Planning Board November 13, 2019

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## Agenda

- Outreach and Engagement: What we've done to date
- Scenarios: Visions of development outcomes across the City of Haverhill that achieve the plan's goals. We have three scenarios of Village Clusters, Industry, and Downtown and Riverfront.
- **Recommendations**: Based on the topic areas and goals, these are the specific policy changes the master plan will suggest that the city implement.



## Meetings and Public Events

- April 3: Kick-off meeting with City
- April 24: Steering Committee
- May 22: Steering Committee
- May 29: Public kick-off Workshop
- June 21: Outreach at Market Basket
- July 17: Steering Committee
- July 31: Steering Committee
- August 6: National Night Out
- August 12: Team Haverhill
- August 14: Steering Committee
- August 17: Farmer's Market
- August 19: Mt. Washington Neighbor Nights
- August 28: Steering Committee
- September 11: Steering Committee

- September 15: East Parish / Rocks Village
- September 21: River Ruckus
- September 24: Historic Highlands Nbhd Assoc
- September 25: Steering Committee
- October 9: Steering Committee
- October 23: Steering Committee
- November 6: Steering Committee
- November 7: Scenarios/Recommendations Workshop
- November 13: Planning Board
- November 20: Steering Committee
- December 4: Steering Committee
- December 11: Planning Board
- December 17: City Council



#### VISION VISION VISION HAVERHILL HAVERHILL HAVERHILL HAVERHILL Survey 2. continued Survey 1, continued Survey 2 Survey 1 -2035-Vision Haverhill 2035 is an initiative to update the City of Haverhill's master plan. Sponsored by the City How many members of your household are within each of Cultural & Civic Resources Vision Haverhill 2035 is an initiative to update Housing Open Space, Natural Resources, & Other comments of Haverhill and the Mayor's office, the planning process will craft a vision for the future of Haverhill as the following age ranges? \_\_\_\_Age 4 or younger the City of Haverhill's master plan. Sponsored Environment Supply: Increase the amount of housing with Town and Country: Balance the protection Downtown: Capitalize on the vibrancy of we address the issues and seize the opportunities presented to us in this century. The plan will emphaby the City of Haverhill and the Mayor's office, an urban form that encourages walkability Age 5 - 12 size the needs of our community and embrace our community's values. the planning process will craft a vision for the of Haverhill's environmental assets and scedowntown and create opportunities for \_\_\_\_ Age 13 – 18 and embeds civic and commercial activity nic areas with growth in targeted places. events, programming, and public art. \_\_\_\_ Age 19 - 64 future of Haverhill as we address the issues and within neighborhoods across the city. \_ Age 65+ seize the opportunities presented to us in this Riverfront: Protect the river as a natural Recreation and Leisure: Create places Affordability: Ensure that housing recentury resource, and enhance the riverfront as a where residents and visitors can not only mains accessible to all who want to live in Haverhill today Haverhill in the future Are you a Haverhill resident? Y / N recreational and tourist destination. live and work, but also play Haverhill, through existing as well as in-Which neighborhood(s) do you live and/or work in? come-restricted affordable units. Sustainability and Energy: Achieve citywide Infrastructure: Ensure that city services have When you think of Haverhill, what words or Vision Haverhill 2035 will discuss a broad range of Goal statements Diversity: Provide a variety of housing opthe capacity to meet the needs of Haverhill's carbon neutrality by 2050 phrases come to mind? (Don't think too hard!) issues. Tell us what matters most to you. tions for individuals, families, and seniors at Resilience: Adapt city infrastructure to prearowing population. Our team has drafted goal statements for each **Process input** different socio economic levels. pare for climate change. \_Mobility and transportation (traffic, parking, What is your household's annual income? Lessthan \$25,000 of Vision Haverhill's topics Is there anything you would add or change about these biking and walking, transit) is there anything you would add or change about these? Is there anything you would add or change about these? I prefer to be engaged during the Vision \$25,000-\$50,000 \$50,000 - \$75,000 \_Housing (affordability, types available, For each of these topic areas, we want to know Haverhill 2035 process by (check all that apply): accessibility) \$75,000 - \$100,000 what you would add or change about these Culture and community (historical resources, \_\$100,000 or more goals. U Webpages where I can add a comment What do you love about Haverhill? diversity, the arts, informal community life, recreation and activities, public health and wellness) Occasional email, text, or social media posts What is your race/ethnicity? We want these goals to be comprehensive, but Economy \_Urban form (building scale and design, streets Neighborhood meetings and get-togethers \_\_Asian Black/African-American we also want the goals to be straightforward and the public realm, development patterns) Location: In addition to supporting Public workshops and larger gatherings Transportation & Mobility Hispani d/Latino White/Cau casian and clear enough that they provide direction. Environment and open space (climate change, Haverhill's business parks, encourage the Surveys · Walkability: Shape the form, use, and design resilience, conservation, rural land, types of creation and growth of businesses that Draft documents, maps, and plans of streets and buildings to support an active Contact info (optional) open space, green infrastructure) strengthen Haverhill's neighborhoods. These high-level goal statements will frame the public realm accessible by community mem-□ Short fact sheets and easy-to-use materials City Revenue and Jobs: Expand the city's next steps of the planning process, where the Economy (jobs, training, business development, bers of all ages. tax base and promote the creation of jobs Other: planning team develops strategies (approach-Name What would you change about Haverhill? income inequality and mobility, wealth, fiscal Transit: Maximize the potential of the comin the core sectors of Haverhill's economy, Email: Contact info (optional) es we take to achieve the goals) and actions resources and taxes) muter rail's connections to the metropolitan including Haverhill's growing industries. (specific policies, programs, or tools we use to Cell phone: Other region Access: Create opportunities that allow achieve the strategies) Do you want to receive project updates? Y / N Name Tell us about yourself (optional) Multimodal: Expand access to non-vehicu-Haverhill residents to work near where they Email: Feel free to elaborate on the issues most importlar transportation options, to walk and bike live, and ensure that residents can get the How old are you? Cell phone: ant to you in the space below: training needed to contribute to the regional safely and mitigate traffic. Please return completed surveys 0-17 Do you want to receive project updates? Y / N to the Department of Planning and economy. 18-24 is there anything you would add or change about these Education: Encourage the creation of tal-Economic Development at City Hall, 4 What do you hope the plan will address? 25 - 34 Please return completed surveys to the ent by enhancing Haverhill's educational Summer Street, Haverhill MA. 35 - 54 resources Department of Planning and Economic Room 201. □ 55 - 64 Development at City Hall, 4 Summer Is there anything you would add or change about these 65+ Street, Haverhill MA, Room 201 City of Haverhill City of Haverhill **City of Haverhi** City of Haverhill



### VISION -2035

City of Haverhill Master Plan Update September 2019

An Interim Report from the



### Summary of Past Plans

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Production Plan

### Housing Production Plan (2018)

In 2018, the City of Haveshill adopted a housing production plan for 2018– 2021. The Merrimsck Valley Flaming Commission prepared the plan as part of a regional effort. The primary goal set out in the plan is to maintain and grow Havefull'shousing stock at a pace consistent with projected population growth and to grow the deed restricted affordable housing stock so that afford-able housing is at or above 10% of the total housing in the City. (Havefull just barely meets the minimum requirement of 10% affordable housing under MG 40B. The plan states concern that Haverhill may drop below the 10% threshold after the 2020 US Census results are released.) Though not explicitly stated as goals, the plan also identifies housing needs that emerge from the analysis, in-cluding a rapidly growing senior citizen population and decreasing affordability of unrestricted (market rate) units of unrestricted (market rate) units. The housing production plan gives 26 strategies for addressing these needs, broady grouped under "Planning and Policies," "Production," and "Preservation." Strategies included both broad mandates and specific mea-sures. Broad strategies include ensouringing market rate housing units, units

affordable to low- and moderate-income households, and accessible units. Specific strategies included measures such as establishing Host Community Agreements, studying the conversion of municipal buildings into affordable housing, converting large single-family homes into small multifamily buildings and offering supportive services for targeted demographics. Because this plan was adopted less than a year ago, implementation of the earliest actions is still

#### Open Space and Recreation Plan (2016) rrently implementing a 2016–2023 Open Space and Recreation



ucation to support open space; improving existing open spaces, acquiring land for new open space; protecting and promoting historic resources; promoting agriculture preservation; and promoting sustainable development. Now several years into the plan's implementation, Haverhill must assess its progress on the plan. Many action items were slated for completion before Summer 2019. If those have not been completed, the City should identify road-blocks to their completion and reassess priorities and implementation schedules in light of those roadblocks.

### Lower Acre Revitalization Strategy (2009) In 2009, the Merrimack Valley Planning Commission prepared this report with

funding from the Gateway Plus Action Grant program. The plan made detailed recommendations across sever al topics, including public transportation, housing, parks & regreation, crime & safety, streets & sidewalk, and career development. The plan's biggest recommendations were for Lower Acre residents to form a neighborhood organization, for the City to create a "one stop" informational resource for residents, increase federal and state funding, concentrate the City's revitalization on targeted areas within Lower Acre (similar to its focused efforts to improve Downtown), and revitalize the Winter Street corridor.

### Gateway City\* Economic Snapshot (2018)

MassDevelopment published this study, which included analysis of Gateway City economies in general, as well as targeted analyses of Transformative Development Initiative districts, such as the Merrimack Street TDI district in Haverhill. The study noted the large amount of investment in the district from 2014-2016 (\$51.5 million in public funds and \$22.5 million in private funds) Nearly half of all built area in the TDI districts devoted to office space, and rents are low compared to those in Haverhill overall for both retail and residen tial uses. Commercial vacancies in the district are high

### Merrimack Valley Active Transportation Plan (2015)

The MVPC published this plan in 2015, laying out a regional approach to de oping an Active Transportation Network in the Merrimack Valley. The report on Water Street. The report also identifies pedestrian and bicycle safety conerns of hetme, induling Merrimack Street, Winter Street, Lafayette Square and Washington Street. It also highlights the city's wider streets, developed to accommodate trollies, and gives examples of how those rights of way could be allocated to support active transportation. Active transportation priorities identified during the plan's engagement process include an on-road bicycle net-work, sidewalks around Ward Hill, the Riverwalk and rail trails, bicycle parking downtown, safety concerns, and bike/ped improvements on Route 110

\* Massachusetts Gateway Chies are nidsize urban centers that anchor regional economies around the state often facing stubborn social and economic challe noes while estaining many assets with unrealized potential

**Population** 



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Existing Condition

MERRIMACK V ACTIVE TRANS

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Median home values, 2000-2019

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The estimated median rent for all housing units in Haverhill is nearly \$1,800. Rents have remained fairly stable since 2017 after a period of rapid rent increases exiting the Great Recession Median rents, 2011-2019



### Economy

Health care is Haverhill's top Haverhill Employees by Sector employment sector. Education and manufacturing are the next two largest employers in the city. While health care and education are commonly top employ ers in eastern Massachusetts, it is unusual for manufacturing to continue to play such an important role in the local economy. Source: Reference USA 2019

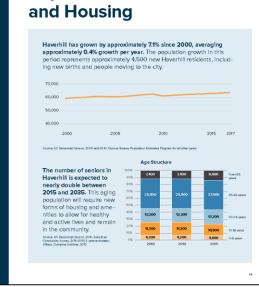


## also added significant jobs during this period Number of Job -100 100

Goals Goals are broad, aspirational statements of what we want to achieve for

construction, wholesale trade and the hospitality industry have

### Existing Conditions



### Where Do We **Go From Here?**

This document lays out data and trends to understand how Haverhill is changing. While a city is certainly more than a collection of data or an array of policies, this information is useful to determine how this information relates to the lived experiences of its residents. The next stage of Vision Haverhill will be a robust public conversation about the new policies and plans with the community's shared future vision

### Planning Framework

As we move forward from understanding trends and begin planning for Haverhill's future, this framework and key definitions will help the community debate and discuss the future of Haverhill

each planning topic. Strategies Strategies define the general ap-proaches needed to achieve the goals Strategies can help achieve one or more goals. Actions Actions are the specific policies, pro grams, studies, capital investments or other tools that City departments use to implement each strategy.



### **Spatial Approach**

Throughout our listening tour, the Haverhill community has expressed an overwhelming appreciation for the quality of life that the city offers. This, in part, is enabled by the existing balance of natural resources and urban amenities clustered within. The planning framework for Vision Haverhill should be one that preserves and thoughtfully enhances existing patterns of city development. An important step in achieving this result is to develop a spatial understanding of the city. Studying the existing built form and the policles that regulate it, such as zoning, is a critical next step.

utile Ninigret Partners Byrne McKinney Nelson

Dan Bartman

### City of Haverhill Master Plan Update

## Nov 7 Scenarios/Recommendations Workshop

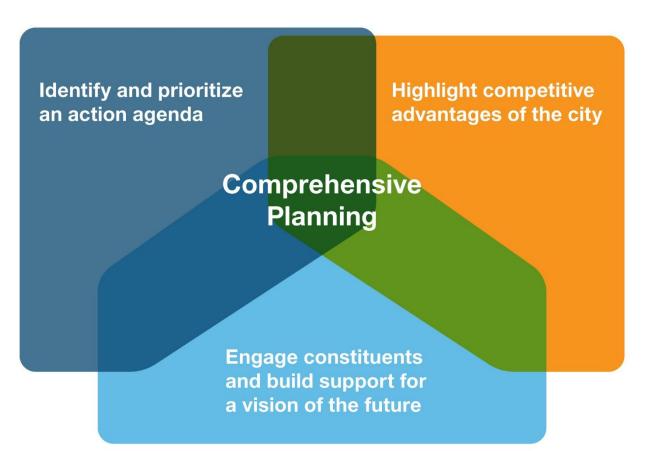


City of Haverhill Master Plan Update

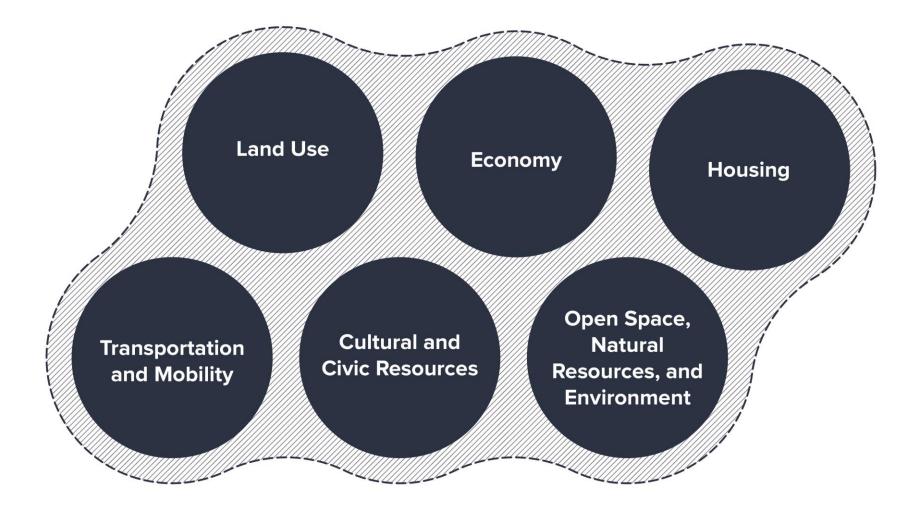
## What is a master plan?

A statement, through text, maps, illustrations or other forms of communication, that is designed to provide a basis for decision making regarding the long-term physical development of the municipality.

(Massachusetts General Laws c. 41 § 81D)



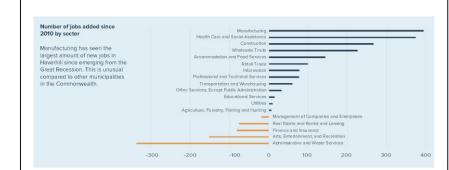
## What is being covered in Vision Haverhill 2035?



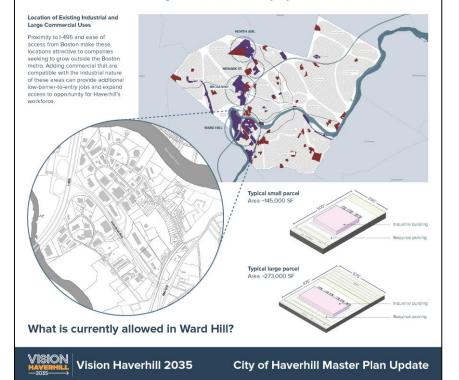
## Scenarios

- How should new growth and development occur in Haverhill?
- What would these changes provide for the entire city?
- Does this vision strike the right balance of cost versus benefit?





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

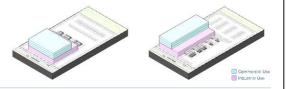


## Growing the Ward Hill Industrial Park

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

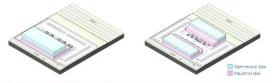
### **Small Parcels**

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 nicultrial 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 fonts, one facing the local road and the other facing the highway (right diagram and aerial view).





Some examples: Which do you prefer?

Vision Haverhill 2035





City of Haverhill Master Plan Update

utile Ninigret | Partners Byrne McKinney Nelson Ofshoots

Dan Bartman City of Have

## Industry is an essential component of Haverhill's economy.

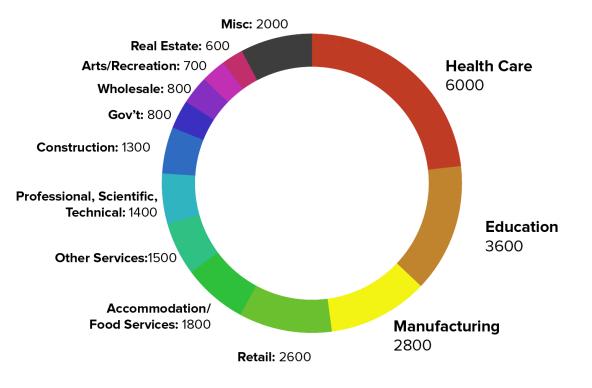
While healthcare and education are

generally the largest sectors of many

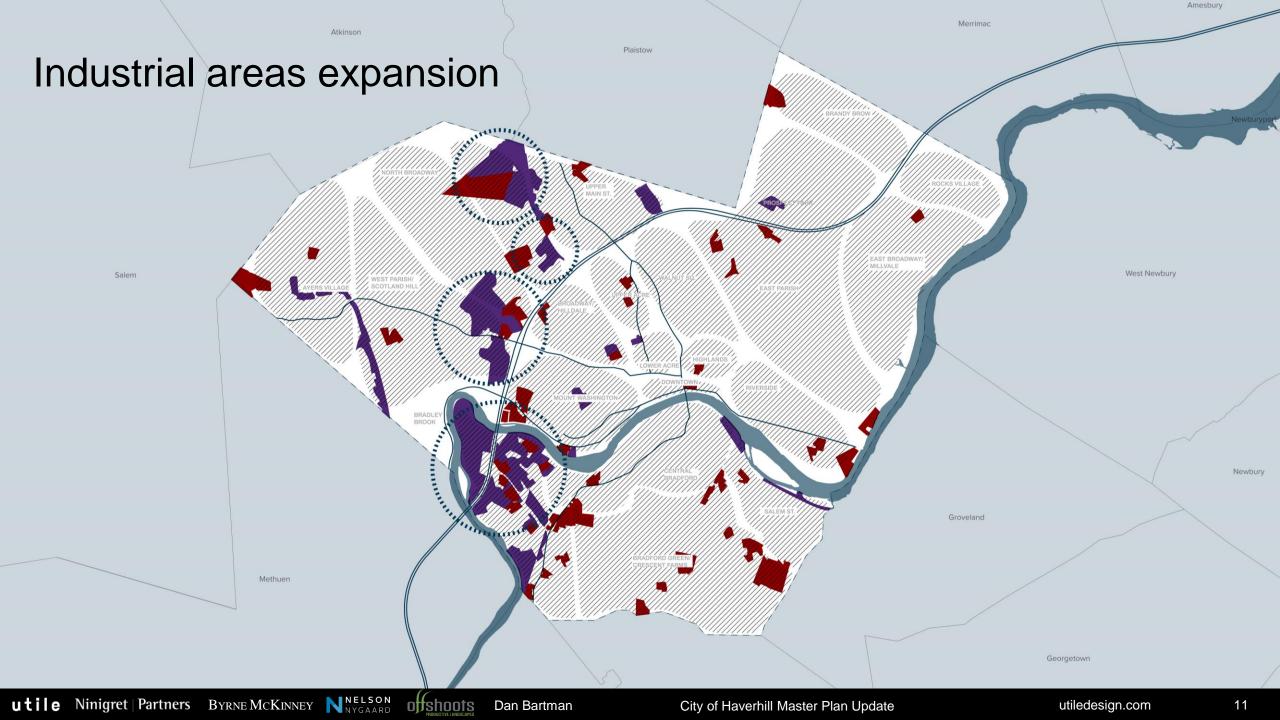
American cities, it is notable that

Haverhill still retains such a strong (and growing) manufacturing and industrial

center.



Source: ReferenceUSA estimates, 2019.



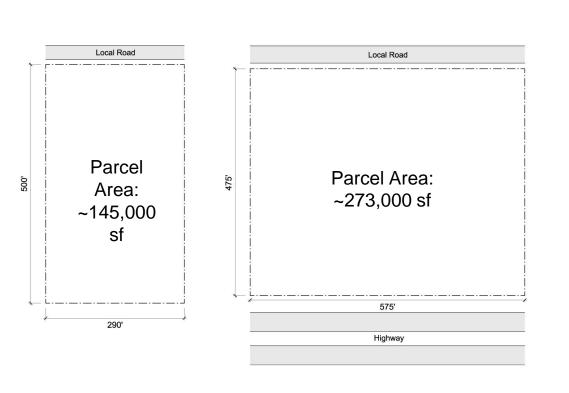
# What can mixed-use industrial space look like?

Source: Boston Raymond Flynn Marine Industrial Park Master Plan Update

utile Ninigret | Partners Byrne McKinney Nelson Official Dan Bartman

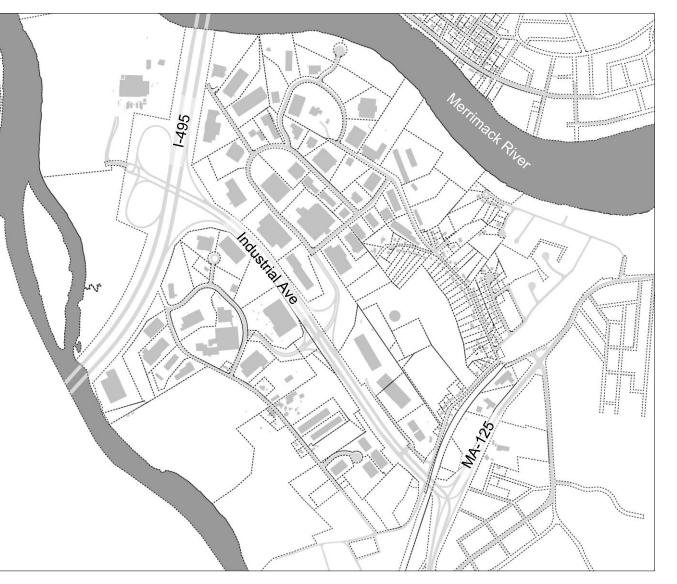
City of Haverhill Master Plan Update

## Industrial parcels generally fit into "small" and "large" categories.

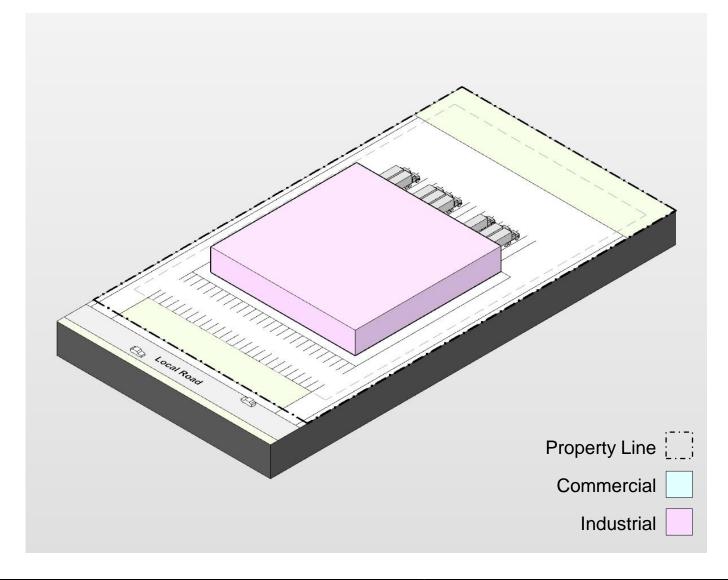


**Generic Small Site** 

Generic Large Site

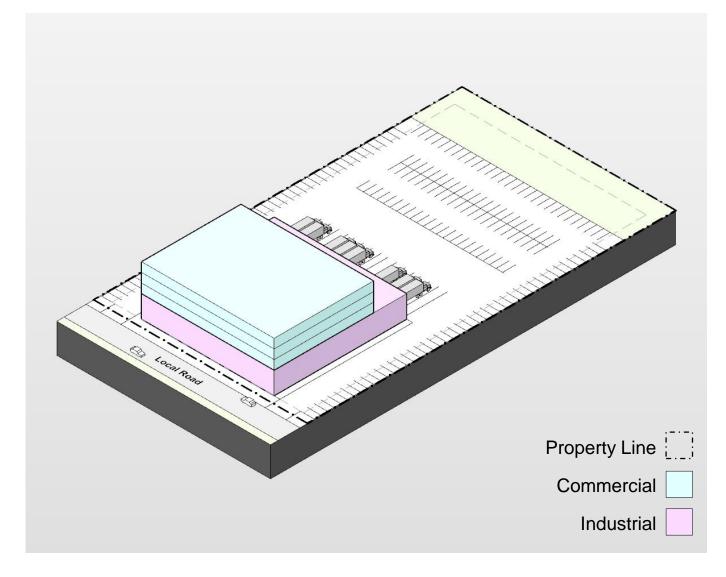


## What can we currently build under industrial zoning?



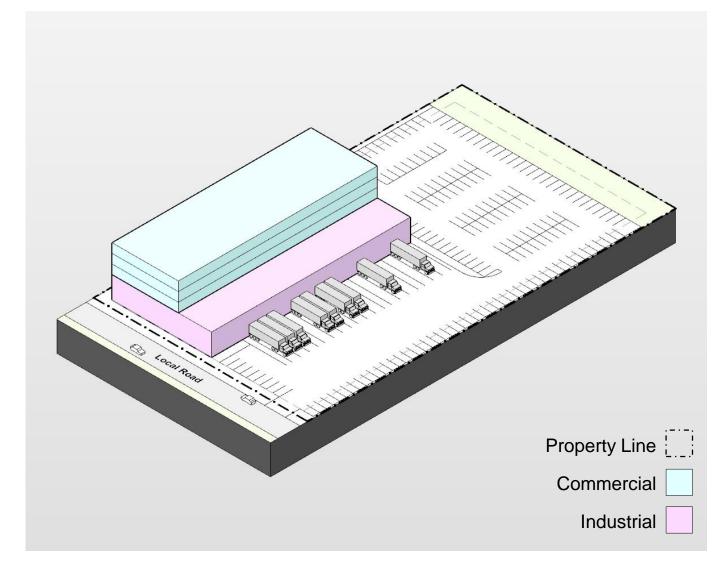
Small Site - Existing	Count
Industrial	38,800 gsf
Parking Ratio	Assumed 1 / 800 gsf
Total Parking Spaces	48
Height	1 story
Green Space	20%
FAR	0.25

## 3x capacity if we allow more height and reduced parking.



Small Site - Scenario A	Count
Commercial	72,900 gsf
Parking Required	146 Spaces
High Bay Industrial	32,400 gsf
Parking Required	21 Spaces
Height	4 stories, 75'
Total Gross Floor Area	105,300 gsf
Total Parking Spaces	167 Spaces
Green Space	15%
FAR	0.73

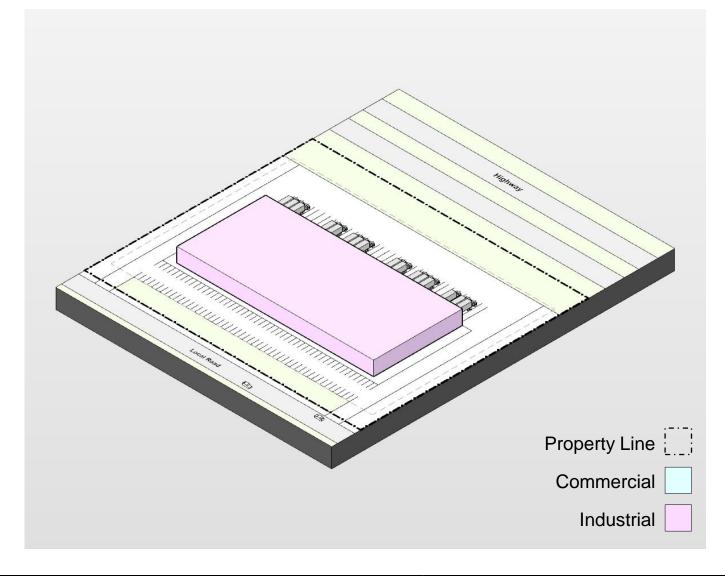
## This increased capacity can be configured in multiple ways.



Small Site - Scenario B	Count
Commercial	72,900 gsf
Parking Required	146 Spaces
High Bay Industrial	36,450 gsf
Parking Required	23 Spaces
Height	4 stories, 75'
Total Gross Floor Area	109,350 gsf
Total Parking Spaces	169 Spaces
Green Space	10%
FAR	0.75

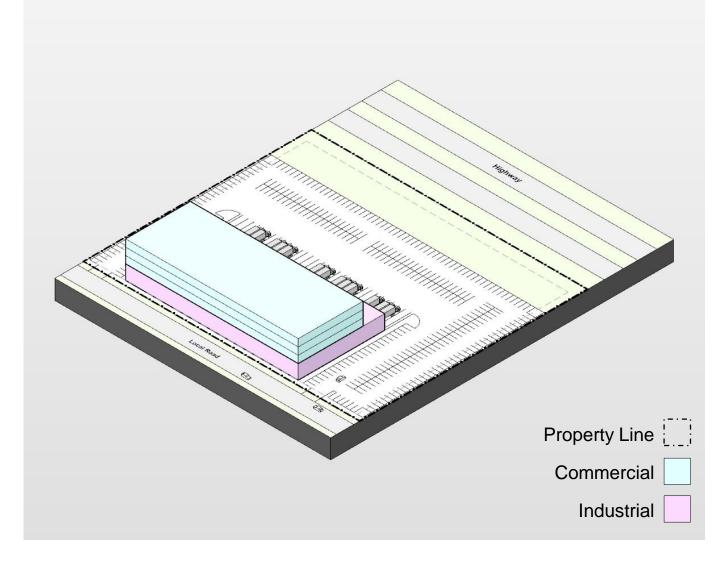
Industrial areas expansion

## With large sites, the same idea is true.



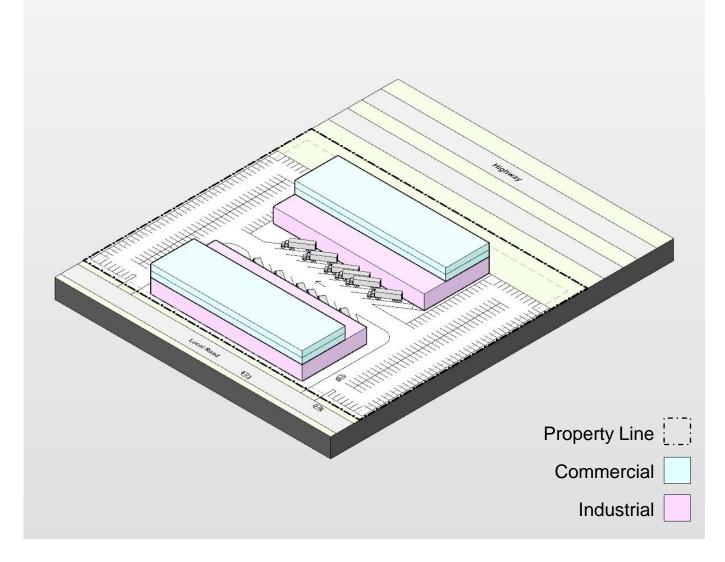
Small Site - Existing	Count
Industrial	75,800 gsf
Parking Ratio	Assumed 1 / 800 gsf
Total Parking Spaces	95
Height	1 story
Green Space	20%
FAR	0.28

## Again, 3x capacity if we allow more height and reduced parking.



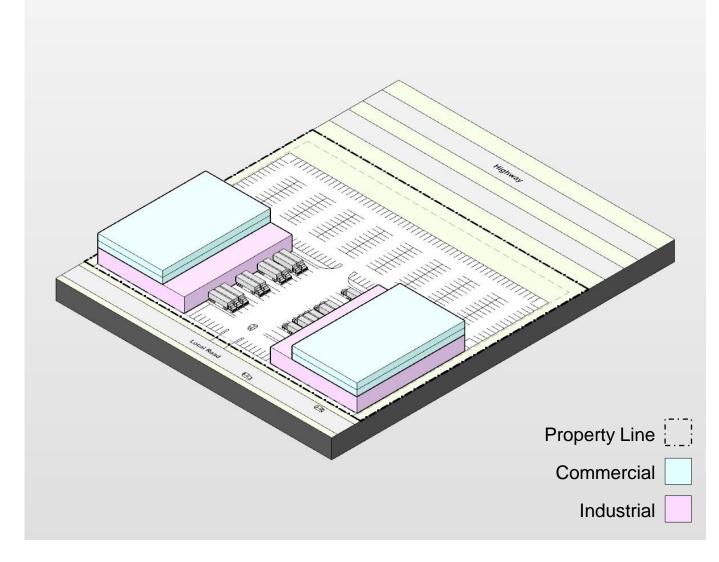
Large Site - Scenario B	Count
Commercial	145,800 gsf
Parking Required	291 Spaces
High Bay Industrial	64,800 gsf
Parking Required	40 Spaces
Height	4 stories, 75'
Total Gross Floor Area	210,600 gsf
Total Parking Spaces	331 Spaces
Green Space	20%
FAR	0.77

## Again, the increased capacity can be configured in multiple ways.



Large Site - Scenario B	Count
Commercial	113,400 gsf
Parking Required	224 Spaces
High Bay Industrial	85,000 gsf
Parking Required	52 Spaces
Height	3 stories, 60'
Total Gross Floor Area	198,450 gsf
Total Parking Spaces	276 Spaces
Green Space	15%
FAR	0.73

## Again, the increased capacity can be configured in multiple ways.

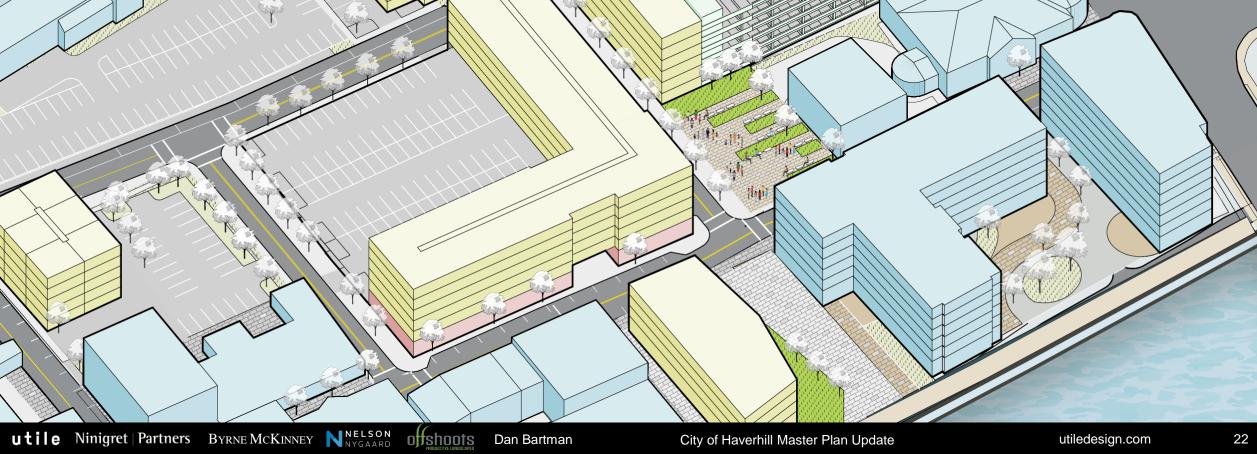


Large Site - Scenario C	Count
Commercial	121,500 gsf
Parking Required	240 Spaces
High Bay Industrial	81,000 gsf
Parking Required	48 Spaces
Height	3 stories, 60'
Total Gross Floor Area	202,500 gsf
Total Parking Spaces	288 Spaces
Green Space	15%
FAR	0.74

# Haverhill has done a lot of work downtown already.

# Linking rebuilding the Goecke Deck with new development.

Downtown and Breffront

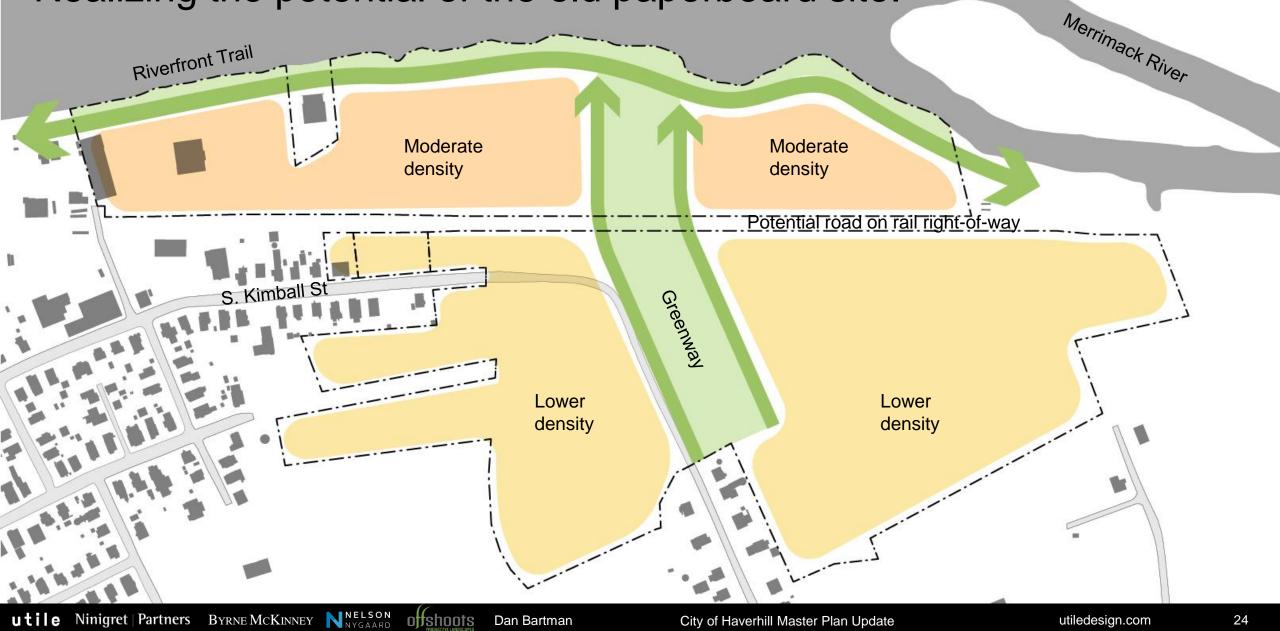


# Preserve historic character while creating jobs and capacity.

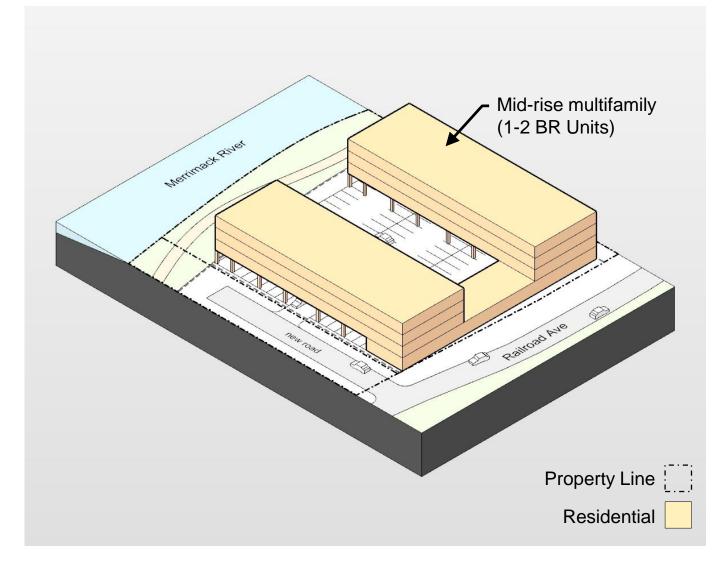
Downtown and Riverfront

Downtown and Riverfront

## Realizing the potential of the old paperboard site.

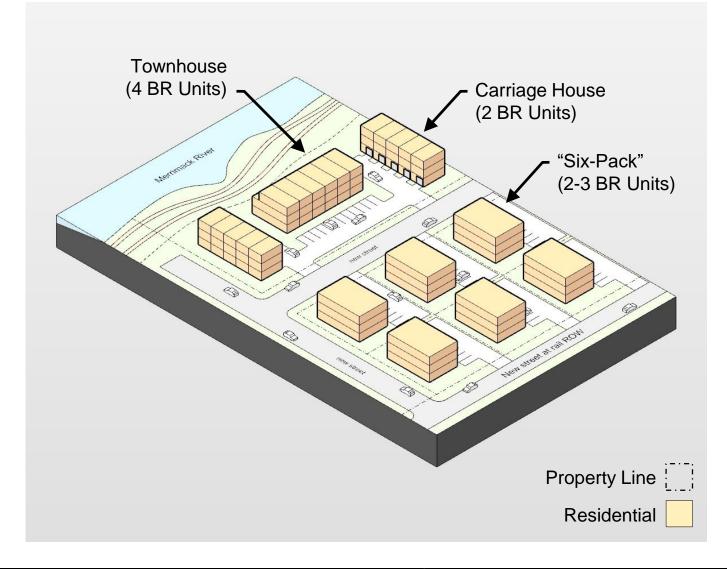


# Higher density



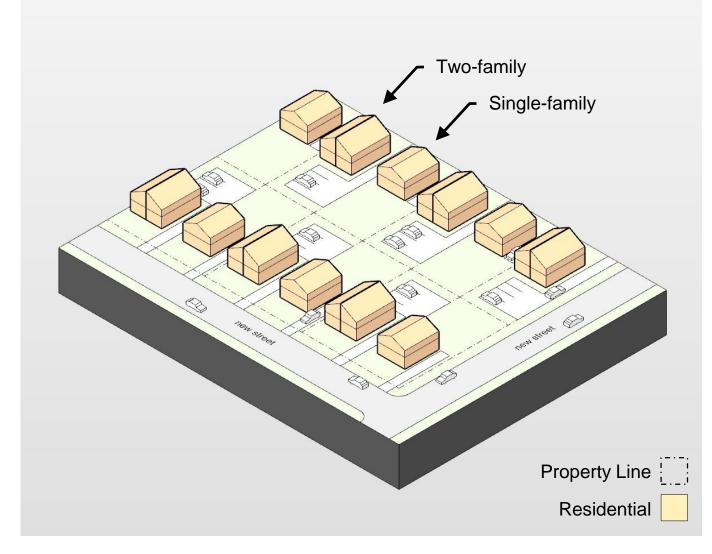
Transect Site – Scenario A (alt)	Count
Residential GFA	81,300 gsf
Total Units (based on 1100 gsf / unit)	74 Units
Parking Required	111 Spaces
Parking Ratio	1.5 Spaces / 1-2BR Units
Height	4 stories, ~46'
FAR (District)	1.16
FAR (Parcel)	1.67
Density (District)	46 Units / Acre

## Moderate density

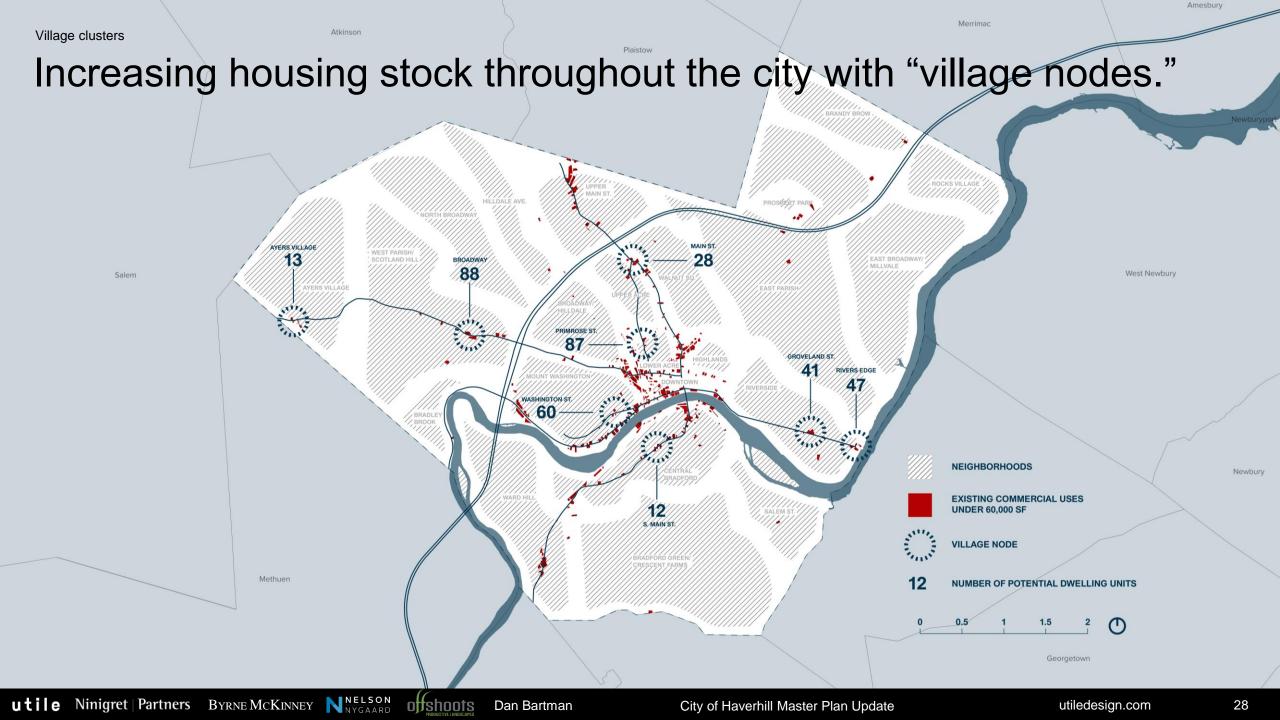


<b>Riverfront Transect Site</b>	Count
Carriage House	13,500 gsf
Units Parking Ratio	10 Units 1 Space / 2BR Unit
Townhouse	15,120 gsf
Units Parking Ratio	6 Units 2 Spaces / 4BR Unit
Six-Pack	43,200 gsf
Units Parking Ratio	36 Units 1.5 Spaces / 2-3BR Unit
Total GFA	71,820 gsf
Total Units	52 Units
FAR (District)	0.43
FAR (Parcel)	0.73
Density (District)	13.5 Units / Acre

## Lower density

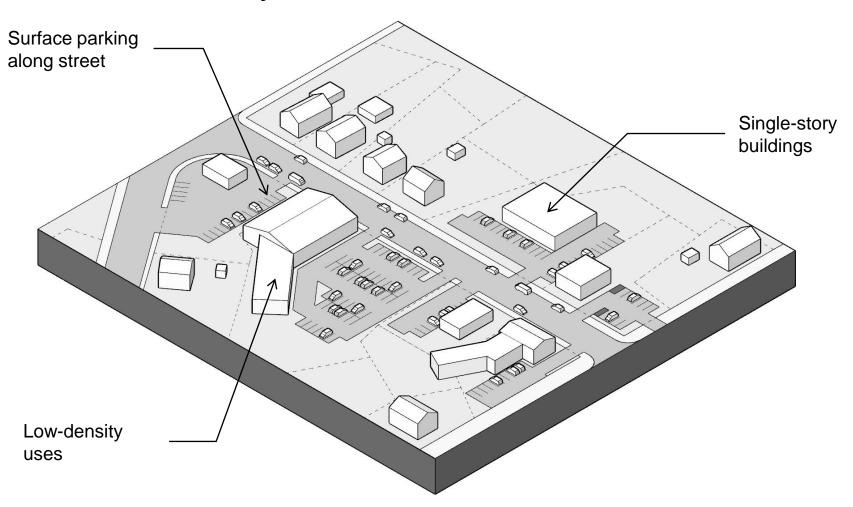


Low-density R Transect Site	Count
Single-family	11,760 gsf
Units Parking Ratio	6 Units 2 Space / 3-4BR Unit
Two-family	15,360 gsf
Units Parking Ratio	12 Units 2 Spaces / 3BR Unit
Total GFA	27,120 gsf
Total Units	18 Units
FAR (District)	0.28
FAR (Parcel)	0.40
Density (District)	8.2 Units / Acre



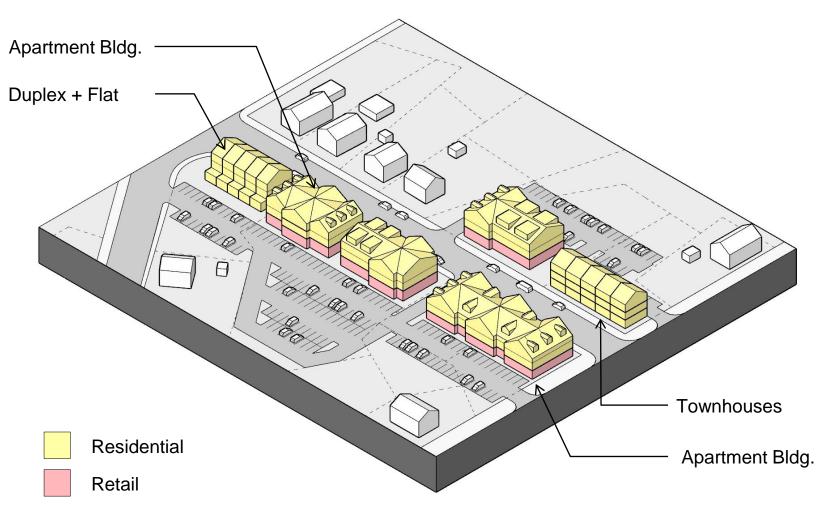
Village clusters

## What currently exists in these locations?



Village clusters

## What could a village cluster look like?



Node	Count
Front Setback	10-20 ft.
Side Setback	10 ft.
Rear Setback	20 ft.
Height	3.5 stories
Residential Area	102,050 GSF
Retail Area	31,100 GSF
# Dwelling Units	92
Parking Ratio	1.5/DU 3/1000 GSF Retail
FAR	0.84

## Recommendations

 What policies or actions need to change to achieve the scenarios?

Beyond specific scenarios, what policies or actions are important across the entire city?

## Economy

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	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.
	Mathematics) and provide entrepreneurial training.	Work with UMass Lowell to better integrate their new waterfront campus downtown with expanded classes and programming.	
		ty's tax base and promote	5
in the indus		nill's economy, including H	averhill's growing
	Densify the city's existing industrial and business parks to create new employment opportunities and additional tax revenue. Revise zoning to allow	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.
	industrial development that contain a mix of retail and commercial uses on upper floors.		
encol	that contain a mix of retail and commercial uses on upper floors. ion: In addition to supp	orting Haverhill's industria growth of businesses that	
encol	that contain a mix of retail and commercial uses on upper floors. ion: In addition to supp urage the creation and	orting Haverhill's industria	

Dan Bartman

ottshoots

## 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.

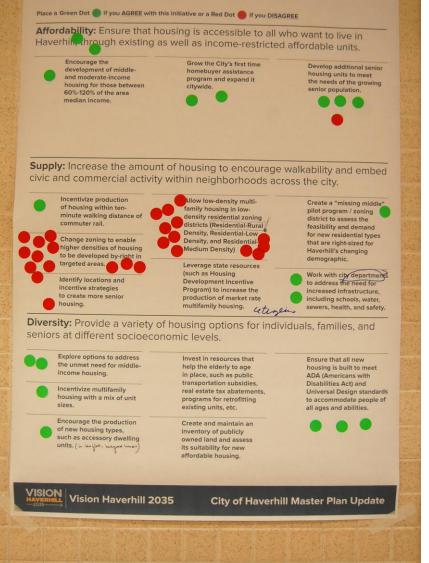
	organizations, and regional and state agencies to provide new open spaces on the riverfront that reduce stormwater risk and promote cultural activities. Support new jobs and housing along the riverfront.	to activate both sides of the riverfront to strengthen connections to neighborhoods and the downtown.	Haverhill's streams, watersheds, and especially our surface pond water resources.
			Comply with EPA and DEP requirements for municipal-based discharges into the Merrimack River.
	-	e protection of Haverhill's e	environmental assets
and	d scenic areas with new g	rowth in targeted places.	
	Focus new development along transportation corridors at higher	Ensure that by-right zoning rules enable high-quality developments in target	Revisit regulations of existing commercial development to ensure intended outcomes.
	densities.	areas and discourage unplanned sprawl elsewhere.	intended outcomes.
Sus		unplanned sprawl elsewhere.	
	stainability and Resilience	unplanned sprawl	n neutrality by 2050
	stainability and Resilience adapt city infrastructure Adopt a community choice energy program to more quickly transition to the use of greenhouse-gas-free	unplanned sprawl elsewhere. e: Achieve citywide carbor to prepare for climate char Revise parking requirements to reduce the minimums for new development and	n neutrality by 2050
	stainability and Resilience d adapt city infrastructure Adopt a community choice energy program to more quickly transition to the	unplanned sprawl elsewhere. Achieve citywide carbor to prepare for climate char Revise parking requirements to reduce the minimums for	n neutrality by 2050 nge. Using updated technology, assess the location of wetlands and critical

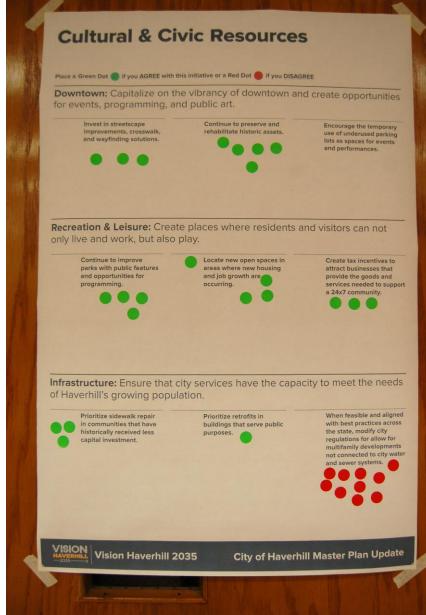
City of Haverhill Master Plan Update

## Needed revisions

- A few of the recommendations (shown to the right), out of context, sound like they are intended to apply uniformly across all of Haverhill.
- Workshop attendees were generally comfortable with the ideas after explaining how they make the plan's scenarios possible.
- We need to revise some of these recommendations to clarify their relationship to scenario areas.

### Housing







City of Haverhill Master Plan Update