

# NEWMARKET

LAND USE TABLE UPDATE PROCESS  
BUSINESS ADVISORY GROUP

WORKING SESSION #2





SEPTEMBER 25, 2013  
BUSINESS ADVISORY GROUP  
WORKING SESSION AGENDA

---

# NEWMARKET

LAND USE TABLE UPDATE PROCESS

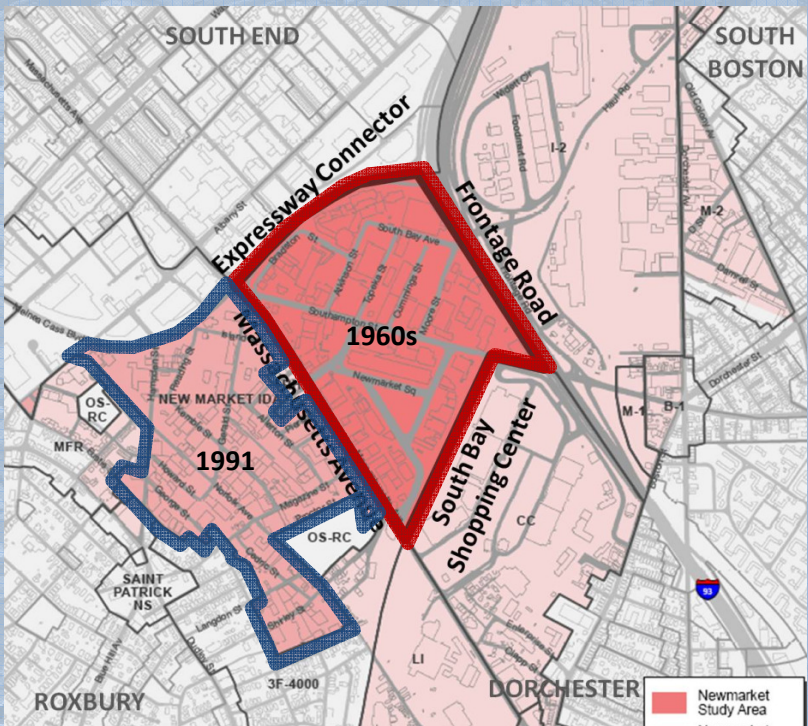


- **recap purpose & issues**
  - **profile of existing land uses & business types**
  - **industry & zoning information**
    - best practices, lessons, trends
    - industry sectors & definitions
    - zoning tools & performance standards
  - **visioning & branding**
  - **goals & objectives**
  - **land use & jobs brainstorming & prioritization exercise**
-



## RECAP PURPOSES & ISSUES

- focus outdated core
- easier permitting
- retain/attract industrial + supportive uses
- identify businesses/uses
- draft & codify vision
- enhance district identity
  - iconic graphic boundary
  - online mapping awareness
  - zoning protection





# NEWMARKET

## LAND USE TABLE UPDATE PROCESS



## PROFILE OF EXISTING LAND USES & BUSINESS TYPES

---

two views of the study area:

- city property occupancy codes
- national business typologies

existing characteristics:

- uses - physical
  - types - operational
-



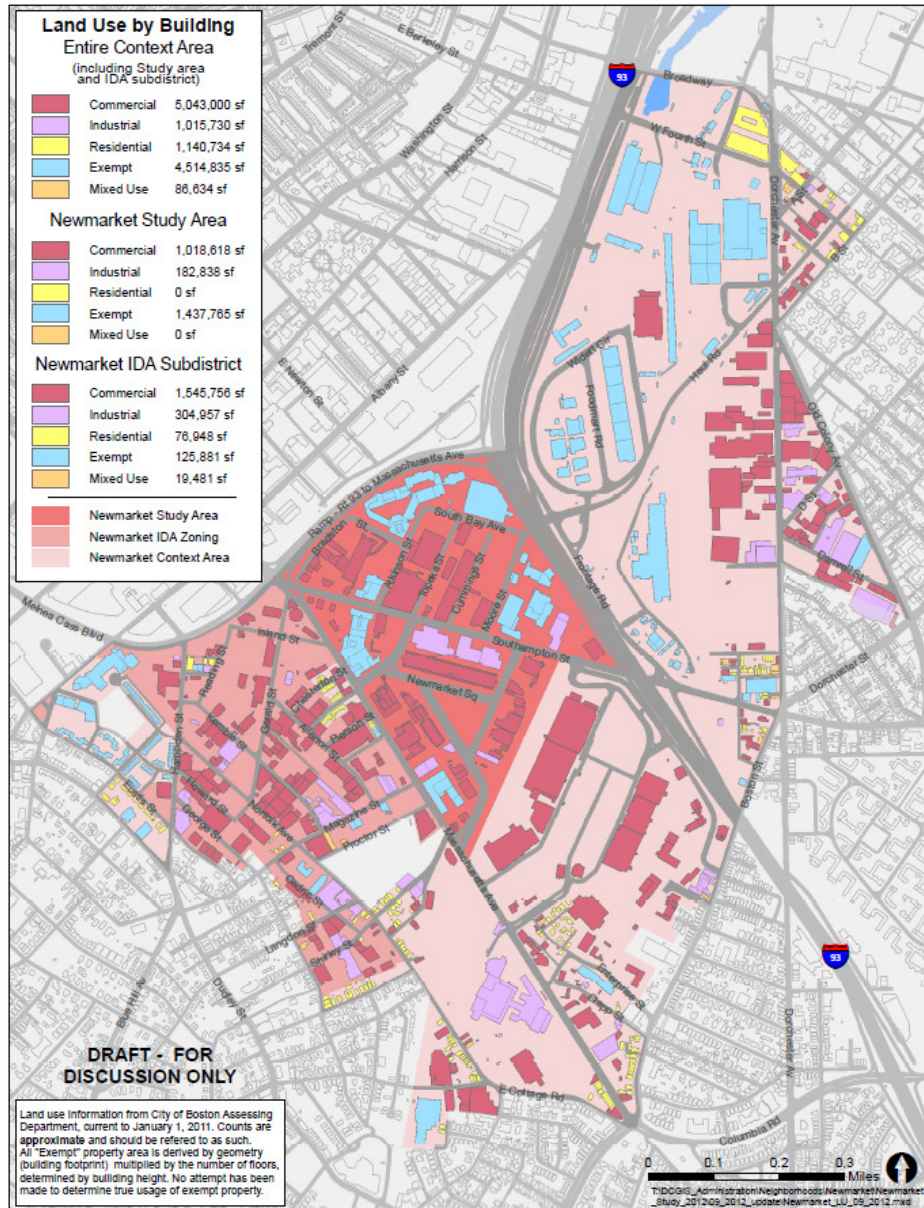
# PROFILE OF EXISTING LAND USES

Boston's Assessing Department classifies property by occupancy.

Within Study Area:

- 54% exempt ownership, property uses include: fire station, maintenance service buildings, correctional facilities, offices, warehouse/distribution
- 39% commercial use: warehouse/distribution, fast food restaurant, car wash, offices (% higher if exempt ownership uses included)
- 7% industrial: food processing plant, manufacturing
- 0% residential or mixed use

PRIMARYLY COMMERCIAL DISTRICT





# PROFILE OF EXISTING BUSINESS TYPES

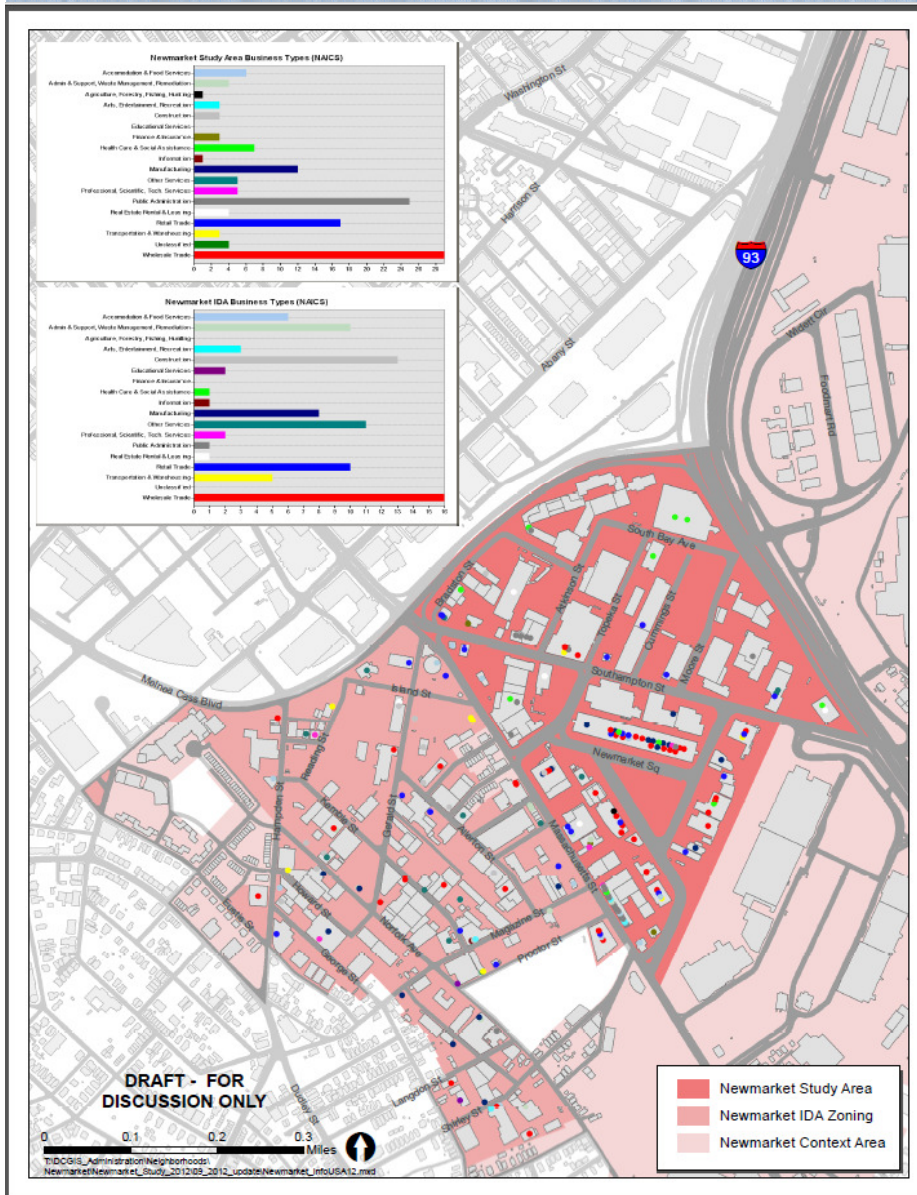
**NAICS** - North American Industry Classification System - reports businesses by type.

Examples:

**Standard Electric Supply** – Wholesale Trade/Merchant Wholesalers, Durable Goods/Household Appliances & Electrical Goods Merchant Wholesalers/Electrical Apparatus/Wiring Supplies/Rel. Equip. Wholesalers

**House of Corrections South Bay** – Public Administration/Executive, Legislative and Other General Government Support/Legislative Bodies

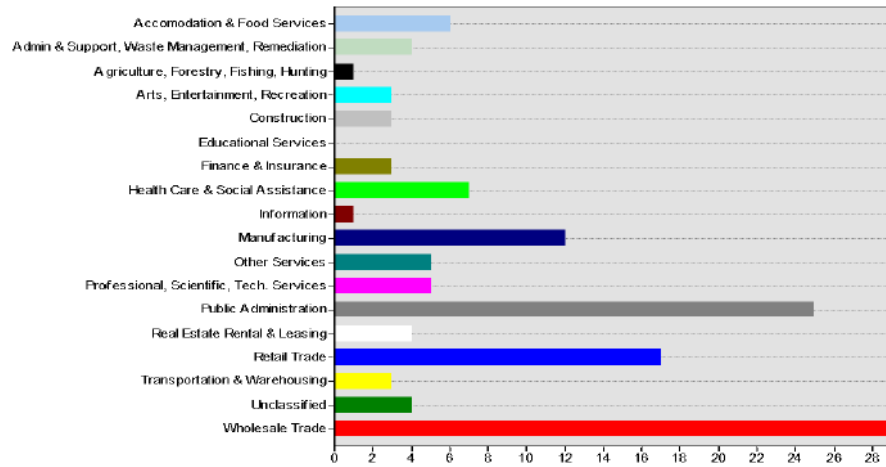
**Pier Fish Co.** – Manufacturing/Food Manufacturing/Seafood Product Preparation & Packaging





# PROFILE OF EXISTING BUSINESS TYPES

Newmarket Study Area Business Types (NAICS)

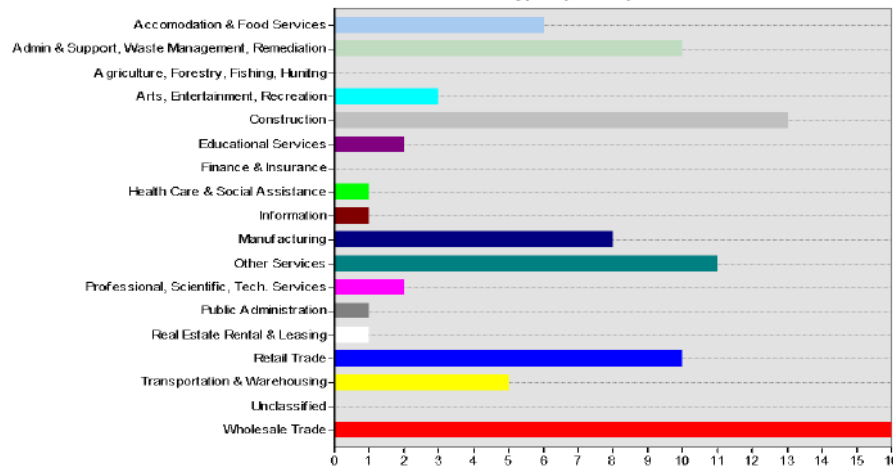


## Study Area TOP FIVE

Representing 69% of businesses (90 out of 131)

1. Wholesale Trade (29)
2. Public Administration (25)
3. Retail Trade (17)
4. Manufacturing (12)
5. Health Care and Social Assistance (7)

Newmarket IDA Business Types (NAICS)



## Newmarket IDA TOP FIVE

Representing 65% of businesses (60 out of 92)

1. Wholesale Trade (16)
2. Construction (13)
3. Other Services (11)
4. Retail Trade (10)
5. Admin. Support/Waste Mngt/Remediation (10)

**MAJORITY OF BUSINESSES –  
WHOLESALE TRADE OF NONDURABLE GOODS**



## INDUSTRY & ZONING INFORMATION

---

- best practices, lessons, trends
  - industry sectors & definitions
  - zoning tools & performance standards
- 

# NEWMARKET

LAND USE TABLE UPDATE PROCESS





## BEST PRACTICES & LESSONS

### The Mighty Mittelstand

Siemens, BMW and Bosch are global brands. But small and middle-sized businesses represent 99.7% of all German companies.

#### Definition of Mittelstand

Companies with fewer than 500 employees or less than €50 million annual revenue

**3.5 mil.**

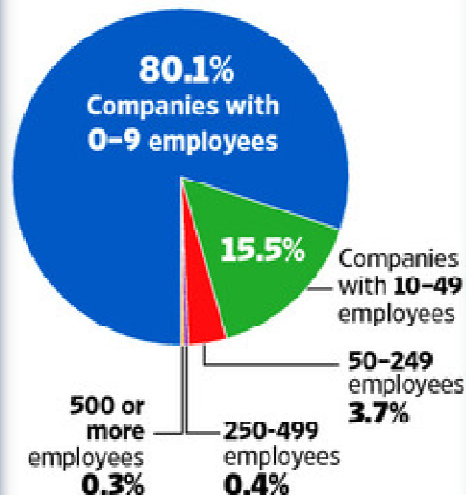
Number of Mittelstand companies

**78.5%**

Percentage of German workforce

**53%**

Share of German GDP



Source: Association of German Chambers of Industry and Commerce (DIHK)

### • Mittelstand

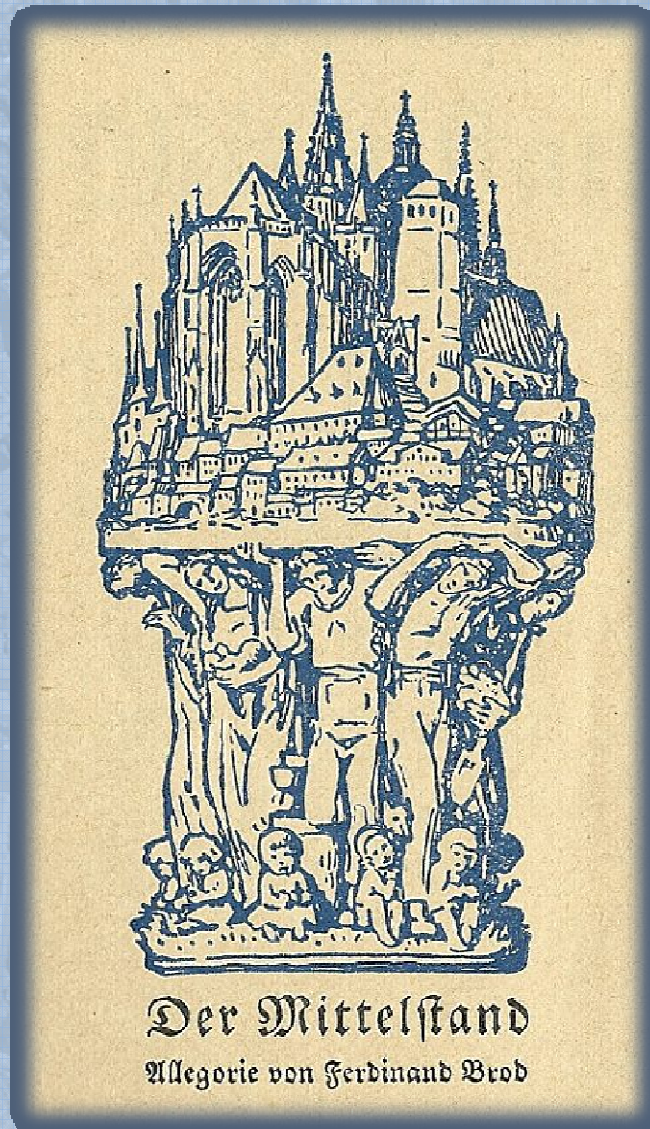
- 3.5-million **small & medium-sized** companies in Germany
- not big global brands; legion of smaller **specialized companies**
- provide large number of **jobs**
- extremely productive



## BEST PRACTICES & LESSONS

- **Mittelstand**

- dominant in valuable invisible niches: **tools, parts & components critical to manufacturing process**
- focus on innovative & high value manufactured products
- many export-oriented
- work with **universities & researchers**; cluster around manufacturers
- **main sectors**
  - **machinery**
  - **auto parts**
  - **chemicals**
  - **electrical equipment**







## Vision and Work Plan:

Once established, the CSI strategy will guide and advocate for public resources that promote the viability of Chicago's manufacturing base. It will support goods-producing companies that draw dollars into Chicago from other areas, serve to retain and re-circulate those dollars within city limits, guide policies that promote the sector's sustainability, and re-establish public awareness about the importance of manufacturing to the local economy.

### THE CSI TEAM HAS FORMULATED THE FOLLOWING GOALS AND WORK PLAN FOR DEVELOPING THE STRATEGY:

- Examine the effectiveness of the planned manufacturing districts as stipulated by the Chicago Zoning Ordinance and review industrial corridor boundaries to determine if amendments are needed
- Set infrastructure priorities to reflect key industry goals
- Identify business service priorities by sector, geographic and/or other focuses

## BEST PRACTICES & LESSONS

### • Lessons from NYC & Chicago

#### • NYC

- Industrial Business Zones
- **administrative policy only**
- tax credits, enhanced sanitation services & employee training programs
- **not codified zoning**
- **zoning allows incompatible uses as-of-right**
- recommended change to Industrial Employment Districts similar to Chicago's program

#### • Chicago

- Planned Manufacturing Districts
- **commitments not to rezone**
  - afford certainty
- tax breaks
- staffing
- **codified zoning forbidding incompatible uses**

<http://tinyurl.com/lallw87>



## BEST PRACTICES & LESSONS

- **Port Metro Vancouver, BC**

- non-shareholder, financially self-sufficient corporation
- established 2008 by Government of Canada
- accountable to federal Minister of Transport
- principal authority for shipping and port-related land and sea use in the Metro Vancouver region
- **spent \$115-million, bought 340 acres**
- **prevent condo development on industrial land**
- **plans to buy another 800 acres** to preserve land for needed economic growth; and make more land for port activities

[tinyurl.com/lnahd5v](http://tinyurl.com/lnahd5v)





# INDUSTRY SECTORS & NAICS

- primary – **PROCESSING RAW MATERIALS**
  - 11 agriculture, forestry, fishing & hunting
  - 21 mining, quarrying, oil and gas extraction
- secondary – **MANUFACTURING & CONSTRUCTION**
  - 23 construction
  - 31-33 manufacturing
- tertiary – **SERVICES**
  - 22 utilities
  - 42 wholesale trade
  - 44-45 retail trade
  - 48-49 transportation & warehousing
  - 53 real estate & rental & leasing
  - 71 arts, entertainment, and recreation
  - 56 administrative & support & waste management & remediation services
  - 62 health care & social assistance
  - 72 accommodation & food services
  - 81 other services (except public administration)
- quaternary – **INTELLECTUAL SERVICES**
  - 51 information
  - 52 finance & insurance
  - 54 professional, scientific, & technical services
  - 55 management of companies & enterprises
  - 61 educational services
  - 92 public administration

# CONVENTIONAL DEFINITIONS

## LIGHT INDUSTRY:

- **> consumer-oriented, < business-oriented**
  - produced for end users versus intermediates for use by other industries
- **less environmental impact**
  - zoning more likely to permit them near residential areas
- "manufacturing using moderate amounts of partially processed materials to produce items of relatively high value per unit weight".
  - e.g., clothes, shoes, furniture, consumer electronics and home appliances.
- can create potentially harmful levels of lead or chemical wastes in soil due to improper handling of solder and waste products

## HEAVY INDUSTRY:

- does not have single fixed meaning
- can mean production of products which are either **heavy in weight or in the processes** leading to their production
- **implied more environmental impacts**
- e.g., shipbuilding, large buildings, chemical plants, rockets, production of cranes & bulldozers



# BOSTON ZONING ART.2A

## "Industrial Uses",

artists' mixed-use; cleaning plant; general manufacturing use; light manufacturing use; printing plant; or restricted industrial use.

## "Light Manufacturing",

... low impacts on ... surrounding environment ... design, development, compounding, processing, fabrication, altering, assembly, finishing, packaging, repairing, servicing, renting, testing, handling, or transfer of products ...

## "General Manufacturing",

... **transformation** of materials ... **into new products** ... do not consist entirely of a light manufacturing use and do not include a restricted industrial use. Performance standards ... are applicable...

## "Restricted Industrial Use",

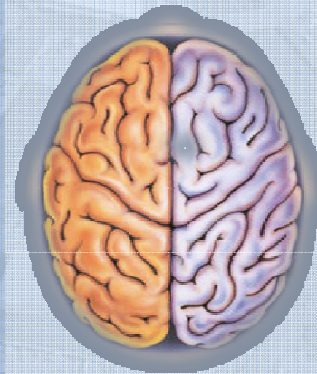
... heavy manufacturing ... **substantial impacts** on the environment ... mass produced from **raw materials** ... any use which is **objectionable or offensive** because of special danger or hazard, or because of cinders, dust, smoke, refuse matter, flashing, fumes, gases, vapor or odor **not effectively confined to the lot** ...

# CITY ECONOMIC INITIATIVES

## Create Boston Industries

*businesses requiring **creative skills** that generate jobs*

film | music | videogames | digital media |  
printing & publishing | advertising & broadcasting  
| architectural & industrial design



## Life-Tech Industries *knowledge-based businesses*

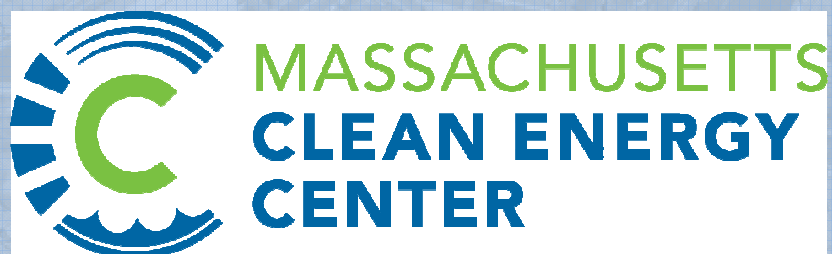
biotechnology | pharmaceuticals |  
medical devices & equipment |  
agricultural feedstock & chemicals

## BackStreets Industries

*industrial / commercial **backbone** provides decent-wage jobs & career-ladder*

manufacturing | wholesale trade & transportation  
of goods | construction & commercial services





## CONVENTIONAL DEFINITIONS

### GREEN-TECH / CLEAN-TECH USES:

- No standard definition
  - Sustainable growth & jobs for all skills
  - Superior performance at lower costs
  - Greatly reducing negative ecological impact
  - Productive, responsible use of natural resources

- Massachusetts Clean Energy Center:
  - **R&D, manufacturing, distribution, installation of services/goods:**

renewable **energy**, energy efficiency or conservation, smart grid, energy storage, carbon management, and/or electric or hybrid vehicles

- Clean Edge, a clean technology research firm, as
  - **range** of products, services, & processes
  - harness **renewable materials & energy** sources
  - **reduce consumption** natural resources
  - **cut emissions** & wastes

advanced materials | agriculture & forestry | air | biofuels & biochemicals | biomass generation | conventional fuels | energy efficiency | energy storage | fuel cells & hydrogen | geothermal | hydro & marine power | nuclear | recycling & waste | smart grid | solar | transportation | water & wastewater | wind | rooftop farming | solar financing





## TRENDS / EXAMPLES

**Clean Edge, Inc.**, founded in 2000, is an American research and advisory firm devoted to the clean-tech sector: [cleanedge.com](http://cleanedge.com)

**Nest Labs** – Palo Alto, CA – 2010 – 140 employees  
*smart thermostat, “learns” temperatures homeowner typically uses & combines with forecasts, motion sensing, etc. to reduce energy consumption*

*Zoning land use regulatory category?*

- *Smart devices, high technology, data/information processing, energy efficiency?*

**Mosaic** – Oakland, CA – 2011 – 17 employees  
*offers an online platform for individual investors to collectively fund small to medium-sized solar projects*

*Zoning land use regulatory category?*

- *Distributed solar financing/underwriting? Renewable-energy financing? Leasing of rooftop solar PV systems?*

**Johnson Controls** – Milwaukee, WI – 1885 – 170,000 jobs  
*micro-hybrid “start-stop” technology saves on fuel consumption: stops vehicle motor during idling, then starts it again—with a battery, not gas—when needed*

*Zoning land use regulatory category?*

- *Hybrid, electric motors, power?*



## BZC PERFORMANCE STANDARDS

- requirement for all light & general manufacturing uses; & restricted industrial uses
- prohibited:
  - **emissions of pollutants**; release of **hazardous materials** violating any governmental regulations
  - **emission beyond lot** known/potentially endanger health or damage property or vegetation
  - water contamination
  - **light manufacturing**: noise, air pollutant, vibration, dust, odor, change of temperature, or direct glare of lighting beyond lot & detectable by naked human senses & of sufficient quantity or duration to cause significant annoyance or interference with normal activities
  - **general manufacturing**: noise, air pollutant, vibration, dust, odor, change of temperature, or direct glare of lighting beyond lot: (a) abuts residential or conservation subdistrict; (b) more than 20' beyond lot boundary abutting any subdistrict where GM use is not allowed; (c) more than 50' beyond lot boundary abutting any subdistrict where GM is not allowed IF detectable by naked human senses & of sufficient quantity or duration to cause significant annoyance or interference with normal activities
  - **restricted industrial**: noise, air pollutant, vibration, dust, odor, change of temperature, or direct glare of lighting beyond subdistrict boundary of the use & detectable by naked human senses & of sufficient quantity or duration to cause significant annoyance or interference with normal activities

## ZONING CONTROLS

- **ZONING CONTROLS OR “TOOLS”**
  - **land uses** – A, C, F
    - explicitly
      - Highlight specific use
      - State its regulation
    - not “call out” a use
      - Implicitly forbidden if not explicitly highlighted
    - specific-enough?
      - “main use category”: including but not limited to: \_\_\_\_\_, \_\_\_\_\_, etc. [insert footnote with more detailed list of specific uses City wants to attract]
      - this approach instead of relying on lengthy definitions in separate zoning article that ISD and public seldomly consult when issuing/requesting permits
  - **thresholds** – GSF
  - **conditions** for approval – footnotes
  - **definitions** – clarification, requires “research”
  - **incentives** – granting something in exchange for public benefit



## VISIONING & BRAINSTORMING EXERCISE

---

- visioning & branding
  - goals & objectives
  - land use & jobs  
brainstorming & prioritization  
exercise
- 

# NEWMARKET

LAND USE TABLE UPDATE PROCESS





## Vision and Work Plan:

Once established, the CSI strategy will guide and advocate for public resources that promote the viability of Chicago's manufacturing base. It will support goods-producing companies that draw dollars into Chicago from other areas, serve to retain and re-circulate those dollars within city limits, guide policies that promote the sector's sustainability, and re-establish public awareness about the importance of manufacturing to the local economy.

### *Vision Statement*

The Back Streets sub-area should continue to preserve light industrial uses while encouraging complementary commercial and research uses that create new jobs. The architectural character of future development should reinforce the existing scale, incorporate new green technologies, and set an example for quality contemporary design in a historic context. The sub-area should welcome a new streetscape that improves the aesthetics and safety for pedestrians and vehicles.

## VISIONING & BRANDING

- Newmarket is \_\_\_\_\_ ?
  - e.g., "Boston's business backbone"
  - e.g., "Boston's premiere industrial-business-employment district"
  - industrial – employment – commerce – business – commercial – district ?





## GOALS & OBJECTIVES

Article 8 – 1960s

Article 50 – 1991

|   |    |   |
|---|----|---|
| <p><b>Industrial</b></p> <p><b>M = Restricted</b></p> <p><b>I = General</b></p> <p><b>MER = Maritime Economy Reserve</b></p> <p><b>W = Waterfront</b></p> | v. | <p><u>Industrial Uses</u></p> <p>Art use A</p> <p>Artists' mixed-use A</p> <p>Cleaning plant A</p> <p>General manufacturing use A</p> <p>Light manufacturing use A</p> <p>Printing plant A</p> <p>Restricted industrial use C</p> <p>(; As amended on August 22, 1996.)</p> |
|---|----|---|

88 industrial

v. 7 industrial

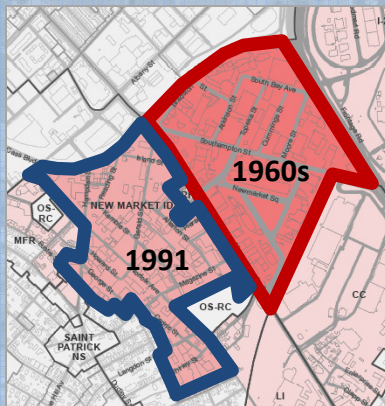
6 wholesale/storage

10 major storage

12 vehicular

12 vehicular

7 transportation



### • prioritize goals & objectives?

- e.g., create jobs, provide career ladder opportunities, generate revenue for the city & attract skilled employees
- jobs creation first?
- necessary, “dead” uses ok?
- bad uses?
- complementary uses?
- easier permitting
  - define categories
  - avoid variances/ delays
  - from 88 to 7 items?
  - implicit/explicit uses?

### • zoning intent & purpose?

- e.g., industrial business district for vital businesses who support Boston businesses elsewhere
- codify City's economic development policies



# BRAINSTORMING EXERCISE



GOALS & OBJECTIVES BRAINSTORMING, PRIORITIZATION & VISIONING EXERCISE  
 NEWMARKET LAND USE TABLE UPDATE PROCESS – BUSINESS ADVISORY GROUP – WORKING SESSION – 9.25.2013  
 OVERARCHING GOAL: Boston's premiere Industrial Business / Employment District that supports businesses elsewhere  
 Vision & branding? Specific goals & objectives? Zoning intent & purpose?

| SUGGESTED OR EXISTING USE <small>IMPLICIT/EXPLICIT?</small>  |  | IDEAL USE CRITERIA        |              |                              |                        | ZONING  |                               |
|--|--|---------------------------|--------------|------------------------------|------------------------|---|-------------------------------|
| INDUSTRIAL?<br><small>1 – process raw materials?   2 – manufacturing &amp; construction?   3 – services?   4 – intellectual services?</small>  | NON-INDUSTRIAL?<br><small>compatible, supportive</small> | supports other businesses | creates jobs | no adverse impacts on others | not suitable elsewhere | performance standards, thresholds, conditions, incentives, implicit/explicit? | existing regs<br>Art8   Art50 |
| <b>HEAVY / RESTRICTED INDUSTRY</b>   |  |                           |              |                              |                        |   |                               |
| e.g., 237 Heavy & Civil Engineering Construction   |  | ?                         | Y            | ?                            | Y                      | -   |                               |
| <b>NON-INDUSTRIAL USES:<br/>COMPATIBLE, SUPPORTIVE</b>   |  |                           |              |                              |                        |   |                               |
| e.g., ancillary/accessory retail   |  | Y                         | Y            | C                            | N                      | - Only if primary use is A? <5,000-SF?  |                               |
| e.g., local convenience retail   |  | Y                         | Y            | C                            | N                      | - Only if primary use is A? <5,000-SF?  |                               |
| e.g., residential / housing  |  | N                         | N            | Y                            | N                      | -   |                               |
| e.g., "class A" office space   |  | N                         | Y            | Y                            | N                      | -   |                               |
| e.g., big-box retail   |  | N                         | Y            | Y                            | C                      | -   |                               |
| <b>LIGHT INDUSTRY</b>  |  |                           |              |                              |                        |   |                               |
| e.g., <u>manufacturing</u> :<br>clothes   shoes   furniture   consumer electronics   home appliances   food   apparel   durable goods  |  |                           |              |                              |                        |   |                               |
| e.g., <u>green-tech / clean-tech</u> :<br>advanced materials   agriculture & forestry   Air   biofuels & biochemicals   biomass generation   conventional fuels   energy efficiency   energy storage   fuel cells & hydrogen   geothermal   hydro & marine power   nuclear   recycling & waste   smart grid   solar   transportation   water & wastewater   wind |  |                           |              |                              |                        |   |                               |
| e.g., <u>creative industries</u> :<br>film   music   videogames   digital media   printing & publishing   advertising & broadcasting   architectural & industrial design   |  |                           |              |                              |                        |   |                               |
| e.g., <u>life-tech industries</u> :<br>biotechnology   pharmaceuticals   medical devices & equipment   agricultural feedstock & chemicals  |  |                           |              |                              |                        |   |                               |

# EXAMPLES

brainstorming exercise follows



## NEXT STEPS

---

- working session #3 – October 9
  - **visioning exercise** of desired industrial and compatible, supportive non-industrial uses
- working session #4 – October 23
  - **review existing** land use regulations **table**
- working sessions #5 and #6 – November 6 and 20
  - review **proposed** zoning subdistrict **boundary** and **new** land use regulations **table**
- working session #7 – December 4
  - **final review of new** Newmarket IDA zoning **subdistrict** and new land use regulations **table**
- *December/January - **BRA Board** meeting and **Boston Zoning Commission** meeting for adoption of new zoning*



---

**BRA WEBSITE** for Newmarket Land Use Table Update Process:  
[tinyurl.com/NewmarketBAG](http://tinyurl.com/NewmarketBAG)

**BRA COMMUNITY MEETINGS CALENDAR**  
[tinyurl.com/bra-calendar](http://tinyurl.com/bra-calendar)







## LIST OF INDUSTRIAL PARKS BY SIZE

- Alberta's Industrial Heartland, Edmonton Capital Region, AB, Canada – 78,550 acres (318 km<sup>2</sup>) [1] (planned use)
- Nisku Industrial Park, Leduc County, AB, Canada. 2,044 hectares (20.44 km<sup>2</sup>; 7.89 sq mi) (over 400 businesses and more than 6,000 workers)[2]
- **MidAmerica Industrial Park 9,000 acres, near Tulsa, OK[3] 9,000 acres, located near Tulsa, OK.**
- Burnside Industrial Park, Dartmouth, NS, Canada – 3,500 acres (14 km<sup>2</sup>)
- North West Industrial SDA, Saskatoon, SK, Canada – 3,350 acres (13.6 km<sup>2</sup>)
- **Pureland Industrial Complex, Logan Township, NJ, USA – 3,000 acres (12 km<sup>2</sup>) [4]**
- **Lakewood Industrial Park, Lakewood, NJ, USA – 2,200 acres (8.9 km<sup>2</sup>)**
- **CenterPoint Intermodal Center, Elwood, IL, USA – 2,050 acres (8.3 km<sup>2</sup>)**
- Parque Industrial Pacifico, Tijuana, BC, Mexico – 1,350 acres (5.4 km<sup>2</sup>)
- **Cherry Hill Business Park, New Lenox, IL, USA – 1,000 acres (4.0 km<sup>2</sup>)**
- **Cabot Business Park, Mansfield, MA, USA – 900 acres (3.6 km<sup>2</sup>)**
- Slough Trading Estate, Slough, United Kingdom – 600 acres (2.6 km<sup>2</sup>)
- Green Valley Industrial Park, Naco, Santa Barbara, Honduras – 500 acres (2 km<sup>2</sup>)
- Chittagong Export Processing Zone, Chittagong, Bangladesh - 453 acres[5]
- Electronics City, Bangalore, India – 330 acres (1.3 km<sup>2</sup>)
- Karnaphuli Export Processing Zone, Chittagong, Bangladesh - 222.42 acres [6]
- Technopark Kerala, Trivandrum, India – 180 acres (0.7 km<sup>2</sup>)
- Genesis Industrial Township, Palghar, Maharashtra, India – 150 acres (0.6 km<sup>2</sup>)
- Korangi Creek Industrial Park, Karachi, Pakistan – 300 acres (1.2 km<sup>2</sup>)[7]
- Bin Qasim Industrial Park, Karachi, Pakistan – 900 acres (3.6 km<sup>2</sup>)
- Rachna Industrial Park, Lahore, Pakistan – 174 acres (0.7 km<sup>2</sup>)
- Marble City, Lahore, Pakistan – 174 acres (0.7 km<sup>2</sup>)