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**Wood Road Revitalization and Mixed-Use Development Initiative  
Project Concept Outline  
10/18/2023**

## **Project Overview**

*Purpose* - The Braintree Wood Road Revitalization and Mixed-Use Development Initiative aims to lay the foundation for the revitalization of the priority development area via a planning process focused on the potential to attract life sciences companies and promote mixed-use development. The priority development area is located on the west side of the highway and encompasses Wood Road, Rockdale, and North Street. The project assumes and supports the Town’s vision for the priority development area: the establishment of a cutting-edge innovation hub, with a strategic focus on life sciences Research and Development (R&D) and Good Manufacturing Practice (GMP) functions and complementary uses that leverage the area’s strategic advantages.

*Approach* – The project will be structure in three phases: 1) an existing conditions analysis based on reviews of relevant plans, studies, and data, 2) a community visioning process to support the development of a preliminary vision and recommendations, and 3) the compilation of an implementation matrix and final report to support the revitalization of the priority development area via identified strategies.

*Partners* – The project will be advanced by a Core Team, led by MAPC in collaboration with Town staff, and inclusive of key stakeholders with relevant expertise. The Core Team will provide input, insight, and feedback at various stages of the project and support multi-dimensional community engagement to ensure the project reflects the community’s diverse needs and aspirations. Beyond the Core Team, partnerships will play a crucial role in the project's success, with support from key stakeholders such as the Braintree Planning & Community Development Department, Braintree Chamber of Commerce, South Shore Chamber of Commerce, life sciences industry partners, local businesses, and community stakeholders.

*Principles* – Embracing Racial Equity, Diversity, and Inclusion (REDI) principles will be integral to the project's success and ensure that the priority development area’s anticipated revitalization benefits all members of the community equitably. Project partners will actively seek diversity and inclusion in Core Team involvement, outreach efforts, and community participation throughout the planning process.

## **Tasks**

### **PHASE 1: EXISITNG CONDITIONS ANALYSIS October - February 2023 (3.5 months)**

#### **Task 1.A: Kick-off meeting**

1. Conduct kick-off meeting with the Core Team and other stakeholders to review project aim and process.

#### **Task 1.B: Review of relevant plans, studies, and data**

2. Review and analyze relevant plans, studies, and data provided by the Town, including initial key themes from ongoing Town planning processes relevant to the Braintree Wood Road Revitalization and Mixed Use Initiative site, as described above.
3. Conduct economic and spatial data analysis to understand the economic landscape, comparing the Braintree Wood Road Revitalization and Mixed Use Initiative site to the Metro Boston region.
4. Identify key site attributes and potential impediments and opportunities for economic uses.

Task 1.C: Summary of existing conditions findings

5. Compile summary of existing conditions findings, provided to municipal client via email.
6. Revise summary of existing conditions findings memo based on municipal client feedback.

*Deliverable(s): Summary of existing conditions findings memo*

*Meeting(s): Kick-off meeting with Core Team and key stakeholders*

## **PHASE 2: COMMUNITY VISIONING PROCESS**

### **March – August 2024 (6 months)**

Task 2.A: Community engagement strategy development

1. Develop a comprehensive strategy for engaging stakeholders, considering diversity and inclusion principles, and ensuring effective communication throughout the project,

Task 2.B: Community survey

1. Develop a community survey to gather feedback and preferences from residents, businesses, property owners, and other stakeholders in and/or adjacent to the Wood Road area.
2. Implement survey, including via community outreach and promotion, translation services, and ensuring accessibility to persons with disabilities.

Task 2.C: Focus groups (3)

1. Develop focus guide protocol to gather in-depth insights from key stakeholders.
2. Implement focus groups, including via participant outreach, translation services, and ensuring accessibility to persons with disabilities.

Task 2.D: Summary of community visioning process findings

1. Compile summary of community visioning process, provided to municipal client via email.
2. Revise summary of community visioning process memo based on municipal client feedback.

Task 2.E Preliminary vision and recommendations development

1. Leverage Phase 2 findings to identify overarching vision and supporting themes.
2. Conduct literature review to inventory relevant strategies to support the vision.
3. Identify the study area's related locational attributes or impediments for life science uses.
4. Review study area zoning to identify incompatibilities with community vision.
5. Development of high-level recommendations.

Task 2.F Preliminary vision and recommendations presentation

1. Organize a workshop with stakeholders to present the preliminary vision and recommendations.
2. Develop outreach materials (flyers, social media) to promote community presentation.
3. Provide translation and interpretation services as needed to ensure inclusivity during the workshop.

Task 2.G Final recommendations and vision

1. Revise the preliminary vision and recommendations based on community workshop feedback, with revised vision and recommendations provided to municipal partner via email.

*Deliverable(s): Community engagement strategy, survey, summary of community visioning findings, community workshop materials, final vision and recommendations*

Meeting(s): Focus groups (3), community workshop

**PHASE 3: IMPLEMENTATION MATRIX DEVELOPMENT**  
**September - November 2024 (2.5 months)**

Task 3.A: Implementation matrix development

1. Develop an implementation matrix that outlines the strategies, actors, and resources necessary to executing the identified vision and recommendations, provided to municipal partner via email.
2. Revise implementation matrix based on municipal partner feedback.

Task 3.B: Final report compilation

3. Compile a final report with existing conditions analysis summary of findings, community visioning process summary of findings, vision, recommendations, and implementation matrix, with the final report provided to municipal partner via email.

Deliverable(s): Implementation matrix, final report

**CROSS-CUTTING ACTIVITIES: PROJECT MANAGEMENT**  
**October 2023- November 2024**

1. Maintain routine internal and client check-ins to ensure project progress and address any issues.
2. Address project invoicing and other administrative tasks related to project management.

**Total Estimated Funding Amount**

TASK	DESCRIPTION	HOURS	COST	MONTHS
PHASE 1: EXISTING CONDITIONS ANALYSIS				
	SUBTOTAL	114.5	\$11,450	Months 1-4
PHASE 2: COMMUNITY VISIONING PROCESS				
	SUBTOTAL	373	\$37,500	Months 5-10
PHASE 3: IMPLEMENTATION MATRIX DEVELOPMENT				
	SUBTOTAL	127.5	\$12,828	Months 11-12
PROJECT MANAGEMENT				
	SUBTOTAL	123	\$12,300	Months 1-12
	<b>TOTAL</b>	<b>738</b>	<b>\$74,078</b>	

**Key Assumptions**

- The priority development area encompasses Wood Road, Rockdale, and North Street on the west side of the highway.
- The Town vision for the priority development area emphasizes life sciences Research and Development (R&D) and Good Manufacturing Practice (GMP) functions.
- If during the term of the project, the Town requires revisions or other changes to be made in the scope or character of the work to be performed, the Town will promptly notify MAPC. For any changes to the scope of work, MAPC shall notify the Town of associated costs in writing. MAPC shall make the necessary changes only upon receipt of a written acceptance of the costs and a written request from the Town.
- The Town will agree to the MAPC Racial Equity, Diversity, and Inclusion Statement (REDIS). The commitment to Racial Equity, Diversity, and Inclusion (REDI) principles will be a guiding factor throughout

the planning process to ensure that all segments of the community benefit equitably from the revitalization efforts; such themes may permeate the content of the planning process and ultimately the plan report goals and recommendations.

- The Town will provide support throughout the community planning process by:
  - Proactively identifying and/or reaching out to a variety of internal and external stakeholders immediately after contract finalization and before the official project kick-off;
  - Striving for diversity and inclusion regarding Core Team formation, including through the provision of contact information of those invited to relevant meetings, as well as with the overall community outreach and participation throughout the process;
    - This includes not exclusively seeking nominations from existing community members who already serve on other committees, but also reaching out to a wide net of community organizations, and the general public and community at-large;
    - Note: In MAPC's experience, compensating Core Team members, for their time has consistently yielded positive outcomes in terms of engagement and fostering diverse representation; this is particularly the case for those individuals whose time is not being otherwise compensated by the organizations by which they are employed.
  - Providing appropriate meeting spaces for stakeholder meetings, focus groups workshops, and presentations;
  - Providing any necessary translation/interpretation services, including language interpretation at group meetings; and
  - Assuming responsibility for ensuring that all public meetings are accessible to persons with disabilities.
- The Town, through the Core Team, will be responsible for reviewing and providing feedback on the project's preliminary recommendations, the final plan, and the implementation strategy. The Core Team will participate in a maximum of two review iterations for each process. Timely decision-making and approval processes are essential to keep the project on track.
- The Town will provide existing plans, studies, and data for Phase 1 activities.
- Phase 1 will center on the review of existing plans, studies, and data, rather than the collection and analysis of new qualitative data; the deliverable will provide an overview of existing conditions in the study area based on these existing materials that will lay the foundation for Phase 2's community engagement activities, whose thoughtful planning and incorporation of diverse perspectives requires more time than afforded in Phase 1.
  - Phase 2 community engagement activities will commence in earnest at the start of 2024.
  - Note: Community processes are essential to ensuring that a project aligns with the aspirations, needs, and concerns of residents, businesses, and stakeholders. Through activities outlined in Phase I, MAPC, the Core Team and the Town will possess the requisite information and analysis to support an effective and inclusive community engagement process.