



Hicks-Logan-Sawyer Master Plan

New Bedford, Massachusetts



April 2008



in association with RKG Associates

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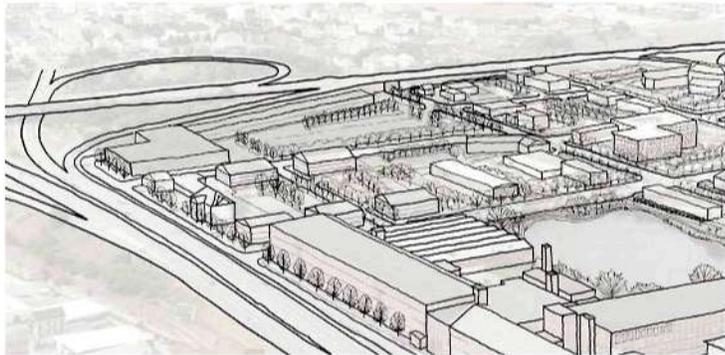
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Executive Summary

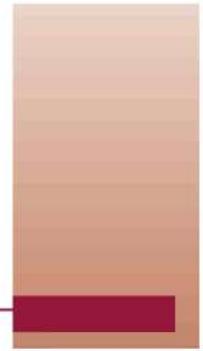


The Hicks-Logan-Sawyer District (HLS District) Master Plan is an effort undertaken by the City of New Bedford to create a blueprint for the revitalization of this historic industrial area. Located on the Acushnet River and served by exceptional regional access, the approximate 150-acres within the HLS District, also known as the Project Area, provide an untapped opportunity for creating a unique district and a gateway into the City. The Project Area has the potential to attract new jobs to the City, increase surrounding property values, and improve its contribution to the City's tax base.

This Master Plan is one step in the City's strategy for influencing change in this area. Concurrently, the City is working towards analyzing innovative funding mechanisms and implementation strategies that can expedite the revitalization process. These include exploring various federal and state funding programs for urban revitalization and the creation of a District Improvement Financing (DIF) redevelopment area.

The Master Plan will form the basis for defining the vision and projects for both the Urban Revitalization Strategy and DIF analysis. It is a consensus based plan, built through input from local business and property owners, local and regional governmental organizations, local non-profit groups, and other interested parties.

The Master Plan includes an underlying structure of extended roadways and significant open spaces to which a flexible layout of land uses has been added. Key components of the Master Plan include a new marina and rowing facility on the Acushnet River; public parks at Logan Pond, the Ice House, and along the waterfront; an extension of the existing local roadway grid pattern; a new riverfront road; and a mix of land uses including residential, commercial, retail, and industrial.



1. Introduction

The Hicks-Logan-Sawyer District (HLS District) has the potential to become an improved asset to the City of New Bedford by evolving into a new destination area within the City, attracting new jobs, increasing surrounding property values, and improving its contribution to the City's tax base. The Hicks-Logan-Sawyer District Master Plan is a City of New Bedford led effort striving to create a blueprint for the revitalization of this historic industrial district. Located on the Acushnet River and served by exceptional regional access, the approximate 150-acres within the HLS District (Project Area) provide an untapped opportunity for creating a vibrant mixed-use district and a gateway into New Bedford.



Looking east towards Fairhaven, this aerial view of the project shows the regional connectivity of the I-195/Route 18 Interchange.

City Strategies for Transformation

This Master Plan is one step in the City's strategy for influencing change in this area. Concurrently, the City is working towards analyzing innovative funding mechanisms and implementation strategies that can expedite a revitalization process. These include the preparation of an Urban Revitalization Strategy, and the creation of a designated District Improvement Financing (DIF) plan for redevelopment in this area.

The Urban Revitalization Strategy is a compilation of information that has been assembled in such a way that it can be incorporated into a formal Urban Renewal Plan should the City decide to prepare such a physical plan. In fact, the Urban Revitalization Strategy is based on key elements of the State's Urban Renewal Plan (URP) program as it is a mechanism created to revitalize substandard, decadent or blighted areas. An Urban Renewal Plan gives a city leverage to work directly with developers and negotiate with property owners. As a result of URP recommendations, a city invests in public actions, such as land acquisition, demolition, infrastructure improvements, and new open spaces, geared to attract private investment within the identified urban renewal district.

A DIF is a public financing alternative that enables municipalities to fund public works, infrastructure, and development projects by allocating future, incremental tax revenues collected from a predefined district to pay for ultimate project costs. **No new taxes** are levied, and the DIF does not reduce or redirect current property tax revenues. A DIF empowers municipalities to



The project area is approximately 150 acres. Land associated with the I-195 interchange makes up about 15 acres dividing the project area into a larger 95-acre to the south of I-195, and a smaller 40-acre section to the north of I-195.

forward a public purpose while assisting the private partners in accomplishing these goals.

This Master Plan will form the basis for defining the vision and future projects for both New Bedford's Urban Revitalization Strategy and DIF analysis. It is a consensus-based plan, built through input from local businesses and property owners, local and regional governmental organizations, local non-profit groups, and other interested parties.

Project Area Defined

The Project Area is located approximately one mile north of downtown New Bedford, between Route 18 and the Acushnet River. The approximate 150 acre project area includes 15 acres of land associated with the interstate highway (I-195) on and off ramps, a larger 95-acre section south of I-195, and a 40-acre portion north of I-195. New Bedford's Designated Port Area (DPA) and the proposed South Coast Commuter Rail Station are located adjacent to the Project Area.

For the purposes of this Master Plan, the HLS District (the Project Area) is bordered by Sawyer Street on the north, the Acushnet River on the east, Wamsutta Street on the south, and Route 18 and Mitchell Street on the west. The original Project Area was expanded, at the request of the Citizens Participation Committee, by adding the properties between Belleville Avenue and Mitchell Street. The Environmental Protection Agency (EPA) site and Ropeworks property on the northern side of Sawyer Street were also added into the Project Area. To better understand the connections between surrounding communities, the eastern side of Purchase Street and the Route 18 / I-195 interchange were taken into



Revere Copper Complex



Fairhaven Mill



Wamsutta Mill

consideration as well. It is important to note that the addition of land to the eastern side of Purchase Street and the I-195 interchange however, was not included in the DIF analysis, referred to in this Master Plan Report.

The Project Area has three major mills that thrived during the earlier manufacturing era and peaked around 1920. These include:

- The Revere Copper and Brass facility, founded in 1862, which recently announced that it would be closing its operations at this location to consolidate in New York State
- The Fairhaven Mills, constructed in the early 1890s that was destroyed mostly by fire in 2004, and is currently owned by the City and other private parties
- Wamsutta Mills, New Bedford's first and most prominent textile manufacturer of fine cotton fabric,

established in 1846, and was one of the largest local employers of multi-cultural tradespersons in the early 20th century

These mills are surrounded by neighborhoods that provided housing to accommodate an expanding immigrant population employed within the HLS District. The Acushnet Heights Neighborhood, to the west of the Project Area, is currently undergoing a revitalization effort through City assisted rehabilitation of older historic housing and an investment in new commercial projects. The North End neighborhood, located to the north and west of the Fairhaven Mills site, has been traditionally a mixed-use community with businesses and residences located along Acushnet Avenue and mostly high density residential in the surrounding blocks. This neighborhood has also seen recent investment in upgrading housing stock and public improvements.

In summary, the Project Area has many important qualities needed for successful urban revitalization: an historic mill district, a regional gateway, significant waterfront properties, and close proximity to New Bedford's active harbor.

Previous Planning Efforts

As an important City target for revitalization, the HLS District has seen numerous public and private planning studies, visioning plans, and redevelopment analysis studies. The New Bedford/Fairhaven Municipal Harbor Plan, prepared in 2002, recommended the District's designation as an urban industrial park, with the intention of preserving existing jobs and attracting new opportunities.

Other recommendations that were part of the 2002 New Bedford/Fairhaven Municipal Harbor Plan have been incorporated into this Master Plan as well, and include:

- A new marina and boat ramp along the Acushnet River south of I-195

- Public open space along the Acushnet River
- Mill revitalization and job creation
- Attractive new community gateways

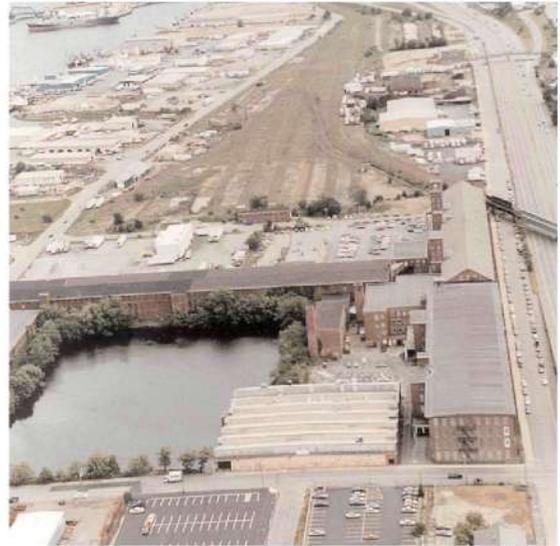
In 2005, the study entitled "Planning for the Hicks-Logan-Sawyer District: Smart Growth and Economic Development" prepared by the New Bedford Economic Development Council listed a detailed assessment of the District, and evaluated its economic potential for industrial, marine technology, and a mix of other uses. Along with that effort, a "Vision Plan and Regulatory Strategy" was prepared for the City's Redevelopment Authority and New Bedford Economic Development Council. The Vision Plan and Regulatory Strategy established a framework for future development in the HLS District, with the intention of suggesting smart growth, improved circulation, and the creation of new open space. It also identified four sub-areas in the HLS District:

- Mill Reuse Transit Oriented Development Sub-district
- Port Transition Sub-area
- Marina Sub-district
- Gateway Reinvestment Sub-district

As recommended by the 2005 Smart Growth Plan, the City embarked on an effort to create an Urban Revitalization Plan and DIF Strategy to provide funding for new projects.

Future Planning

Other plans and studies conducted by regional planning agencies and private developers are currently underway for individual sites within the Project Area. A traffic study was conducted to analyze the impacts of new development at the Fairhaven Mills site. Additionally, the Commonwealth of Massachusetts has begun



This aerial view looks south towards a future SouthCoast commuter rail station, an opportunity to enhance the District's proposed multi-modal transportation options.

an extensive study to evaluate the feasibility of commuter rail connections between Boston and New Bedford. The New Bedford rail station under study would be located south of Wamsutta Street, adjacent to the Project Area.

Master Plan Objectives

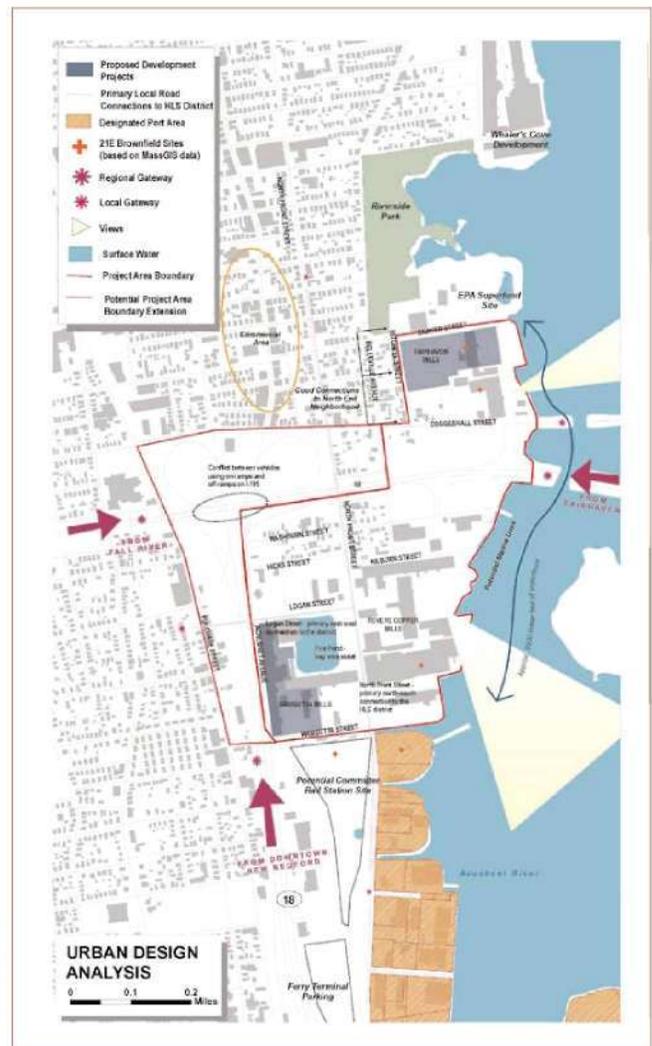
The objective of this Master Plan is to provide a blueprint for future development in the Hicks-Logan-Sawyer District. The Master Plan is a culmination of information from previous pertinent studies, guidance from the City of New Bedford, and an extremely successful community participation process. The plan strives to meet the following goals as established by the New Bedford Planning Department:

- Generate economic revitalization by retaining existing, and attracting new, sustainable businesses into the District
- Maintain the historic character of the District

- Create a vibrant mixed-use center as a new City destination
- Utilize and enhance the City's current and proposed multi-modal transportation options
- Improve the appearance of the Project Area by removing blighted structures
- Better utilize the waterfront and public access to the Acushnet River
- Improve internal circulation and connections to surrounding neighborhoods
- Expand public open spaces and community resources within the Project Area

This Master Plan Report suggests an overview of the existing conditions found in the

Hicks-Logan-Sawyer District and describes the community participation process used in seeking public participation in preparing this HLS District Master Plan. This report further gives an overview of the genesis of preliminary development planning, and a detailed description of development projects recommended in the Final Master Plan. The conclusion of this Master Plan Report lists the principles and specific projects necessary for plan implementation, as well as potential funding available through federal, state, and local sources.



The urban design analysis depicts the project area and highlights key features such as proposed development projects, the designated port area, as well as local and regional gateways.

2. Site Analysis and Existing Conditions

This section presents an evaluation of the existing conditions within the Project Area to better understand the type and extent of improvements that will be necessary for new development. These evaluations are based on field surveys, analysis of previous planning studies, and data provided by regional and local government entities including the community's input from focus groups and public meetings. The existing conditions analysis has been incorporated into GIS databases and maps.

The original study area consisted of 129 parcels and 108 buildings within the HLS District. When the study area was expanded in the North section to include the Ropeworks facility, EPA site, and the block between Belleville Avenue and Mitchell Street, approximately 35 more parcels and buildings were added to the study area, bringing the total acreage of the Project Area to 150 acres. The area associated with the I-195 interchange on and off ramps makes up 15 acres that divides the Project Area into a larger 95-acre section to the south of I-195 and a smaller 40-acre section to the north of I-195.

The existing conditions analysis addresses the following issues:

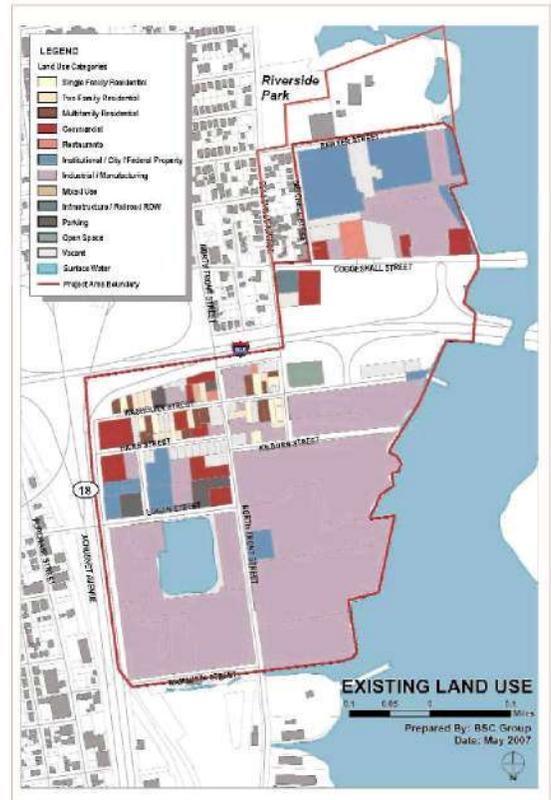
- Land use
- Zoning regulations
- Building and site assessments
- Transportation
- Market assessment



Land Use

Existing land uses within the HLS District are reflective of its history as an historic mill district and commercial area. Based on the GIS database provided by the City and windshield surveys conducted

by BSC Group, the Project Area land uses are predominately industrial, with approximately 40 parcels in manufacturing or warehousing uses. The Project Area includes three major mill buildings, other prominent seafood businesses such as Kyler Seafood and MacLean's Seafood, F&B Rubberized -- a tire recycling facility along Washburn Street, and smaller light manufacturing businesses along Logan Street and North Front Street. The second largest land use is commercial and includes a mix of old and new businesses. Coggeshall Street is lined with commercial uses. South of I-195, commercial land uses include auto-repair/service shops and antique resale operations.



As shown, the project area land uses are predominately industrial.



Residential uses are restricted to the Hicks/Washburn area where remnants of mill-era housing with two and three-story houses exist. Many have been refurbished as multi-unit apartments for local workers. Housing in the Project Area will be increased by 250 units

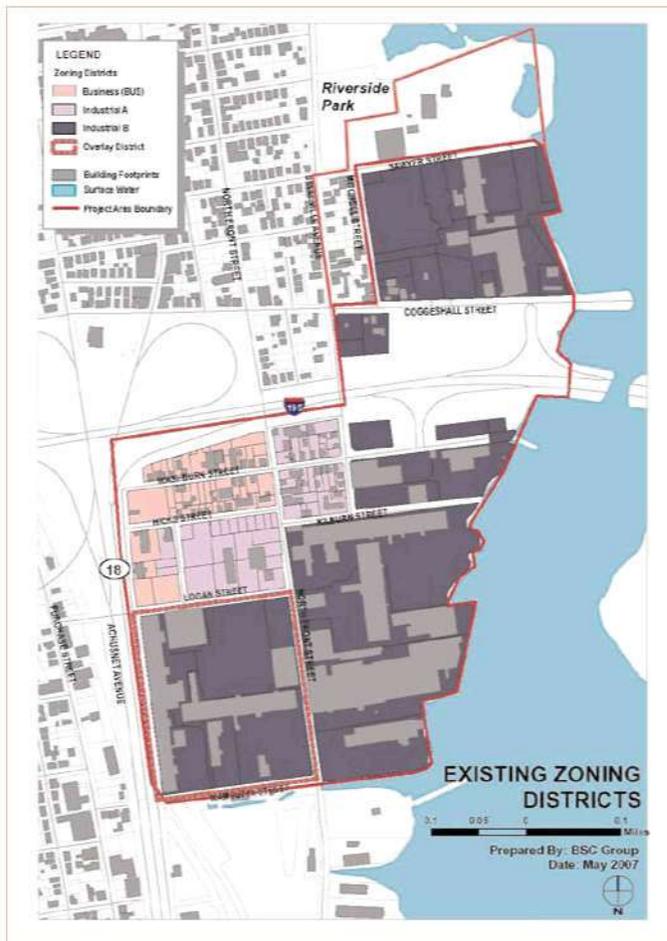
with the completion of the Wamsutta Mill rehabilitation project. Public open spaces are non-existent within the Project Area, with the exception of a single basketball court just south of I-195 along Belleville Avenue. Several community service providers are located in the HLS District including the "Community Substance Abuse Centers High Point Treatment Center" along Kilburn Street and the Department of Social Services along North Front Street. Additionally, the Project Area has two religious organizations that serve the local community, one of which is the Christian Revival Temple located on Acushnet Avenue.



This view west on Washburn Street is an example of adjacent industrial and residential land uses.



There are no land use buffers to separate these mixed land uses at the corner of North Front Street and Washburn Street.



The Project Area is comprised of three zoning districts: Industrial A, Industrial B, and a mixed use Business District.

It is evident from the mix of land uses that the Project Area has undergone natural development to respond to market conditions over the past century. In most cases, land uses, such as industrial and residential, exist adjacent to one another without adequate land use buffers or barriers.

Zoning Regulations

The City's existing zoning code divides the Project Area into three districts - two industrial and one for mixed use business:

- The Industrial B District consists of approximately 40 parcels covering 50 percent of the Project Area, and includes parcels along the

Acushnet River, including the Fairhaven Mills, the Revere Copper complex, and smaller properties around Kilburn Street and Washburn Street. It also includes the Wamsutta Mills site, which is in a Mill Overlay District.

- The Industrial A District covers three blocks south of I-195. Two blocks of the Industrial A District are bounded by Kenyon Street, Belleville Avenue, Kilburn Street, and North Front Street. The third block is bounded by Hicks Street, Logan Street, Howe Street, and North Front Street. There are a few additional parcels in the Industrial District A, between Hicks Street and Logan Street. Allowable uses include manufacturing, warehousing, light industrial, research facilities, and institutional. No residential and limited commercial uses are allowed within the Industrial A District.
- The Business District extends west of North Front Street covering parcels around Washburn Street, Hicks Street, and Acushnet Avenue.

The City of New Bedford recently adopted an Overlay District for the Wamsutta Mills block bound by Wamsutta Street, Acushnet Avenue, Logan Street, and North Front Street. The Wamsutta Mill Overlay District (WMOD) encourages new construction within existing facilities and the rehabilitation of other structures to promote economic and cultural redevelopment. The WMOD promotes a mix of residential and commercial uses and allows for reduced parking requirements due to its close proximity to the proposed commuter rail station, promised by 2016.

Overall there is a clear discrepancy between existing land uses and current zoning designations. A large number of residential properties are zoned for either industrial or business uses. Similarly, properties along Coggeshall Street are zoned for industrial uses but currently house a variety of commercial uses.

Building and Site Assessments

Site assessments were conducted for all buildings and parcels within the original Project Area (before Ropeworks, the EPA site, and the block between Belleville Avenue and Mitchell Street were added). The purpose of the assessments was to document buildings in poor or substandard condition that may be demolished and replaced with new economically viable uses.

A standard property evaluation template was used for this survey. Parcels were evaluated based on the following elements:

- Physical features
- Overall site conditions (well maintained or unkempt)
- Parking availability (type of parking and number of spaces)
- Access to infrastructure (electrical, water, sewer, gas service, etc.)
- Documentation of plantings, lighting, fencing, and similar elements that contribute to the function and appearance of the property
- Presence of sidewalks and pavement condition

On parcels containing buildings, the buildings' exteriors were also inspected. Exterior building analysis consisted of documenting the existence and condition of various building features critical to the function and appearance of the structure, such as the roof, windows, doors, foundation, siding, and similar elements. Following these inspections, building conditions were summarized. The structures were then grouped into one of the following four rating categories: good, serviceable, moderate disrepair, and severe disrepair.

Rating Categories

- **Good** – Conditions of the parts of the building included new to well maintained and appear new or at least in good shape, well cared for, and in no need of maintenance.

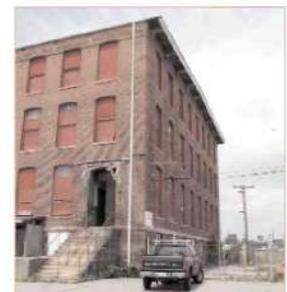


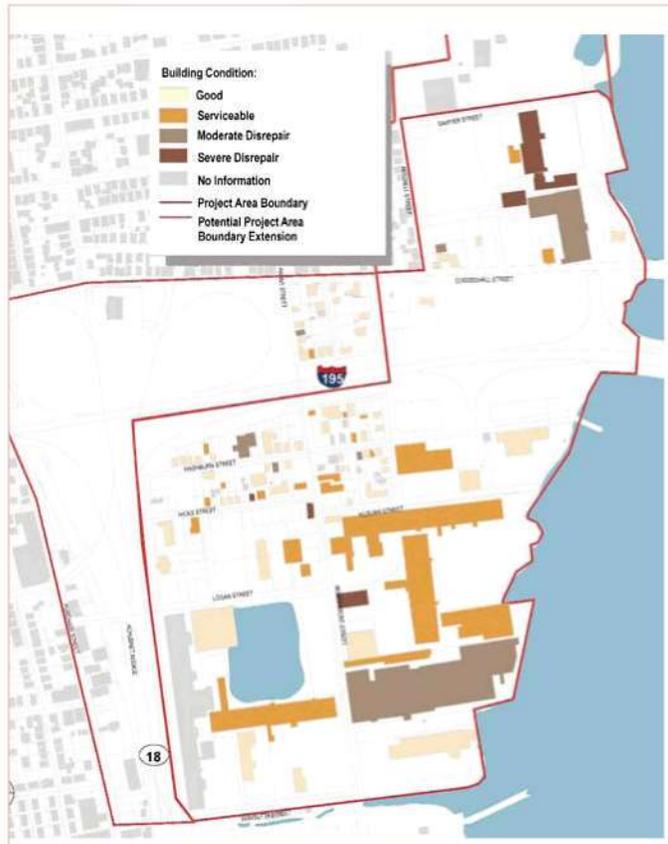
The majority of buildings within the Project Area are identified to be in "good condition." In some cases, poor site conditions such as unpaved driveways,

poorly maintained landscaping, etc. create a perception of buildings being in poor condition. Detailed surveys were not completed for the buildings that were added to the northern portion of the Project Area, however, based solely on windshield surveys, the majority of those buildings would also be considered in "good" condition.

- **Serviceable** – Conditions of the building under evaluation were in deteriorating shape and in need of paint, caulking, power washing, re-pointing, scraping rust, etc., but still able to function at its intended purpose.

Many buildings within the Project Area are classified as in "serviceable" condition. Most buildings on the Revere Copper site can benefit from minor rehabilitation and maintenance work. Similarly, the large warehouse building located along Kilburn Street can benefit from repair and maintenance.





Only six buildings, shown on the map in the darkest shade, have been identified to be in severe disrepair.

- **Moderate Disrepair** – These are the conditions of buildings that have worsened past cosmetic and economic repair. Thin cracks in masonry walls would allow potential for water penetration. Areas of missing mortar around brick would be indicative of constant dampness, excessive water, or interior moisture telegraphing through.



The need for re-pointing and attention to the underlying causes would represent moderate disrepair. Broken glass, damaged frames, missing roof shingles, broken or disrupted cornice/eaves/gutter systems can all be considered a moderate disrepair condition.

Only six buildings were classified as being in "moderate disrepair." Some examples of such buildings include the large warehouse building on the Revere Copper site just north of Mar-Lees Seafood, Mill Building #4 on the Fairhaven Mills site (where only one section is in "moderate disrepair" condition), and the tire recycling facilities along Washburn Street.

- **Severe Disrepair** – Conditions included wide cracks in masonry walls; a sinking foundation; broken or rotted out condition of walls, windows, doors, eaves, etc.; metal fasteners severely reduced by rust; entire roofing assemblies missing; and signs of compromised structural integrity.



In some cases, water damage from rainwater and snowmelt has caused severe disrepair to the exterior materials of the building thereby degrading the entire structure.

An analysis of the buildings' conditions explained (good, serviceable, moderate, severe) shows that only six buildings within the Project Area were identified to be in severe disrepair (buildings in the darkest shade on the illustration). These include the damaged sections of Fairhaven Mills and the Ice House Building on the Revere Copper facility site. The Ice House Building, though in poor condition, is a rough cut granite building with unique architectural qualities that is highly valued by the community.



Transportation

Located within the I-195 and Route 18 interchange, the Project Area is located at a regional gateway from the east and west. Route 18, the western boundary of the Project Area, is a limited access highway from I-195 connecting to Route 6. Further south, beyond the Route 6 connection, Route 18 changes into a boulevard with signalized intersections as it enters New Bedford's downtown area. Although I-195 brings the HLS District regional connectivity, it also has challenges similar to other major urban interchanges:

- **Short Queuing Distance** – The ramps to and from I-195 are narrow and provide limited queuing distance. While they are sufficient for the Project Area's current usage as a partially occupied industrial area, any



Hicks-Logan-Sawyer District is located within the I-195 and Route 18 interchange providing regional connectivity to the Project Area.

additional mixed-use development is likely to exceed the capacity of this existing transportation infrastructure. Analysis required for the Home Depot proposal studied the impacts of new development at the Fairhaven Mills site and also substantiated the need for increasing the length of ramps that connect to I-195.

- **Limited Weaving Capacity** – The distances between on and off ramps connecting from Route 18 to I-195 are very limited and potentially dangerous to vehicles exiting to Washburn Street. (See the Coggeshall Street Corridor Study by the Southeast Regional Planning and Economic Development District dated January 1999.)
- **Turning Limitations** – The existing roadway geometry makes it difficult for large vehicles to turn on the I-195 ramps.
- **Constraints** – Relocating and/or expanding the I-195 ramps are constrained by existing buildings, rights of way, and wetland resource areas, as well as a lack of federal funding.

Other factors affecting transportation and circulation within the HLS District include:

- **Route 6 Bridge** – The inconsistent operation of the Route 6 swing bridge between New Bedford and Fairhaven limits marina uses to its north along the New Bedford Harbor.
- **Coggeshall Street** – The Coggeshall Street corridor contains the primary east-west arterial that connects residential and commercial land uses to I-195 and the bridge over the Acushnet River connecting New Bedford with Fairhaven. A corridor study by the Southeast Regional Planning and Economic Development District prepared in 1999 made several recommendations to widen the roadway, improve traffic signal system operations, and make minor modifications to travel lanes that would result in improved traffic flow and overall safety. To date, none of these recommended improvements have been implemented.

- **Local Roadway Connection** – Access to the HLS District from adjacent neighborhoods is limited. Belleville Avenue and North Front Street connect to the north. Logan Street connects to the west, and North Front Street and Acushnet Avenue connects to the south.

Market Assessment

Following is a summary of the findings of a detailed market analysis of the HLS District. The analysis was conducted in the fall of 2007 by RKG Associates, an economic, planning and real estate consultant.

Employment Base and Trends

- 42% of employment in New Bedford is evenly distributed between manufacturing and health care and social assistance providers:
 - Manufacturing jobs are decreasing (a decline of 6% between 2001 and 2006)
 - Health care and social assistance jobs are increasing (a gain of 12% between 2001 and 2006)
- The local economy is also strong in other sectors, including:
 - Fishing
 - Finance and insurance
 - Utilities
 - Information services
 - Wholesale trade
- The local economy is weak in some sectors, including:
 - Retail trade
 - Arts, entertainment, and recreation
 - Accommodation and food service

Housing Supply Characteristics and Trends

- 72% of New Bedford's housing stock was built before 1960

- A significant portion of housing units are multi-family structures
 - Multi-family units regionally = 38%
 - Multi-family units in New Bedford = 69%
- New Bedford has a lower home-ownership rate than the region
 - Home-ownership rate regionally = 66%
 - Home-ownership rate in New Bedford = 49%
- Affordable housing
 - Affordable housing regionally = 9%
 - Affordable housing in New Bedford = 12%
 - New Bedford supplies 49% of the regional housing supply
 - New Bedford supplies 67% of the regional subsidized housing supply

Residential Market Activity and Median Pricing Trends

- New Bedford's single-family sales are lower than regional sales
 - Single-family sales regionally are between 54%-61%
 - Single-family sales in New Bedford are between 40%-48%
 - Fewer single-family home sales per month in New Bedford than in the region
- New Bedford's condominium sales are higher than regional sales
 - Condominium sales regionally are between 4% and 7% of total activity
 - Condominium sales in New Bedford are between 6% and 9% of total activity
 - More condominium sales per month in New Bedford than the region
- Housing Values
 - Single-family home median value in 2007 is \$210,000 which is 9% below the 2006 peak price

- Condominium median value in 2007 is \$179,000 which is the highest price in the last 20 years
- 2007 median values for single-family homes and condominiums are 20-25% below values in the region
- 2007 rent prices are 20% below rents in the region (\$820/month versus \$1,030/month)
- A national retail developer has an option on the Revere Copper site and adjoining parcels

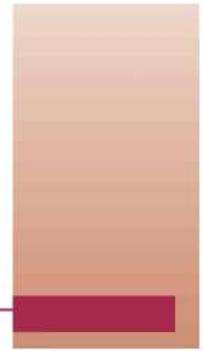
Tax Base Trends

- Total taxable assessment of properties increased by 130% between 2001 and 2007
- Taxable assessment of residential properties increased by 152% between 2001 and 2007
- Residential properties account for 84% of the total assessed properties in New Bedford

RKG was able to describe how the market characteristics described may affect the HLS Project Area in the future. Below is a brief summary of RKG's market outlook.

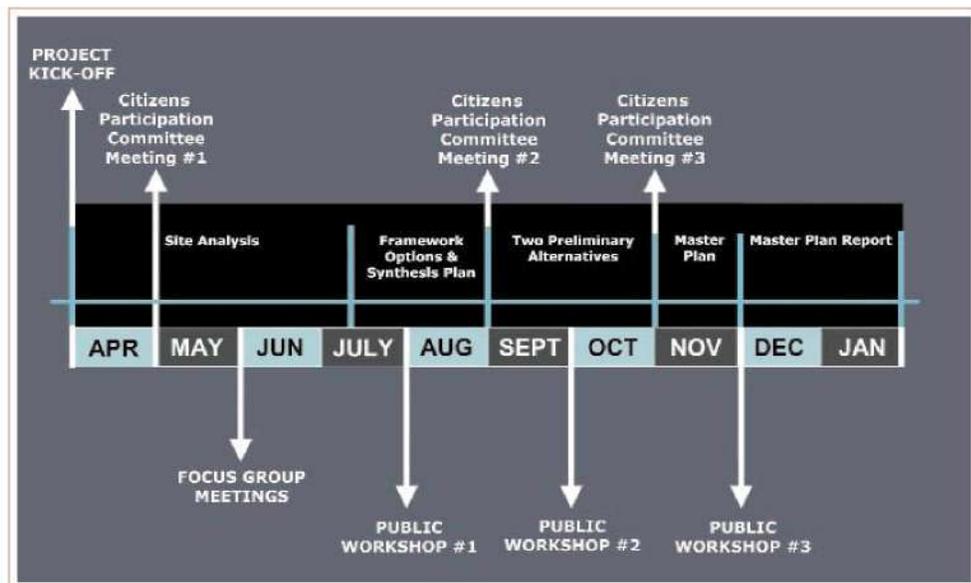
- The current weakness in tourism and related industries may become an opportunity for the HLS District because of its location
- Future demand for properties in the HLS District will:
 - Come from a combination of new growth as well as expansion of existing businesses and households
 - Promote "smart growth" principles
 - Take advantage of a highly visible and accessible HLS District location
 - Capitalize on the District's proximity to the waterfront and future commuter rail station
- Current development projects and proposals in the HLS District are:
 - The Wamsutta Mill site is being converted into 250 residential units
 - A retail developer is interested in the City-owned Fairhaven Mill site
- Industrial Use in the Future
 - Building stock in HLS District is not well suited to attract modern 21st century industrial users
 - New Bedford Business/Industrial Park has an additional 100 acres available
 - There is an adequate supply of space available at industrial parks throughout the region
 - Continuing all existing industrial uses, in their current condition, would not help to increase the City's tax base
 - Upgrading and expanding existing light industrial facilities would meet the forecasted need for future industrial space (100,000-500,000 sf over the next 5-15 years)
- Office, Research and Development in the Future
 - HLS District may capture 100,000-200,000 sf of office employment growth in the region
 - Forecasted need for maritime technology space is between 50,000 and 120,000 sf over the next 5-10 years
 - Existing office expansions may create a need for an additional 200,000 sf
 - A total of 400,000-500,000 sf of office space will be needed in HLS District over next 10-20 years
 - Up to 80% of these users may renovate existing structures to accommodate business due to proximity to I-195
 - 20-40% of these users may build new facilities

- Retail and Other Commercial Uses in the Future
 - Nearly 80,000 sf of retail space is vacant in the downtown area
 - Potential to recapture retail "leakage" could result in the need for 240,000 sf of retail space (mostly in the downtown area)
 - HLS District may have the potential for 200,000-400,000 sf (long term) of retail space, taking advantage of its location along I-195
 - Possible hotel site with visibility from I-195 (long term)
- Residential Uses in the Future
 - Ropeworks and Whaler's Cove are successful examples of residential projects near the HLS District
 - Wamsutta Mills (250 units that are all market rate rental) is currently under construction within the Project Area, and is currently being marketed
 - Potential for 400-650 units over the next five years (citywide) according to State sponsored build-out analysis
 - Potential need for 1,600-2,600 units over the next 20 years (citywide)
 - Potential need for 700-1,000 units in the HLS District over the next 20 years with a mix of 70-80% condominiums and 20-30% apartments
 - Condominiums would provide greater value to the tax base than apartments
 - 20-25% set aside as affordable housing to comply with State legislation for transit-oriented development



3. Community Participation Process

Residents, business owners, City officials, and other interested stakeholders were part of the planning process to prepare the Master Plan for the Hicks-Logan-Sawyer (HLS) District. The community outreach for the Master Plan was conducted by the New Bedford City Planning Department which organized the Citizens Participation Committee and helped plan several Focus Group meetings as well as public meetings during 2007.



The diagram illustrates the timeline of meetings and the development process resulting in the final Master Plan.

Citizens Participation Committee

The formation of a Citizens Participation Committee (CPC) is a requirement of all Commonwealth of Massachusetts recognized Urban Renewal Plans, which are submitted and approved by the State. Having a CPC involved in the planning process ensures that the resulting Master Plan is one that is community supported. Because of the formality of the URP process, the CPC's role and ideas must be documented as part of the URP report, and submitted to the State for acceptance. The City of New Bedford is not proceeding with a formal URP, but the required public participation process was followed so if the City chooses to proceed with such a plan in the future, we anticipate that the public participation requirement will have been met.

The HLS District's CPC was comprised of property owners, business owners, and residents who had and have active interest in the future of the HLS District. During the course of the project, there were three CPC meetings held on these dates:

- April 24, 2007
- September 10, 2007
- October 23, 2007

The first CPC meeting was held at the New Bedford Public Library on April 24, 2007. The meeting purpose was for the BSC Group and RKG Associates consultant team to meet the CPC members. There were five CPC members present at the first meeting as well as representatives from the City's Planning Department. A Chairman was designated, Jennifer Gonsalves, and the meeting ensued. This meeting also provided the opportunity to give an overview of the Commonwealth's formal

URP process. Attendees discussed the role that the CPC would play during the next few months. Specifically, the CPC would direct the development of the HLS District's Urban Revitalization Strategy, and could either support all or some of the Urban Revitalization Strategy recommendations made by the consultant team.

On September 10, 2007, the second CPC meeting was held. The consultant team of BSC Group and RKG presented their analysis of the Project Area. BSC presented the building and site inventories that had been compiled over the previous two months, as well as two conceptual development plans. These plans were graphic development plans for the Project Area, built upon the analysis of the Project Area's existing conditions, analysis of the market conditions, and the preferred land use and density diagram selected by the City's Planning Department. RKG presented an overview of market conditions and their analysis of assessed property values in the area.

The third CPC meeting, held on October 23, 2007, focused on the review of two preliminary alternative development plans that had been presented by the consultant team during an October 1, 2007 public meeting. The CPC directed the consultant team as to which features of each preliminary alternative should be incorporated into the final Master Plan. This feedback was based on comments aired at the October 1, 2007 public meeting as well as the opinions of CPC members.

Together with the CPC, the consultant team and the New Bedford City Planning Department gained an understanding of the Project Area, developed organized focus groups, planned for a successful public meeting process, and created a final Master Plan that was community supported.



Preliminary Alternative #1 – Adaptive Reuse – shows future development proceeding using as many existing buildings as possible.



Preliminary Alternative #2 – New Construction – shows future development proceeding by demolishing and rebuilding a more significant number of existing structures.

Focus Group Meeting Strategy

A list of individuals, groups, and governmental agencies that were perceived as "stakeholders" in the future development of the HLS District was compiled. Next, stakeholders were contacted and notified to attend one of three focus group meetings and to share their advice and input with the CPC, consultant team, and New Bedford Planning Department. Focus groups concentrated on the following topics:

- Public infrastructure and resources
- Environmental and water related resources
- Community and economic development

The focus group meetings were held in staggered sessions over one workday on June 5, 2007. The meetings were well attended, with representatives from a cross-section of interested state, regional, and city agencies.

These focus groups provided valuable information related to the Project Area and its future development. This information, along with feedback from public meetings, was incorporated directly into the Master Plan.

Public Meetings

Three public meetings were held throughout the Master Planning process; these were held on July 24, 2007, October 1, 2007, and December 4, 2007.

Each public meeting was advertised in the local newspaper, and announced on local radio stations, prior to each meeting. Mailings to businesses and residents within the HLS Project Area were sent as required.

There were approximately 20 residents, property owners, and other interested individuals in attendance at the first public meeting on July 24, 2007. An overview of the Project Area's existing conditions and the master planning process was presented. The master planning process was described as an implementation strategy that would be built upon previous planning efforts and would define specific public actions and improvements intended to attract private development. Brief descriptions of the URP (the basis for the Urban Revitalization Strategy) and DIF were also presented.

CITY OF NEW BEDFORD

HICKS-LOGAN-SAWYER (HLS) **Master Plan**
AND URBAN RENEWAL PLAN PUBLIC MEETING

6PM \ MONDAY
OCTOBER 1
2007

CITY OF NEW BEDFORD

HICKS-LOGAN-SAWYER (HLS) MASTER PLAN AND
URBAN RENEWAL PLAN PUBLIC MEETING

**MONDAY OCTOBER 1, 2007
AT 6PM**
COASTLINE ELDERLY SERVICES
1646 PURCHASE STREET
NEW BEDFORD, MA

Mayor Lang & the City of New Bedford Planning Department want to hear from you! Time is running out. Please take this opportunity to participate in a meeting that will shape the future growth and redevelopment possibilities in the HLS area and to learn about the urban renewal process.

This is your community--don't let others control New Bedford's future!

All public meetings were televised and are available through the City's cable service.

Following the project introduction by the consultant team, all meeting attendees discussed the HLS District together, in a round-table format. Aerial photos as well as preliminary analysis diagrams were referenced as the group shared their thoughts on future development, open space, area assets, and liabilities. Many insights were shared that could only come from those closest to the area--the residents of New Bedford. Issues and concerns such as "How can we be good to good businesses and good neighbors?" as well as a concern for the affordability of housing to be proposed in the HLS District, showed the deep level of compassion that the meeting attendees felt for their neighbors.

The second public meeting held on October 1, 2007 included the presentation of two preliminary alternative development plans:

- Preliminary Alternative 1 focused on adaptive reuse and showed future development proceeding using as many existing buildings as possible; demolishing only the buildings in "severe disrepair."
- Preliminary Alternative 2 focused on new construction and showed future development proceeding by demolishing and rebuilding a more significant number of existing structures. This alternative included demolishing buildings categorized as in "moderate disrepair" or "severe disrepair" as well as buildings that were not compatible with the preferred future land use.

It was clear from the community's feedback that a majority of those in attendance were in favor of a plan that would maintain as many existing structures and businesses as possible. The level of compassion that was seen at the first public meeting was visible again at this second public meeting. The overriding desire of the community to support and encourage the area's existing businesses, and to add supporting elements to the neighborhood, was apparent.

The third and final public meeting, held on December 4, 2007, attracted approximately 40 interested individuals. Again, a brief overview of the master planning process and a review of the Project Area site analysis was presented. The final Master Plan was also presented and included many elements from each of the two preliminary alternatives, feedback from the community, advice given to the consultant team at focus group meetings, and guidance from the CPC. Feedback on the final Master Plan was overwhelmingly positive.



4. HLS District Vision

This Master Plan proposes improvements to three important elements - land use, circulation, and open space - which can transform the future of the Hicks-Logan-Sawyer District. This Plan is based upon goals and objectives developed together by the CPC, the City Planning Department, and the consultant team. These goals and objectives, outlined in this report section, illustrate the importance of the HLS District and its significance to the City of New Bedford. In addition to the goals and objectives, a set of design principles was identified to guide the development of the Master Plan.

Goals and Objectives of the HLS District

- Generate economic revitalization by retaining existing, and attracting new, sustainable businesses into the District
- Encourage new residential and commercial uses that optimize the waterfront location and will revitalize the District as a new gateway into the City
- Expand employment opportunities for local residents and increase the District's share in the City's tax base
- Provide incentives for retaining existing businesses and encourage their expansion



A landmark appreciated by the community, the Ice House is a rough cut granite building.

- Maintain the historic character of the District
- Retain and rehabilitate architecturally and historically significant buildings to maintain the character of the Project Area
- Provide incentives such as increased density allowances and decreased parking ratios that can also help deter unnecessary demolition of older buildings
- Use special local and state grant programs to assist in funding preservation efforts for historically and architecturally significant buildings, such as the Ice House
- Use design guidelines and zoning regulations to regulate the scale, materials, architectural character, and site placement for new development to assure compatibility with the area's existing character
- Preserve the following six industrial buildings that are architecturally and historically significant, and illustrate the vision of the HLS District's revitalization:

- The historic mill buildings located within the proposed “Wamsutta Mills National Register Historic District”
- The Ice House located within the former Revere Copper Site
- #26 North Front Street located within the former Revere Copper Site
- #122 and #124 North Front Street
- Fairhaven Mill
- Kilburn Mill

- Create a mixed-use district as a new destination within the City
 - Take advantage of the HLS District's prime waterfront location and its excellent highway access
 - Plan for an "anchor" or "attraction" that could celebrate the District's manufacturing and industrial history
 - Provide the mix of commercial and retail uses that are currently not available to the surrounding neighborhoods

As described in the market assessment, the area could support a mix of land uses including residential, commercial, light industrial and retail uses that would bring vibrancy and diversity to the area. There are a range of opportunities for office uses such as medical offices, marine technology centers, and research and development incubators. Light industrial uses would be primarily comprised of current businesses that are located in the area.

- Utilize and enhance the District's current and proposed multi-modal transportation options
 - Provide high-density residential development within one-half mile walk from the proposed commuter rail station
 - Allow reduced parking requirements for developments located close to the proposed commuter rail station
 - Provide pedestrian, bicycle, and vehicular connectivity to the proposed commuter rail station and ferry parking lot on MacArthur Drive

- Encourage complimentary retail uses, such as neighborhood services and restaurants, within a 10-minute walk from the proposed commuter rail station
- Encourage marina uses taking advantage of the Project Area's waterfront location
- Invest in roadway infrastructure including the repair of roads in deteriorated condition
- Remove blighted buildings to improve the appearance of the Project Area
 - Redevelop buildings that are in a severely deteriorated condition or are not feasible for rehabilitation
 - Redevelop buildings that do not currently have economically viable or historic uses
- Improve internal circulation and connections to surrounding neighborhoods
 - Provide safe and accessible pedestrian and bicycle connections to and from the Project Area to the proposed commuter rail station to the south and Riverside Park to the north
 - Expand and enhance the local street-grid to improve circulation within the Project Area by extending existing roads and creating new ones as part of future private development projects
 - Provide enhanced vehicular and pedestrian access to the waterfront by extending roads and sidewalks where feasible
 - Add streetscape improvements to enhance the pedestrian environment



Fairhaven Mills is currently owned by the City of New Bedford.

- Clean up contaminated sites, and apply for funding from federal and state brownfield grant programs
- Better utilize the waterfront and public access to the Acushnet River
 - Improve pedestrian and bicycle access to the river through greenways, paths, and connections through new developments
 - Create a public park system along the waterfront with both passive and active recreational uses, as well as viewing areas
 - Provide marina-uses to activate the waterfront
 - Incorporate a rowing facility north of I-195 to encourage waterfront usage
 - Enliven the waterfront by introducing active uses such as restaurants, shops or cultural attractions
 - Connect the new waterfront park system to Riverside Park



- Evaluate the feasibility for additional road connections between the Project Area and Acushnet Heights neighborhoods, west of Route 18
- Study the feasibility of improving the ramp system to and from the Project Area to I-195
- Develop clear signage for highway access, the proposed commuter rail station, parks, and local businesses



Improving open spaces, such as Logan Pond, will help transfer the Hicks-Logan-Sawyer District.

- Expand public open spaces and community resources within the Project Area
 - Create an urban park around the fire suppression pond on Logan Street with active commercial and residential uses surrounding the park
 - Enhance the "Ice House" building with a new park or public plaza
 - Create a community destination for hosting cultural events and festivals
 - Provide a greenway connection from the North End neighborhoods to the River, north of I-195
 - Connect existing and new open spaces within the Project Area with common streetscapes and greenways

Design Principles Guide Master Plan Process

In addition to creating a plan that would help New Bedford reach the goals it set forth for the HLS District, a set of nine design principles were developed to help guide the Master Plan. The design principles are of equal importance and are listed below:

- **History** - Acknowledge the history of the site - "Wamsutta Waterfront"
- **Water Connection** - Optimize visual and physical connection to the Acushnet River
- **Context** - Improve access to I-195/Route18, Riverside Park, commuter rail station, and the riverfront
- **Framework** - Establish a framework of streets, open space and infrastructure
- **Mixed-Use** - Provide for a mix of uses, flexible and adaptable to change
- **Street Grid** - Extend the street grid, and create an efficient block structure
- **Parking** - Accommodate parking at grade, and on-street parking
- **Reuse** - Rehabilitate those buildings with reuse potential
- **Pedestrian-Friendly** - Create a pedestrian-friendly environment

The combination of the City's goals and objectives and design principles listed above helped inform all planning and design work performed by the consultant team. Meeting the goals set forth by the City and conducting the planning process in a way that acknowledged the design principles was the purpose of the overall master planning process.

Framework Options and Synthesis Plan

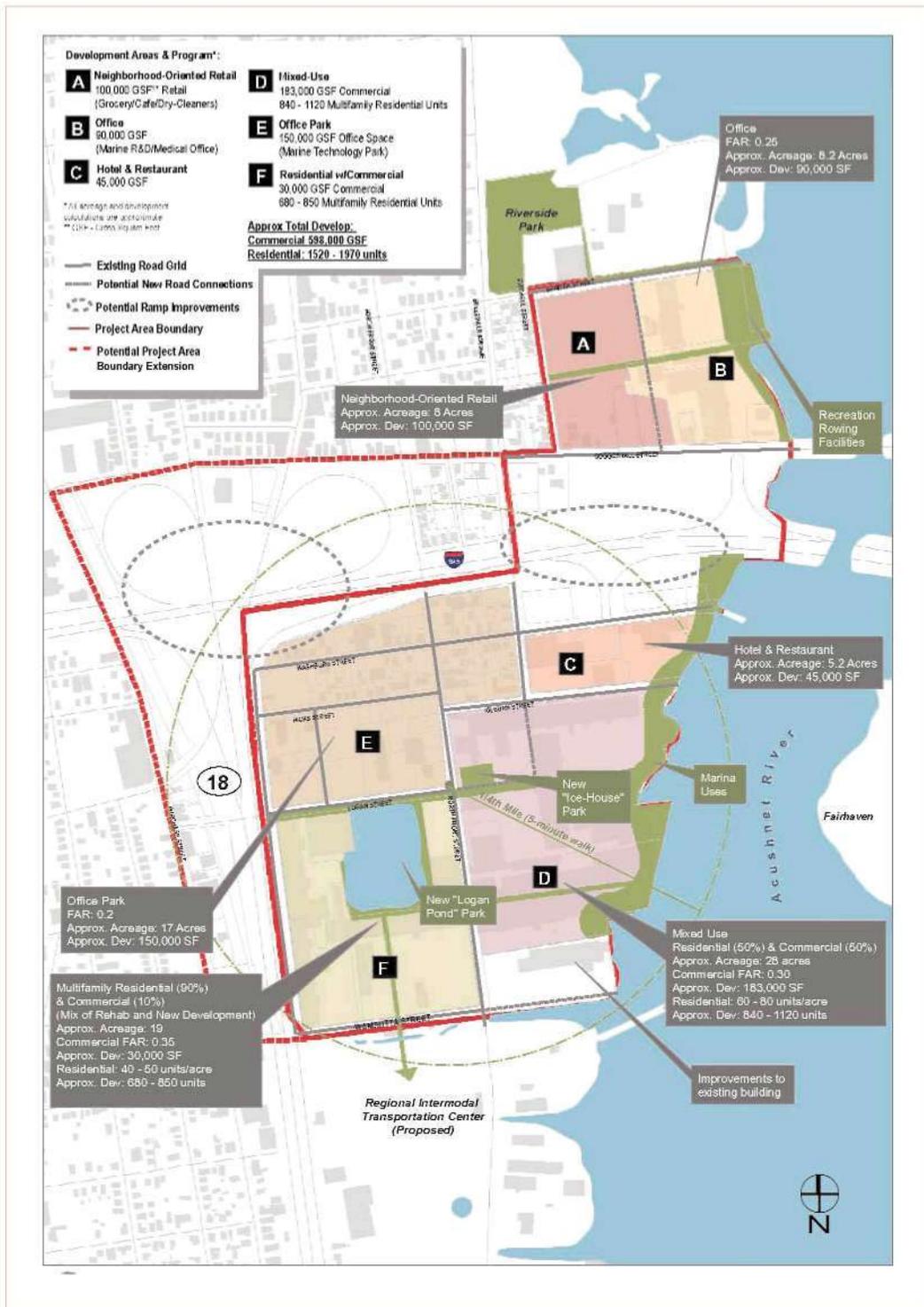
The development of the Master Plan was initiated by the presentation of three Framework Options to the City of New Bedford Planning Department. These Framework Options graphically represented different land use and density development scenarios. The City provided BSC Group with feedback on the three Framework Options, which was then compiled to form the Synthesis Plan. The Synthesis Plan was the basis for developing the two Preliminary Alternatives that were presented at a public meeting on October 1, 2007. The defining characteristics of each Framework Option are shown graphically on the following pages and summarized in table format.

As noted, the three Framework Options present varying land use and density development scenarios. Together, the CPC and the City of New Bedford Planning Department provided feedback on each of the Framework Options which then formed the basis for the Synthesis Plan.

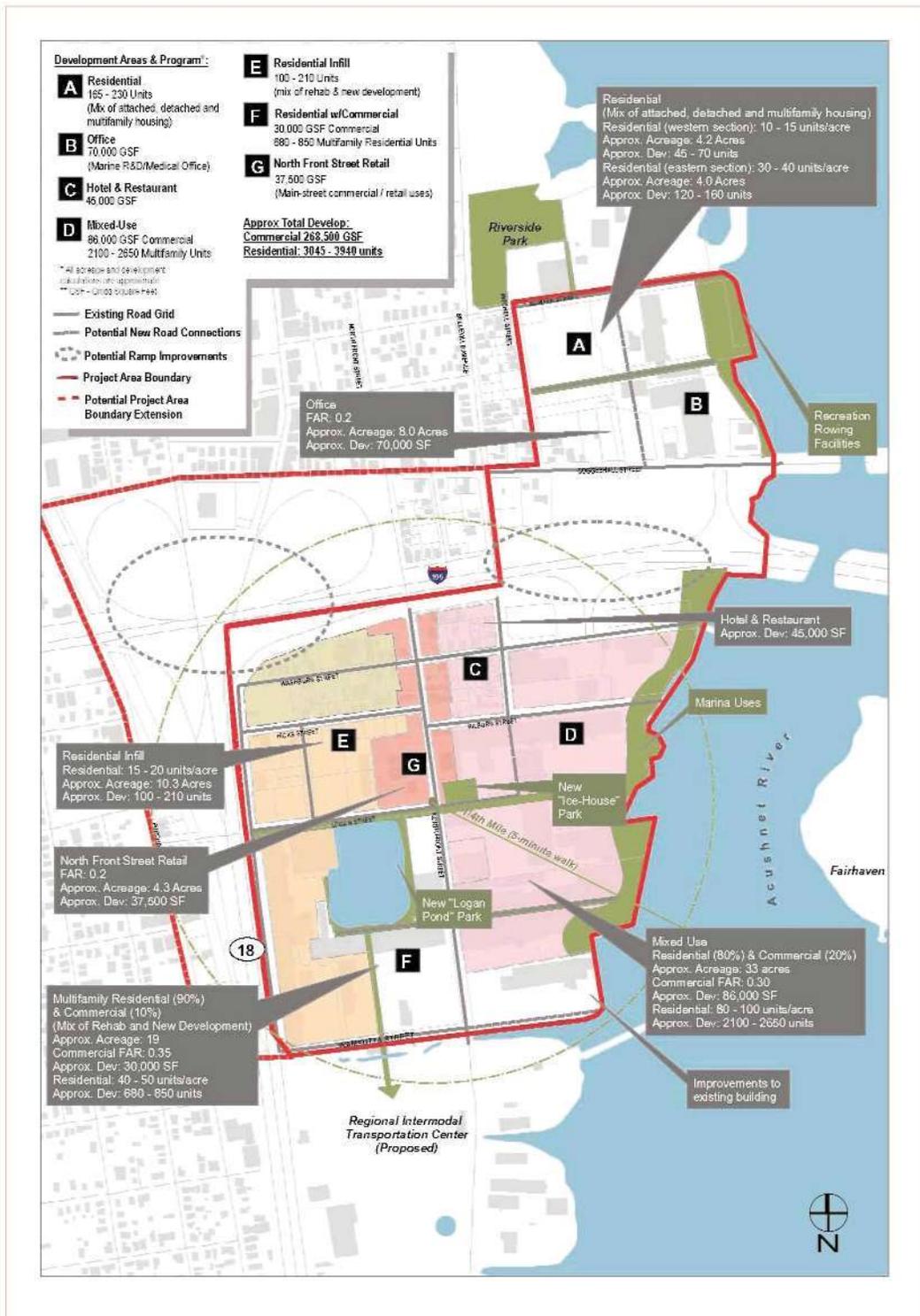
The Synthesis Plan included a non-residential development component of 730,000 sf and a residential development component of 1,115-1,400 units with specific details summarized on the Synthesis Plan graphic.

	Framework Option 1 Mixed Use	Framework Option 2 Residentially Oriented	Framework Option 3 Commercially Oriented
Commercial Development	759,000 sf	268,500 sf	598,000 sf
Residential Development	1,420 - 1,775 units	3,045 - 3,940 units	1,520 - 1,970 units

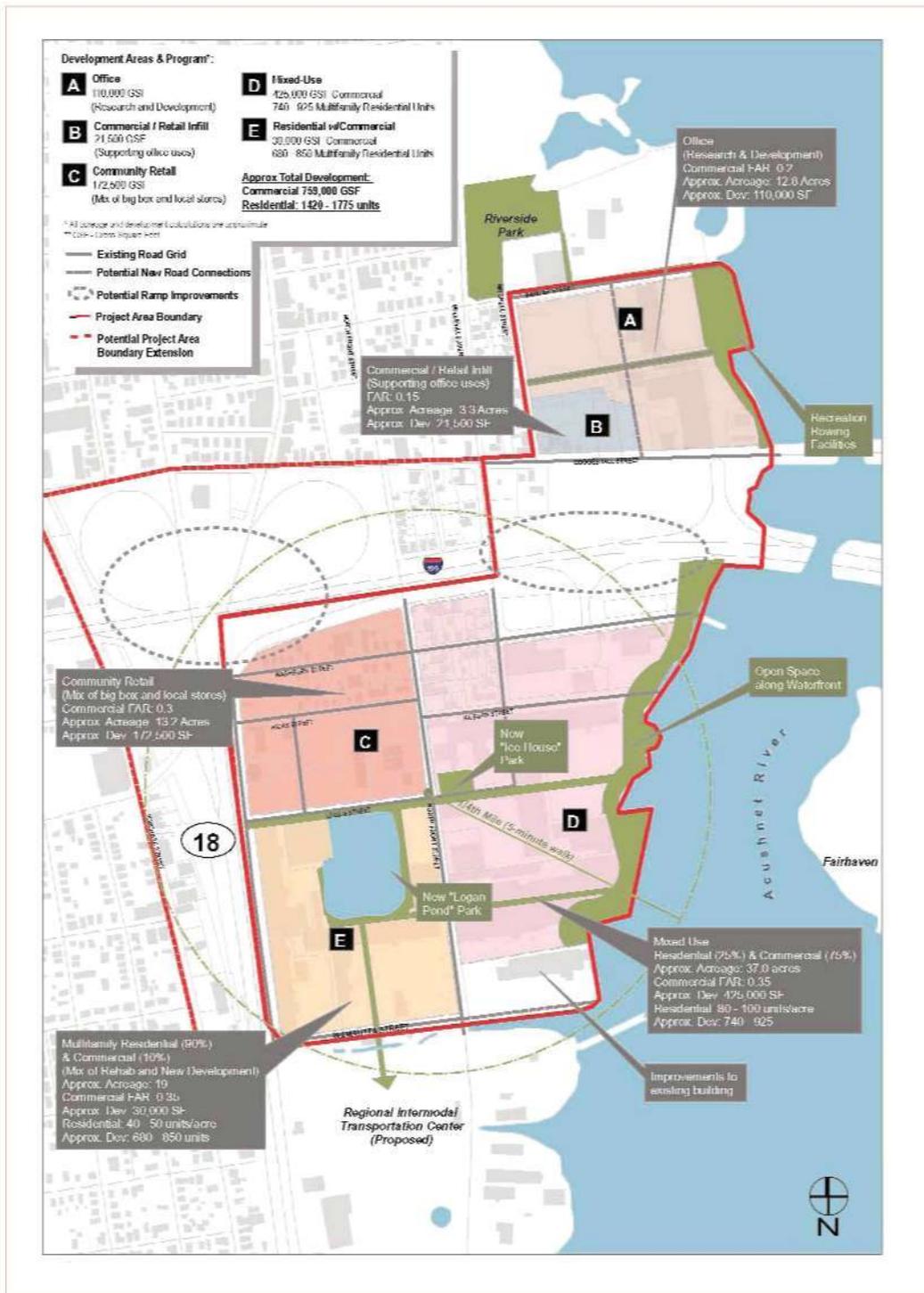
Development Framework Option #1- Mixed Use



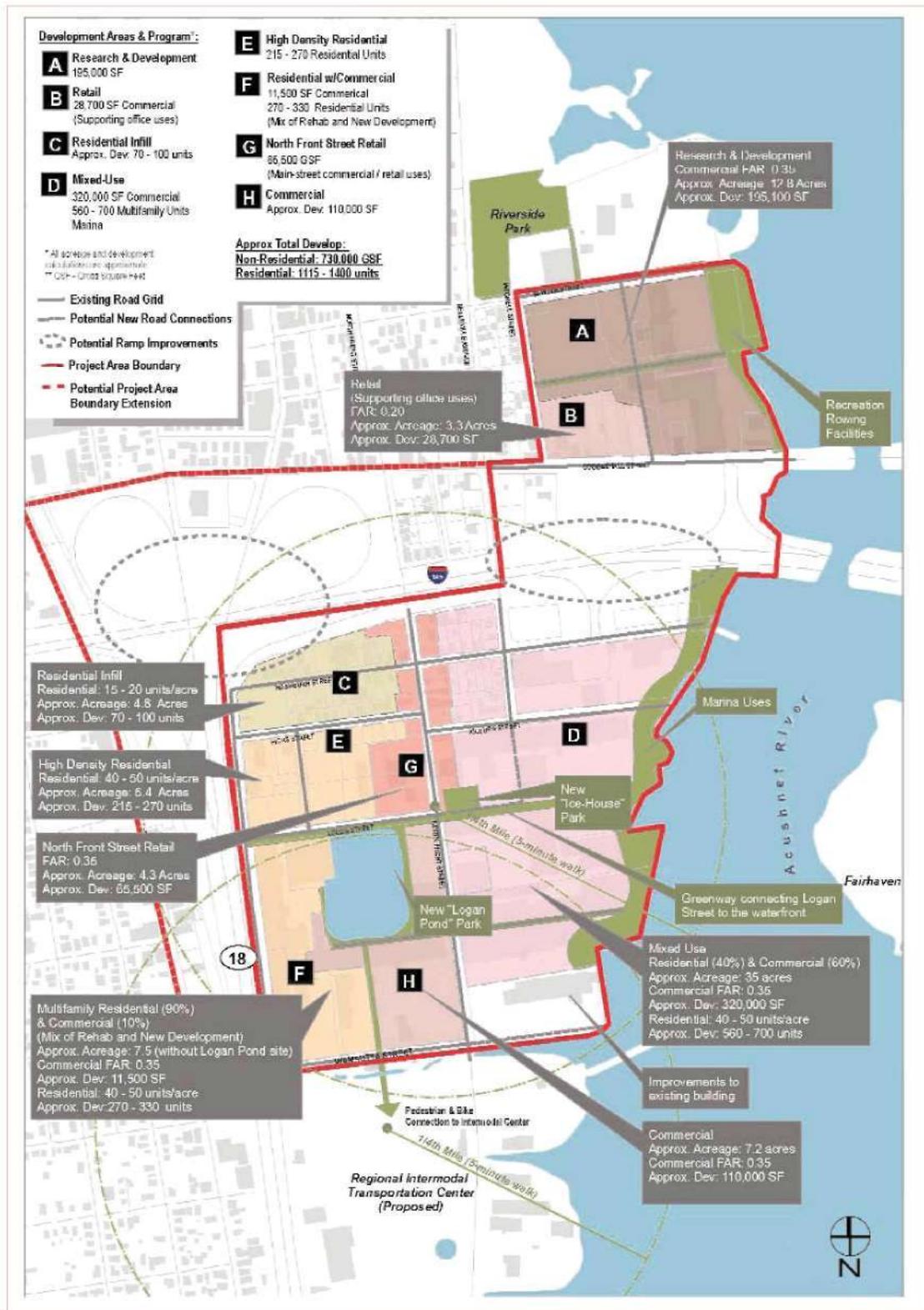
Development Framework Option #2- Residentially Oriented



Development Framework Option #3- Commercially Oriented



Synthesis Plan of Hicks-Logan-Sawyer District Options





Preliminary Alternative 1 proposes adaptive reuse for as many existing buildings as possible.



Adaptive Reuse of Building



Commercial/Retail



Industrial



New Residential - Mill-like characteristics

Two Preliminary Alternatives

The two preliminary alternatives that follow were developed purposely to show different roadway networks, open space systems, and land use development types:

- Preliminary Alternative 1, Adaptive Reuse, shows future development proceeding using as many existing buildings as possible, and demolishing only the buildings in "severe disrepair."
- Preliminary Alternative 2, New Construction, shows future development proceeding by demolishing and rebuilding a more significant number of existing structures, and demolishing buildings categorized as in "moderate disrepair" or "severe disrepair" as well as buildings that were not compatible with the preferred future land use.

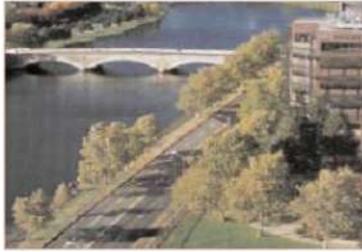
The two preliminary alternatives were presented to the public at a meeting held at Coastline Elderly Services on October 1, 2007. Following an overview of the planning process to date, the two plans were presented by highlighting the land use, circulation, and open space characteristics of each plan.

Brief descriptions of each of the preliminary alternatives is as follows:

Preliminary Alternative 1 – Adaptive Reuse 2030 Summary

Land Use

- Seventy percent of the area is developed via adaptive reuse of existing buildings. (Buildings on this plan are shown in a lighter shade in the Preliminary Alternative 1 illustration.)
- Primary uses include a mix of uses, such as commercial, retail, residential and office (research and development).



Circulation

- Improve regional access via I-195, with on-off ramps extending southward to Kilburn Street to accommodate queuing and safety considerations
- Create a new "riverway" parallel to the river, connecting North Front Street to the I-195 ramps
- Extend Hicks Street and Logan Street eastward to the river
- End Washburn Street at Belleville Avenue
- Extend Belleville Avenue southward to intersect with Hicks Street, Logan Street, and the new "riverway"
- Limit parking access from Logan Street to encourage a pedestrian-friendly environment along the Logan Street area "walk to the river"
- Create primary access to the "Fairhaven Mills" site via Sawyer Street; secondary access via Mitchell Street

Open Space

- Create a nearly mile-long riverfront park along the Acushnet River (The park is to encompass a marina, river overlooks, and passive open space linking to the existing Riverside Park through a reclaimed Superfund site.)
- Improve "Logan Pond" as an urban open space, edged by a boardwalk, and framed by active entertainment uses
- Create "Ice House Park" located midway between the river and Logan Pond (Logan Street acts as the "string" that connects Logan Pond, the Ice House, and the riverfront park.)
- Connect neighborhoods to the west of Route 18 to the river via Logan Street
- Provide a north-south pedestrian connection (through the building) to link Logan Pond and the proposed commuter rail station to the south
- Link Washburn Street and Hicks Street at midblock via a north-south pedestrian way
- Link the Acushnet River with Mitchell Street and Belleville Avenue (within the Fairhaven site) via an east-west "greenway"





Preliminary Alternative 2 suggests 75% of the area is developed via new construction.

Preliminary Alternative 2 – New Construction 2030 Summary

Land Use

- Seventy-five percent of the area is developed via new construction. Buildings on this plan are shown in a darker shade in the Preliminary Alternative 2 illustration.
- Primary uses include a mix of uses, such as commercial, residential, research and development, and retail/hotel.

Circulation

- Improve regional access via I-195 with on-off ramps extending westward to Belleville Avenue to accommodate queuing and safety considerations

- Extend Kilburn Street eastward to the river and westward in a new alignment
- Extend Belleville Avenue southward and curve westward to intersect with North Front Street and Logan Street
- Realign Howe Street to the east of its current location
- Extend a new "Marina Way" from North Front Street to the river
- Create primary access to the "Fairhaven Mills" site via Coggeshall Street
- Extend Beetle Street east-west through the site to the river, allowing for improved access from Route 18/Acushnet Avenue

Open Space

- Create a nearly mile-long riverfront park along the Acushnet River (The park is to encompass a marina, river overlooks, and passive open space, linking to the existing Riverside Park through a reclaimed superfund site.)



Garden Hotel - New Construction



Research and Development Campus - New Construction

- Improve "Logan Pond" as a passive open space, edged by pathways, lawn areas, and plaza overlooks (The pond is framed by parking areas that support adjoining uses.)
- Create "Ice House Park" located midway between the river and Logan Pond (Logan acts as the "string" that connects Logan Pond, the Ice House, and the riverfront park.)
- Connect neighborhoods to the west of Route 18 to the river via Logan
- Establish a civic use facility within a park space to the east of the Ice House, envisioned to accommodate a farmers' market, riverfront festivals, and other community activities
- Link Logan Pond and the proposed commuter rail station to the south with an east-west "greenway"
- Link the neighborhoods to the west of the river and the commuter rail station via a pedestrian bridge over Route 18 at Wamsutta
- Create an east-west pedestrian path, within the Fairhaven site, to link the river with Mitchell Street/Belleville Avenue along Beetle Street
- Accommodate a rowing venue within the riverfront park, at the terminus of Beetle Street

Preliminary Alternative 1 and 2 Input

After the two preliminary alternatives were presented to the public, there was a wide range of questions and comments made by the attendees. To capture the essence of those concerns voiced, the key comments and questions are listed below.

- What is the relocation strategy for property owners whose buildings/property will be altered by the new plan?
- How long before these changes take place?
- The open space around Logan Pond should be more passive; trails and trees.
- Logan Pond is not a tidal pond. It is a freshwater spring fed pond.
- The open space along the Acushnet River and rowing facility in the north is great.
- Where in the City are the existing industrial businesses supposed to move?

It was then explained to attendees that the positive features of each plan would be incorporated into the final Master Plan (included on the following page) that would be a long-range plan, and a guide for future development in the HLS District.

Final Master Plan for future development in the HLS District





Retail/Restaurant



Mill Building Restoration



Commercial/Retail



Research and Development/
Light Industrial

Master Plan Summary

Based on the input received from the City, the CPC, and the general public, the Master Plan was refined. Key features are summarized as follows:

Land Use

- Sixty-six percent of the area is developed via adaptive reuse of existing buildings (shown in light shading in the Master Plan illustration).
- Primary land uses include commercial, residential, research and development, and retail.
- Approximately 2.25 million sf of building is provided using a reduced parking ratio.
- Research and development and retail are located at Fairhaven Mills site.
- Rehabilitated mills are used for retail and office space.
- Retail space is located at Washburn Street.
- North Front Street and Waterfront District are planned as mixed-use areas.
- Transit Oriented Development (TOD) residential development will occur along Logan Street and Acushnet Avenue.
- TOD commercial development will be located along Wamsutta Street.

Circulation

- Regional access is improved via I-195 with on-off ramps extending southward to Kilburn Street.
- A new "Marina Way" parallel to the river is created and connects North Front Street to the I-195 ramps.
- Kilburn Street, Logan Street, "Revere Street," and Beetle Street are extended eastward to the Acushnet River.
- Belleville Avenue is extended southward to reinforce the street grid pattern.
- Parking access from Logan Street is limited to encourage a pedestrian-friendly environment along the Logan Street corridor.
- Access to "Fairhaven Mills" site is improved from all three surrounding streets - Coggeshall, Mitchell, and Sawyer.

Open Space

- A nearly mile-long riverfront park is created along the Acushnet River. The park is to include a marina, river overlooks, and passive open space, linking to the existing Riverside Park through the reclaimed EPA site.

- The area around "Logan Pond" is improved with a combination of passive open space (meandering pathways and lawn areas) and built boardwalks. The pond is framed by open space and buildings.
- A new "Ice House Park" is located midway between the river and Logan Pond.
- Logan Street is utilized as a "string" to connect Logan Pond, the Ice House, and the new riverfront park.
- The neighborhoods to the west of Route 18 are connected to the river via Logan Street.
- Belleville Avenue is used to connect the South HLS District to Riverside Park and the future park at the EPA site.
- A north-south pedestrian connection is created to link Logan Pond and the proposed commuter rail station to the south.
- A pedestrian bridge is provided over Route 18 at Wamsutta Street to link the neighborhoods to the west of the river and commuter rail station.
- Beetle Street is extended to provide direct neighborhood access to the river.
- A rowing venue is accommodated within the riverfront park, at the terminus of Beetle Street.



Examples of Proposed Boardwalk and Passive Open Space Around Logan Pond



Example sketch of Proposed Rowing Facility prepared by MIT Design/Build Studio/Workshop

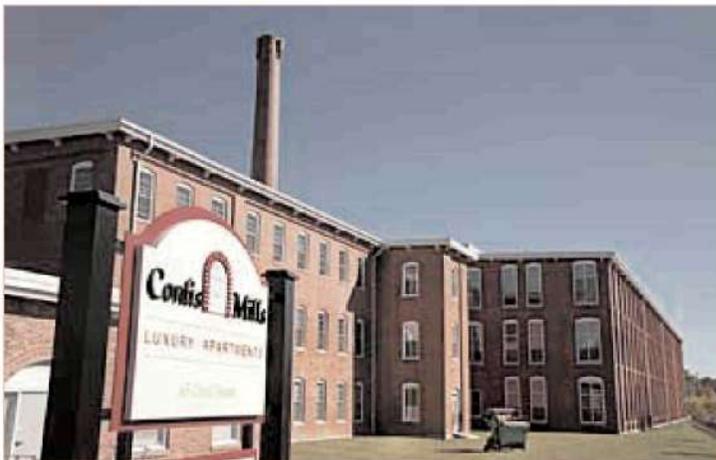
Example of Proposed Ice House Park

Meeting the Commonwealth's Sustainable Development Principles

The Commonwealth of Massachusetts has set forth a series of Sustainable Development Principles that this Master Plan has used to lay the foundation for a sustainable future for the HLS District. For each of the Commonwealth's Sustainable Development Principles (shown in italics typeface), a correlation has been made to the Master Plan.

Concentrate Development and Mix Uses

- Support the revitalization of city and town centers and neighborhoods by promoting development that is compact, conserves land, protects historic resources, and integrates uses. Encourage remediation and reuse of existing sites, structures, and infrastructure rather than new construction in undeveloped areas. Create pedestrian-friendly districts and neighborhoods that mix commercial, civic, cultural, educational, and recreational activities with open spaces and homes.



The HLS Master Plan promotes reusing and rehabilitating many existing historic structures. The proposed land uses within the HLS District do indeed provide a mix of residential, commercial, recreational, and cultural uses.

Advance Equity - *Promote equitable sharing of the benefits and burdens of development. Provide technical and strategic support for inclusive commu-*

nity planning and decision making to ensure social, economic, and environmental justice. Ensure that the interests of future generation are not compromised by today's decisions.

The HLS Master Plan will share the benefits and burdens of development. By organizing a DIF plan as a financing tool, the City and HLS District will actually provide capital for public improvements, which will encourage private development dollars to be invested, and consequently improve the entire area.

Make Efficient Decisions - *Make regulatory and permitting processes for development clear, predictable, coordinated, and timely in accordance with smart growth and environmental stewardship.*

By creating this Master Plan and making it available to future developers, the City of New Bedford is providing a clear outline for the desired development of the HLS District. Future development plans that are brought to the Planning Board and Planning Department and that closely follow the Master Plan will find support from the community.

Protect Land and Ecosystems - *Protect and restore environmentally sensitive lands, natural resources, agricultural lands, critical habitats, wetlands and water resources, and cultural and historic landscapes. Increase the quantity, quality, and accessibility of open spaces and recreational opportunities.*

This Master Plan hopes to protect and restore many historically significant buildings by rehabilitating and reusing them. By creating a new 390,000 sf waterfront park, this Master Plan is increasing the quantity and quality of open space in the HLS District. Where privately owned parcels currently block the Acushnet River, the proposed waterfront park will increase public accessibility to the river. Additionally, 225,000 sf of open space is incorporated within the proposed "Logan Pond Park" and the proposed "Ice House Park."



Use Natural Resources Wisely - Construct and promote developments, buildings, and infrastructure that conserve natural resources by reducing waste and pollution through efficient use of land, energy, water, and materials.

The development area proposed in this Master Plan is consistent with areas that are currently developed. The undeveloped area adjacent to the I-195 on/off ramps will remain untouched. While the materials to be used have not been specified, "green" materials and sustainable development practices will be encouraged.

Expand Housing Opportunities - Support the construction and rehabilitation of homes to meet the needs of people of all abilities, income levels, and household types. Build homes near jobs, transit, and where services are available. Foster the development of housing, particularly multifamily and smaller single-family homes, in a way that is compatible with a community's character and vision, and by providing new housing choices for people of all means.

The HLS Master Plan proposes replacing existing single-family and low-density multifamily buildings with higher-density multifamily housing within the District. This plan also recommends incorporating housing into upper levels of buildings that contain commercial and retail uses on the ground level. The strategy of creating mixed-use buildings certainly locates housing near services and jobs. Additionally, the future commuter rail station will be located just south of the HLS District and will provide yet another transportation choice for residents.

Provide Transportation Choice - Maintain and expand transportation options that maximize mobility, reduce congestion, conserve fuel, and improve air quality. Prioritize rail, bus, boat, rapid and surface transit, shared-vehicle and shared-ride services, bicycling, and walking. Invest strategically in existing and new passenger and freight transportation infrastructure that supports sound economic development consistent with smart growth objectives.

The proposed commuter rail station will be located adjacent to the southernmost boundary of the HLS District and therefore this Master Plan proposes reduced parking ratios for buildings located between the commuter rail station and I-195. This will encourage residents, business owners, employees, and patrons of the HLS District businesses to use the commuter rail station and a variety of other transportation options. In addition, the public roadways and streetscape within the HLS District will be designed to accommodate bicyclists and pedestrians.



Increase Job and Business Opportunities

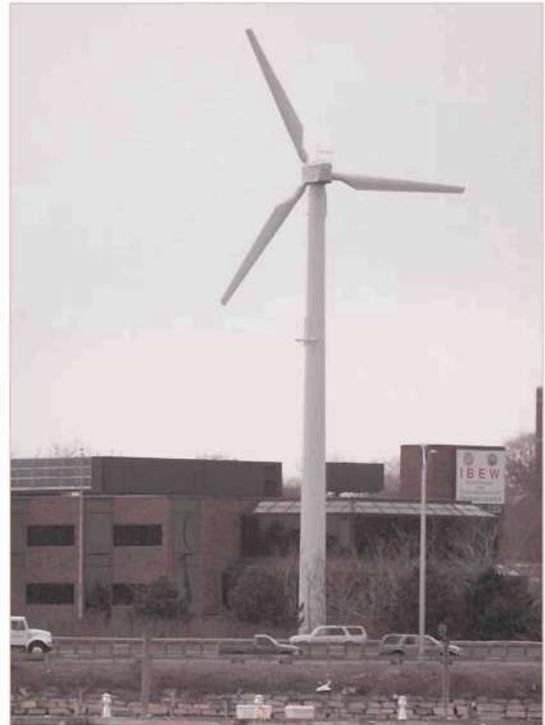
- Attract businesses and jobs to locations near housing, infrastructure, and transportation options. Promote economic development in industry clusters. Expand access to education, training and entrepreneurial opportunities. Support the growth of local businesses, including sustainable natural resource-based businesses, such as agriculture, forestry, clean energy technology, and fisheries.

The public feedback obtained through the Master Planning process revealed to the City and the consultant team that the community feels a deep connection to, and responsibility for, the existing businesses in the HLS District. It was clear that the future of the District would be dependent upon the continued success of existing businesses in the area. Existing fish-related businesses such as Kyler Seafood and Mar-Lees Seafood are successful businesses and positive exceptions to the existing character of the area. The goal of the Master Plan is to replace the underutilized buildings and degrading influences in the area with businesses that create jobs, bring more people to the area, and are complimentary to existing successful businesses.

Promote Clean Energy - *Maximize energy efficiency and renewable energy opportunities. Support energy conservation strategies, local clean power generation, distributed generation technologies, and innovative industries. Reduce greenhouse gas emissions and consumption of fossil fuels.*

While the energy use strategies for proposed buildings in the HLS District have not been specified, the use of energy efficient materials and systems will be recommended and encouraged.

Plan Regionally - *Support the development and implementation of local and regional, state and interstate plans that have broad public support and are consistent with these principles. Foster development projects, land and water conservation, transportation, and housing that have a regional or multi-community benefit. Consider the long-term costs and benefits to the Commonwealth.*



As presented in Section 5, a phasing plan has been created around identified local development projects. The plan addresses important areas such as land use/development, open space/parks/recreation, and transportation/circulation. Some of these proposed development projects may glean support from state programs such as the Massachusetts Economic Development Incentive Program that names the City of New Bedford as one of its target areas.

In addition, the Executive Office of Transportation (EOT) and Public Works has announced the completion of the first phase of the South Coast Rail Plan's Alternatives Analysis, and has started developing a smart growth corridor plan. The City of New Bedford, an affected community of the South Coast Rail Plan, is encouraged to articulate its vision to EOT and Public Works for the future development.

Turning Visions to Reality

Based upon input received from the City, the CPC, and the general public, the Master Plan presents a collective approach on land use, circulation, and open space for the HLS District. This agreed upon framework may serve as a common guide for the development of the HLS District in terms of both ongoing and future efforts.

Ongoing Development

This Master Plan will support the on-going efforts of a number of local development projects. For example, the developer of the Wamsutta Mill has taken a significant risk in rehabilitating the complex into 250 residential market rate rental units. The Ropeworks, a residential artist workspace, is another recent redevelopment project that will be supported by additional improvements to the HLS District.

Future Development

The Master Plan Summary presented in this section was formed from the goals and objectives and design principles established for the HLS District by the City of New Bedford, and provides a blueprint for the area's future development. As interest in individual parcels arises, more specific and detailed plans for those areas will be developed. Combined with the Commonwealth's sustainable design principles, the City has the ingredients for change within the Hicks-Logan-Sawyer District.

5. Achieving the Vision – Action Plan

Implementation Principles

The success of the HLS District Master Plan will stem not only from the ingredients of its vision, but also from the implementation of its recommendations. The City of New Bedford will be in the forefront of this Master Plan's implementation, charged with overseeing and updating policies, projects, and regulations. Various City departments involved in the implementation projects, include but will not be limited to:

- Planning Department
- Economic Development Council
- Department of Public Infrastructure
- Department of Public Facilities
- Office of Housing and Community Development
- Office of Tourism and Marketing

Key to the successful transformation of the HLS District is the involvement of appropriate City officials as well as these four implementation principles:

- **Create a Favorable Development**

Environment - The success of the Hicks-Logan-Sawyer District is contingent upon the area's economic vitality and growth. To attract high-quality projects, the City should encourage mixed-use development through its policies and regulations. A "Mixed-Use Zoning Overlay District" could promote such development, and build upon the allowed uses in the underlying zone. Modifications to density, parking, and setback requirements could be applied through special permits. Additionally, design guidelines should be adopted to maintain the quality and character of new projects.

- **Build Partnerships for Implementation**

The implementation of this Master Plan will require the support and partnership of all stakeholders including the City, property owners, business owners, local institutions and private developers. The City will need to work with regional and state agencies including the Harbor Development Commission, the Southeast Regional Planning and Economic Development District, and the Massachusetts Highway Department to coordinate local HLS District projects with any ongoing regional efforts.

The Department of Public Infrastructure will be required to coordinate roadway improvements, especially for the on/off ramps to I-195 with MassHighway. The Office of Housing and Community Development and the Department of Parks and Recreation will need to coordinate the proposed waterfront parks, marina, and rowing facility with the Harbor Commission. These are just two examples of partnerships that will lead to successful implementation.

A continued community process which builds consensus on key issues such as new open space investments and transportation improvements will be necessary to successfully implement this Master Plan.

- **Use Innovative Funding Mechanisms to Attract Economic Development**

The creation of the DIF area for the HLS District will provide the City with funds to implement infrastructure projects and attract economic development. These funds should be targeted to leverage additional funds from various federal, state, and local grants and programs.

- **Create and Promote the Hicks Logan Sawyer District Brand**

The HLS District's uniqueness as a waterfront mixed-use district could be used to make it a destination for residents in and around New Bedford as well as the region. Clearly defined street signage, consistent gateways, attractive buildings, streetscape improvements, and pleasing business signage could all add to HLS District's character.

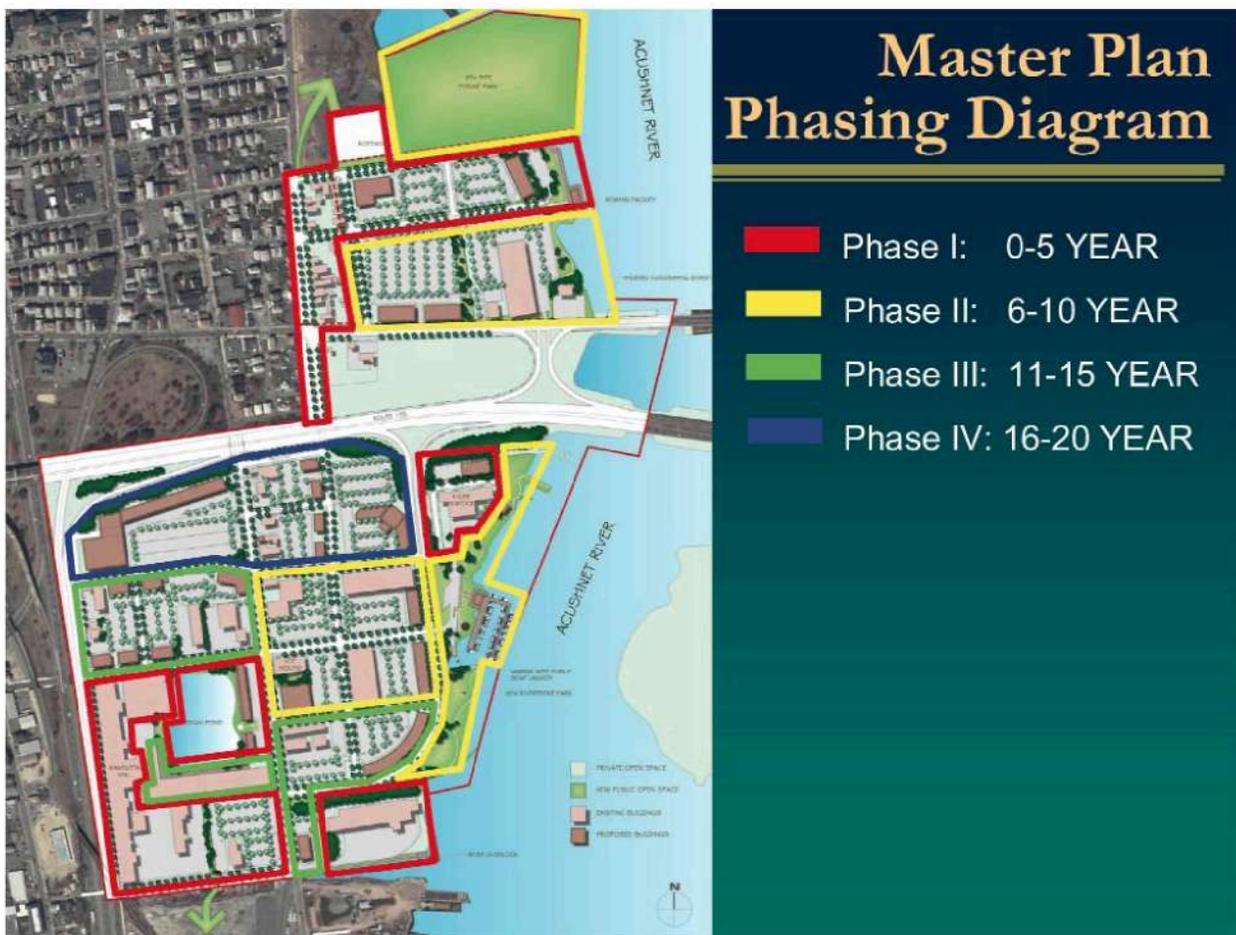
Implementation Projects

To assist with the implementation of the proposed Master Plan, a phasing plan has been created around identified development projects, these include projects to be completed within the next 5-, 10-, 15- and 20-years. The Master Plan Phasing Diagram graphically presents the phases in which development could occur depending on market conditions and availability of public funding.

A more detailed explanation of development projects is shown on the following pages. This

table provides the proposed development project or task, identifies a potential funding source if applicable, names the implementation authority, and provides special comments relevant to each specific item.

In addition to the detailed explanation of the development projects, an excerpt from the RKG Associates DIF Plan, titled "Phasing of HLS Redevelopment" is presented. Both the excerpted section and table of data explain the phasing of the proposed HLS development by project phase, parcel type, and size.



		ACTION PLAN			
Project Name / Task	Project Category	Potential Funding Source	Implementation Authority	Comments	
Timeframe: 0-5 years					
Land Use / Development / Regulatory (0-5 years)					
1	Implement DIF District	Regulatory	City	City (Planning Dept. City Solicitor, City Council)	To be completed by 2008
2	Implementation of HLS District IPOD	Regulatory	City	City (Planning Dept. City Council)	To be submitted to City Council in 2008
3	Citywide Master Plan and New Zoning Code for HLS District	Regulatory / Planning	City	City (Planning Dept. City Council)	Process to begin in 2008
4	Investigation of brownfield sites and remediation costs	Regulatory	City / State / Grants	City	Identify sites within the HLS District and create a plan for clean-up
5	Wamsutta Mills Redevelopment	Development	Private	Private / City Approval	In progress
6	Design and permitting for the Fairhaven Mills Redevelopment project	Development	Private	Private / City Approval	Ongoing retail development at the Fairhaven Mills Site
7	Construction of Fairhaven Mills Development	Development	Private	Private / City Approval	
8	Develop Marina along Acushnet River	Development	Private	Private / City and State Approval	City should collaborate with Marina Developer
Open Space / Parks / Recreation (0-5 years)					
1	Property acquisition for Fairhaven Mills Park	Open space	City / Private	City (Planning Dept) / Fairhaven Mills Site Developer	Park can be developed as part of Fairhaven Mills redevelopment
2	Construct Fairhaven Mills Park	Open space	Private / City	City (Planning Dept) / Fairhaven Mills Site Developer	Park can be developed as part of Fairhaven Mills redevelopment
3	Planning and design for rowing facility at Fairhaven Mills Site	Open space	Private / Public	Private / City Approval	MIT Study currently underway
4	Development of rowing facility at Fairhaven Mills Site	Open space	Private / Public	Private / City Approval	City to explore funding
5	Relocation of EPA Site currently located along Sawyer Street	Open space	City	City (Planning Dept)/ NB Harbor Development Commission/EPA	Discussions on relocating EPA facility are currently underway
6	Planning and design for park at EPA Site currently located at Sawyer Street	Open space	City / State / Federal	City (Planning Dept, Parks & Rec) / EPA	Work with EPA on site clean up and design park
7	Due diligence, negotiation and identification of funding for Logan Pond Park	Open space	City / Private	City (Planning Dept, City Solicitor, Parks & Rec) / property owner	Logan Pond may have ownership/liability issues as it was originally used as a fire suppressant pond
8	Design and construct park around Logan Pond	Open space	City / State Grant / Federal Grant	City (Planning Dept, Parks & Rec) / Non-profit group	City to explore funding
9	Preliminary study for feasibility of marina uses along Acushnet River	Recreation	Private	City (Planning Dept)/ NB Harbor Development Commission/ property owner	Work with property owner and New Bedford Harbor Development Commission
10	Coordination with New Bedford Harbor Commission on Harbor Master Plan	Planning	City	City (Planning Dept)/ NB Harbor Development Commission	Harbor Master Plan Update underway
11	Development of marina along Acushnet River	Recreation	Private	City (Planning Dept)/ NB Harbor Development Commission/ property owner	Work with property owner and New Bedford Harbor Development Commission
12	Construction of park along Acushnet River	Open space	DIF / Private	City (Planning Dept) / Site Developers	Part of Revere Copper redevelopment
13	Work with property owner on park along the Acushnet River	Planning	Private	City (Planning Dept) / Site Developers	Timing would depend on development interest for this site

		ACTION PLAN CONTINUED			
Transportation / Circulation (0-5 years)					
1	Streetscape improvements on Wamsutta Mills block	Streetscape Improvements	City / State	City (Planning Dept, Public Infrastructure)	City has applied for PWED Grant
2	Preliminary design / analysis for Coggeshall Street improvements (from Coggeshall Bridge to Mitchell Street)	Roadway / Streetscape Improvements	Private / City	City (Planning Dept, Public Infrastructure), Developer for Fairhaven Mills site	Improvements could include road widening, turn lanes, sidewalks with lights and landscape, bicycle lane
3	Coggeshall Street improvements (from Coggeshall Bridge to Mitchell Street)	Roadway / Streetscape Improvements	Private / City	City (Planning Dept, Public Infrastructure)	Improvements could include road widening, turn lanes, sidewalks with lights and landscape, bicycle lane as part of Fairhaven Site Redevelopment
4	Design and construct east-west connection on Fairhaven Mills site connecting to River	Streetscape Improvements	Private	City (Planning Dept, Public Infrastructure), Developer for Fairhaven Mills site	New east-west connection providing public access to waterfront
5	Preliminary design / analysis for Wamsutta Pedestrian Bridge	Bridge	City / State	City (Planning Dept, Public Infrastructure)	Pedestrian bridge connecting Acushnet neighborhood to HLS District
6	Construct Wamsutta Pedestrian Bridge	Bridge	City / State	City (Planning Dept, Public Infrastructure)	Pedestrian bridge connecting Acushnet neighborhood to HLS District
7	Study for ramp improvements at Washburn Street exit and Route 18 interchange	Roadway	State / City	City (Public Infrastructure) / State / MassHighway	Need for ramp improvements has been identified in the Master Plan
8	Preliminary design for ramp improvements at Washburn Street exit and Route 18 interchange	Roadway	State / City	City (Public Infrastructure) / State / MassHighway	Identify funding and complete design work
9	Preliminary design / R-O-W analysis for Hicks Street realignment	Roadway	City	City (Planning Dept, Public Infrastructure)	Realign Hicks Street to connect to Kilburn Street
10	Work with SRPEDD and EOTPW on proposed Commuter Rail Station Study	Planning	City	City (Planning Dept, Public Infrastructure)	On-going station area planning study
11	Evaluate improvements to underpasses at Logan Street, North Front Street and Belleville Avenue to provide better connections to surrounding neighborhoods	Planning	City	City (Planning Dept, Public Infrastructure)	Underpasses connecting to the HLS District would need streetscape and safety improvements

ACTION PLAN CONTINUED					
Project Name/ Task	Project Category	Potential Funding Source	Implementation Authority	Comments	
Timeframe: 6 - 10 years					
Land Use / Development / Regulatory (6-10 years)					
1	Redevelopment of Revere Copper Site / Kilburn Street Mill Site	Development	Private	Private Developer	Dependent on market
2	Commercial/office rehabilitation of mill building and commercial development along Coggeshall Street	Development	Private	Private Developer	Dependent on market
Open Space / Parks / Recreation (6-10 years)					
1	Construction of Ice House Park	Planning	Private	City (Planning Dept) / Revere Copper Site Developer	Part of Revere Copper redevelopment
2	Construction of park on EPA Site	Open space	City / State / Federal	City (Planning Dept, Parks & Rec) / EPA	Work with EPA on site clean up and design park
Transportation / Circulation (6-10 years)					
1	R-O-W negotiations for new Riverway Street	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Project would depend on private development interest on the Revere Copper site and the Kilburn Street site
2	Construction of Riverway Street	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Part of Revere Copper / Kilburn Street Mill redevelopment
3	R-O-W negotiations for Logan Street extension	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Project would depend on private development interest on the Revere Copper site and the Kilburn Street site
4	Construction of for Logan Street extension	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Part of Revere Copper / Kilburn Street Mill redevelopment
5	R-O-W negotiations for Belleville Ave. extension	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Project would depend on private development interest on the Revere Copper site
6	Construction of for Belleville Ave. extension	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Part of Revere Copper development
7	Ramp improvements at Washburn Street exit and Route 18 interchange	Roadway	State/Federal	City (Public Works)/ State/ Federal	Dependent on State funding
8	Streetscape improvements along North Front Street	Pedestrian improvements	DIF / City	City (Planning Dept, Public Infrastructure)	Complete improvements on sections not covered by PWED Grant or private development improvements
9	Pedestrian improvements on streets connecting north and south waterfront parks (Section of Coggeshall Street, Belleville Avenue and Hicks extension)	Pedestrian improvements	DIF / City	City (Planning Dept, Public Infrastructure)	Project would connect to Coggeshall Street improvements done as part of Fairhaven Mills Redevelopment
10	Improvements to underpasses at Logan Street, North Front Street and Belleville Avenue to provide better connections to surrounding neighborhoods	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	Underpasses connecting to the HLS District would need streetscape and safety improvements
11	Design pedestrian connection from Wamsutta Mills block to proposed Commuter Rail Station	Pedestrian improvements	Private	City (Planning Dept, Public Infrastructure)	Mid-block connection for residents and employees on the Wamsutta block and HLS District

ACTION PLAN CONTINUED					
Project Name/ Task	Project Category	Potential Funding Source	Implementation Authority	Comments	
Timeframe: 11 - 15 years					
Land Use / Development / Regulatory (11-15 years)					
1	Rehabilitation of older mill buildings on Wamsutta block	Development	Private	Private / City Approval	
2	New Restaurants/Retail east of Logan Pond	Development	Private	Private / City Approval	
3	Infill development along North Front Street and Logan Street	Development	Private	Private / City Approval	
4	Development of Residential and Retail space along Logan Street and Hicks Street	Development	Private/Public	Public/Private Partnership	
5	Development of TOD Commercial space north of future commuter rail station	Development	Private	Private / City Approval	
Open Space / Parks / Recreation (11-15 years)					
Transportation / Circulation (11-15 years)					
1	R-O-W negotiations for realignment of North Front Street, Hicks Street, and Kilburn Street intersection	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	
2	Design and construct new North Front Street, Hicks Street, and Kilburn Street intersection	Roadway	DIF/City	City (Planning Dept, Public Infrastructure)	
3	R-O-W negotiations for final extension of Belleville Ave.	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	Project would depend on private development interest on the Revere Copper site
4	Design and construct final extension of Belleville Ave	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	
5	R-O-W negotiations for creation of "Revere Street" (west-east roadway connecting Logan Pond to new Riverway Street)	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	Project would depend on private development interest on the Revere Copper site
6	Design and construct "Revere Street"	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	

Project Name/ Task	Project Category	Potential Funding Source	Implementation Authority	Comments	
Timeframe: 16 - 20 years					
Land Use / Development / Regulatory (16-20 years)					
1	Retail Development in the Washburn/Hicks Street area	Development	Private	Private / City Approval	
2	Hotel development at bottom of I-195 off ramp, on Kilburn Street	Development	Private	Private / City Approval	
3	Infill Retail development along Belleville Ave.	Development	Private	Private / City Approval	
Open Space / Parks / Recreation (16-20 years)					
Transportation / Circulation (16-20 years)					
1	Improvements to the I-195 underpass on North Front Street	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)/ State (MassHighway)	

Phasing of HLS Redevelopment from the RKG Associates DIF Plan

RKG allocated the redevelopment program for HLS into four phases of 5-year increments that would occur over the next 20 years. The purpose of a phasing plan was to identify future changes by year and specific parcels so that the HLS DIF base could be adjusted to reflect this redevelopment activity. The following paragraphs present the rationale behind the four-phased program.

- The first phase (0 to 5 years) would include those projects that are underway (Ropeworks and Wamsutta Mills) or are in the early planning phases (Dickinson proposal for Fairhaven Mill). Some key existing businesses are also assumed to remain in place in this phase. The proposed municipal projects are also assumed to start during the first phase, such that a shift in assessed value results. As shown in Table 5-1, approximately 111,200 sf (net) of non-residential building area is planned, and nearly 380 residential units, mostly at the redevelopment of Wamsutta Mills.
- The second phase (6 to 10 years) would include the rest of the build-out associated with the North Section (Fairhaven Mill). The redevelopment of Revere Copper is assumed to begin during this period. Planning/building for a commuter rail station would also occur in this phase, which would stimulate additional transit-oriented-development at some of the other sites. Approximately 312,800 sf of non-residential redevelopment would occur, and 232 units of residential development in this phase.
- In the third phase (11 to 15 years), the remainder of the proposed residential development would occur, including the continued redevelopment of Revere Copper and other properties such as the proposed conversion of the remainder of Wamsutta Mills. An estimated 63,560 sf of non-residential development is forecasted to occur in this phase, and another 200 housing units, as shown in Table 5-1.

Table 5-1 – HLS Redevelopment Program by Phases & Type

Building Type	Phase 1	Phase 2	Phase 3	Phase 4	Total
Rehab Industrial	0	46,800	10,080	0	56,880
Rehab Comm	26,080	184,880	16,680	0	227,640
Hotel (New)	0	0	0	80,000	80,000
Industrial (New)	7,600	0	0	0	7,600
Retail (New)	2,320	0	11,520	33,600	47,440
Office (New)	0	0	0	31,520	31,520
Retail/Office (New)	75,200	81,120	25,280	80,000	261,600
Total Non-Residential [1]	111,200	312,800	63,560	225,120	712,680
% of Total	16%	44%	9%	32%	100%
Residential (New)	16	92	62	0	170
Residential (New) - Rental	0	0	28	0	28
Residential (Rehab)	237	140	80	0	457
Residential (Rehab) - Rental	125	0	32	0	157
Total Residential	378	232	202	0	812
% of Total	47%	29%	25%	0%	100%

[1] Excludes existing users

Source: BSC Group & RKG Associates, Inc.

- In the final phase, most of the major new retail, hotel and office development proposed for HLS is forecasted to occur, and all would be concentrated in the south section. An estimated 225,120 sf of non-residential building area would be developed during this final phase.

Fiscal Impacts

Below is a table and excerpt from RKG's DIF Plan that identifies the current assessed values and projected values, at build-out, of land within the HLS District.

The residential build-out for the HLS District would have a total assessed value of \$131.2 million, while the non-residential (commercial/industrial) redevelopment would have a total assessed value of \$58.5 million, at full build-out. From each of these proposed redevelopment projects, the existing assessed values of the underlying parcels were subtracted in order to derive a net change in assessed value.

As shown in Table 5-2, the taxable assessed value would have a net increase of \$162.7 million, and the tax-exempt value would increase by \$0.89 million, which would be a result of shifting taxable land to tax exempt because of infrastructure/open space projects.

RKG's full DIF Plan for the Hicks-Logan-Sawyer Urban Revitalization Area in New Bedford is available through the City of New Bedford's Planning Department.

Funding Opportunities and State Programs

Funding for the implementation of the proposed projects will be challenging. However, there are funding programs available to municipalities and private developers. The HLS District DIF Plan developed by RKG Associates can be beneficial as a financing tool. In fact, RKG provides this explanation:

"In simple terms, DIF is a financing tool that allows a municipality to leverage private sector, project specific investment in order to finance public sector improvements by "capturing" all (or a portion) of the increase in tax revenue associated with the change in assessed value as a result of the private investment."

In this final section of the Master Plan, various state and federal funding opportunities are presented that may prove beneficial to the City of New Bedford in implementing the proposed projects. Specific funding opportunities are related to larger state and federal programs and goals. For example, building façade improvement programs and streetscape improvement programs are currently associated with increasing economic development opportunities and transportation

Table 5-2 – HLS District: Net Changes in Assessed Values at Build-Out

Type	Assessed Value (\$000) FY-2007	Assessed Value of Projects (\$000)	Existing Assessed Value (\$000)	Assessed Value (\$000) @ Build-Out	Net Change (\$000)
Residential	\$7,693.2	\$131,180.0	(\$7,693.2)	\$131,180.0	\$123,486.8
Commercial/Industrial	\$25,592.5	\$58,476.0	(\$19,267.7)	\$64,800.7	\$39,208.2
Taxable Assessment	\$33,285.7	\$189,656.0	(\$26,960.9)	\$195,980.7	\$162,695.0
Tax-Exempt	\$3,864.2	\$2,103.2	(\$1,214.8)	\$4,752.6	\$888.4
Total	\$37,149.9	\$191,759.1	(\$28,175.7)	\$200,733.3	\$163,583.4

oriented development incentive programs. Funding available for protecting ecologically sensitive land is funded through the Community Preservation Act and/or components of specific bond bills that may provide funding through the Massachusetts Executive Office of Energy and Environmental Affairs. The assessment and clean up of contaminated land is available through the Massachusetts Development Finance Agency, the Department of Environmental Protection, and through the Department of Revenue which provides tax credit incentives. Moving forward, every effort should be made to take advantage of available funding and financing either through distinct separate programs or through a combination of several programs to achieve the implementation of proposed projects on behalf of the HLS District.

Specific Programs and Resources

This Master Plan Report is completed with a list of potential funding sources available through the Commonwealth of Massachusetts and the Federal Government. The majority of the funding program descriptions have come directly from websites, the links to which are also provided. Because of its significance to the City of New Bedford, the Urban Renewal Program is presented first, and is then followed by funding programs that are organized by project category, as follows:

- Urban Renewal Program
- Open Space and Beautification
- Housing and Economic Development
- Private Business Development Assistance
- Environmental Infrastructure and Support
- Remediation Support
- Transportation Improvements Assistance
- Sustainability and Renewable Energy
- Historic Preservation
- City of New Bedford and State Partnered Programs

Urban Renewal Program

The Urban Renewal Program is a state program that allows cities and towns to take a lead role in the redevelopment of substandard and blighted areas of their own community. By completing the formal Urban Renewal Plan required by the state, a city or town can become an authorized urban renewal agency, empowered to develop and implement redevelopment projects, establish design and rehabilitation standards, acquire land, assemble land into developable parcels, relocate businesses and residential occupants, demolish or rehabilitate structures, improve infrastructure, and be the responsible party for receiving grants and loans.

Of special note, the City of New Bedford has decided at this time not to take this Master Plan to the Urban Renewal Plan stage. The information compiled throughout this planning process will be essential should the City decide to proceed with a full and thorough Urban Renewal Plan sometime in the future.

Open Space and Beautification

The Mass ReLeaf Grant Program is a trust fund for public tree planting projects in Massachusetts. By seeking public or private funding, Mass ReLeaf is able to provide matching grants to support local projects that involve a partnership in the planting and care of trees on public land. The goals of the program are to help communities purchase trees to be planted for energy conservation, screening, community gateway or parking lot enhancement, or to offset urban pollution, and to assure long-term tree survival by emphasizing proper tree selection, planting, aftercare, and maintenance.

<http://www.mass.gov/dcr/stewardship/forestry/urban/index.htm>

From the Department of Conservation and Recreation, **the Massachusetts Lake and Pond Grant Program** awards grants for the protection, preservation, and enhancement of public lakes and ponds in the Commonwealth. A maximum grant of \$25,000 is available to eligible appli-

cants on a 50/50 cost-sharing basis. The grant program helps municipalities and local organizations that are struggling to meet the challenges of providing long-term solutions for lake and ponds management.

<http://www.mass.gov/dcr/waterSupply/lakepond/lakepond.htm>

The Rivers and Harbors Grant Program is a statewide program of matching grants from the Department of Conservation and Recreation's Office of Waterways to municipalities for design and construction to address problems on coastal and inland waterways, lakes, and great ponds.

<http://www.mass.gov/dcr/grants.htm>

Housing and Economic Development

The Massachusetts Executive Office of Housing and Economic Development (EOHED) manages several grant programs for small Commonwealth communities. However, one program, designed for all communities, is the Community Development Action Grant (CDAG) Program.

The Community Development Action Grant (CDAG) provides funding for publicly owned or managed projects that will have a significant impact on the economic condition of a city or town, including activities that will leverage significant private investment and generate or retain long term employment, as well as projects that will significantly improve the conditions of low and moderate income persons through the support of workforce housing production and/or the preservation of public housing. CDAG can be used in a variety of ways, including installation, improvement, construction, repair, rehabilitation or reconstruction of publicly owned or managed buildings or other structures, facades, streets, roadways, thoroughfares, sidewalks, rail spurs, utility distribution systems, water and sewer lines, for site preparation and improvements, demolition of existing structures, and relocation assistance. For more information, visit the

Massachusetts Executive Office of Housing and Economic Development homepage from the www.mass.gov website.

The Priority Development Fund – Planning Assistance provides grants of up to \$50,000 to assist municipalities with planning, zoning, education, and outreach leading to housing production. Many communities use these funds to retain consultants to prepare exciting plans in an effort to spark the development of housing. Priority is given to strategies that encourage housing production on city or town center land, brownfields, underutilized commercial or industrial land, or part of a transit-oriented development. Learn more about the Priority Development Fund via the www.mass.gov website.

Private Business Development Assistance

The Massachusetts Office of Business Development (MOBD) is committed to assisting companies who want to locate, expand, grow, or maintain a presence in Massachusetts. Through nine offices and five industry specialists, MOBD works with companies and municipalities to help them take advantage of available economic incentive programs. MOBD also assists companies in navigating and accessing the technical, human, financial, training, educational, and site-finding resources necessary to expand or locate in Massachusetts.

Massachusetts Opportunity Relocation and Expansion (MORE) Jobs Capital Program provides grant funding for public infrastructure improvements needed to support business expansion in the Commonwealth of Massachusetts. The program stimulates job creation and economic growth across the state by providing the public infrastructure development companies need. MORE was established in an economic stimulus bill and signed into law on June 24, 2006.

Private business development assistance from the Commonwealth is described on the home pages of the www.mass.gov Executive Office of Housing and Economic Development, Department of Business Development.

Massachusetts Infrastructure, Investment Incentive bonds aka I-Cubed

“I-Cubed” was enacted in 2006 to attract more economic development throughout the state and stimulate job growth through both private and public investments. With I-Cubed, a developer makes debt service payments on a project during its beginning phases before then transferring project ownership to the municipality, which then pays debt service using a percentage of sales tax and hotel tax revenues generated from the new development.

I-Cubed requires the developer to obtain zoning, permitting and other local approvals as well as financial commitments. The project feasibility study must be approved by the Executive Office for Administration and Finance as well as the municipality and must demonstrate that the project will generate new revenue sufficient to support infrastructure-related debt. The Massachusetts Development Finance Agency issues the bonds to fund the infrastructure improvements.

Federal New Market Tax Credits Through MassDevelopment

MassDevelopment manages a pool of new markets tax credits. They have identified New Bedford as one of their target communities for the use of these credits.

www.massdevelopment.com

Environmental Infrastructure and Support

The Clean Water State Revolving Fund (CWSRF) Program provides subsidized interest (2%) 20-year term loans for projects that protect or improve water quality. Any Massachusetts municipality may apply and compete for this financing,

during the annual solicitation period, which normally runs from June through mid-August. Brownfield remediation projects are eligible for CWSRF financing, provided that the municipal proponent can demonstrate an anticipated water quality benefit to the work.

<http://www.epa.gov/owm/cwfinance/cwsrf/>

Massachusetts Department of Environmental Protection Programs, Municipal Sustainability Grant (formerly the Waste Reduction and Climate Protection) Program provides municipalities, schools, and regional groups with the means to qualify for equipment, outreach materials, and funds to support waste reduction, water conservation, climate protection, mercury diversion, and air quality initiatives at the local level.

<http://www.mass.gov/dep/recycle/recawgr.htm>

Remediation Support

The Massachusetts Brownfields Act established the Brownfields Redevelopment Fund (BRF) to provide low interest loans for site assessment and cleanup to public and private sector parties. Available funding from the Massachusetts Development Finance Agency (MassDevelopment) includes:

- Environmental site assessment funding up to \$100,000
- Environmental remediation financing up to \$500,000
- Remediation and site assessment funding of up to \$2 million for projects designated as "Priority Projects." Under this program, the New Bedford Business Park was selected as one of the first five designated Priority Projects in the state following a solicitation by MassDevelopment. Pending a future solicitation and continued program funding, the HLS District may be a candidate for a MassDevelopment "Priority Project."

www.massdevelopment.com

Business Development Company, MassBusiness, Remediation Loan Program

In addition to administering the state-subsidized environmental insurance program, the Business Development Company (BDC), also offers a remediation loan program to promote the environmental cleanup and redevelopment of environmentally impaired properties throughout New England. These loans of \$500,000 to \$2 million can be used to finance cleanup costs, regulatory compliance costs, site preparation and entitlement, demolition, construction, mortgage financing and various soft costs.

<http://www.mass-business.com/site/site-massbiz/content/remediation-loan-program/>

Brownfields Remediation via the U.S. Environmental Protection Agency (EPA)

As part of its mission to protect human health and the environment, the U.S. EPA is dedicated to revitalizing all types of contaminated land to productive economic and green space use. A variety of information about the four listed programs is provided from the Grants and Funding page via

<http://www.epa.gov/swerosps/bf/pilot.html>

- Brownfields Assessment Grant Program - Up to \$200,000 for site assessment
- Brownfields Cleanup Grant Program - Provides up to \$200,000 for cleanup
- Brownfields Cleanup Revolving Loan Fund Program - Provides up to \$1,000,000 for cleanup
- Brownfields Job Training Program - Provides up to \$200,000 for job training activities related to brownfields
- Brownfields Economic Development Initiative (BEDI) - Provides competitive grant funding to communities for activities related to the redevelopment of brownfields sites

Transportation Improvements Assistance

Executive Office of Transportation (EOT) Programs, Public Works and Economic Development (PWED) - The PWED Program promotes economic development through improvements to streets, sidewalks and other specified infrastructure. Eligible activities include design, construction and/or reconstruction of existing and/or newly relocated streets, sidewalks and related infrastructure.

<http://www.eot.state.ma.us/downloads/grants/PWEDguide.doc>

The Transit Oriented Development (TOD) Program offers capital grants to design and build four types of projects within one-quarter mile of a transit station: housing, parking, pedestrian improvements, and bicycle facilities. Twenty-five percent (25%) of the units in any housing project must be affordable. The program also makes awards for preliminary design (25%) of bicycle and/or pedestrian facilities. Applicants must be public entities but may involve public-private partnerships. The Executive Office of Transportation and Public Works and the Department of Housing and Community Development jointly manage this program.

http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-tod.html

Sustainability and Renewable Energy

The **Smart Growth Technical Assistance Grant Program**, offered by the Executive Office of Energy and Environmental Affairs (EOEEA), provides grants of up to \$30,000 per community to implement smart growth zoning changes and undertake other activities that will improve local and regional sustainable development practices. A second funding goal is to support city and town efforts to enact local or regional measures

and plans that help increase municipal scores on the state's Commonwealth Capital (CC) application that is part of the scoring for many state grant and loan programs. These programs include Self-Help, Urban Self-Help, Federal Land & Water Conservation Fund, Drinking Water Supply Protection, Transit Oriented Development, Urban Brownfield Assessment, and Urban River Visions programs as well as several programs within EOEEA's agencies, such as the Clean Water State Revolving Fund from the Massachusetts Department of Environmental Protection, the Agriculture Preservation Restriction Program from the Massachusetts Department of Agricultural Resources (DAR), various land protection programs from the Department of Conservation and Recreation (DCR) and the Department of Fish and Game (DFG), and coastal pollution programs from the Massachusetts Office of Coastal Zone Management (CZM).

http://commpres.env.state.ma.us/content/sgta_grants.asp

The **Massachusetts Renewable Energy Trust** seeks to maximize environmental and economic benefits for the Commonwealth's citizens by pioneering and promoting clean energy technologies and fostering the emergence of sustainable markets for electricity generated from renewable sources. The state offers grants (for affordable housing, schools, and onsite renewables) to fund engineering plans to build green buildings and provides separate financing towards the construction of green buildings. The Commonwealth also has a complementary **Industry Support Program** for attracting new businesses in the renewable energy industry. In addition, the Massachusetts Technology Collaborative (MTC) has a **Large Onsite Renewables Initiative (LORI)** that provides grants for renewable energy projects greater than 10kW in size. 2007/2008 funding eligibility has included up to \$40,000 for feasibility studies, with a 20% or \$5000 cost share match; up to \$75,000 for funding design costs or 75% of actual costs; up to \$500,000 is eligible for funding construction costs or 75% of actual costs.

<http://masstech.org/renewableenergy/index.html>

Under the Massachusetts Energy Restructuring Act, utilities are required to obtain a certain percentage of the power required to serve their customer base from renewable energy sources. If an individual or business is generating electricity from renewable energy, they are able to sell what are called renewable energy credits (RECs) to their utility. The price of RECs varies from year to year, based on the demand and current supply of renewable energy available in the state. RECs are currently being sold for approximately \$55/MWh. However, the renewable energy project must first receive a statement of qualification from the **Massachusetts Division of Energy Resources (DOER)** certifying it as a new renewable energy source.

<http://www.mass.gov/doer/programs/renew/renew.htm>

The Federal Energy Policy Act of 2005 provides for Federal Renewable Electricity Production Tax Credits for individuals and businesses that vary depending upon the renewable energy technology employed. Each technology also has a different "placed in service date" requirement for receiving the credit. For example, solar systems must be placed in service by December 31, 2007. However, based on the current concerns about energy costs and dependency on foreign sources, it is expected that the tax credits will either be extended or renewed.

Historic Preservation

The **Federal Historic Preservation Tax Incentives Program** is one of the nation's most successful and cost-effective community revitalization programs. The program fosters private sector rehabilitation of historic buildings and promotes economic revitalization. It also provides a strong alternative to government ownership and management of such historic properties. The Federal Historic Preservation Tax Incentives are available for buildings that are National Historic Landmarks, that are listed in the National Register, and that contribute to

Streetscape Design Concepts

Concurrent with the Master Plan, concept level streetscape details have been prepared to provide direction and control for future improvements in the project area. These details are intended to balance uniformity with diversity in streetscape improvements and ensure that future public and private renovations in the project area are consistent with the characteristics of the Hicks-Logan-Sawyer area and the planning and design objectives of the project.

The streetscape details are organized into the following four categories:

Paving

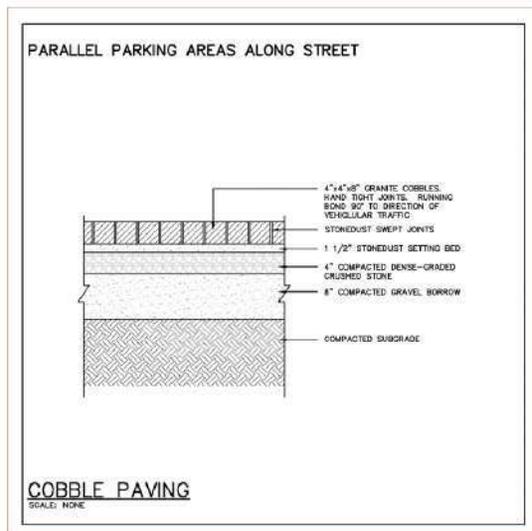
Planting

Site Furnishings

Accent Treatment

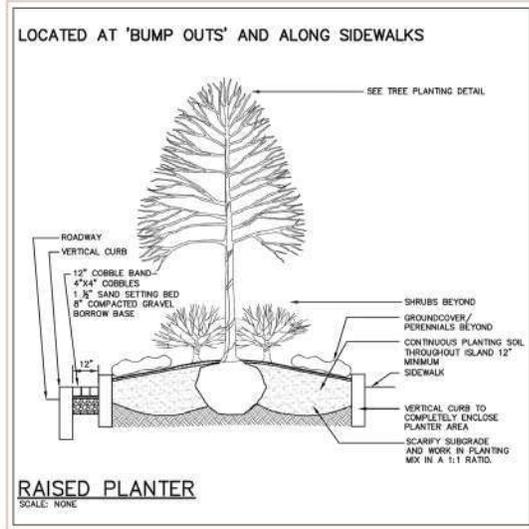
Paving

Vehicular Application

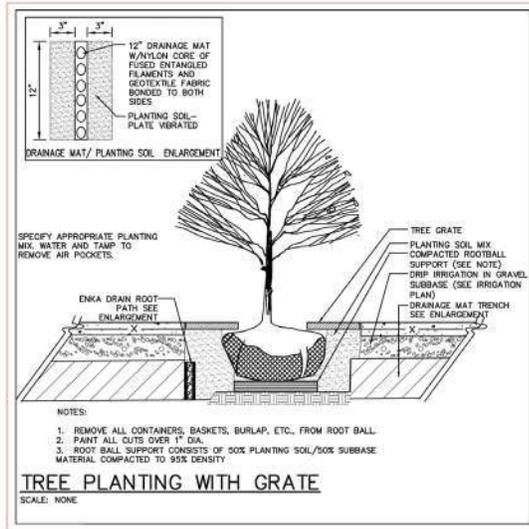


Special Pavement to Differentiate Parallel Parking, Bike Lane, and Travel Ways

Planting

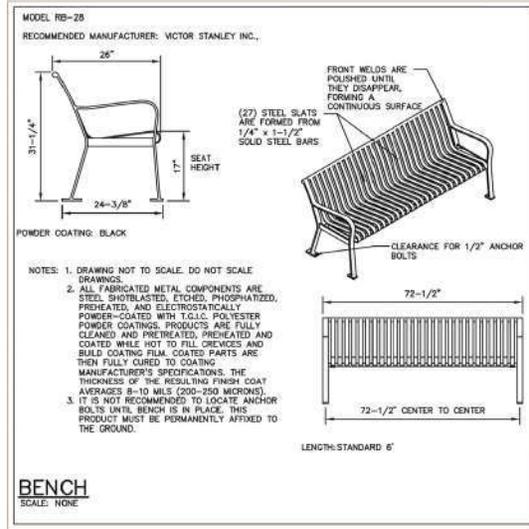


Raised Planter in Sidewalk



Tree Grate in Sidewalk Pavement

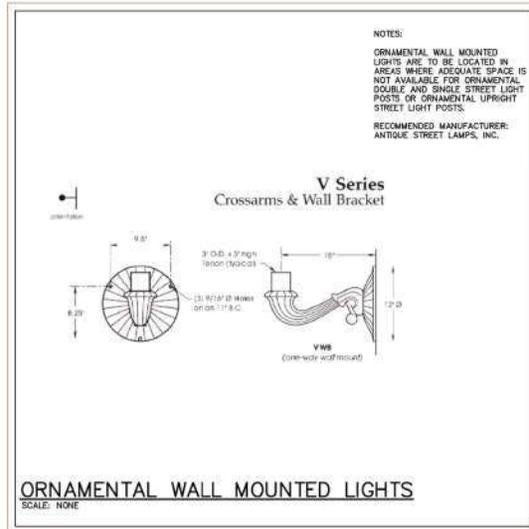
Site Furnishings



Trash Receptacle and Bench



Bus Shelter



Ornamental Wall-Mounted Light



Ornamental Street Light - Double



Ornamental Street Light - Upright



Ornamental Bollard

Accent Treatment

Customs



Artistic / Sculptural Benches



Artistic / Sculptural Planters



Tree Grates



Bike Racks



Accent Treatment

Customs



Mural Programs for Narrow Side Streets



Banners And Signs



Informational and Artistic Signage



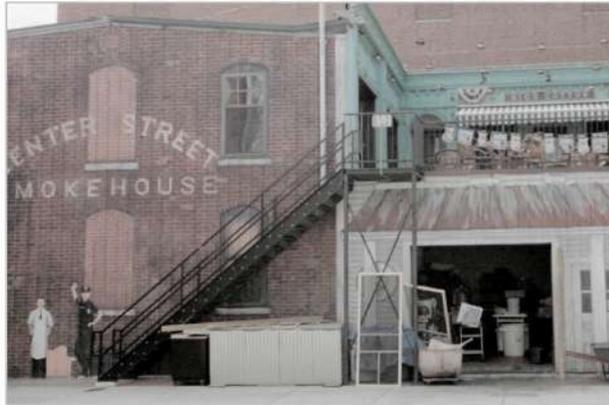
Tree Lights for Winter Interest

Accent Treatment

Alley Treatment - Customs



Mural Programs for Narrow Side Streets



Rooftop Restaurants



Active Public Space Behind Buildings



Activity / Parking Behind Buildings