



Urban Land Institute Boston/New England

Brockton TAP

September 10, 2019



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 1,400 Members—developers, architects, planners, public officials, financiers, students, etc.



Technical Assistance Panels (TAPs)

Brockton, 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

- This panel looked at a range of options from an unbiased perspective.
- Panelists include public and private sector experts in the fields of architecture, planning, and design
- Panelists have donated their time
- Final Deliverable – Written report (12 weeks) will be available at <http://boston.uli.org>

PANEL SPONSORS:



The Panel

Co-Chairs

- Susan Connelly, Director of Community Assistance, MHP
- Scott Pollack, Principal, Arrowstreet

Panelists

- Katie Bosse, Program Coordinator, MHP
- Spencer Grassie, Associate, Madison Marquette
- Chris Johns, Founding Partner, ThoughtCraft Architects
- Ben Weissbourd, Real Estate Developer, Harvard University

ULI Staff

- Sara Marsh, Manager

TAP Writer

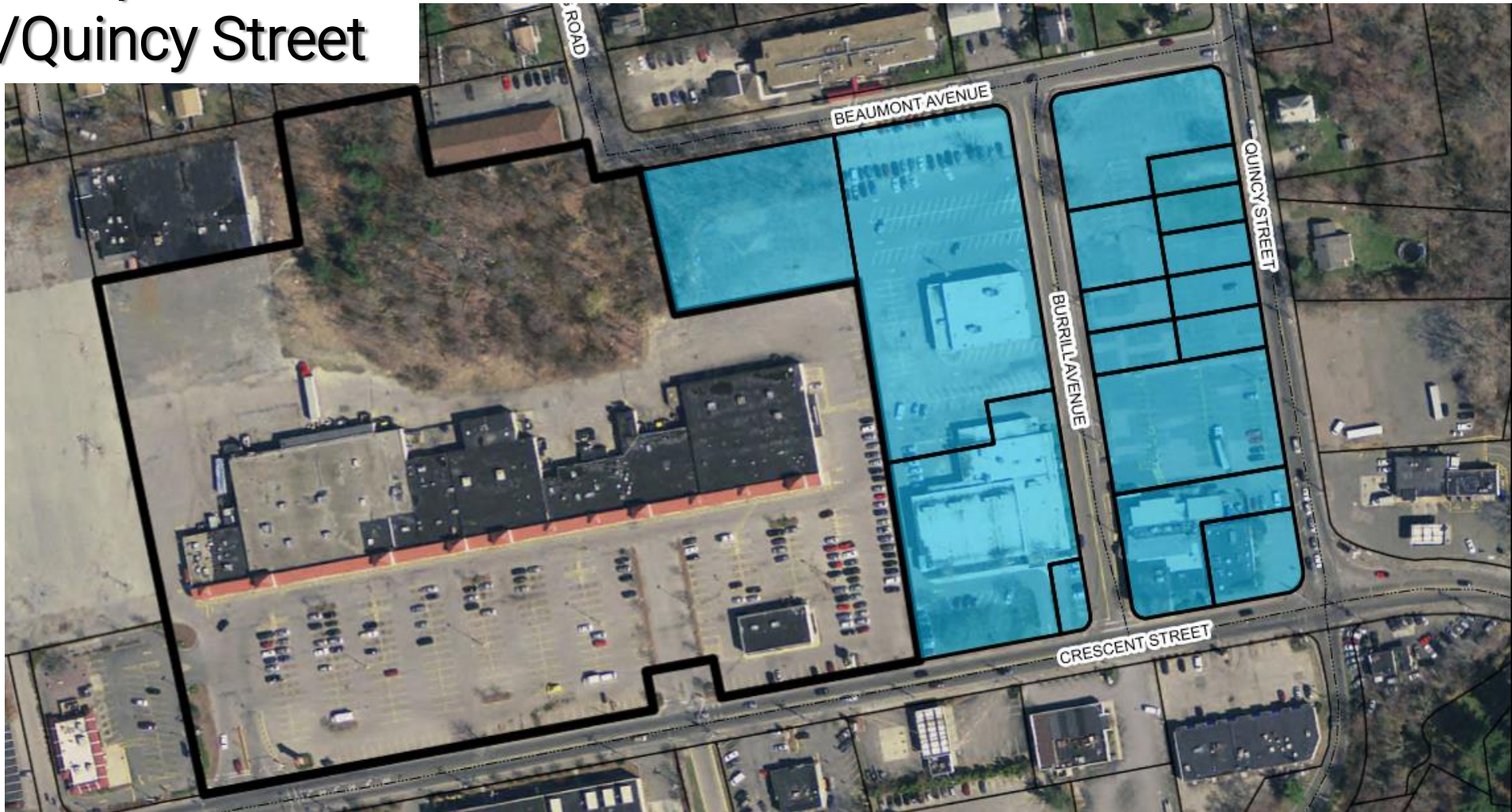
- Clea Simon





Panel Assignment: Address These Questions

Study Area Map – Crescent /Quincy Street



1. What opportunity is there to leverage TAP study area as a catalyst for healthy, mixed-use development of Brockton's Crescent Street Corridor?
2. Given Brockton's existing low rents, what is the financial feasibility of a mixed use space that can allow Massasoit Community College to receive payment for their property on site?
3. What are the necessary zoning changes and public resources, not already identified, that can be catalyst for a mixed-use corridor to the nearby downtown?



What did we hear?

Assets and Opportunities

- Timing
 - DCAMM land disposition
 - Intersection redesign
- Massasoit Community College & Brockton Hospital
 - Aligned expansion goals around healthcare
 - Major employer
- Dense residential use in greater study area
 - Nursing home
 - Public senior housing
 - Traditional small-lot residential development
- Demographic diversity
- Accessible public transportation
- Beaver Brook/natural environment



Challenges

- Limited transportation infrastructure
 - Sidewalks & bike lanes
 - Bus loop
- Physical disconnection between two institutions
- Underutilized commercial space
- Lacking sense of place
- Outdated zoning
- Existing parking requirements



Aerial view from southeast



Recommendations

Status Quo

- Existing zoning leads to low-value retail
- Limits value of property to Brockton and MCC
- Limited commercial opportunities
- Major employers in area are physically close but disconnected
- Not really a corridor – more of a node or gateway



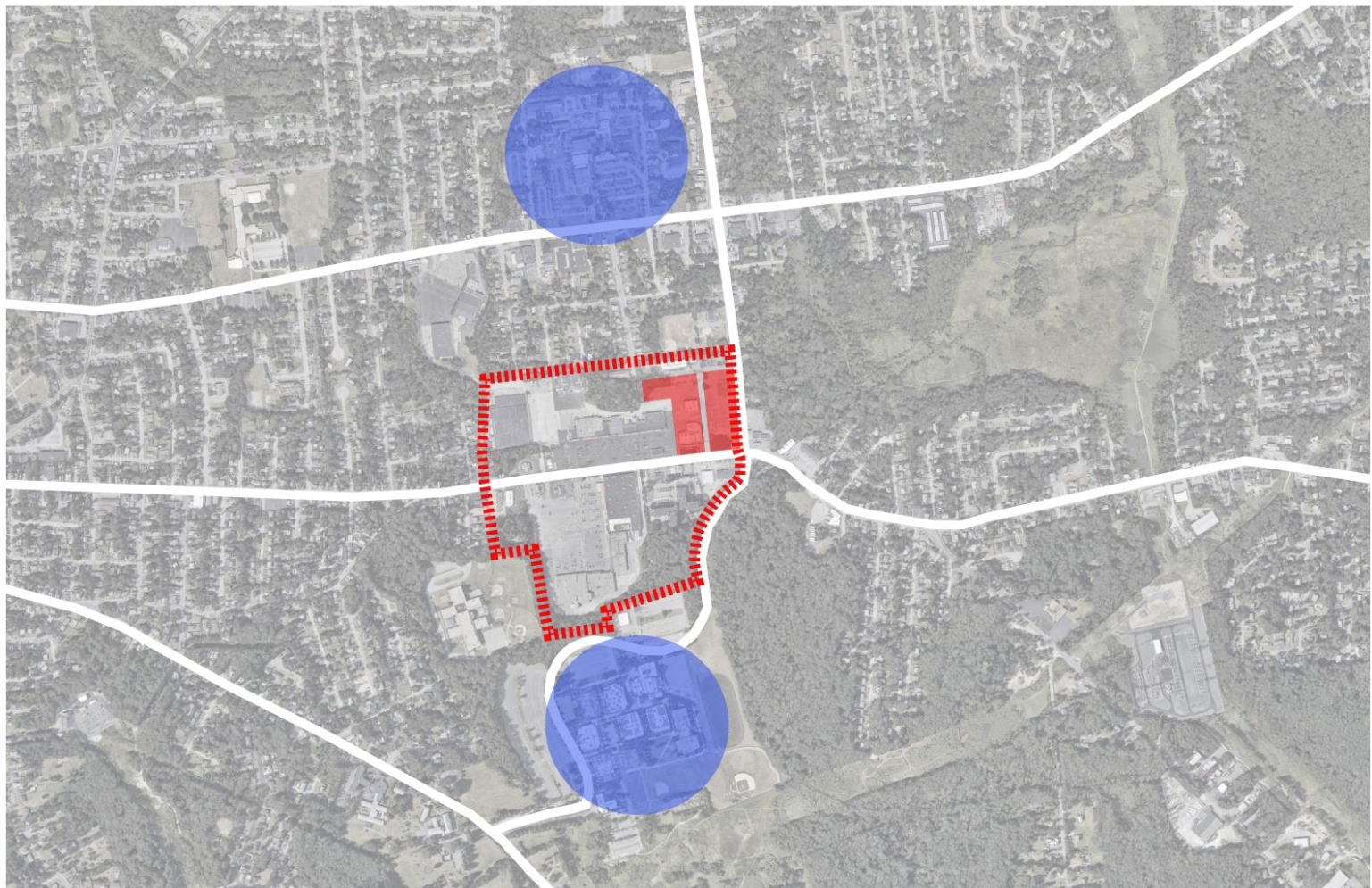
Goals

- Consider MCC parcel and redesign of intersection as a single opportunity
- Create new gateway to MCC and Brockton
- Create better north/south connection between hospital and MCC to create critical mass
- Move quickly to create maximum impact

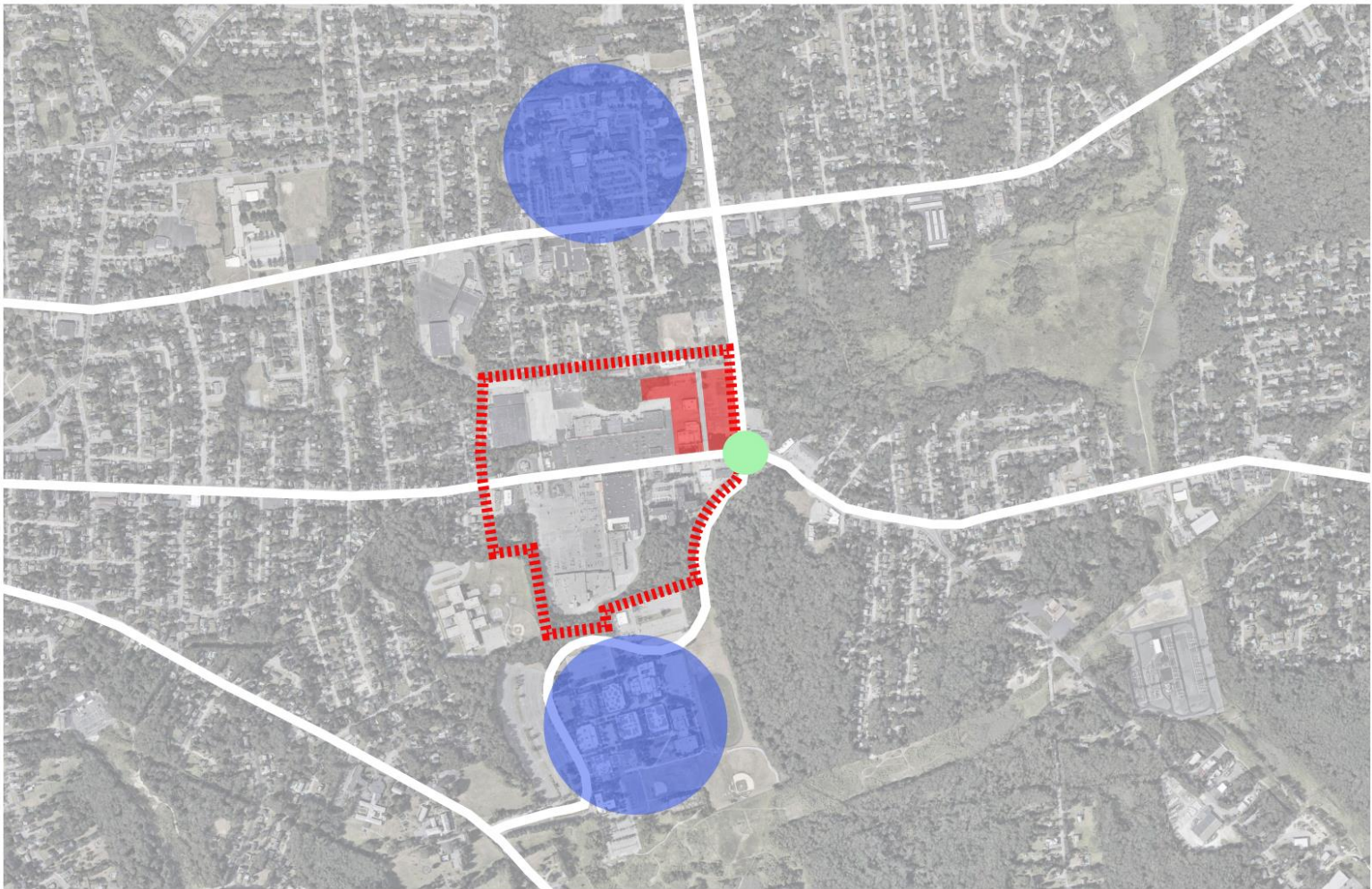
Study Area:



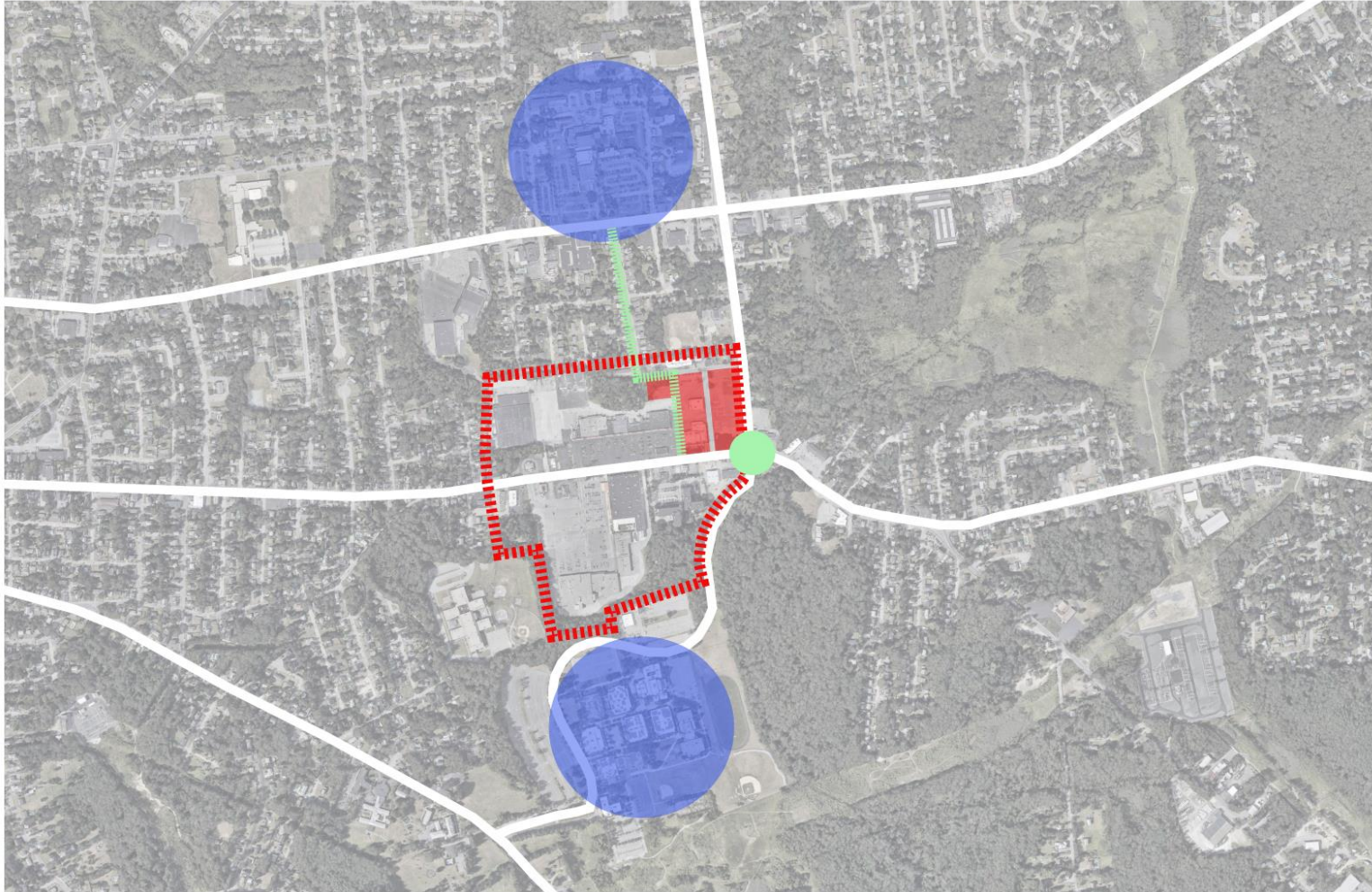
Study area with identified major institutions



Gateway



North/South Connection



Option 1: Medical/educational campus

- Mixed-use of medical, educational and residential
- Lease back to institutional user: MCC, hospital, other gov't use
- Opportunity for private developer to provide space for new programs on the site
 - Increases value of property by providing guaranteed income to developer
 - Taxable income to the city
 - No bonding for the state
- City could re-zone during state RFP to shorten process
- Sense of arrival at entrance to both Brockton and MCC
- Requires directing additional medical use expansion toward Quincy/Crescent

Option 1: Medical/educational campus



Option 2: Residential

- Neighborhood are mostly 0.2 acre parcels
- Income vs cost of construction
- Traditional multi-story, multi-family buildings may not be appropriate or financially feasible
- Look to traditional housing pattern in Brockton and many Massachusetts cities

Option 2: Residential



Option 2: Residential

- Cost-effective housing types
- Triple-deckers and double triples provide density at better scale and cost
 - Continue existing housing pattern in City
 - Efficient housing type
 - Opportunity to build over time
 - Opportunity to mix rental and ownership

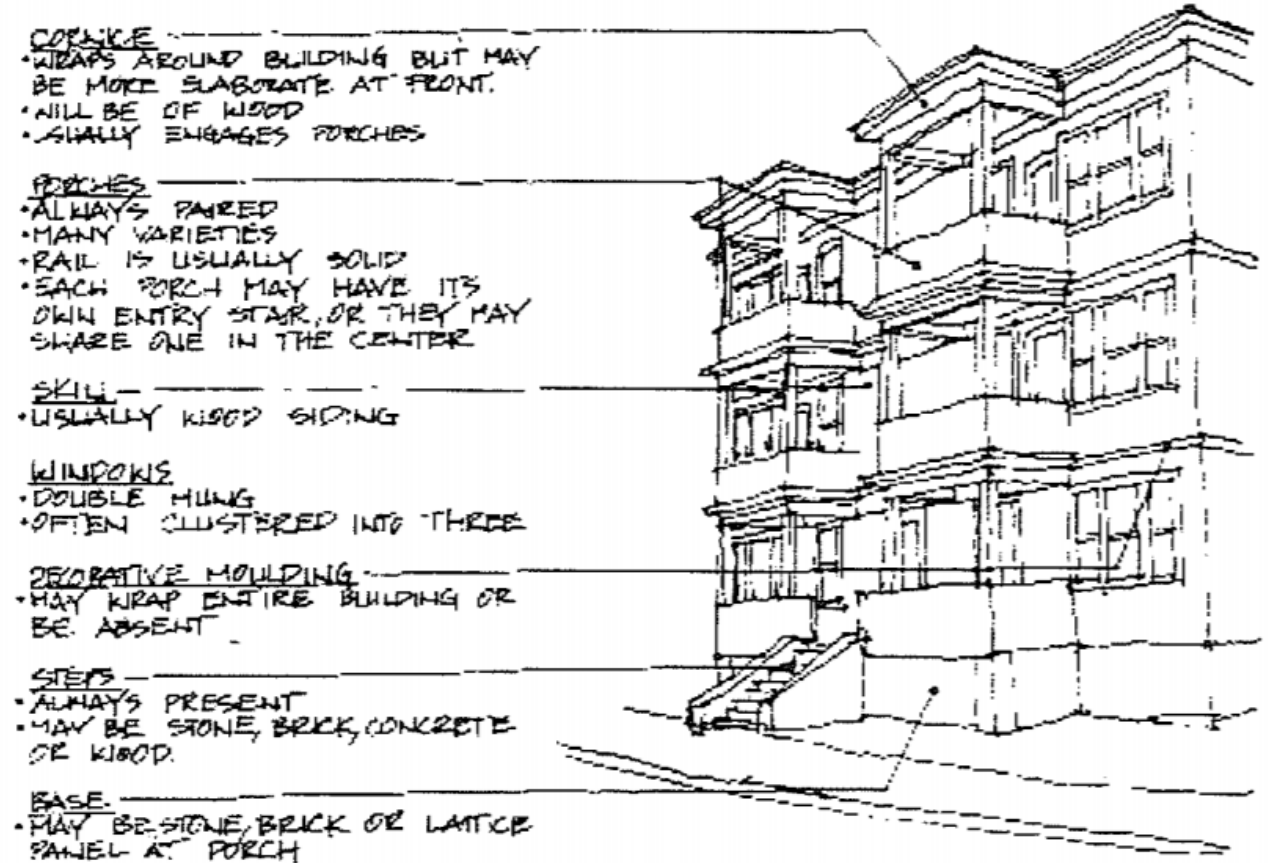


Photo credit: MHP (Boston Pattern Book)

Option 2: Building Type

- Single staircase
- NFPA 13R
- Accessible units on first floor
- Updated traditional Brockton housing type
- Wood frame construction



Photo credit: google maps

Next steps

- Zoning
 - Requires rezoning
 - Update parking requirements
 - Update allowable uses
- Timing
 - Unparalleled opportunity
 - Intersection redesign
 - DCAMM disposition
 - Fiscal feasibility in current market
 - MCC program needs and timeline

Funding

- Massachusetts Housing Partnership (MHP)
 - Community engagement assistance
- Metropolitan Area Planning Council (MAPC)
 - Parking utilization report
- New Market Tax Credits (healthcare and education uses)

Questions

1. What opportunity is there to leverage TAP study area as a catalyst for healthy, mixed-use development of Brockton's Crescent Street Corridor?

Think of this as a district, not a corridor. Focus on the immediate opportunity.

2. Given Brockton's existing low rents, what is the financial feasibility of a mixed-use space that can allow Massasoit Community College to receive payment for their property on site?

Under the existing zoning it's difficult.

3. What are the necessary zoning changes and public resources, not already identified, that can be catalyst for a mixed-use corridor to the nearby downtown?

See panel recommendation option 1 or 2.

A grayscale background image showing a person from behind, with their right hand raised in the air, suggesting they are at a public event or meeting. Other people are visible in the background, also in grayscale.

Q&A

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