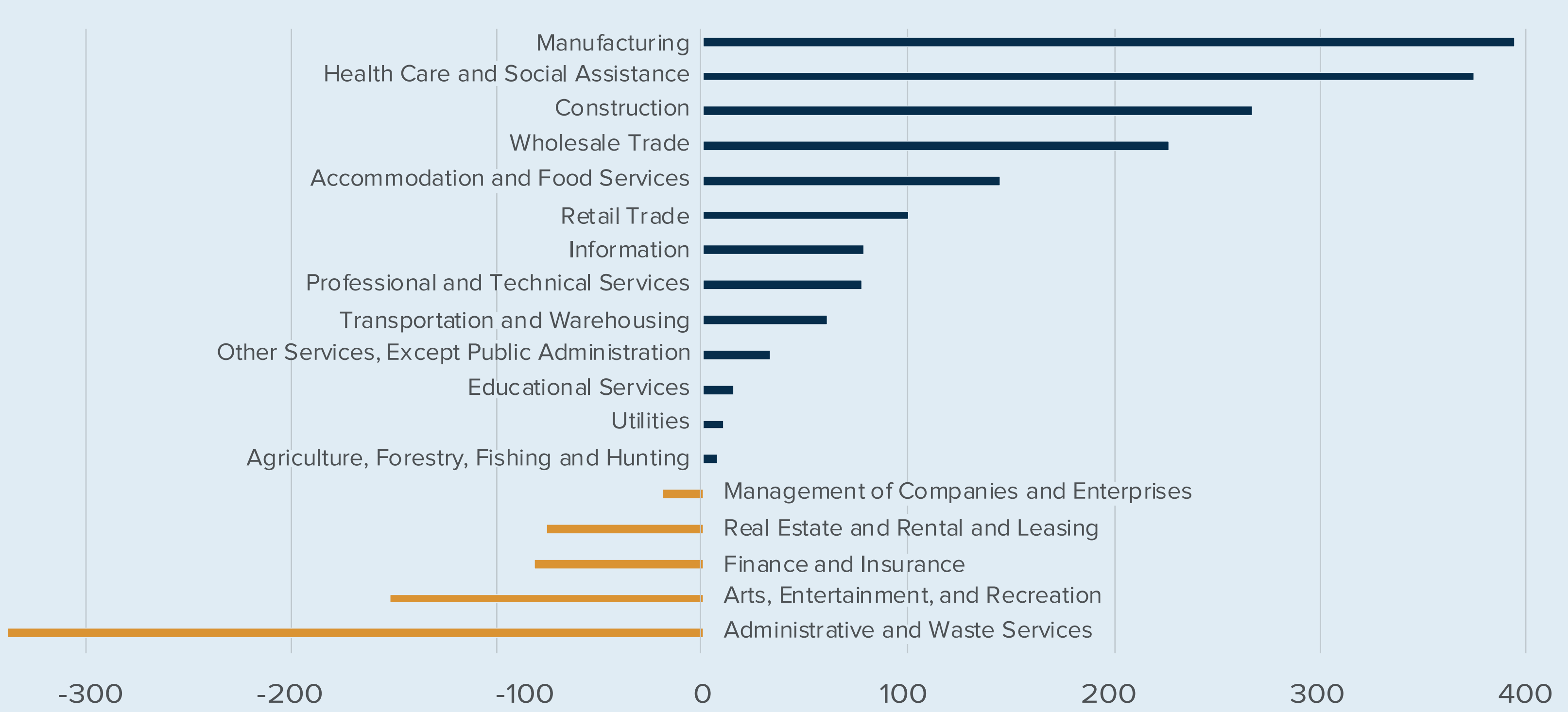


# Industry

Number of jobs added since 2010 by sector

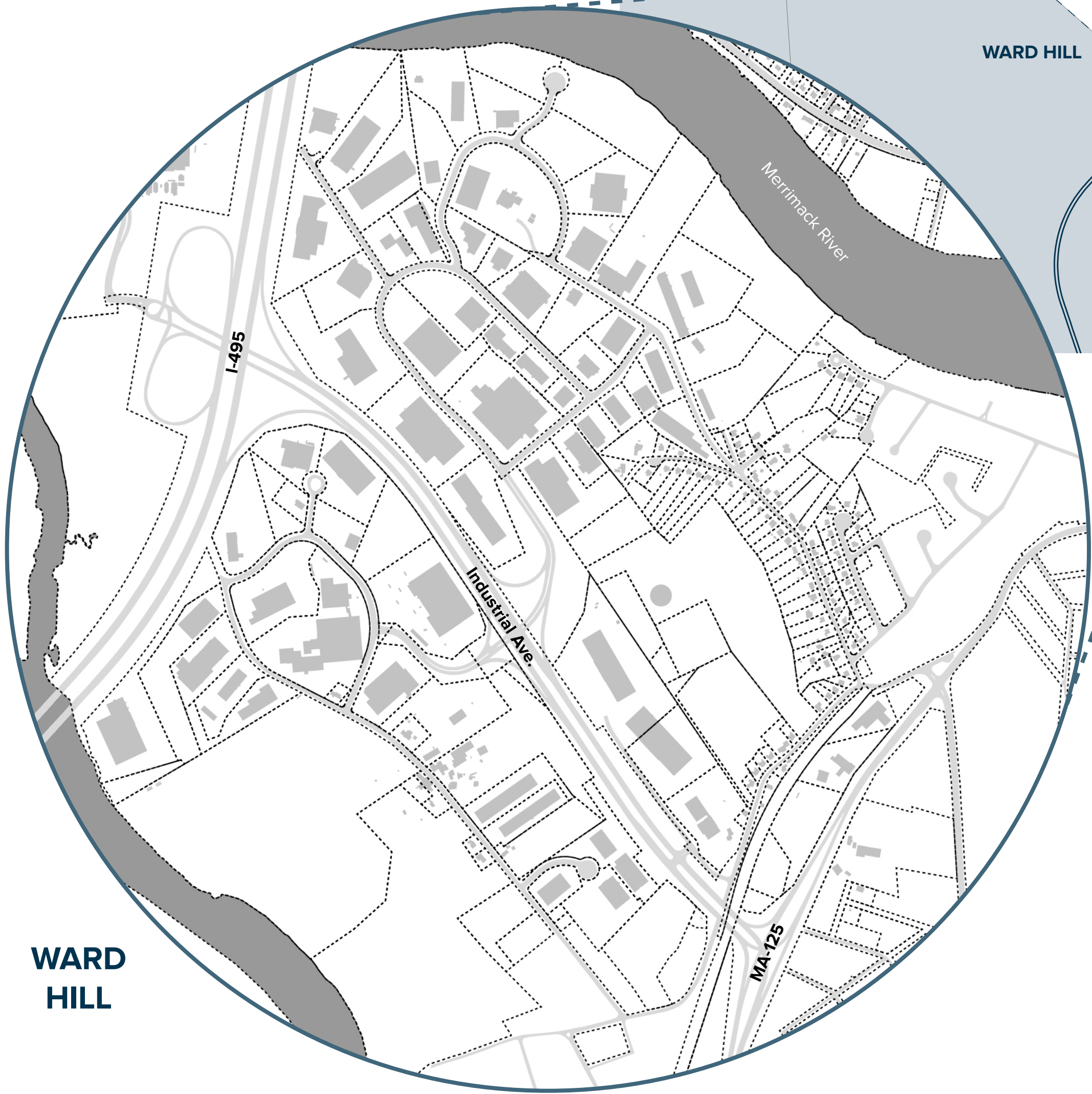
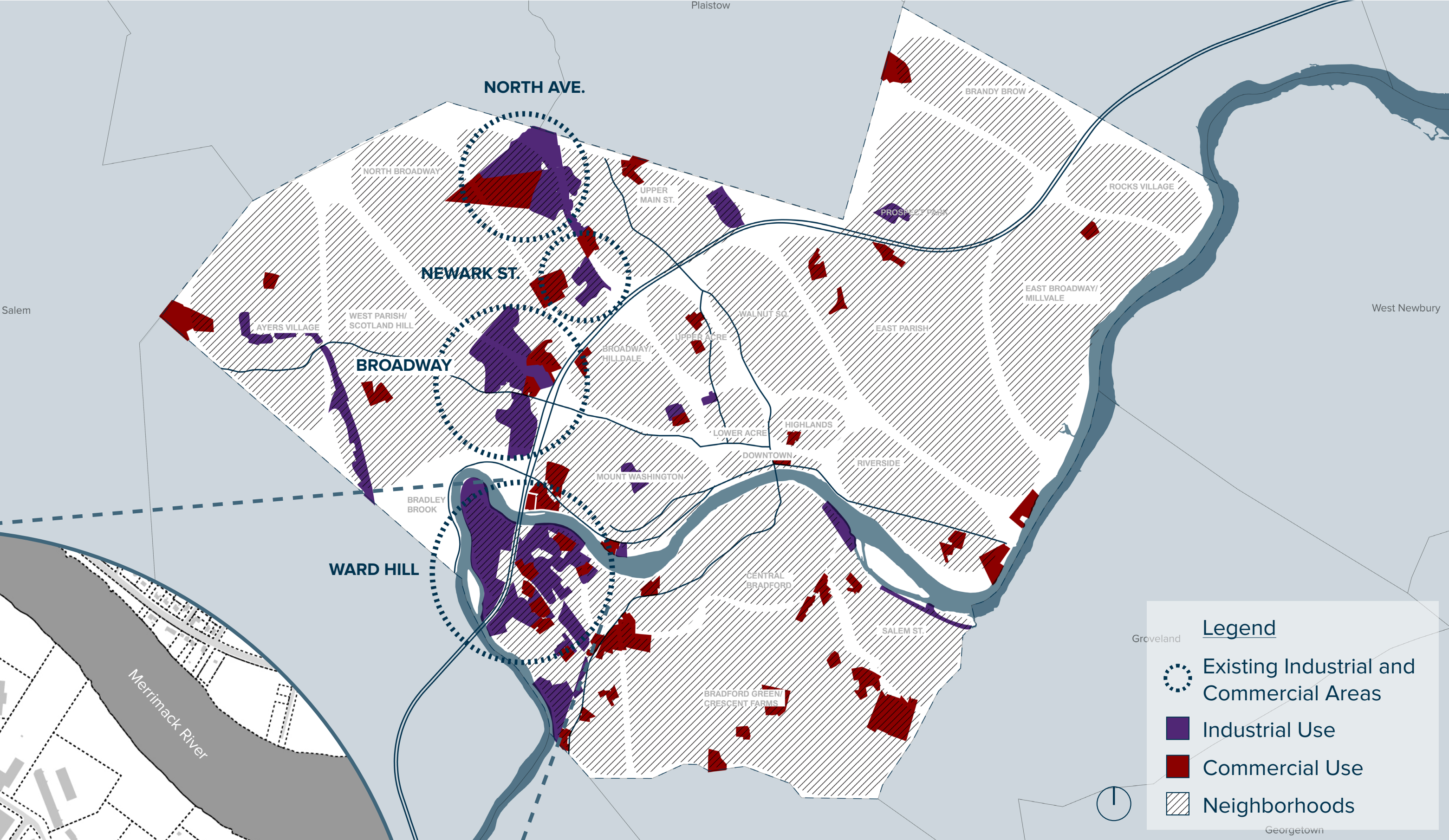
Manufacturing has seen the largest amount of new jobs in Haverhill since emerging from the Great Recession. This is unusual compared to other municipalities in the Commonwealth.



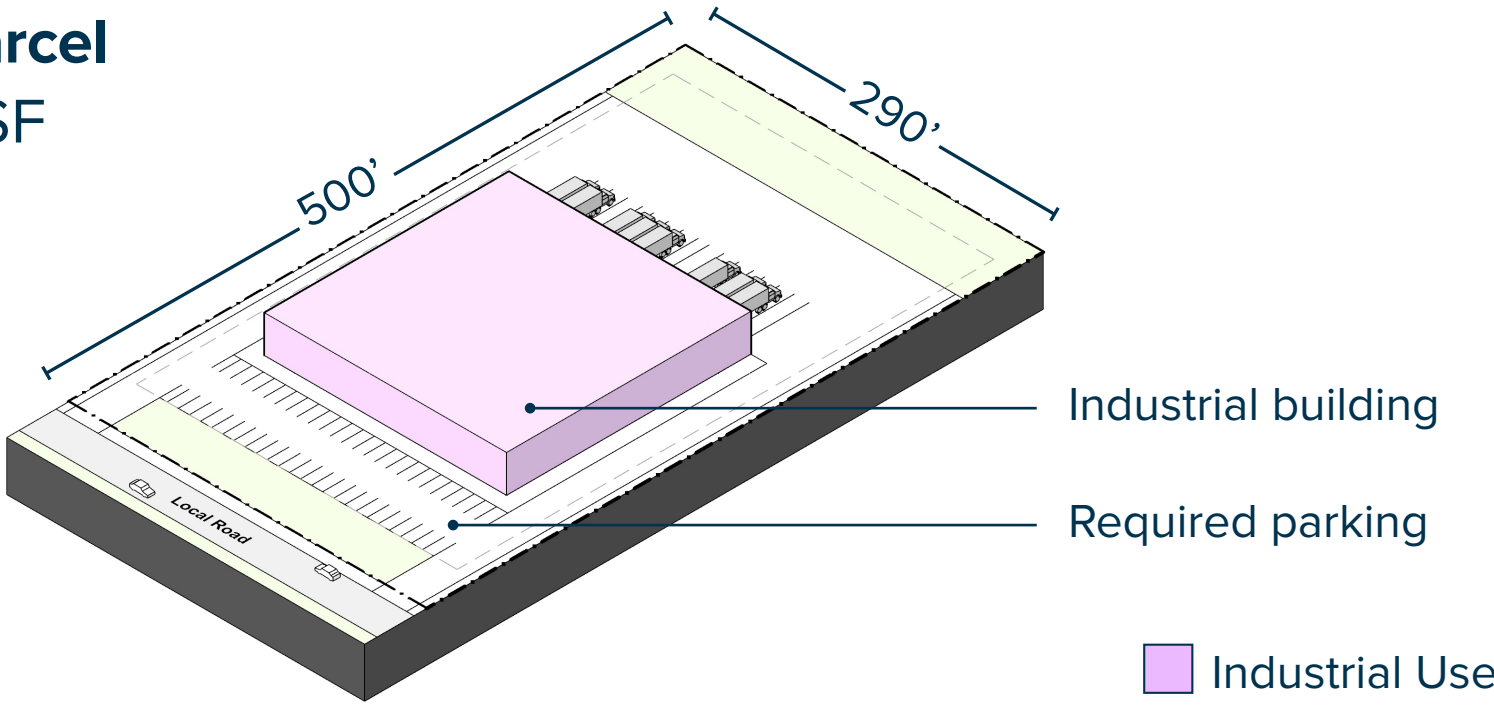
By densifying places where manufacturing uses are already allowed, Haverhill can become a regional leader for employment in this sector.

Location of Existing Industrial and Large Commercial Uses

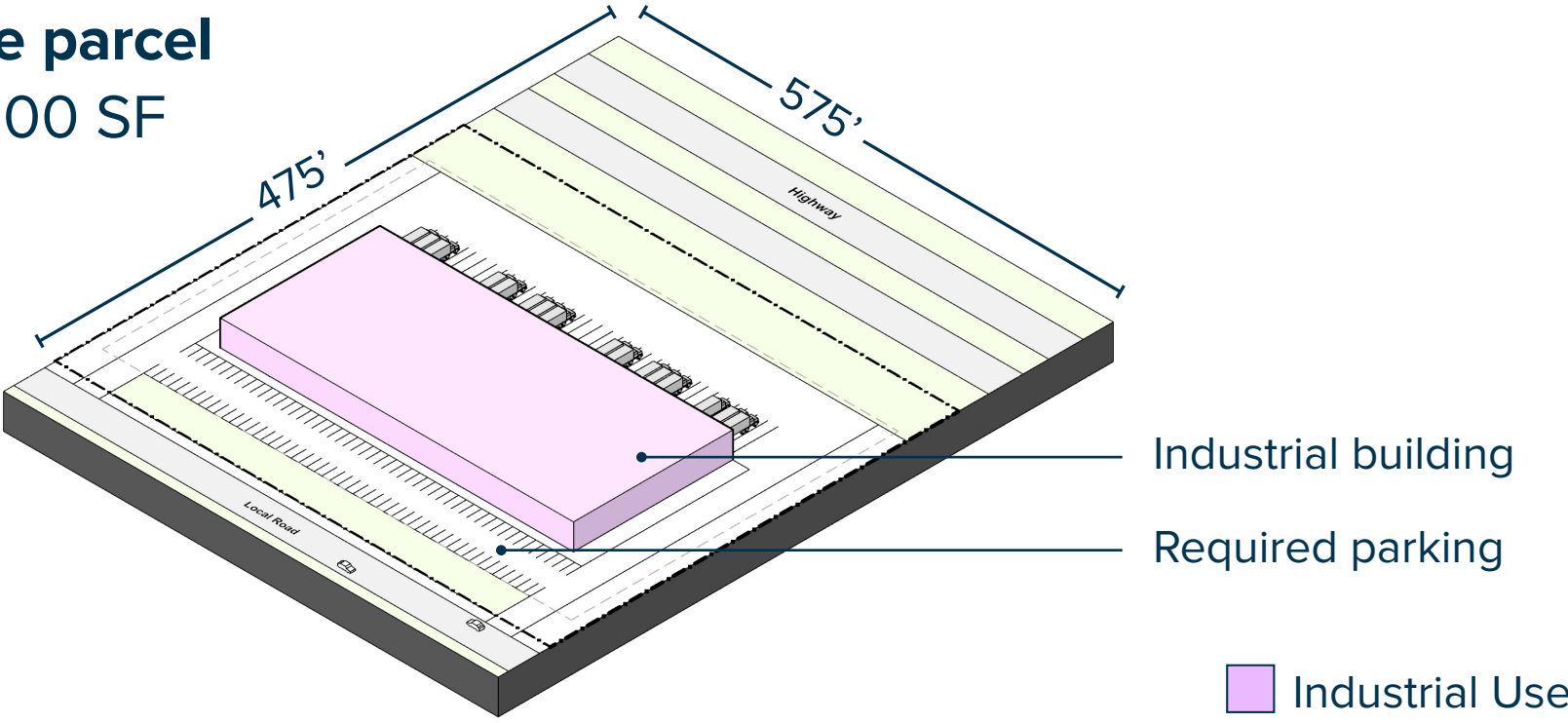
Proximity to I-495 and ease of access from Boston make these locations attractive to companies seeking to grow outside the Boston metro. Adding commercial that are compatible with the industrial nature of these areas can provide additional low-barrier-to-entry jobs and expand access to opportunity for Haverhill’s workforce.



Typical small parcel  
Area ~145,000 SF



Typical large parcel  
Area ~273,000 SF



What is currently allowed in Ward Hill?

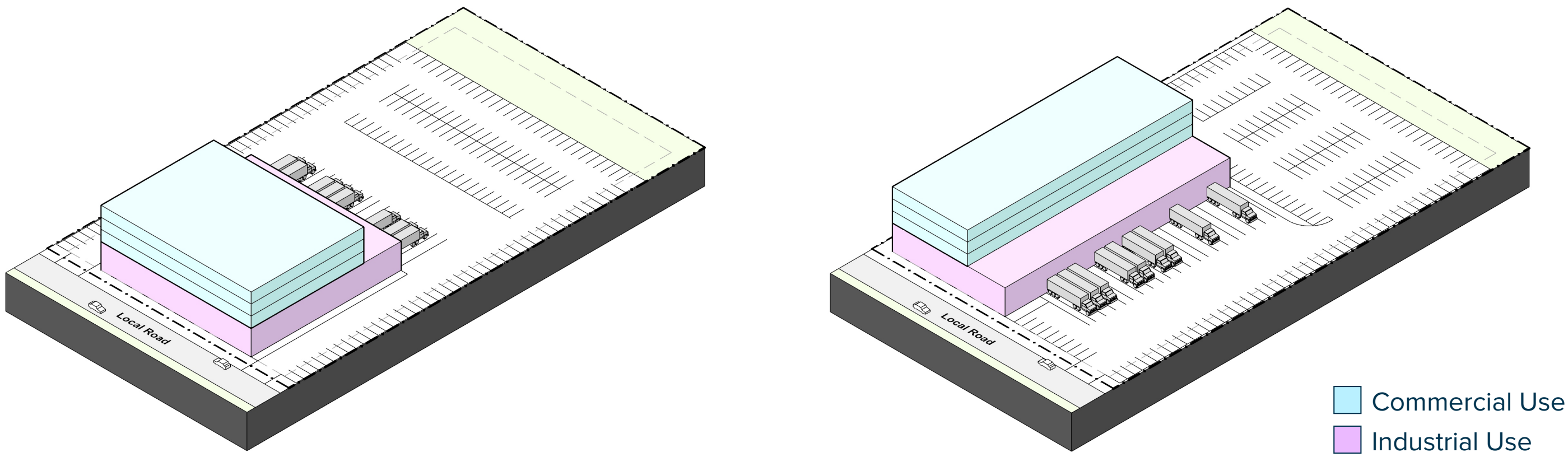


# Growing the Ward Hill Industrial Park

## What could a mixed-use industrial park look like?

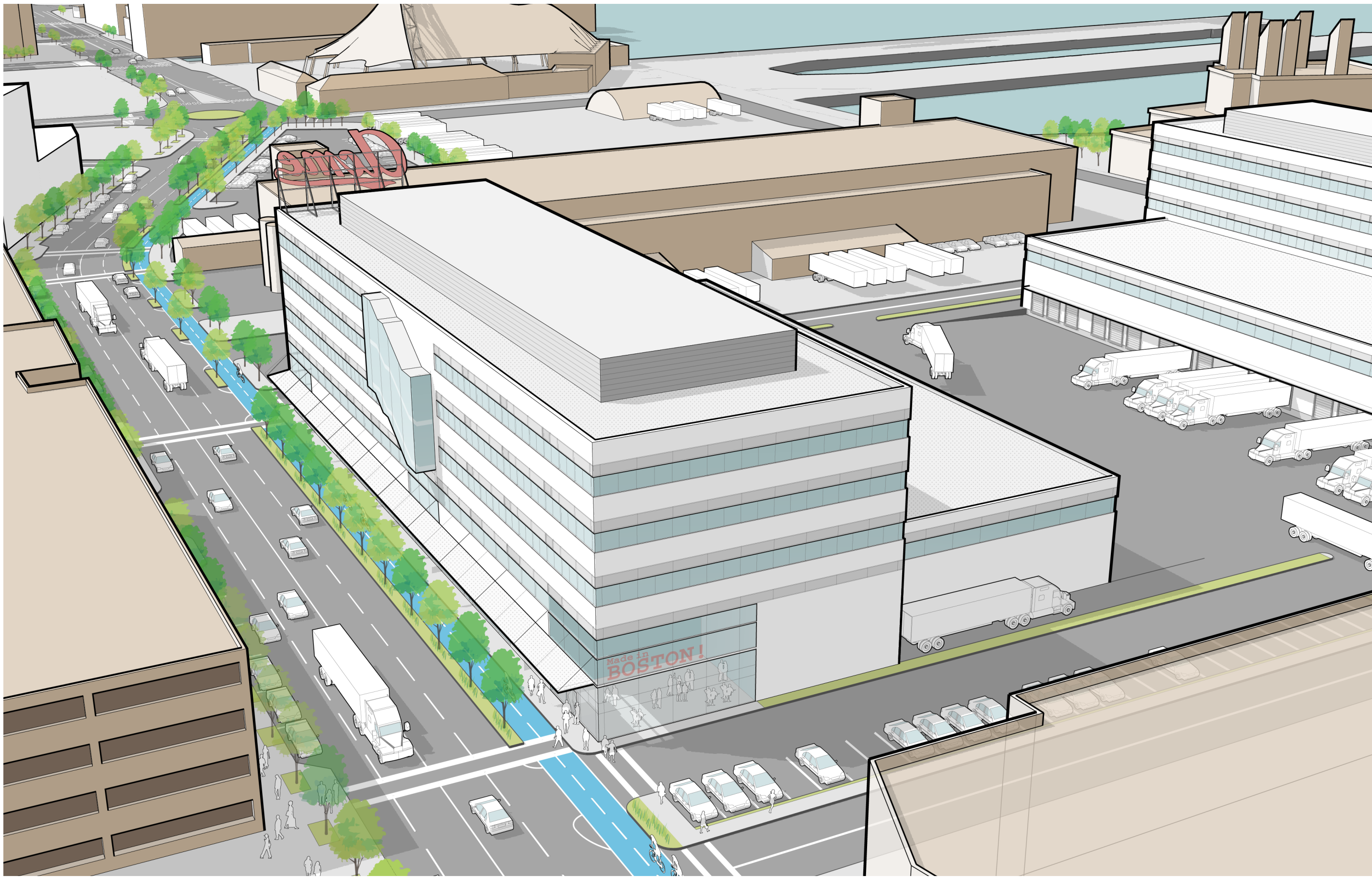
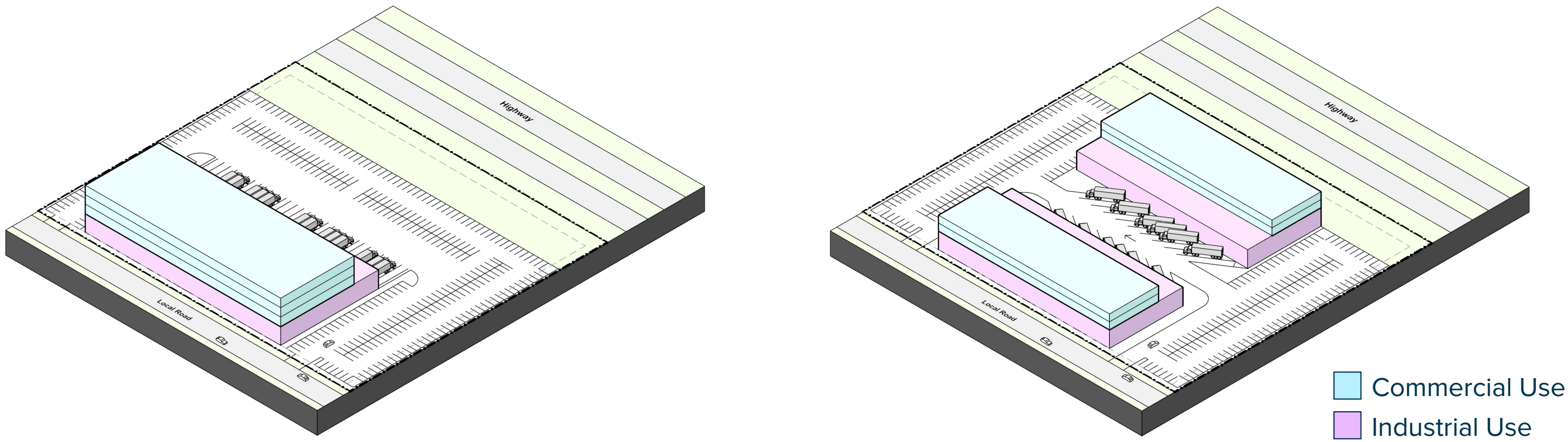
### Small Parcels

Commercial use can be stacked on top of industrial use to accommodate additional density, a design strategy that works especially well on small sites. Buildings can either front the local road with loading in the rear (left diagram) or be placed perpendicular to it with loading at the sides (right diagram).



### Large Parcels

Large parcels offer more flexibility to accommodate different density and layout scenarios. Commercial and industrial uses can be combined into a single large building or divided among two or more buildings. The former scenario concentrates building footprint and accommodates more parking spaces (left diagram). The latter pairs two buildings back-to-back that share a loading apron and creates two building fronts, one facing the local road and the other facing the highway (right diagram and aerial view).



Mixed-use commercial industrial proposed for the South Boston Waterfront

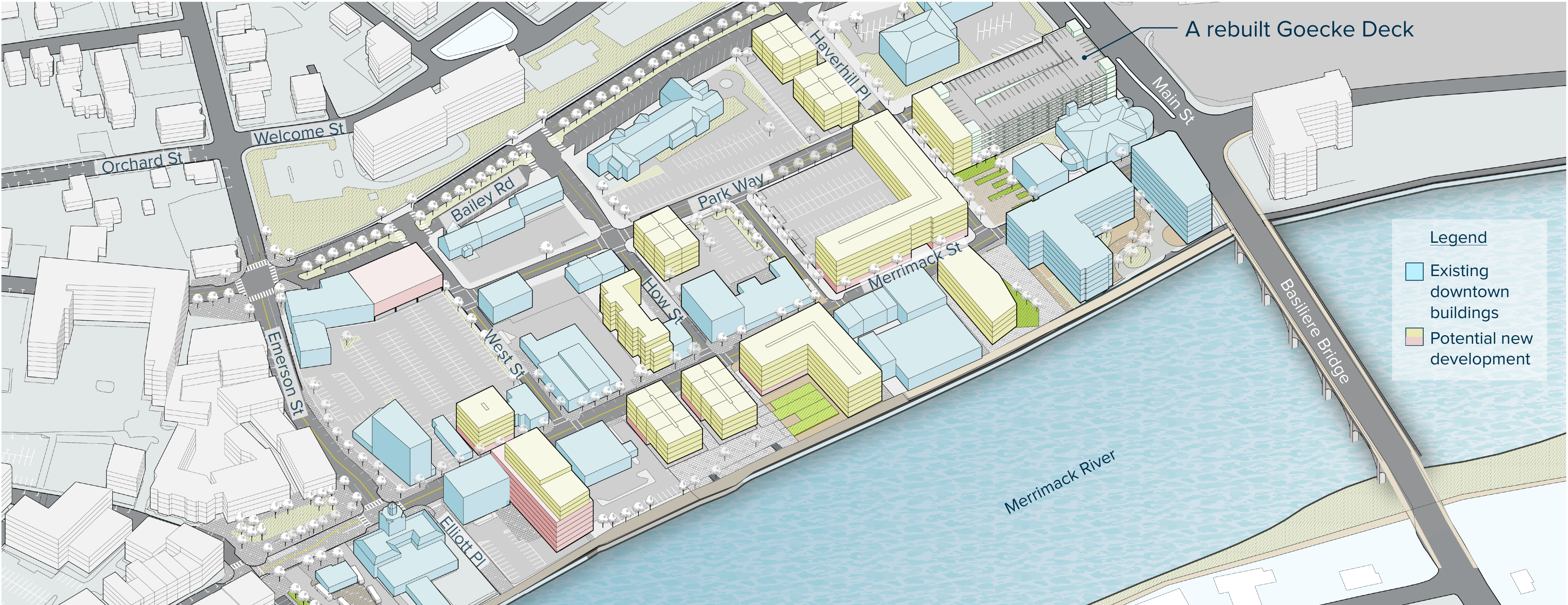
## Some examples: Which do you prefer?





# Downtown and Riverfront

## Growth on both sides of the Merrimack River



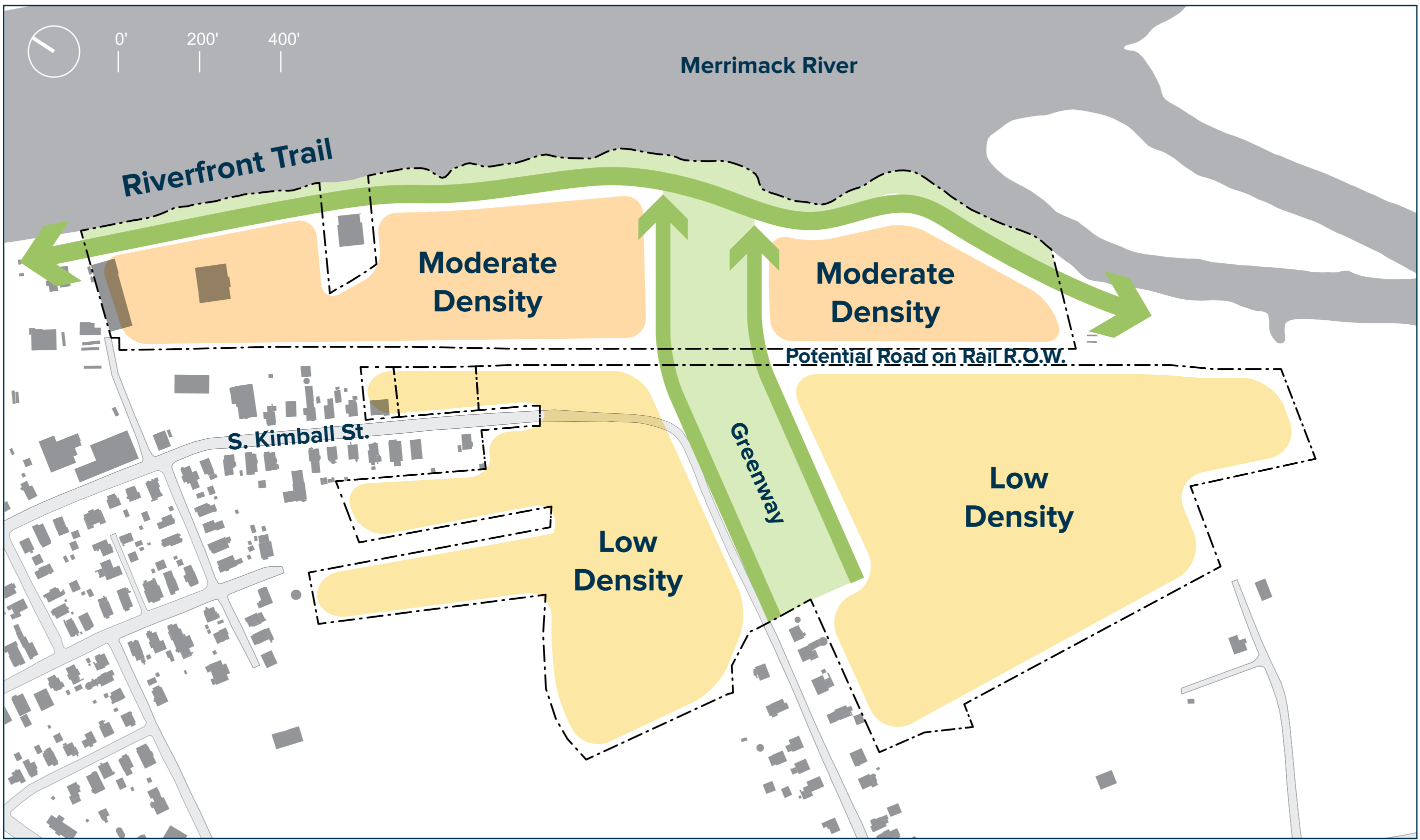
### Downtown

New development can not only grow the City’s tax base to keep up with its increasing needs, but also create new jobs and provide opportunities for Haverhill’s residents to participate in this economic growth. More commercial development is desirable for expanding the City’s tax base, and Haverhill’s downtown has many locations such as the Goecke Deck that are prime for potential densification.



### Old Paperboard Site

Measuring roughly 50 acres, the vacant Old Paperboard site, located between the Merrimack River and the Elmwood Cemetery, represents another opportunity to accommodate residential growth accompanied by additional park space. The existing railroad right-of-way could potentially accommodate a new street, which could also separate more moderate densities along the riverfront from low-density residential areas further inland.



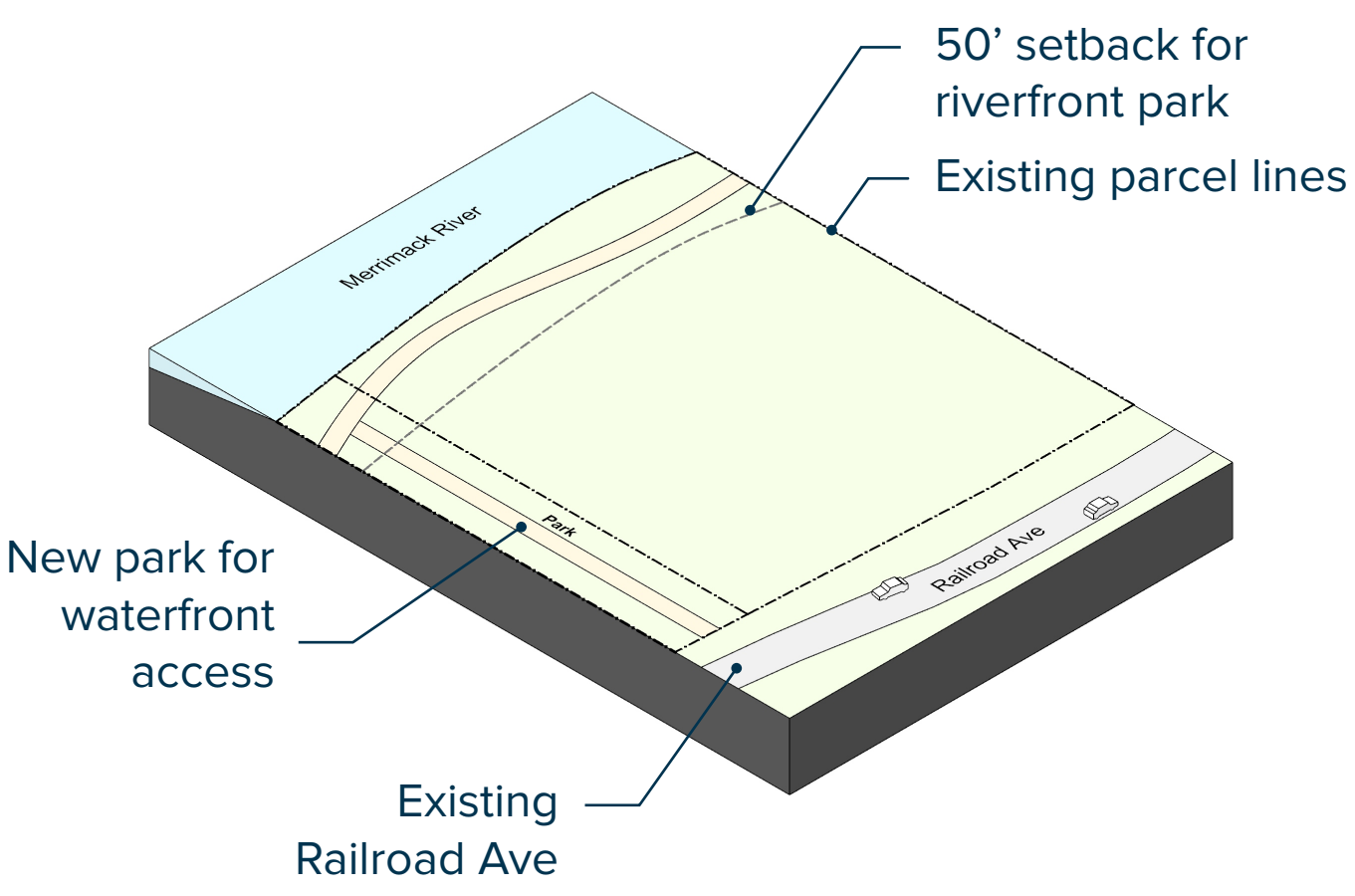


# Making the most of the Riverfront

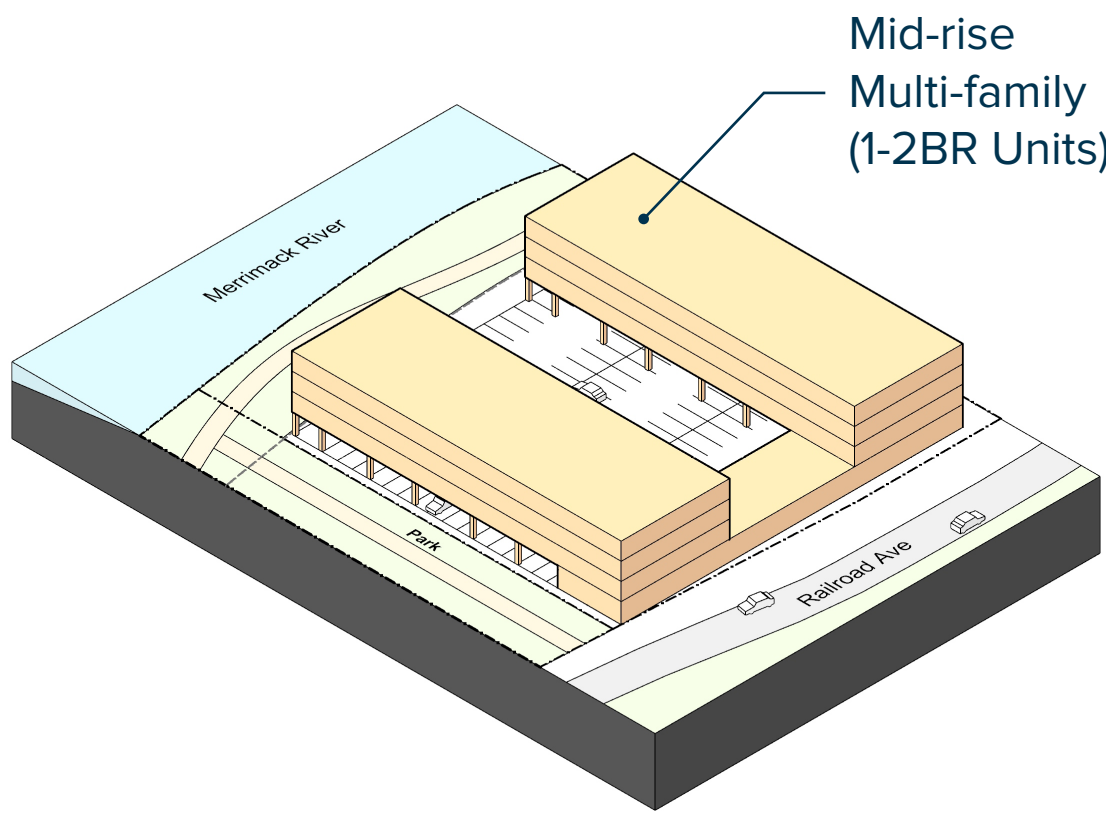
## What could different riverfront densities look like?

### Higher Density

Higher density residential growth along the river would consist of med-rise buildings roughly 3 to 4 stories tall, all set back from the water to accommodate a future riverfront trail. New development would be spaced apart by park space that also provides access to the riverfront. Units would have 1 to 2 bedrooms, with an average of 1.5 parking spaces each.



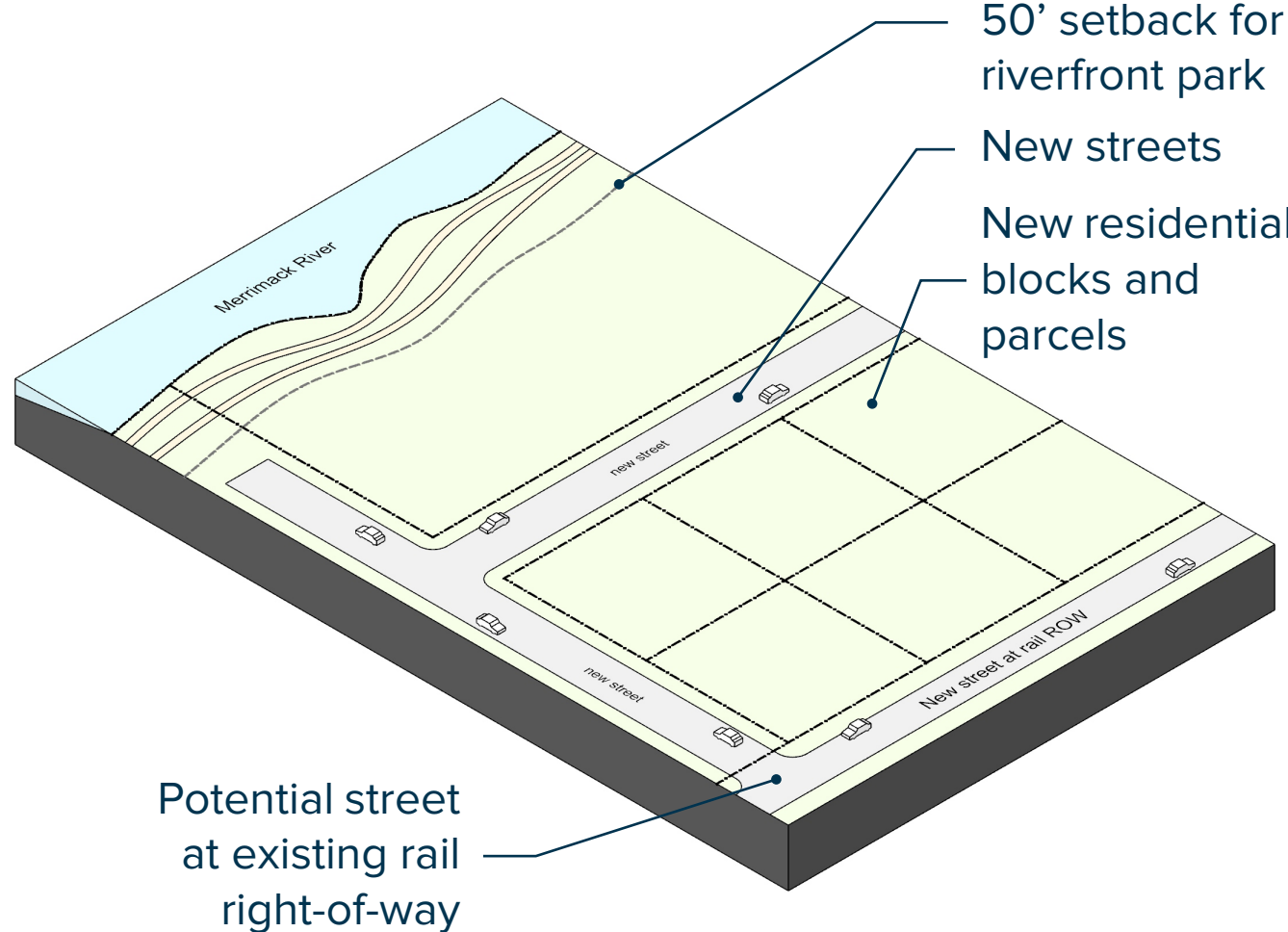
Waterfront trail and new parcelization



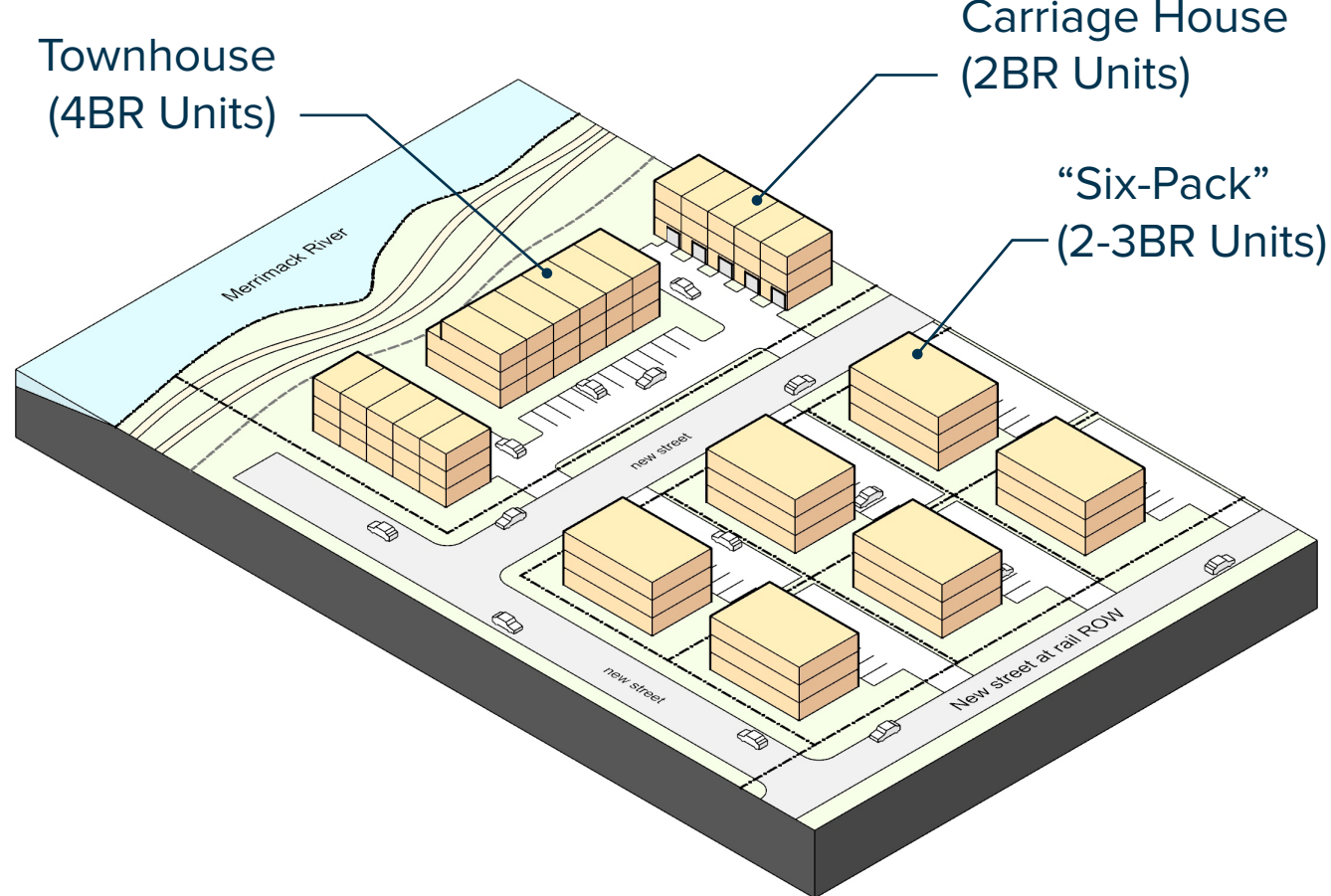
Higher density scenario: mid-rise multi-family

### Moderate Density

Moderate density is characterized by a diverse range of medium-scaled housing types, all set back from the water to accommodate a future riverfront trail. Housing types include the 6-unit “six-plex,” the tuck-under-parking “carriage house,” and the traditional townhouse. Residential units would range from 2 to 4 bedrooms, each with at least 1.5 surface parking spaces. Buildings would be no taller than 3 stories.



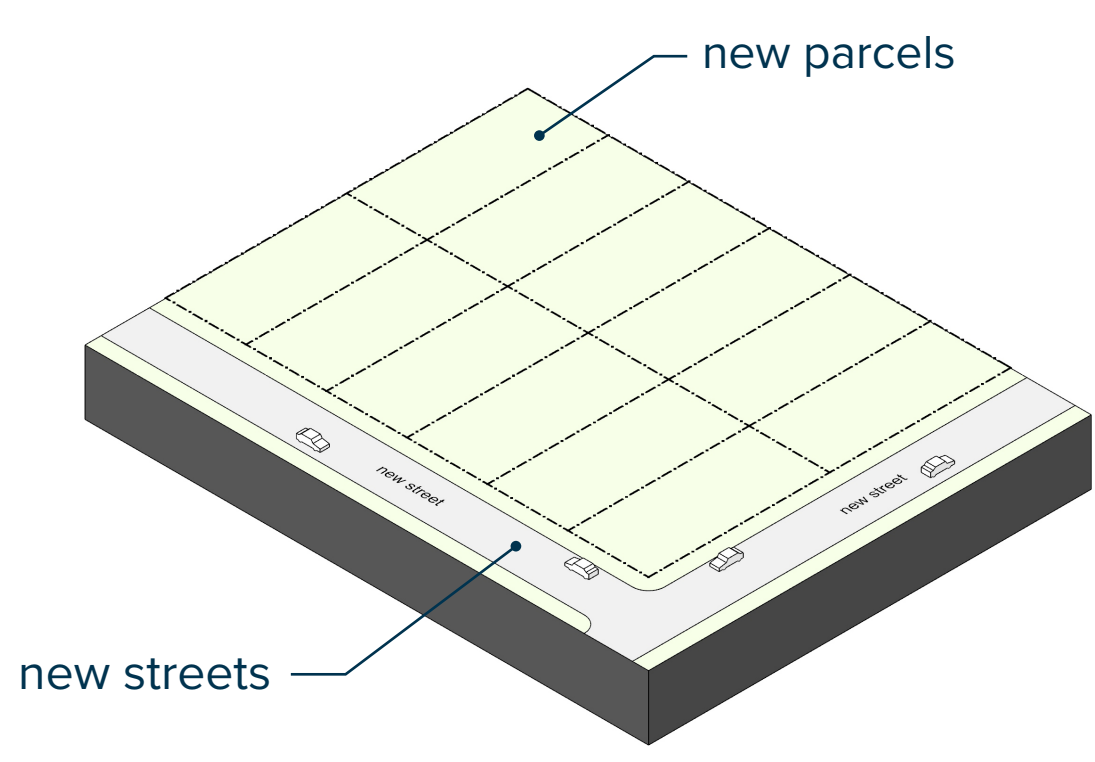
Waterfront trail, new blocks, and new parcelization



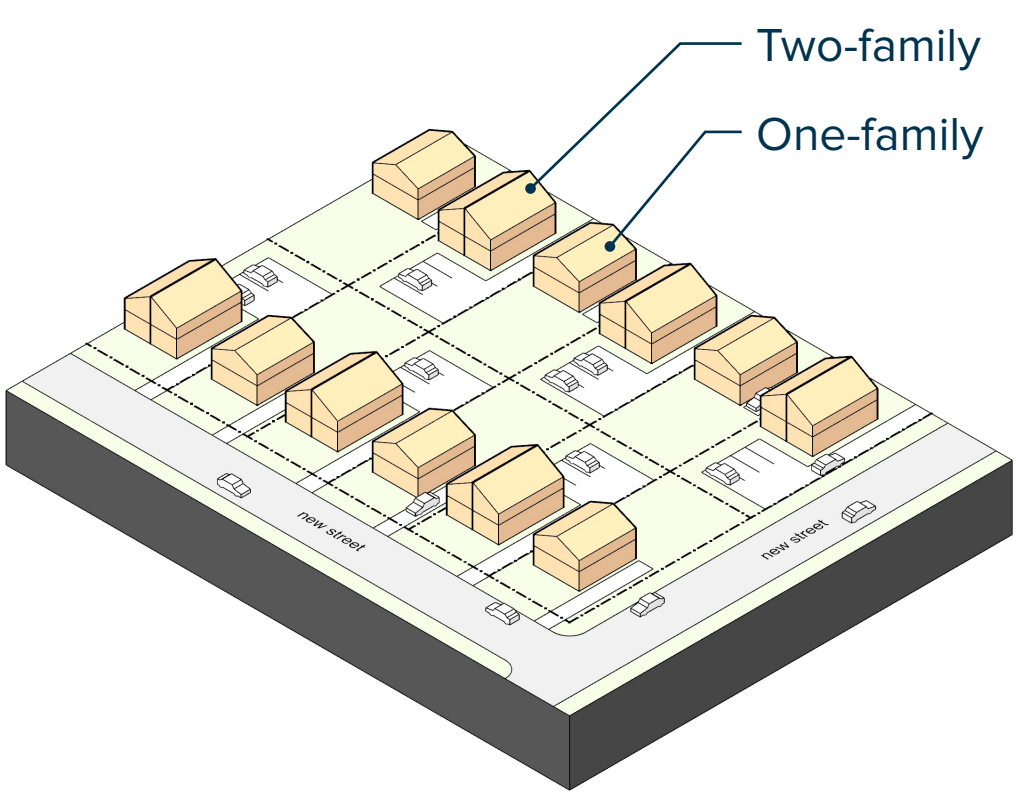
Moderate density scenario: townhouses and six-plex

### Low Density

Likely located further inland from the riverfront, low-density residential growth would resemble the single-family districts found throughout most of the city. Block sizes and parcels would be similar to those found in these districts, where parcels would be at least 50’ wide x 100’ deep. Building types would consist of one- and two-family houses with at least 2 parking spaces per unit. Houses would be no taller than 2.5 stories.



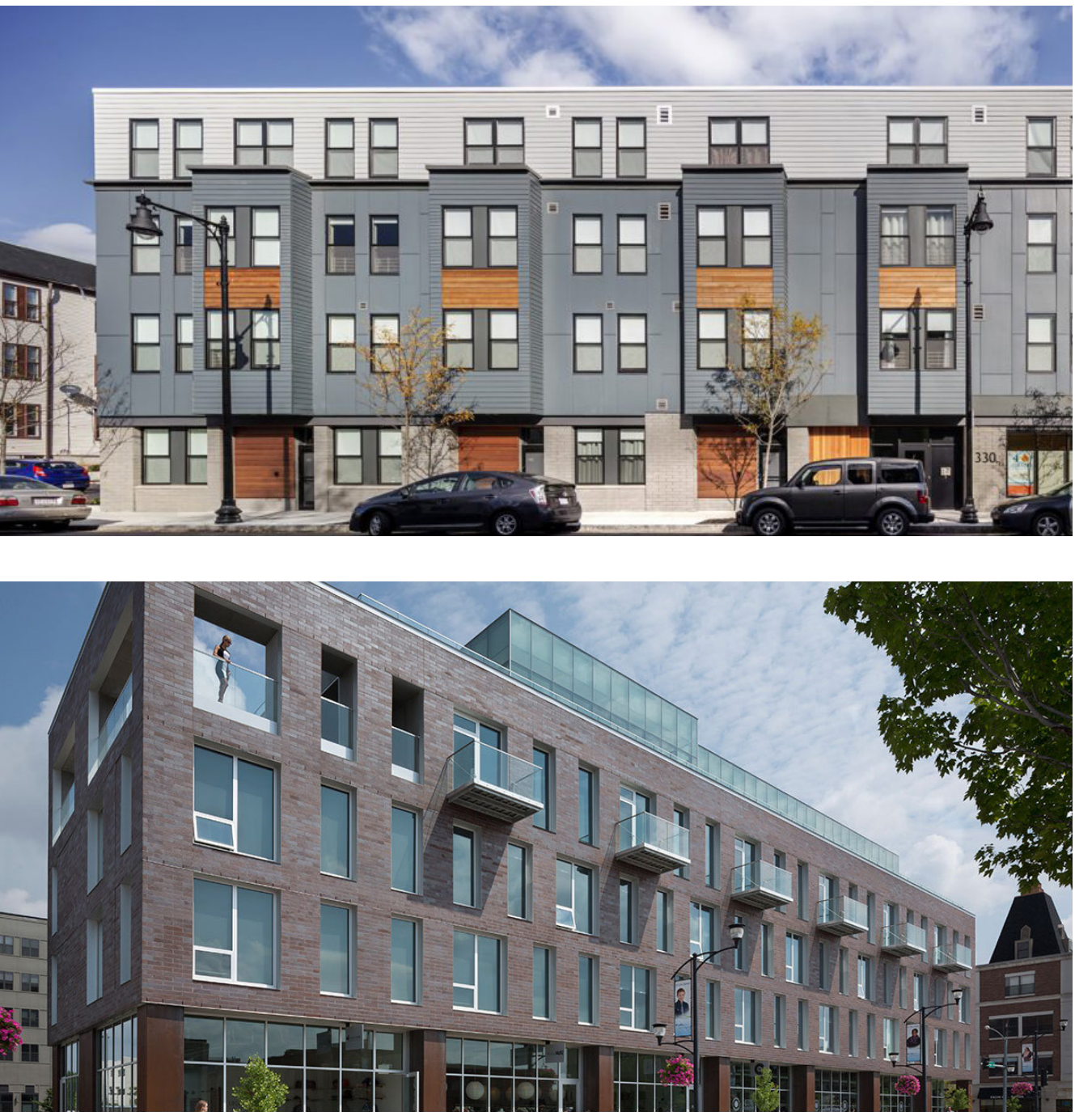
New blocks and new parcelization



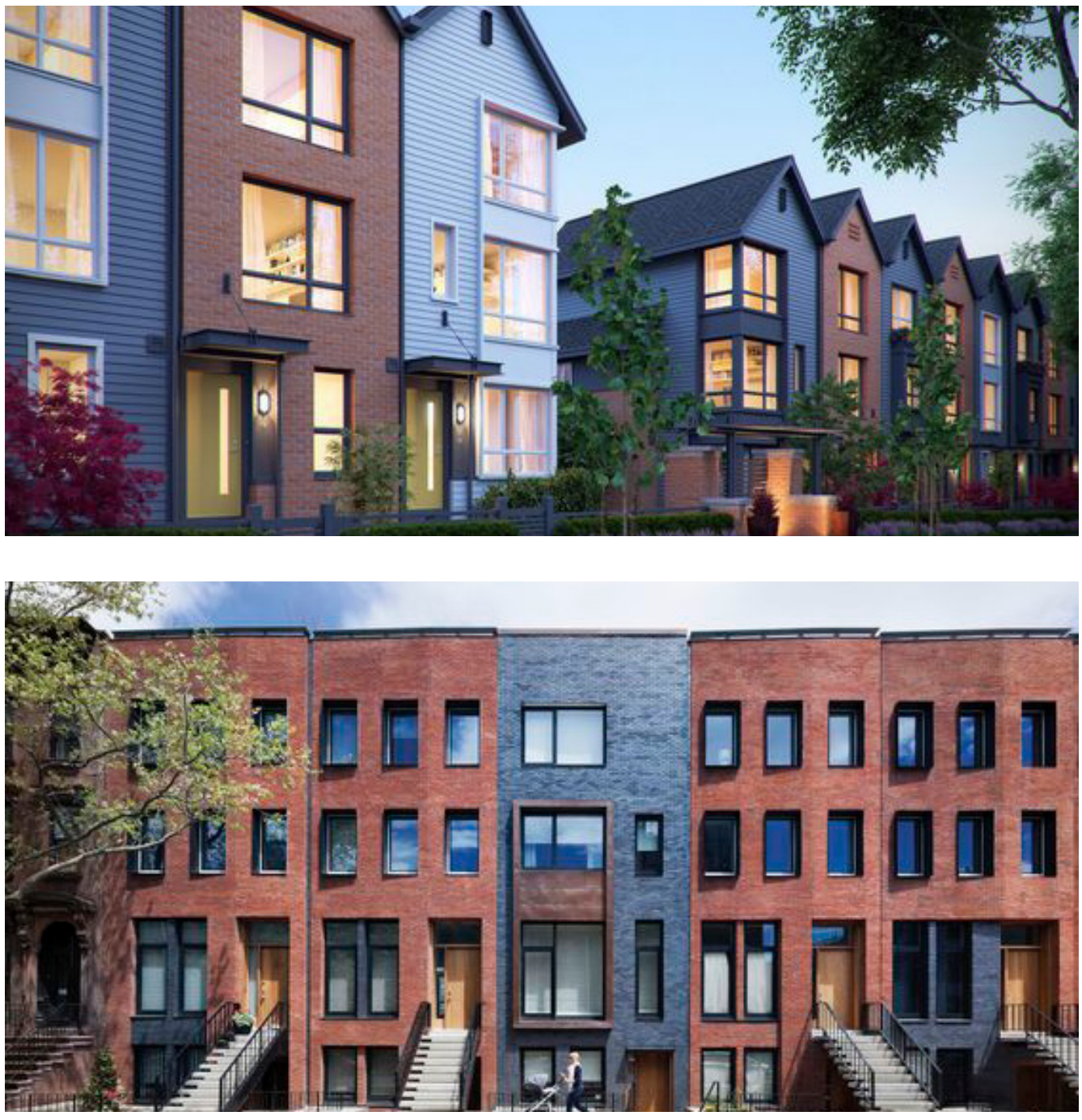
Low-density scenario: one-and two-family residential

## Some examples: Which do you prefer for each density scenario?

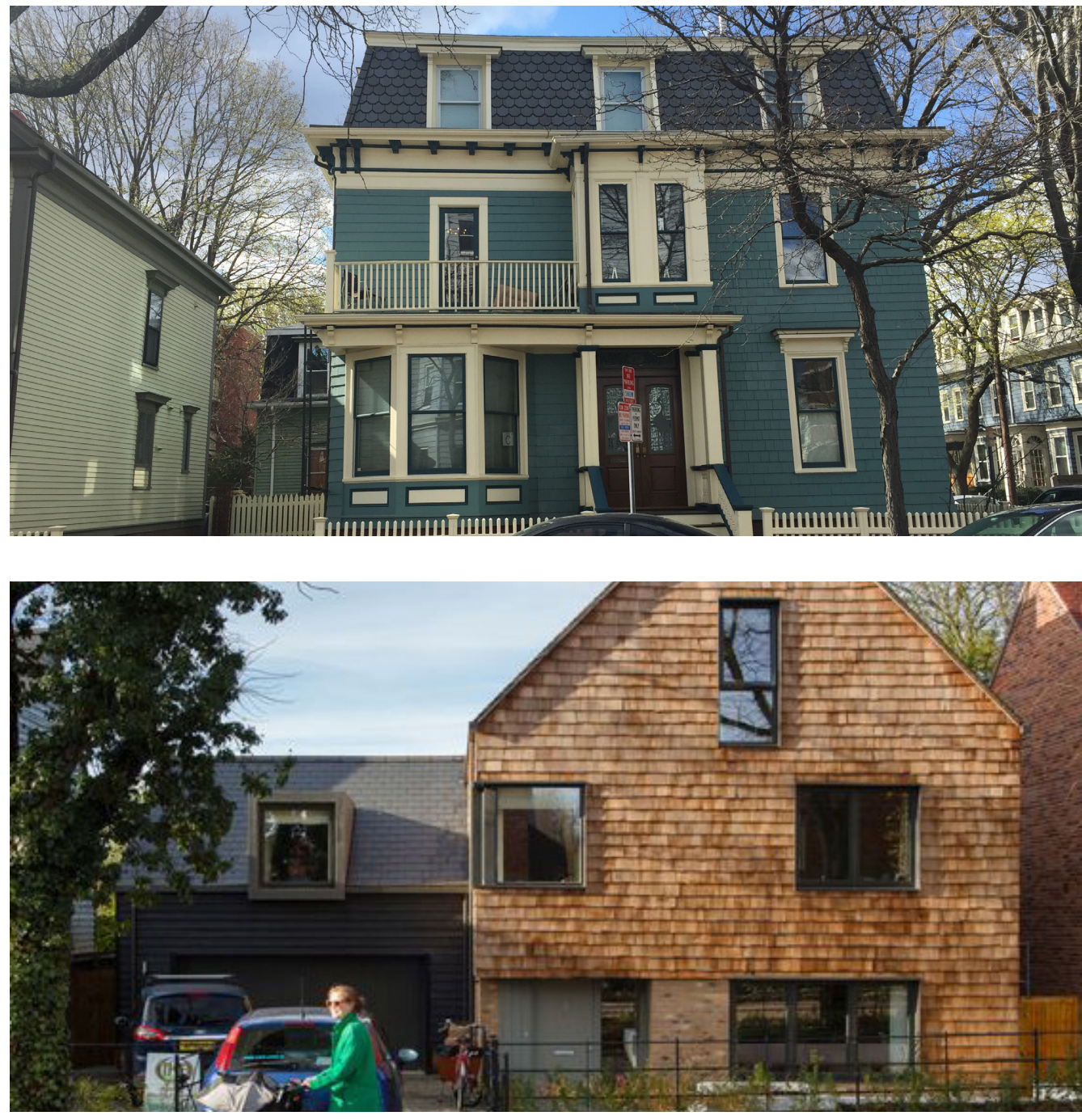
### Higher Density



### Moderate Density



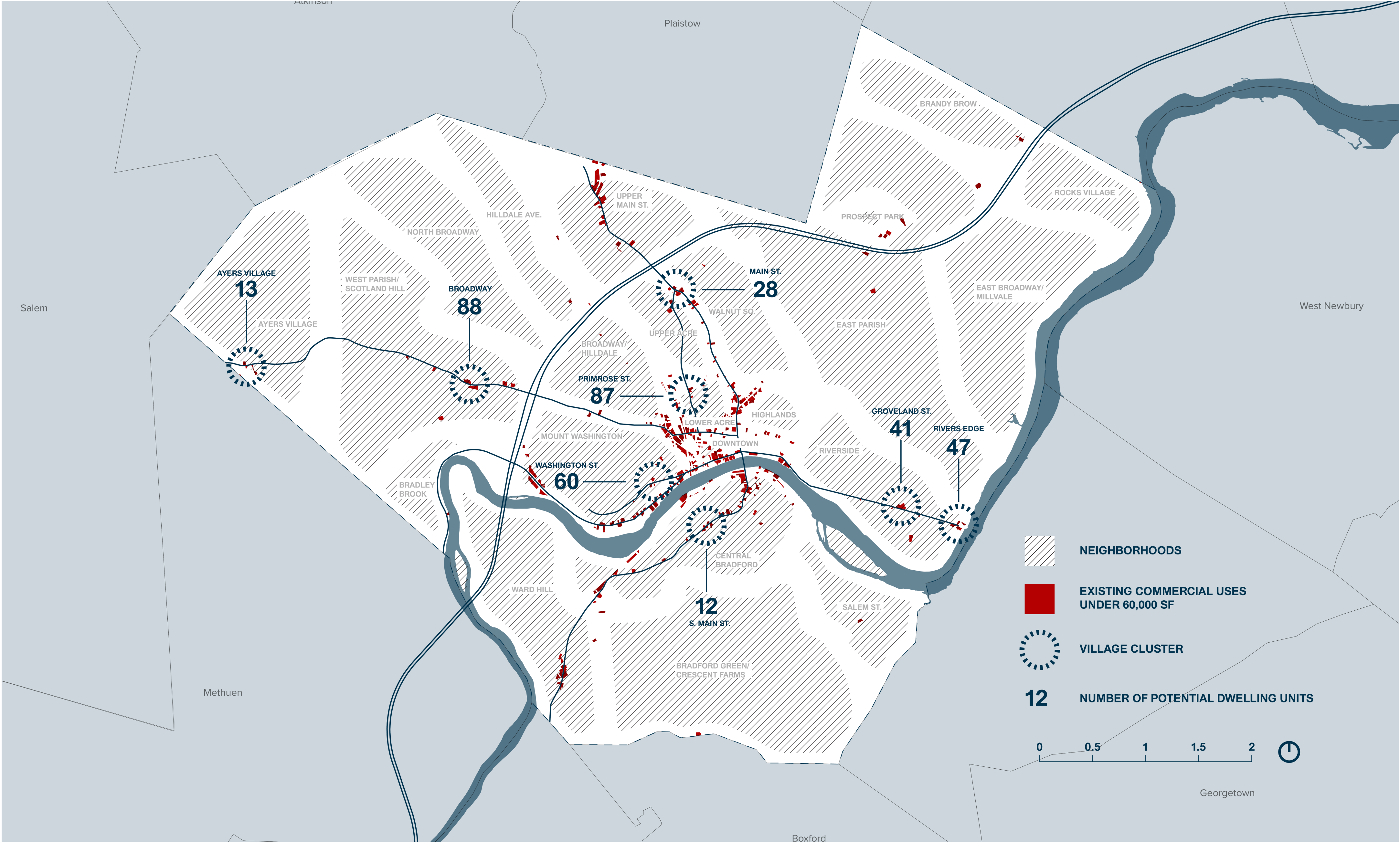
### Low Density





# Village Clusters

## Clusters centered on existing commercial centers



### Why Village Clusters?

Haverhill has many clusters of existing small commercial uses scattered throughout the city, as depicted on the map above. These commercial clusters are often located at the borders between neighborhoods and contain a variety of amenities such as convenience stores, restaurants, pharmacies, salons, and professional offices. Currently, buildings within these clusters have small footprints and are set back from the street to accommodate surface parking, which often detracts from the visual quality

of the streetscape and hinders the pedestrian experience. Because of their size and location, these lots have the capacity to accommodate additional residential development, and in doing so, they can contribute significantly to the City’s housing needs. Reimagining these places as “village clusters” can increase density, improve walkability, and enhance the daily experience of these places, ultimately turning them into true Main Streets.

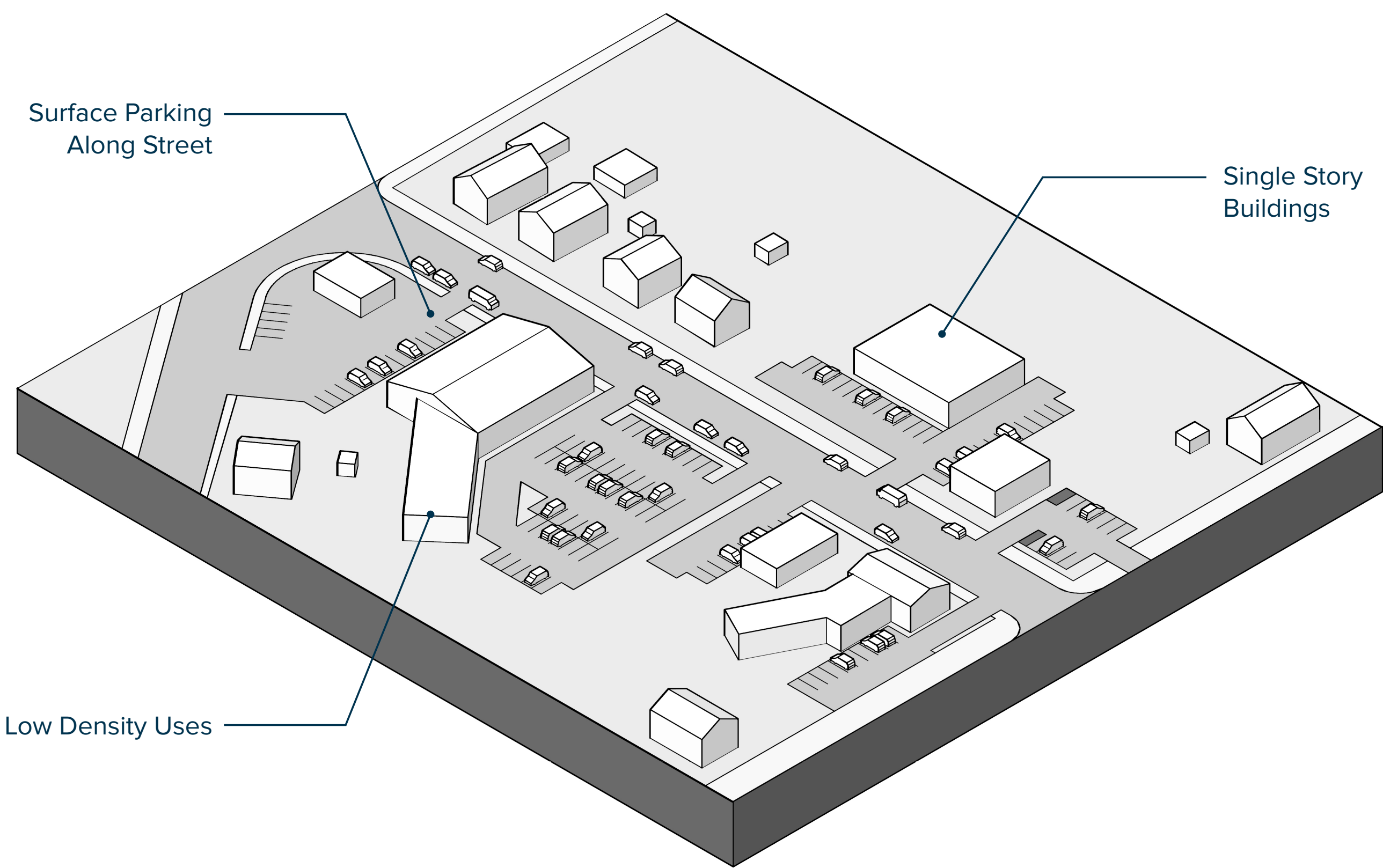
### How many additional dwelling units can village clusters accommodate?





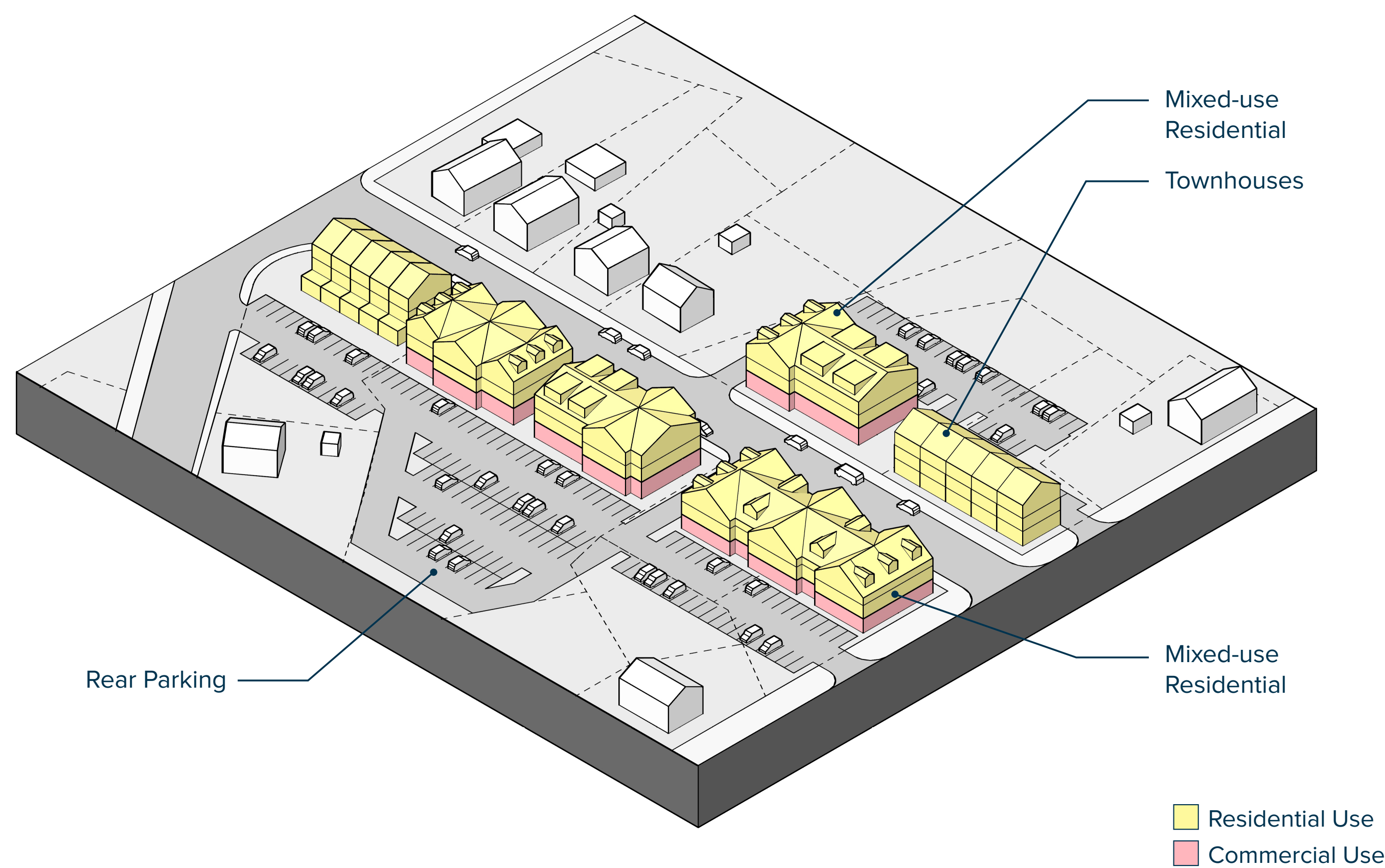
# Creating a Sense of Place

## What could a Village Cluster look like?



### Existing Conditions

While existing nodes support commercial and some residential uses, they are typically defined by low density development, single story retail buildings, and surface parking lots along the street.



### Potential Village Cluster

Densifying the village cluster allows a diversity of housing types (including townhouses and small-scale multifamily buildings) and provides for additional ground floor retail space. Shifting parking to the rear and minimizing building setbacks enhance the streetscape and also improve the walkability and experience of the village cluster.

## Some examples: which building type do you prefer?





Place a Green Dot  if you AGREE with this initiative or a Red Dot  if you DISAGREE

**Access to Opportunity and Education:** Create opportunities that allow Haverhill residents to work near where they live, and ensure that residents can get training and education needed to contribute to the regional economy.

Partner with NECC and other regional institutions to encourage work opportunities in STEAM (Science, Technology, Engineering, Arts, and Mathematics) and provide entrepreneurial training.	Work with regional educational institutions to perform outreach to employers who might relocate here.	Undertake targeted business recruitment efforts to attract companies offering low barrier-to-entry jobs and job training opportunities.
	Work with UMass Lowell to better integrate their new waterfront campus downtown with expanded classes and programming.	

**Job Creation:** Expand the city’s tax base and promote the creation of jobs in the core sectors of Haverhill’s economy, including Haverhill’s growing industries.

Densify the city’s existing industrial and business parks to create new employment opportunities and additional tax revenue.	Create a robust infrastructure to grow Haverhill’s innovation economy through active recruiting, local workforce training, shared working spaces, skill-sharing, etc.	Actively solicit large companies getting priced out of the Boston metro region by marketing the competitive advantages of locating in Haverhill.
Revise zoning to allow industrial development that contain a mix of retail and commercial uses on upper floors.		

**Location:** In addition to supporting Haverhill’s industrial and business parks, encourage the creation and growth of businesses that strengthen Haverhill’s neighborhoods.

Create tools and resources to support homegrown businesses and small businesses choosing to locate in Haverhill, including start-up funding, storefront improvement programs, technical assistance programs, streamlined permitting, etc.	Implement a vacant storefront tax ordinance to encourage property owners to seek suitable tenants.	Create affordable retail by requiring large developments in downtown to provide spaces of 1,000-1,200 SF on their ground floor.
	Continue to support cultural and local initiatives.	Invest in the preservation of existing affordable commercial space.



# Open Space, Natural Resources & Environment

Place a Green Dot  if you AGREE with this initiative or a Red Dot  if you DISAGREE

**Riverfront:** Protect the river as a natural resource, and enhance the riverfront for resident use and as a tourist destination.

Partner with local organizations, and regional and state agencies to provide new open spaces on the riverfront that reduce stormwater risk and promote cultural activities.	Build on ongoing efforts to activate both sides of the riverfront to strengthen connections to neighborhoods and the downtown.	Preserve and protect Haverhill’s streams, watersheds, and especially our surface pond water resources.
Support new jobs and housing along the riverfront.		Comply with EPA and DEP requirements for municipal-based discharges into the Merrimack River.

**Town & Country:** Balance the protection of Haverhill’s environmental assets and scenic areas with new growth in targeted places.

Focus new development along transportation corridors at higher densities.	Ensure that by-right zoning rules enable high-quality developments in target areas and discourage unplanned sprawl elsewhere.	Revisit regulations of existing commercial development to ensure intended outcomes.
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**Sustainability and Resilience:** Achieve citywide carbon neutrality by 2050 and adapt city infrastructure to prepare for climate change.

Adopt a community choice energy program to more quickly transition to the use of greenhouse-gas-free electricity.	Revise parking requirements to reduce the minimums for new development and renovations.	Using updated technology, assess the location of wetlands and critical aquifer recharge areas.
Transition to zero-net carbon new construction by 2030.	Investigate and test innovative septic systems that can support the creation of new housing.	Increase tree canopy on both public and private property.
Explore options for retrofitting and electrifying existing buildings by 2050.		Conduct a resilience vulnerability assessment to understand the risks posed to Haverhill neighborhoods.



# Housing

Place a Green Dot  if you AGREE with this initiative or a Red Dot  if you DISAGREE

**Affordability:** Ensure that housing is accessible to all who want to live in Haverhill, through existing as well as income-restricted affordable units.

Encourage the development of middle- and moderate-income housing for those between 60%-120% of the area median income.	Grow the City’s first time homebuyer assistance program and expand it citywide.	Develop additional senior housing units to meet the needs of the growing senior population.
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**Supply:** Increase the amount of housing to encourage walkability and embed civic and commercial activity within neighborhoods across the city.

Incentivize production of housing within ten-minute walking distance of commuter rail.	Allow low-density multi-family housing in low-density residential zoning districts (Residential-Rural Density, Residential-Low Density, and Residential-Medium Density)	Create a “missing middle” pilot program / zoning district to assess the feasibility and demand for new residential types that are right-sized for Haverhill’s changing demographic.
Change zoning to enable higher densities of housing to be developed by-right in targeted areas.	Leverage state resources (such as Housing Development Incentive Program) to increase the production of market rate multifamily housing.	Work with city departments to address the need for increased infrastructure, including schools, water, sewers, health, and safety.
Identify locations and incentive strategies to create more senior housing.		

**Diversity:** Provide a variety of housing options for individuals, families, and seniors at different socioeconomic levels.

Explore options to address the unmet need for middle-income housing.	Invest in resources that help the elderly to age in place, such as public transportation subsidies, real estate tax abatements, programs for retrofitting existing units, etc.	Ensure that all new housing is built to meet ADA (Americans with Disabilities Act) and Universal Design standards to accommodate people of all ages and abilities.
Incentivize multifamily housing with a mix of unit sizes.		
Encourage the production of new housing types, such as accessory dwelling units.	Create and maintain an inventory of publicly owned land and assess its suitability for new affordable housing.	



# Transportation & Mobility

Place a Green Dot  if you AGREE with this initiative or a Red Dot  if you DISAGREE

**Walkability:** Shape the design and use of streets and buildings to support an active public realm, which is accessible by community members of all ages.

Support pedestrian and bicycle-friendly streetscape design projects.

Create signage and storefront regulations on commercial corridors to enhance their district identity.

Develop a city wide transportation network easily accessible to seniors.

**Transit:** Maximize the potential of the commuter rail’s connections to the metropolitan region.

Facilitate increased housing and job centers within walking distance of the commuter rail and other public transit options.

Develop a systemic solution for parking and establish a clear plan for the future use and replacement of the existing Goecke Parking Deck.

Ensure that walking, biking, and driving access to the commuter rail is sufficient to meet Haverhill’s projected needs.

**Multimodal:** Expand access to non-vehicular transportation options to enable residents walk and bike safely and to mitigate traffic.

Connect sections of regional bicycle routes and develop a robust bicycle lane network.

Explore implementation of bicycle share, car share, and shuttle services as well as other emerging transportation technologies to improve options for residents to travel throughout the city.

Expand the city’s rail trail network to encourage use of the riverfront and expand recreational activities.



# Cultural & Civic Resources

Place a Green Dot  if you AGREE with this initiative or a Red Dot  if you DISAGREE

**Downtown:** Capitalize on the vibrancy of downtown and create opportunities for events, programming, and public art.

Invest in streetscape improvements, crosswalk, and wayfinding solutions.

Continue to preserve and rehabilitate historic assets.

Encourage the temporary use of underused parking lots as spaces for events and performances.

**Recreation & Leisure:** Create places where residents and visitors can not only live and work, but also play.

Continue to improve parks with public features and opportunities for programming.

Locate new open spaces in areas where new housing and job growth are occurring.

Create tax incentives to attract businesses that provide the goods and services needed to support a 24x7 community.

**Infrastructure:** Ensure that city services have the capacity to meet the needs of Haverhill’s growing population.

Prioritize sidewalk repair in communities that have historically received less capital investment.

Prioritize retrofits in buildings that serve public purposes.

When feasible and aligned with best practices across the state, modify city regulations for allow for multifamily developments not connected to city water and sewer systems.



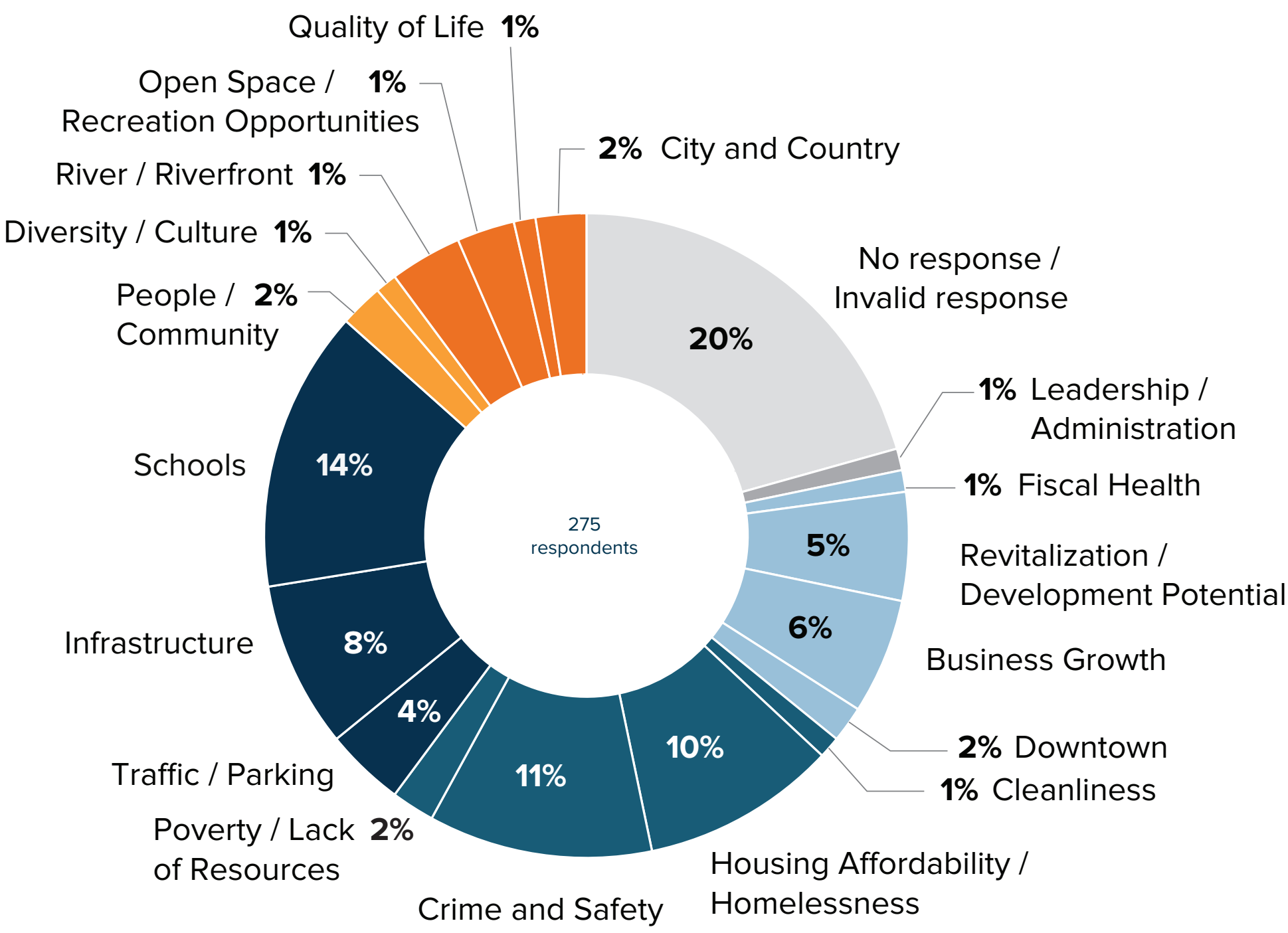
## Additional Questions or Comments

**Please add your additional thoughts, concerns, questions, or comments below:**

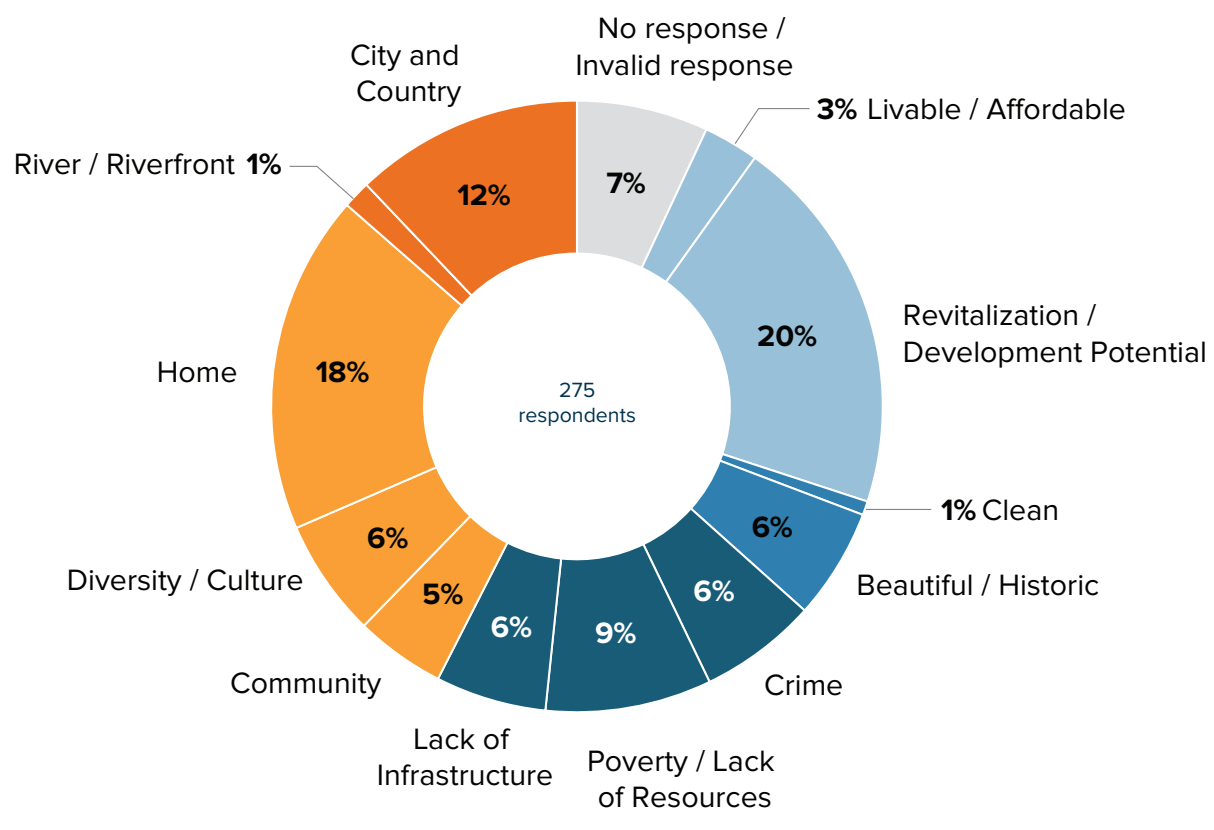


# What we heard about the vision for Haverhill

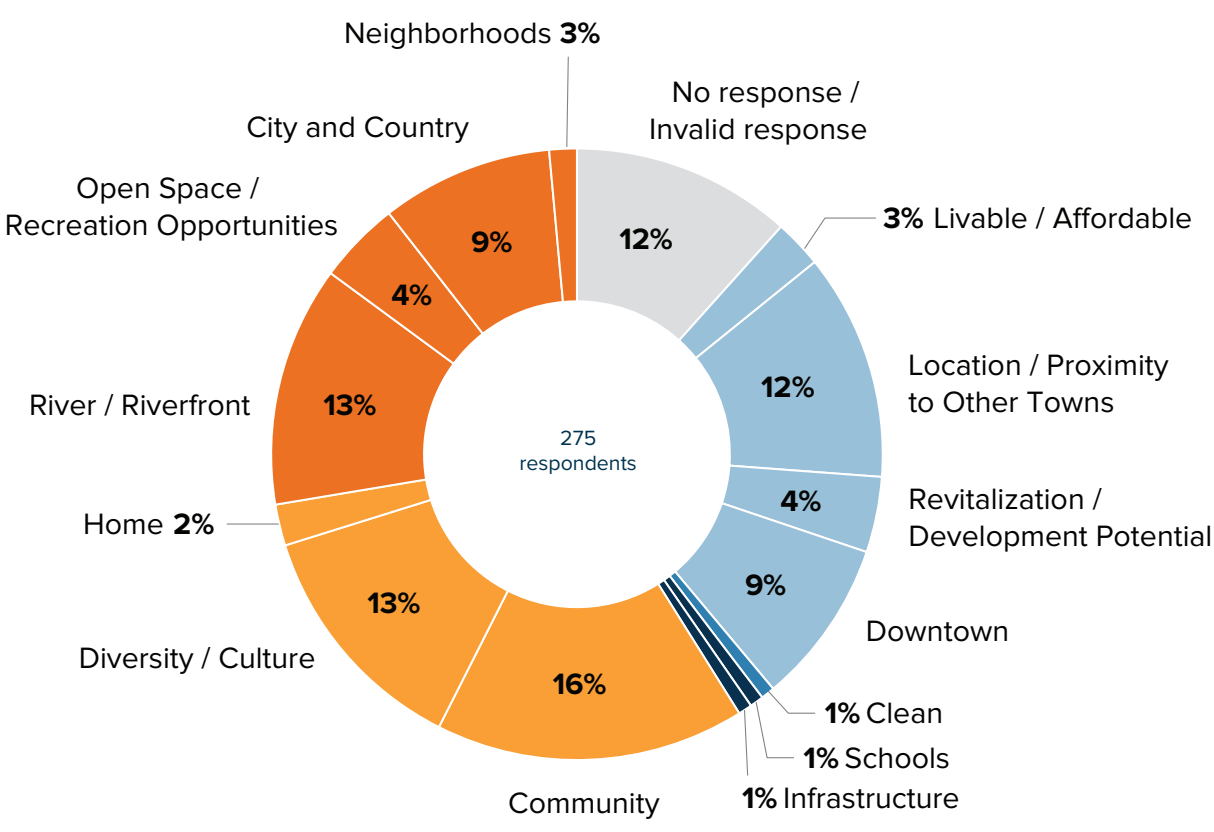
## What do you hope this plan will address?



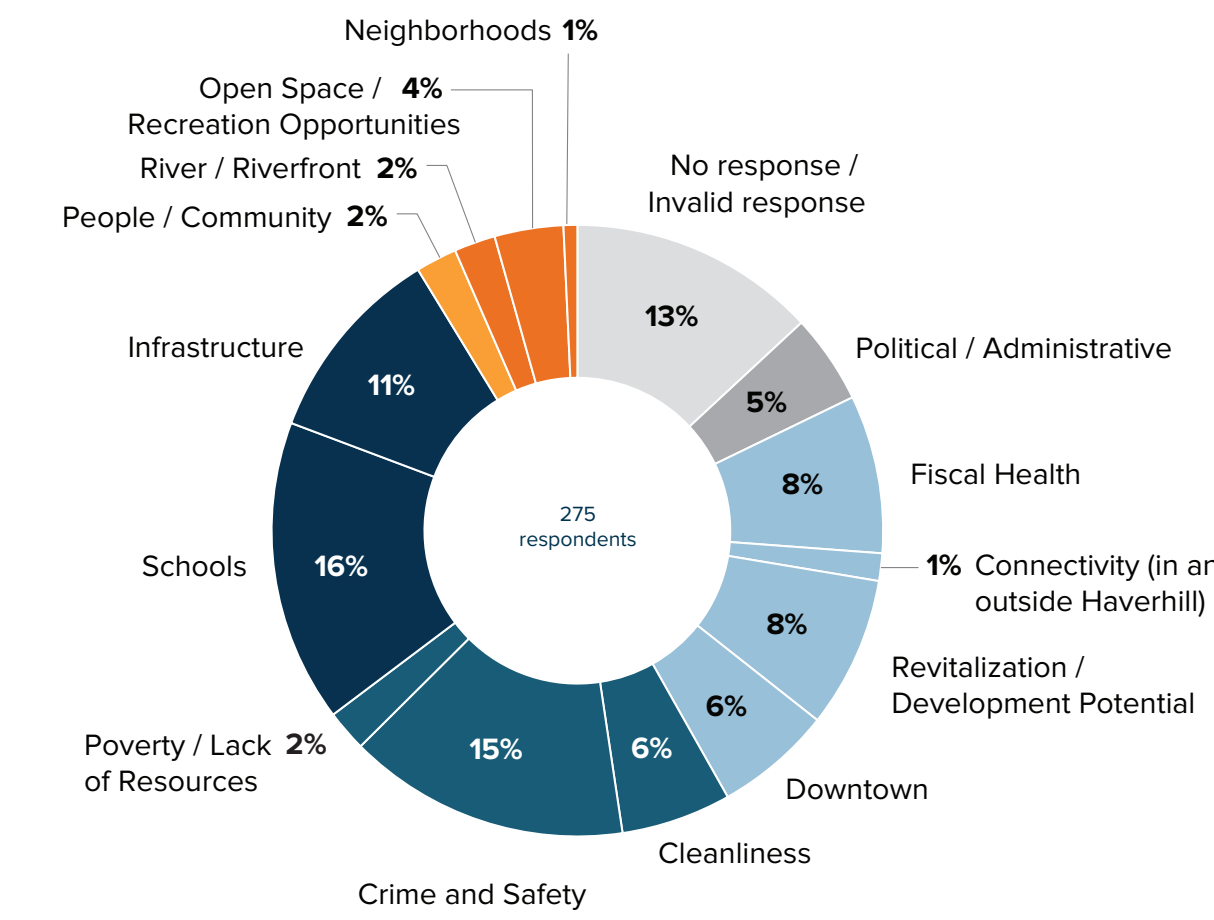
## When you think of Haverhill, what words or phrases come to mind?



## What do you love about Haverhill?

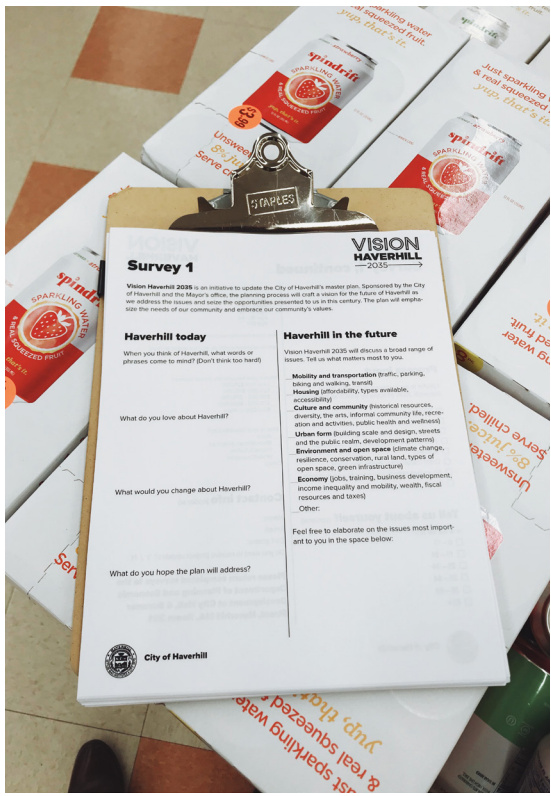


## What would you change about Haverhill?



# Where we have been so far

## April 2019



Market Basket



National Night Out



Farmers Market



Farmers Market



River Ruckus



River Ruckus



River Ruckus



River Ruckus



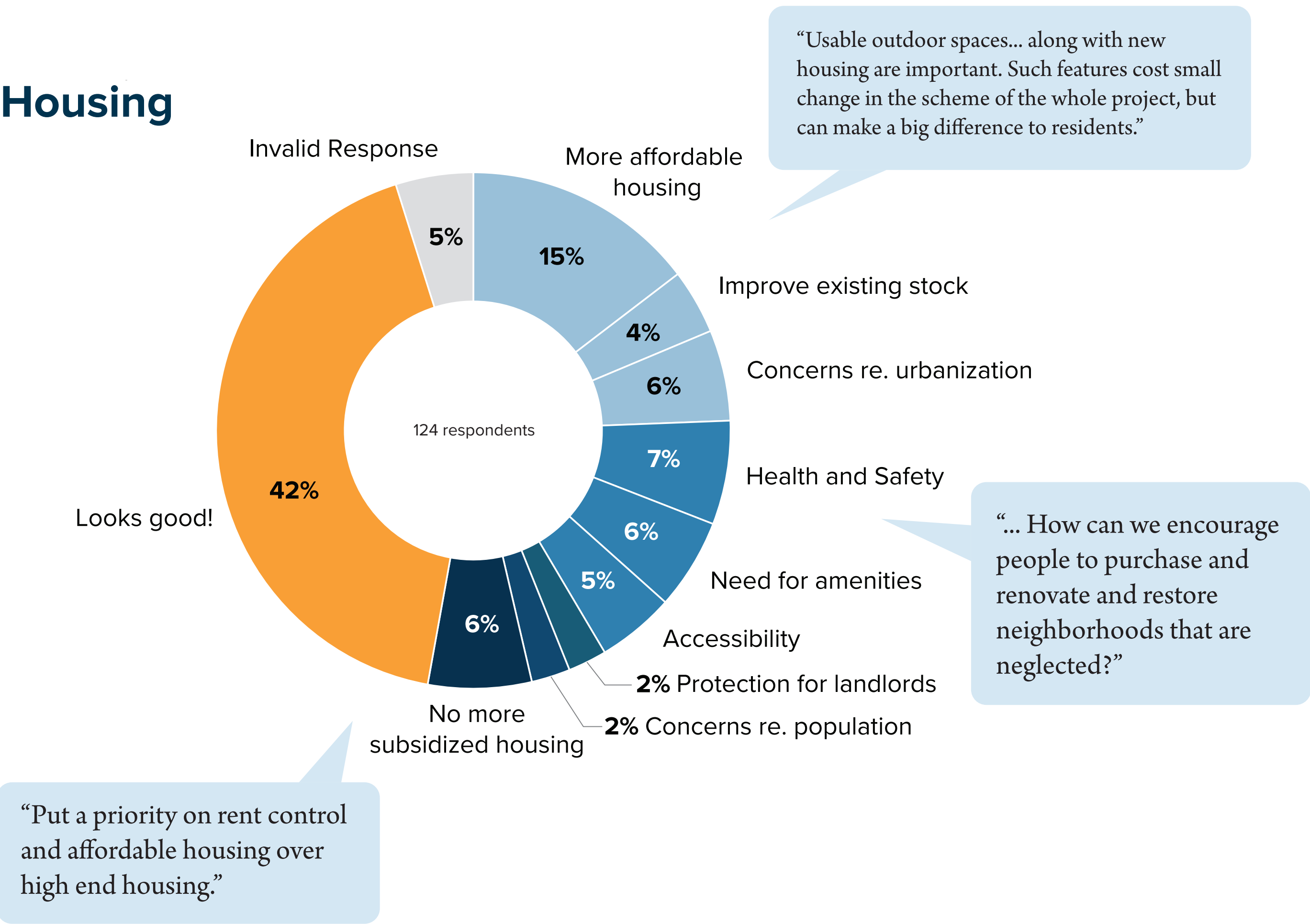
River Ruckus

## November 2019



# What we heard about Haverhill’s goals

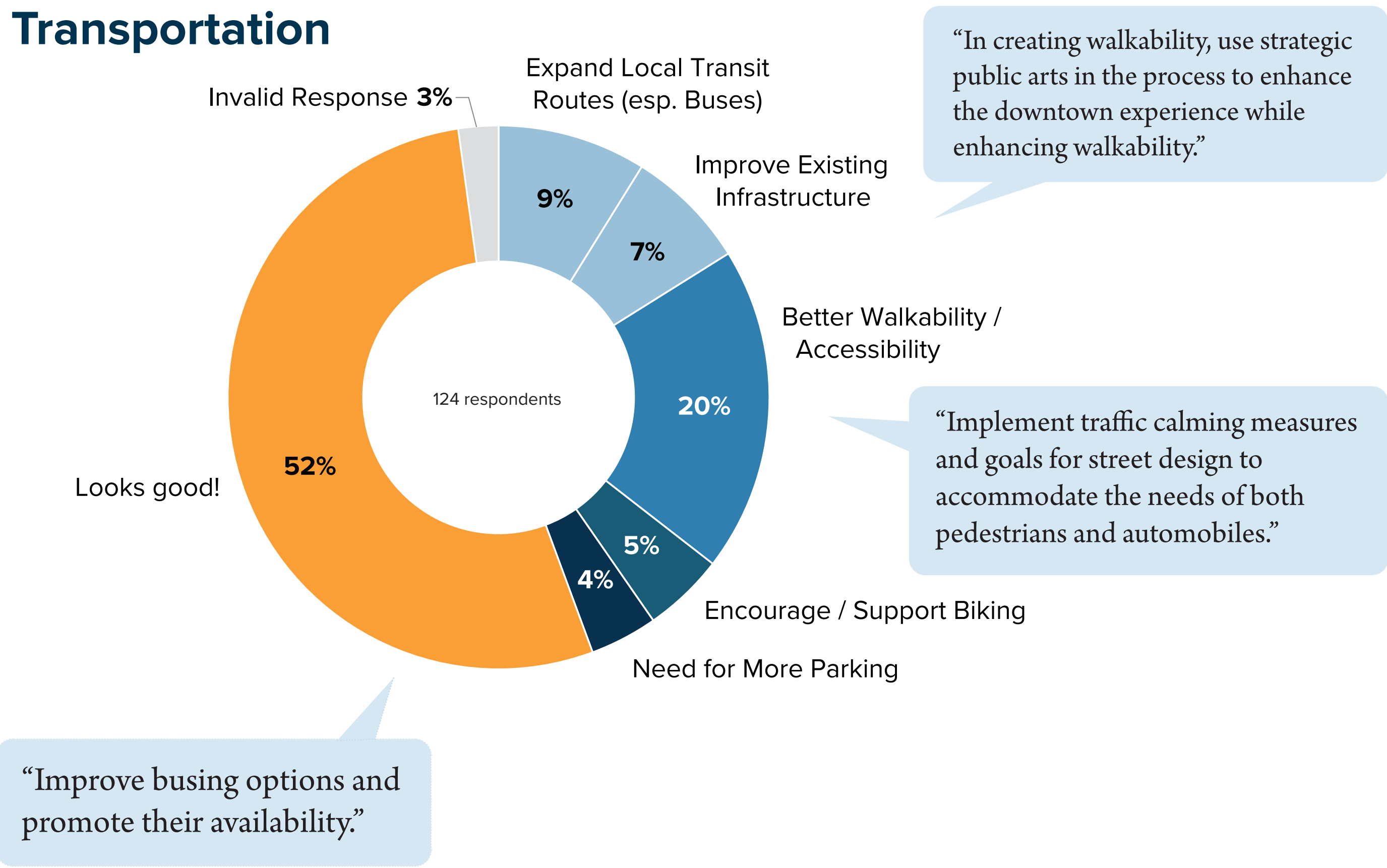
## Housing



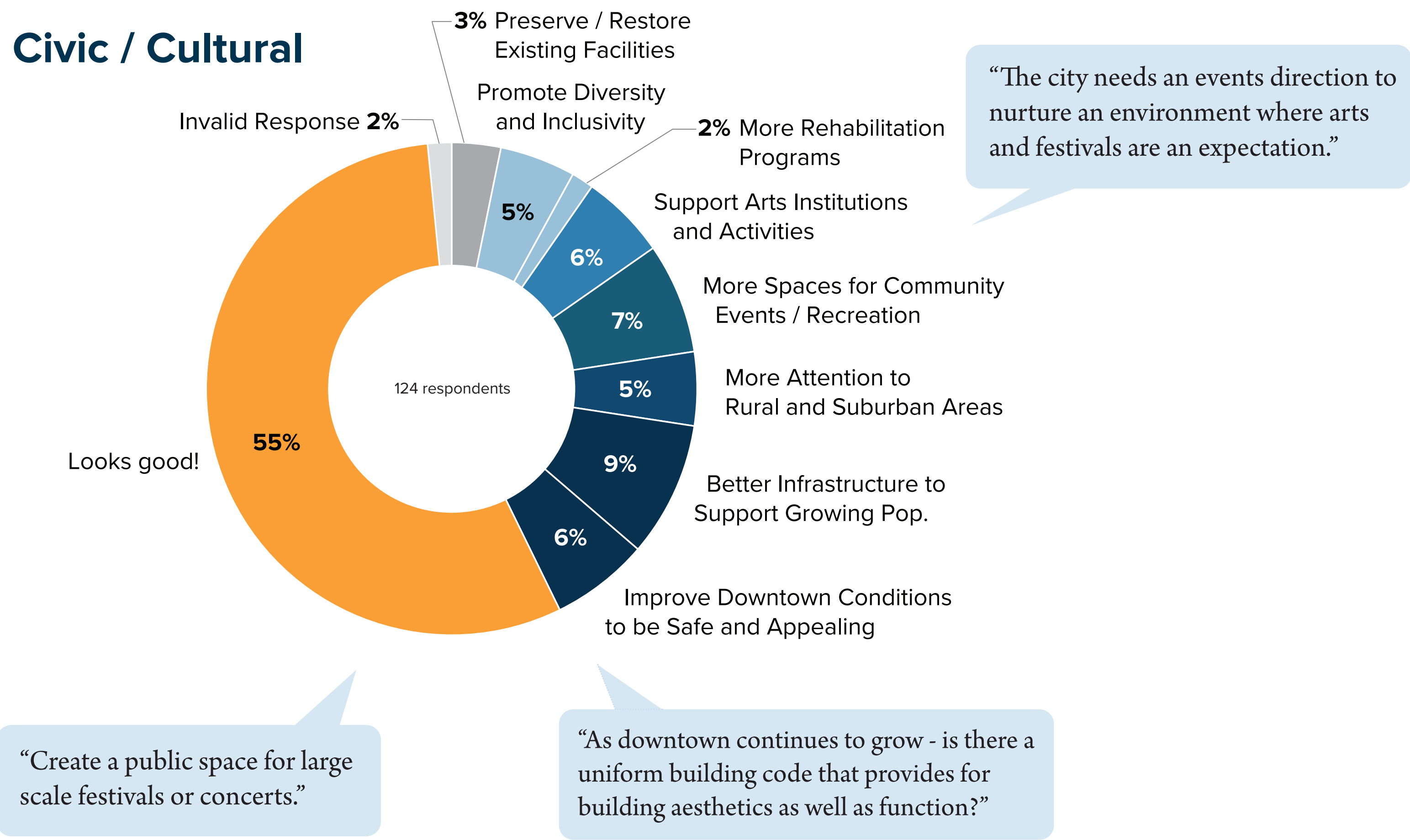
## What would you add or change?

(post your comments or questions below on a sticky note)

## Transportation



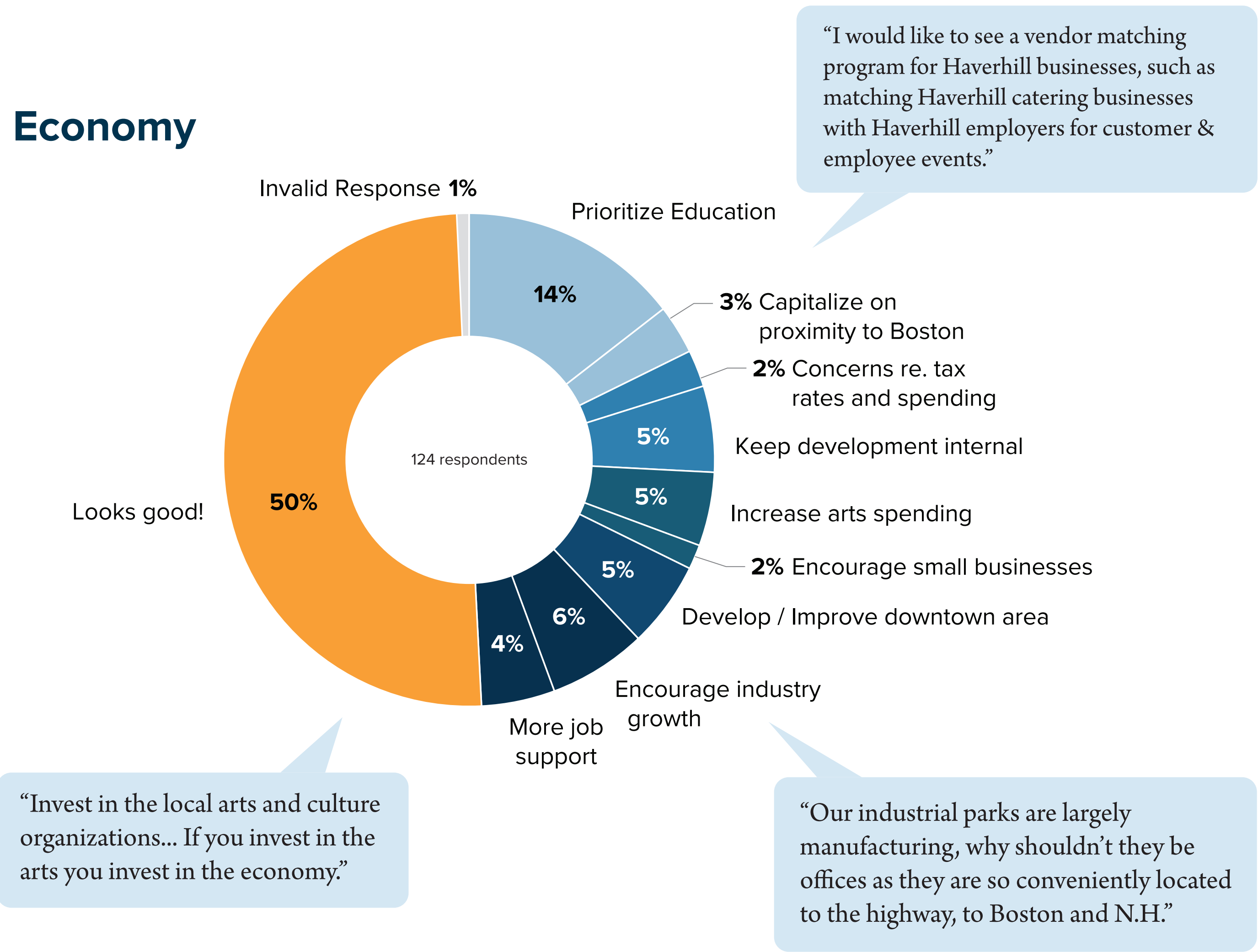
## Civic / Cultural





# What we heard about Haverhill’s goals

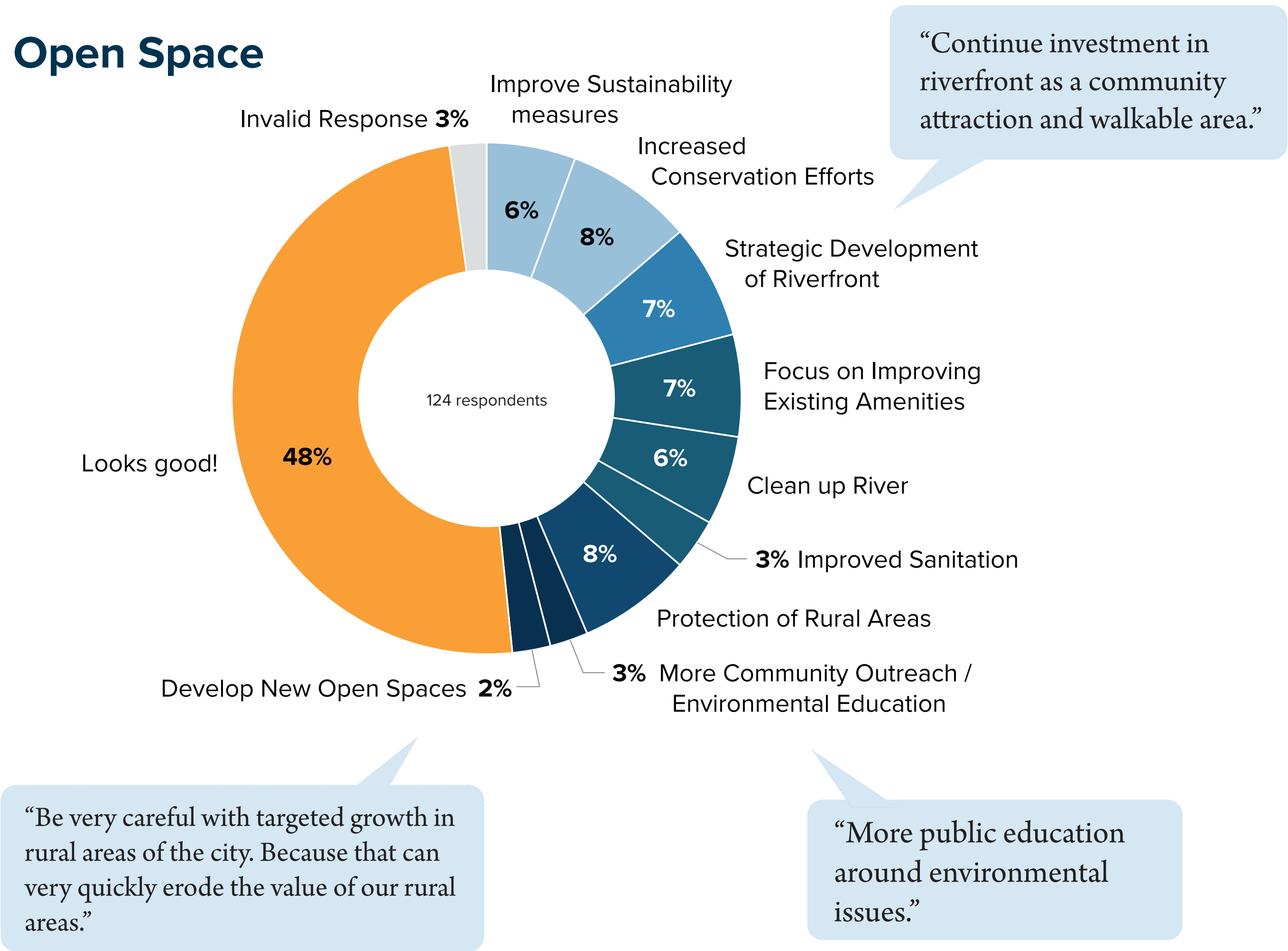
## Economy



## What would you add or change?

(post your comments or questions below on a sticky note)

## Open Space



# Find out more!

- 1. Visit [visionhaverhill2035.org](https://visionhaverhill2035.org) to see previous project materials and sign up for our mailing list.
- 2. On social media, follow @CityOfHaverhillMayorsOffice

