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**Boston**

Serving the Six New England States

# **ULI Boston Technical Assistance Panel (TAP) Program**

**Haverhill, MA**

**ULI Boston Urban Visionary TAPs Sponsor**



**MASSDEVELOPMENT**

Build. Create. Innovate.



## **Mission**

To provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI is a research and education institution with nearly 30,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

## **ULI at the local level**

- Boston District Council covers nearly all of New England
- 1,100 Members—developers, architects, planners, public officials, financiers, students, etc.

## **Emphasis on sharing best practices and providing outreach to community**

- Over 2,000 attendees last year
- UrbanPlan High School Program
- Technical Assistance Panels
- Trends in Real Estate Conference



## Technical Assistance Panels (TAPs)

### City of Haverhill, MA

ULI Boston is committed to supporting the communities of New England in making sound land use decisions and creating better places. A Technical Assistance Panel (TAP) brings together a group of ULI members with a range of professional expertise to provide focused, collaborative consultation to a local government or qualifying non-profit organization.

### **This TAP**

- Sponsored by the City of Haverhill and MassDevelopment
- This panel looked at the full range of options from an unbiased perspective.
- Panelists include experts in the fields of architecture, development, engineering, landscape architecture, and planning.
- Panelists have donated their time
- Final Deliverable – Written report (within 6 weeks) will be available at <http://boston.uli.org>



# TAP Panelists

## TAP Co-Chairs

Barry Abramson, Abramson Associates

Dick Lampman, Tocci Building Corp.

## TAP Panelists

Jeff Beam, The Community Builders

Gina Ford, Sasaki Associates

Jane Howard, Howard/Stein-Hudson Associates

Yanjia Liu, CBT Architects

Nancy Ludwig, ICON Architecture

David Nagahiro, CBT Architects

Jim Nickerson, GEI Consultants

Beth O'Donnell

Ryan Pace, Anderson Kreiger

Rhonda Spector, MassDevelopment

Dave Traggorth, Mitchell Properties

Lynn Wolff, Copley Wolff Design Group

Caitlin Bowler – ICON Architecture, report writer

Michelle Landers – ULI Boston Manager

Sarah Krautheim – ULI Boston Associate

Stephanie Wasser – ULI Boston Executive Director



### **Address the following questions:**

#### Market issues

What strategic marketing approach should be utilized to attract appropriate developers to the project area?

#### Planning and design issues

What type of zoning /regulatory framework will be needed to accomplish conversion to mixed use/mixed income projects which incorporate riverfront redevelopment?

#### Feasibility and financing issues

What mix of financing tools must be made available to accomplish the goals of the riverfront corridor redevelopment?

#### Management and implementation issues

What structural tools should be analyzed/created to facilitate and oversee redevelopment of the riverfront corridor? (i.e. redevelopment authority; community development corp. etc)



# The Process

## Site Visit:

- Merrimack Street, Washington Street, Wall Street, Haverhill MBTA/Amtrak Station, Recent Residential Redevelopment, Orenstein Site

## Panel interviewed stakeholders today including:

- Ron Trombly, Greater Haverhill Foundation
- Gerry McSweeney, Landmark Building
- Scott Cote, Pentucket Bank
- Dr. Abol Tehrani
- Herman Oscasio, Oscasio Building
- Jim Jajuga, Haverhill Chamber of Commerce
- Bill Grogan, Planning Office for Urban Affairs
- John Michitson, Haverhill City Council





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# Opportunities and Constraints

- Physical barriers and land use
- Parking management/supply
- Permitting risks
- Oversupplied regional office market
- Limited retail potential
- Challenging financial feasibility for redevelopment
- Perceived lack of safety
- Demands on public dollars for flood and parking deck improvements



### Opportunities

- \$1.2 Million to Spend
- Rail trail to realize loop of downtown
- Available property (historic, city owned, Haverhill Foundation)
- Will of stakeholders to make changes
- Market Appeal
  - Proven appeal of downtown to draw regional market
  - Proximity to public transit
  - Proximity to river
  - Potential for innovation outreach
  - Educational/Cultural



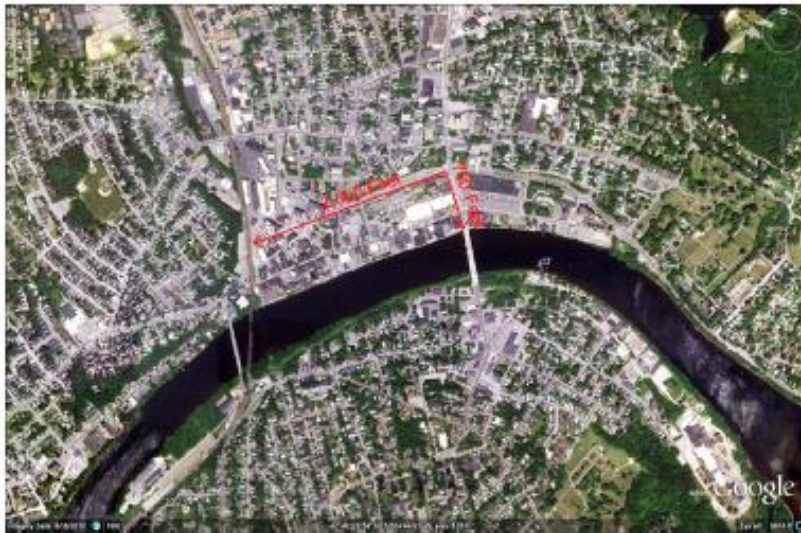
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# Concept Design Ideas





Haverhill, MA  
River Width: 470 FT



Lowell, MA  
River Width: 460 FT



Cambridge, MA  
River Width: Appr. 450 FT



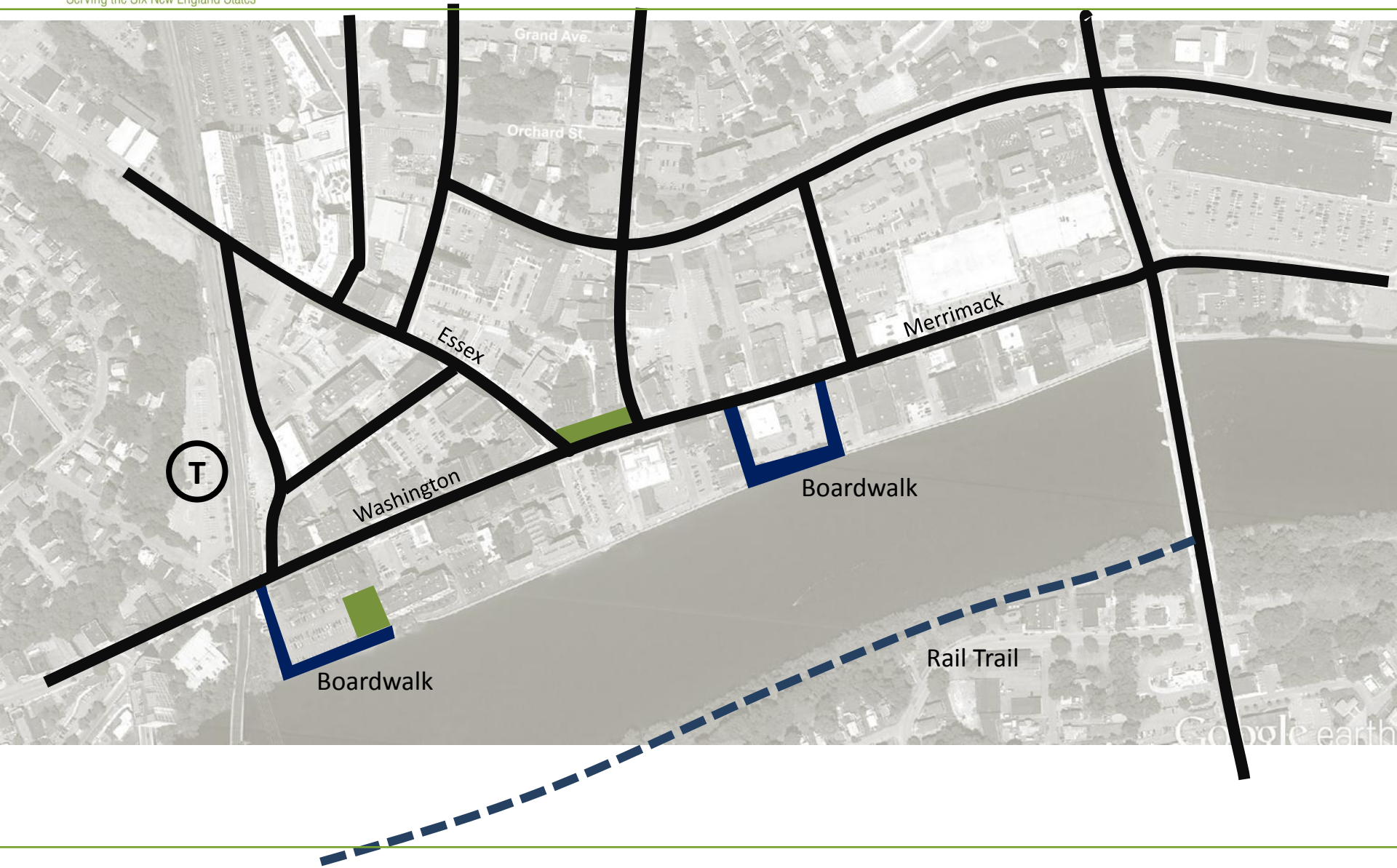
Paris, France  
River Width: Appr. 400 FT



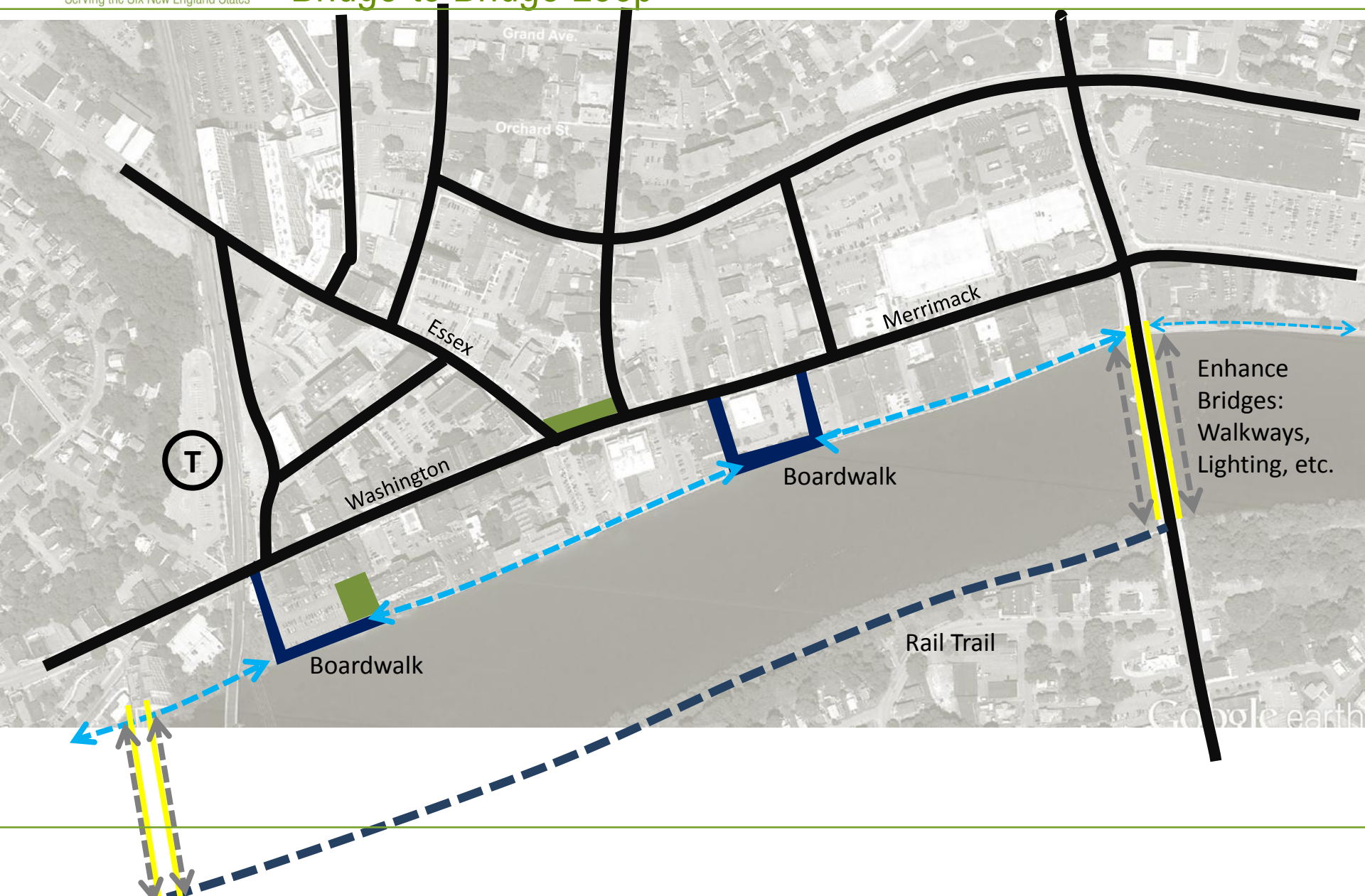
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# Existing Assets



# IDEA 1: Complete The Downtown Riverwalk + Realize the Bridge-to Bridge Loop





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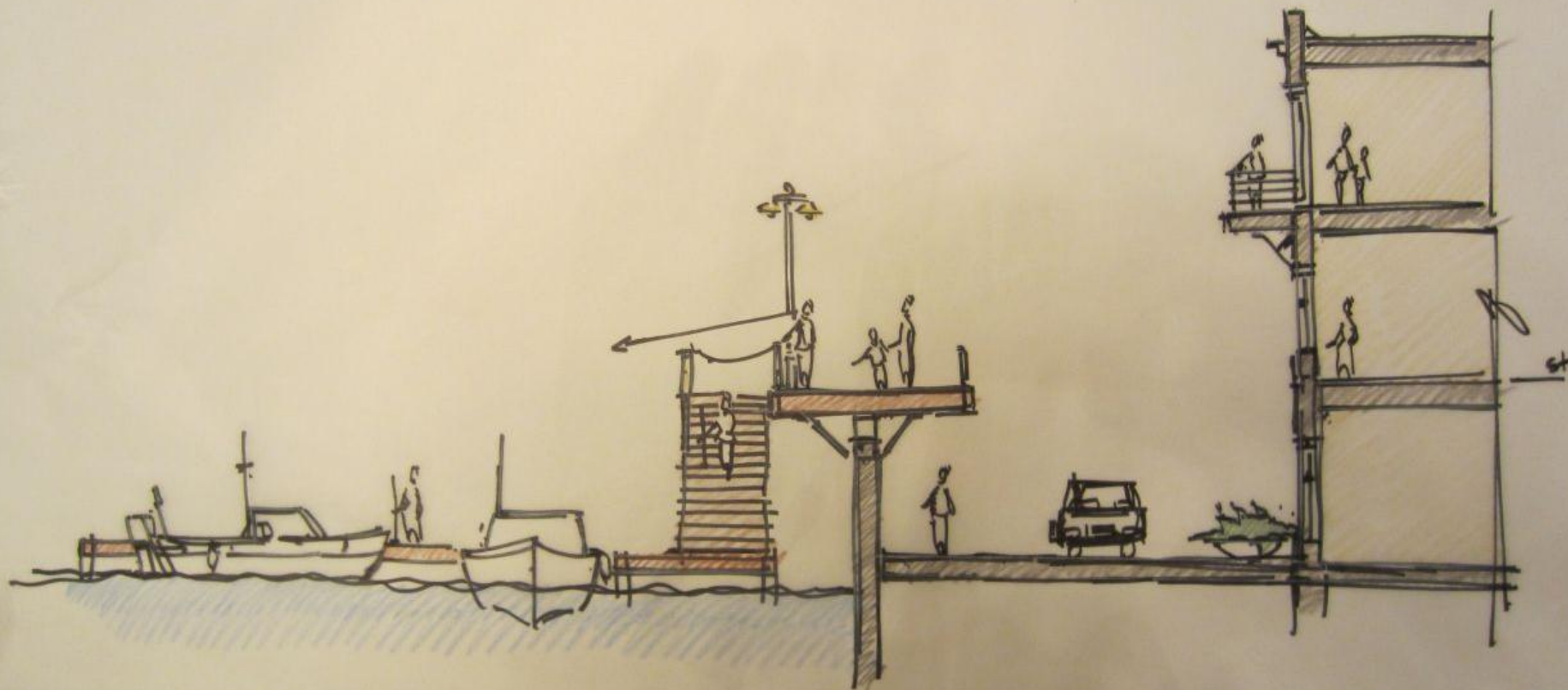
# Precedents

Newburyport, MA



Waltham, MA







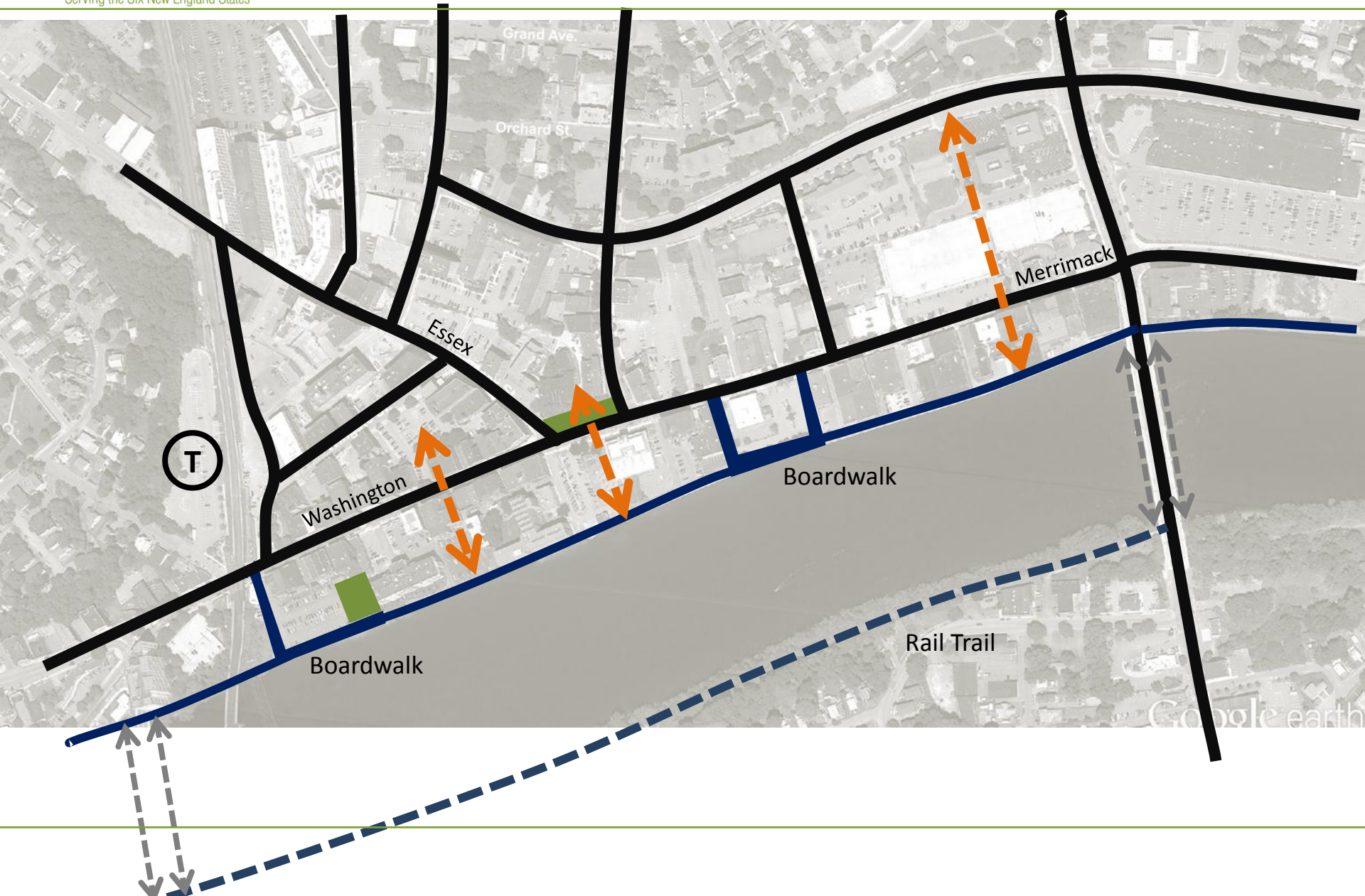
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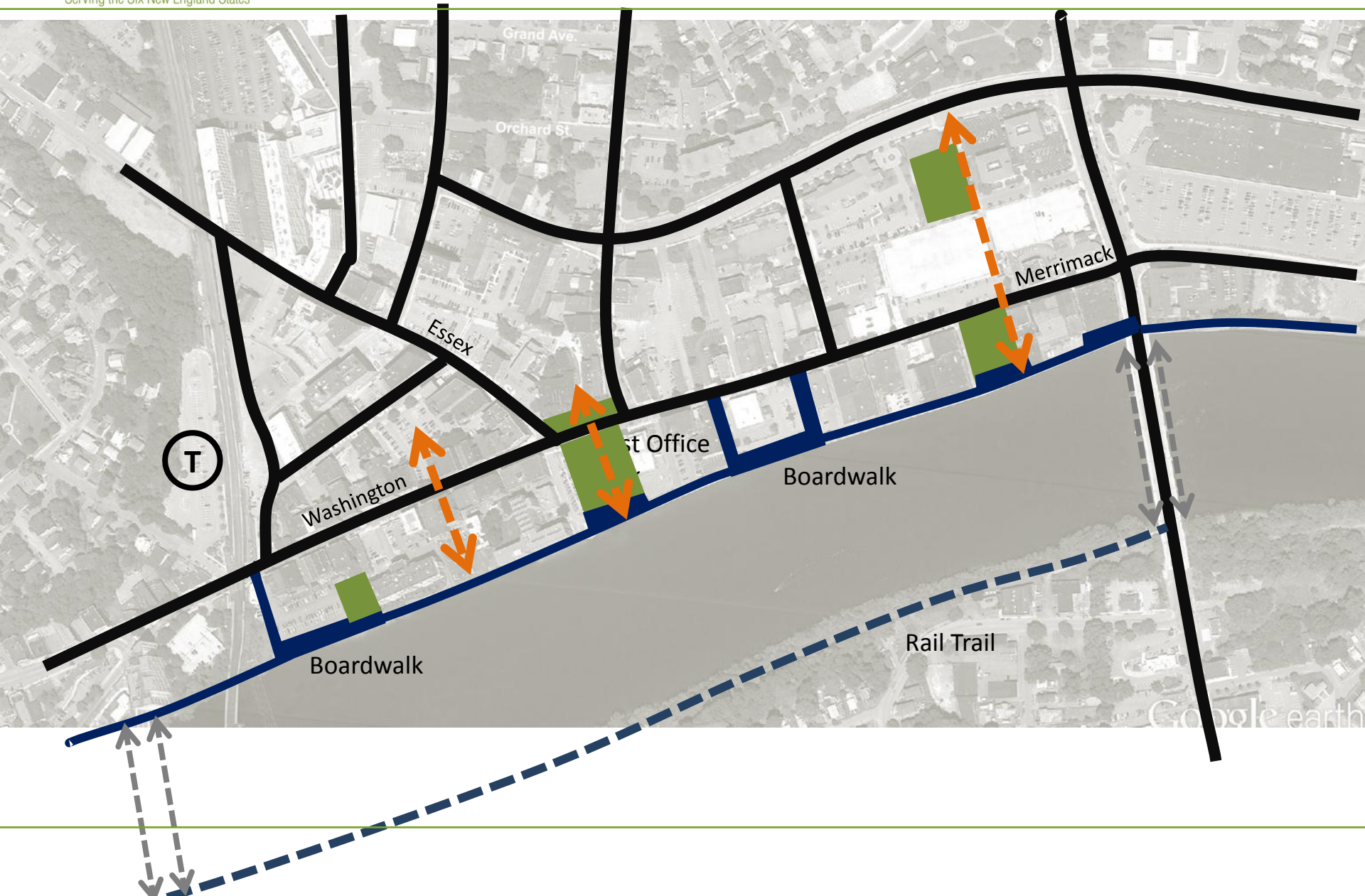
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## IDEA 2: Create Stronger North / South Connections



## IDEA 3: Create Place Along the River





# Precedents

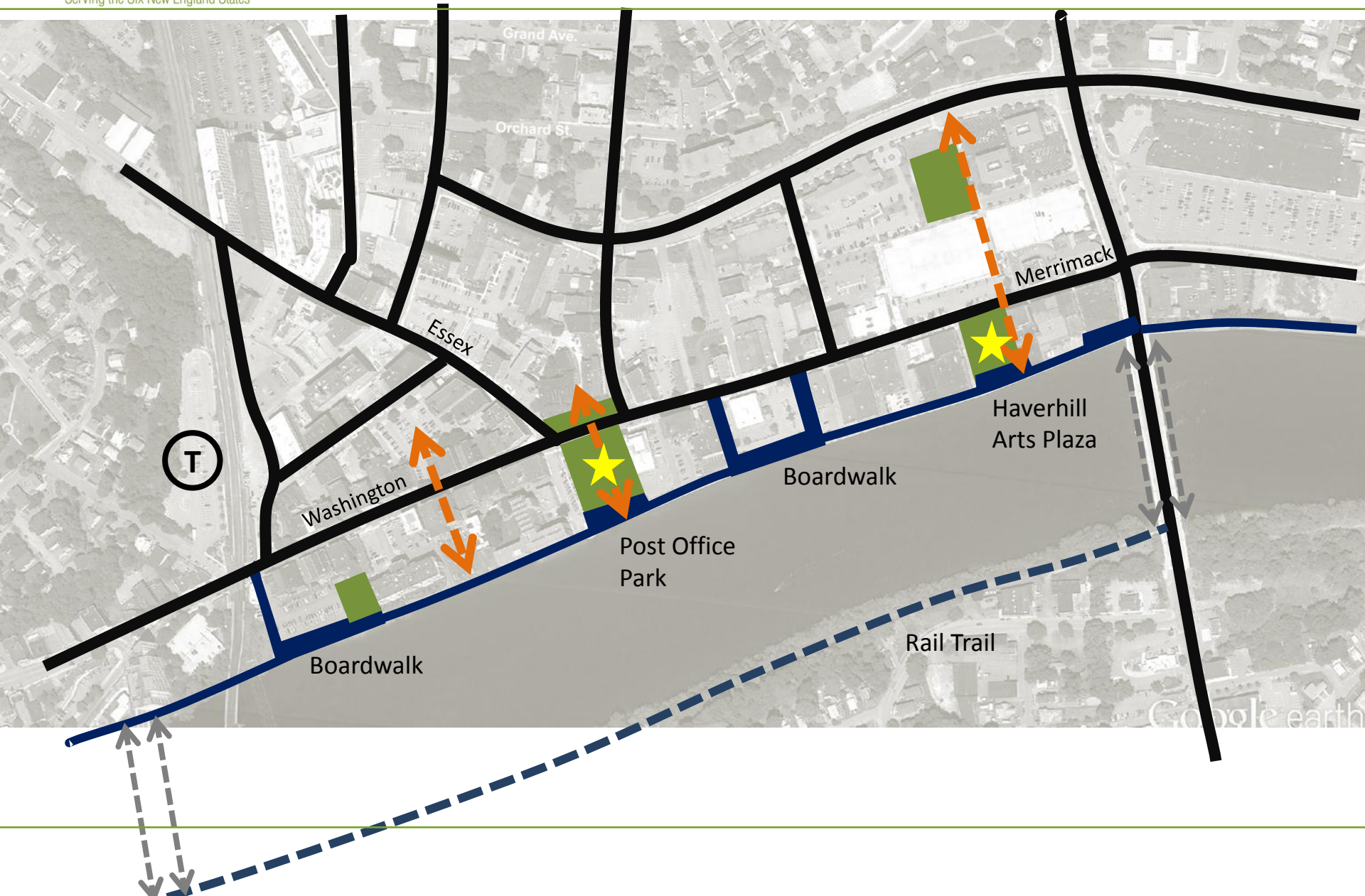
Cheonggyecheon, Seoul, Korea



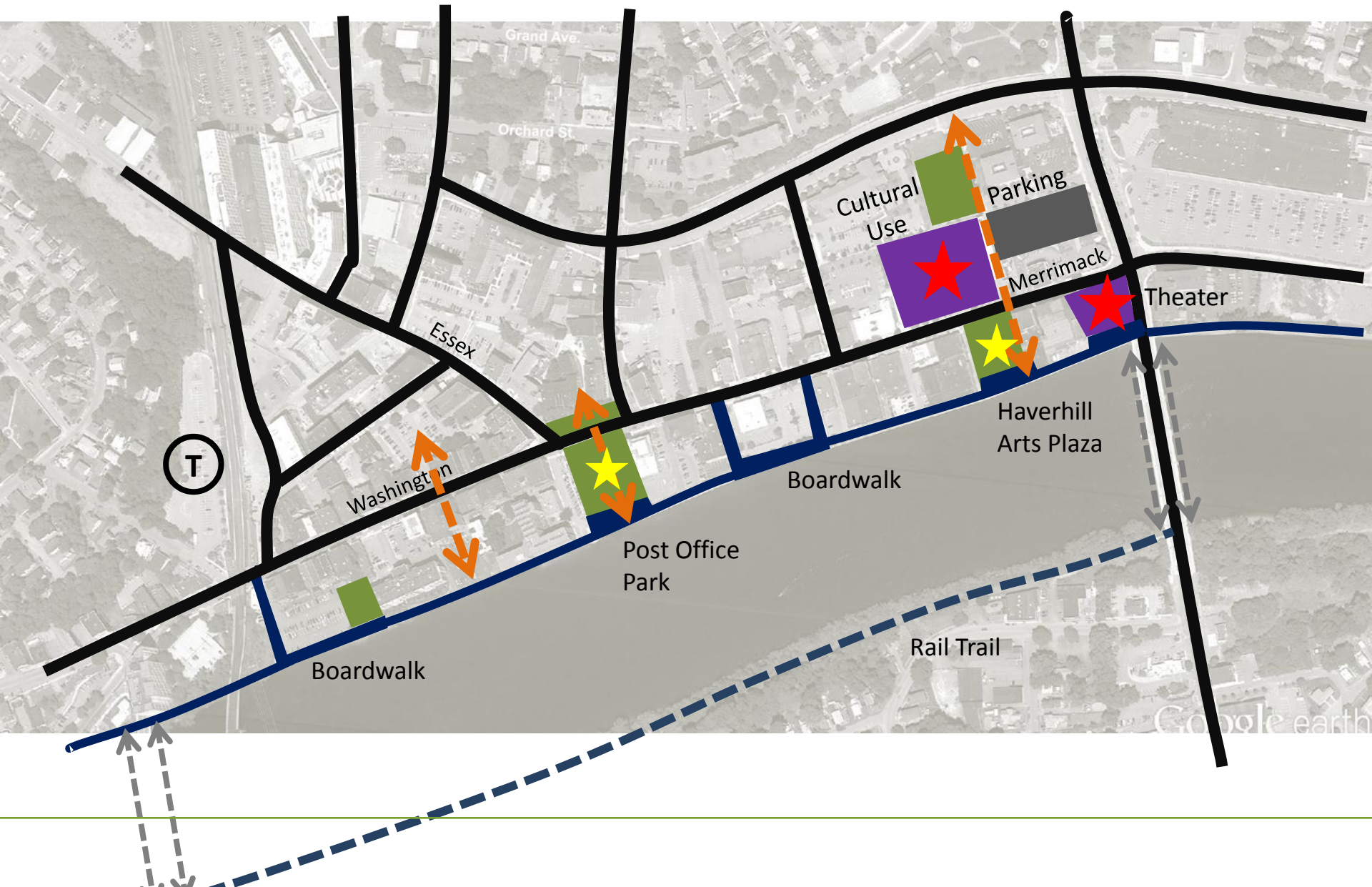
Utrecht, Holland



## IDEA 4: Connect the River to Downtown with People Places



## IDEA 5: Re-envision Parking and Create a New Cultural Anchor

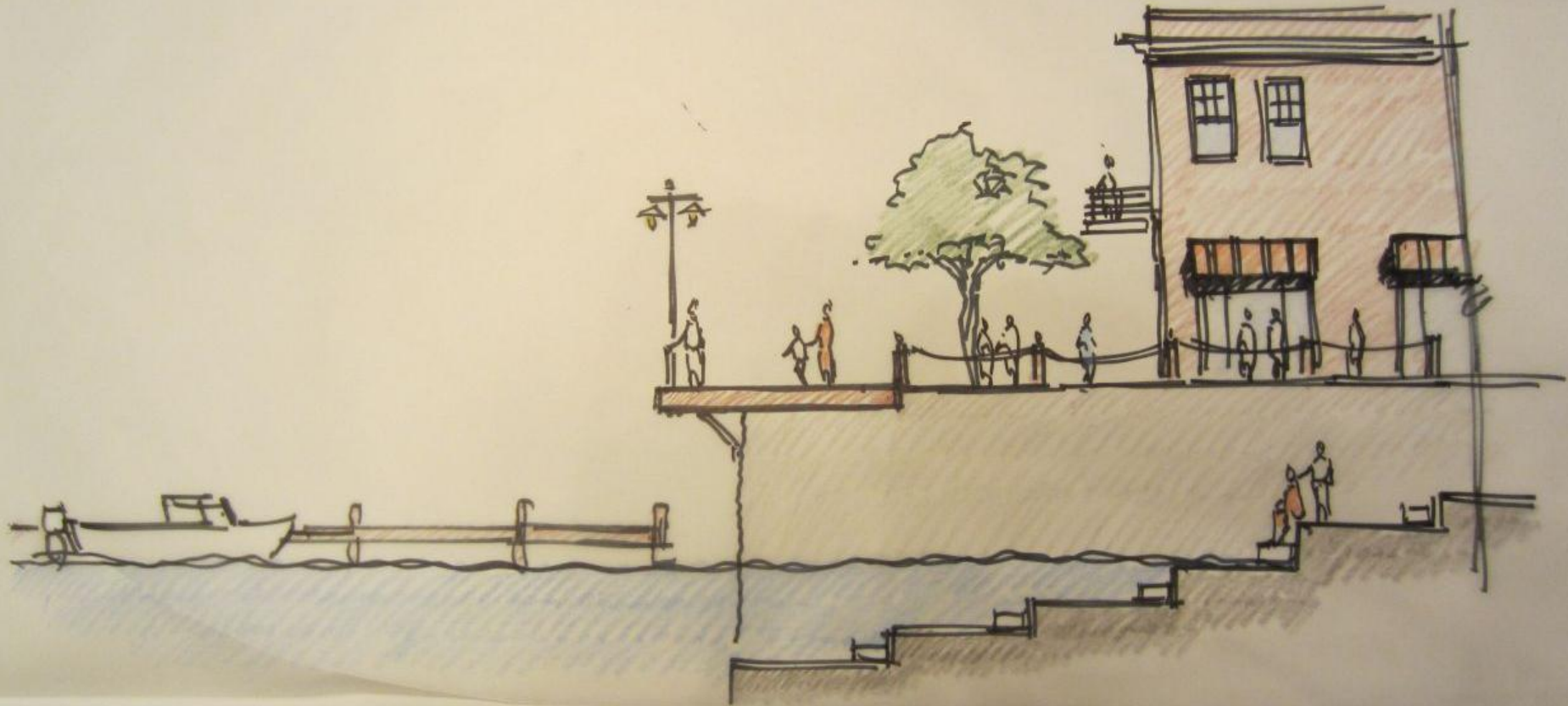




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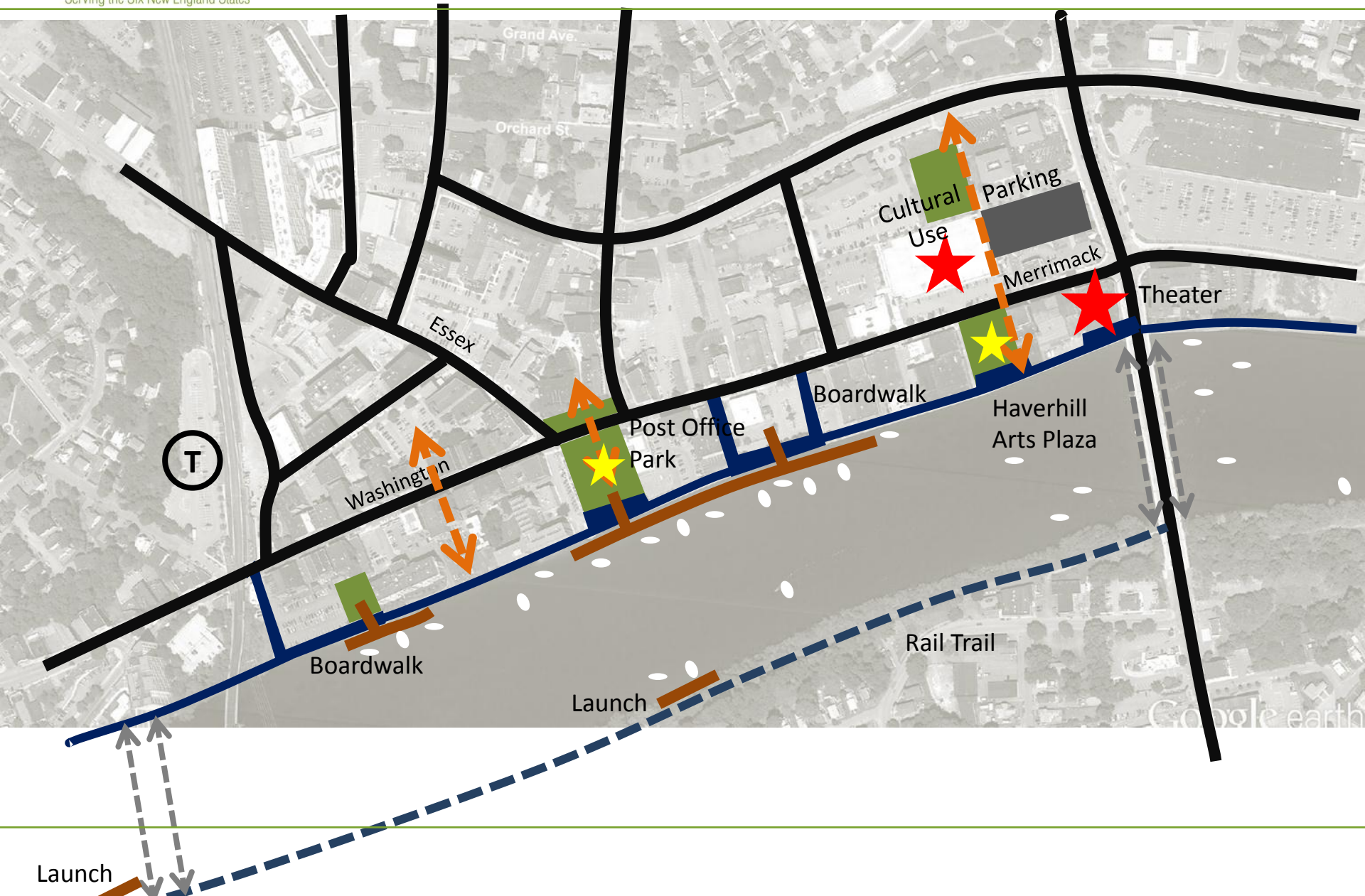
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## IDEA 6: Create a Gateway to the River



## IDEA 7: Get Out On the River



# Precedents

## Water Fire



Water Fire, Providence, RI



# Precedents

## Water Related Activities





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## IDEA 8: A Multi-Season Downtown Center



# Precedents





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# Implementation



## Near-Term Revitalization/Development Actions

- Parking Management/Capital Investment Plan
- Explore collective property marketing for redevelopment, facilitated by city
- Comprehensive Permitting and Zoning Structure
- Streetscape Improvements
- Policing/Safety
- Public Financing Options e.g. DIF, Gateway City Tax Credit
- Explore Anchor Concepts for Woolworth Building
- Continued Engagement of Local Organizations for Revitalization Efforts
- Boardwalk/River Access/Parks



## Placemaking

To draw redevelopment to and down Merrimack Street, need to create place/amenity/draws:

- Park/river improvements
- Potential theater/cultural anchor
- Facilitate business expansion



## Development Potential

- Redevelopment should be feasible as market recovers, but may still require significant help:
  - Historic tax credits
  - New market tax credits
  - Property tax breaks
  - Acquisition cost write-downs
  - Free/minimal cost reserved parking



## Parking

- Ample parking supply
- The paid parking plan needs to be carefully rolled out and cover on and off-street parking
- Allow off-site parking to meet redevelopment and permitting requirements through long-term leases or other agreements
- Reduce parking requirements through a new overlay district – potentially establish market-based minimums
- Long-term opportunity to redevelop city decks
- Determine condition/viability/reinvestment worthiness of existing deck



## Orenstein Property

- Riverfront + Rail = Readily developable site upon market recovery
- Look at for-sale townhouses
  - Potential strong feasibility, disposition revenues, property taxes
  - Diversify product vs. downtown
- City RFP
  - Market effectively e.g. outreach, advertising
  - Deliberate disposition process
  - Competitive proposals
  - Potential staged development/phased disposition
- Retain ownership of Riverfront Trail
- Potential boat launch and parking
- Consider developer funding and/or constructing public realm improvements



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Questions?

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