

# Holbrook Town Center Economic Development Study

June 2018



## Acknowledgements

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MAPC would like to thank our project partners from the **Town of Holbrook** and the **Economic Development Committee** for their assistance and input throughout the entirety of this project.

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*Please be informed that this report serves as a “reimagining” for Holbrook’s Town Center and all recommendations and visualizations serve as examples for what could be incorporated in Downtown Holbrook and are merely conceptual in nature.*

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## 1. Introduction

A town's livability and distinctiveness is greatly influenced by its economic activities. For Holbrook, this consists of the Downtown, located on the intersection of Routes 37 and 139. Holbrook's Town Center has witnessed a great transformation within the past few decades. Downtown Holbrook is positioned to be the vibrant center of activity as the historic center of town and is positioned to leverage interest in growth and targeted economic development to activate a revitalized city center that provides a mix of living, working, and dining.

The following goals are identified to further define actions associated with the vision and frame the strategies and implementation that will be part of this plan:

- Create a single identity for the town center by physically and visually uniting the east and west sides.
- Encourage mixed use vibrancy with culture, retail, office and housing.
- Enhance connections between Town Hall, the retail area, the surrounding neighborhoods, and regional open space.
- Develop the pedestrian character of Downtown by balancing transportation modes and improving connectivity.
- Achieve a higher and better use of the land and create value for real estate.

## 2. Holbrook Profile

The Town of Holbrook has a population of 11,008 people with a median age of 45.6 and a median household income of \$66,508. Between 2014 and 2015 the population of Holbrook grew from 10,925 to 10,975, a 0.46% increase, and its median household income grew from \$63,297 to \$66,370, a 4.85% increase. Households in Holbrook have a higher median annual income than the United States as a whole (\$53,889), but lower than Norfolk County (\$88,262) and Massachusetts (\$68,563).

The median property value in Holbrook is \$274,500, and the homeownership rate is 82.8%. Most people in drive alone to work, although 11% of the population took public transit to work, and the average commute time is 32.4 minutes. The average car ownership in Holbrook is 2 cars per household. An estimated 78% of the people employed were private wage and salary workers; 13% were federal, state, or local government workers; and 9% were self-employed in their own (not incorporated) business. Approximately 11% of the labor force in Holbrook is comprised of Holbrook residents.

Holbrook is generally not considered to be a large employment center. The town has a small economy and a low jobs-to-resident ratio of 0.3. This means that for roughly every two Holbrook residents currently in the workforce, there is less than one local job.

Therefore, Holbrook exports much of its workforce to jobs in other communities. For comparison, Boston and Cambridge each have more jobs than residents – they attract workers. Boston has 1.5 jobs per member of the workforce whereas Cambridge has 1.7 jobs. This is one feature that strengthens Holbrook’s characteristic of a “bedroom community.”

### 3. Industry Structure

The largest employers in Holbrook are Randolph Savings Bank, New Can Company, and Rivers Electrical Corporation. Out of the 2016 civilian labor force was 6,265<sup>1</sup> and the economy employed 2,381 people and largest industries are Construction (538 employees), Retail Trade (273) and Manufacturing (256), and a majority of private sector jobs are within the Construction, Retail Trade, Manufacturing, and Health Care and Social Assistance industries. The highest paying industries are Real Estate, Rental & Leasing (\$67,024), Utilities (\$59,441), and Transportation & Warehousing (\$48,893).

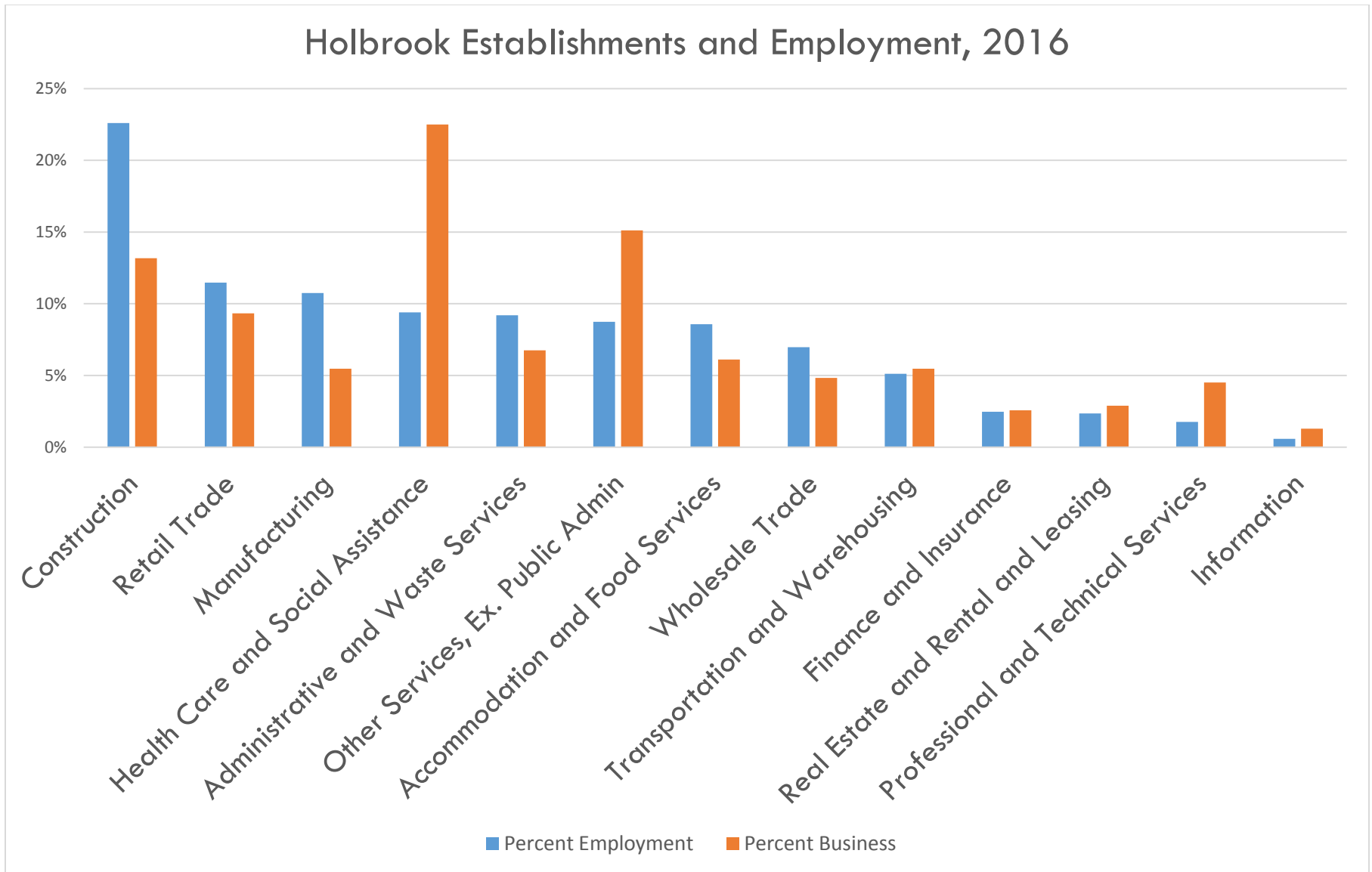
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<sup>1</sup> U.S. Census Bureau, 2016 American Community Survey 5-Year Estimates

*Table 1 - Average Employment by Industry Sector, 2016*

	<b>Number of Jobs</b>	<b>Percent of Jobs</b>
<b>Total, All Industries</b>	<b>3,381</b>	<b>100.0%</b>
Construction	538	22.6%
Retail Trade	273	11.5%
Manufacturing	256	10.8%
Health Care and Social Assistance	224	9.4%
Administrative and Waste Services	219	9.2%
Other Services, Ex. Public Admin	208	8.7%
Accommodation and Food Services	204	8.6%
Wholesale Trade	166	7.0%
Transportation and Warehousing	122	5.1%
Finance and Insurance	59	2.5%
Real Estate and Rental and Leasing	56	2.4%
Professional and Technical Services	42	1.8%
Information	14	0.6%

Figure 1 - Establishments in Holbrook by size





About 311 businesses operate in Holbrook, with the Health Care and Social Assistance industry having the most establishments at 70, or 23%. The combined service industry sector consists of Administrative and Waste Services (21 establishments), Accommodation and Food Services (19), Professional and Technical Services (14), and other private sector services (47).

Health Care and Social Assistance, Educational Services, and Retail Trade make up 52% of all employment in Holbrook. Other Services (except Public Administration) and Accommodation and Food Services also make up a significant amount of Holbrook's employment, at about 21% of total employment or approximately 427 jobs combined. Manufacturing had the largest job-to-establishment ratio, with each firm averaging about 15 employees, this was followed by Construction at 13, and Wholesale Trade at 11.

The majority of jobs in Holbrook are found in small businesses with fewer than 25 employees. In fact only a little under a dozen of establishments employ more than 50 people. This is not surprising given Holbrook's relative size and location. Large employers typically locate facilities adjacent to regional transportation networks that offer access from multiple directions to maximize employee convenience and/or provide convenient truck access for shipments. However, some manufacturing and contracting firms have operations in Holbrook, as shown in the following table.

Additionally, jobs that serve the community like those within the public school district, as well as businesses that target local consumer needs like Randolph Savings Bank, Brook Kitchen and Tap Restaurant, and Walgreens are some of the Town’s largest employers.

*Table 2- Largest Employers in Holbrook*

	<b>Company Name</b>	<b>Business Type</b>	<b>Employee Range</b>
1	Randolph Savings Bank	Banks	100-249
2	New Can Co	Perforated Metals Plastics Manufacturers	50-99
3	Brook Kitchen and Tap	Restaurants	50-99
4	John F Kennedy Elementary School	Schools	50-99
5	Agape Inn	Social Service & Welfare Organizations	50-99
6	Holbrook Jr-Sr High School	Schools	50-99
7	Rivers Electrical Corp	Electric Contractors	50-99
8	Anchor Concrete Products	Concrete Contractors	50-99
9	Jannel Packaging	Envelopes-Manufacturers	50-99
10	Massachusetts Waste Systems	Garbage Collection	50-99

#### 4. Selected Holbrook Trade Area

In order to estimate the amount of additional retail that Downtown Holbrook can support, it is important to first identify a trade area. The trade area is the geographic area from which a retail establishment generates sales. There are many factors to consider when determining a primary trade area including the distance and time that people may be willing to travel in order to reach a destination, any physical or geographic barriers as well as regional competition. Defining the trade area is critical because it defines the boundaries for which data is gathered and analyzed to identify retail opportunities.

For the Downtown study area the local trade area would be a fifteen minute walk. It is reasonable to assume that people would be willing to travel this distance in order to attain goods and services near Downtown Holbrook. The primary area for this would be a five minute drive. At this point in time it is not particularly walkable area from an urban design standpoint meaning that people probably would not go out of their way to walk far distances, but they



may be willing to drive five to ten minutes since the town center, as it currently stands, is highly auto oriented.

For comparison and to account for a town-wide and regional draw, MAPC also considered a secondary, or regional trade area of a fifteen minute drive time. Within the fifteen minute drive time, there is also significant competition outside of Holbrook with a number of other shopping areas and significant concentrations of suburban commercial strip retail. Municipalities within the fifteen minute drive time include Avon, Braintree, Brockton, Canton, Hingham, Randolph, Rockport, Quincy, Weymouth, and Whitman. It is also important to note that the fifteen minute drive time is not during peak driving hours.

Figure 2- Holbrook Primary Trade Area Walk Times

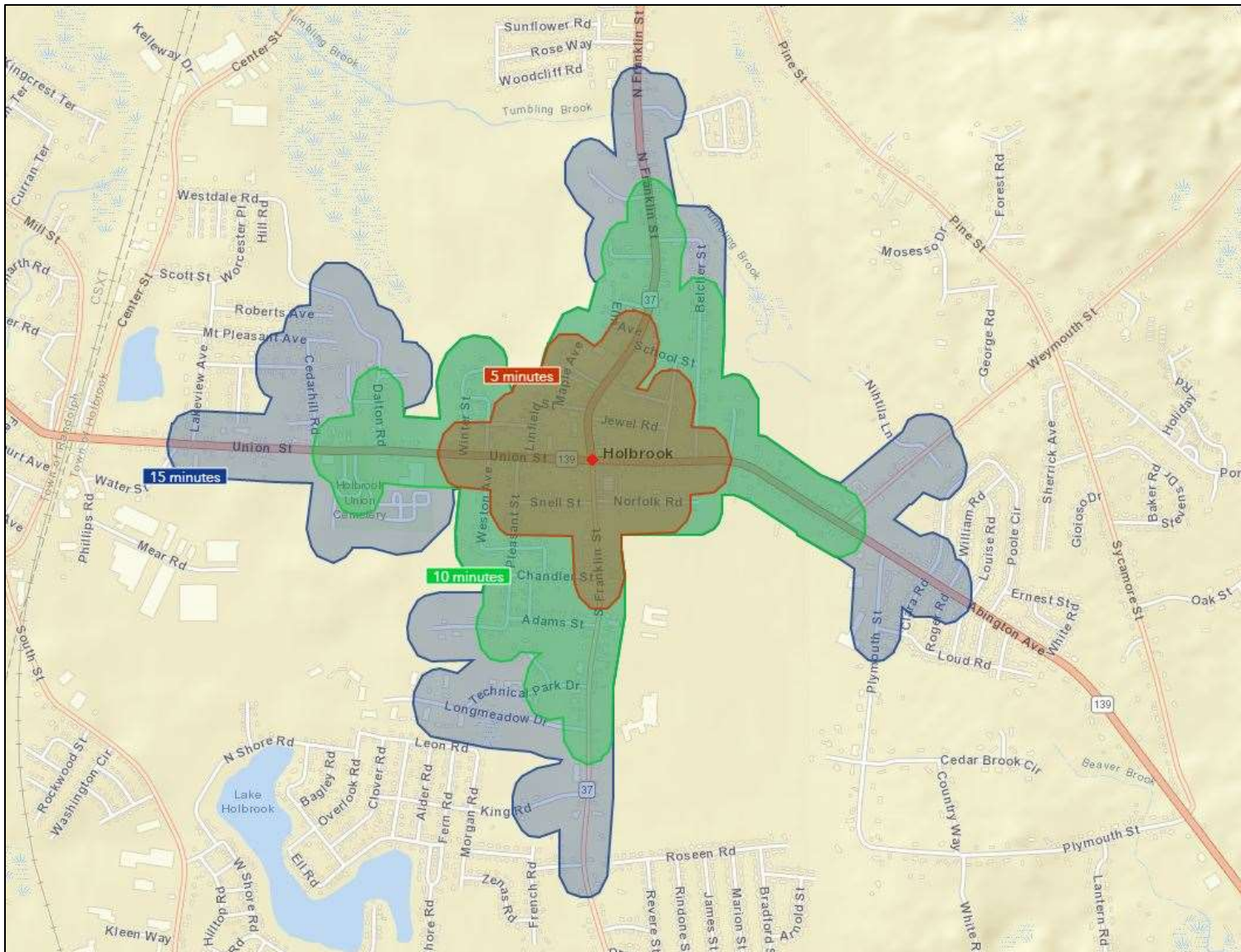
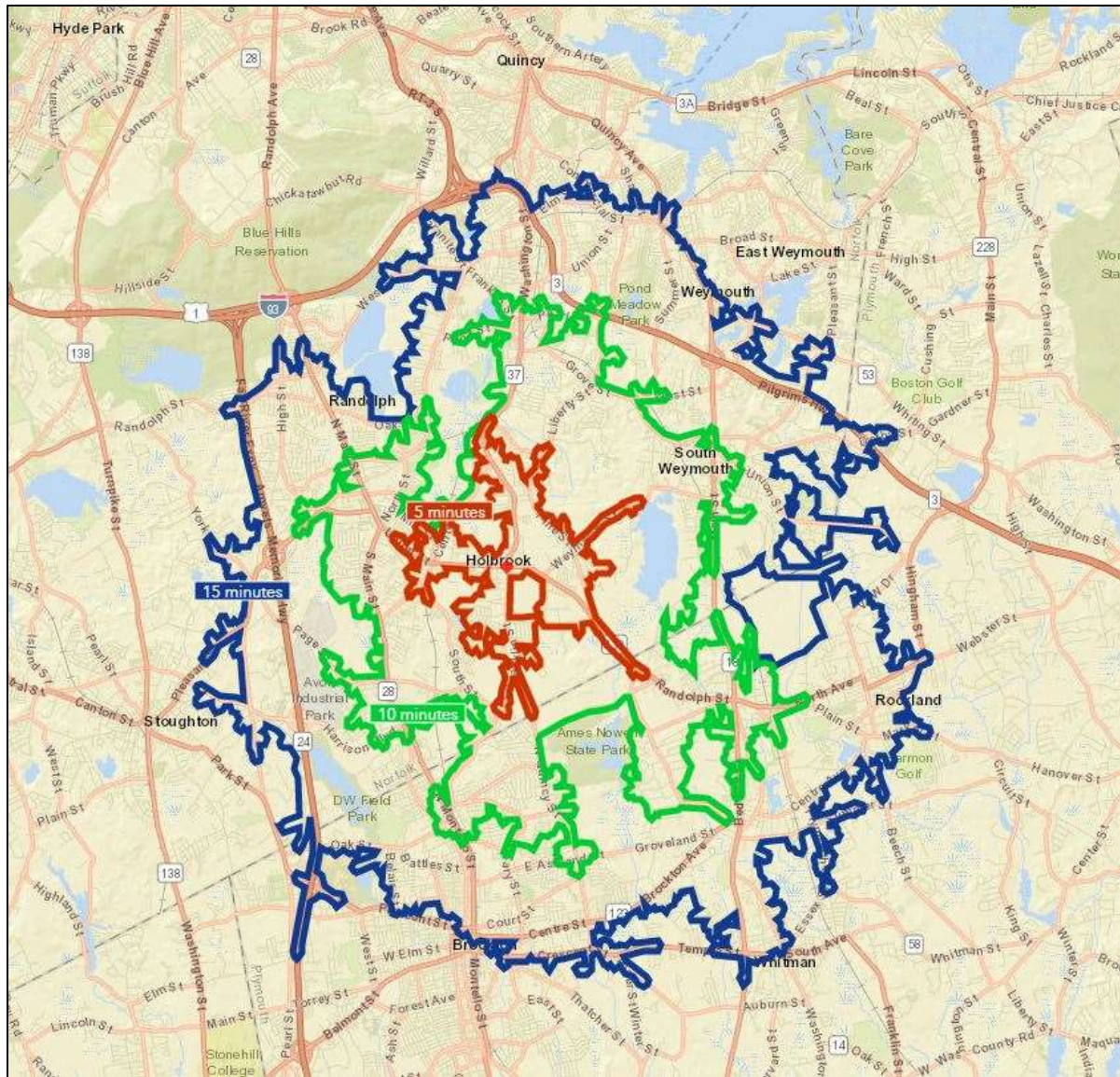


Figure 3- Holbrook Secondary Trade Area Drive Times



*Table 3- ESRI tapestry demographics on household spending habits.*

	<b>LOCAL 15 MINUTE WALK</b>	<b>PRIMARY-REGIONAL 5 MINUTE DRIVE</b>	<b>SECONDARY- REGIONAL 15 MINUTE DRIVE</b>
Population	1,191	7,901	168,247
Number of Households	476	3,010	62,733
Household Size	2.5	2.6	2.6
Median Age	40.7	42.2	40.7
Median Disposable Income	\$51,439	\$55,446	\$53,591

Table 4 - ESRI Tapestry Household Spending Habits

<b>LOCAL 15 MINUTE WALK</b>	<b>PRIMARY-REGIONAL 5 MINUTE DRIVE</b>	<b>SECONDARY-REGIONAL 15 MINUTE DRIVE</b>
59% or <b>279 households</b>	35% or <b>1,046 households</b>	16% or <b>10,094 households</b>
<p><b>“City Highlights” – Segment 8A</b>  <i>“...are price savvy, but will pay for quality brands they trust. They take advantage of opportunities presented by life near the city and buy household furnishings, groceries (including fast food and takeout), personal goods, and entertainment.”</i></p>		
41% or <b>197 households</b>	54% or <b>1,630 households</b>	33% or <b>20,983 households</b>
<p><b>“Pleasantville” – Segment 2B</b>  <i>“...are spenders... fashion-conscious residents that shop for essentials at discount and warehouse stores but buy branded apparel. They prefer fashion that is classic and timeless as opposed to trendy. They also shop online and in a variety of stores, from upscale to discount, and use the Internet largely for financial purposes.</i></p>		
	9% or <b>279 households</b>	15% or <b>9,416 households</b>
	<p><b>“Savvy Suburbanites” – Segment 1D</b>  <i>“Well-connected consumers that appreciate technology... and are informed shoppers that do their research prior to purchasing and focus on quality. They enjoy good food and wine, plus the amenities of the city’s cultural events.”</i></p>	<p><b>“Parks and Rec” – Segment 5C</b>  <i>“This is a financially shrewd market; consumers are careful to research their big-ticket purchase. These budget-conscious consumers stock up on staples at warehouse clubs. Residents here take advantage of local parks and recreational activities.”</i></p>



## 5. Retail Analysis

### **Retail Gap Analysis**

MAPC then analyzed ESRI Business Analyst data within the defined trade area in order to conduct a retail 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.

The following table provides a summary of the retail opportunity gap analysis by industry group and trade area. In addition to information on the primary and secondary trade areas, data on the retail gap for the local trade area (or a fifteen minute walk

time) is also included as a comparison. Figures in red are negative numbers that indicate there is a surplus of sales within the trade area. In other words, there are a significant number of establishments in the trade area within that industry group. Figures in green are positive numbers that indicate a retail gap or leakage and represent potential opportunities for more retail in the area.

The table on the following pages indicates that the local and primary trade areas present some of opportunity for additional mixed-use oriented retail. When considering a fifteen minute drive time (or secondary trade area), the ability to support additional retail establishments downtown substantially decreases due to their being more businesses within the trade area, which reduces residential spending power. Instead, increasing the amount of residential within the local trade area would help to bolster retail market opportunities. Some exceptions to this are clothing stores and food and drinking establishments.

Additionally, business types that would fit well within a mixed-use development were compared as well. These include auto parts stores, clothing stores, food and beverage stores, and supply shops. Included in Miscellaneous Store Retailers were florists, office supplies, stationaries, and gift stores.

Table 5- Retail Gap Analysis for Downtown Holbrook<sup>2</sup>

Industry Summary	LOCAL TRADE AREA	Firms	PRIMARY TRADE AREA	Firms	SECONDARY TRADE AREA	Firms
	15-minute walk time		5-minute drive time		15-minute drive time	
Total Retail Trade and Food & Drink	\$8,241,252	14	\$85,083,416	37	-\$363,295,552	1,175
Total Retail	\$8,139,591	8	\$77,063,226	24	-\$378,845,267	834
Total Food & Drink	\$101,661	6	\$8,020,191	13	\$15,549,716	342

<sup>2</sup> Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc.

Industry Summary	LOCAL TRADE AREA	Firms	PRIMARY TRADE AREA	Firms	SECONDARY TRADE AREA	Firms
	15-minute walk time		5-minute drive time		15-minute drive time	
Motor Vehicle & Parts Dealers	\$3,003,637	1	\$19,631,553	4	\$29,982,312	103
Furniture & Home Furnishings Stores	\$465,096	0	\$83,703	2	-\$130,351,705	61
Electronics & Appliance Stores	-\$748,910	1	\$1,670,864	2	\$25,194,808	41
Building Materials, Garden Equip & Supply	\$527,704	1	\$4,620,918	2	-\$54,684,789	80
Food & Beverage Stores	\$1,829,248	2	\$18,210,409	5	\$20,224,411	151
Health and Personal Care	\$1,033,112	0	\$3,137,375	2	-\$33,084,683	53

Industry Summary	LOCAL TRADE AREA	Firms	PRIMARY TRADE AREA	Firms	SECONDARY TRADE AREA	Firms
	15-minute walk time		5-minute drive time		15-minute drive time	
Clothing & Clothing Accessories	\$1,237,453	0	\$8,252,640	0	\$59,434,057	71
Sporting Goods, Hobby, Book & Music Stores	\$635,979	0	\$4,251,598	0	\$41,073,561	42
General Merchandise Stores	\$2,007,889	0	\$13,428,916	0	-\$235,183,823	46
Miscellaneous Store Retailers	\$148,310	2	-\$4,414,620	5	-\$141,327,479	118
Nonstore Retailers	\$659,959	0	\$3,912,760	1	\$17,217,016	20
Food Services & Drinking Places	\$101,661	6	\$8,020,191	13	\$15,549,716	342

## **Consumer Spending Habits**

Along with the likelihood of demand within the three trade areas in Holbrook, consumer spending habits for apparel display a higher than average purchasing pattern than the nation as a whole, according to ESRI's US Market Potential Index, a database that measures the likely demand for a product or service for the area. That is, there is a relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior compared to the U.S. Men's clothing and shoe sales were above the U.S. average for all three trade areas, showing the potential for these types of businesses to do well within the area.

However, competition with online retailers paints an uncertain future for the apparel industry, not only in Holbrook, but in the region and the nation as a whole. Traditional retailers, without their own brands, or without a focus on e-commerce or a dedication to specialty products that are not carried by online retailers, have been seeing a significant decline nationwide. These uses also typically require large tracts of land and locations proximate to major highways that provide direct regional access, with few options. Some potential may exist for smaller retailers; however, additional residential densities, along with transportation infrastructure improvements, would be required to support these establishments.

*Table 6- Trade Area Spending Habits and Retail Market Potential*

<b>Product/Consumer Behavior</b>	<b>Percent of Adults/Households</b>		
	<b>Local Area (5 Minute Walk)</b>	<b>Primary Area (5 Minute Drive)</b>	<b>Secondary Area (15 Minute Drive)</b>
Bought any men's clothing in last 12 months	47.8%	49.2%	47.9%
Bought any women's clothing in last 12 months	42.2%	43.5%	42.2%
Bought clothing for child <13 years in last 6 months	24.1%	24.4%	25.0%
Bought any shoes in last 12 months	52.9%	54.1%	52.4%
Homes had any home improvement in last 12 months	24.2%	27.9%	26.5%
Usually buy based on quality - not price	20.1%	19.8%	19.5%
Price is usually more important than brand name	26.2%	26.3%	25.5%

Regarding consumer behavior, adults within the three trade areas are more likely than the national average to buy items based on quality instead of price, although a larger percentage of adults in the areas view price as more important than the brand name. They also are more likely to buy items on credit, and show greater interest to buy items that are environmentally friendly and/or support a charity, when compared to the rest of the country. They are also more likely to purchase organic food compared to the rest of the country. On the other hand, adults in the trade areas were less likely than average to spend more than \$20 at convenience stores within the last month.

### **Restaurant Market Potential**

The trade area market potential for restaurants displayed higher than average beer/ale consumption for adults within all three trade areas. Moreover, there was a higher than average number of adults who went to a bar/pub/nightclub within the last year. People within the trade area are also more likely to dine at a family restaurant or steakhouse within the last six months. Along with the higher potential for leakage in the food and beverage service industry, this could spur potential growth in the gastropub sector. The trade area experiences a lower than average number who went to fast food restaurants.



Table 7- Trade Area Restaurant Market Potential

Product/Consumer Behavior	Percent of Adults/Households		
	Local Area (5 Minute Walk)	Primary Area (5 Minute Drive)	Secondary Area (15 Minute Drive)
Drank beer/ale in last 6 months	43.3%	44.8%	45.0%
Went to a bar/night club in last 12 months	17.8%	17.6%	17.6%
Dined out in last 12 months	44.7%	47.9%	46.2%
Went to family restaurant in last 6 months	72.6%	75.0%	74.9%
Went to family restaurant: 4+ times a month	25.8%	26.9%	26.5%
Went to fast food/drive-in restaurant in last 6 months	87.6%	88.9%	88.8%
Went to fast food/drive-in restaurant 9+ times/mo	37.5%	37.6%	36.9%
Fast food/drive-in last 6 months: eat in	30.9%	31.3%	32.5%
Fast food/drive-in last 6 months: home delivery	8.7%	7.7%	7.8%
Fast food/drive-in last 6 months: take-out/drive-thru	40.7%	41.8%	42.7%
Fast food/drive-in last 6 months: take-out/walk-in	22.7%	22.5%	21.0%

Spending habits at restaurants for the trade area located within a fifteen minute drive time from Downtown Holbrook varied compared to the national average. About 12% of adults went to fine dining restaurants within the last month, almost 36% of those individuals spent more than \$200 at a fine dining restaurant within the last six months. Adults within the trade area ranked considerably higher than the national average when it came to the amount of money spent, as well as frequency in going to higher-end restaurants. Of the approximately three-quarters of adults that have been to a family restaurant in the past six months, about 26% of adults spent less than \$50 at these restaurants.

Within the last six months, about 30% of adults visit family restaurants on a weekday, whereas 42% go on the weekends. People were more likely to go to these restaurants for dinner (46%), with only 17% going for lunch and 13% going for breakfast. Of the chain restaurants people are most likely to go to, Applebee's ranked first, with Olive Garden and IHOP coming in after. People in the area were more likely to go to Cheesecake Factory, T.G.I. Friday's, and California Pizza Kitchen than the rest of the country.

## 6. Residential Analysis

One key way to bring more activity to Downtown Holbrook and more customers to the existing storefronts and restaurants is to add more residential units, particularly over existing ground floor retail, or within walking distance of the Downtown. Already Maple Avenue has seen significant development with the construction of the Maple Avenue Apartments. Allowing more residents to live in and near the area increases daily activity and can also have a multiplier effect as other people passing through the area identify the Town Center as shopping and dining destination that they also might like to visit.

Incorporating housing into Downtown Holbrook also has a variety of other benefits including increasing the overall walkability of the area, reducing car trips, and concentrating development near existing infrastructure, shops, and amenities. Residents often become invested in their neighborhoods and could be vocal advocates for their neighborhood, helping to accelerate additional improvements to the Downtown area.

The goal of the residential analysis is to explore existing residential market conditions to determine how much additional residential development the Downtown can likely support. According to the 2012-2016 American Community Survey, there are approximately 4,234 units in Holbrook (both rental and ownership). A vast majority, 78.2% are single family homes, with only 18% of homes being within multifamily units.

Holbrook is currently above the 10% threshold specified under M.G.L Chapter 40B for affordable units. However, the town stands at 10.3% housing affordability and should be regularly incorporating affordability into new housing developments. It is especially important to ensure that affordable units are well-located in amenity rich and walkable areas such as downtown. Newer market rate units in Downtown Holbrook will also be more attractive because they offer walkable access to needed services, stores, and restaurants.

*Table 8- Residential Units Property Classification*

Building Type	Number of Units within each building type
1-unit, detached	3,309
1-unit, attached	78
2 units	159
3 or 4 units	116
5 to 9 units	16
10 to 19 units	117
20 or more units	353
Mobile home	86
<b>Total</b>	<b>4,234</b>

## 7. Recommendations

The following recommendations provide strategies for positively impacting economic development, especially for retailers and the food service industry.

### **Expand the Market**

#### *Marketing Campaigns Targeted at Commuter Rail Passengers*

Holbrook's Town Center is fortunate to be on a bus line (and near a MBTA Commuter Rail stop) with a significant amount of passengers passing through the area every day. These passengers represent a potentially untapped market segment that could help to strengthen the market and support existing local businesses. Groups such as the Greater Boston Convention & Visitors Bureau and Metro South Chamber of Commerce can help to develop marketing campaigns that are



*Figure 4- Randolph/Holbrook MBTA Station*

directed towards commuter rail passengers. An example might be a promotion that offers discounts at local businesses for a limited amount of time to those who can show their commuter rail pass when they are making a purchase.

### *Increase Residences in the Study Area*

In order to increase the market opportunities for additional retail establishments, it is important to consider introducing more housing in Holbrook's Town Center. Retailers often look for locations that have a higher number and density of residences because it promises a better customer base and the opportunity for higher sales. The market will largely determine if stores and restaurants will move to any given area, however, the town can be able to influence this by establishing mixed-use zoning (such as those depicted in the Holbrook Town Center Context) and improving infrastructure to promote walkability.

### *Market Downtown Holbrook to Attract Interest from Developers, Commercial Establishments & Potential Customers*

Downtown Holbrook already has many assets that are attractive to consumers, commercial establishments, and developers and should work to take the best advantage of these assets. There are also many existing organizations, such as the local Chamber of Commerce that can help to play a role in many of the recommended actions

related to marketing and branding Downtown Holbrook. Additionally, a local Downtown Business Association, like in places like Foxborough and Brockton, could take charge of this endeavor by actively promoting Downtown Holbrook as a destination for people to visit, shop, dine, and conduct business.

### *Create Cohesive Brand and Marketing Materials for Holbrook Town Center*

It will be important to emphasize Holbrook Town Center assets including Town Hall, the presence of local artists, town programming, Farmers' Market, and the Common, to name a few. Including a calendar of events within the town website is a good first start in getting the word out about town-centered activities. Additionally, visibility is crucial to retail and other smaller businesses. Ensuring these businesses are visible, through quality, well-designed signage is a must. Also, if possible, burying powerlines within the Town Center would add to Holbrook's "curb appeal".



*Figure 5- Powerlines over Holbrook Town Hall*

### *Identify and Recruit Local Retail Stores That May Be Interested in Opening in Downtown Holbrook*

Create a list of stores in the South Shore that are desirable for Downtown Holbrook and have someone go and visit those stores, hand them marketing materials, and discuss the possibility of their opening another location in Holbrook's Town Center.

The Metro South Chamber of Commerce can hold networking events for existing and prospective downtown Holbrook business owners. The town can also maintain a list of interested/prospective retailers that can be matched up with the former library space once it become available.

### *Provide Retail Incentives Programs to Attract Retailers*

Incentive programs that offer grants or seed money to new retailers can be an effective way to bring in new business. In Beverly, the Main Streets program granted new retailers a small amount of money for first year rent assistance and also offered free/discounted services (legal, printing, website, light pole banners, etc). Tenants had to agree to certain terms including a longer term lease and applications for the program were based on business type, impact on the downtown, experience of the owner, as well as a number of other factors. This might be an interesting model for groups working in Downtown Holbrook to explore.



## *Work with Real Estate Brokers*

It is important for real estate brokers to understand the vision and the advantages of attracting particular types of tenants to difference spaces in Downtown Holbrook. They are the ones who are showing space to potential tenants. Communicating the benefits of a thriving downtown with quality tenants can help them to more efficiently fill up additional space and attract future tenants. Brokers are a critical partner in helping to revitalize a downtown area.

## *Utilize Town Website to Post Economic Development Resources*

The town should maintain a database of available commercial properties and/or vacant properties that may be available for redevelopment. A copy of this plan, including the market analysis, should also be available for developers and potential tenants to easily access. As mentioned earlier, a calendar of events would inform people of the activities in town.



*Figure 6- The Holbrook Town Website (as of 6/1/18)*

### *Sponsor Workshops and Provide Resources to Existing Property Owners*

It is important to work with existing property owners. Understanding why certain property owners may not be redeveloping or improving their properties can help the Town and downtown partners to think through how to best address these issues. There are many potential issues that might come up in these conversations including parking requirements, the cost of renovation versus the market rents that property owners can charge, etc.

### **Support Existing Local Businesses**

#### *Work with Current Retailers to Implement Retail Best Practices*

There are many resources available that can help individual retailers to employ best practices related to different aspects of their store, including window displays, colors, lighting, and arranging space. The [Massachusetts Downtown Initiative](#) often awards technical assistance related to working with individual retailers downtown and would be a good resource for the Holbrook to follow through on. Their staff also provide ongoing technical assistance on downtown-related issues via telephone, fax, and written materials based on requests from communities.

### *Collaborate to Plan Additional Events that Attract New Customers to the Downtown*

Local businesses and organizations can collaborate to continue to plan events that attract people to Downtown Holbrook and help to boost the customer base for existing local businesses. These events should be shared on the town website event calendar.

### *Encourage Businesses to Take Advantage of Existing Resources*

There are many state programs, such as the Massachusetts Downtown Initiative, as well as nationwide marketing campaigns, such as [Small Business Saturdays](#) that can provide technical assistance to small businesses.



Figure 7- A SBA Massachusetts Banner Promoting Small Business Saturday 2017

## *Create a Streamlined Process for Opening a Business in Holbrook*

Many towns have created business guides that go step-by-step through the process of opening a business and the various permits that need to be obtained. It's also important to designate a "go-to person" amongst Town staff who can walk local businesses through the permitting process.

## *Allow for Uses Compatible with Vision*

The Downtown Overlay District, the core of Holbrook, allows for a variety of uses. The zoning code should ensure, therefore, that any use that might add to the vitality of

### **BEST PRACTICES: Dedham Business Guide**

The Town of Dedham's APA-award winning "Dedham Business Guide" is an excellent tool to assist the small business community with navigating the Town of Dedham process for opening a business. The guide includes the following information in an easy-to-read format:

- *Getting Started*: Info on business certificates, taxes, zoning, signage, regulations, and technical assistance.
- *Town Contacts*: Contact and information for Town Departments and Business Resources.
- *Overall Process*: From Plan through Permitting.

There are also specific guides about:

- *Opening a restaurant*: Information about permits needed, parking requirements, obtaining common victualler License and Alcoholic Beverages License, signage, etc.
- *Opening a Small Store*: Information of getting a Business Certificate, Permits and Licenses, etc.
- Site Plan Review
- Design Review
- Special Permit or Variance process.

Downtown Holbrook could be considered. As per the Town Center Overlay District zoning requirements:

*“Parking and loading design shall promote pedestrian flow within the development, maximize the efficient use of existing and proposed parking facilities, and minimize the area of land to be paved for parking or loading.”*

Current standards require one space per 200 gross square feet for retail. Retail service zoning would require 150 gross square feet for development. Furthermore, while a restaurant is allowed in the mixed use district, the number of parking spaces required (1 per four seats) makes it difficult for certain restaurants to open.

### *Promote Shared Parking within Downtown Holbrook*

Shared parking means that a parking facility serves multiple destinations. This requires multiple destinations within walking distance of the same parking facility, and is most effective when those destinations either share patrons, so that people park once and visit multiple destinations, or have different periods when parking demand is highest. Shared parking is usually an intrinsic part of downtown settings where there is public parking because the same parking facility serves many different destinations within walking distance.

Shared parking is also effective in mixed use developments, either when there is a mix of uses on a single site or when sites with different uses are located suitably close together. One example of this is an office building sharing parking with a restaurant, since most of the office workers (and their cars) will be gone in the evenings when there is the most demand for parking from the restaurant. For an example of a Shared Use Agreement for Parking, go to MAPC's website at: [http://www.mapc.org/wp-content/uploads/2017/10/PortlandMetro\\_SharedParkingModelAgreement.pdf](http://www.mapc.org/wp-content/uploads/2017/10/PortlandMetro_SharedParkingModelAgreement.pdf).



*Figure 8- Potential Locations for Shared Parking in Downtown Holbrook*

# Holbrook Town Center Economic Development Study

Appendix I  
Market Analysis





# Retail MarketPlace Profile

2 Plymouth St, Holbrook, Massachusetts, 02343  
Walk Time: 5 minute radius

Prepared by MAPC using ESRI Business  
Latitude: 42.15482  
Longitude: -71.00853

## Summary Demographics

2017 Population	543
2017 Households	227
2017 Median Disposable Income	\$52,198
2017 Per Capita Income	\$33,457

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-	\$8,722,458	\$6,108,921	\$2,613,537	17.6	9
Total Retail Trade	44-45	\$7,832,846	\$5,017,751	\$2,815,095	21.9	5
Total Food & Drink	722	\$889,612	\$1,091,170	-\$201,558	-10.2	4

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$1,526,675	\$0	\$1,526,675	100.0	0
Automobile Dealers	4411	\$1,275,732	\$0	\$1,275,732	100.0	0
Other Motor Vehicle Dealers	4412	\$124,636	\$0	\$124,636	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$126,308	\$0	\$126,308	100.0	0
Furniture & Home Furnishings Stores	442	\$225,575	\$0	\$225,575	100.0	0
Furniture Stores	4421	\$120,144	\$0	\$120,144	100.0	0
Home Furnishings Stores	4422	\$105,431	\$0	\$105,431	100.0	0
Electronics & Appliance Stores	443	\$335,216	\$969,905	-\$634,689	-48.6	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$495,151	\$337,072	\$158,079	19.0	1
Bldg Material & Supplies Dealers	4441	\$457,554	\$0	\$457,554	100.0	0
Lawn & Garden Equip & Supply Stores	4442	\$37,598	\$0	\$37,598	100.0	0
Food & Beverage Stores	445	\$1,554,046	\$898,742	\$655,304	26.7	1
Grocery Stores	4451	\$1,322,894	\$554,317	\$768,577	40.9	1
Specialty Food Stores	4452	\$58,378	\$0	\$58,378	100.0	0
Beer, Wine & Liquor Stores	4453	\$172,774	\$0	\$172,774	100.0	0
Health & Personal Care Stores	446,4461	\$501,699	\$0	\$501,699	100.0	0
Gasoline Stations	447,4471	\$680,382	\$0	\$680,382	100.0	0
Clothing & Clothing Accessories Stores	448	\$601,616	\$0	\$601,616	100.0	0
Clothing Stores	4481	\$421,805	\$0	\$421,805	100.0	0
Shoe Stores	4482	\$70,908	\$0	\$70,908	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$108,903	\$0	\$108,903	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$309,341	\$0	\$309,341	100.0	0
Sporting Goods/Hobby/Musical Instr Stores	4511	\$271,136	\$0	\$271,136	100.0	0
Book, Periodical & Music Stores	4512	\$38,205	\$0	\$38,205	100.0	0
General Merchandise Stores	452	\$976,386	\$0	\$976,386	100.0	0
Department Stores Excluding Leased Depts.	4521	\$697,269	\$0	\$697,269	100.0	0
Other General Merchandise Stores	4529	\$279,116	\$0	\$279,116	100.0	0
Miscellaneous Store Retailers	453	\$306,794	\$324,614	-\$17,820	-2.8	1
Florists	4531	\$26,103	\$167,476	-\$141,373	-73.0	1
Office Supplies, Stationery & Gift Stores	4532	\$103,743	\$0	\$103,743	100.0	0
Used Merchandise Stores	4533	\$25,473	\$0	\$25,473	100.0	0
Other Miscellaneous Store Retailers	4539	\$151,474	\$0	\$151,474	100.0	0
Nonstore Retailers	454	\$319,964	\$0	\$319,964	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$266,658	\$0	\$266,658	100.0	0
Vending Machine Operators	4542	\$4,155	\$0	\$4,155	100.0	0
Direct Selling Establishments	4543	\$49,150	\$0	\$49,150	100.0	0
Food Services & Drinking Places	722	\$889,612	\$1,091,170	-\$201,558	-10.2	4
Special Food Services	7223	\$32,573	\$0	\$32,573	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$49,489	\$0	\$49,489	100.0	0
Restaurants/Other Eating Places	7225	\$807,550	\$971,962	-\$164,412	-9.2	3

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

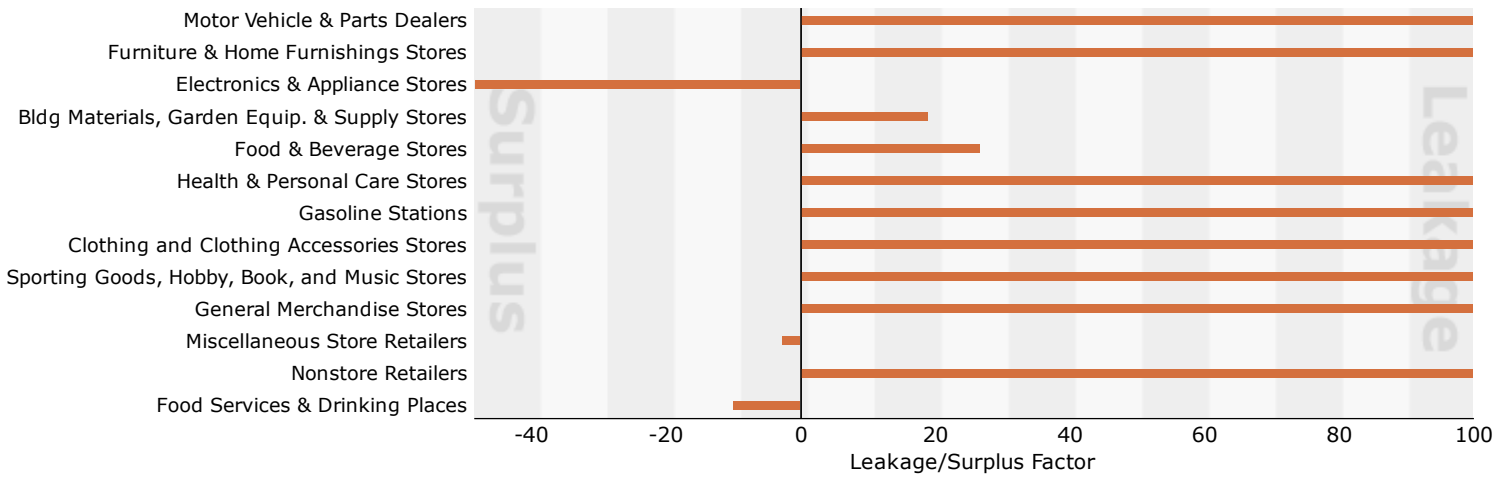
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

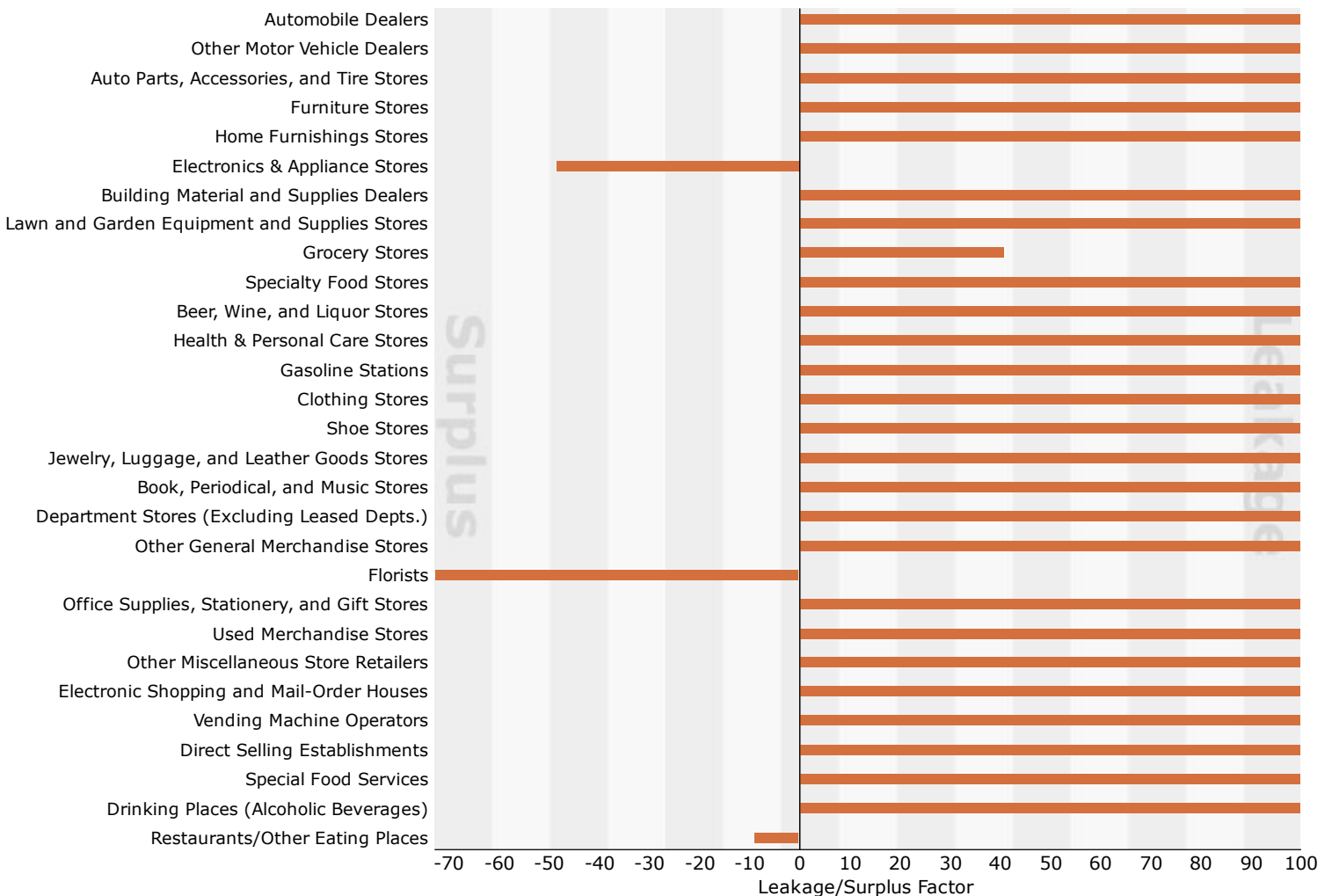
March 05, 2018



## Leakage/Surplus Factor by Industry Subsector



## Leakage/Surplus Factor by Industry Group





# Retail MarketPlace Profile

2 Plymouth St, Holbrook, Massachusetts, 02343  
Walk Time: 10 minute radius

Prepared by MAPC using ESRI Business  
Latitude: 42.15482  
Longitude: -71.00853

## Summary Demographics

2017 Population	842
2017 Households	350
2017 Median Disposable Income	\$50,297
2017 Per Capita Income	\$32,116

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-	\$12,710,665	\$7,962,279	\$4,748,386	23.0	12
Total Retail Trade	44-45	\$11,411,963	\$6,556,242	\$4,855,721	27.0	7
Total Food & Drink	722	\$1,298,702	\$1,406,037	-\$107,335	-4.0	5

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$2,217,336	\$0	\$2,217,336	100.0	0
Automobile Dealers	4411	\$1,853,336	\$0	\$1,853,336	100.0	0
Other Motor Vehicle Dealers	4412	\$180,283	\$0	\$180,283	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$183,717	\$0	\$183,717	100.0	0
Furniture & Home Furnishings Stores	442	\$328,161	\$0	\$328,161	100.0	0
Furniture Stores	4421	\$175,148	\$0	\$175,148	100.0	0
Home Furnishings Stores	4422	\$153,013	\$0	\$153,013	100.0	0
Electronics & Appliance Stores	443	\$487,601	\$1,102,095	-\$614,494	-38.7	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$711,411	\$446,099	\$265,312	22.9	1
Bldg Material & Supplies Dealers	4441	\$657,793	\$0	\$657,793	100.0	0
Lawn & Garden Equip & Supply Stores	4442	\$53,618	\$305,275	-\$251,657	-70.1	1
Food & Beverage Stores	445	\$2,274,590	\$1,174,790	\$1,099,800	31.9	2
Grocery Stores	4451	\$1,937,015	\$794,734	\$1,142,281	41.8	1
Specialty Food Stores	4452	\$85,522	\$0	\$85,522	100.0	0
Beer, Wine & Liquor Stores	4453	\$252,052	\$380,056	-\$128,004	-20.3	1
Health & Personal Care Stores	446,4461	\$731,309	\$0	\$731,309	100.0	0
Gasoline Stations	447,4471	\$992,916	\$0	\$992,916	100.0	0
Clothing & Clothing Accessories Stores	448	\$878,530	\$0	\$878,530	100.0	0
Clothing Stores	4481	\$616,445	\$0	\$616,445	100.0	0
Shoe Stores	4482	\$103,734	\$0	\$103,734	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$158,351	\$0	\$158,351	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$452,059	\$0	\$452,059	100.0	0
Sporting Goods/Hobby/Musical Instr Stores	4511	\$396,169	\$0	\$396,169	100.0	0
Book, Periodical & Music Stores	4512	\$55,890	\$0	\$55,890	100.0	0
General Merchandise Stores	452	\$1,426,268	\$0	\$1,426,268	100.0	0
Department Stores Excluding Leased Depts.	4521	\$1,018,363	\$0	\$1,018,363	100.0	0
Other General Merchandise Stores	4529	\$407,906	\$0	\$407,906	100.0	0
Miscellaneous Store Retailers	453	\$446,588	\$422,511	\$24,077	2.8	2
Florists	4531	\$37,158	\$260,518	-\$223,360	-75.0	1
Office Supplies, Stationery & Gift Stores	4532	\$151,268	\$0	\$151,268	100.0	0
Used Merchandise Stores	4533	\$37,126	\$0	\$37,126	100.0	0
Other Miscellaneous Store Retailers	4539	\$221,036	\$0	\$221,036	100.0	0
Nonstore Retailers	454	\$465,193	\$0	\$465,193	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$388,417	\$0	\$388,417	100.0	0
Vending Machine Operators	4542	\$6,088	\$0	\$6,088	100.0	0
Direct Selling Establishments	4543	\$70,687	\$0	\$70,687	100.0	0
Food Services & Drinking Places	722	\$1,298,702	\$1,406,037	-\$107,335	-4.0	5
Special Food Services	7223	\$47,335	\$0	\$47,335	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$71,704	\$168,168	-\$96,464	-40.2	1
Restaurants/Other Eating Places	7225	\$1,179,664	\$1,204,873	-\$25,209	-1.1	4

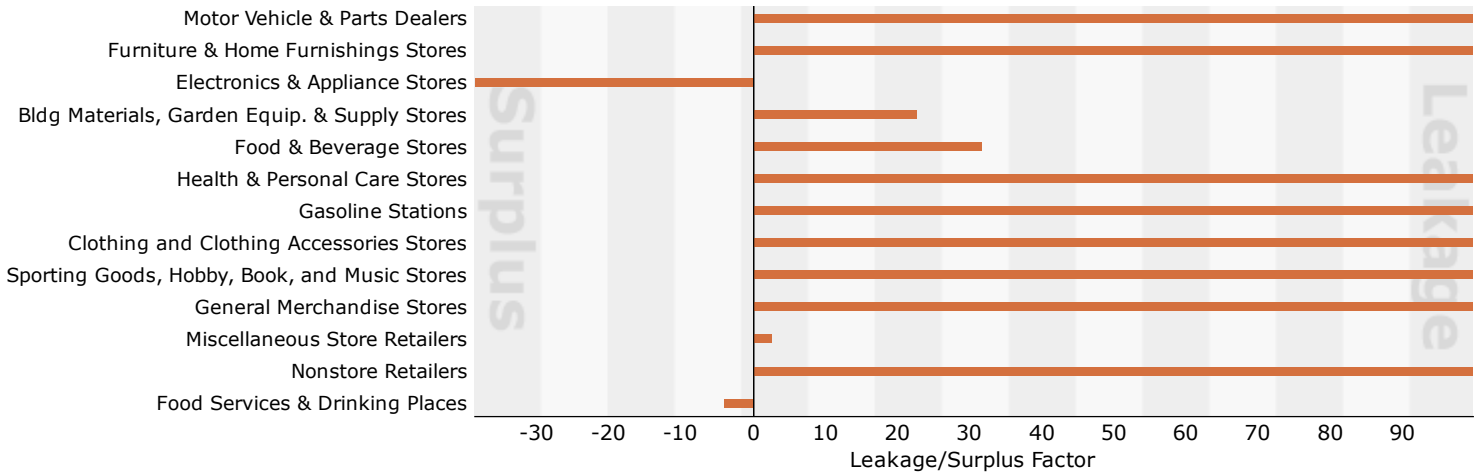
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

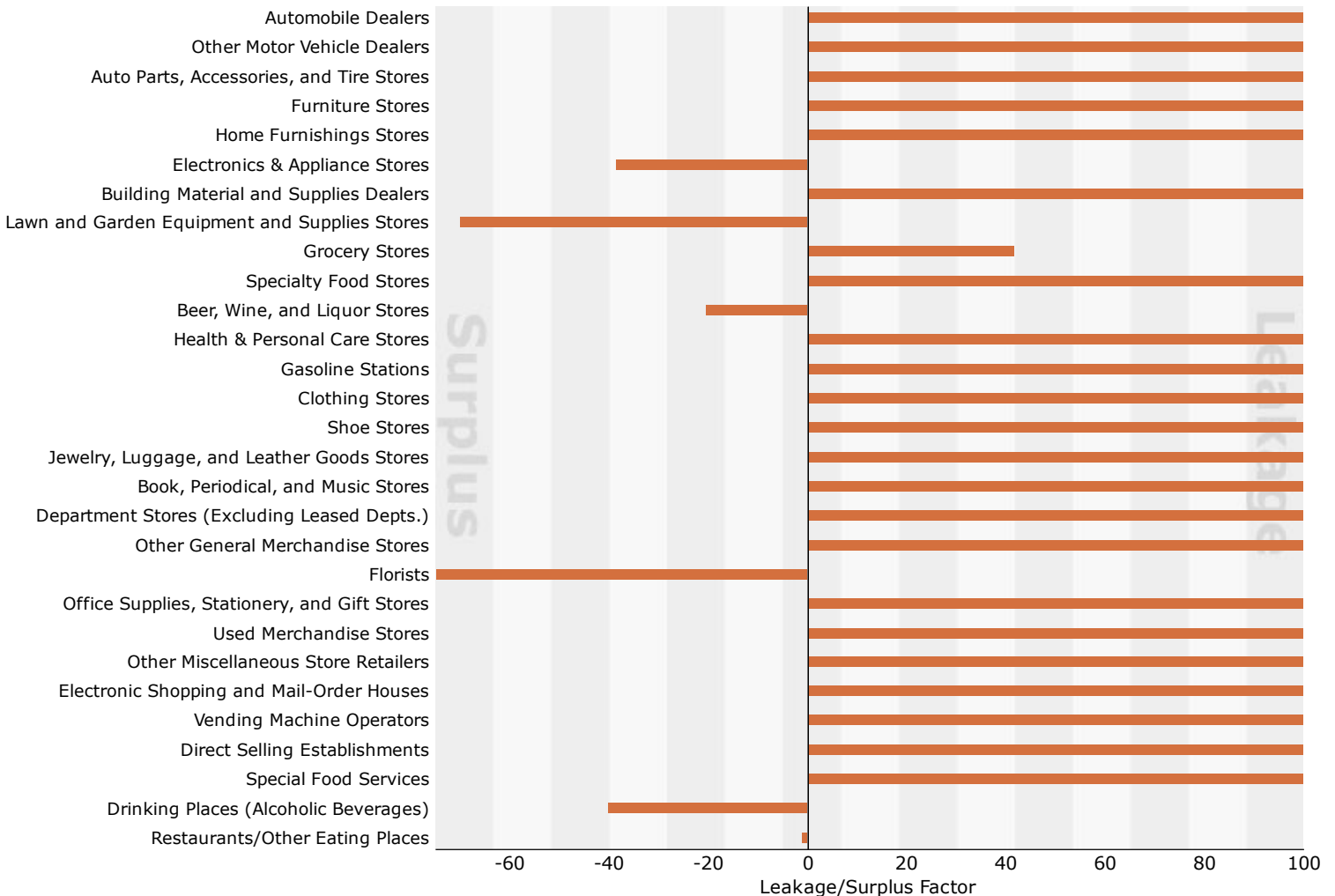
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March 05, 2018

## Leakage/Surplus Factor by Industry Subsector



## Leakage/Surplus Factor by Industry Group





# Retail MarketPlace Profile

2 Plymouth St, Holbrook, Massachusetts, 02343  
Walk Time: 15 minute radius

Prepared by MAPC using ESRI Business  
Latitude: 42.15482  
Longitude: -71.00853

## Summary Demographics

2017 Population	1,191
2017 Households	476
2017 Median Disposable Income	\$51,439
2017 Per Capita Income	\$32,932

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-	\$17,964,893	\$9,723,641	\$8,241,252	29.8	14
Total Retail Trade	44-45	\$16,134,724	\$7,995,133	\$8,139,591	33.7	8
Total Food & Drink	722	\$1,830,169	\$1,728,508	\$101,661	2.9	6

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$3,150,983	\$147,346	\$3,003,637	91.1	1
Automobile Dealers	4411	\$2,632,626	\$0	\$2,632,626	100.0	0
Other Motor Vehicle Dealers	4412	\$257,902	\$0	\$257,902	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$260,454	\$147,346	\$113,108	27.7	1
Furniture & Home Furnishings Stores	442	\$465,096	\$0	\$465,096	100.0	0
Furniture Stores	4421	\$247,389	\$0	\$247,389	100.0	0
Home Furnishings Stores	4422	\$217,707	\$0	\$217,707	100.0	0
Electronics & Appliance Stores	443	\$691,212	\$1,440,122	-\$748,910	-35.1	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$1,028,908	\$501,204	\$527,704	34.5	1
Bldg Material & Supplies Dealers	4441	\$950,422	\$0	\$950,422	100.0	0
Lawn & Garden Equip & Supply Stores	4442	\$78,487	\$305,275	-\$226,788	-59.1	1
Food & Beverage Stores	445	\$3,191,789	\$1,362,541	\$1,829,248	40.2	2
Grocery Stores	4451	\$2,716,361	\$861,512	\$1,854,849	51.8	1
Specialty Food Stores	4452	\$119,832	\$0	\$119,832	100.0	0
Beer, Wine & Liquor Stores	4453	\$355,597	\$501,029	-\$145,432	-17.0	1
Health & Personal Care Stores	446,4461	\$1,033,112	\$0	\$1,033,112	100.0	0
Gasoline Stations	447,4471	\$1,400,033	\$0	\$1,400,033	100.0	0
Clothing & Clothing Accessories Stores	448	\$1,237,453	\$0	\$1,237,453	100.0	0
Clothing Stores	4481	\$867,165	\$0	\$867,165	100.0	0
Shoe Stores	4482	\$145,680	\$0	\$145,680	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$224,608	\$0	\$224,608	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$635,979	\$0	\$635,979	100.0	0
Sporting Goods/Hobby/Musical Instr Stores	4511	\$557,486	\$0	\$557,486	100.0	0
Book, Periodical & Music Stores	4512	\$78,493	\$0	\$78,493	100.0	0
General Merchandise Stores	452	\$2,007,889	\$0	\$2,007,889	100.0	0
Department Stores Excluding Leased Depts.	4521	\$1,434,064	\$0	\$1,434,064	100.0	0
Other General Merchandise Stores	4529	\$573,824	\$0	\$573,824	100.0	0
Miscellaneous Store Retailers	453	\$632,310	\$484,000	\$148,310	13.3	2
Florists	4531	\$54,552	\$260,518	-\$205,966	-65.4	1
Office Supplies, Stationery & Gift Stores	4532	\$213,591	\$0	\$213,591	100.0	0
Used Merchandise Stores	4533	\$52,460	\$0	\$52,460	100.0	0
Other Miscellaneous Store Retailers	4539	\$311,707	\$218,627	\$93,080	17.6	1
Nonstore Retailers	454	\$659,959	\$0	\$659,959	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$549,362	\$0	\$549,362	100.0	0
Vending Machine Operators	4542	\$8,527	\$0	\$8,527	100.0	0
Direct Selling Establishments	4543	\$102,069	\$0	\$102,069	100.0	0
Food Services & Drinking Places	722	\$1,830,169	\$1,728,508	\$101,661	2.9	6
Special Food Services	7223	\$67,207	\$0	\$67,207	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$102,298	\$180,625	-\$78,327	-27.7	1
Restaurants/Other Eating Places	7225	\$1,660,664	\$1,512,443	\$148,221	4.7	5

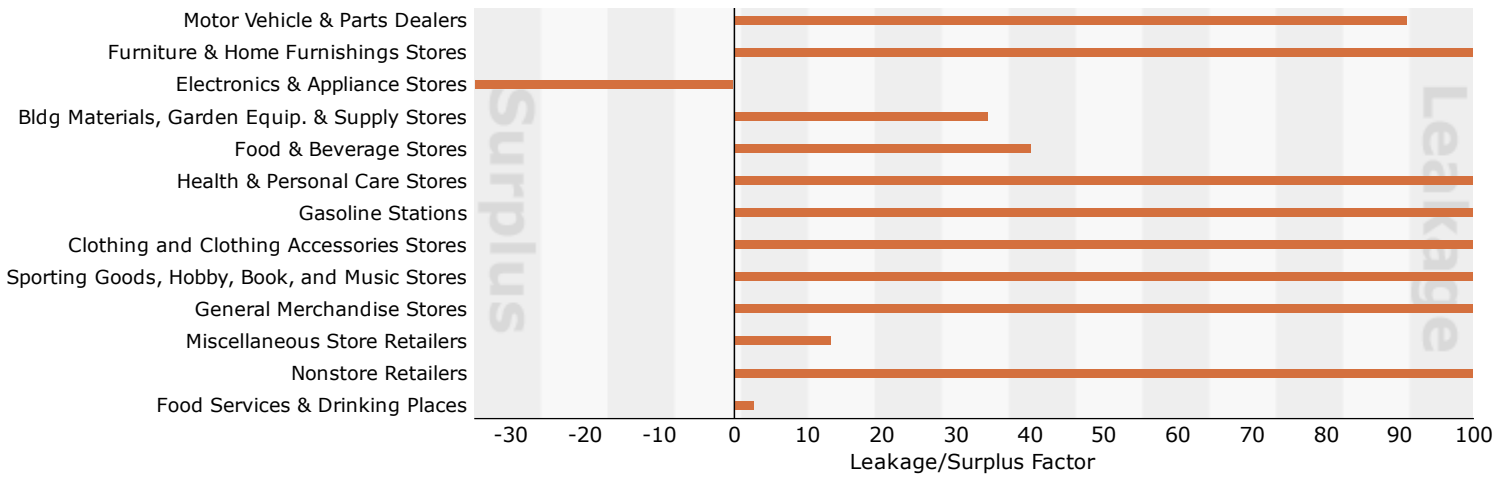
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<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

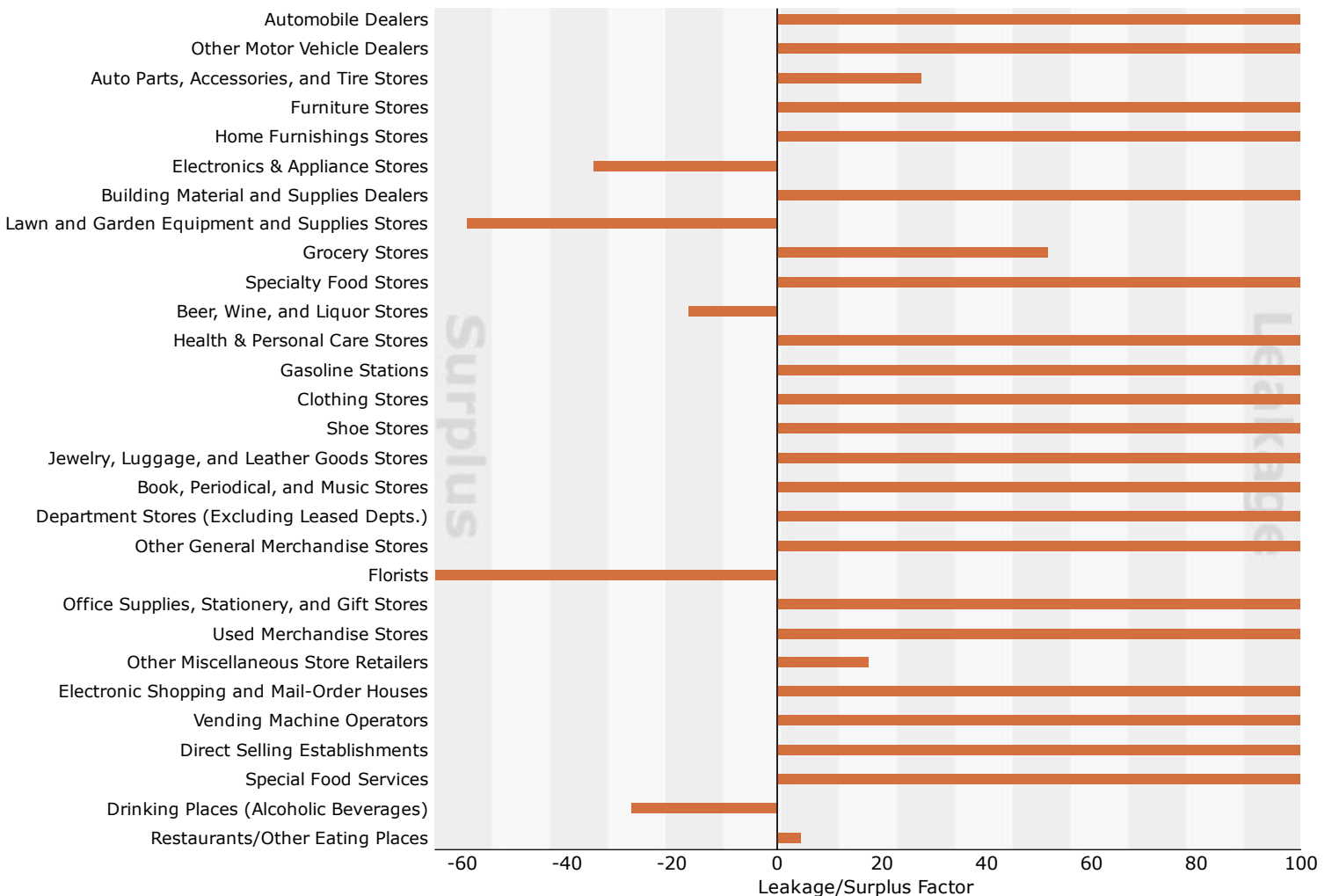
Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

March 05, 2018

## Leakage/Surplus Factor by Industry Subsector



## Leakage/Surplus Factor by Industry Group





# Retail MarketPlace Profile

2 Plymouth St, Holbrook, Massachusetts, 02343  
 Drive Time (Wed 5:00 PM): 5 minute radius

Prepared by MAPC using ESRI Business  
 Latitude: 42.15482  
 Longitude: -71.00853

## Summary Demographics

2017 Population	7,901
2017 Households	3,010
2017 Median Disposable Income	\$55,446
2017 Per Capita Income	\$34,929

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-	\$120,915,993	\$35,832,577	\$85,083,416	54.3	37
Total Retail Trade	44-45	\$108,650,647	\$31,587,421	\$77,063,226	55.0	24
Total Food & Drink	722	\$12,265,346	\$4,245,155	\$8,020,191	48.6	13

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$21,449,659	\$1,818,106	\$19,631,553	84.4	4
Automobile Dealers	4411	\$17,914,208	\$0	\$17,914,208	100.0	0
Other Motor Vehicle Dealers	4412	\$1,780,107	\$143,208	\$1,636,899	85.1	1
Auto Parts, Accessories & Tire Stores	4413	\$1,755,343	\$1,016,963	\$738,380	26.6	3
Furniture & Home Furnishings Stores	442	\$3,151,978	\$3,068,275	\$83,703	1.3	2
Furniture Stores	4421	\$1,667,467	\$0	\$1,667,467	100.0	0
Home Furnishings Stores	4422	\$1,484,511	\$3,068,275	-\$1,583,764	-34.8	2
Electronics & Appliance Stores	443	\$4,661,015	\$2,990,151	\$1,670,864	21.8	2
Bldg Materials, Garden Equip. & Supply Stores	444	\$7,173,583	\$2,552,665	\$4,620,918	47.5	2
Bldg Material & Supplies Dealers	4441	\$6,616,097	\$1,918,092	\$4,698,005	55.0	1
Lawn & Garden Equip & Supply Stores	4442	\$557,486	\$634,573	-\$77,087	-6.5	1
Food & Beverage Stores	445	\$21,219,819	\$3,009,410	\$18,210,409	75.2	5
Grocery Stores	4451	\$18,049,134	\$1,771,858	\$16,277,276	82.1	3
Specialty Food Stores	4452	\$794,892	\$0	\$794,892	100.0	0
Beer, Wine & Liquor Stores	4453	\$2,375,793	\$1,237,552	\$1,138,241	31.5	2
Health & Personal Care Stores	446,4461	\$6,957,378	\$3,820,003	\$3,137,375	29.1	1
Gasoline Stations	447,4471	\$9,381,270	\$4,157,734	\$5,223,536	38.6	2
Clothing & Clothing Accessories Stores	448	\$8,252,640	\$0	\$8,252,640	100.0	0
Clothing Stores	4481	\$5,778,267	\$0	\$5,778,267	100.0	0
Shoe Stores	4482	\$971,813	\$0	\$971,813	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1,502,561	\$0	\$1,502,561	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$4,251,598	\$0	\$4,251,598	100.0	0
Sporting Goods/Hobby/Musical Instr Stores	4511	\$3,729,993	\$0	\$3,729,993	100.0	0
Book, Periodical & Music Stores	4512	\$521,605	\$0	\$521,605	100.0	0
General Merchandise Stores	452	\$13,428,916	\$0	\$13,428,916	100.0	0
Department Stores Excluding Leased Depts.	4521	\$9,593,984	\$0	\$9,593,984	100.0	0
Other General Merchandise Stores	4529	\$3,834,932	\$0	\$3,834,932	100.0	0
Miscellaneous Store Retailers	453	\$4,274,691	\$8,689,311	-\$4,414,620	-34.1	5
Florists	4531	\$384,711	\$436,882	-\$52,171	-6.3	2
Office Supplies, Stationery & Gift Stores	4532	\$1,437,674	\$7,381,041	-\$5,943,367	-67.4	1
Used Merchandise Stores	4533	\$350,834	\$0	\$350,834	100.0	0
Other Miscellaneous Store Retailers	4539	\$2,101,473	\$410,179	\$1,691,294	67.3	1
Nonstore Retailers	454	\$4,448,099	\$535,339	\$3,912,760	78.5	1
Electronic Shopping & Mail-Order Houses	4541	\$3,706,933	\$535,339	\$3,171,594	74.8	1
Vending Machine Operators	4542	\$56,525	\$0	\$56,525	100.0	0
Direct Selling Establishments	4543	\$684,641	\$0	\$684,641	100.0	0
Food Services & Drinking Places	722	\$12,265,346	\$4,245,155	\$8,020,191	48.6	13
Special Food Services	7223	\$455,406	\$80,657	\$374,749	69.9	1
Drinking Places - Alcoholic Beverages	7224	\$691,710	\$450,618	\$241,092	21.1	2
Restaurants/Other Eating Places	7225	\$11,118,231	\$3,713,881	\$7,404,350	49.9	10

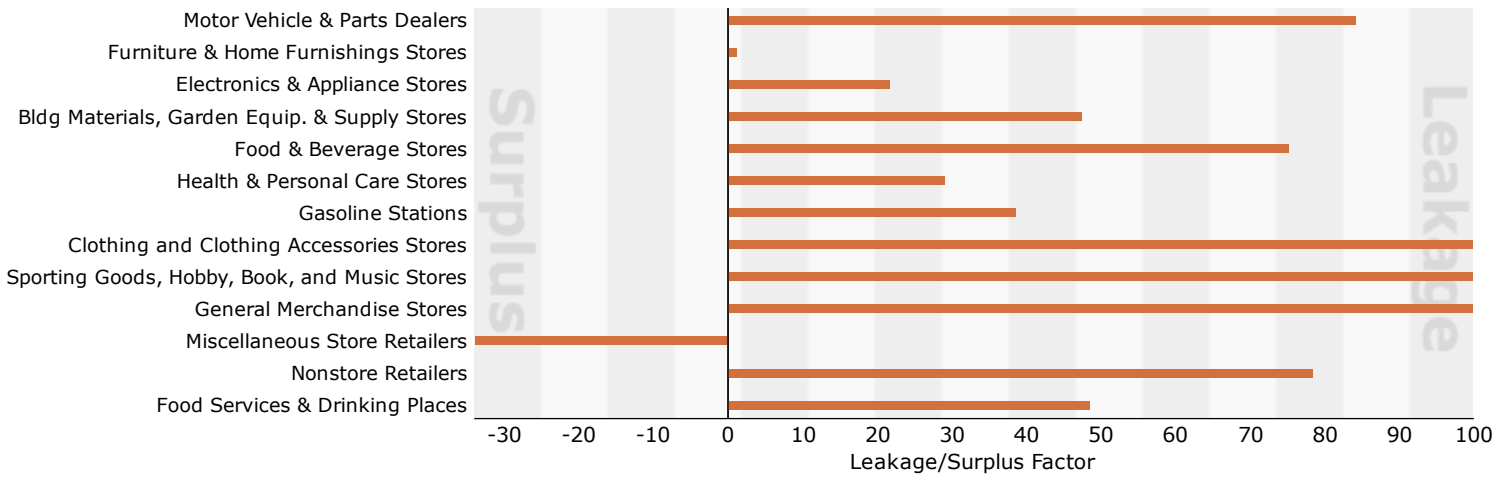
Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

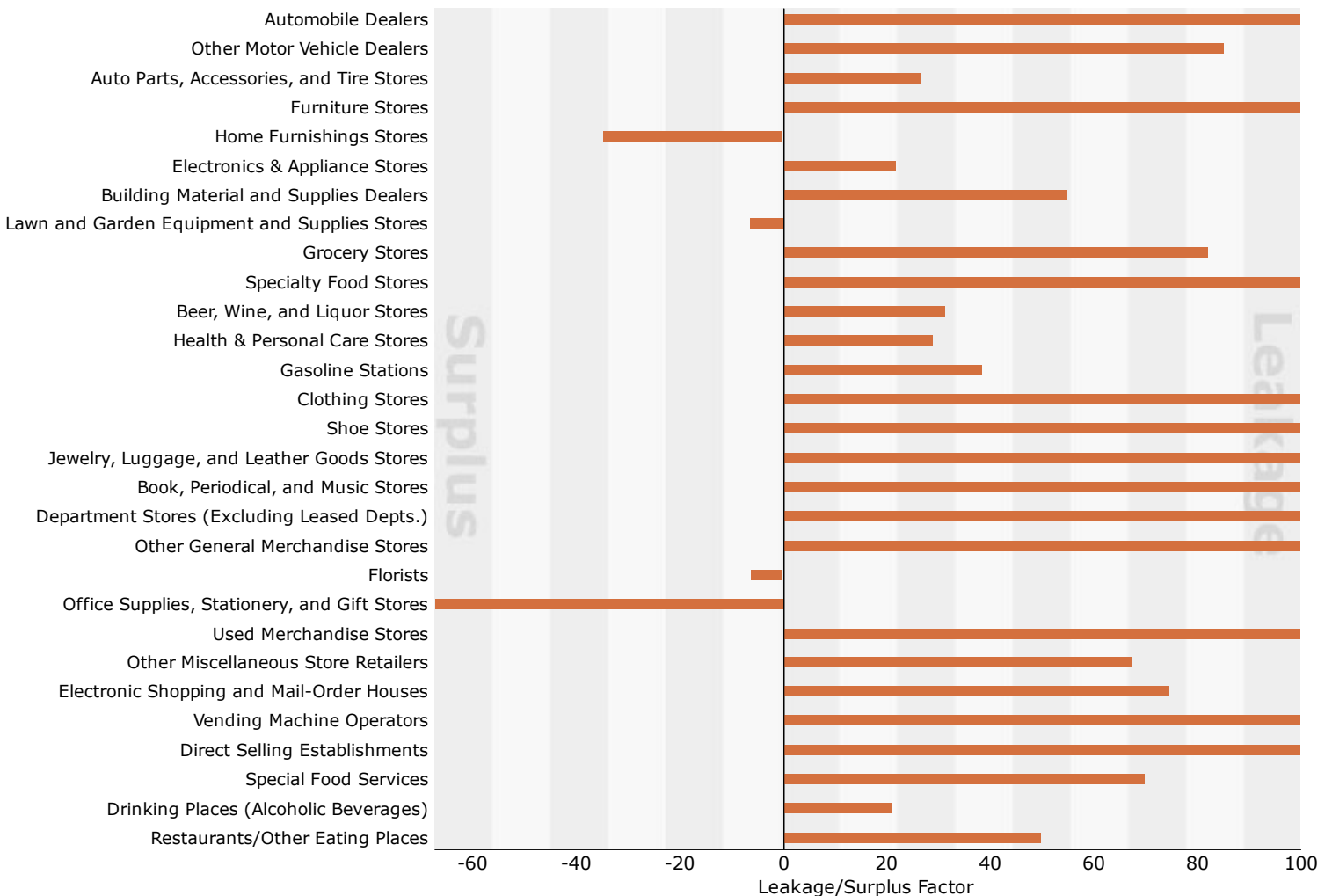
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March 05, 2018

## Leakage/Surplus Factor by Industry Subsector



## Leakage/Surplus Factor by Industry Group





# Retail MarketPlace Profile

2 Plymouth St, Holbrook, Massachusetts, 02343  
 Drive Time (Wed 5:00 PM): 10 minute radius

Prepared by MAPC using ESRI Business

Latitude: 42.15482  
 Longitude: -71.00853

## Summary Demographics

2017 Population	57,129
2017 Households	21,257
2017 Median Disposable Income	\$55,348
2017 Per Capita Income	\$34,974

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-	\$874,449,256	\$791,486,013	\$82,963,243	5.0	361
Total Retail Trade	44-45	\$786,239,709	\$722,357,175	\$63,882,534	4.2	247
Total Food & Drink	722	\$88,209,547	\$69,128,838	\$19,080,709	12.1	114

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$156,332,401	\$114,109,364	\$42,223,037	15.6	29
Automobile Dealers	4411	\$130,697,384	\$98,085,540	\$32,611,844	14.3	13
Other Motor Vehicle Dealers	4412	\$12,962,646	\$4,498,194	\$8,464,452	48.5	2
Auto Parts, Accessories & Tire Stores	4413	\$12,672,371	\$11,525,630	\$1,146,741	4.7	13
Furniture & Home Furnishings Stores	442	\$22,784,733	\$19,944,047	\$2,840,686	6.6	14
Furniture Stores	4421	\$12,106,851	\$1,897,197	\$10,209,654	72.9	2
Home Furnishings Stores	4422	\$10,677,883	\$18,046,850	-\$7,368,967	-25.7	12
Electronics & Appliance Stores	443	\$33,487,481	\$34,458,825	-\$971,344	-1.4	17
Bldg Materials, Garden Equip. & Supply Stores	444	\$51,281,933	\$30,640,498	\$20,641,435	25.2	24
Bldg Material & Supplies Dealers	4441	\$47,295,523	\$26,879,072	\$20,416,451	27.5	19
Lawn & Garden Equip & Supply Stores	4442	\$3,986,410	\$3,761,426	\$224,984	2.9	5
Food & Beverage Stores	445	\$153,941,561	\$204,957,410	-\$51,015,849	-14.2	54
Grocery Stores	4451	\$131,172,563	\$173,672,587	-\$42,500,024	-13.9	33
Specialty Food Stores	4452	\$5,768,663	\$2,491,899	\$3,276,764	39.7	6
Beer, Wine & Liquor Stores	4453	\$17,000,334	\$28,792,925	-\$11,792,591	-25.8	15
Health & Personal Care Stores	446,4461	\$50,675,024	\$81,232,023	-\$30,556,999	-23.2	18
Gasoline Stations	447,4471	\$68,482,108	\$41,122,965	\$27,359,143	25.0	14
Clothing & Clothing Accessories Stores	448	\$58,804,247	\$13,158,664	\$45,645,583	63.4	10
Clothing Stores	4481	\$41,292,716	\$9,931,022	\$31,361,694	61.2	7
Shoe Stores	4482	\$6,968,395	\$0	\$6,968,395	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$10,543,137	\$3,227,643	\$7,315,494	53.1	3
Sporting Goods, Hobby, Book & Music Stores	451	\$30,538,748	\$19,300,695	\$11,238,053	22.5	12
Sporting Goods/Hobby/Musical Instr Stores	4511	\$26,778,001	\$18,839,054	\$7,938,947	17.4	10
Book, Periodical & Music Stores	4512	\$3,760,747	\$461,641	\$3,299,106	78.1	2
General Merchandise Stores	452	\$96,943,103	\$41,303,874	\$55,639,229	40.2	13
Department Stores Excluding Leased Depts.	4521	\$69,088,861	\$31,548,866	\$37,539,995	37.3	4
Other General Merchandise Stores	4529	\$27,854,241	\$9,755,008	\$18,099,233	48.1	9
Miscellaneous Store Retailers	453	\$30,967,735	\$114,041,058	-\$83,073,323	-57.3	34
Florists	4531	\$2,683,144	\$1,853,301	\$829,843	18.3	7
Office Supplies, Stationery & Gift Stores	4532	\$10,386,211	\$91,778,660	-\$81,392,449	-79.7	7
Used Merchandise Stores	4533	\$2,496,681	\$4,114,076	-\$1,617,395	-24.5	5
Other Miscellaneous Store Retailers	4539	\$15,401,699	\$16,295,021	-\$893,322	-2.8	15
Nonstore Retailers	454	\$32,000,634	\$8,087,751	\$23,912,883	59.7	9
Electronic Shopping & Mail-Order Houses	4541	\$26,846,091	\$4,306,716	\$22,539,375	72.4	8
Vending Machine Operators	4542	\$410,297	\$0	\$410,297	100.0	0
Direct Selling Establishments	4543	\$4,744,246	\$3,781,035	\$963,211	11.3	1
Food Services & Drinking Places	722	\$88,209,547	\$69,128,838	\$19,080,709	12.1	114
Special Food Services	7223	\$3,256,618	\$861,555	\$2,395,063	58.2	4
Drinking Places - Alcoholic Beverages	7224	\$4,868,134	\$3,392,719	\$1,475,415	17.9	9
Restaurants/Other Eating Places	7225	\$80,084,795	\$64,874,563	\$15,210,232	10.5	101

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

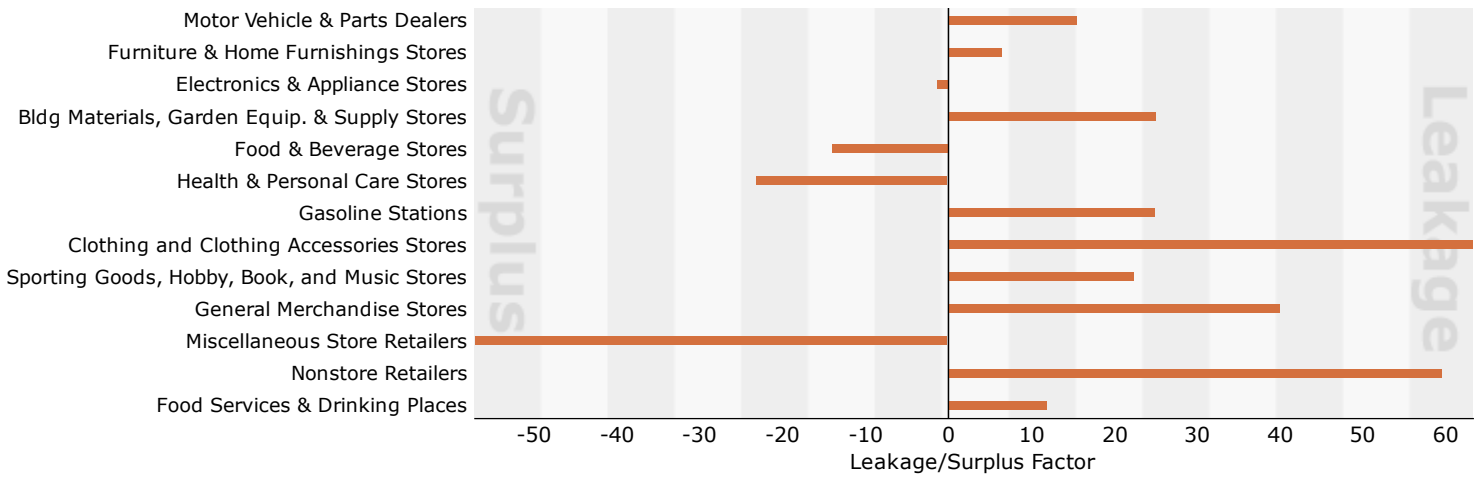
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

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March 05, 2018



## Leakage/Surplus Factor by Industry Subsector



## Leakage/Surplus Factor by Industry Group





# Retail MarketPlace Profile

2 Plymouth St, Holbrook, Massachusetts, 02343  
 Drive Time (Wed 5:00 PM): 15 minute radius

Prepared by MAPC using ESRI Business

Latitude: 42.15482  
 Longitude: -71.00853

## Summary Demographics

2017 Population	168,247
2017 Households	62,733
2017 Median Disposable Income	\$53,591
2017 Per Capita Income	\$33,594

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-	\$2,489,693,593	\$2,852,989,145	-\$363,295,552	-6.8	1,175
Total Retail Trade	44-45	\$2,237,948,403	\$2,616,793,670	-\$378,845,267	-7.8	834
Total Food & Drink	722	\$251,745,191	\$236,195,475	\$15,549,716	3.2	342

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$443,807,836	\$413,825,524	\$29,982,312	3.5	103
Automobile Dealers	4411	\$371,277,875	\$357,968,120	\$13,309,755	1.8	57
Other Motor Vehicle Dealers	4412	\$36,543,723	\$13,323,758	\$23,219,965	46.6	7
Auto Parts, Accessories & Tire Stores	4413	\$35,986,238	\$42,533,646	-\$6,547,408	-8.3	39
Furniture & Home Furnishings Stores	442	\$64,681,064	\$195,032,769	-\$130,351,705	-50.2	61
Furniture Stores	4421	\$34,541,932	\$145,782,542	-\$111,240,610	-61.7	20
Home Furnishings Stores	4422	\$30,139,132	\$49,250,227	-\$19,111,095	-24.1	41
Electronics & Appliance Stores	443	\$95,126,597	\$69,931,789	\$25,194,808	15.3	41
Bldg Materials, Garden Equip. & Supply Stores	444	\$142,719,905	\$197,404,694	-\$54,684,789	-16.1	80
Bldg Material & Supplies Dealers	4441	\$131,781,335	\$183,481,986	-\$51,700,651	-16.4	66
Lawn & Garden Equip & Supply Stores	4442	\$10,938,570	\$13,922,709	-\$2,984,139	-12.0	14
Food & Beverage Stores	445	\$441,014,780	\$420,790,369	\$20,224,411	2.3	151
Grocery Stores	4451	\$376,106,406	\$357,755,995	\$18,350,411	2.5	94
Specialty Food Stores	4452	\$16,555,738	\$8,981,079	\$7,574,659	29.7	20
Beer, Wine & Liquor Stores	4453	\$48,352,636	\$54,053,295	-\$5,700,659	-5.6	38
Health & Personal Care Stores	446,4461	\$143,775,602	\$176,860,285	-\$33,084,683	-10.3	53
Gasoline Stations	447,4471	\$196,007,364	\$173,346,315	\$22,661,049	6.1	47
Clothing & Clothing Accessories Stores	448	\$167,919,154	\$108,485,097	\$59,434,057	21.5	71
Clothing Stores	4481	\$118,086,247	\$78,207,017	\$39,879,230	20.3	54
Shoe Stores	4482	\$19,978,655	\$9,111,207	\$10,867,448	37.4	5
Jewelry, Luggage & Leather Goods Stores	4483	\$29,854,252	\$21,166,873	\$8,687,379	17.0	12
Sporting Goods, Hobby, Book & Music Stores	451	\$87,371,913	\$46,298,352	\$41,073,561	30.7	42
Sporting Goods/Hobby/Musical Instr Stores	4511	\$76,595,273	\$41,884,689	\$34,710,584	29.3	35
Book, Periodical & Music Stores	4512	\$10,776,640	\$4,413,663	\$6,362,977	41.9	7
General Merchandise Stores	452	\$276,980,424	\$512,164,247	-\$235,183,823	-29.8	46
Department Stores Excluding Leased Depts.	4521	\$197,315,428	\$276,276,393	-\$78,960,965	-16.7	14
Other General Merchandise Stores	4529	\$79,664,996	\$235,887,854	-\$156,222,858	-49.5	32
Miscellaneous Store Retailers	453	\$87,824,982	\$229,152,461	-\$141,327,479	-44.6	118
Florists	4531	\$7,345,990	\$4,326,043	\$3,019,947	25.9	22
Office Supplies, Stationery & Gift Stores	4532	\$29,540,569	\$171,544,994	-\$142,004,425	-70.6	23
Used Merchandise Stores	4533	\$7,100,698	\$9,720,453	-\$2,619,755	-15.6	22
Other Miscellaneous Store Retailers	4539	\$43,837,725	\$43,560,970	\$276,755	0.3	52
Nonstore Retailers	454	\$90,718,781	\$73,501,765	\$17,217,016	10.5	20
Electronic Shopping & Mail-Order Houses	4541	\$76,304,791	\$65,520,367	\$10,784,424	7.6	15
Vending Machine Operators	4542	\$1,178,000	\$3,892,892	-\$2,714,892	-53.5	4
Direct Selling Establishments	4543	\$13,235,989	\$4,088,507	\$9,147,482	52.8	1
Food Services & Drinking Places	722	\$251,745,191	\$236,195,475	\$15,549,716	3.2	342
Special Food Services	7223	\$9,248,869	\$2,918,079	\$6,330,790	52.0	12
Drinking Places - Alcoholic Beverages	7224	\$13,718,886	\$6,399,611	\$7,319,275	36.4	16
Restaurants/Other Eating Places	7225	\$228,777,436	\$226,877,785	\$1,899,651	0.4	314

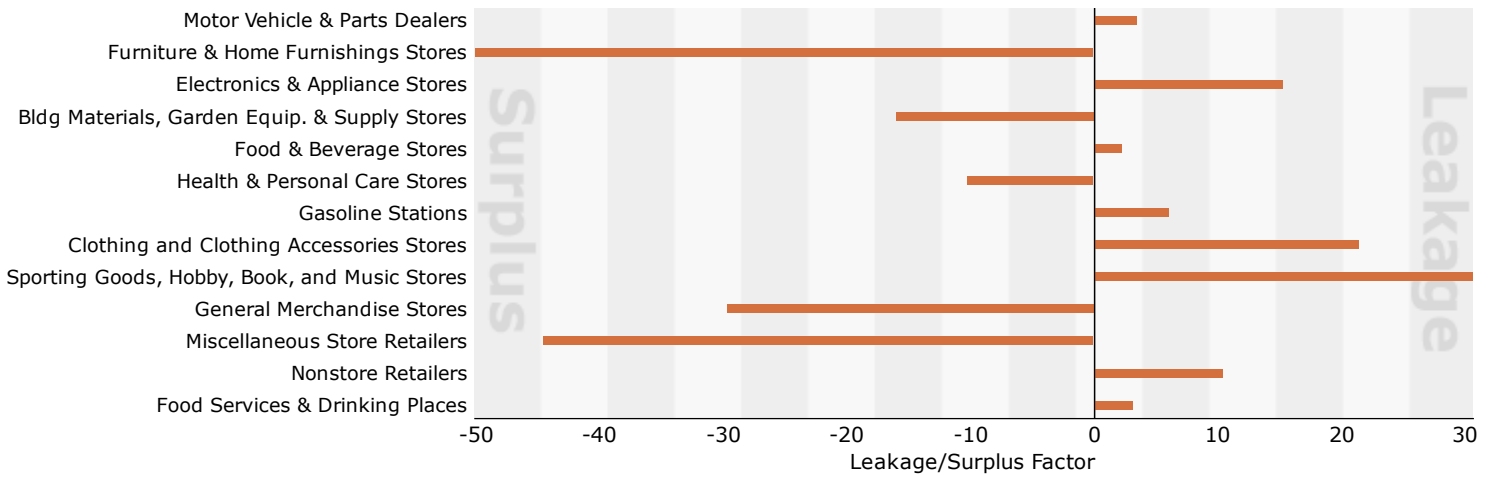
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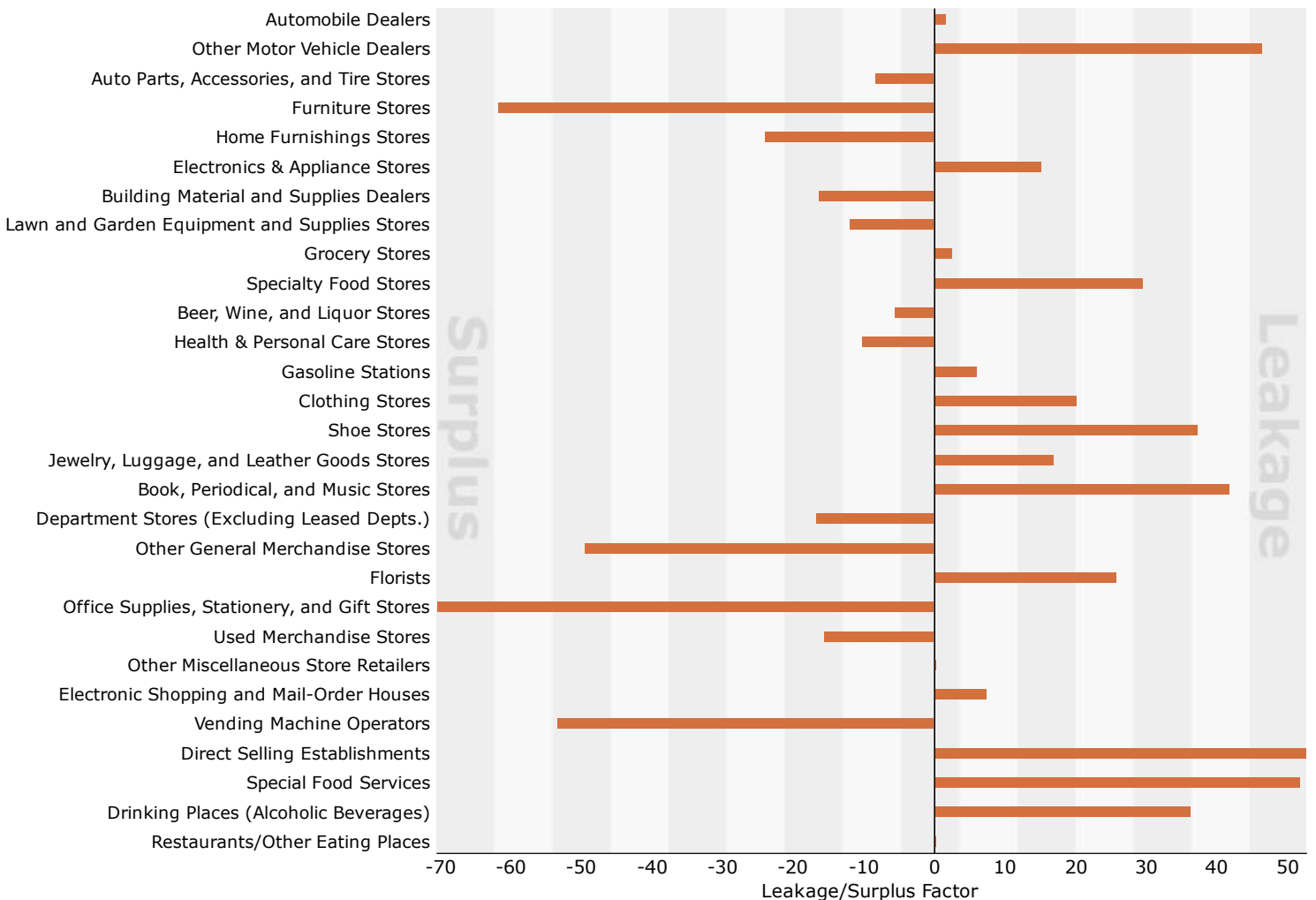
Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

March 05, 2018

## Leakage/Surplus Factor by Industry Subsector



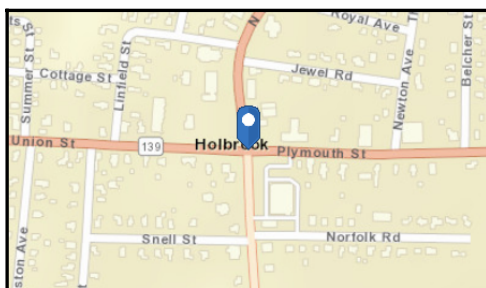
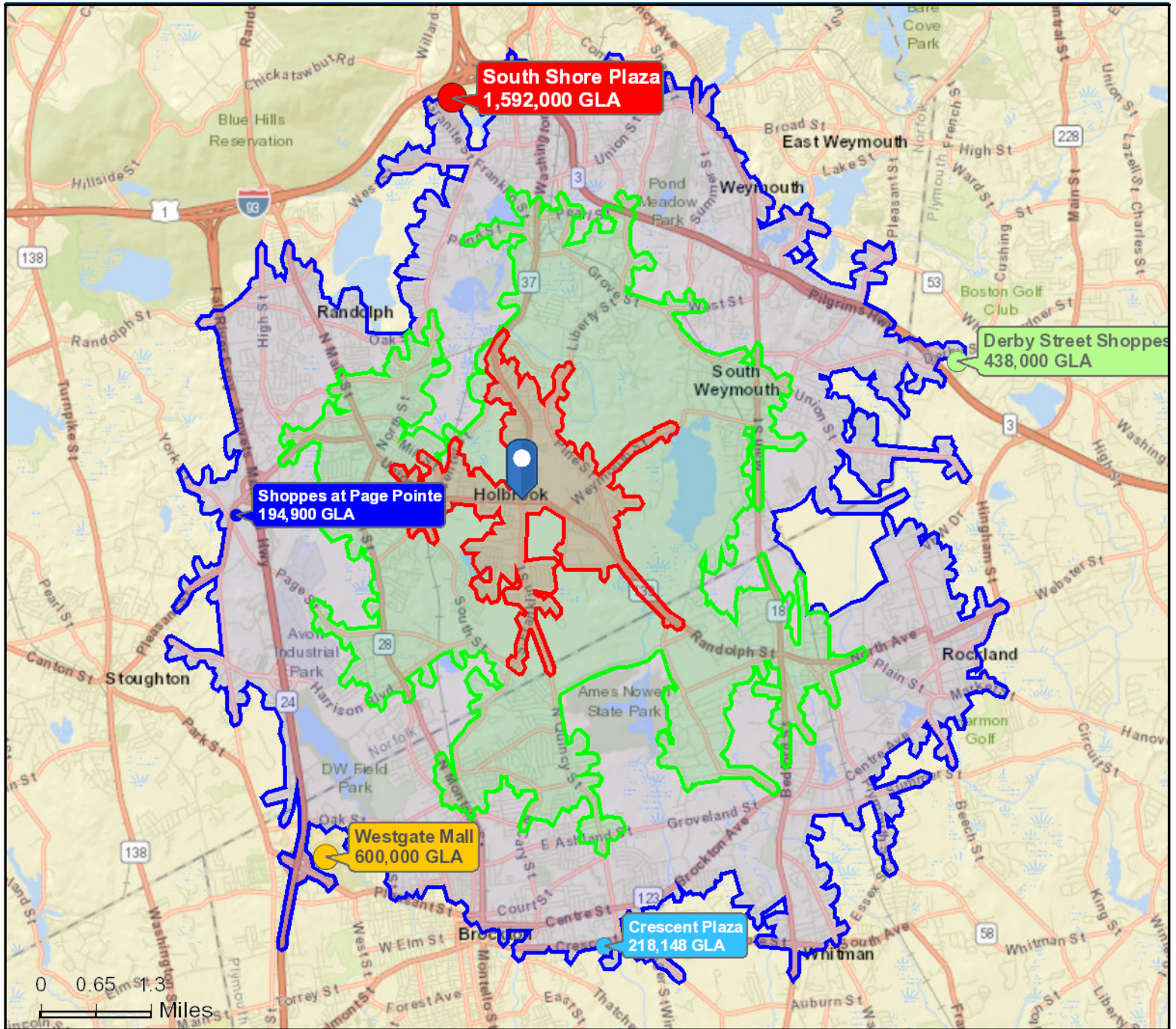
## Leakage/Surplus Factor by Industry Group



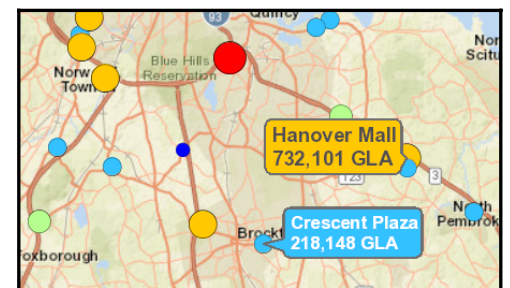
# Major Shopping Center Map

2 Plymouth St, Holbrook, Massachusetts, 02343  
 Drive Time (Wed 5:00 PM): 5, 10, 15 minute radii

Prepared by MAPC using ESRI Business  
 Latitude: 42.15482  
 Longitude: -71.00853



- Gross Leasable Area**
- Less than 200,000 sq ft
  - 200,001 - 300,000
  - 300,001 - 500,000
  - 500,001 - 800,000
  - More than 800,000



Source: Directory of Major Malls, Inc.

# Holbrook Town Center Economic Development Study

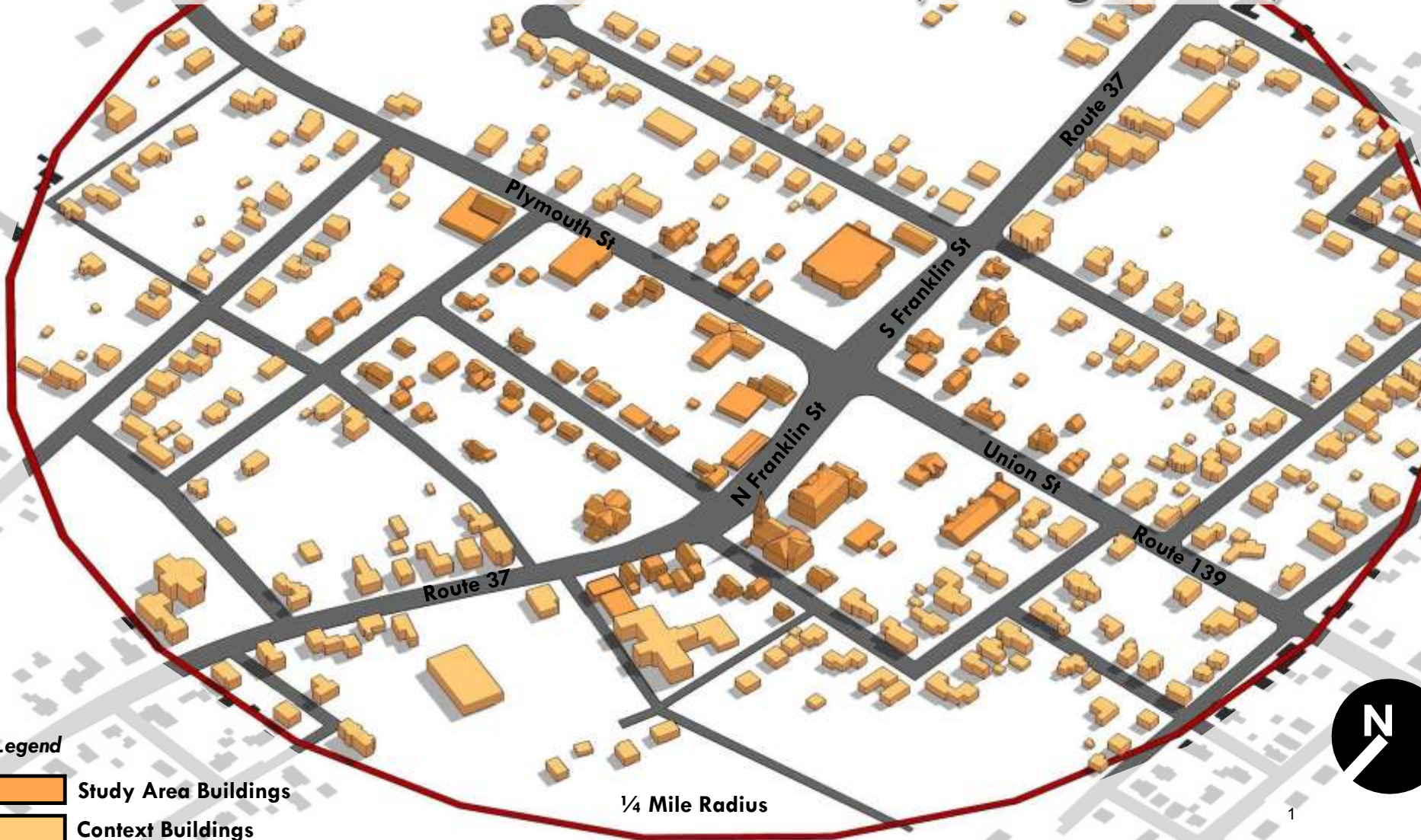
Appendix II

Holbrook Town Center Context



# HOLBROOK TOWN CENTER ECONOMIC DEVELOPMENT STUDY

## Holbrook Town Center Context (facing South)



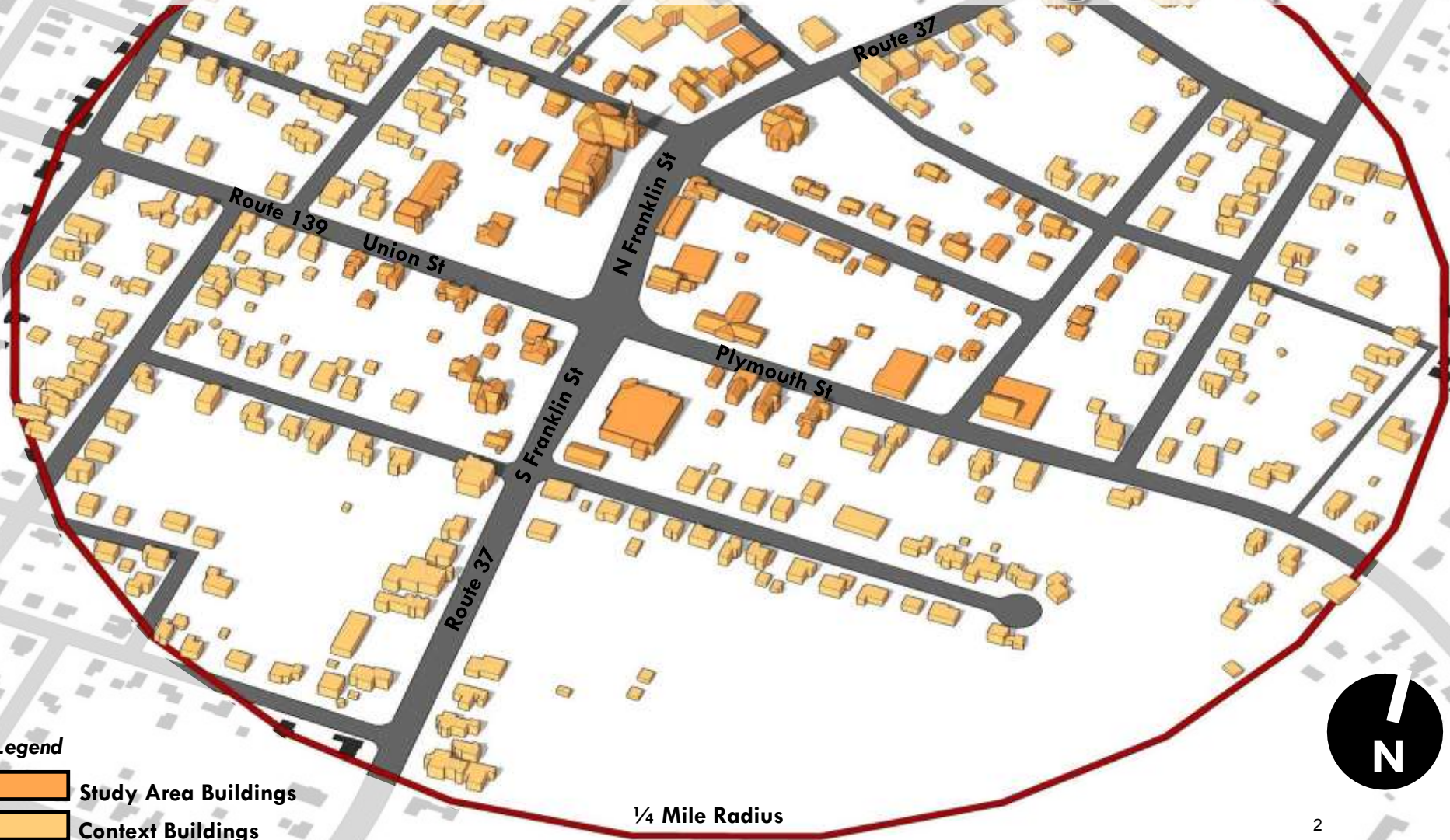
- Legend**
-  Study Area Buildings
  -  Context Buildings

1/4 Mile Radius



HOLBROOK TOWN CENTER ECONOMIC DEVELOPMENT STUDY

# Holbrook Town Center Context (facing North)



- Legend**
-  Study Area Buildings
  -  Context Buildings

1/4 Mile Radius



A 3D isometric map of the Holbrook Town Center. The map shows a grid of streets with several major roads highlighted in grey: Route 37 at the top, Route 139 on the left, N Franklin St on the left, Jewel Rd running horizontally across the middle, and Plymouth St at the bottom. Buildings are represented by orange 3D blocks of various sizes and shapes, scattered across the street grid. There are also green rectangular areas representing parks or open spaces. The title 'HOLBROOK TOWN CENTER ECONOMIC DEVELOPMENT STUDY' is written in blue at the top, and 'Holbrook Town Center Context' is written in large black letters below it.

**HOLBROOK TOWN CENTER ECONOMIC DEVELOPMENT STUDY**

**Holbrook Town Center Context**



## Holbrook Town Center Overlay District (TCOD)

### **TCOD Purpose**

---

1. Improve the public realm;
2. Create a more desirable and attractive Town Center; and
3. Provide incentives for economic development, or redevelopment

Promoting measured growth, scale, and density that is suitable for a small suburban New England town setting.

### **TCOD Parking and Loading Design Standards**

---

1. Parking and loading design shall promote pedestrian flow within the development, maximize the efficient use of existing and proposed parking facilities, and minimize the area of land to be paved for parking or loading.
2. To foster a pedestrian-friendly environment and to create safer traffic flow, parking spaces shall be located behind or beside buildings wherever possible. In any case, parking shall not be located directly between the building and the street.

## Holbrook Town Center Overlay District (TCOD)

### Building Design Standards

---

1. Facades shall create a visually appealing environment. Building materials should be compatible with, but not necessarily mimic, the older character of architectural styles in the Town Center.
2. Buildings should be attractive, yet not dominate the streetscape.
3. Multiple levels of buildings shall be distinguishable on all exterior elevations, delineated by architectural elements, such as cornices, change in material, coining or other brickwork, balconies or other features.
4. Opaque, tinted or frosted glass is discouraged on public-facing facades. Windows, doors or other glazing shall be transparent.
5. Buildings must have a main entrance facing the street. All retail establishments in a multi-business development shall have separate entrances to the street.
6. All facades longer than fifty feet should be divided into shorter visual segments by architectural elements such as patterns, materials, or a variation in building height or roof lines.

## Holbrook Town Center Overlay District (TCOD)

### Building Design Standards

---

7. New buildings should create streetscapes that provide public amenities such as landscaping, seating, and art, in addition to shade.
8. New buildings shall respond to the scale of surrounding structures.
9. Buildings shall relate well to the pedestrian scale by incorporating architectural details that provide aesthetic interest at the ground level, not allowing continuous facades of blank or impenetrable walls.
10. Landscaping should be applied to buffer parking areas from streets, neighboring lots, walls, and fences.
11. Building facades shall have protrusions, recesses, and a blend of materials to produce an interesting and playful elevation as opposed to a flat surface.

## Holbrook Town Center Overlay District (TCOD)

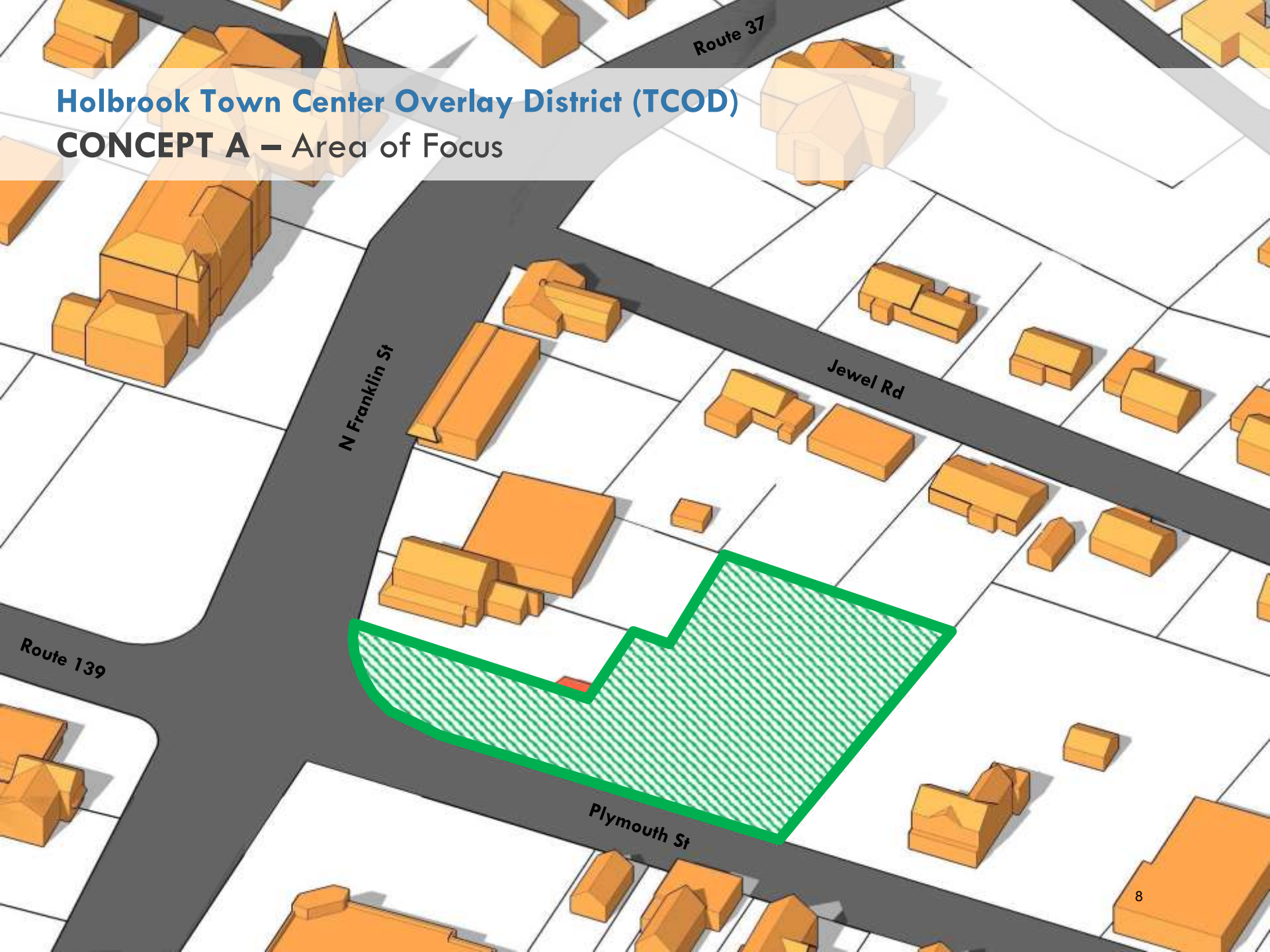
### TCOD Zoning Requirements

- Min. Lot Size (SF): **10,000**
- Max. Lot Coverage (mixed use): **50%**
- Min. Lot Frontage (mixed use): **65 FT**
- Min. Front Yard Depth (Plymouth and Franklin Streets): **0 FT**
- Max. Front Yard Depth (Plymouth and Franklin Streets): **20 FT**
- Min. Side Yard Width: **0 FT**
- Min. Rear Yard Width: **10 FT**
- Maximum Height (stories): **3 (4 by SP)**
- Min. Open Space: **10%**
- Required Parking: **2 spaces/unit, retail store 1 space per 200 GSF, retail service 1 space per 150 GSF, restaurants 1 space per 4 seats**

### CONCEPT A

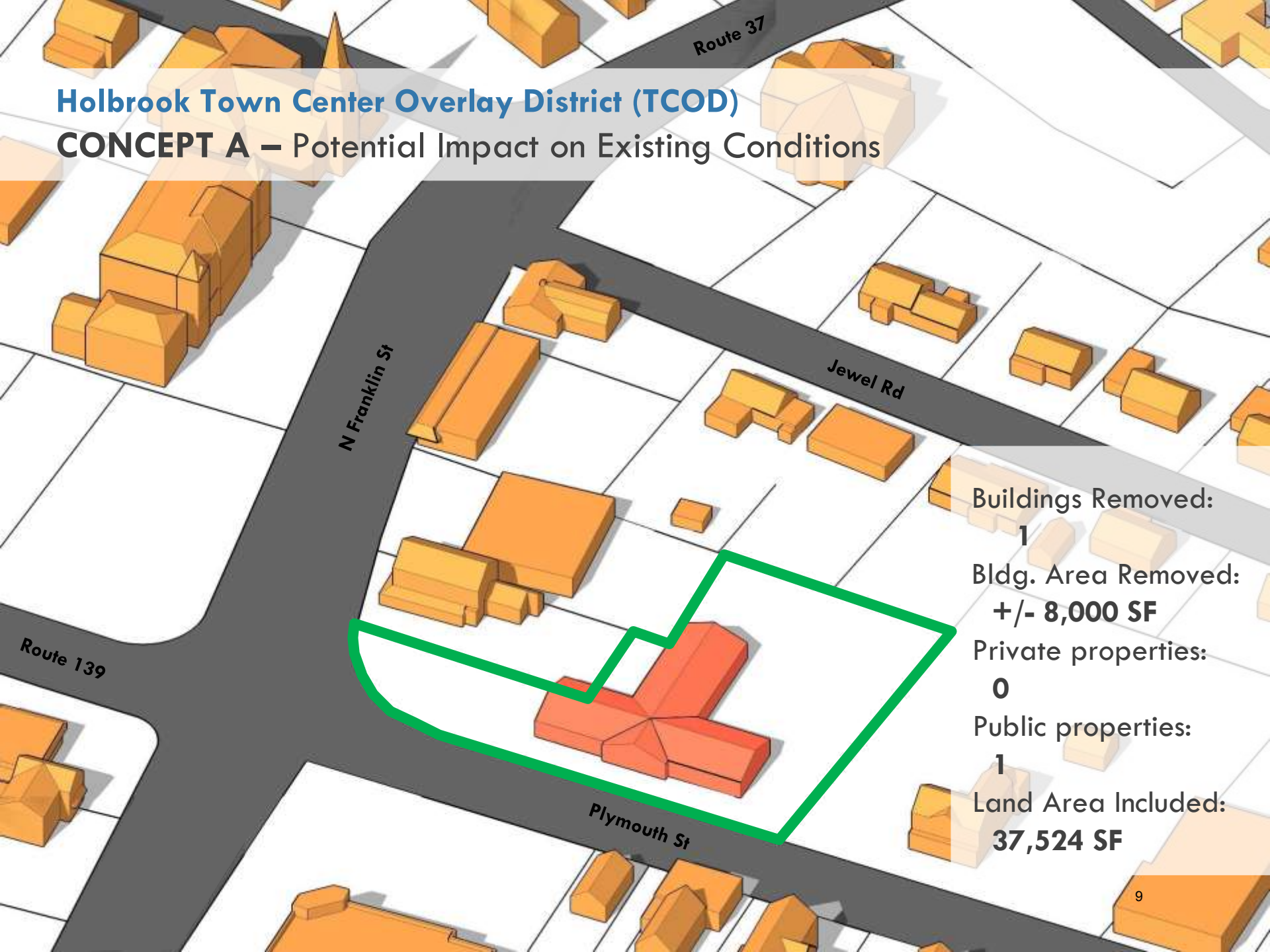
- Lot Size (SF): **37,524**
- Building Footprint (SF): **9,000**
- Building Area (GSF): **24,400**
- Lot Coverage (mixed use): **24%**
- Lot Frontage: **+/- 310 FT**
- Front Yard Depth (Plymouth Street): **10 FT**
- Side Yard Width: **30 FT**
- Rear Yard Width: **13 FT**
- Height (stories): **3**
- Open Space: **14%**
- Parking: **32 spaces provided; parking deficit of 35 spaces by current requirements (discussed later in detail)**

**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT A – Area of Focus**



# Holbrook Town Center Overlay District (TCOD)

## CONCEPT A – Potential Impact on Existing Conditions



**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT A – Potential New Building Massing**

Potential Building Area:

**+/- 25,000 SF**

Retail/Comm Area:

**+/- 7,000 SF**

Residential Units:

**13**

Parking Spaces:

**32**



**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT A – Potential Redevelopment Illustration**





**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT A – Potential Redevelopment Illustration**



**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT A – Potential Redevelopment Illustration**

## Holbrook Town Center Overlay District (TCOD)

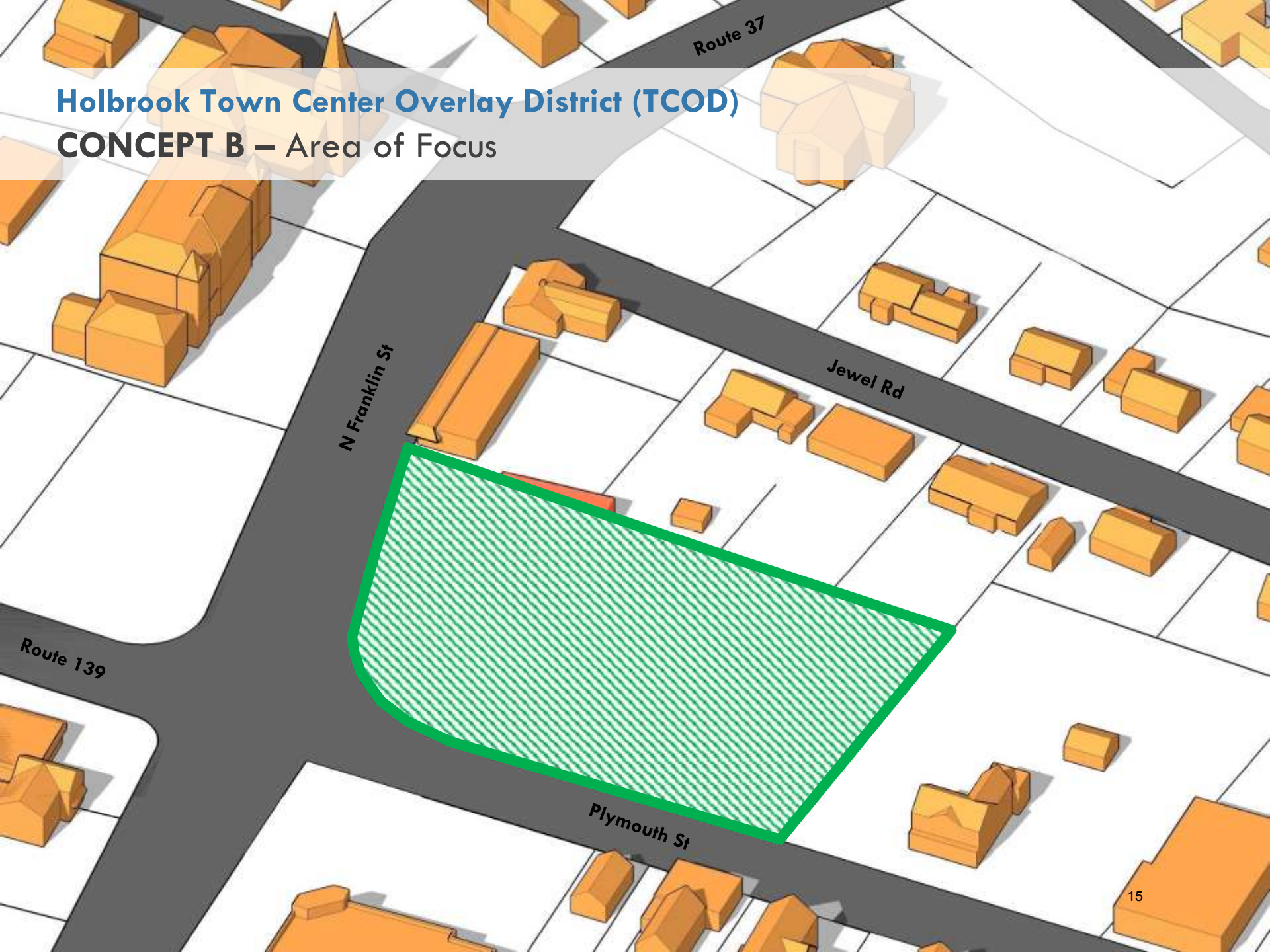
### TCOD Zoning Requirements

- Min. Lot Size (SF): **10,000**
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- Min. Front Yard Depth (Plymouth and Franklin Streets): **0 FT**
- Max. Front Yard Depth (Plymouth and Franklin Streets): **20 FT**
- Min. Side Yard Width: **0 FT**
- Min. Rear Yard Width: **10 FT**
- Maximum Height (stories): **3 (4 by SP)**
- Min. Open Space: **10%**
- Required Parking: **2 spaces/unit, retail store 1 space per 200 GSF, retail service 1 space per 150 GSF, restaurants 1 space per 4 seats**

### CONCEPT B

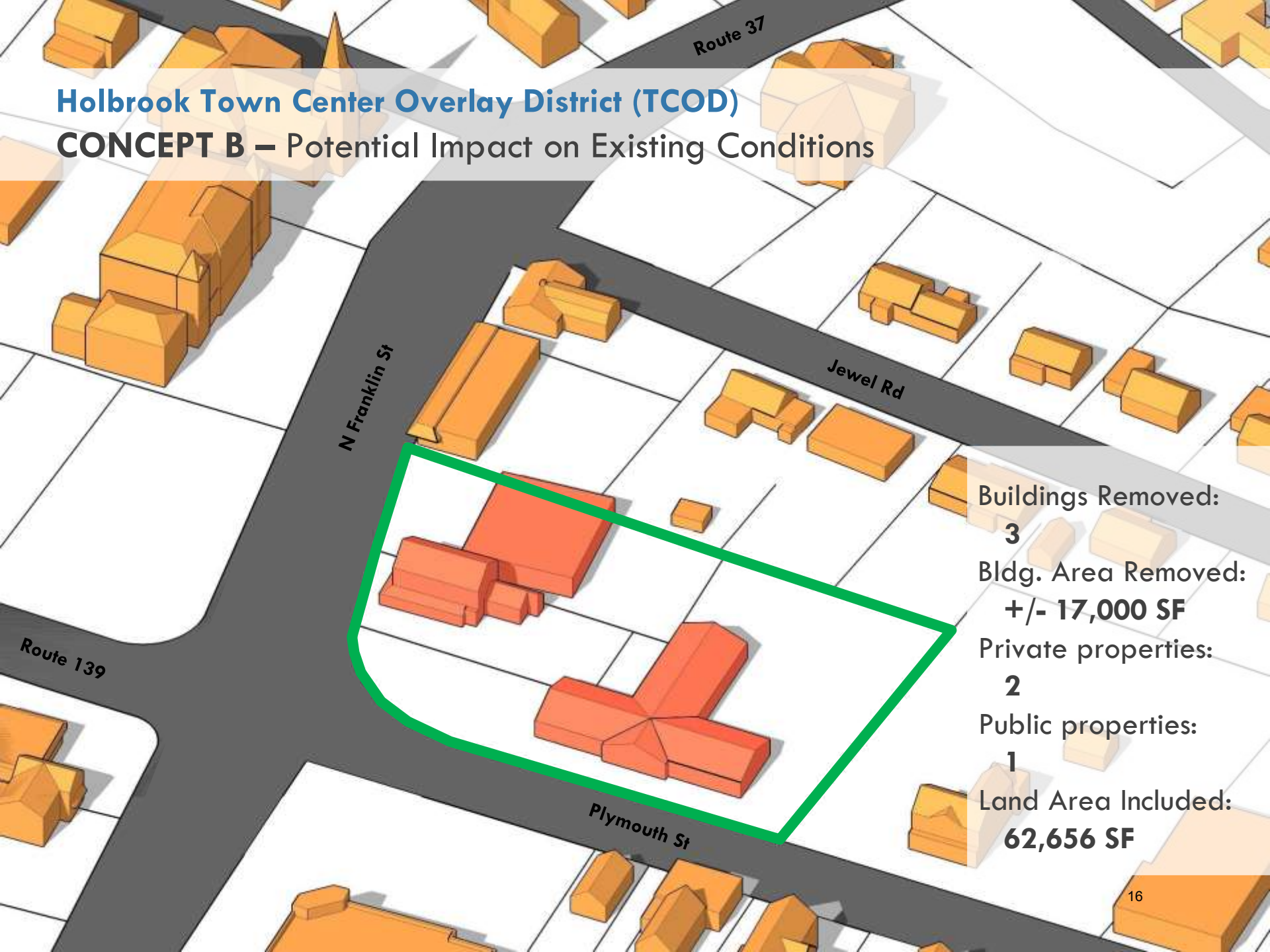
- Lot Size (SF): **62,656**
- Building Footprint (SF): **20,282**
- Building Area (GSF): **60,846**
- Lot Coverage (mixed use): **32%**
- Lot Frontage: **+/- 470 FT**
- Front Yard Depth (Plymouth Street): **15-20 FT**
- Side Yard Width: **30-35 FT**
- Rear Yard Width: **13 FT**
- Height (stories): **3**
- Open Space: **22%**
- Parking: **56 spaces provided; parking deficit of 130 spaces by current requirements (discussed later in detail)**

**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT B – Area of Focus**



# Holbrook Town Center Overlay District (TCOD)

## CONCEPT B – Potential Impact on Existing Conditions



Buildings Removed:

**3**

Bldg. Area Removed:

**+/- 17,000 SF**

Private properties:

**2**

Public properties:

**1**

Land Area Included:

**62,656 SF**



## Holbrook Town Center Overlay District (TCOD) CONCEPT B – Potential New Building Massing

Potential Building Area:

**+/- 63,000 SF**

Retail/Comm Area:

**+/- 17,000 SF**

Residential Units:

**+/- 28 SF**

Parking Spaces:

**+/- 56**

Note: Ground floor  
space could be used to  
replace library



**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT B – Potential Redevelopment Illustration**



**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT B – Potential Redevelopment Illustration**





**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT B – Potential Redevelopment Illustration**

## Holbrook Town Center Overlay District (TCOD)

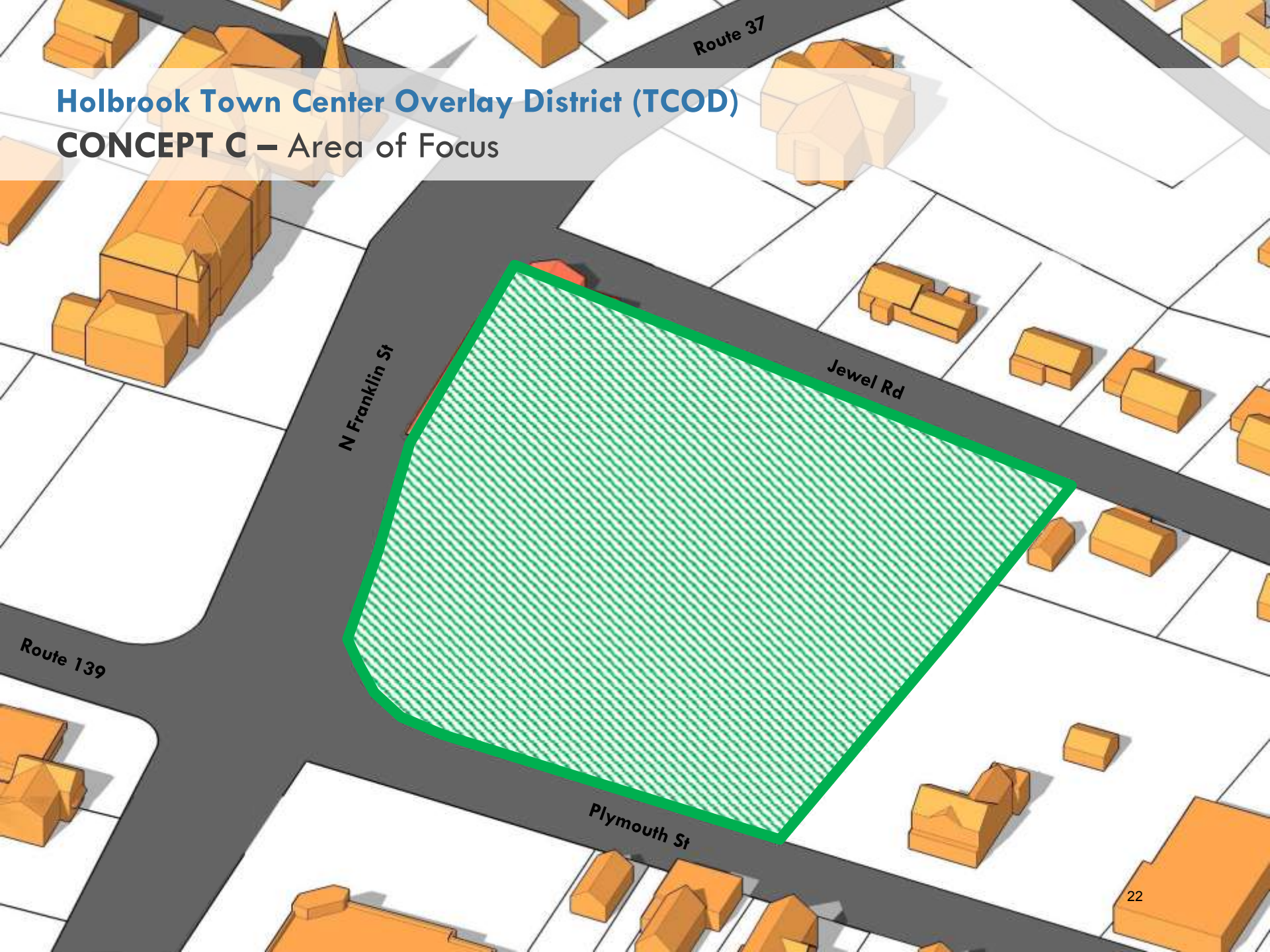
### TCOD Zoning Requirements

- Min. Lot Size (SF): **10,000**
- Max. Lot Coverage (mixed use): **50%**
- Min. Lot Frontage (mixed use): **65 FT**
- Min. Front Yard Depth (Plymouth and Franklin Streets): **0 FT**
- Max. Front Yard Depth (Plymouth and Franklin Streets): **20 FT**
- Min. Side Yard Width: **0 FT**
- Min. Rear Yard Width: **10 FT**
- Maximum Height (stories): **3 (4 by SP)**
- Min. Open Space: **10%**
- Required Parking: **2 spaces/unit, retail store 1 space per 200 GSF, retail service 1 space per 150 GSF, restaurants 1 space per 4 seats**

### CONCEPT C

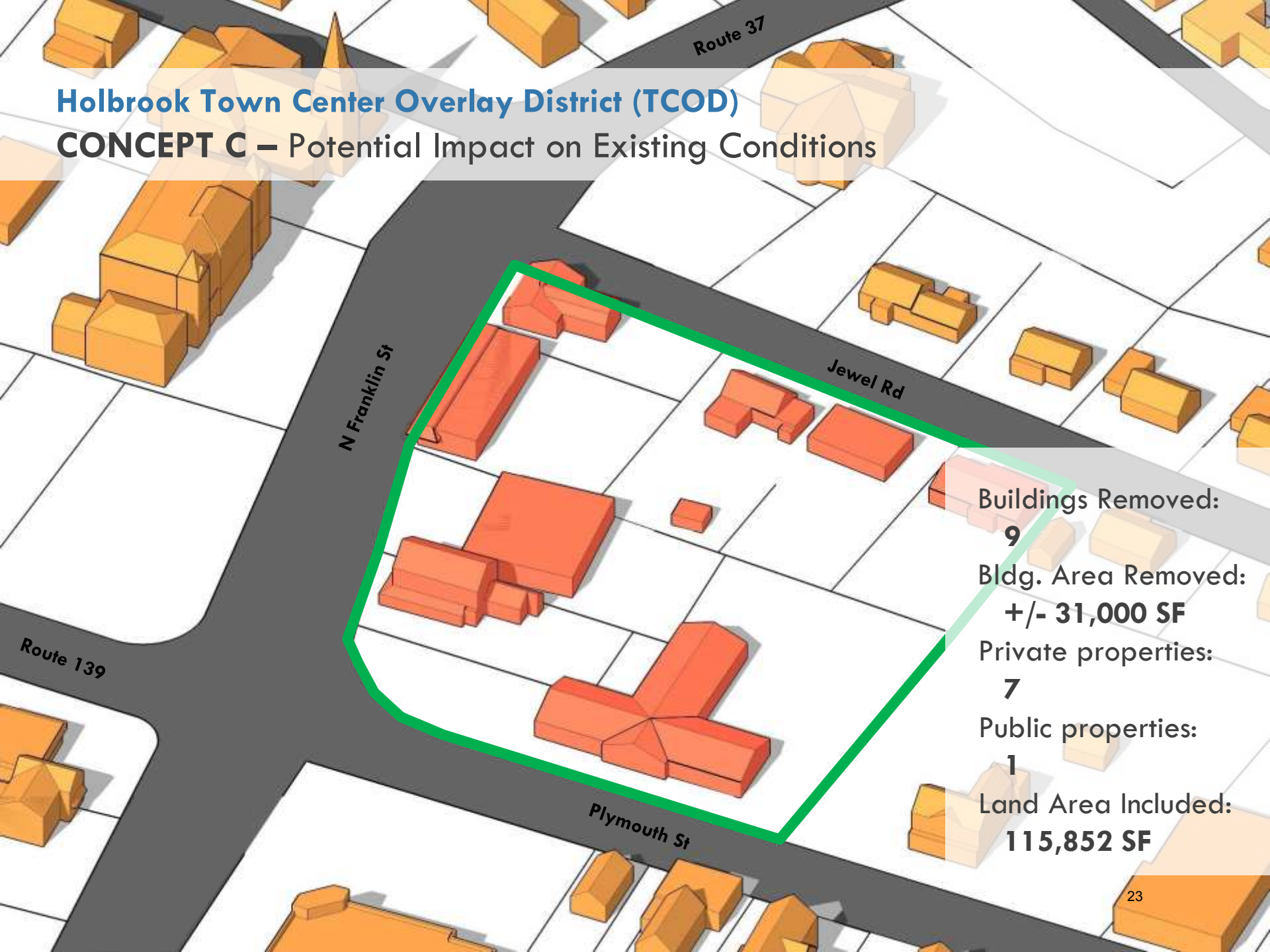
- Lot Size (SF): **115,852**
- Building Footprint (SF): **31,190**
- Building Area (GSF): **89,133**
- Lot Coverage (mixed use): **27%**
- Lot Frontage: **+/- 1,000 FT**
- Front Yard Depth (Plymouth Street): **8-40 FT**
- Side Yard Width: **25 FT**
- Rear Yard Width: **30 FT**
- Height (stories): **3**
- Open Space: **27%**
- Parking: **125 spaces provided; parking deficit of 199 spaces by current requirements (discussed later in detail)**

**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT C – Area of Focus**



# Holbrook Town Center Overlay District (TCOD)

## CONCEPT C – Potential Impact on Existing Conditions



Buildings Removed:

**9**

Bldg. Area Removed:

**+/- 31,000 SF**

Private properties:

**7**

Public properties:

**1**

Land Area Included:

**115,852 SF**



**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT C – Potential New Building Massing**

Potential Building Area

**+/- 90,000 GSF**

Retail/Comm Area:

**+/- 25,000 GSF**

Residential Units:

**+/- 45**

Parking Spaces:

**+/- 125**

Note: Ground floor  
space could be used to  
replace library



**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT C – Potential Redevelopment Illustration**



**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT C – Potential Redevelopment Illustration**



**Holbrook Town Center Overlay District (TCOD)**  
**CONCEPT C – Potential Redevelopment Illustration**



39 Plymouth St

Holbrook, Massachusetts

# Holbrook Town Center Overlay District (TCOD)

Street View - Sep 2017

## Existing Street View – Plymouth Street

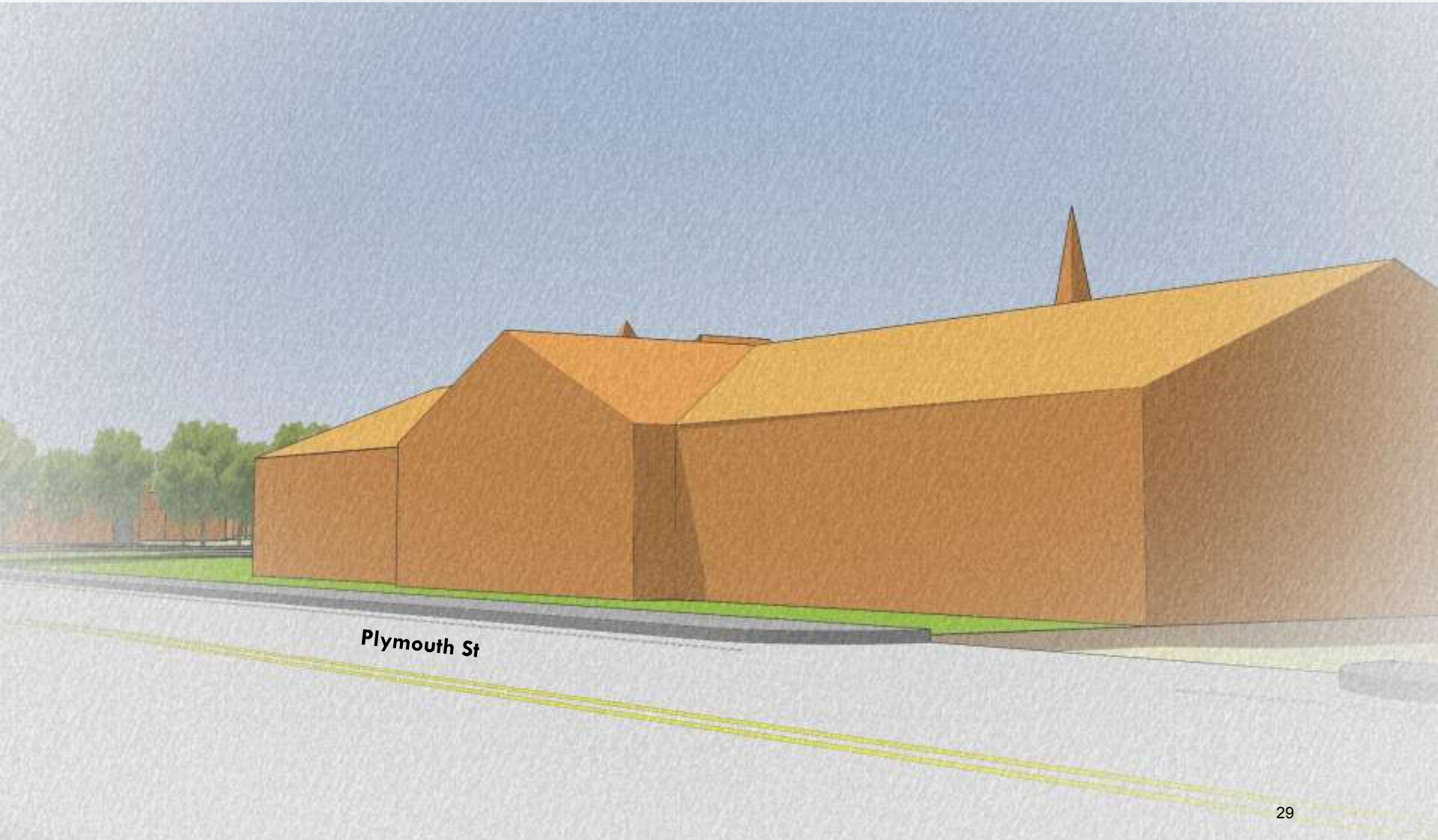


Plymouth St



Google

# Holbrook Town Center Overlay District (TCOD) Existing Street View – Plymouth Street





**Holbrook Town Center Overlay District (TCOD)**  
**Concept A Street View – Plymouth Street**



*Plymouth St*

**Holbrook Town Center Overlay District (TCOD)**

**Concept B Street View – Plymouth Street**



**Holbrook Town Center Overlay District (TCOD)**  
**Concept C Street View – Plymouth Street**

2 Plymouth St

Holbrook, Massachusetts



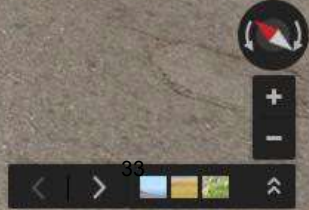
# Holbrook Town Center Overlay District (TCOD)

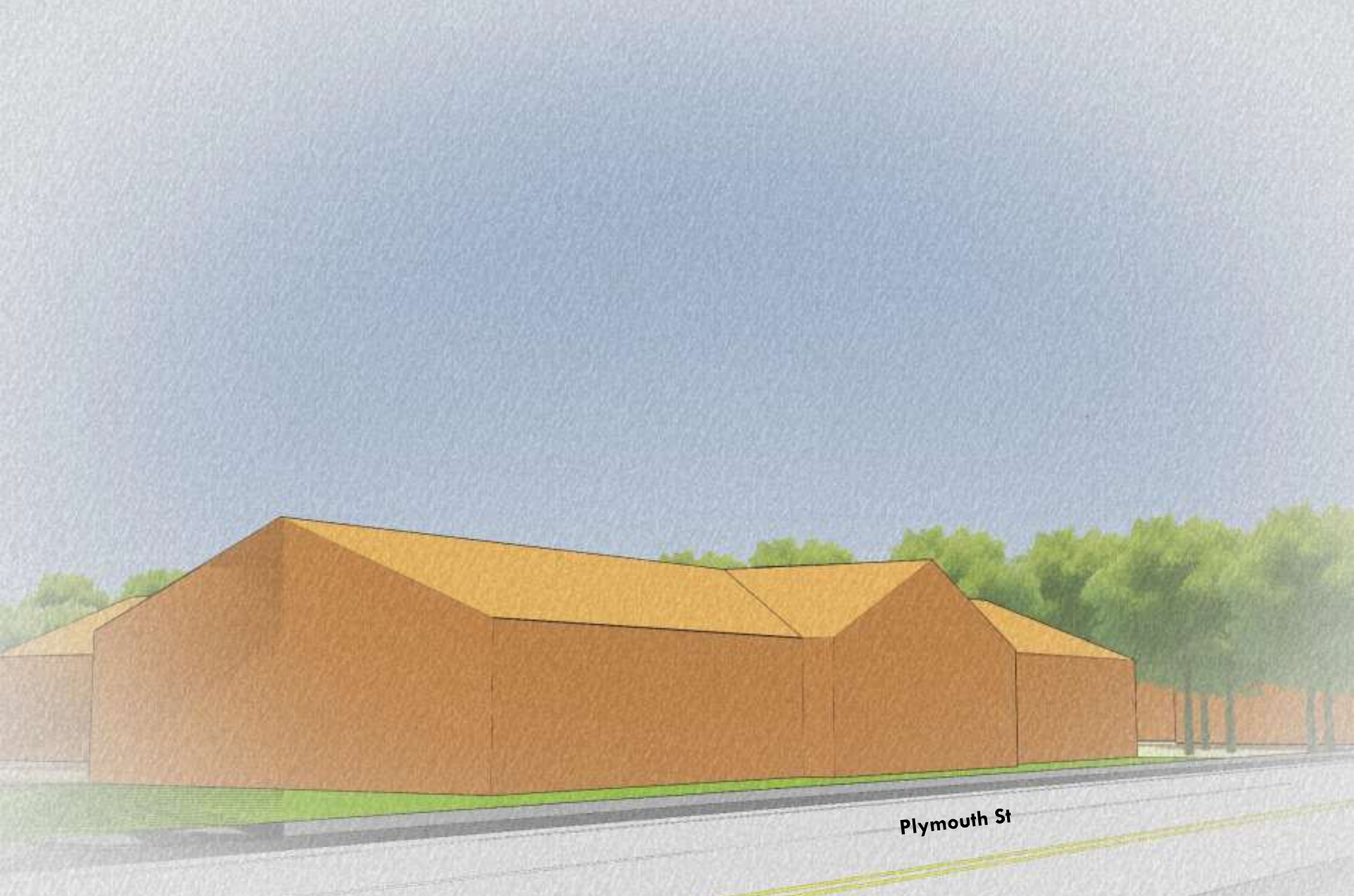
## Existing Street View – Plymouth Street

Street View – Sep 2017



Google





**Holbrook Town Center Overlay District (TCOD)**  
**Existing Street View – Plymouth Street**



Plymouth St

**Holbrook Town Center Overlay District (TCOD)  
Concept A Street View – Plymouth Street**





**Holbrook Town Center Overlay District (TCOD)  
Concept B Street View – Plymouth Street**



**Holbrook Town Center Overlay District (TCOD)  
Concept C Street View – Plymouth Street**

1 S Franklin St

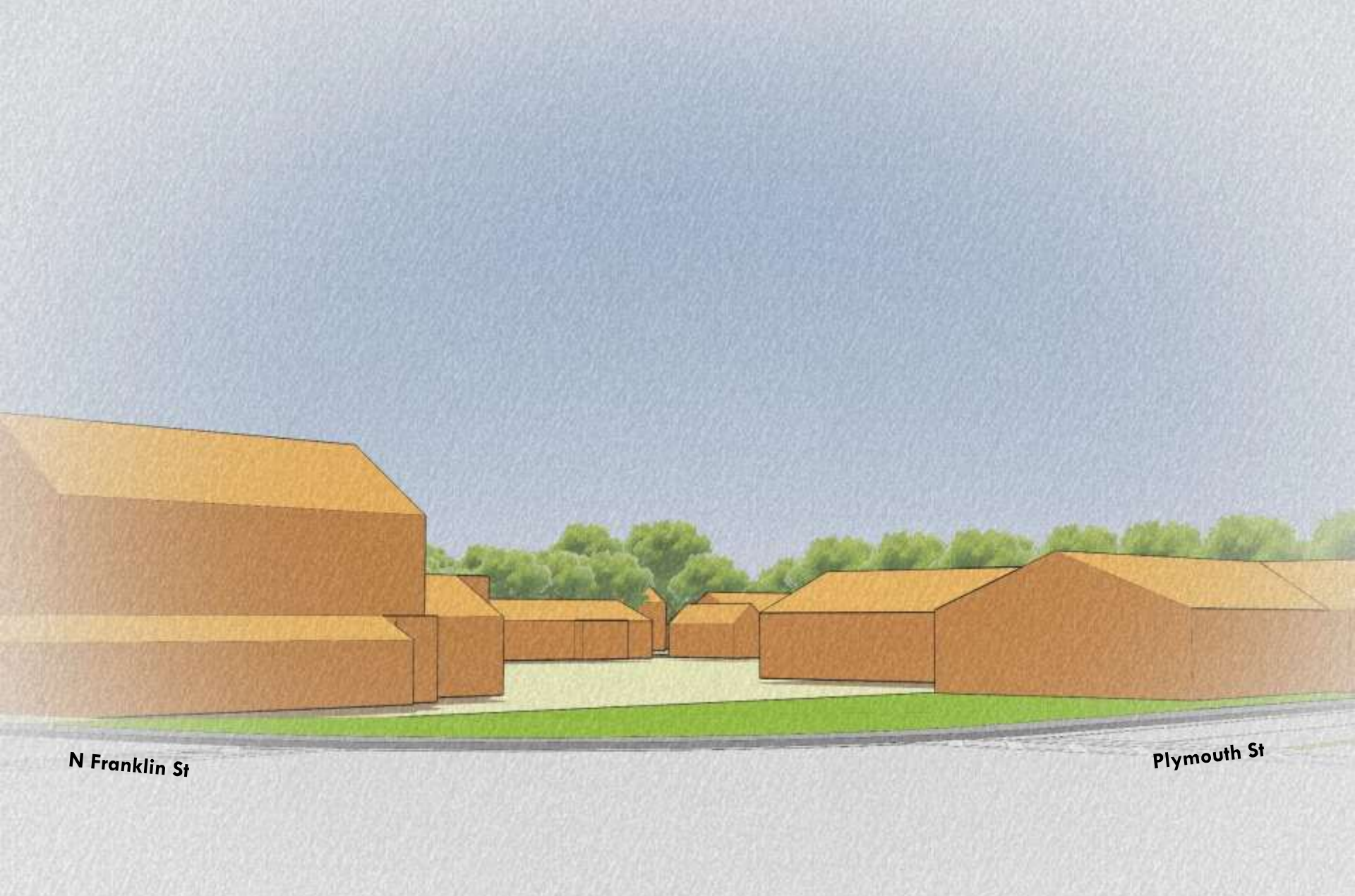
Holbrook, Massachusetts

# Holbrook Town Center Overlay District (TCOD)

## Existing Street View – Corner of Plymouth and N Franklin



Google



*N Franklin St*

*Plymouth St*

## **Holbrook Town Center Overlay District (TCOD)**

**Existing Street View – Corner of Plymouth and N Franklin**



## Holbrook Town Center Overlay District (TCOD)

Concept A Street View – Corner of Plymouth and N Franklin



**Holbrook Town Center Overlay District (TCOD)**

**Concept A Street View – Corner of Plymouth and N Franklin**



## **Holbrook Town Center Overlay District (TCOD)**

### **Concept A Street View – Corner of Plymouth and N Franklin**

## Parking Discussion

- Each potential redevelopment illustration does not provide the amount of parking required by the Zoning Bylaw Section 11: Off-Street Parking and Loading Requirements
- **Required Parking: 2 spaces/unit, retail store 1 space per 200 GSF, retail service 1 space per 150 GSF, restaurants 1 space per 4 seats**

### Concept A

- 13 Units
- 7,000 SF Retail/Rest.
- 67 Spaces Required
- 32 Spaces Provided
- **35 Space Deficit**

### Concept B

- 28 Units
- 17,000 SF Retail/Rest.
- 186 Spaces Required
- 56 Spaces Provided
- **130 Space Deficit**

### Concept C

- 45 Units
- 25,000 SF Retail/Rest.
- 324 Spaces Required
- 125 Spaces Provided
- **199 Space Deficit**

- One approach to reduce this barrier to development would be to reduce parking requirements – recommended reductions on next page
- Another approach is to share parking with existing parking supply that may be available at times of peak demand for the new development – possible sharing locations shown on following page



## Parking Discussion

- Current Required Parking: 2 spaces/unit, retail store 1 space per 200 GSF, retail service 1 space per 150 GSF, restaurants 1 space per 4 seats
- **Recommended Parking Reductions for New Requirements: 1.5 spaces/unit**, retail store 1 space per 200 GSF, retail service 1 space per 150 GSF, restaurants 1 space per 4 seats
- **Additional Allowed Reduction for Sharing Between Uses on Site: Show supporting calculations for up to 70% reduction in required spaces**
- New calculations:

### Concept A

- 13 Units
- 7,000 SF Retail/Rest.
- 60 Spaces Required
- 32 Spaces Provided
- **28 Space Deficit without sharing**
- **4 Space Deficit (with up to 40% sharing on-site); if needed off-site**

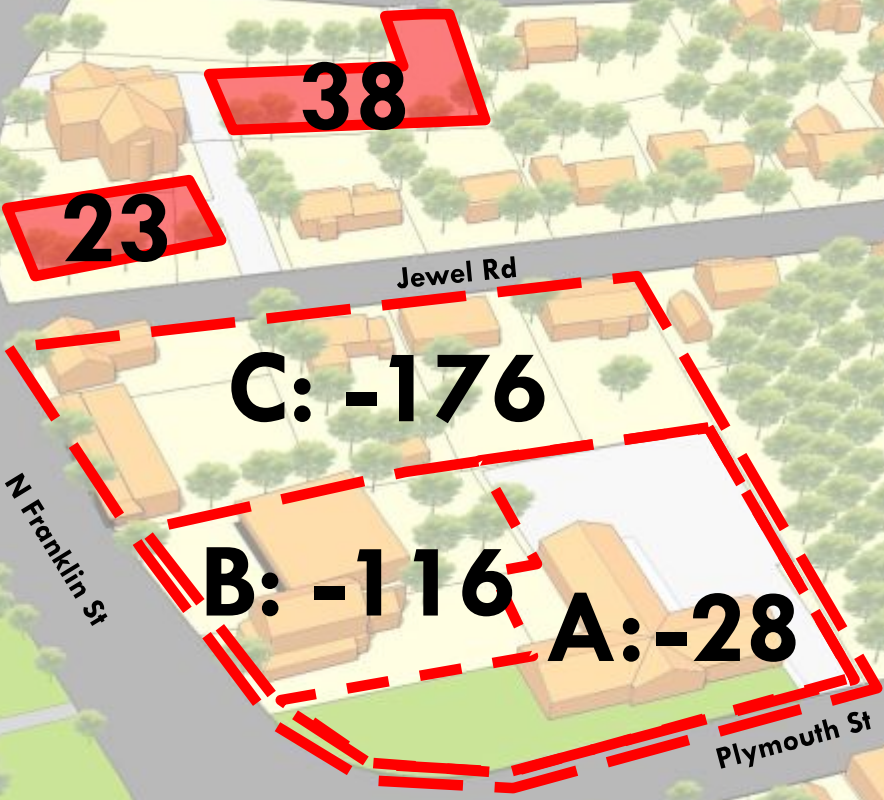
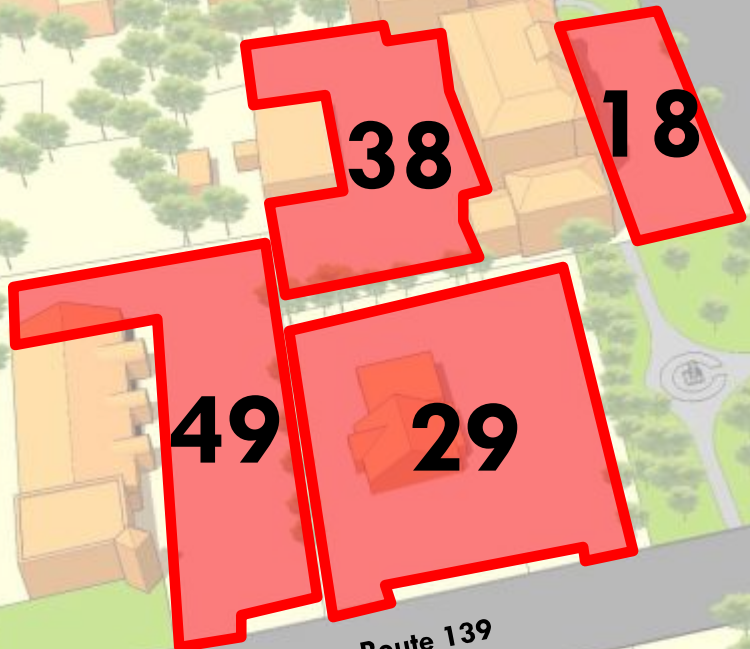
### Concept B

- 28 Units
- 17,000 SF Retail/Rest.
- 172 Spaces Required
- 56 Spaces Provided
- **116 Space Deficit without sharing**
- **47 Space Deficit (with up to 40% sharing on-site); if needed off-site**

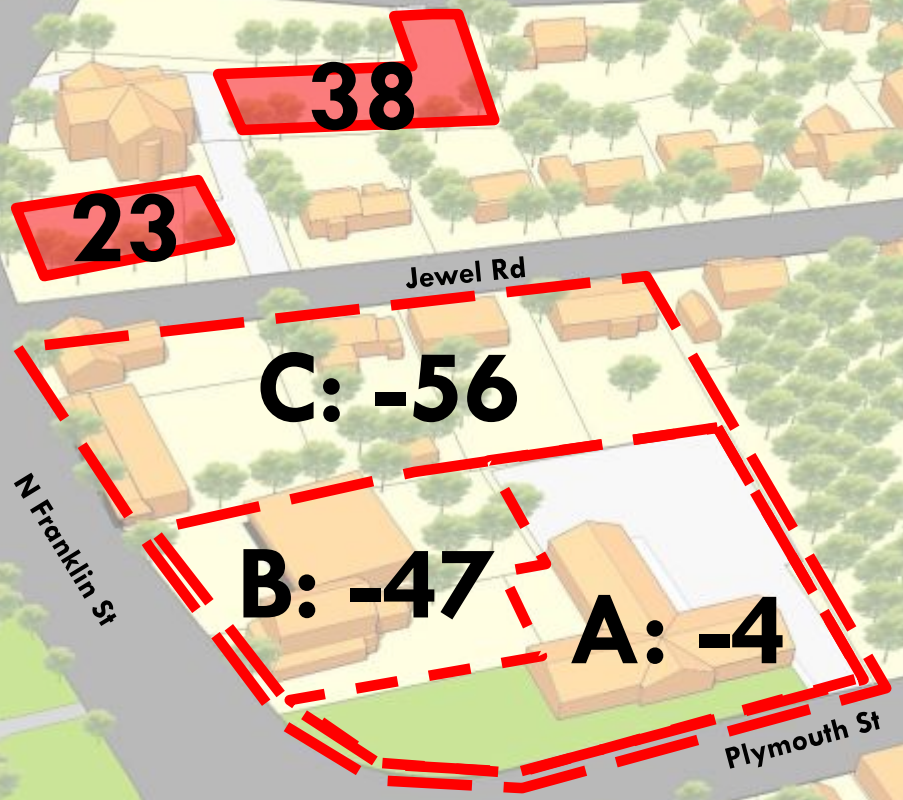
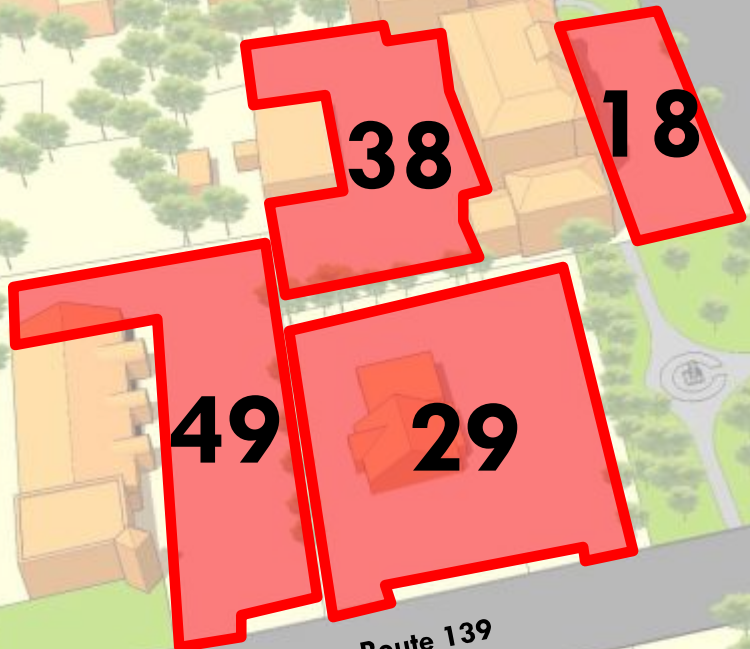
### Concept C

- 45 Units
- 25,000 SF Retail/Rest.
- 301 Spaces Required
- 125 Spaces Provided
- **176 Space Deficit without sharing**
- **56 Space Deficit (with up to 40% sharing on-site); if needed off-site**

**195 spaces  
highlighted w/  
more available**



**195 spaces  
highlighted w/  
more available**





HOLBROOK TOWN CENTER ECONOMIC DEVELOPMENT STUDY

# Shared Parking Opportunities