

# Christo's/Massasoit Conference Center Redevelopment, Brockton

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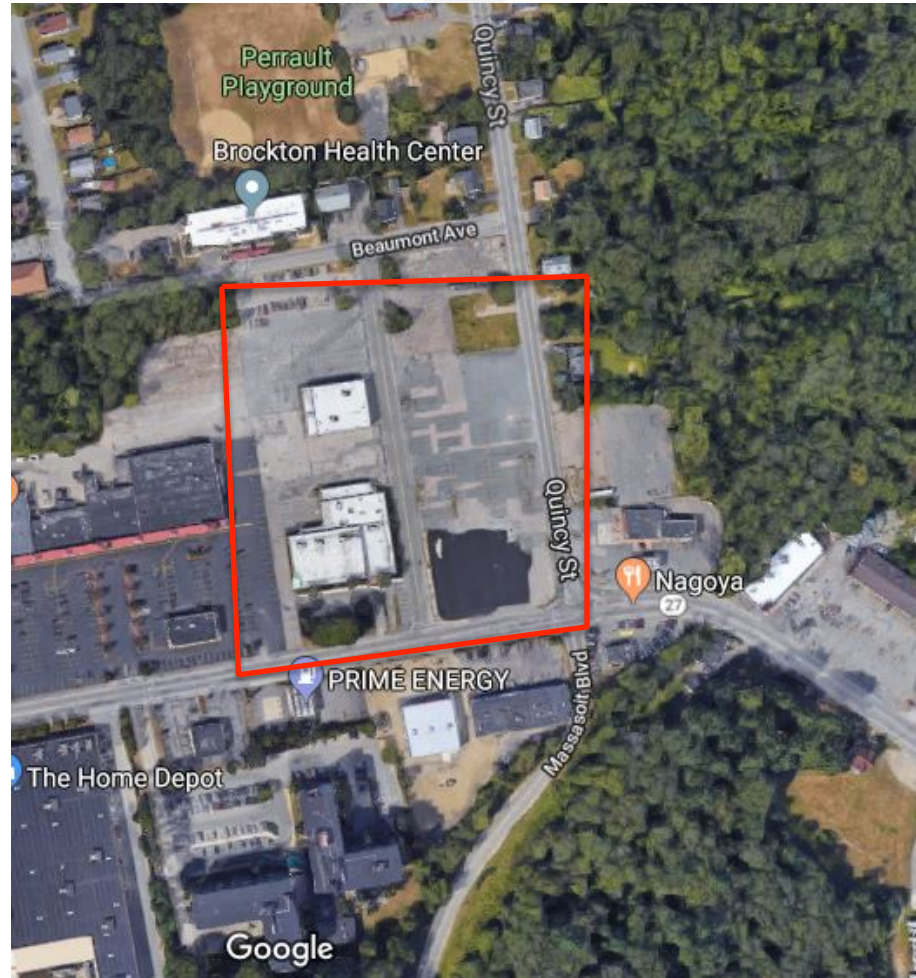
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# Introduction

## Project Goals:

- Assess the site that formerly housed Christo's Restaurant and the Massasoit Conference Center
- Analyze Brockton's demographic and socioeconomic foundation and what it means to potential development for the site
- Conduct interviews with stakeholders to identify potential redevelopment options for the site, along with potential tools and barriers for redevelopment
- Investigate the procedural path(s) to redevelopment

# The Site – On The Crescent and Quincy Street Intersection



# Recent Site History

- Christo's Restaurant closed in 2013
- Conference Center at Massasoit closed in June, 2018
- Original plans, since cancelled, were to create an Allied Health and Science Building on the former Christo's site

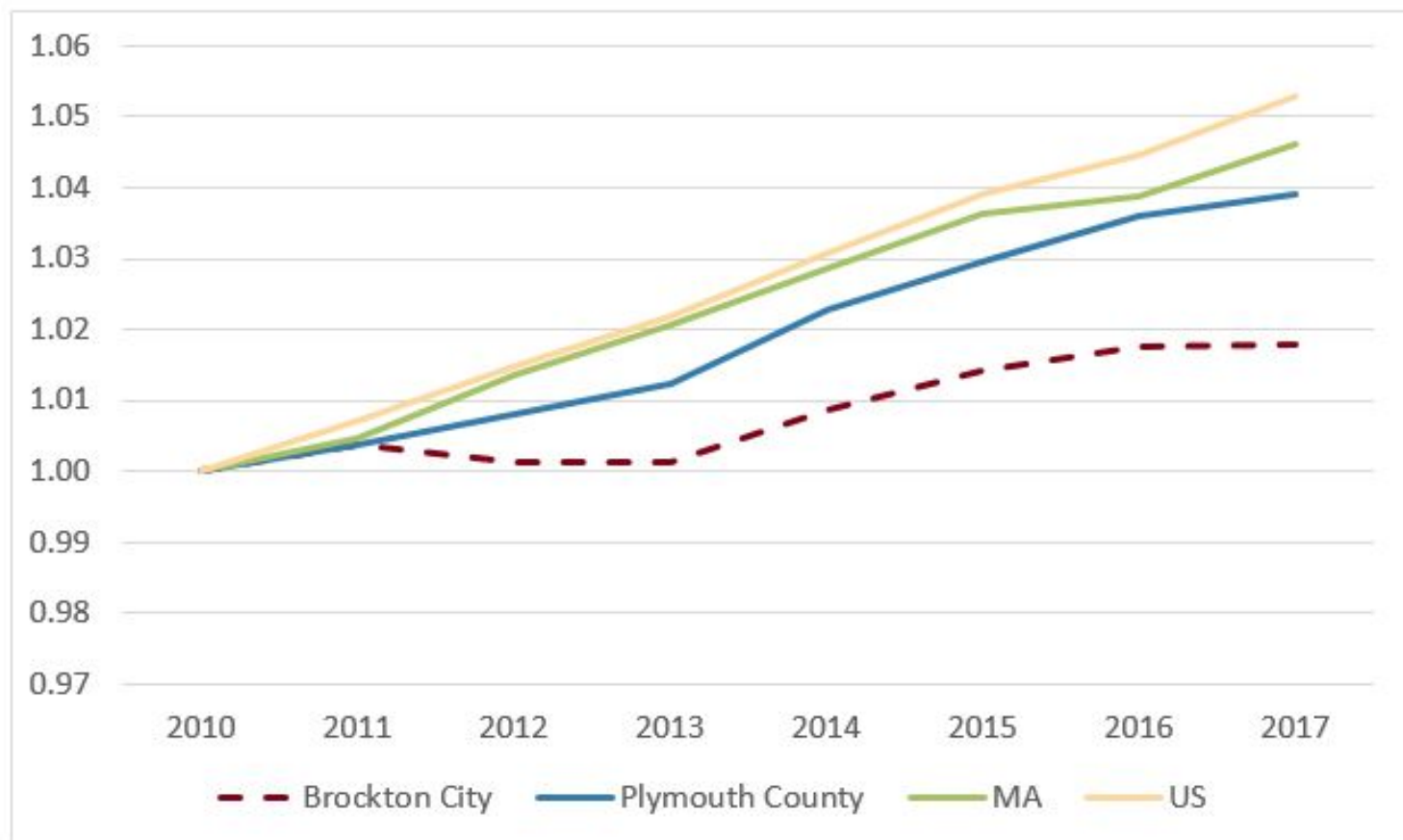
# Site Specifics

- Sits at the corner of Quincy and Crescent streets on the east side of Brockton – “Gateway to the East”
- 5.8 acre site, combining Christo’s and the former conference center
- Singular site bisected by access road (Burrill Ave.)
- Currently zoned for General Commercial usage, abutting Single-Family Residential zone. Will likely need zoning variance
- Currently held by Commonwealth’s Division of Capital Asset Management and Maintenance (DCAMM)
- Adjacent to retail center to the west and Massasoit Community College to the south

# Socioeconomic Context for Brockton

- Population and population by age
- Jobs base and economic structure
- Median Income
- Poverty Rates
- Median Rent / Home Prices

# Population Growth, 2010 - 2017



Source: U.S. Census Bureau, Population Division 2017 Estimates

# Population Growth, 2000 - 2017

Total Resident Population	2000	2010	2017	Percent Change 2010-2017	Percent Change 2000-2017
<b>Brockton</b>	<b>94,304</b>	<b>93,796</b>	<b>95,672</b>	<b>2.0%</b>	<b>1.5%</b>
<b>Benchmark Towns</b>	<b>112,771</b>	<b>116,948</b>	<b>122,148</b>	<b>4.4%</b>	<b>8.3%</b>
Abington	14,605	16,042	16,396	2.2%	12.3%
Avon	4,443	4,363	4,496	3.0%	1.2%
East Bridgewater	12,974	13,811	14,465	4.7%	11.5%
Easton	22,299	23,339	24,984	7.0%	12.0%
Holbrook	10,785	10,825	11,026	1.9%	2.2%
Stoughton	27,149	27,118	28,528	5.2%	5.1%
West Bridgewater	6,634	6,936	7,231	4.3%	9.0%
Whitman	13,882	14,514	15,022	3.5%	8.2%
<b>Massachusetts</b>	<b>6,349,098</b>	<b>6,564,943</b>	<b>6,859,819</b>	<b>4.5%</b>	<b>8.0%</b>
<b>United States</b>	<b>281,424,600</b>	<b>309,338,421</b>	<b>325,719,178</b>	<b>5.3%</b>	<b>15.7%</b>

Source: U.S. Census Bureau, Annual Estimates of the Resident Population, April 1, 2000 to July 1, 2017



# Total Resident Population by Age, Brockton Compared to Neighboring Towns

Percent of Population by Age, 2017						
% Pop. By Age	United States	Massachusetts	Brockton	Abington	Avon	East Bridgewater
Under 18 Years	23%	20%	<b>26%</b>	20%	17%	25%
18 to 24 Years	10%	10%	<b>9%</b>	10%	7%	8%
25-39 Years	20%	20%	<b>21%</b>	19%	21%	18%
40-64 Years	32%	34%	<b>31%</b>	37%	39%	34%
65 Years and over	15%	15%	<b>13%</b>	13%	16%	15%

% Pop. By Age	Easton	Holbrook	Stoughton	West Bridgewater	Whitman
Under 18 Years	22%	16%	19%	22%	23%
18 to 24 Years	14%	9%	8%	8%	10%
25-39 Years	14%	17%	18%	15%	18%
40-64 Years	36%	42%	36%	36%	37%
65 Years and over	14%	16%	18%	18%	13%

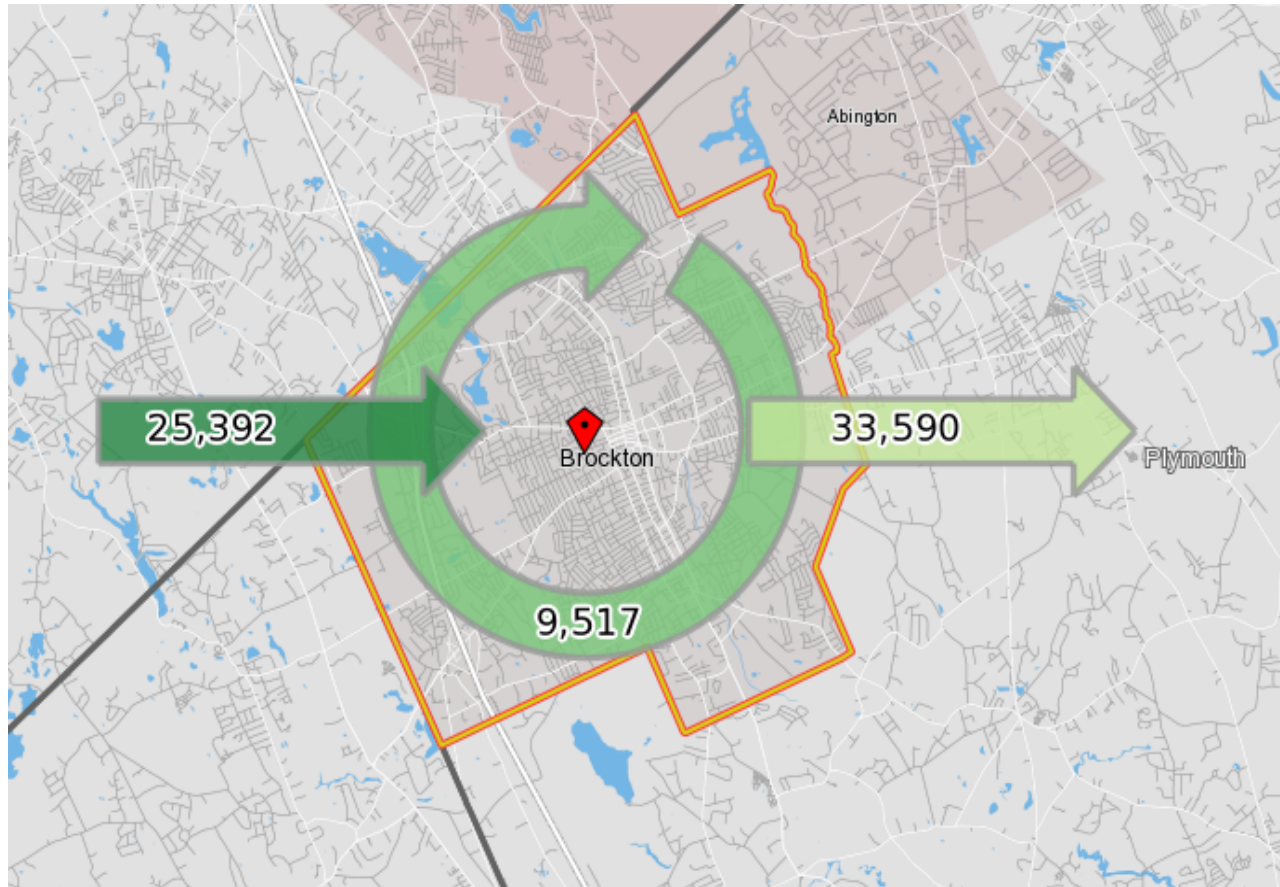
Source: U.S. Census Bureau

# Jobs Growth, 2001-2017, Brockton Compared to Neighboring Towns

Total Nonfarm Employment	2001	2010	2017	Percent Change 2010-2017	Percent Change 2000-2017
<b>Brockton</b>	<b>37,604</b>	<b>36,813</b>	<b>39,939</b>	<b>8.5%</b>	<b>6.2%</b>
<b>Neighboring Towns</b>	<b>48,517</b>	<b>45,396</b>	<b>48,786</b>	<b>7.5%</b>	<b>0.6%</b>
Abington	4,119	3,736	4,210	12.7%	2.2%
Avon	6,853	5,171	5,269	1.9%	-23.1%
East Bridgewater	3,008	2,605	2,746	5.4%	-8.7%
Easton	9,256	9,860	10,273	4.2%	11.0%
Holbrook	2,876	2,424	2,673	10.3%	-7.1%
Stoughton	12,490	12,682	13,669	7.8%	9.4%
West Bridgewater	6,775	5,772	6,629	14.8%	-2.2%
Whitman	3,140	3,146	3,317	5.4%	5.6%
<b>Massachusetts</b>	<b>3,276,103</b>	<b>3,151,206</b>	<b>3,544,095</b>	<b>12.5%</b>	<b>8.2%</b>
<b>United States</b>	<b>129,635,800</b>	<b>127,820,442</b>	<b>143,859,855</b>	<b>12.5%</b>	<b>11.0%</b>

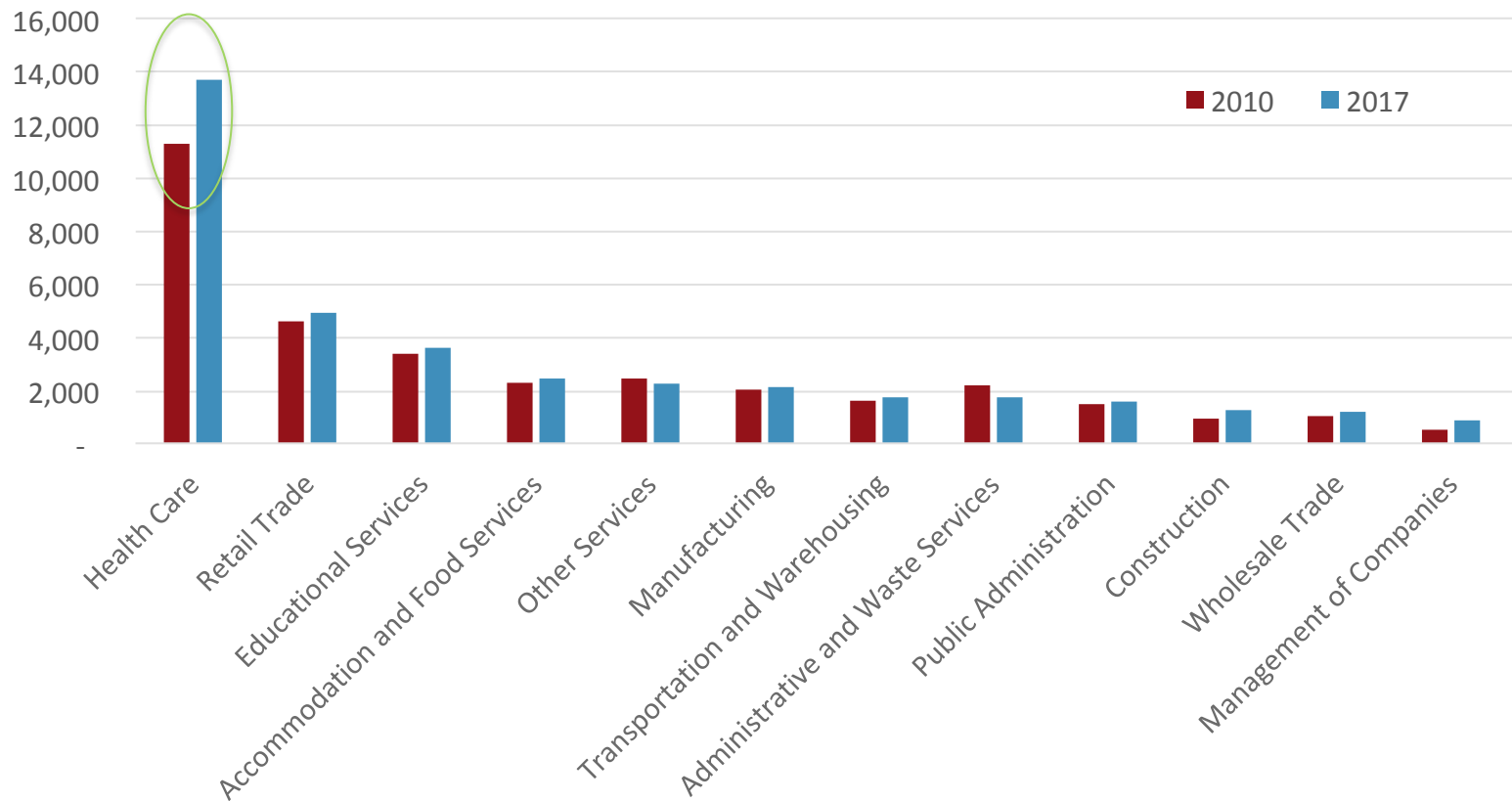
Source: Mass. Executive Office of Labor and Workforce Development ES-202, Bureau of Labor Statistics Quarterly Census of Employment and Wages

# Brockton supplies more workers to surrounding communities than it brings in



Source: U.S. Census Bureau, On the Map Application, Longitudinal Employer-Household Dynamics LEHD data 2015

# Change in Brockton Employment by Industry, 2010 Compared to 2017



Source: Mass. Executive Office of Labor and Workforce Development ES-202

# Median Household Income – Brockton Compared to Neighboring Towns, 2017

Median Household Income in 2017	
Geography	Value
United States	\$60,336
Massachusetts	\$77,385
<b>BROCKTON</b>	<b>\$52,393</b>
Abington	\$91,643
Avon	\$69,709
East Bridgewater	\$86,586
Easton	\$105,380
Holbrook	\$68,023
Stoughton	\$78,343
Whitman	\$79,705

Source: U.S. Census Bureau ACS 2017 1-YR, Series R1901

# Poverty Rates – Brockton Compared, 2017

Poverty Rates in 2017	
Geography	Percentage
United States	14.6%
Massachusetts	11.1%
<b>BROCKTON</b>	<b>16.8%</b>
Abington	3.6%
Avon	8.5%
East Bridgewater	6.6%
Easton	4.7%
Holbrook	6.7%
Stoughton	8.3%
Whitman	6.9%

U.S. Census Bureau, ACS 5-year 2013 – 2017, Table S1701

# Median Rent / Home Prices

- 2017 Median Single Family Home: \$271,000
- 2017 Median Rent, 2 BR apartment: \$1,089 / month

Sources: Massachusetts Association of Realtors, 2017 5-year American Community Survey

# **Christo's/Conference Center Redevelopment Alternatives**



# Possible Options for Redevelopment

- **Retail**
- **Multi-family housing**
- **Senior-supportive housing**
- **Green space amenity**
- **Other Options – Life Sciences, Tech, Office**

# Retail Site Location

Site location decisions and methodologies are proprietary, but consideration factors often include the following:

- Median Household Income
- Age
- Unemployed Population
- Education Levels
- Nativity (born in the United States, or not)
- Veteran Status – Share of Total Population
- Proximity to Other Franchises/Branches (complementary or competing)
- Traffic Counts

# Retail Siting Criteria – Walmart Example

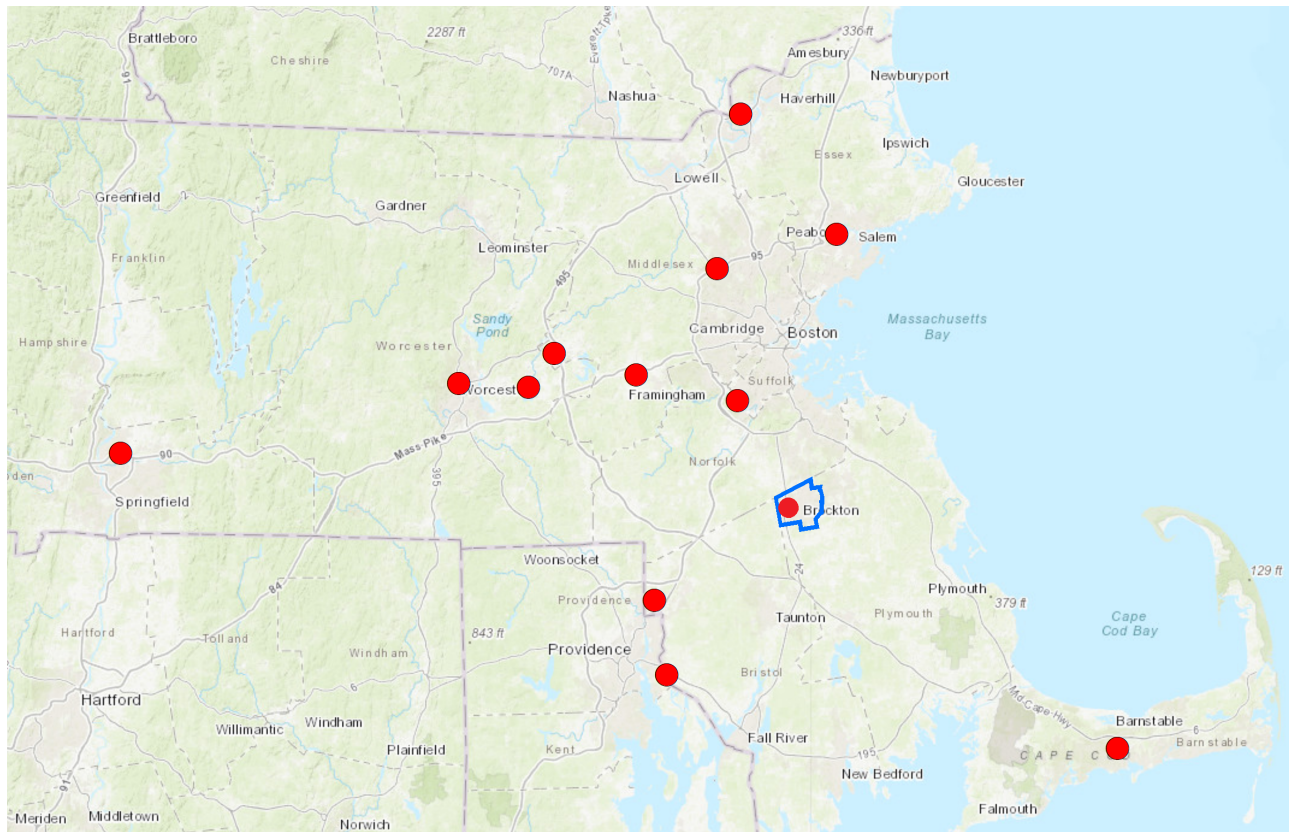
- Three existing Walmart locations within 5 miles of Christo's site:
- Walmarts tend to require 3 to 8 acres of parking, depending on the store format (e.g., Super Center vs. Discount Center); Parking acreage may be a limiting factor for Christo's site
- Walmarts tend to be located fairly closely together to economize on shipping
- Walmart shows a willingness to select secondary sites that other retailers may avoid
- Walmart and other large retailers usually reach out to property owners if interested in expanding

# Fast Food Siting Criteria – Chick-Fil-A Example

- This is *the* “hot” fast-food company right now. Only 75 or 80 expansions per year. Generates more revenues per store than any other fast-food chain.
- Uses GIS to help site stores
- Started in Atlanta, Massachusetts is now seen as a growth opportunity
- Chick-Fil-A's do NOT compete with each other in the marketplace
- Prefer high-traffic areas, frequently on pad-sites of major shopping centers
- Requires 2 to 3 drive-thru lanes and significant parking to accommodate noon to 1:00 rush
- Other chains like In-N-Out Burger are somewhat similar in preferences

# Fast Food Siting – Chick-Fil-A

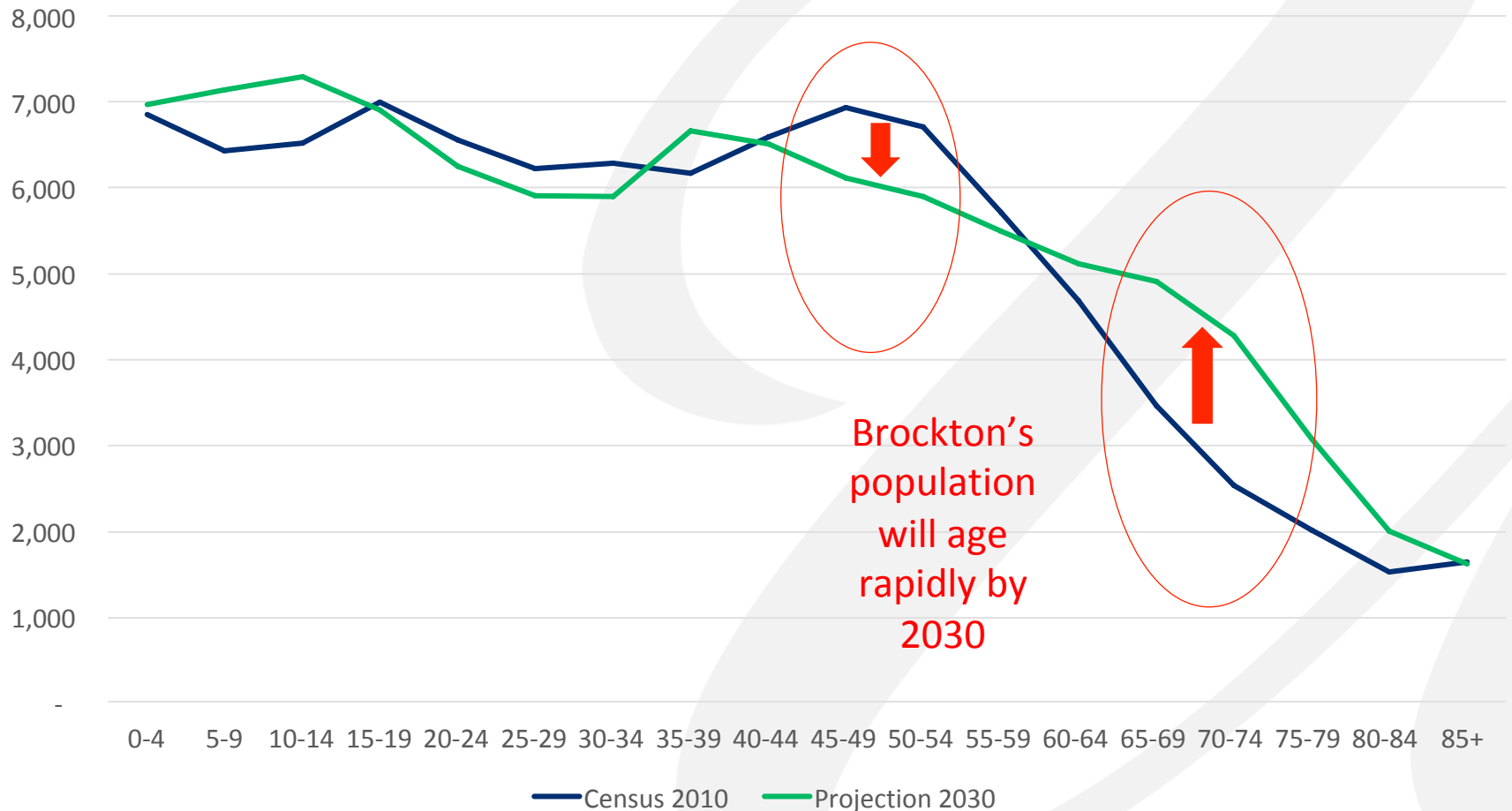
## Current Chick-Fil-A locations in Massachusetts



# Senior Supportive Housing

- **Allows seniors to “age in place” while accessing a range of supportive services if needed from staff on the ground floor**
  - 50% of Brockton householders 65+ are living alone
  - 54% of Brockton householders 65+ live in single family homes
- **Certain units / floors could be reserved for seniors, while others reserved for workforce housing or market-rate apartments**

# Brockton Population Distribution by Age, 2010 and 2030



Source: UMass Donahue Institute, Population Estimates Program

# Senior Supportive Housing

- Could make connections to the healthcare workers living in Brockton
- Could create opportunities for Massasoit students in health, caregiving, and related fields
- Would fill a need for middle-income housing for seniors



# Bracing for an influx, senior housing operators face rising costs and declining subsidies

There is mounting concern about “the forgotten middle”....older adults with too much savings to qualify for government support but not enough to afford most of the market-rate options.

“We have the most people reaching retirement age in human history,” said Walter Ramos, chief executive of Rogerson Communities, a nonprofit that runs 11 properties in Boston and on the South Shore, where waiting lists range from three to five years. “If you look at the baby boomers who are going to need affordable housing, the problem gets more acute.”

Robert Weisman, The Boston Globe, March 21, 2019

# Multi-Family Housing

- Could potentially fit as many as 200 units on the existing site, and possibly more through parcel consolidation
- Coordination with adjoining property could add to size of project, help with financing
- Explore townhomes, rental properties, or a mix of both
- Walking distance to grocery store, hospital, Massasoit Community College, theatre, and art gallery.
- More housing within short walking distances could bring more restaurants to the area

# Other Options

## Life Sciences Development

- City officials prioritizing life sciences as potential industry to pursue
- Rents more affordable than Boston and Cambridge
- Could create opportunities for Massasoit students

## Medical Services

- Creating space along with senior supportive housing for medical specialty offices
- Could support Massasoit students
- May be difficult to find practitioners to fill such space

# Other Options - Hotel

- No hotel beds in eastern suburbs like Abington, Whitman, Hanson, etc.
- Could fill this need
- Could re-use Massasoit Conference Center in limited role
- Hotel would likely not occupy the entire site
- West side of Burrill could be retail and east side possibly a hotel
- Possibly generate \$600,000 annually in revenues for City



# Area Improvements Needed Prior to or as a Part of New Development

- Streetscaping and other placemaking initiatives are needed as a catalyst to allow desired developments to take place
- Transportation – the safe movement of vehicles and pedestrians in the area is a current concern

# Area Improvements - Streetscaping

- **Placing a small park or green space on the site, called the “Gateway to the East” by multiple interviewees, would create a welcoming entrance to the eastern part of Brockton**
  - Such green space could also increase the value of rental apartments or townhomes
- **Green space also needed for surrounding parcels – increasing landscaping and other curb appeal measures**

# Area Improvements – Traffic & Safety

- **Future MassDOT project (beginning Winter 2020) will:**
  - Update traffic signals at Crescent and Quincy streets and Massasoit Blvd
  - Making improvements to the roadways to increase safety at the intersection
  - Extend sidewalk and bike lanes throughout intersection and along Massasoit Blvd

# Tools and Challenges for the Crescent Street Site



# Tools

- **The site is not currently in a designated Opportunity Zone**
- **Other programs and opportunities for financing may apply**
  - Tax Increment Financing (TIF) – public financing method that can subsidize development projects
  - New Markets Tax Credit Program – tax credits that attract private investment to economically distressed communities
  - Housing Development Incentive Program – tax incentive for Gateway Cities building market-rate housing
  - MassWorks Infrastructure Program – grant funding that provides funds for projects that accelerate housing and job growth

# Challenges

- Construction costs may make an all market-rate housing complex difficult to finance
- The site may be too far from downtown / highways / train transit to attract office space
- Going through the DCAMM land sale process can be lengthy

# DCAMM Process

- The Christo's / Conference Center site is under the control of the Division of Capital Asset Management and Maintenance
- Legislative authority needed before disposition of site and for Massasoit Community College to retain proceeds from sale
- Local representatives must introduce a bill to state legislature
- Legislation open-ended to be responsive to college's needs

# DCAMM Process Examples

- **Property Auctions**
  - Faster process, sold to highest bidder
- **Requests For Proposal**
  - Based on sale price and best use of space
- **Sale Partnership Program**
  - DCAMM sale to city/town, city-led disposition
  - Municipality purchases and markets the site, net sale proceeds shared between Commonwealth and municipality

# DCAMM Process Example – North Reading

- **North Reading Sale Partnership**
  - Former state hospital site sold in 2017
  - Town approached state rep who passed legislation to sell to town for \$1
  - North Reading sold 32 acre site for \$30M to private developer building 450 units of age restricted (55+) market-rate condos
  - Town retained \$20.1M, Commonwealth received \$9M after expenses
  - Interest from town leaders crucial to pushing the deal forward

# Strategic Steps to Regenerate Christo's Site

- Encourage Shared Vision for Site, including Use and Design
- Develop a Comprehensive Plan for Site
- Build a Sense of Place through Improved Streetscape
- Improve Traffic and Pedestrian Circulation and Safety
- Leverage State and Federal Programs and Private Financing
- With the Above “Building Blocks” in Place – a Catalyst for New Development, likely to Begin with Housing (e.g., multi-family and/or senior)
- Expansion of Experiential Retail and Diverse Food Options Follows the Demand Created by Expanded Housing

# Contact Us

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