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G O L D S O N

EMPOWERING PEOPLE — CREATING COMMUNITY



# METHUEN 2035: A VISION FOR GROWTH & INVESTMENT PHASE III: STRATEGIES

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PRESENTED BY  
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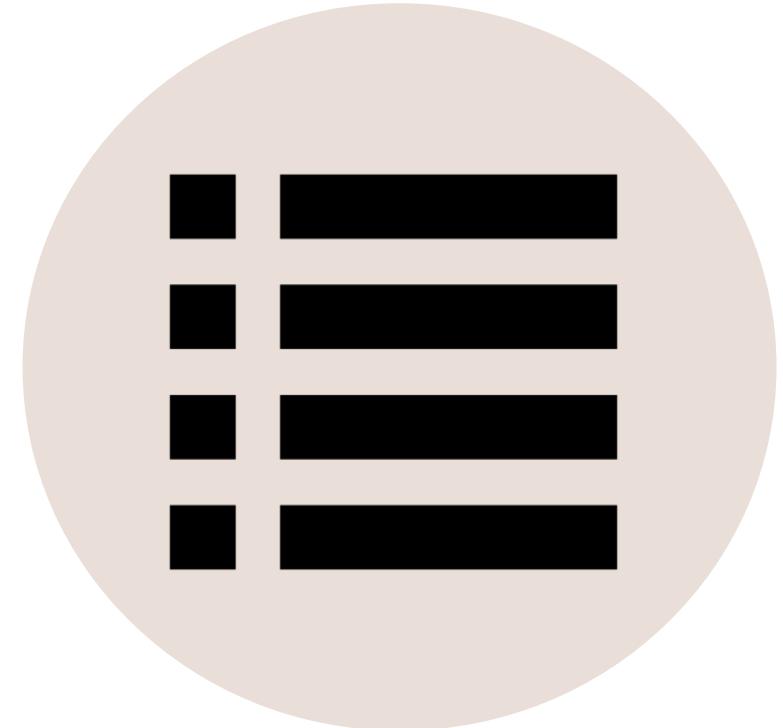
04/01/2024



# TONIGHT'S AGENDA

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- Phase III recap
- Methuen's strategy shortlist and discussion
- Next Steps & Phase IV Schedule





# THE PLANNING PROCESS

2022

Sept - Feb  
1: Methuen  
Yesterday &  
Today

2023

Feb - May  
2: Methuen  
Tomorrow

2024

June - Mar  
3: Achieving  
Methuen  
Tomorrow

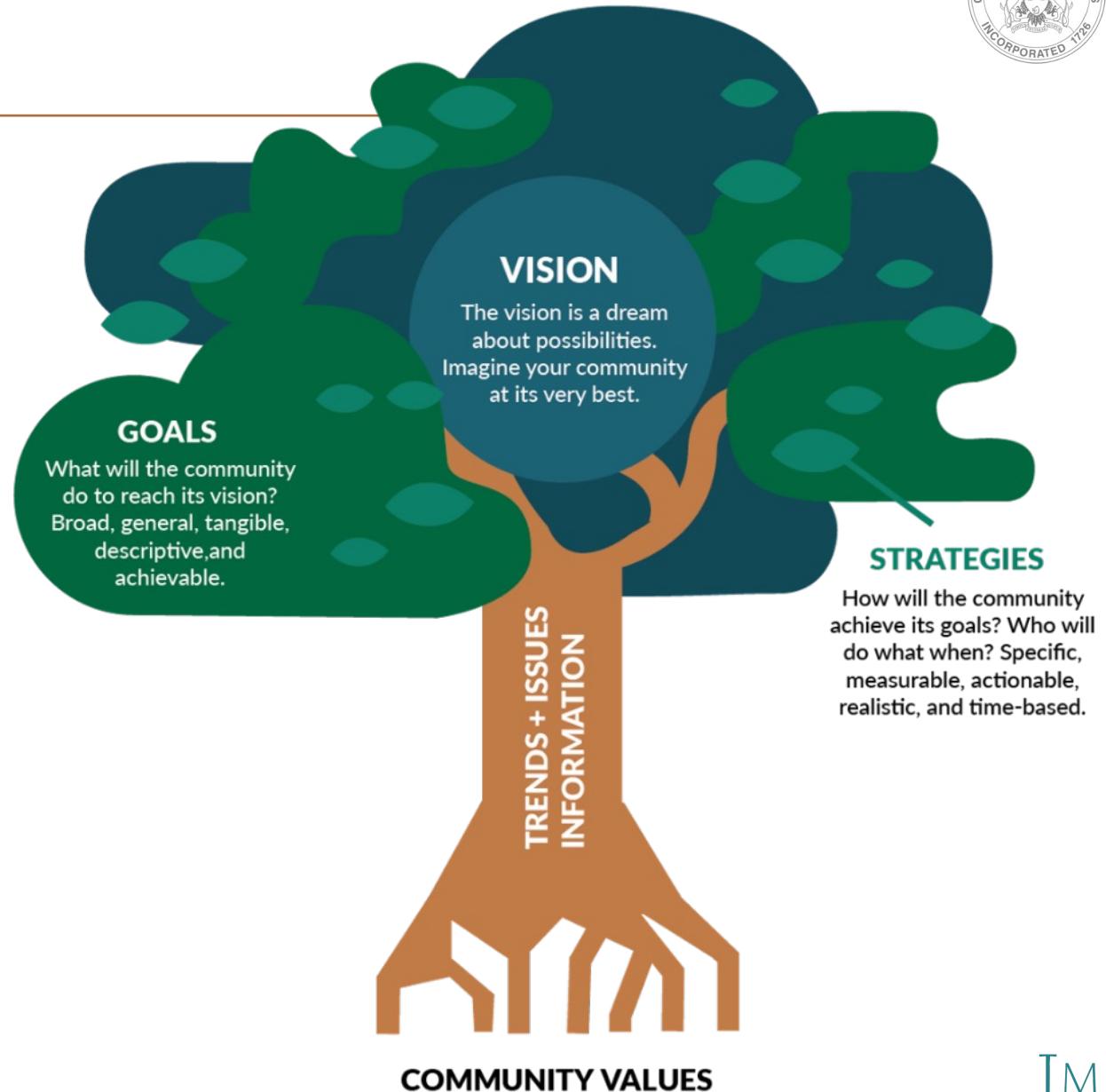
Apr - Jul  
4: Plan  
Finalization &  
Adoption

We are here!



# PURPOSE OF PHASE III

- Create and vet strategies to support the community vision and goals





# WHAT DID WE DO IN PHASE III?

- August 10<sup>th</sup>: MPSC review of the preliminary strategy list
- September – February: Roadshows and interviews (25 interviews)
- March: Summarize, sort, and revise strategies; MPSC review; Begin public comment period.

## PRELIMINARY STRATEGY IDEAS ROAD SHOW SCORING FLOWCHART

1.00-2.49 → Recommended for Removal

2.50-3.99 → MPSC Pre-Work Survey → 1.00-2.49 → Recommended for Removal  
→ 2.50-3.99 → Discuss at 03/21 MPSC Meeting  
→ 4.00-5.00 → Recommended for Shortlist

4.00-5.00 → Recommended for Shortlist



# DRAFT STRATEGY SHORTLIST

Community Vision	Core Theme 1	Goal 1A Goal 1B	9 Strategies 7 Strategies
	Core Theme 2	Goal 2A Goal 2B Goal 2C Goal 2D	5 Strategies 5 Strategies 7 Strategies 6 Strategies
	Core Theme 3	Goal 3A Goal 3B	7 Strategies 5 Strategies
	Core Theme 4	Goal 4A Goal 4B	6 Strategies 5 Strategies
	1 Vision	4 Core Themes	10 Goals 62 Strategies

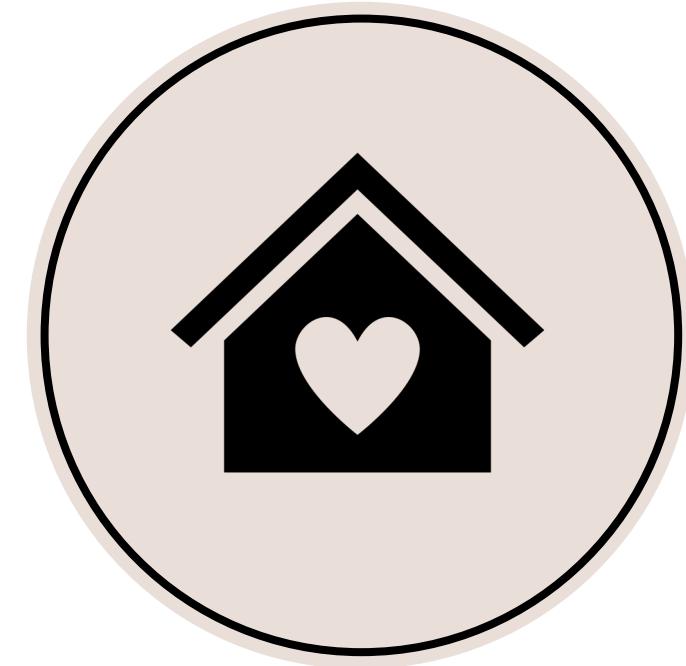


# 1. FOSTER BALANCED HOUSING & ECONOMIC GROWTH IN STRATEGIC LOCATIONS

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1A. Provide a broader range of housing options, including tenure, price points, and housing types in residentially zoned districts.

- 1.A.1 Zoning to encourage multi-family and mixed-use housing
- 1.A.2 Update existing Affordable Housing Density Bonus SP
- 1.A.3 Revise existing Accessory Apartment (Section V-G)
- 1.A.4 Zoning for wider range of housing types (4-8 u/ac)
- 1.A.5 Reintroduce the Community Preservation Act
- 1.A.6 Establish an Affordable Housing Trust
- 1.A.7 Create a Housing Coordinator position
- 1.A.8 Review zoning to align with what exists on the ground
- 1.A.9 Apply for funding from new programs





# 1. FOSTER BALANCED HOUSING & ECONOMIC GROWTH IN STRATEGIC LOCATIONS

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## 1B. Promote economic development

- 1.B1 Expand or protect Industrial and Commercial zoning districts
- 1.B2 Inventory underused commercial and industrial properties
- 1.B3 Create district plans for existing commercial areas
- 1.B4 Create an Economic Planner position
- 1.B5 Inventory brownfields and blighted areas for opportunities
- 1.B6 Plans for Downtown, MBSC, and the Loop
- 1.B7 Review commercial parking requirements





## 2. CREATE SUSTAINABLE AND RESILIENT PUBLIC SERVICES AND INFRASTRUCTURE

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2A. Continue governing and fiscal best practices while building sustainable staff capacity and professional development.

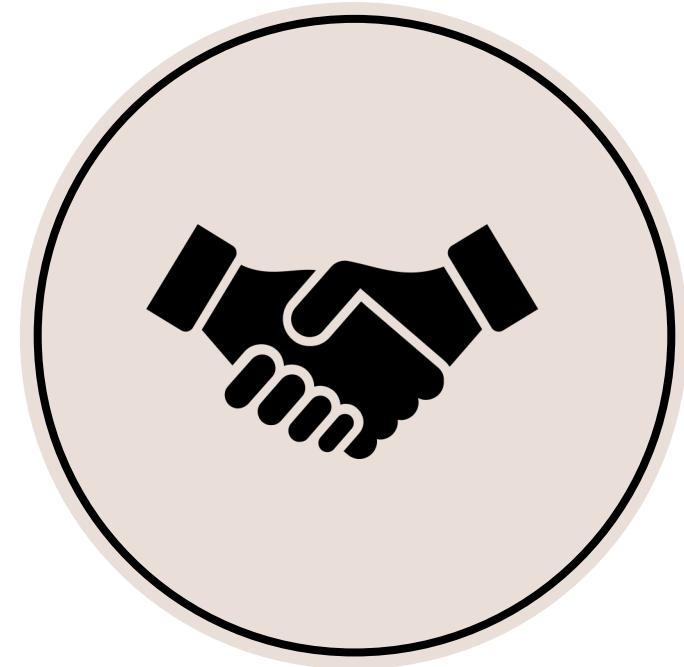
2.A1 Current financial software, with training

2.A2 Asset and facilities management software, management plans, and training.

2.A3 Long-range financial forecast

2.A4 Evaluate current staffing levels and salaries and create operating plan

2.A5 Host regular staff trainings





## 2. CREATE SUSTAINABLE AND RESILIENT PUBLIC SERVICES AND INFRASTRUCTURE

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### 2B. Strategically invest in sustainable and resilient public infrastructure.

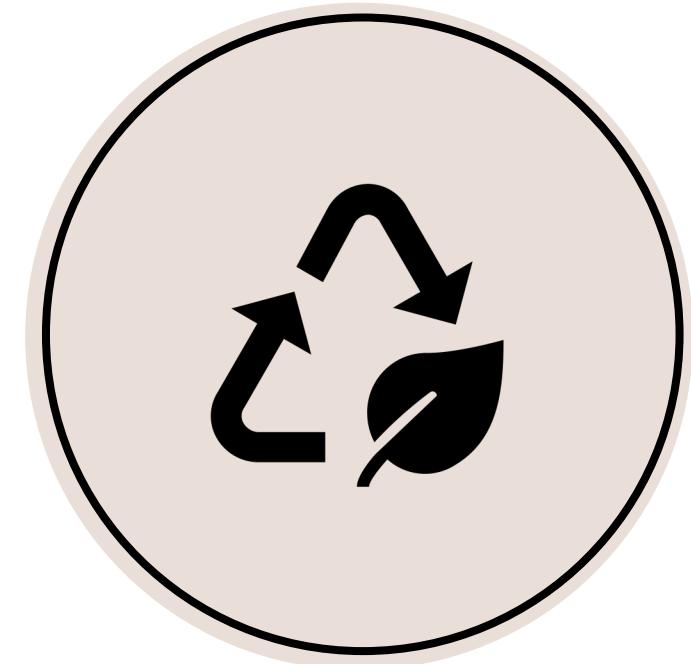
2.B1 Continue to fund the City's water system and infrastructure (MVP)

2.B2 Update the stormwater ordinance and re-evaluate CSOs

2.B3 Increase municipal buildings' use of renewable energy

2.B4 Explore school and municipal vehicle electrification

2.B5 Prioritize green building design for new and renovated buildings





## 2. CREATE SUSTAINABLE AND RESILIENT PUBLIC SERVICES AND INFRASTRUCTURE

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2C. Continue to explore the creation of new or updated municipal facilities and equipment, especially Public Safety, City Hall, and the Department of Public Works.

2.C1 Relocate the DPW Facility

2.C2 Assess locations for a Public Safety Facility

2.C3 Continue to renovate City Hall

2.C4 Adopt landscaping guidelines

2.C5 Determine the future use of 180 Pleasant Valley Street  
(property not building)

2.C6 Continue maintenance of all schools and update capital improvement plan

2.C7 Continue ADA and MA Access Board transitions





## 2. CREATE SUSTAINABLE AND RESILIENT PUBLIC SERVICES AND INFRASTRUCTURE

### 2D. Ensure transparent and accessible government services and structures.

- 2.D1 Public meetings televised and recorded, with captioning
- 2.D2 Charter Change Commission (government structure)
- 2.D3 Residents meet department heads programs
- 2.D4 Improve centralized communication from the Mayor's office
- 2.D5 Optimize Smart 911, shared local dispatch in new public safety building
- 2.D6 Update See-Click-Fix, training, and build up to 311 system.



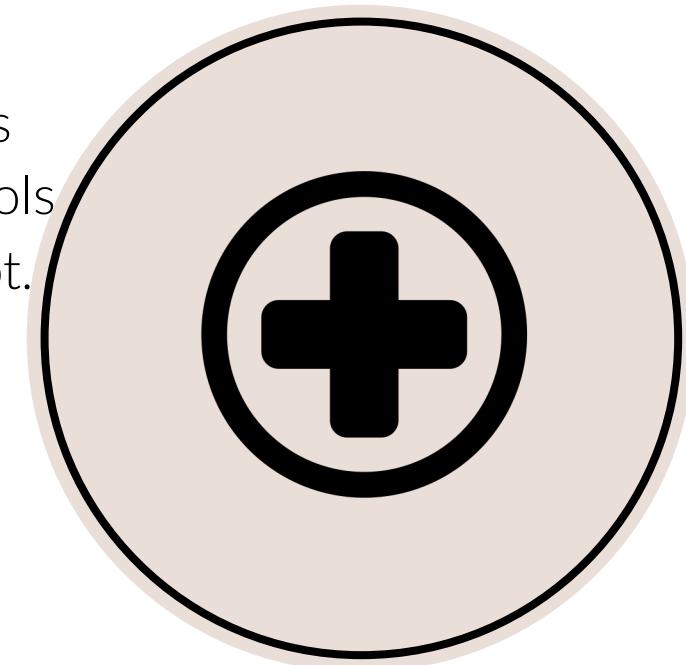


# 3. HEALTH, SAFETY, AND WELL-BEING

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## 3A. Strengthen connections to community and health services, especially behavioral health.

- 3.A.1 Increase funding for substance abuse programming in schools
- 3.A.2 Seek funding to decrease counselor-to-student ratios in schools
- 3.A.3 Create full-time health and social work positions in police dept.
- 3.A.4 Age-friendly and dementia-friendly community designation
- 3.A.5 Wellness programming (Center for Behavioral Health)
- 3.A.6 Multi-lingual guides for accessing local health care
- 3.A.7 Advocate for continued health care use at hospital campus





### 3. HEALTH, SAFETY, AND WELL-BEING

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3B. Strengthen community partnerships and programming to increase access to education and job opportunities.

- 3.B1 Partnership with Lawrence MassHires for Career Seminars
- 3.B2 Adult Learning Center's high school equivalency training
- 3.B3 Establish a Commonwealth Dual Enrollment Program (NECC)
- 3.B4 Connect library, schools, and adult learning opportunities
- 3.B5 Promote ELL programs and citizenship classes for residents





## 4. SUPPORT SOCIAL AND CULTURAL VITALITY AND PRESERVE HISTORICAL ASSETS

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4A. Support coordinated educational, artistic, and fun cultural activities and events for all community members.

4.A1 Dedicated funding streams and grant programs

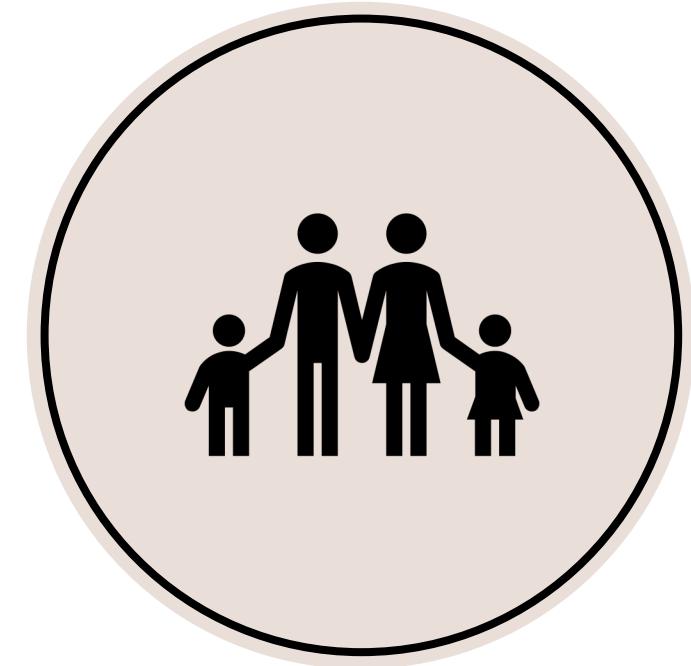
4.A2 Pilot project placemaking initiatives

4.A3 Add municipal capacity through staff, volunteers, and organizational partnerships

4.A4 Work with DEI consultant on diverse cultural programming

4.A5 Better utilize existing facilities

4.A6 Support new intergenerational Community Center





## 4. SUPPORT SOCIAL AND CULTURAL VITALITY AND PRESERVE HISTORICAL ASSETS

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4B. Increase local awareness and protect historic resources, especially near Downtown.

4.B1 Reevaluate demolition delay ordinance

4.B2 Expand the historical marker program and install wayfinding and informational signage

4.B3 Reevaluate historic preservation regulations

4.B4 Maintain and restore municipally owned historical structures and assets (CPA, Historic Preservation tax credits)

4.B5 Add municipal capacity for historic preservation and property inventorying



## DISCUSSION AND QUESTIONS

- Are there any “deal breaker” strategies?
- What are your questions?
- Do you have any suggestions for wordsmithing or alternative strategies?



WHAT HAPPENS  
NOW?

# HELP GET THE WORD OUT!

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We have a public comment period on the strategy shortlist open:

We would love any final feedback from:

- The public
- Boards and committees
- Staff

You can find the strategy shortlist and survey on the project website.



# PHASE IV

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Phase IV is when we discuss the specifics and craft the highly visual Master Plan.

Final Deliverables will include:

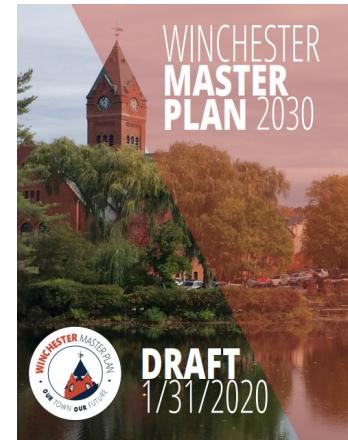
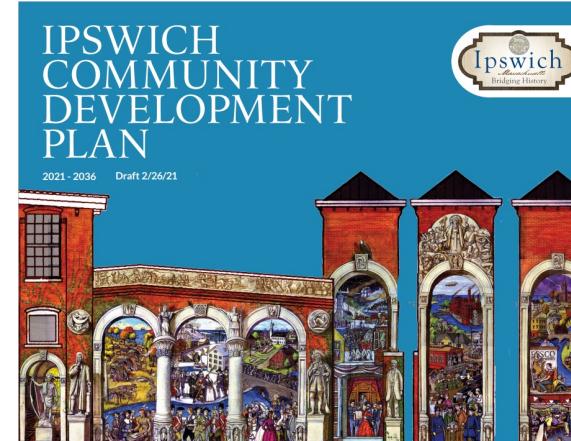
- Master Plan (designed version)
- Action Plan (Implementation matrix)



# PLAN LAYOUT

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Click each of the plans at right to see examples of former JM Goldson plans!

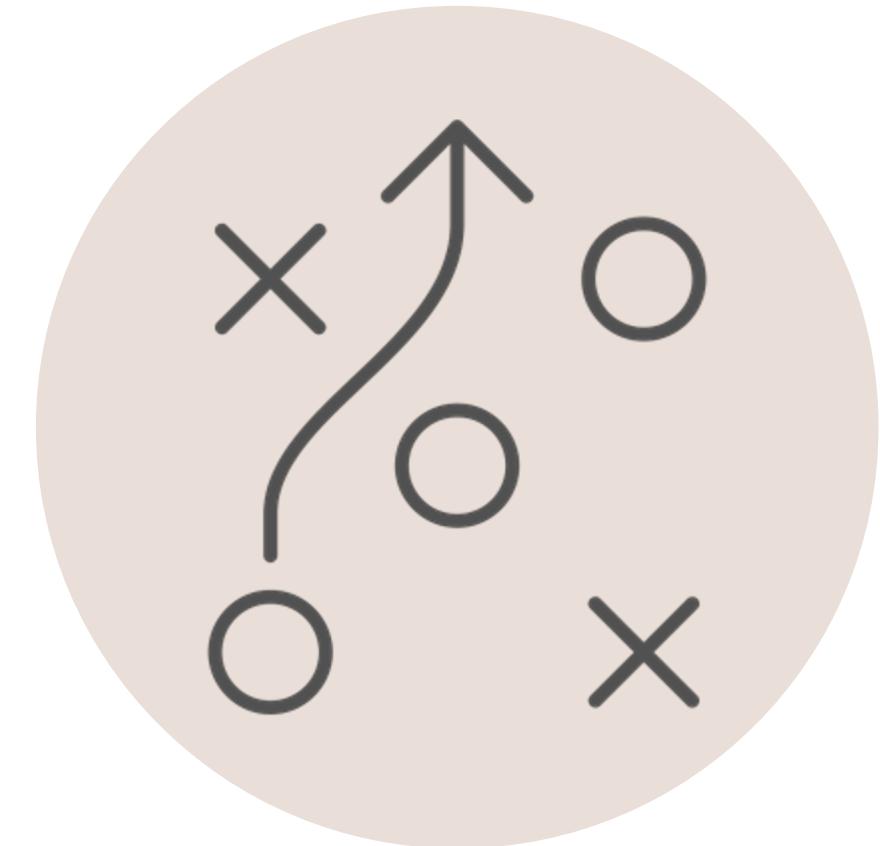


# IMPLEMENTATION PROCESS & CONSIDERATIONS

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10-year planning requires structure and organization

- Master Plan Implementation Committee
- Metrics
- Action Plan (Implementation Matrix)



# IMPLEMENTATION STRATEGY

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*Excerpt from Medway's Master Plan Implementation Matrix:*

Goals	Strategies			Responsible Entities		Funding		Sequencing
Primary Goal(s) Addressed	#	Description	Type	Lead Responsible Party	Supporting Responsible Parties	Funding Source	Approx. Cost (\$=less than \$50K; \$\$=\$50K-\$250K; \$\$\$=\$250K-\$1M; \$\$\$\$=1M+)	Timing (Near (0-3y)/ Med (4-7y)/ Long (8-10+))
GOAL 1: CATALYZE REDEVELOPMENT OF KEY PROPERTIES ON ROUTE 109	1A	Build on Medway's recent streetscape improvements by leveraging public and private investment in placemaking improvements to the public realm to bring visual cohesion and interest to the district and to create an attractive identity as a Town Center.	Design/ Physical Improvement	Planning & Economic Development Board	Cultural Council Department of Public Works Economic Development Committee Medway Business Council Select Board/Town Manager's Office	Massachusetts Downtown Initiative Local or state Cultural Council grants Shared Streets and Spaces program	\$\$\$	Long
GOAL 1: CATALYZE REDEVELOPMENT OF KEY PROPERTIES ON ROUTE 110	1B	Explore adoption of an Urban Center Housing Tax Increment Financing (UCH-TIF) zone to promote private housing and commercial development in the Route 109 future Town Center area.	Regulatory/ Policy	Select Board/Town Manager's Office	Assessors Community and Economic Development Economic Development Committee Finance Committee Town Counsel	Town budget	\$\$	Near

# THANK YOU!

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# METHUEN 2035 – PHASE IV SCHEDULE

Prepared by JM Goldson 03/12/24

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TASKS	APR					MAY				JUN			JUL		
	W1	W2	W3	W4	W5	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2
MPSC Meetings															
Strategy short list/ Public Comment period															
Final strategies															
Presentation to City Council															
Future Land Use map/ Implementation Methods/ Design Preferences	Draft		Revise												
Complete Draft Plan/ Implementation Matrix			Draft							Finalize					
Public Comment Period															
Presentation to Community Development Board															