



# Hall's Corner Economic Development Analysis December 2014



Prepared for:  
Town of Duxbury  
Economic Advisory Committee  
Duxbury, MA

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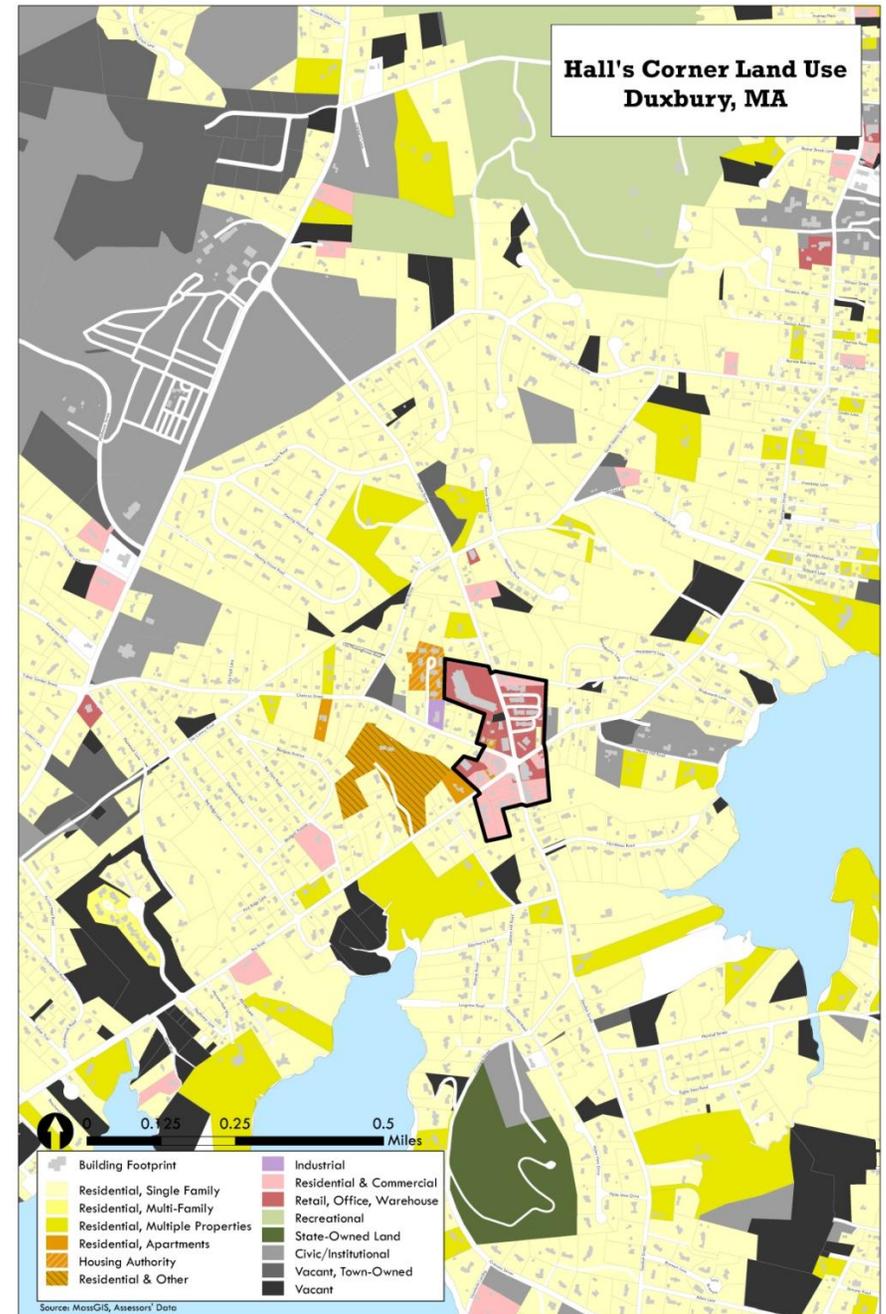
## Project Background

The goal of the Hall's Corner Economic Development Study is to identify a set of strategies to enhance the Hall's Corner business district, the most significant concentration of retail stores in Duxbury. MAPC has been coordinating with the Town of Duxbury Economic Advisory Committee and the town planning office since August of 2014. MAPC staff analyzed key housing, retail, and office market data to develop recommendations to enhance the area in order to better support current local businesses, to broaden the current customer base, and to attract additional targeted development.

## Study Area

Hall's Corner is located in South Duxbury at the intersection of Chestnut Street, Depot Street, Washington Street, Standish Street, and Bay Road. It is the largest of Duxbury's nine neighborhood business districts and currently consists of a majority of office and retail uses with a limited amount of residential units. The primary study area for this economic development analysis coincides with the Town of Duxbury's Neighborhood Business District 1 and Neighborhood Business District 2 zoning district in Hall's Corner and is highlighted in the land use map below.

Although it is a relatively small geographic area, Hall's Corner is made of up of three distinct "business areas" that lack cohesiveness, largely in part to their development and orientation. The local grocery store, Foodie's, is located in a large retail plaza on Depot Street with a sizable parking lot in front. Across the street is a retail/office cluster called The Duxbury Marketplace. The third business area within Hall's Corner consists of retail stores, dining options, and office uses located on Chestnut, Standish, Washington Street, and Bay Road near the five way intersection that will be referred to as the rotary throughout this study. Also for the purposes of this study, the term Hall's Corner is understood as encompassing all three of the aforementioned business areas.



## Previous Studies

There have been many previous planning studies conducted in Duxbury that address housing and economic development and are therefore directly relevant to the goals and findings of this report. The main findings and recommendations of these studies are outlined below.

### Hall's Corner Economic Development & Transportation Study

Most recently, in October 2014, the Old Colony Planning Council (OCPC), the regional planning agency for 16 communities in Southeastern Massachusetts, completed an Economic Development & Transportation Study for the Hall's Corner area. The MAPC Hall's Corner Economic Development Study is intended to complement the OCPC findings and recommendations.

Major economic development recommendations from the OCPC report include marketing and promoting the Hall's Corner area, developing and recruiting additional business for the area, enhancing the public realm through improved streetscaping, updating wayfinding and directional signage, undergrounding utility wires, and developing a façade improvement program.

Major transportation and safety recommendations include increasing the functionality of the rotary in Hall's Corner through re-locating some of the current parking, installing and upgrading signage, and incorporating pedestrian amenities such as crosswalks and sharrows. OCPC conducted a parking study and determined that there is ample parking in the area, but in order to best make use of that parking they suggested improving the parking enforcement program and investigating the possibility of constructing a public parking lot.

### Town of Duxbury Housing Needs Assessment

The Town of Duxbury Housing Needs Assessment was completed in April 2014. The assessment lays out a number of strategies to increase the production and preservation of affordable housing in Duxbury. The report recommends encouraging affordable housing development in close proximity to retail and services such as the Hall's Corner area. The report

also notes significant demand for family and age restricted units for households earning at or below 80% of AMI as well as a need for affordable rental housing. Stakeholders that were interviewed for the Housing Needs Assessment also mentioned a need for more affordable housing for young professionals, seniors, and middle to lower income families with children that would like to move to the area.

### Duxbury Comprehensive Plan

The Duxbury Comprehensive Plan was written in 1999 and presents a series of widely shared community goals. These goals include preserving the semi-rural, historical, and residential character of the town, focusing on providing top quality education, protecting the Town's water supply, maintaining and improving environmental quality, ensuring a sound fiscal basis for the Town while minimizing the tax burden on residents, and providing and enhancing recreational facilities in the town. Specifically related to economic development, the plan calls for supporting and strengthening local businesses that provide needed services, products, employment, and tax revenue. The plan also recommends integrating new or expanded housing into existing districts.

### Community Development Plan: Housing & Economic Development Strategy

The Community Development Plan was developed in June 2004. Recommendations from this report include providing more affordable smaller housing units for seniors and providing tax benefits geared to keeping seniors in town. The plan also recommends re-using existing structures and creating infill development to achieve affordable housing needs and providing incentives through land use regulations to expand affordable housing opportunities for all ages and appropriate income levels.

On economic development, the plan recommends maintaining and enhancing existing small neighborhood business districts by attracting complementary uses, guiding design, and accommodating the needs of surrounding residents. Other recommendations include involving local business leaders in developing and implementing business development

programs in partnership with town government and residents, encouraging cooperative promotion and networking among local businesses, and developing marketing programs for business retention, expansion, and recruitment.

## Community Outreach

Throughout the development of the Hall's Corner Economic Development strategy, MAPC staff has been working with the Town of Duxbury Economic Advisory Committee (EAC), an advisory group to the board of selectmen made up of citizens, local business representatives, and representatives from the planning board and zoning board of appeals.

In addition to working with the EAC, additional outreach was undertaken to get feedback from the general public as well as additional business owners, developers, property owners, and brokers.

### Stakeholder Interviews

The Economic Advisory Committee undertook 26 interviews with current business owners to obtain feedback on the challenges and opportunities of maintaining and operating a business in Hall's Corner. MAPC staff also undertook additional interviews with business owners, developers, and real estate agents who operate in Duxbury to get a sense of the local market.

### Tabling and Public Open House

MAPC staff set up a table featuring project information in front of the local grocery store, Foodie's, in Hall's Corner on the morning of Saturday November 8<sup>th</sup> in order to get feedback from local residents. Staff were able to talk with approximately 60 residents going in and out of the grocery store. Residents gave their opinions on development renderings that MAPC staff put together for Bay Road and Standish Street and participated in an exercise that asked them to prioritize what would be most important for enhancing and improving the Hall's Corner district.



MAPC Staff and Economic Advisory Committee Members spoke to the public about Hall's Corner on November 8, 2014.

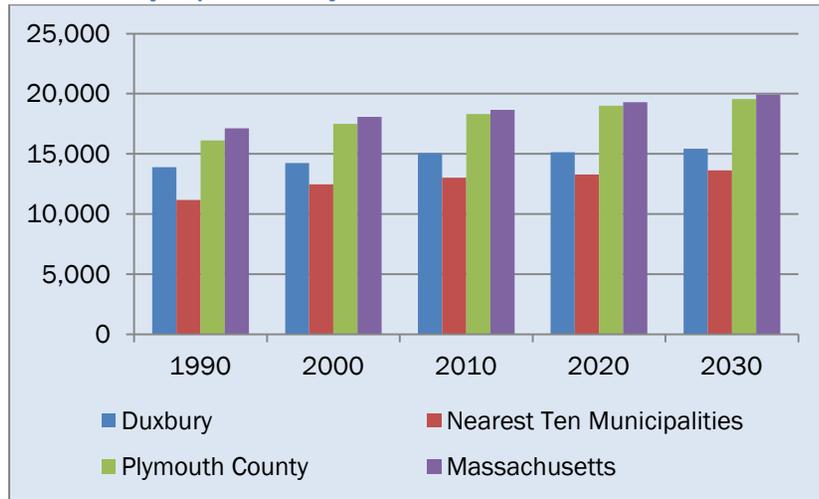
Prior to a presentation to the Board of Selectmen and Planning Board on the evening of December 8<sup>th</sup>, MAPC staff also conducted a public open house featuring major findings and draft recommendations from the report. At this open house, the general public was given the opportunity to interact with MAPC staff and Economic Advisory Committee members to learn more about the study and to comment on the draft recommendations. They also participated in mapping exercises and provided feedback and comments on the presentation.

## Existing Conditions

### Population and Households

The town of Duxbury had 15,059 people and 5344 households as of the 2010 US Census. As seen below in Figure 1, the population of Duxbury is projected to continue to grow, but at a limited rate. The projected population in 2030 is 15,434 which represents a 2.5% population increase from 2010.

Figure 1: Duxbury Population Projections



\*Numbers for Plymouth County, Nearest Ten Municipalities, and Massachusetts indicate averages for the communities in each corresponding geographic area.

Figure 2: Duxbury Population Projections By Age

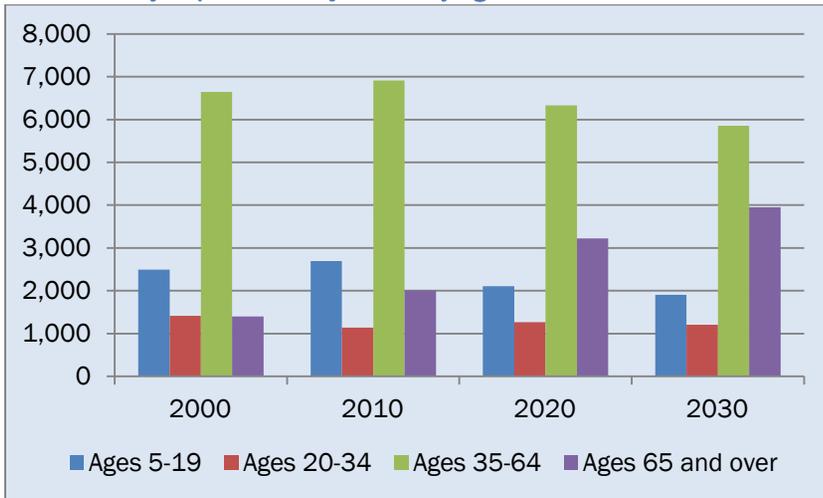


Figure 2 above shows Duxbury's population growth by age. This data demonstrates that the fastest growing population is the over 65 age cohort. This is a regional trend that many communities are grappling with as baby boomers are aging. In Duxbury, the younger population is also

significantly declining. Overall there are very few 20-34 year olds living in the town and the 35-64 year old age cohort is projected to decrease over time. Notably the children and young adult population, age 5-19, is also projected to decrease.

Projected population is an important factor to consider for the future housing needs of the community, but looking at projected household growth provides a more accurate picture of how many actual units will be needed and what demographics these units will need to accommodate. In Table 1 below, consistent with the population projections, households age 60 and over are projected to increase the most dramatically at 70%. Overall households are projected to increase by 20%.

Table 1: Household Projections By Age

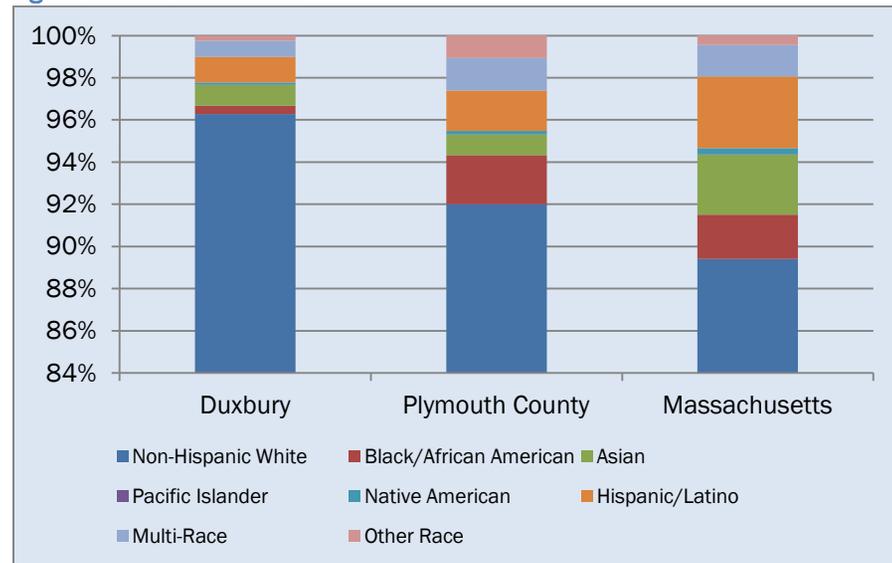
	2010	2020	2030	Change (2010-2030)	% Change
<b>Households</b>	<b>5344</b>	<b>5940</b>	<b>6387</b>	<b>1043</b>	<b>20%</b>
Age 15-29	96	115	74	-22	-23%
Age 30-44	952	877	1005	53	6%
Age 45-59	2128	1939	1624	-504	-24%
Age 60 and over	2168	3009	3684	1516	70%

Even with slow population growth, it is important to keep in mind that households on average are becoming much smaller. The average household size in 2010 was 2.79 and is expected to decrease to 2.37 by 2030. This means that there is still a significant need for housing units to accommodate future population, in particular seniors and families age 30-44.

## Race & Ethnicity

Duxbury is a predominantly white community with a 97% white population. As you can see in Figure 3 below, compared with the county and the state, the community has less overall diversity.

Figure 3: Race Distribution



Source: ACS 2012

## Income & Education

The Town of Duxbury is an affluent community with a median household income at \$117,197. This is 56% higher than the median income of Plymouth County and 76% higher than the median income for the state.

Table 2: Median Household Income

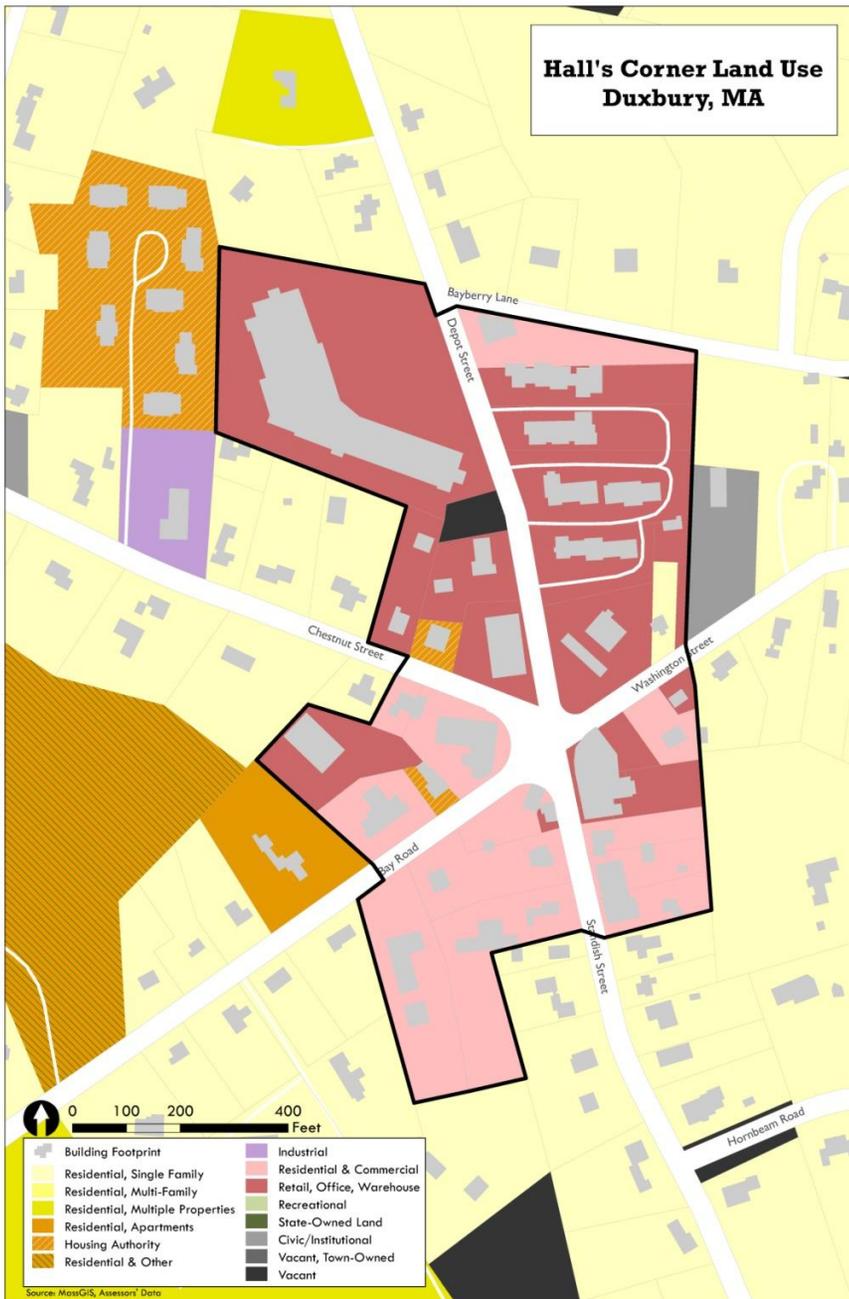
Table X: Median Household Income			
	2000	2012	% Change
<b>Duxbury</b>	<b>\$97,124</b>	<b>\$117,197</b>	<b>21%</b>
<i>Plymouth County</i>	\$55,615	\$74,722	34%
<i>Massachusetts</i>	\$50,502	\$66,658	32%

Source: US Census 2000 and ACS 2012

The community is also highly educated with 66% obtaining a bachelor's degree or higher and 98% with a high school diploma or higher. At the state level only 22% of the population has a Bachelor's Degree and 26% have attained a high school degree as their highest level of education.

## Land Use & Zoning

Land use in Hall's Corner is primarily dominated by professional services and some retail establishments. There are a few buildings that include residential units over retail and office. There are also some housing authority units and single family and multi-family homes within the study site. The current land use in Hall's Corner is shown in the below land use map. In order to truly support a walkable Hall's Corner, it would be important to further diversify and mix the types of land use.



### Residential Uses

According to the most recent assessor data, there are currently only 34 residential units in the Hall's Corner business district. There are 16 units within mixed use buildings, 7 Housing Authority Units, 7 Single-Family and Two-Family structures within the study area.

Introducing more residential use will help increase the customer base that is supporting local businesses. It will also increase activity in the area which may in turn pique other people's interest in the area and attract additional residents and visitors. This multiplier effect will further increase the customer base for the local businesses and support an active business district.

### Retail and Office Uses

In order for a business district to thrive, it must also contain a balanced array of retail uses, personal and professional services. Personal services include uses such as hair salons, nail salons, and drycleaners, whereas professional services include uses such as accountants, attorneys, or architects.



There are a number of professional services that currently occupy ground floor space in Hall's Corner.

Currently there is a high amount of professional services in the area and there are opportunities to integrate additional retail and food services in order to create a more balanced array of services, retail, and restaurants.

## Zoning

Hall's Corner is currently zoned Neighborhood Business District 1 (NBD1) and Neighborhood Business District 2 (NBD2). The zoning map below shows how each of the specific parcels are zoned. In NBD1, the following uses can be approved by the Zoning Enforcement Officer if they require less than 3 off street parking spots and no off-street loading space. Otherwise, the following uses require a special permit.

- Retail Store
- Food Sales
- Professional Office
- General Business Office
- Dwelling in a Business Structure above the ground floor
- Greenhouse accessory to business

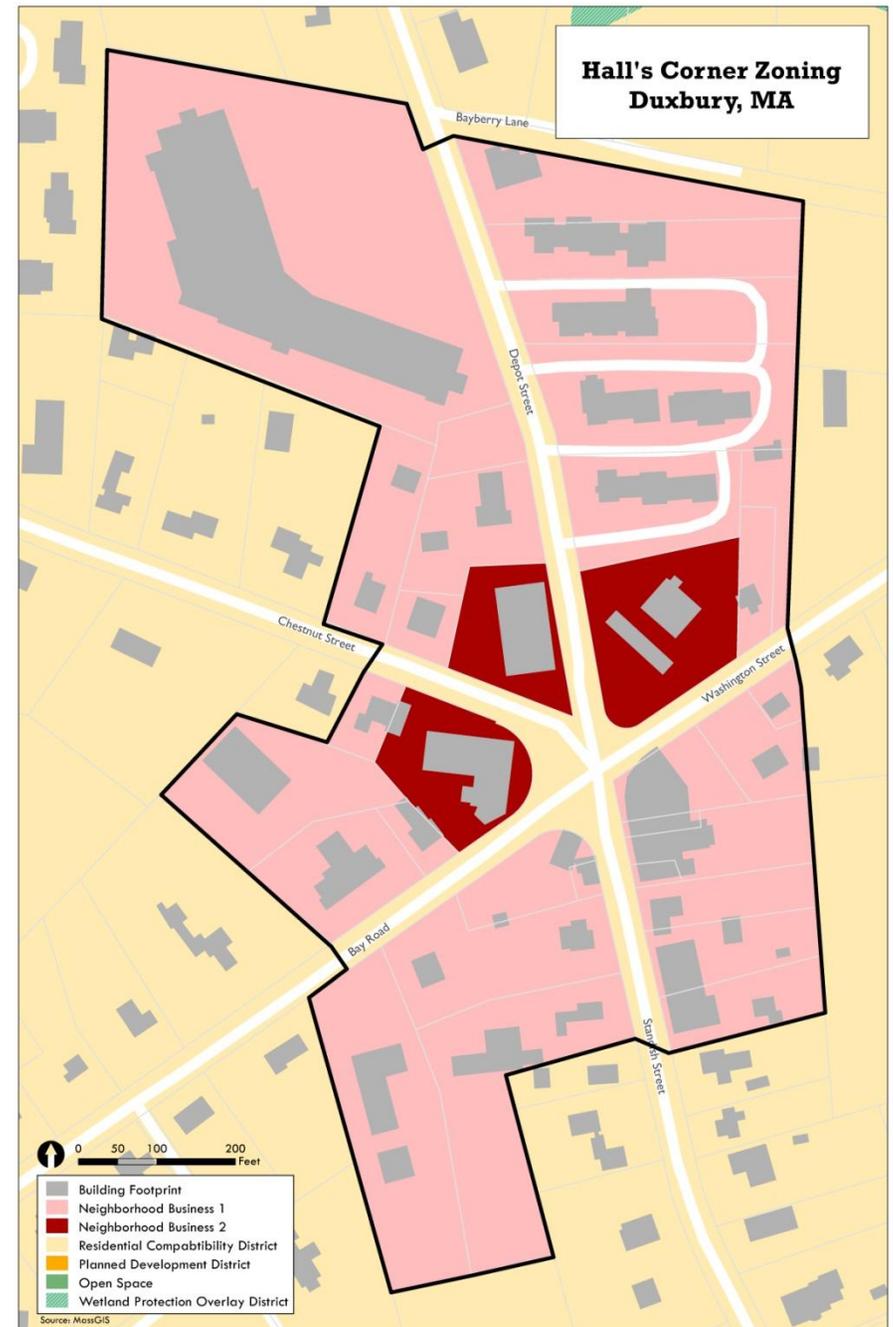
The following uses require a special permit regardless of parking needs.

- Restaurant
- Take out food
- Service establishments such as barber and beauty shops

In Neighborhood Business District 2, all uses permitted in NBD1 are allowed. In addition, the following uses are also allowed by special permit.

- Retail businesses with limited manufacture
- Automobile sales and services
- Boat sales
- Sale of building materials
- Wireless Telecommunications Services Facility

The NBD zoning does not specifically call out residential as being a permitted use. However there is a note in the intensity and dimensional regulations for the district that discusses limiting above ground floor apartments to no more than two bedrooms. Recommendations regarding zoning changes to facilitate appropriate development and business are outlined in a later section of this report.



## Transportation

A well connected and efficient transportation system is extremely important for the health of a business district. The network should cover access for all modes of transportation, including bicyclists, pedestrians, public transportation and motorists.

### Automobile Access

Hall's Corner is located in South Duxbury at the intersection of 5 local roads: Chestnut Street, Depot Street, Bay Road, Standish Street, and Washington Street. Hall's Corner and Duxbury are accessible from Boston and other south shore communities by car along Route 3 or 3A.

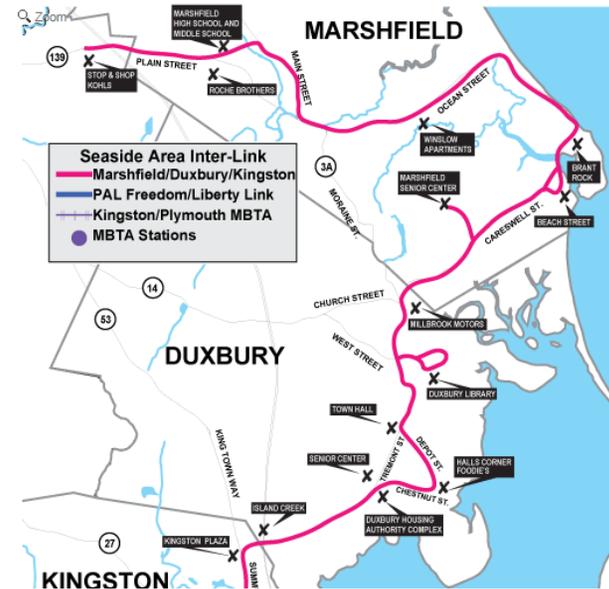
### Bus Service

Duxbury is serviced by the Greater Attleboro Taunton Regional Transit Authority (GATRA). GATRA oversees fixed bus routes in a number of south shore communities. Service hours are Monday through Friday from 6 AM to 6:30 PM and Saturday from 9 AM to 5 PM with slight variations depending on the route. Duxbury is served by an intercity fixed bus service with multiple stops in Marshfield, Duxbury, and Kingston. This route also connects with the Plymouth Area Link service at the Independence Mall in Kingston.

Stops in Duxbury include Millbrook Motors, the Duxbury Library, Town Hall, the Senior Center, Island Creek, the Duxbury Housing Authority Complex, and a stop in Hall's Corner at Foodie's Marketplace. The bus stops in front of Foodie's about every hour or hour and a half depending on the time of day. GATRA is also a "flag stop" service so customers can flag the bus down at any point along the route to board. The Marshfield/Duxbury /Kingston Route is outlined below in Figure 4.

With only one bus line servicing the town on a limited schedule, Duxbury does not have a robust public transportation network.

Figure 4: GATRA Seaside Area Inter-Link



### Pedestrian and Bicycle Environment

The current pedestrian environment in Hall's Corner needs significant improvement. There is an overall lack of sidewalks and those sidewalks that do exist are not continuous. There are currently no sidewalks on the West side of Depot Street or on either side of Chestnut Street or Bay Road. The sidewalk that does exist on Washington Street only runs for a short distance before abruptly ending.

Where the five roads meet there is a confusing intersection (rotary) that lacks proper directional signage and is not a safe place for pedestrians. Only Washington Street and Bay Road have crosswalks at the rotary. Parking spots within the rotary also make it difficult for pedestrians that are trying to cross as they have to be aware of automobile traffic coming from multiple directions. Overall, the intersection is dangerous and confusing for pedestrians who likely find it easier to just drive from one store to the next rather than trying to walk through an intersection that does not feel safe.

Streetscaping and street furniture are additional elements that add to a pedestrian friendly environment. Hall's Corner does currently have some plantings and benches as well as a couple of street trees along Standish Street. Incorporating additional street trees, plantings, and street furniture would enhance the pedestrian environment. Ornamental street lights would also make the area more appealing, especially later in the afternoon and at night.

Infrastructure for bicyclists is also lacking in Hall's Corner. Currently there are no bicycle lanes or sharrows on any of the roads approaching Hall's Corner. There have been small attempts to accommodate bicyclists on Bay Road where there is space on the shoulder for bicyclists to ride along with posted "Share the Road" signs to make drivers aware of bicyclists. There are also some bicycle parking racks available on Standish Street. In various site visits to the Hall's Corner area, many bicyclists were observed navigating through this area and more could be done to accommodate them. Incorporating bicyclist infrastructure and additional signage here could also serve a dual purpose of automobile traffic calming, slowing drivers down as they navigate more carefully through Hall's Corner.

## Parking

Throughout Hall's Corner there is a mix of small and large parking areas as well as on-street parking. There are 55 on-street spaces and 560 off-street spaces resulting in a total of 615 parking spaces. The off-street parking supply consists of 419 formal parking spaces and 141 informal parking spaces. According to the parking utilization study done by OCPC there is currently ample parking to meet the weekday demand in Hall's Corner. Overall parking during the weekday peaked at approximately 45-55% utilized, which is actually below desirable efficiency<sup>1</sup>.

Public parking may need to be looked at in more detail to understand how it is specifically being utilized. Public parking is an important option for a place like Hall's Corner that is only served by limited public transportation. People who drive to the area and shop at various stores

will not be able to park in the private lot of one business and walk to shops in another area of Hall's Corner. Related to public parking, OCPC also noted that there is currently a lack of posted time restrictions with Standish Street being the only area that had a posted 1-hour time limit. The parking on Standish Street was also too small to accommodate SUV's. More posted time restrictions and enlarged spaces on Standish Street would help to optimize the use of public parking that is currently available.



Parking spots along Standish Street are smaller than the typical parking spot. On the left, a minivan cannot fit within the on-street parking space.

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<sup>1</sup> Old Colony Planning Council. *Hall's Corner Economic Development & Transportation Study*. (October 2014).

# Market Study Findings

## Stakeholder Interviews

In order to get a sense of the local market conditions in Duxbury and Hall's Corner, MAPC staff and members of the Economic Advisory Committee interviewed local business owners, property owners, brokers, and developers. Economic Advisory Committee members interviewed 26 businesses in the area. MAPC staff did additional interviews and also spoke to many property owners and business owners informally through public outreach in front of Foodie's on November 8, 2014. The main findings from interviews and conversations with business owners specifically are summarized below.

## Strengths

Business owners overall felt that owning a business in Hall's Corner meant having a loyal local customer base with shoppers that were generally very supportive of their businesses. Many long time business owners expressed that Duxbury was a great town with a strong local community and that over the years they have developed great relationships with long time customers.

## Opportunities

Business owners felt that a marketing and branding campaign was needed for Hall's Corner. One business owner commented that outside of Duxbury, very few people have even heard of Hall's Corner and it's easy to pass through the area without even realizing that you have just been in Duxbury's largest business district. Other business owners echoed this sentiment and felt that even many Duxbury residents were not aware of the many existing businesses in Hall's Corner. Cooperative marketing to brand the district with a more distinct identity would increase overall business recognition and help to facilitate more customers.

Generally, businesses felt that the introduction of new destination stores or services would also help to bring more people to the area, but they cautioned that any additional retail stores would have to offer distinct products from those already in the area in order to both attract additional

customers to the area and to not threaten existing businesses. There was a concern amongst some businesses that creating additional competition amongst stores that may currently be financially strapped would only serve to hurt them further.

When asked about the possibility of adding more residential units to Hall's Corner, the majority of businesses supported this idea. They felt that additional people living in the business district would not only broaden their customer base, but that it would also facilitate more activity on the streets and signal to others that are passing through that Hall's Corner is a center of activity and a shopping destination.

## Challenges

Many of the businesses in Hall's Corner reported that they would like to be doing much more business than they currently are. Some businesses actually stated that their business was so limited that they may even consider selling down the road. Even some of the more successful businesses in the area noted that they felt they were hit hard by the recession.

Parking did not come up as an issue as much as one might expect, but it did come up for businesses near the rotary. In particular there are some private lots near the rotary that are inappropriately used by customers of many other businesses. Anecdotally, parking has been perceived as an issue in Hall's Corner over the years and strategies need to be put in place to direct people to on-street public options. As noted previously, the on street parking on Standish Street is also abnormally small and does not accommodate SUV's. This leads to vehicles occupying more than one space which reduces the available capacity of public spaces.

The traffic around the rotary as well as the lack of sidewalks on all five approaches into Hall's Corner were continually brought up as challenges. Business owners felt like people were put off by the confusing and dangerous nature of the rotary. Pedestrians were unsure how to approach and cross the rotary which motivates them to drive from one store to the next instead of walking. By driving they are missing out on the full extent of shopping options that are available in Hall's Corner.

Businesses also felt like the town needed to do a better job with upkeep and maintenance in the area and that the town could spend some money beautifying the area in order to make it a more appealing business district. They felt like sidewalks were in disrepair or were not maintained well, plantings were not always weeded, street trees weren't trimmed, along with other aesthetic issues. Businesses also wanted to see the town do more to light up the business district so that there would be more potential for activity later in the afternoon and at night.

Other challenges that businesses brought up related to town regulations included the fact that signage restrictions were too strict and cumbersome, especially around the use of A-Frame signs. These businesses felt like A-frame signs should be allowed because they would help alert people on foot and in automobiles of businesses that aren't directly on the street. A-frame signs can also alert customers to current store promotions which might draw additional customers into a store. It is important to note that some businesses were supportive of the strict signage requirements however and felt that they helped to maintain the character of the area and the business district.

## Residential Market Analysis

In order to understand the market potential for new residential units in Hall's Corner, MAPC staff conducted a residential market analysis. As part of this analysis, staff analyzed characteristics of existing households, housing units, tenure, affordability, current sales and rent prices, as well as recent housing development.

### Context

Integrating more housing into the Hall's Corner business district is an opportunity that the business community was generally supportive of and is also an effective strategy to expand the customer base for existing businesses and to bring more daily activity to the area. More residents in Hall's Corner can also have a multiplier effect as other people passing through the area see more activity and begin to identify Hall's Corner as a shopping (and perhaps eventually dining) destination.



Examples of buildings in Hall's Corner that currently have residential units.

Incorporating housing into Hall's Corner also has a variety of other benefits including increasing the overall walkability of the area and reducing car trips. Concentrating housing into an area that already has built infrastructure is also logical from an environmental perspective because it helps to preserve open space elsewhere that may have otherwise been targeted for development. The goal of preserving open space has been important for Duxbury in many of the town's past planning efforts.

Currently, Hall's Corner does not have a strong residential presence with around 34 units (assessor) or about .5 % of the town's estimated 5878 total housing units. Of the 34 units, 11 are in single-family or two-family structures and 7 are housing authority units. This leaves only 16 smaller multi-family market rate units that are either occupied by owners or being rented.

In Duxbury overall the majority of housing is single family and there is a need for smaller 2-3 bedroom units that can accommodate younger families that are just starting out. They may have grown up in the community and want to return but cannot necessarily afford to buy a single family home. A lack of affordable rental and owner housing options may prevent young families from being able to either move into or return to Duxbury.

Seniors who are retired and may be living on a fixed income will also seek out smaller units in order to minimize maintenance and decrease costs. Many seniors also seek out an amenity rich environment that allows them

to find goods and products within their neighborhoods and simplifies the number of trips that they need to make. Smaller units in an amenity rich environment would also appeal to younger professionals who may want to live in Duxbury.

In addition to the need for smaller units, there is also a need for affordable units. This need for affordable housing for families and seniors and the long waiting lists that currently exist at the housing authority were referenced in the recently published Town of Duxbury Housing Needs Assessment. Developing housing in Hall's Corner is consistent with the goals of the Duxbury Affordable Housing Trust to develop residential units in areas in close proximity to retail and services. The characteristics of current housing and households in Duxbury are examined below.

### Family and Non-Family Households

As seen in Table 3 below, the majority of Duxbury households are family households at about 77%. About 37% of all households are families with children, 36% are married couples with no kids, and 6% are single parents. When compared with the state, Duxbury has a much higher percentage of family households. They also have a slightly larger average household and family size when compared to that of the state. The numbers reinforce the fact that Duxbury is an appealing place to live for families and a percentage of any new units that are built should recognize that demand from family households will be significant.

**Table 3: Household Type**

Household Type	Duxbury		State
	Number	%	%
Family households (families)	4,103	77%	64%
<i>Families with children</i>	1,986	37%	29%
<i>Married Couple/No Kids</i>	1,930	36%	27%
<i>Single Parent</i>	295	6%	9%
Nonfamily households	1,246	23%	37%
<i>Householder living alone</i>	1,051	20%	29%

<i>Householder 65 years and over</i>	664	12%	11%
Households with individuals 65 and over	1,676	31%	26%
Average Household Size	2.78	(X)	2.5
Average Family Size	3.24	(X)	3.12

Source: ACS 2012

Consistent with the high percentage of family households in Duxbury, the majority of the housing units in Duxbury are single family units at 88% (Table 4). Also, when looking at recent housing construction in Duxbury, the vast majority has been single family housing. In fact, no multi-family building permits have been issued at all in the last 5 years. The trend of majority single family housing will continue into the future as the majority of Duxbury's zoning does not allow for multi-family. However there is still a need for more multi-family housing, especially to accommodate young families and seniors.

**Table 4: Units By Type**

Units By Type		
	Number	%
<i>Total</i>	5878	100%
<i>1, detached</i>	5005	85.15%
<i>1, attached</i>	197	3.35%
<i>2</i>	152	2.59%
<i>3 or 4</i>	120	2.04%
<i>5 to 9</i>	128	2.18%
<i>10 to 19</i>	10	0.17%
<i>20 to 49</i>	90	1.53%
<i>50 or more</i>	176	2.99%

Source: ACS 2012

### Housing Affordability and Cost Burden

Duxbury's median household income is high, but looking at the data by age in Table 5 tells a different story. Median household income for

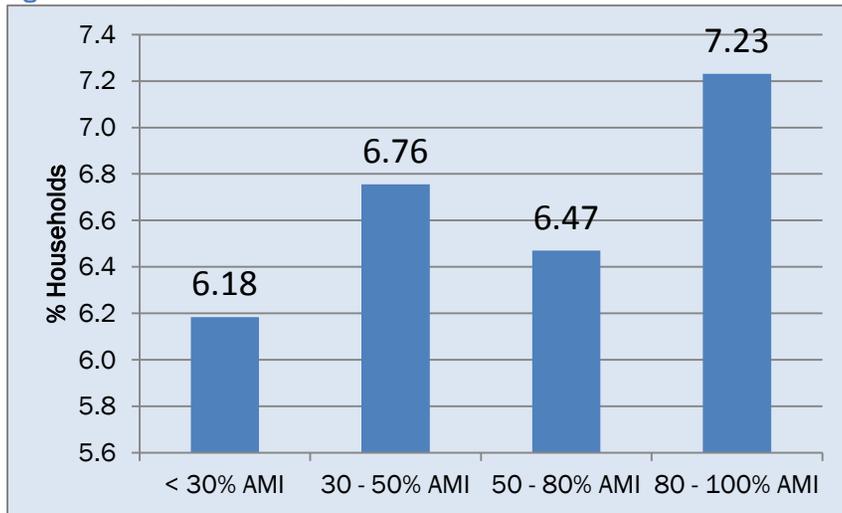
householders age 65 and older is \$62,500 which is about half that of the overall median household income in Duxbury.

**Table 5: Median Household Income By Age**

Median Household Income By Age	
Age	Median Income
Householder 25 to 44 years	\$173,056
Householder 45 to 64	\$134,913
<b>Householder 65 years and over</b>	<b>\$62,500</b>

Source: ACS 2012

**Figure 5: Household Income vs. AMI**



Source: CHAS Data

About one fifth of Duxbury households are low (< 30% AMI), very low (30-50% AMI), or extremely low income (50-80% AMI) (Figure 5). An additional 7% are moderate income (80-100% AMI). A significant portion of these households are cost burdened (paying more than 30% of their income towards housing costs), with 78% of extremely low income households, 84% of very low, and 70% of low income households being cost burdened. Renters are more cost burdened at 56% versus owners at 35%. The highest percentage of cost burdened households are elderly

households who are either living alone or with unrelated individuals (non-family) at 52% as shown in Table 6 below.

**Table 6: Cost Burdened Households by Type**

Cost Burdened Households By Type	
	Duxbury
Elderly Family	26.26%
Small Family	33.54%
Large Family	31.16%
Elderly Non-Family	52.23%
Other	45.43%

Source: CHAS Data

With a projected 70% increase in households headed by the 60 plus age cohort from 2010 to 2030, it will be critically important to identify more affordable options for seniors to continue living in the community. New residential development should incorporate affordable options to help serve that need.

### Age of Housing Units

As shown in Table 7 below, about a fifth of the units in Duxbury were built between 1970 and 1979 with very few units being built after 2010. Compared with the county and the state, Duxbury has a lower percentage of units that were built before 1939. While the overall housing stock is not as old as in the county or the state, much of the housing that was built during the 1970s and 1980s (especially condominiums) are still dated and need to be updated to be more appealing in today's market.

**Table 7: Age of Housing Stock**

Age of Housing Stock	Duxbury	Plymouth (County)	Massachusetts
<i>Built 2010 or later</i>	0.0%	0.2%	0.2%
<i>Built 2000 to 2009</i>	6.9%	9.1%	7.0%
<i>Built 1990 to 1999</i>	9.7%	8.9%	7.3%
<i>Built 1980 to 1989</i>	17.2%	11.9%	10.8%
<i>Built 1970 to 1979</i>	20.2%	16.3%	11.8%
<i>Built 1960 to 1969</i>	13.5%	12.3%	10.4%
<i>Built 1950 to 1959</i>	12.7%	11.7%	11.6%
<i>Built 1940 to 1949</i>	3.0%	4.9%	6.0%
<i>Built 1939 or earlier</i>	16.9%	24.6%	35.0%

Source: ACS 2012

**Occupancy Characteristic: Tenure and Length of Time**

The majority of Duxbury housing units are also owner occupied at 91% (Table 8). This is significantly higher than the surrounding county or state. About half of the home owners in Duxbury have been living in the town for 20 years or longer. This stands in contrast to the renter population, a full 84% of which moved in after the year 2000. It is important to note that there are not very many rentals available in Duxbury however so in terms of actual numbers of households, the rental turnover is actually fairly limited. Further detail on rentals is included later on this report.

Tenure and Length of Stay			
	Duxbury	Plymouth County	Massachusetts
<b>Owner occupied</b>	91%	77%	63%
<i>Moved 2010 or later</i>	7.8%	5.6%	5.8%
<i>Moved in 2000 to 2009</i>	33.3%	38.3%	38%
<i>Moved in 1990 to 1999</i>	26.7%	25.4%	23.8%
<i>Moved in 1980 to 1989</i>	14.9%	13.3%	13.4%
<i>Moved in 1970 to 1979</i>	9.4%	9.8%	9.4%
<i>Moved in 1969 or earlier</i>	7.7%	7.5%	9.6%
<b>Renter occupied</b>	9%	23%	37%
<i>Moved 2010 or later</i>	19%	30%	31.2%
<i>Moved in 2000 to 2009</i>	64.8%	56.2%	54.2%
<i>Moved in 1990 to 1999</i>	7.9%	9%	9.2%
<i>Moved in 1980 to 1989</i>	8.3%	2.5%	2.9%
<i>Moved in 1970 to 1979</i>	0%	1.2%	1.3%
<i>Moved in 1969 or earlier</i>	0%	1.1%	1.2%

**Table 8: Tenure and Length of Stay**

Source: ACS 2012

**Housing Sales and Pricing**

The total number of housing sales in Duxbury has been increasing since 2010, which was the lowest point in recent history with only 171 total sales. This year however, the year to date through October 2014 is not on pace to exceed the number of sales from last year. As shown in Table 9 below, the number of condominiums sold has been consistently low, likely due to the lack of inventory.

Table 9: Duxbury Number of Sales-Calendar Year

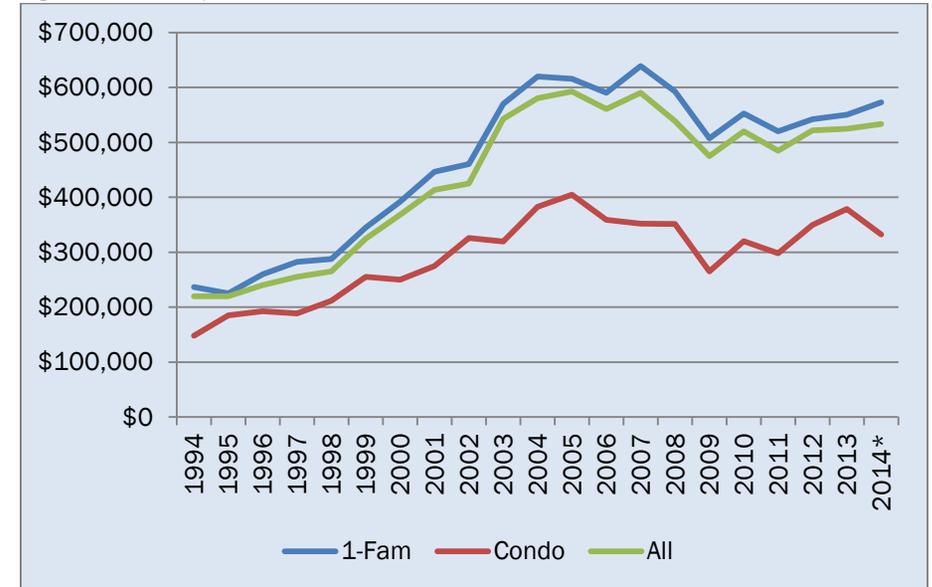
Duxbury Number of Sales - Calendar Year			
Year	1-Fam	Condo	All
1994	260	32	328
1995	203	23	262
1996	236	37	315
1997	236	41	306
1998	274	34	357
1999	268	33	322
2000	255	26	323
2001	188	30	240
2002	210	34	269
2003	201	18	242
2004	211	27	266
2005	224	28	276
2006	185	12	225
2007	177	21	223
2008	137	32	188
2009	150	20	182
2010	140	19	171
2011	167	13	215
2012	216	25	259
2013	239	36	301
2014*	176	28	227

Source: Warren Group Data  
\*January-October

Figure 6 below shows that the median sales price for a single family home is growing and single family home prices are near their peak price (down 10% from their peak price in 2007). Brokers have said that in today's market well priced single family homes between \$500,000 and \$700,000 are typically what sell the best. This is not surprising in a

market that is made up of a majority of family households with a relatively high median income.

Figure 6: Duxbury Median Sales Price



Source: Warren Group 2014  
\*January-October 2014

Condo sales on the other hand are about 18% down from their peak price in 2005. The median sales price for condos had been growing steadily since 2009 but has declined this year. Recently built 2-3 bedroom townhouse style condominiums with updated amenities like Reserve Way and Carriage Lane have been selling in the mid 400's. However these types of condos are much more akin to single family homes.

When looking closely at the condo market, it becomes clear that many of the condos being offered are essentially single family units rather than traditional multi-family development. If some of the larger parcels along Standish Street and Bay Road become available, there may be potential to develop some townhouse style condominiums as the price attained for this type of development in Duxbury indicates that there is definitely a market.

In order to better understand the market for smaller more traditional multi-family units, MAPC staff looked at prices for recently sold 2 bedroom condominiums around 1000-1500 square feet. Overall, there were very few of these types of listings on Zillow. Of those that were posted (Table 10), units have sold for relatively low prices, between \$165,000 and \$320,000 with the majority in the high 100's or 200's. The majority of the recently sold listings were built in the 1980s or mid 1990s. Current condo listings for sale in more traditional multi-family buildings are listed between \$200,000-\$309,000.

While the price of recently sold condominiums is relatively low, discussions with local realtors revealed that there are problems with current inventory including the lack of updated traditional multi-family units. Much of the condo stock that does exist was built 30-40 years ago and needs to be updated to be more appealing to today's buyers. The poor location of many condominium developments was also brought up as a reason why they may be selling at lower prices. The lack of listings for condominiums reinforces the fact that there are not a lot of traditional smaller multi-family condominiums on the market. Those that are available are in fact dated, being built many years ago and likely in need of updates.

Brokers have suggested that if newer inventory became available, there would be a strong market for condominiums, in particular in an amenity rich environment like Hall's Corner. Younger families looking to move into the community to take part in the great community and school system as well as seniors looking to downsize would be particularly interested in these condos.

Table 10: Recent Sales By Unit Type

Recent Sales By Unit Type								
Address	Use	Beds	Baths	Sq Ft	Sale Date	Sale Price	Built	Avg cost/sf
612 Washington St	1-Fam	3	4	2710	7/31/2014	\$ 872,500	1804	\$ 321.96
47 Washington St	1-Fam	4	2	1893	5/2/2014	\$ 620,000	1890	\$ 327.52
3 Pine Point Pl	1-Fam	2	1	975	3/28/2014	\$ 340,000	1935	\$ 348.72
96 Woodridge Rd	1-Fam	4	2	1751	1/6/2014	\$ 392,000	1949	\$ 223.87
7 Careswell St	1-Fam	4	2	2273	6/30/2014	\$ 595,000	1958	\$ 261.77
50 King Phillips Path	1-Fam	4	3	2337	6/16/2014	\$ 640,000	1962	\$ 273.86
226 Mayflower St	1-Fam	4	2.5	2304	8/21/2014	\$ 625,000	1972	\$ 271.27
81 Brick Hill Lane	1-Fam	4	3	2118	8/15/2014	\$ 579,000	1980	\$ 273.37
5 Pheasant Hill Ln	1-Fam	4	2.5	2560	6/30/2014	\$ 715,000	1985	\$ 279.30
500 Bay Road	1-Fam	4	3	2370	3/6/2014	\$ 250,000	2014	\$ 105.49
1 Forest St	1-Fam	4	3	2316	4/10/2014	\$ 535,000	1993	\$ 231.00
15 Amado Way	1-Fam	4	3.5	3002	2/28/2014	\$ 960,000	2003	\$ 319.79
42 Sawmill Rd	1-Fam	4	3	2850	5/22/2014	\$ 642,000	2012	\$ 225.26
33 Railroad Ave Unit 5	Condo	3	2	1411	7/8/2014	\$ 275,000	1996	\$ 194.90
28 Trout Farm Lane	Condo	2	1	1116	11/25/2014	\$183,000	1983	\$ 163.98
13 Reserve Way Unit 12	Condo	3	2.5	1700	5/9/2014	\$ 469,900	2012	\$ 276.41
5 Reserve Way Unit 5	Condo	3	2.5	1696	2/6/2014	\$ 479,750	2012	\$ 282.87
225 Lincoln Street Apt B1	Condo	2	3	1431	8/28/2014	\$320,000	1981	\$ 223.62
10 Enterprise St Ste 2	Condo	2	1.5	1451	6/3/2014	\$ 165,000	1987	\$ 113.71
40 Bay Farm Road Unit 40	Condo	2	3	1285	3/31/2014	\$ 290,000	1988	\$ 294.12
100 Parks St Apt 26	Condo	2	2	1400	2/28/2014	\$238,000	1984	\$ 170.00

Source: Zillow 2014

The lack of new traditional style multi-family condominiums is also reinforced below when examining building permit data in Table 11 below. There have only been 55 multi-family unit building permits issued in the last fourteen years and none issued at all in the last five years. Again, this is likely due to zoning restrictions on multi-family developments.

**Table 11: Building Permits 2000-2014**

Building Permits 2000-2014			
Year	1-Fam	MF Units	Total Units
2000	27	8	35
2001	29	4	33
2002	40	13	53
2003	39	9	48
2004	27	0	27
2005	23	12	35
2006	26	0	26
2007	41	0	41
2008	22	9	31
2009	15	0	15
2010	12	0	12
2011	25	0	25
2012	32	0	32
2013	25	0	25
2014*	27	0	27
<b>Total</b>	<b>410</b>	<b>55</b>	<b>465</b>

Source: Census Building Permit Data

### Rentals

As referenced above when examining household tenure, there is a very low percentage of rental households in Duxbury. Of all Duxbury households, only 9% are renter occupied and there are about 477 renter occupied housing units in Duxbury. Rental Vacancy in Duxbury is so low

that it registers in ACS as 0%. There may be potential to appeal to the rental market, especially in Hall's Corner.

When looking at specific characteristics of the renter population (Table 12), the renters in Duxbury are much older when compared to both the county and the state. Younger renters no longer make up a significant portion of the renter population in Duxbury. The Under 35 cohort represented about 15% of the renter population in 2000 but in 2012, this cohort makes up close to 0% of the renter population.

The lack of younger renters may be related to a lack of inventory as well as the lack of rentals located in amenity rich environments. Younger people who are looking to rent tend to want to be in a place where they can easily access cafes, restaurants, and local shops.

Renters age 35-44 are also much lower than the county and the state. Brokers expressed the opinion that many young families were looking for rentals in the area, but the data shows that currently the majority of renters are actually much older. This could be again due to the lack of available rental inventory for families. New 2-3 bed rental inventory in Hall's Corner could be appropriate for seniors, but could also appeal to younger families as brokers have suggested that there is demand through interviews.

**Table 12: Age of Renter Households**

Age of Renter Households	MA		Plymouth County		Duxbury	
	2000	2012	2000	2012	2000	2012
Under 35 years	37.10%	34.0%	31.50%	25.4%	15.40%	0.0%
35 to 44 years	22.10%	19.0%	24.30%	19.4%	15.40%	4.6%
45 to 54 years	14%	17.2%	16.20%	21.3%	15.90%	27.0%
55 to 64 years	8.50%	12.2%	9.30%	13.4%	10.50%	15.9%
65 to 74 years	7.50%	7.8%	7.70%	9.3%	13.20%	21.6%
75 to 84 years	7.30%	6.2%	7.60%	7.6%	20.10%	8.6%
85 years and over	3.20%	3.7%	3.40%	3.6%	9.40%	22.2%

Source: US Census 2000, ACS 2012

Table 13 below indicates that renter households are declining and reinforces the fact that younger renters are no longer living in Duxbury. Overall renter households have declined about 14% and renter households under 44 have decreased by 148 since 2000.

**Table 13: Rental Households By Age**

Rental Households By Age						
Duxbury	Year		Change		Percent of Total	
	2000	2012	#	%	2000	2012
<b>Total Households</b>	<b>5946</b>	<b>5349</b>	<b>-597</b>	<b>-10%</b>	<b>100%</b>	<b>100%</b>
<b>Renter Households</b>	<b>552</b>	<b>477</b>	<b>-75</b>	<b>-14%</b>	<b>9%</b>	<b>9%</b>
Under 35 years	85	0	-85	-100%	15%	0%
35 to 44 years	85	22	-63	-74%	15%	5%
45 to 54 years	88	129	41	46%	16%	27%
55 to 64 years	58	76	18	31%	11%	16%
65 to 74 years	73	103	30	41%	13%	22%
75 to 84 years	111	41	-70	-63%	20%	9%
85 years and over	52	106	54	104%	9%	22%

Source: US Census 2000, ACS 2012

### Rental Units

The residential rental property owners in Hall's Corner that MAPC staff spoke with noted that their units are occupied and some also noted that they maintain waiting lists and felt that the units were generally easy to fill. Brokers also felt that there would be demand for rentals in the Hall's Corner area, especially from younger families and seniors.

The lack of rental units in Duxbury is reinforced by the lack of current listings with only 1 or 2 rentals listed on real estate websites such as Zillow (September 2014). Rental listings that do come up are typically for single family homes rather than smaller units. Conversations with brokers also reinforced that there really are not a lot rentals. There are summer rentals that typically go by the month and sometimes properties are available September through June to rent for people who only want to use their house in the summer months, but year round rentals are rare.

One bedroom units around 700 square feet currently in Hall's Corner rent for about \$1000 a month. It is reasonable to expect that updated and larger 2-3 bedroom units could rent for anywhere between \$1500-\$2000/month.

In order to get a sense of what market rents in Hall's Corner might be for new and updated units MAPC staff looked at rental properties in nearby South Shore communities. These rents are listed below in Table 14.

**Table 14: Rental Rates at Nearby Residential Complexes**

Rental Rates at Nearby Residential Complexes			
Location	Bed	SqFt	Rent
Hingham (Avalon Shipyard)	1	960	\$ 2,440
Hingham (Avalon Shipyard)	2	1291	\$ 2,795
Hingham (Avalon Shipyard)	2	1303	\$ 2,870
Hingham (Avalon Shipyard)	2	1604	\$ 3,046
Cohasset (Avalon)	1	1193	\$ 1,980
Cohasset (Avalon)	1	1369	\$ 1,980
Cohasset (Avalon)	1	835	\$ 1,820
Cohasset (Avalon)	2	1168	\$ 2,215
Cohasset (Avalon)	2	1604	\$ 2,450
Scituate (non water)	2	1200	\$ 1,900
Scituate (non water)	2	725	\$ 1,450
Scituate (non water)	3	1540	\$ 2,500
Marshfield (non water)	2	923	\$ 1,350
Duxbury	3	1547	\$ 2,500

Source: Zillow (Rents are as of 9/29/2014)

### Recent Development and Pipeline Projects

There are some significant multifamily housing developments in the pipeline for Duxbury including the Island Creek Village North which is a comprehensive permit granted by the Zoning Board of Appeals in August 2010. It is a 40B development that will provide 214 units and is projected to be complete by Spring 2015.

Webster Point Duxbury is a 40B development planned to be completed in 2015 that will include 16 townhouse/small multifamily units in Duxbury and 24 units in Marshfield. Lastly, The Reserve in Duxbury is a completed 40B development which includes 20 small townhouse style units.

### Housing Demand, 2014 to 2020

In order to estimate future residential demand, MAPC used its Stronger Region Forecasts (Table 15) to better understand the need for housing units over the next 5-7 years. Although the population is not projected to dramatically increase, household sizes are getting smaller and the population is aging.

**Table 15: Household Projections By Age**

Household Projections By Age					
	2010	2020	2030	Change (2010-2030)	% Change
<i>Households</i>	<b>5344</b>	<b>5940</b>	<b>6387</b>	<b>1043</b>	<b>20%</b>
Age 15-29	96	115	74	-22	-23%
Age 30-44	952	877	1005	53	6%
Age 45-59	2128	1939	1624	-504	-24%
Age 60 and over	2168	3009	3684	1516	70%

Through 2030, the town is projected to see a 20% increase in households (about 50 additional units would be needed per year to accommodate these additional households). Proposed current development in Duxbury as referenced in the above section will fill some of this demand. Given the fact that the majority of the projected new households will be older, smaller units in amenity rich environments will be in demand. Smaller units will also likely appeal to young families. Hall's Corner will be an ideal place to add these additional units.

To demonstrate what could potentially be built on some of the larger under-utilized parcels in Hall's Corner, MAPC staff conducted a build out analysis. The build out analysis factors in parking requirements, open space requirements, and height limitations in the current zoning. The analysis shows that up to 37 two-bedroom units could be accommodated

within larger opportunity parcels on Standish Street and Bay Road (discussed below in more detail). Other factors will certainly affect how many units will actually be built including zoning regulations and the challenge of treating additional septic generated by new residential units. If new units are built they could be accommodated in new development or through redevelopment of existing buildings. Townhouse development should also be considered for larger parcels on Standish and Bay Road if they become available. Young families trying to break into the market in particular may be attracted to townhouse development.

## Retail Market Analysis

### Existing Retail Inventory

In order to assess the current retail environment in the Hall's Corner business district, MAPC used ESRI business locator data to determine the

Type	# of Establishments	% of Overall	% Typical Neighborhood Center Mix
Professional Services	46	51%	10%
Personal Services	9	10%	10-20%
Retail Trade	20	22%	20-40%
Food Services	9	10%	10-20%
Other	6	8%	N/A

types of uses currently located there.

**Table 16: Existing Retail Inventory**

Source: ESRI Business Analyst

The data reveals that in Hall's Corner, there are approximately 90 establishments (ESRI Business Locator). As displayed in the chart above, the Hall's Corner area is dominated by professional services. 51% of the total establishments fit into this category. Retail Trade and Food services are on the low end of the typical downtown mix ranges and there may be potential for retail and food to be expanded.

Business districts that have a high percentage of professional services may have a fair amount of business during the day. However, because of the lack of residential and the dispersed nature of the retail establishments (with a number of professional services located in prime ground floor retail locations), the area may be much quieter on the weekends and in the evenings.

The retail establishments, although limited, do cover a wide range of shoppers and convenience goods. The following standard industrial classification (SIC) major groups are represented: Apparel and Accessory, Home Furnishings, and Miscellaneous Retail. Within Miscellaneous retail, there are pharmacies, liquor stores, a used merchandise shop, a sporting goods store, a book store, a jewelry store, a stationary store, a toy store, and a few gift shops.

A major finding of this analysis is that while there is a wide representation of different types of retail, there may be more room for retail stores that offer differentiated products. Adding more restaurants would also bring Hall's Corner closer to the typical neighborhood center mix. Introducing more retail and restaurants would be one way to attract more activity to the area and would be beneficial for the business district as a whole.

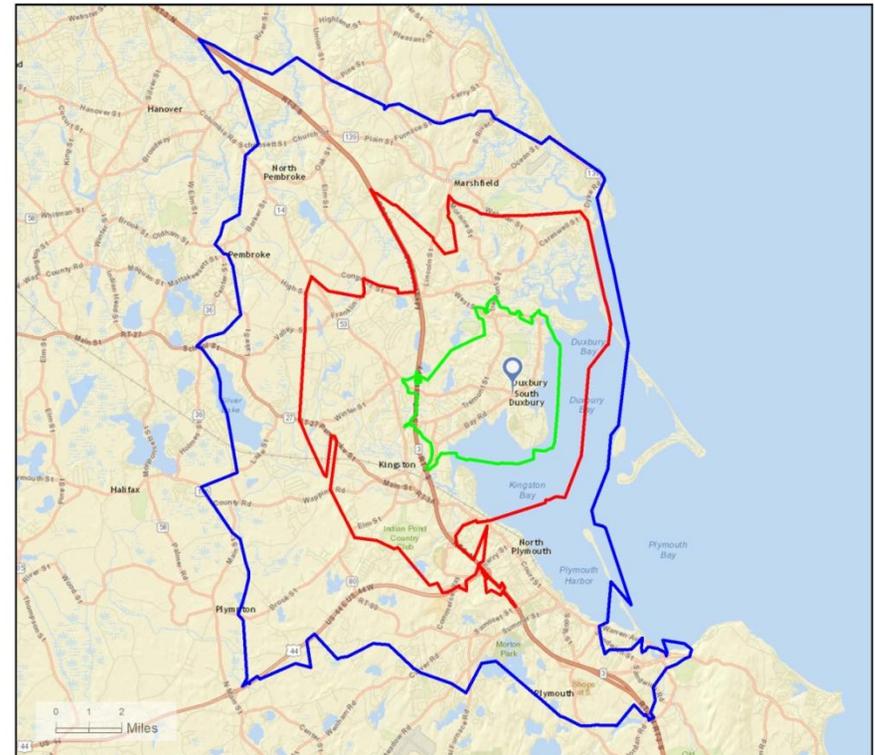
### Trade Area

In order to estimate the amount of additional retail that the study area can support, it is important to first identify a trade area. In the case of Duxbury, the primary trade area was identified as the ten minute drive time. This geography is displayed below in Figure 7 and includes the entire local market as well as portions of Marshfield, Pembroke, Kingston, and Plymouth. This area was determined as the primary retail trade area because if Hall's Corner can integrate the right mix of retail and restaurants there is a high potential that it could draw customers in from beyond just the local base. There are approximately 26,000 people living within a ten minute drive time of Hall's Corner. Restaurants in particular tend to draw a regional customer base and tend to do better when located in close proximity to one another. They can be marketed

collectively as a dining destination and patrons travelling to the area know that they will have several dining options.

The ten minute drive time is outlined in Figure 7 below in red. The blue line indicates a 15 minute drive time and the green line indicates a 5 minute drive time in order to provide a frame of reference. As shown below, one limiting factor for the success of Hall's Corner is that the ocean limits the customer base with no real customer base to the east.

Figure 7: ESRI Drive Time Rings



Source: ESRI Business Analyst

## Retail Opportunity Gap Analysis

A retail opportunity or gap analysis looks at the overall demand for retail goods and services within a designated trade area based on the spending potential of the households (demand), and the actual sales for those goods and services within the market area (supply). The difference between the demand and supply is called the retail “gap.” If the demand exceeds the supply, there is “leakage,” meaning that residents must travel outside the area to purchase those goods. In such cases, there is an opportunity to capture some of this spending within the market area to support new retail investment. When there is greater supply than demand, there is a “surplus,” meaning consumers from outside the market area are coming in to purchase these good and services. In such cases, there is limited or no opportunity for additional retail development. Thus, the retail gap analysis provides a snapshot of potential opportunities for retailers to locate within an area.

Below in Table 17 is a summary of the retail opportunity gap analysis. Figures in parenthesis and red are negative numbers that indicate there is a surplus of sales within the designated drive time. Figures in green are positive numbers that indicate a retail gap or leakage and represent potential opportunities for more retail in the area.

When considering the primary trade area or ten minute drive time there are some opportunities for additional retail establishments and restaurants.

Table 17: Retail Gap Analysis

	NAICS	LOCAL TRADE AREA	PRIMARY TRADE AREA
		5 minute drive time	10 minute drive time
Total Retail Trade and Food & Drink		\$109,995,958	\$177,821,921
Total Retail		\$99,128,696	\$144,261,504
Total Food & Drink		\$10,867,262	\$33,560,418
Furniture & Home Furnishings Stores	442	\$2,654,372	\$8,026,684
Electronics & Appliance Stores	443	\$4,328,663	\$10,567,171
Building Materials, Garden Equip. & Supply	444	\$4,792,605	(\$18,668,828)
Food & Beverage Stores	445	\$19,792,281	\$12,691,130
Health and Personal Care	446	\$7,206,142	\$38,129,383
Clothing & Clothing Accessories	448	\$4,806,037	\$7,904,187
Sporting Goods, Hobby, Book and Music Stores	451	\$1,833,788	(\$3,739,892)
General Merchandise Stores	452	\$5,482,738	\$1,954,236
Miscellaneous Store Retailers	453	\$1,034,951	\$6,952,625
Nonstore Retailers	454	(\$453,186)	\$13,186,439
Food Services & Drinking Places	722	\$10,867,262	\$33,560,418

Source: ESRI Business Analyst

### Potential Supportable Retail Square Footage

MAPC staff uses a conservative capture rate to analyze the retail gap and understand the potential for additional establishments. This capture rate acknowledges that any single retail district will never be able to re-capture the full amount of retail leakage. In the case of Hall’s Corner, competition from regional shopping centers such as Derby Street in Hingham and Colony Place in Plymouth, as well as other local districts

and online shopping will always draw business away. Looking at a 10% capture rate, the market within a ten minute drive time of Hall's Corner could likely support the industries detailed below in Table 18.

It is important to note that the data below is not a prediction for what will occur in Hall's Corner, rather it is an estimate of retail space that could be supported based on the gap analysis figure, average sales per square foot of different store types, average store sizes in downtown areas, and an estimated spending capture within the Primary Trade Area.

**Table 18: Supportable Square Footage**

Trade Area	Supportable Square Footage	Total Establishments	Types
Primary Trade Area (10 minute drive time)	14,000 sq ft	6-7	1 Home Furnishings Store, 1 Clothing Store, 1 Miscellaneous Retail (Florist/Art Dealer/Office Supplies), 2-3 Full Service Restaurants, 1 Limited Service Restaurant

As detailed in Table 18 above, the potential exists to support up to 14,000 square feet of additional retail space in Hall's Corner based on spending and estimated capture rates within the ten minute drive time.

Around 6-7 small retail establishments (including restaurants) could potentially be supported. In particular, there is a market to support 1 new home furnishings store, 1 clothing store, and 1 florist/art dealer/office supplies store. There is also potential to support 2-3 full service restaurants and 1 limited service restaurant. Restaurants in particular tend to do very well in clusters because multiple restaurants help to create a dining destination. Multiple restaurants also increase the visibility and convenience of a location. If a diner comes to one restaurant and finds that it is crowded there are other options in the area.

Retailers may be attracted to a high income community such as Duxbury because of the potential for significant spending. However, there are many factors that influence whether or not a retail store or restaurant may want to locate in a particular area. Some of the additional factors that impact the decision to locate a new retail establishment include:

- Availability and quality of the retail space
- Size of the spaces available
- Location of the space- is this a place where many people are passing by?
- Foot traffic
- Rents and terms
- Parking- is it available nearby or within a short walk?
- Product or service price points
- Marketing
- Business plan and acumen
- Zoning and other regulatory obstacles
- Permitting and inspection processes

Although the potential exists for more retail, based on the numbers, the amount captured may be less, particularly if spaces and locations are not conducive to a strong retail environment. Strategies that make the public realm in Hall's Corner more appealing to customers will certainly be needed to attract new establishments.

### Worker Retail Potential

Because there are a number of professional services that exist within Hall's Corner there is already a local base of workers who are also customers of stores and restaurants in Hall's Corner. In addition, there are close to 10,000 people employed within a ten minute drive time (ESRI). There is therefore potential to capture business from these nearby employees as well. Office workers can spend a significant amount of money on food and convenience items throughout the week. A successful marketing campaign could help to drive additional business from the surrounding population of workers as well.

## Office Market Analysis

MAPC staff also briefly analyzed office market conditions in order to consider the potential for additional office space in Hall's Corner. According to Jones Lang Lasalle, activity in the Boston South region has picked up in the third quarter of 2014 and notably the vacancy rate has fallen since the second quarter of 2014. However the vacancy rate for office space is still just above 20%. Mid to large size offices that are considering locating in the Boston South region will likely look to locate in clusters with other existing similarly sized office space. Communities such as Braintree and Quincy will likely generate interest, but Duxbury is unlikely to attract a lot of mid to large sized office.

Owners of office space in Duxbury felt that overall there was likely some potential to add small office spaces throughout the town to accommodate professional services or people who had been previously working out of their home. Brokers echoed this sentiment noting that there is very little office space available even though there is demand for small office space. However Hall's Corner already has a high number of professional services so there is likely not a strong market for additional office space in this area.

## Development Renderings

In order to complement the market analysis findings and demonstrate visually what additional potential mixed use development (residential and retail) in Hall's Corner could look like, MAPC staff created computer renderings of hypothetical future development. Parcels along Bay Road and Standish Street were selected for these renderings because they have the greatest opportunity for redevelopment based on their size and current uses. The buildings and land that are part of these renderings are privately owned. Therefore it is up to the landowners to decide if they wish to pursue redevelopment. The town's role would be to enable development by making necessary changes to zoning bylaws, or by encouraging redevelopment by making investments in the public realm (such as sidewalk or streetlight improvements). It is important to note

that the renderings are simply a tool for visualization, not an architectural rendering of a real potential future development.

The first rendering is located on Standish Street looking in towards the Hall's Corner flagpole. The current view is featured in the "before" rendering below.



The rendering below features a mixed use building with ground floor retail on the right and townhouse development on the left. This rendering also includes updates to the public realm such as sharrows painted on the road for bicyclists and undergrounding of the utilities.



The mixed use building on the right could likely support about 4-5 retail establishments on the ground floor, some of which could be existing businesses currently at 17-19 Standish Street. A restaurant could also be incorporated into space on the ground floor. A building of this size could include eight to ten 2-3 bedroom units on the second and third floor, ranging from 1000-1200 square feet. Townhouse development on the left could also add additional overall units to Hall's Corner.

The second rendering is located on Bay Road, again looking into the flagpole at Hall's Corner. The current view is featured in the "before" rendering below.



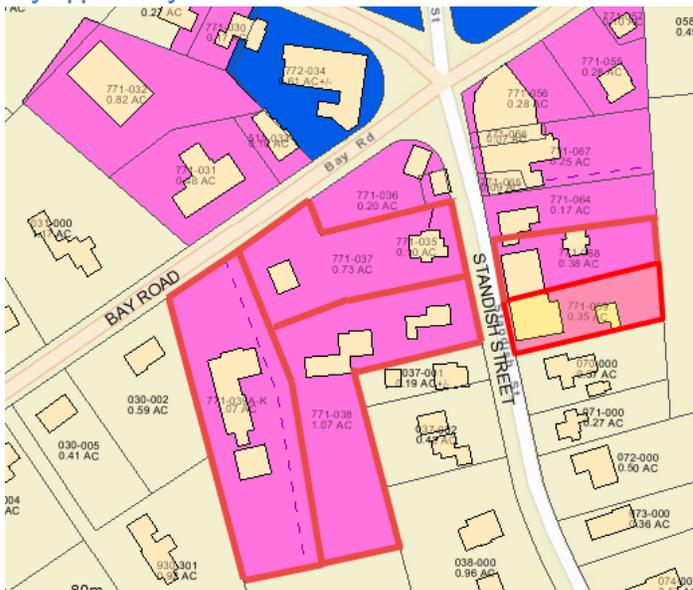
The rendering below is also a mixed use development and could accommodate 2-3 retail establishments, one of which could also be a restaurant with outdoor seating. Outdoor seating is another good strategy for creating a sense of place and bringing more activity into the street. Other elements that have been incorporated in the visualization include landscaping, extended sidewalks, streetlights, and some open space.



## Build Out Analysis

In order to understand what the potential maximum build out in Hall's Corner would be under current zoning, MAPC updated the most recent build out done for the area in 2005 and looked specifically at building mixed use with retail on the ground floor and residential above. For the purposes of this study, MAPC focused on the potential build out of key opportunity parcels on Standish Street and Bay Road. The parcels outlined in red in Figure 8 below were identified as opportunity parcels because of their current use and/or size.

Figure 8: Key Opportunity Parcels-Hall's Corner



The build out analysis is a tool that demonstrates the maximum amount that could be built in a specific area based on parking requirements, open space requirements, and height restrictions allowed in the zoning. It provides a frame of reference for planning recommendations.

The analysis shows that, within the opportunity parcels outlined above, there could be a potential 55,393 square feet built, which would be a net increase of 35,105 from what is currently built on these parcels. The

build out also shows that approximately 37 2-bedroom units and 18,834 square feet of commercial space could be built.

The build out analysis also looked at traffic impacts, increased septic flow and potential tax revenue generated from maximum future build out. This analysis can be found in the appendix.

## Recommendations

Based on the analysis, MAPC staff developed a series of recommendations that can help to enhance and improve the Hall's Corner Business District. Strategies below are characterized by overall goals.

### Goal: Support Existing Businesses

Supporting the local businesses in Hall's Corner is important for a number of reasons. Local businesses help to improve quality of life by allowing local dollars to remain in the community. Local business ownership also ensures that local people are making the decisions in the community. Successful locally owned businesses help to contribute to vibrant town centers and often contribute dollars, space, and products back to the community as well. Strategies that help existing local businesses will help to further Hall's Corner as an attractive and appealing business district.

#### I) *Consider increasing the role of the Economic Advisory Committee and providing them with funding to conduct activities that will support local businesses.*

One model of an economic committee that has been given funding is the Economic Development Commission in Scituate. The commission is charged with enhancing the existing business community, attracting new business and customers, and encouraging redevelopment and new development that may be advisable in order to increase the Town's property tax revenues, income, job base, and overall economic health.

The Commission has funding to do studies and hire consultants to coordinate their efforts. This could be a good model for Duxbury to follow as well.

#### II) *Implement Business Development and Management Training programs*

Coordinate with the South Shore Workforce Investment Board (WIB) to offer business development and management training programs for

businesses in Hall's Corner that are looking for additional training resources to improve their businesses. The WIB could help to identify an appropriate trainer and the EAC could work with the Duxbury Business Association to sponsor a training tailored to the needs of the business community.

#### III) *Buy Local Campaign*

Develop a "Buy Local" campaign in town to support existing businesses especially in Hall's Corner. This could be done through the existing Duxbury Business Association. Gather information from existing businesses on how much money, time, and space they have contributed directly to the community and nonprofits over the years they have been in Duxbury and publish this information as part of this campaign. Showing residents how businesses have given back to the community can motivate them to more actively support local businesses in Hall's Corner. One example of a community that is taking the "Buy Local" approach is Reading, MA. Local businesses there have come together to launch a facebook page that promotes their annual Shop The Block Holiday Shopping Event and also encourages residents to shop locally year round.



Reading's Shop the Block Facebook page encourages residents to buy local year round.

#### **IV) Implement a Façade Improvement Program & Retail Best Practices Program**

A façade improvement program would provide either technical assistance or funding to property owners or tenants that are looking to update or restore exterior signage, features, or lighting. The town could apply for grants to hire a retail consultant who can work with individual businesses in Hall's Corner to go over best practices in retailing. This might include business positioning, signage, windows and exterior presentation, interior layout, décor and display, in-store, in-print and other marketing and customer service.

#### **V) Examine signage requirements to determine if some flexibility could be introduced in the bylaw, particularly for the use of A Frame signs**

Many businesses mentioned that allowing for A frame signs in Hall's Corner would help them with their marketing efforts. The town should examine their signage bylaw to see if they can introduce some flexibility especially in cases where businesses are not located directly on the street.

### **Goal: Create a Brand for Hall's Corner**

#### **I) Develop a Comprehensive Marketing Strategy**

Convene a working group of stakeholders in the area who can work to develop a brand identity for the Hall's Corner Business District. This should include business owners, property owners, developers, interested citizens, and members of the Economic Advisory Committee.

#### **II) Capitalize on the unique assets of Duxbury as part of the Marketing Strategy**

Duxbury is known for beautiful beaches and for its proximity to the water as well as its historic charm. Capitalize on these assets by marketing Hall's Corner businesses and restaurants to people from out of town who are drawn to Duxbury, especially in the summer months, to visit. For

example, the Duxbury Bay Maritime School (DBMS) in Snug Harbor brings in significant numbers of people who are dropping off kids for summer programming and currently may not even realize there is a business district just down the road. Last year, DBMS served over 1800 students from 90 Massachusetts towns, 20 states, and 4 foreign countries. Developing marketing materials to place in strategic locations such as the Maritime School could draw additional spending to Hall's Corner from tourists or people bringing their children to programming for the summer.



The Duxbury Bay Maritime School and Beaches are major attractions in town.

<sup>2</sup>

#### **III) Utilize Online and Smartphone campaigns and establish a facebook presence for the Hall's Corner Business District**

Smartphone and online campaigns are an important factor in an effective marketing effort. They can be used to engage with the public and generate excitement and buzz around Hall's Corner. One simple way to utilize this technology might be to offer a cross promotion. Following up on the above example, customers could use their phone to show that they have a child enrolled at the Duxbury Bay Maritime School which could in turn make them eligible for a discounted lunch at one of the Hall's Corner restaurants. Smartphone technology could make a

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<sup>2</sup> New England Boating. *Duxbury Bay Maritime School Junior Programs*. (2012) <<http://newenglandboating.com/news/duxbury-bay-maritime-school-junior-programs.html>>

promotion like this easy and seamless and help to bring many additional customers into Hall's Corner.

Creating a facebook page for Hall's Corner and updating it regularly with business news and promotions is another good strategy that takes advantage of social media. One way to get the public enthused about efforts to revitalize Hall's Corner would be to run a contest asking people to submit marketing taglines for Hall's Corner and then to integrate the winning tagline into a final marketing effort.

#### **IV) Expand Work of Duxbury Business Association (DBA)**

The existing Duxbury Business Association does a lot to support the business community. A significant amount of the membership consists of merchants in Hall's Corner. The purpose of the organization is to improve business conditions in the town of Duxbury. The DBA currently hosts monthly meetings as well as the Holly Days event during the holiday season. Duxbury is fortunate to have a formal business association that is already working to generate activity and additional business for the business community as a whole. The work of the organization could be expanded to do more that would help to bring additional customers into Hall's Corner.

##### **a) Offer additional Events and Promotions in Hall's Corner**

Hosting events and promotions is a great way to bring more people into the downtown and increase business recognition. The DBA already hosts one very successful Holly Days event in Hall's Corner where multiple businesses participate and many residents come into town to participate in activities and shop. Offering more of these events is a way to help brand the business district.

One example that has worked successfully in other communities is hosting Third Thursday or First Friday events where every third Thursday or first Friday of the month, businesses agree to stay open later than normal and residents are invited to come out and spend time in Hall's Corner. As part of these events, businesses can offer promotions, display local art, host music or offer snacks to attract people into their shops. Wildflower Café already hosts

an open mic night, jazz nights, and other local singers. Other businesses or restaurants could consider hosting similar events to bring more people into the area.

##### **b) Implement a "shared" gift card program**

The Scituate Harbor Merchants Association has implemented a shared gift card program that offers a gift card to customers that is good at many of the businesses located in the harbor. It makes local shopping easier and is an effective cooperative marketing strategy that calls attention to the business district and could increase overall recognition of Hall's Corner.



Scituate Harbor has a gift card that can be used in over 65 businesses in and around the harbor. They also host First Friday Nights where shopkeepers stay open late and host special events with music, authors, musicians, and more<sup>3</sup>.

##### **V) Consider Creating a Main Street Organization**

Longer term, a Main Street organization could work to leverage local assets in order to revitalize the Hall's Corner business district. In addition to formally organizing all of those who may have a stake in the Hall's Corner business district, the organization could support promotions taken on by the DBA. They could also take on projects to create a more appealing atmosphere in Hall's Corner, such as encouraging appropriate new construction or supporting creative public art projects and

<sup>3</sup> Scituate Harbor. (2014). <[http://scituateharborma.com/?page\\_id=1234](http://scituateharborma.com/?page_id=1234)>

landscaping. Main Street Organizations can assist with marketing efforts as well as with business training and development programs.

There are many advantages of this type of organization. One significant advantage is that there will be a paid staff person in charge of coordinating efforts. Another advantage is that the organization can work to obtain creative funding such as grants or donations from supportive citizens so that not all of the funding for these efforts is coming directly from the business community or the town.

### **Goal: Strengthen Relationship Between Town and Existing Business**

#### ***I) Increase participation of existing businesses in town government***

The town should schedule a regular event with current businesses quarterly or twice a year that allows for an open dialogue on issues that the business community may be facing. This could take the form of an informal coffee in a Hall's Corner business that all businesses are invited to attend or it could involve a town employee stopping by Hall's Corner to talk with individual businesses on a more regular basis.

The business community should also consider appointing a member of the DBA to regularly attend Board of Selectmen meetings or other town meetings that may be relevant to businesses in order to keep dialogue open between the town and businesses throughout the year. This could be the president of the Duxbury Business Association or another member.

#### ***II) Create a "Business and Economic Development" section on the town website***

Create a highly visible business section on the town website that provides links to the Duxbury Business Association, the Economic Advisory Committee, as well as subdivision and zoning regulations. Strategic economic development planning documents such as this market analysis and the recently completed OCPC report should be placed here. Other material could include a list of current businesses by neighborhoods (the DBA already has links for all of its members so this could be a good

starting point), and new businesses that are opening up in Duxbury. The town could also work with the DBA to highlight a "Business of the Month" in order to call more attention to the business community.

### **Goal: Attract targeted Mixed Use development to Hall's Corner**

Because the scale of development that is being proposed in Hall's Corner is relatively modest and the geographic area where development is being looked at is small, an organization as formal as a redevelopment agency would not be necessary for this effort. Rather, the Town Planner and Planning Board could work on strategies to draw contextually appropriate mixed use development with advisement from the Economic Advisory Group.

#### ***I) Work with Property Owners to Determine Priority Underutilized Sites for Mixed Use Redevelopment***

A key first step before working to attract potential development to the area is to meet with property owners in Hall's Corner to learn if they have any interest in selling or re-developing. Under-utilized sites or sites with numerous vacancies should be prioritized for this effort.

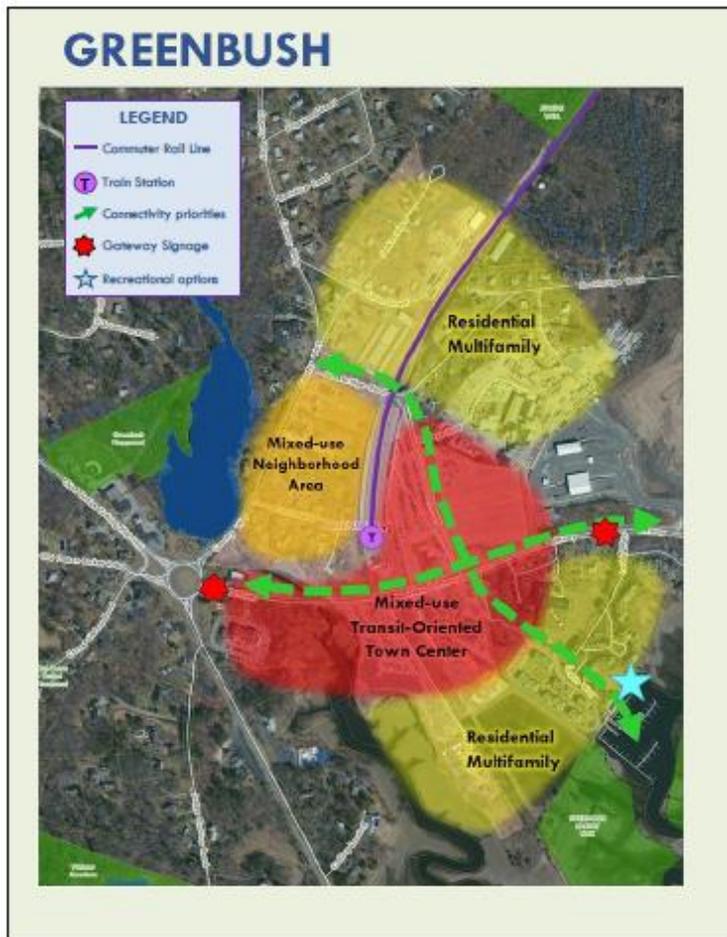
#### ***II) Convene a Group of Mixed Use Property Owners in Hall's Corner to understand the challenges and opportunities of developing in Hall's Corner***

Aside from talking with property owners of priority redevelopment sites, the town and EAC should also talk with property owners and developers, particularly of current mixed use in the area, to better understand challenges and opportunities related directly to developing in Hall's Corner. This information could be used to inform future efforts to attract development.

#### ***III) Create a target special area plan for Hall's Corner to encourage appropriate development***

A target area plan is a highly visual document that highlights the type of development that the town desires in Hall's Corner and could be used as a tool to discuss redevelopment with potential developers. It can include a map as well as photos of the types of

development and activities that are desired for Hall's Corner. Below is an example of a conceptual special area plan created as part of a recent MAPC economic development study in Scituate.



This special area plan outlines desired development for the Greenbush area in Scituate, Mass<sup>4</sup>.

<sup>4</sup> Scituate Economic Development Study (October 2014). <  
[http://www.scituatema.gov/sites/scituatema/files/file/file/scituate\\_ed\\_study\\_p\\_hase\\_iii\\_report\\_october\\_2014\\_lowres.pdf](http://www.scituatema.gov/sites/scituatema/files/file/file/scituate_ed_study_p_hase_iii_report_october_2014_lowres.pdf)>

**IV) Consider conducting a Development feasibility study**

After determining which key parcels to focus redevelopment on within Hall's Corner, consider conducting a site specific real estate feasibility study. The site specific study could also include a location analysis, analysis of usage concept, competition analysis and risk analysis in order to understand the complete picture of a specific development project in Hall's Corner. The market study undertaken as part of this analysis could also inform that study.

**V) Convene a Small-scale Developers Summit**

Once parcels with development potential have been determined, invite local and regional developers who have been involved in projects desirable for Hall's Corner to participate in a development summit. Showcase Hall's Corner to attract potential investors that would be interested in partnering on creating mixed use development in the business district. Use plans and research in this planning document to discuss the type of development that the Town would like to see in Hall's Corner. Tour the sites in Hall's Corner and collect feedback from developers to understand what they see as impediments and opportunities in Hall's Corner.

**VI) Create a Hall's Corner Zoning Overlay District to Encourage Desired Development**

Developers are attracted to places with fair and predictable zoning. Making appropriate changes to zoning in order to streamline the process will help to facilitate desired development. Below are some suggestions for provisions to include in a Hall's Corner Zoning Overlay district that could be placed on top of the current Neighborhood Business District 1 and Neighborhood Business District 2 Zoning.

- a. Allow or encourage desired retail uses, residential uses, and restaurants by right in zoning rather than requiring a special permit process
- b. Require ground floor retail, restaurant, and high traffic office uses (i.e. real estate offices, medical offices) for structures fronting on the street.

- c. Allow restaurants to have outdoor seating available for patrons.
- d. Incorporate design guidelines for new development (i.e. transparent windows on ground floor, requirement of 10 foot height on first floor, recommended building materials)
- e. Increase height maximum for buildings from 30 to 35 feet
- f. Eliminate 2 bedroom maximum requirement for above ground floor apartments
- g. Incorporate parking requirements that correspond to the number of bedrooms in the units (i.e. for a 1 bed, require 1 car/for a 2 bed, require 1.5 cars, etc)

**Goal: Attract Additional Business to Hall’s Corner**

The Economic Advisory Committee can utilize the following strategies to attract additional retail and restaurants to Hall’s Corner. The EAC should target specific local businesses that the market can support. The analysis suggests that sit down restaurants should be targeted along with a home furnishings store, a clothing store, and a florist, art dealer, or office supplies store.

**I) Hold networking events for existing businesses and future business owners who are looking to locate a small business in Hall’s Corner**

The Economic Advisory Committee can work with the Duxbury Business Association to hold events that will strengthen relationships amongst existing business owners. These events will also be a great resource for those who may be interested in opening a business in Hall’s Corner in the future.

**II) Collect and maintain a database of tenants who may be interested in opening up in Hall’s Corner**

Maintaining a database of tenants who may be interested in opening up a store or restaurant in Hall’s Corner will help to connect these tenants to retail vacancies that may open up in Hall’s Corner and/or to new developments that may be constructed in the future. This information can

be collected through hosting networking events referenced above. Future tenant information can also be collected through the DBA or through a business section on the town website. Talking with potential tenants will also give the EAC an idea of what kind of space tenants are looking for which can inform any future retail space that is built in the area.

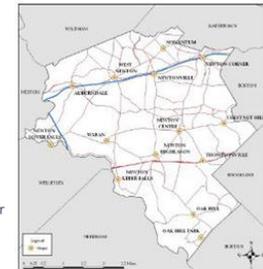
**III) Create a webpage with information on available properties in Hall’s Corner.**

The City of Newton maintains a website called The Commercial Connection that consolidates resources for potential tenants looking to rent retail, office, R&D, or industrial space in the City as well as for current property owners and brokers in the city who have available space. They provide information to potential new tenants on the character of their villages along with zoning, licensing, and other policies. This idea could be adapted to a much smaller scale for Hall’s Corner and could be used to attract development in the area and link potential tenants with available space.



**Economic Development in Newtons Thirteen Villages**

Newton is renowned as a City of Thirteen Villages and much of our commercial activity occurs in these vibrant mixed-use centers. The villages are home to distinctive shops, independent restaurants, neighborhood services, and professional offices, as well as civic buildings, places of worship, cultural organizations, and, in many cases, transit stations with direct service from downtown Boston. The villages are not incorporated as such all are a part of the City of Newton but many residents and businesses have great loyalty to their distinct, local village. See an interactive map of Newtons Villages [here](#).



Auburndale has commercial, office, institutional, and industrial uses located along Commonwealth Avenue, Auburn Street, and Rowe Street, and is near Lasell College. The market area is primarily local, but some businesses attract from a wider area due to its proximity to the Massachusetts Turnpike and Route 129/I-95. Auburndale is home to an MBTA Commuter Rail Station, the Auburndale Historic District, and treasured community resources like the Auburndale Community Library and the Turtle Lane Playhouse.

The City of Newton's Commercial Connection website includes resources for potential tenants looking to rent retail or office space in the City as well as for current property owners or brokers.

#### **IV) Create a Duxbury Business Guide**

Create a guide that outlines the process of opening a business in Duxbury. The town of Dedham has created a Dedham Business Guide that can be distributed to small businesses to help them navigate the municipal process- including permitting, licensing and zoning. The goal is to make the process easy for small businesses and to save them money and time by presenting the steps, timeline, and the expected results in a clear and concise way.

#### **Goal: Increase Residential Development in Hall's Corner**

The goal of constructing residential development in amenity rich areas where there is currently infrastructure in place is present in many of the Town of Duxbury's planning documents. As the market analysis indicates there is a need for smaller units (both rental and owner) to accommodate seniors as well as young families. Newly constructed residential buildings should also include both accessible and affordable units.

#### **I) Include Upper Floor Residential in any new development in Hall's Corner**

Allow for a mix of bedroom sizes (1-3 bedrooms) in new developments. 2-3 bedroom units can serve as "entry" units for small families looking to move into the community and as "downsizing units" for seniors wishing to stay in the community, but who want to limit maintenance, time, and costs.

#### **II) Consider incorporating townhouse development in Hall's Corner if larger parcels become available.**

Townhouse development will offer an opportunity for seniors to downsize or for young families to break into the market who cannot yet afford to own a single family home in Duxbury. Recently sold townhouse style condominiums in Duxbury have gone for very competitive prices indicating that there is definitely the demand for this type of unit. Townhouse development should not break up the retail main street

environment however and should either be developed behind mixed use buildings that front on the street or near the edges of the Hall's Corner district (as seen in the Standish Street rendering).

#### **Goal: Better Integrate the Three Business Areas in Hall's Corner**

In order for Hall's Corner to be recognized as a business district that includes Foodie's plaza, the Duxbury Marketplace, and the businesses by the rotary, it is important to implement strategies that will draw the three areas together in a more cohesive way. Potential strategies are outlined below.

#### **I) Create a walkable, pedestrian and bicyclist friendly environment in Hall's Corner**

- a. Resolve motorist confusion and pedestrian safety at the flagpole by incorporating new signage, removing large vegetation from the rotary, incorporating traffic calming elements, and considering removing parking within the intersection<sup>5</sup>.
- b. Install complete accessible sidewalks on all of the five routes leading into the rotary and make sure that they provide a connection between the Foodie's plaza, Duxbury Marketplace, and stores at the rotary.
- c. Paint crosswalks throughout Hall's Corner and install signage alerting motorists to be aware of pedestrians.
- d. Paint sharrows on all of the roads to indicate the presence of bicyclists in the area.
- e. Install bicycle parking throughout the business district.

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<sup>5</sup> See OCPC Hall's Corner Economic Development and Transportation Study for specific recommendations.  
<[http://www.ocpcrpa.org/docs/projects/Hall%27s\\_Corner\\_Economic\\_Development\\_and\\_Transportation\\_Study.pdf](http://www.ocpcrpa.org/docs/projects/Hall%27s_Corner_Economic_Development_and_Transportation_Study.pdf)>

## *II) Create an appealing public realm*

Many of the retailers who were interviewed noted that improved streetscaping would go a long way to make the area more attractive and would certainly benefit their businesses.

- a. Work with the town to clearly delineate public and private property. This is critical for the maintenance of highly used areas such as the sidewalks.
- b. Create a town bylaw and policy that clearly defines who is responsible for the upkeep and maintenance of sidewalks in Hall's Corner. Specify policies for snow removal, maintaining plantings and street trees, and replacing missing bricks should be included for example.
- c. Install additional landscaping, street trees, and street furniture throughout Hall's Corner. The town and business district can work with the local gardening club or with the local high school to undertake some of these projects. MAPC has an LED Street Lighting Program through which Clean Energy staff work with municipalities to support group purchases and individual retrofits of LED streetlights. Consulting with MAPC clean energy staff would be a good place to start in terms of installing additional streetlights.
- d. Install ornamental street lights in Hall's Corner that will keep the area well lit in the afternoon and evening hours so that people are more likely to visit Hall's Corner after work.
- e. Maintain existing plantings, street trees, and benches so that they are kept in good repair.
- f. Encourage restaurants and cafes to host outdoor seating.
- g. Consider undergrounding utilities to reduce the visual clutter in the area.



Above are examples of sidewalks and landscaping in Hall's Corner that are in need of updates.

## *III) Consider incorporating an open space element into any new development that occurs in Hall's Corner*

Open space makes an area more visually appealing for pedestrians and creates an area that feels overall more welcoming and walkable. Open space also motivates more people to stay and hang out in the area, contributing to an overall sense of place. If townhouse development is pursued on some of the larger parcels on Standish Street and Bay Road, incorporating an open space element for the public to use should be considered. This space could be used to host events such as movie nights or farmers markets. If this idea is pursued, it would be important to provide parking by either working with private business owners on a case by case basis for events or by providing a public lot.

## **Goal: Improve Parking and Signage in Hall's Corner**

### *I) Create a comprehensive parking management program*

Parking was not looked at in great detail as part of this study because it was a focus of the prior report from the Old Colony Planning Council. MAPC would recommend considering OCPC's parking recommendations and, in particular if public parking is removed in order to create a safer rotary, it should be replaced elsewhere, either through the creation of a public lot or additional on street parking.

Public parking is a critical element for creating a thriving walkable mixed use district in a place like Hall's Corner that is served by very little public transportation. This is important because motorists visiting Hall's Corner

need to find a place to park that is not in a private lot if they are to be expected to walk from businesses near the rotary over to the Duxbury Marketplace for example. Although OCPC found that overall there is adequate parking in the area, it is important to consider how much of this is public versus private. If there are particular private lots that have an excess of supply, the town may be able to work with these owners to see if some of this parking could be provided for public use.

**II) Increase Wayfinding Signage for Hall's Corner**

- a. Engage the public around designing wayfinding signage for Hall's Corner and throughout the town directing people to Hall's Corner. Ask for submissions from local artists and residents and hold a contest where the public can vote on the winning submission. Since the town has particular requirements around signage, general requirements could be built into the contest or modified for this purpose. Engaging the public in this effort is a great way to again draw attention to the Hall's Corner business district. The City of Malden had great success with a similar approach. They are lucky enough to be home to famous world-renowned artist Frank Stella who designed wayfinding signs for the downtown. His efforts helped to brand the downtown area.
- b. Install gateway signs or banners on the utility poles that brand the area and better define Hall's Corner as a business district.



Above are examples of wayfinding signage and banners for branding a district.

**Goal: Address Septic Concerns for new development in Hall's Corner**

**I) Consider installing a small scale package treatment plant.**

Hall's Corner relies on private wastewater treatment systems to handle sewage. Residential and restaurant uses are high water uses so it is recommended that the town look into the feasibility of constructing a larger wastewater treatment plant if moving forward with new development.

**Potential Funding**

There are a number of funding sources available that could be used to supplement funding that the town and/or business community can offer to update Hall's Corner and to act on a number of recommendations in this report.

**State Funding**

**Massachusetts Downtown Initiative Grants at EOHEd**

Downtown initiative grants do not pay for physical improvements, but they could be used to get more specific recommendations on signage or retail facades for example. These grants could also be used to fund design guidelines for new development in Hall's Corner to make sure that it is consistent with the desired type of development.

Downtown Initiative Grants can also be used to improve and strengthen existing businesses. For example, the town of Reading hired a retail consultant with funding from a Downtown Initiative grant who conducted a community wide 2 hour workshop to which all retailers, restaurateurs and other store front service businesses in Reading were invited. The scope of work also involved a consulting component with 8 one-on-one store visit/consultations with individual businesses to go over current best practices in retailing to attract additional quality business.

**Massachusetts Chapter 90 Street and Roadway Funding**

Chapter 90 is a reimbursable program where communities pay the initial cost of a particular project and are subsequently reimbursed. Funding

can be used for transportation improvement projects that create or extend the life of capital facilities.

#### ***MassWorks Infrastructure Program***

The MassWorks Infrastructure Program provides a one-stop shop for municipalities looking for funding for public infrastructure that will support economic development and job creation. The funding can be used to support infrastructure that complements existing centers of development such as town center revitalization projects. It can also be used to support a mix of commercial and residential development or to contribute to a mix of development within an area (with an emphasis on multi-family or small lot single-family residential development). The infrastructure should also be consistent with regional land use and development plans and provide for transportation improvements which enhance roadway safety in small, rural communities.

#### ***MassDOT Active Streets Certification Program***

The town of Duxbury could adopt an official Complete Streets policy and become certified through the MassDOT Active Streets Certification in order to access funding.

Communities certified through this program adopt certain complete streets policies and procedures and are then eligible to receive a modest amount of additional local transportation funding in order to incentivize complete street actions. This funding could be particularly helpful in Hall's Corner where sidewalks and roads need a lot of improvements to be more accessible to multiple modes of transportation (i.e. walking, biking, and automobiles).

#### ***Boston MPO Transportation Improvement Program Funding***

The Transportation Improvement Program and Air Quality Conformity Determination (TIP) is an intermodal program of transportation improvements that is updated annually by the Boston Region MPO. In the TIP, the MPO identifies the transportation projects and strategies that it plans to undertake during the next four years. The town could work to have transportation improvements in Hall's Corner listed in the TIP. This

funding is already programmed for several years however so this would be a longer term funding strategy.

#### ***Local Funding***

##### ***Local Options Meals Tax***

The Town of Duxbury could consider adopting the local options meals tax and use the revenue to make improvements to business districts such as Hall's Corner. The local options meals tax allows a city or town that adopts it to impose a local sales tax upon the sale of restaurant meals at a rate of .75 per cent of the gross receipts of the vendor from the sale of restaurant meals. The Massachusetts Department of Revenue estimates revenue that could be collected if a municipality were to adopt the Local Options Meals Tax. Their estimate of revenue for Duxbury YTD through August of 2014 is around \$56,000.

##### ***Community Preservation Funds***

Community Preservation funds could be used to support the development of some affordable housing in Hall's Corner. CPA funds can be used in the same proportion as the percentage of CPA eligible housing units in a development so if a development is mixed income, the CPA funds can be used to fund the affordable component. The CPA defines community or low and moderate income housing as housing that serves households at or below 100 percent of the Area Median Income (AMI) as determined by the Department of Housing and Urban Development. CPA funds can be used for the acquisition, creation, preservation, and support of community housing and for rehabilitation and restoration.

##### ***Inclusionary Zoning Payments & Affordable Housing Purchase Assistance Program***

Inclusionary zoning payments made in lieu of development could be used to help fund affordable housing in Hall's Corner. The town also has a new Affordable Housing Purchase Assistance Program which provides gap funding for low income households to buy down market rate uses.

## Conclusion

Overall, Hall's Corner holds much potential. Through the collective efforts of key stakeholders in Duxbury the area can become a thriving and walkable business district. Strategies such as marketing, improvements to the public realm, and attracting context appropriate new development will help to both enhance and improve Hall's Corner. The Economic Advisory Committee, the Town planner, and the Duxbury Business Association should work together to implement the strategies in this document in order to see improvements come to fruition.