# Review of Proposed Zoning Bylaw Amendments & Concept Plan for 129 Parker Street Maynard, MA

March 25, 2013

Edward J. Collins, Jr. Center for Public Management

McCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES

UMASS BOSTON

## TABLE OF CONTENTS


Introduction ..... 1

Overview ..... 3

- Maynard History, Population, and Land Use ..... 3
- Property Description ..... 4
- Description of NBOD and Industrial (I) Zoning ..... 6
- Description of 2006 Proposal ..... 7
- Description of Proposed Concept Plan ..... 9
- Description of Proposed Amendments to Zoning Bylaws ..... 11

Fiscal Impact Study ..... 15

Traffic Impact Peer Review ..... 31

Review and Recommendations ..... 45

- Consideration of Proposed Amendments to Zoning Bylaw ..... 46
  - Existing Policy Framework ..... 46
  - Questions for Discussion ..... 47
  - Comments / Recommendations ..... 50
- Consideration of Proposed Concept Plan ..... 51
  - Planning Principle / Best Practices ..... 51
  - Review of Concept Plan ..... 52
- Consideration of Development Agreement ..... 58

Appendix A: The Nielsen Company, Opportunity Gap Report ..... A-1

Appendix B: Detailed Comments on Bylaw Amendments (dated 2-28-13) ..... B-1

# INTRODUCTION

The Edward J. Collins, Jr. Center for Public Management was hired by the Town of Maynard to analyze the proposed amendment to the Neighborhood Business Overlay District (NBOD) of the Maynard Zoning Bylaw and associated concept plan for the property located at 129 Parker Street in Maynard. The bylaw amendment and concept plan have been proposed by Capital Group Properties, LLC, the developer of the site. Specifically, the Center was tasked with preparing the following materials:

Task 1 – Economic Development and Impact Study;
Task 2 – Traffic Peer Review and Analysis; and,
Task 3 – Recommendations on proposed bylaw amendment, concept plan, and development agreement.

## *Team Background*

The Collins Center has partnered with two highly qualified firms to undertake this effort, including Faye, Spofford, and Thorndike (FST) for the transportation analysis and Stantec for the economic analysis.

The *Edward J. Collins, Jr. Center for Public Management* in the McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston was established in 2008 by the Patrick Administration to improve the effectiveness, efficiency, accountability, and professionalism of all levels of government. The Center provides technical assistance to public entities to strengthen their management, structures, and operations. The Center has provided services to scores of the Commonwealth's cities and towns, as well as to numerous state agencies. Services offered by the Center include: management and organizational studies; performance management system development, implementation, and evaluation; leadership and supervisory training; municipal charter reform assistance; classification and compensation studies, and personnel policy and employee handbook development; analysis and design of multijurisdictional service collaboration and facilitation of multi-agency agreements; and executive recruitment and interim management services among other services.

The Real Estate Services group of *Stantec Consulting* (formerly GLC Development Resources LLC) provides integrated real estate services, with a particular focus on real estate financing and development, to private, public, institutional, and not-for-profit clients. The group provides clients with the highest level of development expertise and offers a full range of services from feasibility studies and project planning to permitting, comprehensive project management, and construction administration. The Principals have all worked for major developers in senior capacities and bring real-world, private development experience to government entities for project and fiscal analysis. Project financing and development management comprises a major portion of their practice, and they use this background to inform their consulting and advisory work. Stantec provides professional consulting services in planning, engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics for infrastructure and facilities projects. The company supports public and private sector clients in a diverse range of markets at every stage, from the initial conceptualization and financial feasibility study to project completion and beyond. Staff include approximately 12,000 employees operating out of more than 200 locations in North America and four locations internationally.

Founded in 1914, *Fay, Spofford & Thorndike* (FST) is a multi-disciplined consulting firm that provides the highest caliber of professional services over a broad spectrum of engineering projects. Areas of practice include complete streets, roadways, and bridge design; transportation planning, peer reviews, and traffic operations studies and design; transportation facility planning; accessibility design; transit systems; bike trails and recreational facilities; numerous other supporting services, including environmental impact documents and permits; storm drainage; and other elements of public works and private industry projects. Headquartered in Burlington, MA, FST also has office in Boston and Hyannis, MA, as well as offices throughout the Northeast. Their professional staff (over 230 employees) is multidisciplinary with structural, civil, traffic, electrical, environmental, mechanical, and marine engineers; along with planners and landscape architects. This depth of qualified staff allows the firm to be responsive to clients' staffing and scheduling needs to meet any specific project requirements.

## *Application Materials Reviewed*[1]

This report constitutes a review of the project as described in three documents found on the Town's website which together constitute the development application before the Maynard Planning Board. These documents are labeled as:

- 129 Parker Concept Plan (13-Feb-2013, scanned version, 10MB, 35 pages);
- Traffic Impact and Assessment Studies [Part 1 / Part 2] (26-Feb-2013, 624 pages); and,
- April 6th Special Town Meeting Warrant (28-Feb-2013, from Town Meeting page)[2].

[1] Town of Maynard, 129 Parker Street project page (http://www.townofmaynard-ma.gov/projects/129-parker-street/ retrieved through March 24, 2013)

[2] The Collins Center understands that a revised copy of the proposed Bylaw amendment was provided to the Town Manager on March 21, 2013, but that the February 28th version is what is before the Planning Board for consideration.

# OVERVIEW

## *Maynard History, Population, and Land Use*

Incorporated as a separate municipality in 1871, the Town of Maynard has a unique and interesting history, especially in the area of commerce. Amory Maynard, the town's namesake, bought water-rights to the Assabet River, installed a dam and built a large carpet mill in 1846-47. The property was later purchased by the Assabet Woolen Mill, which made wool for Union uniforms during the American Civil War. After the woolen mill closed in 1950, the mill property was used as office and manufacturing space, and Digital Equipment Corporation (DEC) moved into the complex in 1957. DEC, or Digital, became internationally known for its "super mini" computers, which competed successfully against its competitors' main frame computers, from the 1960s through the 1980s. At its peak, Digital was the second-largest computer company in the world, with over 100,000 employees.[3] Eventually Digital lost market share to the micro-computer and its revenues diminished. The company remained in Maynard until 1998, when it was purchased by Compaq.

**Maynard Population Change (Table 1)**

| Year | Pop. | ±% |
|---|---|---|
| 1880 | 2,201 | — |
| 1890 | 2,700 | 22.70% |
| 1900 | 3,142 | 16.40% |
| 1910 | 6,390 | 103.40% |
| 1920 | 7,086 | 10.90% |
| 1930 | 7,156 | 1.00% |
| 1940 | 6,812 | −4.8% |
| 1950 | 6,978 | 2.40% |
| 1960 | 7,695 | 10.30% |
| 1970 | 9,710 | 26.20% |
| 1980 | 9,590 | −1.2% |
| 1990 | 10,325 | 7.70% |
| 2000 | 10,433 | 1.00% |
| 2010 | 10,106 | −1.9% |

Source: U.S. Census

Despite the ups and downs of Maynard's major business enterprises, the town's residential population has remained relatively stable since 1970. In fact, between 1970 and 2010, the net change in population was only an increase of 396 persons. Maynard residents today have a higher proportion of high school and bachelor's degrees than Massachusetts as a whole, have a higher home ownership rate (67%) than the state, surpass the Commonwealth in median household income ($77,255), and have a lower poverty rate (3% in Maynard as compared to 10.7% for the Commonwealth). At the same time, the town is less diverse than the State, with 90.1% non-Hispanic white residents as compared to 76.1%, and smaller percentage foreign born residents (9.7% in Maynard versus 14.7% for Massachusetts).[4]

With a travel distance of 25.7 miles between Maynard Town Hall and Boston City Hall, residents live within commuting distance to downtown Boston. According to the MBTA, commuter rail time between the South Action Station and North Station is 42 minutes for the express train leaving at 7:08 am. Of course, without any local transit service, the 2.7 mile distance to the South Acton Station would take significant time for a resident who did not have access to a private vehicle to travel.

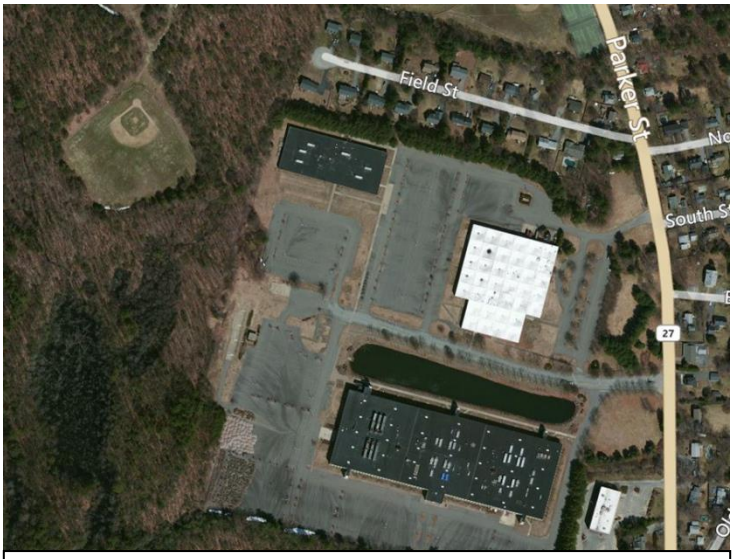
Its history as a mill town, coupled with its natural environment, continues to drive how land is used in Maynard today. The compact downtown, surrounded by moderate density garden apartments and homes, is a legacy of the worker housing and commercial core that supported the mill and its employees. Later, single-family residential neighborhoods were constructed outside of the downtown core. The many waterways and wetlands in Maynard have influenced the location of these homes and, in most instances, the outlying residential neighborhoods are separated from each other by sizeable

[3] Wikipedia, "Digital Equipment Corporation" (http://en.wikipedia.org/wiki/Digital_Equipment_Corporation accessed March 20, 2013)
[4] U.S. Census Bureau, Quick Facts, Maynard, MA

tracts of open space. Digital's legacy on the built environment can be found in the light industrial complex on Route 62 at Sudbury Place, home to Stratus Technologies today, and the vacant property at 129 Parker Street. Commercial businesses can also be found scattered along the town's connector roads, such as Great Road and Acton Street, but not in significant concentrations. Another significant feature of the town is what is now the Assabet River National Wildlife Refuge in the southwest quadrant of the town. "Formerly known as the Fort Devens Sudbury Training Annex, the refuge was established in 2000, when the Army transferred 2,230 acres to the (National Park) Service. This transfer was made under the Defense Base Closure and Realignment Act of 1990, for its "particular value in carrying out the national migratory bird management program."[5]

A review of Planning Board agendas and Zoning Board of Appeals (ZBA) decisions reveals that the majority of permit activity over the past year or so has been modest in number and scale. Residential additions/modifications, sign permits, and some special permits for commercial uses have been among the cases that have been heard. The most significant exception was the Clock Tower Place reuse project, located at the former site of the Assabet Woolen Mill, American Woolen Company, and Digital headquarters in downtown Maynard. In 2011, the property owner requested approval of a rezoning proposal that would allow a portion of the building complex to be converted to up to 300 1-bedroom multi-family housing or extended-stay units. At the same time, a mix of uses would continue to be allowed on the property. To thoroughly understand the implications of this proposed rezoning, the Maynard community considered the bylaw amendment between Spring and October 2011, when it was ultimately approved by Town Meeting.

## *Property Description*



*Source: Bing Maps, retrieved March 17, 2013*

Records regarding use of the property date back to 1683 when it was part of the John and Joseph Balcom estate. According to Dave Griffin of the Maynard Historical Society, "A descendent, Asa Balcom, was a town founder and one of the first Selectmen. In the early decades of the 20th century the property became the Salo-Simon Vegetable Farm. The farm closed in 1967 and in 1968 60-acre plot was sold to the Atkins & Merrill company which built what was later known the "PK1" building. (Among other things Atkins & Merrill built engineering models, including full scale models of the Apollo Moon Landers, which were seen on national television)."[6]

When Digital acquired the property in the 1970s, it occupied the building known as PK-1, a 110,000 square foot building built by Atkins & Merril (shown as the white roof in the aerial photo). This was

[5] U.S. Fish and Wildlife Service, Assabet River National Wildlife Preserve Brochure, (http://www.fws.gov/northeast/assabetriver/pdf/Assabet_general_brochure_2010.pdf retrieved March 24, 2013)
[6] Emails from David Griffin to Monica Lamboy, March 20 and March 24, 2013.

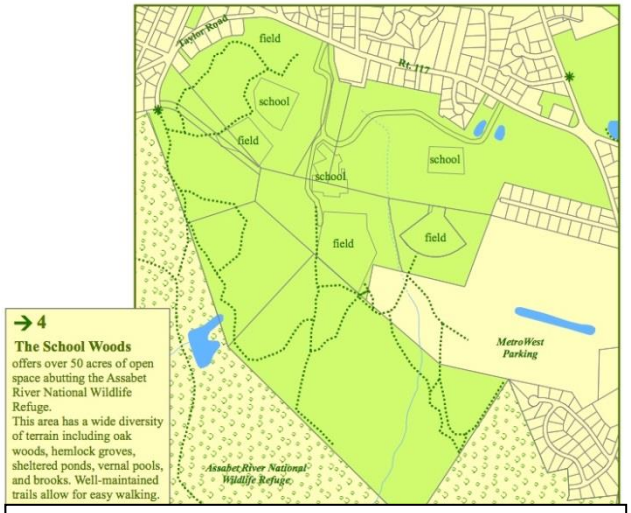
Digital's first expansion outside of the Mill building in downtown Maynard. Digital later built other two buildings: PK-3, a 400,000 s.f. two-story building (shown as the dark grey roof in lower portion of the aerial adjacent to the retention pond) and PK-2, a 50,000 square foot building built in the late 1970s as an education and training building (shown as a dark grey roof in the upper left hand corner of the site)[7]. Beginning in 1992 with the economic slowdown, Digital began laying off employees as it downsized. By 1999, the site was essentially vacant as it has been since[8].

The property at 129 Parker Street consists of total of 58.39 acres. The site has approximately 1,000 feet of road frontage along Parker Street. The northern property line, abutting residences on Field Street, is approximately 1,250 feet in length. In the southwest quadrant of the site, the property extends at its furthest point approximately 2,500 feet (nearly ½ mile) back from Parker Street, into an almost triangular configuration. As can be seen from the aerial photo, historically, the front portion of the site was occupied by Digital while rear portion remained undeveloped and is now tree covered. This area has been used for hiking purposes for quite some time, as was known to the immediately preceding property owner, John Wolters of 129 Parker Street, LLC.

Until the current property owner undertook demolition, the developed portion of the site contained just under 453,000 gross square feet contained in three buildings,[9] along with asphalt parking areas, a retention pond, and landscaping in the form of grassy areas and trees. Buffers of evergreen trees can be found along the northern property line, along the southern property lines abutting residences on Detting Road, and on a portion of the eastern property line adjacent to the office building located at 141 Parker Street. Areas of greenery presently line Parker Street and extend for a depth of between 150 to 300 feet from the street into the site.

Adjacent properties consist of:

- single family residences along Field Street, on Dettling Road, and on the opposite side of Parker Street;
- municipal property in the form of the School Woods, home to the towns' existing and new high schools, the Fowler Middle School and the Greenmeadow Elementary School and associated fields, and natural open space;
- the 3-story office building at 141 Parker Street; and,
- a tiny corner of the Assabet River Natural Wildlife Refuge.




*Source: Maynard Conservation Commission*

The land and buildings were most recently sold in July 2011 for approximately $3.7 million. At the time of writing, only the PK-2 building remains in existence.

[7] Email from Jack MacKeen to Dawn Capello, dated March 24, 2013.
[8] Ibid.
[9] Town of Maynard, Assessment Field Card, retrieved March 17, 2013.

## *Description of NBOD and Industrial (I) Zoning*

Today, the zoning applicable to the property consists of the underlying Industrial (I) District, plus the Neighborhood Business Overly District (NBOD). The I District allows for a series of uses by right and others with approval of a special permit.

| Uses in Industrial (I) District (Table 2) | |
|---|---|
| **By Right Uses (examples only)** | **Special Permit Uses (examples only)** |
| Garden Apartment<br>Live Work Dwelling Unit<br>Garden Center<br>Business or professional office<br>Bank or financial institution<br>Car wash<br>Supermarket<br>Fitness Club<br>Research laboratories w/incidental assembly or manufacturing<br>Office Buildings<br>Manufacturing, light manufacturing, development or engineering<br>Warehousing<br>Mini or self storage facility<br>Wholesale use<br>Overnight outdoors parking | Wireless telecom tower<br>General or personal service establishment<br>Veterinarian office or animal hospital<br>Kennel, commercial<br>Adult entertainment<br>Body art establishment<br>Kennel, private<br>Drive-in or drive through facility |

On top of the I District, the NBOD overlay was added with a purpose statement that reads as follows:

1. To encourage and authorize the mixed-use development of large land areas by means of authorizing and combining a variety of building types and uses with conditions and safeguards; and,
2. To prevent detrimental effects and impacts upon neighboring land uses and upon the Town of Maynard generally.

Among other provisions, the NBOD establishes a two-part approval process consisting of approval of a concept plan at Town Meeting followed by issuance of a Site Plan Approval by the Planning Board. This would allow the Town and the property owner to take a comprehensive look at all of the proposed buildings and uses proposed for the site via a single concept plan. In terms of uses, the NBOD increases the types of uses allowed in the underlying I District by adding by right uses such as restaurant, retail business, mixed use, and "multiple principal uses on a single lot or parcel" and two uses requiring a special permit including, multi-family dwelling and "mixed use with five (5) or more dwelling units." Further, the NBOD allows housing to be built, but with a cap of no more than one hundred (100) units. The NBOD also establishes design criteria including, but not limited to, setbacks, buffers, and parking requirements for specified uses.

In order to establish expectations relative to the size of the different uses on site, the NBOD also incorporated Table G, Dimensional Requirements, which is shown below.

| "Table G: NBOD Dimensional Requirements" (Table 3) | |
|---|---|
| **Principal Use** | **Maximum Gross Floor Area** |
| | |
| Multi-Family Dwelling | N/A |
| Healthcare Facility | N/A |
| Health Club | 30,000 s.f. |
| Restaurant | 10,000 s.f. |
| Garden Center | 25,000 s.f. |
| Personal Services Establishment | 5,000 s.f. |
| Supermarket | 75,000 s.f. |
| Retail Business | 35,000 s.f. |
| Wholesale Business | 35,000 s.f. |

This table does not prevent more than one business from operating within each primary use category, but just limits the size of each individual business. For example, the site could have multiple restaurants, but no one restaurant could be greater than 10,000 square feet in size.

Where the NBOD is silent, the Zoning Bylaw provisions for the I District apply.

## *Description of 2006 Proposal*

On June 12, 2006, Town Meeting approved the creation of the NBOD overlay district for the property at 129 Parker Street. On February 5, 2007, the concept plan for the site was approved, also by Town Meeting. In between those two dates, on December 20, 2006, the Board of Selectmen and 129 Parker Street LLC reached agreement and signed a development agreement for the property.

As described in the development agreement, the project consisted of "Approximately 175,000 square feet of retail; and 100 residential units all as generally shown on the plan entitled 'Proposed Concept Plan, 129 Parker Street, Maynard, Mass., dated December 12, 2006 as revised through December 20, 2006….'"[10] The development agreement included a series of mitigation requirements related to traffic and infrastructure, and several financial payments, including a $1 million gift to be paid as the phases of the project proceeded, $260,000 for specific traffic improvements, and additional funds for water and sewer infrastructure, $10,000 and $21,000, respectively. In addition, the development agreement secured for the Town an easement to continue use of the existing hiking trails on the site: "The Owner shall, by easement, allow the public use of the existing hiking trails which are partially located on the southwest corner of the Property. The Owner reserves the right to include all such land in the calculation of the land area of the Property in establishing zoning compliance (open space, lot size, density, etc.) and meeting other relevant regulatory requirements."[11]

The 2006 Concept Plan map approved at Town Meeting shows:

- stand-alone a grocery store that is slightly less than 200 feet by 400 feet in size;

[10] 129 Parker Street, Memorandum of Agreement, December 20, 2006, p 1.
[11] Ibid., p 9.

- an approximately 750 foot long building labeled Town Square that is drawn to show an intent to create multiple retail spaces;
- a small stand-alone building called The Common that is labeled "food retail open space";
- two additional small stand-alone retail buildings; and,
- four residential buildings shown in the southwest quadrant, backing up on open space.

A note on the Proposed Concept Plan further refines the types of retail and services uses to be allowed in Town Square, beyond the requirements of the NBOD zoning. That note has been copied into the box below.

*Note: With respect to the store spaces, all of which are labeled "Retail" in the center portion which runs parallel to Field Street, also noted on plan as Town Square, the following uses may also be included within such area:*

| *Possible Uses* | *Use Category* |
|---|---|
| *Daycare (up to 8,000 s.f.)* | *Day Care Center* |
| *Doctor's Office (up to 2,400 s.f.)* | *Business Office Health Care* |
| *Barber Shop (up to 2,400 s.f.)* | *Personal Services Establishment* |
| *Beauty Salon (up to 2,400 s.f.)* | *Personal Services Establishment* |
| *Dry Cleaning pick up stores (up to 1,600 s.f.)* | *Personal Services Establishment* |
| *Dental Office (up to 2,400 s.f.)* | *Business Office Health Care* |
| *Chiropractor's Office (up to 2,400 s.f.)* | *Business Office Health Care* |
| *Restaurants (totaling an aggregate of 6,000 s.f.)* | *Restaurant* |

Two additional buildings are shown on the Concept Plan, labeled as:

- Existing 1 Story Building, 50,000 s.f.; and,
- Existing 2 Story Building, 400,000 s.f.

No use is identified for these two existing buildings.

On September 8, 2009, the Planning Board issued a Site Plan and Parking Special Permit approval for Segment 1 of the project. According to the decision letter, the developer indicated that site plan approval of Segment 2 would be "sought at a later time"[12] and Segment 3 was not part of the proposal before the Commission at the time. Authorized under the site plan approval was:

- Demolition of existing Building 100 and construction of a new Building 100 for a supermarket (60,770 s.f.);
- Construction of a new Building 400, called "Town Square," for two or more retail units (56,600 s.f.);
- Construction of three features called Town Square (aka Building 400), the Common (a gazebo/kiosk area adjacent to future Building 800), and Lagoon Court ("landing with benches and a gazebo");

[12] Decision of the Planning Board, Application for Site Plan Approval and Special Parking Permit, Maynard Lifestyle Center, 129 Parker Street, Maynard, MA, September 8, 2009, p. 3.

- Location of a footprint for a new 10,000 s.f building abutting the supermarket (building elevation and signage were specifically excluded from the permit as they would be subject of a future permit);
- Associated parking and infrastructure improvements;
- A sound barrier along north side of project; and,
- Signage, including related waivers.

To reach its decision on the Site Plan Approval, the Planning Board held seven (7) public hearings between June 2 and July 7, 2009. The Board then closed the public hearing and deliberated until September 1, 2009 before making a decision.

The Site Plan Approval specifically indicates that the preservation of Building 200, and associated parking, is not being addressed in the site approval and may or may not be preserved in future applications.[13]

## *Description of Proposed Concept Plan*

The Concept Plan currently proposed by Capital Group Properties LLC[14] consists of 724,000 square feet of development located in 15 different structures. One of these structures, "Existing Office Building" (aka PK-2) exists on site and is 50,000 square feet in size. The remaining buildings will be new construction. The buildings as labeled on the Concept Plan (SP-01) and their respective sizes can be found in Table 4 below.

| **Proposed Concept Plan (Table 4)** | | |
|---|---|---|
| **Label** | | **Size (s.f.)** |
| Anchor A | | 152,000 |
| Anchor B | | 117,000 |
| Jr Anchor A-C | | 50,000 |
| Jr Anchor A | 12,500 s.f. | |
| Jr Anchor B | 23,500 s.f. | |
| Jr Anchor C | 14,000 s.f. | |
| Jr Anchor D | | 14,000 |
| Pad A | | 6,500 |
| Pad B | | 6,500 |
| Pad C | | 3,000 |
| Residential Bldg A (3 total), Bldg B (4 total), Bldg C (1 total), Clubhouse, and small unlabeled box | | 325,000 |
| Existing Office Building | | 50,000 |
| | **TOTAL** | **724,000** |

Eight (8) buildings in the southwest quadrant are clearly labeled as either residential or clubhouse, and two garden centers are indicated on the Concept Plan. However, the remaining structures depicted in

[13] Ibid.
[14] 129 Parker Concept Plan (13-Feb-2013, scanned version, 10MB, 35 pages) accessed March 19, 2013. http://www.townofmaynard-ma.gov/projects/129-parker-street/

the Concept Plan, in whole or in part, do not have a specific land use(s) associated with them. The total building area that is not residential, nor is proposed for municipal use, is 349,000 square feet.

The attributes of the buildings are somewhat difficult to ascertain given the scale of the drawings available. What can be seen is that:

- Jr. Anchor D and Pad A show evidence of drive through lanes;
- Anchor A and Anchor B show defined loading dock areas; and,
- Anchor A and Anchor B include garden centers as part of their use.

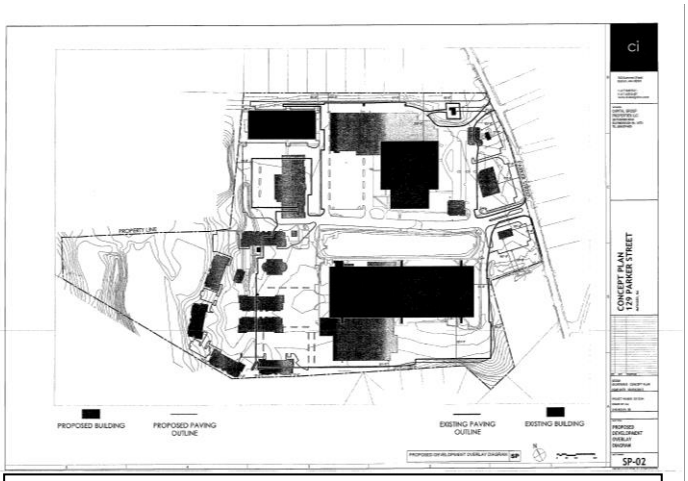
The loading facilities for the other buildings are unclear from the Concept Plan.

In terms of the Concept Plan, aside from the major tenanted buildings, the property is proposed to contain:

- Two retention ponds resulting from the bifurcation of the existing retention pond by an internal access road;
- 1,802 parking spaces for the non-residential uses and 502 spaces for the residences;
- A clubhouse and pool which appear to be for use by residents; and,
- Area for outdoor seating adjacent to Pads A, B, and C.

Although the actual type of plantings proposed cannot be read on the Overall Landscape Plan (L-1) due to its size, in general what can be seen includes a single rows of trees along the site entrance drive, at the end of parking aisles, along the Parker Street frontage, and some trees (and perhaps shrubs) along the north and southern perimeters. One to two rows of trees separate Anchor A's loading dock from residences to be constructed. Additionally, it appears that the area of mature trees on the steep slope between the office building at 141 Parker Street and the site are to be removed and replaced with a single row of trees.

A review of the drawing labeled "Proposed Development Overlay Program" (SP-02) shows that the proposed development will extend beyond the paving and building outlines used by Digital. The extensions include:




*Source: Capital Group Properties concept plan application*

- Three Residence Building As, one Residence Building C, and portions of three Building Bs extend into the existing undeveloped area at the southwest corner of the site. The westernmost corner of one of the Building As appears to encroach as much as 350 feet into this area;
- Along the southern property line, three Residence Building As and one Residence Building B more closely abut the southern property line than prior building PK-3 and one Residence Building B more closely abuts the southern property line than the existing pavement;
- The proposed parking behind the Existing Office Building (PK-2) extends into what is currently a treed area between the site and the residences on Field Street, as does the parking and associated

access drive behind Anchor B; and,

- Jr Anchor C and Pad C are fully within the existing green area along the Parker Street frontage while Pad A is partially within this area. The associated parking with all three of these buildings extends to within approximately 25-35 feet of the front property line.

## *Description of Proposed Amendments to Zoning Bylaws*

Zoning Bylaws in most jurisdictions typically cover a series of project attributes in order to provide clear expectations about what is and is not allowed on a property. They will most often include provisions relating to:

- Purpose;
- Applicability;
- Submittal requirements;
- Land use(s);
- Dimensional requirements (height, setbacks, parking, open space, etc.);
- Design requirements; and,
- Procedural requirements, including required findings.

Reading a zoning bylaw can be challenging because sometimes the provisions that apply to a property can be distributed throughout the code. In the case of the Maynard Bylaw, many of the requirements that apply to 129 Parker Street can be found in the NBOD Overlay District, while others reside within the main body of the code.

Capital Group Properties LLC has proposed a series of modifications to the NBOD District that are generally described below. (A complete copy of the amendment can be found on the Town's website. The summary below should not replace a thorough reading of the proposal.) Proposed changes include, but are not limited to:

- **9.3.2 Applicability** – a sentence is to be added indicating that "where NBOD is different than any other provision elsewhere…NBOD shall control."
- **9.3.3 Requirement for Approval of a Concept Plan at Town Meeting** – a definition of concept plan is to be added; the submittal requirements for a concept plan are to be modified to eliminate building use as an element of the concept plan; the reference to Section 6.1 for buffer requirements[15] is to be changed to the NBOD itself; execution of a Development Agreement between the Selectmen and the Developer is proposed to take place before Town Meeting approval of the concept plan; and signature of the Development Agreement by the Planning Board is to be added.
- **9.3.5 Permitted Principal Uses** – the list of uses allowed by right (i.e., without a special permit) is to be increased by adding: Theatre, Club or Other Place of Entertainment; Multi-Family Dwelling; Fast Food Restaurant; Motor Vehicle Light Service; Printing Shop; Brewery with Ancillary Food Service; Emerging Energy Technology Establishment; Family, Adult and Child Daycare; Clinic and Medical, Dental and Psychiatric Office; Business or Professional or Other Office; and, General Service Establishment.

[15] It should be noted that Section 6.1 actually encompasses parking and loading standards, including the size of spaces and allowable percentage of compact spaces. This appears to be a scrivener's error within the existing code.

- **9.3.7 Uses Permitted by Special Permit of the Planning Board** – the list of uses allowed with a special permit is to be modified to add Elderly Housing and Assisted Living and eliminate Multi-Family housing which is being proposed as a by-right use.
- **9.3.8 Dimensional Requirements** – the table labeled "Dimensional Uses," which identifies the maximum gross floor area of an individual principal use is to be replaced with a list of building sizes, with the exception that a maximum gross floor area is being established for residential uses in the aggregate and municipal facilities; the Planning Board is to be given authority to increase square footage of individual buildings by 5% via special permit, without Town Meeting approval, except that no special permit is required for an increase in square footage of up to 15% if one "use" is offset by an equivalent reduction in another "use."
- **9.3.9** ~~District~~ **Non-Residential Total** – the existing 175,000 square foot cap on non-residential (and non-healthcare) development is to be eliminated and reference is to be made to table 9.3.8 above, which allows for 349,000 square feet in non-residential development and 50,000 in municipal use.
- **9.3.10 Housing Cap** – the allowable number of units on site is to be increased from 100 to 250; the Board of Selectmen is to be given authority to increase this figure by 5% more by special permit without Town Meeting.
- **9.3.11.3 Setbacks/Buffers** – required setbacks are to be modified as follows:
    - Side setback adjacent to residentially zoned or occupied property – reduced from 100 feet to 40 feet;[16]
    - Setback adjacent to open space – 20 foot setback added;[17]
    - Front and rear setbacks – (see foot notes 10 and 11 below); and,
    - Buffer area adjacent to residentially zoned or occupied property – reduced from 45 feet to 20 feet;
- **9.3.11.4 Parking** – required parking is to be modified as follows:
    - Retail, supermarket – reduced from one space per 250 square feet to one space per 300 square feet;
    - Residential – reduced from two per dwelling unit to 1.75 spaces per unit.
    - Restaurant - requirement of one space per 85 square feet of gross floor area being added;[18]
    - Warehouse uses – modified from one space per 2,000 square feet for first 20,000 and one per each additional 10,000 square feet, plus employee parking to one space per 2,500 square feet of gross floor area; and,
    - Office use and others not specified – requirement of one space per 300 square feet being added.
- **9.3.11.5 Dimensional Requirements** – are to be added to:
    - Establish minimum parcel size of 15,000 square feet with 100 feet of frontage and 100 feet of width, whereas the existing minimum size in Industrial (I) District is 40,000 square feet with 150 feet of frontage and 120 feet of width;

[16] The proposed amendment actually requires "…front and rear setback areas of at least fifty (50) feet…where it abuts…residentially zoned properties…". However, since the front property line abuts the public right of way and the I District zoning extends beyond the rear parcel line into School Woods, neither of those setbacks apply at 129 Parker Street.

[17] Setbacks in the I District include: front yard = 50 feet; side and rear yards =30 feet (Section 4.1.1. General, Table B)

[18] No parking requirement for restaurants could be found elsewhere in the Bylaw.

- Establish maximum building coverage of 35% and maximum height of 52 feet for residential and 40 feet for other uses, where the existing coverage maximum for the Industrial (I) District is 35% and existing height limitation is 40 feet; and,
- Establish minimum landscape open area of 20% for the site and minimum landscape open area of 5% in the front yard, whereas the existing minimum open space in the Industrial (I) district is 30% and the minimum front yard is 10% landscaped.

- **9.3.12 Site Plan Approval** – is intended to revise the finding of approval for a Site Plan from "The Planning Board may not" issue a site plan approval unless it "substantially conforms" to the approved Concept Plan to "The Planning Board may issue" unless it "substantially does not conform."

**THIS PAGE IS INTENTIONALLY BLANK**

## FISCAL IMPACT STUDY

**THIS PAGE IS INTENTIONALLY BLANK**

# Memo

Stantec

| | | | |
|---|---|---|---|
| To: | Monica Lamboy | From: | Drew Leff |
| | UMB | | 141 Portland Street |
| File: | Maynard | Date: | March 25, 2013 |

**Reference: 129 Parker Street Fiscal Impact Study**

We have reviewed the program and concept plan for Capital Group Properties Inc. (CGP)'s proposed development at 129 Parker Street in Maynard, MA and have assessed the likely fiscal impacts of the proposed development. We have also analyzed some of the economic impacts; in particular, direct employment and select characteristics of the retail center and their impact on Maynard.

**Project Overview**

The proposed project is located at 129 Parker Street on a 58.3 acre former Digital Equipment site. The site is proposed to be cleared of all but a 50,000 sf structure. In their place the developer proposes to construct a "big box" retail center of 349,000 sf and a 250 unit apartment complex. The site is bordered by residential on two sides with open space on the other sides. Its entrance is located 1 mile from Maynard's central retail district.

The current property owner purchased the site in July 2011 for $3,695,627. The developer has indicated that they anticipate that the assessed value for the land will be $2,981,800 once they have demolished the buildings on site, excluding the one they expect to retain.

The study approach looked at net revenue and expenses for the mix-used development. The primary focus being on the real estate tax revenues generated against increase in annual expenses to the Town.

The following chart illustrates the proposed composition of the development by use:

| Residential Units | SF | Units |
|---|---|---|
| One BR | | 79 |
| One BR +Den | | 28 |
| Two BR | | 125 |
| Two BR +Den | | 18 |
| Total Residential | 325,000 | 250 |

| Retail | SF |
|---|---|
| Anchor A | 152,000 |
| Anchor B | 117,000 |
| Jr. Anchor | 14,000 |
| In-line (Jr. Anchors A-C) | 50,000 |
| Pad sites | 16,000 |
| Total Retail | 349,000 |
| Community Building | 50,000 |
| **Total Plan SF** | **724,000** |

## Summary of Project Findings

We have analyzed projected net revenue and expenses to the Town as a result of this development, both on an annual basis and during the development period. A more detailed analysis and discussion is provided later in this memorandum.

Projected Annual Town Revenues (Net of current taxes)

| | |
|---|---|
| Real Estate Tax | $2,280,926 |
| CPA Surcharge | $34,214 |
| Excise Tax | $88,425 |
| Food & Beverage Tax | $35,625 |
| TOTAL REVENUE | $2,439,190 |

Projected Annual Town Expenses

| | |
|---|---|
| Education | $305,617 |
| Municipal Services | $1,274,161 |
| TOTAL EXPENSE | $1,579,779 |

Projected Annual Net Town Revenues

| | |
|---|---|
| Revenue | $2,439,190 |
| Expense | $1,579,779 |
| NET BENEFIT | $859,411 |

Development Period Fiscal Impacts

| | |
|---|---|
| Construction Permit Fees: | $871,750 |

- We have not projected any direct development period expenses related to the development of the project. However, to the extent the Town has insufficient

staff to review plans and inspect the site, they may have to spend some additional funds for consultants.

Community Building

Provision by the developer of a 50,000 SF building on-site restored to a modest level of renovation could be considered a benefit if the Town had pressing need for similar space. Otherwise it could be a fiscal drain requiring additional build-out initially beyond that provided by developer and ongoing annual operating expense. As Town explores options for use and agreement with the developer there will be a better understanding of the extent of the benefit and ongoing expense.

Economic Impacts:

a. Direct Employment

We project that the retail businesses will generate 426 full time equivalent jobs annually (A significant portion of these jobs will be part-time). However, the majority of these could be created elsewhere in the general vicinity of Maynard, as eventually other retail would likely be developed to satisfy demand that might exist.

We project that the project will generate 501 construction jobs.

b. Local vs. Regional Shopping Center

Specific questions had been raised regarding the nature of the retail center and the extent to which the apartments on-site would support the retail. We have projected that the 250 units would only minimally support the center. They would provide less than 2% of the purchasing power anticipated. Further, we project that the population needed to support the proposed retail development will extend well beyond the borders of Maynard. We project that a population of 90,000-180,000 would be needed.

(Derivation of these estimates is provided in the more detailed discussion, below.)

## Town Revenues

Annual Revenues

Four components of annual revenue have been analyzed: Real Estate Tax, CPA Surcharge, Excise tax, and Food & Beverage (Meals) tax. The real estate tax is by far the biggest component.

- Real Estate Tax

  The three tables below illustrate different approaches to estimating property taxes; on by the developer and two alternatives that we have suggested. The alternative approaches have not yet been reviewed with the Board of Assessors.

**Concept Plan & RE Tax Calculation**

| | | | CGI Projection | | | |
|---|---|---|---|---|---|---|
| | SF | Units | PSF Value | Improved Value | Tax Rate | Re Tax Rev |
| **RESIDENTIAL UNITS** | | | | | | |
| One BR | | 79 | | | | |
| One BR + Den | | 28 | | | | |
| Two BR | | 125 | | | | |
| Two BR+ Den | | 18 | | | | |
| **TOTAL RESIDENTIAL** | **325,000** | **250** | **$ 58.00** | **$ 18,850,000** | **$ 20.05** | **$ 377,943** |
| **RETAIL** | | | | | | |
| Anchor A | 152,000 | | 56.00 | 8,512,000 | 29.55 | 251,530 |
| Anchor B | 117,000 | | 56.00 | 6,552,000 | 29.55 | 193,612 |
| Jr. Anchor | 14,000 | | 86.00 | 1,204,000 | 29.55 | 35,578 |
| In-line (Jr. Anchors A-C) | 50,000 | | 60.00 | 3,000,000 | 29.55 | 88,650 |
| Pad sites (A-C) | 16,000 | | 124.00 | 1,984,000 | 29.55 | 58,627 |
| **TOTAL RETAIL** | **349,000** | | | **$ 21,252,000** | | **$ 627,997** |
| **COMMUNITY BUILDING** | 50,000 | | | | | |
| | **724,000** | | | **$ 40,102,000** | | **$ 1,005,939** |
| **LAND** | | 58.3 ac | | $ 2,981,800 | $ 29.55 | $ 88,112 |
| **TOTAL LAND & BUILDINGS** | | | | **$ 43,083,800** | | **$ 1,094,051** |

The first table is CGP's estimate of assessments and taxes. CGP based their estimate on select comparables for similar retail and residential in nearby communities. They then discounted these assessments. We see no reason to

discount these comparables. In fact, we are concerned that most of the comparables are for facilities built in the 1990s and early 2000s. New buildings that have not depreciated would be valued considerably higher. Further, CGP has indicated that the current site assessment should be $2,981,800, projecting that it will be reduced from the current assessment of $5,949,400 because they have demolished the major buildings on the site with the exception of the building that is to be retained. We would argue that the land value after demolition should be at least what they paid for the site **plus** the cost of demolition. The property has more value as a building site than with the rundown buildings in place.

The projected net tax revenue as they've estimated it is $1,094,051. After deducting the projected current taxes of $88,112, they project net new tax revenue of $1,005,939.

| Concept Plan & RE Tax Calculation | | | | | |
|---|---|---|---|---|---|
| | | | Stantec Projection Based on Comp | | |
| | SF | Units | PSF Value | Improved Value | Re Tax Rev |
| **RESIDENTIAL UNITS** | | | | | |
| One BR | | 79 | | | |
| One BR + Den | | 28 | | | |
| Two BR | | 125 | | | |
| Two BR+ Den | | 18 | | | |
| **TOTAL RESIDENTIAL** | **325,000** | **250** | **$ 61.81** | **$20,088,250** | **$ 402,769** |
| **RETAIL** | | | | | |
| Anchor A | 152,000 | | 90.31 | 13,727,120 | 405,636 |
| Anchor B | 117,000 | | 106.97 | 12,515,490 | 369,833 |
| Jr. Anchor | 14,000 | | 141.90 | 1,986,600 | 58,704 |
| In-line (Jr. Anchors A-C) | 50,000 | | 142.47 | 7,123,500 | 210,499 |
| Pad sites (A-C) | 16,000 | | 200.00 | 3,200,000 | 94,560 |
| **TOTAL RETAIL** | **349,000** | | | **$38,552,710** | **$1,139,233** |
| **COMMUNITY BUILDING** | 50,000 | | | | |
| | **724,000** | | | **$58,640,960** | **$1,542,002** |
| **LAND** | | 58.3 ac | | incorporated in comps | |
| **TOTAL LAND & BUILDINGS** | | | | **$58,640,960** | **$1,542,002** |

The second table is based on the CGP comparables, and a few additional ones that we were able to identify, as assessed by the municipalities, **without a discount**. Land value is incorporated into these assessments. The projected net tax revenue on this basis would be $1,542,002. After deducting the projected current taxes of $88,112, the projected net new tax revenue would be $1,453,890.

| Concept Plan & RE Tax Calculation | | | | | |
|---|---|---|---|---|---|
| | | | Stantec Projection Based on Development Cost | | |
| | SF | Units | Estimated PSF Develop't Costs | Improved Value | Re Tax Rev |
| **RESIDENTIAL UNITS** | | | | | |
| One BR | | 79 | | | |
| One BR + Den | | 28 | | | |
| Two BR | | 125 | | | |
| Two BR+ Den | | 18 | | | |
| **TOTAL RESIDENTIAL** | **325,000** | **250** | **$ 138.00** | **$44,850,000** | **$ 899,242.50** |
| **RETAIL** | | | | | |
| Anchor A | 152,000 | | 132.72 | 20,173,440 | 596,125 |
| Anchor B | 117,000 | | 132.72 | 15,528,240 | 458,859 |
| Jr. Anchor | 14,000 | | 180.72 | 2,530,080 | 74,764 |
| In-line (Jr. Anchors A-C) | 50,000 | | 162.72 | 8,136,000 | 240,419 |
| Pad sites (A-C) | 16,000 | | 210.72 | 3,371,520 | 99,628 |
| **TOTAL RETAIL** | **349,000** | | | **$49,739,280** | **$ 1,469,796** |
| **COMMUNITY BUILDING** | 50,000 | | | | |
| | **724,000** | | | **$94,589,280** | **$ 2,369,038** |
| **LAND** | | 58.3 ac | | incorporated in retail | |
| **TOTAL LAND & BUILDINGS** | | | | **$94,589,280** | **$ 2,369,038** |

The third table uses the estimated cost of development as a basis for estimating the assessment. We believe this is a more appropriate, yet still conservative, method to estimate value. A developer would not knowingly build a project that would be worth less than their development costs. The projected net tax revenue on this basis would be $2,369,038. After deducting the projected current taxes of $88,112, the projected net new tax revenue would be $2,280,926.

- Other Revenue

  In the table below we have shown calculations for all annual revenue, including real estate taxes:

| Town Revenues | | | | | |
|---|---|---|---|---|---|
| **ANNUAL** | | | | | |
| **RE TAX** | | | | | **Tax** |
| Residential | | | | | $ 899,243 |
| Retail | | | | | $ 1,469,796 |
| Land | incorporated above | | | | $ - |
| **TOTAL RE** | | | | | **$ 2,369,038** |
| Current (after demolition) | | | | | $ 88,112 |
| **Net** | | | | | **$ 2,280,926** |
| | | | | | |
| **CPA SURCHARGE** | | | | 1.5% | **$ 34,214** |
| | | | | | |
| **EXCISE TAX** | **units** | **cars / unit** | **cars** | **average bill** | |
| Residential | 250 | 1.5 | 375 | $ 225.00 | $ 84,375 |
| Retail | 9 | 2 | 18 | $ 225.00 | $ 4,050 |
| **TOTAL** | | | | | **$ 88,425** |
| | | | | | |
| **FOOD AND BEVERAGE** | **SF** | **Sales/SF** | **Expenditures** | **Rate** | **Total** |
| 2 Restaurants | 9,500 | $ 500 | $ 4,750,000 | 0.75% | **$ 35,625** |
| | | | | | |
| **TOTAL NET ANNUAL REVENUE** | | | | | **$ 2,439,190** |

  - The Community Preservation Act (CPA) surcharge on the projected real estate tax, at 1.5% would add an additional $34,214/annum to Town revenue.

  - Excise Tax: 129 Parker Street we have estimated that the new residents and retail establishments will generate 393 new vehicles. The excise tax

on these vehicles based on an average bill of $225[1] per vehicle will total $88,425 in tax revenue/annum.

- Food & Beverage/Meals Tax: There are two new restaurants in the project plan with a total of 9,500 sf. At $500 per square foot, the total expenditures for food and beverage will be $4,750,000. At an excise of .75% the total generated by these two restaurants is $35,625.

- We estimate that 129 Parker Street will generate $2,439,190 of total annual revenues/annum for the Town of Maynard, beyond what would otherwise be expected to be generated by the property.

- Development Period (One-Time Revenue): The construction of the project will generate revenues for the Town on a one-time basis. Construction permit fees are calculated in the table on the next page. Construction values have been estimated (following table) based on our knowledge and experience with similar development and construction on a $/SF basis. The community building renovation has been included as it is expected that the developer would undertake the base renovation. The total building permit fee for the development is estimated at $871,750.

[1] Board of Assessors March 14, 2013 memo

**Reference: 129 Parker Street Fiscal Impact Study**

| | | | Stantec Projection | |
|---|---|---|---|---|
| | SF | Units | Est. Construction Cost | |
| **RESIDENTIAL UNITS** | | | | |
| One BR | | 79 | | |
| One BR + Den | | 28 | | |
| Two BR | | 125 | | |
| Two BR+ Den | | 18 | | |
| **TOTAL RESIDENTIAL** | **325,000** | **250** | **$ 115** | **$ 37,375,000** |
| | | | | |
| **RETAIL** | | | | |
| Anchor A | 152,000 | | 100 | 15,200,000 |
| Anchor B | 117,000 | | 100 | 11,700,000 |
| Jr. Anchor | 14,000 | | 140 | 1,960,000 |
| In-line (Jr. Anchors A-C) | 50,000 | | 125 | 6,250,000 |
| Pad sites (A-C) | 16,000 | | 165 | 2,640,000 |
| **TOTAL RETAIL** | **349,000** | | | **$ 37,750,000** |
| | | | | |
| **COMMUNITY BUILDING** | 50,000 | | 75 | 3,750,000 |
| | **724,000** | | | **$ 78,875,000** |

**CONSTRUCTION PERIOD**

| CONSTRUCTION PERMIT | Construction Value | Rate | Total |
|---|---|---|---|
| Residential | $ 37,375,000 | 1.0% | $ 373,750 |
| Commercial | $ 41,500,000 | 1.2% | $ 498,000 |
| **TOTAL** | | | **$ 871,750** |

## Town Expenses

Annual Expenses

The project will require annual services from the Town which are outlined in the Town Expenses table below. These expenses include both educational expenses as well as municipal service costs. The 250 residential housing units are distributed among one bedrooms, one bedroom plus, two bedrooms and two bedrooms plus. Based on data from other residential developments and other towns provided in the CHAPA study[2] and the similar estimates in the Clock Tower Place fiscal analysis[3] we estimated the likely number of school children that would be generated from different unit types, ranging from .03/unit for 1BR to .30/unit for the 2BR+den. On that basis we project that the proposed development would generate 35.57 school age children in the new residential units. The cost per child, on the basis of Maynard's 2013 school budget adjusted for state aid is $8,592 per student. With a total of 36 students the total additional annual school cost would be $305,617. This is a conservative estimate. One could argue that those school costs that are fixed, such as administrative personnel, facilities cost, etc. would not increase with the addition of 36 children town-wide.

It is difficult to estimate the incremental cost of annual municipal services, such as police, fire, ambulance, DPW and a few other smaller departments that might be burdened because of the development. It would require extensive interviews with each department. This was beyond the scope of this study. To provide an approximation, we calculated the project's real estate tax bill as a percentage of Maynard's total tax revenue to get a "fair" share. That share is 8.96%. Applying that percentage against the town's non-school expenditures, adjusted for capital costs (bond payments) and other clearly fixed costs that would not increase because of the addition of the development, we estimated the projects' share of municipal service cost would be $1,269,525. This is in addition to the school costs above. Again, we believe this is a conservative estimate.

We also examined the issue of whether the project was likely to generate a requirement for new school construction. The 36 (rounded) projected additional school children represent a 2.7% increase in the entire school population and does not likely warrant any new school construction. This would represent only 2.5 additional school children per grade. This is especially true given a new high school is already under construction in Maynard.

[2] Citizens Housing and Planning Association, Housing the Commonwealth's School-Age Children, Sept 2004)
[3] Community Opportunities Group, Inc., Fiscal and Economic Impact Analysis Clock Tower Place

**Reference: 129 Parker Street Fiscal Impact Study**

## Town Expenses

**ANNUAL**

| SCHOOLS | Units | School children / unit | School age children | Cost / child adj. for State Aid | School Cost |
|---|---|---|---|---|---|
| One BR | 79 | 0.03 | 2.37 | | |
| One BR + Den | 28 | 0.1 | 2.8 | | |
| Two BR | 125 | 0.2 | 25 | | |
| Two BR+ Den | 18 | 0.30 | 5.4 | | |
| **TOTAL** | **250** | | **36** | **$8,592** | **$ 305,617** |

| OTHER MUNICIPAL COSTS | Share of total tax base | Non-School Expenditure | |
|---|---|---|---|
| | 9.00% | $ 14,160,897 | **$ 1,274,161** |

| | |
|---|---|
| **TOTAL ANNUAL COSTS** | **$ 1,579,779** |

### Net Annual Fiscal Benefit

| | |
|---|---|
| Total Annual Revenue | $2,430,765 |
| Total Annual Expense | $1,575,142 |
| Net Additional Annual Revenue | $855,623 |

### Development Period Fiscal Benefit

| | |
|---|---|
| Construction Permit Fees | $ 868,300 |

### Other Potential Benefits and Impacts

### Community Building

The community building has a value to the Town if it meets a programing and facility need within the town. Based on an estimated $75/sf construction estimate, the cost to the developer for the community building would be $3,750,000. Depending on programing needs and maintenance costs there may be additional cost to build-out the

building beyond what the developer has been willing to provide. At 50,000 sf the structure will have operating and maintenance expenses on an annual basis. These could easily exceed $3-5/sf or $150,000-250,000/annum exclusive of program costs, if any. The key question is does the municipality need the building; would it have sought such a facility if it wasn't given it. If it does need it, the replacement value could be in the range of $150/sf for a total value of $7,500,000.

| | | | |
|---|---|---|---|
| Community Building | 50,000 | $ 150.00 | $ 7,500,000 |

## Economic Impacts

| EMPLOYMENT | | | | |
|---|---|---|---|---|
| **Jobs/Annum** | **SF** | **Employees per 1000SF** | **Jobs** | |
| Retail | 349,000 | 1.22 | 426 | |
| **Construction Jobs** | **Construction Value** | **Labor share** | **Rate** | **Jobs** |
| | $ 75,125,000 | $ 37,562,500 | $ 75,000 | 501 |

We have analyzed direct employment generated by the development during construction and by the retail uses annually, and have commented on the nature of the shopping center component and the size of the market area: Will it be a local center almost exclusively supported by residents of the development and nearby sections of Maynard or will it be more of a regional center supported by residents of a much larger area.

Retail employment is a mix of part-time as well as full-time workers. We have projected retail employment at 426 Full Time Equivalent (FTE) retail jobs based on factor of 1.22 employees per 1,000 sf of building[4]. These employees will likely spend a proportion of their income at other town retail establishments as well as on-site and elsewhere. We have projected 499 construction jobs based an estimated 50% labor share (industry rule-of-thumb) and an average wage rate fully-loaded of $75,000 (discussions with contractors).

Retail Market Support

It is our understanding that the developer has indicated in discussion of traffic generation that the retail component will generate less traffic than might otherwise be

[4] (Ratio derived from Department of Energy website: http://www.eia.gov/emeu/consumptionbriefs/cbecs/pbawebsite/retailserv/retserv_howmanyempl.htm).

the case because some of the business for the retailers would be derived from residents on-site. We have estimated the on-site residential population at 400 people. The average retail expenditure in MA is $13,553[5]/person/annum. Optimistically, the center might capture, at most, 30% of the annual retail expenditure of the residents. We reviewed articles in the financial press related to sales performance of major retailers to determine average square footage sales for the types of retailers anticipated to lease the facilities[6]. On average those sales are $357/sf. Therefore the potential retail expenditures from residents of the site would only support about 4,556 sf of the retail on site. Given that this is a small fraction of the total proposed retail component of the project, a much broader population will be required to make the retail viable. It will need to aim at a more regional market.

Further, we project that the population needed to support the proposed retail development will extend well beyond the borders of Maynard. To determine the likely market we multiplied potential sales/per SF by the Center's retail square footage to derive estimated sales (expenditures) for the center ($124,699,000). If we assumed that population not in close proximity to the Center would spend between 5-10% of their retail expenditures at the Center, a population of 90,000-180,000 would be needed to support the Center.

We have reviewed a Neilsen retail leakage report[7] to determine if demand for the types of retail proposed exceeded current supply. As stated above, almost $125,000,000 of retail sales (expenditures) is needed to support the Center. The limited gap of retail demand versus sales within the 1 and 5 mile radii are of concern for project feasibility. The project must draw almost a third of the excess demand that exists within a 5 mile radius of the site or almost 10 percent of the excess demand within 10 miles. We expect that in order to obtain financing significant pre-leasing of the anchors and possibly others will be needed.

[5] US Census Quick Facts 2007
[6] Examples of retailers obtained from developer's submission of estimated property taxes based on comparable facilities (Anchor A: Walmart, Anchor B: Lowes)
[7] Neilsen, RMP Opportunity Gap for 129 Parker, Maynard, 1, 5, and 10 mile radii. Provided as Appendix.

**Reference: 129 Parker Street Fiscal Impact Study**

| RETAIL SUPPORTED BY RESIDENTIAL COMPONENT | | | |
|---|---|---|---|
| Projected residential population: | | 400 | |
| Average retail expenditure in MA per person | | $ 13,553 | |
| Share expended at 129 Parker | 30% | $ 4,066 | |
| Total Expendiure at 129 Parker | | $ 1,626,360 | |
| Average Sales/SF | $ 357 | | |
| SF supported by on-site population | | 4,556 | |

| EXPENDITURE AT $/SF BY STORE TYPE | $/SF | SF | Expenditure Needed |
|---|---|---|---|
| Discount / Warehouse Store | 434 | 152,000 | $ 65,968,000 |
| Home Improvement Store | 299 | 117,000 | 34,983,000 |
| Pharmacy | 282 | 14,000 | 3,948,000 |
| Other | 300 | 66,000 | 19,800,000 |
| **TOTAL** | | **349,000** | **$ 124,699,000** |

| General population needed to support remaining retail at capture ratio | |
|---|---|
| 10.0% | 90,808 |
| 5.0% | 181,617 |

Drew M. Leff
Principal, Program and Project Management Stantec Consulting
Drew.leff@stantec.com

Attachment: Nielsen RMP Opportunity Gap (Appendix A)

# TRAFFIC IMPACT PEER REVIEW

**THIS PAGE IS INTENTIONALLY BLANK**

ENGINEERS FST Since 1914 FAY, SPOFFORD & THORNDIKE

# MEMORANDUM

**DATE:** March 25, 2013

**TO:** Ms. Monica R. Lamboy, Senior Associate, Edward J. Collins, Jr. Center for Public Management

**FROM:** Douglas C. Prentiss, P.E., PTOE DCP
**SUBJECT:** Traffic Impact Peer Review of The Shoppes at Maynard Crossing Maynard, Massachusetts

---

## INTRODUCTION

Fay Spofford & Thorndike (FST) has been contracted by the Edward J. Collins Center for Management at UMass-Boston to conduct a peer review of the traffic/transportation, pedestrian, and circulation impacts related to the proposed mixed-use development named *The Shoppes at Maynard Crossing*. The project is proposed to be located on the west side of Parker Street (Route 27), between Vose Hill Road to the south and Field Street to the north. The site is the former DEC (Digital Equipment Corporation) office complex which is approximately 58.4 acres in size. Two (2) site drives are proposed for the project, the most northerly being a right-in only drive and located opposite South Street to the east. The primary drive is located approximately 550 feet to the south and diagonally opposite #130 Parker Street (Route 27). Route 27 is a Town-owned and maintained roadway

As part of the review, FST has received and reviewed the following applicable documents:

1. *Traffic Impact & Access Study Proposed The Shoppes at Maynard Crossing*, 129 Parker Street Maynard, Massachusetts, prepared by Green International Affiliates, Inc., dated February 2013; Report I and II;
2. Conceptual Site Plan – The Shoppes at Maynard Crossing; February 4 and 5, 2013; Ci-designinc; and
3. PowerPoint Presentation for Planning Board; Capital Group; October 29, 2012.

In addition to the above, we are in receipt of the following historic documents to assist us with our review:

- Intersection Feasibility Study Presentation-Downtown Area; October 20, 2012; AECOM;
- Intersection Feasibility Study; September 24, 2012 and march 21, 2013; AECOM;
- Preliminary Traffic Impact and Access Study; VAI; August 2006;
- Miscellaneous review letters, Judith Nitsch Engineering; October-November 2006

This traffic impact peer review was conducted within the context of State and local guidelines and procedures outlined by the transportation industry regarding format for traffic impact and access studies.

FST has the following comments on the Traffic Impact & Study (TIAS) and site plan:

## PROJECT PROPOSAL

As currently proposed, the project is to consist of nine (9) residential buildings totaling 250 apartment units and a clubhouse building, an existing 50,000 SF building that will be divided evenly between Town community space and Town office space and retail use in seven (7) buildings totaling 349,000 SF. In summary, there will be a total of 720,000 SF. A total of 2,304 parking spaces are to be provided on-site. The primary site drive is to be signalized while the secondary drive is to be right-in only.

## FIELD RECONNAISSANCE

FST conducted a field reconnaissance on March 8, 2013 to observe traffic operations and control, measure roadway geometry, note area land uses, signing and pedestrian amenities such as crosswalks and sidewalks, record speed limits, lane configurations, measure sight lines, and identify general traffic signal operations. Key observations in the study area are as follows:

- The Assabet River Bridge is under construction on Waltham Street, west of Powder Mill Road restricting traffic flow from Powder Mill Road to Acton Street;

### Traffic Study Area

The Traffic Impact and Access Study (TIAS) included the following study area intersections in including the site drives:

- Parker Street (Route 27) /Vose Hill Road
- Parker Street(Route 27) /Old Marlboro North
- Parker Street(Route 27) /South Street/Northern Site Drive
- Parker Street(Route 27) /North Street/Field Street
- Parker Street(Route 27) /Great Road (Route 117)
- Parker Street(Route 27) /Walnut Street
- Parker Street(Route 27) /Waltham Street/Powder Mill Road (Route 62)
- Great Road (Route 117)/Sudbury Street
- Great Road (Route 117)/Main Street (Route 62)

In review of historical studies conducted of the site, the intersections of Waltham Street/Acton Street (Route 27)/Summer Street (Route 62)/Main Street and Summer Street (Route 62)/Nason Street are often included in analysis. Based on the current construction activity of the Waltham Street bridge replacement project (project # 603658) over the Assabet River, it is clear why these two locations were not included in the traffic count program. Traffic flows on Waltham Street are affected by the reduction of four lanes (2 in each direction) to one lane in each direction. However, the intersection of Parker Street/Waltham Street/Powder Mill Road (Route 62) <u>was</u> included in the study area analysis, even though it is directly affected by the construction activity. *Thus the two a-fore mentioned locations <u>should</u> have been included in analysis using data assembled from historical studies to assess future project impacts at these locations. In*

*addition, it is unclear why locations to the east of Parker Street along Great Road were not included in the study area to potentially quantify cut-through and residential mix traffic.*

**Adequacy of TIAS Information Provided**

FST has determined that the TIAS follows standard traffic engineering guidelines for traffic impact assessments, as outlined by the Executive Office of Energy and Environmental Affairs and MassDOT.

**Adequacy of Traffic Volume Data and Adjustments**

- Traffic Data

Manual turning movement counts (TMC) were performed at the study area intersections from November 10-17, 2012. Monday November 12, 2012 was a Federal holiday (Veterans Day observance). Weekday data was collected on the 15$^{th}$ which is far enough away from the long weekend however the Saturday data was collected on the 10$^{th}$, the Saturday of a long weekend. Besides Federal offices being closed on Monday the 12th, municipal offices and public schools were also closed that day. Given the long weekend, the Saturday data is suspect. For the weekday, the peak hours were generally determined to be 7:15-8:15AM and 5:00-6:00PM and on the Saturday counted, the peak hour was recorded to be 11:15AM – 12:15PM. *To properly assess Saturday peak conditions, an alternate Saturday should be chosen to collect accurate Saturday mid-day period traffic counts.*

Besides reviewing the '2012 existing' traffic counts information, FST also reviewed historical traffic data collected for a previous proposal at the 129 Parker Street site and the studies conducted for the downtown locations. By comparing 'existing' PM peak period traffic data for the three (3) key signalized intersections in the study area – Parker Street (Route 27)/Great Road (Route 117), Parker Street (Route 27)/Waltham Street/Powder Mill Road (Route 62) and Great Road (Route 117)/Main Street (Route 62), the 2006 data was determined to be 9% - 30% higher than the recently-collected November 2012 data. *An alternate analysis should have been conducted using the higher, more-conservative volumes to evaluate project impacts in the study area.*

- Seasonal Adjustment

Review of the TIAS indicates that five (5) MassDOT permanent traffic counts count stations were reviewed to determine if November data required seasonal adjustments. The TIAS indicates that no seasonal adjustments were made as "November volumes tended to be less than one percent below average monthly conditions". In addition to the five count stations noted, we also reviewed data from count station # 403 on Route 2 in Concord and found November data to be 3% lower than the average month. Count station # 5 on Route 12 in Sterling (referenced in the TIAS) was found to have November data that was 4% lower than the average month of the year. *Based on published seasonal adjustment factors by MassDOT for the six count stations, the TMCs should have been increased by 1-4 percent to reflect an estimated average-month*

*condition.*

**Adequacy of Speed, Sight Distance, and Accident Data**

- Vehicle Speeds

The TIAS indicated the speed limit along Parker Street (Route 27), Great Road (Route 117) and Main Street is 35 mph. In the area of the schools along Great Road the posted speed limit is 20 mph. During field reconnaissance FST conducted a speed study along Parker Street and found average speeds to be in the range of 35-38 mph.

- Stopping sight distance

Stopping sight distance (SSD) is a measure of safety along roadways and intersections. It is comprised of perception–reaction distance (the distance traveled while detecting an object in the road and the distance traveled while breaking for an object (breaking distance). This SSD is a function of the running speed of the roadway. *The TIAS did not provide any data related to stopping sight distance measurements.* FST conducted a SSD assessment at the proposed site driveways and found sight distance to be greater than 500 feet in both directions. Upon review of the American Association of State Highway and Transportation Officials (AASHTO)[1] requirements, which is adopted by MassDOT, the SSD requirement for 35 mph is 250 feet therefore the SSD requirement satisfies federal and MassDOT safety standards.

- Accidents

Accident data was also provided in the TIAS. FST reviewed the database and analysis and we concur with the results and summary. There is one high accident locations in the immediate study area, that being the Parker Street (Route 27)/Waltham Street/Powder Mill Road (Route 62) intersection (1.53 MEV) which is above both the State-wide and District 3 average crash rate of 0.81 MEV (million entering vehicles) and 0.90 MEV, respectively. Over the years, this location has consistently been a high accident location and mitigation should be provided to minimize accidents. It should be noted that a recent downtown study showed only 12 accidents using Police Department data for the years 2009-2011. Historically this location has been a high-accident location.

**Future No-Build Condition**

The TIAS noted the projection of traffic volumes for a future 5-year horizon (2018), which was developed by considering annual background traffic growth and a review of any site-specific traffic generated by any background projects. It was indicated in the study the MassDOT data base was reviewed and a slight increase of 0.4% annually was determined. The approach in the study was to increase traffic for the first three year at 0.5% per year and 1.0% for the following there years. While this growth is overly conservative, we concur with this methodology.

1 *A Policy on Geometric Design of Highway and Streets*; AASHTO; 2011

Also reference is made four (4) substantive development projects located in Maynard, Concord, Stow and Sudbury. It was indicted that projected traffic from these projects was added in the No-Build condition. Review of the technical appendix shows no background networks for these projects, which would allow us to check data. *The background traffic networks of these four (4) development projects should be submitted for future review and evaluation.*

**Adequacy of Vehicle Trip Generation/Distribution Assumptions**

- Trip Estimation

Based on Institute of Transportation Engineers (ITE) *Trip Generation*[2], the standard reference for estimating vehicle site trips, data was presented for the proposed use of the site for the various components of the project. These include residential (Land Use Code 220), community center (Land Use Code 495), office (Land Use Code 710) and shopping center (Land Use Code 850). FST concurs with this methodology. Vehicle trip data is summarized below in Table 1.

**Table 1 – Total Estimated Site Activity***

| Time Period | In | Out | Total |
|---|---|---|---|
| Weekday | 9,034 | 9,034 | 18,068 |
| AM Peak Period | 301 | 252 | 553 |
| PM Peak Period | 804 | 839 | 1,643 |
| Saturday Mid-day | 1,108 | 1,106 | 2.124 |
| Saturday | 11,051 | 11,051 | 22,102 |

**Trip Generation* ; Institute of Transportation Engineers

In addition to generating project total trips, internal, diverted link and pass-by trips were also calculated. Pass-by trips are vehicle trips that are already on the roadway network but are attracted to the site. They are not *new* trips to the area. MassDOT guidelines for traffic impact assessments and Draft Environmental Impact Reports (DEIR) limit a 25% pass-by rate. National studies have shown these pass-by rates to be higher, depending upon the type of land use. Gas stations/convenient stores can have rates as high as 75%. Retail projects are generally 25%-40%. Thus the 25% rate used is very conservative. In addition the internal rates utilized are also conservative. Thus FST concurs with the methodology and the calculations presented in the TIAS.

- Trip Distribution and Assignment

US journey-to-work data and existing traffic patterns were utilized to determine the direction of trips arriving/departing the site. The journey-to-work data showed activity as far away as Nashua, NH and as local as the adjoining towns. Different distribution patterns were utilized for each land use and data is shown in Figure 11 in the TIAS. FST concurs with this methodology.

Assigning the trips to the site driveways was based on traffic patterns and the distribution of

2 *Trip Generation;* Institute of Transportation Engineers; 2011; 9th Edition.

specific land uses within the site. Using the No Build network and the site-generated traffic networks (partially located in the Appendix), Build traffic networks were created and shown in Figures 12-14 in the TIAS for the AM, PM and Saturday mid-day periods. FST concurs with this trip distribution and assignment methodology. *A single composite total vehicle trip site traffic network should have been included for each peak condition in the TIAS.*

**Traffic Operational Analysis**

The TIAS included traffic operational analysis results for the study area intersections for the 2013 Existing, 2018 No-Build, and the 2018 Build conditions. Analysis was performed using the methodology outlined in the *Highway Capacity Manual*.[3] The 2010 edition is the most recent version. Using this methodology is standard engineering practice for studies along with *Synchro* modeling techniques. Traffic operations are graded by Levels of Service (LOS). LOS A involves traffic operations with little delay, while LOS E-F conditions are associated with congestion and poor operations.

Review of the TIAS indicates the Level of Service analysis results are shown in Tables 9-13. Many of the unsignalized side streets operate at LOS F for the left turns exiting onto the major street. The Field Street intersection with Parker Street will drop to LOS F in the Build condition with the project as compared to the No Build. While some of the other unsignalized side streets were not counted or included in the study area, it is expected that long delays will occur for the turns out of the side street with the project. All signalized intersections operate at overall acceptable Level of Service today. With the project, the Parker Street (Route 27) /Great Road (Route 117) intersection and the Parker Street (Route 27) /Waltham Street/Powder Mill Road (Route 62) intersection drop to an overall LOS E during the PM peak hour with the project. Some movements at these locations will drop to LOS F with the project. Typically mitigation is proposed when an intersection drops to an unacceptable Level of Service (LOS E or LOS F) from No Build to Build.

**PARKING SUPPLY**

Review of the Concept Plan dated February 4, 2013 and February 5, 2013 shows 2,304 parking spaces, which are assumed to include handicap spaces, although handicap spaces are not identified. Upon further development of project site plans, the parking supply and parking layout will be checked with conformance to Town zoning ordinances.

3 Highway Capacity Manual ; Transportation Research Board ;2010

**SITE PLAN REVIEW**

Since the TIAS does not critique or comment in detail on the site plan other than minor references to adjusting the primary internal intersection by shifting the entering left turn to the second internal intersection operation and making provisions for transit vehicles, FST has reviewed the site plan and make the following comments, some of which will need to be reviewed in detail once the site plan is more finalized. On-site geometry will need to be checked with a to-scale site plan. We concur the primary site drive should be signalized. At this time the following is noted:

- We question the need for a 5-lane cross section, including the raised median at the first internal intersection. It appears this is over-designed. Also it is unclear if two entering lanes are required at the primary Parker Street entrance as traffic will not be entering from the north and south direction at the same time;
- Discussion should be held with the Town emergency services department to review the site plan. The project proponent should secure written documentation of the emergency services department providing their preliminary approval of the site plan if approval has not occurred already;
- There are some traffic conflicts at the Jr. Anchor Building 'D' (14,000SF) and Pad 'A' (6,500SF) that should be resolved;
- The loading/unloading zones for each building should be identified;
- What is to prevent the right-turn in-only secondary drive from being used as an exit?
- Traffic control (Stop line and Stop signs should be shown on the key internal site drive intersections;
- Sidewalks and crosswalks are not shown on the site plan, in particular at the residential component of the project. Handicap ramps should be shown on any updated site plans and be part of the approval conditions;
- How are school children being served on the residential component of the project? Are a school bus shelter and a bus stop being considered? This should be clarified;
- A truck routing plan should be developed to assure tractor trailers can safely make deliveries and negotiate the site and provide for easy access/egress. A full-scale plan will allow corner radii and turns to be evaluated so that no encroachment occurs. The Auto-Turn program© should be run on the site plan to assure that all trucks can safely maneuver around the site;
- It is assumed that trash pick-up will occur on-site particularly at the residential component. If this is the case, it should be demonstrated that a single unit, trash-type truck or design vehicle could safely negotiate the corner radii and no encroachment will occur by the turning truck into the opposing lane; and
- There are no snow storage areas shown on the site plan. It should be clarified how snow removal is to occur.

**CONCEPT PLAN REVIEW**

FST reviewed the concept plan provided for improved access/egress at the site driveways and offer the following comments:

- We concur that signalization is warranted at the primary site drive. An additional crosswalk should be considered south of the site drive, across Parker Street at the proposed signal;
- Improved geometrics should be provided at the secondary site drive to assure right turn in-only activity occurs. Current design will not prohibit right-out or left-in activity;
- All crosswalks should have ADA wheel chair ramps with detectable warning panels;
- Narrower turn and travel lanes should be considered on Parker Street and the site driveway. The current cross section is excessive;
- With only 50 foot right-of-way (ROW) available, it is unclear how the number of travel lanes and sidewalks will fit within the ROW without land acquisition. Clarification is required;
- Detailed geometric changes should be clearly depicted for Old Marlboro Road and other locations where geometric changes are proposed;
- It is unclear what type of traffic control exists for B Street, South Street and North Street;

**MITIGATION**

Mitigation measures (on-site and off-site) are included in the TIAS. Discussion with the proponent's traffic engineer indicted these are committed mitigation by the proponent. These measures listed include:

*Site Access/Internal Circulation Actions*

- Signalization of and lane additions at the primary site drive. A concept plan was provided of this improvement;
- Use of the secondary site drive to right-in only. A concept plan was provided of this improvement;
- New ADA compliant sidewalk on the west side of Parker Street from the primary site drive to Great Road;
- Placing bike racks on-site; and
- Create a bicycle/pedestrian connection to the high school/ball fields.

*Off-Site Actions*

- Increase the length of left turn lanes at Parker Street/Great Road;
- Install guide signage;
- Ensure optimum signal timing at Parker/Powder Mill/Waltham;
- Install an ADA compliant sidewalk on the east side of Parker Street from Old Marlboro Road to North Street or contribute to the sidewalk fund for this project;
- A pedestrian crossing beacon is recommended for Parker Street at Field Street;
- Join the local Transportation Management Association (TMA); and

- Monitor traffic in the neighborhood east of the project site.

**CONCLUSION**

Based on our review of the TIAS, FST has determined that the study was undertaken according to standard traffic engineering practices and State guidelines. However, there is some additional information and data that should be required to supplement this submission if the project moves forward to accurately assess the impacts of this project and supply detailed information to the Town. The following is noted:

Along with the mitigation by the project proponent, the following should be addressed:

- The intersections of Waltham Street/Acton Street (Route 27)/Summer Street (Route 62)/Main Street and Summer Street (Route 62)/Nason Street should be included in the study area analysis;
- Locations east of Parker Street should be included in the study area analysis to quantify cut-through and residential traffic;
- Saturday mid-day traffic should be re-collected on a typical Saturday;
- Conduct an alternate traffic analysis with the historical higher traffic data to determine if this higher-more conservative data should have been utilized in the traffic analysis;
- The November traffic data should have been adjusted by 1-4% to reflect average month conditions;
- The TIAS did <u>not</u> provide any data related to stopping sight distance and SSD measurements. FST conducted a SSD assessment at the proposed site driveways and found sight distance greater than 500 feet in both directions therefore sightlines are adequate. No further action is required;
- The background traffic networks of the four (4) development projects noted should be submitted for future review and evaluation;
- A single vehicle trip site traffic network should be included for each peak condition in the TIAS;
- Re-evaluate the need for a 5-lane cross section, including the raised median at the first internal intersection of the site;
- Discussion should be held with the Town emergency services department to review the site plan;
- Resolve the traffic conflicts at the Jr. Anchor Building ‘D’ and Pad ‘A’;
- The loading/unloading zones for each building should be identified;
- Determine how to regulate the right-turn in only secondary drive from being used as an exit;
- Traffic control (Stop line and Stop signs) should be shown on the key internal site drive intersections;
- Sidewalks and selected crosswalks are not shown on the site plan, in particular at the residential component of the project. Handicap ramps should be shown on any updated site plan and be part of the approval conditions of the site plan;
- Identify how school children are being served on the residential component of the project;

- A truck routing plan should be developed to assure tractor trailers can safely make deliveries and negotiate the site and provide for easy access/egress;
- Demonstrate that a single unit, trash-type truck or design vehicle could safely negotiate the corner radii and no encroachment into the opposing lane;
- Determine how trash pick-up will occur at the residential component of the site; and
- Determine if snow storage areas are to be identified and how removal is to be handled.
-

**ADDITIONAL MITIGATION RECOMMENDED**

It is likely The Shoppes at Maynard Crossing will be constructed in phases. Therefore a phased mitigation plan should be developed to support each constructed phase. This should be outlined in a developer's agreement with the Town. Whatever improvements are made in the area, they should be developed as a *Complete Street*, i.e. a facility that accommodates all users. In addition to providing clarification to the proponent's mitigation noted in the TIAS and referenced above, the following additional mitigation is recommended:

- A shuttle should be considered between the site and nearby MBTA commuter rail lines. Coordination should occur with the proponents of Clock Tower Place to provide an efficient system within the Town and outline steps to involvement with a Transportation Management Association and provide a system;
- The project proponent should conduct a detailed feasibility study of the pedestrian/bicycle connection referenced from the site so that it ultimately may connect to the Assabet River Rail Trail and other locations;
- Develop concept plans for the intersections of Parker Street with Great Road, North Street/Field Street, South Street and Old Marlboro Road;
- Upgrade the traffic signal system at Parker Street/Powdermill Road/Waltham Street and coordinate the signal with the Main Street/Acton Street/Summer Street signal. A concept plan should be presented showing project limits and proposed improvements. This upgrade should be coordinated with previous proposed improvements and be required of the project proponent;
- Upgrade the traffic signal at Main Street/Acton Street/Summer Street and coordinate the signal with the Parker Street/Powdermill Road/Waltham Street signal. A concept plan should be presented showing project limits and proposed improvements. This upgrade should be coordinated with previous proposed improvements and be required of the project proponent;
- At Great Road/Main Street, modify the signal timing and install a red left-turn arrow and a green right-turn arrow for turns from Main Street onto Great Road. A concept plan should be presented showing project limits and proposed improvements. This upgrade should be coordinated with previous proposed improvements and be required of the project proponent;
- At Nason Street/Summer Street, replace the existing pedestrian signal heads with countdown pedestrian signals and install a protected left turn arrow facing the westbound Summer Street approach. A concept plan should be presented showing project limits and proposed improvements. This upgrade should be coordinated with previous proposed improvements and be required of the project proponent;

- For all signalized locations noted above, install emergency pre-emption equipment (Opticom) to facilitate emergency response times;
- To establish a base 'existing condition', conduct a neighborhood traffic study during the peak periods for the intersections to the east of Parker Street and along Great Road to quantify cut through traffic. Locations may include Marlboro Street/Old Marlboro Road, Great Road/ Old Marlboro Road and Parker Street/ Old Marlboro Road as well as intersections along Parker Street. Following one year after key phases are occupied, conduct an 'after' study to assess the likely impacts to the surrounding neighborhoods of the project. Measures may include geometric improvements and/or traffic calming measures, pavement markings, directional changes, signing and minor geometric modifications to make the intersections safe for all users, i.e. a *Complete Street*. A concept plan should be presented showing project limits and proposed improvements at all locations. This overall plan is identified as a traffic monitoring study. The study should be presented to the Town and its consultant for review. As the project progress to the approval, details of the plan can be identified.

In summary the TIAS was generally conducted following industry and State guidelines for traffic impact assessments. Some supplemental materials are requested for follow-on review. The estimated vehicle trip data presented in the TIAS utilized standard Institute of Transportation Engineer's estimates and we concur that the overall estimating procedures may be somewhat conservative.

Our assessment of the existing, No Build (without the project) and Build (with the project) analysis conditions indicates the roadway infrastructure network can support the project, provided that phased mitigation is in place for each phased development component *prior* to project opening. If mitigation is not in place, the roadway and intersection cannot support the development. A memorandum of understanding should be created between the developer and the Town noting key milestones, mitigation timeline, and extent of mitigation and schedule of completion as well as maintenance responsibilities.

**THIS PAGE IS INTENTIONALLY BLANK**

## REVIEW AND RECOMMENDATIONS

During consideration of a typical permit application before a board, such as a planning board or a zoning board of appeals, the review will: (1) evaluate the potential impacts of a proposed project (positive and negative) and associated mitigation; and (2) ascertain compliance (or non-compliance) with applicable Laws or ordinances, such as a zoning bylaw. In the case of 129 Parker Street, however, the applicant is not only asking for approval of a concept plan for a specific project, Capital Group Properties is requesting amendment of the zoning bylaw that would otherwise be used to evaluate the concept plan at the same time. Another way to say this is that a measurement tool is being changed at the same time it is being used to measure something.

As a result, there are two overarching questions to be asked and answered by the Maynard community:

1) Should the Zoning Bylaw be amended, as proposed by the applicant; and,

2) If the answer to question #1 above is affirmative, then should the Concept Plan, as proposed, be approved?

## *Consideration of Proposed Amendments to Zoning Bylaw*

A zoning bylaw is one tool to help a community's vision become a reality, but it is not the only one. Plans and policy documents will break down a vision into smaller components such as goals and actions and lay out a strategy for achieving the vision. In partnership with other policies and plans, a zoning bylaw will define, in specific terms, what a particular property can be used for, what it should look like, and how approval can be secured.

- **Existing Policy Framework**

Perhaps the best way to start considering the merits of the proposed bylaw amendment is to reflect on the vision and policies that are already in place in Maynard. Several adopted documents paint a picture of the town's vision of its future. A few of the provisions of those documents that relate to the proposed project are listed below. However, each document contains many more policies and actions than can be listed here.

Maynard Master Plan (1991-2006)

- Promote the acquisition of land adjacent to or part of existing resource areas to create continuous protected greenbelt zones (Policy, p. 2-7);
- Encourage economic activities which have a net financial benefit (tax revenue and employment) to the town without adverse environmental or other impacts (Goal, p. 2-11);
- Continue to improve the function and appearance of the town center so that its net tax benefit will increase. Encourage limited other industrial or commercial activities on current sites which are not labor intensive and will contribute to the tax base of the community. Recognize that limited amounts of high density housing will provide net tax income to the town. (Policies 1-3, p. 2-11); and,
- Digital's Parker Street Parcelty (sic) – Digital's Parker Street Facility parcel abuts the High School and Green Meadow School, and is adjacent to Wells #3 and #4. The guideplan indicates that the western portion of this parcel should be reserved for passive recreation uses. (Narrative, p. 4-5).

Open Space & Recreation Plan (2004)

- Develop or redevelop land that is already developed to maintain Maynard's characteristically walkable downtown and residential neighborhoods (Objective 2-C).

Community Preservation Act (Interim Draft June 2007)

- Create new, and preserve existing, community housing that is well designed and maintained, is of high quality, and is based on sound planning principles (Community Housing goal, page 28 of 37); and,
- Create new and preserve existing community housing that will contribute to the State's mandated target of having 10% of the Town's housing stock affordable to households with incomes at or below 80% of the area's median income (Community Housing goal, page 28 of 37).

Community Development Principles[19]

In 2009, the Board of Selectmen adopted a series of community development principles to implement a shared vision for the community. Those principles include:

1. Concentrate Development and Integrate Uses
2. Protect the Village Character of Downtown Maynard
3. Redevelop and Re-use
4. Use Natural Resources Wisely
5. Expand Housing Opportunities
6. Provide a Variety of Transportation Choices
7. Respect Cultural and Historic Resources
8. Protect Land and Ecosystems
9. Make Effective Decisions
10. Manage Infrastructure Effectively

- ## Questions for Discussion

The Collins Center has identified at least three broad policy questions to be asked and answered by the Maynard community as it contemplates amending the NBOD zoning applied to 129 Parker Street.

**1. Should the site located at 129 Parker Street contain a mix of uses that are largely local-serving or largely regional-serving?**

As currently crafted, it appears that the existing NBOD is designed to facilitate the creation of a commercial center that allows for a mix of uses that would be largely local serving in nature, although not exclusively. This perception is created by:

- the purpose of the district, which uses terms such as "neighborhood," "mixed-use," "variety of building types";
- the gross floor area maximums that are established by use;
- the fact that the single largest use is a supermarket at 75,000 square feet. (It should be noted that a market of that size is a substantial operation that would draw shoppers from around the area, although it would not be as large as a "Super Stop and Shop." According to the Food Marketing Institute, the median grocery store in the U.S. in 2010 was 46,000 square feet in size[20]); and,
- the overall limitation on commercial development of 175,000 square feet, including the allowed supermarket.

Based upon the methodology of the Stantec Fiscal Impact Study, the 175,000 square feet of retail and supermarket authorized by the NBOD would require a market area of that is smaller than that which would be required under the proposed bylaw amendment and concept plan. Using a 10% "capture rate" (i.e., the percentage of retail sales per household that would be spent, or "captured", at the site), a population of 54,400 would be needed. (According to the Nielsen Company, the residential population within a one mile radius of the intersection of Parker Street and Great Road is 7,378 persons, within five

[19] Maynard Community Development Principles (http://www.townofmaynard-ma.gov/resources/cdp/ retrieved March 20, 2013)

[20] Food Management Institute (http://www.fmi.org/research-resources/supermarket-facts retrieved March 20, 2013)

miles is 67,383 persons, and within 10 miles is 277,354.[21]) A 5% capture rate would be 108,800 persons.

| EXPENDITURE AT $SF/STORE TYPE (NBOD ZONING) (Table 5) | | | |
|---|---|---|---|
| | $/SF | SF | Expenditure Needed |
| Supermarket | 621[22] | 75,000 | 46,575,000 |
| Garden Center | 225 | 25,000 | 5,625,000 |
| Other | 300 | 75,000 | 22,500,000 |
| | | **175,000** | **74,700,000** |
| | | | |
| **General population needed to support remaining retail at capture ratio** | | | |
| | | 10% | 54,397 |
| | | 5% | 108,794 |

It should be noted that if a 60,900 square foot grocery were built, as proposed in 2006, and the equivalent square footage was converted to other types of retail, the population needed to support it would be reduced by 3,300 to 6,600 persons, depending on the capture rate used.

As noted in the Stantec Fiscal Impact Study, the proposed Bylaw amendment and associated Concept Plan will require a customer base of between approximately 90,000 and 181,400 persons, a population area that extends between 5 and 10 miles of the intersection of Parker Street and Great Road. The proposed bylaw amendment primarily facilitates the shift to a regional orientation by:

a. eliminating the size thresholds currently established by single-use and replacing them with square foot maximums by building;
b. allowing for a potentially single-use structure of 152,000 square feet and a second potentially single-use structure of 117,000 square feet; and,
c. increasing the maximum allowable square footage of non-residential/non-health/non-municipal uses on the site from 175,000 square feet to 349,000 square feet.

**2. What should the relationship be between Maynard's existing downtown and the future commercial center on Parker Street, either as anticipated in the existing NBOD or in the amended NBOD?**

Given the size of the site, whatever is built at 129 Parker Street will have an impact on its surroundings, including the immediate residential neighborhoods and the downtown. In using the word "impact," this does not inherently suggest that something negative will occur, but rather that a change will take place and that change will have ripples that extend beyond the property's borders.

No one can offer a definitive statement of how the downtown will be affected by development at 129 Parker Street, as studies that have evaluated the impacts of large format retail upon existing commercial districts make different findings and, how businesspersons and residents react – or do not react – to the

[21] The Nielsen Company, Household Trend 2013, p. 1, 3, and 5, prepared February 6, 2013.
[22] At $621 per square feet, the grocery store size has a significant influence on the size of the needed customer base.

introduction of large format retail makes a difference in the outcome. One of the most comprehensive studies on the topic prepared at the University of Nebraska, Lincoln, which categorized and summarized the findings of many other studies, offers four practical strategies for local businesses striving to compete with large format retailers:

a. Focus on service: provide service with a smile, know your customers; offer customers something the large retail cannot – such as workshops, expedient check outs, or classes;
b. Improve merchandising: carry what the large retail does not; focus on a narrow range of products; offer longer hours of operation, stay open on weekends; form a coalition of businesses to compete against the large retail, perhaps by forming buying cooperatives, purchasing group insurance, etc.;
c. Engage in marketing: market the business, especially through improved pricing and promotions, understand the local business climate (including patterns of foot traffic); lower prices on competitive items and raise them on niche items; and,
d. Use information to strategize - understand the industry and current trends; use inventory and business tracking to determine what sells[23].

Perhaps the greatest cautionary note to be found in the University of Nebraska study was that the most common response of existing retailers to the introduction of large format retail was to "do nothing" - a strategy that was not found to be successful.

It is possible that some of the lessons learned at the retailer level could also be applied to the entire downtown district and incorporated into an economic development strategy. Actions that have been successful in creating successful commercial districts include:

- Develop a comprehensive vision and economic development plan for the district that is shared by residents and businesspersons;
- Determine the district's niche within the commercial market;
- Engage in marketing and special events to bring people to the area;
- Make physical upgrades to public infrastructure and private buildings to make the area attractive, comfortable, and safe;
- Organize and engage the public; and,
- Develop physical and marketing connections between locations that draw shoppers/visitors to a community to encourage them explore areas they are not yet familiar with.

Begun in 1980, the National Main Street Center, a program of the National Trust for Historic Preservation, has developed and implemented strategies to strengthen historic downtowns and commercial districts that could be helpful as Maynard engages in this discussion. A considerable amount of information can be found on their website.

**3. What types of land use authorities should rest with the Planning Board? What types of land use controls should be held by Town Meeting?**

[23] Sean Golden, Noel Jeutang, et al., Univ of Nebraska – Lincoln; "Big Box Stores: Their Impacts on the Economy and Tips for Competing", Bureau of Business Research Publications; June, 2006, p. 25-31.

Under the existing NBOD, participants at Town Meeting and members of the Planning Board have significant responsibilities. Town Meeting members are charged with evaluating the Concept Plan, including: the location, size, and shape of structures, the approximate size of each proposed principal use (with the final size to be determined during the site plan process); the general location and size of all required buffer areas; the general architectural design; the amenities and design features; the preliminary traffic analysis; and determining if the concept plan should be approved.

Presently, the Planning Board is responsible for undertaking site plan review and issuing approval if the plan substantially conforms to the concept plan approved at Town Meeting. During site plan review, the Board would: determine compliance with dimensional requirements such as height and setbacks; review parking and open space requirements; evaluate the design relative to the concept plan and design criteria; review additional technical studies; and determine if the proposed mitigation package addresses the potential impacts of the project. In Massachusetts, Site Plan Approval is not considered a discretionary permit, i.e., it <u>must</u> eventually be approved so long as the plan complies with applicable regulations, including the concept plan in the case of the Maynard NBOD District. Under the current zoning, the Planning Board also has special permit authority over three specific uses: multi-family dwelling, parking structures, and mixed use with five or more dwelling units. Unlike site plans, special permits are discretionary and can be denied.

As proposed in the amended NBOD, the mix and size of principal commercial uses would no longer be subject to review and approval by Town Meeting. At the same time, the list of principal uses would be expanded and the gross square foot maximums by principal use would be eliminated. (Maximums would remain in place for municipal use and housing.) The mix of commercial uses on site would therefore <u>not</u> be part of the site plan review performed by the Planning Board. Further, the by right uses included in the underlying Industrial District, such as self-storage and light manufacturing, would continue to be allowed by right, in addition to the Motor Vehicle Light Service, which is proposed in the amended NBOD. Over time, the developer would have the authority to shift the uses on the property significantly and, without a special permit approval process, the Town would have no authority to regulate this shift.

Additionally, the Planning Board would no longer have discretionary authority over multi-family housing and would only have site plan authority. This means that once the total number of units and the building footprints were established as part of the Concept Plan, the Planning Board would not be able assess/influence the mix of unit sizes or their design.

In contrast to the diminution of Planning Board authority described above, the developer is proposing to <u>increase</u> the Planning Board's authority by making it a signatory to the development agreement, along with the Board of Selectmen.

The proposed zoning also allows the Planning Board to increase the square footage of the principal uses by 5% without going to Town Meeting via special permit, allows the Board of Selectmen to increase the number of units by 5% via special permit, and indicates that 15% of the square footage by "use" can be shifted between buildings/uses without permit. Each of these actions would otherwise require an amended Concept Plan, unless the Planning Board could find that the site plan substantially conformed to the concept plan.

- **Comments / Recommendations**

In addition to posing the three broad policy questions for consideration by the Maynard community, the Center would like to offer several technical comments about the proposed amendment to the Zoning Bylaw, which can be found in Appendix A.

## *Consideration of Proposed Concept Plan*

As noted above, a review of a typical concept plan would include a comparison of the proposed plan to the applicable zoning. Since, in the case of 129 Parker Street, the zoning is being proposed for amendment at the same time, in addition to considering how the Town's various existing plans and policies could be applied, one could also consider generally accepted planning principles and best practices as measures to use in evaluating the site plan.

- **Planning Principle / Best Practices**

Two of the foremost organizations promoting sustainable, quality design are the U.S. Green Building Council (USGBC) and the Congress for New Urbanism.

The USGBC, most commonly known for its LEED (Leadership in Energy and Environmental Design) rating system that applies to new building construction, was founded in 1993. The checklists and scoring systems developed by USGBC have been used for years to give buildings ratings of "silver," "gold," and "platinum," based upon how well a building's design and construction has minimized its impact on the environment, i.e., how "green" a building is. According to their website, "LEED is certifying 1.6 million square feet of building space each day in more than 130 countries."[24] The membership organization has expanded beyond individual building design into other areas, including the design of neighborhoods and has developed a rating system called LEED-ND.

The USGBC has published *A Citizen's Guide to LEED for Neighborhood Development: How to Tell if Development is Smart and Green* that offers a framework that can be used to evaluate a neighborhood or a development:

- Smart location and Linkage: Where to build
  - Smart locations
  - Design with nature
  - Connected neighborhoods
  - Public transit
- Neighborhood pattern and design: What to build
  - Neighborhoods that use land efficiently
  - Diverse and convenient neighborhoods
  - Walkable streets
  - Reduced parking and transportation demands
  - Bicycle-friendly design
  - Mixed uses and community space
- Green infrastructure and buildings: How to manage environmental impacts
  - Green buildings

[24] U.S. Green Building Council, About U.S Green Building Council (http://new.usgbc.org/about accessed March 21, 2013)

- Reusing older buildings
- Reducing pollution
- Keeping things cool
- Neighborhood-wide energy

The Congress for New Urbanism (CNC), a membership organization which was also started in 1993, includes among its charter mission the "restoration of existing urban centers and towns." Although the name of the organization includes the term "urbanism," its work addresses more than city environments. In the organization's own words, "New Urbanism recognizes walkable, human-scaled neighborhoods as the building blocks of sustainable communities and regions." The CNC has established 27 principles to "guild public policy, development practice, urban planning, and design," including among them the following:

6) The development and redevelopment of towns and cities should respect historical patterns, precedents, and boundaries.

7) Cities and towns should bring into proximity a broad spectrum of public and private uses to support a regional economy that benefits people of all incomes. Affordable housing should be distributed throughout the region to match job opportunities and to avoid concentrations of poverty.

11) Neighborhoods should be compact, pedestrian friendly, and mixed-use.

12) Many activities of daily living should occur within walking distance, allowing independence to those who do not drive, especially the elderly and the young. Interconnected networks of streets should be designed to encourage walking, reduce the number and length of automobile trips, and conserve energy

13) Within neighborhoods, a broad range of housing types and price levels can bring people of diverse ages, races, and incomes into daily interaction, strengthening the personal and civic bonds essential to an authentic community.

19) A primary task of all urban architecture and landscape design is the physical definition of streets and public spaces as places of shared use.

22) In the contemporary metropolis, development must adequately accommodate automobiles. It should do so in ways that respect the pedestrian and the form of public space. [25]

- **Review of Concept Plan**

The foundation for the LEED-ND and the Congress of New Urbanism principles is the efficient utilization of resources and the creation of places in which to live, work, and spend time that are safe, healthy, and enjoyable. Many developers across the country are embracing these precepts. The Center has blended together the various principles from both organizations into five areas of evaluation: efficient use of land; accommodations for multiple modes of transportation; range of housing types; sustainability/"green" design; and, designing with nature.

Efficient Land Use

The Center finds the use of land in the proposed Concept Plan to be inefficient. With a floor area ratio of less than .30 and 53.89 acres of land, considerable land area exists to provide for the developable

[25] Center for New Urbanism, Charter, http://www.cnu.org/sites/www.cnu.org/files/charter_english1.pdf accessed March 21, 2013)

space desired by the developer[26] while meeting the setback and buffer requirements of the existing NBOD zoning at the same time. (A floor area ratio is derived by dividing the square footage of building by the square footage of land and is used to show the intensity of use. For example, if the floor area ratio were 1, a property that was 10,000 square foot in size would have a 10,000 square foot of building on it. At 129 Parker Street, the calculation of floor area ratio is 724,000 square feet of building/2,543,468 square feet of land.)

Design components that contribute to the less than efficient use of land include:

1. Parking

The developer is proposing to build 401 parking spaces *in excess* of what the zoning bylaw amendment the developer is proposing would require. According to the parking ratios proposed by developer, only 1,465 parking spaces are required for the commercial and municipal uses, even if it is assumed that Pads A-C are used for restaurant uses, yet 1,802 spaces are shown on the Concept Plan. In addition, only 438 spaces are required for the housing units, yet 502 spaces are shown.

| **COMPARISON OF PROPOSED AND REQUIRED PARKING (Table 6)** | | | | | |
|---|---|---|---|---|---|
| NON-RESIDENTIAL PARKING | Area (s.f.) | Parking Ratio | Spaces Required | Spaces Provided | Excess Spaces |
| Municipal | 50,000 | 1/300 s.f. | 167 | | |
| Retail, office, and other commercial (Anchors A-D) | 333,000 | 1/300 s.f. | 1,110 | | |
| Food (Pads A-C) | 16,000 | 1/85 s.f. | 188 | 188 | |
| | 399,000 | | 1,465 | 1,802 | 337 |
| RESIDENTIAL PARKING | Units | Parking Ratio | Spaces Required | Spaces Provided | Excess Spaces |
| Multi-family housing | 250 | 1.75/unit | 438 | 502 | 64 |
| | | | | **TOTAL** | **401** |

These excess spaces have significant implications for the use of land and cost of the project. Specifically, 1.39 acres of land area is being used just for parking spaces that are not required. This is calculated by applying the allowable ratios of regular and compact spaces, plus the dimensions of the spaces themselves. It should be noted that this land area calculation does not include the square footage that will no longer be needed for the driving lanes associated with these spaces, which will generate additional space savings.

[26] The Center is not saying that the square footage desired by the developer should be allowed, as that is decision for Town Meeting, but rather that the site is large enough for the desired buildable space to fit.

| CALCULATION OF LAND AREA LOST TO PARKING (Table 7) | | | | |
|---|---|---|---|---|
| | Dimensions | Area per Space (s.f.) | Number | Land Area (s.f) |
| Regular (60%) | 9' x 18.5' | 166.5 | 241 | 40,060 |
| Compact (40%) | 8.5' x 15' | 127.5 | 160 | 20,451 |
| | | **Total** | **401** | **60,511** |
| | | | | **1.39 acres** |

Multiple sources place the cost of providing surface parking at between $3,500 and $5,000 per space. Using the mid-point of $4,250, the cost of providing these excess spaces is $1,704,000.

2. Surface level storm water retention

The developer is proposing to keep the existing surface level retention pond, but bifurcate it with an interior access drive. With dimensions of approximately 150 feet by 850 feet, the existing pond takes up 127,500 square feet of land area or nearly three acres (2.93 acres). This space could be used for other purposes if the storm water runoff was held in an underground cistern instead, as is done at Legacy Place in Dedham.

Below-ground water retention would have an added benefit in that the water that was collected could be used to water on-site landscaping, instead of using potable water for this purpose. This would reduce water costs, reduce the cost of maintaining the ponds – including mowing and litter removal, reduce the cost of ensuring that no accidents or injuries happen in the ponds, provide the site with a guaranteed non-potable water source when the town engages in voluntary water rationing during the summer, and increase the sustainability rating of the site.[27]

3. Lack of vertically-mixed uses

Although not required under the NBOD zoning, considerable land area could be saved if all or some of the housing or parking was built above the retail. Vertically integrated mixed-use is the historic form found in many cities and towns in New England, including Maynard, and is a design type that even some larger format retailers are recognizing will work with their operations (examples include Whole Foods and Safeway grocery stores with parking or housing above).

Vertically-mixed development would increase the efficient use of land, increase the sustainability of the project, and contribute to creation of a walkable community on the site.

[27] Another option would be to build a state-of-the-art water filtration system that would allow the water to flow back into the wetlands after being filtered through natural material such as sand or gravel. Before making a final decision on this issue, the developer should determine whether the retention ponds meet current standards as they were built several decades ago.

Accommodations for multiple modes of transportation

The concept plan, as proposed, addresses the needs of the automobile, as can be seen in the extensive fields of parking, access roads and asphalt. Because the proposed buildings are placed so far apart from each other, the potential for visitors or residents to walk between the different buildings seems limited and vehicles may be driven between the different uses on site. For example, the distance between entrances to Anchor A and Anchor B is approximately 800 feet; the distance between Jr. Anchor D and the first residential building is approximately 1,200 feet "as the crow flies" (not actual walking distance); and the distance between the proposed municipal building and Pad A or Pad B, where the closest restaurant is likely to be located, is around 1,000 – 1,200 feet. These significant distances are in contrast to the 2006 proposal which, although it had large fields of parking, did locate several of its buildings in proximity to each other and also planned to have multiple smaller scale uses in a single building. Given that studies have shown that people will walk longer and farther in an attractive environment, it would seem that retailers would benefit from walkability as a shopper who only intended to visit one store might instead find himself walking to another store and then another.

*Source: Capital Group Properties concept plan application*

Accommodations for pedestrians, cyclists, and transit riders are not as robust. FST notes in its traffic peer review that sidewalks and crosswalks are not shown on the concept plan. While these can be added, there actually appears to be an absence of space in which to place sidewalks along the central access drive – at least on the north side of the drive. This exacerbates concerns relative to future residents' ability to reasonably walk out of their homes to visit other parts of Maynard. By placing the housing at the very far back corner of the site, residents will be isolated from Parker Street and other neighborhoods. At night, the return home walking along the retention ponds and unoccupied buildings, and through the empty fields of parking may feel uncomfortable or even unsafe. In addition, if a path to the high school is to be provided as was indicated at the Planning Board hearing, it is likely that students and other residents will need to cross the site on foot and on bicycle. Attention should be paid to how they can safely to access the path.

Although transit service is not currently available in Maynard, FST recommends that the developer join the local Transportation Management Association.

Range of Housing Types

Having a diverse mix of housing types in a community has been seen as a means to support population diversity – whether this be diversity in age, income, or household size. Maynard's housing stock today contains considerable variety in the number of bedrooms per unit, the year built, whether units are

detached or attached, and the cost per unit. An unscientific review of current rental listings shows a range of rental cost in Maynard including:

- 2 bedroom apartment - $1,100 per month
- 3 bedroom detached home - $1,100 per month
- 4 bedroom detached home - $1,900- $3,625 per month

Maynard's rather affordable rents contrast with the higher rents paid in more centrally located communities in the Boston metro region such as in Arlington:

- 1 bedroom apartment - $1,100 - $1,650 per month
- 2 bedroom apartment - $1,450 - $2,840 per month
- 3 bedroom apartment - $3,000+ per month[28]

As housing pressures in the Boston metro area continue to rise, renters and buyers are looking beyond their immediate surroundings to find a home that is affordable to their household. A significant contributor to the high cost of housing in Massachusetts is the failure to build enough inventory to meet demand. In fact, in recent months Governor Patrick has established a state-wide goal to build 10,000 new multi-family units each year in order to attempt to meet demand.[29] The Governor recognizes that there are economic development arguments for ensuring housing affordability – employees are attracted to Massachusetts because of the high education and skill levels of our residents, but if residents cannot find housing that works for them, they may move elsewhere, or labor costs in the state may grow beyond what employers are willing to pay, so they will look elsewhere.

The developer has proposed building 250 units between one bedroom and two bedroom plus den in size – units which will help the Commonwealth meet Governor Patrick's goal. However, neither the proposed bylaw amendment nor the concept plan identify, in writing, the range of size of the units, nor the actual mix of units that will be built. As noted above, if multi-family housing becomes a by right use, as is proposed by the developer, no special permit will be required, and the Planning Board will not have the ability to influence the mix of different unit types and sizes on the site.

Another aspect of maintaining housing diversity is the need for permanently affordable housing units and, at present, the proposed project at 129 Parker Street does not include an affordable component. Absent a commitment to having a portion of units permanently affordable, rents can increase rapidly from the $1,200 to $1,800 per month testified to by the developer at the Planning Board hearing. It should be mentioned that "affordability" thresholds in Massachusetts are quite high – a family of four earning $64,400 or less is considered "low income" while a similarly-sized family that earns $45,900 a year is considered "very low." Households paying 1/3 of their income for rent would pay between $1,262 (very low income) and $1,771 per month (low income).

---

Boston.com, realestate rentals, (http://www.boston.com/realestate/renting/?p1=GNRO_RE_Rent retrieved March 22 and March 24, 2013).

[29] MA DEPARTMENT OF HOUSING AND ECONOMIC DEVELOPMENT, "GOVERNOR PATRICK OUTLINES INITIATIVES DESIGNED TO INCREASE HOUSING IN MASSACHUSETTS, SETS STATEWIDE GOAL OF 10,000 NEW MULTI-FAMILY UNITS PER YEAR" (HTTP://WWW.MASS.GOV/HED/ECONOMIC/EOHED/DHCD/STATEWIDE-GOAL-OF-10K-NEW-MULTI-FAMILY-UNITS-PER-YEAR.HTML ACCESSED MARCH 22, 2013)

By not requiring at least 10% of units to be affordable, 25 households will not have an opportunity to secure affordable rents, and the Town will move farther away the number of units it needs to meet the 10% 40B threshold.

Additional concern exists relative to the proposed location of housing on the site. As mentioned above, by locating the housing so far back on the site, it is unlikely that the residents will venture out of the immediate area on foot or bicycle – as evidenced by the parking spaces surrounding the residential structures. Additionally, the housing is located close to the loading docks of Anchor A and the proposed landscape buffer is not particularly substantial. Further, because the area is hidden behind Anchor A, police will not be able to readily see into the neighborhood from a public way.

Sustainability/"Green" Design

Although the developer indicated at the Planning Board hearing that they would use low flow water features, there is no description of green design practices in the plans.

Although there is no calculation of the extent of impervious surface, the fact that the developer has asked for a reduction in landscaping from 30% of the site (as is currently required in the I District) to 20% suggests that the amount of landscaping shown on the proposed Concept Plan is less than 30%. Further, the landscape plan depicts limited tree cover. The parking lots, particularly in front of the two large anchors, have large runs of parking with no trees except a single tree at the end of the aisle, and the depth of trees and grass currently along the Parker Street edge of the site will be significantly diminished. Also, as noted above, the evergreen trees that currently abut the office building on Parker Street appear to be removed. The limited greenery on this 58.3 acre site will likely make it quite hot during the summer. Also, at present, none of the amenities proposed by the developer in 2006, including a gazebo and on-site open space is included.

The concept plan, as proposed, also extends considerably further into the undisturbed area at the rear of the property than the existing asphalt does today. As noted above, in the description of the project, several of the proposed residential buildings extend into this open area by perhaps as much as 350 feet. The Center is not aware if the current developer is planning to allow the trails at the rear of the property to continue to be accessed by the public, as was committed to by the 2006 developer, but, if so, review will need to be ascertain what are is still walkable as the concept plan appears to only provide a 25 foot buffer between the two rearmost buildings and the wetlands. Also, as mentioned above, a goal of the Maynard Master Plan is to increase the amount of open space in the vicinity of School Woods.

*Source: Bing Maps, retrieved March 22, 2013*

It should be noted that typically in planned unit developments (which is what the NBOD largely allows), effort is made to establish cluster uses and meet minimum requirements for publicly accessible open space to reduce stormwater runoff, reduce heat island effect, and create attractive green space that brings tenants and visitors to the site, among other reasons.

Design with nature

A portion of the comments related to designing with nature are captured in the "Sustainable – Green" section above, but designing with nature is more than green building design or sustainability. Designing with nature is identifying particular natural features on a site and using them to influence and enhance the design; embracing them as amenities that will bring residents, visitors, and investors to a site and encourage them to spend time there. Even where distinctive natural features do not already exist, greenery or other features can be introduced in ways that makes it appear that they have always been there. Even in a predominantly commercial setting, green respite areas allow families with small children an opportunity to decompress and offer shoppers, weary after hours of perusing stores, a place to sit and drink a beverage before getting up and shopping more. At present, the Concept Plan does not incorporate the significant natural features in its vicinity including the adjacent wetlands and parklands.

## *Consideration of Development Agreement*

Part vision statement, part road map, and part contract, a development agreement is more than just a legal document, it is arguably the most important and complex relationship a municipality and a property owner can enter into. The word "relationship" reflects the long term nature of the agreement and working partnership that is to be developed through the agreement. A development agreement describes a vision for the future – vision of what a community and a developer have agreed upon through negotiations that take each party's goals and needs into consideration. In the most agreements, the vision, represented through text, plans, and renderings, will be expressed in a manner

that provides an average community member with a clear understanding of what is about to be undertaken.

A development agreement maps out the process by which the municipality and developer will realize their shared vision. It establishes a timeline when tasks are due and assigns responsibility for each task needed to achieve those deliverables. Ultimately, a development agreement is a contract that provides assurances to parties, commits resources, and establishes mechanisms to address either party's failure to live up to their responsibilities.

Although agreements will differ across communities, many cover the same topics, including:

- Project Description
- Timeline / Phasing
- Infrastructure (on- and off-site)
- Project Mitigation
- Public Benefits
- Financing Sources and Uses
- Permitting Process
- Roles and Responsibilities
- Representations / Warrantees
- Defaults / Remedies

A few items to consider in the course of finalizing the development agreement are:

<u>Project Design</u>

- If the Zoning Bylaw is amended as proposed, perhaps the development agreement can be used to specify the size and mix of residential units and/or size maximums for specific types of uses. Ranges could be used to allow for flexibility while also providing a common understanding of what is expected.
- Will the developer agree to adopt architectural design and material guidelines that create a unified sense of place and ensure creation of a visually appealing environment.

<u>Infrastructure</u>

- Since water, sewer, and stormwater infrastructure is not addressed in the Concept Plan, the developer's commitment will need to be defined before the Site Plan Approval.

<u>Project Mitigation</u>

- Are all of the improvements required to mitigate traffic impacts included in the agreement?
- Has the developer committed to a traffic mitigation fund that will be used after opening to address unforeseen circumstances?

<u>Public Benefits</u>

- Has the developer committed funding to support and strengthen the downtown (ex., downtown mitigation fund, downtown improvement fund, downtown capital investment fund, funding for preparation of a downtown strategic plan, and physical improvements to be made between the project site and the downtown to encourage pedestrian and bicycle activity)

- Has the developer committed to market downtown businesses (and events) as well as on-site businesses (ex. on-site kiosk, website marketing, such as directions to 129 Parker Street through downtown Maynard, signage, and/or print media)
- Has the developer committed to providing publicly accessible open space on-site, particularly in the vicinity of School Woods?
- Has the developer established goals for local, minority, and women hiring during construction? For purchasing of goods and supplies? Will the contractors to be hired agree to apprenticeship programs?
- Has the developer committed to a recruitment approach that will assist local residents seeking to be hired by the new businesses? Have they made a financial contribution to a job training program?

Financial Security

- In the event that proposed phases are delayed, has the developer committed to making minimum property tax payments at certain points in time, whether or not the buildings are built or occupied? Have they committed to similar payments for meals taxes, in the event that one of more of the restaurant openings is delayed? (If not, the Town's projections for revenues may not be met.)
- Is the developer willing to agree to not appeal property tax assessments prepared by the Board of Assessing, if not over the lifetime of the project, at least for the period prior full occupany?

Warrantees / Indemnification

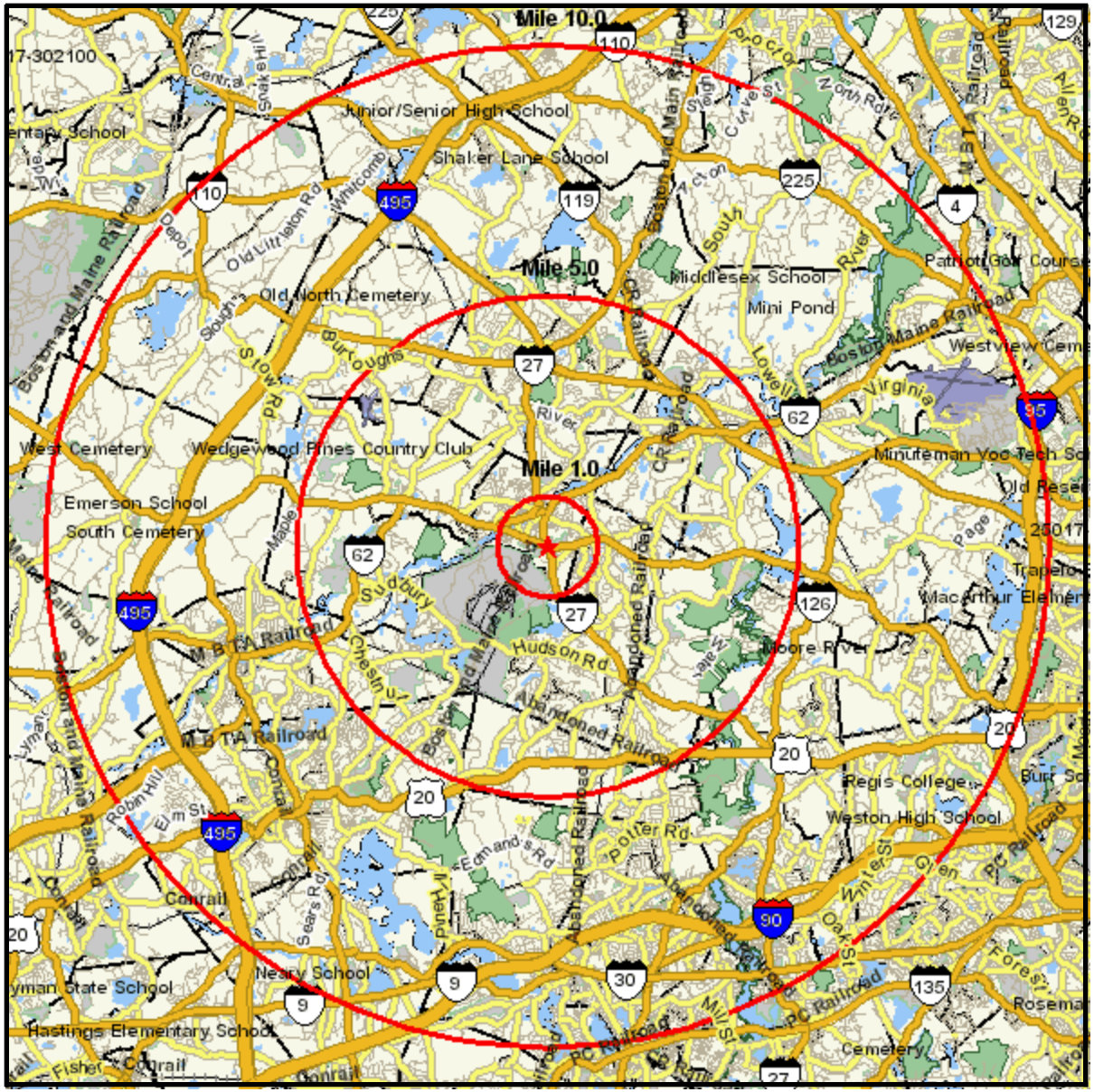
- Has the developer committed to either represent the municipality in court at its own cost or reimburse the municipality for its own legal representation in the event of litigation?
- Have the Town and developer discussed what options the Town will have if the development does not proceed as planned? Will the Town have option to purchase the property and sell it to another entity if construction does not begin by a certain point in time, or if construction ceases for longer than a specified length of time?
- Has an "Act of God" provision been included that requires the developer to rebuilt the property to its prior condition in event of destruction by fire, floor, or other type of catastrophe instead of allowing them to walk away from the site?

# APPENDIX A: THE NIELSEN COMPANY, OPPORTUNITY GAP REPORT

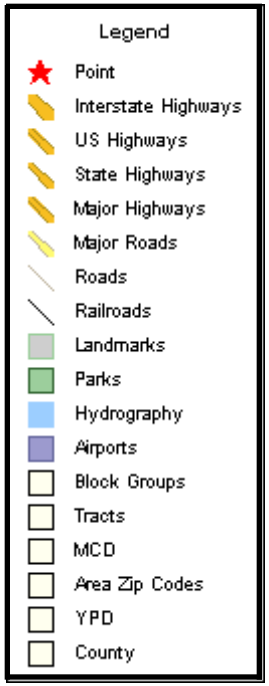
(February 6, 2013)

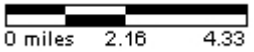
**THIS PAGE IS INTENTIONALLY BLANK**

# Area Map




GREAT RD AT PARKER ST
MAYNARD,MA 01754
Coord: 42.422739, -71.447915
Radius - See Appendix for Details



© 2013 The Nielsen Company. All rights reserved. © 2006-2012 TomTom

# Area Map

## Appendix: Area Listing

**Area Name:**

Type: Radius 1

**Radius Definition:**

| | | | | |
|---|---|---|---|---|
| GREAT RD AT PARKER ST | Center Point: | 42.422739 | | -71.447915 |
| MAYNARD, MA 01754 | Circle/Band: | 0.00 | - | 1.00 |

**Area Name:**

Type: Radius 2

**Radius Definition:**

| | | | | |
|---|---|---|---|---|
| GREAT RD AT PARKER ST | Center Point: | 42.422739 | | -71.447915 |
| MAYNARD, MA 01754 | Circle/Band: | 0.00 | - | 5.00 |

**Area Name:**

Type: Radius 3

**Radius Definition:**

| | | | | |
|---|---|---|---|---|
| GREAT RD AT PARKER ST | Center Point: | 42.422739 | | -71.447915 |
| MAYNARD, MA 01754 | Circle/Band: | 0.00 | - | 10.00 |


© 2013 The Nielsen Company. All rights reserved. © 2006-2012 TomTom

# RMP Opportunity Gap - Retail Stores

**Radius 1: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 1.00 Miles, Total**

| Retail Stores | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | Opportunity Gap/Surplus |
|---|---|---|---|
| Total Retail Sales Incl Eating and Drinking Places | 133,923,360 | 119,548,055 | 14,375,305 |
| | | | |
| Motor Vehicle and Parts Dealers-441 | 24,023,957 | 20,704,033 | 3,319,924 |
| Automotive Dealers-4411 | 20,732,392 | 18,322,441 | 2,409,951 |
| Other Motor Vehicle Dealers-4412 | 1,279,487 | 1,136,500 | 142,987 |
| Automotive Parts/Accsrs, Tire Stores-4413 | 2,012,078 | 1,245,091 | 766,987 |
| | | | |
| Furniture and Home Furnishings Stores-442 | 2,929,827 | 2,352,167 | 577,660 |
| Furniture Stores-4421 | 1,586,595 | 1,176,204 | 410,391 |
| Home Furnishing Stores-4422 | 1,343,232 | 1,175,962 | 167,270 |
| | | | |
| Electronics and Appliance Stores-443 | 2,780,698 | 1,759,355 | 1,021,343 |
| Appliances, TVs, Electronics Stores-44311 | 2,060,495 | 1,358,070 | 702,425 |
| Household Appliances Stores-443111 | 346,968 | 278,176 | 68,792 |
| Radio, Television, Electronics Stores-443112 | 1,713,527 | 1,079,894 | 633,633 |
| Computer and Software Stores-44312 | 637,386 | 327,019 | 310,367 |
| Camera and Photographic Equipment Stores-44313 | 82,817 | 74,266 | 8,551 |
| | | | |
| Building Material, Garden Equip Stores -444 | 13,113,298 | 11,516,889 | 1,596,409 |
| Building Material and Supply Dealers-4441 | 11,847,225 | 11,048,687 | 798,538 |
| Home Centers-44411 | 4,821,753 | 3,542,145 | 1,279,608 |
| Paint and Wallpaper Stores-44412 | 196,719 | 222,981 | (26,262) |
| Hardware Stores-44413 | 1,169,778 | 997,845 | 171,933 |
| Other Building Materials Dealers-44419 | 5,658,975 | 6,285,716 | (626,741) |
| Building Materials, Lumberyards-444191 | 2,235,602 | 2,457,714 | (222,112) |
| Lawn, Garden Equipment, Supplies Stores-4442 | 1,266,072 | 468,202 | 797,870 |
| Outdoor Power Equipment Stores-44421 | 140,856 | 120,930 | 19,926 |
| Nursery and Garden Centers-44422 | 1,125,216 | 347,271 | 777,945 |
| | | | |
| Food and Beverage Stores-445 | 16,449,711 | 19,432,558 | (2,982,847) |
| Grocery Stores-4451 | 14,126,515 | 16,656,931 | (2,530,416) |
| Supermarkets, Grocery (Ex Conv) Stores-44511 | 13,430,570 | 15,415,590 | (1,985,020) |
| Convenience Stores-44512 | 695,945 | 1,241,340 | (545,395) |
| Specialty Food Stores-4452 | 1,184,410 | 730,026 | 454,384 |
| Beer, Wine and Liquor Stores-4453 | 1,138,786 | 2,045,602 | (906,816) |
| | | | |
| Health and Personal Care Stores-446 | 6,784,502 | 8,022,876 | (1,238,374) |
| Pharmancies and Drug Stores-44611 | 5,359,509 | 7,048,096 | (1,688,587) |
| Cosmetics, Beauty Supplies, Perfume Stores-44612 | 468,128 | 323,482 | 144,646 |
| Optical Goods Stores-44613 | 350,986 | 271,008 | 79,978 |
| Other Health and Personal Care Stores-44619 | 605,878 | 380,290 | 225,588 |


© 2013 The Nielsen Company. All rights reserved.

# RMP Opportunity Gap - Retail Stores

**Radius 1: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 1.00 Miles, Total**

| Retail Stores | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | Opportunity Gap/Surplus |
|---|---|---|---|
| Gasoline Stations-447 | 13,026,686 | 8,527,432 | 4,499,254 |
| Gasoline Stations With Conv Stores-44711 | 9,461,211 | 5,309,149 | 4,152,062 |
| Other Gasoline Stations-44719 | 3,565,476 | 3,218,283 | 347,193 |
| | | | |
| Clothing and Clothing Accessories Stores-448 | 6,740,587 | 6,057,730 | 682,857 |
| Clothing Stores-4481 | 5,037,770 | 4,584,650 | 453,120 |
| Men's Clothing Stores-44811 | 284,720 | 216,631 | 68,089 |
| Women's Clothing Stores-44812 | 1,149,166 | 1,098,993 | 50,173 |
| Childrens, Infants Clothing Stores-44813 | 299,112 | 339,089 | (39,977) |
| Family Clothing Stores-44814 | 2,630,059 | 2,467,221 | 162,838 |
| Clothing Accessories Stores-44815 | 220,677 | 143,894 | 76,783 |
| Other Clothing Stores-44819 | 454,035 | 318,821 | 135,214 |
| Shoe Stores-4482 | 727,800 | 668,644 | 59,156 |
| Jewelry, Luggage, Leather Goods Stores-4483 | 975,017 | 804,436 | 170,581 |
| Jewelry Stores-44831 | 914,478 | 756,080 | 158,398 |
| Luggage and Leather Goods Stores-44832 | 60,539 | 48,355 | 12,184 |
| | | | |
| Sporting Goods, Hobby, Book, Music Stores-451 | 2,734,337 | 2,520,889 | 213,448 |
| Sportng Goods, Hobby, Musical Inst Stores-4511 | 1,991,927 | 1,734,210 | 257,717 |
| Sporting Goods Stores-45111 | 1,068,535 | 933,610 | 134,925 |
| Hobby, Toys and Games Stores-45112 | 577,052 | 480,161 | 96,891 |
| Sew/Needlework/Piece Goods Stores-45113 | 144,853 | 139,754 | 5,099 |
| Musical Instrument and Supplies Stores-45114 | 201,487 | 180,684 | 20,803 |
| Book, Periodical and Music Stores-4512 | 742,410 | 786,679 | (44,269) |
| Book Stores and News Dealers-45121 | 622,246 | 656,617 | (34,371) |
| Book Stores-451211 | 578,039 | 556,754 | 21,285 |
| News Dealers and Newsstands-451212 | 44,206 | 99,863 | (55,657) |
| Prerecorded Tapes, CDs, Record Stores-45122 | 120,165 | 130,062 | (9,897) |
| | | | |
| General Merchandise Stores-452 | 17,020,884 | 10,023,548 | 6,997,336 |
| Department Stores Excl Leased Depts-4521 | 7,065,010 | 6,602,168 | 462,842 |
| Other General Merchandise Stores-4529 | 9,955,874 | 3,421,381 | 6,534,493 |
| Miscellaneous Store Retailers-453 | 3,614,566 | 2,527,055 | 1,087,511 |
| Florists-4531 | 176,714 | 177,679 | (965) |
| Office Supplies, Stationery, Gift Stores-4532 | 1,228,016 | 1,020,630 | 207,386 |
| Office Supplies and Stationery Stores-45321 | 686,620 | 483,495 | 203,125 |
| Gift, Novelty and Souvenir Stores-45322 | 541,397 | 537,134 | 4,263 |
| Used Merchandise Stores-4533 | 383,092 | 204,337 | 178,755 |
| Other Miscellaneous Store Retailers-4539 | 1,826,744 | 1,124,409 | 702,335 |
| Non-Store Retailers-454 | 10,327,809 | 12,490,929 | (2,163,120) |
| Foodservice and Drinking Places-722 | 14,376,499 | 13,612,594 | 763,905 |
| Full-Service Restaurants-7221 | 6,716,247 | 6,735,707 | (19,460) |


© 2013 The Nielsen Company. All rights reserved.

# RMP Opportunity Gap - Retail Stores

**Radius 1: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 1.00 Miles, Total**

| Retail Stores | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | Opportunity Gap/Surplus |
|---|---|---|---|
| Limited-Service Eating Places-7222 | 5,828,721 | 4,647,984 | 1,180,737 |
| Special Foodservices-7223 | 1,133,394 | 1,605,064 | (471,670) |
| Drinking Places -Alcoholic Beverages-7224 | 698,137 | 623,838 | 74,299 |
| | | | |
| GAFO * | 33,434,350 | 23,734,319 | 9,700,031 |
| General Merchandise Stores-452 | 17,020,884 | 10,023,548 | 6,997,336 |
| Clothing and Clothing Accessories Stores-448 | 6,740,587 | 6,057,730 | 682,857 |
| Furniture and Home Furnishings Stores-442 | 2,929,827 | 2,352,167 | 577,660 |
| Electronics and Appliance Stores-443 | 2,780,698 | 1,759,355 | 1,021,343 |
| Sporting Goods, Hobby, Book, Music Stores-451 | 2,734,337 | 2,520,889 | 213,448 |
| Office Supplies, Stationery, Gift Stores-4532 | 1,228,016 | 1,020,630 | 207,386 |


© 2013 The Nielsen Company. All rights reserved.

# RMP Opportunity Gap - Retail Stores

**Radius 2: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 5.00 Miles, Total**

| Retail Stores | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | Opportunity Gap/Surplus |
|---|---|---|---|
| Total Retail Sales Incl Eating and Drinking Places | 1,223,117,077 | 1,091,827,949 | 131,289,128 |
| | | | |
| Motor Vehicle and Parts Dealers-441 | 219,409,903 | 189,089,164 | 30,320,739 |
| Automotive Dealers-4411 | 189,348,163 | 167,338,173 | 22,009,990 |
| Other Motor Vehicle Dealers-4412 | 11,685,509 | 10,379,617 | 1,305,892 |
| Automotive Parts/Accsrs, Tire Stores-4413 | 18,376,230 | 11,371,374 | 7,004,856 |
| | | | |
| Furniture and Home Furnishings Stores-442 | 26,757,999 | 21,482,249 | 5,275,750 |
| Furniture Stores-4421 | 14,490,315 | 10,742,231 | 3,748,084 |
| Home Furnishing Stores-4422 | 12,267,684 | 10,740,019 | 1,527,665 |
| | | | |
| Electronics and Appliance Stores-443 | 25,396,011 | 16,068,123 | 9,327,888 |
| Appliances, TVs, Electronics Stores-44311 | 18,818,424 | 12,403,199 | 6,415,225 |
| Household Appliances Stores-443111 | 3,168,843 | 2,540,571 | 628,272 |
| Radio, Television, Electronics Stores-443112 | 15,649,582 | 9,862,628 | 5,786,954 |
| Computer and Software Stores-44312 | 5,821,225 | 2,986,652 | 2,834,573 |
| Camera and Photographic Equipment Stores-44313 | 756,362 | 678,271 | 78,091 |
| | | | |
| Building Material, Garden Equip Stores -444 | 119,763,262 | 105,183,318 | 14,579,944 |
| Building Material and Supply Dealers-4441 | 108,200,271 | 100,907,249 | 7,293,022 |
| Home Centers-44411 | 44,036,891 | 32,350,280 | 11,686,611 |
| Paint and Wallpaper Stores-44412 | 1,796,625 | 2,036,476 | (239,851) |
| Hardware Stores-44413 | 10,683,542 | 9,113,282 | 1,570,260 |
| Other Building Materials Dealers-44419 | 51,683,212 | 57,407,211 | (5,723,999) |
| Building Materials, Lumberyards-444191 | 20,417,667 | 22,446,211 | (2,028,544) |
| Lawn, Garden Equipment, Supplies Stores-4442 | 11,562,991 | 4,276,070 | 7,286,921 |
| Outdoor Power Equipment Stores-44421 | 1,286,434 | 1,104,452 | 181,982 |
| Nursery and Garden Centers-44422 | 10,276,557 | 3,171,618 | 7,104,939 |
| | | | |
| Food and Beverage Stores-445 | 150,234,596 | 177,476,833 | (27,242,237) |
| Grocery Stores-4451 | 129,016,941 | 152,127,128 | (23,110,187) |
| Supermarkets, Grocery (Ex Conv) Stores-44511 | 122,660,897 | 140,790,015 | (18,129,118) |
| Convenience Stores-44512 | 6,356,044 | 11,337,114 | (4,981,070) |
| Specialty Food Stores-4452 | 10,817,169 | 6,667,299 | 4,149,870 |
| Beer, Wine and Liquor Stores-4453 | 10,400,487 | 18,682,406 | (8,281,919) |
| | | | |
| Health and Personal Care Stores-446 | 61,962,601 | 73,272,630 | (11,310,029) |
| Pharmancies and Drug Stores-44611 | 48,948,201 | 64,370,003 | (15,421,802) |
| Cosmetics, Beauty Supplies, Perfume Stores-44612 | 4,275,393 | 2,954,350 | 1,321,043 |
| Optical Goods Stores-44613 | 3,205,541 | 2,475,102 | 730,439 |
| Other Health and Personal Care Stores-44619 | 5,533,466 | 3,473,176 | 2,060,290 |


© 2013 The Nielsen Company. All rights reserved.

# RMP Opportunity Gap - Retail Stores

**Radius 2: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 5.00 Miles, Total**

| Retail Stores | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | Opportunity Gap/Surplus |
|---|---|---|---|
| Gasoline Stations-447 | 118,972,243 | 77,880,720 | 41,091,523 |
| Gasoline Stations With Conv Stores-44711 | 86,408,887 | 48,488,257 | 37,920,630 |
| Other Gasoline Stations-44719 | 32,563,356 | 29,392,463 | 3,170,893 |
| | | | |
| Clothing and Clothing Accessories Stores-448 | 61,561,531 | 55,325,025 | 6,236,506 |
| Clothing Stores-4481 | 46,009,765 | 41,871,439 | 4,138,326 |
| Men's Clothing Stores-44811 | 2,600,338 | 1,978,480 | 621,858 |
| Women's Clothing Stores-44812 | 10,495,293 | 10,037,065 | 458,228 |
| Childrens, Infants Clothing Stores-44813 | 2,731,780 | 3,096,889 | (365,109) |
| Family Clothing Stores-44814 | 24,020,235 | 22,533,042 | 1,487,193 |
| Clothing Accessories Stores-44815 | 2,015,431 | 1,314,179 | 701,252 |
| Other Clothing Stores-44819 | 4,146,687 | 2,911,784 | 1,234,903 |
| Shoe Stores-4482 | 6,646,971 | 6,106,704 | 540,267 |
| Jewelry, Luggage, Leather Goods Stores-4483 | 8,904,795 | 7,346,883 | 1,557,912 |
| Jewelry Stores-44831 | 8,351,897 | 6,905,255 | 1,446,642 |
| Luggage and Leather Goods Stores-44832 | 552,898 | 441,628 | 111,270 |
| | | | |
| Sporting Goods, Hobby, Book, Music Stores-451 | 24,972,601 | 23,023,186 | 1,949,415 |
| Sportng Goods, Hobby, Musical Inst Stores-4511 | 18,192,195 | 15,838,473 | 2,353,722 |
| Sporting Goods Stores-45111 | 9,758,890 | 8,526,628 | 1,232,262 |
| Hobby, Toys and Games Stores-45112 | 5,270,196 | 4,385,296 | 884,900 |
| Sew/Needlework/Piece Goods Stores-45113 | 1,322,939 | 1,276,371 | 46,568 |
| Musical Instrument and Supplies Stores-45114 | 1,840,170 | 1,650,178 | 189,992 |
| Book, Periodical and Music Stores-4512 | 6,780,407 | 7,184,713 | (404,306) |
| Book Stores and News Dealers-45121 | 5,682,945 | 5,996,859 | (313,914) |
| Book Stores-451211 | 5,279,210 | 5,084,815 | 194,395 |
| News Dealers and Newsstands-451212 | 403,736 | 912,044 | (508,308) |
| Prerecorded Tapes, CDs, Record Stores-45122 | 1,097,461 | 1,187,854 | (90,393) |
| | | | |
| General Merchandise Stores-452 | 155,451,103 | 91,544,695 | 63,906,408 |
| Department Stores Excl Leased Depts-4521 | 64,524,475 | 60,297,352 | 4,227,123 |
| Other General Merchandise Stores-4529 | 90,926,628 | 31,247,344 | 59,679,284 |
| Miscellaneous Store Retailers-453 | 33,011,697 | 23,079,500 | 9,932,197 |
| Florists-4531 | 1,613,925 | 1,622,738 | (8,813) |
| Office Supplies, Stationery, Gift Stores-4532 | 11,215,427 | 9,321,374 | 1,894,053 |
| Office Supplies and Stationery Stores-45321 | 6,270,871 | 4,415,746 | 1,855,125 |
| Gift, Novelty and Souvenir Stores-45322 | 4,944,557 | 4,905,628 | 38,929 |
| Used Merchandise Stores-4533 | 3,498,761 | 1,866,205 | 1,632,556 |
| Other Miscellaneous Store Retailers-4539 | 16,683,583 | 10,269,183 | 6,414,400 |
| Non-Store Retailers-454 | 94,323,499 | 114,079,192 | (19,755,693) |
| Foodservice and Drinking Places-722 | 131,300,032 | 124,323,313 | 6,976,719 |
| Full-Service Restaurants-7221 | 61,339,233 | 61,516,966 | (177,733) |


© 2013 The Nielsen Company. All rights reserved.

# RMP Opportunity Gap - Retail Stores

**Radius 2: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 5.00 Miles, Total**

| Retail Stores | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | Opportunity Gap/Surplus |
|---|---|---|---|
| Limited-Service Eating Places-7222 | 53,233,488 | 42,449,864 | 10,783,624 |
| Special Foodservices-7223 | 10,351,247 | 14,658,993 | (4,307,746) |
| Drinking Places -Alcoholic Beverages-7224 | 6,376,063 | 5,697,490 | 678,573 |
| | | | |
| GAFO * | 305,354,673 | 216,764,652 | 88,590,021 |
| General Merchandise Stores-452 | 155,451,103 | 91,544,695 | 63,906,408 |
| Clothing and Clothing Accessories Stores-448 | 61,561,531 | 55,325,025 | 6,236,506 |
| Furniture and Home Furnishings Stores-442 | 26,757,999 | 21,482,249 | 5,275,750 |
| Electronics and Appliance Stores-443 | 25,396,011 | 16,068,123 | 9,327,888 |
| Sporting Goods, Hobby, Book, Music Stores-451 | 24,972,601 | 23,023,186 | 1,949,415 |
| Office Supplies, Stationery, Gift Stores-4532 | 11,215,427 | 9,321,374 | 1,894,053 |


© 2013 The Nielsen Company. All rights reserved.

# RMP Opportunity Gap - Retail Stores

**Radius 3: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 10.00 Miles, Total**

| Retail Stores | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | Opportunity Gap/Surplus |
|---|---|---|---|
| Total Retail Sales Incl Eating and Drinking Places | 5,034,451,030 | 4,494,054,121 | 540,396,909 |
| | | | |
| Motor Vehicle and Parts Dealers-441 | 903,109,303 | 778,306,635 | 124,802,668 |
| Automotive Dealers-4411 | 779,372,698 | 688,777,758 | 90,594,940 |
| Other Motor Vehicle Dealers-4412 | 48,098,521 | 42,723,361 | 5,375,160 |
| Automotive Parts/Accsrs, Tire Stores-4413 | 75,638,083 | 46,805,516 | 28,832,567 |
| | | | |
| Furniture and Home Furnishings Stores-442 | 110,138,137 | 88,422,715 | 21,715,422 |
| Furniture Stores-4421 | 59,643,335 | 44,215,909 | 15,427,426 |
| Home Furnishing Stores-4422 | 50,494,802 | 44,206,805 | 6,287,997 |
| | | | |
| Electronics and Appliance Stores-443 | 104,532,083 | 66,137,722 | 38,394,361 |
| Appliances, TVs, Electronics Stores-44311 | 77,458,191 | 51,052,593 | 26,405,598 |
| Household Appliances Stores-443111 | 13,043,218 | 10,457,202 | 2,586,016 |
| Radio, Television, Electronics Stores-443112 | 64,414,972 | 40,595,391 | 23,819,581 |
| Computer and Software Stores-44312 | 23,960,643 | 12,293,308 | 11,667,335 |
| Camera and Photographic Equipment Stores-44313 | 3,113,249 | 2,791,821 | 321,428 |
| | | | |
| Building Material, Garden Equip Stores -444 | 492,955,488 | 432,943,236 | 60,012,252 |
| Building Material and Supply Dealers-4441 | 445,361,261 | 415,342,579 | 30,018,682 |
| Home Centers-44411 | 181,259,484 | 133,156,426 | 48,103,058 |
| Paint and Wallpaper Stores-44412 | 7,395,057 | 8,382,305 | (987,248) |
| Hardware Stores-44413 | 43,974,344 | 37,511,023 | 6,463,321 |
| Other Building Materials Dealers-44419 | 212,732,376 | 236,292,826 | (23,560,450) |
| Building Materials, Lumberyards-444191 | 84,040,805 | 92,390,460 | (8,349,655) |
| Lawn, Garden Equipment, Supplies Stores-4442 | 47,594,228 | 17,600,657 | 29,993,571 |
| Outdoor Power Equipment Stores-44421 | 5,295,067 | 4,546,017 | 749,050 |
| Nursery and Garden Centers-44422 | 42,299,160 | 13,054,640 | 29,244,520 |
| | | | |
| Food and Beverage Stores-445 | 618,378,020 | 730,509,320 | (112,131,300) |
| Grocery Stores-4451 | 531,044,396 | 626,167,840 | (95,123,444) |
| Supermarkets, Grocery (Ex Conv) Stores-44511 | 504,882,393 | 579,503,342 | (74,620,949) |
| Convenience Stores-44512 | 26,162,002 | 46,664,498 | (20,502,496) |
| Specialty Food Stores-4452 | 44,524,361 | 27,443,153 | 17,081,208 |
| Beer, Wine and Liquor Stores-4453 | 42,809,263 | 76,898,326 | (34,089,063) |
| | | | |
| Health and Personal Care Stores-446 | 255,043,188 | 301,596,203 | (46,553,015) |
| Pharmancies and Drug Stores-44611 | 201,474,841 | 264,952,255 | (63,477,414) |
| Cosmetics, Beauty Supplies, Perfume Stores-44612 | 17,597,872 | 12,160,348 | 5,437,524 |
| Optical Goods Stores-44613 | 13,194,272 | 10,187,723 | 3,006,549 |
| Other Health and Personal Care Stores-44619 | 22,776,203 | 14,295,878 | 8,480,325 |


© 2013 The Nielsen Company. All rights reserved.

# RMP Opportunity Gap - Retail Stores

**Radius 3: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 10.00 Miles, Total**

| Retail Stores | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | Opportunity Gap/Surplus |
|---|---|---|---|
| Gasoline Stations-447 | 489,699,590 | 320,563,484 | 169,136,106 |
| Gasoline Stations With Conv Stores-44711 | 355,666,122 | 199,581,677 | 156,084,445 |
| Other Gasoline Stations-44719 | 134,033,468 | 120,981,807 | 13,051,661 |
| | | | |
| Clothing and Clothing Accessories Stores-448 | 253,392,352 | 227,722,379 | 25,669,973 |
| Clothing Stores-4481 | 189,379,997 | 172,346,304 | 17,033,693 |
| Men's Clothing Stores-44811 | 10,703,206 | 8,143,588 | 2,559,618 |
| Women's Clothing Stores-44812 | 43,199,493 | 41,313,388 | 1,886,105 |
| Childrens, Infants Clothing Stores-44813 | 11,244,234 | 12,747,049 | (1,502,815) |
| Family Clothing Stores-44814 | 98,869,274 | 92,747,865 | 6,121,409 |
| Clothing Accessories Stores-44815 | 8,295,681 | 5,409,269 | 2,886,412 |
| Other Clothing Stores-44819 | 17,068,108 | 11,985,145 | 5,082,963 |
| Shoe Stores-4482 | 27,359,482 | 25,135,698 | 2,223,784 |
| Jewelry, Luggage, Leather Goods Stores-4483 | 36,652,873 | 30,240,377 | 6,412,496 |
| Jewelry Stores-44831 | 34,377,098 | 28,422,600 | 5,954,498 |
| Luggage and Leather Goods Stores-44832 | 2,275,775 | 1,817,777 | 457,998 |
| | | | |
| Sporting Goods, Hobby, Book, Music Stores-451 | 102,789,292 | 94,765,336 | 8,023,956 |
| Sportng Goods, Hobby, Musical Inst Stores-4511 | 74,880,578 | 65,192,464 | 9,688,114 |
| Sporting Goods Stores-45111 | 40,168,398 | 35,096,307 | 5,072,091 |
| Hobby, Toys and Games Stores-45112 | 21,692,561 | 18,050,240 | 3,642,321 |
| Sew/Needlework/Piece Goods Stores-45113 | 5,445,326 | 5,253,647 | 191,679 |
| Musical Instrument and Supplies Stores-45114 | 7,574,293 | 6,792,270 | 782,023 |
| Book, Periodical and Music Stores-4512 | 27,908,714 | 29,572,872 | (1,664,158) |
| Book Stores and News Dealers-45121 | 23,391,473 | 24,683,566 | (1,292,093) |
| Book Stores-451211 | 21,729,664 | 20,929,519 | 800,145 |
| News Dealers and Newsstands-451212 | 1,661,809 | 3,754,048 | (2,092,239) |
| Prerecorded Tapes, CDs, Record Stores-45122 | 4,517,241 | 4,889,306 | (372,065) |
| | | | |
| General Merchandise Stores-452 | 639,849,594 | 376,805,536 | 263,044,058 |
| Department Stores Excl Leased Depts-4521 | 265,588,074 | 248,188,886 | 17,399,188 |
| Other General Merchandise Stores-4529 | 374,261,519 | 128,616,650 | 245,644,869 |
| Miscellaneous Store Retailers-453 | 135,878,875 | 94,997,131 | 40,881,744 |
| Florists-4531 | 6,643,048 | 6,679,323 | (36,275) |
| Office Supplies, Stationery, Gift Stores-4532 | 46,163,627 | 38,367,546 | 7,796,081 |
| Office Supplies and Stationery Stores-45321 | 25,811,422 | 18,175,576 | 7,635,846 |
| Gift, Novelty and Souvenir Stores-45322 | 20,352,205 | 20,191,970 | 160,235 |
| Used Merchandise Stores-4533 | 14,401,191 | 7,681,456 | 6,719,735 |
| Other Miscellaneous Store Retailers-4539 | 68,671,009 | 42,268,807 | 26,402,202 |
| Non-Store Retailers-454 | 388,243,321 | 469,559,388 | (81,316,067) |
| Foodservice and Drinking Places-722 | 540,441,788 | 511,725,037 | 28,716,751 |
| Full-Service Restaurants-7221 | 252,477,357 | 253,208,917 | (731,560) |


© 2013 The Nielsen Company. All rights reserved.

# RMP Opportunity Gap - Retail Stores

**Radius 3: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 10.00 Miles, Total**

| Retail Stores | 2013 Demand (Consumer Expenditures) | 2013 Supply (Retail Sales) | Opportunity Gap/Surplus |
|---|---|---|---|
| Limited-Service Eating Places-7222 | 219,113,438 | 174,727,151 | 44,386,287 |
| Special Foodservices-7223 | 42,606,591 | 60,337,629 | (17,731,038) |
| Drinking Places -Alcoholic Beverages-7224 | 26,244,403 | 23,451,341 | 2,793,062 |
| | | | |
| GAFO * | 1,256,865,084 | 892,221,233 | 364,643,851 |
| General Merchandise Stores-452 | 639,849,594 | 376,805,536 | 263,044,058 |
| Clothing and Clothing Accessories Stores-448 | 253,392,352 | 227,722,379 | 25,669,973 |
| Furniture and Home Furnishings Stores-442 | 110,138,137 | 88,422,715 | 21,715,422 |
| Electronics and Appliance Stores-443 | 104,532,083 | 66,137,722 | 38,394,361 |
| Sporting Goods, Hobby, Book, Music Stores-451 | 102,789,292 | 94,765,336 | 8,023,956 |
| Office Supplies, Stationery, Gift Stores-4532 | 46,163,627 | 38,367,546 | 7,796,081 |

* GAFO (General merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales Including Eating and Drinking Places.

Nielsen' RMP data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census of Retail Trade (CRT), which is made available by the U.S. Census.Additional data sources are incorporated to create both supply and demand estimates.

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet in the specified reporting geography. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that retail outlet. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.


© 2013 The Nielsen Company. All rights reserved.

# RMP Opportunity Gap - Retail Stores

## Appendix: Area Listing

**Area Name:**

Type: Radius 1 | Reporting Detail: Aggregate | Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 1.00

**Area Name:**

Type: Radius 2 | Reporting Detail: Aggregate | Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 5.00

**Area Name:**

Type: Radius 3 | Reporting Detail: Aggregate | Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 10.00

**Project Information:**

**Site: 1**

**Order Number: 971542728**


© 2013 The Nielsen Company. All rights reserved.

# Pop-Facts: Population Quick Facts 2013 Report

**Radius 1: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**
**Radius 2: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**
**Radius 3: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**

| Description | 0.00 - 1.00 miles *Radius 1* | % | 0.00 - 5.00 miles *Radius 2* | % | 0.00 - 10.00 miles *Radius 3* | % |
|---|---|---|---|---|---|---|
| **Population** | | | | | | |
| 2018 Projection | 7,540 | | 68,858 | | 283,426 | |
| 2013 Estimate | 7,378 | | 67,383 | | 277,354 | |
| 2010 Census | 7,274 | | 66,436 | | 273,457 | |
| 2000 Census | 6,996 | | 63,893 | | 262,990 | |
| | | | | | | |
| Growth 2013 - 2018 | 2.20% | | 2.19% | | 2.19% | |
| Growth 2010 - 2013 | 1.43% | | 1.43% | | 1.43% | |
| Growth 2000 - 2010 | 3.97% | | 3.98% | | 3.98% | |
| | | | | | | |
| **2013 Est. Population by Age** | 7,378 | | 67,383 | | 277,354 | |
| Age 0 - 4 | 413 | 5.60 | 3,775 | 5.60 | 15,540 | 5.60 |
| Age 5 - 9 | 422 | 5.72 | 3,853 | 5.72 | 15,858 | 5.72 |
| Age 10 - 14 | 446 | 6.04 | 4,072 | 6.04 | 16,761 | 6.04 |
| Age 15 - 17 | 294 | 3.98 | 2,683 | 3.98 | 11,042 | 3.98 |
| Age 18 - 20 | 323 | 4.38 | 2,948 | 4.37 | 12,136 | 4.38 |
| Age 21 - 24 | 420 | 5.69 | 3,836 | 5.69 | 15,788 | 5.69 |
| Age 25 - 34 | 936 | 12.69 | 8,547 | 12.68 | 35,179 | 12.68 |
| Age 35 - 44 | 956 | 12.96 | 8,727 | 12.95 | 35,920 | 12.95 |
| Age 45 - 54 | 1,133 | 15.36 | 10,344 | 15.35 | 42,578 | 15.35 |
| Age 55 - 64 | 969 | 13.13 | 8,847 | 13.13 | 36,413 | 13.13 |
| Age 65 - 74 | 585 | 7.93 | 5,346 | 7.93 | 22,006 | 7.93 |
| Age 75 - 84 | 322 | 4.36 | 2,940 | 4.36 | 12,102 | 4.36 |
| Age 85 and over | 160 | 2.17 | 1,465 | 2.17 | 6,031 | 2.17 |
| | | | | | | |
| Age 16 and over | 6,000 | 81.32 | 54,799 | 81.32 | 225,558 | 81.32 |
| Age 18 and over | 5,803 | 78.65 | 53,000 | 78.65 | 218,152 | 78.65 |
| Age 21 and over | 5,480 | 74.27 | 50,051 | 74.28 | 206,016 | 74.28 |
| Age 65 and over | 1,068 | 14.48 | 9,752 | 14.47 | 40,139 | 14.47 |
| | | | | | | |
| **2013 Est. Median Age** | 39.6 | | 39.6 | | 39.6 | |
| | | | | | | |
| **2013 Est. Average Age** | 39.60 | | 39.60 | | 39.60 | |


© 2013 The Nielsen Company. All rights reserved.

# Pop-Facts: Population Quick Facts 2013 Report

**Radius 1: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**
**Radius 2: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**
**Radius 3: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**

| Description | 0.00 - 1.00 miles | | 0.00 - 5.00 miles | | 0.00 - 10.00 miles | |
|---|---|---|---|---|---|---|
| | *Radius 1* | *%* | *Radius 2* | *%* | *Radius 3* | *%* |
| **2013 Est. Population by Single Race Classification** | 7,378 | | 67,383 | | 277,354 | |
| White Alone | 5,955 | 80.71 | 54,388 | 80.71 | 223,866 | 80.71 |
| Black or African American Alone | 465 | 6.30 | 4,247 | 6.30 | 17,480 | 6.30 |
| American Indian and Alaska Native Alone | 20 | 0.27 | 179 | 0.27 | 737 | 0.27 |
| Asian Alone | 433 | 5.87 | 3,958 | 5.87 | 16,293 | 5.87 |
| Native Hawaiian and Other Pacific Islander Alone | 2 | 0.03 | 22 | 0.03 | 90 | 0.03 |
| Some Other Race Alone | 315 | 4.27 | 2,876 | 4.27 | 11,838 | 4.27 |
| Two or More Races | 188 | 2.55 | 1,713 | 2.54 | 7,050 | 2.54 |
| **2013 Est. Population Hispanic or Latino** | 7,378 | | 67,383 | | 277,354 | |
| Hispanic or Latino | 649 | 8.80 | 5,929 | 8.80 | 24,405 | 8.80 |
| Not Hispanic or Latino | 6,729 | 91.20 | 61,454 | 91.20 | 252,949 | 91.20 |
| **2013 Est. Population by Sex** | 7,378 | | 67,383 | | 277,354 | |
| Male | 3,585 | 48.59 | 32,745 | 48.60 | 134,783 | 48.60 |
| Female | 3,793 | 51.41 | 34,638 | 51.40 | 142,571 | 51.40 |


© 2013 The Nielsen Company. All rights reserved.

# Pop-Facts: Population Quick Facts 2013 Report

## Appendix: Area Listing

**Area Name:**

Type: Radius 1 | Reporting Detail: Aggregate | Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 1.00

**Area Name:**

Type: Radius 2 | Reporting Detail: Aggregate | Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 5.00

**Area Name:**

Type: Radius 3 | Reporting Detail: Aggregate | Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 10.00

**Project Information:**

**Site: 1**

**Order Number: 971542728**


© 2013 The Nielsen Company. All rights reserved.

# Pop-Facts: Household Quick Facts 2013 Report

**Radius 1: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**
**Radius 2: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**
**Radius 3: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**

| Description | 0.00 - 1.00 miles *Radius 1* | % | 0.00 - 5.00 miles *Radius 2* | % | 0.00 - 10.00 miles *Radius 3* | % |
|---|---|---|---|---|---|---|
| **Households** | | | | | | |
| 2018 Projection | 2,953 | | 26,973 | | 111,023 | |
| 2013 Estimate | 2,878 | | 26,284 | | 108,186 | |
| 2010 Census | 2,828 | | 25,827 | | 106,305 | |
| 2000 Census | 2,685 | | 24,525 | | 100,947 | |
| Growth 2013 - 2018 | 2.61% | | 2.62% | | 2.62% | |
| Growth 2010 - 2013 | 1.77% | | 1.77% | | 1.77% | |
| Growth 2000 - 2010 | 5.33% | | 5.31% | | 5.31% | |
| **2013 Est. Households by Household Income** | 2,878 | | 26,284 | | 108,186 | |
| CY HHs, Inc < $15,000 | 319 | 11.08 | 2,914 | 11.09 | 11,995 | 11.09 |
| CY HHs, Inc $15,000 - $24,999 | 234 | 8.13 | 2,133 | 8.12 | 8,780 | 8.12 |
| CY HHs, Inc $25,000 - $34,999 | 224 | 7.78 | 2,044 | 7.78 | 8,414 | 7.78 |
| CY HHs, Inc $35,000 - $49,999 | 330 | 11.47 | 3,010 | 11.45 | 12,391 | 11.45 |
| CY HHs, Inc $50,000 - $74,999 | 494 | 17.16 | 4,508 | 17.15 | 18,557 | 17.15 |
| CY HHs, Inc $75,000 - $99,999 | 383 | 13.31 | 3,501 | 13.32 | 14,410 | 13.32 |
| CY HHs, Inc $100,000 - $124,999 | 291 | 10.11 | 2,658 | 10.11 | 10,939 | 10.11 |
| CY HHs, Inc $125,000 - $149,999 | 190 | 6.60 | 1,736 | 6.60 | 7,147 | 6.61 |
| CY HHs, Inc $150,000 - $199,999 | 206 | 7.16 | 1,879 | 7.15 | 7,735 | 7.15 |
| CY HHs, Inc $200,000 - $249,999 | 72 | 2.50 | 657 | 2.50 | 2,706 | 2.50 |
| CY HHs, Inc $250,000 - $499,999 | 100 | 3.47 | 914 | 3.48 | 3,764 | 3.48 |
| CY HHs, Inc $500,000+ | 36 | 1.25 | 328 | 1.25 | 1,348 | 1.25 |
| **2013 Est. Average Household Income** | $91,492 | | $91,492 | | $91,492 | |
| **2013 Est. Median Household Income** | $66,858 | | $66,858 | | $66,858 | |
| **2013 Median HH Inc. by Single Race Class** | | | | | | |
| White Alone | 69,990 | | 69,990 | | 69,990 | |
| Black or African American Alone | 43,652 | | 43,652 | | 43,652 | |
| American Indian and Alaska Native Alone | 41,607 | | 41,607 | | 41,607 | |
| Asian Alone | 72,924 | | 72,924 | | 72,924 | |
| Native Hawaiian and Other Pacific Islander Alone | 60,550 | | 60,550 | | 60,550 | |
| Some Other Race Alone | 37,064 | | 37,064 | | 37,064 | |
| Two or More Races | 48,910 | | 48,910 | | 48,910 | |
| Hispanic or Latino | 37,675 | | 37,675 | | 37,675 | |
| Not Hispanic or Latino | 69,081 | | 69,081 | | 69,081 | |


© 2013 The Nielsen Company. All rights reserved.

# Pop-Facts: Household Quick Facts 2013 Report

**Radius 1: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**
**Radius 2: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**
**Radius 3: GREAT RD AT PARKER ST, MAYNARD, MA 01754, aggregate**

| Description | 0.00 - 1.00 miles *Radius 1* | % | 0.00 - 5.00 miles *Radius 2* | % | 0.00 - 10.00 miles *Radius 3* | % |
|---|---|---|---|---|---|---|
| **2013 Est. Households by Household Type** | 2,878 | | 26,284 | | 108,186 | |
| Family Households | 1,824 | 63.38 | 16,654 | 63.36 | 68,550 | 63.36 |
| Non Family Households | 1,054 | 36.62 | 9,630 | 36.64 | 39,636 | 36.64 |
| **2013 Est. Group Quarters Population** | 243 | | 2,216 | | 9,120 | |
| **2013 Est. Households by Household Size** | 2,878 | | 26,284 | | 108,186 | |
| 1-person household | 816 | 28.35 | 7,451 | 28.35 | 30,670 | 28.35 |
| 2-person household | 930 | 32.31 | 8,491 | 32.30 | 34,949 | 32.30 |
| 3-person household | 473 | 16.44 | 4,324 | 16.45 | 17,798 | 16.45 |
| 4-person household | 399 | 13.86 | 3,642 | 13.86 | 14,993 | 13.86 |
| 5-person household | 170 | 5.91 | 1,556 | 5.92 | 6,403 | 5.92 |
| 6-person household | 59 | 2.05 | 540 | 2.05 | 2,221 | 2.05 |
| 7 or more person household | 31 | 1.08 | 280 | 1.07 | 1,152 | 1.06 |
| **2013 Est. Average Household Size** | 2.48 | | 2.48 | | 2.48 | |
| **2013 Est. Household Type, Presence Own Children** | 1,824 | | 16,654 | | 68,550 | |
| Married-Couple Family, own children | 597 | 32.73 | 5,452 | 32.74 | 22,441 | 32.74 |
| Married-Couple Family, no own children | 787 | 43.15 | 7,185 | 43.14 | 29,573 | 43.14 |
| Male Householder, own children | 51 | 2.80 | 469 | 2.82 | 1,929 | 2.81 |
| Male Householder, no own children | 61 | 3.34 | 560 | 3.36 | 2,307 | 3.37 |
| Female Householder, own children | 181 | 9.92 | 1,655 | 9.94 | 6,810 | 9.93 |
| Female Householder, no own children | 146 | 8.00 | 1,334 | 8.01 | 5,490 | 8.01 |


© 2013 The Nielsen Company. All rights reserved.

# Pop-Facts: Household Quick Facts 2013 Report

## Appendix: Area Listing

**Area Name:**

Type: Radius 1 | Reporting Detail: Aggregate | Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 1.00

**Area Name:**

Type: Radius 2 | Reporting Detail: Aggregate | Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 5.00

**Area Name:**

Type: Radius 3 | Reporting Detail: Aggregate | Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 10.00

**Project Information:**

**Site: 1**

**Order Number: 971542728**


© 2013 The Nielsen Company. All rights reserved.

# Household Trend 2013

**Radius 1: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 1.00 Miles, Total**

| Description | 2000 Census | 2013 Estimate | %Change 2000-2013 | 2018 Projection | %Change 2013-2018 |
|---|---|---|---|---|---|
| **Universe Totals** | | | | | |
| Population | 6,996 | 7,378 | 5.46% | 7,540 | 2.20% |
| Households | 2,685 | 2,878 | 7.19% | 2,953 | 2.61% |
| Families | 1,743 | 1,824 | 4.65% | 1,869 | 2.47% |
| Housing Units | 2,897 | 3,195 | 10.29% | 3,276 | 2.54% |
| Group Quarters Population | 225 | 243 | 8.00% | 241 | -0.82% |
| | | | | | |
| Average Household Size | 2.52 | 2.48 | | 2.47 | |

| Description | 2000 Census | % | 2013 Estimate | % | 2018 Projection | % |
|---|---|---|---|---|---|---|
| **Total Household Income** | 2,686 | | 2,878 | | 2,953 | |
| Income Less than $15,000 | 347 | 12.92% | 319 | 11.08% | 312 | 10.57% |
| Income $15,000 - $24,999 | 258 | 9.61% | 234 | 8.13% | 231 | 7.82% |
| Income $25,000 - $34,999 | 273 | 10.16% | 224 | 7.78% | 220 | 7.45% |
| Income $35,000 - $49,999 | 393 | 14.63% | 330 | 11.47% | 324 | 10.97% |
| Income $50,000 - $74,999 | 552 | 20.55% | 494 | 17.16% | 486 | 16.46% |
| Income $75,000 - $99,999 | 357 | 13.29% | 383 | 13.31% | 385 | 13.04% |
| Income $100,000 - $124,999 | 205 | 7.63% | 291 | 10.11% | 299 | 10.13% |
| Income $125,000 - $149,999 | 105 | 3.91% | 190 | 6.60% | 209 | 7.08% |
| Income $150,000 - $199,999 | 96 | 3.57% | 206 | 7.16% | 228 | 7.72% |
| Income $200,000 - $249,000 | 44 | 1.64% | 72 | 2.50% | 99 | 3.35% |
| Income $250,000 - $499,999 | 38 | 1.41% | 100 | 3.47% | 112 | 3.79% |
| Income $500,000 or more | 18 | 0.67% | 36 | 1.25% | 48 | 1.63% |
| | | | | | | |
| **Average Household Income** | $69,218 | | $91,492 | | $97,594 | |
| | | | | | | |
| **Median Household Income** | $53,259 | | $66,858 | | $70,033 | |
| | | | | | | |
| **Median HH Inc. by Single Race Class** | | | | | | |
| White Alone | 55,518 | | 69,990 | | 73,537 | |
| Black or African American Alone | 35,377 | | 43,652 | | 46,029 | |
| Amer Indian and Alaska Native Alone | 40,116 | | 41,607 | | 43,440 | |
| Asian Alone | 53,294 | | 72,924 | | 78,005 | |
| Native Hawaiian and Other Pacific Islan | 34,828 | | 60,550 | | 67,669 | |
| Some Other Race Alone | 30,308 | | 37,064 | | 39,027 | |
| Two or More Races | 36,361 | | 48,910 | | 52,210 | |
| | | | | | | |
| Hispanic or Latino | 31,225 | | 37,675 | | 39,844 | |
| Not Hispanic or Latino | 54,496 | | 69,081 | | 72,631 | |


© 2013 The Nielsen Company. All rights reserved.

# Household Trend 2013

**Radius 1: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 1.00 Miles, Total**

| Description | 2000 Census | % | 2013 Estimate | % | 2018 Projection | % |
|---|---|---|---|---|---|---|
| **Households by Household Type and Size** | | | | | | |
| **Nonfamily Households** | 942 | | 1,054 | | 1,084 | |
| 1-person household | 733 | 77.81% | 816 | 77.42% | 847 | 78.14% |
| 2-person household | 164 | 17.41% | 187 | 17.74% | 186 | 17.16% |
| 3-person household | 29 | 3.08% | 32 | 3.04% | 33 | 3.04% |
| 4-person household | 11 | 1.17% | 13 | 1.23% | 13 | 1.20% |
| 5-person household | 3 | 0.32% | 4 | 0.38% | 4 | 0.37% |
| 6-person household | 1 | 0.11% | 1 | 0.09% | 1 | 0.09% |
| 7 or more person household | 1 | 0.11% | 1 | 0.09% | 1 | 0.09% |
| **Family Households** | 1,743 | | 1,824 | | 1,869 | |
| 2-person household | 697 | 39.99% | 742 | 40.68% | 763 | 40.82% |
| 3-person household | 411 | 23.58% | 441 | 24.18% | 455 | 24.34% |
| 4-person household | 384 | 22.03% | 386 | 21.16% | 391 | 20.92% |
| 5-person household | 169 | 9.70% | 166 | 9.10% | 170 | 9.10% |
| 6-person household | 55 | 3.16% | 58 | 3.18% | 60 | 3.21% |
| 7 or more person household | 28 | 1.61% | 30 | 1.64% | 30 | 1.61% |


© 2013 The Nielsen Company. All rights reserved.

# Household Trend 2013

**Radius 2: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 5.00 Miles, Total**

| Description | 2000 Census | 2013 Estimate | %Change 2000-2013 | 2018 Projection | %Change 2013-2018 |
|---|---|---|---|---|---|
| **Universe Totals** | | | | | |
| Population | 63,893 | 67,383 | 5.46% | 68,858 | 2.19% |
| Households | 24,525 | 26,284 | 7.17% | 26,973 | 2.62% |
| Families | 15,921 | 16,654 | 4.60% | 17,069 | 2.49% |
| Housing Units | 26,460 | 29,184 | 10.29% | 29,923 | 2.53% |
| Group Quarters Population | 2,058 | 2,216 | 7.68% | 2,199 | -0.77% |
| | | | | | |
| Average Household Size | 2.52 | 2.48 | | 2.47 | |

| Description | 2000 Census | % | 2013 Estimate | % | 2018 Projection | % |
|---|---|---|---|---|---|---|
| **Total Household Income** | 24,535 | | 26,284 | | 26,973 | |
| Income Less than $15,000 | 3,169 | 12.92% | 2,914 | 11.09% | 2,849 | 10.56% |
| Income $15,000 - $24,999 | 2,360 | 9.62% | 2,133 | 8.12% | 2,112 | 7.83% |
| Income $25,000 - $34,999 | 2,495 | 10.17% | 2,044 | 7.78% | 2,008 | 7.44% |
| Income $35,000 - $49,999 | 3,587 | 14.62% | 3,010 | 11.45% | 2,962 | 10.98% |
| Income $50,000 - $74,999 | 5,040 | 20.54% | 4,508 | 17.15% | 4,437 | 16.45% |
| Income $75,000 - $99,999 | 3,264 | 13.30% | 3,501 | 13.32% | 3,513 | 13.02% |
| Income $100,000 - $124,999 | 1,873 | 7.63% | 2,658 | 10.11% | 2,728 | 10.11% |
| Income $125,000 - $149,999 | 962 | 3.92% | 1,736 | 6.60% | 1,909 | 7.08% |
| Income $150,000 - $199,999 | 879 | 3.58% | 1,879 | 7.15% | 2,082 | 7.72% |
| Income $200,000 - $249,000 | 401 | 1.63% | 657 | 2.50% | 908 | 3.37% |
| Income $250,000 - $499,999 | 344 | 1.40% | 914 | 3.48% | 1,021 | 3.79% |
| Income $500,000 or more | 161 | 0.66% | 328 | 1.25% | 442 | 1.64% |
| | | | | | | |
| **Average Household Income** | $69,218 | | $91,492 | | $97,594 | |
| | | | | | | |
| **Median Household Income** | $53,259 | | $66,858 | | $70,033 | |
| | | | | | | |
| **Median HH Inc. by Single Race Class** | | | | | | |
| White Alone | 55,518 | | 69,990 | | 73,537 | |
| Black or African American Alone | 35,377 | | 43,652 | | 46,029 | |
| Amer Indian and Alaska Native Alone | 40,116 | | 41,607 | | 43,440 | |
| Asian Alone | 53,294 | | 72,924 | | 78,005 | |
| Native Hawaiian and Other Pacific Islan | 34,828 | | 60,550 | | 67,669 | |
| Some Other Race Alone | 30,308 | | 37,064 | | 39,027 | |
| Two or More Races | 36,361 | | 48,910 | | 52,210 | |
| | | | | | | |
| Hispanic or Latino | 31,225 | | 37,675 | | 39,844 | |
| Not Hispanic or Latino | 54,496 | | 69,081 | | 72,631 | |


© 2013 The Nielsen Company. All rights reserved.

# Household Trend 2013

**Radius 2: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 5.00 Miles, Total**

| Description | 2000 Census | % | 2013 Estimate | % | 2018 Projection | % |
|---|---|---|---|---|---|---|
| **Households by Household Type and Size** | | | | | | |
| **Nonfamily Households** | 8,604 | | 9,630 | | 9,904 | |
| 1-person household | 6,699 | 77.86% | 7,451 | 77.37% | 7,739 | 78.14% |
| 2-person household | 1,498 | 17.41% | 1,711 | 17.77% | 1,695 | 17.11% |
| 3-person household | 262 | 3.05% | 296 | 3.07% | 298 | 3.01% |
| 4-person household | 101 | 1.17% | 119 | 1.24% | 119 | 1.20% |
| 5-person household | 29 | 0.34% | 35 | 0.36% | 36 | 0.36% |
| 6-person household | 9 | 0.10% | 10 | 0.10% | 11 | 0.11% |
| 7 or more person household | 7 | 0.08% | 7 | 0.07% | 7 | 0.07% |
| | | | | | | |
| **Family Households** | 15,921 | | 16,654 | | 17,069 | |
| 2-person household | 6,363 | 39.97% | 6,780 | 40.71% | 6,973 | 40.85% |
| 3-person household | 3,751 | 23.56% | 4,029 | 24.19% | 4,155 | 24.34% |
| 4-person household | 3,511 | 22.05% | 3,524 | 21.16% | 3,569 | 20.91% |
| 5-person household | 1,542 | 9.69% | 1,520 | 9.13% | 1,552 | 9.09% |
| 6-person household | 502 | 3.15% | 529 | 3.18% | 548 | 3.21% |
| 7 or more person household | 251 | 1.58% | 273 | 1.64% | 272 | 1.59% |


© 2013 The Nielsen Company. All rights reserved.

# Household Trend 2013

**Radius 3: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 10.00 Miles, Total**

| Description | 2000 Census | 2013 Estimate | %Change 2000-2013 | 2018 Projection | %Change 2013-2018 |
|---|---|---|---|---|---|
| **Universe Totals** | | | | | |
| Population | 262,990 | 277,354 | 5.46% | 283,426 | 2.19% |
| Households | 100,947 | 108,186 | 7.17% | 111,023 | 2.62% |
| Families | 65,533 | 68,550 | 4.60% | 70,256 | 2.49% |
| Housing Units | 108,913 | 120,122 | 10.29% | 123,167 | 2.53% |
| Group Quarters Population | 8,470 | 9,120 | 7.67% | 9,050 | -0.77% |
| Average Household Size | 2.52 | 2.48 | | 2.47 | |

| Description | 2000 Census | % | 2013 Estimate | % | 2018 Projection | % |
|---|---|---|---|---|---|---|
| **Total Household Income** | 100,988 | | 108,186 | | 111,023 | |
| Income Less than $15,000 | 13,045 | 12.92% | 11,995 | 11.09% | 11,726 | 10.56% |
| Income $15,000 - $24,999 | 9,713 | 9.62% | 8,780 | 8.12% | 8,694 | 7.83% |
| Income $25,000 - $34,999 | 10,268 | 10.17% | 8,414 | 7.78% | 8,266 | 7.45% |
| Income $35,000 - $49,999 | 14,763 | 14.62% | 12,391 | 11.45% | 12,190 | 10.98% |
| Income $50,000 - $74,999 | 20,744 | 20.54% | 18,557 | 17.15% | 18,264 | 16.45% |
| Income $75,000 - $99,999 | 13,435 | 13.30% | 14,410 | 13.32% | 14,462 | 13.03% |
| Income $100,000 - $124,999 | 7,708 | 7.63% | 10,939 | 10.11% | 11,230 | 10.12% |
| Income $125,000 - $149,999 | 3,961 | 3.92% | 7,147 | 6.61% | 7,860 | 7.08% |
| Income $150,000 - $199,999 | 3,620 | 3.58% | 7,735 | 7.15% | 8,572 | 7.72% |
| Income $200,000 - $249,000 | 1,651 | 1.63% | 2,706 | 2.50% | 3,736 | 3.37% |
| Income $250,000 - $499,999 | 1,417 | 1.40% | 3,764 | 3.48% | 4,204 | 3.79% |
| Income $500,000 or more | 662 | 0.66% | 1,348 | 1.25% | 1,821 | 1.64% |
| **Average Household Income** | $69,218 | | $91,492 | | $97,594 | |
| **Median Household Income** | $53,259 | | $66,858 | | $70,033 | |
| **Median HH Inc. by Single Race Class** | | | | | | |
| White Alone | 55,518 | | 69,990 | | 73,537 | |
| Black or African American Alone | 35,377 | | 43,652 | | 46,029 | |
| Amer Indian and Alaska Native Alone | 40,116 | | 41,607 | | 43,440 | |
| Asian Alone | 53,294 | | 72,924 | | 78,005 | |
| Native Hawaiian and Other Pacific Islan | 34,828 | | 60,550 | | 67,669 | |
| Some Other Race Alone | 30,308 | | 37,064 | | 39,027 | |
| Two or More Races | 36,361 | | 48,910 | | 52,210 | |
| Hispanic or Latino | 31,225 | | 37,675 | | 39,844 | |
| Not Hispanic or Latino | 54,496 | | 69,081 | | 72,631 | |


© 2013 The Nielsen Company. All rights reserved.

# Household Trend 2013

**Radius 3: GREAT RD AT PARKER ST, MAYNARD, MA 01754, 0.00 - 10.00 Miles, Total**

| Description | 2000 Census | % | 2013 Estimate | % | 2018 Projection | % |
|---|---|---|---|---|---|---|
| **Households by Household Type and Size** | | | | | | |
| **Nonfamily Households** | 35,414 | | 39,636 | | 40,767 | |
| 1-person household | 27,574 | 77.86% | 30,670 | 77.38% | 31,853 | 78.13% |
| 2-person household | 6,165 | 17.41% | 7,043 | 17.77% | 6,976 | 17.11% |
| 3-person household | 1,077 | 3.04% | 1,216 | 3.07% | 1,227 | 3.01% |
| 4-person household | 414 | 1.17% | 488 | 1.23% | 489 | 1.20% |
| 5-person household | 119 | 0.34% | 145 | 0.37% | 148 | 0.36% |
| 6-person household | 39 | 0.11% | 43 | 0.11% | 44 | 0.11% |
| 7 or more person household | 27 | 0.08% | 30 | 0.08% | 30 | 0.07% |
| | | | | | | |
| **Family Households** | 65,533 | | 68,550 | | 70,256 | |
| 2-person household | 26,192 | 39.97% | 27,906 | 40.71% | 28,701 | 40.85% |
| 3-person household | 15,441 | 23.56% | 16,582 | 24.19% | 17,101 | 24.34% |
| 4-person household | 14,451 | 22.05% | 14,504 | 21.16% | 14,692 | 20.91% |
| 5-person household | 6,349 | 9.69% | 6,258 | 9.13% | 6,390 | 9.10% |
| 6-person household | 2,065 | 3.15% | 2,178 | 3.18% | 2,255 | 3.21% |
| 7 or more person household | 1,035 | 1.58% | 1,122 | 1.64% | 1,118 | 1.59% |


© 2013 The Nielsen Company. All rights reserved.

# Household Trend 2013

## Appendix: Area Listing

**Area Name:**

Type: Radius 1 Reporting Detail: Aggregate Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 1.00

**Area Name:**

Type: Radius 2 Reporting Detail: Aggregate Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 5.00

**Area Name:**

Type: Radius 3 Reporting Detail: Aggregate Reporting Level: Designated Market Area

**Radius Definition:**

GREAT RD AT PARKER ST
MAYNARD, MA 01754

Latitude/Longitude 42.422739 -71.447915
Radius 0.00 - 10.00

**Project Information:**

**Site: 1**

**Order Number: 971542728**


© 2013 The Nielsen Company. All rights reserved.

# APPENDIX B: DETAILED COMMENTS ON BYLAW AMENDMENTS

(Proposed February 28, 2013)

**THIS PAGE IS INTENTIONALLY BLANK**

DETAILED COMMENTS REGARDING PROPOSED ZONING BY-LAW AMENDMENTS
9.3 Neighborhood Business Overlay District (NBOD)

*Below are detailed comments prepared by the Collins Center in its review of the proposed Zoning Bylaw amendments, submitted to the Town of Maynard on February 28, 2013. Amendments proposed by the applicant are shown by ~~strikeout~~ where existing text is proposed for deletion or **bold/underline** where text is proposed for addition.*

1. **9.3.2 Applicability**. The NBOD is an overlay district superimposed over… **Where any provision of the NBOD is different than any provision elsewhere in the Protective Zoning District By-Laws, the provision of the NBOD shall control.**

   *The developer's added sentence can be construed to read that if the NBOD is silent on a topic, that silence (i.e., difference) controls over other sections of the By Law that otherwise apply. Alternate language could be, "Where a provision(s) of the NBOD is in conflict with provisions elsewhere in the Protective Zoning District By-laws, the provision(s) of the NBOD shall control." Since the Bylaw has requirements distributed throughout the document, one should be careful not to accidentally delete reference to an important provision.*

2. **Section 9.3.3 Requirement for Approval of a Concept Plan at Town Meeting**.

   #6. The general location and size of all required buffer areas provided in compliance with Section ~~6.1~~ **9.3.11.3**.

   *There appears to be a scrivener's error in the existing zoning. There are no buffering requirements in Section 6.1; the section establishes important parking requirements including dimensional and landscaping requirements. This submittal requirement but be revised as follows:*

   6. The general location and size of all **parking** ~~required buffer~~ areas provided in compliance with Section 6.1.

   *Where the requirements for the number of spaces by use differs between the NBOD and Section 6.1, the NBOD shall control, as is provided for in Section 9.3.2 Applicability.*

3. **Section 9.3.3 Requirement for Approval of a Concept Plan at Town Meeting**.

   #11. ~~A written proposal from~~ **Prior to the vote at Town Meeting on the Concept Plan, a Development Agreement shall be signed by the Board of Selectmen, Planning Board** and the Property Owner ("Developer") that addresses, but is not limited to, the following:

   *This revision is not consistent with Maynard's practice on the prior proposal for 195 Parker Street where the agreement was signed after the Concept Plan was approved, but before the Site Plan Approval once all of the infrastructure and other technical studies had been completed.*

4. **Section 9.3.3 Requirement for Approval of a Concept Plan at Town Meeting**.

*At the end of Section 9.3.3, the below paragraph is currently found. The Developer's proposed amendment does not make it clear whether the paragraph is to be kept or eliminated. In general, it is advisable to use ~~strikeouts~~ to indicate when a provision is to be struck, as opposed to its absence.*

Such proposal shall be incorporated into the terms of a development agreement, which may include other provisions between the Developer and the Town of Maynard acting by and through the Board of Selectmen and the Planning Board before final site plan approval is granted by the Planning Board.

5. **9.3.5 Permitted Principal Uses**. The following uses are allowed by right in the Neighborhood Business Overlay District:

   Healthcare Facility**, including Clinic and Medical, Dental and Psychiatric Office**
   Health Club
   Restaurant
   Garden Center
   **General or** Personal Service Establishment **and Business or Professional or Other Office**
   Supermarket
   Retail Business
   Wholesale Business
   Mixed Use with fewer than five (5) dwelling units
   Multiple principal uses on a single lot or parcel within the NBOD.
   **Theatre, Club or Other Place of Entertainment**
   **Multi-Family Dwelling**
   **Fast Food Restaurant**
   **Motor Vehicle Light Service**
   **Printing Shop**
   **Brewery with Ancillary Food Service**
   **Emerging Energy Technology Establishment**
   **Family, Adult and Child Daycare**

   a. *As discussed in the body of the report, this is a substantial increase in the by right uses on the site which will apply in perpetuity. At a minimum, it is recommended that Theater, Club or Other Place of Entertainment be a special permit use so that if the economic development strategy for the downtown is to increase its vitality as an entertainment destination, the Planning Board will have some authority to limit that use on Parker Street. Further, Motor Vehicle Light Service and Fast Food Restaurant should also require special permits due to their potential noise, odor, litter, and visual impacts. Drive through facility is not listed either as a primary use allowed by right or as a special permit use, yet at least two are seen on the site plan. If allowed at all, it is recommended as a special permit use due to the potential noise and litter impacts.*
   b. *The use names proposed do not correspond with the names used in the Principal Use Table in Section 3.1.2, but in some cases are very close to existing names. This can easily cause confusion. It is recommended that the names currently used in the By-Law should also be included in the NBOD unless the developer is proposing a completely new use.*

| **Proposed Principal Uses** | **Actual Principal Uses per existing By-Law (only differences are listed)** |
|---|---|
| Healthcare Facility**, including Clinic and Medical,** | Clinic and healthcare facility, with ancillary uses |

| | |
|---|---|
| **Dental and Psychiatric Office** | |
| | Medical Office |
| Health Club | |
| Restaurant | Use table says "Restaurants or other food service uses not including fast food restaurants", NBOD says "Restaurant" |
| Garden Center | |
| **General or** Personal Service Establishment **and Business or Professional or Other Office** | General or personal service establishment |
| | Business or professional office |
| Supermarket | |
| Retail Business | |
| Wholesale Business | Use table says Wholesale Use, NBOD says Wholesale Business |
| Mixed Use with fewer than five (5) dwelling units | |
| Multiple principal uses on a single lot or parcel within the NBOD | |
| **Theatre, Club or Other Place of Entertainment** | Theater, halls, clubs or other places of entertainment |
| **Multi-Family Dwelling** | Multifamily dwelling |
| **Fast Food Restaurant** | |
| **Motor Vehicle Light Service** | |
| **Printing Shop** | |
| **Brewery with Ancillary Food Service** | |
| **Emerging Energy Technology Establishment** | Emerging energy technology |
| **Family, Adult and Child Daycare** | Child Care Center |
| | Adult day care |
| | Family day care home, small |
| | Family day care home, large |

c. *Question should be asked regarding what type of day care is appropriate in the multi-story buildings proposed by the developer and/or whether they should require a special permit, as well as the State licensing requirements should be reviewed.*

**6. 9.3.6 Permitted Accessory Uses**

*Section 9.3.6 is not listed in the amendment, which may be because it is not being modified but since so much of the NBOD is being modified, its absence raises question. It may be clearer to include the entire section as it exists, but use ~~strikeouts~~ to show deletions and **bold/underline** to show additions so that a section which is to remain unmodified will be shown as is.*

**7. 9.3.7 Uses Permitted by Special Permit of the Planning Board**

~~Multi-family Dwelling~~
**Elderly Housing and Assisted Living**
Parking Structures
Mixed use with five (5) or more dwelling units

*This issue is discussed in the body of the report. In addition, to align with the existing Use Table, the proposed new residential use would be "Health care/elderly housing, Assisted Living Residence".*

8. **9.3.8 Dimensional Requirements.** Table G lists the dimensional requirements for each single principal use within the NBOD~~. Uses listed in Table G as "N/A" have no corresponding dimensional requirement~~**, unless otherwise set forth in Section 9.3**.

~~**TABLE G: NBOD DIMENSIONAL REQUIREMENTS**~~

| ~~**Principal Use**~~ | ~~**Maximum Gross Floor Area**~~ |
|---|---|
| ~~Multi-Family Dwelling~~ | ~~N/A~~ |
| ~~Healthcare Facility~~ | ~~N/A~~ |
| ~~Health Club~~ | ~~30,000 s.f.~~ |
| ~~Restaurant~~ | ~~10,000 s.f.~~ |
| ~~Garden Center~~ | ~~25,000 s.f.~~ |
| ~~Personal Services Establishment~~ | ~~5,000 s.f.~~ |
| ~~Supermarket~~ | ~~75,000 s.f.~~ |
| ~~Retail Business~~ | ~~35,000 s.f.~~ |
| ~~Wholesale Business~~ | ~~35,000 s.f.~~ |

| **Principal Use** | **Maximum Gross Floor Area** |
|---|---|
| **1. Multi-Family Dwelling and Garden Apartment and Elderly Housing and Assisted Living** | **325,000 s.f.** |
| **2. Retail Business and all other Permitted Principal Uses set forth in Section 9.3.5 other than 1. and 3. in this Table G** | **349,000 s.f. total calculated as follows:** |
| **a. No more than 1 structure** | **152,000 s.f.** |
| **b. No more than 2 structures** | **117,000 s.f.** |
| **c. No more than 2 structures** | **14,000 s.f.** |
| **d. No more than 3 structures** | **16,000 s.f.** |
| **3. Municipal Facility** | **55,000 s.f.** |

**The Planning Board may issues a special permit to increase the square footage of any Principal Use by up to 5% of the Maximum Gross Floor Area in Table G above, without Town Meeting approval, except that no special permit shall be required if the developer increases a Principal Use by up to 15% if the developer reduces another Principal Use or Uses by the same square footage.**

a. *The policy questions relating to this section are discussed in the body of this report.*
b. *The residential uses listed in the box do not align with the Use Table.*
c. *A 15% shift in the largest structure represents 22,800 s.f, which is larger than several of the proposed building on site and in the downtown. A 15% shift in residential uses is 48,750 s.f. This would mean the that Board could increase the gross square footage of the residential uses, but not the number of units which is regulated in Section 9.3.10. This section diminishes the ability of Town Meeting to guide development on the site.*

9. 9.3.9 ~~District~~ **Non-Residential** Total. The total gross floor area for all principal uses within the NBOD, including nonresidential portions of the Mixed Use structures, excluding multifamily dwellings, healthcare facilities, and residential components of mixed use structures, shall not exceed ~~175,000 s.f.~~ **the corresponding Maximum Gross Floor Area set forth in Table G above except as otherwise set forth in Section 9.3.**

   *It appears that the developer's Table G should be moved to this section to establish the allowable size of the buildings and the total non-residential square footage as it no longer has use to establish size thresholds for the different primary uses.*

10. 9.3.10 Housing Cap. The maximum number of housing units in the NBOD shall not exceed ~~one-hundred (100)~~ **two hundred fifty (250). The Board of Selectmen may issue a special permit to increase the number of housing units by 5% without Town Meeting approval.**

    *This would allow another 12 units to be built without Town Meeting approval. Elsewhere in town, that would be a substantial housing development.*

11. **9.3.11 Design Criteria**.

    Setbacks/Buffers. For the construction of any new building, ~~a setback area of one-hundred (100) feet shall be provided at the perimeter of any lot or parcel in the NBOD where it abuts the property line of any residentially zoned or occupied properties~~, **front and rear setback areas of at least fifty (50) feet and side setback area of at least forty (40) feet shall be provided at the perimeter of the NBOD development where it abuts the property line of any residentially zoned properties and twenty (20) feet where it abuts open space zoned properties,** except for fences twelve (12) feet in height or less and driveways necessary for access and egress to and from the new building(s); provided, however, that existing structures and existing access roadways and paved areas are exempt from this requirement. Notwithstanding the preceding, existing structures and paved areas shall not be made more non-conforming except for American (*sic*) with Disabilities Act (ADA) compliance. A buffer area of ~~forty-five (45)~~ **no less than twenty (20)** feet shall be provided where the ~~property line of any land within the NBOD~~ **perimeter of the NBOD development** is contiguous to the property line of another lot within an existing residential district. The buffer shall be landscaped and screened by way of fences, walls, and/or plantings (including existing vegetation and trees) to reasonably and substantially shield abutting land from parking and loading areas and buildings. Any such fences or walls may, in the reasonable determination of the Planning Board, provide openings to allow safe pedestrian access and egress between the development site and the adjacent neighborhood.

    *The Collins Center believes that revisions to the site plan for the 58 acre site could be made so that the existing setback and buffer requirements. See comments in Concept Plan Review section of the main document.*

12. **9.3.11.4 Parking**. Required parking shall be ~~four (4)~~ **one (1)** space~~s~~ per ~~one thousand (1,000)~~ **three hundred (300)** square feet of gross floor area for **office,** retail and supermarket uses **and all other allowed uses not setforth herein**. For outdoor sales and display areas of a Garden Center use, required parking shall be one (1) space per three thousand (3,000) square feet of outside merchandise display area. ~~For all other allowed uses, the parking requirement for such use shall be in accordance with the schedule or parking uses set forth in Section 6.1 of this By-law.~~ **For multi-**

**family and other dwelling units, required parking shall be 1.75 spaces per unit. For all restaurant uses, required parking shall be one (1) space per eighty-five (85) square feet of gross floor area. For warehouse uses, required parking shall be one (1) space per twenty-five hundred square feet of gross floor area. Relief from these parking standards may be granted by special permit by the Planning Board.**

*Demand for parking will be analyzed as part of the traffic peer review. See comments in the Concept Plan Review section of the main document.*

13. **9.3.11.5. Dimensional Requirements. The minimum dimensional requirements of a NBOD development shall be an area of 15,000 s.f.; 100 feet of frontage and 100 feet in width; total maximum building coverage 35% of the NBOD development; maximum building height of fifty-two feet for residential uses and forty (40) feet for any other uses within the NBOD; minimum landscape open area of 20% of the NBOD development; and minimum landscape open area of 5% in the front yard of the NBOD development.**

    a. *This section reduces the lot size and frontage requirements that currently apply to the property through the underlying I District zoning. However, since only three proposed buildings front on Parker Street, subdivision options are limited. The internal access roads do not constitute "frontage".*
    b. *The proposed 5% minimum front yard landscaping is a 50% reduction in the current I District requirement of 10% and is not recommended given the proximity to the homes on the opposite side of Parker Street.*
    c. *The proposed 20% minimum landscape open area is a 33% reduction in the current I District requirement of 30% and warrants significant discussion given the site's large size, and proximity to residential homes, wetlands, and the School Woods.*
    d. *The height requirements warrant considerable discussion as height would be needed to create vertically mixed use and thereby reduce building footprint and increase open space, yet the site is surrounded by sensitive uses including residential uses and wetlands.*

14. **9.3.12 Site Plan Approval**. The provisions of Section 10.5, Site Plan Approval, shall apply to uses, buildings and structures permitted by right or by Special Permit in the NBOD.

    1. All new development pursuant to the NBOD shall be subject to Site Plan Approval from the Planning Board. The Planning Board may ~~not~~ issue such Approval unless the proposed Site Plan substantially **does not** conform~~s~~ to the Concept Plan approved by the Town Meeting. The Planning Board may permit minor modifications to the proposed development in connection with its site plan review, provided that the Planning Board finds, in its reasonable discretion and in writing, that any such modifications do not **substantially** and materially conflict with the general intent of the Concept Plan as approved.

    *This appears to turn the relationship between the developer and the Planning Board upside down. Instead of the developer proving to the Planning Board that the Site Plan conforms with the Concept Plan, the Planning Board must show why it does not.*