



TOWN OF MAYNARD MASTER PLAN



PREPARED BY VHB
IN ASSOCIATION WITH LANDWISE



MAY 2020

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Town of Maynard, Massachusetts

Master Plan

FINAL
MAY 2020

Presented to: Town of Maynard Office of Municipal Services
Planning Board
Board of Selectmen

Presented by:



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The following members of the Master Plan Steering Committee were also responsible for conceiving, administering, and monitoring, as well as participating in the public review process and evaluation of consultant work. This group met a total of 18 times (15 public meetings and three public forums) throughout the planning process.

- Angie Flannery - Council on Aging Representative
- Andrew Snyder - Conservation Commission Representative
- Armand Diarbekirian - Board of Selectmen Representative
- Chris Butler - Conservation Commission Representative
- Greg Tuzzolo - Planning Board Representative
- Jason Kreil - At-Large Member/Resident
- Melissa Levine-Piro - Board of Selectmen Representative
- Michael Uttley - Planning Board Representative
- Tim Houlihan - At-Large Member/Resident

The Town and Master Plan Steering Committee would like to thank the members of Maynard community and other participants that contributed toward the development of this Master Plan.

Cover Photo Credits: David Griffin, Kaitlin Young

EXECUTIVE SUMMARY



Photo Credit: David Griffin

Executive Summary

Introduction

The Town of Maynard is small, urbanized community in Middlesex County surrounded by the Towns of Acton to the north, Concord to the northeast, Stow to the west, and Sudbury to the east and south. It is a former mill town, developed around the Assabet River, that is now comprised of a mix of suburban and commercial uses with an established downtown of mixed restaurant, retail, and business services. With a population of 10,526 persons, according to the *2012-2016 American Community Survey 5-Year Estimates*, and an area of 5.24 square miles, the Town has significant residential density – particularly as compared to some of its more suburban-oriented neighbors. The Assabet River National Wildlife Refuge, which overlaps into the adjacent Towns of Stow and Sudbury, comprises approximately 20 percent of the Town's total land area. These factors combined have resulted in the Town being largely "built-out" and in need of a guiding framework to balance residential and commercial redevelopment in a manner that allows the Town to retain its small-town character and associated quality of life, while factoring in market demands, economic realities, and geographical limitations.

In November 2017, the Town of Maynard, launched a process to prepare a Town-wide master plan with extensive community participation. The Town's last comprehensive master plan was completed nearly 30 years ago in 1991, though the Town released a Community Development Plan in June 2004 and a Final Report from the Community Development Plan Implementation Committee in December 2006. The Community Development Plan and associated efforts resulted in the formation of 10 principles for smart growth and development in Maynard (see graphic on page ES-2). This Master Plan (Plan) refreshes the information presented in the Community Development Plan documents, as well as builds upon their findings and resulting principles in fulfillment of its primary function: serving as a strategic roadmap for charting the Town's future built upon the community's collective goals and desires.



Maynard's Community Development Principles

Master Plan Process

What is a Master Plan?

A community-wide master plan is a living, dynamic document meant to record and illustrate where a community is currently and where it wants to be in the future. It includes a comprehensive assessment of existing resources and issues, as well as projections of future conditions and needs. It considers a collective community vision in its presentation as a policy guide and framework for land use decision-making. It not only addresses buildings and infrastructure, but also the important social, environmental, and economic values associated with them. A master plan is a method of translating the community's values into specific actions.

A master plan typically covers a timeframe between 10 and 15 years, though shorter-term evaluations will help keep it current with changing needs of the community. It is also closely integrated with other municipal plans and initiatives, such as the Open Space and Recreation Plan, Housing Production Plan, etc. A master plan is not a zoning ordinance, a subdivision regulation, a budget plan, a capital improvement program, or other regulatory document; rather, it is meant to provide the framework for the development of these implementation tools.

Consistent with Chapter 41 Section 81D of the General Laws of Massachusetts, this Master Plan addresses the following elements: Goals and Policies; Land Use; Housing; Economic Development; Natural, Cultural, and Historic Resources; Open Space and Recreation; Public Services and Facilities; and Transportation. Implementation is another key (and required) element that details how a community will accomplish specific policies and actions. This element addresses the timeframe of when actions get carried out, the prioritization of actions, responsible parties, and the necessary financial and/or technical resources available.

Stakeholder and Public Engagement

The Town of Maynard embraced an extensive and inclusive public and stakeholder engagement process. This began when the Town established a Master Plan Steering Committee (MPSC). The MPSC is comprised of 11 members representing various Town agencies and stakeholders, including the Board of Selectmen, Planning Board, Conservation Commission, and Council on Aging. The MPSC worked closely with the Town Planner and Assistant Town Planner, along with the planning consultants (VHB and Landwise) to guide and advise on the development of various Master Plan components and assist in public outreach.

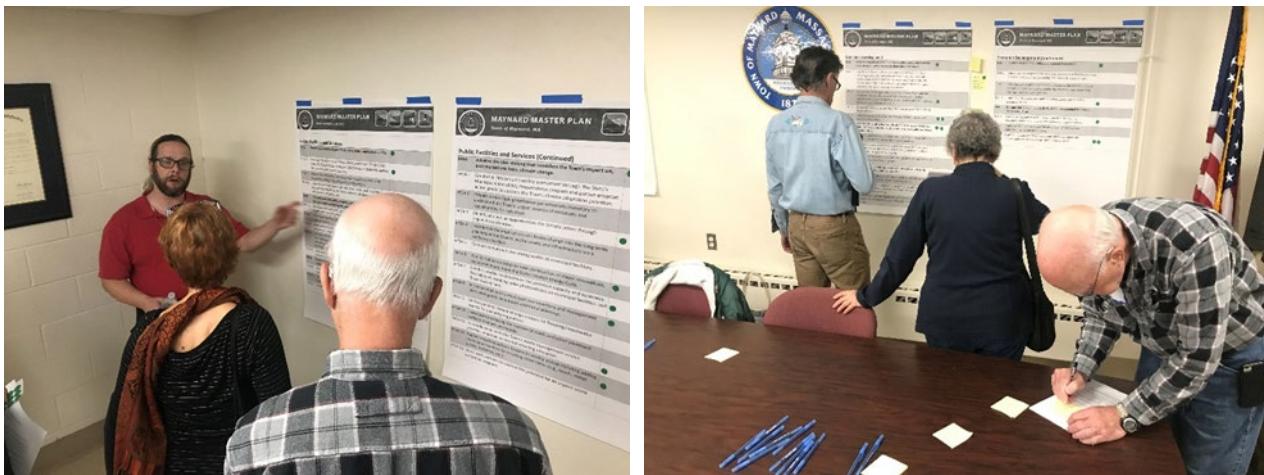


Public Meeting #1: Issues (shown in red) and Opportunities (shown in green)

A wide variety of public outreach efforts went into the development of the Master Plan, including three public forums organized during different phases of the planning process. The first public meeting was held on June 21, 2018 at the Maynard Golf Course (50 Brown Street); attendance at this event was recorded at 44 persons. This meeting involved a Post-it Note® exercise that solicited input on the community's issues and opportunities, and vision for the future. Additionally, a formal presentation was made on the baseline assessment, which included an audience polling exercise, and break-out group discussions focused on visioning and goal setting.

The second public meeting was held on October 10, 2018 in the Roosevelt Room at the Maynard Public Library (77 Nason Street); attendance at this event was recorded at 22 persons. This meeting offered the public an opportunity to review and discuss a draft vision statement along with draft goals informed by the findings of the baseline assessment and input received from the MPSC and the community at-large.

The third and final public meeting was held on October 30, 2019 in the Soup Campbell Room at Maynard Town Hall (195 Main Street); attendance at this event was recorded at 23 persons. At this meeting, which was conducted in an open house format, the recommended actions of the Plan were presented and discussed. A dot-voting exercise allowed participants to identify their priority recommendations for implementation.



Public Meeting #3: Community Participation; Photo Credits: VHB

In addition to the three public forums, two online community-wide surveys were administered. The first survey, with a total of 380 responses, asked questions pertinent to the major issues and opportunities facing the Town. The second survey, with a total of 133 responses, asked the community to provide feedback on a draft vision statement and goals.

Other efforts to engage the public and stakeholders involved building awareness of the Master Plan at community events, such as Town Meetings, Maynard Farmer's Market, and the high-profile Maynard Fest. Maynard Fest, operated on an annual basis by the Assabet Valley Chamber of Commerce, typically draws thousands of people from the community and larger region to the downtown to celebrate the community's commerce and culture. At this event in 2018, the MPSC presented the draft vision statement and goals for the Master Plan.

The MPSC also conducted "in-reach" within the Town's administration, staff, boards, and committees. The purpose of this was to build trust and obtain buy-in on the Plan contents, including the implementation element – ensuring that the recommended actions were feasible, appropriately assigned, and reasonably timed and prioritized.

Lastly, the Town prepared two presentation boards that graphically conveyed the purpose of the Master Plan and key community facts and figures. These boards were strategically placed and kept in Town Hall throughout the duration of the Master Plan process.



MAYNARD MASTER PLAN
Town of Maynard, MA

Your Town, Your Future!

What is Maynard's community vision for the town's character and future development? How will we achieve it? The Town of Maynard anticipates a one year public process to develop a town-wide Master Plan that will answer:

- Where is Maynard now?
- Where do we want Maynard to be in the next twenty years?
- How does Maynard get to where we want it to be?

What is a Master Plan?

A Master Plan:

- Documents and illustrates what a community looks like today and what direction it has decided it wants to go for the future; It includes assessments of existing resources and issues, projections of future conditions and needs, and consideration of collective goals and desires.
- Is a policy guide and provides a framework for include the important social, natural resource and economic values of the community. The Master Plan is a method of translating the community's values into specific actions.
- Covers an approximate time frame of 20 years; it is assumed that short-term evaluations will keep it current with the changing needs of the community.
- Is closely integrated with other municipal documents and initiatives.

The Master Plan is NOT a zoning ordinance, a subdivision regulation, a budget, a capital improvement program or other regulatory document. It is meant to provide the framework for the development of these implementation tools.

What is involved in preparing a Master Plan?

- The Planning Department & Steering Committee will be overseeing the Master Plan process
- Extensive public outreach process, including meetings, surveys, and exhibits, etc.
- Data collection and analysis that will ultimately be rolled into the Master Plan document.
- Preparation of the chapters of the Master Plan (sometimes called plan elements, as listed to the right)
- Creating an implementation plan.

MAJOR ELEMENTS OF THE MAYNARD MASTER PLAN

- Vision, Goals and Policies
- Land Use and Neighborhood Character
- Housing
- Economic Development
- Natural, Historic and Cultural
- Resources
- Open Space and Recreation
- Public Services and Facilities
- Transportation and Circulation
- Implementation



MAYNARD MASTER PLAN
Town of Maynard, MA

How well do you know your Town? Here is a "Snapshot" of Maynard:

Key Facts

Population: 10,600
Median Household Income: \$80,853
Median Age: 42.7
Average Household Size: 2.4
Population by Race, 2010: 87% White, 5% Black, 3% Asian, 1% American Indian, 1% Two or more races, 1% Hispanic or Latino
Population Change, 2000 - 2010: 1,027
Age of Housing Units, 2010: 26% Built 1970 or earlier, 20% Built 1971-1980, 20% Built 1981-1990, 16% Built 1991-2000, 18% Built 2001 or later
Housing Units, 2010 - 2011: 1,019
Employment Density: Median Age: Major Employment Areas: Median Household Income: Median Home Value:

Want to learn more?

Please join us for the first Public Meeting:

- Thursday, June 21, 2018
- 6:30pm - 9:30pm
- Maynard Golf Course (50 Brown St)

Participants will discuss issues, opportunities, and the 15-20 year vision for Maynard

For more information, please contact your Mayor or 1st Ward or at 978-295-1324

Master Plan Presentation Boards

Planning Framework

As demonstrated by the previous section, the mission of this planning process was to produce a Master Plan in a manner that is transparent and open to all stakeholders. In synergy with this engagement philosophy, the Master Plan undertook a four-step process that started with a comprehensive review of the existing baseline conditions of the community, then established a collective vision for the Town's future, identified goals and recommended actions by subject-focused element that support the overall vision, and developed an implementation program to define, prioritize, and schedule specific actions.

A final step involves "handing off" the Master Plan to the Town for implementation. Upon formal completion of this Master Plan, the MPSC will submit the Plan to the Planning Board for its review and adoption. It is the recommendation of the MPSC that the next step be the creation of a "What's Next Committee." To be appointed by the Town Administrator, the What's Next Committee would be charged with establishing a culture within the Town Divisions and Appointed Committees to use the Master Plan to proactively implement recommendations in the Master Plan. The role of the What's Next Committee is more fully described in Chapter 8 of this Master Plan.

Master Plan Vision Statement

The development of this Master Plan was guided by the following shared community vision, which serves as a statement that describes the ideal future of the Town.

Maynard is a diverse and supportive community that celebrates our unique character defined by our New England aesthetic, rich mill heritage, cultural creativity, and close bond with natural resources highlighted by the Assabet River. Our vibrant and walkable downtown is supported by local businesses and provides for a host of uses that attracts residents and visitors alike. Our intimate neighborhoods and thriving commercial areas are complemented by and connected to a robust inventory of protected open spaces, including the Assabet River National Wildlife Refuge and historic Glenwood Cemetery. We strive to be a sustainable community, as we align our daily decisions and activities with our economic, social, and environmental responsibilities.

Master Plan Goals

The following goals, presented for each subject-based element of the Plan, shall guide the Town in its achievement of its shared vision.

Land Use and Development Patterns

Goal LU1

Ensure land development continues to be deliberate, balanced, and proactive to community needs and service capacities.

Goal LU2

Better integrate and protect the Town's natural resources and open spaces, in conjunction with their stewardship, into land use planning and related decision-making to maximize public benefit.

Goal LU3

Further enhance downtown as a source of Maynard's community pride and hub of economic vitality.

Housing

Goal H1

Maintain and encourage a range of housing options, including those that are accessible to persons and households of various ages, abilities, and economic means.

Goal H2

Pursue housing development strategies that balance growth with Town services and infrastructure, consumable resources, natural resources, open space, and energy supply.

Goal H3

Support mixed-use housing in downtown, as appropriate to the area's scale, density, and aesthetic character, in a manner that does not detract from its economic and cultural functions.

Economic Development

Goal ED1

Enhance downtown in terms of its identity, economic cohesion, and linkages to other resources throughout the Town.

Goal ED2

Foster and sustain a diverse collection of businesses throughout the Town's existing commercial areas, in synergy with downtown revitalization.

Goal ED3

Identify and cultivate opportunities to develop or redevelop vacant and underutilized properties.

Goal ED4

Elevate Maynard's profile as a regional destination

Goal ED5

Enhance the economic, aesthetic, and environmental features of the Assabet River.

Natural, Cultural, and Historic Resources

Goal NCH1

Enhance the protection and preservation of sensitive natural resource areas that contribute to the health and well-being of the community, as well as offer critical habitat to wildlife and provide important ecological functions.

Natural, Cultural, and Historic Resources (continued)

Goal NCH2

Capitalize on the Assabet River National Wildlife Refuge and Assabet River by encouraging the respectful use of these important natural resources for community enjoyment as well as to promote the Town as an eco-tourism destination.

Goal NCH3

Support the growth of Maynard's creative culture and advance the identity of Maynard as a cultural destination.

Goal NCH4

Support the continued promotion and protection of the Town's historic and scenic resources.

Goal NCH5

Encourage the sustainable restoration and reuse of historic buildings.

Goal NCH6

Increase collaboration among Maynard's boards and commissions with local and regional organizations to maximize opportunities for integrated planning and programming with respect to the Town's natural, cultural, and historic resources.

Open Space and Recreation

Goal OSR1

Maintain and improve the accessibility and connectivity of open spaces and recreational areas within and surrounding the Town.

Goal OSR2

Enhance the quality and expand the diversity of recreational opportunities for all residents.

Public Facilities and Services

Goal PFS1

Protect and sustain Maynard's drinking water supply and quality.

Goal PFS2

Develop plans to address existing deficiencies in, and future needs for, the Town's capital assets and infrastructure.

Goal PFS3

Ensure the Town has the resources necessary to handle the public safety and service needs of the community.

Goal PFS4

Advance decision-making that considers the Town's impact on, and implications from, climate change.

Public Facilities and Services (continued)

Goal PFS5 **Support expanded services for the Town's senior population and provide the appropriate facilities to accommodate them.**

Goal PFS6 **Support a high-quality education system.**

Transportation

Goal T1 **Maintain and improve the Town's transportation infrastructure to safely and efficiently connect its neighborhoods with destinations and amenities.**

Goal T2 **Work with partners to explore and enhance transportation connections.**



LAND USE AND DEVELOPMENT PATTERNS

Photo Credit: David Griffin

Land Use and Development Patterns

1

Key Issues and Opportunities

- ▶ Maynard is reaching build-out and this will require exploring the highest and best use/reuse of vacant and underutilized parcels without compromising the Town's character.
- ▶ Upward trends in population and retail activity, as well as related development pressures, are likely to continue to increase high density residential and commercial land uses into the future.
- ▶ The Town has an abundance of open spaces that offer residents natural respite to the developed areas of Town.
- ▶ Downtown is a unique attraction, as it is the Town's predominant commercial cluster and an important cultural resource that attracts residents and visitors alike.
- ▶ New commercial opportunities and businesses must be integrated with respect to existing access, aesthetics, and local economies of scale. These new opportunities should be consistent with the Downtown Overlay District and co-exist with the downtown, rather than detract from it.

Baseline Conditions Analyses

Historical Land Use

The Town of Maynard is in Middlesex County surrounded by the Towns of Acton to the north, Concord to the northeast, Stow to the west, and Sudbury to the east and south. The Assabet River flows through Maynard, offering a breadth of natural spaces that helped shape its downtown.

The Town has always developed around the Assabet River, which featured prominently in the 19th and 20th centuries when most of Maynard's iconic mills were constructed. For decades, these now historical buildings operated as vital industrial hubs. Since their eventual closure as working mills, several facilities were preserved and incorporated into the downtown. Maynard experienced a second wave of investment in the 1950s when new businesses such as Digital Equipment Corporation (DEC) moved into the old mills. DEC's eventual departure in 1998 spurred the redesign and reconfiguration of the mill space to better attract a more diverse range of business and uses, an effort that has continued into the present.



Maynard Public Library housed in the old Roosevelt School, built in 1918; Photo Credit: VHB

Presently, several regional roadways including Route 27, 62, and 117 connect various medium density residential neighborhoods to Downtown via a network of local streets. The roadway patterns correlate with the Town's commercial and industrial areas that are concentrated almost exclusively in and around downtown, including the Mill & Main campus along Main Street, although there are commercial nodes outside of the downtown economic hub - for example, along Powder Mill Road and at Maynard Crossing (also known as 129 Parker Street). Substantial open spaces are distributed throughout the Town, including local parks (such as Crowe Park along Great Road), Maynard Golf Course, and Glenwood Cemetery. The Assabet River National Wildlife Refuge comprises 20.4 percent of the Town's total land area.



Nason Street (looking south); Photo Credit: David Griffin



The Assabet River; Photo Credit: VHB

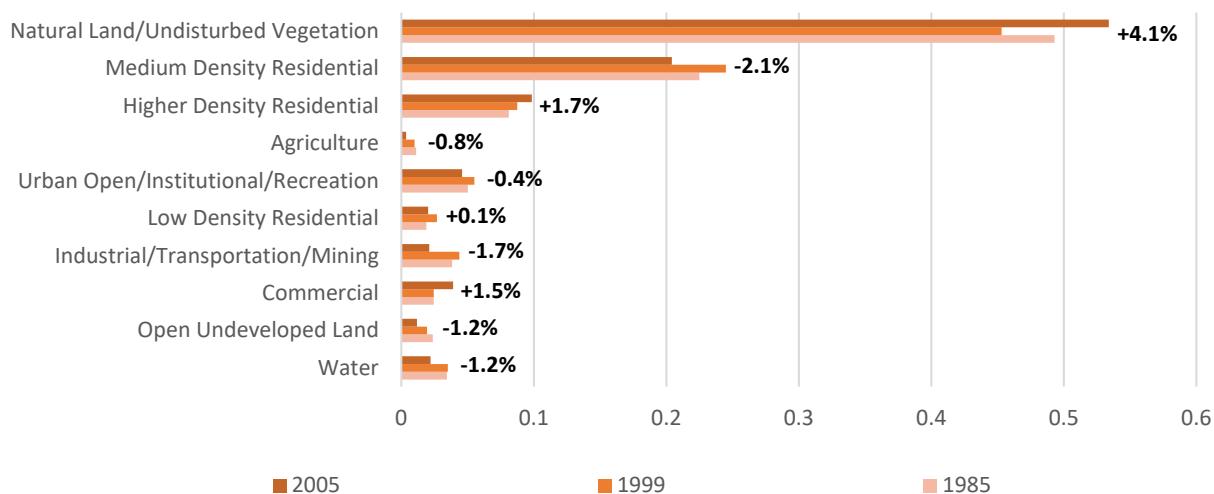
The Massachusetts Bureau of Geographic Information (MassGIS) is a state-wide agency that compiles land use data dating back to 1985. By pairing aerial photography with local surveys, census information, and environmental conditions, periodic surveys conducted in 1985 (see **Figure 1-1**), 1999, and 2005 (see **Figure 1-2**) offer an opportunity to compare historical trends and changes in land use patterns in Maynard over a 20-year period.

Between 1985 and 2005, Maynard experienced a modest change in total developed land: there were approximately 20 fewer acres of developed land in 2005 than in 1985 (see **Table 1-1**). Although the amount of developed land increased significantly at the time of

the 1999 survey, most of this land can be attributed to the Fort Devens Annex that was eventually converted to the Assabet River National Wildlife Refuge. At present, this area is still identified as an official U.S. Military Reservation and is strictly off-limits to future development.

During the same period between 1985 and 2005, natural land and undisturbed vegetation posted the largest gain among land use categories (4.1 percent). Considering the addition of the Fort Devens Annex, it is unsurprising to observe such an increase. In 2005, natural land and undisturbed vegetation constituted over 53 percent of all total acreage in Maynard – the largest category of land use in the Town (see **Figure 1-3**).

Figure 1-1 Land Use Change in Maynard: 1985, 1999, 2005 (% of total land area)¹

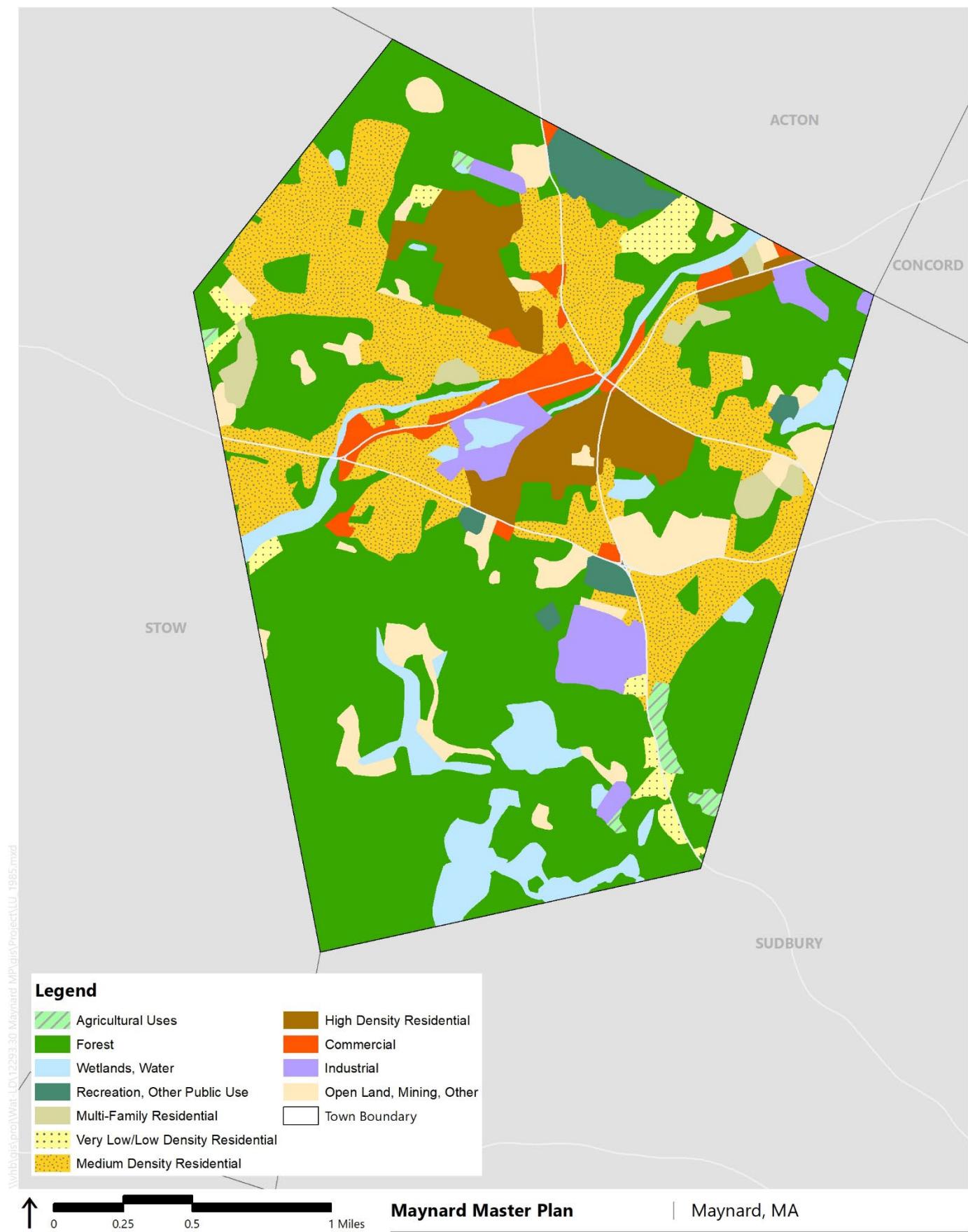


Source: MassGIS

Secondary to this growth were slight increases in high density residential² and commercial uses by 1.7 percent and 1.5 percent, respectively, consistent with upward trends in population, retail activity, and the utilization of Downtown Overlay Zoning regulations by developers to construct mixed use projects. Conversely, medium density residential saw a slight decline of 2.1 percent. Despite this loss, medium density residential still constituted the most common residential land use type, accounting for 701 acres of 1,108 total residential acres in 2005 (63.2 percent). As is expected with growing development, open undeveloped land decreased; between 1985 and 2005 this decrease amounted to 1.2 percent.

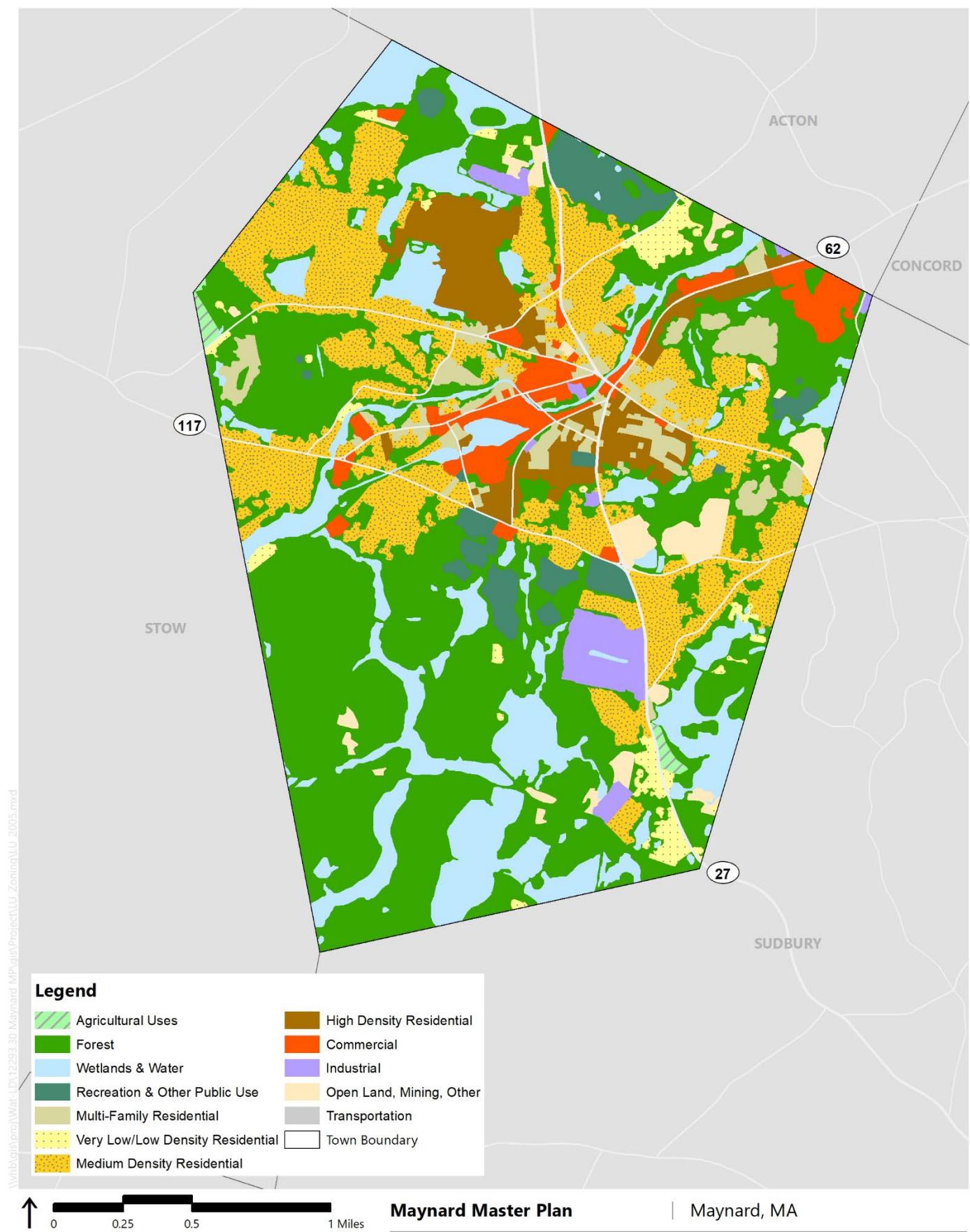
¹ It should be noted that the MassGIS 1985 and 1999 historical land use data were produced by different entities using different satellite images and interpretation methods compared to the 2005 historical land use data. Therefore, land use percentages presented in this chart as well as in the historical land use maps between 1985 and 2005 are not strictly comparable. These historical land use data are for reference only to provide some general understanding of historical land use changes within the community.

² High density residential refers to housing on smaller than 1/4 acre lots. Medium density residential refers to housing on 1/4-1/2 lots. Low density residential refers to housing on larger than 1/2 acre lots.



Source: Town of Maynard, MassGIS, VHB

Land Cover (1985)



The remaining land use types experienced minimal change during the two-decade period. Industrial areas declined by 1.7 percent, with many of the older facilities such as Mill & Main being repurposed for alternative uses. Similarly, portions of agricultural lands have either been converted to open space or sold off for residential development (see **Figures 1-1, 1-2, and 1-3**, as well as **Table 1-2**).

Table 1-1 Developed and Undeveloped Lands in Maynard: 1985, 1999 and 2005

	1985	1985 Percent of Total	1999	1999 Percent of Total	2005	2005 Percent of Total
Developed Land	1,492.2	43.4%	1,658.1	48.3%	1,473.1	42.9%
Undeveloped Land	1,943.4	56.6%	1,777.5	51.7%	1,962.5	57.1%

Source: MassGIS

Table 1-2 Land Use Change in Maynard: 1985, 1999 and 2005

	1985	1985 Percent of Total	1999	1999 Percent of Total	2005	2005 Percent of Total	1985-2005 Change
Agriculture	38.3	1.1%	34.2	1.0%	12.1	0.4%	-68.3%
Open Undeveloped Land	81.4	2.4%	66.5	1.9%	40.6	1.2%	-50.1%
Commercial	84.1	2.4%	84.1	2.4%	134.2	3.9%	59.6%
Industrial/Transportation/Mining	131.7	3.8%	150.2	4.4%	72.3	2.1%	-45.1%
High Density Residential	278.6	8.1%	300.7	8.8%	338.3	9.8%	-21.4%
Medium Density Residential	772.5	22.5%	841.4	24.5%	701.4	20.4%	-9.2%
Low Density Residential	65.0	1.9%	92.4	2.7%	69.5	2.0%	6.9%
Urban Open/Institutional/Recreation	172.4	5.0%	189.3	5.5%	157.5	4.6%	-8.7%
Natural Land/Undisturbed Vegetation	1,693.6	49.3%	1,556.1	45.3%	1,834.1	53.4%	8.3%
Water	118.2	3.4%	120.7	3.5%	75.7	2.2%	-35.9%

Source: MassGIS

Existing Land Use Patterns

To help understand the existing land use patterns of Maynard, the Town's latest 2017 Assessors' database was spatially correlated and consolidated with its parcel maps. The resulting GIS layer was then interpreted by grouping individual parcels' Property Type Classification Codes³ into land use categories to reveal the coarse-grained land use pattern.⁴

³ Property Type Classification Code, shown as "LUCODE" in assessors' records, is a three-digit code used by the Board of Assessors in determining the proper classification of properties according to their uses. Since the consolidated assessors' data layer is parcel based, this approach is only appropriate in understanding the land use patterns of a community, rather than interpreting the actual land use or land cover units that can vary within individual parcels or across multiple parcels.

⁴ Interpreting the Town's existing land use patterns using Assessors' information represents a different approach to understanding the historical land use changes using datasets provided by MassGIS, as the former is parcel-based and the latter is based on interpretation of historic aerial images and not bounded by property lines.

As seen in **Figure 1-4**, the 2005 land use patterns of Maynard have remained consistent into 2017 in many ways. Driven primarily by the scarcity of remaining developable land, Maynard is still characterized as a mostly residential town surrounding a commercial core, and subsequently surrounded by natural open space and industrial districts. The downtown has local roads and major transit corridors such as Route 62 and Route 27 that provide access to the residential neighborhoods dominated by single family homes.



Typical single-family residential; Photo Credit: VHB Veterans' Memorial Park; Photo Credit: VHB



Main Street commercial area; Photo Credit: David Griffin

Field at Maynard High School; Photo Credit: VHB

Downtown remains Maynard's predominant commercial cluster, but also constitutes an important cultural resource. Many of the businesses are local establishments that cater to a variety of age and interest groups. Embedded in downtown are also important local landmarks, such as Veterans' Memorial Park, the Fine Arts Theater, and ArtSpace Maynard. The Town has maintained a small-town feel within its central core. After an extended period of limited economic activity, downtown is clearly on the upswing with numerous infill projects, a Cultural District designation from the Massachusetts Cultural Council, and a renewed interest in a downtown lifestyle. This has enhanced both the energy and character of downtown. The re-introduction of a residential component to downtown helps ensure a critical mass necessary to maximize chances for success and increasing

pedestrian presence in a vibrant downtown makes all existing and future businesses more viable.

Mill & Main represents the largest commercial campus in Maynard. While it is currently under capacity in regard to tenant occupancy, the property is the subject of a coordinated economic development effort between its ownership and the Town towards enhancing the facility as a business park campus.

Outside of the downtown business cluster, there are several business zones along Powder Mill Road (retail and commercial) and western Main Street (nearly full occupancy), as well as sporadic businesses in areas along Routes 117 and 27 and Parker Street.

Residential patterns in Maynard are consistent with the medium-densities typically associated with suburban New England towns. Single-family homes dominate the neighborhood landscape. Multi-family housing units, apartments, and condominiums are dispersed throughout the Town, such as the Summerhill Glen Apartments, Old Mill Glen, and Hemlock Lane Apartments. The ongoing new development at 129 Parker Street (Maynard Crossing) will likely add another 180 rental units (with 22 dedicated affordable) and 143 senior living units to the Town's higher density housing stock.



Assabet River National Wildlife Refuge trailhead; Photo Credit: VHB

One of Maynard's best features is its generous open green spaces, which include a variety of public amenities including ponds, public parks, trails, and a dog park. Not all lands within the Town's boundaries are fully accessible to the public, however, as areas like the solar installation off Waltham Street or the majority of the Assabet River National Wildlife Refuge are intentionally managed and isolated. Despite this, the Town still benefits from

the collection of public open space areas that encourage a variety of uses throughout the year and offer a natural respite to the developed areas of the Town.

Currently, Maynard has approximately 111 acres of vacant land. This figure includes both municipal as well as privately owned land, with parcels distributed sporadically throughout the Town. More than half of this acreage is composed of "undvelopable land" as defined in the latest Assessors' database, due in part to topographic limitations or preservation of natural resources. Undevelopable residentially-zoned land of 64 acres comprises the largest portion of all "undvelopable land;" this includes portions of Glenwood Cemetery and forested areas adjacent to Silver Hill Farm. Other "undvelopable land" includes 3 acres of industrial and commercial areas primarily along highway rights of way. It is worth noting that topographic or site condition constraints may not always be a deterrent in terms of land developability. What is deemed undevelopable today may become developable in the future. Only permanently protected lands should be considered as undevelopable, such as well head protection zones, riverfront buffers, wetlands, lands deeded with restrictions, and Article 97 protections.

The remaining 44 acres of vacant lands include a mixture of commercial, residential, and industrial spaces that are currently conducive to future development. As the Town seeks to prioritize the reuse and redevelopment of older buildings or currently vacant parcels, these spaces are opportunity sites for future projects.

Current and On-Going Development Projects

The Town's focus in recent years has been to prioritize new developments that make use of unoccupied buildings or land that can offer a variety of new amenities and services for long-standing residents and newcomers alike. Through zoning amendments and strategic land use regulations, Maynard has already initiated several projects where developers can utilize existing facilities or make use of Town-owned land to address contemporary demands and guide future development.

Mill & Main

The Mill & Main campus contains over a million square feet of usable space housed within eight historic mill buildings. Hoping to capitalize on the location's unique structures and flexible indoor spaces, the Town collaborated with the property's ownership on streamlining zoning regulations to allow for mixed uses including grocery stores, restaurants, and innovation spaces for technology companies. The leasing of space has been an ongoing effort since 2016 and will continue into the foreseeable future. A development agreement between the property's ownership and the Town allows for the development of residential units within the existing structures, though there are no plans currently to utilize this component and issues regarding water and sewer would have to be addressed to ensure adequate capacity.

Maynard Crossing

Previously the site of the DEC complex, Maynard Crossing constitutes an approximate 700,000 square foot proposed mixed-use development with 240,000 square feet of retail, entertainment, and medical spaces, including an almost 70,000 square foot supermarket,

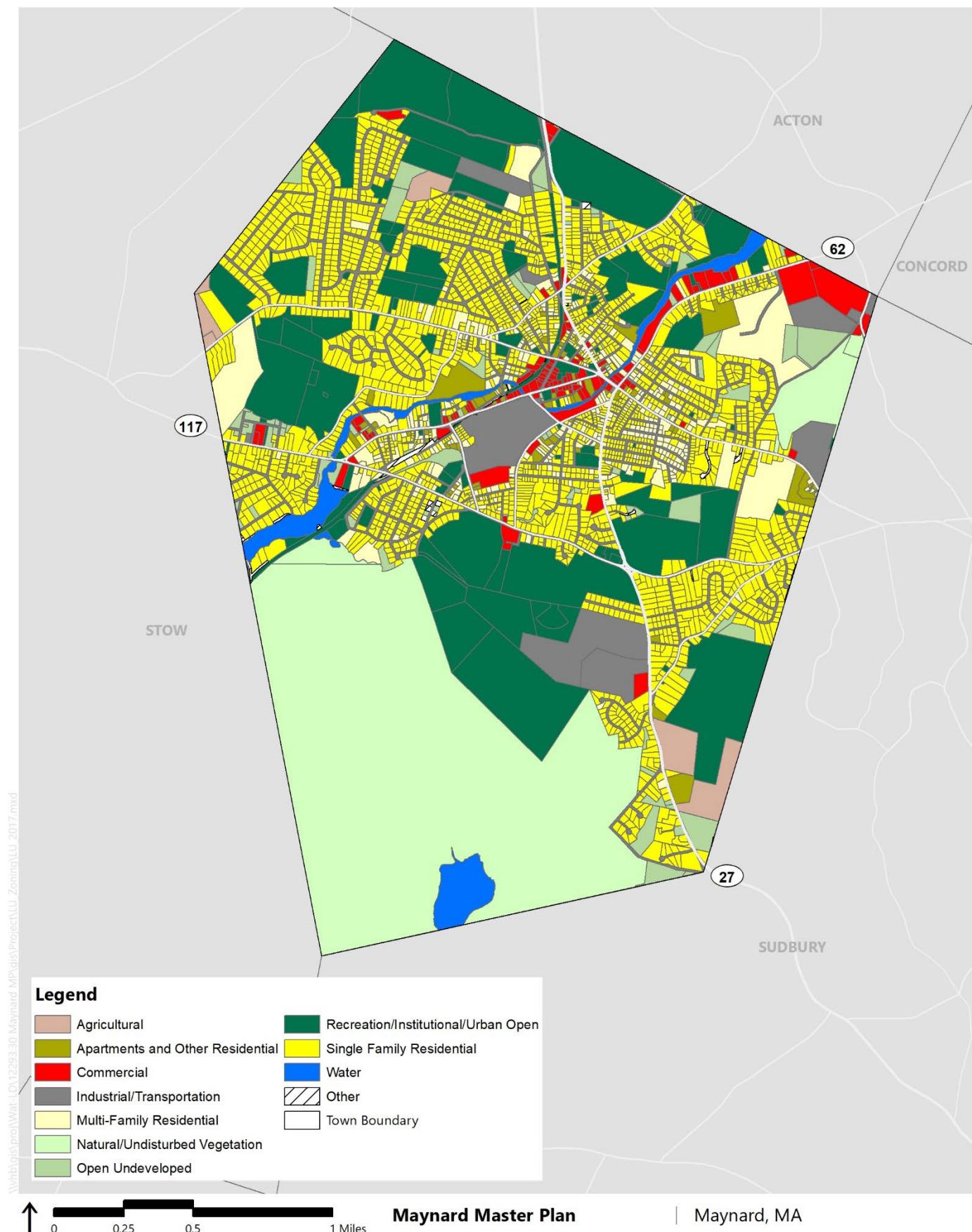
along with 180 rental units (with 22 dedicated affordable) and 143 senior living units. The project has been allocated its own unique zone to facilitate the combination of uses and hopes to capitalize on its proximity to Route 27 and Route 117.

Assabet River Rail Trail

Work along this 12.5-mile trail had been gradual, as the Town completed a new kayak and canoe launch at Ice House Landing in August 2017. Over 3 miles of this trail are in Maynard, and while most of the work has already been completed, there may be gradual improvements initiated moving forward. Currently, there are initiatives to install amenities such as benches and trash receptacles in key locations near the downtown.

Beijing Royal School

The siting of the Beijing Royal School campus at 111 Powder Mill Road, the 287,000 square foot site of the former Stratus campus, presents a unique and exciting opportunity that can create a regional asset for the Town. The school has indicated their interest in significantly expanding the campus over the next few years and ultimately adding dormitories, research space, and a cultural center. The school will allow Maynard to further participate in the educational economy; however, it also highlights the need for the Town to proactively plan for and invest in infrastructure improvements. Upgrading of the water, sewer, and roadway infrastructure will reduce the chance of a large-scale system failure and allow for the accommodation of desirable developments along the Powder Mill Corridor. The Beijing Royal School is further discussed under "Development Opportunities" in Chapter 3, *Economic Development*.



Source: Town of Maynard, MassGIS, VHB

Land Use (2017)

Powder Mill Place

An affordable housing development is currently in the early stages of planning on Powder Mill Road in the Town of Acton at the Maynard town line. None of the approximately 250 units are proposed in Maynard, though the Town is undertaking efforts to prepare for anticipated impacts from the proposed project. One such effort is a partnership with Acton, in which both Towns received grant funding from the Massachusetts Office of Energy and Environmental Affairs and the Metropolitan Area Planning Council for planning assistance. This funding will be utilized to develop a planning strategy for the Powder Mill Corridor.



Mill & Main Building 7; Photo Credit: VHB

Long-term Development Patterns

Zoning

A community's long-term development patterns are largely contingent upon its local zoning ordinances, subdivision regulations, and other developmental policies and priorities. Although regional and state-wide regulations are also influential in guiding local decisions, Maynard's own protective zoning bylaws take precedence, with the Town Planning Board typically having final say on all development. Updated in 2019, the Town's zoning code defines the following districts and uses:

Single Residence 1 (S-1) and Single Residence 2 (S-2)

Covering approximately 50 percent of developed land in Maynard, the two Single Residence Districts are nearly identical in their specifications. Consistent with the community characteristic of spacious neighborhoods, single family dwellings are the only permitted use, although contingencies allow for limited agricultural and accessory uses. The primary difference can be found in the minimum dimensional requirements, where S-2 districts require double the minimum lot size of S-1, resulting in more sizeable parcels.

General Residence (GR)

The GR District is clustered almost exclusively around downtown, although it does encompass the Hemlock Lane development off Waltham Street. Unlike the S-1 and S-2 districts, two-family dwelling units are allowed in the GR district, thereby promoting medium- and high-density residential development. Furthermore, multi-family dwellings and apartment complexes are allowed in the GR district, contingent upon approval by the Planning Board.

Business (B)

The B District radiates from downtown along several major corridors, namely Powder Mill Road, Main Street, and Brown Street. Restaurants, commercial retail, and professional services are allowed as of right, as well as limited residential uses up to two-family dwelling units. More specialized uses such as nursing homes, hotels, auto garages, veterinarian services, or fast food establishments, however, require additional Planning Board approval.

Central Business (CB)

Fully encompassed within the B District, the CB District acts as a regulatory zone for downtown and contains most of the area's commercial establishments. Regulations for the types of acceptable commercial activity are typically stricter than the broader B District, primarily due to issues of space and aesthetic quality – large supermarkets greater than 25,000 square feet, gas stations, or hotels for example are prohibited in the CB District. Unique to the CB District is Public Markets, allowing for such activity as the Community Farmers Market. The Downtown Mixed-Use Overlay District, which completely encompasses the CB District, also allows for a variety of development options.

Garden Apartment (GA)

GA Districts are concentrated around three areas composed of condominium developments: Apple Ridge off Summer Street, Deer Hedge Run off Powder Mill Road, and Oak Ridge off Waltham Street. Development within these areas is limited strictly to design guidelines detailed in the bylaws to ensure a level of density and adherence to several design principles, including generous setbacks and ample street parking.

Industrial (I)

Three I Districts are located primarily on the periphery of the Town including around Rockland Avenue at the Town's northern edge, east of the Deer Hedge Run condominium complex, and at the area around Maynard Crossing. Significant portions of the I Districts are unoccupied, including 111 Powder Mill Road as well as several swathes of Town-owned land currently designated as conservation areas or forest land.

Health Care Industrial (HI)

The HI District contains the entire Mill & Main campus. Although portions of the property are currently occupied, the Zoning Bylaws allow for a variety of uses within the repurposed space including large-scale retail (up to 50,000 square feet), residential including live/work dwellings, and one-bedroom residential units. The name of this zoning district may change in the future to more accurately represent its intended use.

Open Space (OS) District

After S-1 and S-2 districts, the OS district covers the largest area in Maynard: nearly 900 acres constituting 26 percent of the Town's total area. Almost entirely made up of the Assabet River Wildlife Refuge, the OS District serves as an important resource for flood water management, outdoor recreation, and wildlife conservation. The district is amenable to a limited number of uses, including childcare facilities, developments of a religious purpose, and agriculture.

Downtown Overlay District

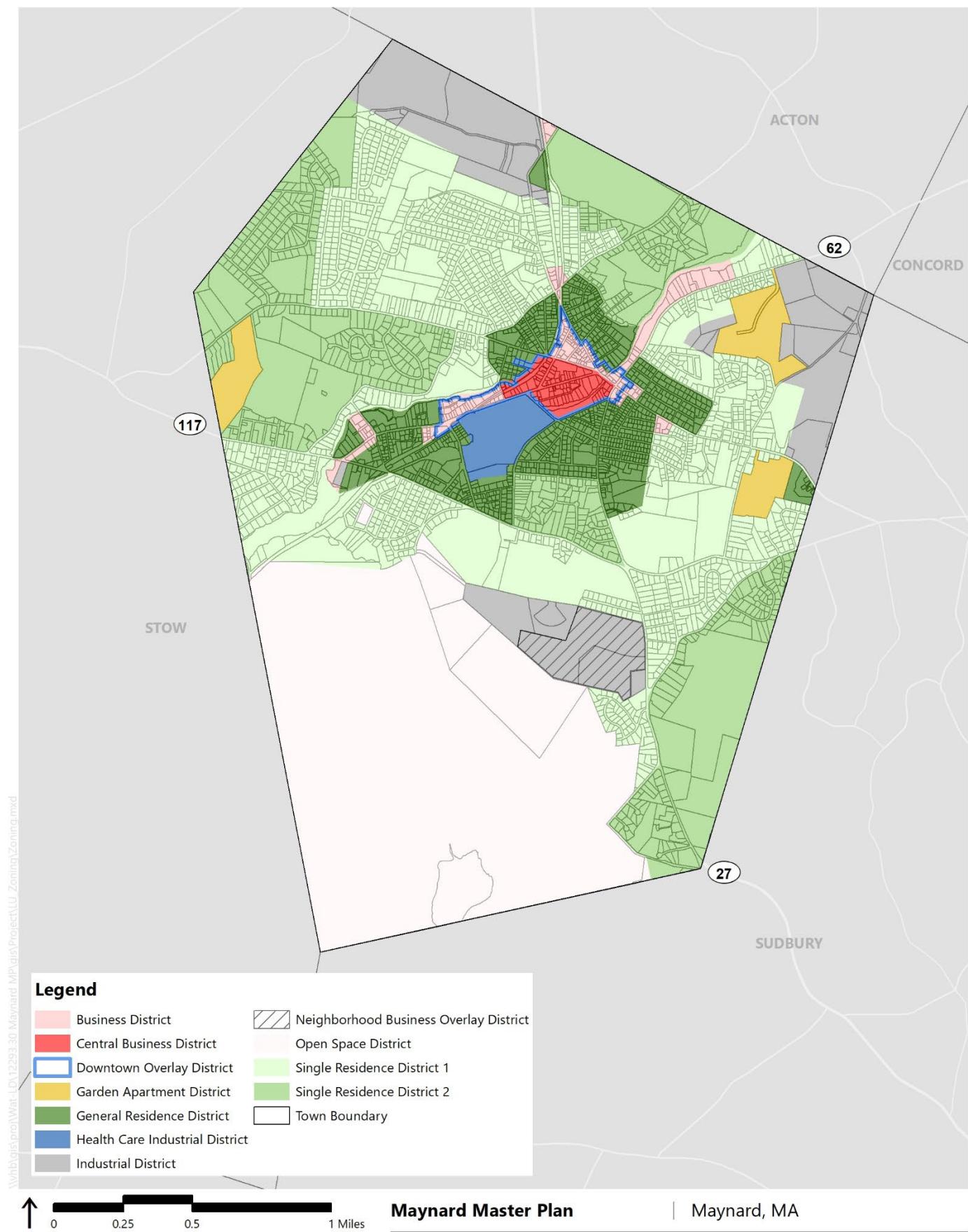
The Downtown Overlay District (DOD) is an "overlay" zoning district adopted by Town Meeting in 2007. It is designed to facilitate specific types of development commonly found in downtowns and promote elements such as higher densities, reduced property line setbacks, and a variety of uses within a project area to encourage mixed use. Strict design guidelines regulate building heights, frontage, and façade requirements, while uses adhere to slightly altered regulatory framework compared to the underlying B and CB Districts.

Overlay District: Water Supply Protection

To protect the quality of groundwater and surface water supplies, the Water Supply Protection Overlay District regulates the lands surrounding wells and aquifers, as well as public and private infrastructure (i.e., wastewater and stormwater management facilities). All projects require a special permit, and careful consideration of materials and utilities are warranted.

Overlay District: Neighborhood Business (NBOD)

Created for Maynard Crossing, the NBOD Overlay District allows for a unique combination of mixed-use building types to accommodate a combination of residential and commercial establishments. Any additions or significant alterations to the approved project plans would require regulatory approval.



0

0.25

0.5

1 Miles

Maynard Master Plan

Maynard, MA

Source: Town of Maynard, MassGIS, VHB

Zoning (2018)

Land Use Goals and Recommended Actions

Goal LU1

Ensure land development continues to be deliberate, balanced, and proactive to community needs and service capacities.

LU1-1	Continue encouraging best practices in sustainable land development, such as open space/cluster development, low impact development, mixed use development, etc.
LU1-2	Incorporate Complete Streets principles into every project where applicable, per Town policy, to ensure safe and accessible options for all travel modes for all people.
LU1-3	Continually update Maynard's understanding of the community's changing demographics and its implications on land use trends as they relate to housing preferences, consumer behavior, and travel patterns, etc.
LU1-4	Regularly assess Maynard's constantly evolving landscapes, developing economic trends, and the fluidity of social structures, to gauge the effectiveness of the Zoning By-laws in fostering land-use patterns that promote a viable and sustainable Maynard.
LU1-5	Create a frequently asked questions (FAQ) document and checklist for Maynard Town Boards and Commissions derived from the Master Plan (using the Maynard Community Development Plan Implementation Checklist as a template).

Goal LU2

Better integrate and protect the Town's natural resources and open spaces, in conjunction with their stewardship, into land use planning and related decision-making to maximize public benefit.

LU2-1	Seek permanent control over water supply protection areas via zoning changes, land acquisition, or by establishing conservation easements.
LU2-2	Periodically review water quality standards in the Stormwater Management Regulations in order to manage development impacts on stormwater runoff and groundwater quality.
LU2-3	As the Town continues to develop and grow, seek ways to integrate the Town's hiking trails, conservation areas, sidewalks and shade trees, and wayfinding, maps, and signage into a cohesive system that connects various residential neighborhoods, commercial areas, and recreation destinations.
LU2-4	Increase Maynard's percentage of tree canopy coverage through protection of existing forested areas, implementation of an annual planting program, focusing new development on reuse of previously built properties, and more robust landscape requirements for developments.

Goal LU3

Further enhance downtown as a source of Maynard's community pride and hub of economic vitality.

LU3-1	Define the physical area and the economic, cultural, and social identities of Maynard's downtown.
LU3-2	Develop and continuously update a comprehensive wayfinding plan for downtown connecting recreational amenities, cultural establishments, and businesses.
LU3-3	Continue to promote beautification efforts with a focus on streetscape improvements, urban landscaping, and building façade improvements thus making downtown a more aesthetically cohesive and attractive environment to businesses and patrons.

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HOUSING



Photo Credit: VHB

Housing

2

Key Issues and Opportunities

- ▶ Similar to the demographic trends seen across the nation, Maynard's population is aging and this requires consideration in the Town's housing production.
- ▶ Both the number of households and total population in Maynard are projected to increase over the next decade.
- ▶ According to the Metropolitan Area Planning Council (MAPC), the Town's regional planning agency, more than a third of Maynard's households are cost burdened (i.e., spending more than 30 percent of their income on housing).
- ▶ The Town's aging housing stock presents affordability challenges due to higher maintenance costs and lack of energy efficiencies.

Baseline Conditions Analyses

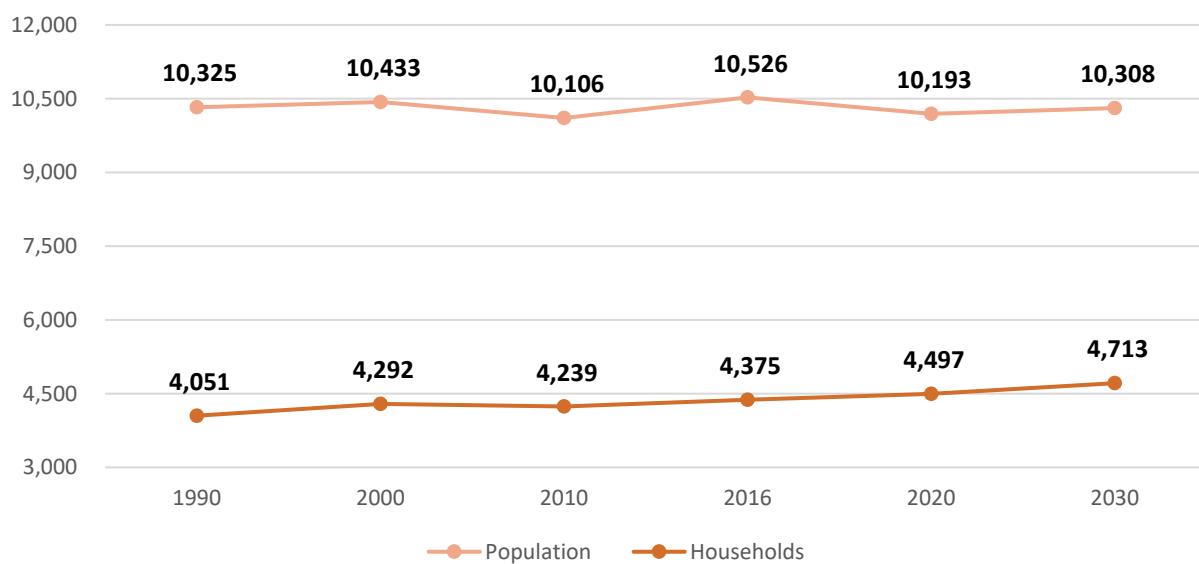
Demographics

In 2016, Maynard adopted a Housing Production Plan (HPP), prepared by MAPC, that was accepted by the Massachusetts Department of Housing and Community Development (DHCD). This HPP allows the Town to phase development over a period of time to comply with the required 10 percent affordable housing threshold established under G.L. c. 40B, §§ 20-23 ("Chapter 40B"). MAPC's *MetroFuture* projections were incorporated into the Town's HPP, which were developed for its regional plan and later adopted by the Executive Office of Housing and Economic Development as the basis for the Commonwealth's multi-family housing production goals.

According to the U.S. Census, Maynard's population decreased by 327 residents, or 3.1 percent, between 2000 and 2010. The *MetroFuture* projections indicate that this trend

will be reversed by 2030, and in fact, the 2012-2016 *American Community Survey 5-Year Estimates* show that the population has already surpassed the 2020 population projected by the MAPC, with an increase of over four percent between 2010 and 2016. The number of households in Maynard has also increased slowly since 2010 and is expected to continue to increase in the short-term. Between 2000 and 2016, the number of households grew by two percent. The greater percent increase in population since 2010 as compared to the number of households is indicative of an increasing average household size in Maynard, which rose from 2.38 in 2010 to 2.40 in 2016.

Figure 2-1 Total Population and Households, 1990 - 2030



Source: 2012-2016 American Community Survey 5-Year Estimates, MAPC

Almost 63 percent of Maynard's households are family households (see **Table 2-1**). The HPP compares Maynard's housing composition to its surrounding municipalities, highlighting that the Town has the highest rate of non-family households, though this rate is similar to the broader MAPC region (63 percent to 37 percent, family to non-family households) and to the state (60 percent to 40 percent). Of the 1,590 non-family households in Maynard, approximately 82 percent are householders living alone and almost 30 percent are seniors living alone.

In terms of population characteristics, Maynard has seen a shift in the age profiles of the community, particularly with an increase in older age cohorts (55 years and older) and a significant decrease in persons aged 35 to 54 years from 34.5 percent of the total population in 2000 to 27.6 percent in 2016. These trends are in keeping with the findings of the HPP, which projected older householders comprising a more significant portion of the population, with the population of householders older than 59 projected to increase by more than half by 2030. These trends are also in keeping with overall age trends in the state that also show a significant increase in the older age cohorts and a decrease in the 35 to 54 age cohort. Unlike in Maynard, however, where the percentage of residents between the ages of 20 to 34 decreased from 2000 to 2016, this population stayed approximately the same in the state. Development of housing that would provide for the

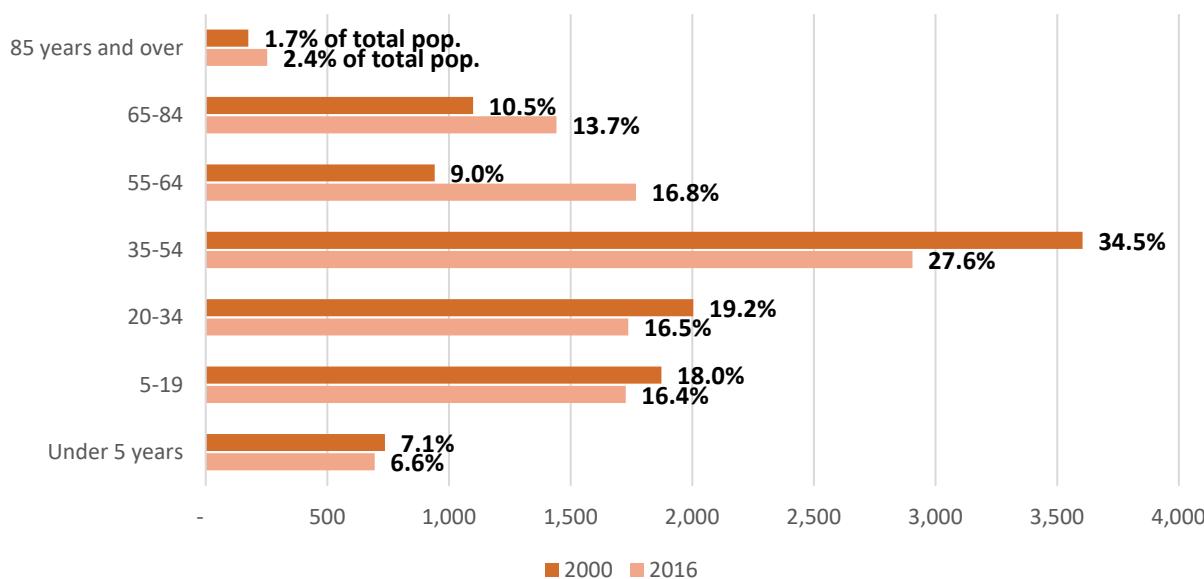
aging population and attract a younger population to Maynard was identified as a priority in the HPP and during the stakeholder outreach process for this Master Plan.

Table 2-1 Households by Type, 2010

	Estimate	Percent of Total Households	Percent of Subgroup
Total households	4,239	100.0%	100.0%
Family households	2,649	62.5%	62.5%
With own children under 18 years	1,224	28.9%	46.2%
Married Couples	2,134	50.3%	80.6%
With own children under 18 years	984	23.2%	46.1%
Nonfamily households	1,590	37.5%	37.5%
Householder living alone	1,301	30.7%	81.8%
Householder living alone 65 years and over	460	10.9%	28.9%

Source: U.S. Census Bureau, 2010

Figure 2-2 Population Change by Age Group, 2000 - 2016



Source: U.S. Census 2000, 2012-2016 American Community Survey 5-Year Estimates

Housing Characteristics

Maynard's housing stock is composed of primarily single family units, although compared with surrounding communities, Maynard has a high rate of multi-family housing (more than two units). According to the *2012-2016 American Community Survey 5-Year Estimates*, Maynard's housing stock consists of 4,745 housing units, among which, 3,542 or almost 75 percent are single family units. Two-family units make up another seven percent of the housing stock. The rest of the housing stock is multi-family and is

pretty evenly distributed between smaller multi-family developments between three and nine units and larger multi-family developments greater than ten units (see **Table 2-2**).

Compared to the housing stock in 2000, the Town has increased total housing units by 7.7 percent, with more significant increases in single family attached homes and the larger multi-family developments with ten units or more. Overall however, the largest multi-family buildings, with more than 20 units, make up a very small percentage of the housing stock.

Table 2-2 Housing Units, 2000 and 2016

Units in Structure	Number	2000 Percent	Number	2016 Percent	Percent Change 2000-2016
1-unit, detached	2,745	62.3%	2,944	62.0%	7.2%
1-unit, attached ¹	316	7.2%	598	12.6%	89.2%
2 units	430	9.8%	342	7.2%	-20.5%
3 or 4 units	278	6.3%	281	5.9%	1.1%
5 to 9 units	342	7.8%	190	4.0%	-44.4%
10 to 19 units	188	4.3%	264	5.6%	40.4%
20 or more units	72	1.6%	77	1.6%	6.9%
50 or more units	35	0.8%	49	1.0%	40.0%
Total	4,406	100.0%	4,745	100.0%	7.7%

Source: U.S. Census 2000, 2012-2016 American Community Survey 5-Year Estimates

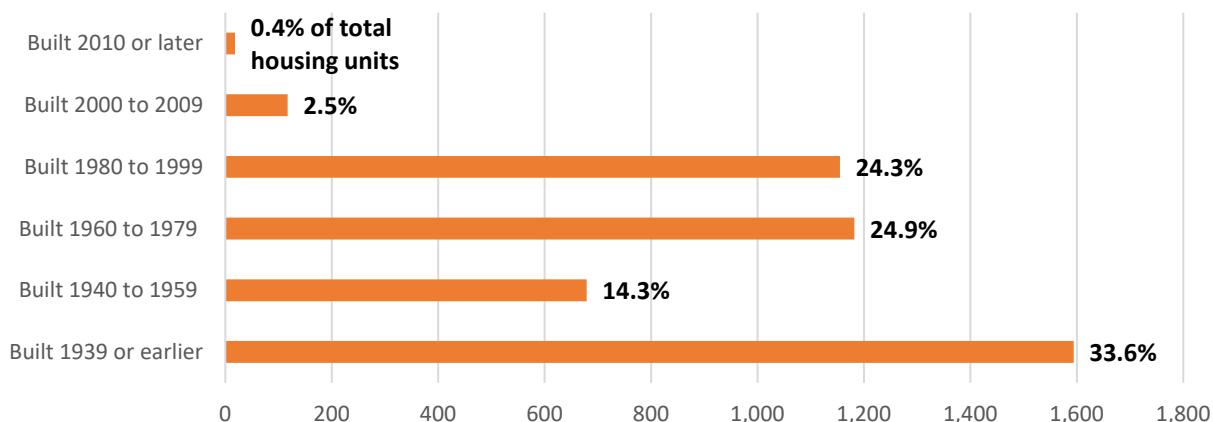
Notes:

¹ 1-unit attached includes a 1-unit structure that has one or more walls separating it from adjoining structures, such as a row house or townhouse.

The age of the housing stock in Maynard is shown in **Figure 2-3**. Nearly 50 percent of the Town's homes were constructed before 1959 and one third was built before 1939. An aging housing stock presents certain challenges in terms of affordability, resulting from higher maintenance costs and sustainability, as older structures often lack energy efficiencies.

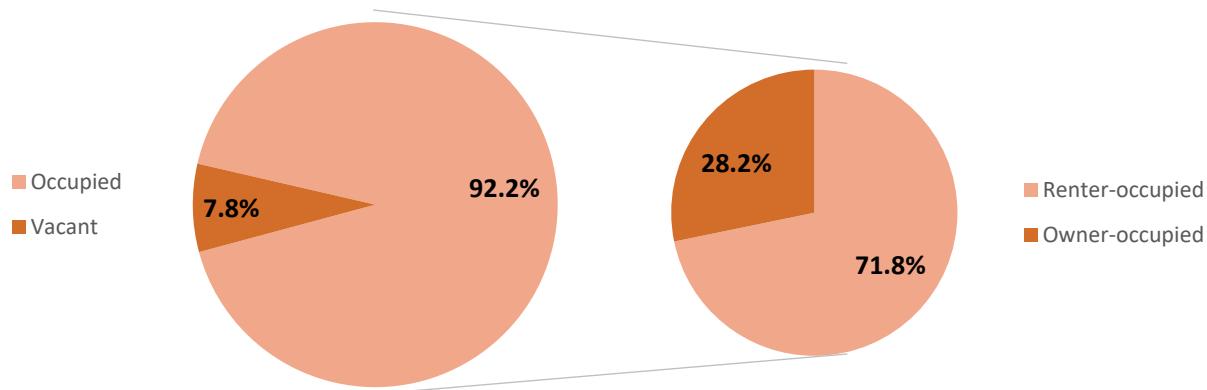
As shown in **Figure 2-4**, most of the housing in Maynard is occupied, with only a 7.8 percent vacancy rate. In comparison, 9.8 percent of the housing units in the state are vacant. Of the occupied units in Maynard, 71.8 percent are owner-occupied and 28.2 percent are renter-occupied.

Figure 2-3 Age of Housing Stock, 2016



Source: 2012-2016 American Community Survey 5-Year Estimates

Figure 2-4 Housing Occupancy and Tenure, 2016



Source: 2012-2016 American Community Survey 5-Year Estimates

Median sales price in Maynard has been increasing for the past several years as the market recovers from the Great Recession of 2008, consistent with broader housing trends. The median sales price increased 17 percent from 2012 (\$252,885) to 2014 (\$296,080). The 2014 median sales price was \$322,500 for a single family home and \$248,000 for a condominium. Median gross rent, according to the HPP, is on the lower end of the region's spectrum, but the local rental market is relatively strong with high demand.

Based on the demographics and housing supply and market analyses summarized above, MAPC projects that there will be robust demand in general for housing in Maynard through 2020, estimating a net demand for 175 new single family and 131 new multi-family units. As Maynard is nearly built out, new housing opportunities will arise primarily from infill development and redevelopment.

Housing Affordability

Multiple factors determine housing affordability in a community, including population income, the housing stock, and market conditions such as housing cost and demand. Federal and state programs use Area Median Income (AMI) figures, along with household size, to identify households that are eligible for housing assistance in a community. Typically, households earning 80 percent of AMI or below are eligible. As reported in the Town's HPP, more than one third households are categorized as low income.

Housing cost burden is another measure of housing affordability. Generally, a household that is cost burdened spends more than 30 percent of household income on housing expenditures. The HPP analyzes Comprehensive Housing Affordability Strategy (CHAS) data, finding that 37 percent of households in Maynard are cost-burdened and 14 percent are severely cost-burdened (spend more than 50 percent of household income on housing expenditures). This affects a higher percentage of renters than owners in the Town, a higher percentage of elderly non-family households as compared to family households, and more severely impacts low-income households - 61 percent of all low-income households are cost burdened.

The state goal for affordable housing under Chapter 40B requires 10 percent of a community's year-round housing stock, or 1.5 percent of its land area, to be reserved for income-eligible households earning at or below 80 percent of AMI. According to the DHCD Subsidized Housing Inventory (SHI), as of September 14, 2017, 380 units in Maynard or 8.6 percent of the Town's housing stock are on the inventory. Though this does not meet the state 10 percent SHI threshold, Maynard has made some progress over the past several years; as evidence, 8.19 percent of the Town's housing stock was on the inventory in April 2014. According to MAPC, nearly half of Maynard's SHI is subsidized by MassHousing, a third by DHCD, a little over 13 percent by HUD, and the rest by a combination of Department of Developmental Services (DDS) and Department of Mental Health (DMH) funding.

As a direct result of the recommendations in the HPP, an Inclusionary Housing Bylaw was passed at Town Meeting in May 2018. This bylaw requires of any new development or subdivision that at least 10 percent of the dwelling units be affordable to households with incomes at 80 percent of AMI or below. The percentage of affordable housing units required increases with the total size of a given residential project. The stated purpose of the bylaw is to expand and diversify Maynard's housing stock, to encourage development of new housing that is affordable to low- and moderate-income households, and to produce affordable housing units that are adaptable and accessible to seniors and those with physical disabilities.

Housing Goals and Recommended Actions

Goal H1

Maintain and encourage a range of housing options, including those that are accessible to persons and households of various ages, abilities, and economic means.

H1-1	Encourage new housing locations that integrate into the community with effective walking and biking connections within neighborhoods and to the downtown.
H1-2	Continue to implement strategies outlined in the Maynard Housing Production Plan to increase the stock of housing that is affordable to residents of various economic means and meet or exceed the Commonwealth's affordable housing goals.
H1-3	Explore the potential to offer low-interest loans and work with the State in seeking funding and grants to help finance needed home repairs and retrofits to maintain and upgrade existing housing stock and facilitate aging in place.
H1-4	Identify parcels that are vacant or suitable for adaptive reuse that could support accessible and adaptive housing units, co-housing, supportive housing, and mixed-income housing.
H1-5	Track progress of the Inclusionary Housing Bylaw to assess its effectiveness
H1-6	Explore mechanisms to protect existing lower-cost housing options.

Goal H2

Pursue housing development strategies that balance growth with Town services and infrastructure, consumable resources, natural resources, open space, and energy supply.

H2-1	Assess infrastructure capacity throughout the Town, including mapping areas with existing infrastructure that are suitable for development
H2-2	Assess the capacity of schools in relation to population changes and proposed developments.
H2-3	Undertake educational and promotional efforts concerning energy efficiency, clean energy purchasing and generation, and water conservation.
H2-4	Explore municipal aggregation for competitive electric supply and to increase access to clean energy.
H2-5	Build awareness around and enforce the Stretch Energy Code, as well as provide appropriate training to building inspector(s) where needed.

Goal H3

Support mixed-use housing in downtown, as appropriate to the area's scale, density, and aesthetic character, in a manner that does not detract from its economic and cultural functions.

H3-1	Assess recent developments within the Downtown Overlay District to ensure this zoning tool is achieving its intended purpose, as it pertains to housing.
H3-2	Attract different market audiences through a mix of different residential product types by reviewing Downtown Mixed-Use Overlay District guidelines.
H3-3	Review housing options within the Health Care Industrial (HCI) District and consider their synergy with downtown.

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ECONOMIC DEVELOPMENT

A vibrant outdoor event scene. In the foreground, a large white banner hangs across a street, reading 'OPEN' on the left and 'SPRING ART WALK' on the right, with colorful floral illustrations. Several colorful balloons (blue, green, yellow) are visible in the background. People are walking on the sidewalk, and a building is visible in the distance.

Photo Credit: David Griffin

Economic Development

3

Key Issues and Opportunities

- ▶ Maynard's downtown is a compact, walkable business district featuring a diverse mix of local commercial establishments.
- ▶ Downtown events attract visitors from around the region year-round.
- ▶ With roughly half of its space vacant, Mill & Main has the potential to bring in additional employers/employees to downtown and increase daytime population to support local businesses.
- ▶ Pedestrian connections between Mill & Main and downtown can be improved to encourage more employees to shop and eat downtown.
- ▶ Maynard's cultural identity is conducive to growing creative businesses and for the development of incubator type spaces.
- ▶ Downtown is an attractive place to live and an ideal location for mixed-use development.
- ▶ The former Stratus site on Powder Mill Road offers a redevelopment opportunity that can increase the Town's employment base and tax revenues.
- ▶ Maynard Crossing can bring in retail to complement businesses downtown.

Baseline Conditions Analyses

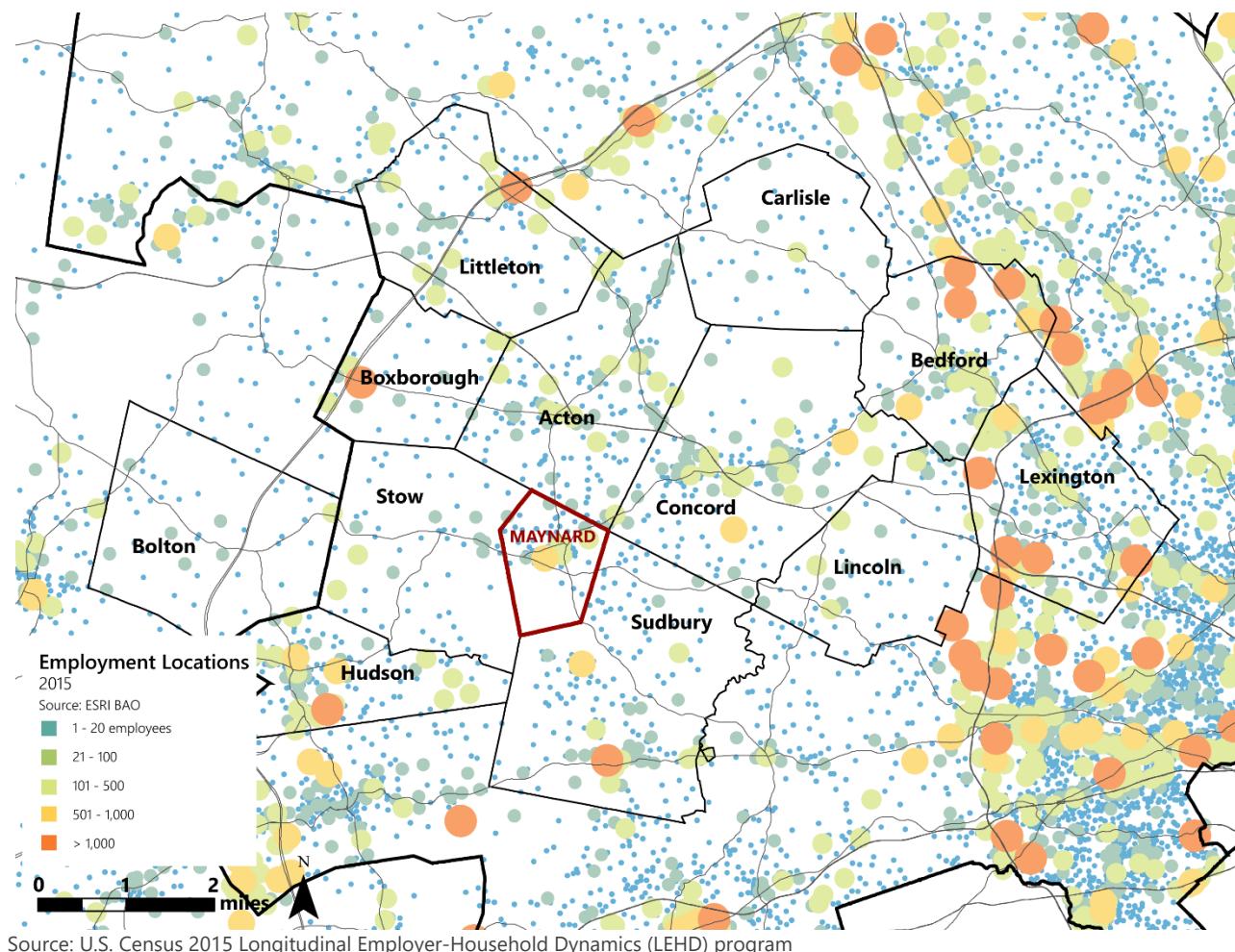
Regional Context

Located approximately 25 miles west of Boston, between Interstate 495 and I-95 and 10 minutes from Route 2 and the Massachusetts Bay Transportation Authority (MBTA) commuter line, Maynard offers convenient access to job centers in metropolitan Boston,

while offering a classic New England town experience. The Town's walkable center, mix of businesses, recreational amenities, rich arts culture, schools, and affordability make it a desirable residential community. It is also an attractive place to do business, home to over 150 local businesses and the Mill & Main campus.

Maynard is part of the Minuteman Advisory Group on Interlocal Coordination (MAGIC), which is a group of thirteen communities: Acton, Bedford, Bolton, Boxborough, Carlisle, Concord, Hudson, Lexington, Lincoln, Littleton, Maynard, Stow, and Sudbury. MAGIC focuses on transportation, the environment, energy, open space, affordable housing, economic and community development, and legislative issues. The following maps focus on the MAGIC communities to show how Maynard compares demographically among its peers, beginning with **Figure 3-1**, which illustrates the region's employment locations by number of employees.

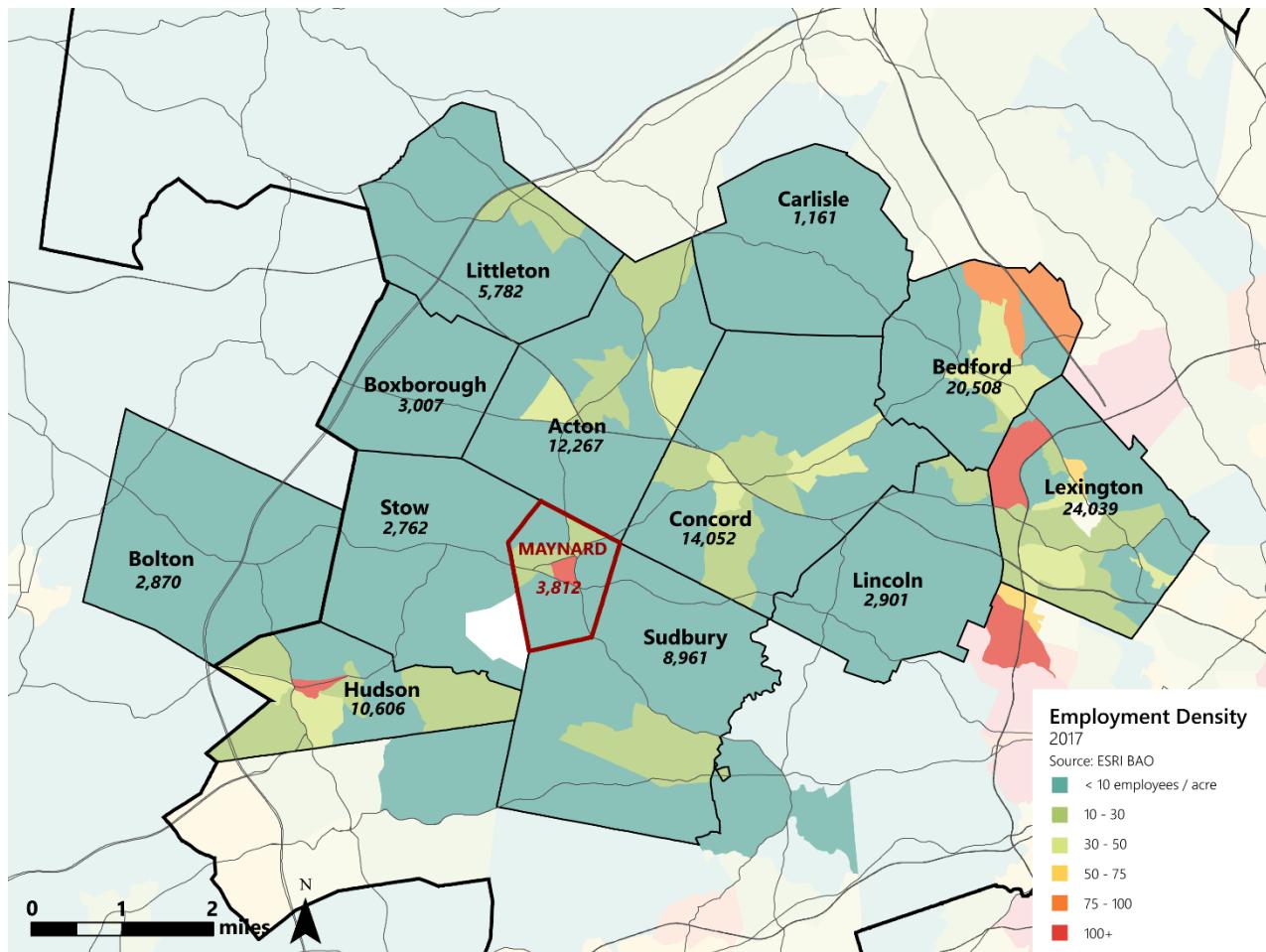
Figure 3-1 All Employment Locations by Number of Employees, 2015



Maynard is one of the few MAGIC communities that has a vibrant, walkable town center. The mix of businesses and organized events attracts people from other municipalities, as the Town is making a concerted effort to brand itself as an arts community. Downtown is also an important employment node. With Mill & Main, downtown has one of the highest employment densities among the MAGIC communities (see **Figure 3-2**). These

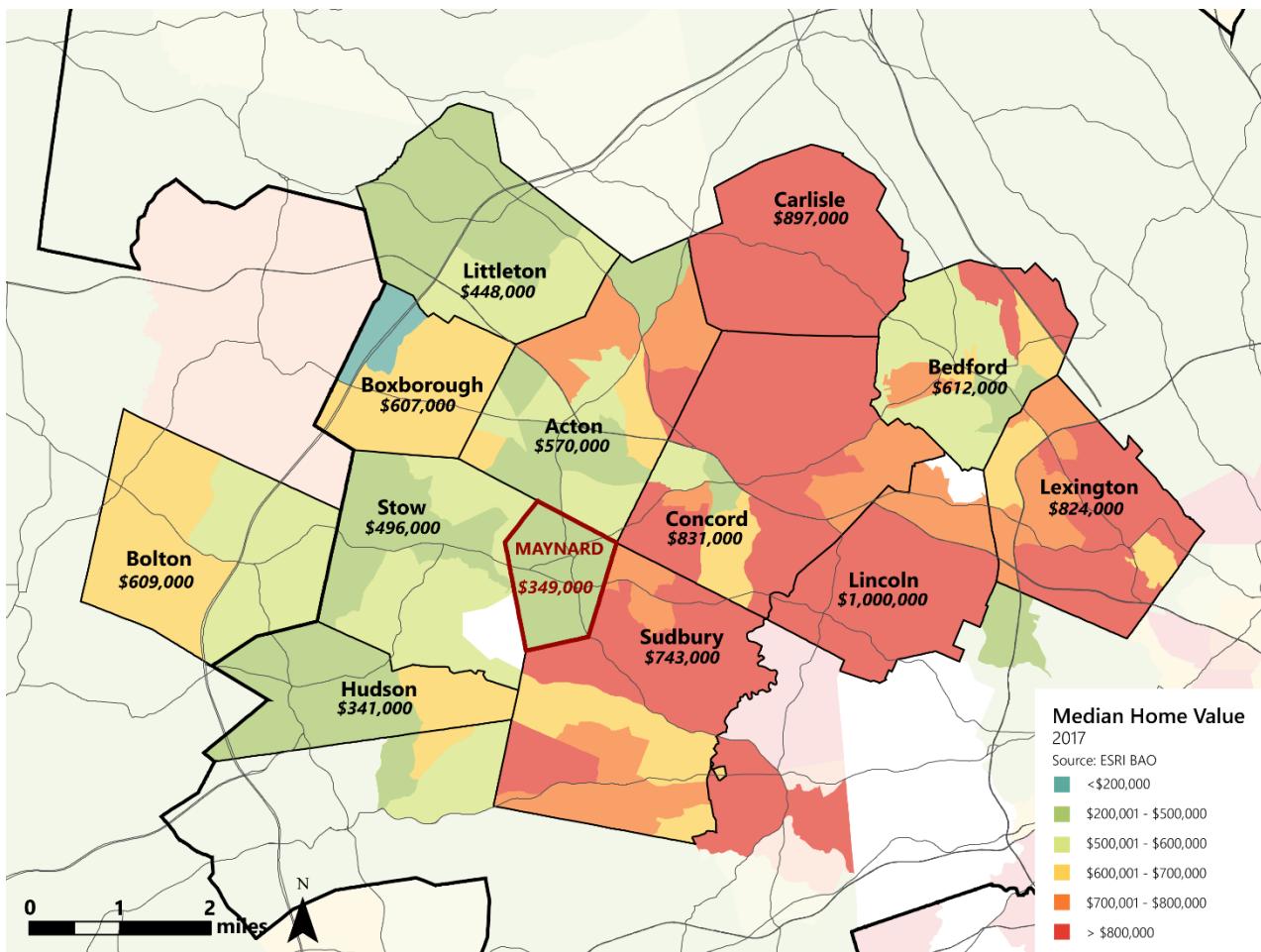
employees help to support businesses, particularly dining establishments, during the daytime; continued employment growth will increase retail spending potential in the Town. The new Assabet River Rail Trail runs along the northern border of downtown and will help to contribute more activity to this area and planning is underway to add wayfinding to direct users of the trail to downtown's amenities.

Figure 3-2 Employment Density, 2017



Maynard is one of the more affordable communities in the area. Pressured with rising housing costs in metropolitan Boston, more young families are choosing to move west to communities like Maynard. Maynard and Hudson have the lowest median home values in the area (see **Figure 3-3**).

Figure 3-3 Median Home Value, 2017

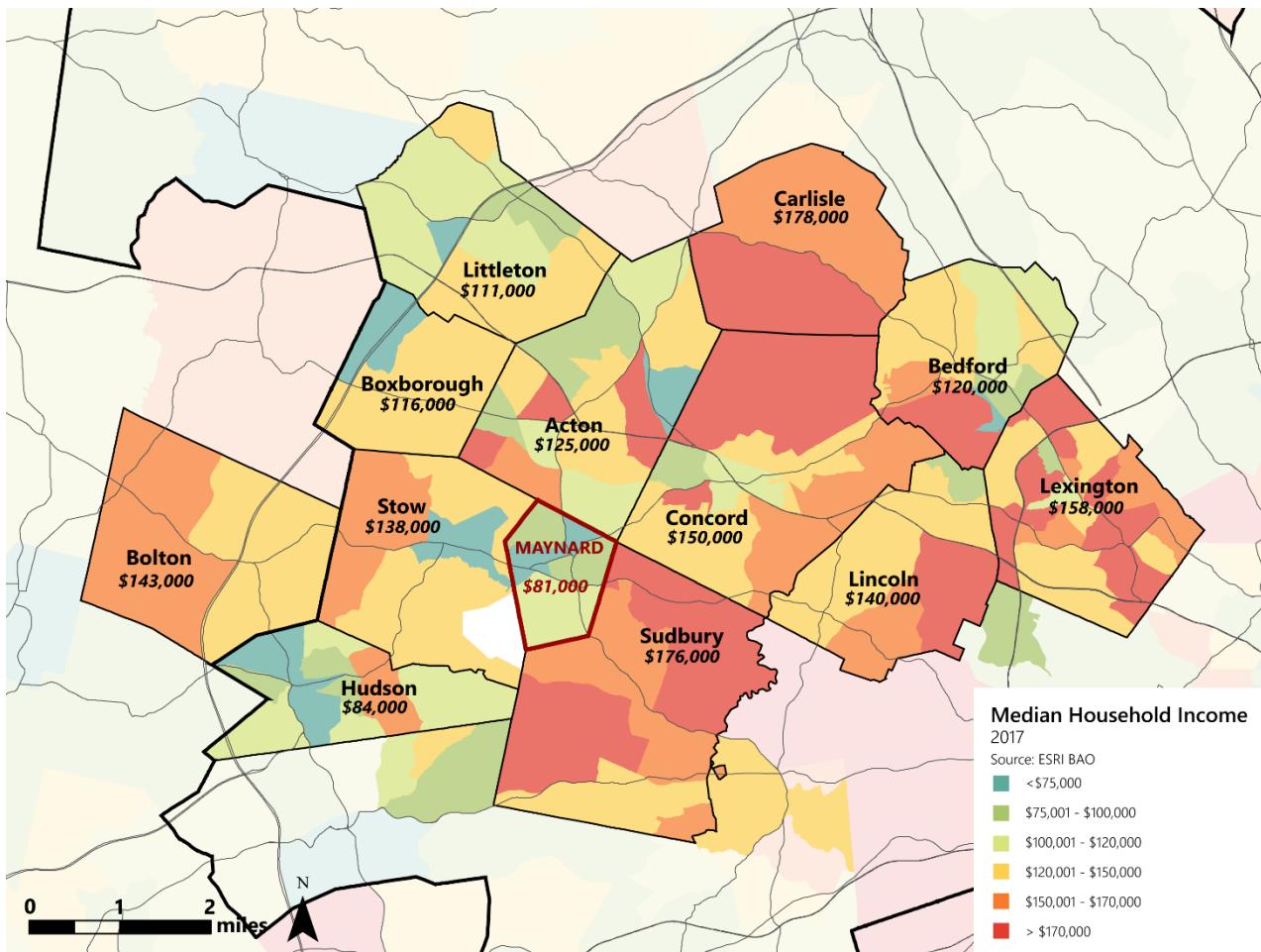


Source: 2017 ESRI Business Analyst Online

The Town is surrounded by affluent communities. Within the MAGIC group, it has the lowest household median income. According to the 2022 demographic forecasts produced by ESRI, the median household income is expected to increase by two percent every year.

Maynard is one of the youngest communities in the area, with a median age of 42.7 years. The Town is positioned to remain one of the youngest communities as the 2022 ESRI demographic forecasts indicate that Maynard will experience most of its population growth in the 25 to 34 age cohort. At the same time, like most communities in the region and across the state, Maynard's population is aging overall and will see growth in persons 65 years and older.

Figure 3-4 Median Household Income, 2017

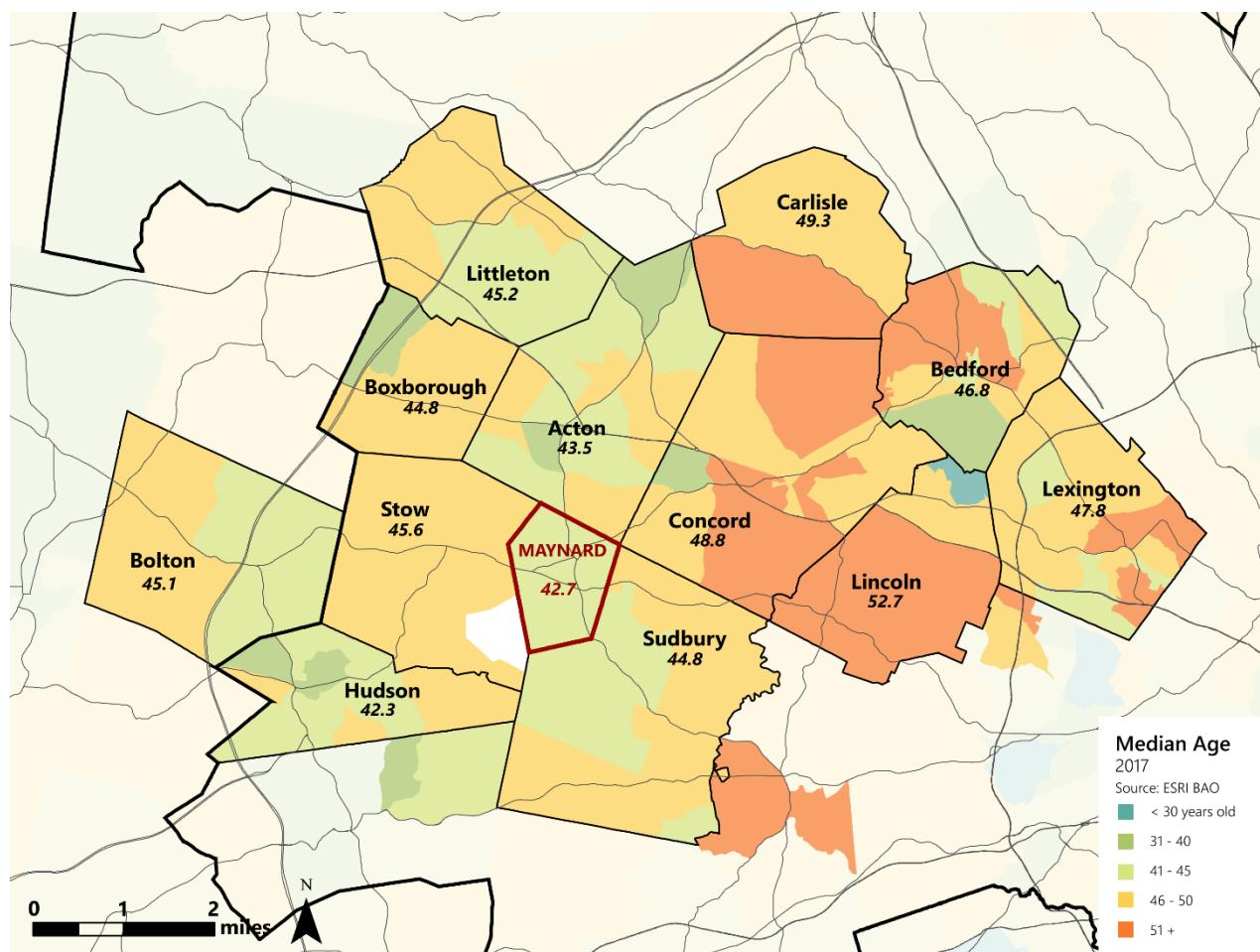


Local Business and Employment

In 2015, according to the U.S. Census LEHD program, there were approximately 3,000 persons employed in Maynard. The largest shares are employed in the Accommodation and Food Services (16 percent), Professional, Scientific and Technical Services (15 percent), and the Educational Services (14 percent) sectors. The high concentration of jobs in the accommodation and food industry can be attributed to the businesses in downtown and reflects the uniqueness of the area in the region. In comparison, neighboring towns such as Acton and Concord have a smaller percentage of their business activity attributed to restaurants, which represent five percent and seven percent of their labor force, respectively.

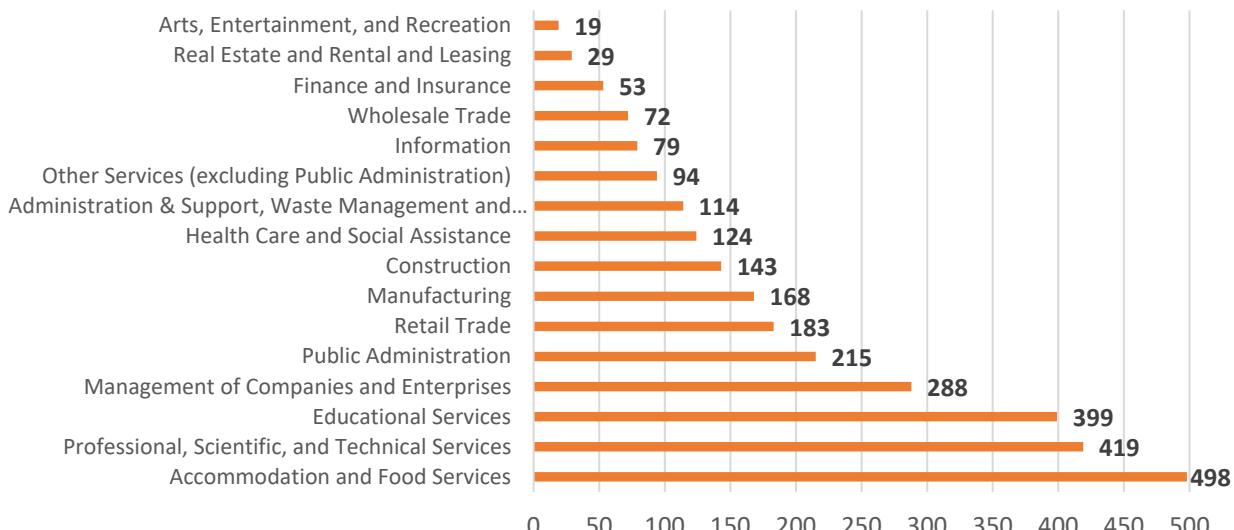
With the anticipated opening of Maynard Crossing, the number of jobs in the Retail Trade and Accommodation and Food Services sectors are likely to grow and will see an increase in their shares of the local labor force.

Figure 3-5 Median Age, 2017



Source – 2017 ESRI Business Analyst Online

Figure 3-6 Number of Jobs by NAICS Sector, 2015



Source – U.S. Census 2015 LEDH program

Downtown Maynard

Downtown Maynard is a compact, walkable business district featuring a mix of commercial, professional, and cultural establishments. The Maynard Outdoor Store is a well-known retail anchor. The Acme Theater and Fine Arts Theatre Place are popular entertainment venues. There is a variety of restaurants with many ethnic offerings along with casual quick food options such as cafes. Some residents have expressed that there could be an opportunity for more sit-down higher-end restaurants and for Maynard to become more of a dining destination in the region; the opening of Azucar Tapas Bar in 2019 is a move in this direction. Downtown hosts many special events such as the Spring Art Walk and Maynard Fest that highlight the Town's rich arts culture. There are also seasonal farmers markets that draw large crowds. All of this is supplemented by an influx of new downtown residential uses and the resulting activity.

In 2014, the Town was awarded a grant from the Massachusetts Department of Housing and Community Development for a study to analyze the potential for downtown to grow as a food, culture, and entertainment destination. The findings of this work created a vision for downtown economic growth and provided a foundation for Maynard's designation as a "Cultural District" by the Massachusetts Cultural Council. The link between successful economic development and a strong cultural presence is well-recognized: the "Cultural District" designation provides a level of cohesion among the cultural, arts, and entertainment community. That cohesion is reinforcing Maynard's identity as a regional destination.

The economic climate of downtown is improving steadily. Recent business turnover has added to the area's vitality and diversity of businesses. These turnovers include, but are not limited to:

- ▶ Makers Workshop, which provides the community with specialized equipment, technical guidance, and workshops, opened at 55 Main Street in Summer 2018;
- ▶ The Amory's Tomb Brewing Company taproom opened in November 2018 at 76 Main Street;
- ▶ A health care facility affiliated with Emerson Hospital opened at 21 Main Street building in Spring 2019; and
- ▶ The former Union Congregational Church at 80 Main Street was rehabilitated and re-opened primarily as an event space in Spring/Summer 2019 called Sanctuary.
- ▶ The addition of several recreational marijuana retailers is anticipated to bolster Maynard as a regional destination and to contribute to economic improvements in downtown.

An initiative is underway to improve components of the Naylor Court municipal parking area (also known as the "Basin.") Located between Summer, Main, and Nason Streets, this area is currently aesthetically unattractive, lacks cohesion, and is dangerous for pedestrians; yet it contains several key destinations and is located in the de facto heart of downtown. The Town believes that a new "place" can be created and an underutilized asset transformed into an economic engine for downtown through a concentrated planning effort that targets infrastructure investment and leverages public and private dollars to capitalize on the area's existing assets.

The Town has also begun the redesign of Veterans' Memorial Park, with the goal of improving downtown circulation. As envisioned, this redesign will help connect the downtown to the Fine Arts Theater and the events that take place in the park.

Mill & Main

Formerly known as Clock Tower Place, Mill & Main is a 1.1 million-square foot mill complex. Currently owned by the Artemis Real Estate Partners, the site was previously developed by Saracen Properties. In 2015, the site went through a series of improvements to enhance the connection between the campus and downtown. The effort helped to eliminate physical barriers around the campus and to create more outdoor plazas and gathering spaces.

Although the property is estimated to be roughly half occupied, there are a number of successful businesses as tenants. These include, but are not limited to, Stratus Technologies, which provides computer and software services to businesses and occupies approximately 100,000 square feet, and Acacia Communications, which occupies approximately 115,000 square feet.

While the conversion of existing space to one-bedroom residential units is permitted, no concrete plans have emerged to date. There have also been inquiries to discuss the potential to utilize some parts of the 53-acre land as multi-family residential. The addition of residential to this campus would likely require significant capacity upgrades to both the Town's water and sewer systems.

While in the past, the mill was considered the main economic driver of downtown, the Town has adopted a general philosophy that going forward, the mill is best seen as supplementing the downtown economy.

Development Opportunities

MAPC categorizes Maynard as a "Maturing Suburb." One important characteristic of this type of community is that they all have a dwindling supply of vacant land for development, typically less than 25 percent their land area.

Maynard Crossing at 129 Parker Street

As previously mentioned, the planned Maynard Crossing constitutes an approximate 700,000 square foot proposed mixed-use development with 240,000 square feet of retail, entertainment, and medical spaces, including an almost 70,000 square foot supermarket, along with 180 rental units (with 22 dedicated affordable) and 143 senior living units.

This former DEC complex was acquired by Capital Group Properties in 2012. The project went through a multi-year planning process and is now under construction, with its first tenants expected to open for business in the second quarter of 2020. Capital Group agreed to contribute \$1 million to the Town and help with road improvements and agreed to pay a portion of a MassWorks Grant match to improve the decaying sewer lines.

Maynard Crossing will be adding approximately 600 residents, and with an anchor store as strong as Market Basket should increasingly become a regional draw. This provides

new opportunities for Maynard to market its downtown, its communities, and its cultural offerings to a consistent influx of potential customers.

Gruber Furniture at 115 Main Street

McDonald Development, a local development company, acquired the former Gruber Brothers Furniture store in 2018 and is planning to build a multi-family residential development. The project is still in the preliminary planning phases. If completed, it will provide residents with additional opportunities for multi-family housing and it will help to increase foot traffic in downtown. As part of the project, McDonald Development will provide a public promenade along the Assabet River, connecting Main Street to the Assabet River Rail Trail. McDonald Development has completed other residential projects in downtown and has helped redevelop local distressed and blighted areas. It is responsible for Maynard Market Place on Main Street, Amory Maynard House at Main Street and Florida Road, and several residential buildings along Florida Road.

Stratus Site at 111 Powder Mill Road

This 287,000-square foot complex was built in 1990. Its last tenant, Stratus Technologies, left in 2015 to move to Mill & Main. Blue Stone LLC purchased this property in May 2019 and plans to create a school campus serving students in grades kindergarten through 12, along with providing a day care for younger children. The school, thus far known as the Beijing Royal School, is scheduled to open in fall 2020. Other proposed uses on the site include technical and medical research spaces and recreational opportunities open to the Maynard community.

Economic Development Programs

Assabet Valley Chamber of Commerce

The Assabet Valley Chamber of Commerce (AVCC) represents over 500 business and non-profits. Most of its members are in the Towns of Berlin, Bolton, Hudson, Maynard, and Stow. Its mission is to represent its members and the Assabet Valley Region at large, as well as to provide relevant education. Every year, the Assabet Valley Chamber of Commerce organizes the popular Maynard Fest in the Fall. The event draws thousands to downtown and typically includes over 100 vendors and free family entertainment.

Economic Development Committee

Maynard's Economic Development Committee (EDC) is intended to provide input and advice on the Town's economic development opportunities such as ways to support existing businesses, create new employment opportunities, and attract new investment. There are nine committee members.

Business Environment Enhancement Program (BEEP)

This program provides funding for efforts conducive to enhancing Maynard's business environment. Proposed projects/initiatives may include, but are not limited to, aesthetic improvements, investment in exterior infrastructure, and promotional efforts.

Maynard Business Alliance

In 2011, a group of local Maynard businesses and Town government officials began meeting to develop tactics and strategies to enhance economic opportunities in downtown. The non-profit organization is dedicated to promoting the Town as a destination for shopping, dining, business services, and special events. The group's main events are the Sprint Art Walk and the Holiday Sip & Stroll, which attract both a large number of locals and residents from surrounding communities.

Economic Development Goals and Recommended Actions

Goal ED1

Enhance downtown in terms of its identity, economic cohesion, and linkages to other resources throughout the Town.

ED1-1	Explore incentives for downtown retail businesses, including seedling grants and short-term loans in conjunction with the existing Business Environment Enhancement Program (BEEP). Market these opportunities to a broad range of business types, including pop-up and seasonal businesses.
ED1-2	Partner with local organizations such as Discover Maynard and Maynard Business Alliance to enhance downtown through coordinated strategy, marketing, economic development, business retention, recruitment, and events.
ED1-3	Encourage public programming and events to occur on the Mill & Main campus.
ED1-4	Actively engage and involve Mill & Main tenants in downtown events and activities.

Goal ED2

Foster and sustain a diverse collection of businesses throughout the Town's existing commercial areas, in synergy with downtown revitalization.

ED2-1	Identify opportunities to incorporate small office or incubator-like-concepts in under-occupied spaces near downtown.
ED2-2	Establish a resource center for small businesses/entrepreneurs, appoint a contact person in the Town staff, and advertise those services to the business community.
ED2-3	Identify additional funding sources to support local businesses and better promote existing programs.

Goal ED3

Identify and cultivate opportunities to develop or redevelop vacant and underutilized properties.

ED3-1	Engage a real estate advisory firm to create a redevelopment strategy for vacant commercial properties in Town.
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Goal ED3 (continued)

Identify and cultivate opportunities to develop or redevelop vacant and underutilized properties.

ED3-2	Explore integration of residential opportunities within the Mill & Main campus and encourage ground floor retail activity on the campus along Main Street.
ED3-3	In conjunction with the Towns of Acton, Sudbury, and Concord, develop a redevelopment plan/strategy for the Powder Mill Road Corridor.

Goal ED4

Elevate Maynard's profile as a regional destination.

ED4-1	Advertise that Maynard has an attractive center, a business friendly environment, and flexible zoning that supports a mix of uses.
ED4-2	Introduce and maintain connections between businesses, cultural venues, and recreational amenities by creating maps, improving signage, and introducing kiosks.
ED4-3	Enhance online presence and marketing campaigns to better promote events.

Goal ED5

Enhance the economic, aesthetic, and environmental features of the Assabet River.

ED5-1	Create an "Assabet River Enhancement Plan" to identify recommendations for future development and preservation.
ED5-2	Capitalize on the Town's waterfront adjacency and explore opportunities for business tie-ins.
ED5-3	Explore strategic riverfront easements and acquisitions for opportunities to increase visual and physical access.

A scenic view of a river flowing through a forested area, with industrial buildings and a tall chimney visible in the background.

NATURAL, CULTURAL, AND HISTORIC RESOURCES

Photo Credit: Kaitlin Young

Natural, Cultural, and Historic Resources

4

Key Issues and Opportunities

- ▶ Wildlife habitats along certain streamways and Assabet River riparian corridors require enhanced protections.
- ▶ Maynard's inventory of historic properties can be used to identify and incentivize potential reuse opportunities for historic buildings and is a valuable tool for preserving neighborhood character while facilitating Town-wide growth.
- ▶ Thoughtful design and planning can ensure that improvements to the downtown, including the enhancement of the existing streetscapes and buildings, as well new development, will not threaten the preservation of the area's historic resources and character.
- ▶ The increasing profile of the arts in Maynard, including the designation of the Maynard Cultural District, provides an opportunity for the advancement of a creative cultural identity for the Town.

Natural Resources

Baseline Conditions Analyses

The Town of Maynard has a wealth of natural resources that support the vitality of the environment and the quality of life at both the local and regional levels. Bodies of water, wetlands, and forests with extensive conservation land offer critical habitat to wildlife and important ecological functions. While Maynard does not contain any Areas of Critical Environmental Concern, as recognized by the state, the natural resources in Town are significant and contribute to its uniqueness, create economic benefits, and support the health of its residents.

Landscape and Topography

The Town is an example of an early industrial New England village that is dominated by historic mills and associated workers' housing centered on water outlets, particularly the Assabet River. Though densely developed particularly near downtown, Maynard includes green spaces such as the Assabet River corridor, the Assabet National Wildlife Refuge, and parcels of woodlands and wetlands. The Town is characterized by a hilly topography with typical features, such as drumlins and eskers, associated with glacial actions. The hills range in height from 175 to 387 feet above sea level. Summer Hill, at 387 feet, is the highest elevation in the Town and holds the Town's water tanks. Other elevated features include Tuttle Hill, Vose Hill, and Silver Hill.

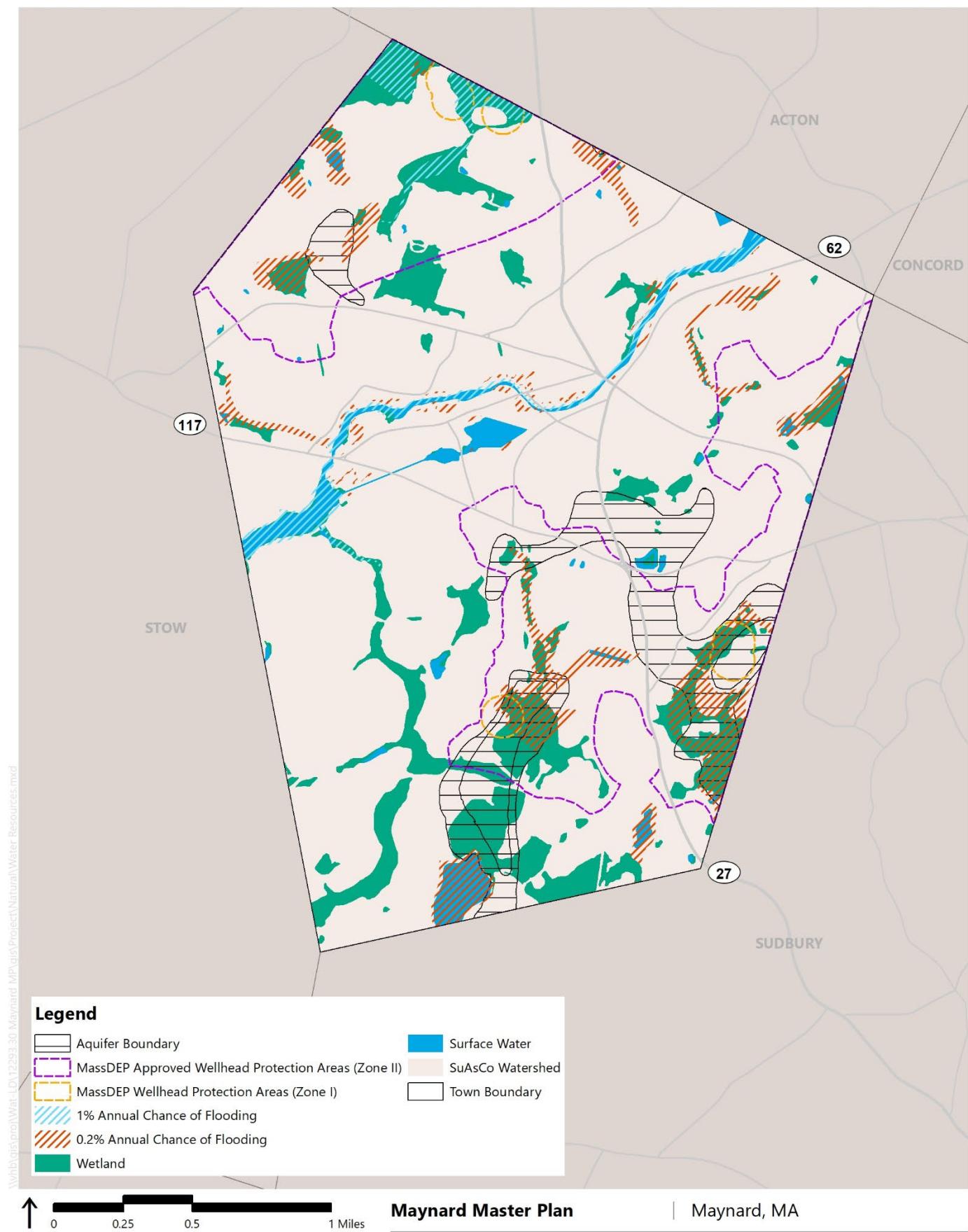
Geology and Soils

Most of Maynard sits on sedimentary rock of diverse composition. There are also small outcrops of igneous rock. Glacial deposits covering broad areas range from a thin mantle to substantial thickness. The Assabet River floodplain and much of the soil in Town comprise combinations of glacial deposits. The permeability of these areas created fine water table recharge areas. Glacial activity also resulted in the creation of swamps in depressed areas. The soils in Maynard are a mixture of fine sandy loam, gravelly outwash material, silt loam, rock outcrop, and an unconsolidated mixture of sand, silt, and gravel (i.e., urban land). There are three soil groups in Maynard that are defined as "sensitive and valuable." These types are hydric soils, prime farmland soils, and soil/bedrock complex. Additionally, there are soils in Maynard that have been determined suitable for development.

Forests and Vegetation

The Town's forested areas have a variety of vegetation and wildlife habitats. The forested landscape is known as the Northern Hardwood Association and range from mixed upland forest of secondary growth to red maple swamp. Wooded areas are largely comprised of oak and maple trees with smaller amounts of pine, beech, birch, and aspen. In Maynard, oak, beech, and maple forests are found at the Assabet River National Wildlife Refuge, the School Woods, Summer Hill, Rockland Woods, the Old Marlboro Road municipal well site, and Sudbury Nursery extension. A major plant survey was conducted at the Assabet River National Wildlife Refuge. The U.S. Fish and Wildlife Service have documented ten plant species that require Federal and/or State concern. This list includes the New England Blazing Star, Lacegrass, Red Pine, and Wood Witchgrass. The Great Swamp is one of the largest red maple swamps in the Sudbury, Assabet, and Concord River Watershed.

As noted in the *Massachusetts State Hazard Mitigation and Climate Adaptation Plan* (2018), "the ecosystems that are most susceptible to the wildfire hazard are pitch pine, scrub oak, and oak forests, as these areas contain the most flammable vegetative fuels." Maynard's potential exposure and impacts related to wildfire hazard is based on the proximity of its population, building stock, and critical facilities to such contiguous vegetation. The Town's schools – including Green Meadow, Fowler, and the High School – may be particularly vulnerable due to their proximity to the Assabet River National Wildlife Refuge and the School Woods.



Source: Town of Maynard, MassGIS, VHB

Water Resources

Agriculture

There are few remaining agricultural properties in Maynard. The two properties enrolled in the State's Chapter 61 program are the former Sudbury Nursery extension and the Summer Street apple orchard. The Sudbury Nursery extension is one of the remaining undeveloped agricultural fields in the Town. The property includes uplands and wetlands. The apple orchard off Summer Street includes a vernal pool and is surrounded by open space. The property is important as one of the last working farms in Maynard. There is a working hobby farm at the end of Glendale Street that is not currently enrolled in the Chapter 61 program. This property includes an active field, barns, pasture, and woodland.

Water Resources and Wetlands

The water resources in Maynard (see **Figure 4-1**) serve important functions such as supply for public and private water and groundwater, flood control, storm damage prevention, and fish and wildlife habitats, among others. There are approximately 70.4 acres of surface water and 307 acres of vegetated wetlands in the Town.

The major water resource in Maynard is the Assabet River, which is part of the Sudbury, Assabet, and Concord River Watershed. The river flows northeast through the center of Town, where it crosses bedrock ledges. The river is classified as a Class B waterway, designating it as a warm water fishery and for primary and secondary recreation. Because of this designation, the river must be protected for the propagation of fish, as well as for swimming and boating. However, the Assabet River does not meet Class B standards as a result of the high levels of nitrogen and phosphorus and low levels of dissolved oxygen.

Other major bodies of water in Maynard include the Millpond, Vose Pond, Durant Pond, Puffer Pond, Thanksgiving Pond, and the Assabet River Basins. The quality of pond water in Town is a concern. The eutrophication process potentially decreases aesthetics, speeds conversion to marshland, and creates potential public health hazards, which all limit potential passive and active recreation.

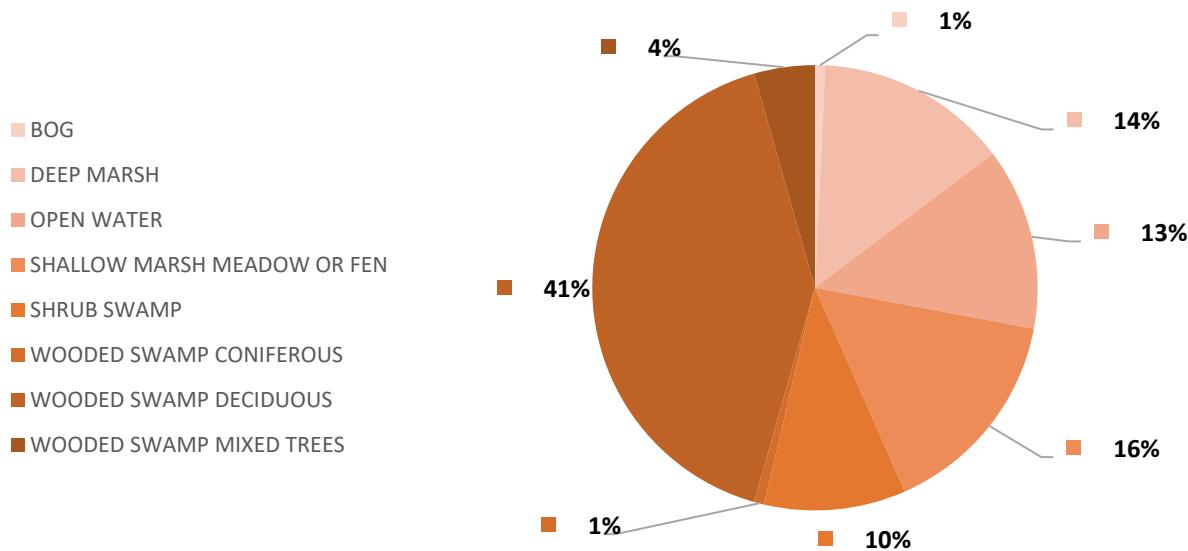
Wetlands are important visual resources and wildlife habitats. The Town's Wetlands Administration Bylaw was originally approved in 1996 and most recently amended in 2004. The purpose of this bylaw is to maintain the quality of surface water and groundwater, to protect against flooding hazards, and to provide reasonable protection and conservation of irreplaceable natural resources. Resource areas protected under the bylaw include vegetated wetlands, vernal pools, water bodies, and lands within 100 feet of these resources, among others.

The primary wetland types in Maynard include bordering vegetated and isolated wetland. Vegetated wetlands are primarily red maple swamp. The typical riverine vegetation in Maynard includes birch, box elders, alders, willows, and silver maples. Maynard has eight certified vernal pools. These are located near Vose Pond, St. Bridget's Cemetery, and in the School Woods.

The largest wetland area is at the very northern part of Maynard, near the Rockland Woods. These wetlands are part of a larger system that crosses into Acton and Stow known as the Great Swamp, Heath Hen Meadow, and Pratts Brook. These are red maple swamp wetlands with a pepperbush shrub layer. Wetlands in the south part of Town have

been less disturbed than those in the north. The largest and least developed wetlands in Town are part of the Assabet River National Wildlife Refuge and the School Woods area. Taylor Brook, Puffer's Pond, and other unnamed streams contain red maple swamp. There is one remnant Atlantic White Cedar swamp present.

Figure 4-2 Types of Wetlands



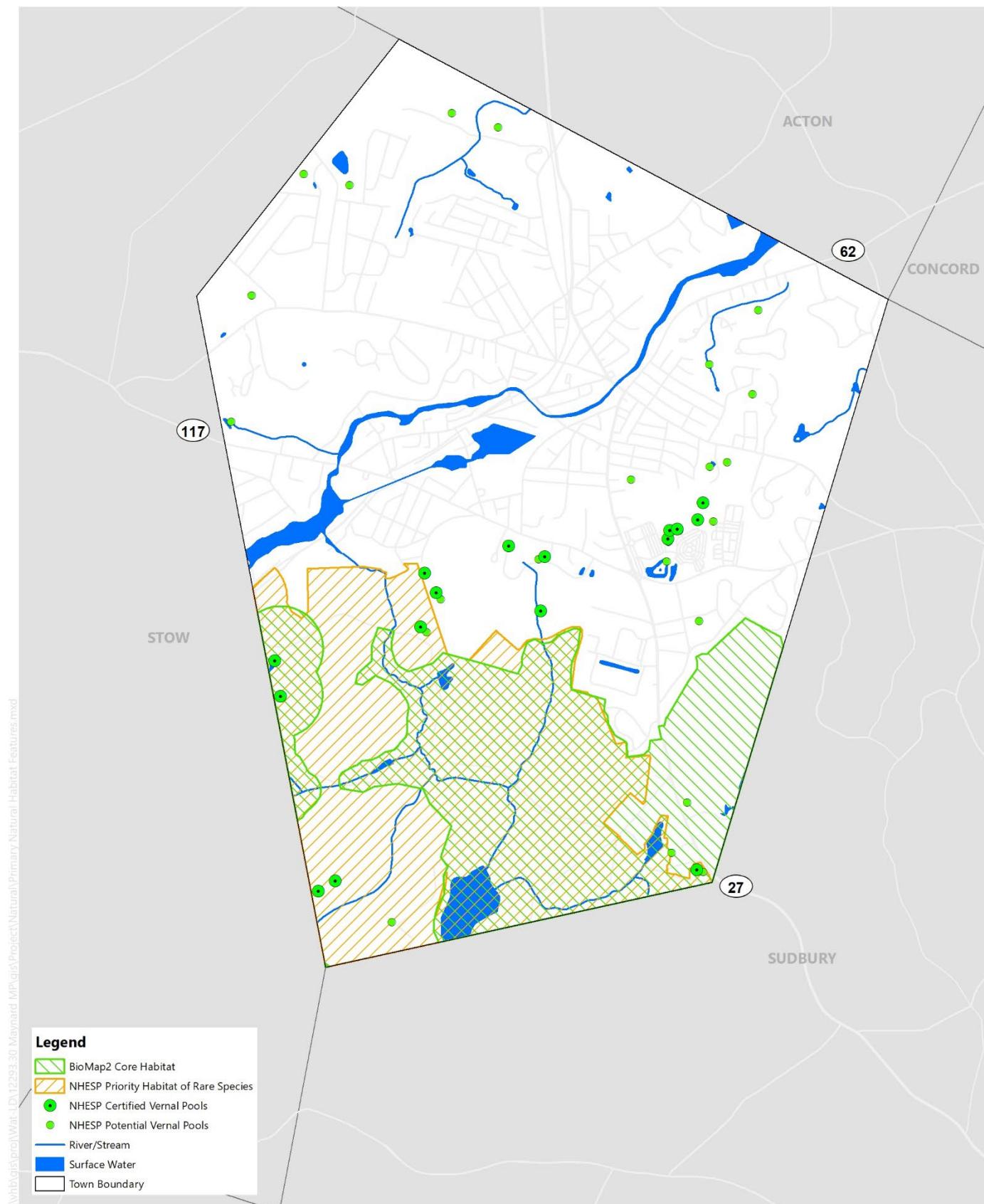
Source: MassDEP

Wildlife

In 2001 and 2002, Maynard participated in the Massachusetts' Biodiversity Day species count. Additional species counts were undertaken by the U.S. Fish and Wildlife and the Friends of the Assabet Wildlife Refuge. The mammals found in the Assabet River Wildlife Refuge and other parts of Maynard include beaver, bobcat, mink, river otter, coyote, porcupine, and fisher cats. In addition, according to the Natural Heritage & Endangered Species Program (NHESP), Blue-spotted Salamander (Amphibian) and Eastern Whip-poor-will (Bird) are listed as species of special concern, while the Blanding's Turtle (Reptile) is listed as a threatened species in Maynard.

The primary wildlife corridor in Town is the riparian corridor along the Assabet River. As much of the green space adjacent to the Assabet River has been developed, a plan is in place to restore, re-wild, and develop better public access to the riverfront. The Assabet River Rail Trail is an important regional project that will encourage public access to the riverfront. Vernal pools in Maynard also provide critical wildlife habitat and an important breeding space for invertebrate species.

The Silver Hill Conservation Land, Rockland Woods Conservation Land, and the Great Swamp are also areas requiring habitat protections. The wooded wetlands near the Glenwood Cemetery provide habitats for at least two species of concern in Town. The Rockland Woods/Great Swamp provide habitat for several State-listed species and has been identified as High Biodiversity Focus Areas in the Sudbury, Assabet, and Concord River Watershed Biodiversity Protection and Stewardship Plan.



Source: Town of Maynard, MassGIS, VHB

Primary Natural Habitat Features

The Assabet River National Wildlife Refuge was established in 2000 and is approximately 2,250 acres in size and overlaps into the Towns of Maynard, Hudson, Stow, and Sudbury. The Refuge provides a valuable location for wildlife habitats and is one of two areas in Maynard that have also been identified as High Biodiversity Focus Areas in the Sudbury, Assabet, and Concord River Watershed Biodiversity Protection and Stewardship Plan. It is also designated a Massachusetts Important Bird Area, as it provides essential habitats for species of breeding, wintering, or migrating birds. Some of the Federal and State-listed animal species found in the Assabet River National Wildlife Refuge include the Bald Eagle, Peregrine Falcon, Great Blue Heron, and Osprey, among others.

Adjacent to the Assabet River National Wildlife Refuge are the School Woods. When combined, they provide a continuous wildlife habitat, as well as one of the Town's most diverse habitats.

Threats to Natural Resources

Typical of other communities within the region, Maynard is faced with environmental challenges associated with land use changes and development trends that need to be addressed to achieve sustainability in the Town's natural resources.

Hazardous Waste and Brownfield Sites

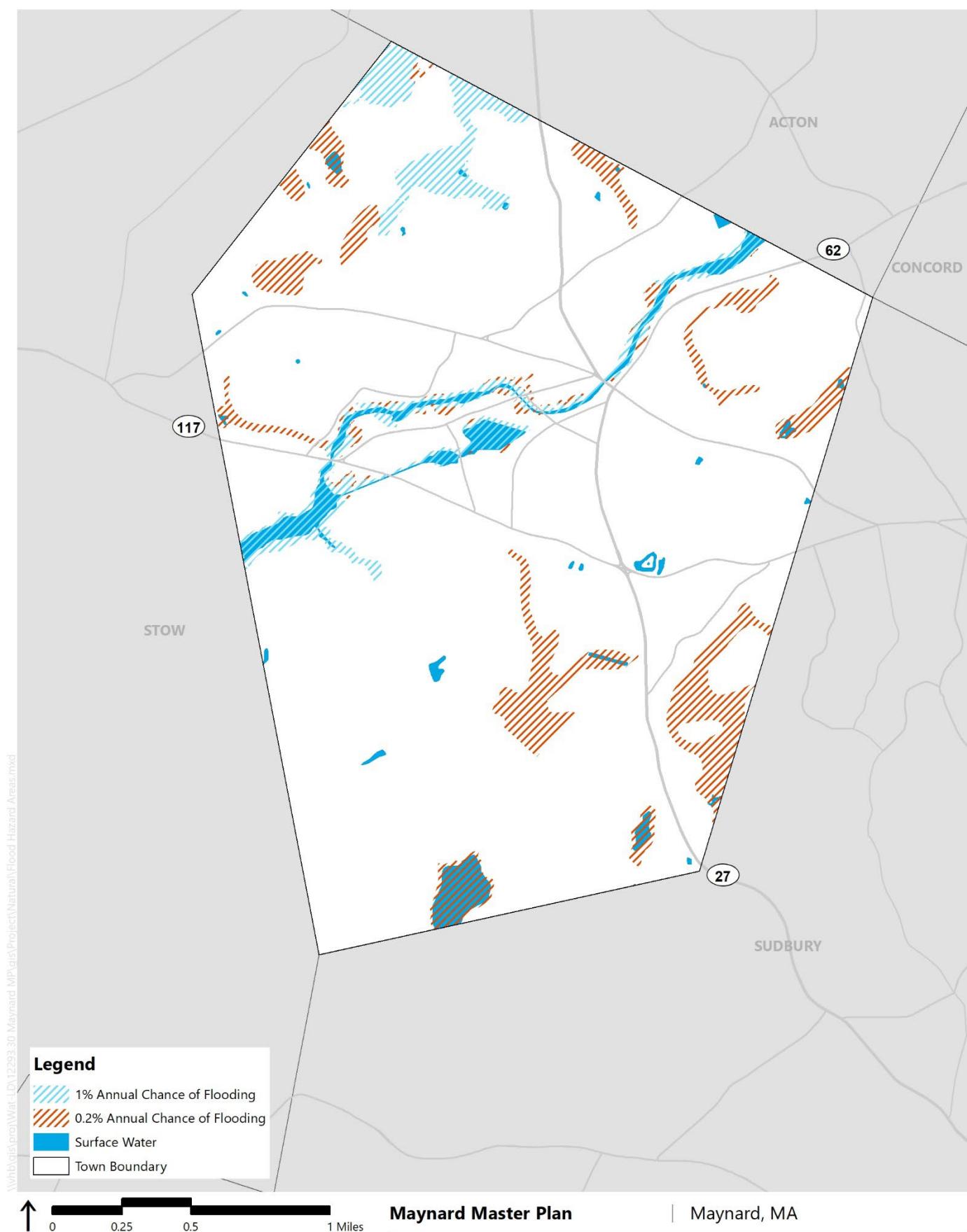
The Assabet River National Wildlife Refuge features a hazardous waste site at the former location of Fort Devens Annex, a Federal Superfund site. Other hazardous spills in Maynard are associated with automobile service stations or with DEC.

Landfills

The Waltham Street Municipal Landfill operated unlined from 1948 through 1979. The landfill was closed in 1980 and capped in 1986. It was graded and repurposed as a location for soccer fields and open space means, thus protecting the property by Article 97. In 2012, State Senate and the House of Representatives authorized Maynard to temporarily transfer the parcel for a large-scale photovoltaic system. As part of this act, Maynard was required to build a dog park and transfer an equal amount of open space to the care of the Conservation Commission. Currently, the landfill is monitored by the Maynard Board of Health. The Department of Public Health wastewater treatment facility has been a cause of concern for the Conservation Commission due to its use as a staging area for brush, stump, and yard waste within the state-protected Riverfront Area. The facility was recapped around 2004.

Erosion and Sedimentation

The Organization for the Assabet River (OAR), which added the Sudbury and Concord Rivers to its mission in 2011 to become OARS, is the lead group in Town that identifies areas of concern for erosion. In 1996, the group conducted a planting to reduce erosion at the Perry Packaging firm property. Erosion is not a major concern overall; however, some areas such as the Elks Club Parking lot feature erosion control plantings. Riverbanks in residential areas have plantings that reduce siltation associated with stormwater runoff. It has been observed that Thanksgiving Pond, Ben Smith Dam basin, Durant Pond, and the Millpond feature sedimentation build-up.



Chronic Flooding

As shown in **Figure 4-4**, there are areas in Maynard that are subject to flooding due to the Town's extensive river and tributary system. The wetlands in the northeast and those part of the Fort Pond Brook Branch stream are flood hazard zones. Additionally, the cul-de-sacs on the east side of Powder Mill Road are in a flood hazard zone. The lower Waltham Street area, near Butler Lumber on Parker Street and across from Cuttings Nursery, has experienced flooding problems. Homes in the "Presidential" neighborhood report consistent basement flooding due to a high water table and an underground culverted stream.

Development Impact

A primary concern of Maynard residents is the effect of development on their quality of life and the surrounding environment. The Town's zoning supports development, particularly residential development. This development and population growth have the potential to place a strain on the Town's drainage systems, road maintenance costs, public safety services, school capacity, and other infrastructure. Of particular concern is the impact of development on undeveloped lands that provide wildlife habitats, water supply protection, and contribute to the unique character of the Town.

Ground and Surface Water Pollution

The only major groundwater pollution in Maynard has historically been associated with the Army's former activities within the Assabet River National Wildlife Refuge. Seasonal changes contribute to minor contamination of surface water on the Assabet River. The Town does comply with the Department of Environmental Protection's surface and drinking water monitoring programs. OARS periodically tests water samples from the Assabet River. Changes to the Town's zoning and actions such as land acquisition are critical to ensure the continued safety of ground and surface water.

Impaired Water bodies

The most threatened natural resource in Maynard are the water bodies and waterways. The Assabet River, Millpond, Taylor Brook, Thanksgiving Pond, Durant Pond, and Vose Pond are at risk from the effects of non-point source pollution. Areas of concern for most Town water bodies include trash, run-off, algae, water weeds, and elevated levels of fecal coliform. The Assabet River failed to meet the Class B classification due to the multiple adjacent municipal wastewater facilities. The mercury level found in fish in Puffer Pond has led to the public being advised not to consume them. The Town has been addressing these issues through public education, as required by the federal Municipal Separate Storm Sewer Systems (MS4) permitting program.

Dams

According to the most recent mapping data, there are three dams in Maynard. Two of these dams, the Ben Smith Dam and the Millpond Dam, are labeled as a significant hazard. The Cuttings Pond Dam, located on the Town's border with Sudbury at the north end of Cutting Pond, is labeled as a low hazard.

The Federal program to encourage dam removal to restore rivers to their natural habitat has been discussed in Maynard. The Ben Smith Dam, located south of Great Road and

north of the Assabet River Rail Trail, established a mill pond complex and may benefit wild and scenic areas upstream. The historical functions of the dams along the Assabet River have ceased and their current functions are limited to creating a fire pond and an aesthetic landscape. The water level in Millpond is an area of concern, with the water being too low in summer months.

Invasive and Introduced Species

A survey (circa 2004) of the Assabet River National Wildlife Refuge indicated that approximately 78 percent of species in the refuge were native and 22 percent had been introduced to the environment. The invasive species found in Maynard predominantly include the Norway maple, Morrow honeysuckle, Moneywort, Japanese Knotweed, and Purple loosestrife. The Norway maple, which provides no habitat, was historically used throughout Town as a street tree.

Cultural Resources

Maynard's cultural assets are a key component of the Town's identity. The Town's vigorous creative community is valued throughout the region and was recognized statewide with the designation of the Maynard Cultural District by the Massachusetts Cultural Council in March 2017. The community has coalesced around downtown, creating strong links between the arts, the historic town center, the mill complex, and the Assabet River. The result is a vibrant and active cultural scene that creates a sense of place, and is, in turn, vital to Maynard's quality of life, social and economic diversity, and prosperity.

Major Cultural Organizations, Institutions, and Programs

The entities and events through which Maynard's culture is shared extend into many aspects of community life. Far from being exclusive to the category of "cultural assets," they act as engagement points across a wide variety of community and neighborhood interests, occurring at key junctions of cultural identity, communication, and the built environment. The following sections describe some of the major cultural assets in Town.

Maynard Cultural Council

The Maynard Cultural Council (MCC) was established to promote the arts, humanities, and sciences through the funding of community-oriented cultural projects. As the local council representative of the Massachusetts Cultural Council, the MCC has administered and distributed grant funding through two main programs. A field trip grant program provides subsidies to school groups for the purchase of tickets to attend cultural events and performances. The second program supports artists and organizations, on the local and regional level, in the creation and execution of projects that provide a community benefit. Awardees are honored at an annual awards show, which is the MCC's flagship event. A broad range of programs have been funded, including:

- ▶ The Wild and Scenic Film Festival, sponsored by the Organization for the Assabet River;
- ▶ "Maynard Living and Alive," an initiative combining music, dance, and oral history;

- ▶ An exhibit of international posters;
- ▶ The Fort Assabet outdoor learning center, operated by the Friends of the Assabet River National Wildlife Refuge;
- ▶ A pop-up art gallery in an otherwise vacant downtown storefront; and
- ▶ A high school program creating handmade books focused on the topic of violence against women.

A recent initiative at the Massachusetts Cultural Council provides support for local cultural councils such as the MCC to initiate and organize their own programming, in addition to their existing role to distribute grant funding for local projects.

Maynard Cultural District

In recognition of the vast cultural assets in Maynard's downtown, as well as its potential as a regional cultural destination, the Maynard Cultural District was designated in 2017. By providing a structure for the diverse artists, entities, businesses, and programming that have found a place in Maynard, it is anticipated that the Town's cultural identity can be expanded and fostered in a strategic and meaningful way. The Maynard Cultural District is currently managed by a Board of Directors, which has the same membership as the MCC.

The Maynard Cultural District's partners include a number of downtown businesses, residents, and organizations that promote the district as a whole and volunteer their time and participation in district events and initiatives. In 2017, ArtWeek, an annual celebration of the arts promoted by the Massachusetts Cultural Council, was expanded statewide. Although recently-designated, the Maynard Cultural District and its partners organized a full slate of events, including concerts, exhibits, and performances. Included in the programming were established traditions such as Maynard's Spring ArtWalk and the MCC's annual awards, as well as the new "Maynard as a Canvas" project, a contest sponsoring the creation of a mural on a building at one of the gateways to downtown. As of 2018, the Maynard Cultural District is using a grant from the MCC to fund the "Summer Spruce-Up Grant," awarding funds to downtown businesses and building owners for façade improvements and beautification efforts.

Major Venues, Community Events, and Programming

Maynard has dozens of businesses, organizations, venues, and amenities that form the backbone of the creative community promoted by the MCC and the Maynard Cultural District. Together, these entities organize and participate in an active, year-round schedule of community events. The following sections describe some of the largest, most well-known, and long-established examples in Town.

ArtSpace

The result of a development project that revitalized the former historic Fowler School, ArtSpace is one of Maynard's most unique cultural assets. This non-profit community arts center provides studio space for approximately 80 artists (with a waiting list nearly as long); an exhibition gallery; and the Acme Theater, an independent non-profit community theater and the home of the Acme Improv Company. In addition to offering large-scale

promotion for its artists, curated exhibits, and event venue space, the artists of ArtSpace host classes and Open Studios events that connect the public to the creative community and this historic building on an intimate level.

Fine Arts Theatre Place

Described as a community theater as much as a cinema, this movie theater opened in a former horse stable in 1949. Following a major revitalization and renovation effort completed in 2014, this venue offers first-run movies as well as a "Fans of Film" series of independent and/or foreign favorites, classic films, and documentaries. In March 2018, the Fine Arts Theatre Place hosted the 10th Annual Wild and Scenic Film Festival, highlighting the links between natural resources and cultural resources, and the advocacy for their protection. Other events include special screenings, fundraisers, and baby-friendly screenings for young families.

Downtown Festivals – ArtWalk, Holiday Sip and Stroll, Maynard Fest

Though each festival in downtown has its own unique character, they all share some key characteristics – namely, promoting community life in Maynard while highlighting its walkable downtown. A long-time effort by the Maynard Business Alliance is the Spring ArtWalk, which showcases the Town's cultural community and turns local businesses into gathering spaces with concerts and family activities. The Holiday Sip & Stroll, also sponsored by the Maynard Business Alliance, features light and window displays, performances, art shows, business specials, food offerings, and visits to Santa. This annual event anchors a weekend of holiday activities, including a parade and an ArtSpace holiday sale. One of Maynard's longest-running events is Maynard Fest, including sidewalk sales, vendors, concerts, family entertainment, and a farmer's market. This event, sponsored by the Assabet Valley Chamber of Commerce, draws thousands of people from throughout the region to Maynard, showcasing downtown's unique character. A joint effort by the MCC and Maynard Cultural District, ArtWeek was added to Maynard's annual cultural offerings in April/May 2018.

Downtown Art Galleries – Six Bridges Gallery and Gallery Seven

Among the many businesses that contribute to the vibe of downtown are two fine arts galleries that are open to the public and provide an important venue for local craftspeople, including the studio artists at ArtSpace. Their highly visible locations turn art into an everyday experience for residents and visitors to downtown.

Maynard Book Festival

Organized by the Friends of the Maynard Library and supported by MCC grants, this event celebrated its 7th anniversary in 2018. In addition to author talks and panel discussions, this multiple-day event offers a broad range of programs focused on storytelling in its many forms, including a workshop to tell family stories through multimedia collages, concerts, and exhibitions by ArtSpace artists.

Public Murals

Murals are an integral part of Maynard's public art program, fostering a deeper appreciation of the arts and creating tourism opportunities. The work of local graffiti artists has been showcased on the warehouse behind the Gruber Brothers Furniture building since 2008. The Maynard Cultural District, through its new "Maynard as a Canvas" project, is supporting the display of large-scale murals on otherwise blank walls. More than 80 entries were received for the first round of this project, and the winning mural, "Hummingbirds," was completed on the Murphy-Snyder Building in the summer of 2018.

Town Parades

The Town honors its military veterans on Memorial Day and Veterans Day with parades that celebrate those who serve in the Armed Forces and remember those who have lost their lives doing so. Maynard's Annual Old Fashioned Christmas Parade has been a holiday tradition for more than 50 years. Sponsored by the Maynard Police and Fire Relief Association, this parade features floats, community groups, and performances.

Historic Resources

Maynard was built as a mill town, and the creation of mill ponds and dams, extensive neighborhoods of worker housing, and supporting commercial enterprises join the mill complex itself in defining neighborhoods and viewsheds across the Town. As a mill town, Maynard's development and economy have been closely linked to the waterpower and transportation routes that connected manufacturing within the Town and throughout the region. Though its manufacturing ties have presented some of Maynard's greatest challenges as the manufacturing landscape throughout the region changed in the 20th and 21st centuries, these ties have given Maynard its human scale residential neighborhoods, many of which are proximate to downtown, that create a livable, walkable community with unique opportunities to adapt and enhance its historic resources for a modern audience.

The term "historic resources" covers a broad spectrum of features. While many people learn about Town history through the stories of individual buildings or homesteads, "historic resources" also includes the streetscapes, neighborhoods, views, historic markers, and adaptively reused buildings that Maynard's residents use every day. While not always recognized, these historic features are some of the most valued resources in the Town.

Maynard has hundreds of archaeological and architectural historic resources that have been documented by a variety of different entities, with the Maynard Historical Commission serving as the primary driver of major survey efforts. The Massachusetts Historical Commission (MHC) serves as the central repository for these files, which can be found in a searchable public database called MACRIS (Massachusetts Cultural Resource Information System) at www.mhc-macris.net, and its companion GIS website at maps.mhc-macris.net.

Above-Ground Resources

The Town's large inventory of historic resources includes buildings, structures, objects, sites, and landscapes that are physical reminders of Maynard's extensive heritage. These resources can be documented on an individual basis, such as a building or a farm, or grouped into districts that collectively tell a broader cultural story. Maynard has one resource, Glenwood Cemetery, listed in the National Register of Historic Places, which is the national list of significant places that are particularly worth of preservation (see **Figure 4-5**). The cemetery is also listed in the State Register of Historic Places.

As of August 2018, the MACRIS database identified more than 540 recorded individual historic resources and districts/areas in Maynard. Although these inventoried properties have not received an official designation, the collective heritage of the Town is conveyed through recording the history and design of these places. Most of the inventoried resources are grouped into 13 inventoried areas, which record cultural and developmental histories on a neighborhood level. The database, however, also includes more than 170 individual properties that are not in inventoried areas, allowing individual stories to be recorded as well.

In addition to inventoried resources listed in MACRIS, a 2006 reconnaissance report compiled as part of the Heritage Landscape Inventory program identified a number of heritage landscapes in Maynard. Considering both manmade and natural landscapes crucial to the development of the Town, and how they interact, heritage landscapes can incorporate scenic, ecological, land use patterns as well as community history to tell broad, and often complex, stories. The Heritage Landscape Inventory program report was a partnership between the Massachusetts Department of Conservation and Recreation (DCR) and the Freedom's Way Heritage Association, who worked with members of the public to identify priority heritage landscapes facing some level of threat by disuse, potential development, or environmental evolution. Approximately 50 heritage landscapes were identified by the community, from which a set of priority heritage landscapes were chosen. The priority heritage landscapes in Maynard include:

- ▶ Assabet Mill Complex
- ▶ Assabet River
- ▶ Cutting Property (Parker Street and Old Marlboro Road)
- ▶ Derby Orchard (located in Stow and Maynard)
- ▶ Downtown Maynard
- ▶ Maynard Country Club
- ▶ Maynard Rod and Gun Club
- ▶ Presidential Village

Archaeological Resources

Maynard is home to more than three dozen previously recorded archaeological sites, and likely dozens more that remain to be discovered. The resources that made this area a desirable Colonial and Industrial Era settlement benefitted the Native American populations as well, and Maynard boasts both pre- and post-Contact archaeological sites.

Despite the distribution of these sites throughout the Town, there are large areas that have not been subject to archaeological survey.

Historic Resources Entities, Stakeholders, and Bylaws

A number of entities in Maynard take an active part in the promotion and protection of historic resources. Maynard also has bylaws that directly promote and preserve historic resources, as well as bylaws concerning the appointed commission designed to help execute the preservation of the built environment as the Town evolves over time.

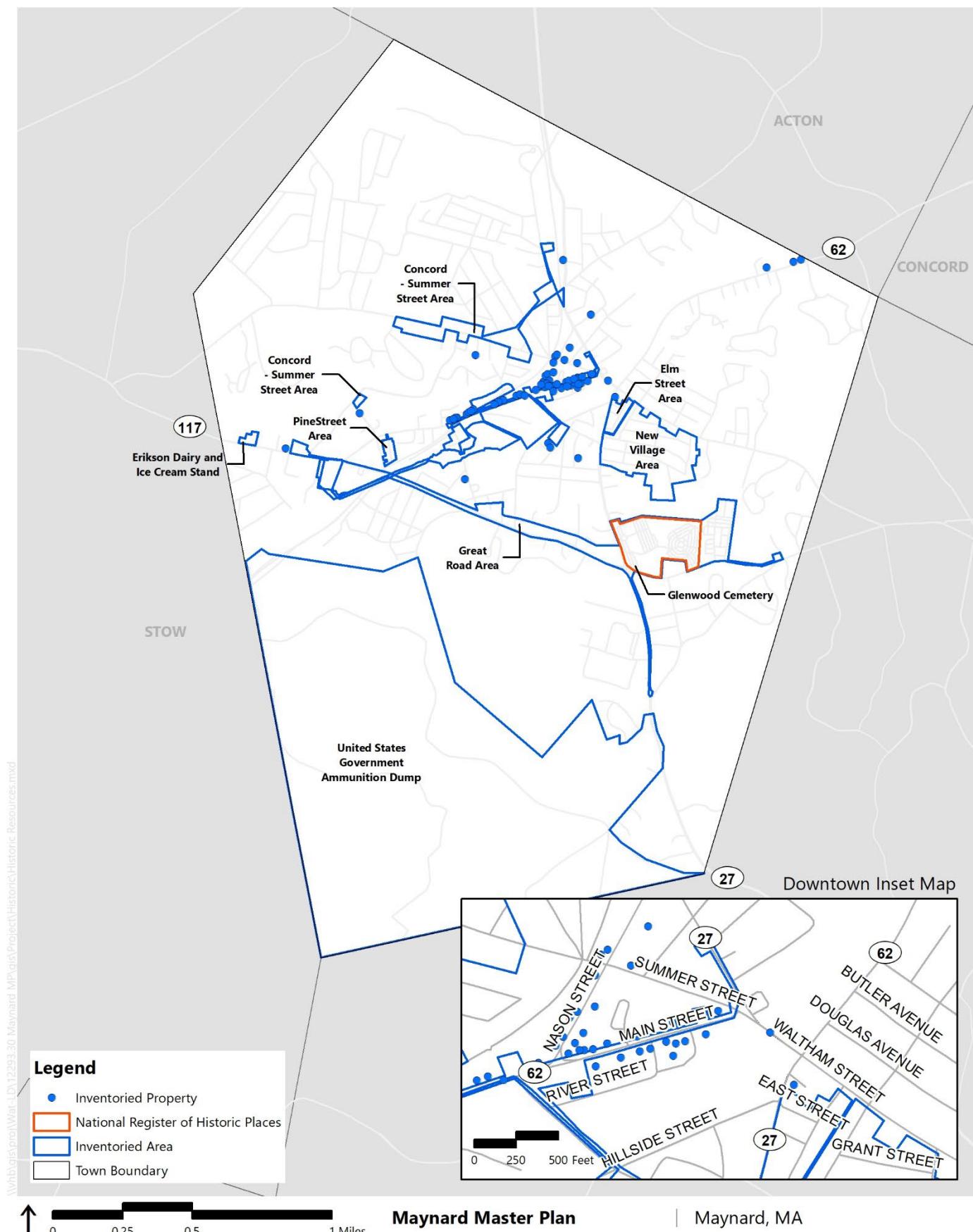
Maynard Historical Commission (M.G.L. Chapter 40 s. 8D)

The mission of the five-member Maynard Historical Commission (Maynard HC) is to "preserve, protect, and develop the historic and archaeological assets of the community" and "ensure that the goals of historic preservation are considered in the planning and future development of the community." Responsibilities and roles of the Maynard HC include:

- ▶ Researching places of historic or archaeological value;
- ▶ Cooperating with the State Archaeologist in conducting surveys reports;
- ▶ Coordinating with other preservation organizations;
- ▶ Preservation planning;
- ▶ Inventorying and surveying the Town's historic assets;
- ▶ Public education;
- ▶ Performing project impact review under Section 106 and Chapter 254; and
- ▶ Overseeing local bylaws and ordinances, as appropriate, such as the demolition review bylaw.

To this end, the Maynard HC administers several initiatives and programs, and maintains an up-to-date set of meeting agendas and minutes on its website. Recent additional accomplishments include:

- ▶ Establishment of a historical marker program;
- ▶ Development of a series of historical walking tours;
- ▶ Restoration of the Glenwood Cemetery fence;
- ▶ Restoration of the Town Scale;
- ▶ Survey/Inventory update; and
- ▶ Supporting the creation of a Historic Preservation Guide as a Girl Scout Gold Award Project.



Community Preservation Committee (Chapter 11)

The Maynard Community Preservation Committee administers the Town's Community Preservation Act program. The Community Preservation Committee includes one member of the Maynard HC along with representatives from other Town entities including the Conservation Commission, Planning Board, and Recreation Commission. Responsibilities of the Community Preservation Committee include studying and making recommendations regarding the acquisition, creation, preservation, and support of open space, historic resources, recreational land, and affordable housing. Regarding historic resources, the goals of the Community Preservation Committee include the preservation, rehabilitation, and restoration of Town-owned historic resources; preservation of the character of endangered historic resources through mechanisms such as purchase and/or resale with preservation restrictions; preservation of historic landscapes through the creation of open space; and preservation of older roads. Several of the Maynard HC's recent accomplishments have been achieved with the assistance of funding through the Community Preservation Committee.

Maynard Historical Society

This volunteer non-profit organization is "dedicated to the preservation of the memories and memorabilia of Maynard." The Historical Society's collections include thousands of artifacts and ephemera, including items related to the histories of residential families and Maynard's social clubs. The current focus of the Historical Society is the cataloguing and archiving of its collections (approximately 5,000 cubic feet), with assistance provided by grant funding through the Community Preservation Committee. A major part of this cataloguing initiative includes the concurrent uploading of images and collection of information to the Historical Society's website. As the organization and its collections are presently housed in undeveloped space within Mill & Main, the collection website is the Historical Society's primary avenue for education and the dissemination of information until a permanent space with display and visitation capabilities can be secured.

Maynard Public Library – Local History Collection

The Maynard Public Library is another important repository of reference materials related to Maynard's history. Annual Town Reports, resident lists, School Department information, and committee reports are housed in the Local History Room, along with Maynard High School and Assabet Valley Regional High School yearbooks, local business directories, newspapers on microfilm, and books and clippings relevant to various local history topics. As a service to library patrons, the library also maintains a subscription to the popular genealogy website Ancestry.com, which is accessible within the library.

Sesquicentennial Steering Committee

This *ad hoc* committee was established in September 2017, in advance of the 150th anniversary of Maynard's incorporation as a Town, which will occur in 2021. Introductory activities of this committee include the execution of a logo and slogan contest, and the committee is evaluating possible programming efforts including a book, a parade, displays, and a time capsule.

Freedom's Way Heritage Association

National Heritage Areas (NHAs) are designated by Congress as places where natural, cultural, and historic resources combine to form a cohesive, nationally-important landscape. The heritage landscapes consist of multiple elements linked by functional use, shared interest and history, and historical significance. The Freedom's Way NHA consists of several dozen towns in central and eastern Massachusetts and southern New Hampshire, which are connected through the themes of an intricate natural landscape, the earliest development and identity of the typical New England community, and the social, intellectual, and cultural movements that created this country during the Revolutionary War era and beyond.

While linked to the National Park Service, NHAs are managed by local government entities and organizations, overseen by a coordinating non-profit organization. The Freedom's Way Heritage Association is the coordinating agency for the Freedom's Way NHA, and acts as a convener for heritage-based entities in the area's numerous towns, as well as a promoter and supporter for heritage-based activities throughout the area. The Freedom's Way Heritage Association is an important partner for Maynard and other member communities, connecting the Town with other NHA towns, providing support for Maynard's programs, and promoting its natural, historic, and cultural resources on the regional and statewide levels.

Demolition Review Bylaw (Chapter 26, Preservation of Historically Significant Buildings)

Maynard has a demolition review bylaw, overseen by the Maynard HC. The bylaw applies to properties that have been designated as Historic Significant Properties, and are deemed Preferably Preserved by the Maynard HC, meaning their preservation is in the public interest. Properties determined to be Preferably Preserved may be subject to a demolition delay of up to 12 months, or up to 18 months for properties listed in the National Register.

A detailed procedure guide, application form, list of Historic Significant Properties, a copy of the approved bylaw, and a short background presentation are available on the Maynard HC's page on the Town of Maynard website. The list of Historic Significant Properties is intended to be dynamic, and subject to periodic review and additions by the Maynard HC.

Natural, Cultural, and Historic Resources Goals and Recommended Actions

Goal NCH1

Enhance the protection and preservation of sensitive natural resource areas that contribute to the health and well-being of the community, as well as offer critical habitat to wildlife and provide important ecological functions.

NCH1-1 Identify priority parcels that contain sensitive natural resources, adjoin existing open space and scenic resource areas, or function as wildlife corridors for Community Preservation Committee action.

NCH1-2 Encourage conservation practices by private landowners utilizing various incentive programs such as Conservation Restriction, Agricultural Preservation, or Chapter 61 programs.

NCH1-3 Continue public education on household best practices on water conservation and water quality protection.

NCH1-4 Conduct a municipal tree inventory and prepare a tree management plan.

Goal NCH2

Capitalize on the Assabet River National Wildlife Refuge and Assabet River by encouraging the respectful use of these important natural resources for community enjoyment as well as to promote the Town as an eco-tourism destination.

NCH2-1 Identify key access points to the Assabet River National Wildlife Refuge and Assabet River, and preserve, enhance, or establish these points to increase the community's connection with these important resources.

NCH2-2 Continue to promote the use of the Assabet River Rail Trail, including adding additional points of access for various modes of transportation and incorporating accessibility features for those with disabilities where necessary.

NCH2-3 Evaluate the feasibility of providing spurs from the Assabet River Rail Trail to connect additional destinations.

NCH2-4 Seek opportunities to increase the amount of riverfront that is visible and accessible to the public.

Goal NCH3

Support the growth of Maynard's creative culture and advance the identity of Maynard as a cultural destination.

NCH3-1 Ensure the Maynard Public Library has the staffing resources necessary to continue to provide the many services and events it offers, to maintain its role as a hub for community group engagement, and to function as a repository of reference materials related to Maynard's heritage.

NCH3-2 In coordination with ArtSpace and similar partners, continue to support existing as well as expand artist lofts and live/work studios.

Goal NCH3(continued)

Support the growth of Maynard's creative culture and advance the identity of Maynard as a cultural destination.

NCH3-3	Encourage public art throughout the Town and find ways to engage local artists.
NCH3-4	Continue to support the Maynard Cultural District and its events and programming.
NCH3-5	Develop a Cultural Plan to create a vision to strengthen Maynard's arts community and cultural assets.
NCH3-6	Engage the local senior community along with other resources to better integrate the senior population into the Town's artistic community and cultural events.
NCH3-7	Encourage student growth and achievement in the arts through curriculum, performance, and other enrichment activities.

Goal NCH4

Support the continued promotion and protection of the Town's historic and scenic resources.

NCH4-1	Continue to utilize Community Preservation Act funding to preserve the character of historic resources throughout Town.
NCH4-2	Work with the Maynard Historical Society to identify a suitable location for the housing and public viewing of its collections.
NCH4-3	Utilize Massachusetts Historical Commission Survey and Planning Grant Program to help develop a community-wide Preservation Plan.
NCH4-4	Investigate the interest level and benefits of becoming a National Park Service Certified Local Government, to qualify for potential increased funding through the Massachusetts Historical Commission grant programs.

Goal NCH5

Encourage the sustainable restoration and reuse of historic buildings.

NCH5-1	Seek developers with demonstrable experience with historic buildings to rehabilitate Town-owned historic buildings such as the Coolidge School; conduct and publish the results of formal feasibility studies on a project-by-project basis to inform decision-making.
NCH5-2	Identify incentive opportunities, including the Federal Historic Preservation Tax Incentives program, the Massachusetts Historic Rehabilitation Tax Credit, and the Massachusetts Preservation Projects Fund, to support the restoration and rehabilitation of historic properties owned by private entities.

Goal NCH6

Increase collaboration among Maynard's boards and commissions with local and regional organizations to maximize opportunities for integrated planning and programming with respect to the Town's natural, cultural, and historic resources.

NCH6-1	Coordinate Town-wide programming through the use and publicizing of a comprehensive community calendar.
NCH6-2	Leverage the Freedom's Way Heritage Association in promoting the Town's natural, cultural, and historic resources.
NCH6-3	Continue to collaborate with regional organizations, including OARS, Sudbury Valley Trustees (SVT), and Assabet River National Wildlife Refuge, to promote the health and integrity of the Assabet River and its ecosystem.
NCH6-4	Seek synergy between the local artist community and the schools through co-hosted events, programs, exhibitions, collaborative projects, and mentorship.

OPEN SPACE AND RECREATION

A photograph of a white golf cart parked on a grassy field. In the foreground, the trunk of a large tree is visible. The background shows a golf course with a pond and a line of trees under a clear blue sky.

Photo Credit: David Griffin

Open Space and Recreation

5

Key Issues and Opportunities

- ▶ Maynard has a wealth of open spaces and recreation areas relative to the size of its population.
- ▶ The Town's proximity to the Assabet River National Wildlife Refuge and Assabet River provide for unique recreational opportunities; however, access to these resources could be improved.
- ▶ Community Preservation Act funds provide for the continued protection and acquisition of open space and has proven a successful tool in meeting the goals of the Town's latest Open Space and Recreation Plan (OSRP).
- ▶ Formal recreation programs in Town are largely limited to those operating out of the Boys and Girls Club of Assabet Valley.

Baseline Conditions Analyses

Maynard is a community with a variety of open space and recreational resources within its approximately five square miles. These varied resources include conservation land, ponds and rivers, forests, trails, public parks, school parks, and a golf course. According to the latest open space data available through MassGIS, there are approximately 1,700 acres of open space and recreation areas in Maynard, just about half of the Town's total area. These lands are under a variety of ownership and management (see **Figure 5-1**). The Assabet River National Wildlife Refuge is managed by the U.S. Fish and Wildlife Service and accounts for more than half (54 percent) of all open space and recreation resources in Maynard; the Town owns an additional 37 percent of these resources and approximately eight percent are owned by private entities.

The Maynard Conservation Commission manages the publicly-owned open space and trail network. The major open space and recreational areas include Rockland Woods, Durant Pond and Silver Hill, Summer Hill, Assabet River Walk, the School Woods, Glenwood Cemetery, Blue Jay Woods and Reo Road Tot Lot, Ice House Landing, and Carbone Park. Other popular open space and recreation opportunities in Town include the Rockland Avenue Soccer Fields, Crowe Park, Tobin Riverfront Park, Memorial Park, and Coolidge Park. Additionally, St. Bridget's Cemetery provides open space for walking.

Some of the open space and recreation land in Maynard overlaps into neighboring communities. The Assabet River National Wildlife Refuge overlaps into the neighboring Towns of Stow and Sudbury. Additionally, Maynard has partnered with the Towns of Marlborough, Hudson, Stow, and Acton to develop the Assabet River Rail Trail. The Assabet River Walk was the result of a partnership with both the Town of Acton and OARS. The Maynard Rod and Gun Club property, one of the largest parcels in Town with open space and recreation opportunities, overlaps into Sudbury.

As emphasized by the Town's 2004 OSRP, Maynard favors future projects that protect existing and create new open space and recreation resources such as wetland and woodland protections, promoting biking and pedestrian travel, and increasing public access to the river as these make important contributions to residents' quality of life. Notable progress has been made in the areas of open space and recreation since completion of the Town's OSRP, as the Assabet River National Wildlife Refuge was opened to the public, the Assabet River Rail Trail was designed and largely constructed, a former riverfront brownfield was transformed into the Ice House Landing Park, and land was conserved for the Carbone Park.

Community Preservation Committee

The Community Preservation Act is a tool to assist in the protection and acquisition of open space, preservation of historic resources, and the creation of affordable housing. The Community Preservation Act was adopted by Maynard at a Special Town Meeting in October 2005 and officially established in May 2006. The Community Preservation Plan was published in June 2007. This has proven to be a successful tool in meeting the open space and recreation goals outlined in the Town's OSRP. The Community Preservation Committee is responsible for the Community Preservation Act Fund and consults with Town departments on where and how the funds will be spent.

The Community Preservation Coalition, an alliance of open space, affordable housing, and historic preservation organizations, maintains an online project database for completed Community Preservation Act projects in Massachusetts. There have been 30 open space and recreation projects completed in Maynard between 2008 and 2017, the latest year data is available. There have been five projects associated with the Assabet River Rail Trail between 2008 and 2015 involving \$165,000 of Community Preservation Act funds for land acquisition and design. In 2011, \$2 million of Community Preservation Act funding was used to purchase the Maynard Country Club property. Other Community Preservation Act funded projects include the installation of metal fencing at the high school baseball field and an irrigation system at Alumni Field, the construction of

playgrounds at the Green Meadow Elementary School and Fowler Middle School, and the building of a raised platform for performances at Veteran's Memorial Park.

Open Space

Given the Town's approximately 1,700 acres of open space and recreation areas and population of 10,526 as of 2016, there are about 162 acres of such lands available per 1,000 persons. This is far greater than the recommended standard of 10 acres per 1000 persons set by the National Recreation and Park Association.

The largest and most significant open space area in Maynard is the Assabet River National Wildlife Refuge. This property dominates the southwestern corner of Town. It was formerly the Fort Devens Annex, which was used by the Army as an ammunition storage facility. The refuge was established in 2000, with public access beginning in 2005, when the Army transferred approximately 2,250 acres of land in total to the U.S. Fish and Wildlife Service. The Assabet River is another major natural feature of Town. It provides opportunity for open space conservation through riverfront protection. This asset and its public recreational opportunities are advanced by OARS.

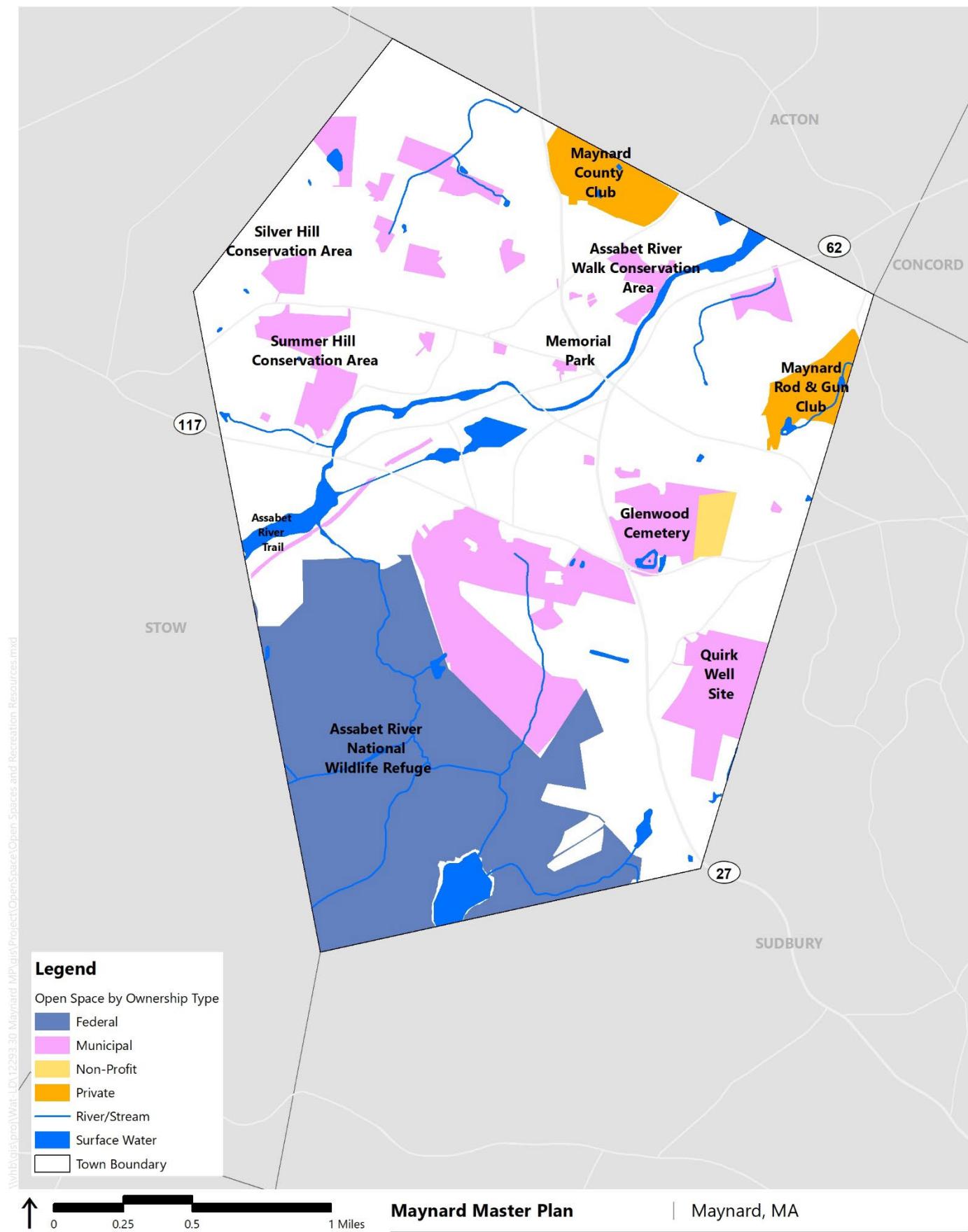
A new addition to the Town's open space resources is the Honey Bee Meadow at a vacant lot at the rear of the ArtSpace property. In late 2016, the Maynard Honeybee Meadow Project reached its funding goal and the project proceeded to establish a working beehive and wildflower meadow garden and green space.

In May 2017, the Maynard Planning Board approved a site plan for the redesign of Veteran's Memorial Park. The rectangular park is located at the southeast intersection of Summer Street and Nason Street, across from the Fine Arts Theater. The project has a primary goal of improving pedestrian circulation, while increasing the connectivity between the park and other destinations downtown. The park design includes an ADA-compliant ramp and a performance area.

The 2004 OSRP recommended parcels in Town for increased private protection and stewardship. These open space parcels include the land between Durant Pond and Rockland Woods, the Summer Street parcel, a parcel across from Thanksgiving Pond, and several parcels off Dana Road near the Silver Hill Conservation Land.

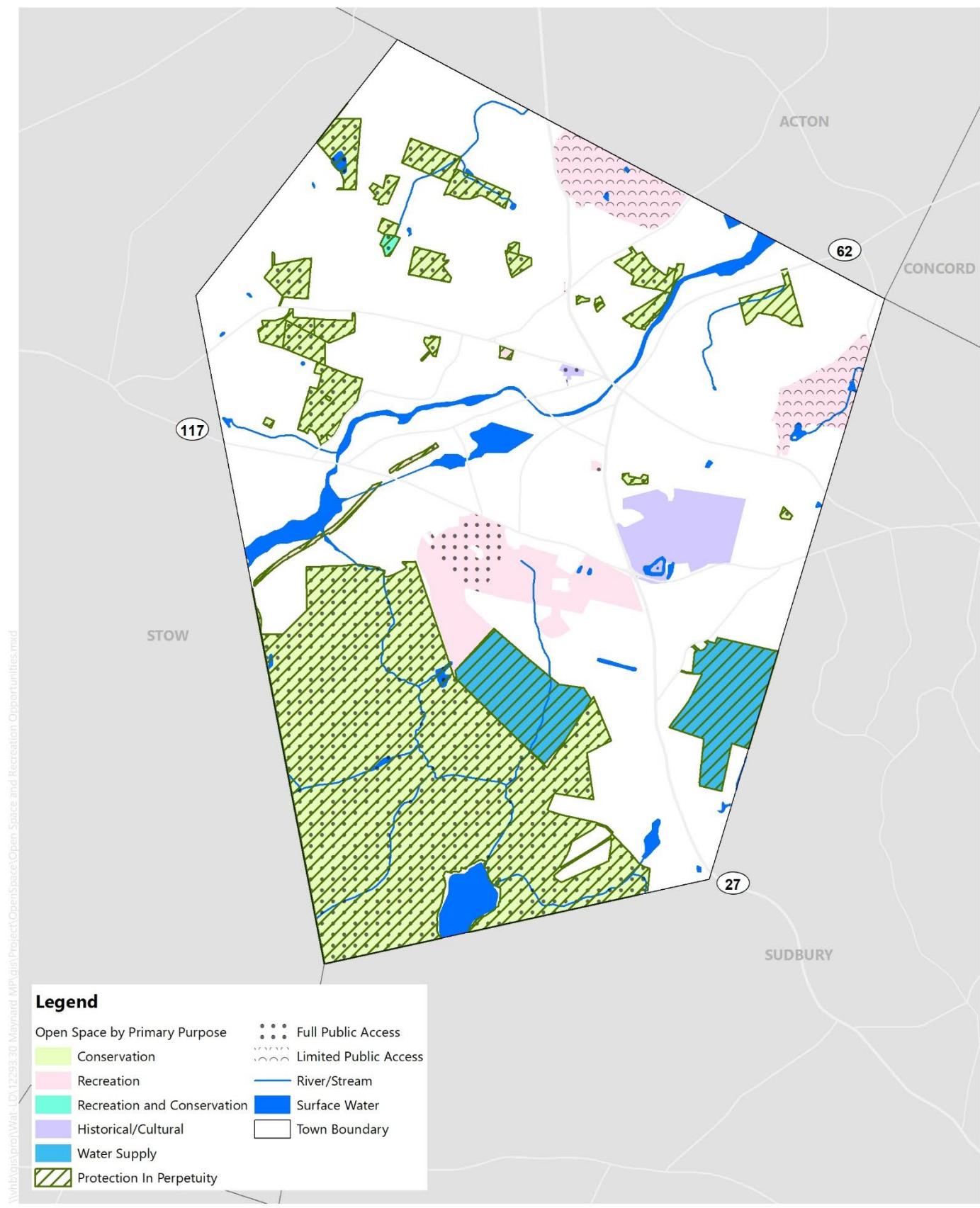
Recreation

The large amount of open space land in Maynard has a direct influence on the type of recreation opportunities available to Town residents. Popular passive and active recreation pursuits involve hiking in the Assabet River National Wildlife Refuge, kayaking on the Assabet River, walking on the Assabet River Rail Trail, or exercising and socializing dogs at the Maynard Dog Park. The open space at the privately-owned Maynard Rod and Gun Club and the publicly-owned Maynard Country Club are also used for recreational activities. As identified by the 2004 OSRP, the recreational facilities of greatest importance are the Alumni Field Complex and adjacent Maynard High School fields, and the trails behind Green Meadow. Other playgrounds and fields include the Reo Road Tot Lot, Coolidge Park, and Rockland Avenue Soccer Fields.



Source: Town of Maynard, MassGIS, VHB

Open Spaces and Recreation Resources



WhitneyProWat-ID12293_30 Maynard MPv5\Project\OpenSpace\Open Space and Recreation Opportunities.mxd

Maynard Master Plan

Maynard, MA

Source: Town of Maynard, MassGIS, VHB

Open Space and Recreation Opportunities

The Assabet River National Wildlife Refuge maintains walking and cycling trails. The area is also known for fishing and wildlife viewing, and portions of the area are available for the hunting of white-tailed deer, spring and fall turkey, American woodcock, ruffed grouse, Eastern cottontail rabbit, and gray squirrel. Stakeholders to this master planning process noted the lack of easy access points to this property from within Maynard.

The Assabet River provides residents with opportunities for both passive and active recreation. Ice House Landing, which is an educational park on the Assabet River, includes a new handicap-friendly boat dock and kayak launch, a picnic area, short walking trails, and a granite structure symbolizing the ice blocks harvested from the river that can be climbed. Stakeholders to this master planning process noted a general lack of accessibility to the Assabet River, particularly within downtown. In 2019, the Conservation Commission acquired a small riverfront parcel on Thomas Street near Downtown. While improvements to this site are limited due to floodplain and wetland, the intent is to create access to the Assabet River near the downtown area while preserving floodplain and habitat.

The Assabet River Rail Trail is a major regional recreational development project that began in 1992. The project re-envisioned the historic rail corridor of the abandoned Marlborough Branch Railroad (active 1853–1980) as a recreational trail extending 12.5-miles from the center of the Town of Marlborough through the Towns of Hudson and Maynard and ending at the South Acton MBTA Station. The trail travels for approximately 3.4 miles in Maynard and allows for walking, biking, and cross-country skiing pursuits.

The Maynard Rod and Gun Club offers space for active recreation, including an archery range, an indoor and outdoor pistol range, and a trap and skeet range. This organization occupies a property in the northeastern corner of Town at its border with the Town of Sudbury. It was charted in 1916 and, in 1946, it purchased approximately 25 acres of land on Old Mill Road formerly owned by the American Woolen Company. Presently, the club owns about 93 acres of land, split between Maynard and Sudbury. The property includes a clubhouse, function hall, and pavilion constructed between 1950 and the late 1990s.

In 2012, The Town of Maynard purchased the privately-owned golf course using funds approved by the Community Preservation Committee. Shortly after the purchase, the Maynard Golf Course Re-Use Committee developed a comprehensive report outlining the potential evolution of the property. This report detailed concurrent and additional uses of the property as well as extensively explored options should the golf course no longer be viable.

The Maynard Dog Park opened in August 2014, driven by the efforts of the Maynard Dog Owners Group, Inc. (MayDOG). The Town-owned park is on the southwest side of the solar field on Waltham Street. It is open to residents of Maynard and surrounding communities at no cost. The park is operated by MayDOG under license from the Town, working closely with the Town's Department of Public Works (DPW) and Animal Control.

The Maynard Recreation Commission has its mission “to enhance the quality of life in the community through facilities, activities, and programs that encourage health, fitness, and recreation.” The Commission, in partnership with the Department of Public Works, is responsible for maintaining the Town’s parks, fields, and open space for public use, and it

partners with the Boys and Girls Club of Assabet Valley to provide indoor recreational opportunities that include summer and after-school programs, youth basketball and softball, and adult fitness classes, among others. The Town does not own any indoor recreational facilities apart from those within the schools. Partnerships with developments such as the future Beijing Royal School will hopefully provide residents with more indoor recreation opportunities.

Open Space and Recreation Goals and Recommended Actions

Goal OSR1

Maintain and improve the accessibility and connectivity of open spaces and recreational areas within and surrounding the Town.

OSR1-1	Centralize information on the Town's open space and recreational resources for easy public access.
OSR1-2	Ensure Americans with Disabilities Act compliance within Town-owned recreation facilities and pursue universal design principles for new constructions and renovations.
OSR1-3	Develop and periodically review a public park maintenance and improvements program.

Goal OSR2

Enhance the quality and expand the diversity of recreational opportunities for all residents.

OSR2-1	Allocate adequate financial resources for recreation facility upkeep and maintenance.
OSR2-2	Analyze needs and feasibility for additional active recreation uses such as sports fields and community gardens.
OSR2-3	Develop creative recreational programing and events for residents of all ages.
OSR2-4	Explore regionalization opportunities for recreation programs.

PUBLIC FACILITIES AND SERVICES



Public Facilities and Services

6

Key Issues and Opportunities

- ▶ The Town's Fire Department has outgrown its current facility and is struggling to keep up with inspectional requests. A new fire station is needed to accommodate the equipment, storage, and personnel that are necessary to meet forecasted service volume in the future.
- ▶ Aging infrastructure, particularly related to water and sewer and stormwater drainage, require more proactive capital planning, maintenance, and upgrades to serve the community into the foreseeable future.
- ▶ Expansion of programs and services offered by the Council on Aging is expected as the Town's senior population increases.
- ▶ The Town's middle school and high school are faced with facility capacity and maintenance/improvement challenges.

Baseline Conditions Analyses

The municipal services that Maynard provides are fairly typical of Massachusetts towns. Many local government services qualify as "essential" regardless of whether the state mandates them. **Table 6-1** provides a list of the Town's public services.

Table 6-1 Maynard's Public Services

Department	Location	Department	Location
Accounting	195 Main Street	Health Department	195 Main Street
Administration	195 Main Street	Planning	195 Main Street
Assessors	195 Main Street	Police/EOC	197 Main Street
Board of Selectmen	195 Main Street	Public Works	195 Main Street
Building	195 Main Street	Recreation	212 Great Road
Conservation	195 Main Street	School Department	3-R Tiger Drive
Animal Control	195 Main Street	Senior Center	50 Brown Street
Economic Development	195 Main Street	Town Clerk	195 Main Street
Emergency Management	197 Main Street	Treasurer/Collector	195 Main Street
Engineering	195 Main Street	Veteran Services	195 Main Street
Fire Department	1 Summer Street		
Library	77 Nason Street		

Source: Town of Maynard

Town Hall

The Maynard Town Hall, located at 195 Main Street, is a building constructed in 1962 with a total of 21,721 square feet of finished space. This building is considered to be adequate in terms of its ability to provide space for the number of staff the Town currently employs.

The Town tracks energy usage (e.g., natural gas, electric, and vehicle fuel, etc.) of municipal operations through MassEnergyInsight. Several municipal buildings, including Town Hall, have automated systems for heating and cooling. Since Maynard was designated a Green Community in 2011, the Town is eligible to apply for energy reduction grants each year up to \$250,000. The Town has completed over \$1 million in energy upgrades since being designated by the State. At the Town Hall, the heating plant has been replaced with high efficiency boilers and lighting throughout the building has been upgraded to energy efficient light-emitting diodes (LEDs). The Town plans to continue LED lighting retrofits within the building, where possible, and to upgrade air conditioning systems for additional energy and utility cost savings.

The Town Clerk currently stores documents in a vault upstairs. In addition, a map room/construction documents room has been set up downstairs for the Office of Municipal Services (OMS) and DPW. Neither of these rooms have any type of fire suppression system installed nor include dehumidification/humidification.

Police Department

As of December 2018, the Maynard Police Department had 21 full time staff, including one chief, one lieutenant, five sergeants, two detectives, and 12 patrol officers. There is also one full-time administrative assistant, one part-time custodian, one communications supervisor, four dispatchers, and eight to 10 special officers who work on-call as needed.

The Police Department is currently comprised of four units: Administrative, Patrol, Detective, and Communications.

The Police Department building, built in 2009, is attached to the Town Hall. There are five holding facilities, which is adequate for the Town's needs. The Police Department manages nine vehicles, including marked units, undercover vehicles, and emergency response vehicles; it also manages two electric mountain bicycles. The Department maintains a backup diesel powered generator for the building. When that generator is eventually replaced, a power needs assessment should be conducted for the Police Station and Town Hall buildings. The Police Department utilizes the nearby solar park to offset electric costs at the station.

In 2015, the Maynard Police Department became fully accredited and does annual evaluations of total performance based on peer groups and department averages.

In 2017, the Police Department provided the following community services:

- ▶ Responded to 19 overdose incidents;
- ▶ Participated in a regional program which assists residents with mental health and drug or alcohol addiction issues;
- ▶ Hosted two weekend carnivals that helped fund other community activities;
- ▶ Hosted the annual Maynard Toy Drive, the proceeds of which assisted 43 local families during the holiday season;
- ▶ Ran the Youth Police Academy for 17 students as well as presented to the schools; and
- ▶ Patrolled the newly opened Assabet River Rail Trail on bicycle.

Overall, the Police Department can meet the Town's current need for services. In 2017, the Police Department provided 26,979 instances of police service which included 3,942 self-initiated actions by officers such as motor vehicle stops and 10,199 calls for area checks. As the Town becomes more affluent, the nature and types of calls are anticipated to change.

There is currently no department-wide master plan, but the Police Department does have an item in the Capital Budget Plan to upgrade communication equipment and synchronize it with the Fire Department.

Fire Department

As of December 2018, Maynard's Fire Department had 22 full-time staff, including one fire chief, one administrative assistant, four captains, and 16 firefighters. It also has seven firefighters that are on-call and provide services as needed. There is currently no fire prevention staff.

The one fire station in Maynard was built in 1954 and has had no additions or major renovations since its construction. Though the boiler was replaced in 2011, there is no sprinkler system, the windows need replacing, the roof leaks, the plumbing fails, there are no gender-specific locker rooms, and the building size is too small to meet the department's current needs. On May 14, 2018, Maynard Town Meeting approved

\$832,000 to pay for costs associated with the engineering and construction design of a new fire station. The construction of a new facility, however, has not yet been funded.

Major capital items such as the aerial ladder and self-contained breathing apparatus gear were recently been purchased in 2018 and 2015, respectively, through grant funding. The Fire Department manages six response vehicles including two engines, one ladder, one ambulance, two forestry vehicles, a staff car, and a rescue boat and trailer. It also maintains one backup generator on site for the fire station.

In 2017, the department responded to 994 emergency medical responses, 486 fire response, and 52 emergency or other type service responses. Additionally, the Fire Department documented 2,523 inspection service requests and 1,351 maintenance activities. Now that Maynard Crossing is under construction, the Fire Department is anticipating an increased demand for inspection services.

Within the next five years, the department expects the following initiatives:

- ▶ Build a new fire station;
- ▶ Transition to an advanced life support ambulance;
- ▶ Add another pumper (keep one on reserve);
- ▶ Add another ambulance (keep one on reserve);
- ▶ Purchase a new rescue boat;
- ▶ Purchase new turnout gear;
- ▶ Purchase a new turnout stretcher;
- ▶ Obtain national accreditation to ensure that national standards are being upheld; and
- ▶ Determine realistic current and future staffing needs.

The Fire Department has identified access issues relative to its operations at Front Street, Sherman Street, Burnside Street, Newton Drive, Boeske Avenue, Harriman Court, Spring Lane, Pine Street, Riverbank Road, Church Court, Elm Street, East Street, and West Street. In these areas, it is challenging to safely maneuver and place large firefighting apparatus. This becomes a fire safety hazard particularly since Maynard is an older community and many structures do not have sprinkler systems.

There have been ongoing discussions to regionalize fire departments with surrounding communities. At a minimum, regionalizing department communications could be an achievable first step.

Currently, the Fire Department is not effectively meeting the demands of Maynard and anticipates future struggles. The Fire Department has seen an increase in demand for inspectional services, which they have difficulty keeping up with. Along with growth and new developments, it is anticipated that increased emergency service requests will stress the already lean department.

Emergency Management

Maynard's Emergency Management Agency (EMA) develops emergency response plans and is responsible for coordinating federal, state, local, volunteer, and private resources before, during, and after a disaster. The EMA manages and activates the designated warming and cooling center in Maynard when there is a power outage. The Maynard Emergency Operations Center is located at the Maynard Police Station. The EMA Director, currently the Fire Chief, also serves as the Chairman of the Local Emergency Planning Committee.

Library

Maynard's first library opened in 1881 with support from Joseph and Mary Reed. As the collections grew, the library was moved to various locations. The new Maynard Public Library was opened in 2006 in the converted Roosevelt School on 77 Nason Street. An estimated \$5.7 million was spent on redesigning the former school to fit the needs of a modern library. The library building is in overall good condition. The library has the equivalent of four full-time employees and four part-time employees.

The Library belongs to the Minutemen Library Network and shares resources with other cities and towns. For Fiscal Year 2017, the Library circulated about 64,000 books (excluding digital subscriptions, downloadable books, and databases). In addition to these holdings and circulation items, the Library also provides public access to computers and internet. The Library and the Friends of the Maynard Public Library provide events and programming on various topics. Usage statistics for Fiscal Year 2017 include:

- ▶ Programs held: 308
- ▶ Attendance at programs: 4,941 persons
- ▶ Meeting room and study room use: 473 reservations
- ▶ Interlibrary loans provided: 21,874
- ▶ Number of wireless sessions: 7,624

The Library offers a variety of programs and services mainly for children and teens and has enhanced their senior program offerings over the past several years. These growing program offerings are not sustainable given the Library's current staffing. The Library has indicated another part-time permanent position is necessary to meet the current needs of the community.

Council on Aging

The Council on Aging provides services such as health insurance counseling, fitness programs, and social activities to seniors, their families, and caregivers. The Council on Aging often partners with the Police and Fire Departments, the Maynard Library, and local schools to put on programs and events. The Council on Aging staff includes a full-time Director and a 35-hour Principal Clerk. Future interest in the programs will likely require an additional part-time staff person.

In 2015, the Maynard Senior Center was relocated to 50 Brown Street to provide more program space for participants. The 1,400-square foot room with a divider in the Maynard Golf Club Clubhouse is not ideal. The Council on Aging anticipates this to be a temporary space. The amount of available space limits how many people can attend programs. There are also concerns that the parking and access to the Senior Center is not always safe during inclement weather or during the busy golf season.

One of the most utilized services is the Council on Aging's van service that transports qualifying individuals to the grocery store, medical appointments, and other errands. The Council on Aging van operated by CrossTown Connect runs Monday through Friday 7:00am to 3:00pm. The total number of rides in 2017 was over 7,000. The service meets current needs, but as the aging population grows, service demands are likely to increase.

School District

Good schools benefit a community's families and help to preserve property values. Maynard residents have traditionally supported their public schools and worked hard to ensure that children receive an exceptional educational experience.

Maynard operates three public schools that supported 1,420 students during the 2017/2018 school year. These facilities include:

- ▶ Green Meadow School: Pre-K through Grade 3 (487 students)
- ▶ Fowler School: Grades 4-7 (534 students)
- ▶ Maynard High School: Grades 8-12 (399 students)

As of December 2018, there were 259 School District employees, including 122 teachers, administrators, paraprofessionals, secretaries, custodians, central office support, before/after school program leads, and food service. The student to teacher ratio at this time was 14:1.

The District does not own any vehicles. Bus service is contracted out and the DPW manages the maintenance equipment.

The high school is nearly at capacity and has been for at least four years. When the building was completed in 2014, it was designed for 410 students in compliance with Massachusetts School Building Authority guidelines. When high school enrollment exceeds capacity, the 8th grade is moved to the Fowler School.

The Green Meadow Elementary School opened in 1956. As the Town's school age population grew, an addition was built in 1988. The oldest part of the facility, however, still exists. Due to the age of this section, and the building materials and methods of the time of its construction, public health and safety concerns are present. Notably, asbestos-containing building materials were discovered in late 2018; abatement/removal activities have since been initiated.

Public Works

The DPW is staffed by 32 employees across four divisions responsible for the maintenance of Maynard's infrastructure and public facilities. The divisions within the Department include:

- ▶ **Administrative:** responsible for budgeting, planning, engineering, and department operations. The Administration Division is tasked with providing continuous coordination to all divisions of the department through effective leadership to ensure that all the functions are carried out completely and efficiently. The Administration Division operates out of Town Hall at 195 Main Street.
- ▶ **Highway:** manages over 84 lane miles of roads, 30 miles of sidewalks, all municipal parking lots, and the stormwater drainage infrastructure. This division is also responsible for Town-owned vehicle and equipment maintenance, street sweeping, snow control, and traffic signage. DPW maintains 55 pieces of equipment including trucks, loaders, backhoes, sidewalk plows, sewer vacuum truck, and brush chippers. The Highway Garage is located at 38 Winter Street.
- ▶ **Parks & Cemetery:** maintains the Glenwood Cemetery, Memorial Park, Reo Park, Coolidge Park, Carbone Park, the Rockland Avenue soccer fields, and all Town-owned facility grounds (approximately 1,000,000 square feet of grass areas). The Parks & Cemetery Division is also responsible for the Town's urban forest, including all street trees and trees located on Town-owned property. In 2017, the Parks & Cemetery Division pruned 48 public shade trees and chipped over 1,000 Christmas trees. In 2019, the Town received an Urban Forestry Grant from the Department of Conservation and Recreation for a tree inventory and management plan. The Town anticipates that the inventory and management plan will be completed by the summer of 2020.
- ▶ **Water & Sewer:** operates and maintains three water treatment systems, 10 sewer pump stations, and over 100 miles of water distribution and sewer collection lines servicing the Town. This division is responsible for water treatment and sampling, hydrant maintenance, connections to the water system, meter readings, and regular maintenance of the sewer collection system.
- ▶ **Facilities:** responsible for the planning and maintenance of all Town-owned buildings and schools.

Maynard's drinking water supply comes from seven groundwater sources at three different locations:

- ▶ Rockland Avenue Filtration Plan: Wells 5G, 6G, and 7G (inactive)
- ▶ Old Marlboro Road Filtration Plant: Wells 1G, 2G, and 3G (inactive)
- ▶ Well #4 Filtration Plant: Well 4G

In addition to these wells, the Town has two existing water storage tanks. Tank #1 (concrete) holds 2 million gallons and Tank #2 (steel) holds 5 million gallons. Both have been rehabilitated and are currently in good shape.

Two of the Town's wells have been abandoned, including Well 3G and Well 7G, and the remaining active wells are limited in their pumping capacity due to poor water quality.

Accordingly, the Town is struggling to meet existing maximum day demand. If additional capacity is lost, particularly at the Rockland Avenue treatment system, the Town may be unable to meet the existing average day demand.

The Town is currently assessing the means by which it could increase its water supply capacity. Such options include adding groundwater sources, either by reactivating Well 3G, replacing Well 7G, and/or adding a new source at Well #4. Another identified option is to reactivate White Pond, which was a source of the Town's drinking water from 1888 until it became inactive in 1999. White Pond is in the Town of Stow and Hudson, though it is deeded to the Town of Maynard. At current, PFAS levels are significantly above normal, thus impairing White Pond as a water source.

To reactivate White Pond, the Town would need to construct a new water treatment plant to meet the U.S. Environmental Protection Agency's Surface Water Treatment Rule requirements for filtration and disinfection, as well as a new water transmission main to carry water from White Pond to the Town. The Town initiated the White Pond Treatment and Transmission Study in January 2019. This study will address: 1) how the Town can best meet long-term water demands with a fully redundant water treatment system, 2) the feasibility of using White Pond as a source of drinking water, and 3) the feasibility and options for a transmission main from White Pond to the Town.

Over 95 percent of Maynard residents are connected to the public sewer system maintained by the Town. Most of this system is comprised of clay pipes from the early to mid-20th century and has had numerous failures. Future improvements include replacing the pipes, lining existing pipes, and lining manholes to secure them. Veolia Water North America is responsible for the operation and maintenance of the Wastewater Treatment Plant. In 2016, the Wastewater Treatment Plant processed over 355,370,000 gallons of sewage. Overall, the Town's wastewater treatment capacity needs to increase to serve the foreseeable future community needs. The DPW is working with an outside contractor on a 10-year plan for the water/sewer/drainage system. Part of this plan will include an assessment of the age and condition of the distribution pipes.

In terms of trash collection, the Town contracts with E.L. Harvey to conduct curbside trash pickup on a weekly basis and collect recyclables every two weeks. Maynard collects single stream recyclables and opens the Recycling Drop-Off Center about once a month to collect various materials.

Overall, the DPW services are well-balanced. The department's identified primary need is longer term investment in the Town's water and sewer infrastructure to meet existing and future community needs. Additional foreseeable needs include:

- ▶ A transition from conducting reactive maintenance to a pro-active approach;
- ▶ Updating the roadway design and signals, and improve related signage;
- ▶ Maintaining the Assabet River Rail Trail when the Massachusetts Department of Transportation (MassDOT) turns over ownership to the Town; and
- ▶ A Tree Management program to better budget for the maintenance, replanting, and removal of Town-owned trees.

Recreation

The Recreation Commission works with Boys and Girls Club of Assabet Valley to offer a variety of recreational programs to enhance fitness and community wellbeing. Activities generally include basketball, athletic fitness, soccer, learn to ski, youth football and baseball.

The Town does not own any indoor facilities; indoor recreation programs are held at the Boys and Girls Club of Assabet Valley's facilities. The Town's outdoor recreation fields are overused and in need of updating/expansion. There is a comprehensive renovation planned for the field complex at the Fowler School that includes a new irrigation system, the re-grading the field, and additional soil and seed. As the Town continues to increase residential development, future expansion considerations include a winter skating rink, public splash pad, a public pool, and community gardens.

Public Facilities and Services Goals and Recommended Actions

Goal PFS1

Protect and sustain Maynard's drinking water supply and quality.

PFS1-1	Leverage the White Pond Citizens Study Committee's Final Report (May 2012) and follow-on studies (2019) to assess potential options for increasing the Town's capacity.
PFS1-2	Assess the availability of drinking water supplies in relation to population changes and proposed developments.
PFS1-3	Develop and implement a phased (short-, mid-, and long-term) capital plan specific to the Town's water production, storage, and distribution infrastructure.

Goal PFS2

Develop plans to address existing deficiencies in, and future needs for, the Town's capital assets and infrastructure.

PFS2-1	Develop and implement a phased (short-, mid-, and long-term) capital plan specific to the Town's wastewater infrastructure.
PFS2-2	Investigate creating a Municipal Storm Drain Utility and enhance relevant bylaws.
PFS2-3	Keep aware of evolving regulations for drinking water and wastewater, adjusting capital improvement plans accordingly.
PFS2-4	For departments responsible for infrastructure support (e.g., DPW and Highway), review and enhance operations to achieve optimal efficiency in fleet and personnel levels, and to ensure adequate training is provided in line with departmental goals.

Goal PFS2 (continued)

Develop plans to address existing deficiencies in, and future needs for, the Town's capital assets and infrastructure.

PFS2-5	Seek additional funding sources (such as federal and state grants) to support infrastructure spending.
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Goal PFS3

Ensure the Town has the resources necessary to handle the public safety and service needs of the community.

PFS3-1	Develop a regularly administered community survey to gain feedback on the quality and quantity of the Town's public services.
PFS3-2	Continue exploration of funding sources for the construction of a new fire station.
PFS3-3	Explore regionalizing fire and police dispatch services.
PFS3-4	Support optimal personnel levels within the police and fire departments.
PFS3-5	Develop and frequently update a coordinated Emergency Management Plan.
PFS3-6	Study and address the impact of population and economic changes on demand for public safety services.
PFS3-7	Keep informed of evolving public safety technology and best practices, incorporating as appropriate.

Goal PFS4

Advance decision-making that considers the Town's impact on, and implications from, climate change.

PFS4-1	Conduct a climate vulnerability assessment through the State's Municipal Vulnerability Preparedness program and pursue program action grants to advance the Town's climate adaptation priorities.
PFS4-2	Prepare a municipal greenhouse gas emissions inventory to understand the Town's largest sources of emissions and opportunities for reduction.
PFS4-3	Identify and pursue opportunities for climate action through regional coordination.
PFS4-4	Incorporate the implications of climate change into the long-term planning of the Town's capital assets and infrastructure via a resiliency checklist.
PFS4-5	Conduct comprehensive energy audits at municipal facilities.
PFS4-6	Aim for net-zero energy in new construction or major renovations, but at minimum, meet the State's Stretch Energy Code.
PFS4-7	Conduct studies to determine the potential capacity and economic feasibility of installing solar photovoltaics on municipal facilities and Town-owned land.
PFS4-8	In conjunction with a municipal tree inventory and management plan, seek grants to support additional plantings.

Goal PFS4 (continued)

Advance decision-making that considers the Town's impact on, and implications from, climate change.

PFS4-9	Utilize updated climate change models for flooding/stormwater events for updating regulations.
PFS4-10	Investigate increasing the number of roads and other pavement surfaces that are permeable.
PFS4-11	In coordination with the Town's waste management service provider, improve residential recycling education.
PFS4-12	Explore recycling options beyond bi-weekly pickup including adding more opportunities for recycling other items (e.g., brush, metal, paints, batteries, etc.)
PFS4-13	Work with partners to explore the potential for an organic waste collection program.

Goal PFS5

Support expanded services for the Town's senior population and provide the appropriate facilities to accommodate them.

PFS5-1	Evaluate the demand for increased shuttle service to support an increasing senior population.
PFS5-2	Periodically assess future service and program needs of the Town's senior population.
PFS5-3	Explore location options for senior services and programs, including local and regional facilities.

Goal PFS6

Support a high-quality education system.

PFS6-1	Work with Maynard Public Schools to provide an educational environment that is inclusive and supportive of all students, encouraging them to achieve their full potential by providing them with varied and relevant learning opportunities to develop critical thinking, collaborative problem solving, leadership skills, and depth of character.
PFS6-2	Work with Maynard Public Schools to support student social skills, empowering them to become creative, curious, kind, empathetic, safe, and conscientious global citizens.
PFS6-3	Work with Maynard Public Schools to develop and enhance school/business relationships that can provide lifelong working skills for students.
PFS6-4	Study and address the potential causes and financial impact of changes in student population
PFS6-5	Working closely with Public Schools, develop long-term plans to align school capacity with current and future demands.
PFS6-6	Promote and provide support to community education and home and alternative schooling, such as identifying reciprocal educational opportunities in collaboration with the Maynard Cultural District and local senior population
PFS6-7	Work with an accessibility consultant on all future school new constructions and renovations to incorporate design, policies, and products that enhance access for all students to support learning.
PFS6-8	Explore increasing shared resources between the Town and School Department.

Goal PFS6 (continued)

Support a high-quality education system.

PFS6-9	Work with the School Department to develop and annually review a comprehensive facilities maintenance plan, including regular maintenance and anticipated capital improvements.
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TRANSPORTATION

Photo Credit: Kaitlin Young

7

Transportation

Key Issues and Opportunities

- ▶ The Town of Maynard is well connected to its neighboring communities and beyond by Route 62, Route 117, and Route 27, as well as connecting regional highways such as Interstate 495 and Route 2.
- ▶ The Town's commuter mode share is predominantly automobile-based, though connections and further opportunities exist to increase the percent of persons commuting by public transit and by walking and/or biking.
- ▶ The lack of parking in downtown is a perceived concern; however, a 2018 MAPC study found the current supply sufficient, though it could be managed more efficiently.
- ▶ The Town has been proactive in making Complete Streets improvements that contribute to pedestrian and bicycle mobility within the community.
- ▶ Key issues brought up by the public have included closing gaps in the sidewalk system, increasing bicycle connections (both internally and externally), and improving transit service.

Baseline Conditions Analyses

The transportation system within Maynard includes a system of three rural minor arterial roadways that provide mobility in a north-south and east-west direction to neighboring towns. These minor arterials include Route 62, Route 117, and Route 27. Collector roadways including Summer Street, Waltham Street, and Concord Street serve to collect traffic from the local residential streets and for access to the arterial roadways. Local roads are those residential streets which serve to access residential and commercial buildings. **Table 7-1** quantifies the mileage of this roadway network, while

Figure 7-2 provides a graphical view of the Maynard roadway network and how it interacts with the various zoning districts within the Town.

Table 7-1 Roadway Classification and Mileage in Maynard

Roadway Classification	Total Miles
Rural Minor Arterial	6.3
Rural Collector	7.2
Local	52.1
Total	65.7

Maynard is within a short driving distance of the City of Boston (approximately 25 miles) and the City of Worcester (approximately 27 miles). The Town also has central access to many of the regional highways, with Interstate 495 and Route 2 a short distance away. The roadways in the community offer good regional transportation access and mobility including:

- ▶ Route 62, also called Powder Mill Road and Main Street, is an urban principal that provides east-west access through the Town and provides the main point of access to downtown. Regionally, Route 62 provides access between Route 2 to the northeast and Interstate 495 to the west.
- ▶ Route 117, also called Great Road, is an urban principal arterial that provides east-west regional access between Interstates 95 and 495. Within the Town, Great Road is predominantly residential, with pockets of commercial uses around major intersections.

Route 27, also known as Acton Street, Haynes Street, Brown Street or Parker Street, is an urban principal arterial that serves as the only continuous north-south route through the Town. Regionally, Route 27 provides access between Route 2 to the north and Route 20 to the south. Uses along Route 27 are mixture of residential, recreational, and commercial. Overall, there are approximately 66 miles of roadway within the Town, of which over 41 miles are maintained by the Town (see **Table 7-2**). There are nine bridges within Maynard that are listed on National Bridge Inventory, all of which span the Assabet River. Of these bridges, three are maintained by MassDOT. There are an additional 24 miles of private or unaccepted roadways within the Town.

Table 7-2 Roadway Jurisdiction and Mileage in Maynard

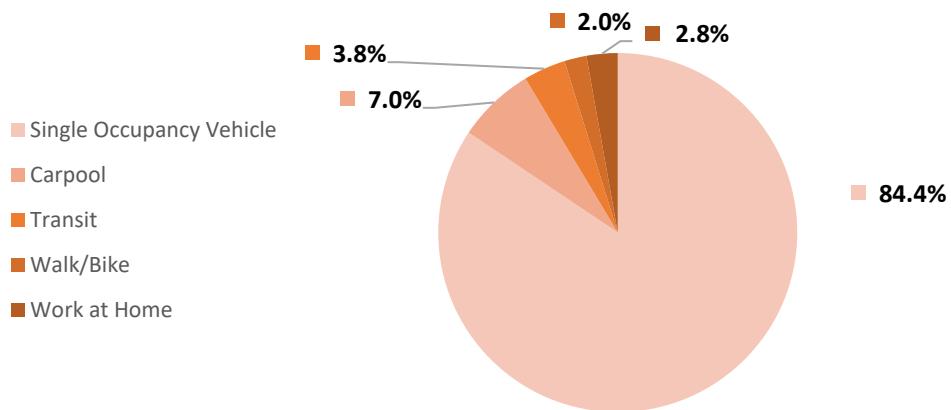
Roadway Jurisdiction	Total Miles
Unaccepted Streets	24.2
MassDOT	< 1
Town	41.3
Other	< 1
Total	65.7

Based on the breakdown of road mileage in Maynard, the Town receives an annual allotment of approximately \$260,000 to \$270,000 under the State's Chapter 90 program for roadway construction, preservation, and improvement projects. This figure is based on the Town maintained mileage, population, and total employment.⁵ The formula is based on 58.33 percent mileage, 20.83 percent population, and 20.83 percent employment. Maynard falls within MassDOT District 3.

Modes of Travel

To gain a better understanding of how people move within and through Maynard, the mode share for commuters (or workers) was reviewed. **Figure 7-1** provides a breakdown of the mode split data provided by the U.S. Census Bureau.⁶ Based on the available information, most of Maynard's working age population (92 percent) commutes predominantly by automobile, be it driving alone or carpooling, to get to and from work. Public transit makes up the next most popular means of commuting (3.8 percent). Commuters that walked or biked to work made up a combined two percent of the working population. Approximately 2.8 percent of Maynard residents work from home.

Figure 7-1 Means of Transportation

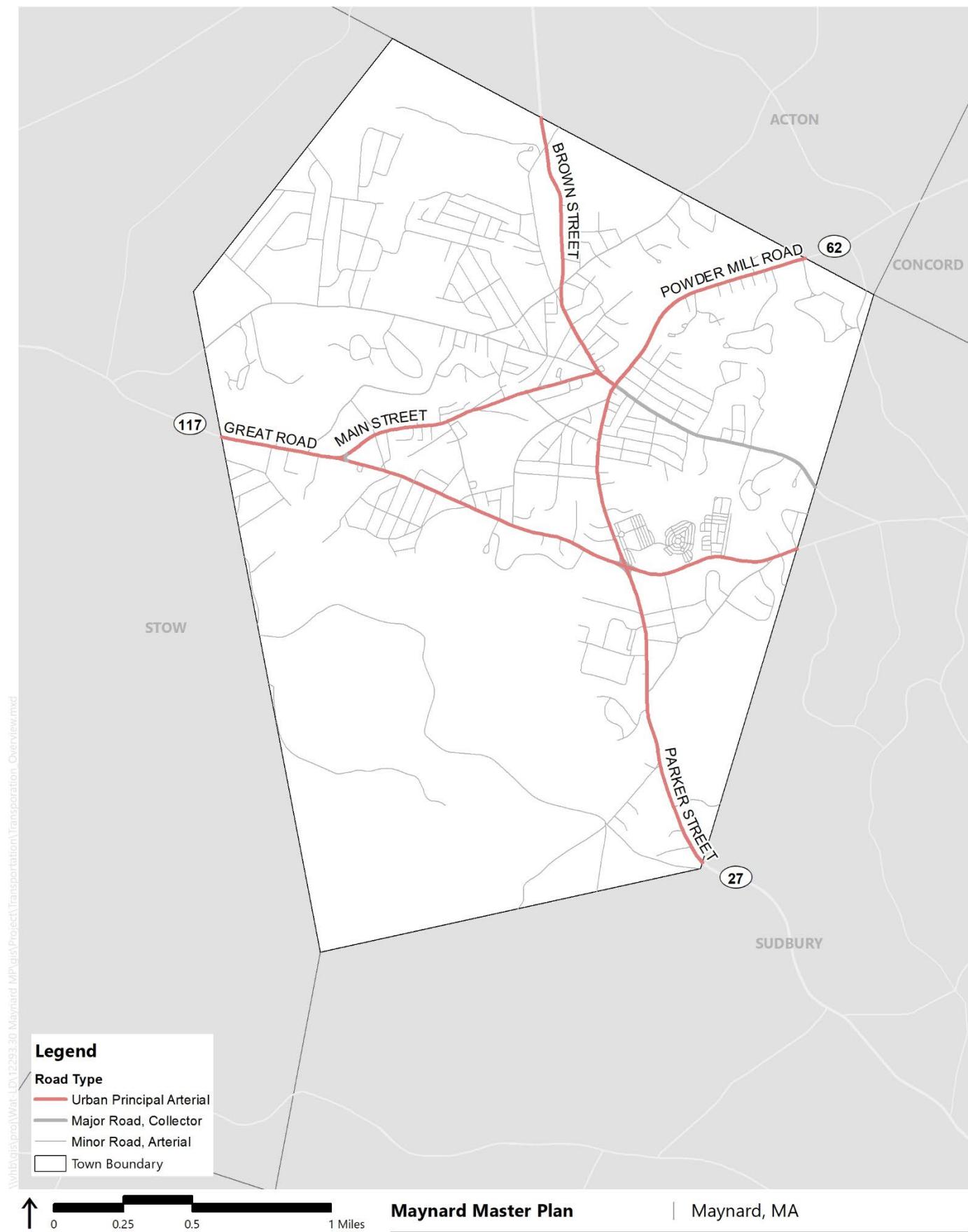


Source: 2012-2016 American Community Survey 5-year Estimates

Since the mode share heavily favors the automobile, it is important to obtain an understanding of the commuting patterns for both residents of Maynard and for workers of Maynard-based employers. Approximately eight percent of Maynard residents also work in Maynard, with the remainder commuting from outside the Town (see **Table 7-3**). Of those commuting beyond the Town's borders, the most popular destinations are Greater Boston and nearby MetroWest communities. The employee-base for local businesses is fairly evenly distributed among communities in MetroWest and the Interstate 495 corridor (see **Table 7-4**). Given these commuting patterns, and the lack of transit servicing Maynard, it is likely that the main mode of commuting will continue to be the single occupancy vehicle.

⁵ MassDOT. (2018). *Chapter 90 Apportionment*. Retrieved from <https://www.mass.gov/service-details/chapter-90-apportionment>.

⁶ Mode share data based on U.S. Census Bureau, 2012-2016 American Community Survey (<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>)



Source: Town of Maynard, MassGIS, VHB

Roadway Types

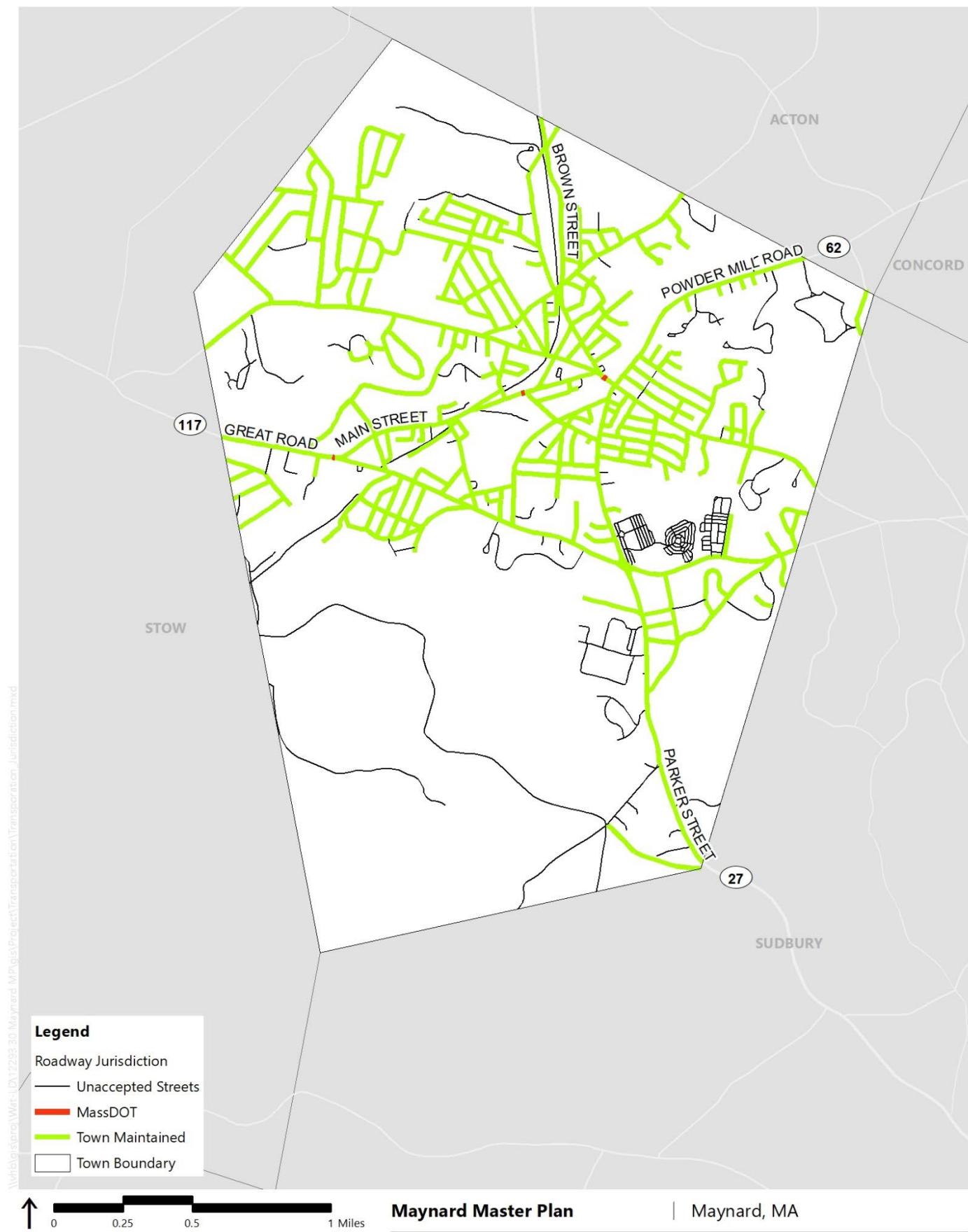


Table 7-3 Census Journey-to-Work Data for Maynard Residents

Location of Employment	Number of Residents	Percent of Workers
Boston	530	9.9%
Maynard	415	7.8%
Concord	349	6.5%
Waltham	339	6.3%
Acton	307	5.7%
Cambridge	258	4.8%
Framingham	166	3.1%
Newton	147	2.7%
Marlborough	138	2.6%
Sudbury	120	2.2%
All Other	2,580	48.2%
Total	5,349	100%

Source: U.S. Census Bureau, 2015 Census Journey-to-Work Data

Table 7-4 Census Journey-to-Work Data for Maynard Employees

Location of Residence	Number of Employees	Percent of Employees
Maynard	415	15.4%
Acton	86	3.2%
Lowell	70	2.6%
Marlborough	67	2.5%
Boston	63	2.3%
Framingham	60	2.2%
Hudson	57	2.1%
Sudbury	56	2.1%
Stow	52	1.9%
Leominster	46	1.7%
All Other	1,729	64.0%
Total	2,701	100%

Source: U.S. Census Bureau, 2015 Census Journey-to-Work Data

Parking

Since most commuters and customers arriving into Maynard, particularly its downtown, do so by car, parking is a necessary component of the transportation system and economic development analysis. The MAPC conducted a parking capacity study of Main Street and Nason Street in 2017 and presented its final report in January 2018. This report

assessed the current parking inventory in downtown and concluded that there is sufficient parking to meet the needs of the business district. The report recommended that the Town experiment with strategies to manage their parking supply to maximize these assets. The main findings from this report were as follows:

- ▶ There are 477 public parking spaces in downtown (182 on-street/295 surface lots);
- ▶ There are 116 private parking spaces in downtown;
- ▶ The peak parking period was during weekdays at noon with 49 percent of all public spaces utilized;
- ▶ Parking on Nason Street had higher utilization rates than Main Street;
- ▶ The average parking duration was 1.5 hours for weekdays and 1 hour for Saturdays;
- ▶ The existing parking meters are outdated and some are non-functioning; and
- ▶ There are no designated loading zones on Main Street and Nason Street.

The MAPC advised that the key decision facing the Town in the short-term would be its aging parking meters. In response to this issue, the Town conducted a pilot project from May 14 through July 20, 2018 during which time downtown parking meters were bagged and instead a 2-hour parking limit was enforced; long-term parking for commuters and residents was accommodated with the surface lots to encourage on-street turnover.

In February 2019, Maynard's Parking Authority was formed. The aim of this entity is to "work to create, document and implement clear and consistent parking policies; review all proposed parking-related ordinances and applications; hear and address citizen concerns; and promote the availability of parking to support robust economic activity in the Town of Maynard. The Parking Authority is currently discussing the development of a parking management plan.

Pedestrian and Bicycle Accommodations

The Town, in conjunction with the MAPC, conducted a study in 2016 to make downtown more walkable and bike friendly. The outcome of this study was a list of short-term and long-term improvements. The downtown triangle made up of Summer, Main, and Nason Streets was chosen for a temporary pilot project to install bike lanes, a parklet, and temporary intersection reconfigurations.

The Town adopted a Complete Streets Policy on June 7, 2016 that outlines its commitment to providing a road network that meets the needs of all road users, including, but not limited to, pedestrians, cyclists, transit, and school bus riders. The Town followed up with a Complete Streets Prioritization Plan on April 5, 2017 that outlined 33 projects to improve safety, accessibility, and mobility. In October of 2017, the Town applied for funding from MassDOT for four high-priority projects. In March of 2018, Maynard was awarded a \$150,492 Complete Streets Grant from MassDOT to implement some of those improvements that include:

- ▶ A curb extension on Main Street at Summer Street, as well as the redesign of crosswalks and ramps to minimize crossing length. This project would also eliminate a left turn lane and add on-street parking spaces.

- ▶ Crosswalk improvements at Glendale Street at Acton Street (Route 27) with a new curb bump out, realigned crosswalks, and new wheelchair ramps.
- ▶ A curb extension on Summer Street at Nason Street to minimize crossing distance and increase pedestrian visibility.
- ▶ A curb extension on Summer Street at Glendale Street, as well as an expanded sidewalk at the Fine Arts Theatre and the construction of wheelchair ramps at the crosswalks. The Town completed this project in 2019.

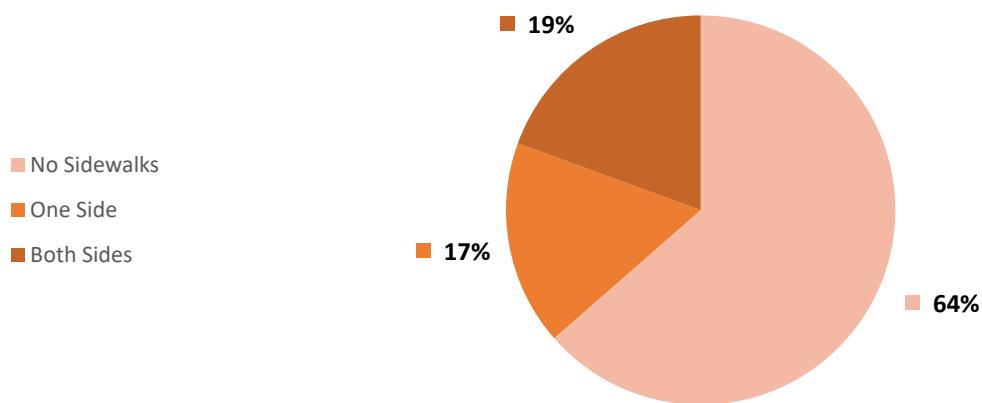
Through these Complete Streets efforts, the Town has shown its emphasis on pedestrian and bicycle mobility and has recognized they are an important part of any transportation plan because they provide improved access for non-motorized alternatives and help reduce congestion and the overall number of vehicle miles traveled. Additionally, environmental benefits can be realized as the number of automobiles on the road are reduced. **Figures 7-4** and **7-5** portray the existing sidewalk inventory within the Town.

Pedestrian Access and Mobility

Out of the approximately 66 miles of roadway within Maynard, 24 miles have a sidewalk on at least one side of the street (36.4 percent coverage). Of this total, approximately 13 miles of roadway have sidewalks on both sides and 11 miles have a sidewalk on one side for a total of approximately 37 miles of sidewalks.⁷ Most of these sidewalks are in downtown and along the arterial roadways.

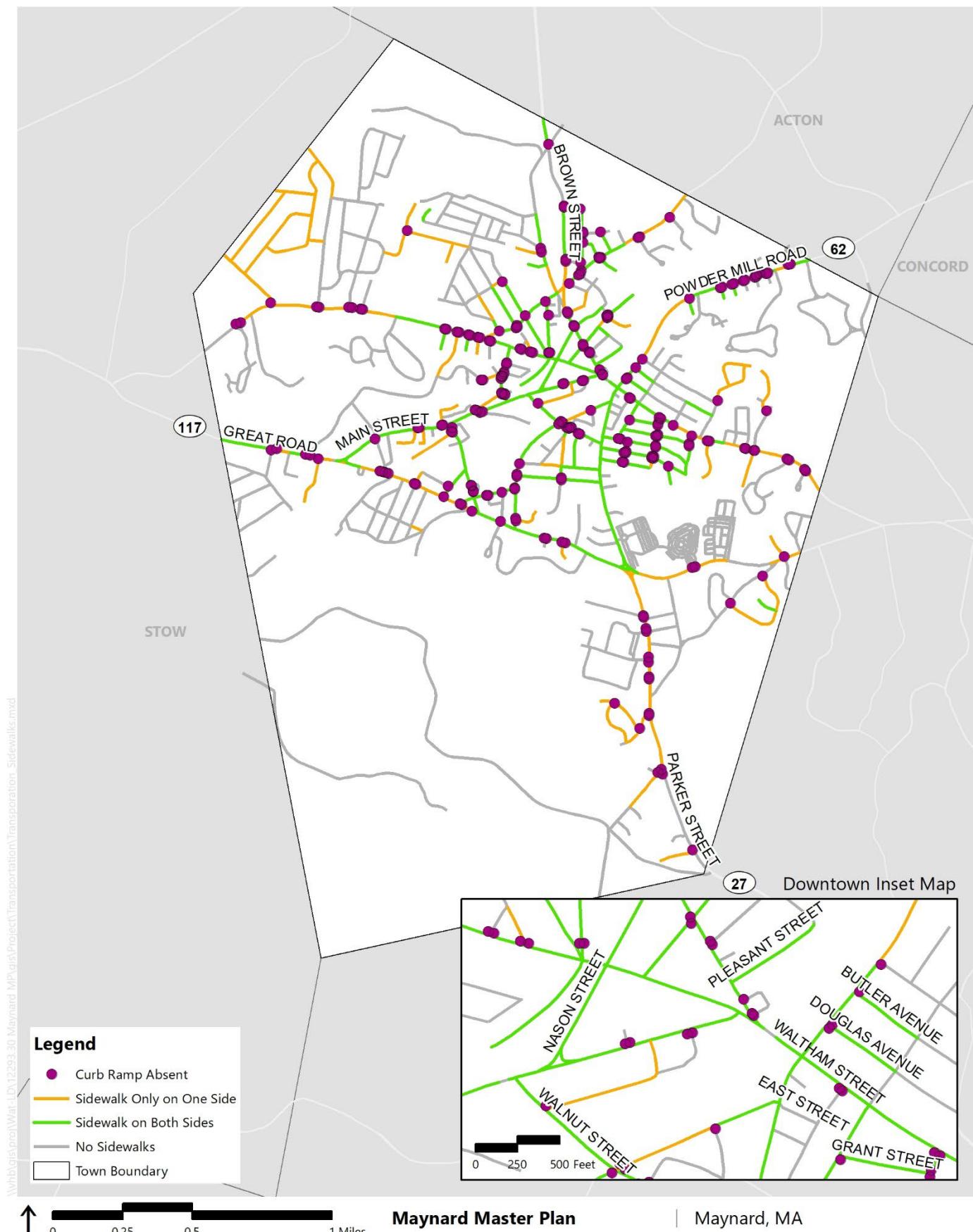
Within the pedestrian network there are also 380 ramps and approximately 75 crosswalks. While this is a fairly high percentage of sidewalk coverage for a community the size of Maynard, it should be noted that while sidewalks may be present, they are not necessarily in walkable condition as many are narrow and show signs of significant wear.

Figure 7-4 Sidewalk Availability



Source: Town of Maynard

⁷ Based on the Town of Maynard's roadway inventory data collected in 2014.



Source: Town of Maynard, MassGIS, VHB

Sidewalk Inventory

A collection of methods and strategies for reducing vehicle congestion and vehicle miles traveled is called a Transportation Demand Management (TDM) program. There are many strategies that can be considered as part of a TDM program including, but not limited to, improved transportation options, incentives to use alternative modes of transportation, parking management, and policy and institutional reforms.

As previously mentioned, slightly more than two percent of residents in Maynard walk or bike to work; therefore, it is important to maintain and provide new sidewalks and bicycle facilities so that this number can increase. Maintaining sidewalks is also important to provide increased independence for populations less likely to have access to personal vehicles including the elderly and at-risk populations.

Bicycling

Bicycle facilities can generally be classified as on-road (bicycle accommodating shoulders, bike lanes, etc.) or off-road (bike and/or mixed-use paths). The off-road Assabet River Rail Trail (see below) traverses Maynard. In conjunction with this off-road facility, the Town is also working on implementing on-street bike lanes through their Complete Streets program as discussed above.

Rail Trail

The Assabet River Rail Trail is a planned 12.5-mile trail that currently runs from the center of the Town of Marlborough through the Towns of Hudson and Maynard and ending at the South Acton MBTA Station. The trail is mostly complete with some gaps currently under construction. Ultimately, this rail trail will provide an alternative mode of transportation for residents of Maynard within Town; it will also offer residents options to access the South Acton MBTA Station and create connections to Marlborough and the Town of Hudson. It also provides access to the Assabet River National Wildlife Refuge and its vast system of trails. To further encourage use of the trail, and bicycle use in general, Zagster bike share stations have been installed at multiple locations in the region, including at Mill & Main, at the trail head in Marlborough, and in the Town of Acton.

What is Vehicle Miles Traveled?

A central goal of most sustainable transportation plans is to reduce overall vehicle miles traveled in a community or region. This refers to the total number of miles traveled in a vehicle in an area over a certain period of time. Vehicle miles traveled is correlated with household density, access to transit, distance to shops/services, proximity to employment, land use and income.



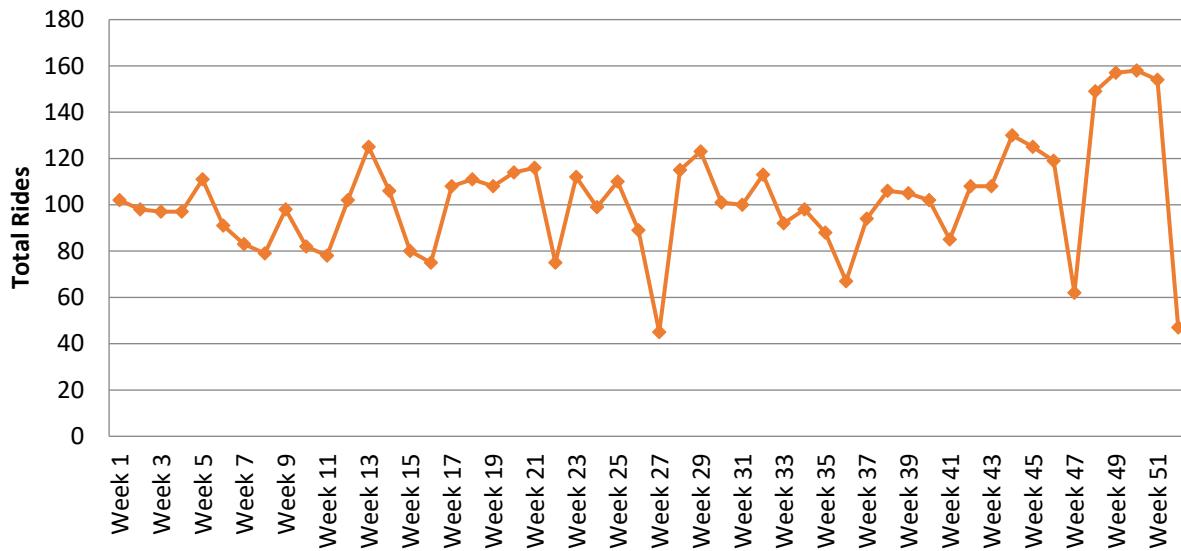
Assabet River Rail Trail Bridge being constructed in 2017; Photo Credit: Assabet River Trail Inc.

Public Transportation Accommodations

The Town of Maynard is a member of CrossTown Connect, a Transportation Management Association (TMA) serving the Towns of Acton, Boxborough, Concord, Littleton, Maynard, Sudbury, and Westford. CrossTown Connect provides transportation resources to its member communities and private businesses that include:

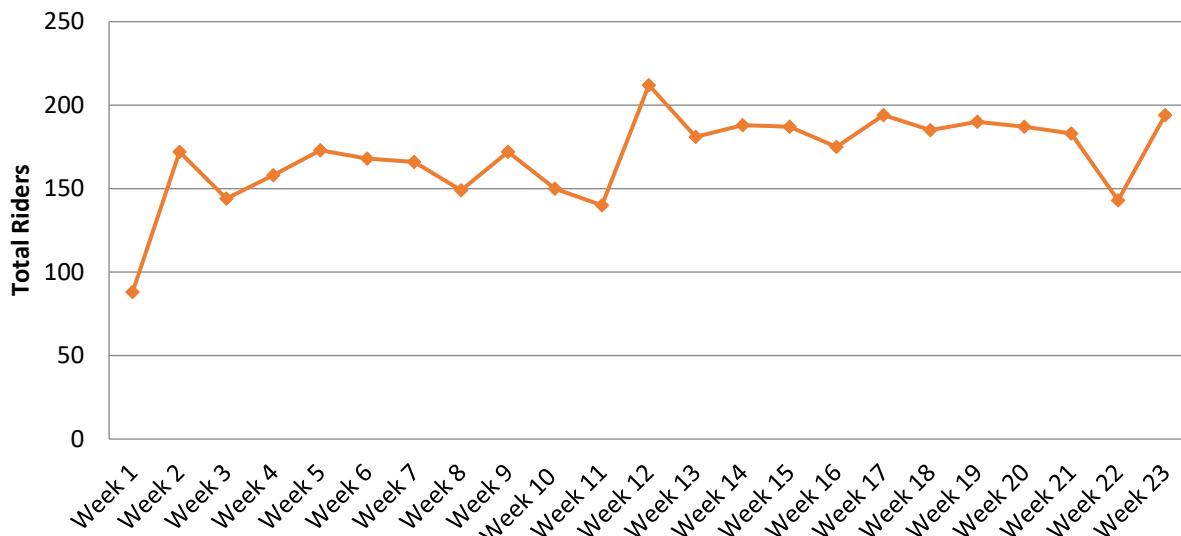
- ▶ Daily shuttle services from downtown to the South Acton MBTA Station;
- ▶ Carpool ride matching services;
- ▶ Elderly transportation services to medical facilities in Concord and Boston;
- ▶ Central dispatch services for each communities' Council on Aging trips;
- ▶ Shuttle service between communities; and
- ▶ Emergency ride home programs.

Figure 7-6 Maynard/Acton Shuttle Riders per Week, 1/2017 - 12/2017



Source: CrossTown Connect

Figure 7-7 Maynard/Acton Shuttle Riders per Week, 1/2018 - 5/2018



Source: CrossTown Connect

CrossTown Connect operates the Maynard/Acton Shuttle that provides daily commuter shuttle service to the South Acton MBTA Station (MBTA Fitchburg Line). This is the only transit service in the Town. Shuttle service operates four morning and three afternoon runs from downtown to the train station. The shuttle fare is \$2.00 in each direction.

Ridership for this shuttle service is constant and is averaging 170 trips per week in 2018 (see **Figure 7-7**). During 2017, with the exception of holiday weeks such as July 4th, Thanksgiving and Christmas, the shuttle ridership averaged 105 passengers per week (see **Figure 7-6**). Some weeks ridership figures are affected by snow days, train delays, or minor holidays.

Ridership is typically 41 percent for local trips between Acton and Maynard and 57 percent are related to the train station. The morning routes typically show about 14 percent higher ridership than the afternoon routes.

Transportation Safety

Providing a safe transportation network for all users is critical to the livability and success of a community. Crashes detract resources from the economy through injuries causing lost time at work, damage to personal and public property, and the cost of emergency response. Perceived unsafe roadways, sidewalks, and intersections can result in psychological dividing lines within a community, as well as keeping outside travelers from using Town facilities and thus limiting potential tourism and business growth.

The roadways in Maynard are relatively safe, with only one location appearing on the MassDOT high-crash cluster. The intersection of Waltham/Parker Street (Route 27) and Powder Mill Road (Route 62) is on the 2013-2015 HSIP Cluster with 39 crashes in the three-year period.⁸ Luckily only one crash resulted in an injury. This signalized intersection would be a candidate for a Road Safety Audit (RSA) to determine short-, medium-, and long-term improvements to mitigate the crash factors contributing to its high crash rate.

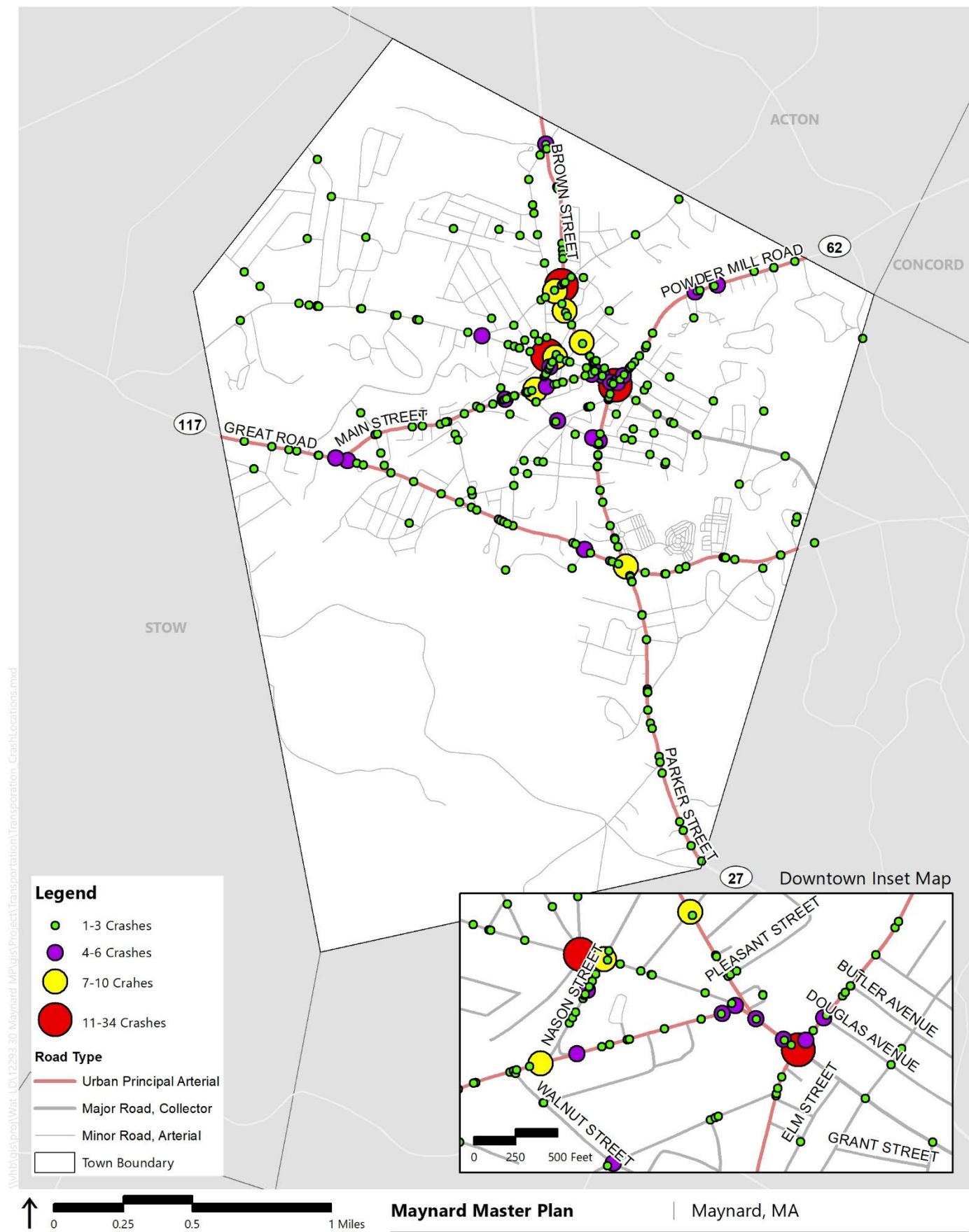
Figure 7-8 summarizes the number of crashes along major corridors in Maynard. Per the MassDOT database, approximately 538 crashes occurred on roads within the Town between 2011 and 2015. This suggests an average of approximately 108 crashes per year. Eighteen of these crashes involved pedestrians or cyclists. The highest crash areas include: Parker Street/Powder Mill Road at Waltham Street (6.6 crashes on average per year); Brown/Haynes Street at Concord Street (3.4 crashes per year); and Maple Street at Brooks Street at Summer Street (2.4 crashes on average per year).

Public Transportation

There is no direct passenger rail service to Maynard. The closest MBTA Commuter Rail station is the South Acton MBTA Station, which is located approximately 2 miles north of downtown. The station is on MBTA's Fitchburg Line, which provides service to North Station in Boston, with stops in Concord, Waltham, and Cambridge along the way.

Maynard is a member community of the Lowell Regional Transit Authority (LRTA). While no fixed route service is provided within Town, the LRTA does partner with the Maynard Council on Aging to provide low-cost van service for Town residents over 60 years of age. Transportation is provided to local hospitals, health providers, banks, and grocery stores.

⁸ Massachusetts Strategic Highway Safety Plan (<http://www.mhd.state.ma.us/default.asp?pgid=content/traffic/shsp&sid=level2>)



Source: Town of Maynard, MassGIS, VHB

Transportation Goals and Recommended Actions

Goal T1

Maintain and improve the Town's transportation infrastructure to safely and efficiently connect its neighborhoods with destinations and amenities.

T1-1	Evaluate options for improving safety and traffic operations for higher-risk areas (such as the Haynes Park area and Maplebrook Park intersection).
T1-2	Monitor, maintain, and programmatically replace traffic signal systems in consideration of evolving standards.
T1-3	Explore enhancing and expanding the sidewalk network alongside planned roadway improvement projects, as necessary, and as part of large-scale development projects.
T1-4	Focus sidewalk maintenance and/or construction in areas to close gaps in the existing system, with specific attention being paid to directly connect neighborhoods to destinations such as the Assabet River Rail Trail, schools, and downtown areas.
T1-5	Explore opportunities to enhance or expand pedestrian and bicycle access in ways that support retail, business activities, schools, and arts and cultural events.
T1-6	For municipally-owned bridges, create a municipal bridge assessment and evaluation system that addresses estimated update and replacement schedules.
T1-7	Periodically review and update the Maynard Downtown Parking Analysis as needs and opportunities emerge.

Goal T2

Work with partners to explore and enhance transportation connections.

T2-1	Evaluate the feasibility of expanding the existing bicycle-sharing program to include additional high visibility sites, such as the Shoppes at Maynard Crossing, Maynard Public Library, and Haynes Park.
T2-2	Encourage the installation of electric vehicle charging stations among the Town's major employers.
T2-3	Seek opportunities to promote and expand public and private transit connections to major employment centers in partnership with regional transit agencies.

IMPLEMENTATION

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Photo Credit: Kaitlin Young

8

Implementation

Introduction

This chapter summarizes the implementation framework for the specific recommended actions identified for each of the subject-based elements within this Master Plan. This framework should be considered flexible, as the community and its operating environment are subject to change (e.g., grant funding not available today, may be available at a later date). As shown in the matrix below, each action within this framework is characterized by:

- Related Sections - the other subject areas where the action has influence or can be influenced;
- Implementation Ownership – the agencies that hold responsibility for implementing the action and seeing it through to completion;
- Supporting Partners – the agencies that shall assist the Implementation Owners;
- Level of Effort – the extent to which staff support will be necessary or obstacles to implementation are foreseeable (defined as either "Low," "Moderate," or "Intense");
- Frequency – the rate of implementation occurrence (defined as either "One-off" [happening one time only], "Cyclical" [happening repeatedly on a schedule], or "Persistent" [happening on an ongoing basis]);
- Timeframe Target – the schedule of implementation (defined as either "Short-term" [1 to 5 years], "Mid-term" [6 to 10 years], or "Long-term" [greater than 10 years]);

- Order of Magnitude Cost Estimate – a rough estimate of the action's direct financial cost (defined as either “-” [marginal cost], “\$” [less than \$25,000], “\$\$” [between \$25,000 and \$100,000], and “\$\$\$” [greater than \$100,000]);
- Additional Funding Sources – the available opportunities to obtain external monies to pay for or offset the cost of implementation;⁹ and
- Priority – the level of importance the community and stakeholders placed on each action by way of the third public meeting and MPSC, respectively (defined as “Important” [actions that are valued by the community], “Necessary” [actions that need to happen], and “Critical” [actions that are integral to Maynard’s sustainability]).

A list of acronyms used in the implementation matrix is provided below.

Acronyms List

<i>Master Plan Elements</i>			
ED	Economic Development	OSR	Open Space and Recreation
H	Housing	PFS	Public Facilities and Services
LU	Land Use and Development Patterns	T	Transportation
NCH	Natural, Cultural, and Historic Resources		
<i>Town Government</i>			
BOS	Board of Selectmen	PH	Public Health
BID	Building and Inspections Division	POL	Police Department
COA	Council on Aging	PZD	Planning and Zoning Board of Appeals Division
DPW	Department of Public Works	SD	School Department
FIRE	Fire Department	TA	Town Administrator
MPL	Maynard Public Library		
<i>Town Boards and Committees</i>			
ADA	ADA Commission	AHTB	Affordable Housing Trust Board

⁹ With respect to State resources, the Massachusetts Department of Housing and Community Development provides “A Guide to State Development Resources,” which lists available planning, funding, and implementation resources, along with their key eligibility criteria and funding and/or eligible uses. This document is available at: <https://www.mass.gov/files/documents/2017/10/31/AGuidetoStateDevelopmentResources.pdf>.

Acronyms List (continued)

<i>Town Boards and Committees (continued)</i>			
BYC	Bylaw Committee	GCC	Green Communities Committee
CapCom	Capital Planning Committee	HC	Historical Commission
ConsCom	Conservation Commission	HRC	Human Relations Committee
CPC	Community Preservation Committee	LEPC	Local Emergency Planning Committee
CSWG	Coolidge School Working Group	MHS	Maynard Historical Society
CultCon	Cultural Council	PA	Parking Authority
EDC	Economic Development Committee	PB	Planning Board
FinCom	Finance Committee	RC	Recreation Commission
FSBC	Fire Station Building Committee	SC	School Committee
<i>Funding Sources</i>			
AHT	Affordable Housing Trust	SP	State Programs
CPA	Community Preservation Act		
DM	Developer Mitigation		

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Implementation Matrix

#	Recommendation	Related Sections							Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority									
		LU	H	ED	NCH	OSR	PFS	T																	
Land Use and Development Patterns (LU)																									
Goal LU1: Ensure land development continues to be deliberate, balanced, and proactive to community needs and service capacities.																									
LU1-1	Continue encouraging best practices in sustainable land development, such as open space/cluster development, low impact development, mixed use development, etc.	x	x	x	x		x		PB	PZD	Low	Persistent	Short-term	-		Necessary									
LU1-2	Incorporate Complete Streets principles into every project where applicable, per Town policy, to ensure safe and accessible options for all travel modes for all people.					x		DPW	PB, PZD	Low	Persistent	Mid-term	\$\$\$	SP	Necessary										
LU1-3	Continually update Maynard's understanding of the community's changing demographics and its implications on land use trends as they relate to housing preferences, consumer behavior, and travel patterns, etc.	x	x	x	x		x	PZD	COA, ConsCom, EDC, SC, SD	Moderate	Cyclical	Mid-term	-		Necessary										
LU1-4	Regularly assess Maynard's constantly evolving landscapes, developing economic trends, and the fluidity of social structures, to gauge the effectiveness of the Zoning By-laws in fostering land-use patterns that promote a viable and sustainable Maynard.	x	x	x		x		PZD	BID, PB	Moderate	Cyclical	Short-term	-		Necessary										
LU1-5	Create a frequently asked questions (FAQ) document and checklist for Maynard Town Boards and Commissions derived from the Master Plan (using the Maynard Community Development Plan Implementation Checklist as a template).	x	x	x	x	x	x	TA	PZD	Moderate	One-off	Short-term	-		Necessary										
Goal LU2: Better integrate and protect the Town's natural resources and open spaces, in conjunction with their stewardship, into land use planning and related decision-making to maximize public benefit.																									
LU2-1	Seek permanent control over water supply protection areas via zoning changes, land acquisition, or by establishing conservation easements.	x	x	x	x			ConsCom	CapCom, DPW, PB, PZD	Moderate	Persistent	Long-term	- to \$\$\$	CPA, SP	Important										
LU2-2	Periodically review water quality standards in the Stormwater Management Regulations in order to manage development impacts on stormwater runoff and groundwater quality.				x		ConsCom	DPW	Low	Cyclical	Mid-term	-			Necessary										

#	Recommendation	Related Sections							Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS	T								
Goal LU2: Better integrate and protect the Town's natural resources and open spaces, in conjunction with their stewardship, into land use planning and related decision-making to maximize public benefit. (continued)																
LU2-3	As the Town continues to develop and grow, seek ways to integrate the Town's hiking trails, conservation areas, sidewalks and shade trees, and wayfinding, maps, and signage into a cohesive system that connects various residential neighborhoods, commercial areas, and recreation destinations.	x	x	x	x	x	x	PZD,	ConsCom, CPC, CultCon, DPW, EDC, RC	Moderate	Persistent	Mid-term	\$ to \$\$\$	CPA, SP	Critical	
LU2-4	Increase Maynard's percentage of tree canopy coverage through protection of existing forested areas, implementation of an annual planting program, focusing new development on reuse of previously built properties, and more robust landscape requirements for developments.		x		x		DPW	ConsCom, PB, PZD	Moderate	Persistent	Mid-term	- to \$\$\$	DM	Critical		
Goal LU3: Further enhance downtown as a source of Maynard's community pride and hub of economic vitality.																
LU3-1	Define the physical area and the economic, cultural, and social identities of Maynard's downtown.	x	x				BOS	CultCon, EDC, PB, PZD	Moderate	One-off	Short-term	-			Important	
LU3-2	Develop and continuously update a comprehensive wayfinding plan for downtown connecting recreational amenities, cultural establishments, and businesses.	x	x	x		x	DPW	CultCon, EDC, PZD, RC	Moderate	Cyclical	Mid-term	\$\$			Important	
LU3-3	Continue to promote beautification efforts with a focus on streetscape improvements, urban landscaping, and building façade improvements thus making downtown a more aesthetically cohesive and attractive environment to businesses and patrons.	x	x		x		PZD	CultCon, DPW, EDC, PB	Moderate	Persistent	Short-term	\$\$ to \$\$\$	DM, SP	Important		

#	Recommendation	Related Sections							Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS	T								

Housing (H)

Goal H1: Maintain and encourage a range of housing options, including those that are accessible to persons and households of various ages, abilities, and economic means.

H1-1	Encourage new housing locations that integrate into the community with effective walking and biking connections within neighborhoods and to the downtown.	x	x	x	x	x	x	PB	AHTB, COA, PZD	Moderate	Persistent	Short-term	-	-	Necessary
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#	Recommendation	Related Sections							Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS	T								
Goal H1: Maintain and encourage a range of housing options, including those that are accessible to persons and households of various ages, abilities, and economic means. (continued)																
H1-2	Continue to implement strategies outlined in the Maynard Housing Production Plan to increase the stock of housing that is affordable to residents of various economic means and meet or exceed the Commonwealth's affordable housing goals.								AHTB	COA, CPC, PB, PZD	Moderate	Persistent	Short-term	- to \$\$\$	AHT, CPA, SP	Critical
H1-3	Explore the potential to offer low-interest loans and work with the State in seeking funding and grants to help finance needed home repairs and retrofits to maintain and upgrade existing housing stock and facilitate aging in place.			x					PZD	BID, COA	Intense	One-off	Mid-term	\$ to \$\$\$	SP	Important
H1-4	Identify parcels that are vacant or suitable for adaptive reuse that could support accessible and adaptive housing units, co-housing, supportive housing, and mixed-income housing.	x							PZD	COA, PB	Moderate	One-off	Mid-term	-	-	Necessary
H1-5	Track progress of the Inclusionary Housing Bylaw to assess its effectiveness								AHTB	PB, PZD	Low	Persistent	Short-term	-	-	Necessary
H1-6	Explore mechanisms to protect existing lower-cost housing options.								AHTB	COA, PB, PZD	Moderate	Persistent	Short-term	-	-	Necessary
Goal H2: Pursue housing development strategies that balance growth with Town services and infrastructure, consumable resources, natural resources, open space, and energy supply.																
H2-1	Assess infrastructure capacity throughout the Town, including mapping areas with existing infrastructure that are suitable for development	x			x				DPW	PB, PZD	Moderate	One-off	Short-term	\$ to \$\$	-	Necessary
H2-2	Assess the capacity of schools in relation to population changes and proposed developments.			x					SD	FinCom, PZD, SC	Moderate	Persistent	Short-term	-	-	Necessary
H2-3	Undertake educational and promotional efforts concerning energy efficiency, clean energy purchasing and generation, and water conservation.		x	x					DPW	ConsCom, GCC, PZD	Moderate	One-off	Short-term	\$	SP	Important
H2-4	Explore municipal aggregation for competitive electric supply and to increase access to clean energy.				x				GCC	DPW, PZD, TA	Low	One-off	Mid-term	-	-	Necessary
H2-5	Build awareness around and enforce the Stretch Energy Code, as well as provide appropriate training to building inspector(s) where needed.			x					GCC	BID	Low	Persistent	Short-term	-	-	Necessary
Goal H3: Support mixed-use housing in downtown, as appropriate to the area's scale, density, and aesthetic character, in a manner that does not detract from its economic and cultural functions.																
H3-1	Assess recent developments within the Downtown Overlay District to ensure this zoning tool is achieving its intended purpose, as it pertains to housing.	x							PB	AHTB, PZD	Low	One-off	Short-term	-	-	Important

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS								
Goal H3: Support mixed-use housing in downtown, as appropriate to the area's scale, density, and aesthetic character, in a manner that does not detract from its economic and cultural functions.(continued)															
H3-2	Attract different market audiences through a mix of different residential product types by reviewing Downtown Mixed-Use Overlay District guidelines.	x						PB	AHTB, PZD	Moderate	One-off	Mid-term	-	-	Important
H3-3	Review housing options within the Health Care Industrial (HCI) District and consider their synergy with downtown.	x						PB	AHTB, DPW, EDC, FinCom, PZD	Low	One-off	Mid-term	-	-	Necessary

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS								

Economic Development (ED)

Goal ED1: Enhance downtown in terms of its identity, economic cohesion, and linkages to other resources throughout the Town.

ED1-1	Explore incentives for downtown retail businesses, including seedling grants and short-term loans in conjunction with the existing Business Environment Enhancement Program (BEEP). Market these opportunities to a broad range of business types, including pop-up and seasonal businesses.	x						EDC	CultCon, FinCom, PZD	Moderate	Persistent	Mid-term	\$ to \$\$	SP	Necessary
ED1-2	Partner with local organizations such as Discover Maynard and Maynard Business Alliance to enhance downtown through coordinated strategy, marketing, economic development, business retention, recruitment, and events.	x						EDC	CultCon, PZD	Moderate	Persistent	Short-term	-	-	Important
ED1-3	Encourage public programming and events to occur on the Mill & Main campus.	x						CultCon	EDC, PZD	Low	Persistent	Short-term	-	-	Necessary
ED1-4	Actively engage and involve Mill & Main tenants in downtown events and activities.	x						CultCon	EDC, PZD	Moderate	Persistent	Short-term	-	-	Important

Goal ED2: Foster and sustain a diverse collection of businesses throughout the Town's existing commercial areas, in synergy with downtown revitalization.

ED2-1	Identify opportunities to incorporate small office or incubator-like-concepts in under-occupied spaces near downtown.	x						PZD	EDC, PB	Low	Persistent	Short-term	-	-	Important
ED2-2	Establish a resource center for small businesses/entrepreneurs, appoint a contact person in the Town staff, and advertise those services to the business community.							TA	BOS, EDC, PZD	Moderate	Persistent	Mid-term	\$\$	-	Necessary
ED2-3	Identify additional funding sources to support local businesses and better promote existing programs.	x						EDC	CultCon, FinCom, PZD	Low	Cyclical	Short-term	-	-	Necessary

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS								
Goal ED3: Identify and cultivate opportunities to develop or redevelop vacant and underutilized properties.															
ED3-1	Engage a real estate advisory firm to create a redevelopment strategy for vacant commercial properties in Town.	x			x			EDC	BOS, PB, PZD, TA	Intense	One-off	Mid-term	\$\$	-	Necessary
ED3-2	Explore integration of residential opportunities within the Mill & Main campus and encourage ground floor retail activity on the campus along Main Street.	x	x					EDC	PB, PZD	Low	One-off	Short-term	-	-	Important
ED3-3	In conjunction with the Towns of Acton, Sudbury, and Concord, develop a redevelopment plan/strategy for the Powder Mill Road Corridor.	x						PZD	EDC, PB	Moderate	Persistent	Mid-term	\$\$	SP	Important
Goal ED4: Elevate Maynard's profile as a regional destination.															
ED4-1	Advertise that Maynard has an attractive center, a business friendly environment, and flexible zoning that supports a mix of uses.	x						EDC	CultCon, PB, PZD	Low	Persistent	Short-term	\$ to \$\$	SP	Important
ED4-2	Introduce and maintain connections between businesses, cultural venues, and recreational amenities by creating maps, improving signage, and introducing kiosks.		x	x	x			EDC	CultCon, DPW, PZD, RC	Moderate	Persistent	Short-term	\$ to \$\$\$	SP	Necessary
ED4-3	Enhance online presence and marketing campaigns to better promote events.		x		x			EDC	CultCon, PZD, TA	Moderate	Persistent	Short-term	-	-	Important
Goal ED5: Enhance the economic, aesthetic, and environmental features of the Assabet River.															
ED5-1	Create an "Assabet River Enhancement Plan" to identify recommendations for future development and preservation.	x		x	x			PZD	ConsCom, CPC, PB, RC	Intense	One-off	Mid-term	\$\$	SP	Necessary
ED5-2	Capitalize on the Town's waterfront adjacency and explore opportunities for business tie-ins.	x		x	x			EDC	ConsCom, PZD	Moderate	Persistent	Mid-term	-	-	Important
ED5-3	Explore strategic riverfront easements and acquisitions for opportunities to increase visual and physical access.	x		x	x			ConsCom	CPC, EDC, PB, PZD, RC	Moderate	Persistent	Long-term	\$\$\$	CPA, DM, SP	Important

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority										
		LU	H	ED	NCH	OSR	PFS																		
Natural, Cultural, and Historic Resources (NCH)																									
Goal NCH1: Enhance the protection and preservation of sensitive natural resource areas that contribute to the health and well-being of the community, as well as offer critical habitat to wildlife and provide important ecological functions.																									
NCH1-1	Identify priority parcels that contain sensitive natural resources, adjoin existing open space and scenic resource areas, or function as wildlife corridors for Community Preservation Committee action.	x			x			ConsCom	CPC	Moderate	Persistent	Mid-term	-	-	Necessary										
NCH1-2	Encourage conservation practices by private landowners utilizing various incentive programs such as Conservation Restriction, Agricultural Preservation, or Chapter 61 programs.	x			x			ConsCom	PZD	Moderate	Persistent	Short-term	-	-	Important										
NCH1-3	Continue public education on household best practices on water conservation and water quality protection.						DPW	ConsCom, GCC	Low	Persistent	Short-term	\$	SP	Important											
NCH1-4	Conduct a municipal tree inventory and prepare a tree management plan.				x		DPW	ConsCom	Moderate	One-off	Mid-term	\$\$	SP	Critical											
Goal NCH2: Capitalize on the Assabet River National Wildlife Refuge and Assabet River by encouraging the respectful use of these important natural resources for community enjoyment as well as to promote the Town as an eco-tourism destination.																									
NCH2-1	Identify key access points to the Assabet River National Wildlife Refuge and Assabet River, and preserve, enhance, or establish these points to increase the community's connection with these important resources.	x	x	x	x		ConsCom	CPC, PZD, RC	Moderate	Persistent	Mid-term	\$\$\$	CPA, SP	Important											
NCH2-2	Continue to promote the use of the Assabet River Rail Trail, including adding additional points of access for various modes of transportation and incorporating accessibility features for those with disabilities where necessary.	x	x	x	x	x	ConsCom	ADA, COA, CPC, RC	Moderate	Persistent	Mid-term	- to \$\$\$	CPA	Important											
NCH2-3	Evaluate the feasibility of providing spurs from the Assabet River Rail Trail to connect additional destinations.	x	x	x	x	DPW	ConsCom, CPC, CultCon, EDC, PB, PZD, RC	Moderate	Persistent	Long-term	\$\$\$	CPA, DM	Important												
NCH2-4	Seek opportunities to increase the amount of riverfront that is visible and accessible to the public.	x	x	x	x	x	ConsCom	CPC, PB, PZD, RC	Moderate	Persistent	Long-term	\$\$\$	CPA, DM, SP	Critical											
Goal NCH3: Support the growth of Maynard's creative culture and advance the identity of Maynard as a cultural destination.																									
NCH3-1	Ensure the Maynard Public Library has the staffing resources necessary to continue to provide the many services and events it offers, to maintain its role as a hub for community group engagement, and to function as a repository of reference materials related to Maynard's heritage.				x		TA	BOS, FinCom, HC, MHS, MPL	Low	Persistent	Mid-term	- to \$\$\$	-	Critical											
NCH3-2	In coordination with ArtSpace and similar partners, continue to support existing as well as expand artist lofts and live/work studios.	x	x	x			PZD	COA, CultCon, EDC, PB	Low	Persistent	Short-term	-	-	Important											

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS								
Goal NCH3: Support the growth of Maynard's creative culture and advance the identity of Maynard as a cultural destination. (continued)															
NCH3-3	Encourage public art throughout the Town and find ways to engage local artists.		x		x			CultCon	COA, EDC, PZD	Low	Persistent	Short-term	-	-	Important
NCH3-4	Continue to support the Maynard Cultural District and its events and programming.		x					CultCon	DPW, EDC, PZD	Low	Persistent	Short-term	-	-	Critical
NCH3-5	Develop a Cultural Plan to create a vision to strengthen Maynard's arts community and cultural assets.		x					CultCon	COA, EDC, PZD	Moderate	One-off	Mid-term	\$\$\$	SP	Important
NCH3-6	Engage the local senior community along with other resources to better integrate the senior population into the Town's artistic community and cultural events.				x			COA	CultCon, PZD	Low	Persistent	Short-term	-	-	Critical
NCH3-7	Encourage student growth and achievement in the arts through curriculum, performance, and other enrichment activities.				x			SD	CultCon, MPL, SC	Moderate	Persistent	Short-term		SP	Important
Goal NCH4: Support the continued promotion and protection of the Town's historic and scenic resources.															
NCH4-1	Continue to utilize Community Preservation Act funding to preserve the character of historic resources throughout Town.	x	x		x			HC	CPC	Low	Persistent	Short-term	\$ to \$\$\$	CPA	Necessary
NCH4-2	Work with the Maynard Historical Society to identify a suitable location for the housing and public viewing of its collections.				x			TA	BOS, CPC, HC, MHS	Moderate	One-Off	Mid-term	\$\$	CPA	Important
NCH4-3	Utilize Massachusetts Historical Commission Survey and Planning Grant Program to help develop a community-wide Preservation Plan.	x	x		x			HC	CPC, MHS, PZD	Moderate	One-Off	Short-term	\$	SP, CPA	Important
NCH4-4	Investigate the interest level and benefits of becoming a National Park Service Certified Local Government, to qualify for potential increased funding through the Massachusetts Historical Commission grant programs.				x			HC	BOS, ConsCom, CPC, MHS	Moderate	One-Off	Mid-term	-	-	Necessary
Goal NCH5: Encourage the sustainable restoration and reuse of historic buildings.															
NCH5-1	Seek developers with demonstrable experience with historic buildings to rehabilitate Town-owned historic buildings such as the Coolidge School; conduct and publish the results of formal feasibility studies on a project-by-project basis to inform decision-making.	x	x		x			TA	BOS, CSWG, FinCom, PZD	Moderate	Persistent	Short-term	-	-	Important

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS	T							
Goal NCH5: Encourage the sustainable restoration and reuse of historic buildings. (continued)															
NCH5-2	Identify incentive opportunities, including the Federal Historic Preservation Tax Incentives program, the Massachusetts Historic Rehabilitation Tax Credit, and the Massachusetts Preservation Projects Fund, to support the restoration and rehabilitation of historic properties owned by private entities.	x	x					PZD	EDC, MHS, HC	Low	Persistent	Mid-term	-	DM	Necessary
Goal NCH6: Increase collaboration among Maynard's boards and commissions with local and regional organizations to maximize opportunities for integrated planning and programming with respect to the Town's natural, cultural, and historic resources.															
NCH6-1	Coordinate Town-wide programming through the use and publicizing of a comprehensive community calendar.	x		x				TA		Moderate	Persistent	Short-term	-	-	Important
NCH6-2	Leverage the Freedom's Way Heritage Association in promoting the Town's natural, cultural, and historic resources.	x		x				PZD	ConsCom, CultCon, HC, MHS, RC	Moderate	Persistent	Short-term	-	-	Necessary
NCH6-3	Continue to collaborate with regional organizations, including OARS, Sudbury Valley Trustees (SVT), and Assabet River National Wildlife Refuge, to promote the health and integrity of the Assabet River and its ecosystem.		x					ConsCom	DPW, PZD	Moderate	Persistent	Short-term	-	-	Critical
NCH6-4	Seek synergy between the local artist community and the schools through co-hosted events, programs, exhibitions, collaborative projects, and mentorship.			x				CultCon	COA, SC, SD	Low	Persistent	Mid-term	-	-	Important

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS	T							
Open Space and Recreation (OSR)															
Goal OSR1: Maintain and improve the accessibility and connectivity of open spaces and recreational areas within and surrounding the Town.															
OSR 1-1	Centralize information on the Town's open space and recreational resources for easy public access.	x						RC	ConsCom, SD	Low	One-off	Short-term	- to \$		Important
OSR 1-2	Ensure Americans with Disabilities Act compliance within Town-owned recreation facilities and pursue universal design principles for new constructions and renovations.		x					DPW	ADA, COA, RC, SD	Moderate	Persistent	Mid-term	\$ to \$\$\$	CPA, SP	Important
OSR 1-3	Develop and periodically review a public park maintenance and improvements program.		x					RC	CPC, DPW	Moderate	Cyclical	Mid-term	\$ to \$\$	CPA	Important

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS	T							
Goal OSR2: Enhance the quality and expand the diversity of recreational opportunities for all residents.															
OSR 2-1	Allocate adequate financial resources for recreation facility upkeep and maintenance.					x		TA	BOS, RC, SD	Intense	Persistent	Mid-term	\$\$\$	SP	Necessary
OSR 2-2	Analyze needs and feasibility for additional active recreation uses such as sports fields and community gardens.		x			x		RC	COA, PZD, SD	Low	Cyclical	Short-term			Necessary
OSR 2-3	Develop creative recreational programing and events for residents of all ages.	x	x					RC	COA, SD	Moderate	Persistent	Short-term	\$ to \$\$		Important
OSR 2-4	Explore regionalization opportunities for recreation programs.		x					RC	BOS, PZD, TA	Low	Cyclical	Mid-term			Necessary

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS	T							

Public Facilities and Services (PFS)

Goal PFS1: Protect and sustain Maynard's drinking water supply and quality.

PFS 1-1	Leverage the White Pond Citizens Study Committee's Final Report (May 2012) and follow-on studies (2019) to assess potential options for increasing the Town's capacity.	x	x	x				DPW	TA	Low	One-off	Short-term	\$\$\$	SP	Critical
PFS 1-2	Assess the availability of drinking water supplies in relation to population changes and proposed developments.	x	x	x				DPW	PZD	Moderate	Persistent	Short-term			Critical
PFS 1-3	Develop and implement a phased (short-, mid-, and long-term) capital plan specific to the Town's water production, storage, and distribution infrastructure.		x					DPW	BOS, CapCom, ConsCom, PZD, TA	Intense	One-off	Short-term			Critical

Goal PFS2: Develop plans to address existing deficiencies in, and future needs for, the Town's capital assets and infrastructure.

PFS 2-1	Develop and implement a phased (short-, mid-, and long-term) capital plan specific to the Town's wastewater infrastructure.	x	x					DPW	BOS, CapCom, ConsCom, PZD, TA	Intense	One-off	Short-term			Critical
PFS 2-2	Investigate creating a Municipal Storm Drain Utility and enhance relevant bylaws.	x	x					DPW	BOS, BYC, ConsCom, EDC, TA	Moderate	One-off	Short-term			Important
PFS 2-3	Keep aware of evolving regulations for drinking water and wastewater, adjusting capital improvement plans accordingly.	x		x				DPW	BOS, CapCom, ConsCom, TA	Low	Cyclical	Short-term			Necessary

#	Recommendation	Related Sections							Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS	T								
Goal PFS2: Develop plans to address existing deficiencies in, and future needs for, the Town's capital assets and infrastructure. (continued)																
PFS 2-4	For departments responsible for infrastructure support (e.g., DPW and Highway), review and enhance operations to achieve optimal efficiency in fleet and personnel levels, and to ensure adequate training is provided in line with departmental goals.							x	DPW	BOS, TA	Moderate	Persistent	Mid-term	\$\$		Important
PFS 2-5	Seek additional funding sources (such as federal and state grants) to support infrastructure spending.								DPW	PZD, SD, TA	Intense	Persistent	Short-term		DM	Important
Goal PFS3: Ensure the Town has the resources necessary to handle the public safety and service needs of the community.																
PFS 3-1	Develop a regularly administered community survey to gain feedback on the quality and quantity of the Town's public services.	x	x	x	x				TA	COA, DPW, FIRE, MPL, POL, SD	Moderate	Persistent	Mid-term			Necessary
PFS 3-2	Continue exploration of funding sources for the construction of a new fire station.								TA	BOS, CapCom, FinCom, FIRE, FSBC	Moderate	Persistent	Short-term			Necessary
PFS 3-3	Explore regionalizing fire and police dispatch services.								TA	FIRE, POL	Low	One-off	Long-term			Necessary
PFS 3-4	Support optimal personnel levels within the police and fire departments.								BOS	FIRE, POL, TA						Necessary
PFS 3-5	Develop and frequently update a coordinated Emergency Management Plan.								TA	DPW, FIRE, LEPC, POL						Important
PFS 3-6	Study and address the impact of population and economic changes on demand for public safety services.	x	x	x				x	TA	FIRE, POL, BOS						Necessary
PFS 3-7	Keep informed of evolving public safety technology and best practices, incorporating as appropriate.								TA	FIRE, POL, BOS						Necessary
Goal PFS4: Advance decision-making that considers the Town's impact on, and implications from, climate change.																
PFS 4-1	Conduct a climate vulnerability assessment through the State's Municipal Vulnerability Preparedness program and pursue program action grants to advance the Town's climate adaptation priorities.	x	x	x	x	x		x	DPW	ConsCom, FIRE, LEPC, PH, POL, PZD, SD, TA	Intense	Persistent	Short-term	\$\$	SP	Necessary
PFS 4-2	Prepare a municipal greenhouse gas emissions inventory to understand the Town's largest sources of emissions and opportunities for reduction.			x				x	TA	DPW, GCC, PZD	Moderate	One-off	Short-term	\$	SP	Necessary
PFS 4-3	Identify and pursue opportunities for climate action through regional coordination.	x	x	x	x	x		x	TA	ConsCom, DPW, GCC, PZD	Low	Persistent	Short-term			Necessary
PFS 4-4	Incorporate the implications of climate change into the long-term planning of the Town's capital assets and infrastructure via a resiliency checklist.	x	x	x	x			x	TA	BOS, CapCom, DPW, GCC, PZD, SD	Moderate	Persistent	Mid-term			Necessary

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS								
Goal PFS4: Advance decision-making that considers the Town's impact on, and implications from, climate change. (continued)															
PFS 4-5	Conduct comprehensive energy audits at municipal facilities.			x				DPW	GCC	Moderate	One-off	Mid-term	\$ to \$\$	SP	Necessary
PFS 4-6	Aim for net-zero energy in new construction or major renovations, but at minimum, meet the State's Stretch Energy Code.			x				TA	BID, BOS, CapCom, DPW, FSBC, GCC, SD, PZD	Low	Persistent	Short-term	\$\$\$	SP	Necessary
PFS 4-7	Conduct studies to determine the potential capacity and economic feasibility of installing solar photovoltaics on municipal facilities and Town-owned land.	x		x				DPW	GCC, SD, PZD, TA	Moderate	One-off	Short-term	\$	SP	Important
PFS 4-8	In conjunction with a municipal tree inventory and management plan, seek grants to support additional plantings.			x				DPW	ConsCom	Low	Cyclical	Mid-term	\$	DM, SP	Important
PFS 4-9	Utilize updated climate change models for flooding/stormwater events for updating regulations.	x		x				PZD	BID, ConsCom, DPW, GCC	Moderate	Cyclical	Short-term			Necessary
PFS 4-10	Investigate increasing the number of roads and other pavement surfaces that are permeable.	x		x	x			DPW	ConsCom, PB	Low	Cyclical	Mid-term			Necessary
PFS 4-11	In coordination with the Town's waste management service provider, improve residential recycling education.			x				DPW	TA	Low	One-off	Short-term	\$	SP	Necessary
PFS 4-12	Explore recycling options beyond bi-weekly pickup including adding more opportunities for recycling other items (e.g., brush, metal, paints, batteries, etc.)			x				DPW	TA	Moderate	Persistent	Mid-term	\$\$ to \$\$\$	SP	Important
PFS 4-13	Work with partners to explore the potential for an organic waste collection program.			x				DPW	TA	Moderate	Persistent	Long-term	\$ to \$\$\$	SP	Necessary
Goal PFS5: Support expanded services for the Town's senior population and provide the appropriate facilities to accommodate them.															
PFS 5-1	Evaluate the demand for increased shuttle service to support an increasing senior population.			x				TA	COA	Moderate	One-off	Mid-term			Critical
PFS 5-2	Periodically assess future service and program needs of the Town's senior population.			x				TA	COA	Moderate	Persistent	Mid-term			Critical
PFS 5-3	Explore location options for senior services and programs, including local and regional facilities.			x				COA	BOS, TA	Moderate	Persistent	Mid-term	- to \$\$\$		Critical
Goal PFS6: Support a high-quality education system.															
PFS 6-1	Work with Maynard Public Schools to provide an educational environment that is inclusive and supportive of all students, encouraging them to achieve their full potential by providing them with varied and relevant learning opportunities to develop critical thinking, collaborative problem solving, leadership skills, and depth of character.							SD	ADA, HRC, SC	Intense	Persistent	Short-term			Necessary

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS	T							
Goal PFS6: Support a high-quality education system. (continued)															
PFS 6-2	Work with Maynard Public Schools to support student social skills, empowering them to become creative, curious, kind, empathetic, safe, and conscientious global citizens.			x				SD	HRC, SC	Intense	Persistent	Short-term			Important
PFS 6-3	Work with Maynard Public Schools to develop and enhance school/business relationships that can provide lifelong working skills for students.			x				SD	EDC, SC						Necessary
PFS 6-4	Study and address the potential causes and financial impact of changes in student population							SD	SC	Moderate	Cyclical	Short-term			Necessary
PFS 6-5	Working closely with Public Schools, develop long-term plans to align school capacity with current and future demands.							SD	CapCom, FinCom, PZD, SC	Moderate	Persistent	Short-term			Important
PFS 6-6	Promote and provide support to community education and home and alternative schooling, such as identifying reciprocal educational opportunities in collaboration with the Maynard Cultural District and local senior population			x	x			TA	COA, CultCon, MPL, SD	Moderate	Persistent	Short-term			Necessary
PFS 6-7	Work with an accessibility consultant on all future school new constructions and renovations to incorporate design, policies, and products that enhance access for all students to support learning.							SD	ADA, DPW, SC	Moderate	Cyclical	Short-term	\$ to \$\$\$		Important
PFS 6-8	Explore increasing shared resources between the Town and School Department.							TA	DPW, SD	Intense	Persistent	Short-term			Important
PFS 6-9	Work with the School Department to develop and annually review a comprehensive facilities maintenance plan, including regular maintenance and anticipated capital improvements.							DPW	CapCom, SD	Intense	Persistent	Mid-term			Important

#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS	T							

Transportation (T)

Goal T1: Maintain and improve the Town's transportation infrastructure to safely and efficiently connect its neighborhoods with destinations and amenities.

T1-1	Evaluate options for improving safety and traffic operations for higher-risk areas (such as the Haynes Park area and Maplebrook Park intersection).			x				DPW	POL	Low	One-off	Short-term			Necessary
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#	Recommendation	Related Sections						Implementation Ownership	Supporting Partners	Level of Effort	Frequency	Timeframe Target	OOM Cost Estimate	Additional Funding Source	Priority
		LU	H	ED	NCH	OSR	PFS								
Goal T1: Maintain and improve the Town's transportation infrastructure to safely and efficiently connect its neighborhoods with destinations and amenities. (continued)															
T1-2	Monitor, maintain, and programmatically replace traffic signal systems in consideration of evolving standards.						x	DPW	POL	Moderate	Persistent	Mid-term	\$\$		Necessary
T1-3	Explore enhancing and expanding the sidewalk network alongside planned roadway improvement projects, as necessary, and as part of large-scale development projects.	x	x	x			x	DPW	PB, PZD	Low	Persistent	Short-term			Important
T1-4	Focus sidewalk maintenance and/or construction in areas to close gaps in the existing system, with specific attention being paid to directly connect neighborhoods to destinations such as the Assabet River Rail Trail, schools, and downtown areas.			x	x	x		DPW	PB, PZD	Intense	Persistent	Short-term	\$\$\$	DM	Important
T1-5	Explore opportunities to enhance or expand pedestrian and bicycle access in ways that support retail, business activities, schools, and arts and cultural events.	x	x	x	x			PZD	CultCon, DPW, EDC, PB, SD	Low	Persistent	Short-term		DM	Important
T1-6	For municipally-owned bridges, create a municipal bridge assessment and evaluation system that addresses estimated update and replacement schedules.				x			DPW		Low	One-off	Mid-term	\$	SP	Necessary
T1-7	Periodically review and update the Maynard Downtown Parking Analysis as needs and opportunities emerge.	x			x			PA	EDC, PZD	Low	Cyclical	Mid-term	\$		Important
Goal T2: Work with partners to explore and enhance transportation connections.															
T2-1	Evaluate the feasibility of expanding the existing bicycle-sharing program to include additional high visibility sites, such as the Shoppes at Maynard Crossing, Maynard Public Library, and Haynes Park.	x		x	x			PZD	DPW, EDC, MPL, RC	Low	One-off	Mid-term		DM	Necessary
T2-2	Encourage the installation of electric vehicle charging stations among the Town's major employers.	x						TA	DPW, EDC, GCC, PZD	Low	One-off	Mid-term		DM	Necessary
T2-3	Seek opportunities to promote and expand public and private transit connections to major employment centers in partnership with regional transit agencies.	x						TA	DPW, EDC, PZD	Moderate	Persistent	Mid-term	- to \$\$		Important

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What's Next Committee

As the Town moved toward formal completion of this Master Plan, the MPSC will submit the Plan to the Planning Board for its review and adoption. It is the recommendation of the MPSC that the next step be the creation of a "What's Next Committee." The following provides an overview of this committee, as envisioned by the MPSC.

Goal

The goal of the What's Next Committee is to establish a culture within the Town Divisions and Appointed Committees to use the Master Plan to proactively implement recommendations in the Master Plan. The What's Next Committee will work with the Implementation Leaders to establish priorities, timelines, and strategies for successfully completing recommendations put forth in the Master Plan. The What's Next Committee will help facilitate Implementation Leaders working with Supporting Partners in an open direct manner. The What's Next Committee will also create a framework for updating the Master Plan as new opportunities and priorities arise.

Composition

The What's Next Committee will be comprised of the Assistant Town Administrator, at least one or two Town staff, and one to three appointed Town of Maynard residents, one of which will serve as chair. For the sake of continuity, it is highly recommended that at least one of the residents serving on the MPSC be appointed to the committee.

Type of Committee

The What's Next Committee should be formed as an ad hoc committee, appointed by the Town Administrator, to be seated shortly after the Master Plan has been formally accepted by the Planning Board. Suggestion term for the Committee should be approximately 24 months from first meeting to final meeting.

Work Product

The What's Next Committee will develop checklists and documentation protocols to ensure that recommendations outlined in the Master Plan are being pursued in a strategic manner and that additions/updates to the Master Plan can be made in a clear and thoughtful manner.

Strategy

The What's Next Committee will meet as a whole on a regular basis, perhaps quarterly. The Implementation Matrix will be used to assign committee members to work with the various Implementation Partners on developing strategies and ranking priorities. Members should meet with their assigned partners as often as necessary over the two years, but no less than once per year. Meetings with the Board of Select and Planning

Board should occur on a frequent basis to review execution of Master Plan recommendations and to surface additional goals/recommendations.

Philosophy

The philosophy of this group should be always thinking "What's Next?" until the recommendation list is exhausted... and that should prompt the further question "What's Next?"

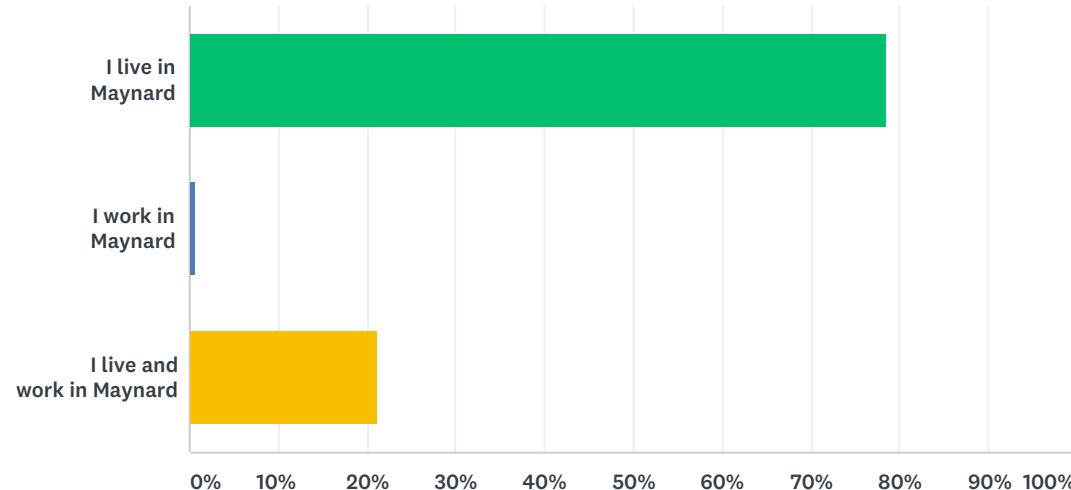
Appendix: Public Survey Results

A

Survey #1 - Results

Q1 Do you live or work in Maynard?

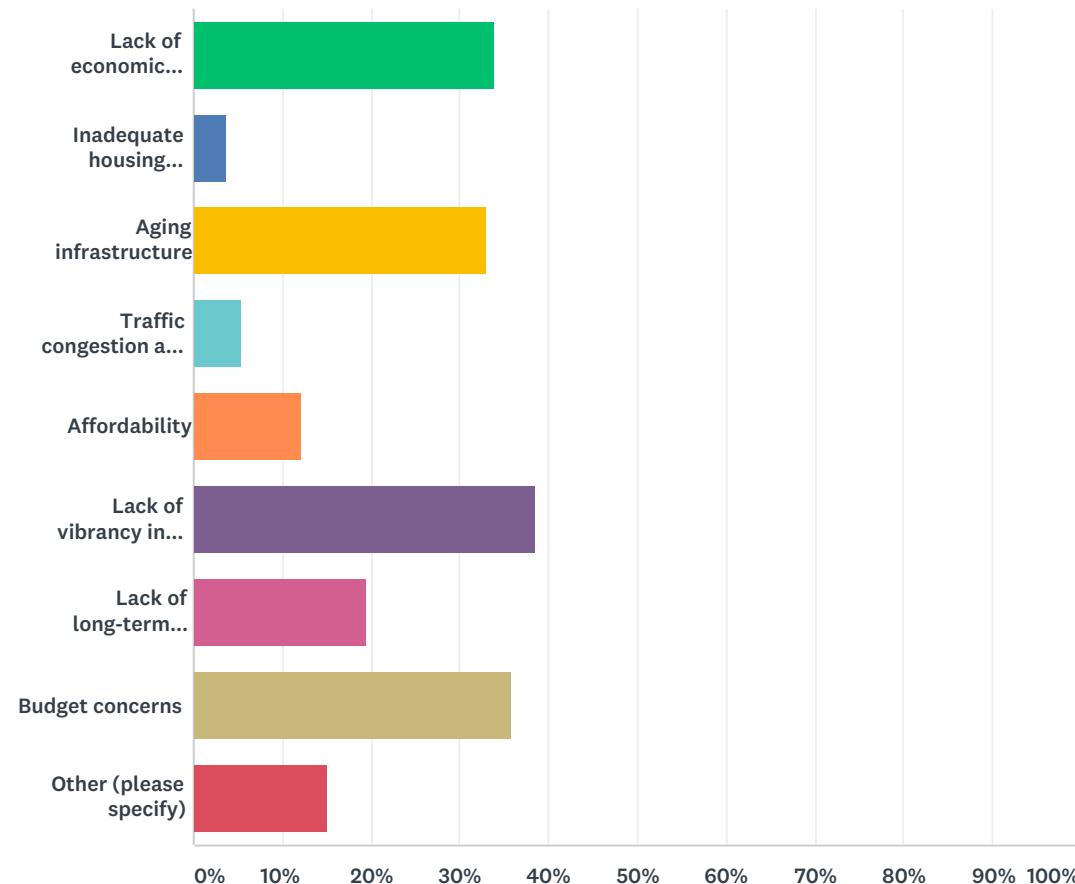
Answered: 380 Skipped: 0



ANSWER CHOICES	RESPONSES	
I live in Maynard	78.42%	298
I work in Maynard	0.53%	2
I live and work in Maynard	21.05%	80
TOTAL		380

Q2 What are the biggest obstacles to improving quality of life in Maynard? Choose the top two problems that you think our community needs to address first.

Answered: 380 Skipped: 0



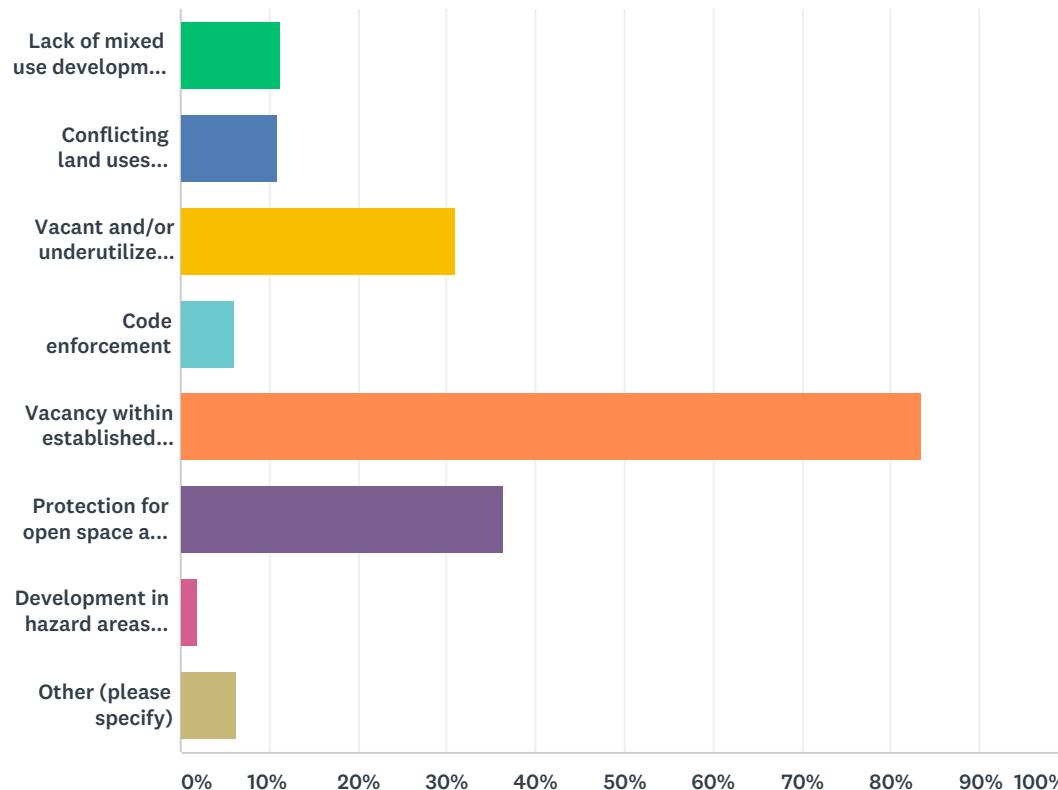
ANSWER CHOICES	RESPONSES
Lack of economic vitality	33.95%
Inadequate housing inventory	3.68%
Aging infrastructure	33.16%

Maynard, MA Master Plan Community Survey

Traffic congestion and safety hazards	5.53%	21
Affordability	12.11%	46
Lack of vibrancy in Downtown	38.42%	146
Lack of long-term planning	19.47%	74
Budget concerns	35.79%	136
Other (please specify)	15.00%	57
Total Respondents: 380		

Q3 What are the major land use issues/concerns within Maynard? Choose the top two.

Answered: 380 Skipped: 0



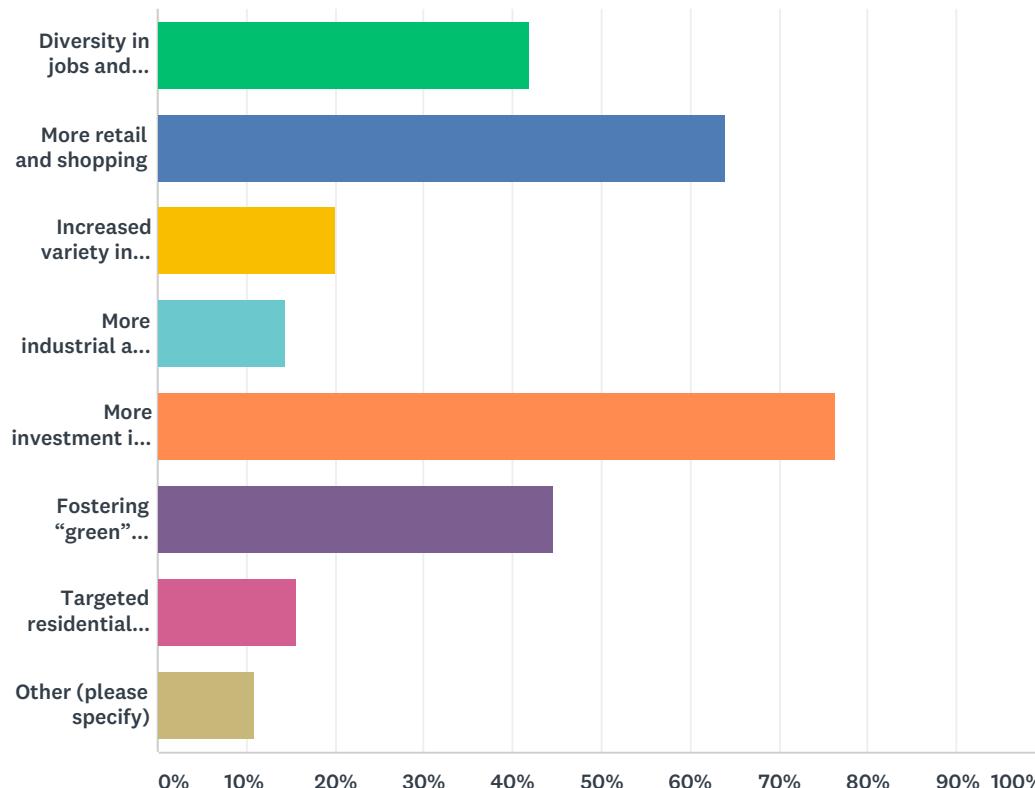
ANSWER CHOICES	RESPONSES
Lack of mixed use development	11.32% 43
Conflicting land uses (e.g., industrial and residential development)	10.79% 41
Vacant and/or underutilized lands	31.05% 118
Code enforcement	6.05% 23
Vacancy within established commercial corridors/nodes in the Town	83.42% 317

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Protection for open space and sensitive areas	36.32%	138
Development in hazard areas (e.g., flood zones)	1.84%	7
Other (please specify)	6.32%	24
Total Respondents: 380		

Q4 What economic development opportunities do you see happening in the future? Choose all that apply.

Answered: 380 Skipped: 0



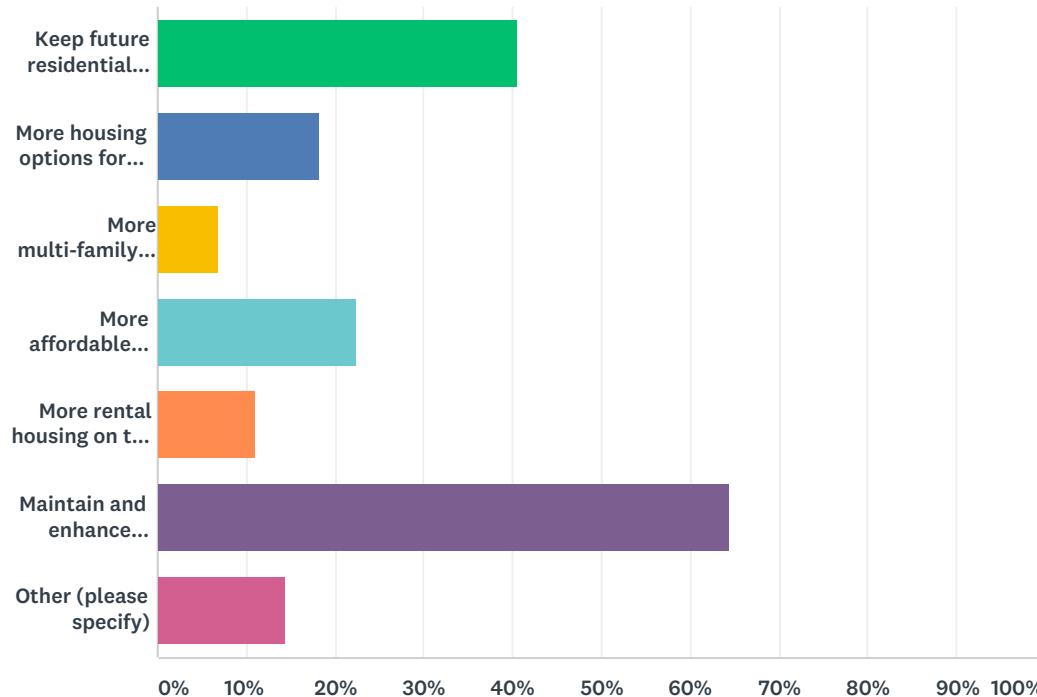
ANSWER CHOICES	RESPONSES
Diversity in jobs and businesses	41.84%
More retail and shopping	63.95%
Increased variety in housing choices	20.00%
More industrial and manufacturing jobs	14.47%

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More investment in “main street” businesses	76.32%	290
Fostering “green” business growth	44.47%	169
Targeted residential development	15.79%	60
Other (please specify)	10.79%	41
Total Respondents: 380		

Q5 What are the most important housing needs? Choose the top two.

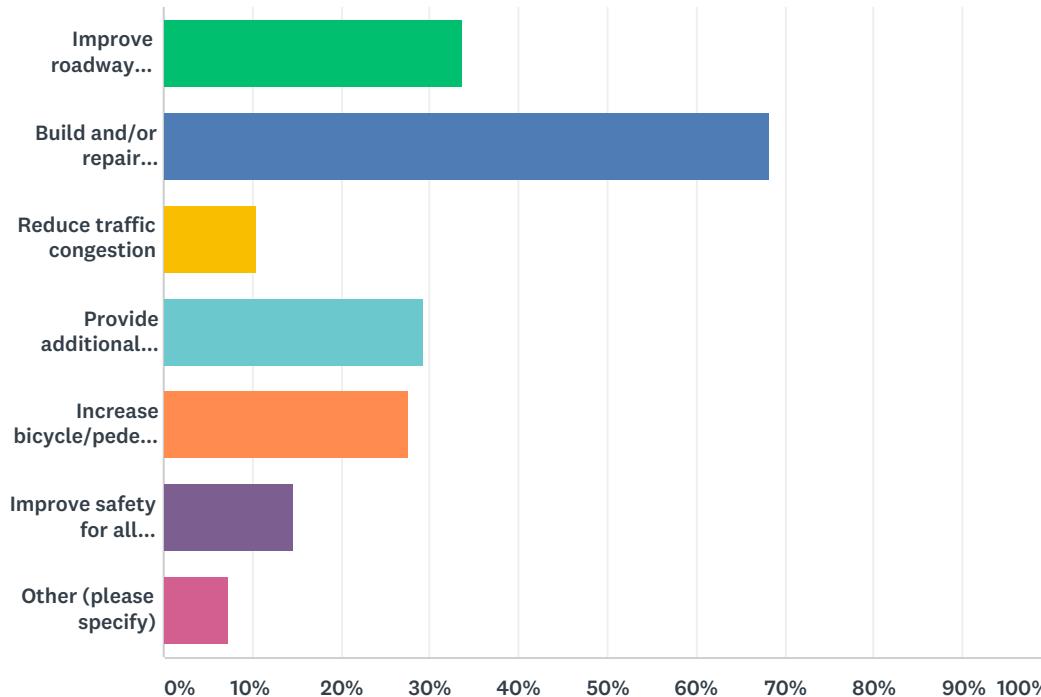
Answered: 380 Skipped: 0



ANSWER CHOICES	RESPONSES
Keep future residential development in or near existing/established residential areas	40.53% 154
More housing options for seniors	18.16% 69
More multi-family developments	6.84% 26
More affordable housing	22.37% 85
More rental housing on the market	11.05% 42
Maintain and enhance existing housing stock	64.47% 245
Other (please specify)	14.47% 55

Q6 What are the two most pressing transportation needs?

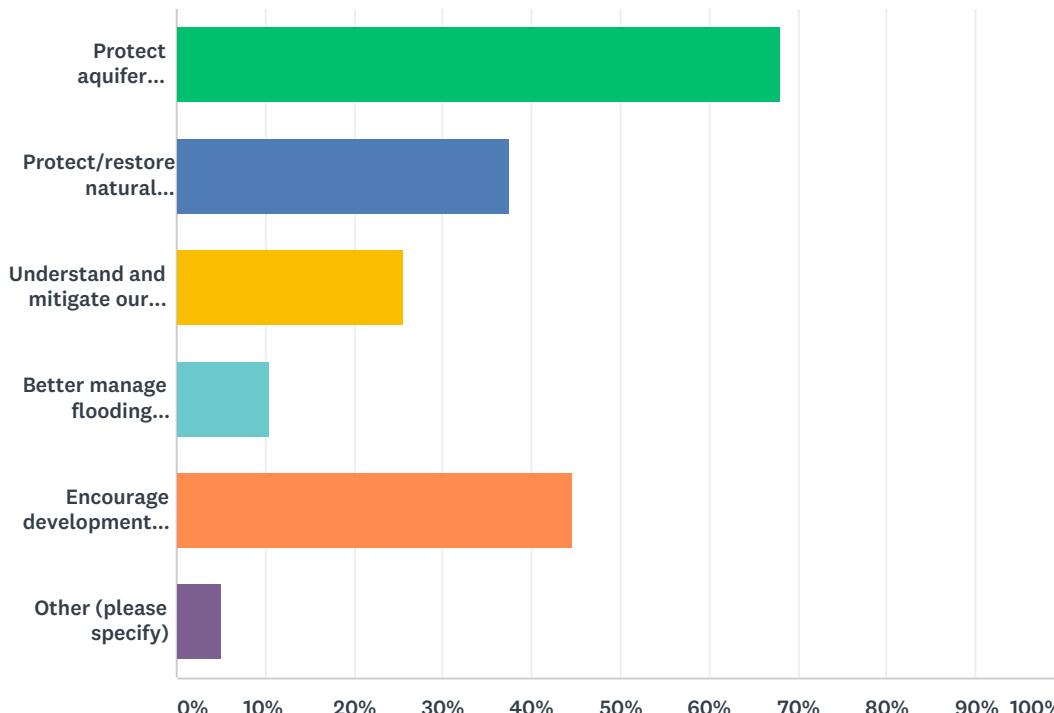
Answered: 380 Skipped: 0



ANSWER CHOICES	RESPONSES
Improve roadway conditions	33.68% 128
Build and/or repair sidewalks	68.16% 259
Reduce traffic congestion	10.53% 40
Provide additional public transit options	29.21% 111
Increase bicycle/pedestrian access and infrastructure	27.63% 105
Improve safety for all transportation modes	14.74% 56
Other (please specify)	7.37% 28

Q7 What are the most important natural resource needs in Maynard? Choose the top two.

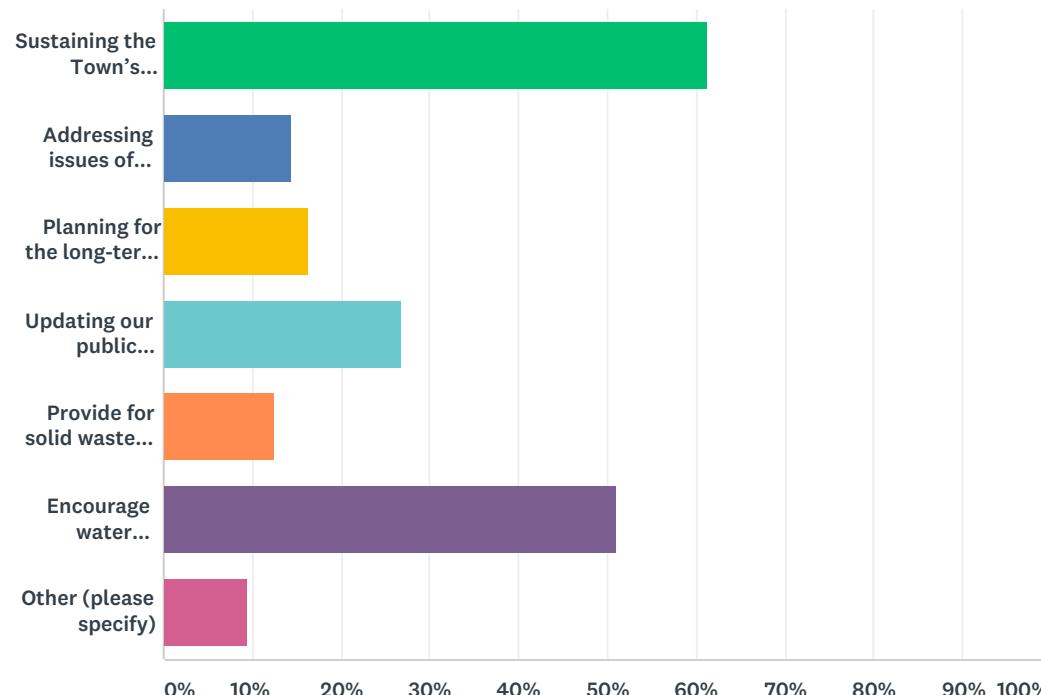
Answered: 380 Skipped: 0



ANSWER CHOICES	RESPONSES
Protect aquifer recharge areas and improve water quality	67.89% 258
Protect/restore natural habitats and sensitive lands	37.37% 142
Understand and mitigate our collective carbon footprint	25.53% 97
Better manage flooding associated with the Assabet River and its tributary system	10.53% 40
Encourage development that enhances and respects natural topography	44.47% 169
Other (please specify)	5.00% 19
Total Respondents: 380	

Q8 What are the most important sustainability issues facing Maynard? Choose the top two.

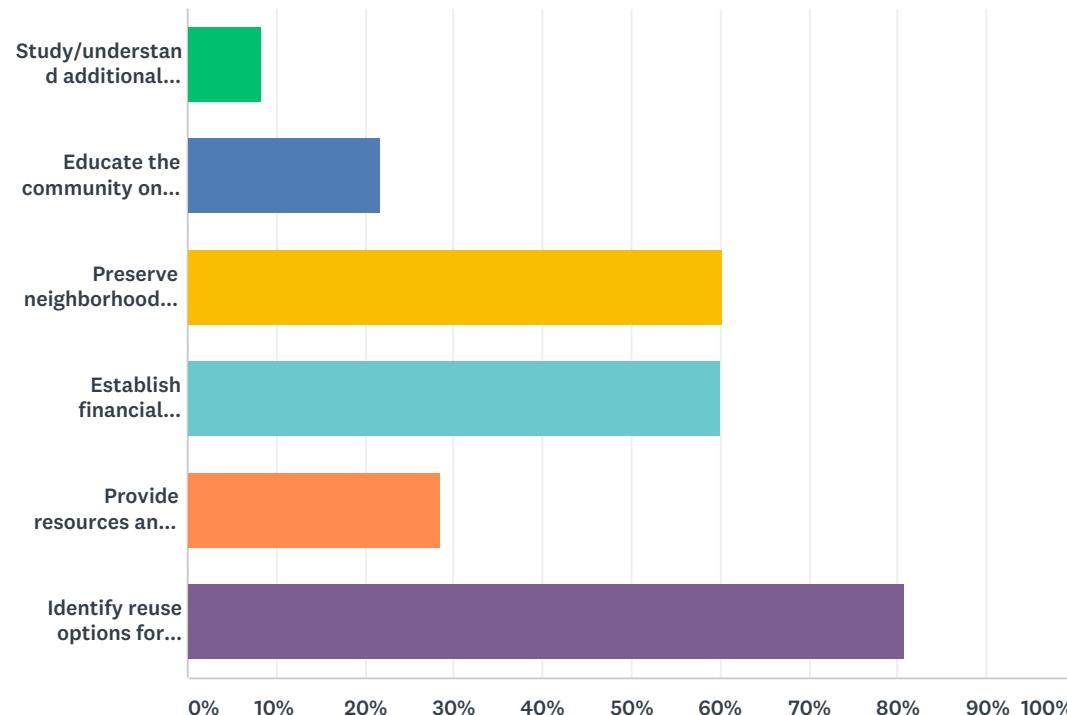
Answered: 380 Skipped: 0



ANSWER CHOICES	RESPONSES
Sustaining the Town's long-term operations from a financial perspective	61.32% 233
Addressing issues of community health and equity	14.47% 55
Planning for the long-term impacts of climate change	16.32% 62
Updating our public facilities (buildings, vehicle fleets) to reduce our energy consumption	26.84% 102
Provide for solid waste reduction and increased diversion	12.63% 48
Encourage water conservation and plan for lasting water supply	51.05% 194
Other (please specify)	9.47% 36

Q9 Which do you think are the most important goals for Maynard's historic resources? Choose the top three.

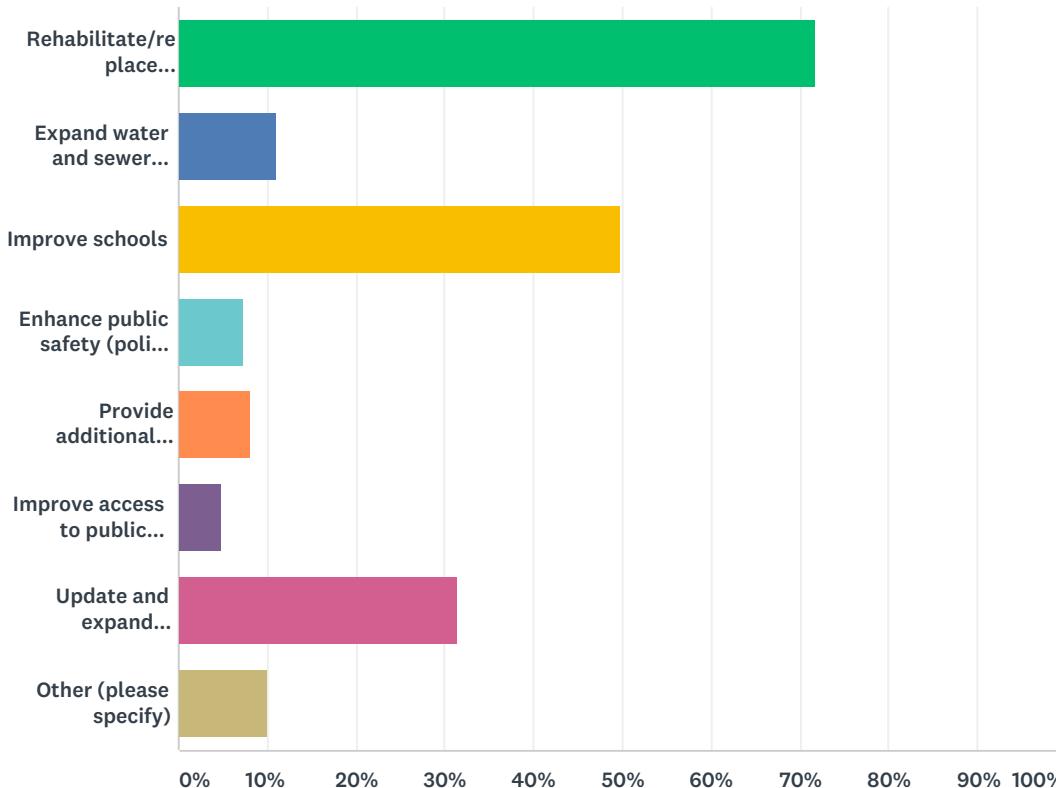
Answered: 380 Skipped: 0



ANSWER CHOICES	RESPONSES	
Study/understand additional historic resources and neighborhoods	8.42%	32
Educate the community on the importance of Maynard's history and associated resources	21.84%	83
Preserve neighborhood character and livability	60.26%	229
Establish financial incentives and resources to encourage rehabilitation/renovation	60.00%	228
Provide resources and information for owners of older houses regarding maintenance and upgrades	28.42%	108
Identify reuse options for vacant/underused historic buildings	80.79%	307

Q10 What are the two most important public facility and service needs in Maynard?

Answered: 380 Skipped: 0



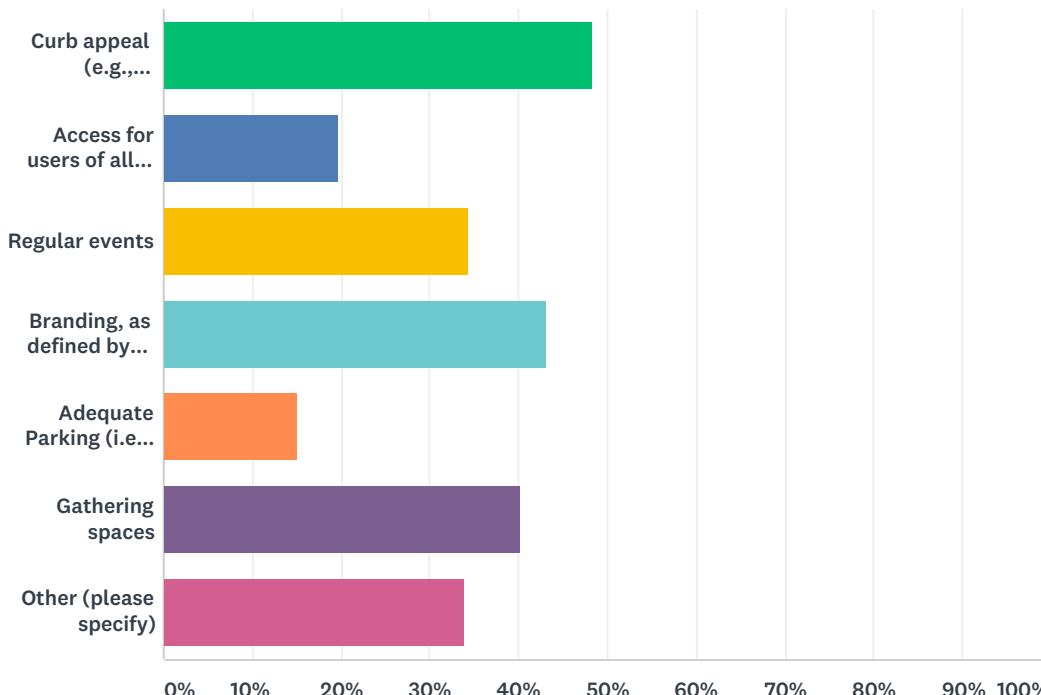
ANSWER CHOICES	RESPONSES	
Rehabilitate/replace Town-owned infrastructure (e.g., water distribution pipelines, sidewalks, etc.)	71.84%	273
Expand water and sewer connections	11.05%	42
Improve schools	49.74%	189
Enhance public safety (police and fire)	7.37%	28
Provide additional senior services	8.16%	31

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Improve access to public facilities and spaces	4.74%	18
Update and expand recreation facilities	31.32%	119
Other (please specify)	10.00%	38
Total Respondents: 380		

Q11 What do you believe is missing from your Downtown? Choose the top three.

Answered: 380 Skipped: 0



ANSWER CHOICES	RESPONSES
Curb appeal (e.g., planters, benches, sidewalk art, etc.)	48.42% 184
Access for users of all transportation modes	19.74% 75
Regular events	34.21% 130
Branding, as defined by local businesses and regular citizens	43.16% 164
Adequate Parking (i.e., number of spaces and location)	15.00% 57
Gathering spaces	40.26% 153
Other (please specify)	33.95% 129

Q12 In your opinion and experience, what are the best methods for enhancing the diversity and extent of public input into Maynard's master planning process?

Answered: 258 Skipped: 122

#	RESPONSES	DATE
1	A series of meetings/cafes in a relaxed atmosphere asking for people's thought on how to improve the town. Start with an open ended brainstorming session that then go thru a list of topics germane to the master plan.	8/23/2018 9:16 PM
2	Flood social media platforms with master planning process updates. Stream master planning meetings on social media/streaming platforms. Make master planning meetings more relaxed and town hall style to engage younger demo. Consider small batch of meetings instead of one large meeting, at Boston Bean House or Serendipity Cafe for example, especially at varied hours (Some people works nights and would prefer morning meetings).	8/22/2018 11:05 AM
3	More marketing, send out emails or telephone calls to get more people's input	8/22/2018 9:32 AM
4	Utilize social media!	8/22/2018 8:56 AM
5	community involvement in town decision making and term limits on committee positions. Term limits shoudl be staggered so as to assure some continuity, but varied enough to leave the impression that anyone can get involved.	8/21/2018 9:58 PM
6	Facebook, schools send home newsletter in each kids folder	8/21/2018 9:39 PM
7	Surveys - having a presence at town events - maybe set up a table at MaynardFest where people can obtain information about this and fill out survey on the spot	8/21/2018 9:37 PM
8	You need to publicize what and when you are discussing the plans. SOCIAL MEDIA! Plaques on street entering the town. Flyers in store windows and at library, town hall, senior center. Robocalls to homes. That should cover most demographics in town.	8/21/2018 1:46 PM
9	Survey	8/21/2018 1:08 PM
10	Advertising through Facebook groups and targeted ads, as well as the booth at the farmer's market and flyers at the library are all good ways to reach residents. Repition of ads and other outreach is very necessary. It's easy to forget to go online to fill out the survey.	8/21/2018 1:00 PM
11	In my opinion, polls like this are helpful. You can ask if anyone has skills/backgrounds in conservation, financial areas, School administration etc. Maybe some would like to Volunteer some time, or can give detailed input on areas of concern.	8/21/2018 12:55 PM
12	These types of surveys are great for those of us who are not often able to attend meetings. Additional resources online (i.e., a website dedicated to this planning process with access to videos of meetings, meeting notes, updates, the previous plan, etc.).	8/21/2018 11:58 AM
13	not sure at this moment	8/21/2018 11:46 AM
14	Surveys like this but provide paper and pencil ones as well at public places for people not as familiar with internet	8/21/2018 10:58 AM
15	Social media for the younger residents; reaching out to older folks via Library, Council on Aging	8/21/2018 10:32 AM

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16	Probably having separate conversations about each of the priorities. We have a lot of priorities. And I think if we have open public conversations, which are necessary, we have to see each subject separately. Yes, we need to talk about our school. Yes, we need to talk about our water and sewer conditions. YES we need to talk about the vibrancy of our downtown.	8/21/2018 10:20 AM
17	I get almost no news from the Beacon because it doesn't have staff to provide coverage so I learned about this from the town website (which I don't access very often). The Beacon would publish info if it's hand fed to it periodically.	8/19/2018 6:22 AM
18	Going door to door and asking folks to take the survey, explaining why it's important, and leaving them with info on how to do so.	8/17/2018 7:34 AM
19	Have an info table setup downtown during town events	8/15/2018 10:17 PM
20	A schedule of public meetings and possible survey input to correspond with each step of the master plan process. This way you can keep the public up to date, catch people who have specific interests in parts of what you are doing, and guarantee steady public feedback every step of the way to the final master plan.	8/14/2018 9:23 PM
21	Facebook announcements probably (on Maynard Friends and Families, Real Housewives of Maynard, Maynard Family Network, etc.) Signage at the library and somewhere public downtown, maybe notices sent home from school. Town homepage and email would be helpful too.	8/13/2018 2:28 PM
22	Social Media	8/11/2018 9:54 PM
23	1.) Surveys 2.) Public meetings 3.) Flyers at local establishments	8/11/2018 6:03 PM
24	This open survey is a good method. Host more targeted (i.e. subject specific) open public forums for discussion.	8/11/2018 11:29 AM
25	This survey and the Master Plan website are both fantastic. I found out about this from a flyer at Boston Bean House, but I'd recommend some public signage about the master plan through the center of town as well.	8/11/2018 9:25 AM
26	walk about and talk about	8/10/2018 6:59 PM
27	This is a good step	8/10/2018 12:09 PM
28	Not sure	8/9/2018 8:58 PM
29	Reaching out to various networks of people. For example, if you're trying to reach Brazilian immigrants, go to the hair salon V&V, speak to them so that they understand what you want, and leave a flyer that they can share with clients.	8/9/2018 3:58 PM
30	more town meetings at convenient times, transparency, and a plan that makes sense not a bunch of jumbled ideas	8/8/2018 2:51 PM
31	Community charettes at different times and locations. Reach out to Town civic/cultural groups to make sure all demographic groups have a chance to participate.	8/8/2018 2:00 PM
32	town meetings and surveys seem to be the most effective.the real problem is that people have very busy lives and often the planing for the future gets pushed aside to make time for everything else.	8/8/2018 12:43 PM
33	I'm really not sure.	8/8/2018 12:36 PM
34	get kids involved at the high school	8/8/2018 11:59 AM
35	Have planning meeting with live online link so that people can join from home or at least view from home.	8/8/2018 11:43 AM
36	Using various outreach tools. Group meetings, one on one with key influential residents, social media, business owners in town.... very important....	8/7/2018 9:14 PM
37	Social media and reaching out to local businesses to advertise what the master plan is and value of input.	8/7/2018 8:28 PM

Maynard, MA Master Plan Community Survey

38	Print town meeting agendas in local newspaper. Hold public information meetings both during the day and in the evening	8/7/2018 5:45 PM
39	I think it would be good to approach the churches, senior citizens' services, and store and restaurant owners for input. Tough it requires making personal contact, it feels to me like the internet will not draw in a diverse group.	8/7/2018 3:50 PM
40	This seems like a good option	8/7/2018 2:11 PM
41	On going communication with residents and business either through town meetings, mailing or social media.	8/7/2018 2:02 PM
42	Need more communication with the public about surveys like this one. I would have never found this survey had I not gone to the Master Plan website.	8/7/2018 10:21 AM
43	Group forums are great for getting input on specific issues.	8/6/2018 3:10 PM
44	Surveys like this are good, perhaps with paper copies put out in public places.	8/6/2018 7:57 AM
45	Constant, varied and in-going opportunities to participate... on-line, in writing, through focus groups etc. maybe some conversations at The Bean or Serendipity.	8/5/2018 9:14 PM
46	Meetings and surveys	8/5/2018 7:38 AM
47	Increase awareness of resident input to process by other means - for example - mail the survey to residents/businesses. I only learned of this survey when I saw the flyer at the library.	8/5/2018 5:30 AM
48	More online outreach	8/4/2018 3:33 PM
49	Surveys like this and Opportunities for exposure and updating on the master plan progress and invitations like this one to participate	8/4/2018 11:29 AM
50	This is a good start. Implementing what people suggest is also good. Stopping the waste: fix the antiquated water system, get line item budget info from the schools, fine owners of empty buildings, have more oversight on development so that rules and laws are followed by everyone, close access to town-paid gas pumps on Winter street to town vehicles for town business only.	8/4/2018 8:40 AM
51	We need a town wide independent audit by someone outside of town to show where we can save money. We can then use the saved money to fix/maintain the town.	8/4/2018 5:41 AM
52	Make time of meeting after work end and provide child care.	8/3/2018 9:49 PM
53	Communicate about the process & the effects	8/3/2018 9:15 PM
54	Using social media as a platform for public discussion and integrating that into the traditional town meeting format.	8/3/2018 9:11 PM
55	Web surveys like these.	8/3/2018 5:57 PM
56	Social Media, reaching out to existing groups and organizations in Maynard.	8/3/2018 1:38 PM
57	I have no experience with this, but thanks for letting me Take the survey.	8/3/2018 12:02 PM
58	I think that additional venues for marketing should be explored with an emphasis on inclusion. All small towns seem to suffer from an appearance of "old boy network" whether or not it is accurate.	8/3/2018 11:50 AM
59	Social media should be widely used for public input.	8/3/2018 10:26 AM
60	This survey is a good start. I think there may have been too much input requested previously (2010-2012 especially) in the town voting of 129 Parker Street, which severely restricted the forward development of the project.	8/3/2018 9:53 AM

Maynard, MA Master Plan Community Survey

61	Surveys like this & town meetings, but both must be announced & promoted.	8/3/2018 9:30 AM
62	How about leaving paper copies of the survey at the library? And perhaps having the survey translated into Spanish, Chinese, and some other languages?	8/3/2018 9:30 AM
63	Surveys	8/3/2018 8:59 AM
64	Seek out and listen to the young people! There's too much reliance on the opinions of the older townies, the millenials of Maynard have a lot to say too! For example, we are all dying to move back to Maynard but there's few/if any quality rentals! (We would all pay big money to live in loft apartments in the mill-it's a slam dunk idea)	8/3/2018 8:23 AM
65	robocall with survey web address, add link to school superintendent's and principals' weekly emails, social media	8/3/2018 7:58 AM
66	Promote meetings, take surveys downtown while people are walking around at busy times	8/3/2018 7:33 AM
67	I wish I had a bright idea, but that's been a problem we haven't been able to solve on any committee I've been part of in town. I haven't cracked the code yet!	8/3/2018 7:22 AM
68	ensure public commentary and input is heard and considered.	8/3/2018 7:15 AM
69	.	8/3/2018 7:07 AM
70	Not sure. It was hard for me to answer these questions, because I don't know what many of the problems are. So maybe helping to inform us of which issues above are a problem, why, and how they affect us and others. Consider having a meeting to help us understand but also to solicit input. Thank you for asking for our input, I appreciate that.	8/3/2018 7:02 AM
71	Regular solicitation of public input and making political contributions and personal connections transparent during re-zoning and other town meetings.	8/3/2018 6:59 AM
72	Push it out through every Maynard related group on Facebook - Maynard Rocks, Community Gardeners, Running group, Maynard Moms, etc.	8/2/2018 8:42 PM
73	More downtown parking and participation from tenants of the Mill buildings with the full life of the community	8/2/2018 9:17 AM
74	Surveys like this are good. As much info as possible should be on the town website and readily available at the library and town building.	8/1/2018 8:15 AM
75	Surveys like this are good. Include more focused questions around problem areas like school administration, vacant buildings, and water supply. Long-term sustainability issues are less pressing than solving those problem areas. How do we keep developers honest, so they do what they promise the town? There are many stories about promises from developers that were not kept. Who owns this issue in the town?	7/31/2018 8:56 PM
76	Meetings	7/31/2018 5:29 PM
77	N/A	7/31/2018 2:13 PM
78	Cooperation with other groups such as the PTO, Business community, and residents.	7/31/2018 1:19 PM
79	- Gather input (surveys, public hearing) - Review input in public setting (output of this survey, show transparency) - Show that input is being listened to, action planning is done, and progress is reported out on frequently in Town Meetings by Planning Committee, and shared on Town website. - The above will help Town residents feel their input is not just asked to 'check off' a box, but rather, listened to.	7/29/2018 10:32 PM
80	Look to other communities that have experienced a growth or "renaissance" (i.e. Hudson) and try to share best practices.	7/27/2018 9:27 AM

Maynard, MA Master Plan Community Survey

81	Engaging the public face to face --- door step to door step or surveying people downtown.	7/26/2018 11:41 AM
82	Broader communication avenues, utilizing social media.	7/26/2018 10:20 AM
83	Many full time worker unable to attend evening meetings, send out voicemails to alert citizens that a survey is available via the town website.	7/25/2018 6:46 PM
84	Provide as many open hearings as possible with plenty of advertisement	7/25/2018 9:52 AM
85	Flyers in mailboxes? I think you already do... maybe posters all over town about meetings?	7/24/2018 1:24 PM
86	Email and surveys	7/23/2018 2:42 PM
87	Neighborhood reps.	7/22/2018 9:35 PM
88	More publicity, e.g. more informative website that is easier to read, regular articles in Beacon Villager, open house information sessions.	7/22/2018 1:21 PM
89	Make surveys like this more available... I received a link from a friend, otherwise I wouldn't have known.	7/22/2018 12:18 PM
90	Using multiple modalities (electronic, analog) to gain input and then analyzing the data collectively	7/22/2018 11:34 AM
91	This survey is a great way to solicit feedback. I also appreciate that the town represents the master plan process at public events like the farmers market. I think both are effective means to capture input. I would also suggest having a presence at polling places in November for the midterm elections.	7/22/2018 10:17 AM
92	This is a great venue.	7/21/2018 9:35 PM
93	Communication	7/21/2018 4:03 PM
94	Maynardmp.com is a great start, as is the steering committee's presence at the farmers's market and other events. The Maynard Web site, however, could use an overhaul so that citizens and visitors can more easily get the official word on news and events or more easily find links to organizations that operate in Maynard.	7/21/2018 2:14 PM
95	This survey is probably NOT the way. Though you have mostly avoided the technical jargon of planning wonks, the questions and choices avoid some basic realities of Maynard which are foundational. Two I can readily think of: 1) an entrenched and uncreative public school administration leading to an ever sagging reputation for our schools. 2) by not being near route 2, I-95, 495, or route 20, Maynard will never be as viable a shopping area as Sudbury, Hudson, or Acton. That's great for quiet livability, but its a reality that needs to be the starting point when talking about the economic health of downtown.	7/21/2018 1:36 PM
96	Reach out to the populous via social media	7/21/2018 1:32 PM
97	A reverse 911 call (like the ones we often get) informing people about maynardmp.com.	7/21/2018 12:37 PM
98	Facebook and local events such as the farmers market. You might even consider getting input beyond our towns borders by a few miles.	7/20/2018 10:25 PM
99	A few presentations in public spaces and this survey is a good idea.	7/20/2018 10:23 PM
100	I learnt about the survey by chance. I get the alerts from the town Town could have sent info about survey with one of those messages.	7/20/2018 10:23 PM
101	public forums, event-based engagement	7/20/2018 4:46 PM
102	More time to speak	7/19/2018 11:38 AM

Maynard, MA Master Plan Community Survey

103	Simplify your town web pages to make them more user friendly both in use and accessibility. Utilize the phone systems to advertise up coming issues as well as this survey.	7/19/2018 6:45 AM
104	Advertise the survey broadly across different media	7/18/2018 11:37 PM
105	all	7/18/2018 7:51 PM
106	Put out prominent flyers and posters requesting input - at downtown businesses, at ArtSpace, at the Library.	7/18/2018 12:40 PM
107	Unclear	7/17/2018 3:34 PM
108	More comprehensive education on the ins and outs of this process. I feel like I'd be able to answer these questions better if I understood the process a bit more completely.	7/17/2018 1:51 PM
109	More meetings (even if they are small) in multiple locations around town, have things video taped, do online sessions	7/17/2018 12:57 PM
110	I have no experience in these matters	7/17/2018 8:12 AM
111	Personal invitations to community leaders. Personal visits to underserved groups.	7/17/2018 7:28 AM
112	This is a great start, but I also think you need to go door to door to make sure every voice is heard.	7/17/2018 5:53 AM
113	Survey	7/16/2018 10:00 PM
114	Introducing better taxes for businesses downtown, to bring more diverse shops (similar to Hudson).	7/16/2018 9:57 PM
115	Posting on the VARIOUS Maynard facebook groups (family groups, rec groups, school groups, etc.). Having iPads with the surveys at high traffic businesses.	7/16/2018 9:47 PM
116	Keep posting info. online, at the Maynard Library, local newspapers.	7/16/2018 12:37 PM
117	well promoted requests for public input (online, electronic bulletin boards currently in use along roadsides, Beacon Villager)	7/16/2018 10:53 AM
118	Public briefings via telephone town halls	7/16/2018 6:06 AM
119	This online survey is great, but I didn't know it existed until I went to the town website to check the Water Quality, which I found out about through the direct mailed post card. Maybe another direct mailing or some signage in town that tells people to take this survey.	7/15/2018 8:29 PM
120	Solicit community input via many different communication channels. Use not only the internet, but also telephone, USPS, roadside signs, signs in windows of businesses, announcements at public events, ads in newspaper/Action Unlimited, etc. Different people get their information different places.	7/15/2018 4:39 PM
121	Social media	7/15/2018 9:20 AM
122	Surveys like this and outreach (door to door if you have to) to individuals to solicit their input.	7/14/2018 4:26 PM
123	Reduce spending, with emphasis on cutting school budget.	7/14/2018 1:58 PM
124	A common and known web presence for collecting input.	7/14/2018 1:31 PM
125	Town meetings a bit earlier in the evening with babysitting provided. Input forums like this survey	7/14/2018 12:32 PM
126	Frequently sharing information	7/14/2018 12:13 PM
127	It's very hard to get people involved in things	7/13/2018 9:36 PM

Maynard, MA Master Plan Community Survey

128	Human congregation point for news diffusion that allows motivation to build for more input. Currently, the main reason anyone knows about anything happening downtown is because of some flyer on a wall somewhere. Maynard is almost as much neighborhood as it is a town, with huge residential areas housing most of its people. Some of those people don't have any reason to go downtown or to any point that allows for social interaction at all. I still find people I've never seen before walking, sparsely, on the wide sidewalks that line the town's narrow streets, and I've been living here for fifteen years. Maynard has a lot of people, but I rarely see a clump of anybody socializing unless they're already friends, an event is happening in Maynard, or there is something happening pertaining to Pokemon Go or some other GPS based game. Not many people here have a reason to meet up in their everyday lives and it's slowing Maynard's development as a town because news doesn't get the chance to go around. Others could argue that the citizens of Maynard should watch town meetings, attend town meetings, etc, but those don't get attention. Just look at the view counts of the town meetings, which struggle to get past 200. As they happen, the school auditorium rarely fills. There needs to be a place the people of Maynard have a reason to go on a normal day to other than a 'town meeting' or other event pertaining to the town itself, because a lot of people just don't care enough to get caught up unless the news is exciting, as seen with Parker Street.	7/13/2018 9:11 PM
129	Direct mail, robo calls, town website	7/13/2018 8:50 PM
130	Ask diverse residents and business owners to convene small meetings of friends and neighbors.	7/13/2018 5:32 PM
131	More grass roots efforts, more business owner perspective, bridging the gap between "old" Maynard and "new" Maynard.	7/13/2018 4:55 PM
132	Talk to all stakeholders. Poll at the town Library, Open Table suppers, and put out across all social media outlets.	7/13/2018 2:32 PM
133	Outreach on Social Media and via email groups Advertising through public school students as a backpack/take-home flyer	7/13/2018 11:20 AM
134	Uh, I guess this survey is a good start. More public meetings would help.	7/13/2018 10:31 AM
135	On-line input.	7/13/2018 10:03 AM
136	Publish plans for review Use many media options like Facebook	7/13/2018 6:49 AM
137	Direct communication with local business owners.	7/13/2018 6:14 AM
138	Extensive, exhaustive outreach using multiple media and communication channels. Planners and selectmen should be fact to face with a statistically valid sample of our population to understand the wide spectrum of needs	7/12/2018 11:45 PM
139	Surveys and online ways of sharing and asking for feedback. Only a few can get to a town meeting in the middle of the week. It's an outdated way of communication. There are so many more who care, yet work and have kids to care for. We need to be more modern in how we involve all who want to participate.	7/12/2018 11:35 PM
140	Surveys like this	7/12/2018 7:25 PM
141	Not sure	7/12/2018 6:53 PM
142	Door to door survey/outreach team to all residents	7/12/2018 6:33 PM
143	Keep putting those lawn signs out. Put them on town properties. I think they have been attracting POC, people of non-white heritage, people of all races who believe in inclusivity. It is hard to understand if long-term residents of Maynard are on board with this, vs newcomers over the past several years	7/12/2018 6:19 PM
144	use reverse 911 and e mailing	7/12/2018 5:06 PM
145	--Publicize ways that people can participate/contribute. --Develop simple ways that people can contribute to the process - that includes different levels of time commitments (for instance, if you are able to donate 1 hour a week or 3 hours a month etc. etc.)	7/12/2018 5:00 PM

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146	publish in papers, on facebook, town website, twitter. Flyers around town, senior center etc. Maybe targeted postcard mailings to certain areas.	7/12/2018 4:59 PM
147	Use Facebook, set up downtown and talk to people directly.	7/12/2018 4:46 PM
148	Have a Town Meeting on the topic	7/12/2018 4:24 PM
149	More open-to-the-public meetings. More online surveys over SPECIFIC issues coming up.	7/12/2018 3:26 PM
150	Public forums, community events	7/12/2018 2:39 PM
151	Surveys, meetings, emails.	7/12/2018 2:33 PM
152	Promoting online access to providing input via surveys etc	7/12/2018 2:14 PM
153	Online surveys	7/12/2018 1:20 PM
154	Discussion. Surveys.	7/12/2018 1:18 PM
155	These surveys are great for people who can't attend meetings to vote in person.	7/12/2018 12:42 PM
156	Send survey to each household and business including return envelopes.	7/12/2018 10:56 AM
157	door to door, connecting at block parties, meet and greets at parks or public events like maynardfest etc. Approach it like a campaign of sorts	7/12/2018 10:44 AM
158	Public meetings	7/12/2018 10:03 AM
159	Inform and improve communications with direct mail, such as a regular news letter. Sounds old school - but the email, social media, and traditional subscription-based print media don't cut it.	7/12/2018 9:56 AM
160	Share survey via social media channels, post signs in town to make them aware (I only found out about this by chance).	7/12/2018 8:33 AM
161	Penalties for commercial landlords who maintain vacant properties	7/12/2018 8:18 AM
162	Reorganization of the distribution of power and influence within the town.	7/12/2018 7:49 AM
163	Make sure you have avenues to reach many diff populations in town — social media is good for some but not all residents. The library, town website, a mailing?	7/12/2018 7:44 AM
164	More online options including streaming meetings and using more online tools to allow for feedback and most people do care but struggle to physically attend meetings	7/12/2018 7:18 AM
165	Meetings	7/12/2018 7:04 AM
166	Don't know.	7/12/2018 5:47 AM
167	More surveys like this. Community forums	7/12/2018 5:02 AM
168	Continue online surveys, more outreach methods (e.g. social media)	7/12/2018 12:02 AM
169	A survey through social media is a great start!	7/11/2018 11:44 PM
170	social media & public events	7/11/2018 10:29 PM

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171	I think this online survey is an excellent step. Perhaps reaching out to various local interest groups and asking them to share the survey would help? Leaving paper copies at the library and town offices for those who don't frequently use the internet might also help.	7/11/2018 10:23 PM
172	It could be interesting to organize individual neighborhood meeting/discussions with citizens and planners.	7/11/2018 10:08 PM
173	Conduct neighborhood meetings in different people's homes, asking them to invite their neighbors.	7/11/2018 10:00 PM
174	Social media and local networks	7/11/2018 9:56 PM
175	Virtual access and voting capabilities to committee meetings; forensic level of details into how much money is flowing in and out of Maynard budgets	7/11/2018 9:54 PM
176	Promote questionnaires on social media.	7/11/2018 9:52 PM
177	Have more opportunities for community gatherings to celebrate Maynard. The sip and stroll is a great idea. Think outside the box, encourage block parties in neighborhoods. Think of other business sponsored down town more walks in Maynard for Spring, Fall, and end of the summer.	7/11/2018 9:29 PM
178	Many open meetings. Surveys like this one.	7/11/2018 9:27 PM
179	Multiple and diverse opportunities to communicate via in person, online and other modes	7/11/2018 9:20 PM
180	Meet with invested civic groups like churches, Elks club, etc...	7/11/2018 9:07 PM
181	Stop spending money on master plans when we haven't been go by past plans	7/11/2018 9:02 PM
182	This online survey is a great way to start!	7/11/2018 9:00 PM
183	Getting the word out there and do surveys like this	7/11/2018 8:57 PM
184	Meetings and online	7/11/2018 8:47 PM
185	Make input available in multiple ways	7/11/2018 8:22 PM
186	Send out comprehensive surveys to the residents via mail. Not everyone is using social media or goes to the Maynard town website	7/11/2018 8:02 PM
187	I'm not even sure what this question is asking. Stand in a street corner and ask opinions?	7/11/2018 7:57 PM
188	Continue to solicit input across all media	7/11/2018 6:16 PM
189	Meetings. Please not only on Thursdays! More surveys like this.	7/11/2018 5:11 PM
190	More easy ways to give input, like this survey.	7/11/2018 5:07 PM
191	Forum for discussion	7/11/2018 5:02 PM
192	Contacting and informing various groups I.E. elks, COA, churches etc.	7/11/2018 4:50 PM
193	How about doing what's best for the residents of Maynard and not continuing with the personal agendas and that end up stalling and losing businesses from coming to Maynard. Stop spending money on things like we can print more. Should of let go the fire chief after buying a ladder truck that couldn't fit in the station we currently own. How about start tracking the police officers that sit in front of the bank in the center of town every morning and not actually patrolling the town.	7/11/2018 4:24 PM

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194	lots of opportunity for community engagement - open meetings, tables at community events, timing to allow for working families to attend, provide childcare or other incentives for attendance.	7/11/2018 3:12 PM
195	Put signs up in town encouraging people to take this survey and attend meetings.	7/11/2018 3:01 PM
196	Open meetings that are advertised. Better explanation of what the "Master Plan" is and what purpose it serves the community moving forward into the future.	7/11/2018 2:52 PM
197	Use all available technical, conventional, and unconventional resources so people can stay informed....flood all avenues (facebook / twitter / Instagram / town web page / broadcast meetings on local maynard TV / send flyers to people's homes / postings around town) with information. Make sure that the town employees are kept up to date and can answer questions when asked. Bring the town more up to date in terms of the importance of good customer service when people call a town department or send an email (return calls and emails promptly).	7/11/2018 2:41 PM
198	Make people feel apart of the community.	7/11/2018 2:40 PM
199	I don't	7/11/2018 2:10 PM
200	I'm not entirely sure, but a little more effort put into community outreach would likely be a good place to start.	7/11/2018 2:07 PM
201	Online presence, and updating the town website, which is an unnavigable mess.	7/11/2018 2:00 PM
202	not sure	7/11/2018 1:55 PM
203	Facebook or emailed, mailed survey	7/11/2018 1:40 PM
204	Not sure	7/11/2018 1:35 PM
205	Publicize opportunities for input through diverse means and actively welcome comment from marginalized groups/individuals.	7/11/2018 1:30 PM
206	Better advertise meetings & survey's for data collection	7/11/2018 1:00 PM
207	I think town hearings are sufficient.	7/11/2018 12:43 PM
208	Be open about town financial records and have votes as to how much and where money is spent	7/11/2018 12:38 PM
209	Online survey is a great start!	7/11/2018 12:34 PM
210	Make this survey well known...advertise it widely. Make an email address available for public comment/fb page maybe. Possibly send out postcards to residents with this information.	7/11/2018 12:23 PM
211	Informational meetings, involvement in the decision making, voting, etc.	7/11/2018 12:11 PM
212	Identify stakeholders and the stakes for those stakeholders first. For example, seniors may be one stakeholder group. Young families another. Low-income folks another. Hold a series of public MP sessions with each group. This not only creates a more comprehensive plan, but encourages buy-in from everyone in town and a feeling of agency.	7/11/2018 11:13 AM
213	Doing surveys in person but in a more casual location than town hall. Also spreading the word that Master Plan exists and is looking for public input.	7/11/2018 10:26 AM
214	Open meetings. Social media	7/11/2018 8:40 AM
215	online surveys, WAVM-produced videos of meetings online	7/11/2018 7:59 AM
216	Nothing to add at this time	7/11/2018 7:41 AM

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217	Organize multicultural festivals and provide public supports for diverse, multilingual groups. We also need to blatantly establish our town as a safe town for diverse populations.	7/11/2018 7:38 AM
218	Translate the survey. Hold face-to-face meetings in public places at different times.	7/11/2018 12:16 AM
219	Online surveys are great!	7/10/2018 10:29 PM
220	Advertise in Beacon Villager and hang a big sign at town center and on the fence at the high school stadium.	7/10/2018 9:47 PM
221	Y	7/10/2018 9:14 PM
222	Na	7/10/2018 8:45 PM
223	I like the survey idea! Public meetings are great, but sometimes hard to get to.	7/10/2018 8:45 PM
224	I have no idea.	7/10/2018 8:44 PM
225	Talk to everyone. It feels like only the "in crowd" gets polled about what they want, and the rest of us have to go along because we weren't asked/notified that there was an opportunity for input. Facebook is *not* inclusive enough to hit all town residents.	7/10/2018 8:11 PM
226	listening sessions	7/10/2018 7:50 PM
227	Advertise Input on Social Media	7/10/2018 4:07 PM
228	Social media outlets	7/10/2018 3:37 PM
229	this survery is good	7/10/2018 3:30 PM
230	Better communication of community issues; finding a way to make town meetings more effective and accessible for seniors and people with children. Work to protect elders ability to stay in town.	7/10/2018 3:08 PM
231	Have a high school class involved	7/10/2018 2:58 PM
232	Seniors have an outsized input to these plans. Working families are often diminished due to time constraints. Young childless adults are often not as connected to town activities. Bringing these last two groups into the process would be beneficial to increasing age diversity for the plan.	7/10/2018 2:46 PM
233	no ideas at this time	7/6/2018 2:41 PM
234	Online access like this	7/4/2018 9:21 PM
235	This survey was effective	7/3/2018 7:27 AM
236	open forum meeting, but advertise some in hard copies/mailboxes? (we didn't find out about this meeting until a week following the meeting date).	6/29/2018 2:37 PM
237	Paper surveys, perhaps sent with annual town census.	6/29/2018 1:52 PM
238	Mailings or get out into the community to talk to people. Definitely not relying on internet	6/24/2018 9:07 PM
239	Direct contact with constituents, rather than relying on people finding this survey on social media or the town website. Door knocking, phone calls? It's a lot of logistical work but perhaps worth it.	6/24/2018 7:38 AM
240	Maybe have a Facebook page also can you stream meetings for those who can't attend	6/23/2018 7:17 PM

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241	Outreach to target audience. Don't wait to hear from folks in important groups. Contact them. And find out what social media is reaching these groups and use that	6/23/2018 12:16 PM
242	Online surveys like these, emailed out to the entire town (if you have everyone's email address). We have a lot of old folks in the town so perhaps they will need a paper copy.	6/23/2018 7:52 AM
243	Make sure announcements are sent through Maynard social media groups, schools, senior center, religious centers, and cultural associations.	6/22/2018 8:55 PM
244	COMMUNICATION & INVITATION	6/22/2018 8:26 PM
245	More transparency	6/22/2018 5:56 PM
246	Reach out to younger residents! Millennials want to move back to Maynard, ask us what we want! For example, we all really want loft apartments in the mill! So many young professionals work in and around Maynard and there isn't any housing like that in the surrounding areas!	6/22/2018 5:38 PM
247	Don't know	6/22/2018 5:24 PM
248	More online data collection. Many of us are unable to attend meetings in person due to work, childcare, or even disability. I really appreciate this survey because it's the first time I have had the option to give any input at all. Making online resources available, or better advertising for any available, would be wonderful.	6/22/2018 3:59 PM
249	provide means to contribute opinion other than in-person meetings (such as this survey)	6/22/2018 3:45 PM
250	Public forums offered on a variety of dates and times to accommodate differing schedules. Posting of presentations regarding the planning on town website with easy ways to leave feedback.	6/22/2018 2:49 PM
251	Hold forums. Encourage participation (sorry last day of school wasn't a good night for most people :)	6/22/2018 2:28 PM
252	Better advertising of news, meetings, information.	6/22/2018 2:19 PM
253	better advertising of upcoming planning meetings. Many people in my age group didn't even know the meeting happened last night	6/22/2018 2:14 PM
254	Online surveys	6/22/2018 2:12 PM
255	Continue to publish meeting dates/times, surveys, offer meetings at varying days & times to accomodate the varied schedules of our residents	6/22/2018 2:11 PM
256	I don't know	6/22/2018 2:00 PM
257	Surveys are good as they reach a wide variety of people.	6/22/2018 1:55 PM
258	Online surveys and public meetings	6/22/2018 1:53 PM

Appendix: Open Responses

Q1 Do you live or work in Maynard?

Answered: 380 Skipped: 0

#	OTHER (PLEASE SPECIFY)	DATE
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None

Q2 What are the biggest obstacles to improving quality of life in Maynard? Choose the top two problems that you think our community needs to address first.

Answered: 380 Skipped: 0

#	OTHER (PLEASE SPECIFY)	DATE
1	Too high property tax	8/21/2018 9:39 PM
2	We need more restaurants and stores - no more nail salons, hair salons, or residential buildings	8/21/2018 2:45 PM
3	Increase in multi-family housing/apartments which leads to overcrowded schools because we have little tax income from businesses to keep up with the stress this increased population puts on our infrastructure!	8/21/2018 11:58 AM
4	High Taxes	8/21/2018 11:46 AM
5	This survey includes a lot of questions that touch upon downtown. However, the Rt. 117 corridor between downtown and Concord poses opportunities, too, that should be assessed.	8/19/2018 6:22 AM
6	Needs to be a traffic light on intersection between Concord and Acton Streets	8/11/2018 11:29 AM
7	short-sighted absentee landlords downtown	8/10/2018 6:59 PM
8	Lack of a local grocery option is sad.	8/10/2018 12:09 PM
9	way too high taxes	8/8/2018 2:51 PM
10	putting measures in place to preserve the diversity of the residents of maynard.maynard has always had a nice mix of people.it is one of the reasons people like the town so much. it feels genuine. don't let maynard become another bedroom community for the rich. like acton. there are a lot of people who have lived here for a long time they will be forced out of their town if things continue.	8/8/2018 12:43 PM
11	Our vibrant downtown does not yet look vibrant. We need more art, Maynard as Canvas.	8/7/2018 3:50 PM
12	Stop messing with our schools' teachers - it's bad mojo and is felt deeply by our kids and parents. It's making people want to move out of town.	8/6/2018 7:57 AM
13	Lack of racial/ethnic diversity	8/5/2018 9:14 PM
14	too much government oversight regarding new businesses opening	8/5/2018 5:30 AM
15	Reducing taxes on residential property	8/4/2018 3:33 PM
16	McDonalds. Hideous in every way. Huge detriment to the quality and desirability of this town	8/4/2018 11:29 AM
17	all of the above	8/3/2018 9:49 PM
18	Poor management in schools wasting town money & not providing a safe environment & full evidence based curriculum	8/3/2018 9:15 PM
19	Water supply/expense	8/3/2018 8:01 AM

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20	Taxes!!!!	8/3/2018 7:33 AM
21	Glad to see fewer empty storefronts downtown. We have a great downtown so please continue to support it & help promising new businesses affordably rent & thrive in downtown Maynard.	8/3/2018 7:02 AM
22	Underfunded schools.	8/3/2018 6:59 AM
23	Need better school administration	7/31/2018 8:56 PM
24	Very high residential taxes, and lack of ability to draw in commercial companies to offset them.	7/26/2018 11:41 AM
25	High tax rate	7/22/2018 12:06 PM
26	The lack of willingness/commitment of citizens and managers to address root cause problems, i.e. making wellness a priority so that we can prevent problems. I envision a more proactive town that incorporates the Communities that Care (CTC) model. CTC's significant effects on youth health and behavior problems produce long-term economic benefits. For every dollar invested in CTC, \$5.31 is returned in the form of lower criminal justice system, crime victim, and health care costs, and increased earnings and tax revenues. Can anyone think of a reason not to contact government leaders in Franklin County (MA) to discuss the potential for reducing costs and attracting more businesses to Maynard? Additional reading: http://www.communitiesshatchcare.net http://www.communitiesshatchcarecoalition.org/	7/21/2018 2:14 PM
27	Schools which attract families.	7/21/2018 1:36 PM
28	High tax rates	7/20/2018 10:25 PM
29	The tax rate is high. As housing prices go up people will no longer be able to afford living here. We need to keep that in mind so people don't move away.	7/20/2018 10:23 PM
30	Downtown business property landlords: More business friendly downtown rent policies / reduce vacant storefronts / improve property maintenance & upkeep	7/19/2018 1:01 PM
31	Lack of a Super Market	7/19/2018 6:45 AM
32	Communication around events. Branding of the town.	7/17/2018 7:28 AM
33	Schools, we will probably move because they are not that great	7/16/2018 9:47 PM
34	High taxes	7/13/2018 10:03 AM
35	Prestige of school system compared to surrounding towns.	7/13/2018 6:14 AM
36	School system reputation is embarrassing	7/12/2018 11:35 PM
37	Innovation — using our financial, physical and human resources to create a place people will stay and others will fall in love with. Let's go out to Maynard today! I think the town green should be rethought. Benches, simple decorative fence so kids can't run into street, a small play structure, if families can meet up downtown, they will spend their money there, too. A great resting spot for rail trail riders. We have a mice sized green, but it lacks character and intimacy. Would like to see apartment buildings on this road spiffed up, too	7/12/2018 6:19 PM
38	taxes & utility costs	7/12/2018 3:26 PM

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39	Uncertain water supply	7/12/2018 1:20 PM
40	High taxes	7/12/2018 7:44 AM
41	The rise in residential taxes	7/11/2018 9:56 PM
42	Get rid of junk cars	7/11/2018 9:02 PM
43	Better schools	7/11/2018 9:00 PM
44	High property tax rate.	7/11/2018 2:40 PM
45	Better budget use and planning. Taxes are high, what am I getting?	7/11/2018 2:14 PM
46	Rental fees for businesses that are disproportionate to the income of Maynard's residents.	7/11/2018 2:00 PM
47	More school funding	7/11/2018 1:40 PM
48	Taxes are way too high	7/11/2018 12:38 PM
49	Attracting businesses that bring young progressive families. Look to Hudson (and the Rail Trail Flatbread/New City Microcreamery guys) for guidance, cuz they're whooping us on that front.	7/11/2018 11:13 AM
50	Poor experience with the school administration	7/11/2018 12:16 AM
51	Improve and expand green spaces; add more street trees	7/10/2018 9:47 PM
52	Better schools	7/10/2018 4:02 PM
53	Inept school leadership	6/28/2018 10:39 PM
54	inequality and segregation	6/22/2018 8:55 PM
55	Lack of accessible spaces for people with various types of mobility impairments.	6/22/2018 3:59 PM
56	High tax rates are going to stifle growth. Where is our momey going?	6/22/2018 2:11 PM
57	Sidewalks in poor condition and cars on sidewalk near artspace	6/21/2018 8:26 PM

Q3 What are the major land use issues/concerns within Maynard? Choose the top two.

Answered: 380 Skipped: 0

#	OTHER (PLEASE SPECIFY)	DATE
1	Open access to the river thru downtown	8/23/2018 9:16 PM
2	Way too much residential development - we need more commercial development to aid us with tax revenue	8/21/2018 2:45 PM
3	Vacant property poses public safety concerns (e.g., increased fire risk). Other towns seem to be addressing the problem of vacant commercial properties. Can Maynard learn from them?	8/19/2018 6:22 AM
4	Maintenance and creative use of current buildings.	8/6/2018 7:57 AM
5	Stop developing the few wild areas in town. Don't add fake streets which allow irresponsible developers to encroach on habitats and harm the housing around them	8/4/2018 8:40 AM
6	The continued development of large complex apartment buildings	8/3/2018 7:33 AM
7	downtown does NOT need more apartments. it needs businesses.	8/3/2018 7:15 AM
8	Abandoned homes. Stricter code enforcement. House on River Street is an example.	7/31/2018 5:29 PM
9	Fill the vacancies, beautification	7/22/2018 9:35 PM
10	Poor quality construction of buildings	7/22/2018 11:41 AM
11	Develop condos in the mill and downtown to improve vi fancy downtown	7/20/2018 10:25 PM
12	More playgrounds, splash pad, etc. family spaces	7/16/2018 9:47 PM
13	Creation of developments at the expense of existing homes and woodland areas (e.g., Keane Ave. development)	7/15/2018 9:20 AM
14	All of Maynard's easily developed land for residential purposes has been developed. We'll see increased pressure from developers for plans to increase density, such as knocking down a single family home or small commercial building and putting an apartment building on the lot. We'll also see increasing efforts to demolish historical homes and/or neighborhoods for new construction.	7/12/2018 2:36 PM
15	Lack of town green spaces that are beautiful and serene for spending time downtown.	7/12/2018 2:14 PM
16	Taking steps to secure the future of our water supply	7/12/2018 1:20 PM
17	maintenance/upkeep/beautifying existing land/parks...for example Green Meadow parking lot/old skate park is a much used, high traffic, dirty, ugly disaster. Care/maintenance of garden at Coolidge is heavily overgrown with ticks Better trash AND recycling options in all public areas.	7/12/2018 10:44 AM
18	Lack of long-range vision for commercial development to increase tax revenues	7/11/2018 10:00 PM
19	Junk cars all over town	7/11/2018 9:02 PM

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20	Lack of low- and lower-income (vs “affordable”) housing.	7/11/2018 1:30 PM
21	Take away parking on Main Street so that there can be outdoor seating outside restaurants	7/11/2018 12:44 PM
22	Overly dense residential development all at once.	7/11/2018 12:23 PM
23	too much development, stop all future development now, take care of what we have	7/10/2018 3:30 PM
24	We need a more progressive and growth friendly permitting process	6/22/2018 2:11 PM

Q4 What economic development opportunities do you see happening in the future? Choose all that apply.

Answered: 380 Skipped: 0

#	OTHER (PLEASE SPECIFY)	DATE
1	mixed use downtown. residential with full street level commercial space. Improve walkability	8/23/2018 9:16 PM
2	Municipal broadband	8/22/2018 11:05 AM
3	NO MORE APARTMENT BUILDINGS!!! Transient occupants is not the way we should be encouraging residency in town. Transient!	8/21/2018 1:46 PM
4	Assuming a supermarket opens in town at Parker Street, residents will do their shopping locally rather than travel to other towns and more people from other towns will come here. Maynard should consider doing more to attract higher end restaurants than the current stock to the downtown area.	8/19/2018 6:22 AM
5	I read this question as what opportunities do I WANT to see...	8/14/2018 9:23 PM
6	"Only in Maynard" destination shops; like Lisa Dolliver WAS!!	8/10/2018 6:59 PM
7	without leadership and a plan none of these are likely to happen	8/8/2018 2:51 PM
8	Having a more unified online presence for artistic businesses	8/7/2018 3:50 PM
9	Using 129 Parker to draw people from surrounding towns - have a TeamWorks like facility, something for kids like skateboard park, trampoline park. It needs something unique not more empty storefronts	8/7/2018 2:11 PM
10	Apartments in the mill!	8/3/2018 8:23 AM
11	i wish i saw more investment in main st businesses	8/3/2018 7:15 AM
12	New restaurants	8/3/2018 7:07 AM
13	I'm glad we'll be getting a grocery store, just wish it were a Market Basket or Trader Joe's.	8/3/2018 7:02 AM
14	Execute with the developers of M&M and Maynard Crossing - brings in variety of downtown businesses, and brings in the retail drawing in folks from surrounding towns. We have the plans, we have given the developers what they need, it is now time for these projects to get completed!	7/29/2018 10:32 PM
15	improve the resources for the elderly and advertise it the downsize will come	7/25/2018 6:46 PM
16	a hotel downtown in the mill	7/24/2018 9:21 PM
17	Grocery!(new brand to area or or market basket) and services that will draw people to Maynard. Upscale restaurants!!	7/22/2018 9:35 PM
18	More high tech start-ups	7/21/2018 5:46 PM

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19	We don't need more stuff or new buildings. Let's talk about providing incentives for companies or organizations focused on recycling and repurposing existing facilities or offices.	7/21/2018 2:14 PM
20	Subsidize a new sign program with local businesses, attract a high end notable chef to open a restaurant downtown...our downtown is unique in metrowest	7/20/2018 10:25 PM
21	I hope mill and main gets filled with start ups soon. That will help restaurants and shops because more shoppers and diners.	7/20/2018 10:23 PM
22	Exciting creative arts/leisure focused retail.	7/17/2018 7:28 AM
23	coop grocery store: will it ever open??	7/16/2018 9:47 PM
24	I am hoping whatever businesses that go in Maynard Crossing do not put our main street businesses out of business.	7/15/2018 8:29 PM
25	Creating an inviting as well as vibrant downtown Maynard.	7/13/2018 4:55 PM
26	Businesses that attract rail trail users from other communities. Family-oriented businesses. Gathering spots. Shops, restaurants and businesses that make Maynard a destination town	7/12/2018 6:19 PM
27	keeping business in town, making leases friendly, beautify storefronts not in use, publicize how local dollars spent contributes town economy, to diversify restaurants to include ice cream/bakery, breakfast, look to hudson downtown as example	7/12/2018 10:44 AM
28	Increase of revenue production without raising tax rates by increasing the value of the town	7/12/2018 9:56 AM
29	More landlords than just Jimmy McDonald. He is abusive of his tenants and is one of the only landlords in town.	7/12/2018 8:18 AM
30	Must develop sustainable commercial areas.	7/11/2018 10:00 PM
31	Less apartments	7/11/2018 9:54 PM
32	Branding downtown with colorful store fronts using Main streets federal \$	7/11/2018 9:07 PM
33	Town boards need to encourage downtown business instead of blocking businesses as is currently the case	7/11/2018 4:50 PM
34	Mill is chronically underdeveloped. Main St shops: how about allowing Pop Ups for short term rental like during holidays or special events?	7/11/2018 1:55 PM
35	Services industry	7/11/2018 1:37 PM
36	limit future development to keep existing up to par and not overuse water	7/10/2018 3:30 PM
37	why would we need MORE residential development? We cannot support (water/schools) that which we have??!	7/10/2018 3:08 PM
38	Greater investment in the arts and culture	6/22/2018 8:55 PM
39	Loft apartments in the mill	6/22/2018 5:38 PM
40	Not sure from question if this is stuff I predict or hope for	6/22/2018 2:28 PM
41	Work at home	6/21/2018 8:26 PM

Q5 What are the most important housing needs? Choose the top two.

Answered: 380 Skipped: 0

#	OTHER (PLEASE SPECIFY)	DATE
1	Downtown mixed use	8/23/2018 9:16 PM
2	Consider mixed use zoning in the downtown and mill areas to bridge housing needs while bringing more people downtown	8/22/2018 11:05 AM
3	This town is taxed as it is. No more housing.	8/22/2018 9:32 AM
4	up keep of some of the existing olfer multipel family dwelings. They look run down and create a poor image in the town.	8/21/2018 9:58 PM
5	None of the above	8/21/2018 9:37 PM
6	Please stop approving more residential development - our schools are already overcrowded as it is	8/21/2018 2:45 PM
7	If more housing, then use existing buildings for condos. There are too many rentals in Maynard.	8/21/2018 1:00 PM
8	Not sure	8/20/2018 7:36 AM
9	Expand the middle class housing stock to attract young families.	8/19/2018 6:22 AM
10	Keeping taxes reasonable	8/13/2018 2:28 PM
11	hold poorly maintained property owners accountable	8/10/2018 12:09 PM
12	Less rental property and more homes owned by people that care about the community	8/8/2018 2:51 PM
13	Diversity of landlords.	8/6/2018 7:57 AM
14	diminish Section 8 housing	8/5/2018 5:30 AM
15	Do not place more pressure on poorly planned high school by allowing more multi family dwellings	8/4/2018 8:40 AM
16	encourage business developments to bring more jobs	8/3/2018 9:49 PM
17	No more housing allowed in. The Keene St development is appalling, and stripped the area of trees. We do not have the resources (WATER AND SEWER) to allow for new housing.	8/3/2018 9:53 AM
18	Apartments in the mill!!!!	8/3/2018 8:23 AM
19	encourage OTHER development besides apts.	8/3/2018 7:15 AM
20	Affordable housing mixed with other housing; lived on Dawn Rd. years ago and there were problems (drug deals, domestic violence).	8/3/2018 7:02 AM
21	Keep big brick apartment buildings OUT or downtown! The one with the "stripper pole" in the front near the BP gas station is particularly hideous. Whoever gave approval for that design should be fired.	8/3/2018 6:59 AM
22	Population diversity - age, cultural & racial	8/2/2018 8:42 PM

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23	Keeping appropriate space for residents for a home and green space balance.	7/31/2018 1:19 PM
24	volunteer resources to assist the elderly with housing repairs	7/25/2018 6:46 PM
25	lower real estate taxes	7/24/2018 9:21 PM
26	Don't OVER-develop! Keep green spaces!	7/24/2018 1:24 PM
27	We need to remain a suburban community -	7/22/2018 9:35 PM
28	I don't know enough to answer the question	7/21/2018 9:35 PM
29	More density and mixed use downtown, mill development to drive downtown vibrancy	7/20/2018 10:25 PM
30	cannabis cafe	7/18/2018 7:51 PM
31	High quality, carefully placed condominium development, with affordable units included.	7/18/2018 12:40 PM
32	larger houses - families move out for lack of space	7/16/2018 6:06 AM
33	I think we don't need any more housing in Maynard. Our schools and town can not keep supporting additional housing. We need to improve the existing housing and properties.	7/12/2018 5:00 PM
34	Less dense, higher valued properties taxed at a lower rate to maintain revenue	7/12/2018 9:56 AM
35	Residents should be held to a standard level of upkeep to homes and properties and fined for failure to do so; a more standard sq ft pricing structure for home sale prices	7/11/2018 9:54 PM
36	Lower taxes on home owners	7/11/2018 9:20 PM
37	Stop big developers	7/11/2018 9:02 PM
38	Stop allowing such cheap contractors. If your going to allow large rental properties have some kind of guidelines for the building. The newer building next to McDonald's was built very cheap and ugly	7/11/2018 6:05 PM
39	Low the taxes or at least not have to pay 2 bucks for trash	7/11/2018 4:24 PM
40	Lower taxes	7/11/2018 4:12 PM
41	Concerned about cramming housing into small footprints. Do we really need more housing?	7/11/2018 1:55 PM
42	Less rental option. Schools are crowded and renters do not pay taxes.	7/11/2018 1:40 PM
43	Lower property tax	7/11/2018 1:37 PM
44	Set reasonable/acheivable, but not low, standards for new construction (&reuse) appearance and needs. Prevent the proliferation of city-like high density boring brick structures - stop the DOD variance approvals. Work to prevent cheaply built housing that benefits no one but the developers.	7/11/2018 12:23 PM
45	Need to increase the lot size to reduce multiple houses on real small lots	7/10/2018 9:43 PM
46	Stop condo development, they change the character of the town.	7/10/2018 8:44 PM
47	no more development	7/10/2018 3:30 PM
48	Tear down & redevelop housing stock that should be torn down	6/29/2018 1:52 PM

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49	Rehab Green Meadow School before building more housing for families; school as it is can not accommodate a greater influx of children	6/25/2018 8:10 AM
50	Incentivize updates to existing housing to improve appearance	6/23/2018 7:52 AM
51	attractive housing for young professionals and young families	6/22/2018 8:55 PM
52	More single family higher end homes would be less stress on resources and would provide more property taxes.	6/22/2018 5:56 PM
53	Not adding additional housing until the schools and water/sewer can handle the influx of new people	6/22/2018 2:49 PM
54	No more multi-family developments please. There are so many planned that I worry they are going to cannibalize each other.	6/22/2018 2:28 PM
55	Lower property tax	6/21/2018 8:26 PM

Q6 What are the two most pressing transportation needs?

Answered: 380 Skipped: 0

#	OTHER (PLEASE SPECIFY)	DATE
1	two directional traffic on main st downtown	8/23/2018 9:16 PM
2	Sidewalks on Taylor road. New development on Karlee and Gabrielle Circle and but no sidewalk	8/21/2018 9:39 PM
3	Lack of sidewalks, crosswalk, and shoulders on road on 117 to safely walk on between Maybury Rd and the cemetery	8/21/2018 9:37 PM
4	The intersection at Routes 27/62 (by the BP gas station) is a bottleneck and the commercial uses their lack parking. Is eminent domain a possibility hear to rebuild this intersection working with the state?	8/19/2018 6:22 AM
5	1. Traffic management (not just congestion) 2. Wayfinding/signage	8/11/2018 9:54 PM
6	Sidewalks on 27 near Maynard crossing and into town	8/5/2018 7:38 AM
7	Lights at school entrances	8/3/2018 9:15 PM
8	Transportation is the least of this towns issues.	8/3/2018 10:26 AM
9	Stopped at red lights when there's no cross traffic. Put on sensors instead of timers or flashing yellow/red at night when traffic is reduced	8/2/2018 8:42 PM
10	Main roads are a mess! 117 needs EFFECTIVE speed control!!!!	7/22/2018 9:35 PM
11	Snow removal, especially at sidewalks, crosswalks, etc	7/22/2018 11:41 AM
12	No complaints here. The bike path & recent crosswalks are super. And finally, there are left green arrows on lights which have long had delayed greens. This has been on my bucket list for decades. Now I can die in peace.	7/21/2018 1:36 PM
13	We need a sidewalk along summer street it just ends abruptly. A per. Crossing near Apple Ridge entrance. Very hard to see bike crossing when you enter town area from summer street until you are almost on top of it.	7/20/2018 10:23 PM
14	Sidewalks in the Presidential section of town	7/19/2018 11:38 AM
15	keep free parking	7/18/2018 7:51 PM
16	Less police surveillance	7/17/2018 5:53 AM
17	repair fencing on pedestrian bridges on Walnut street near Assabet River	7/15/2018 8:29 PM
18	Clearing of snow from sidewalks in a timely manner	7/15/2018 4:39 PM
19	Continue the COA and commuter shuttles!	7/15/2018 9:20 AM
20	improve timing and lanes at existing lights	7/13/2018 5:32 PM

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21	Replace the sidewalks on Summer Street for the love of God! Hundreds of families walk down this street daily to access downtown, often with children and dogs and strollers. It feels like we could be run down at any time! Flashing speed detectors on roads like Summer Street. Speed bumps on cut-through streets. People seems to be cutting through neighborhoods more than ever bc of Waze. Love that they can see our town, but they don't care about our children and pets the way we do. Also, it is near impossible for anyone with mobility issues to stroll down Summer St. Huge holes, cracks, heaves, overgrown plants and trees, stumps, gravel, slant toward road, no curbs to buffer. Seniors and folks in wheelchairs or with limited mobility deserve a chance to keep walking, stay healthy and use our downtown	7/12/2018 6:19 PM
22	Crosswalks at school bus stops	7/11/2018 9:54 PM
23	Improve the light cycle for 27 south at the intersection with Main and Sumner. Often multiple like cycles during rush hour. Also repair main street bridge over Assabet River before its too late.	7/11/2018 9:52 PM
24	Get rid of junk card	7/11/2018 9:02 PM
25	Love the rail trail! How about a mini bus to/from train station?	7/11/2018 1:55 PM
26	more street parking downtown	7/10/2018 2:58 PM
27	Light rail to south Acton station	6/29/2018 1:52 PM
28	Traffic control within residential areas - speeding is amjor issue	6/22/2018 2:11 PM

Q7 What are the most important natural resource needs in Maynard? Choose the top two.

Answered: 380 Skipped: 0

#	OTHER (PLEASE SPECIFY)	DATE
1	lack of tree maintenance and replacement	8/23/2018 9:16 PM
2	Improve THM and other in water	8/21/2018 9:39 PM
3	Assessing climate resiliency could address flooding and water quality issues.	8/19/2018 6:22 AM
4	Tree planting	8/11/2018 9:54 PM
5	Make the water so the shower doesn't burn my eyes (CCl4?)	8/10/2018 6:59 PM
6	make use of resources the town has like the rail trail	8/8/2018 2:51 PM
7	do something to offset the removal of all the trees from the rail trail project.	8/8/2018 12:43 PM
8	update and maintain water purification system to provide higher quality potable water to homes and businesses	8/5/2018 5:30 AM
9	park spaces	8/3/2018 9:49 PM
10	Maintenance of trails in conservation areas, and the rail trail	7/21/2018 5:46 PM
11	Better manage trees on conservation land which threaten to fall on private lands.	7/21/2018 12:37 PM
12	more tree planting and maintenance	7/13/2018 5:32 PM
13	Improved recreational access to the Assabet River	7/12/2018 6:33 PM
14	Improved accessibility to ARNWR	7/11/2018 10:00 PM
15	Encourage more green opportunities like composting, less green lawn space, solar panel info, like they did in Concord	7/11/2018 9:29 PM
16	Improve storm drains	7/11/2018 4:50 PM
17	Increase public access to Assabet River in Downtown area	7/10/2018 2:46 PM
18	I no insight on this one	6/22/2018 2:28 PM
19	More open space	6/21/2018 8:26 PM

Q8 What are the most important sustainability issues facing Maynard? Choose the top two.

Answered: 380 Skipped: 0

#	OTHER (PLEASE SPECIFY)	DATE
1	Upgrading and updating our antiquated water/swer system. I think the plannign for this and the financing of this should be among the town's top priorities.	8/14/2018 9:23 PM
2	I don't know	8/5/2018 7:38 AM
3	improve water quality. My neighbors and I all buy bottled water because we distrust Maynard's water for drinking, and some of us even have whole-home filters to compensate for Maynard's inability/unwillingness to provide higher-quality water.	8/5/2018 5:30 AM
4	Keep the downtown viable. It is the reason people come to Maynard	8/4/2018 8:40 AM
5	discourage wasteful use of public funds	8/3/2018 9:49 PM
6	I honestly don't know which of these needs are greatest & trust the town to know better than I.	8/3/2018 7:02 AM
7	Figuring out how to lower our exorbitant tax rate	8/3/2018 6:49 AM
8	Waste management and water supply not meeting existing needs, let alone expansion	7/29/2018 10:32 PM
9	plan for aging citizen population expand COA facility, indoor walking loop or open the high school gymnasium to the elderly early in the day	7/25/2018 6:46 PM
10	Finding a suburban identity for mayn are	7/22/2018 9:35 PM
11	I don't know enough to answer the question	7/21/2018 9:35 PM
12	Google the phrase "preventive maintenance". It's really a great idea!	7/21/2018 1:36 PM
13	Plan to up grade existing WWTP and drinking water wells	7/21/2018 1:32 PM
14	Improve our water quality and quantity	7/19/2018 6:45 AM
15	Aero waste Maynard please!! (see zero waste Boston, San Fransisco, et. al)	7/16/2018 9:47 PM
16	Restricting developments, especially rentals, that reduce green space, don't add to tax coffers since renters don't pay property taxes and have little vested interest in the long-term health of the community, and that tax the already endangered water supply.	7/16/2018 10:53 AM
17	Maintaining our public buildings to reduce high cost repairs	7/13/2018 6:49 AM
18	Utilizing the Assabet and keeping it clean.	7/12/2018 7:25 PM
19	Try to connect to a public transportation	7/12/2018 4:19 PM
20	taxes & utility costs (water especially)	7/12/2018 3:26 PM
21	Embracing regionalization to gain benefits from economy of scale, e.g.: fire, schools, public works...	7/12/2018 9:56 AM
22	Commercial development for increased tax revenues	7/11/2018 10:00 PM

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23	Inadequate and expensive well system; outrageous taxes given lower home values and limited return; lack of accountability with missteps (ex Fire Chief purchased custom fire truck too large for existing bay; planning board failed to move 129 Parker forward paralyzed by fear of lawsuits causing Market 32 to withdraw; MHS built green but not using solar panels; Mill project stalled or failed	7/11/2018 9:54 PM
24	Help and encourage businesses in downtown around which the town was built instead of blocking advancement through fees and planning board biases	7/11/2018 4:50 PM
25	How about fixing the existing water supply	7/11/2018 4:24 PM
26	Better/weekly recycling program	7/11/2018 3:29 PM
27	Updating infrastructure such as water and sewer lines to ensure their ability to serve the residents.	7/11/2018 2:52 PM
28	Improve the quality of the water, for god's sake!	7/11/2018 2:07 PM
29	Finding ways to decrease our taxes. Maynard is one of the highest in the state. I refuse to buy a \$500,000 house in town and pay 12k in taxes. It's outrageous.	7/11/2018 1:40 PM
30	Need to repair and maintain current water/sewage infrastructure.	7/11/2018 12:43 PM
31	continue public education enhancements	7/11/2018 12:11 PM
32	making it an age-friendly community	7/10/2018 2:58 PM
33	Avoid overspending on the upcoming fire station that the town can't afford	7/10/2018 2:46 PM
34	Parking isn't infinite.	6/25/2018 11:28 PM
35	Figure out the budget	6/23/2018 7:17 PM
36	Sidewalks and open space	6/21/2018 8:26 PM

Q9 Which do you think are the most important goals for Maynard's historic resources? Choose the top three.

Answered: 380 Skipped: 0

#	OTHER (PLEASE SPECIFY)	DATE
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None

Q10 What are the two most important public facility and service needs in Maynard?

Answered: 380 Skipped: 0

#	OTHER (PLEASE SPECIFY)	DATE
1	improve all sidewalks in town	8/23/2018 9:16 PM
2	The new MS4 permit provides an opportunity for green infrastructure and low impact development to improve water quality. Hopefully, Maynard is doing the necessary permit to comply (e.g., updating its bylaws and ordinances and identifying funding sources to implement it).	8/19/2018 6:22 AM
3	Improve the town's special ed attitude and process & protections for bullied kids. re special ed, everything gets dragged out, literally through half the school year , as kids wait for help, meetings are canceled, parents face hostile questions or accusations, plans are agreed to and then not followed through on, Fowler refuses to recognize or write a dyslexia diagnosis. A kid gets a plan, does well under it - so they take it away. It's endless. As for bullied kids - there seems too much be worrying about the child accused of bullying and not enough emphasis on the kids who are bullied.	8/14/2018 9:23 PM
4	create visitor/community center	8/11/2018 9:54 PM
5	examine and fix issues with the traffic lights in the town to help the flow of traffic. like turn arrows for people that have the right of way at intersections ,so they don't waste half the light cycle before they realize they can go	8/8/2018 12:43 PM
6	Improving schools by attracting the best teachers and edu action professionals to make Maynard a top school system which will attract people to the town and increase tax revenue and property values increase	8/7/2018 8:28 PM
7	I am concerned about the safety of the downtown walls that support the river.	8/7/2018 3:50 PM
8	Swimming pool	8/4/2018 3:33 PM
9	Sell the golf course and get our taxes in line. We pay twice as much as we should	8/4/2018 8:40 AM
10	Training for our police in areas such as anti bias, inclusion, mental health etc	8/3/2018 8:23 AM
11	Public transportation (was glad to see shuttle). It's possible that the other needs above are greater, but I'm not aware of that.	8/3/2018 7:02 AM
12	Push out Solarize and HeatSmart programs	8/2/2018 8:42 PM
13	a public swimming pool	7/24/2018 9:21 PM
14	117 and other roads are poor! Town is not walkable on all major thoroughfares - pedestrians first, bikers next!	7/22/2018 9:35 PM
15	Fix water issues	7/20/2018 10:25 PM
16	I don't know enough about water problem to comment but hope it gets fixed.	7/20/2018 10:23 PM
17	Seniors Center	7/19/2018 11:38 AM
18	Install traffic light at corner of Concord and Brown Streets	7/19/2018 6:45 AM

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19	Reduce tax through cut backs in all areas	7/14/2018 1:58 PM
20	Have a YMCA or town pool. Flood the MHS track in winter to have a skating rink	7/12/2018 4:19 PM
21	tax/utility relief	7/12/2018 3:26 PM
22	Develop natural gas infrastructure	7/12/2018 1:20 PM
23	Like what was done in hudson, create incentives to bring more businesses into Maynard	7/12/2018 7:19 AM
24	New fire station.	7/12/2018 5:47 AM
25	Sustainable funding for long-term priorities	7/11/2018 10:00 PM
26	A stable and sustainable water treatment facility	7/11/2018 9:56 PM
27	Open green space	7/11/2018 9:29 PM
28	fix the sidewalks	7/11/2018 9:07 PM
29	Maintain existing town and school property	7/11/2018 8:22 PM
30	Pool/ Swimming area	7/11/2018 2:40 PM
31	Create a public bathroom for visitors (like Concord Ctr)	7/11/2018 1:55 PM
32	Expand bike path from a Maynard to Hudson	7/11/2018 12:44 PM
33	Improve schools without having a top-heavy admin organization that pushes out dedicated nurses and elective teachers.	7/11/2018 7:38 AM
34	Rehab/replace town owned buildings	7/10/2018 3:37 PM
35	roads and infrastructure, take care of what we have	7/10/2018 3:30 PM
36	fix/replace/add sidewalks	7/10/2018 2:58 PM
37	More accountability in government spending. We have highest tax rates but that doesnt reflect	6/22/2018 2:11 PM
38	Sidewalks	6/21/2018 8:26 PM

Q11 What do you believe is missing from your Downtown? Choose the top three.

Answered: 380 Skipped: 0

#	OTHER (PLEASE SPECIFY)	DATE
1	building owners upkeep.	8/21/2018 9:58 PM
2	Curb appeal - but in terms of store front appearances	8/21/2018 9:37 PM
3	Better traffic enforcement at main intersections to make the area more pedestrian friendly.	8/21/2018 1:00 PM
4	Businesses. Too many open store fronts.	8/21/2018 11:46 AM
5	Too many empty store fronts	8/20/2018 7:36 AM
6	Maynard needs a Commission on Disability to oversee accessibility as the downtown redevelops. Curb appeal is lacking but it's more than planters, benches, sidewalk art, etc. The storefronts need to be updated as the downtown is tired and worn. The responsibility for planting the traffic circle should be privatized because those doing it now do a poor job (2 on a scale of 1 to 10 with 10 being good). The waterfront area by clock tower needs a lot more green and a lot less pavement.	8/19/2018 6:22 AM
7	Maintenance of gardens and public spaces, both by property owners and town	8/17/2018 10:26 AM
8	Better retail options	8/15/2018 10:17 PM
9	full vacancy of the downtown. A bakery and or cheese shop!!	8/14/2018 9:23 PM
10	Organized communication about everything, e.g., events, closures, etc.	8/11/2018 9:54 PM
11	Car wash	8/11/2018 6:03 PM
12	empty bays filled, even if not "highest-value return"	8/10/2018 6:59 PM
13	Empty frontage properties	8/10/2018 12:09 PM
14	Steady businesses with loyal customer bases businesses change too frequently and often have odd hours	8/8/2018 2:51 PM
15	i know this isn't something the town can do something about....but i believe the rental rates of the downtown make it almost impossible to fill all the spaces	8/8/2018 12:43 PM
16	Need better restaurants	8/8/2018 12:36 PM
17	Actually, I like downtown and don't feel like anything is missing	8/8/2018 11:44 AM
18	More choices of retail and restaurants	8/7/2018 9:14 PM
19	Fewer empty storefronts	8/7/2018 5:45 PM
20	Clear marking of area that is Assabet Village Cultural District	8/7/2018 3:50 PM
21	More restaurants	8/7/2018 2:02 PM

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22	grocery store	8/7/2018 10:21 AM
23	Creative use of currently unused buildings	8/6/2018 7:57 AM
24	More non-artsy/non-comic/non-witchcraft businesses. I will travel to West Concord to go gift shopping, as Maynard lacks shops that have birthday/home/etc. gifts.	8/5/2018 5:30 AM
25	Grocery store	8/4/2018 3:33 PM
26	Trash cans and parking meters which are ACTUALLY generating income rather than sitting untended with bags on for months past viable feasibility length guidelines.	8/4/2018 8:40 AM
27	thriving businesses	8/3/2018 9:49 PM
28	Landlords who are invested and interested in improving Maynard.	8/3/2018 1:38 PM
29	Population's acceptances of non-artisan stores.	8/3/2018 9:53 AM
30	Occupied storefronts	8/3/2018 9:30 AM
31	Stores other than novelty stores	8/3/2018 8:59 AM
32	A place without video games for teens to gather	8/3/2018 7:58 AM
33	Business that will bring in revenue from out of town visitors.	8/3/2018 7:33 AM
34	make maynard a climate that is good for and works with small businesses. look into ways to deal with landlords who leave properties vacant esp. those who do so while holding out for exorbitant rents	8/3/2018 7:15 AM
35	Leased space downtown. We need more restaurant and service businesses. We do not need another pizza place or consignment shop.	8/3/2018 7:07 AM
36	Mixed residential and commercial buildings (up and down) to create a living Community connected to the businesses that support it.	8/3/2018 6:59 AM
37	Place to cool off in the summer, place to ice skate in the winter	8/2/2018 8:42 PM
38	Diverse types of shops	7/31/2018 8:56 PM
39	Our downtown needs to draw people in. It must be a combination of desirable dining, kid friendly options (like an Erickson's ice cream stand down town), regular events (like outdoor movies or broadcasted sports events in a green space, and practical day to day necessities (Food coop, banks, etc)	7/31/2018 1:19 PM
40	The biggest thing missing from downtown Maynard is people. Hopefully the Mill and Main project will attract businesses and other destinations that will give people a reason to visit Maynard and increase potential for local businesses.	7/26/2018 11:41 AM
41	Downtown is great!	7/26/2018 10:20 AM
42	places to shop, use of commercial space, things to do. retail, restaurants etc	7/25/2018 9:50 PM
43	infrastructure repair bridge near mill and mail	7/25/2018 6:46 PM
44	Fuller occupancy of storefronts	7/24/2018 1:24 PM
45	Teen center, or a place where kids can hang out and stay out of trouble	7/22/2018 11:41 AM

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46	More businesses. Too much vacancy.	7/22/2018 10:17 AM
47	An Italian restaurant:-). And incentives, such as profit sharing or tax reduction, for landlords and their tenants.	7/21/2018 2:14 PM
48	Subsidize nicer signs for local businesses to improve the look of downtown, incentivize new business with subsidized rent to fill vacancies downtown	7/20/2018 10:25 PM
49	Frankly downtown is much more vital than other places. I wish some buildings looked less scrappy but that's fine. Rather, the Mill is such an underutilized resource. That place is so rich of history tat it should be a tourist destination. I'm ambivalent about this as that would bring more traffic. But Maynard has as rich a history as Lowell even if it is much smaller	7/20/2018 10:23 PM
50	New business/restaurants	7/19/2018 1:01 PM
51	Food Coop	7/18/2018 12:40 PM
52	Stores! (Lots of empties now)	7/17/2018 8:12 AM
53	smooth, safe sidewalks (Main St)	7/17/2018 5:53 AM
54	Retail business	7/16/2018 9:45 PM
55	filling vacant retail space in existing downtown area	7/16/2018 12:37 PM
56	High business occupancy rate	7/15/2018 4:39 PM
57	More small businesses and fewer empty store fronts	7/15/2018 9:20 AM
58	Local grocery businesses	7/13/2018 9:11 PM
59	An institutional commitment in town hall to our downtown and local businesses. Our downtown is wonderful and town hall staff, especially DPW need to take pride and ownership for their piece of the puzzle that make it so!	7/13/2018 5:32 PM
60	Businesses that the town really needs. Not ones that are already here and will be gone in a year.	7/13/2018 2:32 PM
61	High quality architecture buildings and good aesthetics	7/13/2018 11:20 AM
62	Great coffee and sandwich shop open 7 days at standing and consistent hours.	7/12/2018 11:35 PM
63	Art supply store	7/12/2018 7:25 PM
64	The Parking area in the bowl can be better utilized as a public space.	7/12/2018 6:33 PM
65	Stores and services at ground level that would draw folks from other towns into Maynard to increase revenue and attract businesses that will stay. I would like to implement penalties for empty store fronts similar to Arlington. Seems landlords increase rents and keep driving out small businesses. More established businesses won't come without a good track record from smaller businesses first	7/12/2018 6:19 PM
66	improve memorial park and remove dead trees on nason st	7/12/2018 5:06 PM
67	Outdoor gathering, resting places with gardens and green space	7/12/2018 2:14 PM
68	Higher quality food offerings	7/12/2018 1:20 PM
69	Less vacant store fronts	7/12/2018 1:18 PM
70	Businesses that appeal to a wide range of customers	7/12/2018 11:55 AM

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71	regarding branding/curb appeal: in addition to what's mentioned in the tab above, also consider the actual outdated facades of the buildings, specifically upgrading signage and doing away with the outdated corrugated metal where the above signage traditionally used to go. In a sense restore buildings to their traditional appearance	7/12/2018 10:44 AM
72	Hotel to support business	7/12/2018 9:56 AM
73	Too many empty storefronts	7/12/2018 8:18 AM
74	Grocery/market	7/12/2018 7:44 AM
75	Businesses that come in and stay	7/12/2018 7:19 AM
76	empty store fronts	7/12/2018 7:18 AM
77	More stores that stay open.	7/12/2018 7:04 AM
78	Occupied store fronts	7/11/2018 11:44 PM
79	pedestrian safety	7/11/2018 10:29 PM
80	A small department store.	7/11/2018 10:08 PM
81	A retail food co-op market	7/11/2018 9:56 PM
82	Sustainable and diverse businesses	7/11/2018 9:54 PM
83	Vacancies due to high rents.	7/11/2018 9:52 PM
84	I wish we had wider sidewalks that would encourage places where the restaurants could let people eat. In Lexington and Somerville they use planters to block off cars from parking and let people have tables on the street. We have icecream shop, plant store, and real breakfast/bakery	7/11/2018 9:29 PM
85	Retailers renting the empty stores.	7/11/2018 7:57 PM
86	Fix up existing businesses and fill empty spots.	7/11/2018 5:07 PM
87	Better businesses—we need to attract and maintain businesses. A good coop could do wonders for th downtown. I think Maynard needs to market its walkability and stop trying to be something it is not by worrying too much about parking. Parking might be a problem to address later, but right now it doesn't seem to be.	7/11/2018 5:02 PM
88	Stores that actually sell products not hair solons and barbers banks	7/11/2018 4:24 PM
89	Bakery!	7/11/2018 3:29 PM
90	trash/recycling receptacles!	7/11/2018 3:12 PM
91	Ability to maintain full occupancy of exisiting commercial space. Focus on bringing in sustainable business to the downtown.	7/11/2018 2:52 PM
92	More modern feel to the downtown area	7/11/2018 2:41 PM
93	Swimming Pool / Splash Park	7/11/2018 2:40 PM
94	We have too many specialized stores and not enough for common interests	7/11/2018 2:14 PM
95	Access to/from Public transportation	7/11/2018 2:06 PM

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96	The events hosted by the business alliance are a hint of the potential Maynard has. If organized by an experienced and competent group of people, events in Maynard could have the ability to draw people from the surrounding areas.	7/11/2018 2:00 PM
97	Green space: make the Mill Pond parking lot a park! Or the Nason St 'Basin'	7/11/2018 1:55 PM
98	Businesses that people want to shop in, too many craft shops. Need more retail options like children's clothing and footwear. Wellesley has a great mix of clothing stores like, GAP and Talbots, names people know.	7/11/2018 1:40 PM
99	Business has disappeared	7/11/2018 1:37 PM
100	We have adequate parking, but would be happy with new meters that are regularly maintained	7/11/2018 1:35 PM
101	Bakery, book store or other independent shops	7/11/2018 1:09 PM
102	There is a lot of trash left in public spaces. Surrounding towns do not have this problem (probably for a variety of reasons). It doesn't make people want to come here when it doesn't look like we take care of our space.	7/11/2018 1:08 PM
103	Less vacant buildings and store fronts	7/11/2018 1:00 PM
104	Empty shops, unaffordable rent	7/11/2018 12:27 PM
105	Other town centers are thriving, while ours is not seemingly due to a wider selection of retail/restaurants, better parking, and more welcoming space to just hang out. El Huipil is doing well, I believe, due to outdoor seating (& good food). Folks like to sit, eat, and enjoy the passers-by/community.	7/11/2018 12:23 PM
106	Plants not art	7/11/2018 12:09 PM
107	Destinations: food co-op, waterfront dining, craft ice cream, etc.	7/11/2018 11:13 AM
108	Grocery store	7/11/2018 7:38 AM
109	Wider variety of stores	7/11/2018 4:36 AM
110	need more riverside green spaces	7/10/2018 9:47 PM
111	A food store. At one time there were at least 4 food stores.	7/10/2018 8:44 PM
112	Affordable rent for prospective business along with diversity of type of businesses	7/10/2018 8:44 PM
113	a bakery	7/10/2018 7:50 PM
114	Bicycle lanes and parking.	7/10/2018 3:40 PM
115	Lighting (winter)	7/10/2018 2:58 PM
116	Outdoor Dining	7/10/2018 2:46 PM
117	Light rail link to South Acton station.	6/29/2018 1:52 PM
118	Lack of sustainable downtown businesses: bakery, casual dining option other than pizza, such as sandwich/salad bar/soup cafe	6/25/2018 8:10 AM
119	A commenter online said it best: "The downtown needs a bath and a shave." I think the exteriors look shabby and dilapidated. Any way to help improve the maintenance and repair of these structures would be great.	6/23/2018 7:52 AM
120	more stores of different kinds	6/22/2018 8:55 PM
121	Filled retail spaces	6/22/2018 8:26 PM

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122	More dinning choices.	6/22/2018 5:56 PM
123	Rent structures conducive to new small businesses / incentives (positive or negative) to keep store fronts occupied	6/22/2018 4:12 PM
124	Occupied commercial spaces & the resulting collected taxes	6/22/2018 3:59 PM
125	Variety in business establishments; business establishments that are enough of a draw for people who don't live here	6/22/2018 2:28 PM
126	More businesses! Too many empty storefronts.	6/22/2018 2:21 PM
127	Businesses	6/22/2018 2:19 PM
128	Mix use housing	6/22/2018 2:11 PM
129	Cars parking on sidewalks by artspace	6/21/2018 8:26 PM

Q12 In your opinion and experience, what are the best methods for enhancing the diversity and extent of public input into Maynard's master planning process?

Answered: 258 Skipped: 122

#	RESPONSES	DATE
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See main report.

Survey #2 - Results

Q1 Maynard is a thriving community that celebrates our unique character, rich cultural heritage, small-town aesthetic, and abundant natural resources. Defining features of our Town's cultural and physical presence include an attractive, walkable, and connected Downtown that caters to a host of uses and attracts residents and visitors alike. Our vibrant neighborhoods offer a broad range of housing options and are complemented by a robust network of natural and open spaces, highlighted by the Assabet River. As a community, we encourage economic development in balance with the preservation of the key aspects of our social and environmental setting. We welcome a diverse population that has equitable access to our Town's amenities and services. And, we make collective decisions in consideration of our long-term sustainability and the sustainability of the geographies in which we reside.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	1.50% 2	7.52% 10	10.53% 14	33.08% 44	47.37% 63	133	4.17

Q2 Ensure land development continues to be deliberate, balanced, and proactive to community needs and service capacities.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	3.76% 5	9.02% 12	25.56% 34	60.90% 81	133	4.42

Q3 Incorporate the enhanced use of the Town's natural resources and open spaces, along with their stewardship, into land use planning and related decision-making.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	1.50% 2	4.51% 6	10.53% 14	25.56% 34	57.89% 77	133	4.34

Q4 Further enhance Downtown as a hub of Maynard's cultural identity and economic vitality.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	2.26% 3	6.02% 8	3.76% 5	12.03% 16	75.94% 101	133	4.53

Q5 Foster diverse business development throughout Town, in synergy with Downtown revitalization, to help balance municipal tax revenue and support a high quality of life for residents.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	3.76% 5	6.02% 8	4.51% 6	12.03% 16	73.68% 98	133	4.46

Q6 Maintain and encourage a broad range of housing options, including those that are accessible to persons and households of various ages and economic means.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	7.52% 10	16.54% 22	24.06% 32	51.13% 68	133	4.17

Q7 Ensure high-quality housing developments that are sensitive to the characters of existing neighborhoods.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	1.50% 2	3.76% 5	10.53% 14	24.06% 32	60.15% 80	133	4.38

Q8 Pursue housing development strategies that balance growth with the provision and maintenance of Town services and infrastructure.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	3.76% 5	11.28% 15	18.80% 25	65.41% 87	133	4.44

Q9 Continue to invest in housing Downtown, as appropriate to the area's scale and distinctive qualities and attributes.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	3.01% 4	7.52% 10	17.29% 23	27.82% 37	44.36% 59	133	4.03

Q10 Enhance the cohesiveness of Downtown.

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	3.76% 5	18.80% 25	15.79% 21	60.90% 81	133	4.32

Q11 Grow local businesses and provide the support necessary to promote their resilience under changing economic conditions.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	1.50% 2	4.51% 6	7.52% 10	15.79% 21	70.68% 94	133	4.50

Q12 Identify and cultivate opportunities to develop or redevelop vacant and underutilized properties.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	1.50% 2	3.01% 4	6.02% 8	12.03% 16	77.44% 103	133	4.61

Q13 Elevate Maynard's profile as a regional destination.

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	1.50% 2	2.26% 3	12.03% 16	21.80% 29	62.41% 83	133	4.41

Q14 Enhance the protection and preservation of sensitive natural resource areas that contribute to the health and well-being of the community, as well as offer critical habitat to wildlife and provide important ecological functions.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	0.00% 0	10.53% 14	11.28% 15	77.44% 103	133	4.65

Q15 Capitalize on the Assabet River National Wildlife Refuge and Assabet River by encouraging the respectful use of these important natural resources for community enjoyment as well as to grow the Town as an eco-tourism destination.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	1.50% 2	12.78% 17	15.79% 21	69.17% 92	133	4.51

Q16 Support the growth of Maynard's creative culture, and advance the identity of Maynard as a cultural destination.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	1.50% 2	12.78% 17	22.56% 30	62.41% 83	133	4.44

Q17 Support the continued promotion and protection of the Town's historic and scenic resources.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.00% 0	1.50% 2	9.02% 12	27.82% 37	61.65% 82	133	4.50

Q18 Promote the restoration and reuse of vacant and underutilized historic buildings.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	3.01% 4	10.53% 14	17.29% 23	68.42% 91	133	4.50

Q19 Increase collaboration among the Town's historic, cultural, and natural resource entities to maximize opportunities for integrated planning and programming.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.00% 0	1.50% 2	11.28% 15	18.05% 24	69.17% 92	133	4.55

Q20 Maintain and improve the accessibility and connectivity of the Town's open spaces and recreational areas.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.00% 0	1.50% 2	7.52% 10	15.79% 21	75.19% 100	133	4.65

Q21 Enhance the quality and expand the diversity of recreational opportunities for all residents.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.00% 0	1.50% 2	9.77% 13	24.06% 32	64.66% 86	133	4.52

Q22 Protect and sustain Maynard's drinking water supply and quality.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	0.75% 1	3.01% 4	3.01% 4	92.48% 123	133	4.86

Q23 Develop plans to address existing deficiencies in, and future needs for, the Town's capital assets and infrastructure.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	0.75% 1	7.52% 10	8.27% 11	82.71% 110	133	4.71

Q24 Effectively and efficiently manage the Town's administration and public services.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	2.26% 3	3.01% 4	5.26% 7	11.28% 15	78.20% 104	133	4.60

Q25 Ensure the Town has the resources necessary to handle the public safety needs of the community.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	1.50% 2	6.77% 9	6.02% 8	10.53% 14	75.19% 100	133	4.51

Q26 Enable long-term decision-making that considers the Town's impact on, and implications from, climate change.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	4.51% 6	2.26% 3	16.54% 22	16.54% 22	60.15% 80	133	4.26

Q27 Support expanded services for the Town's senior population and provide the appropriate facilities to accommodate them.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	3.01% 4	16.54% 22	23.31% 31	56.39% 75	133	4.32

Q28 Continue to support a high-performing school system.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	3.76% 5	2.26% 3	3.76% 5	4.51% 6	85.71% 114	133	4.66

Q29 Maintain transportation infrastructure that safely and efficiently connects the Town's neighborhoods with Downtown along with its other destinations and amenities.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.00% 0	2.26% 3	12.78% 17	24.06% 32	60.90% 81	133	4.44

Q30 Work with abutting communities, local businesses, and other relevant stakeholders to enhance public transit to and from Maynard.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	1.50% 2	0.75% 1	19.55% 26	16.54% 22	61.65% 82	133	4.36

Q31 Continually assess the Town's transportation needs and opportunities, including parking demand and emerging technologies.

Answered: 133 Skipped: 0

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.75% 1	1.50% 2	18.80% 25	19.55% 26	59.40% 79	133	4.35

Appendix: Open Responses

Q1 Maynard is a thriving community that celebrates our unique character, rich cultural heritage, small-town aesthetic, and abundant natural resources. Defining features of our Town's cultural and physical presence include an attractive, walkable, and connected Downtown that caters to a host of uses and attracts residents and visitors alike. Our vibrant neighborhoods offer a broad range of housing options and are complemented by a robust network of natural and open spaces, highlighted by the Assabet River. As a community, we encourage economic development in balance with the preservation of the key aspects of our social and environmental setting. We welcome a diverse population that has equitable access to our Town's amenities and services. And, we make collective decisions in consideration of our long-term sustainability and the sustainability of the geographies in which we reside.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	"As a community, we encourage economic development in balance with the preservation of the key aspects of our social and environmental setting." - Nope we were ready to sell our sewer to an out of town development. Not very forward thinking for the future inhabitants of Maynard.	11/13/2018 3:25 PM
2	too many vacant store fronts downtown, need more commercial tax revenue!!	11/12/2018 10:20 AM
3	Remove the And that starts a sentence at the end...and would add there's a small town feel with a community that cares about each other.	11/11/2018 10:59 PM
4	I don't disagree with the draft vision statement, but it does seem to be missing the following areas: education, public safety, age-friendly, inclusivity, transportation opportunities, economic development, etc	11/9/2018 8:11 PM
5	We do NOT make collective decisions. Our BOS does it by itself.	11/5/2018 11:37 AM
6	I like the spirit and thought behind the statement, but it's too wordy. A more digestible statement might be more helpful.	11/5/2018 8:13 AM
7	thriving community yes, but very discouraging seeing the amount of vacant storefronts for such a small downtown for so long as well as the other vacant properties slow to progress (clock tower and parker st project) that could help improve our towns tax revenue	11/3/2018 2:35 PM
8	129 Parker, and other developments have been very divisive in town at times over the years.	11/3/2018 7:45 AM
9	The last sentence confuses me	11/2/2018 4:37 PM
10	Not a vibrant community.Lots of potential to be so but not there yet.And not sure we make collective decisions decisions	10/28/2018 1:28 PM

Q2 Ensure land development continues to be deliberate, balanced, and proactive to community needs and service capacities.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	I think land use needs to consider the fact we are a small town, we need to ensure there is a focused effort on making the best of every piece of land in order to make sure our taxes are balanced which requires welcoming of development.	11/11/2018 10:59 PM
2	Takes forever for this town to do anything in relation to land development.	11/11/2018 12:17 PM
3	Encourage all business and economic development	11/11/2018 11:01 AM
4	Again BOS seems to make decisions without asking those who live & pay here	11/5/2018 11:37 AM
5	I'm all for housing, but our small town resources (water, sewer and schools) really can't handle too much more growth.	11/3/2018 2:35 PM
6	Keeping as much space 'open' as possible as Maynard doesn't have a lot of open space	10/10/2018 11:22 AM
7	make sure there is enough parking at peoples homes so people don't have to park on the street when houses have 3 or more cars	9/29/2018 8:56 PM

Q3 Incorporate the enhanced use of the Town's natural resources and open spaces, along with their stewardship, into land use planning and related decision-making.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	What open space? We don't really use our land well at all.	11/11/2018 12:17 PM
2	There is sufficient parks and open spaces currently	11/11/2018 11:01 AM
3	See above	11/5/2018 11:37 AM
4	What on earth does "enhanced use" mean? This is an extremely unclear goal without further context and as such I cannot agree with it since I cannot understand it. Without clarity this leaves the master plan open to re-interpretation and manipulation in years to come.	10/29/2018 8:03 PM
5	Natural resources and open spaces belong to the community and public as a whole. The Town should not be incorporating them into any form of development.	10/29/2018 2:15 PM
6	I do not understand the phrase "enhanced use".	10/7/2018 5:48 AM

Q4 Further enhance Downtown as a hub of Maynard's cultural identity and economic vitality.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	not enough businesses	11/12/2018 10:20 AM
2	There are only so many liquor stores and hair salons one needs in a town.	11/12/2018 9:27 AM
3	Nothing has changed in the 15 years I've been here, why would I think they would change now.	11/11/2018 12:17 PM
4	Focus more on economic	11/10/2018 10:19 AM
5	25 years ago we were a thriving town. Today we are nothing. Who shops in Maynard? Paper Store, CVS. Downtown offers NOTHING useable or tangible. Need a hammer? Nope not downtown. Needle or thread? Nope. Everyday basics we are lead out of town.	11/5/2018 11:37 AM
6	something does have to be done to entice business downtown, and to help those business stay	11/3/2018 2:35 PM
7	...if balanced with zoning aimed at enhancing all potential sites across town for economic vitality	11/3/2018 11:28 AM
8	This should be a priority, listed above others imho	11/2/2018 4:37 PM
9	We have made concessions to bring businesses in (Monster/38 Studios/Walgreens). The tax burden on home owners continue to rise and the companies move on leaving empty buildings and loss of small community feel.	10/29/2018 2:15 PM
10	You won't be successful with this unless building stock is improved.	10/29/2018 9:31 AM
11	Downtown is important but a balance must be maintained across the entire town. Suggest some emphasis on gateways.	10/28/2018 6:16 PM
12	I am not sure that we need more in term so cultural and economic vitality in the down tow, but we need beautification.	10/13/2018 5:59 AM
13	Please take into consideration designation as a 'net zero community' in all new buildings and when retrofitting older ones	10/10/2018 11:22 AM
14	Cultural?	10/7/2018 9:48 PM
15	I feel Maynard needs to support efforts that will bring outside money in. For example, attracting large employers into vacant spaces such as the mill and main and Parker street. Bringing more money and outside guests will naturally encourage the downtown to develop economically.	10/5/2018 8:23 PM

Q5 Foster diverse business development throughout Town, in synergy with Downtown revitalization, to help balance municipal tax revenue and support a high quality of life for residents.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	too many vacancies downtown	11/12/2018 10:20 AM
2	See above	11/12/2018 9:27 AM
3	The downtown is not far from any part of Maynard. I strongly suggest focusing business in the build area - downtown - to make the outer portions as green as possible, green as in natural.	11/11/2018 6:03 PM
4	Nothing has changed in the 15 years I've been here, why would I think they would change now.	11/11/2018 12:17 PM
5	Wish this statement was true	11/10/2018 10:19 AM
6	balance tax revenue how	11/9/2018 10:05 PM
7	Care should be given to not try and fight the market. The market will dictate the types of businesses that want to come to Maynard. We should be supportive of this provided it is done in a way that does not harm our quality of life. We should be making it easier for businesses to come to, and stay in, Maynard.	11/9/2018 8:11 PM
8	Ridiculous!!	11/5/2018 11:37 AM
9	Starbucks is not the devil. Local biz is great and so is Starbucks.	10/29/2018 3:12 PM
10	This typically includes tax incentives for the businesses, shouldered by the residents. Then they leave before contributing anything back to reduce the burden or increase the resident's quality of living here.	10/29/2018 2:15 PM
11	Do not want business zoning throughout town. Ample areas already zoned for business .	10/28/2018 1:28 PM
12	does it have to be diverse business development. I am just afraid to limit us if diverse business development is the guiding principal	10/13/2018 5:59 AM
13	Not "throughout"	10/7/2018 9:48 PM
14	However, do NOT want to see a marijuana shop smack in the middle of the downtown area (aka right across from Serendipity). This would identify us as the Pot Town since neighboring towns have banned it.	10/6/2018 4:21 PM

Q6 Maintain and encourage a broad range of housing options, including those that are accessible to persons and households of various ages and economic means.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	Too many housing options may hurt our schools—large class sizes/too many students for current facilities	11/11/2018 6:12 PM
2	Our resources, especially our schools are already maxed out. I don't believe we need any further housing developments, especially 2-3 bedrooms	11/11/2018 12:09 PM
3	Section 8 housing is not the answer	11/11/2018 11:01 AM
4	Need more rentals	11/10/2018 10:19 AM
5	We have enough apartments. Need to build more single family homes instead.	11/9/2018 9:36 PM
6	Housing units in Maynard are very close together and concentrating on more houses and apartments will give the town a cluttered, city-like feel.	11/9/2018 9:24 PM
7	Maynard shouldn't be developing more ugly, low income apartments when none of the surrounding towns are doing their part, and thereby causing Maynard homeowners have their property values suffer. Preserving the the historic cohesive style of housing is also very important to community pride.	11/5/2018 12:07 AM
8	Unless new housing offers economic incentives to the town, our school system is overtaxed and at risk of overcrowding.	11/3/2018 2:01 PM
9	We need more Business and less housing for stronger tax base	11/3/2018 10:30 AM
10	Don't we have this already	11/2/2018 4:37 PM
11	This typically means low income projects subsidized by all residents. Maynard has far more than its fair share of accessible housing for those in need. Time for some other towns to shoulder more of the burden.	10/29/2018 2:15 PM
12	We do not need any more apartments. This is a tiny town and the population is outgrowing the geography.	10/13/2018 5:59 AM
13	Do not put too much housing down town	10/1/2018 4:38 PM

Q7 Ensure high-quality housing developments that are sensitive to the characters of existing neighborhoods.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	We should be working to preserve land.	11/13/2018 7:48 AM
2		11/11/2018 6:25 PM
3	Our resources, especially our schools are already maxed out. I don't believe we need any further housing developments, especially 2-3 bedrooms	11/11/2018 12:09 PM
4	We need more business studios not run down areas	11/10/2018 10:19 AM
5	Same as #6	11/9/2018 9:24 PM
6	our school system is small, and pretty much to capacity, increased housing will only increase this problem	11/3/2018 2:35 PM
7	See above. No new housing.	11/3/2018 2:01 PM
8	Without overly restrictive guidelines on "sameness"	11/3/2018 11:28 AM
9	No big development/townhome styles.	10/29/2018 2:15 PM
10	Please take into consideration designation as a 'net zero community' in all new buildings and when retrofitting older ones	10/10/2018 11:22 AM

Q8 Pursue housing development strategies that balance growth with the provision and maintenance of Town services and infrastructure.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	We should be working to preserve land.	11/13/2018 7:48 AM
2	When thinking about housing and population, we need to think about balancing it with our water capacity. Honestly, it is offensive to say we have a water shortage during a wet summer. The restriction on water is primarily due to the size of our population, not drought in many cases. We need to be adults about this and treat the town as adults and encourage smart water use at the household level. We should consider limiting population size, too.	11/11/2018 6:03 PM
3	Our resources, especially our schools are already maxed out. I don't believe we need any further housing developments, especially 2-3 bedrooms	11/11/2018 12:09 PM
4	Same as #6	11/9/2018 9:24 PM
5	With a clearer vision and staged, sustainable plan for infrastructure and services, which can evolve with changing needs and regulations	11/3/2018 11:28 AM

Q9 Continue to invest in housing Downtown, as appropriate to the area's scale and distinctive qualities and attributes.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	Our resources, especially our schools are already maxed out. I don't believe we need any further housing developments, especially 2-3 bedrooms	11/11/2018 12:09 PM
2	Need to beautify downtown more. To many empty buildings	11/10/2018 10:19 AM
3	I'm not sure what the definition of Downtown is but if removing housing from the commercial areas helps revitalize our main commercial areas, I am ok with that.	11/10/2018 7:00 AM
4	Same as #6	11/9/2018 9:24 PM
5	Housing downtown?!?! ARE YOU PEOPLE HIGH? See my remarks above	11/5/2018 11:37 AM
6	Want to make sure we don't create too much traffic congestion	11/4/2018 12:58 PM
7	Not sure if "distinctive qualities" can be defined in a satisfactory way that aligns the citizens to a common understanding. Evolving that understanding requires some change in scale and attributes sometimes	11/3/2018 11:28 AM
8	I don't understand what the statement means.	11/2/2018 7:53 PM
9	Why??	11/2/2018 4:37 PM
10	We do not need more housing, we need to improve the housing we have.	10/13/2018 5:59 AM
11	Too much housing downtown. Assuming downtown includes railroad ave, Florida red etc.	10/7/2018 9:48 PM
12	There is enough housing I don't believe building more downtown is needed. The town is walkable from areas surrounding with plenty of apartments. Downtown needs culture, shopping, local food market/co op etc not housing	10/1/2018 4:38 PM

Q10 Enhance the cohesiveness of Downtown.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	Walkability is extremely important. Allow for more sidewalk seating where possible. Encourage restaurants and bars to create streetside openings in the storefronts to help engage the community, visitors, and attract more business. If this requires changes to zoning, make it happen.	11/9/2018 8:11 PM
2	Again, cohesiveness can mean more than one thing, needs a clear definition	11/3/2018 11:28 AM
3	Note sure what this means.	11/2/2018 7:53 PM
4	We shouldnt use laguage that dissuades businesses	11/2/2018 4:37 PM
5	If we're supporting diversity, making everything look cohesive doesn't support that. Also, not a financial benefit to anyone other than the businesses.	10/29/2018 2:15 PM
6	What does this mean?	10/29/2018 9:31 AM
7	Not clear what this means.	10/28/2018 6:16 PM
8	Not sure what this means	10/28/2018 1:28 PM
9	What do you mean by cohesiveness downtown? Can you define that better?	10/10/2018 11:22 AM
10	Cohesiveness?	10/7/2018 9:48 PM
11	"enhanced cohesiveness"? Please define	10/7/2018 5:48 AM
12	What does this even mean? Downtown is not large and doesn't need to made necessarily smaller. Unless the intent is to connect business centers such as Parker street, downtown, and the entirety of mill and main (including the notably disconnected brewery location) by public transit, bicycle paths, or pedestrian shortcuts, then I would support it.	10/5/2018 8:23 PM
13	I don't know what this means.	10/4/2018 7:30 PM

Q11 Grow local businesses and provide the support necessary to promote their resilience under changing economic conditions.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	too much turnover downtown	11/12/2018 10:20 AM
2	Define 'support'	11/11/2018 11:01 AM
3	Love downtown Maynard. Need to attract and keep local and larger businesses to Maynard for long term.	11/9/2018 9:36 PM
4	Nope, No.	11/5/2018 11:37 AM
5	there are too many empty storefronts and turn around of businesses	11/3/2018 2:35 PM
6	Market and drive overall awareness about Maynard with a focus on downtown but business have to run profitably in their own.	11/3/2018 11:59 AM
7	Balanced with "chains" that can also assure longevity and predictability in long term tax revenue. Isn't there room for both?	11/3/2018 11:28 AM
8	Not a municipal responsibility to grow businesses. Shift emphasis to create and sustain a municipal framework which encourages growth.	10/28/2018 6:16 PM
9	Not job of town govt	10/7/2018 9:48 PM
10	See above about marijuana. Downtown is not the place for it	10/6/2018 4:21 PM

Q12 Identify and cultivate opportunities to develop or redevelop vacant and underutilized properties.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	Maynard seems built out. Let's not go the way of Acton and split up small parcels with McMansions. It is offensive	11/11/2018 6:03 PM
2	One thing to say it, but nothing changes here - been vacant properties for years and years!	11/11/2018 12:17 PM
3	Let's not just turn them into more apartments though.	11/9/2018 9:36 PM
4	With all the qualifiers above that allows for flexibility and broad vs narrow definitions of what protections and development are necessary and appropriate	11/3/2018 11:28 AM
5	There's a ton of vacant and underutilized buildings Downtown, to create a more vibrant Downtown, we need to put businesses there but also make sure they are diverse.	10/29/2018 2:39 PM
6	The Town is already supporting the Art Space building at a financial loss to the town.	10/29/2018 2:15 PM
7	Net zero planning again!	10/10/2018 11:22 AM
8	Save done for parking downtown and for open space throughput	10/7/2018 9:48 PM

Q13 Elevate Maynard's profile as a regional destination.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	We need higher end attractions, dining etc to bring money in	11/12/2018 9:27 AM
2	Market our somewhat unique offerings and services with modestly priced outreach	11/3/2018 11:28 AM
3	Add emphasis on marketing, communication, etc.	10/28/2018 6:16 PM
4	Yes, agree, but don't elevate the profile by being a regional destination to come and buy your pot	10/6/2018 4:21 PM

Q14 Enhance the protection and preservation of sensitive natural resource areas that contribute to the health and well-being of the community, as well as offer critical habitat to wildlife and provide important ecological functions.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	With all the qualifier comments above that allows for flexibility and broad vs narrow definitions of what protections and development are necessary and appropriate	11/3/2018 11:28 AM

Q15 Capitalize on the Assabet River National Wildlife Refuge and Assabet River by encouraging the respectful use of these important natural resources for community enjoyment as well as to grow the Town as an eco-tourism destination.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	This is the best idea.	11/2/2018 7:53 PM
2	Telling people to respect the land should not be a town advertisement. It's called common sense.	10/29/2018 2:15 PM
3	Focus on use by residents. Poor payback spending money chasing tourists.	10/7/2018 9:48 PM
4	Add trash receptacles and recycling receptacles along the rail trail to prevent litter and dog poop	10/1/2018 4:38 PM

Q16 Support the growth of Maynard's creative culture, and advance the identity of Maynard as a cultural destination.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	We are inclusive because we don't make it a point to scream about diversity. Stop making things about "impulsivity" and "cultural tolerance".	10/29/2018 2:15 PM
2	not at the expens eof everything else	10/13/2018 5:59 AM
3	While I can see this as being advantageous, I don't see this as a required item in this plain. I would see this as more of a byproduct of enhancing the Commercial and Historical aspects of our town.	10/3/2018 6:05 PM

Q17 Support the continued promotion and protection of the Town's historic and scenic resources.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	Not everything that is old, should be considered historically significant. Please don't place too much emphasis on old building stock, unless there are very significant historical features.	11/9/2018 8:11 PM

Q18 Promote the restoration and reuse of vacant and underutilized historic buildings.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	Coolidge?	11/12/2018 10:20 AM
2	Again, let's not just turn them into more apartment buildings. We have enough of them.	11/9/2018 9:36 PM
3	Not everything that is old, should be considered historically significant. Please don't place too much emphasis on old building stock, unless there are very significant historical features. Historic restoration is extremely expensive as compared to new construction.	11/9/2018 8:11 PM
4	With clear understanding of cost/benefit and affordability to town	11/3/2018 11:28 AM
5	Some might be too old and costly to keep.	11/3/2018 10:30 AM
6	I wonder if Coolidge is too costly for us at this point	11/2/2018 4:37 PM
7	We need a strong identity as a Mill Village.Otherwise we become very vanilla with no identity and little appeal	10/28/2018 1:28 PM
8	Net zero again	10/10/2018 11:22 AM
9	Sometimes old buildings are just old buildings.	10/7/2018 9:48 PM
10	Restore don't knock down and rebuild	10/1/2018 4:38 PM

Q19 Increase collaboration among the Town's historic, cultural, and natural resource entities to maximize opportunities for integrated planning and programming.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	With a clearer long term planning for prioritization of CPA funding	11/3/2018 11:28 AM
2	Maynard does not happen to have the hisptry of soem of it's surrounding towns and it is not why I moved here. I think we need to capitolize on our uniqueness and not try to compete with hisptical towns around us.	10/13/2018 5:59 AM

Q20 Maintain and improve the accessibility and connectivity of the Town's open spaces and recreational areas.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	Specifically for the children of Maynard so we are proud of where our kids play sports and allows all residents to attend events in support of our community.	11/11/2018 10:59 PM
2	Not enough field maintenance	11/10/2018 10:19 AM
3	With a clearer long term planning for prioritization of CPA funding	11/3/2018 11:28 AM
4	There needs to be more trash cans Downtown and along the trail to help with waste.	10/29/2018 2:39 PM
5	Tired of paying for rail trails, I don't bike. How about fixing the sidewalks so people can walk first	10/29/2018 2:15 PM
6	Also, collaborate with adjacent towns to improve bicycle connectivity. Of course, these trails go both ways and will bring more people in that appreciate the use of public resources in this way.	10/5/2018 8:23 PM
7	Park spaces are hidden	10/1/2018 4:38 PM

Q21 Enhance the quality and expand the diversity of recreational opportunities for all residents.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	With a clearer long term planning for prioritization of CPA funding	11/3/2018 11:28 AM
2	Most recreational activities are promoted or organized by groups or companies, why does the town need to pay for this? If I want to play a sport, I will find somewhere to do it.	10/29/2018 2:15 PM
3	I've always thought a public pool would be a great addition for residents...maybe at the Country Club?	10/10/2018 11:22 AM
4	Maynard desperately needs a pool. This would be a destination for all ages as well as a destination for regional competition, recreation, and further improve residents health.	10/5/2018 8:23 PM

Q22 Protect and sustain Maynard's drinking water supply and quality.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	Repeating an earlier comment: When thinking about housing and population, we need to think about balancing it with our water capacity. Honestly, it is offensive to say we have a water shortage during a wet summer. The restriction on water is primarily due to the size of our population, not drought in many cases. We need to be adults about this and treat the town as adults and encourage smart water use at the household level. We should consider limiting population size, too.	11/11/2018 6:03 PM
2	Um, really?	11/11/2018 11:01 AM
3	also stop the constant water bans.	11/9/2018 9:36 PM
4	FIX THE TANKS. It is ridiculous that homeowners are still under restrictions. We need to be able to maintain our properties that we pay extremely high taxes on.	11/3/2018 12:07 PM
5	It's frustrating to have lints on water usage and not be able to manage and clean our property as we would like to.	11/3/2018 11:59 AM
6	With a strategic plan for long term viability, perhaps including some regional sharing of resource access and cost with neighboring towns for assets like White's Pond, etc	11/3/2018 11:28 AM
7	Some of these goals are making me think, well, what are we doing now??	10/29/2018 3:12 PM
8	This needs to be a regular scheduled selectmen's Agenda topic. Protection of our water and sewer infrastructure shouldn't get lost When town leadership changes	10/28/2018 1:28 PM
9	Huge priority	10/13/2018 5:59 AM
10	Who wouldn't say yes?	10/7/2018 9:48 PM
11	This is a strong goal, but I continue to drink only bottled water as a result of ongoing concerns about the contaminants in the water that have never been fully resolved.	10/4/2018 3:16 PM
12	Water has suffered this year, needs attention people are buying bottled water in town due to organic smell of tap water. Bottle water is ruining the environment	10/1/2018 4:38 PM

Q23 Develop plans to address existing deficiencies in, and future needs for, the Town's capital assets and infrastructure.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	too much bad debt	11/12/2018 10:20 AM
2	Doesnt seem like their is a plan or implemented	11/10/2018 10:19 AM
3	Just want to ad that we have high taxes and there is a lack of transparency on how these funds are being utilized. I think an audit is warranted.	11/3/2018 2:01 PM
4	With a strategic plan for long term viability and long term funding proposals versus current dependence on free cash, and debt exclusion...More staged large projects such as firehouse and approximating "pay as you go" for smaller projects to manage debt carefully	11/3/2018 11:28 AM
5	Yes, taking net zero into account with infrastructure	10/10/2018 11:22 AM

Q24 Effectively and efficiently manage the Town's administration and public services.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	need more interoffice communication	11/12/2018 10:20 AM
2	We lack imagination in this town, and seem to hemorrhage revenue through mismanagement.	11/11/2018 12:17 PM
3	We need strong leaders	11/10/2018 10:19 AM
4	Take a look at how some town employees are abusing their pay time and supervise it better!!	11/10/2018 6:35 AM
5	Set term limits in the BOS. Gavin thinks he owns & runs Maynard, Parker Street should have been up& running 20 years ago. He blocks it	11/5/2018 11:37 AM
6	Having a disabled son, I need to get him to Concord to get the MTBA ride to go to Middleses Community College, Bedford, where he then needs to take the campus shuttle to the Lowell campus. I have to leave work to bring him and pick him up. Maynard has NO transportation services for the disable to bring them any distance past Acton. This is a service greatly needed in town.	11/3/2018 2:35 PM
7	Continue current efforts with added publicly available policy guidelines aligned with state guidance for best practices. Provide easier public access so town voters can quickly understand rather than debate best practices	11/3/2018 11:28 AM
8	Do we have an energy planner?	10/10/2018 11:22 AM
9	Please spend our tax dollars wisely. We have one if the highest tax rate in the state.	10/9/2018 6:38 PM

Q25 Ensure the Town has the resources necessary to handle the public safety needs of the community.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	Maynard is a very safe place. Focus energies elsewhere.	11/13/2018 7:48 AM
2	not sure about this	11/12/2018 10:20 AM
3	Our roads are embarrassing in the winter and highlight the wealth of other towns	11/12/2018 9:27 AM
4	Yes to fire and EMS, no to police.	11/11/2018 6:25 PM
5	We lack imagination in this town, and seem to hemorrhage revenue through mismanagement.	11/11/2018 12:17 PM
6	Hiring more police is definitely not the answer to public safety	11/11/2018 11:01 AM
7	With a publicly available strategic plan for evolving and changing public safety needs and costs	11/3/2018 11:28 AM
8	I think there's certainly enough of a police presence around.	10/29/2018 3:12 PM
9	Seems to be a huge area of strength for us. We need to spread the resources.	10/13/2018 5:59 AM
10	It's okay now	10/7/2018 9:48 PM
11	I don't want to give the town carte blanche to over emphasize reactionary policies and expenditures with marginal improvements over the status quo, as our country is want to do in the current climate; especially if those expenditures come at with expense of public health such as water quality and recreational and fitness accessibility opportunities.	10/5/2018 8:23 PM

Q26 Enable long-term decision-making that considers the Town's impact on, and implications from, climate change.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	haven't seen much in this department	11/12/2018 10:20 AM
2	It starts from the top	11/10/2018 10:19 AM
3	Long-term is important, but we can't afford to wait. Action is required now, while also developing long-term strategic plans to invest in renewable energy, reduce energy consumption, improve stormwater management to mitigate the impacts of climate change of the frequency of 100 year storms, etc.	11/9/2018 8:11 PM
4	This should only be a major consideration if economically viable since Maynard already has one of the highest tax rates in the state.	11/5/2018 12:07 AM
5	Agree should always be factored and appropriately funded	11/3/2018 11:28 AM
6	Not sure this is really necessary doesnt say much	11/2/2018 4:37 PM
7	Enabling long term decision making could be a stand alone item	10/28/2018 6:16 PM
8	YEAH!! I strongly support this. What about getting Mill and Main to put solar on their large, empty (so far) parking lots? On their rooftops? What about net zero incentives for developers (129 Parker or the place being considered on Rte. 62?)	10/10/2018 11:22 AM
9	Not if it takes money from school budget or other services	10/7/2018 9:48 PM

Q27 Support expanded services for the Town's senior population and provide the appropriate facilities to accommodate them.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	bring back the senior water discount	11/12/2018 10:20 AM
2	They need more local services for elders	11/10/2018 10:19 AM
3	Maynard is lacking an inclusive community center that could meet the needs of people of all ages. This would act primarily as a senior center during the day, and an all-age community center at night and on the weekends.	11/9/2018 8:11 PM
4	as well as the disabled	11/3/2018 2:35 PM
5	Agree should always be factored and appropriately funded	11/3/2018 11:28 AM

Q28 Continue to support a high-performing school system.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	not enough town support from the budget!! We have not had a level budget for too long, too many cuts!!!!!!	11/12/2018 10:20 AM
2	The emphasis on social emotional learning is too great. We need to give these kids academics, especially math and science.	11/12/2018 9:27 AM
3	High performing? Let's get to high performing first . . .	11/11/2018 12:17 PM
4	Crucial to the long term growth for Maynard is to continue to support and improve our educational systems for our children now and in the future. Without this, future families will not move here.	11/9/2018 9:36 PM
5	"continue"?	11/9/2018 8:23 PM
6	I wouldn't consider MHS "High Performing". The mold problem at Green Meadow needs to be addressed and stop being covered up by the Superintendent.	11/9/2018 7:44 PM
7	I wouldn't consider MHS "High Performing". The mold problem at Green Meadow needs to be addressed and stop being covered up by the Superintendent.	11/9/2018 7:44 PM
8	The schools need more support. Costs to special education are sky-rocketing, and are not within the school departments control. Maynard attracts many different famimlies, we have a duty to ensure their education.	11/3/2018 2:35 PM
9	With a clearer strategic plan for long term viability and longer term funding proposals balanced with sustainable growth target for expense budget. This might include stronger advocacy for state and federal funding beyond the current heavy (primary) reliance on local property tax	11/3/2018 11:28 AM
10	While the goal of a high-performing school system is admirable, we should also be focused more in-depth on a diverse system that is capable of supporting all students' needs with a broad range of educational opportunities in the arts, trades, etc. to fulfill students' needs and interests to become intelligent and critical thinkers in a diverse and ever-changing society.	10/29/2018 8:03 PM
11	I wouldn't say continue here. I'd say strengthen and build. Maynard's school system is not high performing.	10/29/2018 3:12 PM
12	Maynard does not have a high ranking school system.	10/29/2018 2:15 PM
13	agree, but not if we are going to increase housing for families. We just wont be able to keep up.	10/13/2018 5:59 AM
14	solar panels on the school roofs? Or on school land?	10/10/2018 11:22 AM
15	I do not believe that the school system is performing on a high level (i.e. today's MCAS test results), and this will continue to be a challenge given the size of the school population and the tax base of the town.	10/4/2018 3:16 PM

Q29 Maintain transportation infrastructure that safely and efficiently connects the Town's neighborhoods with Downtown along with its other destinations and amenities.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	need more wider sidewalks that connect remote neighborhoods to downtown maynard like rte 27 south toward sudbury	11/9/2018 9:36 PM
2	need more services as in the MBTA Ride or Lowell Transit to service Maynard to bring residents who qualify for these services a greater distance not accessible by the train when needed	11/3/2018 2:35 PM
3	Agree should always be factored and appropriately funded when affordable	11/3/2018 11:28 AM
4	Please keep the shuttle to the South Acton train station running.	10/29/2018 3:12 PM
5	Can we look into EV or hybrid town vehicles?	10/10/2018 11:22 AM
6	Improve sidewalks, etc	10/9/2018 6:38 PM
7	Sidewalks sidewalks sidewalks	10/7/2018 9:48 PM
8	Put lights at the intersection of Concord St and Route 27	10/6/2018 4:21 PM
9	Need to develop the transportation infrastructure connecting Downtown with the neighborhoods, not "maintain it"	10/4/2018 3:16 PM
10	Sidewalks are a disaster need attention and better maintenance	10/1/2018 4:38 PM
11	promote through traffic on route s 27, 117, and 62 find away to use Summer Street less	9/29/2018 8:56 PM

Q30 Work with abutting communities, local businesses, and other relevant stakeholders to enhance public transit to and from Maynard.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	That'll be the day . . .	11/11/2018 12:17 PM
2	We have uber	11/10/2018 10:19 AM
3	Agree should always be factored and appropriately funded when affordable	11/3/2018 11:28 AM
4	Again, EV transit cars?	10/10/2018 11:22 AM
5	Standard public transit is a waste of money on an exurb. Subsidize uber for seniors and others.	10/7/2018 9:48 PM

Q31 Continually assess the Town's transportation needs and opportunities, including parking demand and emerging technologies.

Answered: 133 Skipped: 0

#	IF YOU RANKED THIS DRAFT MASTER PLANNING COMPONENT WITH A 2 OR LOWER, PLEASE SPECIFY YOUR REASONING.	DATE
1	we have great parking and encourage raising parking fees from 25 cents to 50 cents per hour to raise additional revenue for maynard	11/9/2018 9:36 PM
2	Free parking , in fact, to attract customers for local business when many other free parking alternatives are available nearby	11/3/2018 11:28 AM
3	we are so small, we can walk almost everywhere. we should encourage this.	10/13/2018 5:59 AM
4	Thanks for the EV charging station! We might need more as the demand increases.	10/10/2018 11:22 AM
5	Please include bicycle and pedestrian infrastructure in this goal. With the addition of the rail trail as well as the numerous neighborhoods that are within biking and walking distance of the downtown, these modes of transportation are a viable option for the majority of Maynard residents. These transportation modes can also help alleviate congestion, promote businesses, and lower our carbon footprint. Cars should certainly be accommodated, but they must not be our main focus. Our town planner has pursued Complete Streets and this should continue to be an objective in our Master Plan moving forward.	10/5/2018 11:46 PM
6	I only mark this low because I don't feel the town should be paying for the car charging stations downtown. These are private transportation expenses and should not take away from public resources.	10/5/2018 8:23 PM