

Town of Bridgewater Town Council

February 7, 2023

Bob Rulli
Community & Economic Development Director

Discussion Items

- Introduction
- Current Market Conditions
- Central Square
- Alternative Development Options
- Form Based Code
- Transit Oriented Development (TOD)/MBTA Communities
- Infrastructure/ Impact Fees
- Planning & Zoning Amendments
- Comments, thoughts?

8.5. Comprehensive Master Plan Element: Economic Development

OVERVIEW

The Economic Development provides an analysis of Bridgewater's employment base, labor force, and tax base, and considers Bridgewater's regional competitiveness for business growth. It examines opportunities to attract and retain industries and outlines Bridgewater's infrastructure, marketing/recruitment, regulatory, and capacity needs in order to achieve the Town's economic development goals.

SUSTAINABILITY

The Comprehensive Master Plan furthers environmental sustainability and resiliency by encouraging environmentally friendly development practices that capitalize on current foot traffic and commonly-traveled routes. By discouraging large-lot parking, scattered-site development, single-trip commercial land-uses, and new development on vacant land, Bridgewater can cultivate a prosperous local economy. Investing in infrastructure and utilities to support the business districts can help Bridgewater carry out mixed-use development and infill and redevelopment, retain businesses, strengthen the tax base, and support local entrepreneurs.

GOALS

- Retain existing business while drawing a variety of new establishments to encourage residents to spend time and money in town and build Bridgewater's tax base.
- Co-locate housing, shopping, and jobs in select areas to reduce single-occupancy commutes and support healthy lifestyles.

New Construction Costs - 495 South/Route 3 South Submarkets
Vertical Construction/No Land Acquisition Costs

One (1) Story Commercial \$301 to \$361 PSF

Mid-Rise Commercial \$499 to \$719 PSF

Retail \$309 to \$371 PSF

Vacancy Rates/Average Asking Rent

Q3 2022 Office 6.8% Class A \$24.05 (NNN) PSF Class B \$19.66 (NNN) PSF

Q3 2022 Retail 4.3% Class A \$23.00 (NNN) PSF

NNN (Triple Net) Tenant pays property tax, insurance, operating expenses

Source: CoStar Group/ABG Commercial Realty; AVANT/Avison Young

Central Square

Observations, Thoughts & Questions

- Numerous studies have looked at traffic and parking
- Existing traffic flow, signage and parking need to be looked at
- Pedestrian safety and perception of safety is critical
- Downtown Bridgewater is a very walkable community, how do we leverage that?
- Two-way traffic works when you have businesses on both sides of the street
- Designation as an Opportunity Zone has had no impact
- There is a need to develop partnerships between businesses, property owners and the Town
- BSU is an asset, are we leveraging that effectively?
- There are some existing success stories (Restoration Coffee, Juice Mill), we need more
- Is current zoning hurting or helping?





June 6, 2022

Central Square

Policy 8.3.4. Improve downtown access for all modes, including supporting the reconfiguration of Central Square and parking management.

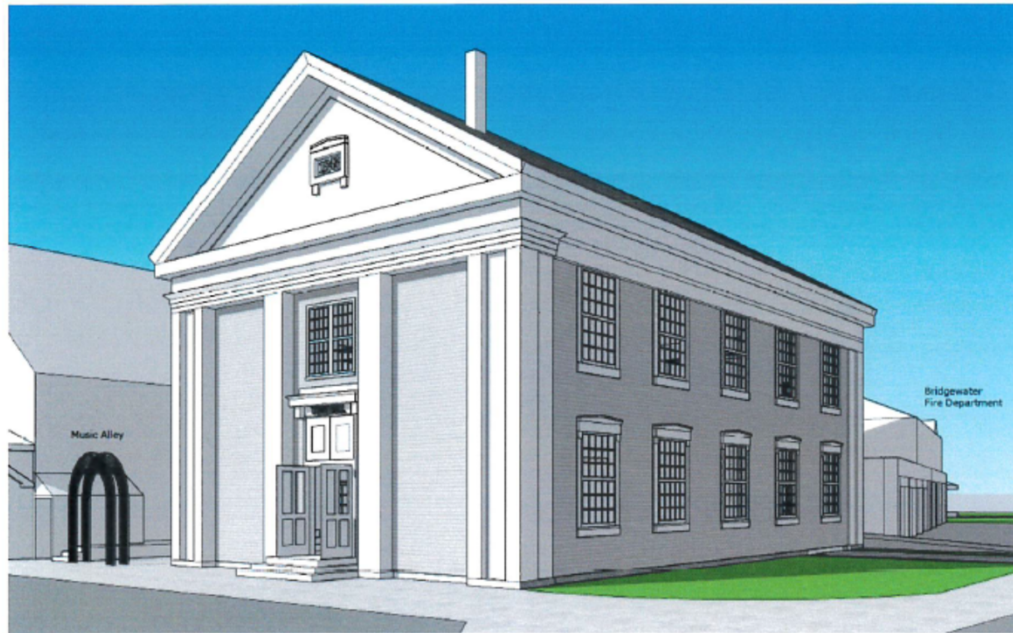
8.3.4. Recommendations	Responsible Parties	Complexity	Timeframe	Resources Needed	Related Chapters
A. Develop a strategy to implement the Central Square Study (2020), Option 2, i.e., converting Central Square to two-way traffic and installing a pedestrian plaza along Central Square West.	TM, DPW, TE	Complex	Near-term	Staff, consultant, public education, OCPC	ED
B. Monitor parking utilization in Central Square following completion of the Central Square project.	TM, DPW	Somewhat complex	Mid-term	OCPC, MassWorks	ED
C. Design and implement a parking management and wayfinding program to encourage visitors to Central Square to park and walk between destinations.	TM, C/ED	Complex	Mid-term	Consultant, logo & signage graphic designer	ED

Central Square/CBD

Policy 8.5.3. Strengthen, support, and enhance the character of the Town's businesses districts.

8.5.3. Recommendations	Responsible Parties	Complexity	Timeframe	Resources Needed	Related Chapters
A. Seek help from MassDevelopment to study the feasibility, benefits, and tradeoffs of using District Improvement Financing (DIF) to fund infrastructure improvements in Bridgewater's business districts.	C/ED, TM	Complex	Near-term	Technical assistance	LU
B. Review and strengthen the existing "Mixed Use (CBD)" ordinance to encourage mixed-use development in the Central Business District and attract commercial activity.	C/ED, PB	Somewhat complex	Near-term and ongoing	Regulatory reform, staff	H, LU

- CDBG Funding (Façade Improvements, Downtown Revitalization Plan, Revolving Loan Fund)
- MassDevelopment - Community Planning Grant Program
- MassDevelopment – Massachusetts Downtown Initiative



Masterplan Rendering, EPSTEIN JOSLIN Architect, Inc. Cambridge, MA

Findings and
Recommendation
to the Town of
Bridgewater, MA
for the Adaptive
Reuse of Old
Town Hall

Louise K Stevens
Alan Joslin





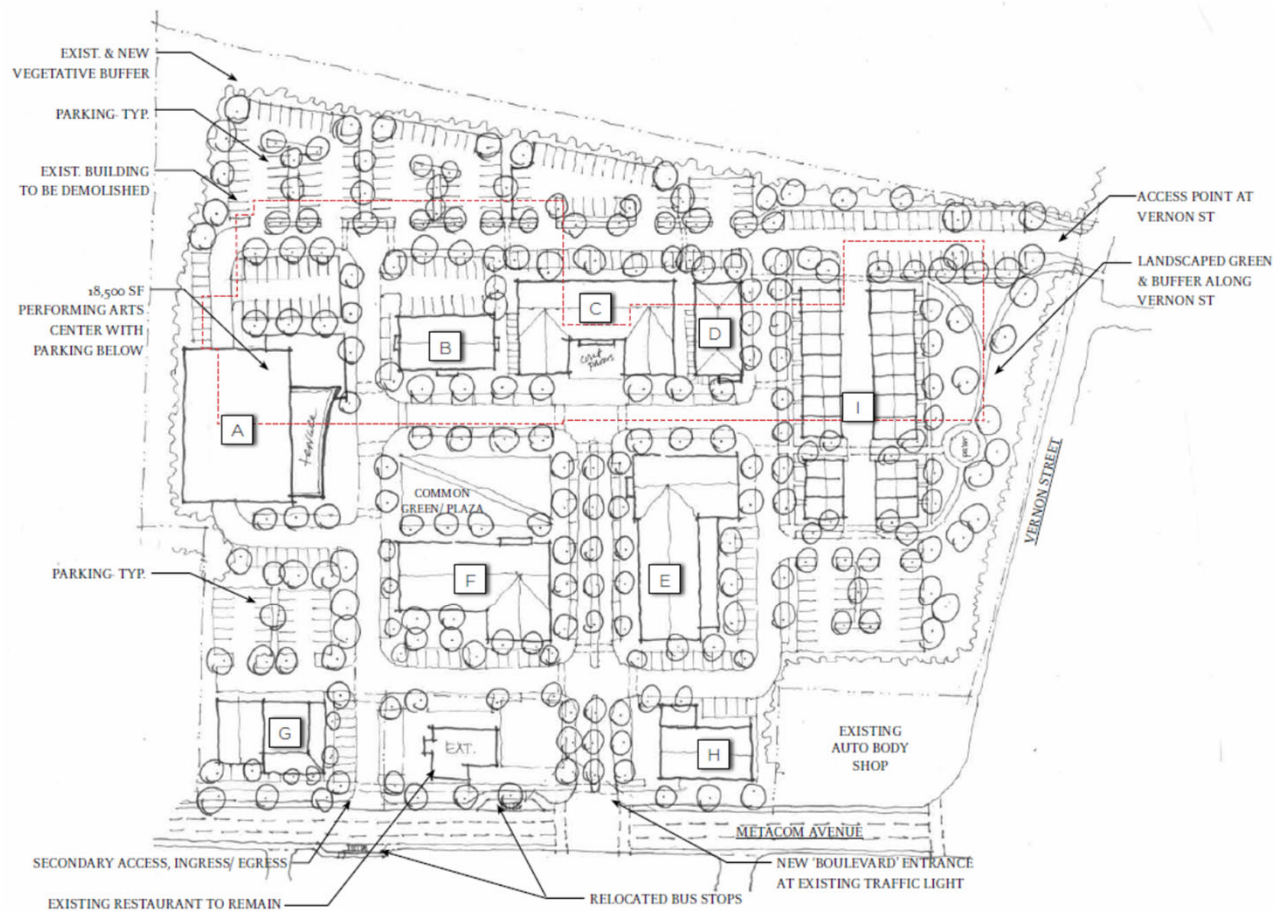




Existing Conditions

Is this the highest and best use?

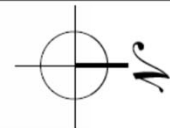




PROGRAM

- A** Performing Arts Center - 33,500 gsf
500-750 seat theatre @ 18,500 gsf
Parking and service below @ 15,000 gsf
- B** 4-Story Mixed-Use Building - 21,600 gsf
20 units @ approx. 950 sf/unit
Commercial Retail - 2,700 sf
- C** 4-Story Mixed-Use Building - 48,000 gsf
46 units @ approx. 950 sf/unit
Commercial Retail - 4,000 sf
- D** 4-Story Mixed-Use Building - 16,000 gsf
14 units @ approx. 1000 sf/unit
Commercial Retail - 4,000 sf
- E** 3-Story Apartment Building - 41,600 gsf
14 units @ approx. 1000 sf/unit
- F** 3-Story Apartment Building - 25,200 gsf
25 units @ approx. 1000 sf/unit
- G** 2-Story Mixed-Use Building - 8,800 gsf
Commercial/Retail @ 4,400 gsf
Office @ 4,400 gsf
- H** 2-Story Mixed-Use Building - 10,000 gsf
Commercial/Retail @ 5,000 gsf
Office or Live/Work Units @ 5,000 gsf
- I** 3-Story Tuck Under Townhouses
20 units @ approx. 2,400 gsf/unit

Parking: +/- 452 total spaces
(includes parking under PAC, tuck under townhouses, and at Lauren's Restaurant)

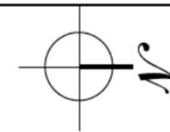


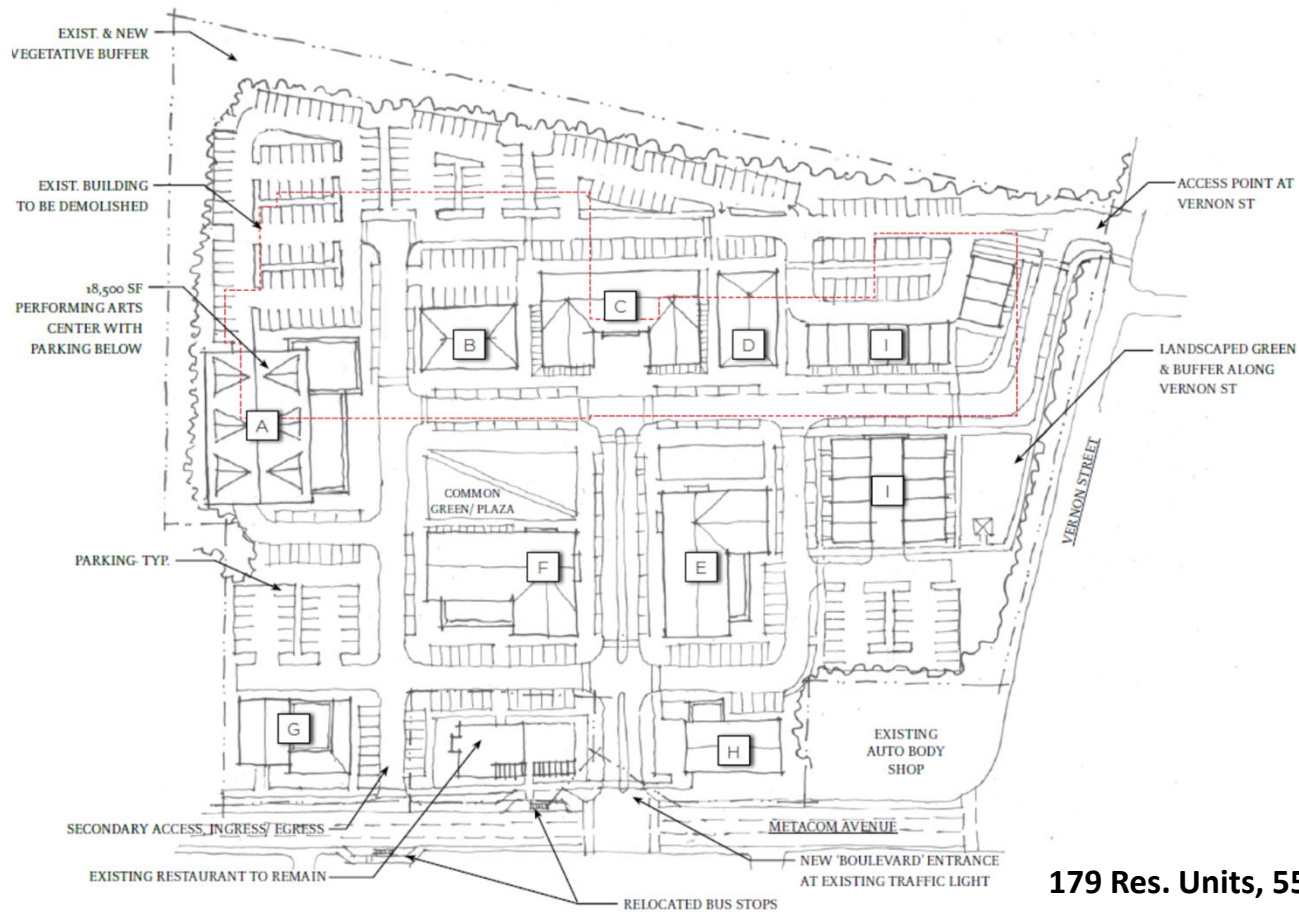


PROGRAM

- A Performing Arts Center - 12,000 gsf
- B 3-Story Apartment Building - 23,400 gsf
24 units @ -1000 gsf/unit
- C 3-Story Apartment Building - 41,400 gsf
42 units @ -1000 gsf/unit
- D 3-Story Mixed-Use Building - 7,200 gsf
6 units @ -800 gsf/unit
Commercial/Retail @ 2,400 gsf
- E 3-Story Mixed-Use Building - 15,600 gsf
10 units @ -1000 gsf/unit
Commercial/Retail @ 5,200 gsf
- F 3-Story Townhouses
33 units @ approx. 2,100 gsf/unit

Parking: +/- 413 total spaces
(includes parking for
Lauren's Restaurant)



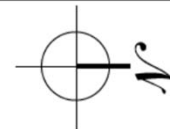


PROGRAM

- A** Performing Arts Center - 33,500 gsf
500-750 seat theatre @ 18,500 gsf
Parking and service below @ 15,000 gsf
- B** 3-Story Mixed-Use Building - 21,600 gsf
18 units @ approx. 900 sf/unit
- C** 4-Story Mixed-Use Building - 48,000 gsf
44 units @ approx. 1000 sf/unit
Commercial Retail - 4,000 sf
- D** 3-Story Mixed-Use Building - 21,600 gsf
18 units @ approx. 900 sf/unit
- E** 4-Story Apartment Building - 33,600 gsf
35 units @ approx. 960 sf/unit
- F** 4-Story Mixed-Use Building - 33,600 gsf
26 units @ approx. 960 sf/unit
Commercial/Retail @ 8400 sf
- G** 3-Story Mixed-Use Building - 13,200 gsf
Commercial/Retail @ 4,400 gsf
8 units @ approx. 1000 sf/unit
- H** 3-Story Mixed-Use Building - 15,000 gsf
Commercial/Retail @ 5,000 gsf
10 units @ approx. 1000 sf/unit
- I** 3-Story Tuck Under Townhouses
20 units @ approx. 2,400 gsf/unit

Parking: +/- 470 total spaces
(includes parking under PAC, tuck under townhouses, and at Lauren's Restaurant)

179 Res. Units, 55,300 SF Com.





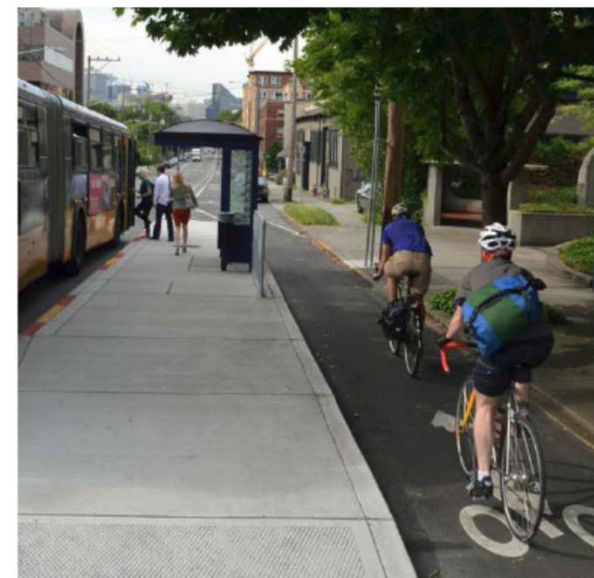




MIXED-USE BUILDINGS
MASHPEE COMMONS, MA



MIXED-USE BUILDINGS & PLAZA
GLENWOOD PARK, ATLANTA, GEORGIA



FLOATING BUS ISLAND
WASHINGTON, DC



TROLLEY SQUARE, CAMBRIDGE, MA



MIXED-USE BUILDINGS AND PUBLIC SPACE- SOUTH COUNTY COMMONS, RI





MULTI- FAMILY BUILDINGS- CITY ROW, MADISON, WI



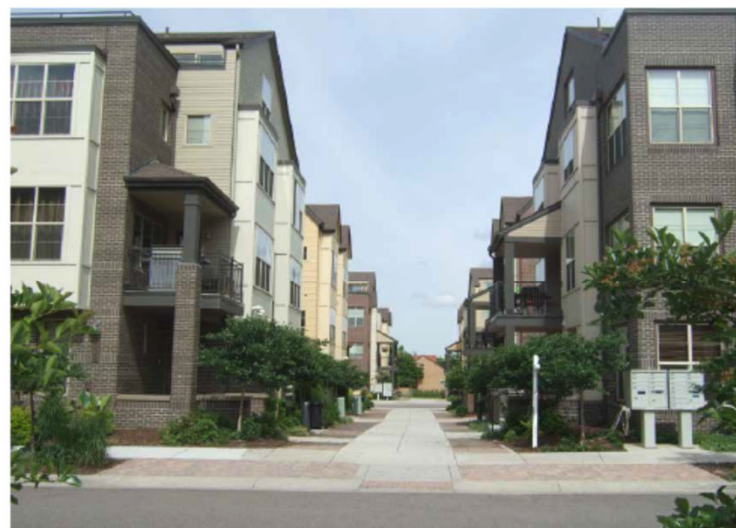
MULTI- FAMILY BUILDINGS- CITY ROW, MADISON, WI



TOWNHOUSES- SILVER SPRING, MD



MULTI-FAMILY BUILDINGS - BELMAR, CO



MULTI-FAMILY BUILDINGS - BELMAR, CO



TOWNHOUSES- KENTLANDS, MD

8.5.3. Recommendations	Responsible Parties	Complexity	Timeframe	Resources Needed	Related Chapters
C. Develop architectural and site design standards tailored to each business area, and use architectural peer review services as needed during the permitting process for larger commercial, industrial, or mixed-use developments.	C/ED, TM, PB	Somewhat complex	Near-term	Consultant, staff, working group	NCOS



Form Based Code: What is it?

- Form Based Code (FBC) is an alternative zoning district that allows for the regulation of development that helps a community realize its vision for a specific area.
- While existing zoning focuses on separating land uses (i.e., residential, commercial, industrial) it does little to encourage an integrated approach to development.
- FBC helps regulate land development and redevelopment by setting careful and clear controls on building form, rather than focusing strictly on types of land use.
- FBC typically allows for more density than existing zoning districts.
- FBC clearly defines requirements for building heights, building and parking placement, architectural features, as well as standards for sidewalks street trees, parking and public spaces.
- **A mix of affordability is required for housing units.**
- It also can provide a less intensive/ expensive option than current Planning & Zoning Review.
- FBC can also provide financial incentive by offering a faster and more streamlined approval process.
- Benefits to FBC include a more predictable outcome due to form-driven zoning requirements.
- The Town and the community each benefit from managed growth and public improvements that are aligned with a collective vision for the future.

Advantages of Form Based Code



Revitalization of 1960's era park in the front, one-story, architecturally insignificant buildings



Intelligent increase of density



Improvements to infrastructure



Increased housing opportunities, mixed income, rental & ownership



Preserves historic character of Downtown Bridgewater, takes development pressure away from undeveloped areas of town

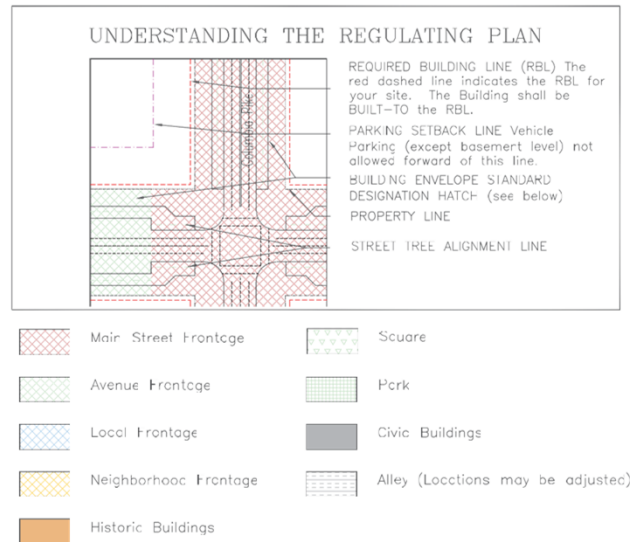


Increases tax revenues

III. The Regulating Plans

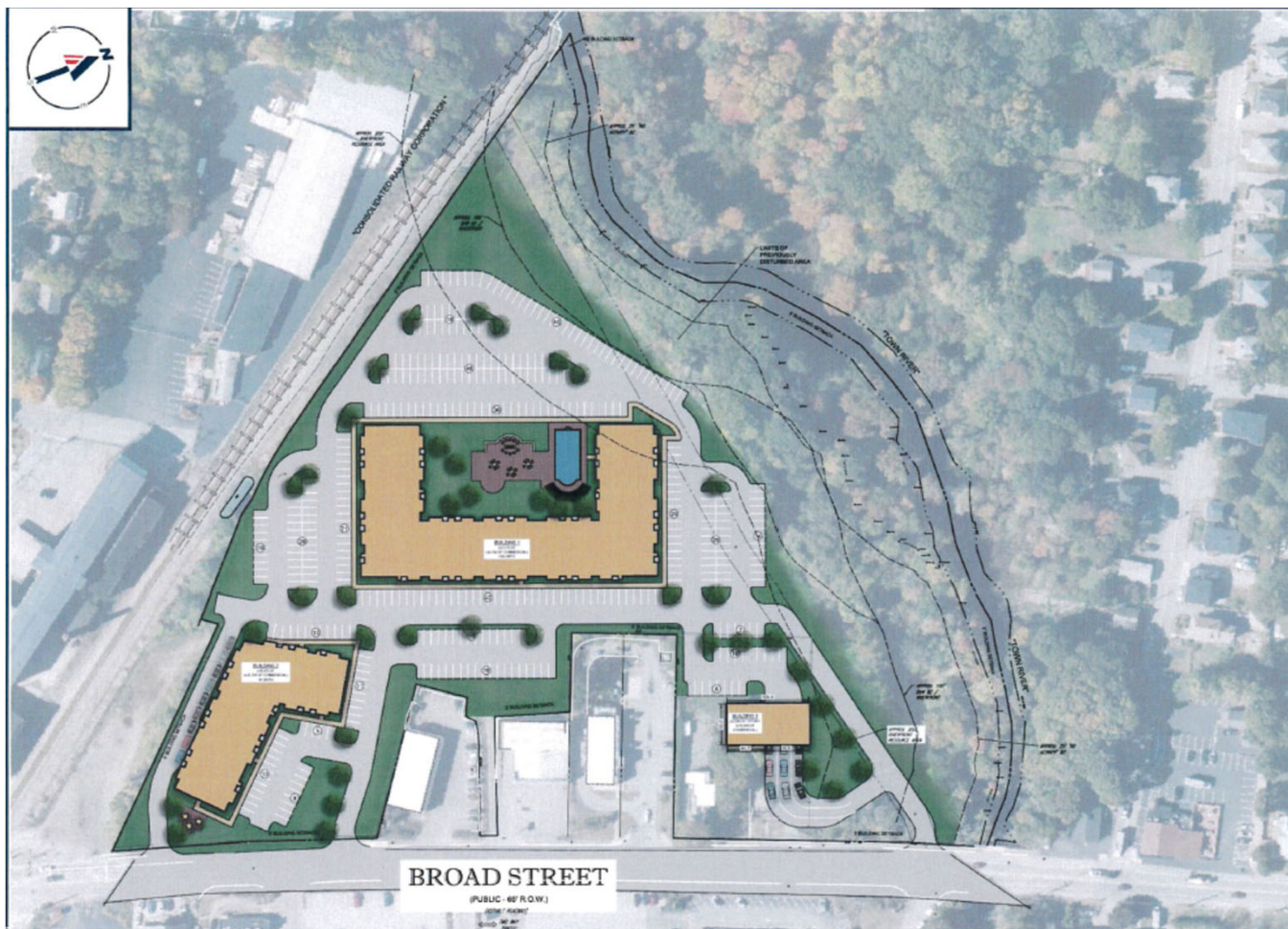
A. Understanding the Regulating Plan

A REGULATING PLAN provides standards for the disposition of each property or LOT and how each relates to its adjacent properties and STREETS. Following the adoption of the *Columbia Pike Initiative—A Revitalization Plan* in March 2002 and the Columbia Pike Urban Design Charrette and citizen planning workshops held in September 2002 and any future addenda, REGULATING PLANS have been produced for the Columbia Pike Special Revitalization District in Arlington County.



Building Sites are Coded by Their Street Frontage

The key above explains the elements of the REGULATING PLAN and serves as a reference when examining the REGULATING PLAN.




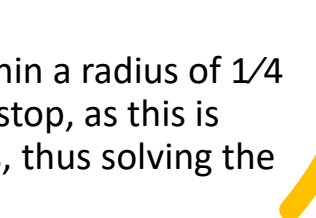
Develop a Sense of Place



MIXED-USE BUILDINGS AND PUBLIC SPACE- SOUTH COUNTY COMMONS, RI

Create a there, there!



- 
- In planning, transit-oriented development (TOD) is a type of development that maximizes the amount of residential, business and leisure space within walking distance of public transportation. It promotes a symbiotic relationship between dense, compact urban form and public transportation use. In doing so, TOD aims to increase public transportation ridership by reducing the use of private cars and by promoting sustainable growth.
 - TOD typically includes a central transit stop (such as a train station, or light rail or bus stop) surrounded by a high-density mixed-use area, with lower-density areas spreading out from this center. TOD is also typically designed to be more walkable than other built-up areas, by using smaller block sizes and reducing the land area dedicated to automobiles.
 - The densest areas of TOD are normally located within a radius of 1/4 to 1/2 mile (400 to 800 m) around the central transit stop, as this is considered to be an appropriate scale for pedestrians, thus solving the last mile problem.
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Transit Oriented Development

Policy 8.4.2. Encourage a mix of housing types with convenient walking and biking access for residents.

8.4.2. Recommendations	Responsible Parties	Complexity	Timeframe	Resources Needed	Related Chapters
A. Encourage development on sites near existing amenities such as retail, public open space, and pedestrian- and bicycle infrastructure.	C/ED, PB, AHT	Somewhat complex	Ongoing	Commitment of staff time and political leadership, public education	LU, NCOS, ED, T
B. Work with developers to incorporate infrastructure improvements and amenities into new developments.	C/ED, PB	Somewhat complex	Ongoing	Use regulations & design standards	PF
C. Explore the adoption of Inclusionary Zoning that requires developments over a certain size to include a minimum percentage of affordable units (which may include payment of a fee in lieu of units to the Affordable Housing Trust).	C/ED, PB, AHT	Somewhat complex	Near-term	Staff, funding for consultant or OCPC assistance	LU

Transit Oriented Development

Policy 8.4.4. Use “smart growth” approaches to develop housing in a sustainable manner.

8.4.4. Recommendations	Responsible Parties	Complexity	Timeframe	Resources Needed	Related Chapters
A. Strengthen the Town’s provisions for Open Space Residential Design and make this the default (as-of-right) approach to residential development for any project of two or more units.	C/ED, PB, TC	Slightly complex	Near-term	Staff capacity, zoning reform	NCOS, LU
B. Conduct a study to provide options to revitalize Bridgewater’s existing 40R Smart Growth District to realize its full residential and commercial development potential.	C/ED, PB	Slightly complex	Mid-term	Funding	ED, LU
C. Using guidance from the Department of Housing and Community Development as it becomes available, evaluate existing multifamily regulations for consistency with the Housing Choice Bill’s requirements for MBTA communities.	C/ED, PB, TC	Slightly complex	Near-term	Staff, consultant	LU, T

Untitled Map

Campus Plaza & Foundry Site

Legend

179 Broad St



Google Earth

Infrastructure

- Concerns regarding capacity at wastewater treatment plant, obligated future usage, unlikely that MA DEP will increase existing discharge permit
- State imposed limits on the amount of water Town can access, fragility of well system (drought/contamination)

Options: Density Bonus/Impact Fees

- Where feasible require commercial development to construct onsite wastewater package plants (example 30,000 GPD flow, est. \$650,000)
- Allow additional density in exchange for developer contribution towards infrastructure improvements (language embedded in Form Based Code)
- Partner with MassDevelopment regarding District Improvement Financing (DIF) to fund infrastructure improvements (*Policy 8.5.3. of 2022 Bridgewater Comprehensive Master Plan*)
- Consider Home Rule Petition to allow for the implementation of an impact fee system

Water & Wastewater Calculations

Gallons Per Day (GPD)


Water

- Hotel: 110 gpd x # of rooms
- Restaurant: 35 gpd x # of seats
- Office: 75 gpd x 1000 SF
- Multi-family: 75 gpd x 1000 SF
- Single family home: 110 gpd x # of bedrooms

Wastewater

- Hotel: 88 gpd x # of rooms
- Restaurant: 28 gpd x # of seats
- Office: 60 gpd x 1000 SF
- Multi-family: 60 gpd x 1000 SF
- Single family home: 88 gpd x # of bedrooms

Short Term Goal

8.5.1. Recommendations	Responsible Parties	Complexity	Timeframe	Resources Needed	Related Chapters
C. Strengthen the relationship between the Town, BSU, and local businesses and capitalize on the Town's identity as the home of BSU.	TM, C/ED	Somewhat complex	 Longer-term	Leadership, political commitment, staff support	NCOS

Moving Forward

- Is there a desire to move forward in this direction?
- Engage commercial property owners and developers regarding the Town's vision
- Engage business owners and residents regarding the Town's vision
- Engage state and federal delegation as to the Town's holistic approach for smart growth
 - Concentrate development at existing underutilized sites
 - Relocate MBTA Station closer to existing Campus Plaza
 - Create a model for suburban MBTA communities
 - Seek state and federal funding assistance for infrastructure improvements
 - Consider Home Rule Petition to adopt an impact fee system
 - Utilize District Improvement Financing for infrastructure improvements
- Work with Planning Board to revise zoning ordinances to allow for higher density and adoption of form-based code
- Collaborate with Bridgewater State University on future development

Comments, Questions?

Next Steps