liability issues)
- Determine environmental permitting needs for short, medium, and long term items

Medium Term

- Activate site through pop-up events, gathering spaces, partnerships with local businesses, promote open space opportunities

Long Term

- Re-purpose the existing mill building as an open air pavilion for community events
- Use open space as a catalyst for economic development on adjacent sites
 - Determine use for developmental area
 - Option 1: Sub-divide and sell for small-scale, local development (private use)
 - Option 2: Finesse environmental issue and no nothing (maintain for public use)

Recommendations Question 2 – Action Steps

Short Term

- Explore inter-local community development circuit rider
- Obtain resources for civic capacity building
- Seek CMPRC Funding for EPA
- Finish Environmental assessments and engage environmental counsel
- Secure buildings to reduce liabilities and make them more marketable
 - Coordinate with Fire Dept.
- Clean up site, ie debris, weeds, barrels
 - Engage Conservation Commission for natural habitat removal
- Create local and state permitting and pre-permit strategy
 - Historic development implications

Medium Term

- Finalize development program - uses, that will have local appeal and support
- Issue RFP
- Simultaneously attract potential developers through ongoing placemaking and branding
- Phase 2 of Community Engagement to Finalize vision and Town Coordination of Resources

Recommendations Question 3 – Marketing and Placemaking

1. Develop a Public Relations Strategy: Set the Narrative

- Brand Millville's economic development efforts
 - Millville on the Move
- Define the town's success stories
- Leverage online platforms to promote town
 - Modernize website
 - Use social media to communicate (e.g. Millville on the Move)
 - Identify town staff to consistently manage content online platforms
- Assess impact strategies after 1 year

Recommendations Question 3 – Marketing and Placemaking

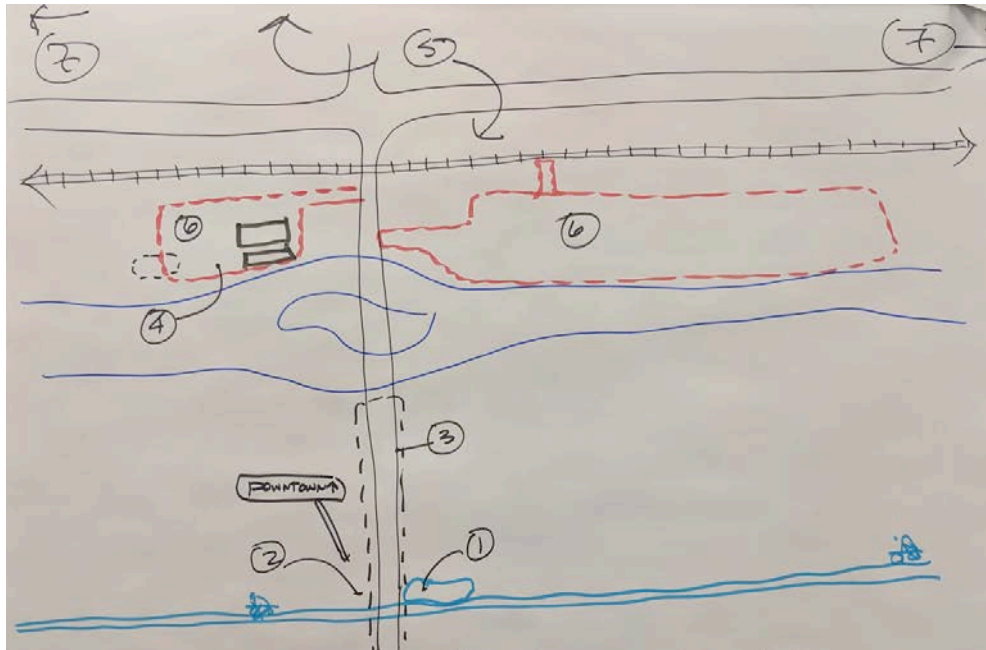
2. Activate the Downtown: Placemaking is Social and Community Infrastructure

- Experiment
 - Food truck by bike trails
 - Pop up retail/beer garden at old Town Hall site or Riverfront Site
 - Develop signage from trail to pop up retail location
 - Connect activities to playground on site
 - Review surrounding town calendar to plan Millville on the Move events



Recommendations Question 3 – Marketing and Placemaking

2. Activate the Downtown: Placemaking is social and Community Infrastructure



1. Food Truck/draw traffic to downtown
2. Signage to downtown
3. Impacts of road/street reconstruction
4. Program/event space
5. Social media platform for downtown voice
6. Fact sheets/redevelopment info packet
7. Regional partnerships

Recommendations Question 3 – Marketing and Placemaking

3. Development Outreach

- Request for Expressions of Interest
 - Leverage Millville on the Move marketing to shape brochure
 - Highlight key demographic information
 - Connect to developers through trade organization and state resources
 - NAIOP
 - ULI

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**
 - MassWorks Grant
 - District Improvement Financing (DIF)/Tax Increment Financing (TIF)
 - Special assessments
 - CPA
 - CDBG
 - DHCD- Mass Downtown Initiative
- MassDevelopment has various financing opportunities for developers, manufacturers, non-profits, etc.



Questions?