

# SAUGUS UNITED 2035

## Connecting our Past | Defining our Future

### *The Saugus Master Plan*



## Workshop 2

March 24, 2021



# Agenda (5:00 PM – 7:00 PM)

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- **Welcome**
- **Project Recap**
  - What is a Master Plan?
  - Process + Timeline
- **Visioning Summary**
  - What we've heard
  - Draft Vision Statement
- **Topic Areas (Each will have presentation followed by breakout group discussion)**
  - Economic Development
  - Transportation / Mobility
  - Community Facilities
- **Closing and Next Steps**

# Welcome

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## Purpose of Tonight's Meeting

- To provide a **synthesis of the Vision**, based on community feedback
- **To delve deeper into Master Plan topics** to develop goals and strategies

## Project Recap

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### What is a Master Plan?

It's an opportunity to envision your future

- *What do we want our town to be in 15 years?*

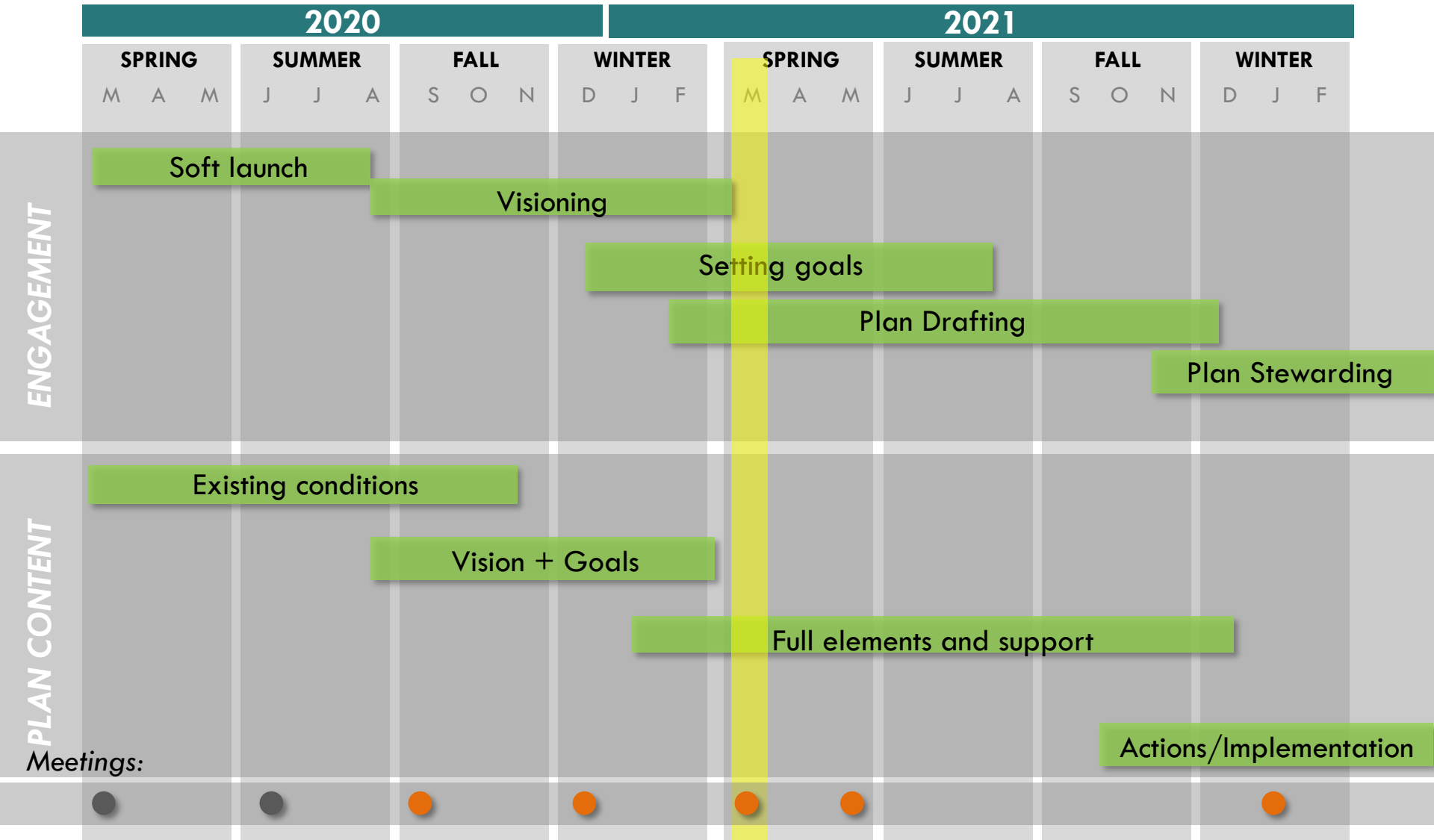
It's a process to set town-wide priorities

- *What do we need to do to get there?*

It's an action strategy to achieve positive change

- *How do we get started? What is next?*

# Project Recap



# Project Recap

## HOW THE PLAN IS ORGANIZED

The **Roadmap** organizes the elements into themes

### VISION



Vision + Goals

### LIVE



Land Use +  
Neighborhoods



Housing



Facilities + Services

### WORK



Econ Development

### PLAY



Open Space +  
Recreation



Arts + Cultural  
Resources

### CONNECT



Transportation

### PROTECT



Energy, Sustainability  
+ Resiliency



Historic + Cultural  
Preservation



Environmental  
Stewardship

# Project Recap

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Environmental  
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# Visioning Summary

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## Public Forum:

- September 15, 2020
- ~50 household attendees

## Online Open House:

- September 15 – October 16
- ~700 respondents (most partial completions)
- Questions related to vision, as well as various elements

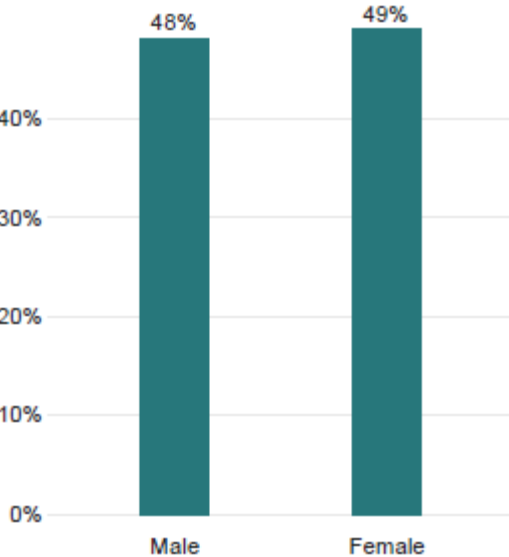




# Visioning Summary

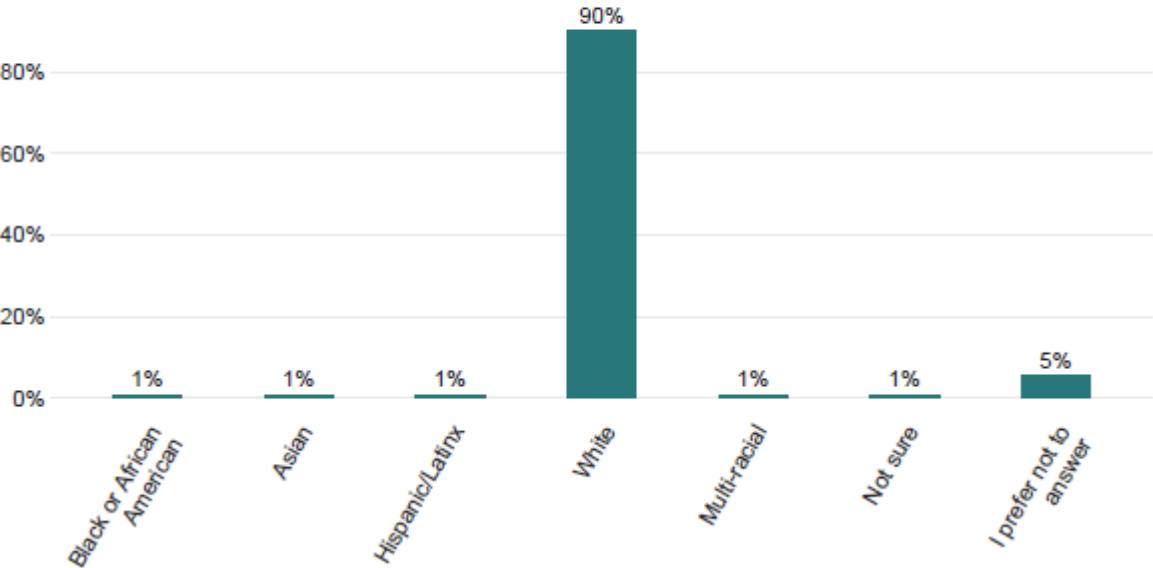
What is your gender?

Percentage



How do you identify your race and ethnicity?

Percentage of Choices

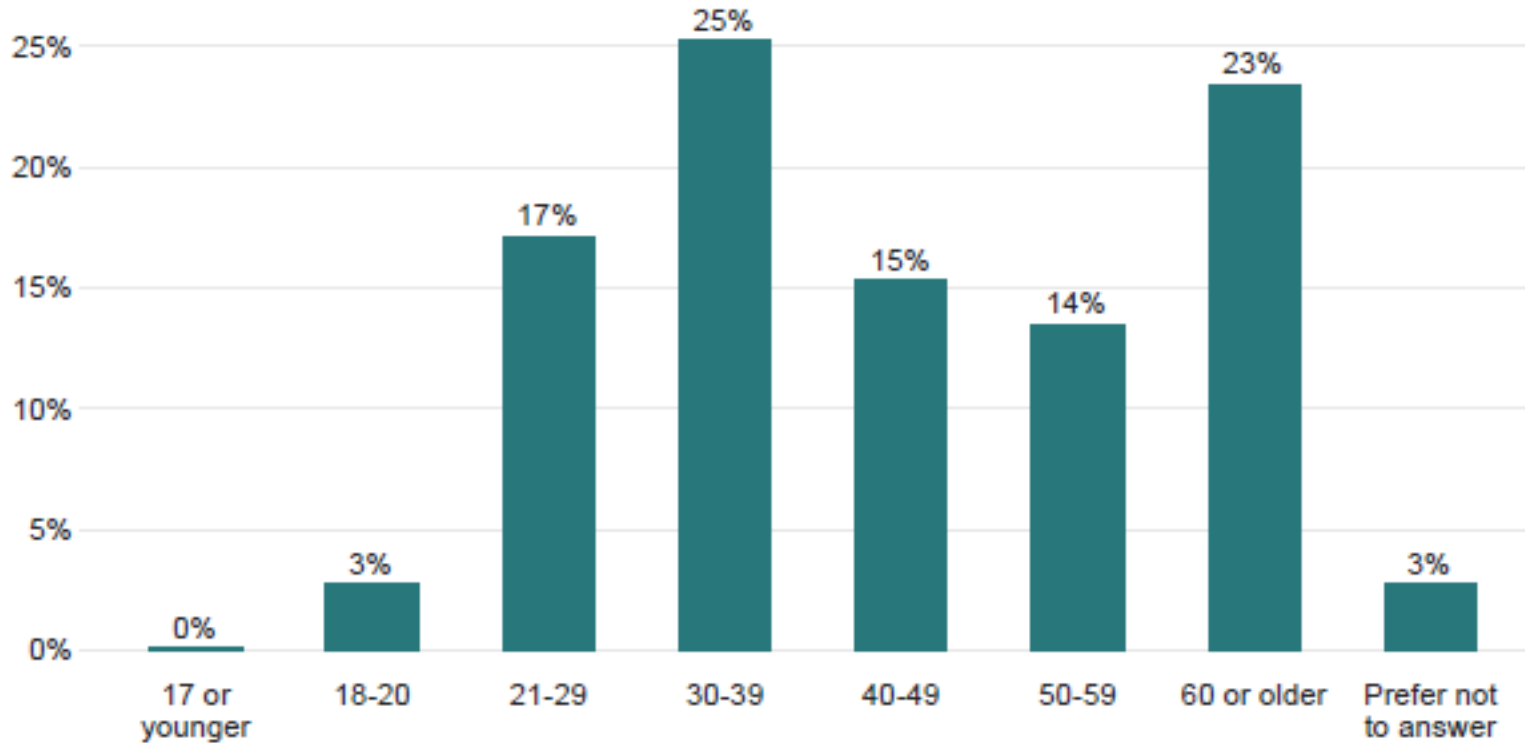




# Visioning Summary

## What is your age?

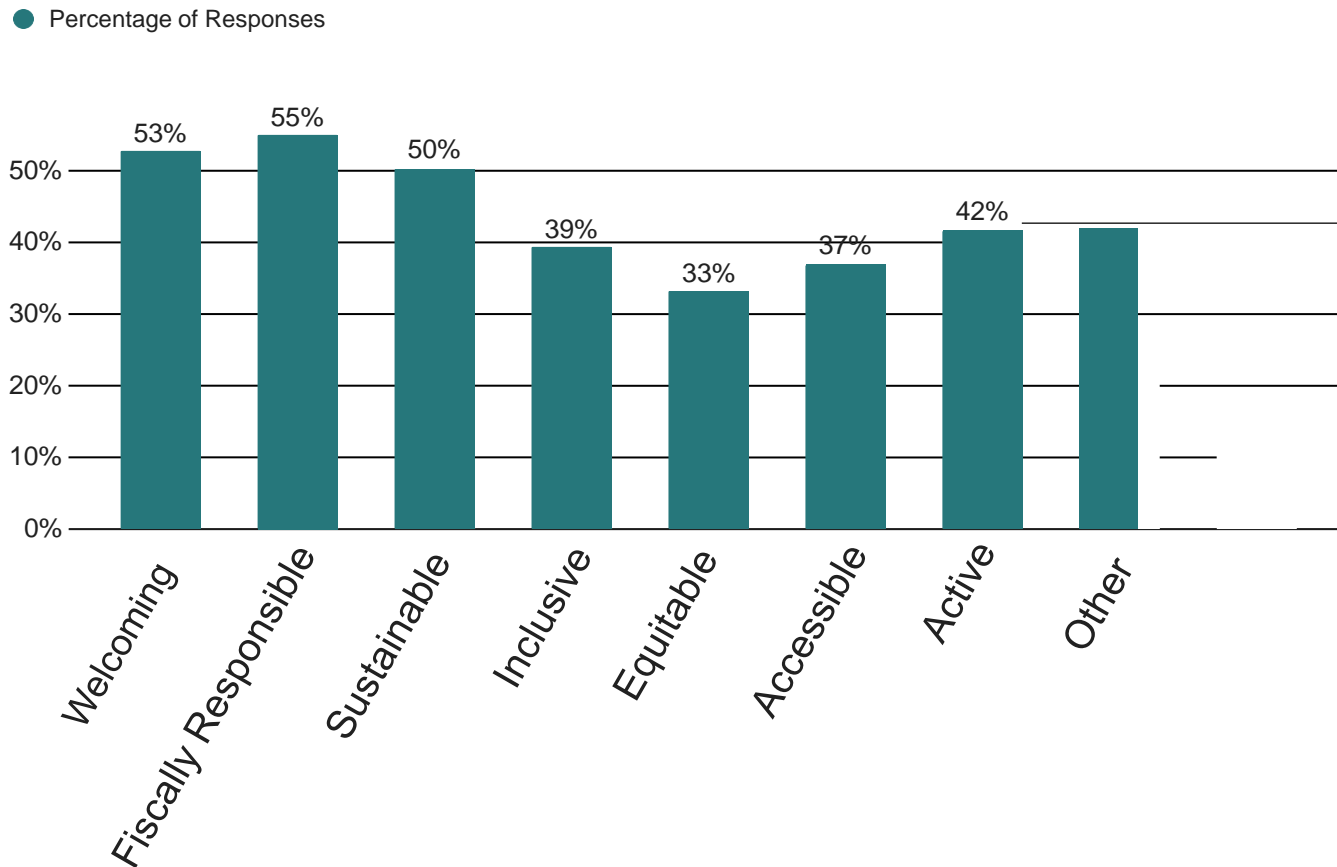
● Percentage





# Visioning Summary

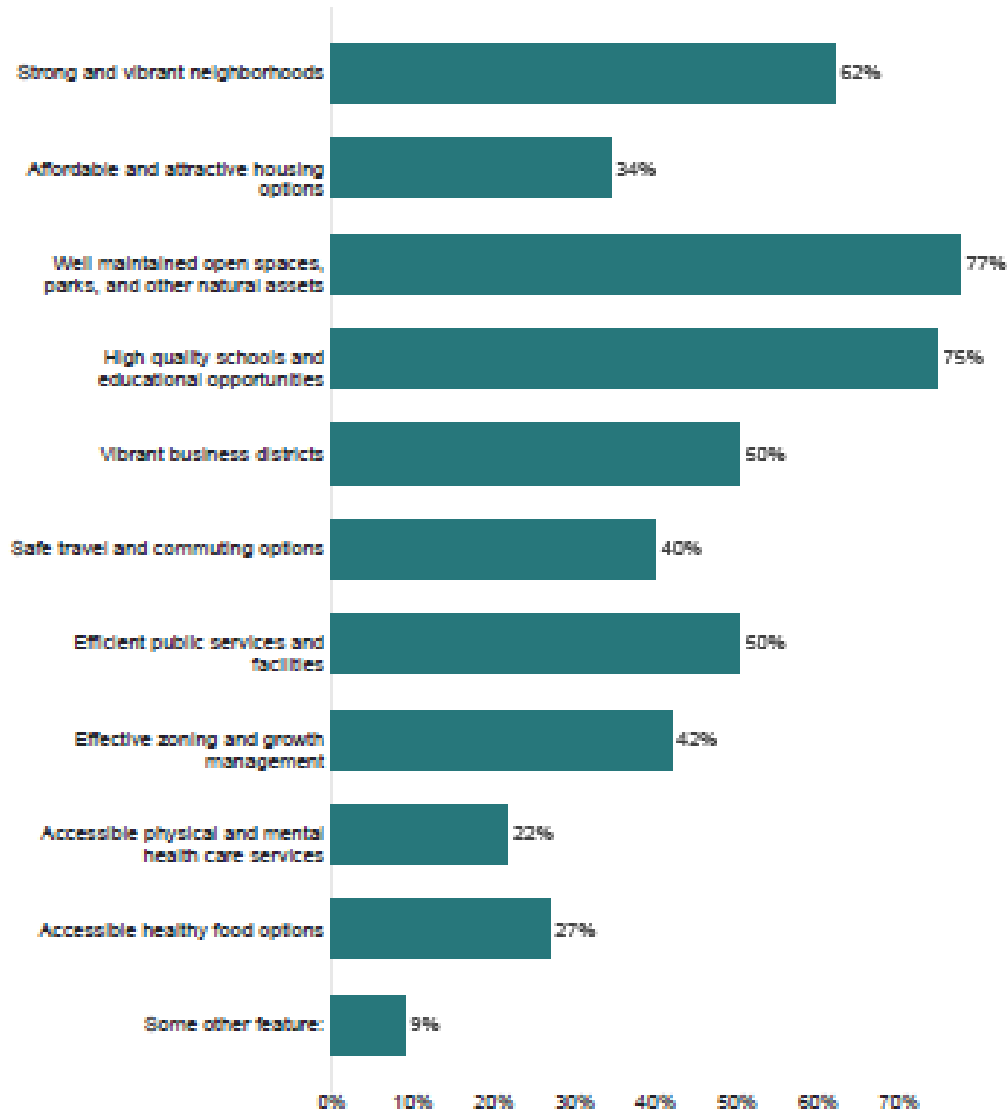
Which of these words best describes your goals for Saugus? Select any that apply.





Of these features, which do you feel are most important for the future of Saugus? Select any that apply.

● Percentage of Responses



**High quality open spaces and schools rose to top, followed by strong + vibrant neighborhoods**



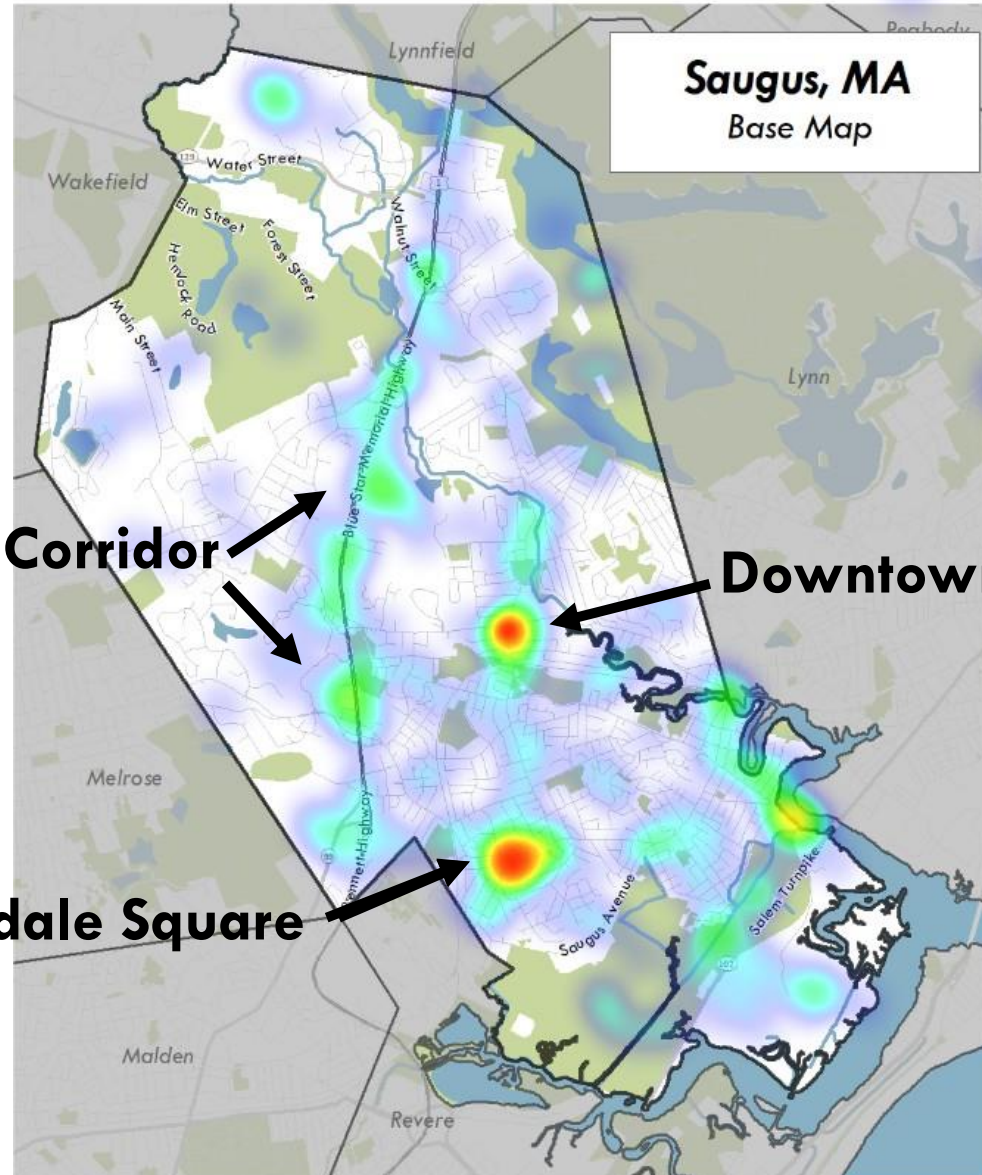
# Visioning Summary

Where do you  
think future growth  
should occur?  
Click (or tap) on  
the map

**Route 1 Corridor**

**Downtown**

**Cliftdale Square**



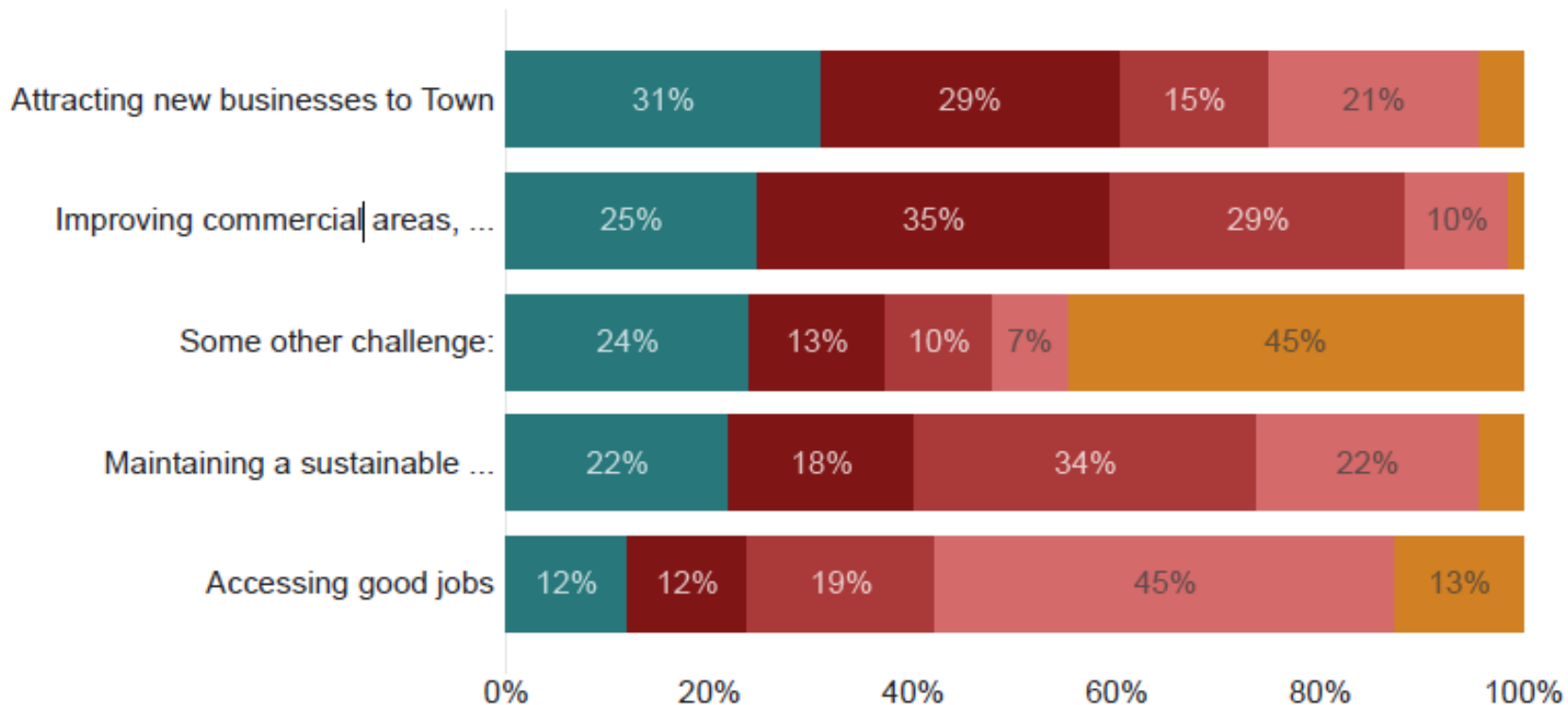




# Visioning Summary

What are the most important challenges facing the Town of Saugus for economic development. Write in your responses on a scale of 1 (most important) to 5 (least important).

1 2 3 4 5





# Visioning Summary

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**The Vision Statement is the synthesis of all community input to-date, refined by the Master Plan Advisory Group.**

**The next two slides provides the entire Vision Statement, which will be posted online for review and comment. (Large print version available upon request.)**



Looking forward, the Town of Saugus continues to be a well-balanced community that is an excellent place to live, work, and visit. Saugus will be welcoming to residents of all ages and backgrounds who are able to enjoy the Town's many natural amenities, vibrant commercial centers, and proximity to Boston. Transparent and fiscally-responsible Town government manages growth and development in a way that maintains Saugus' character yet balances revenues to sustain excellent public services, facilities, open spaces, and infrastructure. Saugus will be a model to the region, emphasizing its commitment to fiscal responsibility, sustainability, and high-quality schools.

The network of open spaces and historic sites in Saugus offers opportunities for recreation, enhance scenic views, and increases tourism. Residents are able to enjoy a high quality of life through convenient access to its well-maintained open spaces and historic resources. Breakheart Reservation, the Iron Works, and the River Walk will be local and regional draws, inviting people to enjoy its beautiful scenery and recreational opportunities. Parks and playgrounds will be well-maintained, safe, and conveniently accessible to all residents. The Mill District will promote the Town's heritage and unique architectural charm through preservation and adaptive reuse. The Town will fully take advantage of its rivers and waterways, providing numerous access points for water-related recreation opportunities.

Distinct and welcoming single-family neighborhoods will continue to provide housing opportunities for families wishing to live in a traditional suburban neighborhood. Cliftondale Square and the Downtown will be thriving districts, focused on local that serve residents and visitors in compact and walkable areas. Smaller-scale mixed-use development will support these local businesses and help create a vibrant neighborhood. Route 1 will continue to evolve in a manner that maintains its commercial base while allowing for new growth opportunities through mixed-use redevelopment. The Aggregate Industries quarry will provide an additional, long-term opportunity for the Town to meet its future growth needs. Taken together, Saugus' various neighborhoods and districts provide a range of opportunities for living in different types of housing and environments.

Saugus will continue to implement ways to reduce traffic demand, especially through increasing safe and comfortable options to walk and bike throughout Town. Best-in-practice transportation demand management policies will ensure that the impacts of future development are minimized.

As observed throughout the Saugus United Master Plan process, the vision for Saugus in 2035 is strengthened through a community that is informed, engaged, and productively working toward a shared vision and commitment to achieving a prosperous and sustainable future.



# Economic Development



## Econ Development

**Jenn Emiko Kaplan**  
**Economic Developer Planner II**



# Economic Development

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## This Element Covers:

- Economic development strategy for the next 15-20 years
- Takes into account:
  - Land-use regulations
  - Business composition
  - Transportation infrastructure
  - Social capital
  - Housing stock to leverage existing assets and find new opportunities



# Economic Development

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- Current economic conditions:
  - Unemployment rate
  - Overall economic sectors in Saugus
  - Market Conditions
  - Business districts
- Previous plans
- Community survey feedback
- Initial goals and next steps



# Economic Development

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## Unemployment Rate

- 6.4% in Saugus (the 2018 American Community Survey 5-Year Estimates)
- Considerably higher than Massachusetts's unemployment rate of 3.9%.
- This number could have only gone up with COVID.



# Economic Development

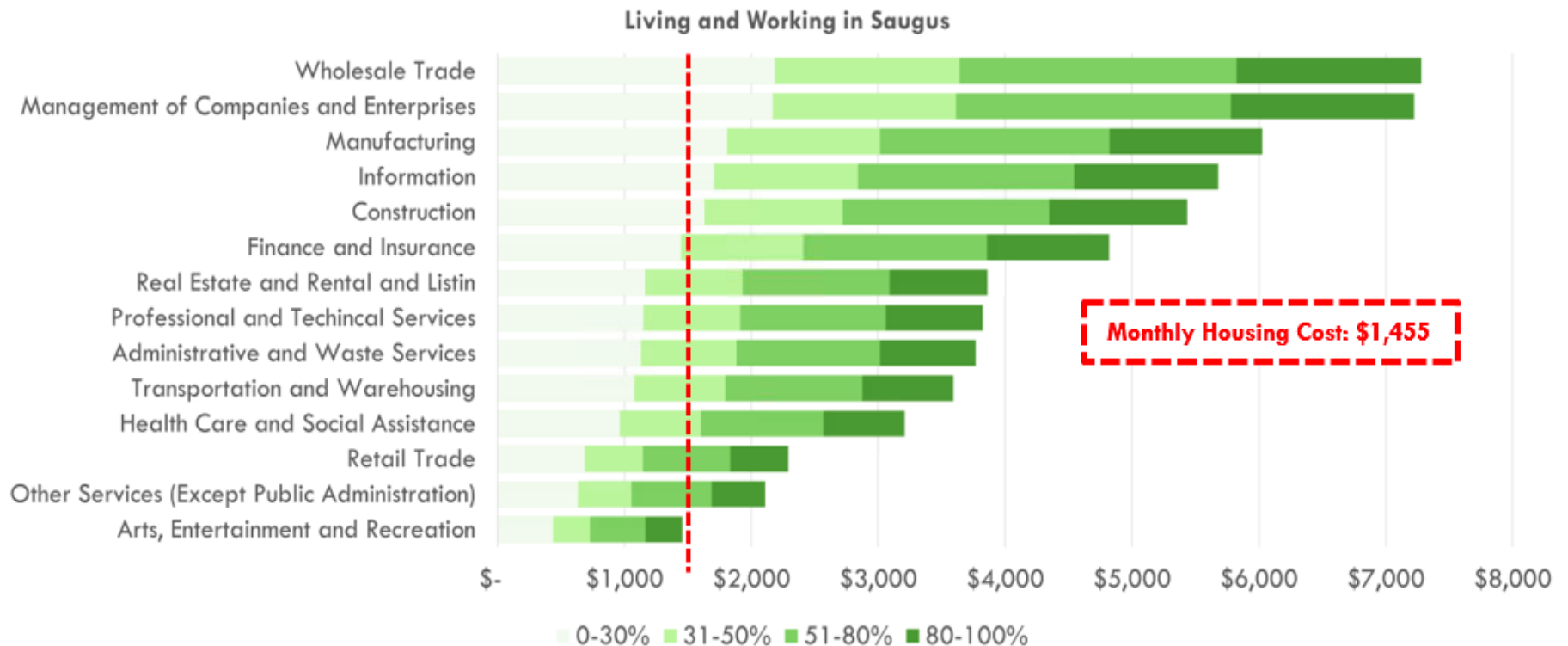
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## Employment Snapshot

- A total of 874 establishments in Saugus support 10,520 employees.
- The Town has a total of 15 industries.
- The three largest industries are Retail Trade (166), Health Care and Social Assistance (149) and Construction (118).



# Economic Development







# Economic Development

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## Market Conditions

- The market conditions in Saugus/Lynn submarket face the challenge of having very little pipeline.
- Retail and office submarkets vacancy rates have remained unchanged in the past year as the challenges of having no supply-side pressure and the impacts of the coronavirus pandemic and its uncertainty.
- The industrial market presents some more opportunity with the rise of e-Commerce. 140 Salem Turnpike (currently under review) would build a light industrial center as large as 140,000 square feet.



# Economic Development

RETAIL	Total Retail SF	Total Buildings	Average Market Rent Per SF in 2020 YTD	Vacancy Rate in 2020 YTD
Saugus	3,300,000 SF	149	\$24.62	5%
Submarket – Saugus/Lynn	8,200,000 SF	671	\$23.20	3.2%

INDUSTRIAL	Total Industrial SF	Total Buildings	Average Market Rent Per SF in 2020 YTD	Vacancy Rate in 2019
Saugus	510,000 SF	25	\$11.38	3%
Saugus/Lynn – Submarket	4,700,000 SF	124	\$10.96	5.9%

OFFICE	Total Office SF	Total Buildings	Average Market Rent Per SF in 2020 YTD	Vacancy Rate in 2019
Saugus	510,000 SF	25	\$11.38	3%
Saugus/Lynn Submarket	3,300,000 SF	228	\$20.39	3.6%



# Economic Development

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## Clifftondale Square

- Accessible by: Saugus residents, Route 1 travelers, and residents of neighboring communities such as Revere and Malden.
- 81 businesses and 352 employees within the square.
- 79% of these businesses employee 1-5 people.
- A challenge is high turnover of commercial tenants in a normal year and the current situation of COVID-19 has seen an unprecedented impact on the commercial market.



# Economic Development

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## Saugus Center

- Main introduction to the town for residents and visitors for: services at the town hall, public library or police department. Also near the Saugus Iron Works National Historic Site.
- The business makeup of Saugus Center is similar to Cliftondale Square and primarily small businesses.
- Total of 120 businesses and 804 employees within the square. Includes employees of government institutions, of which there are more in Saugus Center than Cliftondale Square.



# Economic Development

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## Route 1 Corridor

- Larger footprint businesses than Saugus Center and Cliftondale Square
- Plenty of employment and retail options.
- Only accessible by cars. This lack of access for visitors who are travelling by foot or bicycle gives Route 1 a different sense of community from walkable centers such as Saugus Center and Cliftondale Square.



# Economic Development

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## 2016 Fine Point Associates Market Analysis

- Establishing entities to coordinate and carryout ongoing tasks associated with improving Cliftondale Square.
- Enhance business mix, encourage restaurants, recreation, education, healthcare and professional offices and creative/cultural enterprises
- Attract more customers from all market segments
- Exploring zoning and regulation changes that would increase the critical mass of compatible businesses and customers



# Economic Development

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## Virtual Forum Community Feedback

- Community desires vibrant business districts, focused on Cliftondale Square
- The community saw important challenge for Saugus moving forward as attracting new businesses + improving commercial areas. People want to see more small businesses, particularly in Cliftondale Square. Cliftondale was also identified as an area for desired mixed-use development.
- We also heard that people say new development does not match character of Saugus – tell us more.



# Economic Development

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## Preliminary Goals and Next Steps

- Attracting more light to moderate industrial sector businesses to strengthen Saugus's overall economy
- Imagining Clifftondale Square as a future mixed-use district
- Implementing a framework for long-term commercial sustainability within business districts across Saugus
- What else?





# Economic Development



## Economic Development

We are currently in breakout rooms and will return to the main session at approximately 5:35 for a presentation on Transportation in Saugus



# Transportation



## Transportation

**Travis Pollack, AICP**  
**Senior Transportation Planner**

**Marah Holland**  
**Transportation Planner II**



# Transportation

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## This Element Covers:

- Existing data sources & field visits
- Info from previous transportation plans, interviews, survey
- All means of travel – auto, transit, walking, cycling, emerging modes (ridehail, scooter, autonomous vehicles)
- High level
  - Gaps/deficiencies
  - Networks
- Connectivity

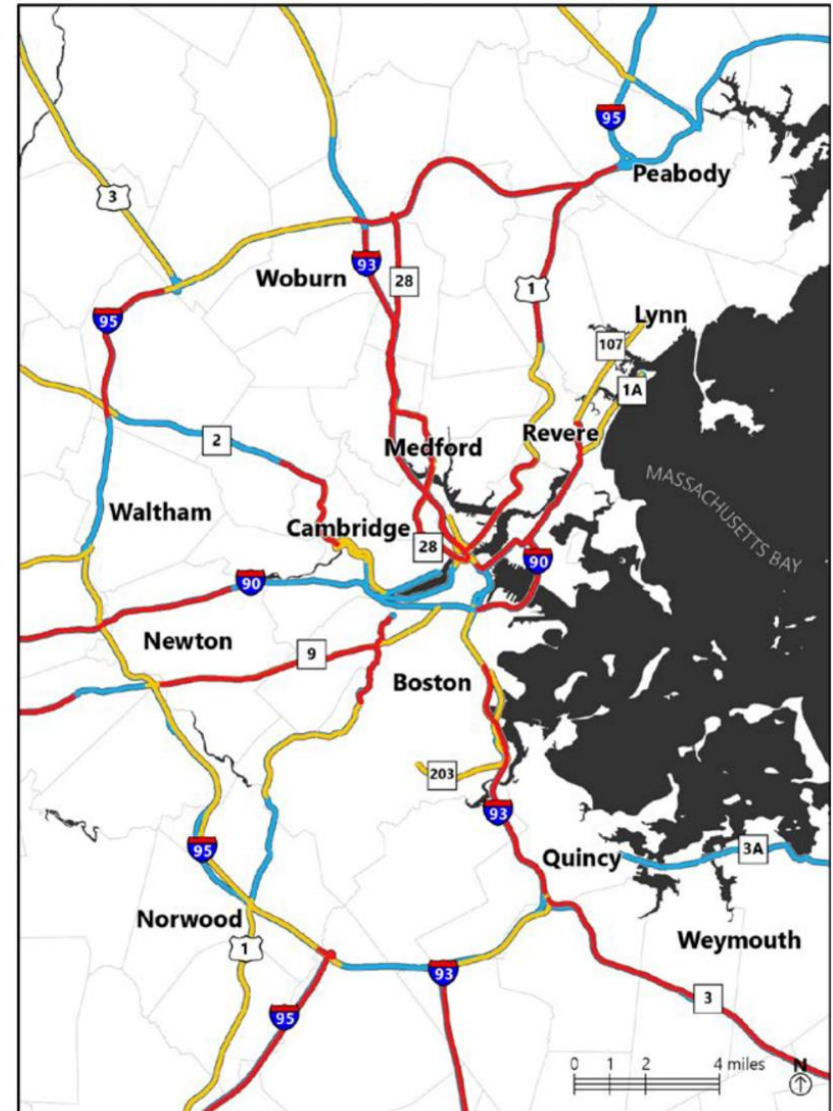


# Transportation

## Initial Findings

### Car is King" in Saugus

- Commute:
  - 87% drive/carpool
  - 8% transit
  - 1% Work From Home (2012-2017 ACS)
- Most auto commutes 30 min or less (most transit: 60 min+) (2012-2017 ACS)
- Route 1: 120K vehicles/day; Main St 18K-23K vehicles/day (MassDOT)



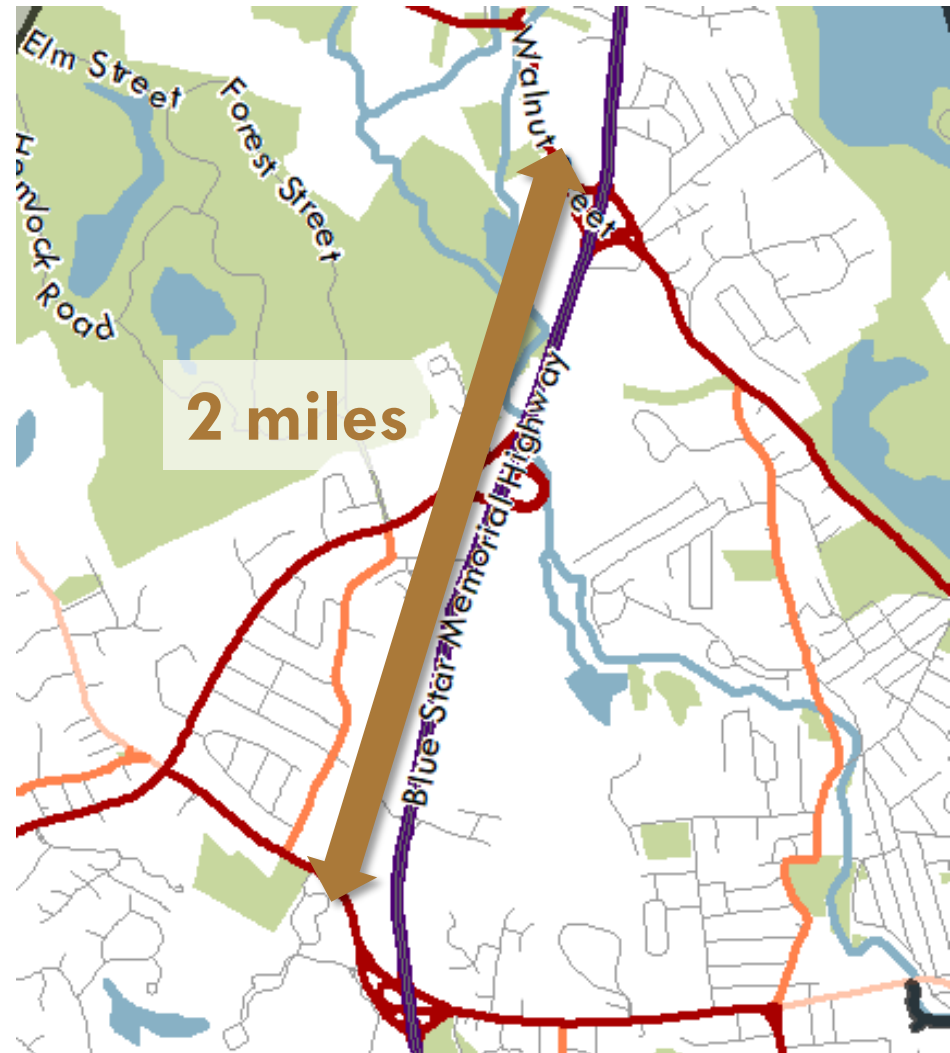
Congestion, 7 AM Hour, MassDOT Congestion Study



# Transportation

## Initial Findings

- Route 1 is a barrier to connectivity
  - Congested
  - Few east-west crossings
  - Schools and recreation opportunities on both sides
  - Hostile to walkers and cyclists
  - Home to key destinations not easily/safely accessible





# Transportation

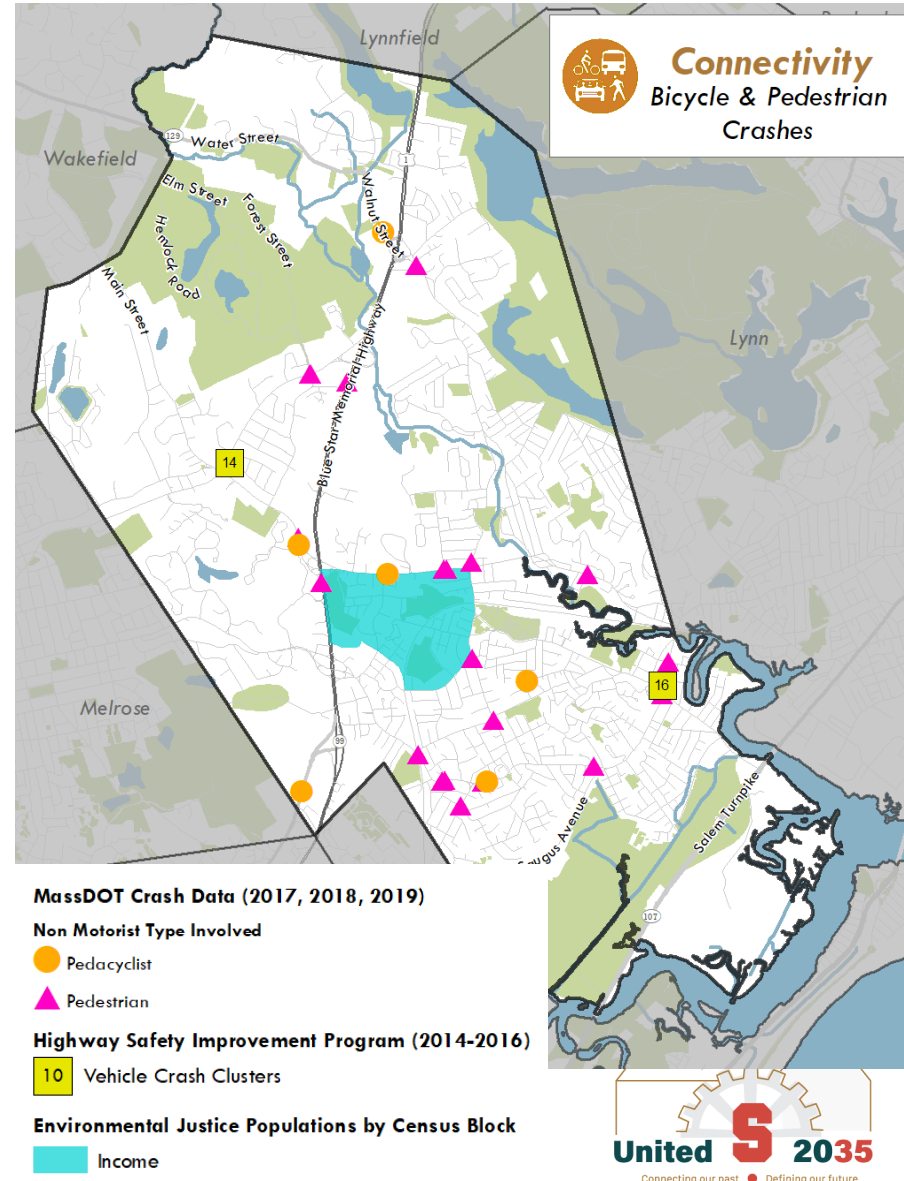
## Initial Findings

- ❑ Safety – Crashes up last 5 years
- ❑ Walking and Cycling can be difficult
  - Most streets do not have sidewalks
  - No Complete Street program

*Vehicular Crashes, Saugus and Essex County*

Source: MassDOT

Year	Town of Saugus	Essex County
2015	521	16,155
2016	651	17,226
2017	678	17,476
2018	671	16,437
2019	641	16,424

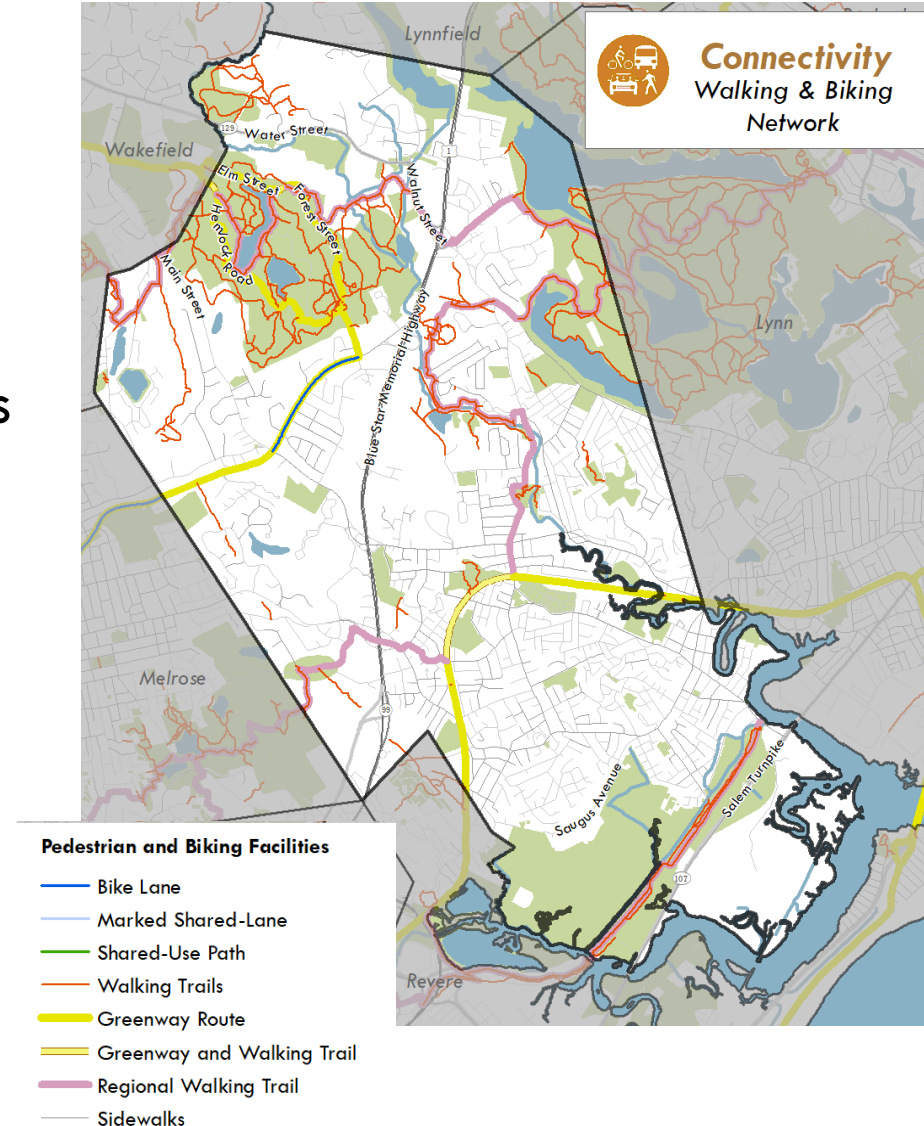




# Transportation

## Initial Findings

- Start of a town-wide trail network
  - 9.5 miles shared-use paths
  - 39 miles foot trails
  - Northern Strand trail improvements underway





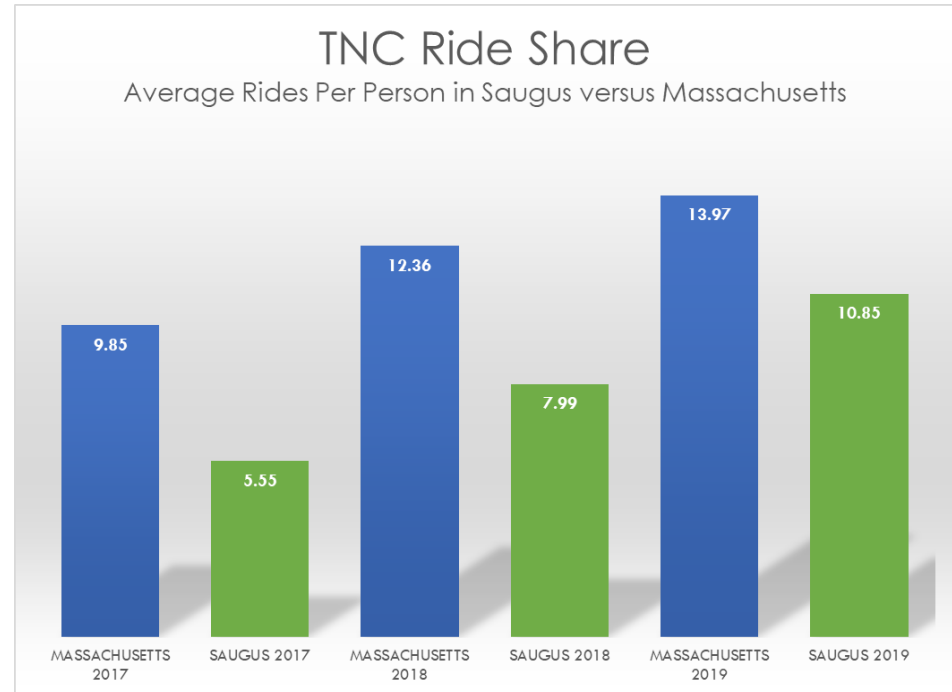
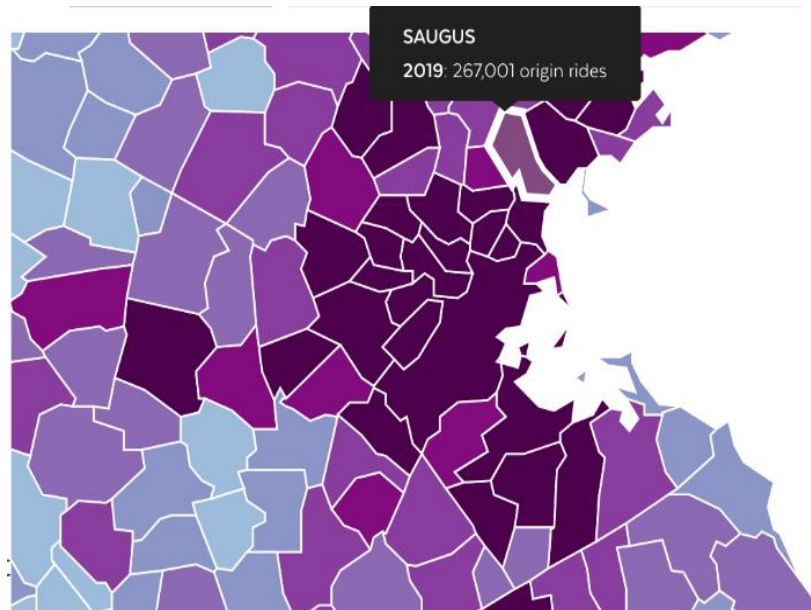


# Transportation

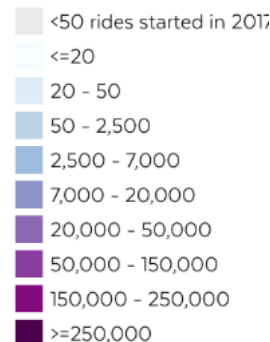
## Initial Findings

### ❑ Ridehail growth

- 80% growth 2017-2019
- Avg trip is 5.5 miles



### 2019 Total Origin Rides





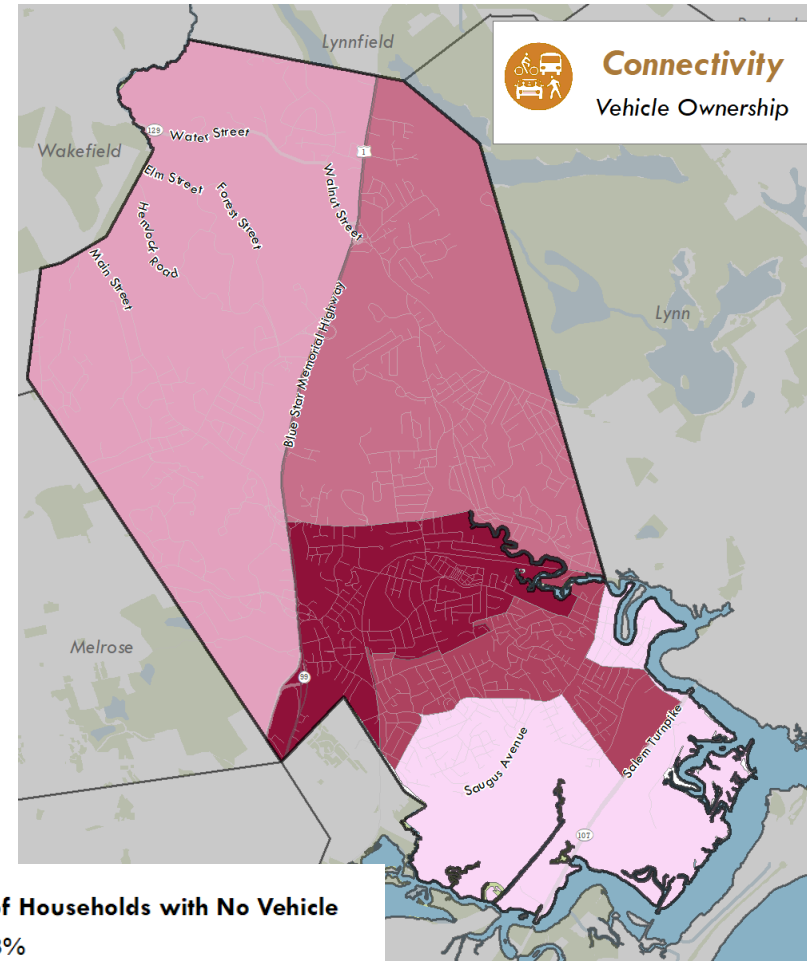
# Transportation



## Initial Findings

### □ Mobility concerns for non-drivers

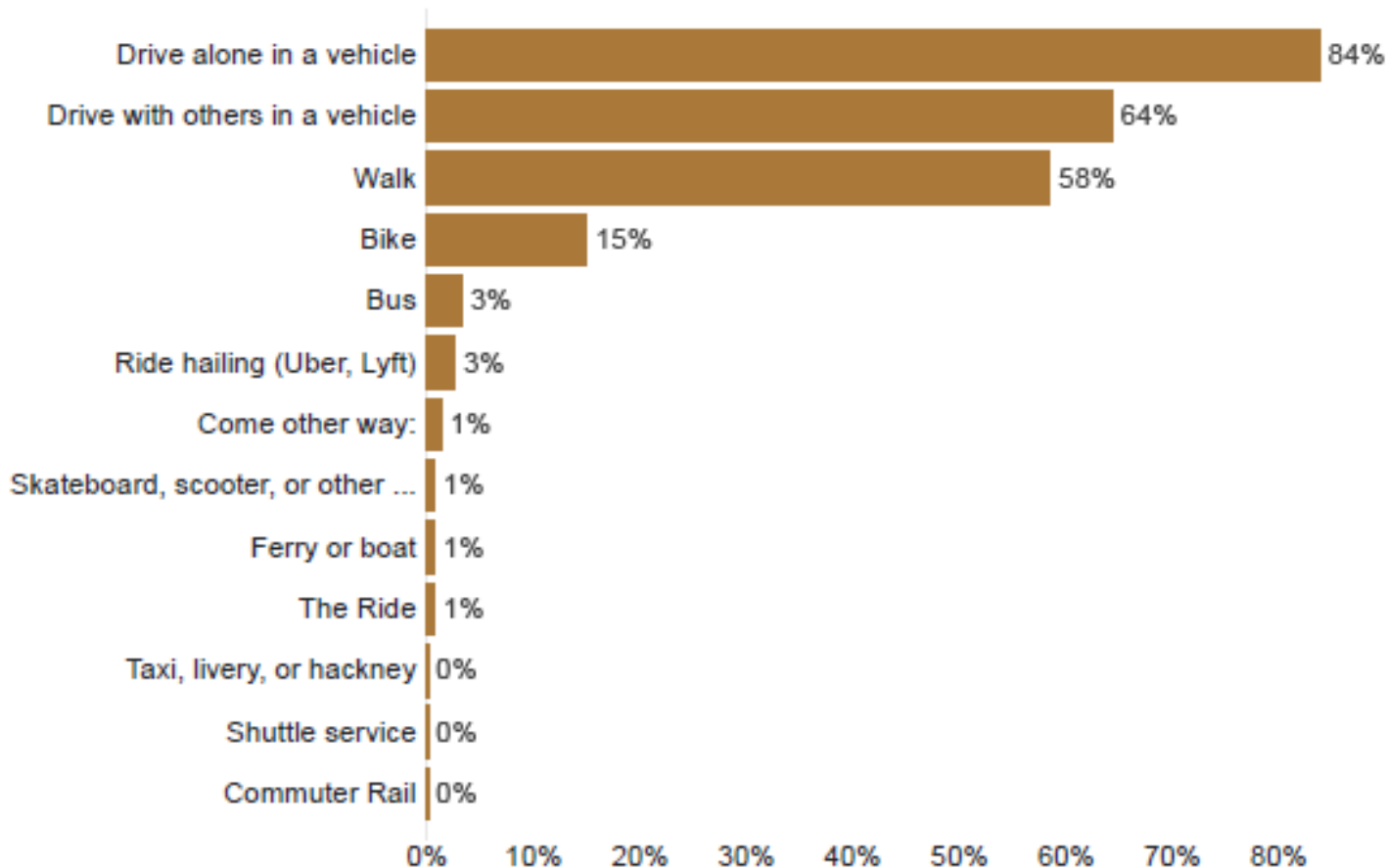
- Route 1 is an east-west barrier
- Lack of sidewalk network
- Transit commuters average trip time is double that of drivers
- Growth in ride-hail trips
- Senior Center trips 68% higher last 3 years (pre-pandemic)





# Transportation

**How do you currently travel for your trips in and around Saugus? Select your top 3.**

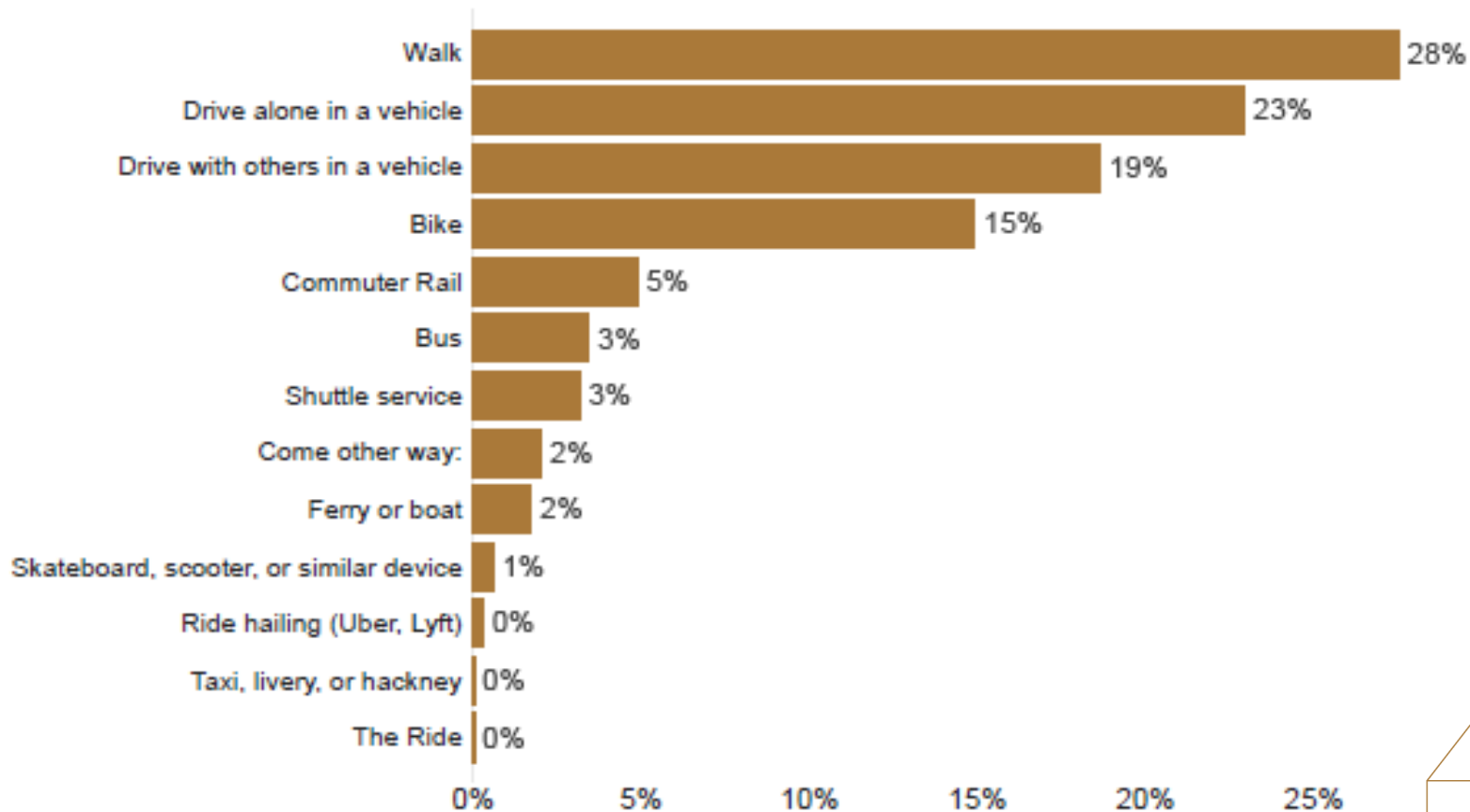


154  
Responses



# Transportation

## How would you prefer to travel for your trips in and around Saugus?



**Where would you go more often if it were easier to get to?**



# What would make it easier for you to get to these places?





# Transportation

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- **Create a “multi-modal” Saugus, more equitable for all**
- **Preliminary Short-Term Goals**
  - Build walking and cycling network
  - Create safer transportation options for most vulnerable
  - Parking management in select areas
  - Safe Routes to School programs for kids
- **Preliminary Long-Term Goals**
  - East-West connections over Route 1
  - Long-view redevelopment of Route 1
  - Better connections to places people want to go



# Transportation



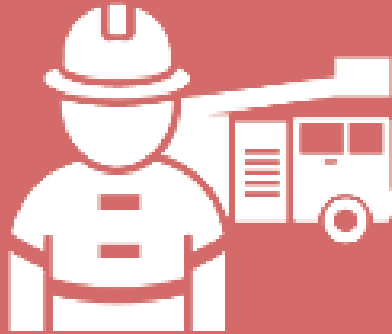
## Transportation

We are currently in breakout rooms  
will return to the main session at  
approximately 6:30 for a presentation  
on Saugus' Public Facilities



# Community Facilities + Services

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## Community Facilities + Services

**Courtney Lewis**  
**Regional Land Use Planner II**





# Community Facilities + Services

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## Data Sources

- Census and American Community Survey (5-year estimates)
- Town of Saugus FY2020 Budget
- Town of Saugus Capital Improvement Plan (FY2017-FY2021)
- 2020 Municipal Vulnerability Preparedness (MVP) Program Report
- Survey results
- Interviews with Town Staff
- Previous planning studies



# Community Facilities + Services

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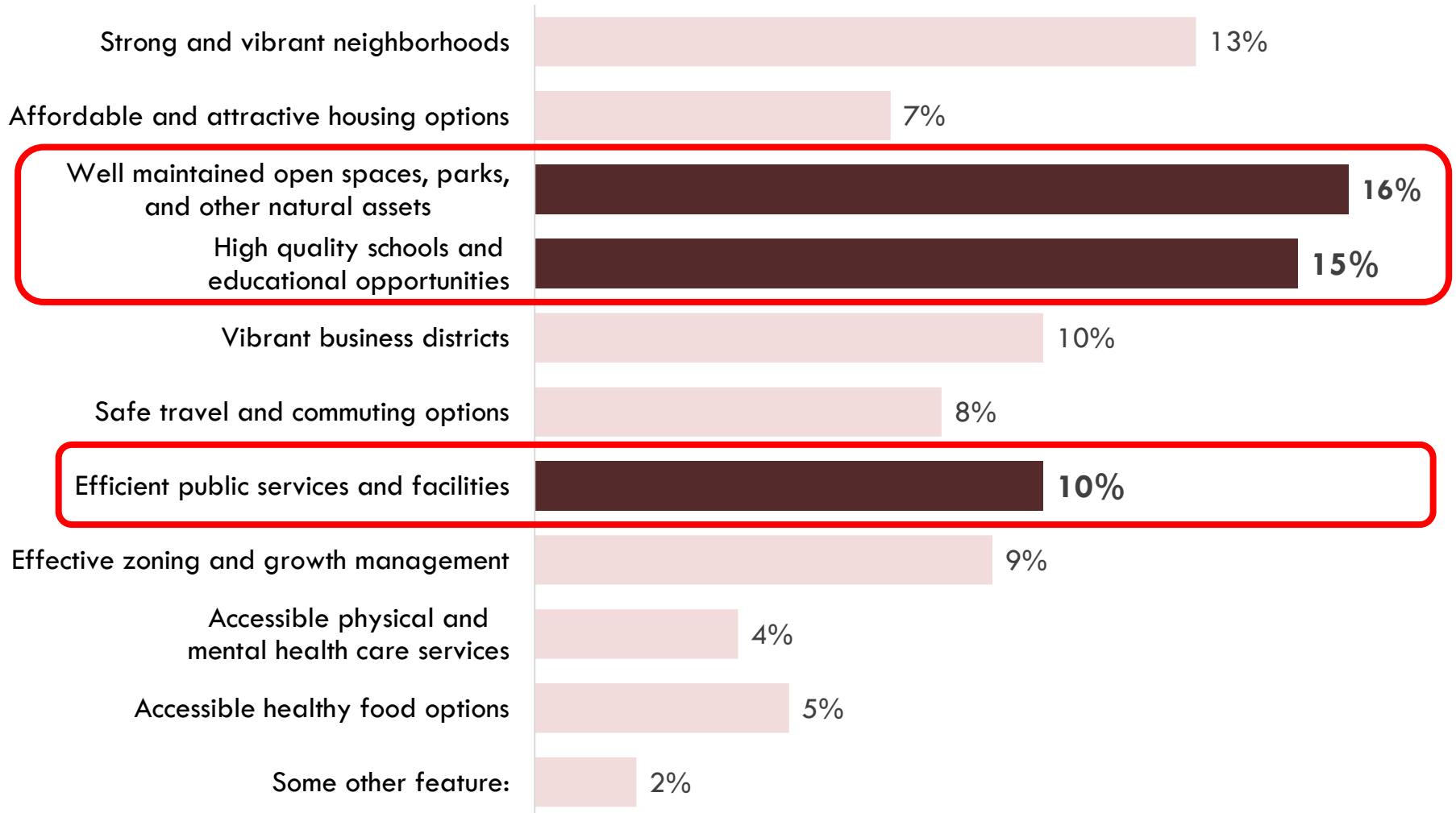
## Sub-Agenda

- **Community Facilities and Services**
  - What are community facilities and services?
- **Town Facilities**
  - Public Safety
  - Public Schools
  - Cultural & Recreational
- **Capital Improvements**
  - What is a Capital Improvement Plan (CIP)?
  - Recently completed and upcoming capitol projects
- **Survey Results**



# Community Facilities + Services

**What features do you feel are most important for the future of Saugus?**





# Community Facilities + Services

**Community facilities and services** are major components of Saugus' physical, social, and economic fabric. They help define the identity of the town and contribute to quality of life, as well as social and economic prosperity.

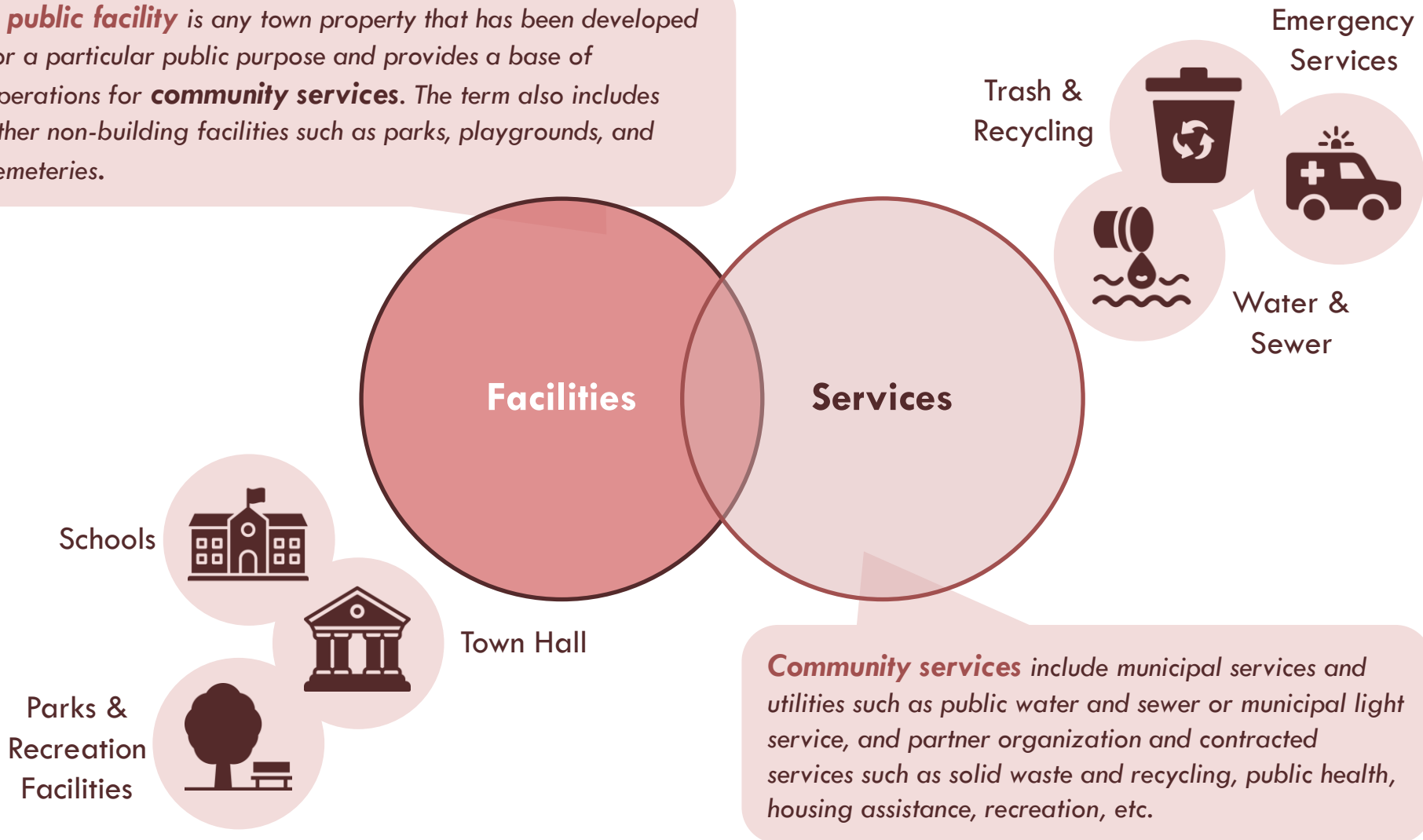


**Community services** cover a broad spectrum of services, such as safety, public education, arts and culture, libraries, and often require capital investment and operating costs.



# Community Facilities + Services

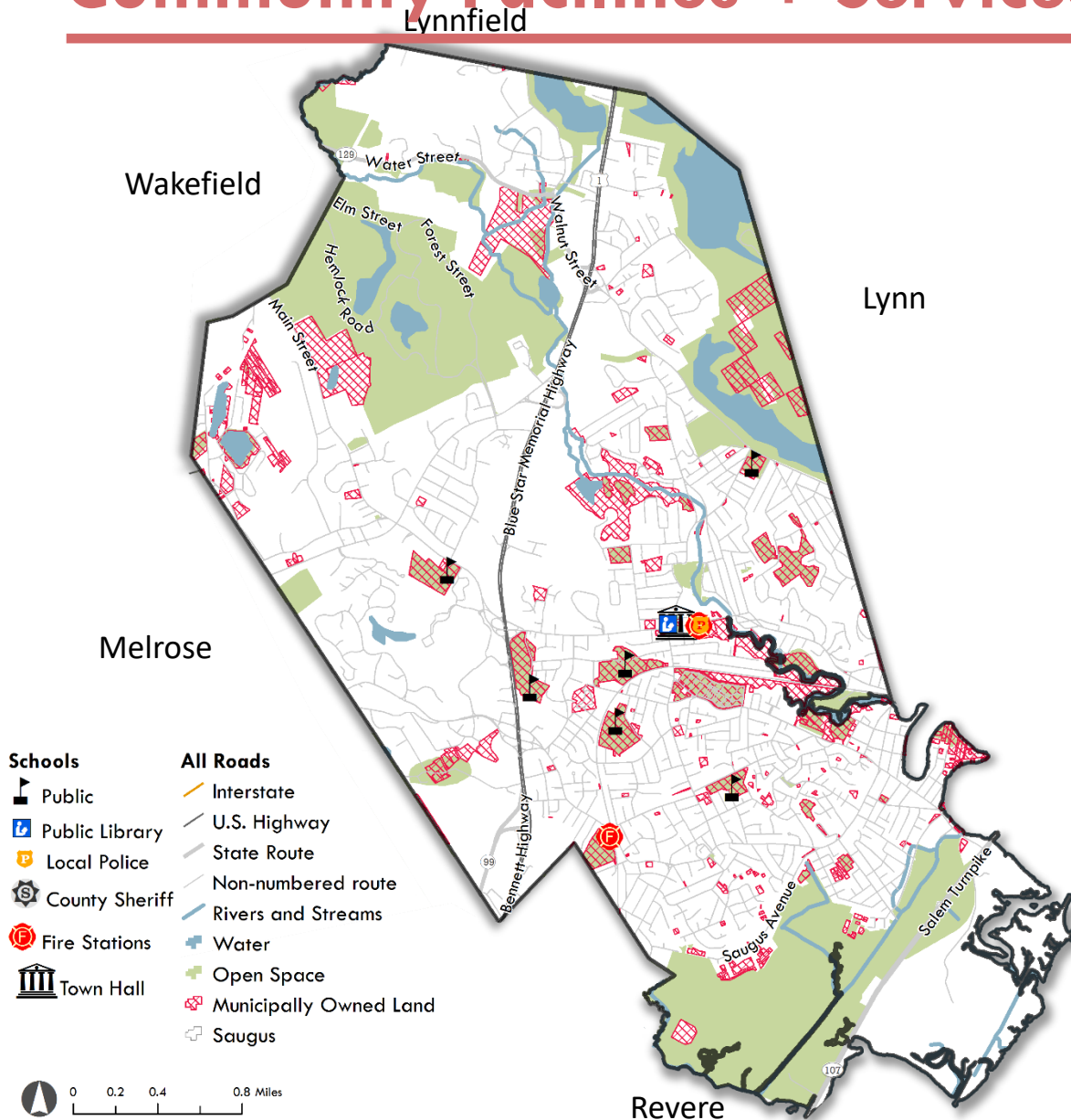
A **public facility** is any town property that has been developed for a particular public purpose and provides a base of operations for **community services**. The term also includes other non-building facilities such as parks, playgrounds, and cemeteries.



**Community services** include municipal services and utilities such as public water and sewer or municipal light service, and partner organization and contracted services such as solid waste and recycling, public health, housing assistance, recreation, etc.



# Community Facilities + Services



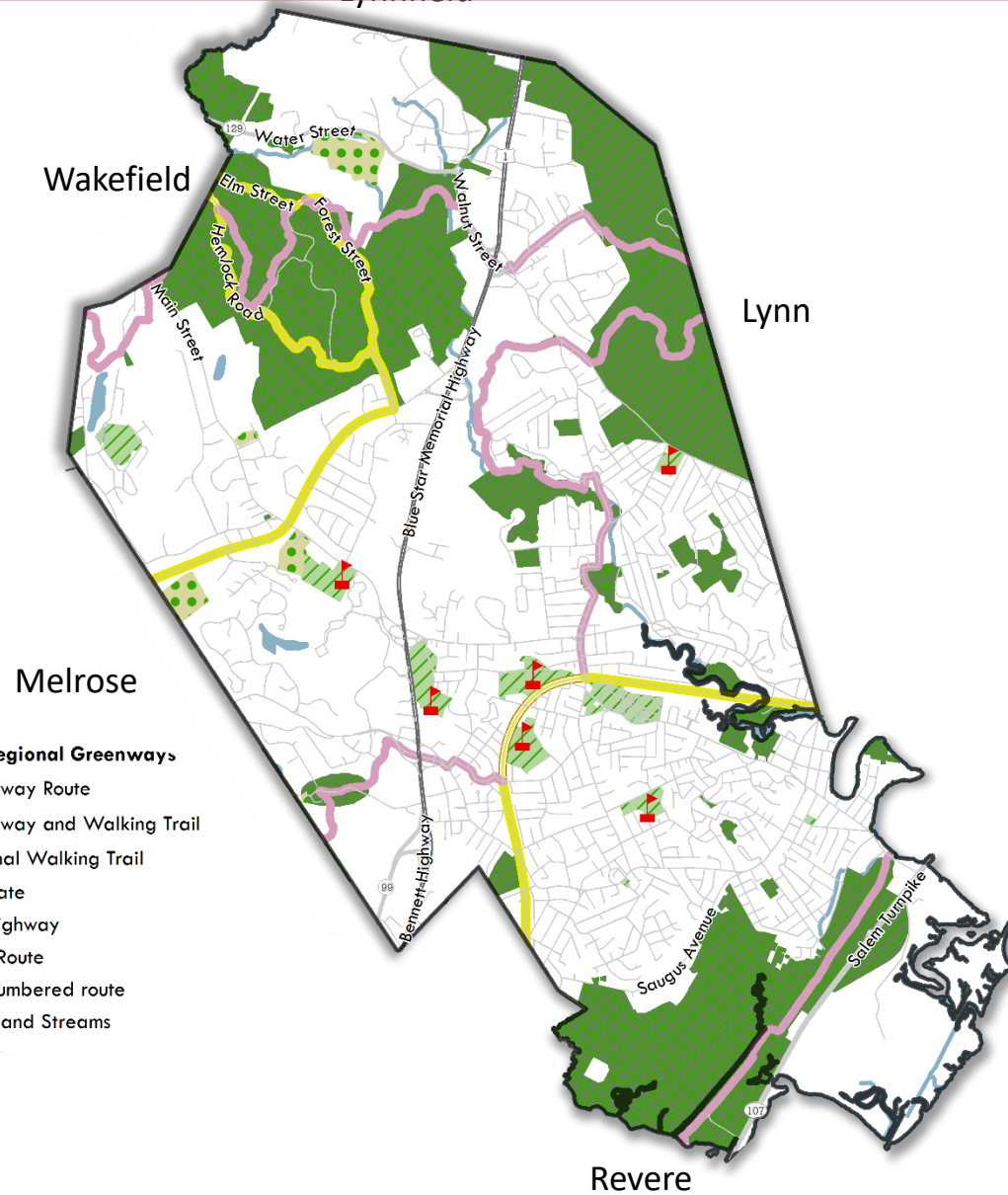
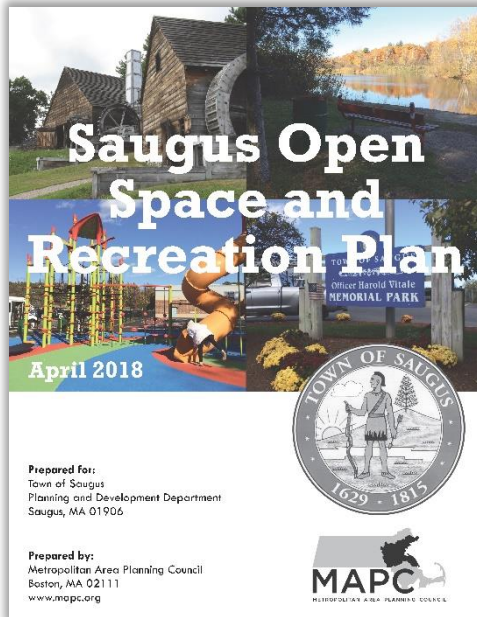
## Saugus Town Facilities

- American Legion Post 210
- Ballard School
- Belmonte Middle School
- Canine
- Essex Street Fire Station
- Evans
- Former Fire Station
- Lobsterman's Landing
- Lynnhurst School
- MEG Building
- Oaklandvale Elementary School
- Public Safety Building
- Pump Station
- Riverside Cemetery
- Roby School Administration Building
- Saugus Middle High School Complex
- Saugus Public Library
- Saugus Public Works
- Saugus Senior Citizen Center
- Town Hall
- Town Hall Annex
- Town Owned Property/House
- Veterans Memorial Elementary School
- Waybright Elementary School
- Youth and Recreation Center

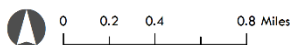


# Community Facilities + Services

Lynnfield



- | Open Space            | Landline Regional Greenways |
|-----------------------|-----------------------------|
| Permanently Protected | Greenway Route              |
| Limited Protection    | Greenway and Walking Trail  |
| No Protection         | Regional Walking Trail      |
| <b>Owner</b>          | Interstate                  |
| Municipally-Owned     | U.S. Highway                |
| State-Owned           | State Route                 |
| Privately-Owned       | Non-numbered route          |
| Federally-Owned       | Rivers and Streams          |
| <b>Schools</b>        | Water                       |
| Public                |                             |





# Community Facilities + Services

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## Initiatives + Accomplishments

- New Saugus Middle High School Complex
- Renovations to Veterans Memorial Elementary School and Belmonte Middle School
- Renovations to Town Hall (*boiler, lighting, heating system, generator*)
- Roadway and sidewalk improvements (*Lincoln Avenue, Adams Avenue, Clinton Avenue Forest Street, Vine Street, Walnut Street, Harmon Road*)
- Park and Playground Improvements (*Bristow Park ,Veterans School Playground, Belmonte Middle School, Stackpole Field*)
- Prepared a Drainage Master Plan
- Lincoln Avenue pumping station improvements

<input checked="" type="checkbox"/>	_____
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# Community Facilities + Services

**A capital improvements plan (CIP)** is a blueprint for planning and funding public facilities and infrastructure. It typically incorporates both the construction of new facilities and the rehabilitation or replacement of existing capital. Typically, a CIP covers a period of three to six years and serves as a declaration of intent by the town to make capital expenditures on the schedule indicated. A CIP may or may not consider multiple forms of funding.



Capital Improvement Plan  
(FY2017-FY2021)





# Community Facilities + Services

**What should the Town prioritize through its community facilities and services planning?**

Roadways and Sidewalks

School facilities

Parks and Open Space

Energy and Sustainability

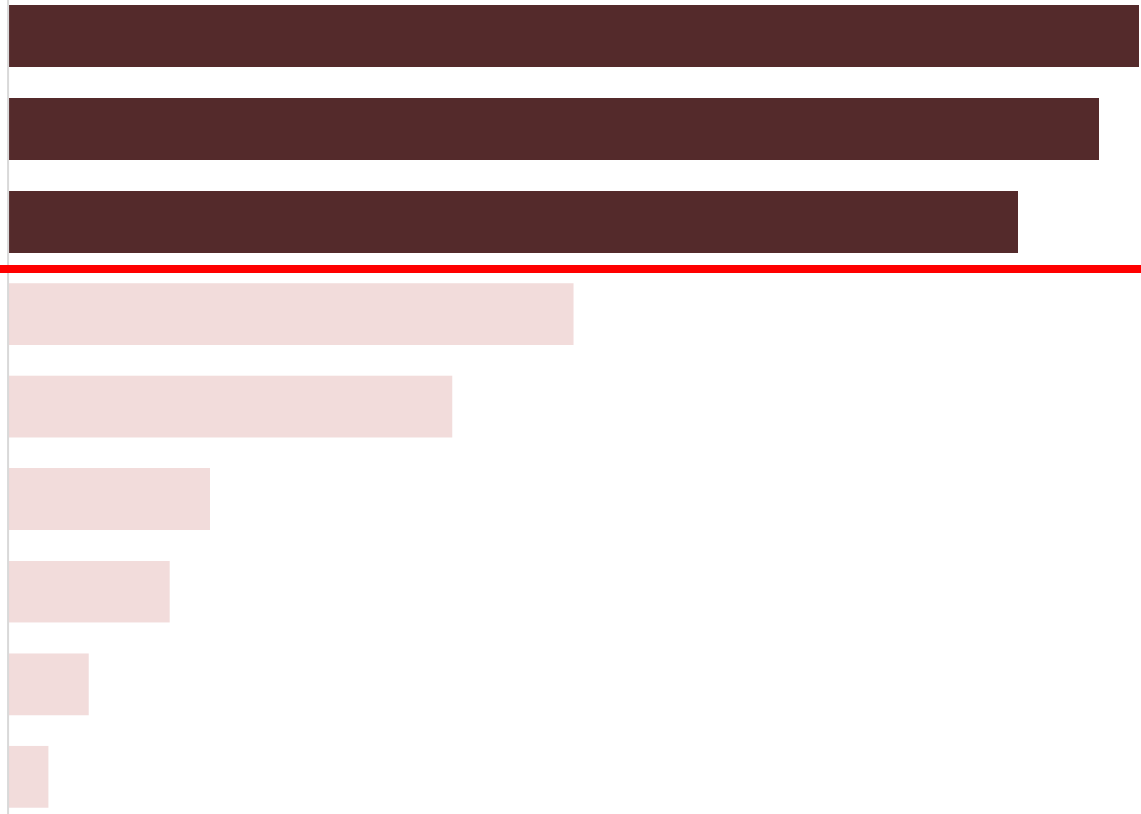
Town facilities (e.g. Town Hall, Public Safety Building, Public Library, etc.)

Data Infrastructure and Information Technology

Sewer and Storm Water Infrastructure

Trash and Recycling

Town Vehicles and Equipment





# Community Facilities + Services

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## What we heard... *(survey comments)*

**What do you like about Saugus' municipal and school facilities?**

"Existing **fire houses** serve Cliftondale Sq and Monument Sq well."

"With the **new middle/ High school** and recent **public safety** and **DPW** I feel we are in a good place."

"Keeping the **history of our town alive in our municipal buildings**. Schools are changing."

"Beautiful **Town Hall, New Middle/High School** -- We need to decide what to do with **offline schools**"

"The **library** is awesome and has great **programs for kids**."



# Community Facilities + Services

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**How do you think Saugus could improve its municipal and school facilities?**

*"Better **tree coverage and landscaping** at facilities"*

*"Our town needs a **Community Center** to centralize the happenings of our town (social, political, etc.)"*

*"More **sidewalks** please!!!"*

*"**Add a fire station** to the north-west side of Saugus"*

*"More frequent **interaction with municipal departments**"*

*"All **municipal buildings** should host as appropriate **community events and programs. Multi-use!**"*

*"Saugus **Youth and Recreation building** should be torn down and rebuilt."*

*"**Teachers with passion.** Active and yearly reviews. **Student outreach** for 8th/12th and 4-year alumni"*



# Community Facilities + Services

**Do you have any additional reflections on this topic or community services and facilities data?**

*"Let's put an **emphasis on the students and their activities** so they want to come back and give back."*

*"Concerned with **Wheelabrator Saugus'** noise issues, odor problems, & **unlined ash landfill, not healthy.**"*

*"We really need a **safe way** to be able to **cross main roads** to get to the **sidewalk**"*

*"Need to greatly **improve litter prevention** and removal and enforce homeowner snow removal."*

*"Town needs a **better website** for information and data look up."*

*"Police/fire seem well equipped already, **schools and natural spaces** are **most important.**"*

*"We need a new **fire station!**  
**Update more playgrounds.**"*



# Community Facilities + Services

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## Preliminary Draft Goals

1. Ensure adequate resources are available to deliver high-quality and dependable public services
2. Ensure public facilities meet community and departmental needs and support the sustainability goals of the Town.
3. Ensure all Town owned buildings and property are fully and efficiently used
4. Update Saugus' Five-Year Capital Improvement Plan.



# Community Facilities + Services



## Community Facilities + Services

We are currently in breakout rooms will return to the main session at approximately 6:55 for closing remarks

# Next Steps

## Ways to continue being involved:

- Visit the project website: [www.saugusunited2035.org](http://www.saugusunited2035.org)
- Join our mailing list. (Sign up on the website)
- Email comments, including feedback on the Vision Statement. [questions@saugusunited2035.org](mailto:questions@saugusunited2035.org)

