

# *north reading master plan 2018-2028*

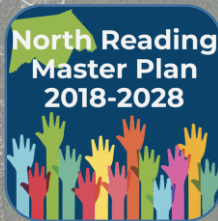
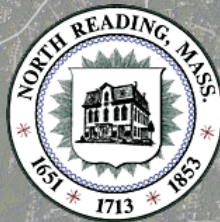
ROUNDTABLE DISCUSSION

JAN 2019



Google Earth

© 2018 Google



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# INTRODUCTIONS & AGENDA

- introductions 6:30pm
- **why master plan?** 6:45pm
- process, outreach & participation to-date
- summary of past studies & trends
- **key planning challenges facing Town**
- **what participants have said thus far**
- **tonight's discussion** 7:10pm
  - ideas for physical improvements 7:10pm
  - transportation 7:35pm
  - housing options 8:00pm
- summary & next steps 8:25pm



# WHY MASTER PLAN? YOUR INPUT CAN

- **inform recommendations** in the Master Plan
- **shape specific parts of Town:**  
growth, improvement and/or preservation
- **inform decisions** on  
future zoning, investment and development
- **provide mutual certainty**  
for residents and businesses alike
- **leave a legacy**  
for the next generation



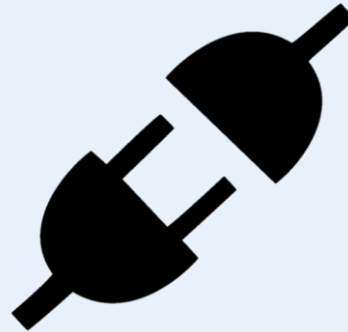
# WHY MASTER PLAN?



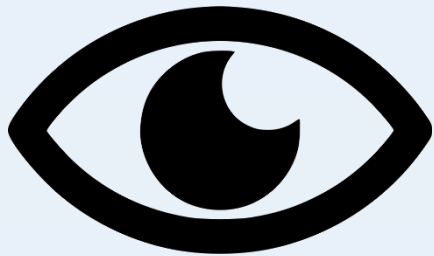
*community  
input*



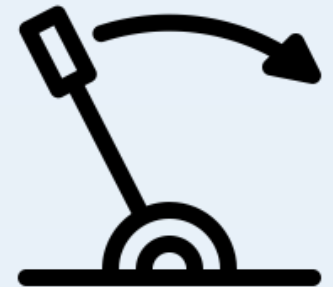
*goals &  
recommendations*  
**SPECIFIC & ACTIONABLE**



**CONSISTENCY**



*vision  
statement*



*decisions & actions*  
**ZONING, INVESTMENT, MARKETING**



# PROCESS, OUTREACH & PARTICIPATION

- **3 public workshops**
- **2 committee meetings**
  - Select Board – future
  - builds upon past studies
- **tax bill notice 5,000 households**
- **paid Facebook advertisements**
  - 2 months **14,400 reached**
  - 45,071 “impressions”
  - 501 link clicks** **129 from seniors**
- **the Patch**, Town website, posters, emails
- **participation**
  - **554-survey respondents**
  - 1 to 3 dozen workshop participants
  - 15-member Advisory Committee
  - Town staff

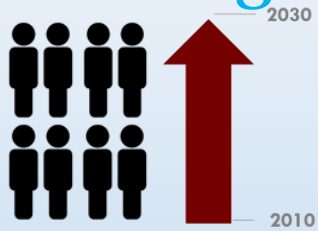


# SUMMARY OF PAST STUDIES & TRENDS

## DEMOGRAPHIC TRENDS

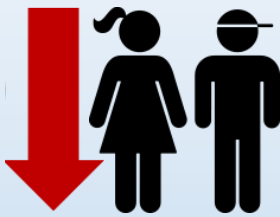
### POPULATION \*CENSUS 2010, MAPC PROJECTIONS

*continued growth*



**11-15%**  
2010-2030  
2010 CENSUS 14,892

*but...*



DECREASES  
IN YOUNGER  
RESIDENTS



SIGNIFICANT  
GAINS IN  
OLDER  
RESIDENTS

*currently*



**7.4%** 2015  
1,135 RESIDENTS  
CLAIMED DISABILITY

### INCOME \*CENSUS 2010, MAPC PROJECTIONS

*high average incomes*



**\$123,103**  
MEDIAN HH  
INCOME

*notable, growing disparities*



OWNERS



RENTERS

# SUMMARY OF PAST STUDIES & TRENDS

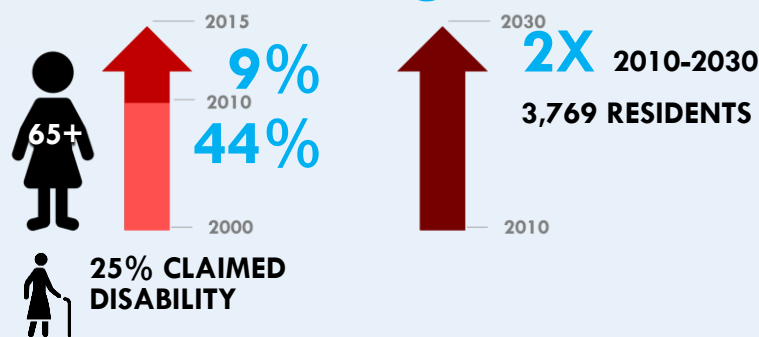
## HOUSING NEEDS

### HOUSING STOCK \*ACS 2011-2015

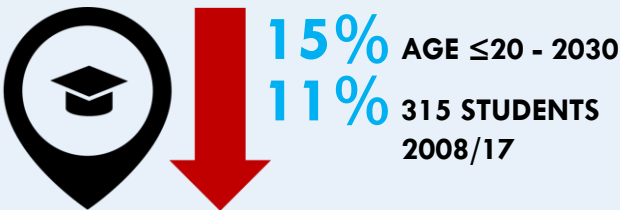


### DEMOGRAPHICS \*ACS 2011-2015, MAPC PROJECTIONS, TOWN SCHOOLS DATA

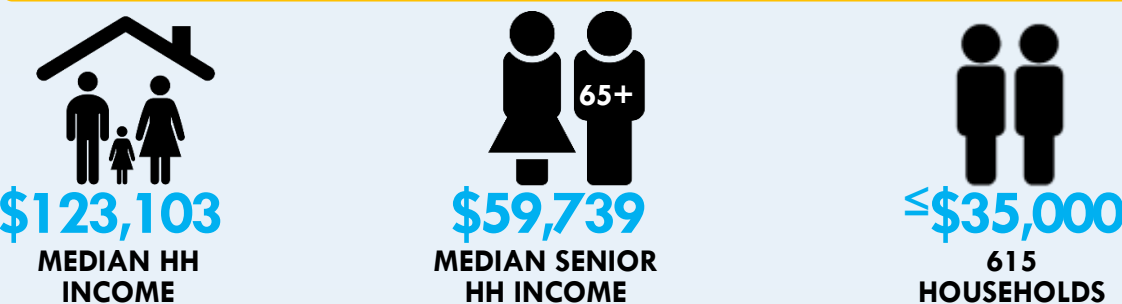
*increasing seniors*



*decreasing youth*



### INCOME \*ACS 2011-2015



### SHI \*DHCD 2017



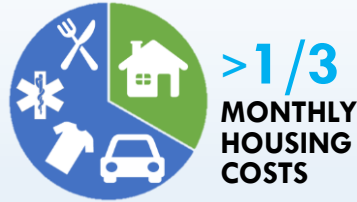


# SUMMARY OF PAST STUDIES & TRENDS

## HOUSING NEEDS

### COST BURDENED

\*HUD CHAS Data 2013

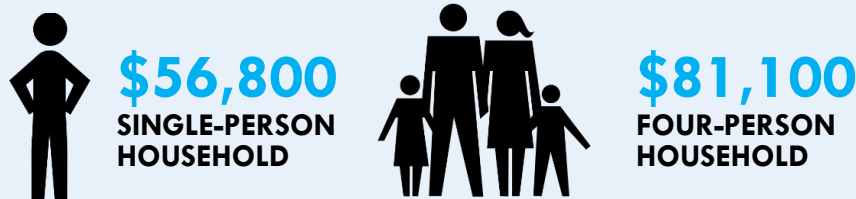


5,260 HOUSEHOLDS  
**1,645** SPEND > 30%  
**720** SPEND > 50%

### AFFORDABLE QUALIFYING INCOMES

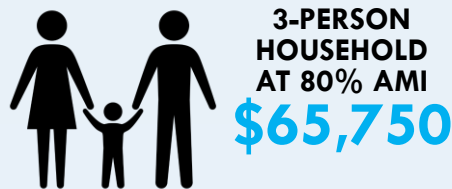
\*HUD 2018 Area Median Income (AMI)

*income = 80% AMI or lower*



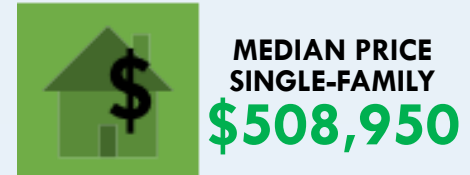
### BRIDGING THE AFFORDABILITY GAP

\*North Reading Housing Production Plan 2018



AFFORDABLE  
**\$236,000**

GAP FOR SINGLE-FAMILY  
**\$272,950**



VERY FEW RENTALS EXIST AND NONE ARE VACANT

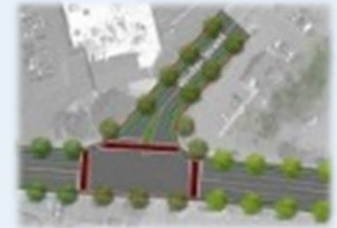


GAP FOR BUYING A CONDO IS ONLY \$24,000

# SUMMARY OF PAST STUDIES & TRENDS

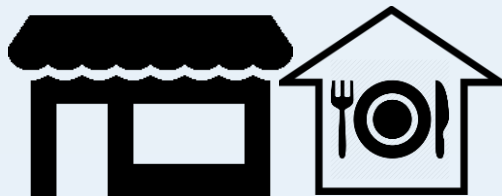
## INFRASTRUCTURE INVESTMENT DISCUSSIONS

- **wastewater infrastructure options**
  - like sewer or smaller localized plants
  - to support businesses and attract private investment
- **making Route 28 into walkable, pleasant “Main Street”**
  - ‘T’-shaped intersections *versus* roundabouts



## RETAIL MARKET DEMAND POTENTIAL

- **if Town creates attractive conditions**



**10 STORES      6 RESTAURANTS**  
**RETAIL 43,000-SF**



# KEY PLANNING CHALLENGES FACING TOWN

- IF Town wants to create a walkable, safe traditional town center shopping village



*shops conducive to socialization?*



*retail follows housing*



*market demand potential*

- **THEN**, key related decisions are needed to work together

## WASTEWATER INFRASTRUCTURE

*localized sewer?*



## PHYSICAL IMPROVEMENTS

*streetscape?*



*civic anchor?*



## LESS RESTRICTIVE, CLEARER ZONING

*allow leisure retail?*



*urban design guidelines?*



*address housing demand?*





# KEY PLANNING CHALLENGES FACING TOWN

## WASTEWATER INFRASTRUCTURE *1 of 3 tandem decisions*

### *localized sewer?*

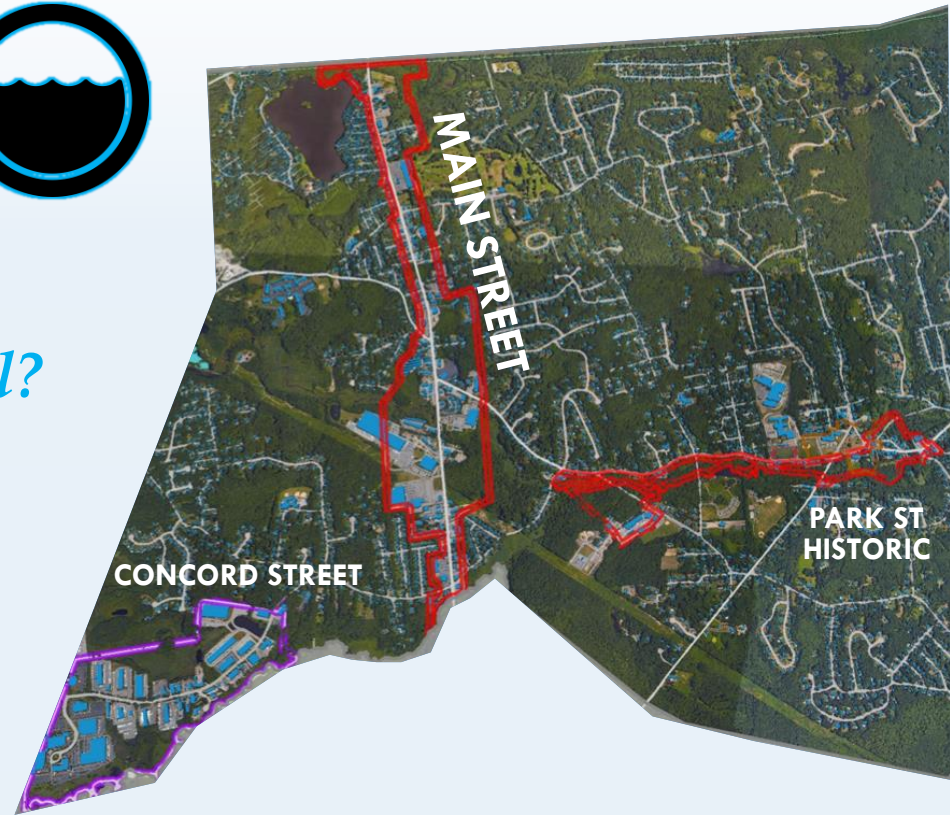
- **along Main Street** for mixed-use
- **along Concord St** for growing existing industrial/office-park uses?



### *support high-water usage retail?*



- **leisure retail shops conducive to socialization?**
- restaurants, bakeries, cafes



### *retail follows housing*



- support beneficial **multifamily options**
- **mutually dependent uses**
- address **housing demand & needs**

# KEY PLANNING CHALLENGES FACING TOWN

## PHYSICAL IMPROVEMENTS *2 of 3 tandem decisions*

### *streetscape?*

- make more **walkable & pleasant?**
- create **outdoor social gathering spaces?**
  - pocket parks?
  - hardscaped plazas?



### *civic anchor?*

- **consolidate town facilities** into one **central location?**
- carve **adjacent outdoor gathering space?**
- create **new frontage for developments?**



# KEY PLANNING CHALLENGES FACING TOWN

## LESS RESTRICTIVE, CLEARER ZONING 3 of 3 tandem decisions

### *allow leisure retail ?*

- uses by right
- private investment
- limit special permits
- avoid fragmented (sub)districts
  - overly prescriptive



### *urban design guidelines?*

- site layout review – leverage
- building placement, parking design – purposeful
- shared access points – incentivize
- lot consolidation – encourage for small adjacent parcels



### *address housing demand?*

- need for 140 affordable homes – Town HPP
- not be priced out – young families & aging senior population
- affordability – limiting large lots in certain parts of town



MEDIAN PRICE  
SINGLE  
FAMILY

**\$508,950**



MEDIAN SENIOR  
HOUSEHOLD  
INCOME

**\$59,739**



SINGLE-PERSON  
HOUSEHOLD  
AT 80% AMI

**\$56,800**



THREE-PERSON  
HOUSEHOLD  
AT 80% AMI

**\$65,750**



FOUR-PERSON  
HOUSEHOLD  
AT 80% AMI

**\$81,100**



# WHAT PARTICIPANTS HAVE SAID THUS FAR

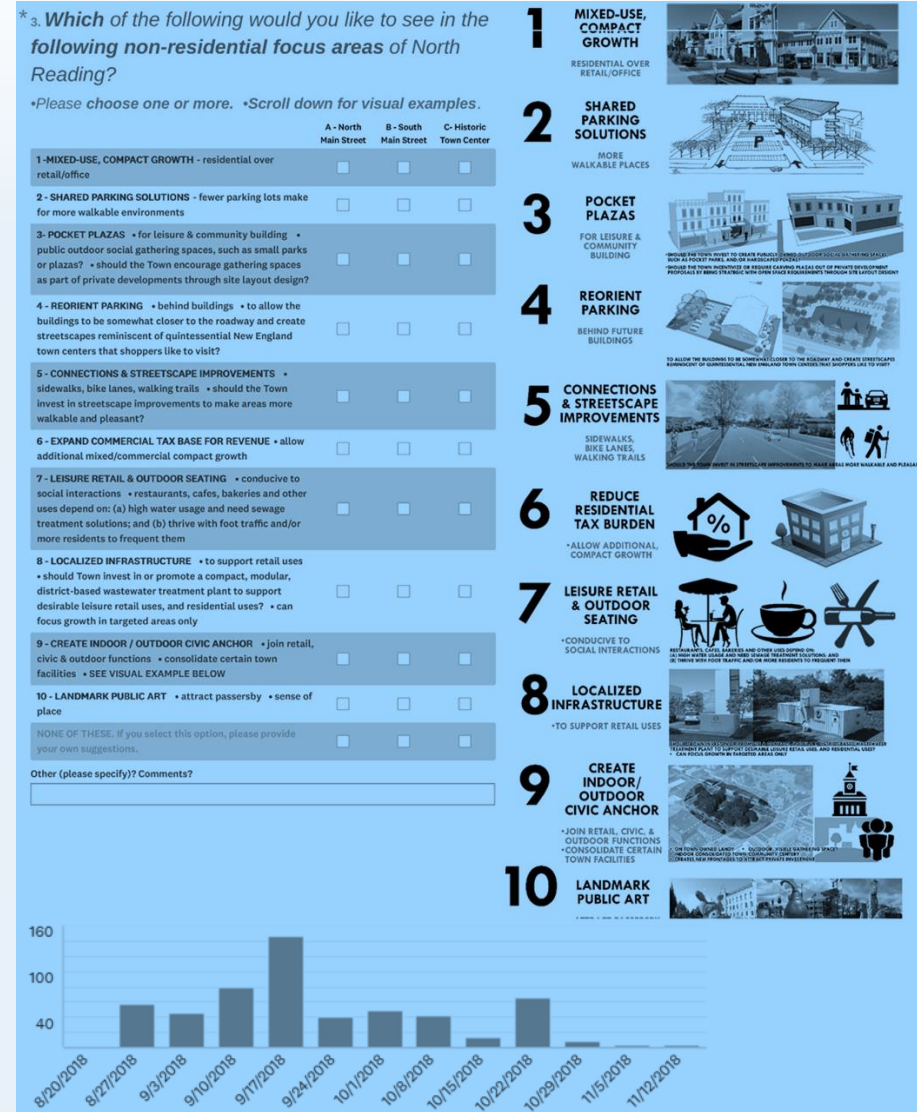
- survey – multiple choice – 554 respondents
- survey – open comment themes
- workshops – 1-3 dozen attendees
- vision statement themes
  - brief, aspirational
  - sets tone for rest of plan
  - message to prospective residents/businesses



# WHAT PARTICIPANTS HAVE SAID THUS FAR

## ONLINE SURVEY – MULTIPLE CHOICE

- 554 survey respondents
- 9 questions Aug8–Nov12
- initial 4 questions expanded to 9 – vetted
- multiple choice
- illustrated with visual examples
- short captions to explain concepts
- purposeful
  - measure community interest for key ideas
- specific enough
  - lend themselves
  - actionable master plan recommendations

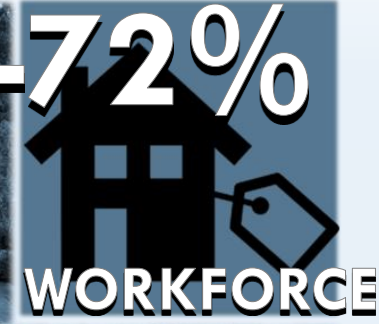


# WHAT PARTICIPANTS HAVE SAID THUS FAR

## ONLINE SURVEY – MULTIPLE CHOICE

*Q1 housing options on Main St, & historic center n=554*

### OVERALL



### FOCUS AREAS

#### Main Street

- strong interest for all options along entire Main Street

#### Historic Center

- most interest for senior, clustered, mixed-use, pocket



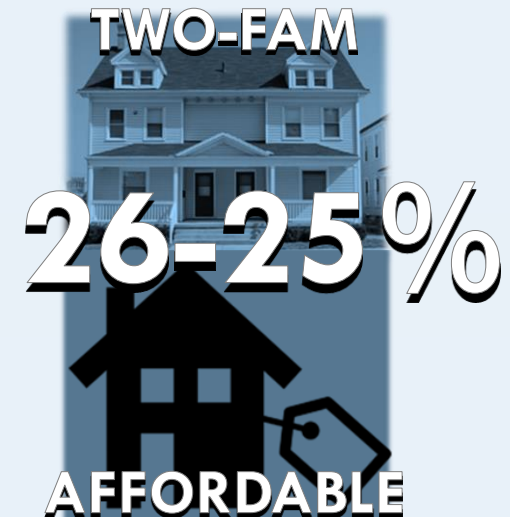
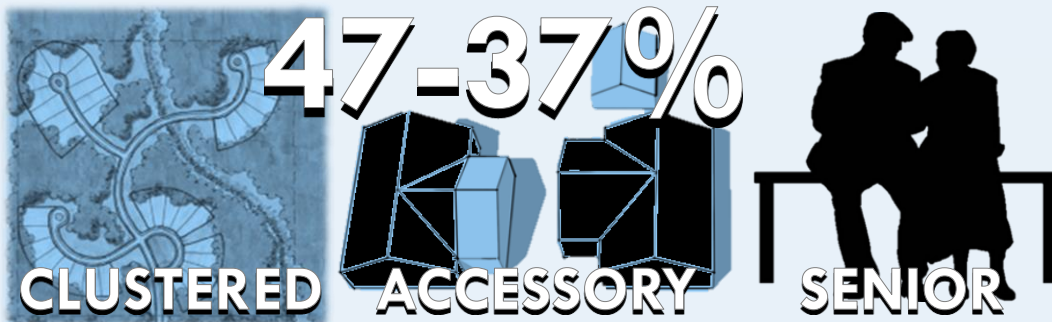
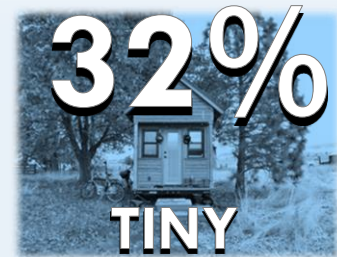


# WHAT PARTICIPANTS HAVE SAID THUS FAR

## ONLINE SURVEY – MULTIPLE CHOICE

*Q2 housing options in 1-family neighborhoods n=499*

**OVERALL** • less interest in these housing options in 1-family neighborhoods compared to commercial areas of Town

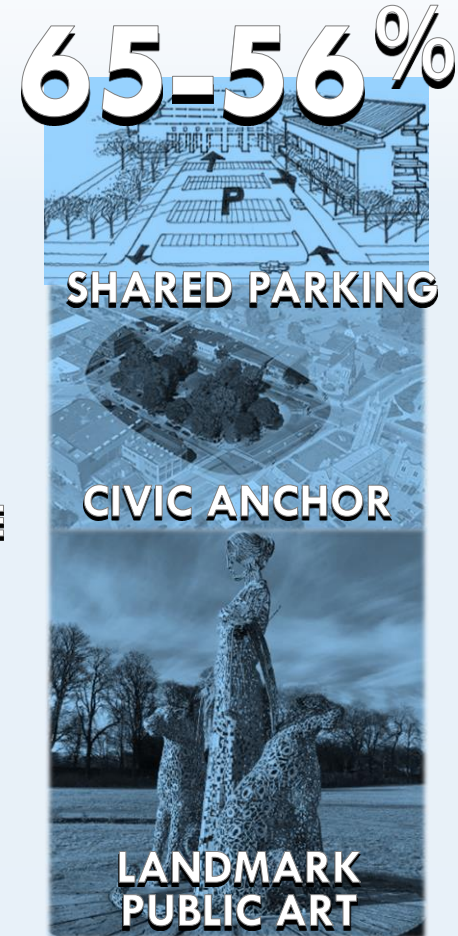
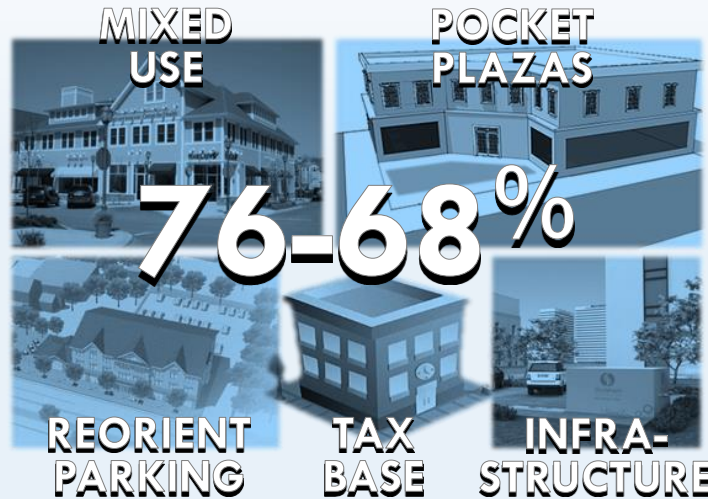


# WHAT PARTICIPANTS HAVE SAID THUS FAR

## ONLINE SURVEY – MULTIPLE CHOICE

*Q3 improvements on Main St, & historic center n=449*

### OVERALL



### FOCUS AREAS

#### Main Street

- strong interest for all options except public art, civic anchor

#### Historic Center

- strong interest for connections/streetscape, leisure retail
- moderate interest for landmark public art, civic anchor, pocket plazas, reoriented parking

# WHAT PARTICIPANTS HAVE SAID THUS FAR

## ONLINE SURVEY – MULTIPLE CHOICE *n=437*

*Q4 importance of transforming Rt28 into a walkable street?*

**60%** VERY  
**30%** SOMEWHAT

*Q5 seek permission & funds from state to redesign Rt28 to make it safer & pleasant?*

**68%** YES  
**16%** MAYBE

*Q6 invest in improvements along rt28?*



Figure 16: The alternative "Complete Corridor" streetscape calls for maintaining the "T"-shaped intersections, and maintaining two lanes of vehicle traffic in either direction throughout the corridor. Sidewalks would be placed on both sides, with on-street bicycle lanes on either side of Main Street.

Aerial source: Google Earth

### "T"-SHAPED INTERSECTIONS

- RETAIN EXISTING FOUR LANES,
- IMPROVE T-SHAPED INTERSECTIONS WITH RT62 (AT WINTER ST, & LOWELL RD), AND ADD SIDEWALKS ON BOTH SIDES, AND
- ADD BIKE LANES.



Figure 17: Design Concept Diagram  
Aerial source: Google Earth  
Diagram produced by: The Cecil Group

NORTH READING MAIN STREET THE CECIL GROUP | Design Concepts

### ROUNDBABOUTS

- REPLACE INTERSECTIONS WITH ROUNDBABOUTS,
- ADD A SHARED BIKE AND PEDESTRIAN PATH, AND
- REDUCE THE NUMBER OF LANES IMMEDIATELY NORTH AND SOUTH OF EACH ROUNDBABOUT.



# WHAT PARTICIPANTS HAVE SAID THUS FAR

## ONLINE SURVEY – MULTIPLE CHOICE

*Q7 which pedestrian & bike amenities in single-family residential neighborhoods? n=435*

**86%**

**SIDEWALKS**



**69%**

**WALKING TRAILS**



**42%**

**BIKE LANES**



**5%**

**NONE**





# WHAT PARTICIPANTS HAVE SAID THUS FAR

## ONLINE SURVEY – MULTIPLE CHOICE

*Q8 better connect different parts of Town? n=432*

**REGIONAL TRANSIT**  
CONNECT TO EXISTING SERVICE?



**52%**

**NEW CONNECTIONS?**  
USING TOWN- OWNED LAND?



**50%**

**REGIONAL BIKE/PED TRAILS?**



**46%**

**LOCAL ON-ROAD PATHS?**



**44%**

**REGIONAL UNPAVED WALKING TRAILS?**

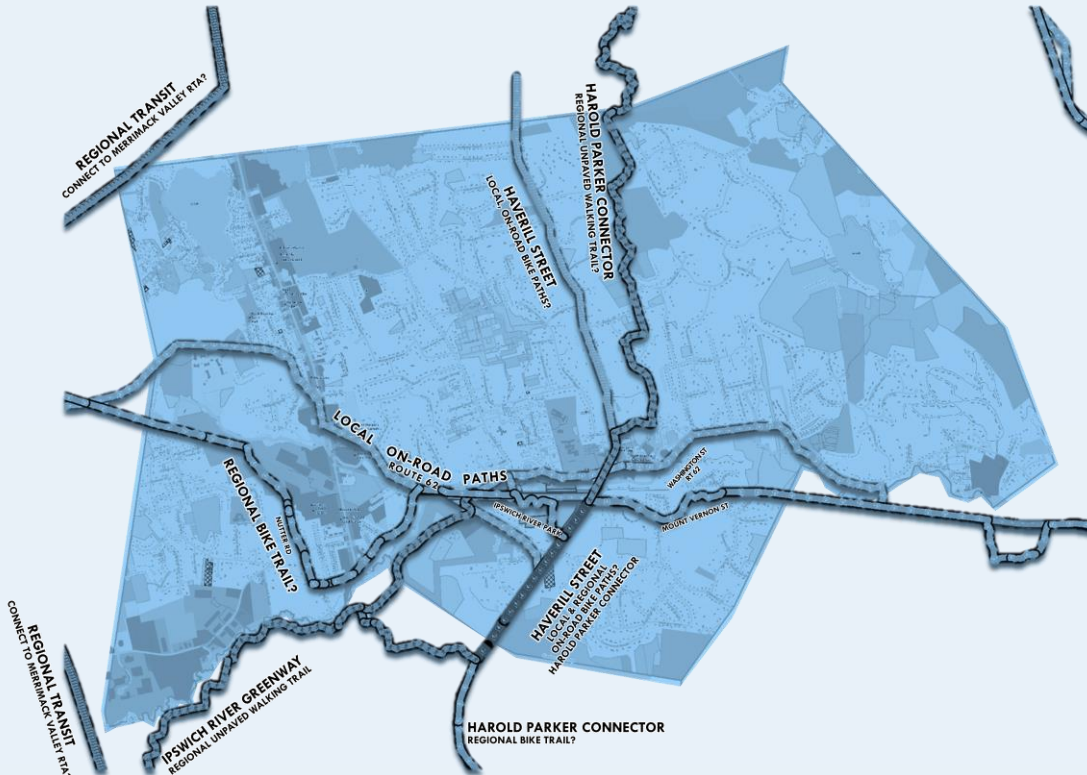


**31%**

**NONE**



**7%**



# WHAT PARTICIPANTS HAVE SAID THUS FAR

## ONLINE SURVEY – OPEN COMMENT THEMES

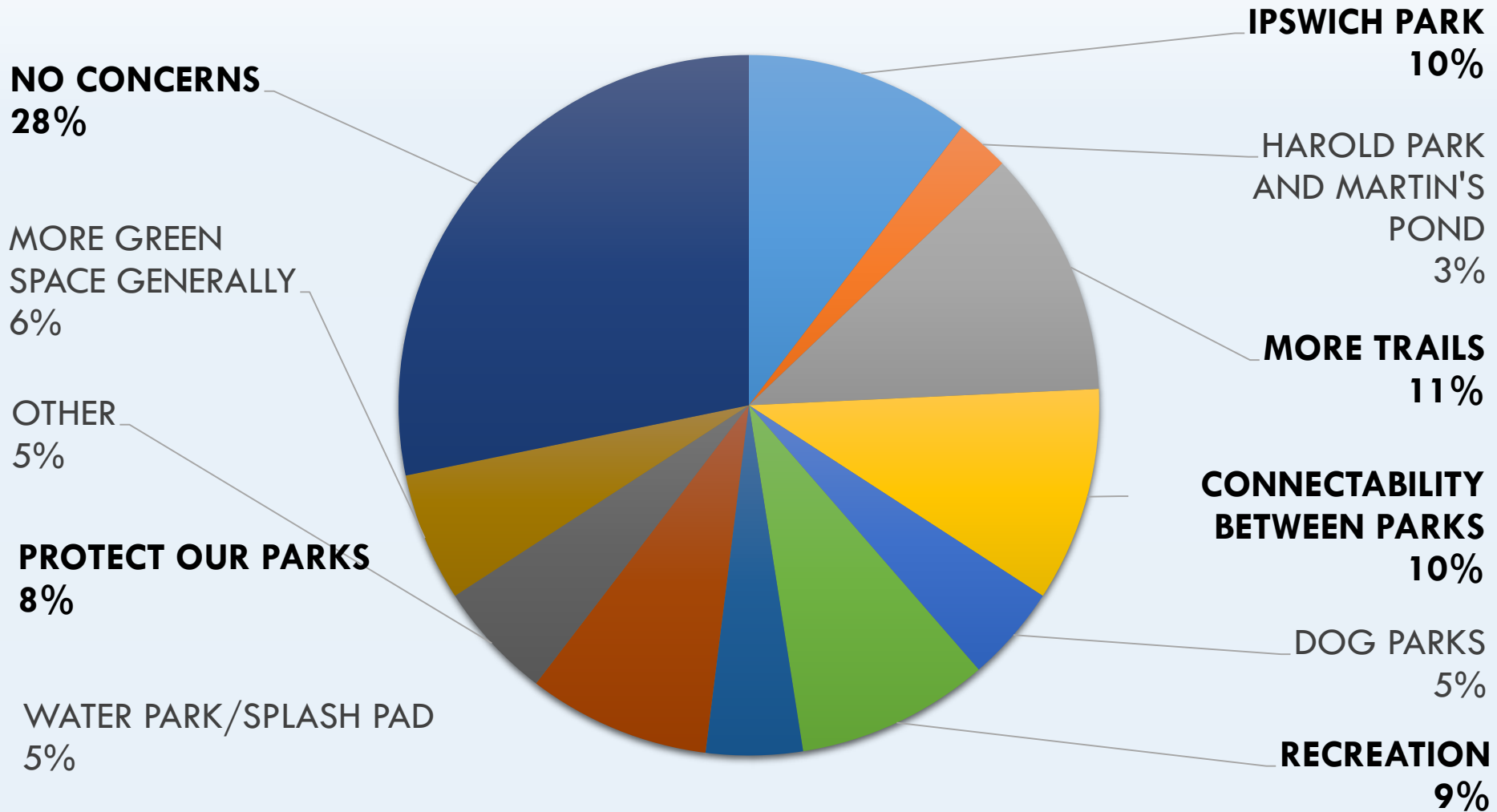
where it made sense, participants were provided with “free-form” open comment boxes for additional ideas & concerns

	total open comments	of total multiple choice responses	okay with change	concerns with change	none of choices given
q1 housing along Main St	6%	554	3%	3%	4%
q2 housing in neighborhoods	4%	499	1%	3%	10%
q3 how to improve Main St	4%	449	2%	2%	3%
q5 pursue Main St redesign	13%	437	6%	7%	16% - no
q6 roundabouts v T-intersections	11%	437	3%	8%	n/a
q7 sidewalks/bikes/trails in neighborhoods	7%	435	3%	4%	5%
q8 connectivity	5%	432	3%	2%	7%

# WHAT PARTICIPANTS HAVE SAID THUS FAR

## VISION STATEMENT THEMES

*Q9.1 changes regarding parks & natural areas? n=258*

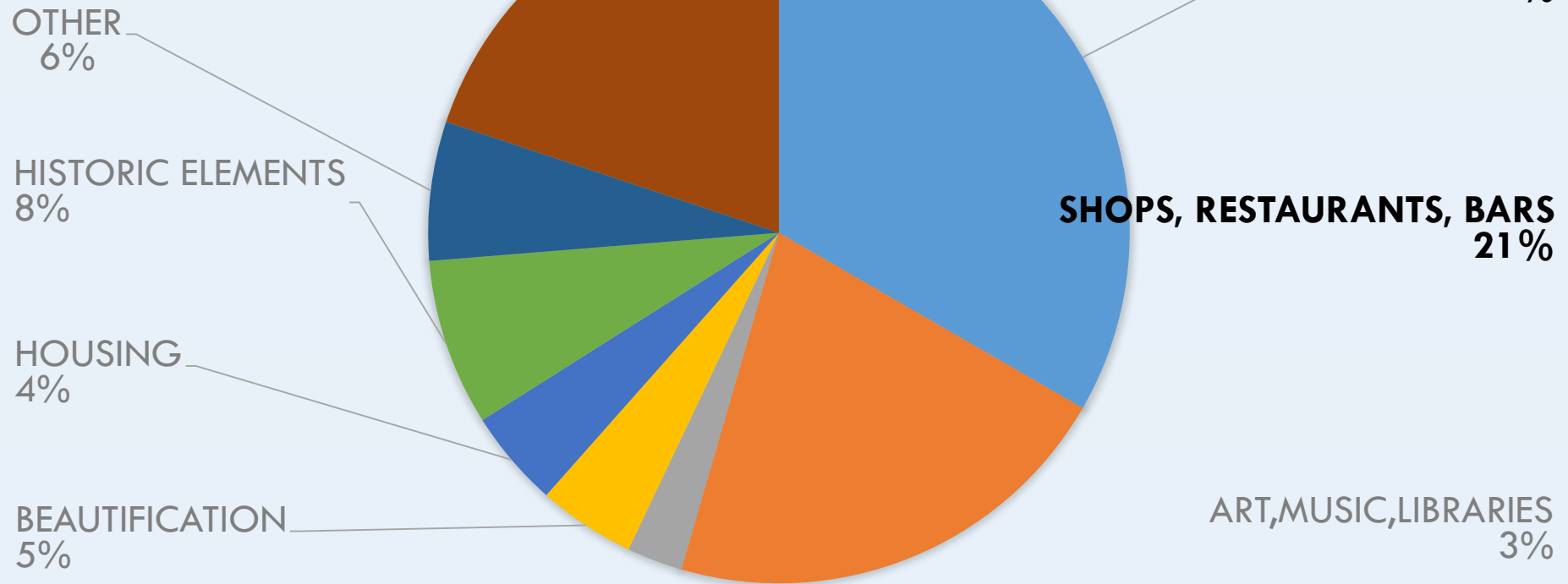


# WHAT PARTICIPANTS HAVE SAID THUS FAR

## VISION STATEMENT THEMES

*Q9.2 in the future, the historic town center along Park St & the Town Common might have... n=252*

**DO NOT SUPPORT/CONCERNS WITH**  
**20%**

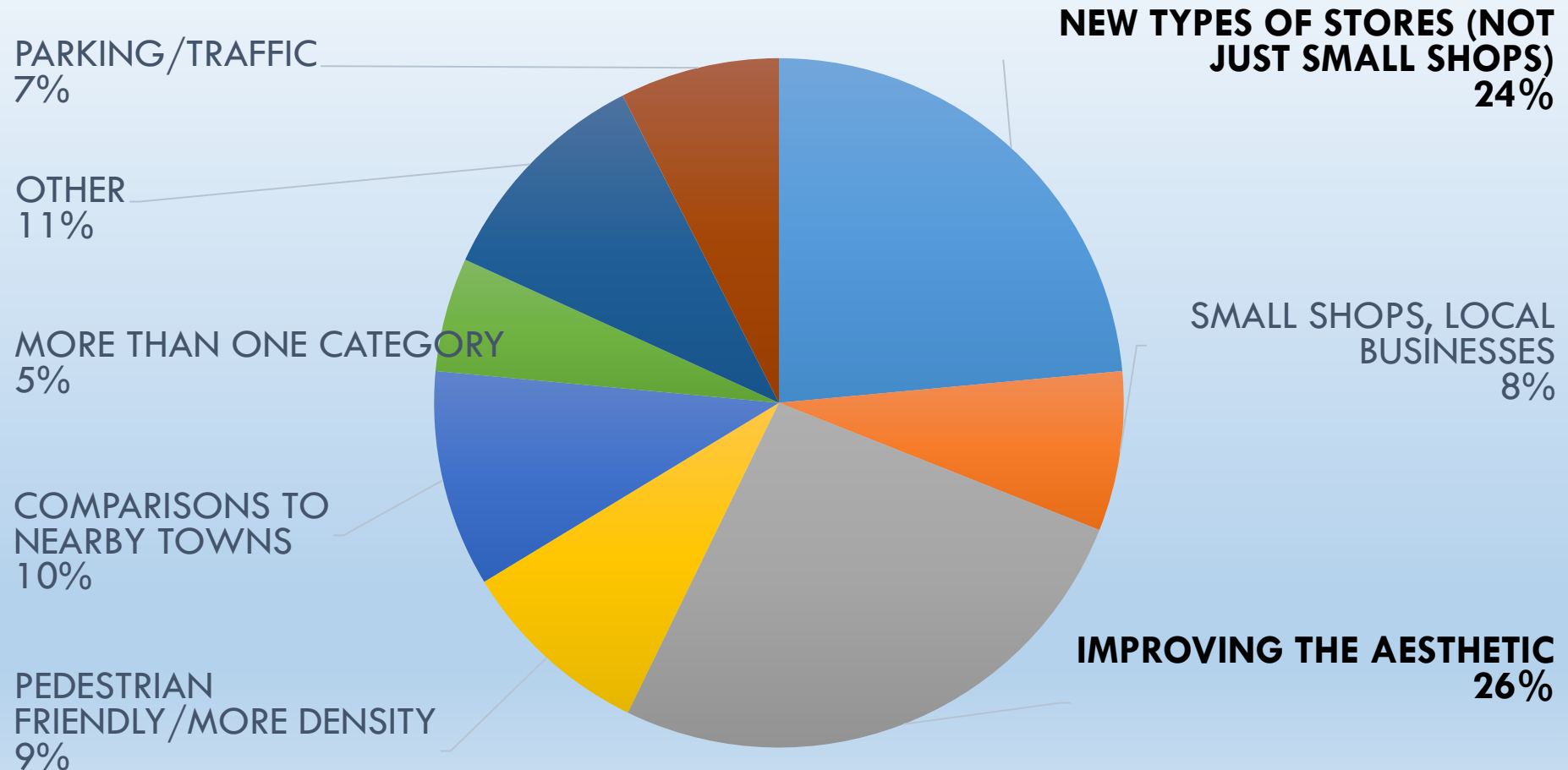




# WHAT PARTICIPANTS HAVE SAID THUS FAR

## VISION STATEMENT THEMES

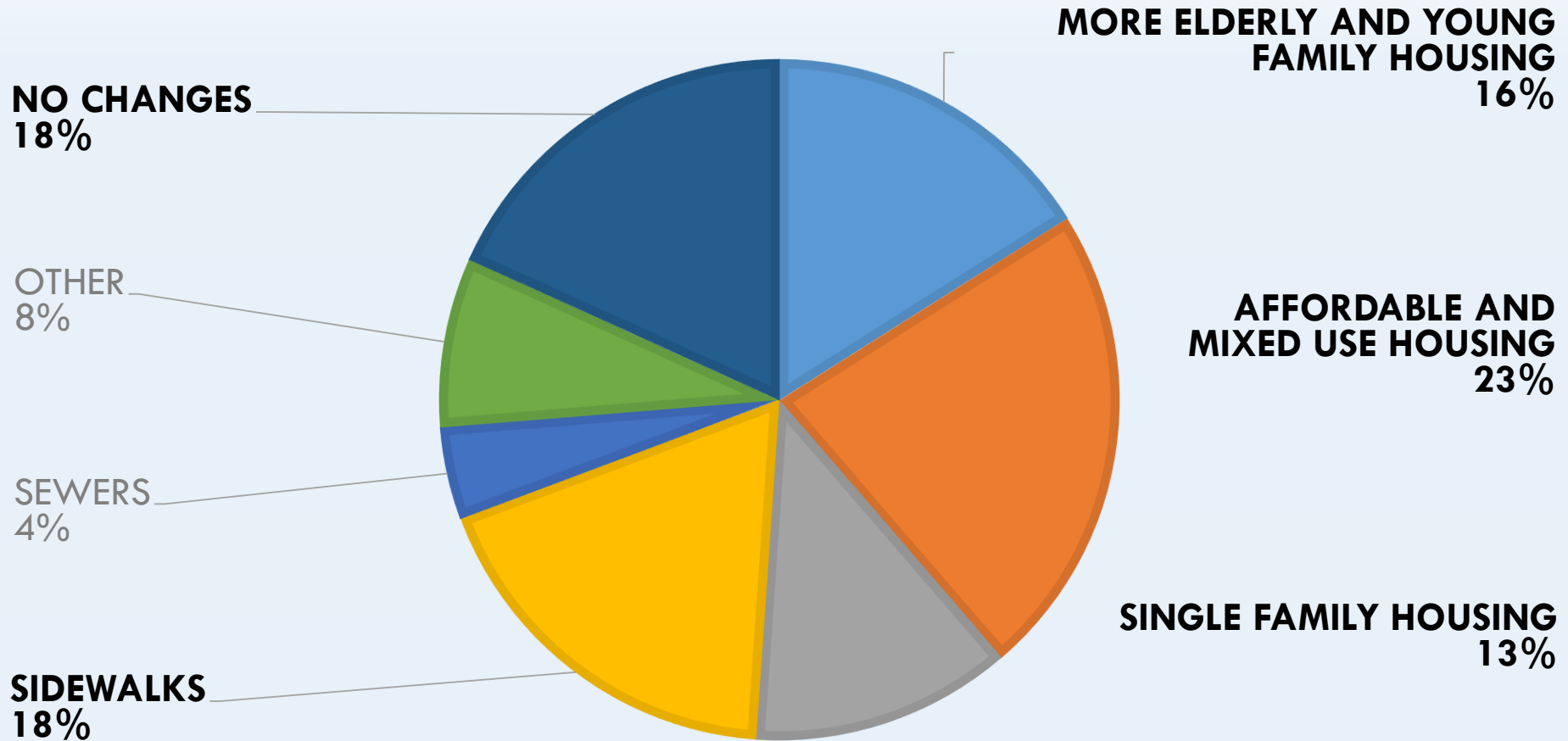
*Q9.3 in the future, the retail strip along Main St/Route 28 might have... n=319*



# WHAT PARTICIPANTS HAVE SAID THUS FAR

## VISION STATEMENT THEMES

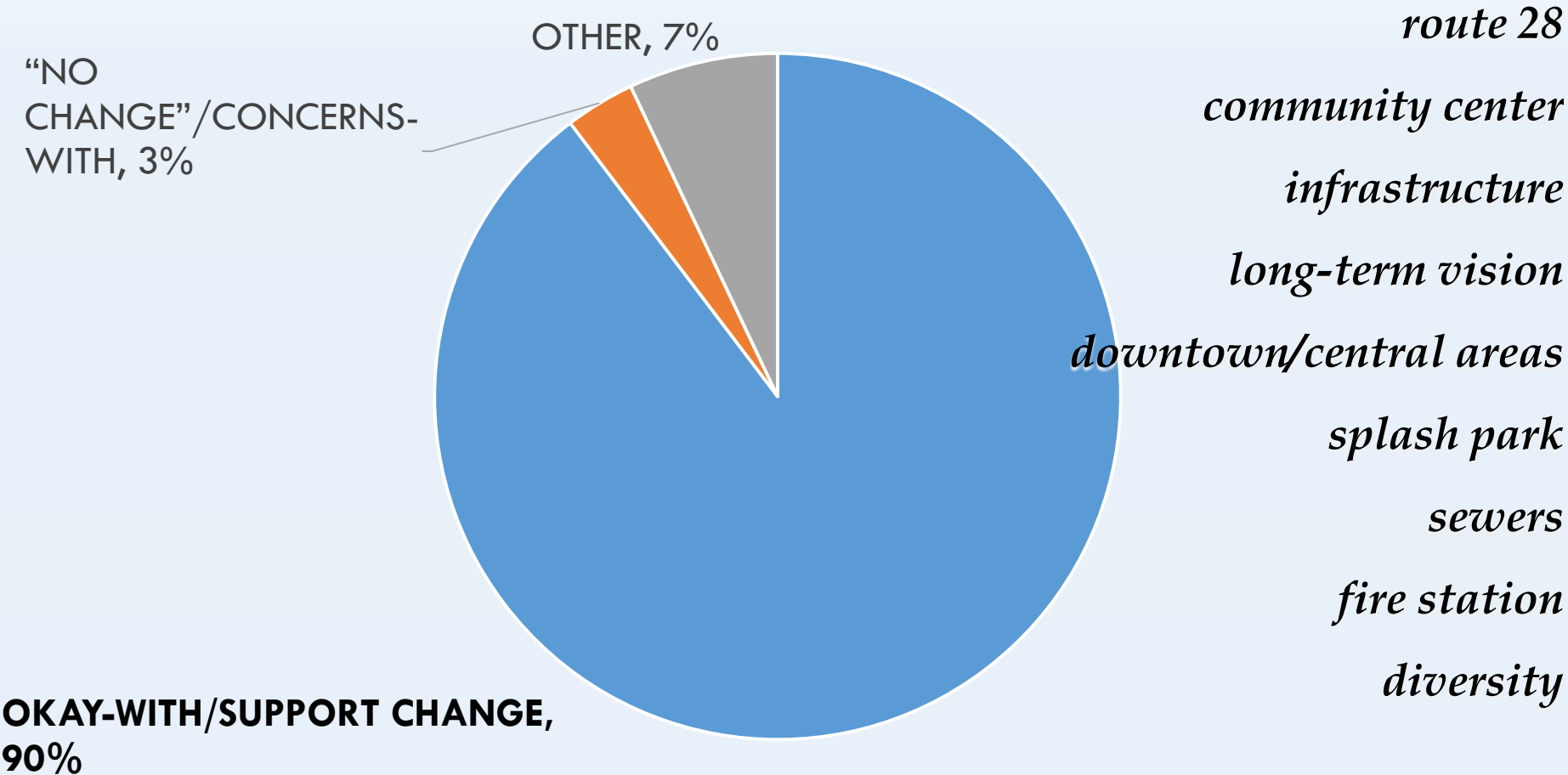
*Q9.4 any changes regarding residential areas & housing choices? n=262*



# WHAT PARTICIPANTS HAVE SAID THUS FAR

## VISION STATEMENT THEMES

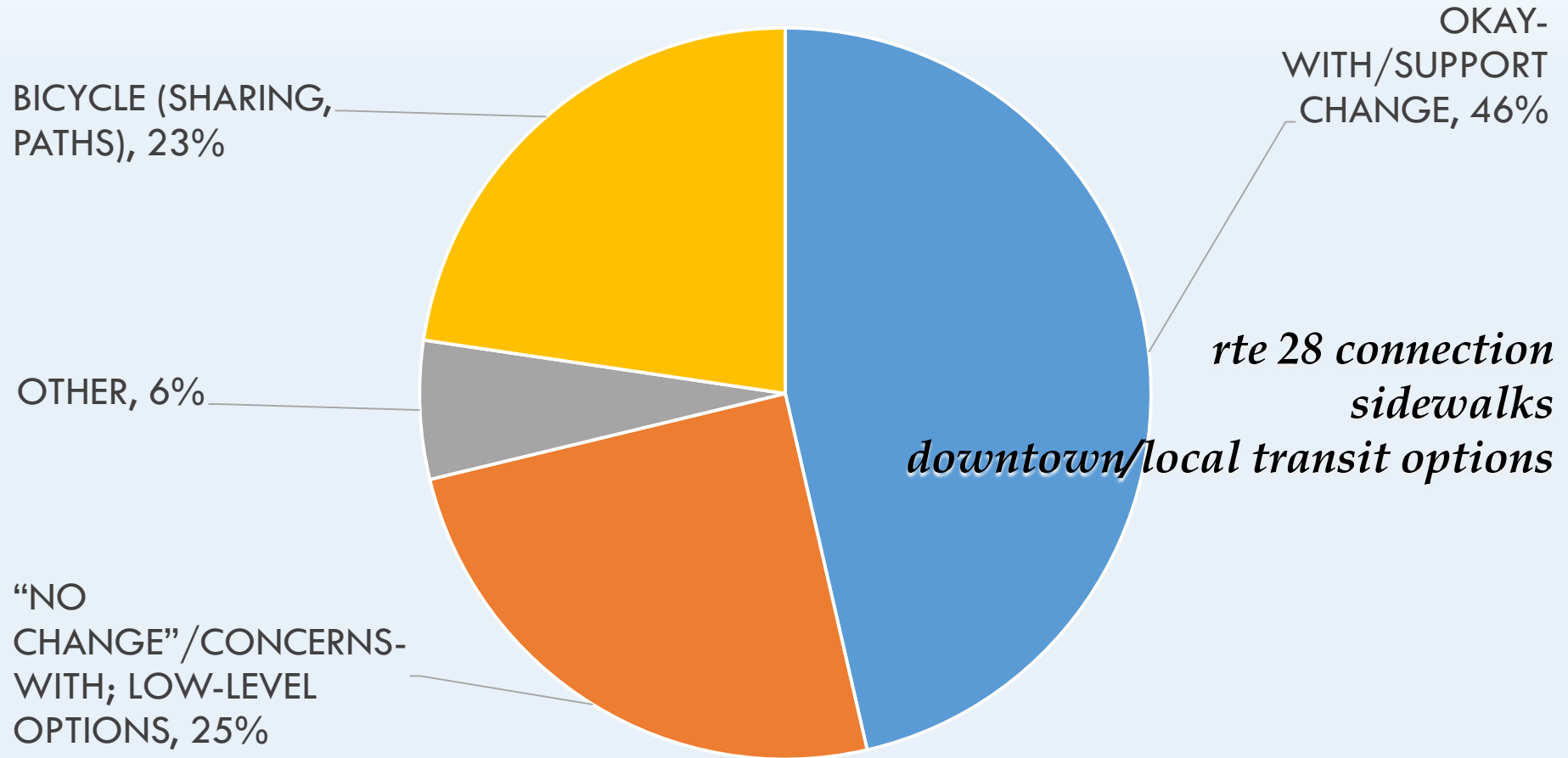
*Q9.5 leave future generations with a legacy project? n=213*



# WHAT PARTICIPANTS HAVE SAID THUS FAR

## VISION STATEMENT THEMES

Q<sup>9.6</sup> *how might residents get around Town? n=290*

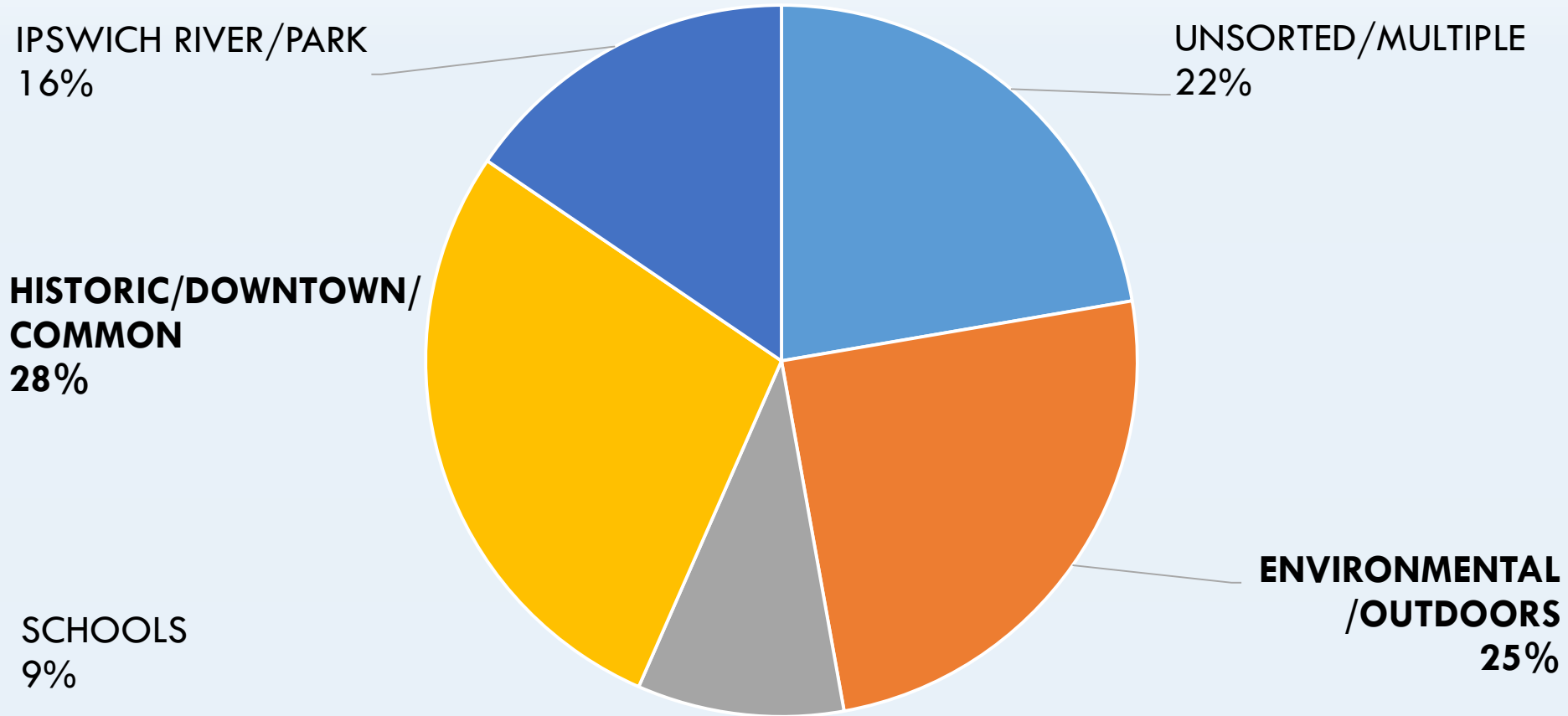




# WHAT PARTICIPANTS HAVE SAID THUS FAR

## VISION STATEMENT THEMES

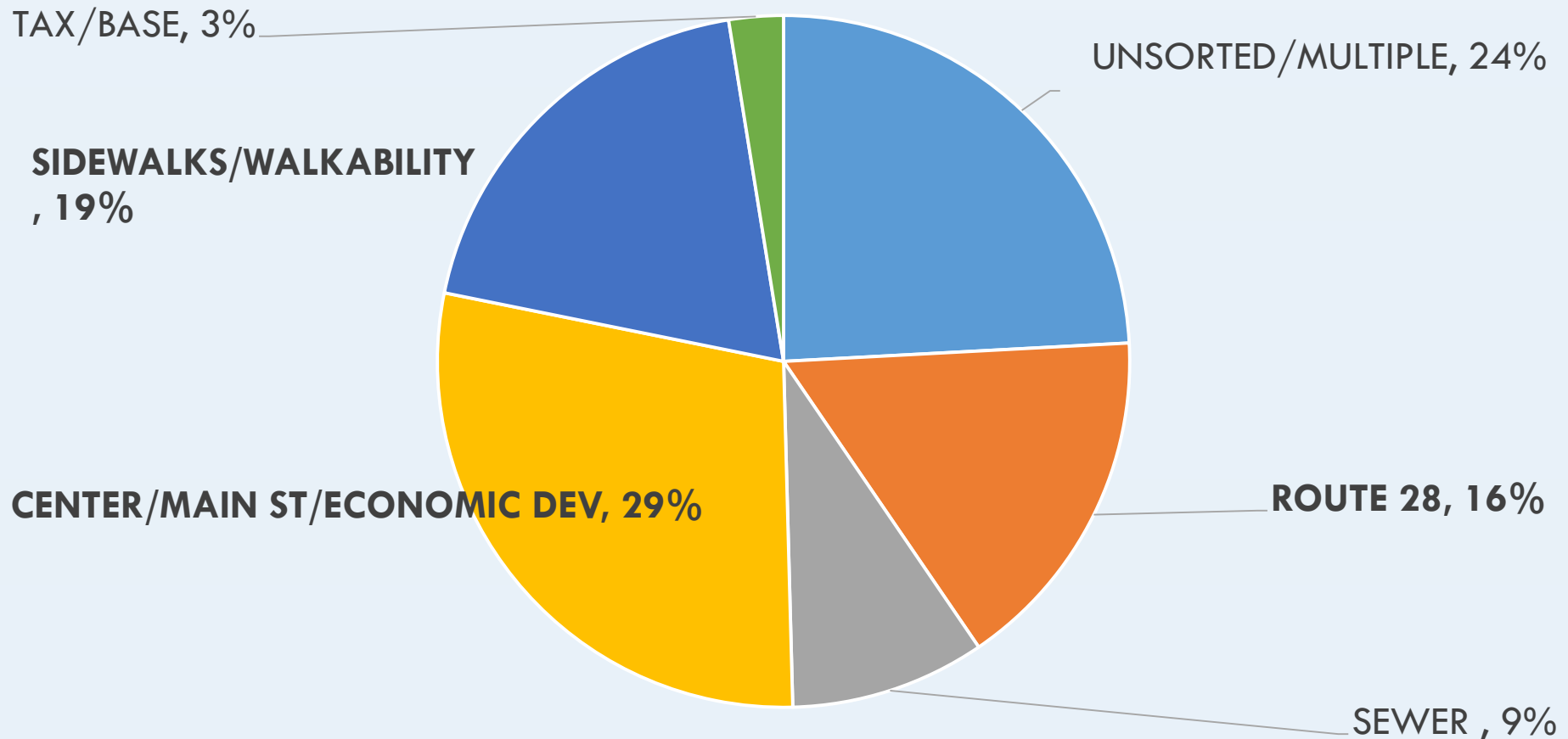
*Q9.7 special things we should protect? n=318*



# WHAT PARTICIPANTS HAVE SAID THUS FAR

## VISION STATEMENT THEMES

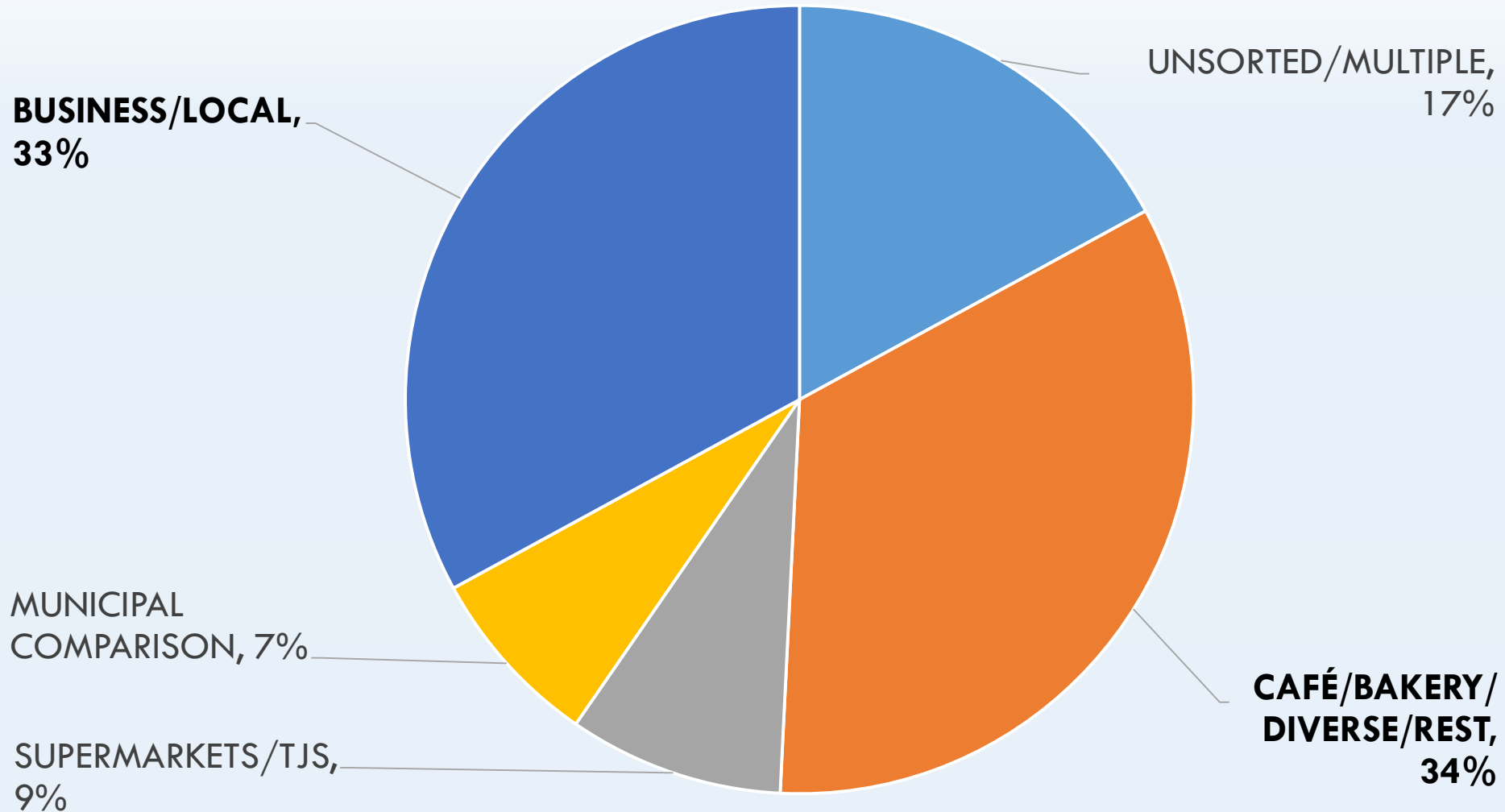
*Q9.8 things about the Town that can be improved?*  
*n=350*



# WHAT PARTICIPANTS HAVE SAID THUS FAR

## VISION STATEMENT THEMES

*Q9.9 kinds of shops & businesses in the future? n=322*



# WHAT PARTICIPANTS HAVE SAID THUS FAR

## WORKSHOPS

### *consensus ideas*

- two public workshops
- 1-3 dozen attendees
- housing in commercial area
  - mostly along Main St
  - senior & mixed-use
- housing in 1-family areas
  - senior options, clustered/open-space subdivisions, tiny houses
- getting around
  - regional transit & trails
  - sidewalks
- physical improvements
  - t-shaped intersections
  - redesign RT28
  - walkability
  - amenities/shops



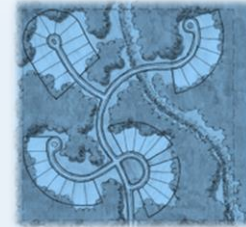
**MIXED-USE  
COMPACT GROWTH**



**CIVIC INDOOR/  
OUTDOOR ANCHOR**



**SENIOR OPTIONS**



**CLUSTERED/OPEN SPACE**



**LOCALIZED  
INFRASTRUCTURE**



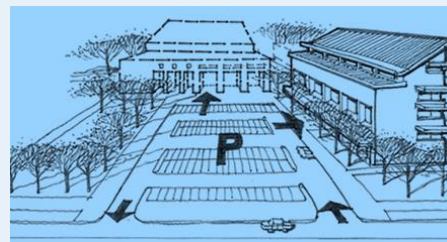
**LEISURE RETAIL**



**REORIENT PARKING**



**REGIONAL MOBILITY**



**SHARED PARKING**



**TINY HOUSES**



# WHAT PARTICIPANTS HAVE SAID THUS FAR

## WORKSHOPS

### *consensus goals & strategies*

*Goal 1 – Attract private investment & redevelopment with desired uses & traditional walkable Main Street streetscape form.*

**STRATEGY – AMEND AND SIMPLIFY THE HIGHWAY BUSINESS DISTRICT ZONING** along the entirety of the Town's segment of Route 28 to: (a) **ALLOW DESIRED USES BY-RIGHT**, and (b) **CREATE AN ATTRACTIVE STREETWALL AND STREETScape** where people, buildings and open space are prominent, and parking is not the dominant feature by amending certain dimensional and parking regulations.

*Goal 1 – Make desired leisure-retail and needed condo/apartments viable by investing-in and/or supporting wastewater infrastructure.*

**STRATEGY – APPROVE & INVEST IN LOCALIZED SEWER** along Main and Concord streets to support high-water usage retail uses (restaurants, bakeries, cafes) and also support multifamily options.

**STRATEGY – SUPPORT & SPEARHEAD PACKAGE SEWER TREATMENT PLANTS** to support such uses and developments in targeted areas of Main Street; as an immediate, shorter-term strategy to catalyze growth while the longer-term sewer decision and eventual implementation occurs to capture market demand now.

*Goal 2 – Create a shopping district with leisure retail uses along an inviting streetscape with outdoor seating areas, and upper-story homes and offices (that reinforce ground-floor retail uses).*

*Goal 3 – Address housing demand by allowing more options (including market-rate smaller lots/dwellings) that also enliven mixed-use/retail developments.*

# WHAT PARTICIPANTS HAVE SAID THUS FAR

## WORKSHOPS

### *consensus goals & strategies*

*Goal 4 – Create attractive roadway & new robust town center to attract private investment and desired development type.*

**STRATEGY – TRANSFORM ROUTE 28 INTO WALKABLE MAIN STREET** by redesigning it to make it safer, walkable, and multimodal. The community survey indicated a strong majority preferred redesigning Route 28's two intersections with Route 62 into "T"-shaped intersections (as opposed to roundabouts).

**STRATEGY – TOWN INVESTMENT IN INDOOR/OUTDOOR CIVIC ANCHOR** around which to attract and anchor private development.

- **CONSOLIDATE TOWN FACILITIES IN ONE CENTRAL LOCATION** to bring foot traffic and new attractive public investment and development frontages closer to Main Street retail developments. Ideas that could serve as an anchor include: a relocated town hall, a community parking lot, a dog park, or a senior or cultural center. This type of direct public investment can send a strong message to private property owners to invest in an area. It can not only transform the physical landscape for the better but also depending on the use, it can attract additional visitors to an area that in turn can bring additional customers to businesses.

**STRATEGY – FUND & IMPLEMENT COMPLETE STREETS PROGRAM** to create sidewalks, and on-road bicycle lanes (shared or dedicated).

**STRATEGY – REDESIGN ROUTE 28 TO ACCOMMODATE SIDEWALKS, BIKE LANES, & IMPROVED INTERSECTIONS FOR BETTER TRAFFIC CIRCULATION**

# WHAT PARTICIPANTS HAVE SAID THUS FAR

## WORKSHOPS

### *consensus goals & strategies*

#### *5. Change the Highway Business Zone along Main Street to a Mixed-Use Zone or create a Mixed-Use Overlay Zone*

- Create housing opportunities in this area to increase spending power that supports existing and new businesses
- Allow vertical mixed-use housing, townhouses, condos, duplexes, multi-family housing, accessory dwelling units, and other supported housing types in this zone

#### *6. Making zoning changes that encourage a variety of housing types along Main Street*

- Allow bungalows/cottages, townhouses, co-housing, assisted living, congregate housing, tiny homes, and two-family homes in areas where development is supported by North Reading residents

#### *7. Consider changes to single-family zones that allow for more affordable housing that is consistent with the scale and character of existing housing*

- Allow pocket neighborhoods, small-lot single-family homes, clustered open space subdivisions, accessory dwelling units, and senior/aging-in place options in the RB and RA zones by-right (or special permit)

#### **STRATEGY – Fund water and sewer capital projects.**

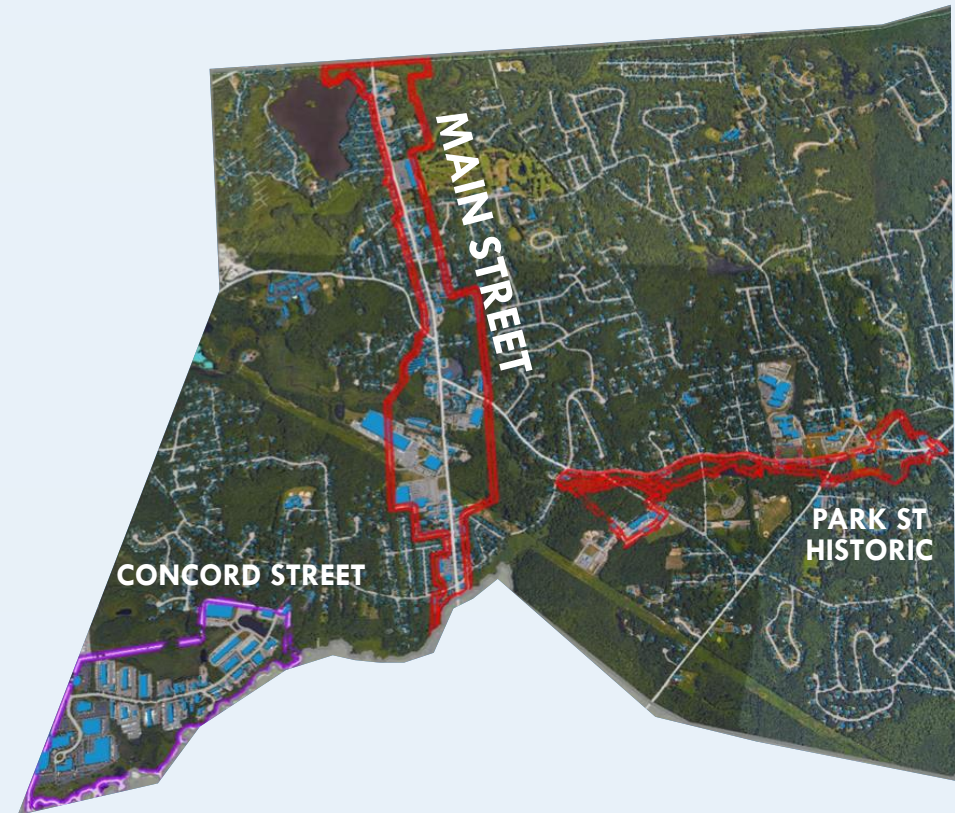
- Negotiate an agreement with the **Town of Andover and GLSD** to extend existing sewer service to property on the north side of Concord Street and the Route 28 corridor.

#### **STRATEGY – PROTECT DRINKING WATER QUALITY** by preventing contamination, runoff, and diversion of water that directly contributes to aquifer recharge.

# WHAT PARTICIPANTS HAVE SAID THUS FAR

*large majorities of participants*

- *comfortable with shaping growth in certain parts of Town*
- *improving & protecting other parts of Town*





# WHAT PARTICIPANTS HAVE SAID THUS FAR

*vision components thus far*

*town center "feel",  
walkability, shops*

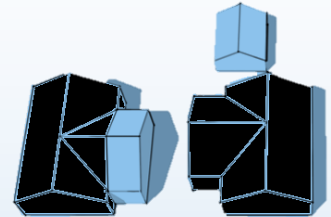
*improved aesthetic*

*mixed-use,  
affordable, senior  
housing*

*leave legacy*

*transit options*

*rt28 economic  
development*



*parks & trails*

*protect Ipswich*

*small-lot 1-fam*

*sidewalks*

*protect historic & environment*



# TONIGHT'S DISCUSSION

## YOUR FEEDBACK ON

### 3 key interconnected planning challenges

- ideas for physical improvements
- transportation
- housing options

7:10pm

7:35pm

8:00pm

**DISCUSSION ON IMPROVEMENT IDEAS**

MIXED-USE COMPACT GROWTH  
SHARED PARKING SOLUTIONS  
POCKET PLAZAS  
REORIENT PARKING  
CONNECTIONS & STREETSCAPE  
EXPAND COMMERCIAL TAX BASE FOR REVENUE  
LEISURE, RETAIL & OUTDOOR SEATING  
LOCALIZED INFRASTRUCTURE  
CREATE INDOOR/OUTDOOR CIVIC ANCHOR  
LANDMARK PUBLIC ART

north reading master plan 2018-2028  
ROUNDTABLE DISCUSSION

**TRANSPORTATION DISCUSSION**

"T"-SHAPED INTERSECTIONS  
ROUNDABOUTS  
ON-DEMAND MICRO TRANSIT MAJOR EMPLOYER PARTNERSHIPS?  
REGIONAL TRANSIT CONNECT TO EXISTING SERVICE?  
SIDEWALKS  
NEW CONNECTIONS? USING TOWN-OWNED LAND?  
BIKE/PED TRAILS?  
BIKE LANES

north reading master plan 2018-2028  
ROUNDTABLE DISCUSSION

**HOUSING DISCUSSION – OPTIONS FOR ALL**

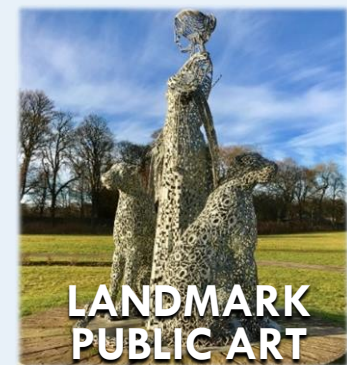
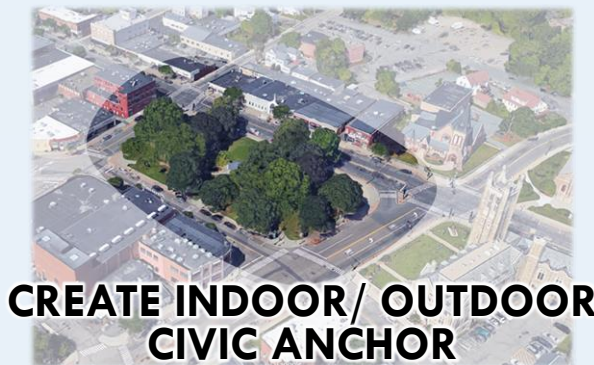
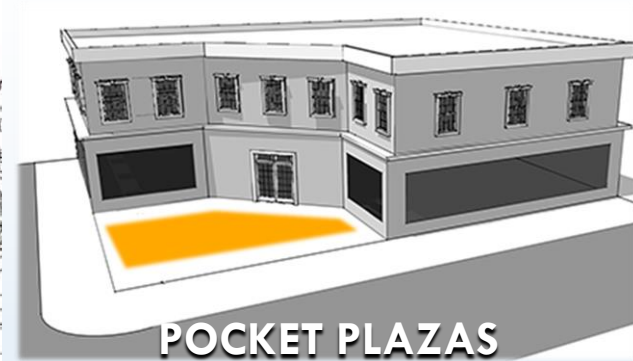
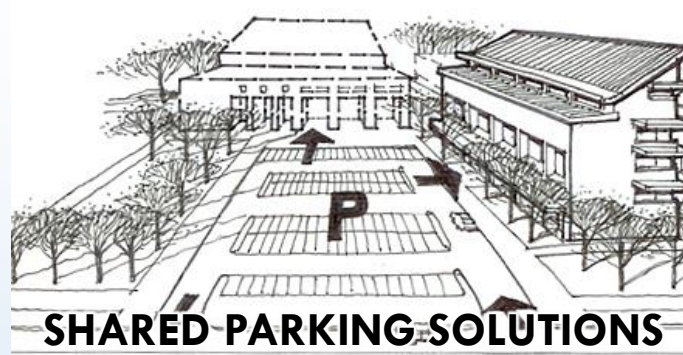
SENIOR HOUSING  
AFFORDABLE WORKFORCE  
CLUSTERED OPEN SPACE  
ACCESSORY DWELLINGS  
SMALL LOT 1-FAMS  
TWO-FAMILY DUPLEXES  
POCKET NEIGHBORHOODS  
TOWNHOUSES/MULTIFAMILY  
MIXED-USE COMPACT GROWTH  
TINY HOUSES

north reading master plan 2018-2028  
ROUNDTABLE DISCUSSION

25 minutes each



# DISCUSSION ON IMPROVEMENT IDEAS



# TRANSPORTATION DISCUSSION



## “T”-SHAPED INTERSECTIONS

Figure 16: The alternative “Complete Corridor” streetscape calls for maintaining the “T”-shaped intersections, and maintaining a line of vehicle traffic in either direction throughout the corridor. Sidewalks would be placed on both sides, with on-street cycle lanes on either side of Main Street.

Visual source: Google Earth



## ROUNDBABOUTS



## ON-DEMAND MICRO TRANSIT MAJOR EMPLOYER PARTNERSHIPS?



## REGIONAL TRANSIT CONNECT TO EXISTING SERVICE?



## SIDEWALKS



## NEW CONNECTIONS? USING TOWN-OWNED LAND?



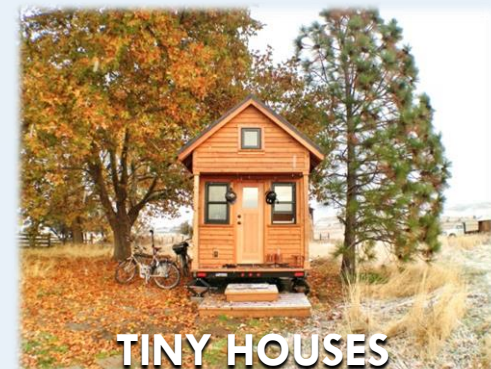
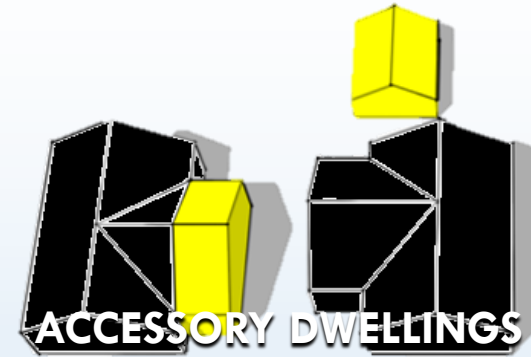
## BIKE/PED TRAILS?



## BIKE LANES



# HOUSING DISCUSSION – OPTIONS FOR ALL



# NEXT STEPS

- drafting plan
- online comment period – 2 weeks
- plan presentation & adoption – Select Board
- Town forms master plan implementation committee
  - “champions” of plan ideas
- Town publicly displays oversized poster of visual executive summary at various locations
  - to inform future boards & Town Meeting decisions 2018-2028
  - your Master Plan to implement

## MORE INFORMATION

Carlos Javier Montañez  
Principal Planner, MAPC  
[cmontanez@mapc.org](mailto:cmontanez@mapc.org)

Danielle McKnight, AICP  
Town Planner, North Reading  
[dmcknight@northreadingma.gov](mailto:dmcknight@northreadingma.gov)

