

Lawrence Downtown West Planning Study



City of Lawrence



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Figure 1 A historical postcard shows Essex Street during the 1950s as a thriving commercial street.

Executive Summary

The City of Lawrence faces challenges and opportunities common to many medium-sized post-industrial cities in Massachusetts.

Since March 2014, Utile has worked with MassDevelopment and the City of Lawrence to study revitalization strategies for the west side of downtown. Its economy, which once prospered on a foundation of manufacturing, has shifted into a service-oriented one. Immigrants, predominantly from the Dominican Republic and Puerto Rico, have brought new diversity and vitality, but this creates new demands on the City's social services. The area near the commuter rail station has seen a recent spate of residential and commercial development centered around the former mills, but these developments have yet to have a visible impact beyond their immediate surroundings.

Downtown West, the target of this planning studies, is emblematic of these conditions. Formerly a center of the City's commercial life, it has seen a downturn along with the City's larger manufacturing economy. The generous and architecturally distinctive retail streetscape remains substantially intact, but many of the storefronts are vacant or populated by struggling, transient businesses. In recent years, a growing number of ethnic businesses have begun to slowly repopulate the area, but they struggle against the area's ebbing drawing power and poor perception. A number of important institutions, exemplified by the Northern Essex Community College, are beginning to play an important role in shaping the area, but their relationship to the surrounding area needs to be carefully considered.

Another aspect of the study is brownfields. Downtown West was part of an environmental analysis, conducted by Weston and Sampson, that examined potential environmental contamination across all parcels in the area. This information has yet to be comprehensively catalogued

and crossed referenced with ownership and vacancy. A part of this planning study's responsibility was to examine and consolidate brown-field information for the City as it prepares a redevelopment strategy for these parcels.

Understanding of Issues

The planning team considered these planning issues, and developed a few understandings of the planning context. One, market-driven pressure for large housing and commercial development is limited in Downtown West, at least in the short term; development that leverages the needs and ambitions of area institutions is a much more feasible development proposition. Two, there is significant energy and will for grass-roots, small-scale entrepreneurial investment, even as it struggles against regulatory hurdles and poor perceptions; the City should strategically deploy its limited resources to foster this activity.

Recommendations

These findings led to two types of planning recommendations, predicated on a close partnership between the City, the institutions, and individual business and property owners. The short-term recommendations should be spearheaded by the City, and are focused on improving access, parking, streetscape, and general perceptions. The long-term recommendations are by nature more speculative; these include potential re-use scenarios for vacant main street type commercial buildings, institutional expansions on vacant sites, and changes to the property taxation and regulations governing development. These recommendations are the shared responsibility of the City, institutions, and individual property and business owners, and require an ongoing dialogue between these three parties.

Existing Conditions Analysis

The study area is located on the west side of downtown, bounded by Broadway to the west, Haverhill Street to the north, Lawrence Street to the east, and the Merrimack River to the south. Essex Street, one of the central focus- es of the study, cuts through the study area. The planning team also examined existing conditions in the larger urban design “zone of influence” to better understand the planning context of the study.

Demographics, Transportation, and Land Use

A post-industrial city that has in recent years welcomed diverse groups of immigrants, Lawrence is a city in demographic transition. The median income in the City at large is substantially lower than the median state-wide income, reflecting the economic challenges the

City faces. This is especially true of the areas near downtown and the study area.

Downtown West historically has not been, and still is not, a major residential area. Instead, it is dominated by commercial and institutional uses, with the only significant residential population concentrated at Sagamore Village and Essex Towers.

Given the lack of a large residential population within its walking distance, the vitality of Downtown West and Essex Street in particular depends less on providing neighborhood-scale services than providing amenities that serve a city- and potentially region-wide population. This also depends heavily on a transportation infrastructure that can effectively bring people to the area.

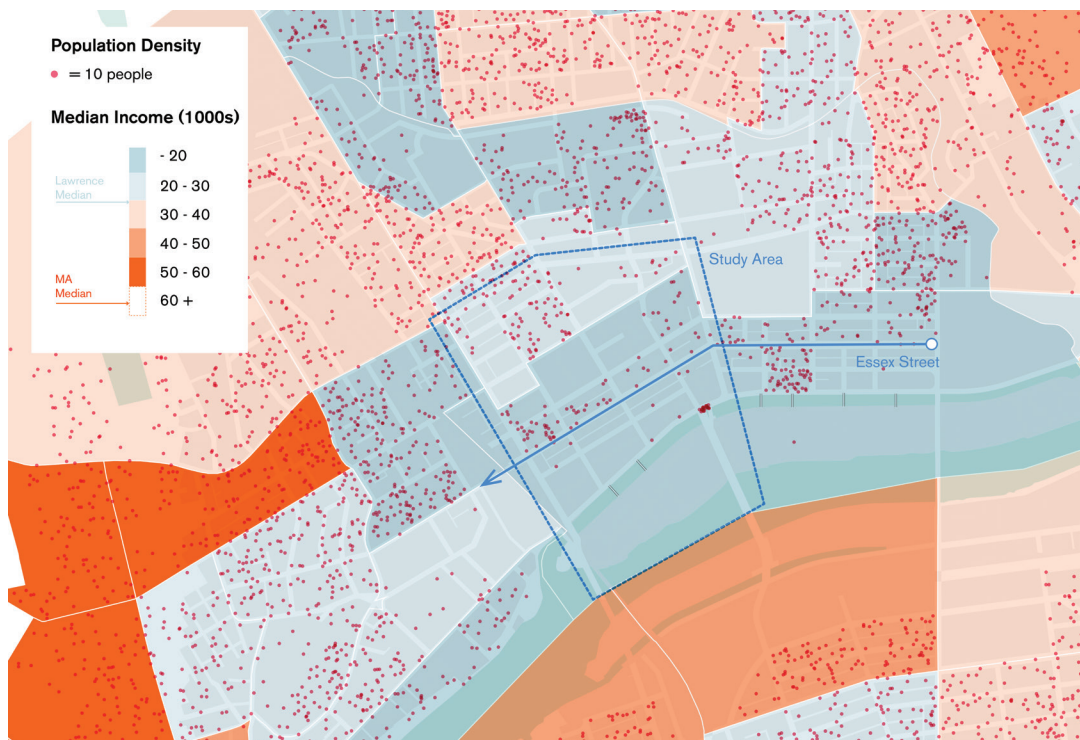


Figure 2 Reflecting the economic challenges facing the wider City of Lawrence, the median income level in the Downtown West study area is significantly below state average. As a predominantly business and institutional district, the study area also contains a relatively small resident population.

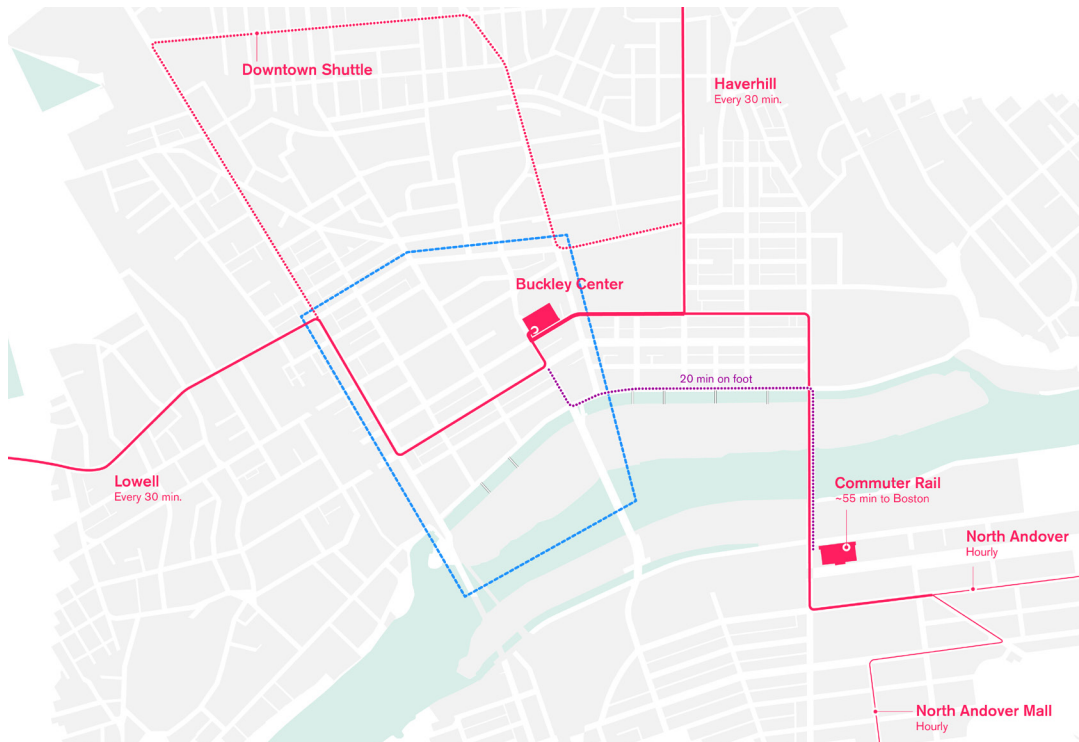


Figure 3 The Buckley Garage and Transportation Center is a focal point of service for the MRVTA, with hourly or half-hourly service to surrounding cities; the recently initiated downtown shuttle has stops on Essex Street, and serves a more local population. These are important transportation assets that the study area could leverage.

In terms of transportation, the study area is well-served by the Buckley Transportation Center and Garage, a focal point of service for the MRVTA, with half-hourly or hourly services to other cities in the Merrimack River Valley region. The recently started downtown shuttle passes through the study area along Broadway and Essex Street, and serves an important role for the local population.

The Lawrence MBTA commuter rail station has recently been a locus of development activities focused on the conversion of industrial loft buildings. However, due to the distance between the study area and the commuter rail station (twenty minutes on foot), there has been limited spillover.

Brownfield Sites

Brownfields are vacant, abandoned, or underutilized industrial or commercial properties where expansion, redevelopment, or improvement is complicated by real or perceived environmental contamination and liability. A part of this planning exercise is to identify and catalogue brownfield sites in the study area, so that the City and other public agencies can target them for remediation and redevelopment.

The planning team carefully examined the brownfield report produced by Weston and Sampson in 2013, and mapped all the potential brownfield sites in the study area and categorized them in terms of the type and severity of contamination. This map is shown in Appendix D. Concurrently, the planning team compiled all the parcel information into an easy-to-use and easy-to-understand development parcel catalogue for the City to conduct developer outreach.

Figure 4 Based on information from the 2008 Weston & Sampson Brownfield Inventory, the planning team mapped out the brownfield sites in the study area as well the range of their potential contamination. These sites are the first priority in terms of ground-up development, and form the basis for the development parcel catalogue in Appendix D.



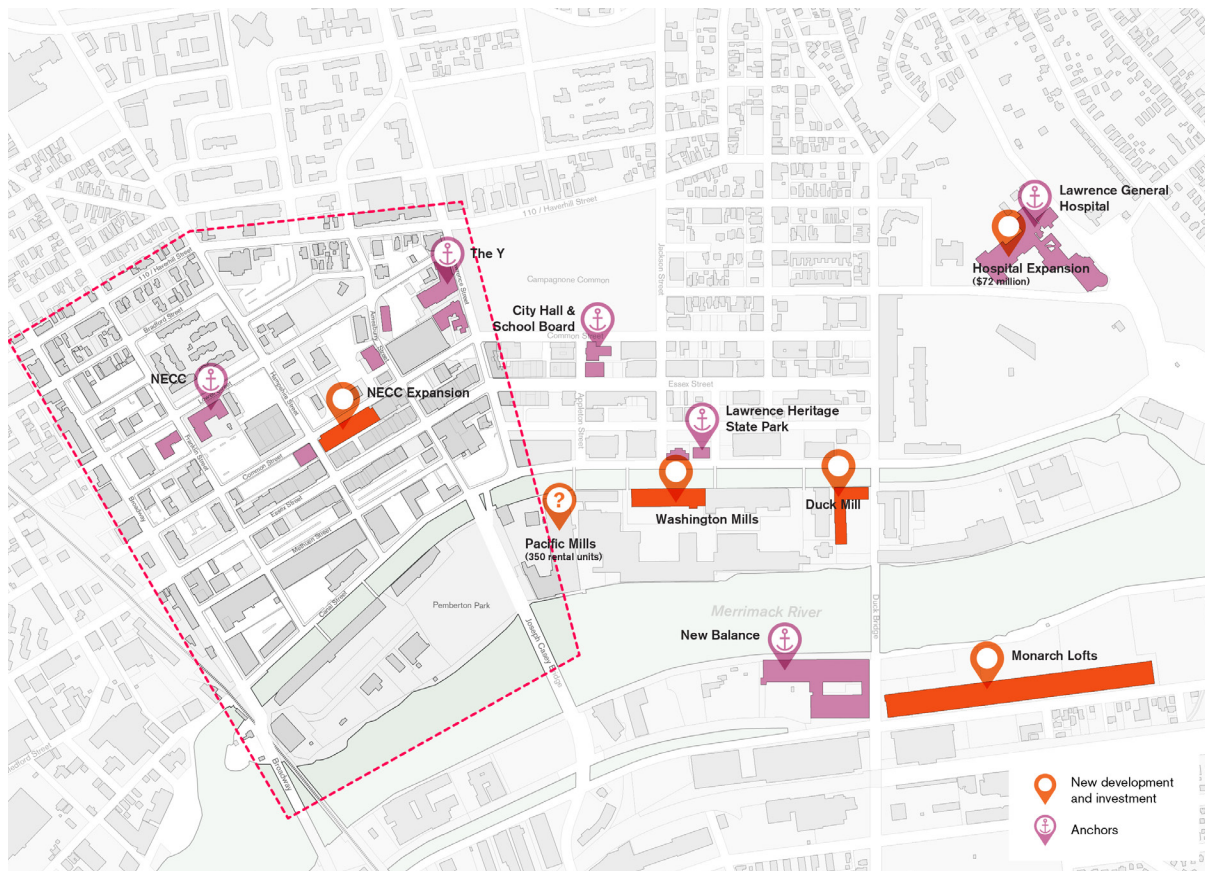


Figure 5 Important institutional anchors and major recent developments in the study area. Planning for Downtown West must leverage the existing strength and momentum of these anchors.

Institutions

Downtown West is home to several local and regional institutions that have in recent years played an increasingly important role. These include the Lawrence Y, the Greater Lawrence Community Action Council, and the Northern Essex Community College (NECC). The latter has played an especially active role, and its new El Hefni Allied Health and Technology Center (which opened in early 2014) has had a transformative impact on the cityscape in this part of the City.

The future success of Downtown West depends as much on the vitality of its commercial enterprise as it does on its successful and symbiotic relationship with these institutions. For example, a growing student and faculty population at NECC could activate retail and increase demand for nearby housing. Major institutions, in partnership with the City, can also spearhead efforts to reclaim vacant and underutilized properties and undertake public realm enhancements. This is especially important when there is little market-driven demand for these activities.

Planning Framework

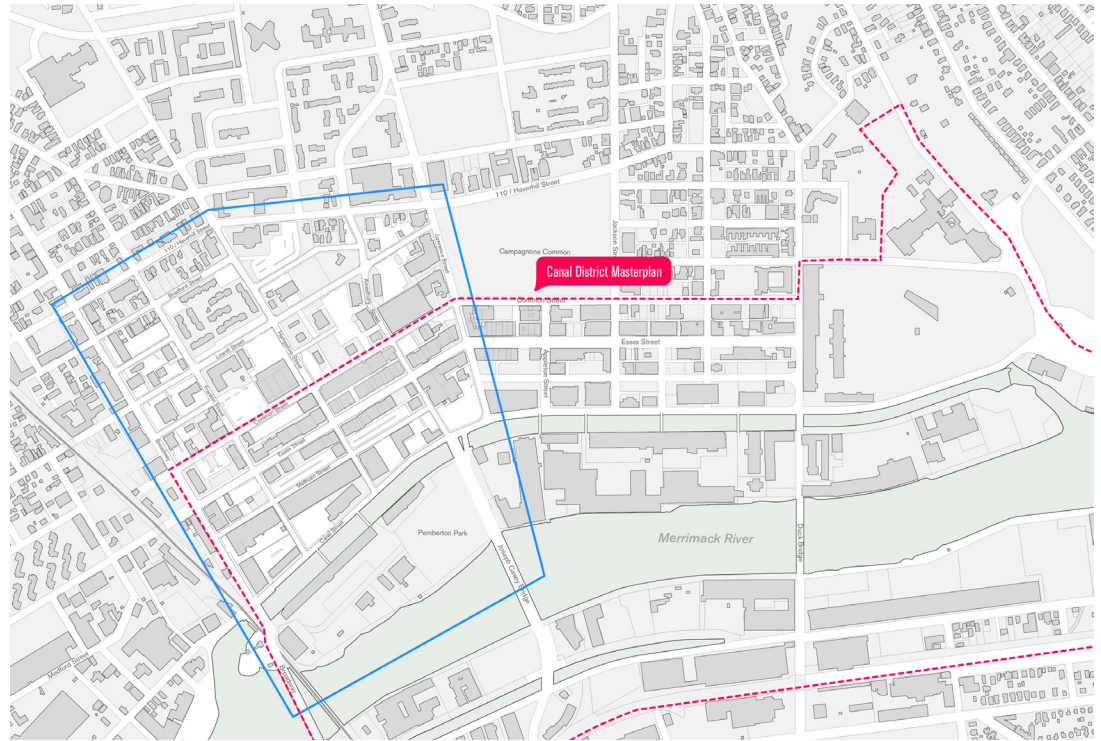
Lawrence faces numerous social and economic challenges, but it has strong urban design “bones,” with a well-proportioned main street (Essex Street), a regular street grid, historic buildings, open space resources such as the Common and the canal, and strong transit connections to Boston and other cities in the Merrimack Valley.

Downtown West has several important anchors: the Northern Essex Community College, the YMCA, and the Buckley Transportation Center and Garage. In addition to these assets, the urban fabric and small, entrepreneurial businesses of Essex Street are a strong foundation for revitalizing this part of downtown Lawrence.

Leveraging these assets will require tackling several challenges. The City, and property and business owners, can immediately undertake short-term improvements. Long-term allocation of the City’s and institutions’ limited resources should be guided by broader redevelopment and economic development goals.

The market for commercial or residential development, whether as new development or renovations of the existing building stock, is not strong enough to drive redevelopment in this area. Rather, by fostering small-scale, short-term improvements, the City can set the stage for longer-term redevelopment goals.

Figure 6 Scope area of the Canal District Strategic Master Plan



Previous Plans

Canal District Strategic Master Plan (2008)

Background and Goals

The Canal District Strategic Master Plan was jointly undertaken by the City of Lawrence and MassDevelopment in 2008, and was a comprehensive, “big-picture” exercise to envision the future for a large area of central Lawrence straddling the Merrimack River and North Canal. The study area is shown in Figure 6, and overlaps with the southern half of the Downtown West study area.

The Canal District Plan sought to discover development opportunities for housing, job growth, and economic development; it aimed to identify key private development sites and their potential futures, as well as the key public investments necessary to support these developments. It also proposed regulatory implementation tools to support these development efforts.

Summary of Recommendations

- Future land use concept: Essex Street should be enhanced as the main mixed-use spine. The river and canal edge should become the focus of new residential develop-

- ment. The area south of the river, particularly in the southwest quadrant of the study area, is and should remain light industrial.
- Parking and circulation: Methuen Street should serve as the secondary access streets for parking and back of house functions, while Essex and Canal Streets should be enhanced as address streets. The main bridges crossing the Merrimack River need to be improved and made attractive as gateways into the city.
- Public realm: the Canal and River waterfronts should be made attractive with waterfront esplanades. Additional streetscape improvements should be made to Essex, Merrimack, Union, Broadway, and General Streets.
- Priority development sites: the Master Plan highlighted particular sites as places where new development would have the greatest visibility and impact.

Tools for Implementation

As the key implementation strategy, the Master Plan calls for the City to make critical regulatory changes to anticipate and ease future development. This includes zoning changes, title clearance, as well as establishing DIF and Urban Renewal Districts.

Figure 7 Recommended public improvements

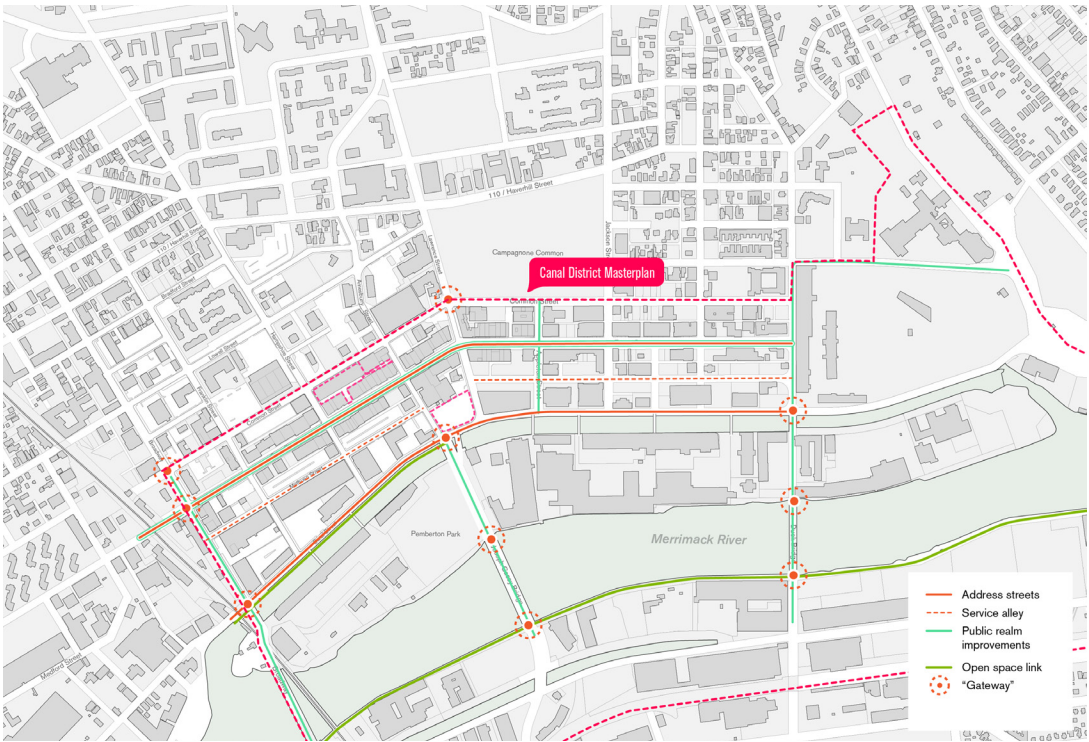


Figure 8 Priority development sites

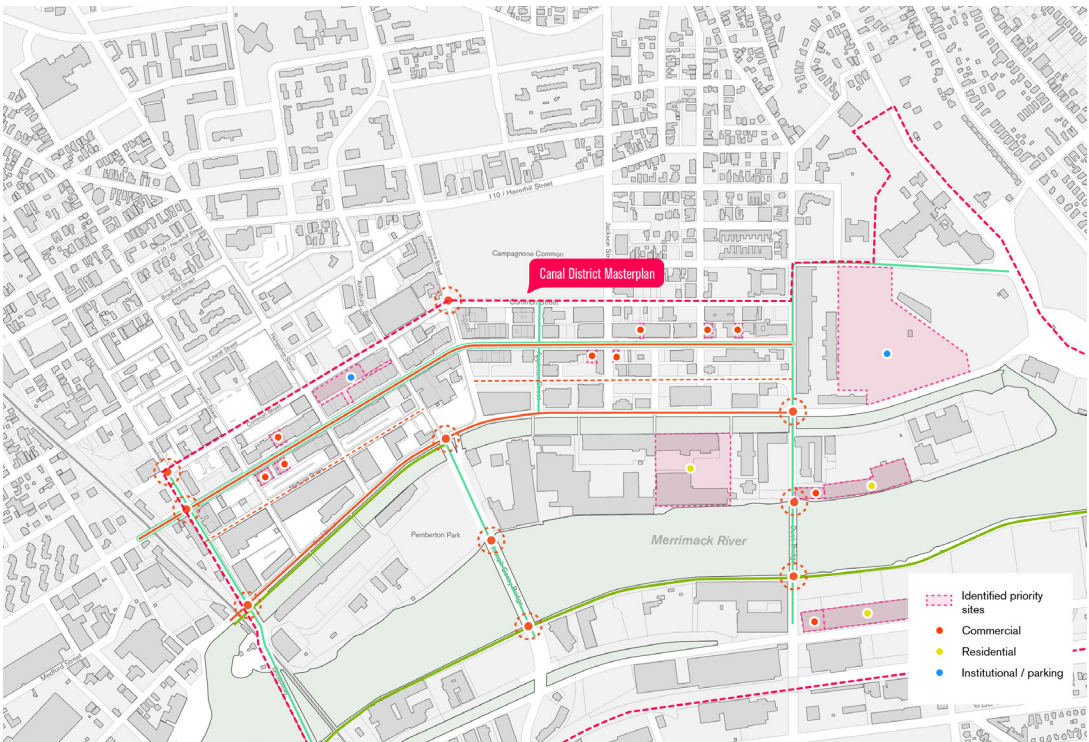




Figure 9 Improvements identified in the Open Space Plan

Open Space Plan (2009)

Background and Goals

The Open Space Plan was prepared by Groundwork Lawrence, under contract with the City, and submitted to the Commonwealth in 2009 as the required once-every-seven-year update.

Summary of Recommendations

The Open Space Plan calls for enhanced improvements to several important open spaces all over the City. Of particular interest to Downtown West is the increased maintenance to O'Neill Park and Campagnone Common. In addition, echoing the Canal District Master Plan, it calls for enhanced sidewalk along Canal Street, and a potential trail that wraps around North Canal and the Merrimack River.

ULI North Canal District TAP Report (2013)

Background and Goals

The ULI TAP report focused on a smaller subset

of the larger scope area considered by previous planning around the Canal. It placed particular emphasis on resolving the development challenges facing Lawrence's stock of large mill buildings, and aimed to develop low-cost, actionable strategies that the City and private owners can implement easily.

Summary of Findings and Recommendations

The report identified several key challenges for the redevelopment of mill buildings: their size and floor plates are often ill-suited for modern use; large capital investments such as freight elevators are cost-prohibitive; and many properties lack space for parking, even as some private parking in nearby areas are under-utilized.

- **Public realm:** Similar to the Canal District Strategic Master Plan, the TAP report proposed making public realm improvements as "armatures" for future growth, much of this along the Canal. Other proposed improvements include connections between the City and the canal. Recognizing

the City's limited financial resources, the report called for limited improvements at first, such as better lighting to foster a sense of safety.

- **Parking and circulation:** the report recognizes the paradoxical problem of not enough parking for mill buildings on the one hand, and insufficiently utilized private parking elsewhere. To address this, the report called for a comprehensive parking study to explore possibilities such as a shared parking model. The report also called on the City to enforce its existing parking fees.
- **Wayfinding and signage:** the report proposed inexpensive wayfinding and signage to foster a stronger district identity.
- **Engagement:** the report recognized that the City's resources alone are limited. A fundamental revitalization strategy involves ongoing outreach to private owners and area institutions, in order to combine and leverage their individual efforts into something much larger.
- **Regulatory implementation:** the report called for the City to ease development process, by fast track permitting and appointing a Development Point Person.

Contextualizing the Downtown West Study within Previous Efforts

The Downtown West Planning Study builds upon the knowledge and insights gained from previous planning efforts described above. Between the Canal District Master Plan, the ULI Tap Report, and this study, a few important common themes emerge:

Small Public Realm Improvements Creates Perception of Change

Both the Canal District Master Plan and the TAP Report advance the idea of a public realm "armature" that builds off of and in turn enforces development momentum. Improving lighting, having better signage, and other small improvements to the public realm play an important role in creating visible change and improving perception of the area.

While previous studies focused on the Canal and its relationship to the mill buildings, the Downtown West Study focuses more on the

public realm around businesses on Essex Street and institutions such as NECC. A key part of the study is about ensuring a good state of repair in the public realm, and adding everyday amenities such as bench seating, which not only signals visible change but also immediately contributes to the quality of life. Another important part of the public realm are the store facades, and this study recommends ways in which individual business owners can improve their storefronts.

In the long run, the public realm improvements proposed in the Canal District Strategic Master Plan, the TAP Report, and this study are complementary. The Downtown West district does not live in a vacuum. The public realm connections proposed in the previous studies will serve to better link the Downtown West study area to the Canal District and the commuter rail station, areas of active development in recent years; these linkages will serve to connect the business and institutional populations on Essex Street, the mill buildings, and the residential development around the station, and will one day bring greater development momentum to Downtown West.

Intelligently Resolving Parking Shortage

Both the Canal District Master Plan and the TAP Report refer to the shortage (or at least perceived shortage) of parking in the area. The Canal District Strategic Master Plan of 2008 called for the construction of additional parking near downtown. This recommendation may be problematic, however, when applied to the Downtown West study area. Not only are large parking structures expensive and detrimental to the urban fabric, they are also potentially unnecessary. Depending on the nature and timing of parking demand, there is the opportunity to intelligently share and better utilize existing parking resources in the study area.

The TAP Report is a step in the right direction by calling for a parking study that explores alternative management practices, such as district shared parking. The Downtown West Planning Study goes a step further, and breaks down the problem of parking into the issue of access (the existing one-way system makes many parking lots hard to access), the issue of management and pricing (street parking should be more expensive than lot parking), and the issue of maintenance (important parking resources such as the Buckley Garage is in a poor state of repair, and discourage potential users). Rather than building more parking, this combined approach

should go a long way towards addressing the perceived parking shortage.

The Importance of Outreach

All planning studies, including this one, recognize the limited capacity of the City to undertake projects alone. An important part of future success is effectively engaging private owners and especially area institutions, so that their individual goals can be effectively cross-fertilized, and their efforts combined.

Many recommendations of the Downtown West Study piggyback on the ongoing evolution of the NECC, and the future vitality of Essex Street business depend on a significant part on the ongoing commitment of NECC to the area. In addition, the study also tries to involve small business owners in improving the physical surroundings of the area, with the Storefront Improvement Brochure being the most visible part of the effort.

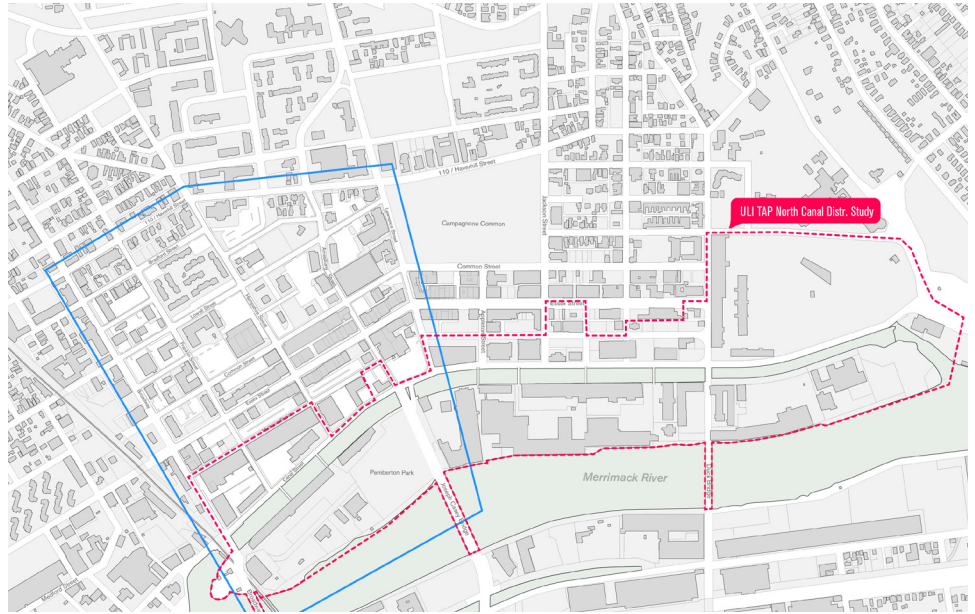
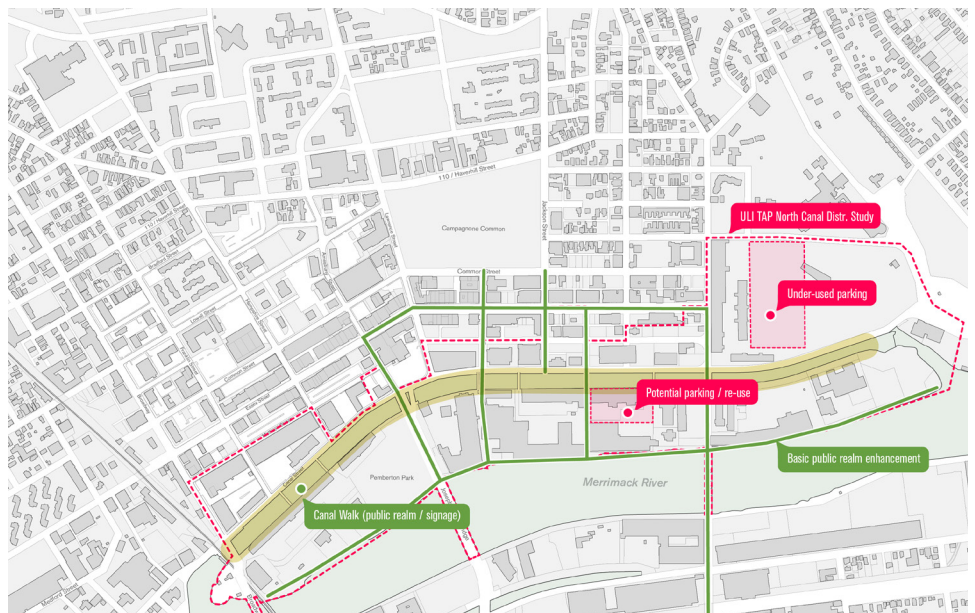


Figure 10 (Above) Scope area of the North Canal District TAP Report

Figure 11 (Below) Recommended public improvements



Near-Term Improvements

One-Way to Two-Way Conversions

As a result of post-war traffic engineering, Downtown West today contains a road network made up of many one-way streets. In the immediate study area, Franklin, Hampshire, Amesbury, and Lawrence Streets are one-way in the north-south direction, forming bi-directional pairs, and Common Street is one-way going east. Essex Street was one-way until recently, when it was converted back to two-way.

This predominantly one-way system is problematic for several reasons. First, it is confusing for drivers, especially first-time visitors. This is especially true for Amesbury Street, where visitors coming from the south are suddenly diverted upon entering the district, when they could easily continue through to the Buckley Garage. Second, one-way streets make it more difficult to traverse the side streets off of Essex Street, and lead to the park lots on these streets under-utilized. Finally, one-way streets tend to encourage faster traffic, and have an adverse impact on pedestrian safety and business vitality. Vikash V. Gayah, an assistant professor at Pennsylvania State University, has conducted extensive research about one-way versus two-way streets and believes that two-way conversions may ease traffic congestion. (For more detailed information, see Gayah, V.V. & Daganzo, C.F. "Analytical Capacity Comparison of One-Way and Two-Way Signalized Street Networks." *Transportation Research Record*, No. 2301. 2012, pp. 76-85. DOI: 10.3141/2301-09)

For these reasons, a number of cities and towns have been converting one-way streets into two-way streets in recent years. Among them are Louisville, Kentucky; Dallas, Texas; Denver, Colorado; Sacramento, California; Tampa, Florida; and Lowell, Massachusetts.

The planning team recommends that a systematic study for converting one-way to two-way streets be undertaken, beginning with Amesbury Street. This should be then extended to the ladder streets perpendicular to Essex Street.

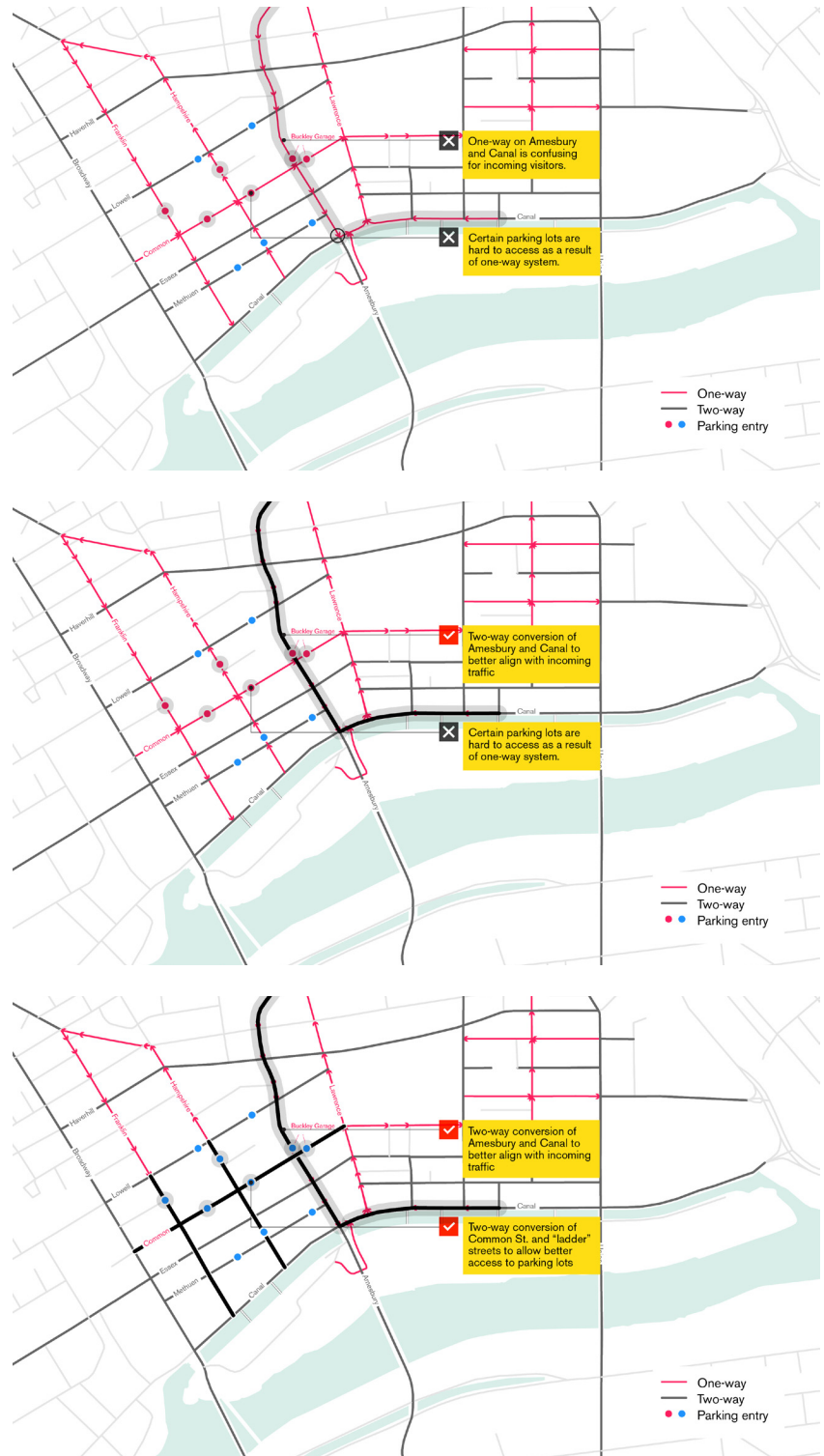


Figure 12 The existing system of one-way streets (A) is confusing for visitors, and contributes to parking being inaccessible. The City can investigate a phased approach to converting these streets to two-way, starting with Amesbury and Canal Streets (B), and culminating in all the ladder streets perpendicular to Essex Street.

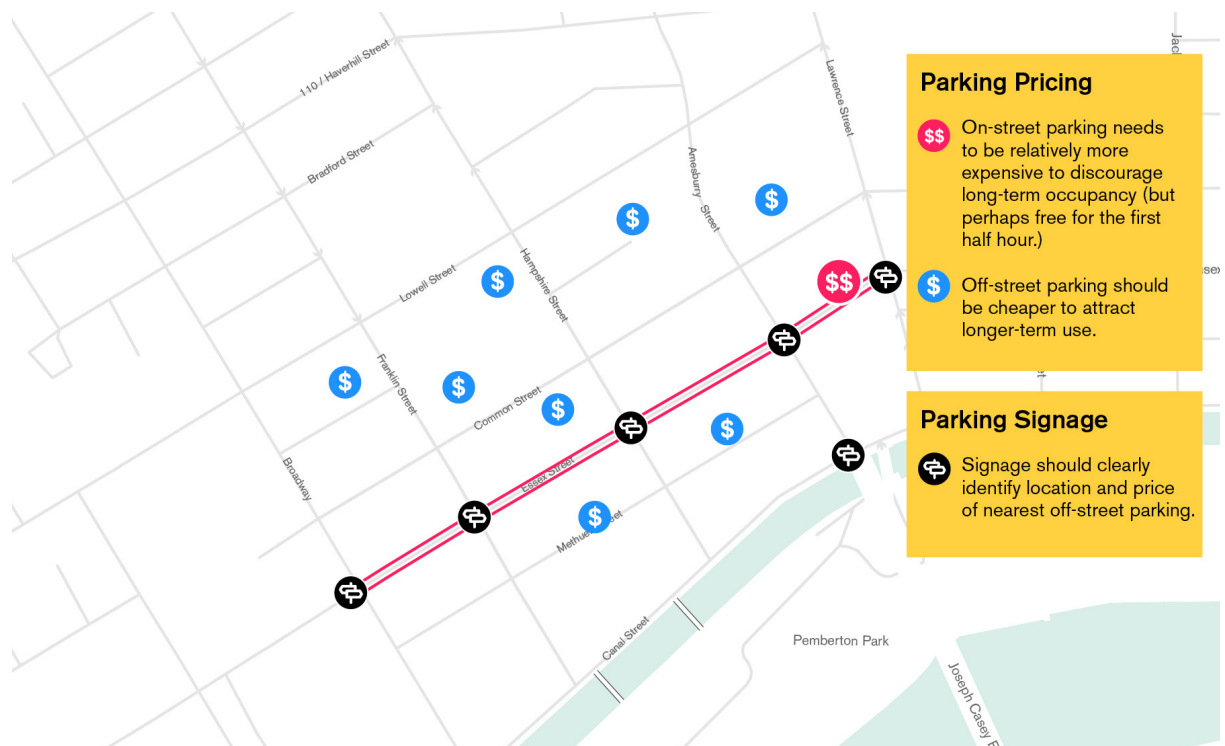
Parking Improvements

Adequate, well-located, and well-managed parking is key to the success of downtown business districts. Currently, in the vicinity of Essex Street, there are several large parking lots as well as the Buckley Garage. There is also significant on-street parking capacity. To make this a greater asset to Downtown West, the planning team recommends that the City undertake several management enhancements:

- **Better signposting for off-street parking lots:** To address the perception among certain residents and visitors that parking is difficult to find, better signposting for off-street parking lots should be installed. These should be of a uniform and recognizable design, and clearly identify important information such as rate and opening hours. The one-way to two-way conversion mentioned above should also make it easier for visitors to find parking. The two efforts may be timed to coincide.
- **Improvements to Buckley Garage:** With improvements and proper maintenance, Buckley Garage could become a much better-utilized parking resource and a revenue generator. The City has already under-
- **Pricing:** As a matter of urban planning best practice, on-street parking spaces along Essex Street should be made available first and foremost to retail customers. Parking pricing for these spaces should discourage employee parking, and encourage frequent turn-over and retail patronage.

taken short-term improvements, such as removing abandoned vehicles; in the longer-term, the City should consider making physical upgrades, such as better lighting, a super-graphic treatment on the outer blank wall or other facade improvements, and accessibility enhancements. The City should also consider the new Massachusetts Percentage for the Arts Program for the facade or the interior waiting areas of the Buckley Garage.

Figure 13 Revamping parking pricing and signage are part of a coordinated strategy to improve parking utilization. On-street parking should ideally be dedicated to retail customers, and its pricing should encourage frequent turn-over. On the other hand, off-street parking should be cheaper to encourage longer-term use. Better sign-posting, combined with street directionality changes recommended in the previous section, will help visitors to find parking more efficiently.



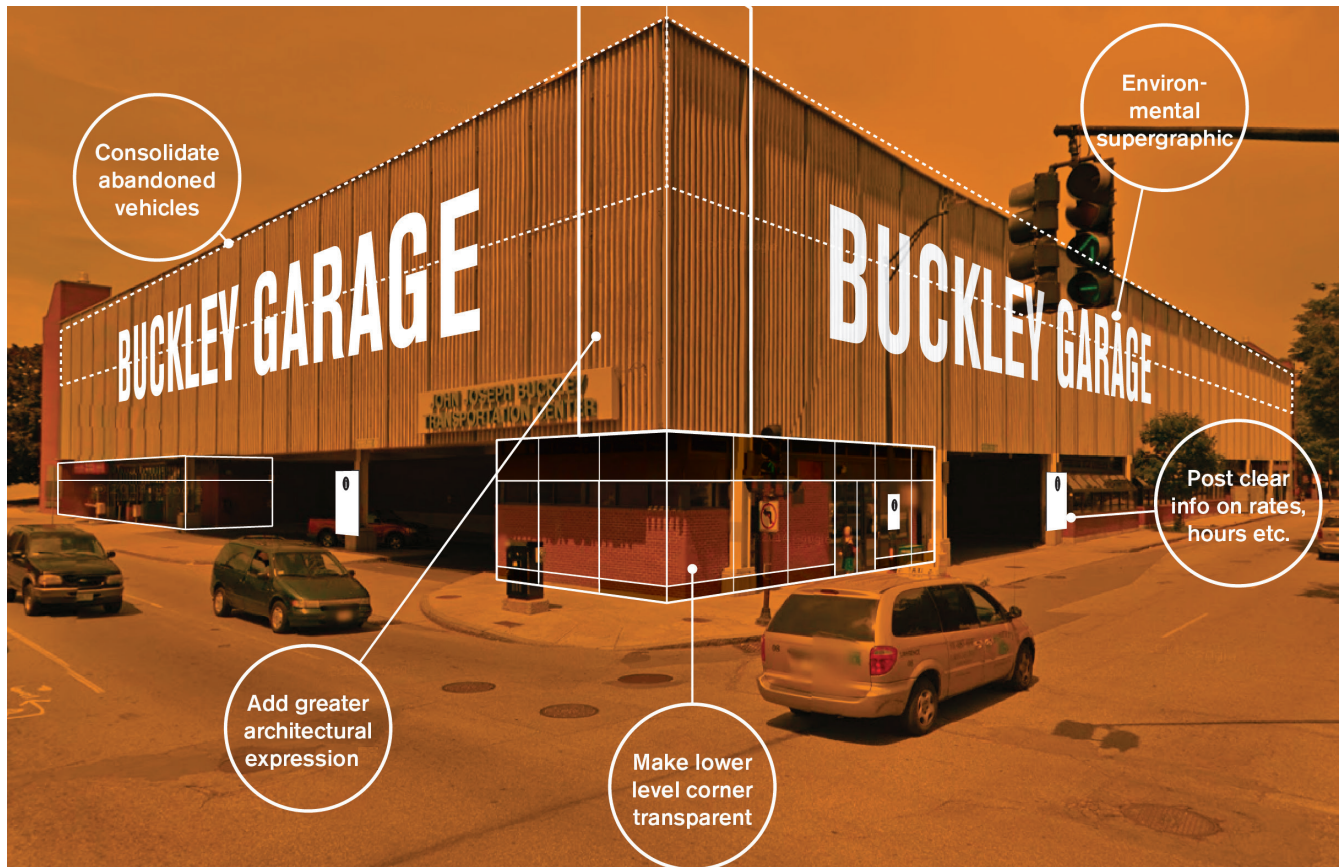


Figure 14 Revamping parking pricing and signage are part of a coordinated strategy to improve parking utilization. On-street parking should ideally be dedicated to retail customers, and its pricing should encourage frequent turn-over. On the other hand, off-street parking should be cheaper to encourage longer-term use. Better sign-posting, combined with street directionality changes recommended in the previous section, will help visitors to find parking more efficiently. For the facade, the City might pursue funding through the newly-announced Massachusetts Percentage for the Arts Program.

Streetscape improvements (including connector space)

The planning team recommends that streetscape improvements to Essex and surrounding streets be undertaken in two steps. The first step involves basic “state of repair” improvements to lighting and general pavement conditions. Numerous store owners as well as NECC students and faculty have relayed how inadequate lighting and poor pavement conditions (particularly on Common Street and the cross streets around the campus) contribute to a poor perception of safety. Addressing these conditions will go a long way towards addressing that perception.

Additional improvements to the area should focus on creating amenities complementary to its retail and institutional character. Particular emphasis should be placed on creating street seating around retail nodes and bus stops (for the new downtown shuttle). The 15’ sidewalk width on the north side of Essex Street generally

provides sufficient clearance for bench seating; where there is not enough clearance, and particularly at key intersections, the city can explore adding curb extensions or semi-permanent parklets. (“Parklets” are small spaces, usually extending off sidewalks, that provide amenities. Typically, parklets are the size of several parking spaces.)

Whereas “baseline” streetscape improvements should happen all along Essex Street and surrounding streets, a few key open spaces should be more intensively designed and programmed to provide anchors of activity on Essex Street. The greatest opportunity exists on the “connector space” that joins the new NECC El Hefni Health & Technology Center on Common Street to Essex Street. Currently a vacant lot but a recipient of a MassWorks grant, the space should become an active plaza-like space, complete with outdoor lighting, ample seating, and potential outdoor retail that feeds off of adjacent businesses.

Figure 15 The potential scope for public realm improvement includes ensuring a good state of repair on Essex, Common, and the cross streets in between. Greater investment should be made to key open spaces such as the connector space in front of the new NECC building.



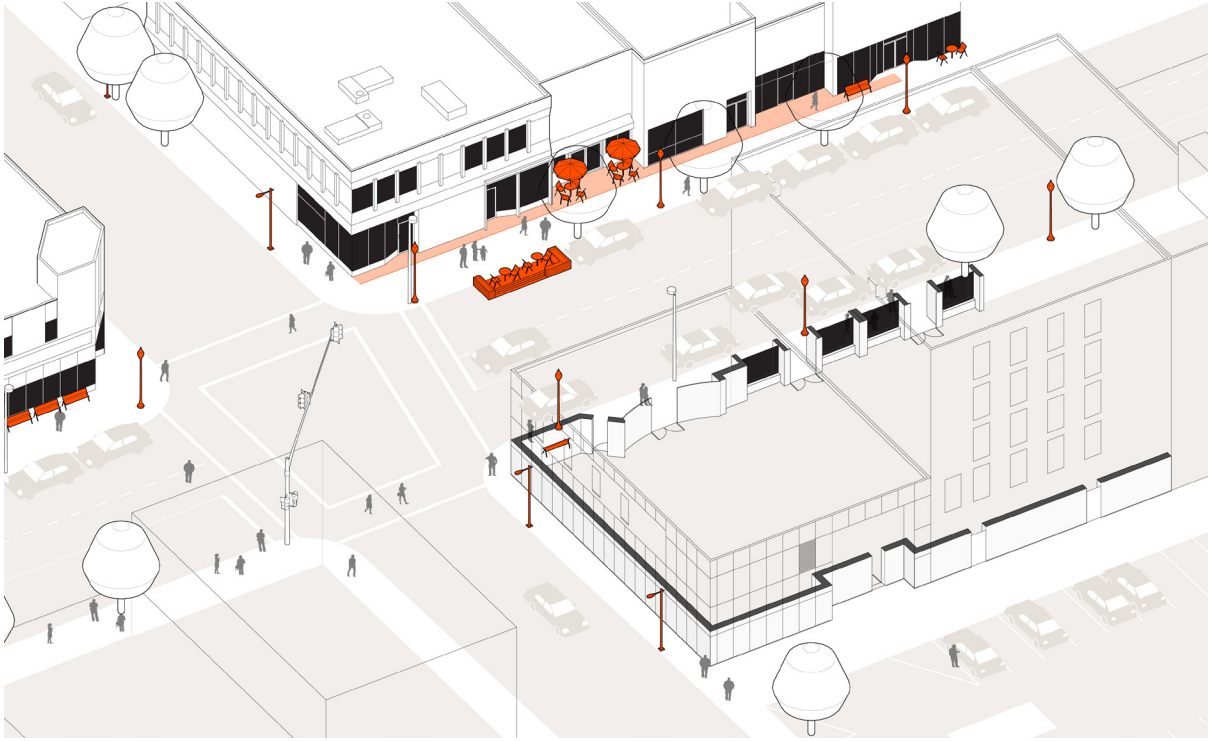


Figure 16 Essex Street (as shown at the intersection of Hampshire, above) will benefit from targeted streetscape improvements, such as lighting, street furniture, and better storefronts.

Figure 17 The connector space (shown below) on Essex Street, leading to the El Hefni Health & Technology Center, should be a well-designed and programmed plaza

za that links the activity of the college to Downtown Lawrence.



Storefront Improvements

Reinvigorating Essex Street as a retail destination will be a long-term project, involving not only incubating new businesses but also strengthening existing ones. Whereas street-scape improvements will improve the quality of public realm, storefront improvements will enhance the appeal of retail. The two efforts, requiring collaboration between the City and private property owners, must work in tandem. Together they will result in a more vital main street and will address perceptions about pedestrian safety on Essex Street.

Storefront improvement does not mean imposing a uniform aesthetic on the entire street; rather, it needs to embrace and respect the kind of diversity that marks a truly vibrant district (such as on Broadway). It should also recognize the limited resources businesses and/or property owners might have for making physical improvements. To that end, the planning team recommends that the City disseminate a set

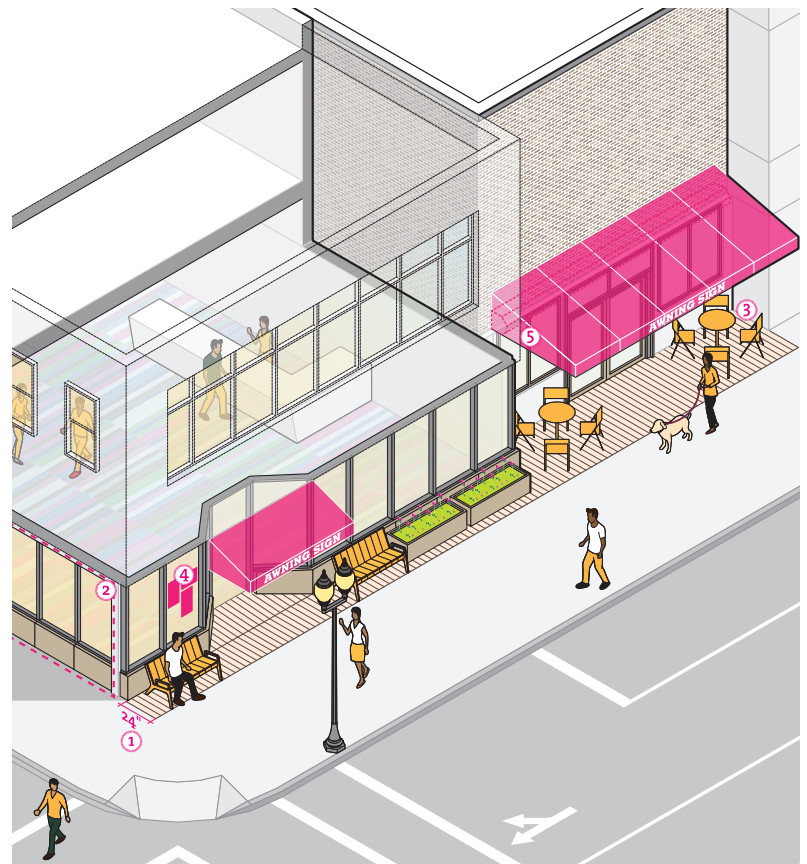
of storefront improvement “guidelines” that advises store owners on a number of discrete, inexpensive improvement projects. This includes visually “decluttering” the storefront (especially windows), new signage possibilities, seating, and planter boxes.

Concurrently, the City should explore re-vamping its existing storefront improvement program so that its resources can be disbursed to a larger number of smaller storefronts. Rather than directing \$20,000 to a very limited number of storefronts, the same funding can be available for smaller amenities like new signage and planter boxes over a wider swath of the street. Program funding should be tied to a review according to the Storefront Improvement Guidelines.

Figure 18 The Storefront Improvement Brochure contains information on how to improve a storefront at a relatively low cost. This information should be widely distributed to business owners in Downtown West, and can be tied to a potential outreach strategy by the City to foster a closer working relationship with business owners.

Principles for a Better Storefront

- 1 Think of the 2' zone immediately outside your storefront as an extension of your storefront. Consider enhancing it with seating and planters; otherwise, keep it clean and free of obstructions.
- 2 Maximize transparent areas along the storefront; where possible, stores should aim to have exposures on two streets.
- 3 Where the depth of the storefront zone exceeds 4', consider incorporating cafe-type seating, with approval from the city.
- 4 Minimize visual clutter such as excessive window signage. Temporary signs and fliers should be concentrated in one area near the entrance.
- 5 Store signs are a key part of your business'



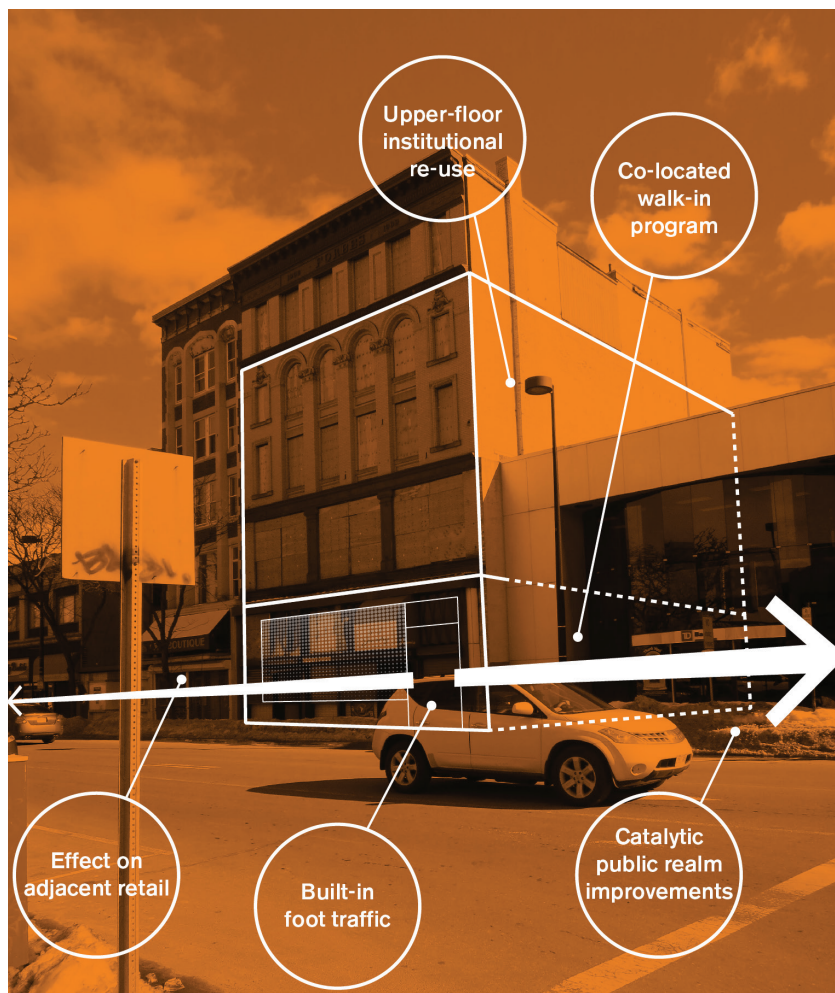
Long-Term Strategies

While improvements to streetscape, parking, and storefronts can be undertaken relatively quickly, activating vacant properties and sites and turning them into economically productive uses will be a much longer-term task that requires regulatory and financial support as well as ingenuity and risk-taking on the part of the City and the private and institutional sectors. The following section highlights some potential long-term strategies.

Like many downtown main streets of a similar vintage, Downtown West, and Essex Street in particular, is home to a large number of mid-rise commercial buildings. These buildings typically have ample architectural character,

but lack modern amenities and are difficult and expensive to bring into compliance with modern building regulations. This is particularly true for the upper floors, since inhabiting them requires the installation of elevators and a second means of egress, which are difficult to install both in terms of their cost and the required space.

Figure 19 The vacant building at 440 Essex Street is typical of many of the older main street commercial buildings in Lawrence, and other mill cities in the northeast.



Upper Floor Re-use

The planning team took 440 Essex Street, a commercial building with vacant upper floors, as a case study to understand the reuse potential of such buildings. The building was chosen because it has “typical” dimensions for a main street commercial building, is of architectural interest, and is owned by a property owner interested in redevelopment.

The challenge of redeveloping such a building is as much programmatic as physical and financial. In an inactive real estate market such as downtown Lawrence, there is limited appetite for market-rate multi-family housing. (Although a concurrent housing study, underway by the City, has identified a shortage of housing units in the city.) The planning team looked at NECC-oriented programs—student/faculty housing, or administrative offices.

The floor plans shown here represent a range of options for the upper floors. Common to all configurations are a new elevator, and two separate egress stairs that are compliant with build-

ing code. All options achieve approximately a 75% net-to-gross ratio.

While these test fits demonstrate the reuse feasibility of these main street commercial buildings from a physical design point of view, they leave the financial questions unanswered. New elevators are especially expensive to install, and can be prohibitive in a market with weak demand. Available financing programs may be either inadequate to cover the gap, and/or difficult to navigate for developers with limited experience. While understanding and enhancing these programs is outside the immediate scope of this project, they are a key area for future explorations.

Figure 20 Potential floor plans for a residential conversion of 440 Essex Street. See Appendix A for detailed metrics.

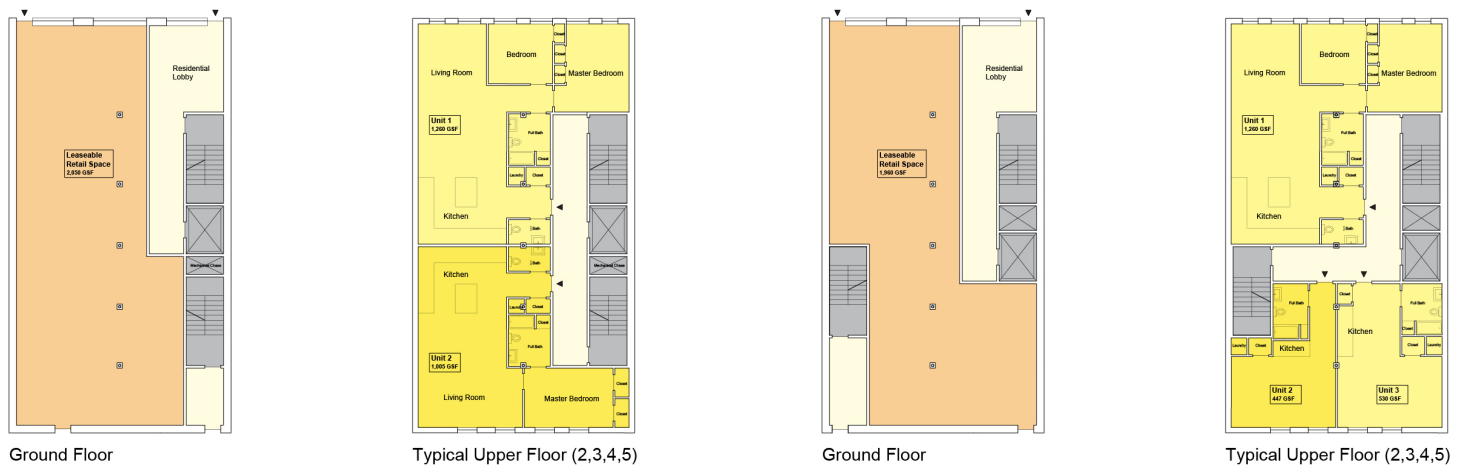




Figure 21 Vacant storefronts contribute to a perception of an unsafe area, which was mentioned in public meetings and in focus groups with NECC staff and students. If these storefronts were occupied, even temporarily, it could help address the perceived public safety issues.

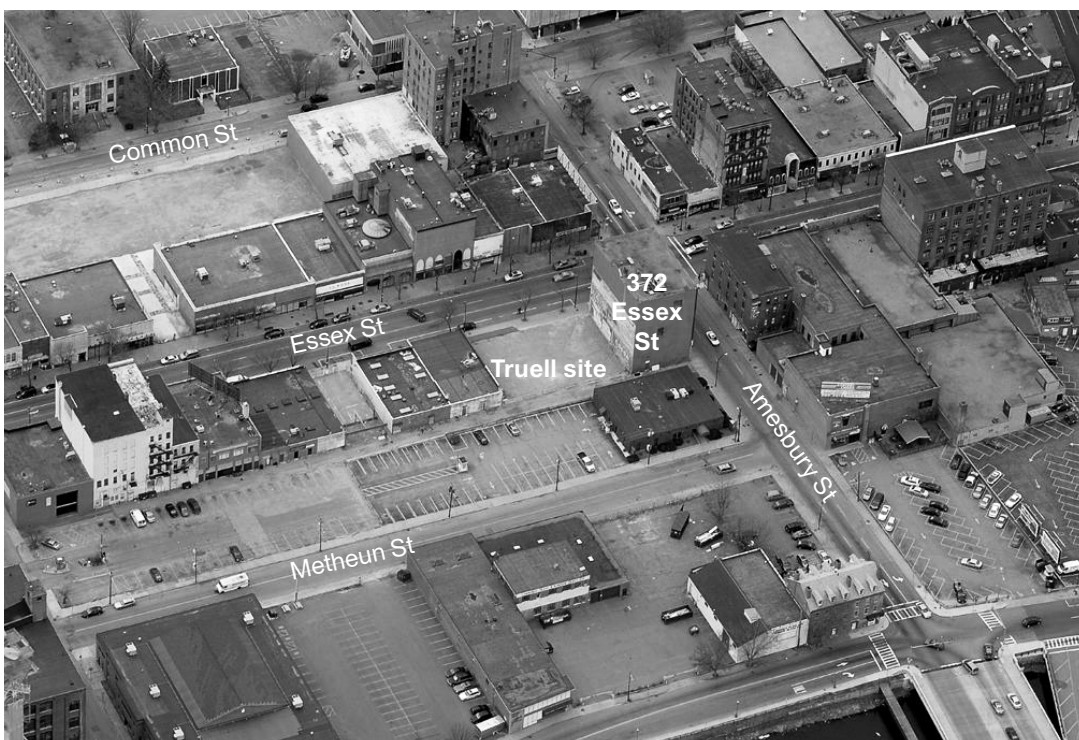
Vacant Storefront as Incubator Spaces

A long-term strategy to revitalize Downtown West as a commercial/retail district could begin with re-purposing vacant or under-utilized storefront spaces on the ground floor. Compared to renovating the upper floors, this would require relatively insignificant investment, and can rapidly bring people and activities to the street level.

The nature of the temporary use can be varied. Vacant storefronts can host temporary or semi-permanent retail, and can provide an inexpensive entry point for local entrepreneurs in Lawrence. They can also host classrooms and walk-in offices associated with local non-profit institutions—for career and skills development and child care, for example. They can also provide inexpensive office space for small startups.

The City can help fill vacant storefronts in two ways. It may provide regulatory relief for temporary occupancy; it may also facilitate connections between property owners and prospective tenants. The City may, for example, keep a regularly updated dossier of vacant storefronts that is publicly advertised. The City may also organize outreach events that target potential temporary retail tenants, especially among minority entrepreneurs for whom language barrier might be an issue.

Figure 22 The Truell site was studied as a potential redevelopment. Two options were developed for the Truell site, with the renovation of 372 Essex Street and the potential redevelopment of nearby low-rise buildings.



Redeveloping Brownfield Sites

The planning team looked at two additional sites to understand their potential for redevelopment. These can be considered as “transformative” developments--large, one-off investments tied to the plans of the City and key local institutions that may generate a positive impact on a large area.

Truell Site

The Truell site is a vacant City-owned site near the intersection of Essex Street and Amesbury Street. The adjacent building at 372 Essex Street is currently being investigated as a potential office conversion. As one of the larger sites in Downtown West in close proximity to NECC, the site offers a prime opportunity for NECC-related housing.

The planning team developed two options. Detailed plans, elevations and associated metrics are shown in Appendix B.

Option 1 assumes a stand-alone development, consisting of retail on the ground floor and three floors of residential use above. Option 2 assumes a much larger development footprint that extends over the adjoining buildings (requiring acquisition and demolition), all the

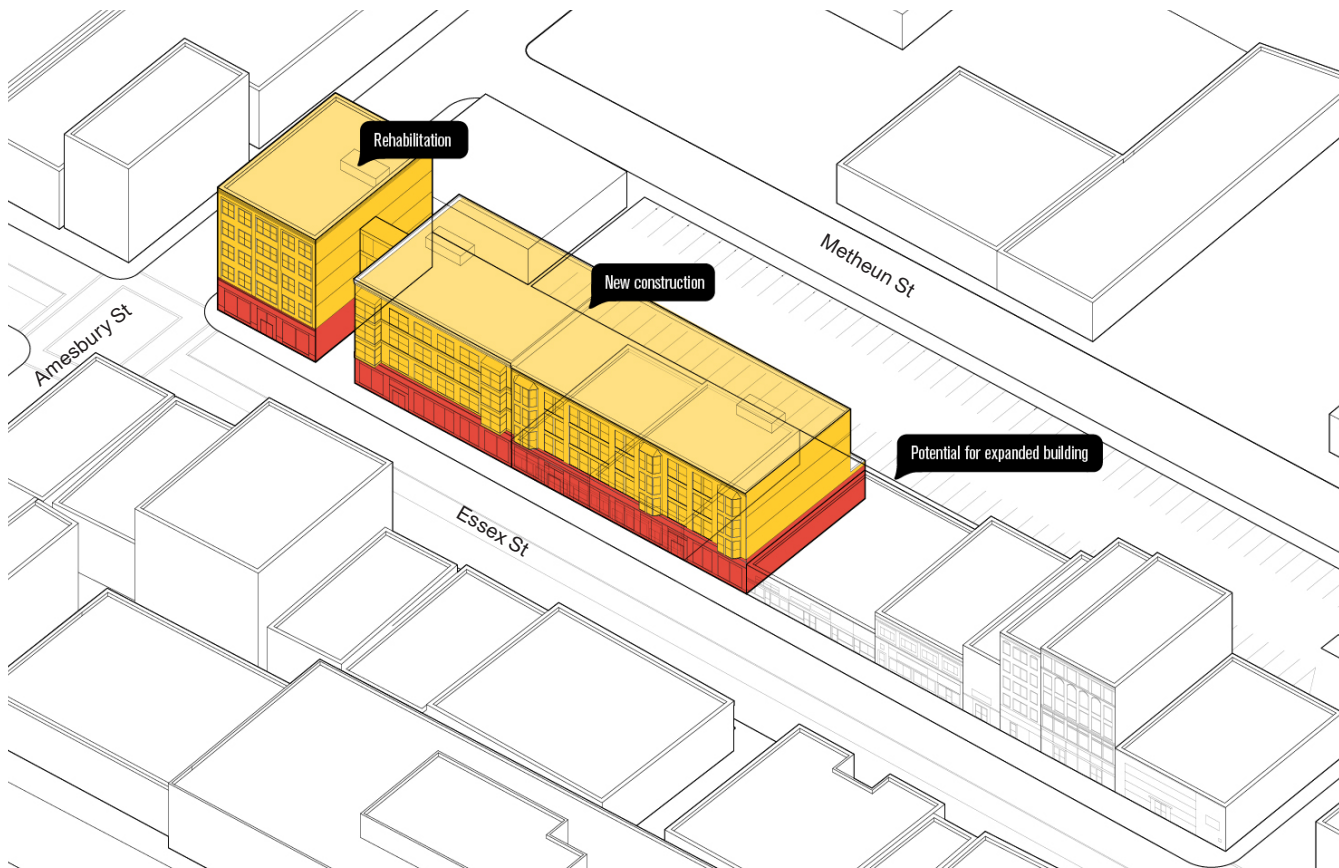
way to a second, smaller vacant parcel west on Essex Street. This option achieves much greater efficiency, and allows a relatively inexpensive way to access the upper floors in the existing building at 372 Essex Street.

Public Safety Center

The planning team conceptually studied a combined police/public safety academy on several vacant sites north of Common Street. Detailed plans and metrics are shown in Appendix C.

The planning team took as its precedent the Schoolcraft College public safety academy in Michigan. To achieve the desired square footage of roughly 30,000 to 40,000 sf, two options were developed. Both options follow an overarching urban design logic of extending a central “campus walkway” on axis with the existing entrances to the NECC El Hefni Allied Health and Technology Center. This central spine will serve as an important urban design framework for the future evolution of the campus.

Figure 23 The Truell site redevelopment Option 2 occupies the vacant Truell site, rehabilitates the adjacent building (372 Essex Street) and redevelops the low-rise buildings to the west of the site.



Next Steps

To realize the recommendations contained in this study, the planning team recommends that a number of relatively discrete, near-term projects be undertaken first, in order to create visible change and generate momentum.

These include “quick-win” improvements:

- **Improving Buckley Garage:** Beyond the removal of abandoned vehicles, which took place in fall 2014, the City can begin to study options for new wayfinding and signage, and possible renovation scenarios to the ground level and the exterior.
- **Better wayfinding and pricing for off-street parking lots and on-street parking:** Signposting for off-street lots can help address the perceived problems about parking. In addition, parking pricing should differ for on-street spaces on Essex Street, parking on side streets, and parking in lots and the Buckley Garage.
- **One-way to two-way street conversion:** The City, in conjunction with the MPO, can more carefully investigate the conversion of one-way to two-way streets, beginning with Amesbury Street.
- **Finalize and distribute information outreach tools:** The City can time the public distribution of the Storefront Improvement Guidelines brochure with a potential revamp of its storefront improvement program as recommended in this report.

The longer-term recommendations in this report are necessarily more opportunistic, and more tied to the emerging plans of institutions, the private sector, and state and local agencies. The “responsibility matrix” shows how various entities can contribute to the vision contained in this report; an ongoing conversation between

these entities, through platforms such as the Lawrence Partnership, is key to ensuring a productive collaboration.

While outside the scope of this planning study, the City should also investigate additional regulatory tools to advance development in Downtown West. These potential tools include:

- **Urban Renewal District:** (Re)establishing an Urban Renewal District that includes Downtown West could be particularly important for the assembly, remediation and preparation of development sites in the area in anticipation of larger development opportunities tied to NECC, the City, or the State.
- **Local Historic District:** The City should investigate a historic district for the Essex Street commercial corridor, among other historic preservation measures. (This may be an extension of the existing federal historical district.) A local historic district provides the City with enforceable authority to protect the turn-of-the-century architectural character of the street. Private developers can more easily access federal and state historic tax credits, which can help fill the financing gaps for projects. In addition, certain properties owned by the City and non-profit institutions become eligible for grants from the Massachusetts Preservation Projects Fund when available;
- **Housing Development Incentive Program (HDIP):** HDIP is aimed at promoting market-rate residential growth in Gateway Cities, and provides local property tax relief and state tax benefits related to the rehabilitation of existing properties. This is especially pertinent to a long-term re-use strategy for the upper floors of main street commercial buildings along Essex Street. As a first step, the City needs to designate a Housing Development Zone and develop a plan for promoting housing within this zone for DHCD approval.
- **Deferred property tax increases for improvements.**

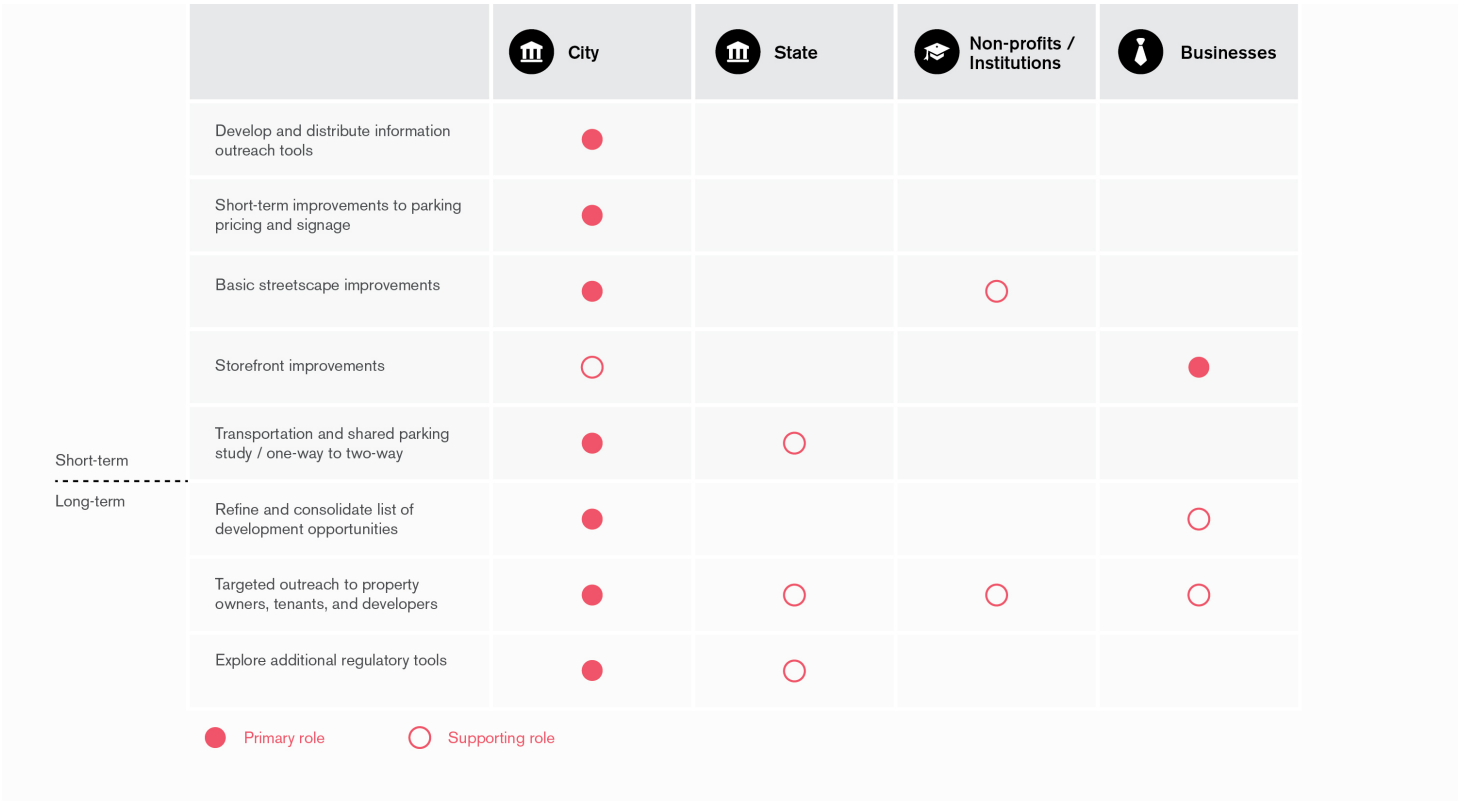
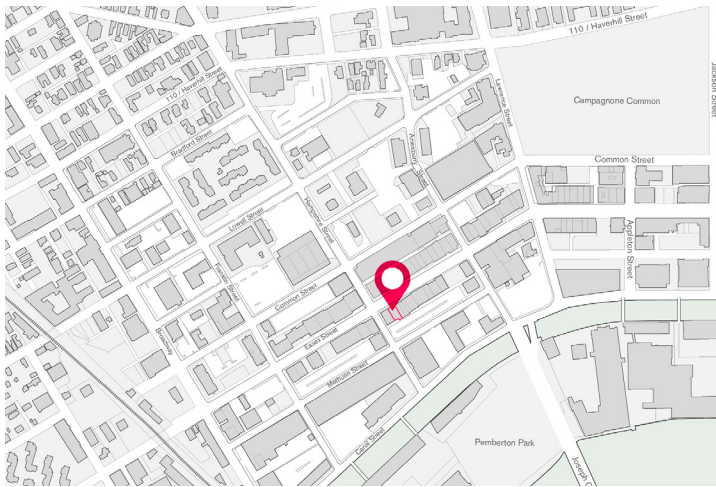


Figure 24 This “responsibility matrix” shows how the City, the State, area institutions and the private sector can work together to achieve the goals highlighted in this report.

Appendix A: Test Fit for 440 Essex Street

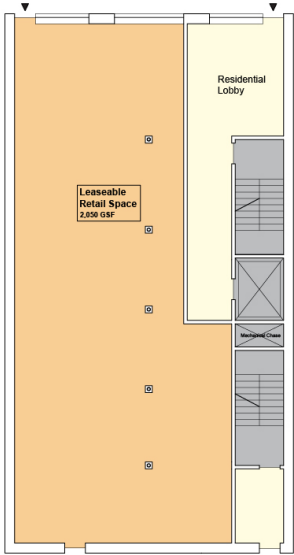


The building located at 440 Essex Street is typical of many main street commercial buildings along Essex Street in terms of its architectural character and dimensions. Like many of its type, finding an economically productive use for the building has proven a challenge. The dimensions of the upper floor plates do not lend themselves easily to residential conversion; this is further complicated by the entry/egress and accessibility requirements in modern building codes, which are triggered by any major renovation.

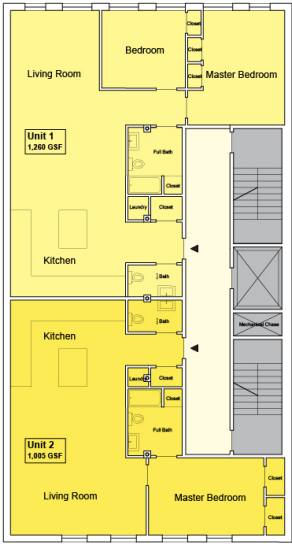
The planning team studied three options for the reuse of the buildings. Scenario 1 results in commercial space on the ground floor and two-bedroom units on Levels 2 through 5. Scenario 2 assumes a different configuration of fire stairs to satisfy the egress requirements, and results in a mix of one- and two-bedroom units. Finally, Scenario 3 studies the potential for office spaces on the upper floors. All three scenarios incorporate elevators to satisfy accessibility requirements.

Option 1 shows one potential configuration for the elevator and two means of egress. This configuration allows for the creation of two equally sized residential units on the upper floors.

Net/Gross Ratio	75%
Leaseable Retail	2,050 sq. ft.
Residential Units	8
One-Bedroom	4
Two-Bedroom	4



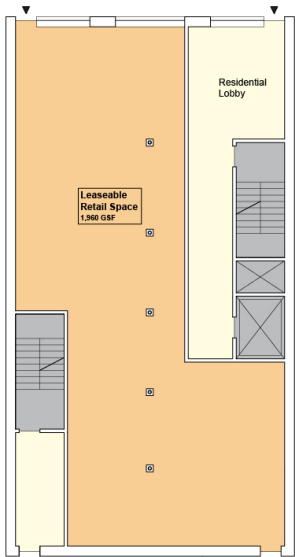
Ground Floor



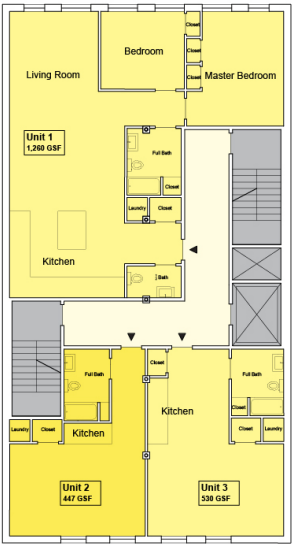
Typical Upper Floor (2,3,4,5)

Option 2 shows a different potential configuration for the elevator and two means of egress. This configuration creates a mixture of two-bedroom and studio units.

Net/Gross Ratio	76%
Leaseable Retail	1,960 sq. ft.
Residential Units	12
Studio	8
Two-Bedroom	4



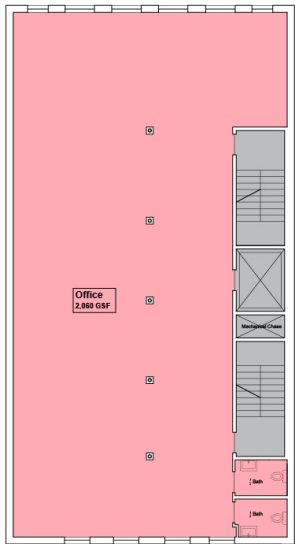
Ground Floor



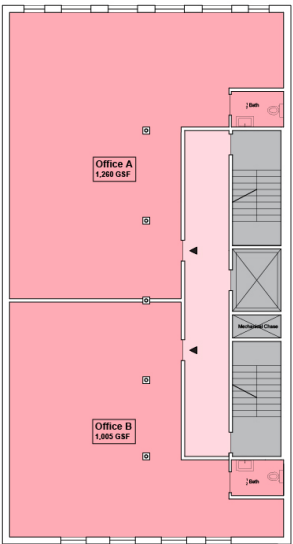
Typical Upper Floor (2,3,4,5)

Option 3 shows how the building can be configured as offices on the upper floors.

Net/Gross Ratio	75%
Leaseable Retail	2,050 sq. ft.
Leaseable Office	8,200 sq. ft.

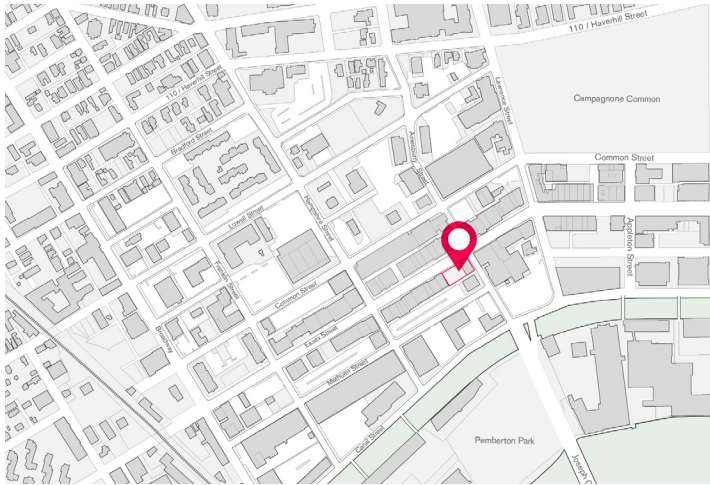


Office - 1 Tenant



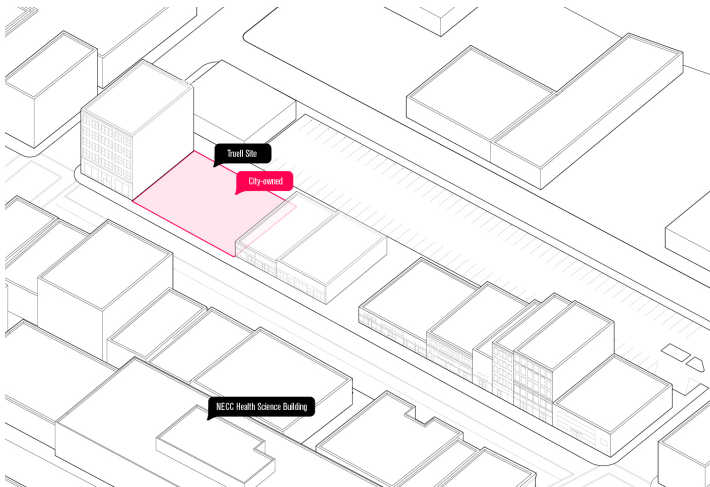
Office - 2 Tenants

Appendix B: Test Fit for Truell Site & 372 Essex Street

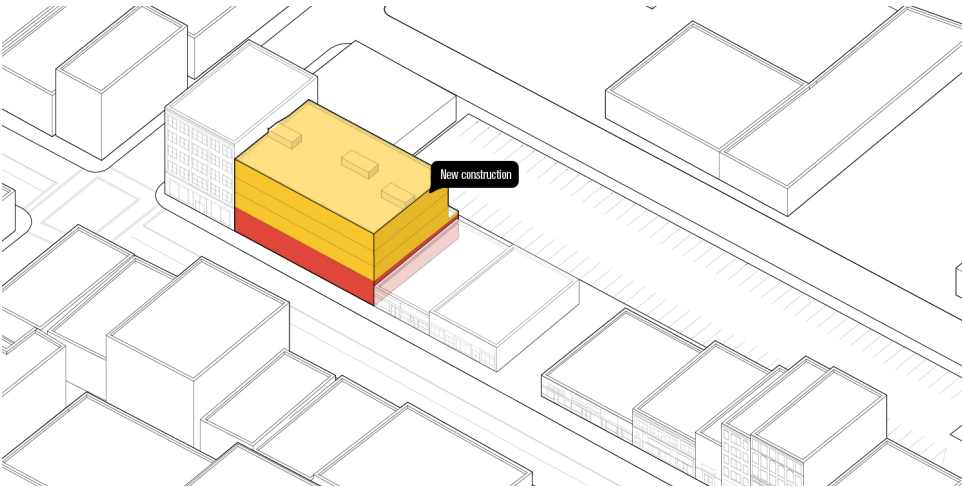


The Truell site is an important piece of City-owned real estate on Essex Street. Its redevelopment will have a major impact, physical and perceptual, on the streetscape. The planning team explored several redevelopment possibilities for the site, based on varying levels of City and State agency involvement and extent of property acquisition.

The schemes result in a mixed-use commercial/residential building, with up to 70 residential units and 20,000 sq. ft. of ground-level commercial space. The building will also contribute to the public realm of the district by creating connections between Essex Street and the parking lots behind, and restoring the integrity of the street wall.

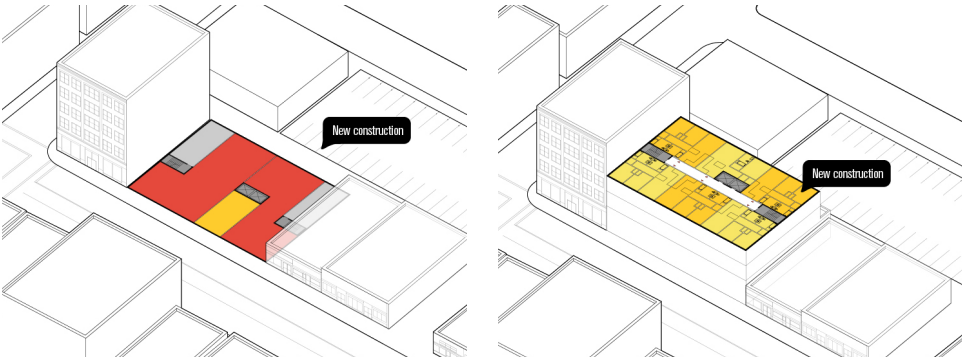


Essex Street elevation



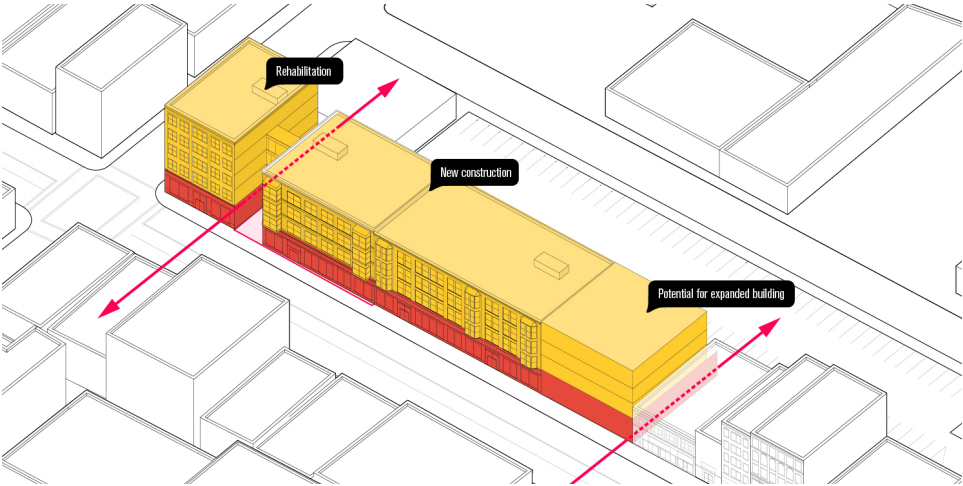
Option 1 represents the less intensive scheme, where only the City-owned parcel is redeveloped.

FAR	3.6
Net/Gross Ratio	78.6%
Floor Area (Gross)	26,850 sq. ft.
● Residential (Net)	15,750 sq. ft.
● Commercial (Net)	4,700 sq. ft.
● Back-of-House	1,200 sq. ft.
Residential Units	18

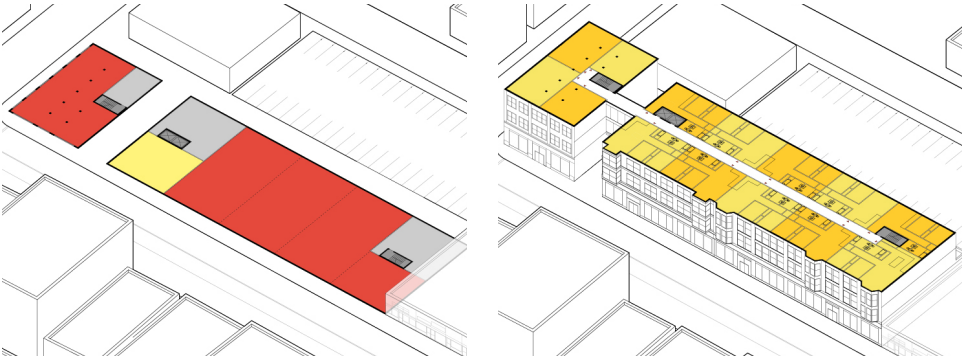


Option 2 represents a larger development scheme that involves the acquisition of additional buildings on Essex Street. This scheme results in 58 residential units and 17,500 sq. ft. of commercial space on the ground floor (with the acquisition of one additional building, the numbers grow to 70 units and 20,000 sq. ft., respectively).

The scheme also involves the rehabilitation of the Truell Building. This is an efficient scheme because the new and rehabilitated buildings can share the same two means of egress.

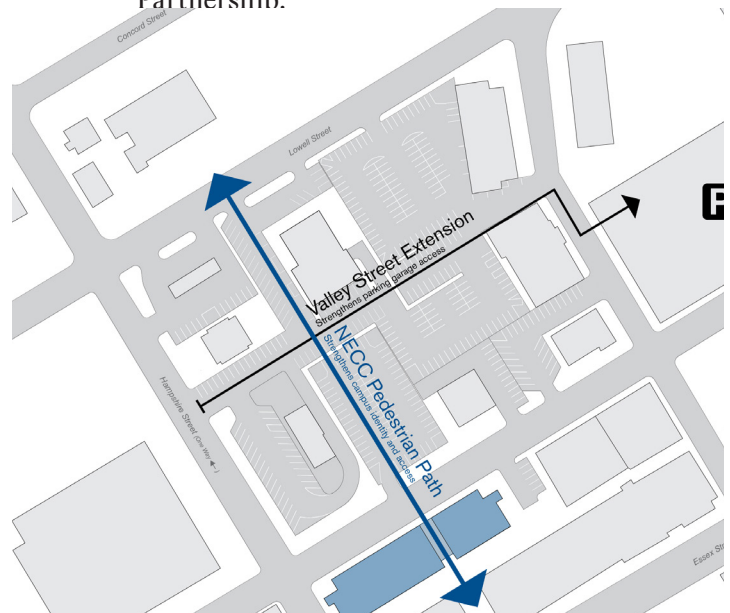


FAR	4.5
Net/Gross Ratio	85.9%
Floor Area (Gross)	89,900 sq. ft.
● Residential (Net)	57,000 sq. ft.
● Commercial (Net)	17,500 sq. ft.
● Back-of-House	3,100 sq. ft.
Residential Units	58



The map shows a study area in Lowell, Massachusetts, bounded by Lowell Street to the north, Amesbury Street to the east, Hampshire Street to the west, and Common Street to the south. The study area is a large, irregularly shaped block. Key buildings within the study area include the City of Lawrence Fire Department, City of Lawrence Police Department, T. Eaton, Formerly the Essex North Registry of Deeds (NEED), and the Essex North Registry of Deeds (NEED). Surrounding areas include the City of Lawrence Fire Department, City of Lawrence Police Department, T. Eaton, Formerly the Essex North Registry of Deeds (NEED), and the Essex North Registry of Deeds (NEED).

The City has commissioned a team to further analyze options for a Lawrence Regional Public Safety Center. This study is a collaboration of City of Lawrence, Northern Essex Community College, the Executive Office of Public Safety, and the Commonwealth Executive Office of Administration and Finance, with support from the business community through the Lawrence Partnership.



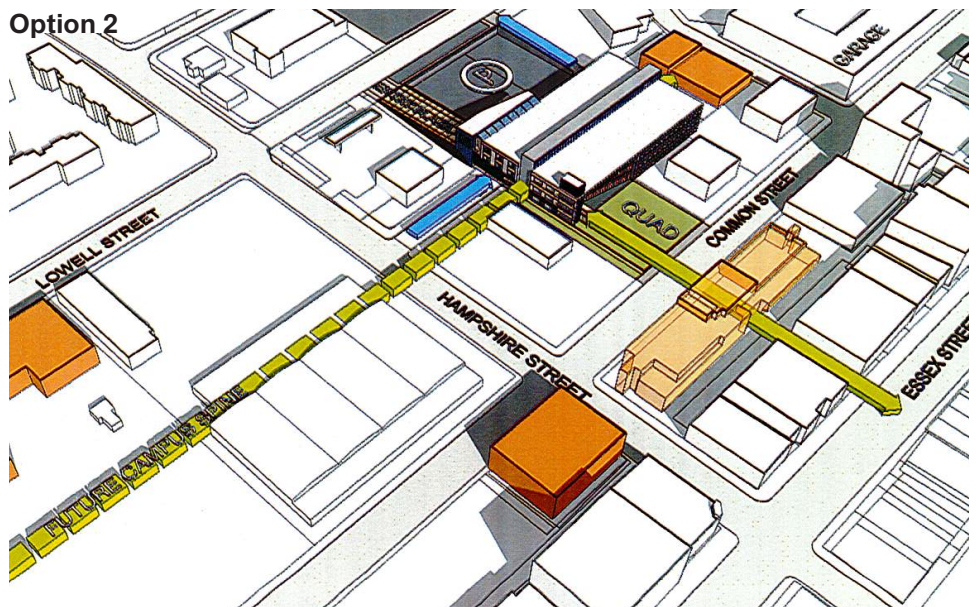
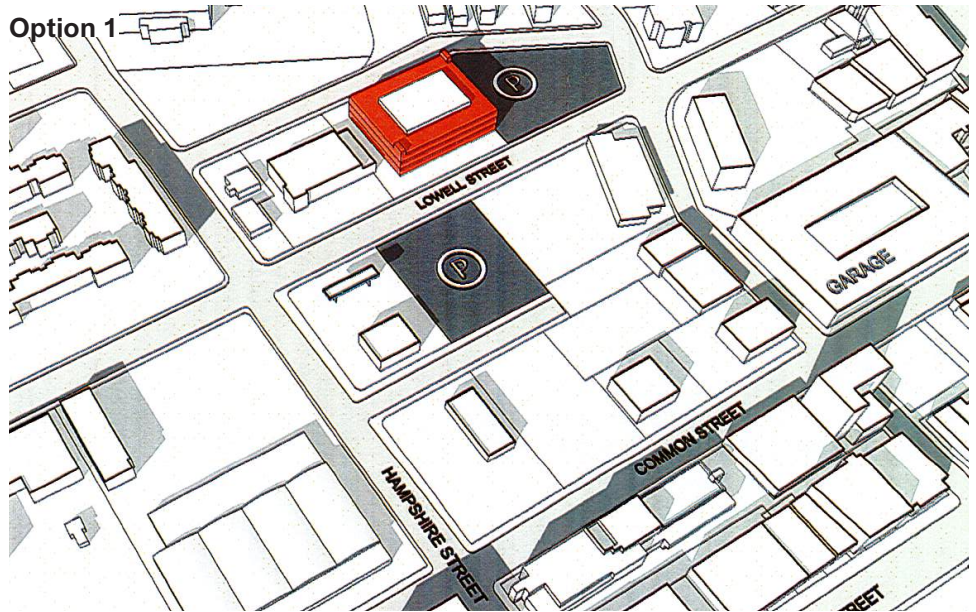
The Lawrence Regional Public Safety Center Study immediately followed the Downtown West Planning Study.

It was a partnership between the City of Lawrence, Northern Essex Community College, the Executive Office of Public Safety, and the Executive Office of Administration & Finance.

During this study, two options were developed, which are shown on this page.

Option 1 shows a single 58,000-square-foot building, north of Lowell Street, across from the block studied during the Downtown West Planning Study (see facing page). This option would have parking adjacent and additional parking across the street.

Option 2 shows a potential “campus” approach, with 100,000 sq. ft. of floor space in a single building. The primary building would be in the center of the block studied during the Downtown West Planning Study (see facing page). Option 2 continues the pedestrian connection from Essex Street, through the El-Hefni Allied Health & Technology Center building. This scheme also shows a restored cross connection between Hampshire and Amesbury Streets through the new building, which would link with other NECC buildings.



Images from the LAWRENCE REGIONAL PUBLIC SAFETY CENTER STUDY, courtesy of the City of Lawrence. The Lawrence Regional Public Safety Center Study was conducted by Icon Architecture.

Appendix D: Development Parcel Catalogue



Information from the 2008 Weston & Sampson Brownfield Study is compiled into a single comprehensive inventory, showing all potentially contaminated sites in the Downtown West study area. These form the basis of the inventory of development parcels. Detailed information is available on a parcel-by-parcel basis on the pages that follow.

Several of these potentially contaminated parcels have seen recent development. These are:

- | | | |
|----|------------------|------------------------------|
| 5 | 266 Broadway * | CVS |
| 12 | 464 Essex St. * | Mixed-use retail and housing |
| 18 | 195 Lowell St. * | Nick's restaurant |
| 26 | 414 Common St. * | NECC El Hefni Building |

	Source	Federal CERLIS	Fed RCRA - LQG	Fed RCRA - SQG	Fed ERNS (EPA)	State CERLIS	State Leaky Tank List	State Leaky Tank List	Local Brownfields
1	300 Canal Street	●							
2	283 Lowell Street		○						
3	2 Hampshire / 400 Canal Street		○						
4	365 Essex Street			○					
5	266 Broadway *			○					
6	100 Lowell			○				○	
7	381 Common Street				●				
8	431 Common Street				●	●	●	○	
9	78-80 Tremont Street				●				
10	6 Broadway				●				
11	2 Lawrence St.					●			
12	464 Essex St. *					●			
13	101 Amesbury St.					●	●		
14	38 Lawrence St.					●	●	○	
15	30-36 Lawrence St.					●	●		
16	7-11 Broadway					●	●		
17	444 Canal St.					●			
18	195 Lowell St. *						●		
19	92 Broadway						●		
20	120 Amesbury							○	
21	290 Common St.							○	
22	65 Lowell St.							○	
23	232 Common St.							○	
24	265 Lowell St.							○	
25	264 Lowell St.							○	
26	414 Common St. *								●
27	372 Essex St.								●
28	55 Lowell St.								●
Non-Brownfield Development Sites									
29	372 Essex								
30	440 Essex								
31	491 Essex								

* Site has recently been developed.

Lawrence Downtown West Planning Study

Parcel Catalogue

u t i l e

1

Development Opportunity

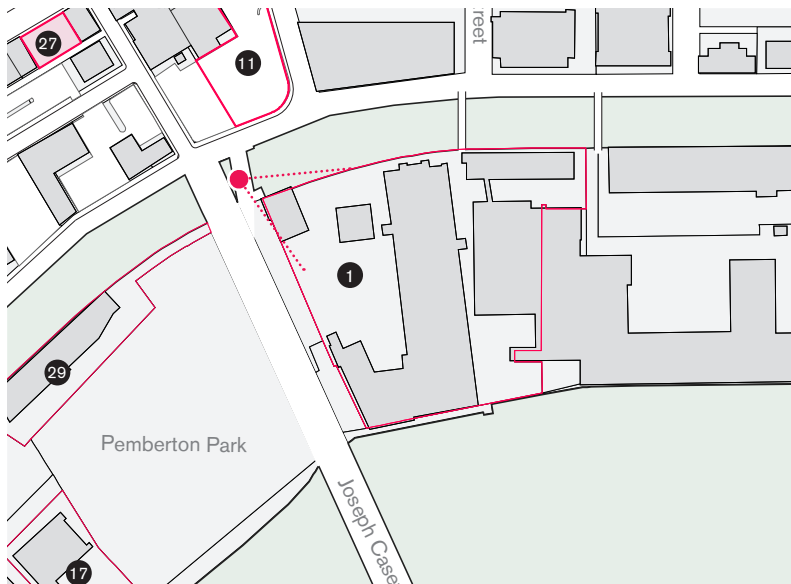
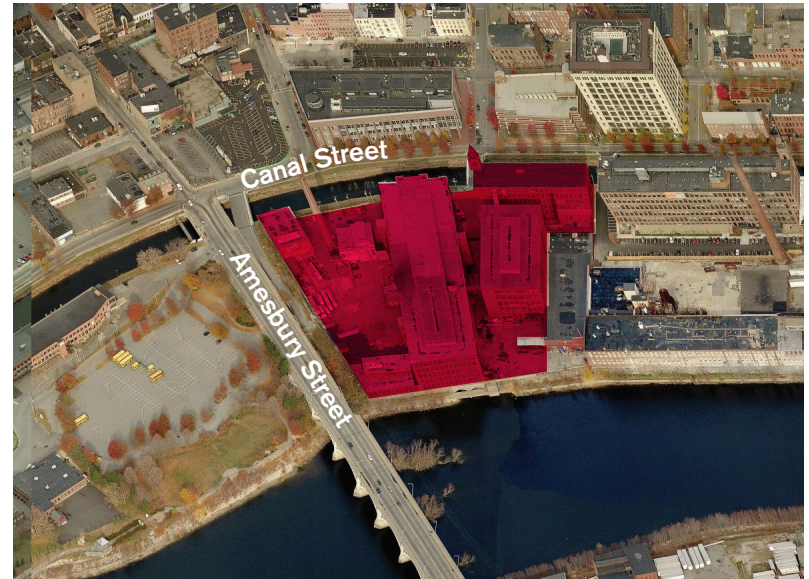
Area: 264,689 sf / 6.08 acres

Current Zoning: I2-General Industrial Park District,
Reviviendo Gateway District Overlay

Site Address: 300 Canal Street

Current Owner: Pacific Mills Acquisition LLC

Environmental Contamination: Fed ERNS (EPA),
Federal CERLIS



2

Development Opportunity

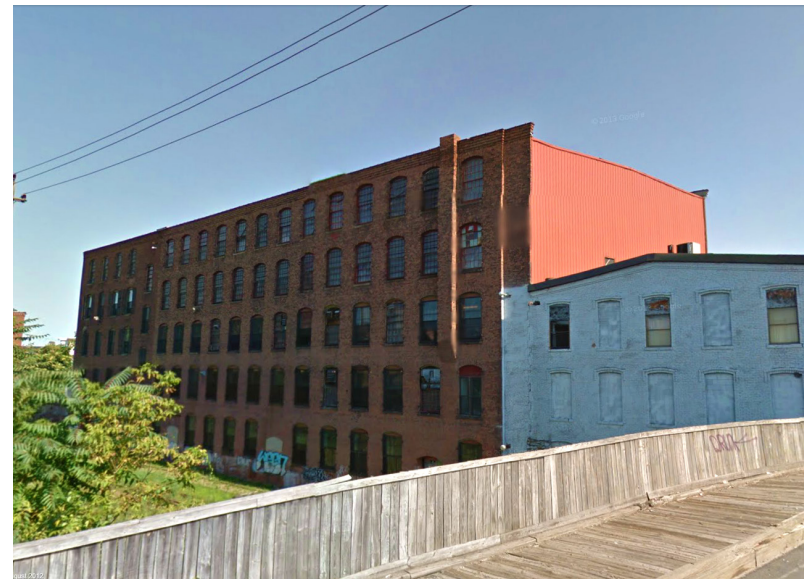
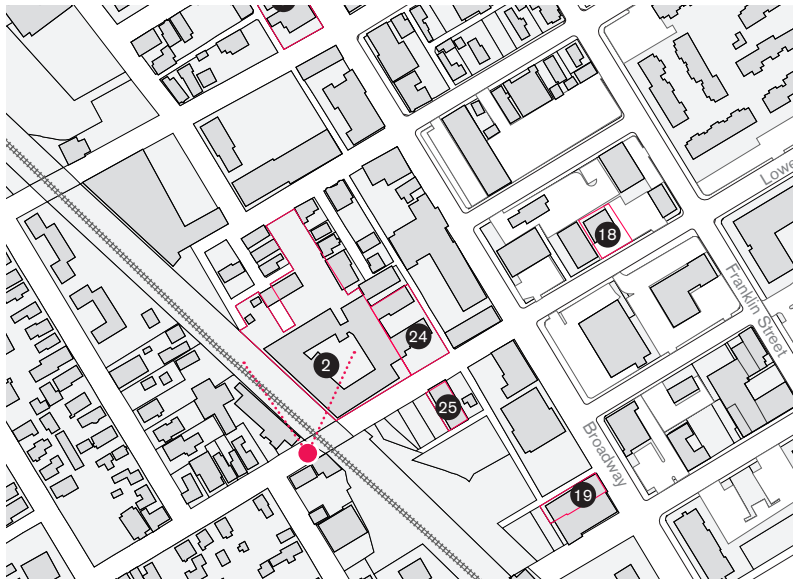
Area: 71,055 sf / 1.63 acres

Current Zoning: I2-General Industrial Park District

Site Address: 283 Lowell Street

Current Owner: Law Realty Trust

Environmental Contamination: Fed RCRA - LQG



3

Development Opportunity

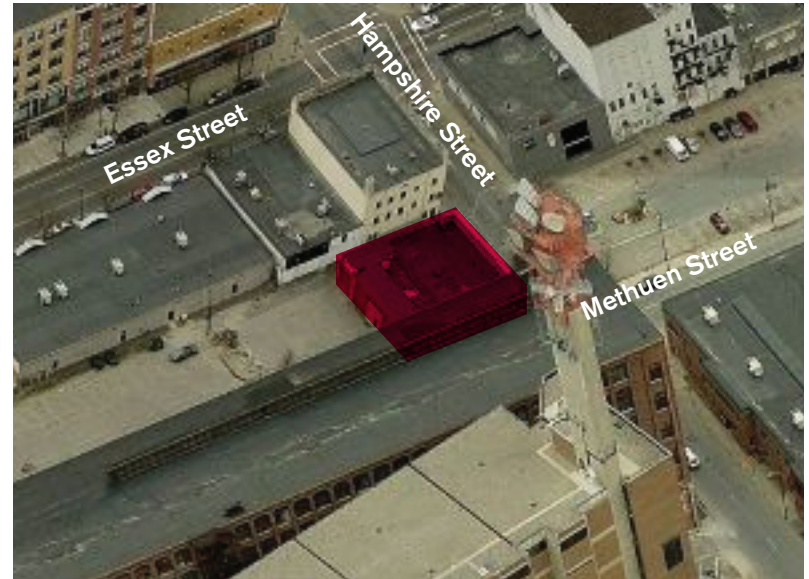
Area: 5,124 sf / 0.12 acres

Current Zoning: B3-Main Business District

Site Address: 2 Hampshire / 400 Canal Street

Current Owner: 6-12 Hampshire Street LLC

Environmental Contamination: Fed RCRA - LQG



4

Development Opportunity

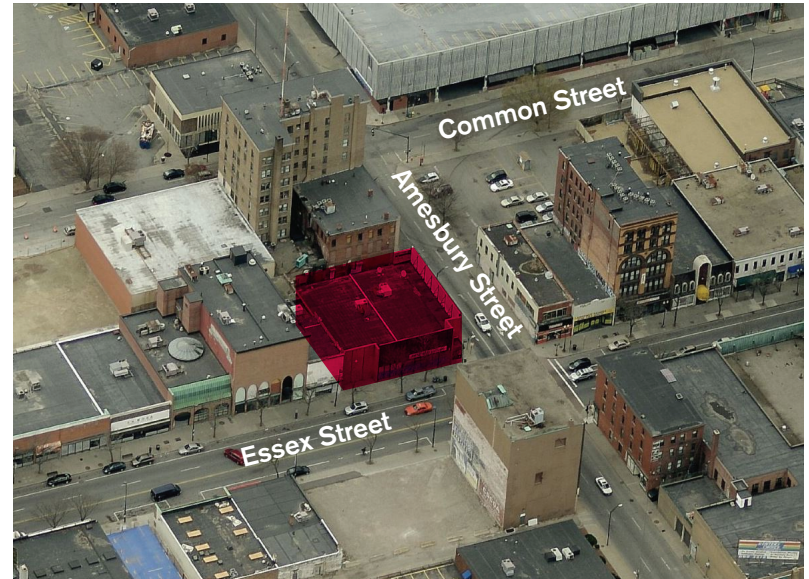
Area: 7,040 sf / 0.16 acres

Current Zoning: B3-Main Business District

Site Address: 365 Essex Street

Current Owner: P J C Realty Co. Inc.

Environmental Contamination: Fed RCRA - SQG



5

Development Opportunity

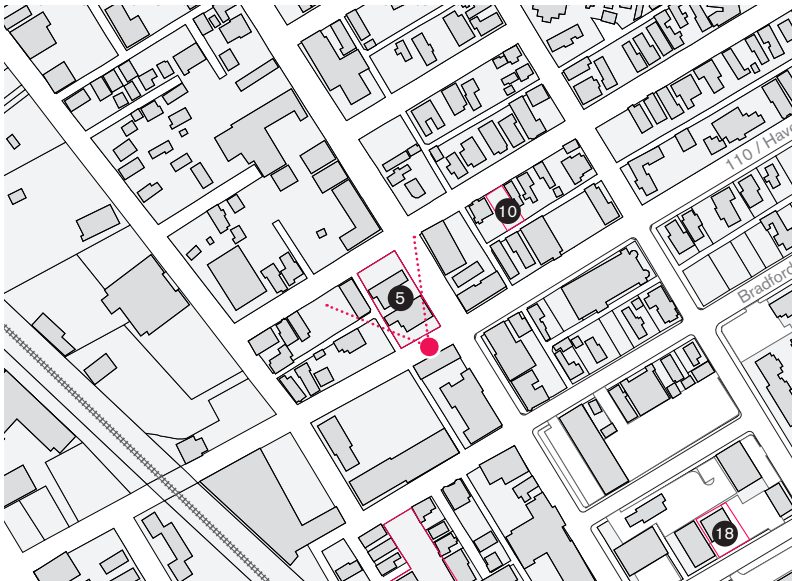
Area: 16,746 sf / 0.38 acres

Current Zoning: B2-Secondary Business District

Site Address: 266 Broadway

Current Owner: CVS 1786 MA LLC

Environmental Contamination: Fed RCRA - SQG



6

Development Opportunity

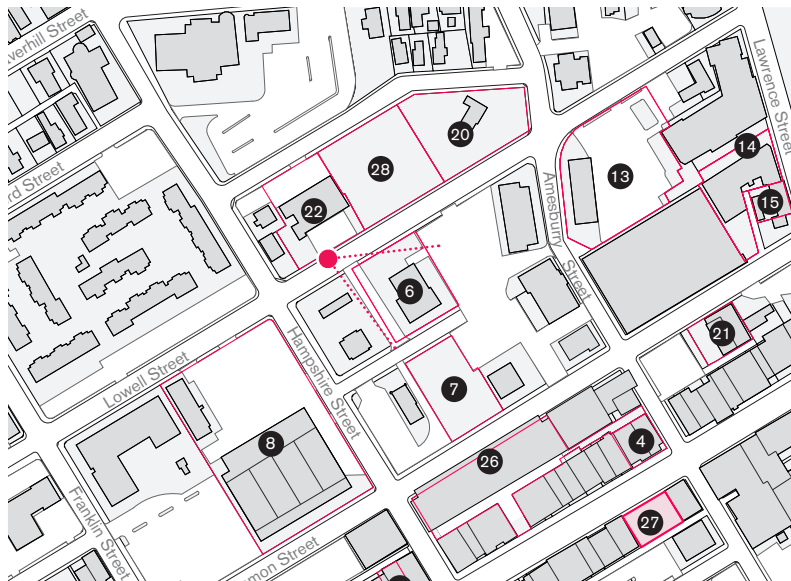
Area: 27,053 sf / 0.62 acres

Current Zoning: B3-Main Business District

Site Address: 100 Lowell Street

Current Owner: City of Lawrence

Environmental Contamination: State Tank List - UST/
AST, Fed RCRA - SQG



7

Development Opportunity

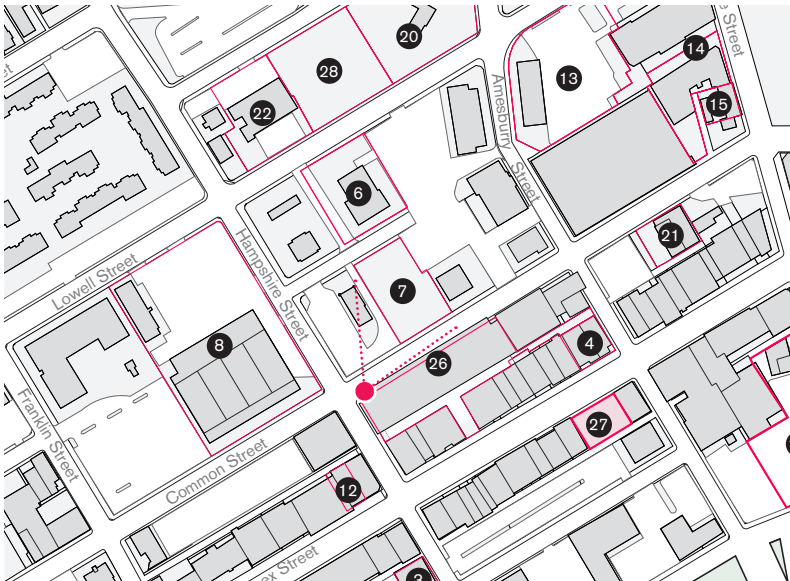
Area: 22,485 sf / 0.52 acres

Current Zoning: B3-Main Business District

Site Address: 381 Common Street

Current Owner: County of Essex

Environmental Contamination: Fed ERNS (EPA)



8

Development Opportunity

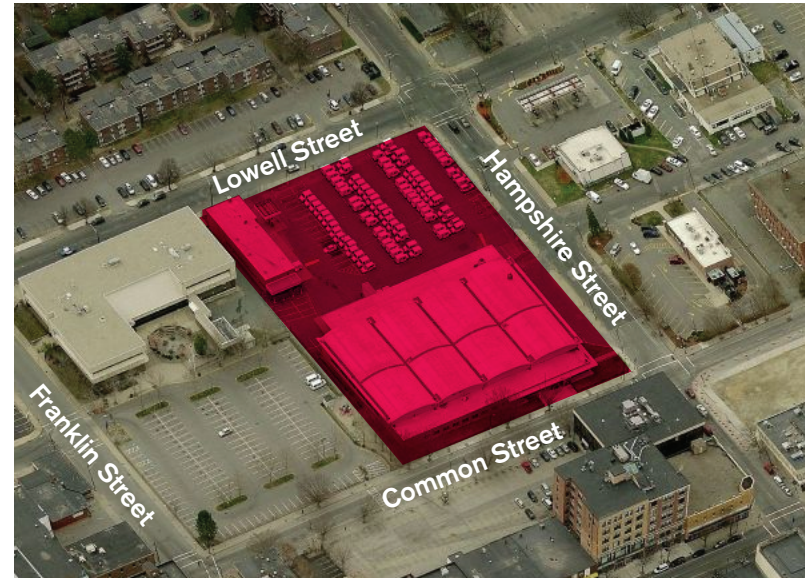
Area: 109,692 sf / 2.52 acres

Current Zoning: B3-Main Business District

Site Address: 431 Common Street

Current Owner: 431 Common Street Realty Trust

Environmental Contamination: State Tank List - UST/AST, State Leaky Tank List - LUST/LAST, State and Tribal Equivalent CERLIS, Fed ERNS (EPA)



9

Development Opportunity

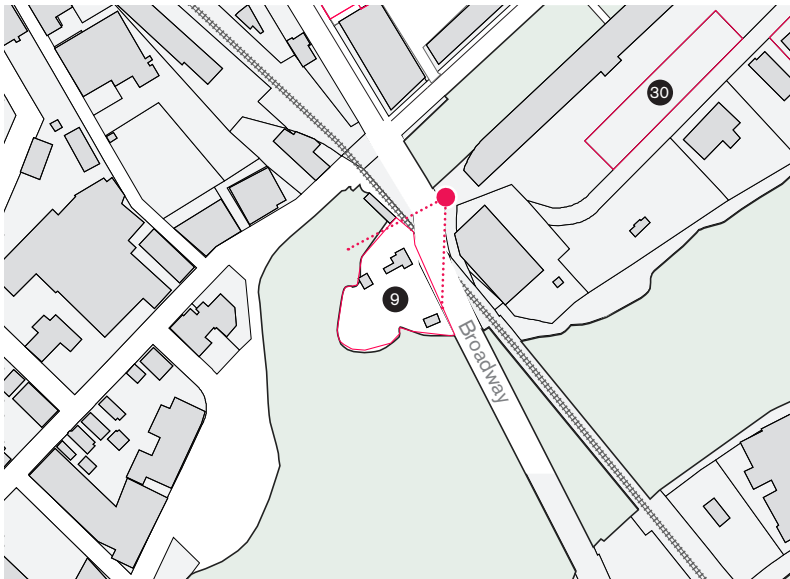
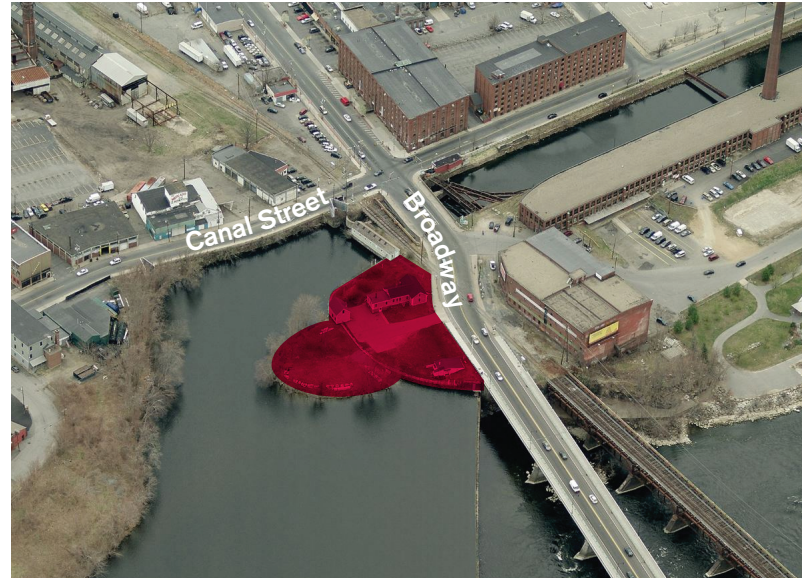
Area: 48,018 sf / 1.10 acres

Current Zoning: I2-General Industrial Park District

Site Address: 6 Broadway

Current Owner: Essex Co.

Environmental Contamination: Fed ERNS (EPA)



10

Development Opportunity

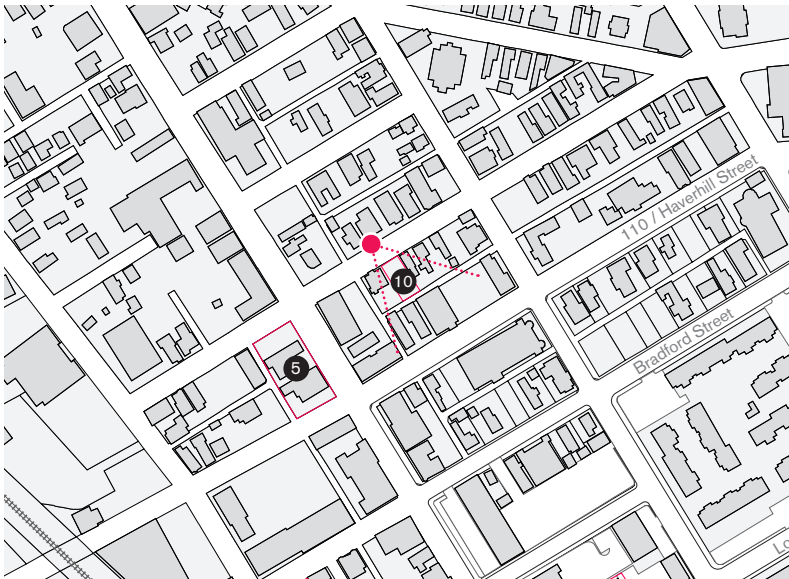
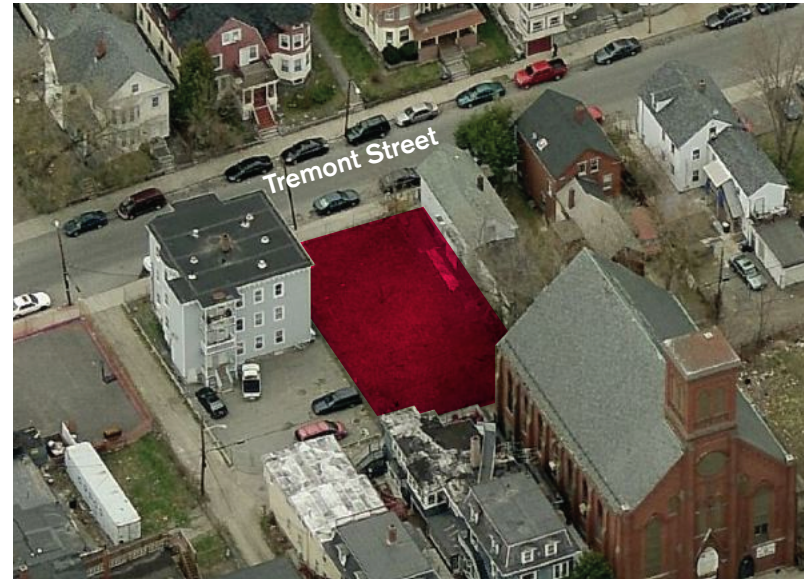
Area: 3,910 sf / 0.09 acres

Current Zoning: R3-Residential District

Site Address: 78-80 Tremont Street

Current Owner: City of Lawrence

Environmental Contamination: Fed ERNS (EPA)



11 Development Opportunity

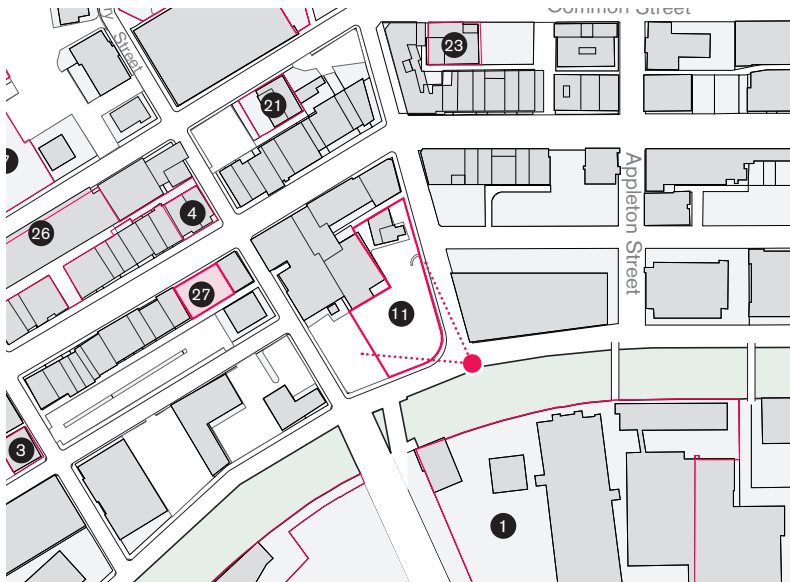
Area: 40,225 sf / 0.92 acres

Current Zoning: I2-General Industrial Park District

Site Address: 2 Lawrence Street

Current Owner: Downtown Lawrence Parking Association

Environmental Contamination: State and Tribal Equivalent CERLIS



12

Development Opportunity

Area: 4,025 sf / 0.09 acres

Current Zoning: B3-Main Business District

Site Address: 464 Essex Street

Current Owner: Cloutier Essex Realty Trust

Environmental Contamination: State and Tribal
Equivalent CERLIS



13 Development Opportunity

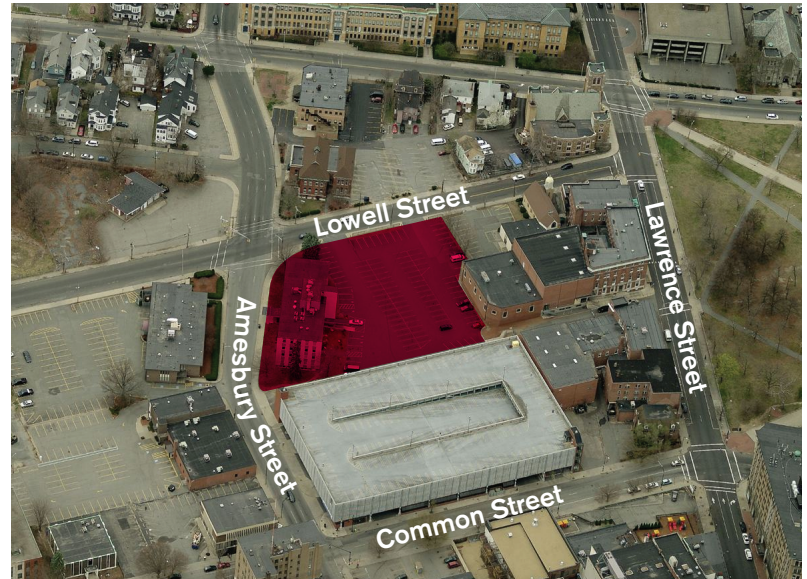
Area: 55,365 sf / 1.27 acres

Current Zoning: B3-Main Business District

Site Address: 101 Amesbury Street

Current Owner: Whippoorwill Realty Trust

Environmental Contamination: State Leaky Tank List - LUST/LAST, State and Tribal Equivalent CERLIS



14

Development Opportunity

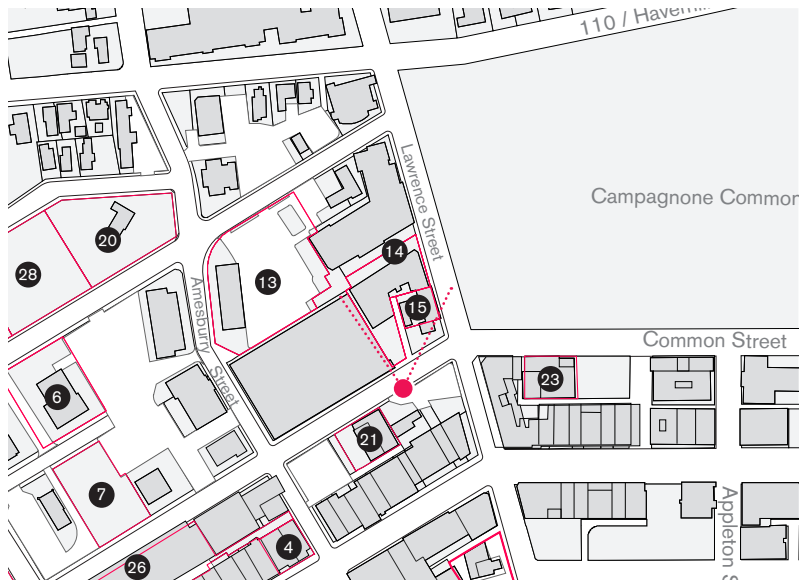
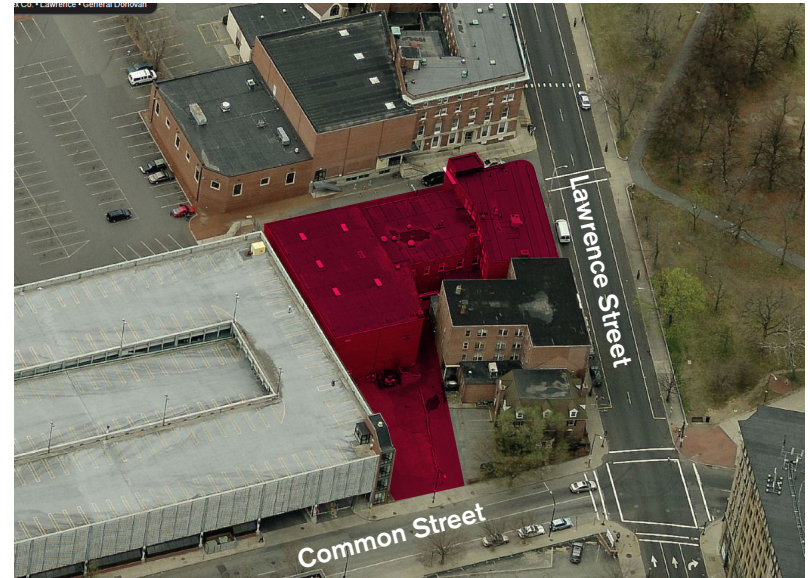
Area: 21,693 sf / 0.50 acres

Current Zoning: B3-Main Business District

Site Address: 38 Lawrence Street

Current Owner: Lawrence YWCA

Environmental Contamination: State Tank List - UST/AST, State Leaky Tank List - LUST/LAST, State and Tribal Equivalent CERLIS



15 Development Opportunity

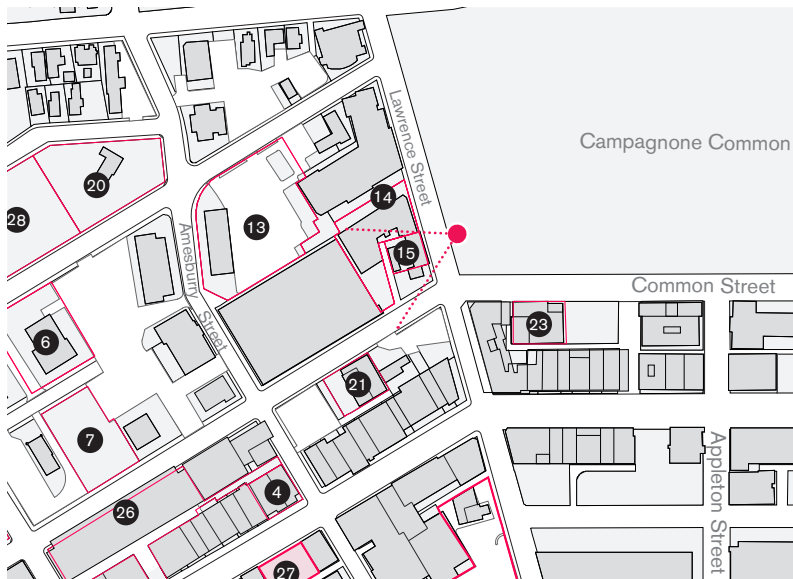
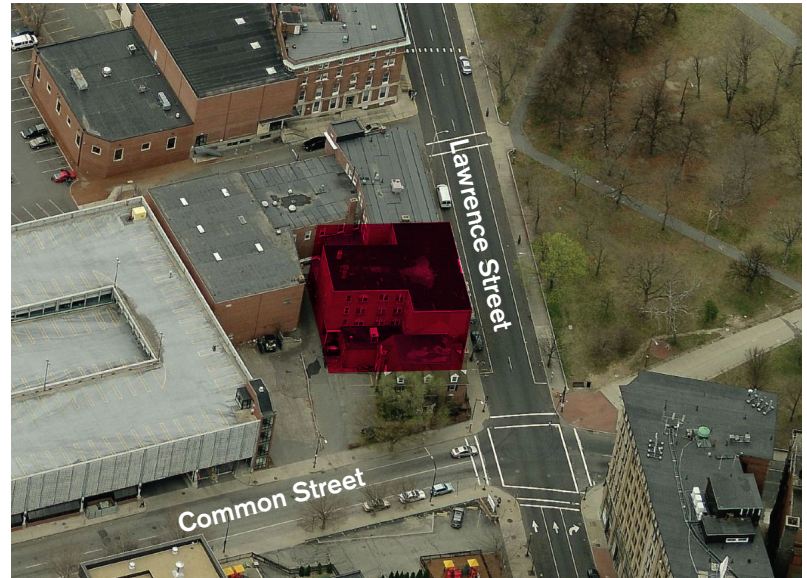
Area: 5,182 sf / 0.12 acres

Current Zoning: B3-Main Business District

Site Address: 30-36 Lawrence Street

Current Owner: Deacy Building Realty Trust LLC

Environmental Contamination: State Leaky Tank List - LUST/LAST, State and Tribal Equivalent CERLIS



16

Development Opportunity

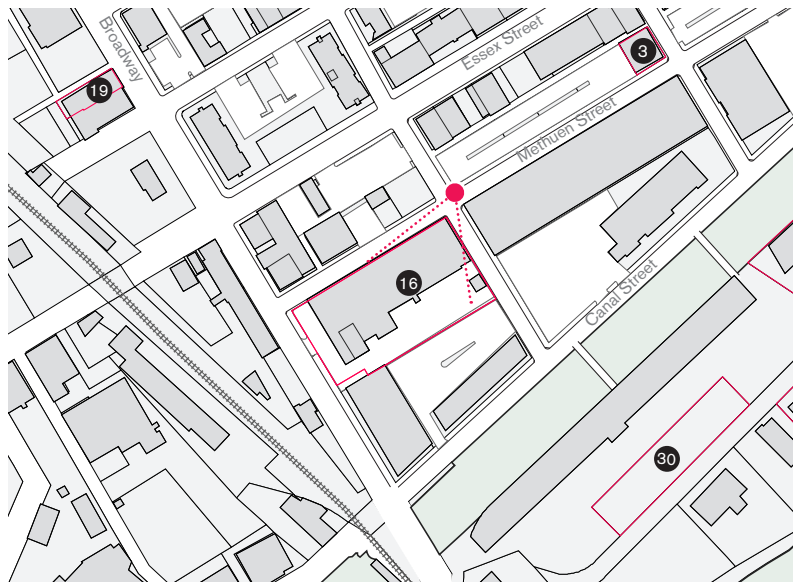
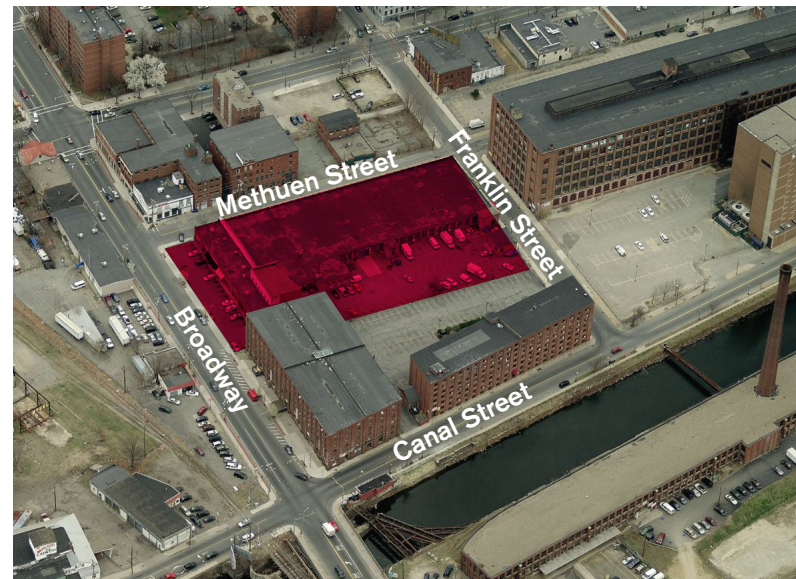
Area: 72,638 sf / 1.67 acres

Current Zoning: I2-General Industrial Park District

Site Address: 7-11 Broadway

Current Owner: Pacific VIII Realty Trust

Environmental Contamination: State Leaky Tank List - LUST/LAST, State and Tribal Equivalent CERLIS



17 Development Opportunity

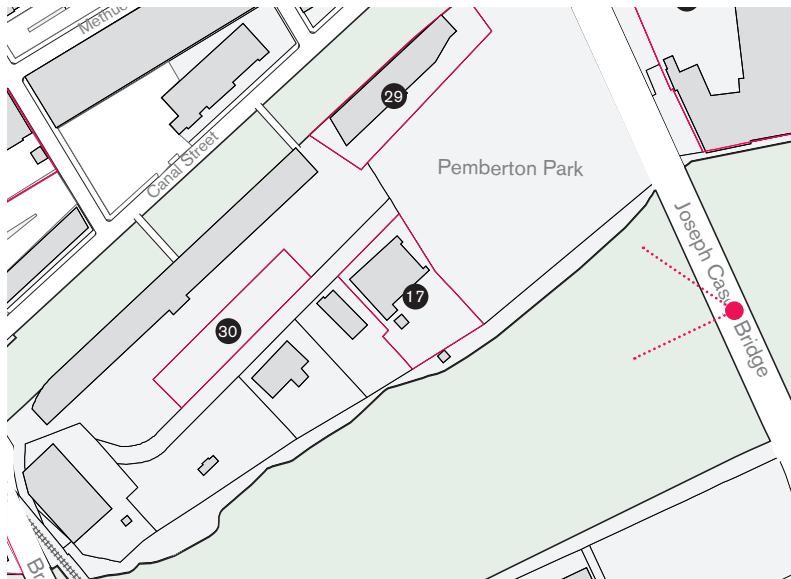
Area: 44,736 sf / 1.03 acres

Current Zoning: I2-General Industrial Park District

Site Address: 444 Canal Street

Current Owner: Kid-Start Inc.

Environmental Contamination: State and Tribal Equivalent CERLIS



18

Development Opportunity

Area: 9,871 sf / 0.23 acres

Current Zoning: B3-Main Business District

Site Address: 195 Lowell Street

Current Owner: Lou's Custom Exhaust Inc.

Environmental Contamination: State Leaky Tank List - LUST/LAST



19 Development Opportunity

Area: 5,886 sf / 0.14 acres

Current Zoning: B3-Main Business District

Site Address: 92 Broadway

Current Owner: AJ Wolff Realty LLC

Environmental Contamination: State Leaky Tank List - LUST/LAST



20

Development Opportunity

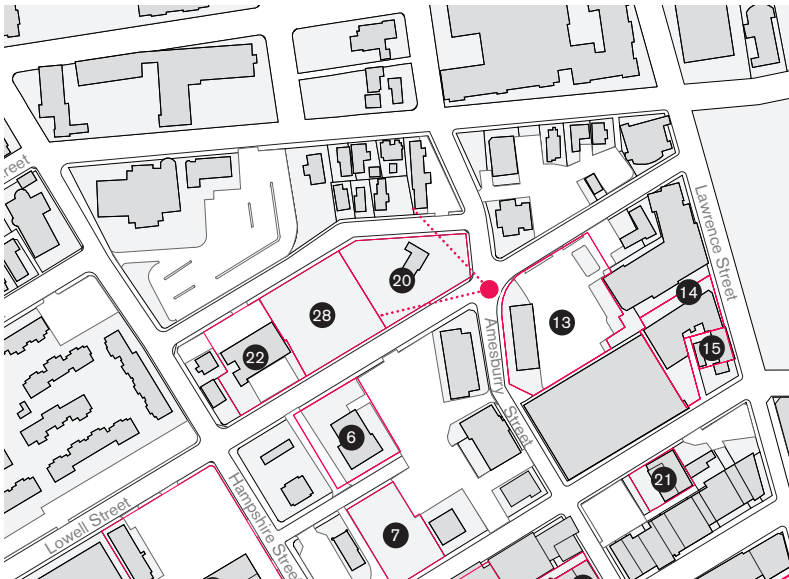
Area: 33,333 sf / 0.77 acres

Current Zoning: B3-Main Business District

Site Address: 120 Amesbury

Current Owner: KLM Inc.

Environmental Contamination: State Tank List -
UST/AST



21

Development Opportunity

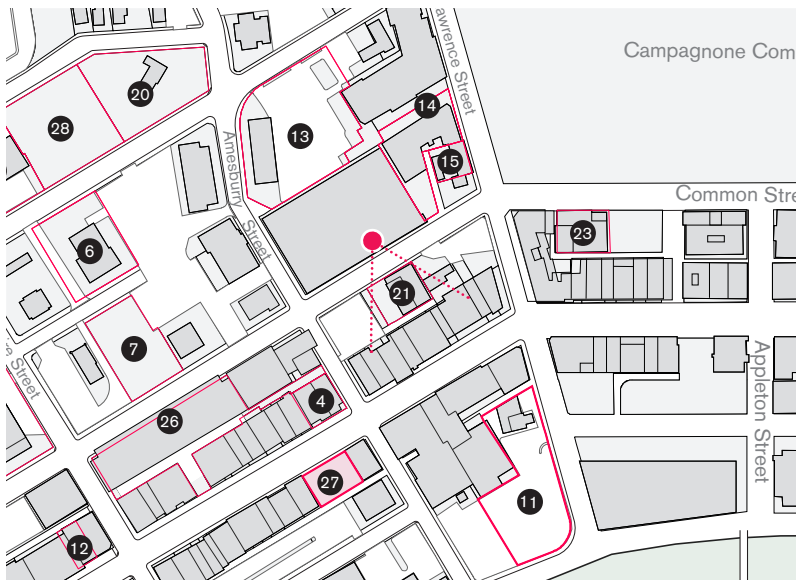
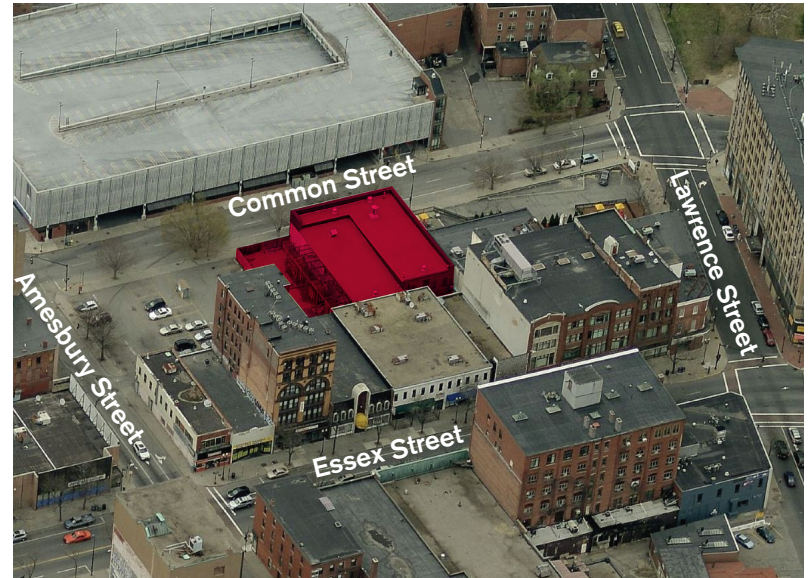
Area: 9,589 sf / 0.22 acres

Current Zoning: B3-Main Business District

Site Address: 290 Common Street

Current Owner: Massachusetts Electric Co.

Environmental Contamination: State Tank List -
UST/AST



22

Development Opportunity

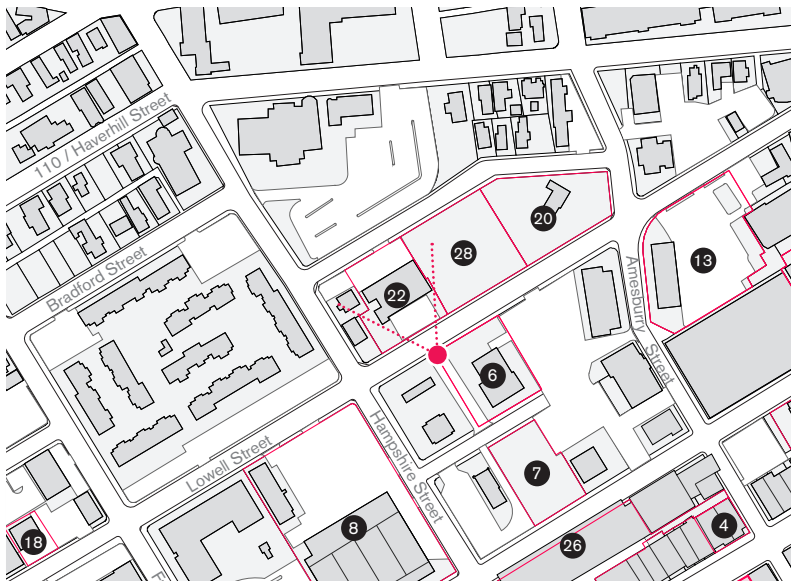
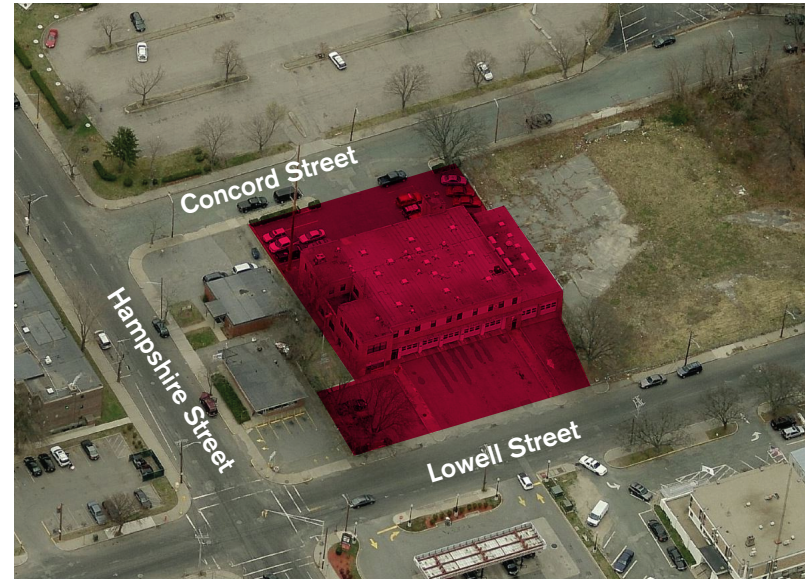
Area: 27,507 sf / 0.63 acres

Current Zoning: B3-Main Business District

Site Address: 65 Lowell Street

Current Owner: City of Lawrence

Environmental Contamination: State Tank List -
UST/AST



23

Development Opportunity

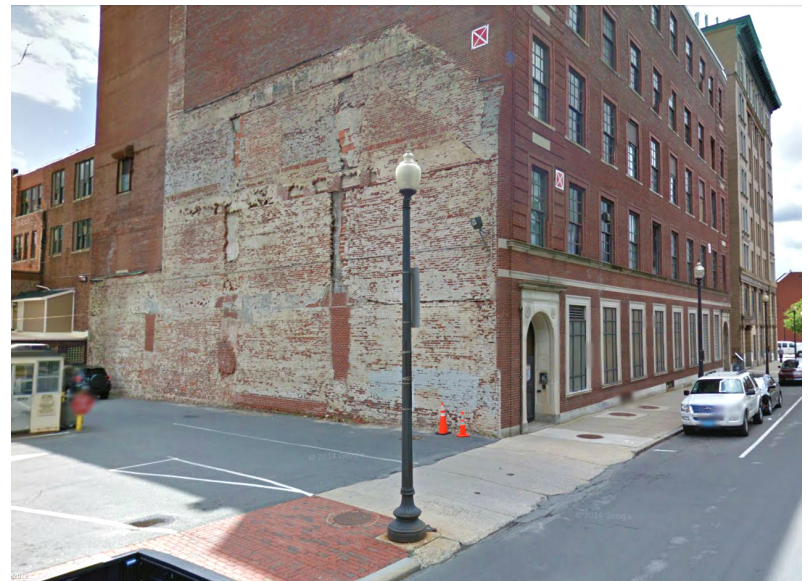
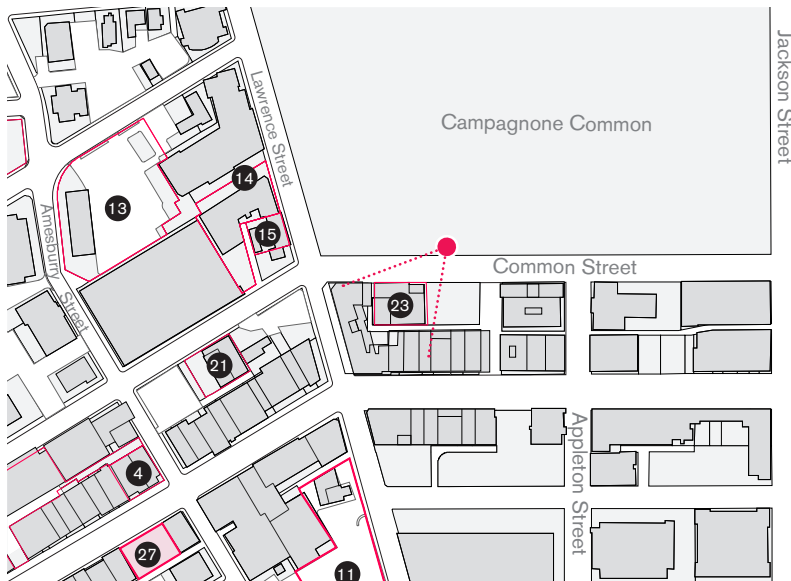
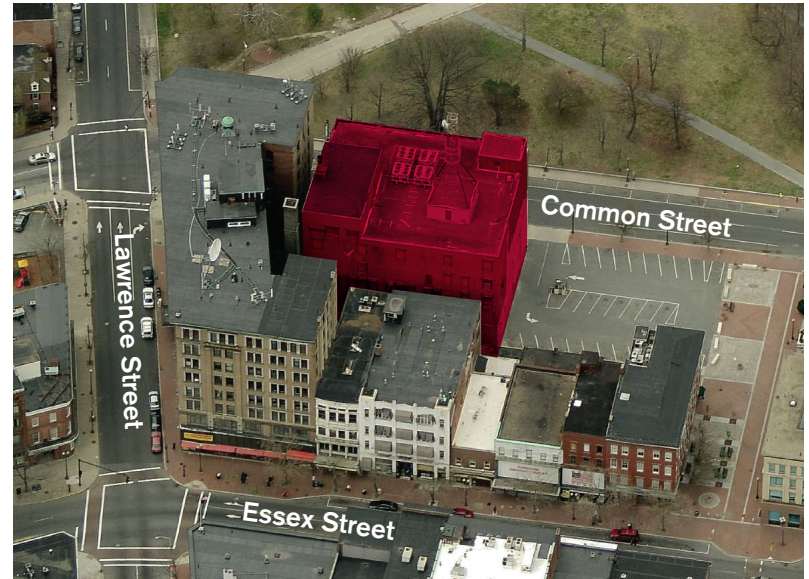
Area: 9,391 sf / 0.22 acres

Current Zoning: B3-Main Business District
Reviviendo Gateway District Overlay

Site Address: 232 Common Street

Current Owner: Parkview Commons LLC

Environmental Contamination: State Tank List -
UST/AST



24

Development Opportunity

Area: 15,005 sf / 0.34 acres

Current Zoning: I2-General Industrial Park District

Site Address: 265 Lowell Street

Current Owner: Two Sixty-Five Lowell Street Trust

Environmental Contamination: State Tank List -
UST/AST



25

Development Opportunity

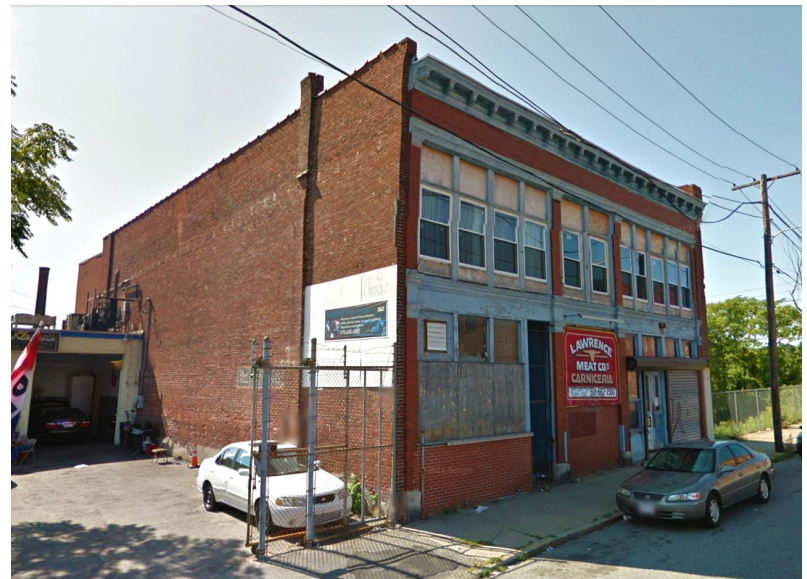
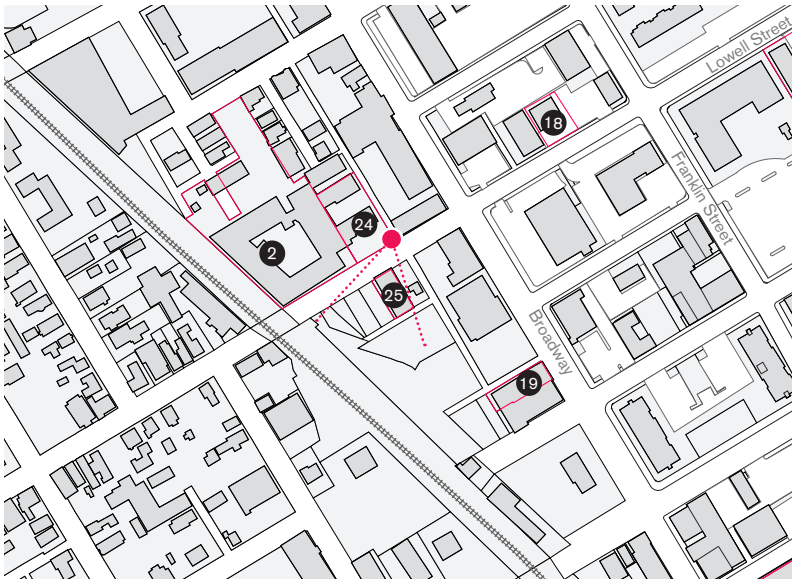
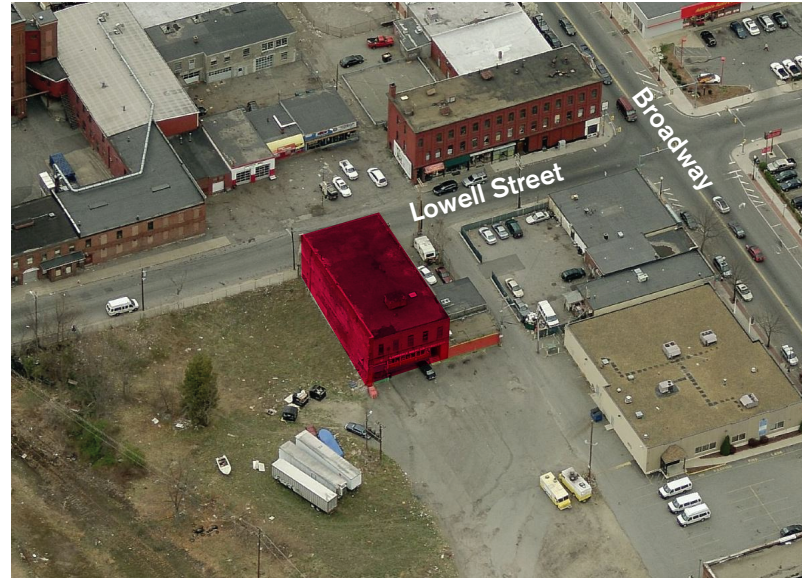
Area: 4,257 sf / 0.10 acres

Current Zoning: I2-General Industrial Park District

Site Address: 264 Lowell Street

Current Owner: Fulton Street Corp.

Environmental Contamination: State Tank List -
UST/AST



26

Development Opportunity

Area: 38,600 sf / 0.89 acres

Current Zoning: B3-Main Business District

Site Address: 414 Common Street

Current Owner: City of Lawrence

Environmental Contamination: Local Brownfields



27

Development Opportunity

Area: 7,523 sf / 0.17 acres

Current Zoning: B3-Main Business District

Site Address: 372 Essex Street

Current Owner: City Of Lawrence

Environmental Contamination: Local Brownfields



28

Development Opportunity

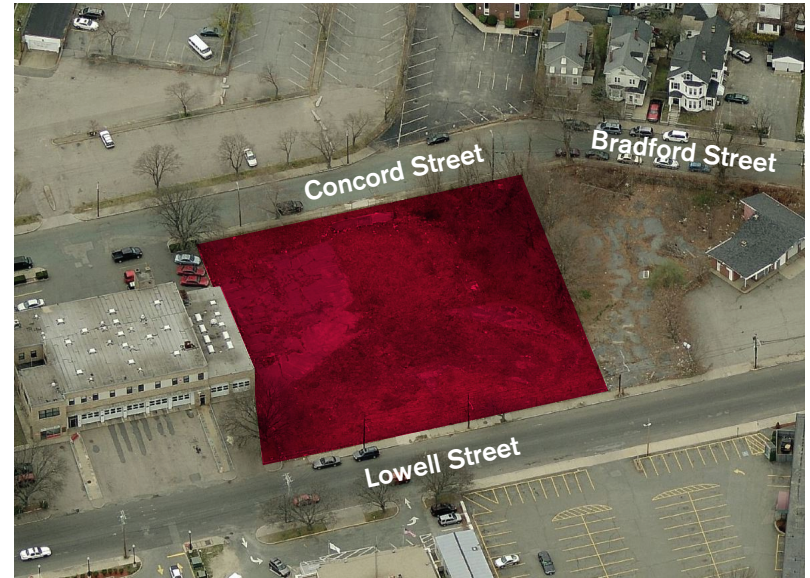
Area: 35,975 sf / 0.83 acres

Current Zoning: B3-Main Business District

Site Address: 55 Lowell Street

Current Owner: Massachusetts Nursing Homes
LTD Partner

Environmental Contamination: Local Brownfields



29

Development Opportunity

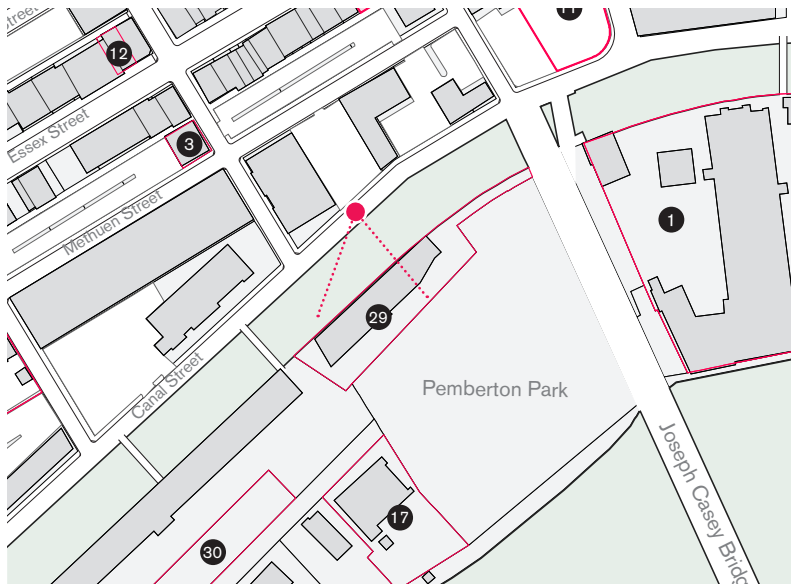
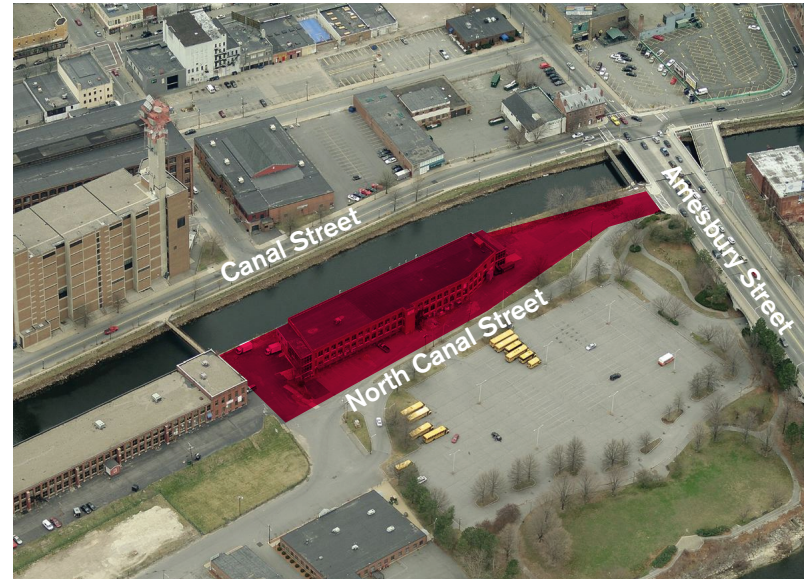
Area: 50,619 sf / 1.16 acres

Current Zoning: I2-General Industrial Park District

Site Address: 400 Canal Street

Current Owner: Cougar Realty LLC

Environmental Contamination: State and Tribal Equivalent CERLIS



30

Development Opportunity

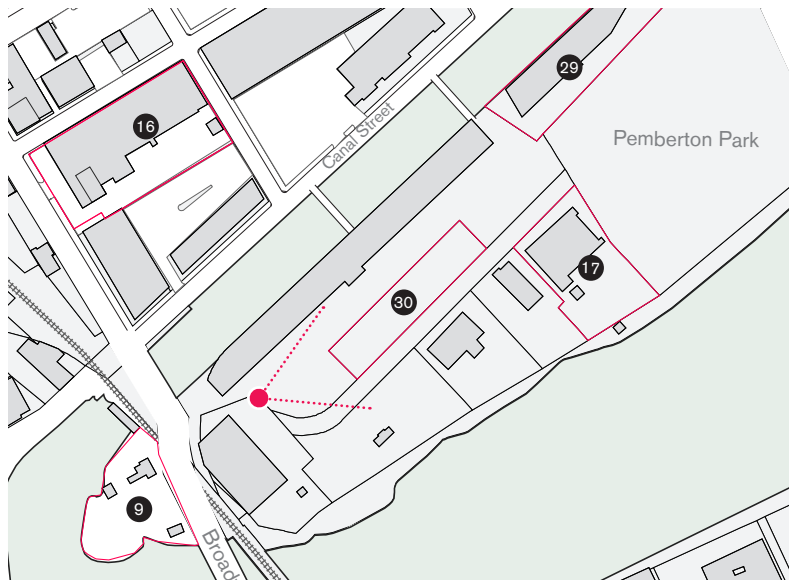
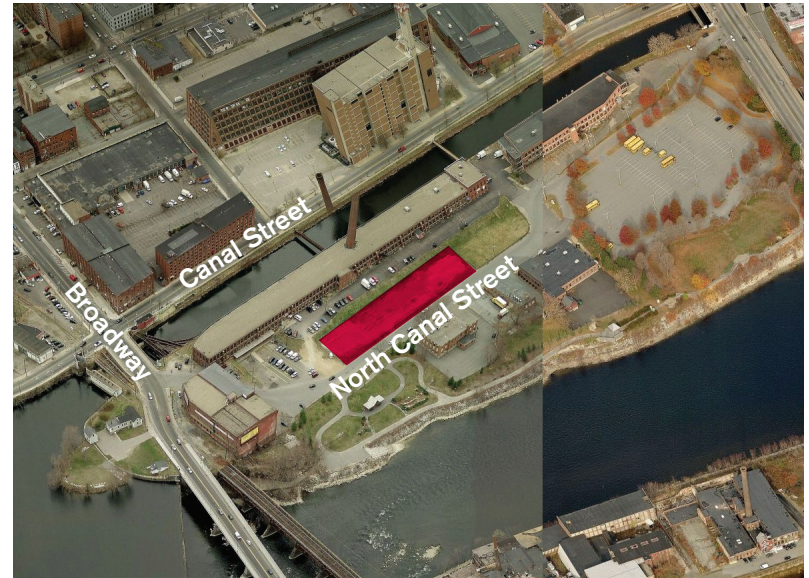
Area: 31,473 sf / 0.72 acres

Current Zoning: I2-General Industrial Park District

Site Address: 454 North Canal Street

Current Owner: Essex Co.

Environmental Contamination: State and Tribal Equivalent CERLIS



Use Table

P	Permitted.
PSR	Permitted with site plan review by the Planning Board pursuant to Articles VII and VIII.
SPSR	Special permit by Board of Appeals with site plan review by the Planning Board pursuant to Articles VII and VIII.
SPSA	Special permit and site plan approval by Planning Board pursuant to Articles VII and VIII.
NO	Prohibited.

A. Agriculture				
Use	R3	B2	B3	I2
Agriculture on 5 acres +	P	P	P	P
Horticulture on 5 acres +	P	P	P	P
Floriculture on 5 acres +	P	P	P	P
Viticulture on 5 acres +	P	P	P	P
Structures accessory to agriculture, horticulture, floriculture, and viticulture on 5 acres +	P	P	P	P

B. Commercial				
Use	R3	B2	B3	I2
Adult uses	NO	SPSR	NO	SPSR
Assembly/function halls	NO	SPSR	SPSR	SPSR
Athletic field	SPSR	NO	NO	SPSR
Automatic teller machine not part of existing structure	SPSR	SPSR	SPSR	SPSR
Automobile or other vehicle sales, and service, new, and accessory sale of used vehicles, so long as such accessory sale of used vehicles does not take up more than 50% of the developed lot area.	NO	NO	NO	SPSR
Automobile or other vehicle sales, and service, used	NO	NO	NO	NO
Awnings and Canopies	P	P	P	P
Bank, main	NO	P	P	SPSR
Bank, branch	NO	P	P	SPSR
Bars and cafes	NO	SPSR	SPSR	SPSR
Billboards	NO	NO	NO	NO
Billiards or pool parlor	NO	SPSR	SPSR	SPSR
Book bindery	NO	P	NO	P
Bowling alley	NO	P	P	P
Carwash	NO	SPSR	NO	SPSR
Conference center	NO	SPSR	SPSR	NO
Convenience store	SPSR	P	P	P
Drive-through facility	NO	SPSR	SPSR	SPSR
Frozen food locker	NO	P	NO	P
Garage, filling station, or vehicle storage/impoundment facility	NO	SPSR	NO	NO
Hotel/motel	NO	SPSA	SPSR	SPSA
Liquor stores and liquor sales	NO	P	SPSR	SPSR
Massage parlor	NO	NO	NO	NO
Massage therapy	NO	P	P	P
Mixed use	NO	P	P	P
Monument works	NO	SPSR	NO	NO
Office	NO	P	P	P
Parking garage or lot	NO	SPSR	SPSR	SPSR
Planned unit development	NO	SPSA	SPSA	SPSA
Public transit passenger station	NO	SPSR	SPSR	SPSR
Recreational use (Commercial)	NO	SPSR	SPSR	SPSR

Use Table

B. Commercial				
Use	R3	B2	B3	I2
Recreational use (Public)	SPSR	SPSR	NO	SPSR
Rehabilitation of commercial uses and mixed use development	SPSA	SPSA	SPSA	SPSA
Retail sales establishment	NO	P	P	P
Retail service establishment	NO	P	P	P
Restaurants	NO	P	P	P
Roofing Shop	NO	P	NO	NO
Temporary parking for other uses	SPSR	NO	NO	NO
Self-service laundromat; dry clean establishments; hand laundry	SPSR	P	NO	NO
Shopping center	NO	P	SPSR	SPSR
Storage, outdoor	NO	NP	NO	SPSR
Telephone exchange building, electric sub-station, or other similar public facility	NO	SPSR	NO	SPSR
Theater	NO	SPSR	SPSR	SPSR
Undertaking establishment	SPSR	SPSR	NO	NO
Upholstery shop	NO	P	NO	NO
Drive-through facility	NO	SPSR	SPSR	SPSR
Frozen food locker	NO	P	NO	P
Garage, filling station, or vehicle storage/impoundment facility	NO	SPSR	NO	NO
Hotel/motel	NO	SPSA	SPSR	SPSA
Liquor stores and liquor sales	NO	P	SPSR	SPSR
Massage parlor	NO	NO	NO	NO
Massage therapy	NO	P	P	P
Mixed use	NO	P	P	P
Monument works	NO	SPSR	NO	NO
Office	NO	P	P	P
Parking garage or lot	NO	SPSR	SPSR	SPSR
Planned unit development	NO	SPSA	SPSA	SPSA
Public transit passenger station	NO	SPSR	SPSR	SPSR
Recreational use (Commercial)	NO	SPSR	SPSR	SPSR
Recreational use (Public)	SPSR	SPSR	NO	SPSR
Rehabilitation of commercial uses and mixed use development	SPSA	SPSA	SPSA	SPSA
Retail sales establishment	NO	P	P	P
Retail service establishment	NO	P	P	P
Restaurants	NO	P	P	P

B. Commercial				
Use	R3	B2	B3	I2
Roofing Shop	NO	P	NO	NO
Temporary parking for other uses	SPSR	NO	NO	NO
Self-service laundromat; dry clean establishments; hand laundry	SPSR	P	NO	NO
Shopping center	NO	P	SPSR	SPSR
Storage, outdoor	NO	NP	NO	SPSR
Telephone exchange building, electric sub-station, or other similar public facility	NO	SPSR	NO	SPSR
Theater	NO	SPSR	SPSR	SPSR
Undertaking establishment	SPSR	SPSR	NO	NO
Upholstery shop	NO	P	NO	NO

Use Table

C. Industrial				
Use	R3	B2	B3	I2
Accessory uses to scientific development and/or research	NO	NO	NO	SPSR
Accessory uses to manufacturing or wholesale use: - Garage for storage and repair of motor vehicles used in connection with principal	NO	NO	NO	P
- Employee's athletic field and facilities	NO	NO	NO	P
- Employee's in-house day care	NO	NO	NO	P
- Employee's restaurant	NO	NO	NO	P
- Showroom for display of products	NO	NO	NO	P
Freight handling or operations	NO	NO	NO	NO
Commercial hazardous waste and infectious waste disposal and transfer	NO	NO	NO	NO
Heliport	NO	NO	NO	SPSR
Indoor warehouse and recovery of used automobile and machine parts	NO	NO	NO	NO
Junkyards	NO	NO	NO	NO
Lumber yard	NO	NO	NO	NO
Manufacturing, processing, fabrication, assembly	NO	NO	NO	P
Refuse treatment and disposal subject to Ch. 111, Sec. 150 A	NO	NO	NO	SPSR
Research and development facility, research laboratory or research facilities for scientific or medical research	NO	NO	NO	SPSR
Printing establishment	NO	SPSR	SPSR	SPSR
Publishing Establishment	NO	NO	NO	SPSR
Sand, gravel pit, quarry, or soil removal	NO	NO	NO	NO
Sign-making establishment	NO	SPSR	NO	NO
Warehouse	NO	NO	NO	P
Wholesale sales	NO	NO	NO	P
Sand, gravel pit, quarry, or soil removal	NO	NO	NO	NO
Sign-making establishment	NO	SPSR	NO	NO
Warehouse	NO	NO	NO	P
Wholesale sales	NO	NO	NO	P

D. Institutional				
Use	R3	B2	B3	I2
Charitable, philanthropic, and eleemosynary institution	SPSA	SPSA	SPSA	NO
Church or other place of worship, religious denomination or sect	P	P	P	P
Club or lodge	SPSR	SPSR	SPSR	SPSR
Community garage	SPSA	NO	NO	NO
Day care facility, adult	SPSR	SPSR	SPSR	NO
Day care facility, child	P	P	P	P
Day care child home facility	SPSR	SPSR	SPSR	SPSR
Dormitory, private	NO	NO	NO	NO
Dormitory, non-profit or public	P	P	P	P
Federal use	P	P	P	P
Fraternity or sorority house	SPSA	NO	NO	NO
Halfway house and group home with educational component	P	P	P	P
Hospice	NO	NO	NO	NO
Hospital	SPSA	NO	NO	NO
Municipal use	P	P	P	P
Museum	SPSR	SPSR	SPSR	SPSR
Rest home	SPSA	NO	NO	NO
Sanitarium	SPSA	NO	NO	NO
School, college, library, or accessory educational building or structure, non-profit or public	P	P	P	P
State use	P	P	P	P

Use Table

E. Residential and Accessory				
Use	R3	B2	B3	I2
Accessory uses:				
- Fence, hedge or enclosure wall	P	P	P	NO
- Garage community	SPSA	NO	NO	NO
- Garage Private	P	P	P	NO
- Shed or storage building	P	P	P	NO
- Swimming pool	P	P	P	NO
- Off-street parking	P	SPSR	SPSR	SPSR
- Or other accessory uses	P	P	P	NO
Assisted living	SPSA	SPSA	SPSA	SPSA
Home occupation	P	P	P	P
Lodging house and guest house	SPSA	SPSA	SPSA	NO
Conversion of existing dwelling	SPSA	NO	NO	NO
Group home, halfway house, non-educational	SPSA	NO	NO	NO
Mobile home	NO	NO	NO	NO
Reconstruction of pre-existing non-conforming residential use, building or structure	SPSA	SPSA	SPSA	SPSA
Rehabilitation of one or two unit structure	P	SPSA	SPSA	SPSA
Rehabilitation of multi-family structure	SPSA	SPSA	SPSA	SPSA
Residence, single family	P	P	P	NO
Residence, two family	P	P	P	NO
Residence, multi family	SPSA	SPSA	SPSA	SPSA
Substantial addition to an existing dwelling	SPSA	NO	NO	NO
Temporary mobile home	P	P	P	P

