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October 11, 2013

Town of Maynard
Eric R. Smith, AICP, Town Planner
195 Main Street
Maynard, MA 01754

Summary Report, 129 Parker Street Initiative

Dear Eric,

This report is provided pursuant to my Consulting Agreement with the Town of Maynard dated July 29, 2013. It is intended to summarize the process, outcomes and recommended next steps toward arriving at an agreed plan for property reuse and redevelopment at 129 Parker Street.¹

Introduction

At the opening of the public process, I introduced myself to the public as a neutral facilitator in this matter, with no decision-making authority, and described my role as intended to assist the parties in negotiation and to facilitate settlement of what had developed, in the months leading up to the May Town Meeting, as a charged issue with a number of complex substantive issues, and many interested parties.

I approached the project in this way for a couple of reasons:

- ▶ The scope of work for which I was retained was to facilitate a public process, rather than to arrive at a specific outcome. In the course of doing so, I have gained familiarity with the parties, their interests, and their positions. This information was necessary in order for me to organize a public process that would be responsive to the core issues.

¹ Late yesterday, I received your message that an Application for 40B Site Eligibility was filed for this property. This information is not fully reflected in this report or recommendations, which was already substantially complete.

- ▶ The impacts of redevelopment on the public infrastructure must be managed responsibly, including through an enforceable agreement with the developer for off-site improvements as necessary to mitigate project impacts.
- ▶ Project use mix and design must meet with public approval. (More than 70% of participants supported both grocery and housing as part of use mix).

The first two items, above, can be determined based on objective third party and/or in-house analyses to be completed prior to a Town Meeting vote. If these items are addressed credibly and thoroughly, it is my expectation that future Town Meeting action would rest heavily on the third item: project use mix and design. For this reason, use mix and design was a primary topic of discussion at the public workshops.

Summary of Public Process

My work included review of a broad range of publicly available materials regarding the 129 Parker Street, documentation of the process leading up to the May 2013 Town Meeting, and review of the meeting tape of the Town Meeting.

A public meeting was held on August 1, 2013 in order to invite public comments regarding the 129 Parker Street property, and to supplement my understanding of the community's objectives for this site and to assist me in organizing two public workshops. As set out in the work scope, the public workshops were "intended to provide a public forum for meaningful discussion of the property reuse and redevelopment options taking into account physical site opportunities and constraints, market conditions (as known), public policy objectives (both for the site, and as relates to Town-wide objectives such as the health of Downtown Maynard), the property owner's and potential redeveloper's objectives, and the financial feasibility of various redevelopment scenarios (as known)."

The public workshops were held on the evenings of August 29 and September 26 in the Fowler Middle School Library. Based on sign-in sheets and, at the second workshop, participation in a keypad polling exercise, at least 46 people attended the first workshop, and at least 43 people attended the second workshop. Attendance included participation by the landowner and developer, Town Board members and staff, and Maynard residents.

The first workshop included a presentation of information regarding the site, regional economic and demographic data, and a discussion of the factors that inform feasibility of development based on market conditions. This was followed by breakout discussions of smaller groups of participants regarding their ideas and goals for site redevelopment. Base maps of the site, neighborhood and region were available to support these discussions. Following the breakout sessions, each small group reported back to the larger group regarding what was discussed. Notes taken on large pads are included as an attachment to this report.

The second workshop included a presentation regarding site design principles that I felt, based on input received at the first two meetings, would be helpful to inform a new concept plan for the site. Specifically, I recommended that designing the site for comfortable pedestrian access within the site, including key connections to abutting sites (including the open space to the rear of the site, and to the High School), would have the effect of addressing many of the objectives for site design that had been expressed at Town Meeting and the earlier public meetings. The presentation also reviewed specific development projects in Massachusetts that, in my opinion, include site design features and/or zoning strategies that could inform the physical (site) and policy (zoning) planning for the 129 Parker Street property. This included projects in Westford (Cornerstone Square), Lynnfield (Market Street), Hingham (Derby Street Shoppes), Marshfield (Planned Mixed-Use District) and Mashpee (Mashpee Commons). Although these developments each differ in scale and market context from the 129 Parker Street site, each includes some relevant features to inform the planning process in Maynard.

Within the process, the developer introduced several new conceptual development programs for the site. Each conceptual development program retained the existing site driveway and major landscaping elements (including trees along Parker Street and site driveway), and

Five Examples - of Design, Process and Policy



included a multi-family housing component and smaller retail buildings located along Parker Street. However, the alternative programs introduced different use scenarios relative to what was considered at May Town Meeting, such as:

- ▶ Inclusion of townhouse style residential units;
- ▶ Senior living and assisted living units;
- ▶ Community and/or senior center; and/or
- ▶ Sports / recreation center.

The concepts were introduced solely to facilitate discussion of alternative land use scenarios, and were not fully articulated design concepts.

The second workshop also included a keypad polling exercise, using equipment on loan from the Metropolitan Area Planning Council (MAPC).

Presentation materials from each workshop were provided to the Town and have been made available at the project website. Posters were prepared and broadly circulated to advertise each workshop.

In addition to the public meetings, I received - both directly and through the Town Planner's office - a number of written correspondences from Maynard residents on an ongoing basis throughout the process. I visited Town Hall on a few occasions, and participated in informal meetings and phone conversations with Maynard residents. I also participated in several phone conversations with the landowner (Hudson Americas), the developer (Capital Group Properties) and the site designer (CI Design, Inc.). I also attended the October 1 meeting of the Board of Selectmen in order to provide a summary of the process, and to discuss potential next steps.

Process Outcomes

In general, the public meetings appear to have had the effect of "resetting" the public conversation regarding the 129 Parker Street site. While the number of participants in the workshops is a fraction of the number of voters who can be expected to attend a future Town Meeting on this topic, attendees represented a broad range of viewpoints, and included direct site abutters, residents from elsewhere in Maynard, and a number of town officials.

On the basis of my review, it is my opinion that new or amended zoning for the property will be necessary in order to maximize the public benefit to result from property redevelopment. Zoning is the Town's public policy governing land use in this location, so the zoning should be updated to reflect public priorities, informed by market realities, from the NBOD enacted in the mid 2000s.

Market conditions have changed significantly in recent years, most notably following the economic recession, and financing redevelopment in this location will rely on a use mix that is responsive to demographic trends within the market area. Certain uses that appeared to be supported in the public process, such as senior housing, are not permitted in the current Industrial or NBOD zoning. Finally, and significantly, it is my opinion that the NBOD requirement to secure Town Meeting approval of a concept plan prior to obtaining project permitting is problematic for reasons including:

- ▶ It represents a significant practical challenge to a developer and offers unrealistic expectations to Town Meeting voters since, in practice, plans always evolve from the conceptual stage to the permitting stage as more information becomes known regarding specific tenant mix. Much of this information is simply not *knowable* earlier in the process; commercial tenants will not generally commit to locate in a project that is not fully permitted, much less one that requires a Town Meeting vote followed by local permitting. There is far too much uncertainty - to prospective tenants - regarding other site tenants (including anchor tenants), and the timing and predictability of project permitting and construction.³
- ▶ The bylaw language referring to plans that "substantially conform" and "do not materially conflict with..." may seem clear enough in intent but, in legal terms, is quite subjective. This creates a risk of permit appeals, even for a favorable project, and this risk represents a barrier to investment on the site.
- ▶ The reference in the NBOD bylaw to "proposed exactions, financial gifts, easements or land gifts" raises concerns based on both Massachusetts and U.S. Supreme Court case law governing off-site mitigation, as well as 2010 policy of the Massachusetts Department of Revenue.

³ During the second workshop presentation, I highlighted prior examples of now-constructed projects in Marshfield and Lynnfield to illustrate the degree to which site plans can change as they proceed from conceptual to permitting to financing to construction phase - and that these changes have in many instances resulted in improvements from the early concept plan.

Recommended Action Items for Board of Selectmen

In order to move forward effectively and efficiently, and to build on the recent public process, it is my recommendation that the Board of Selectmen take actions to set a clear policy direction to channel future energy on this project.

1. The Board should vote whether the objective of the next phase of the planning process is to work toward new or amended zoning. I well understand that, in order to achieve a positive Town Meeting vote on a zoning bylaw amendment for this site, a broadly supported “vision plan” will be needed. However, I think that the resources necessary to do so will be better justified if there is a clear indication of the Town’s shared objective to get zoning in place that allows a feasible redevelopment that also advances the Town’s land use policy goals. Alternatively, if the Town prefers to proactively establish its own vision for site redevelopment through updated public policy (i.e. zoning), it should secure (such as through a PDF grant) or allocate planning resources toward this effort.
2. If it is agreed that new or amended zoning is needed, the Board should designate a lead public sector working group/entity to formulate a land use policy for the site for recommendation to Town Meeting. Whether the Board of Selectmen serve this function, or another public body (either existing, or newly appointed), the lead entity must establish and maintain lines of communication with all parties throughout the planning process. Particular attention should be paid to those neighborhoods directly abutting and in close proximity to the site.
3. A specific process with dates and outcome milestones should be adopted and circulated to assist Maynard residents in tracking and/or engaging in the process.
 - a. It is understood that, if a Committee or Working Group is newly appointed, this would include adoption of a Charge; issuance of a call for volunteers; receipt of letters of interest; and appointment and swearing-in of members. Based on discussion with the Town Administrator, the earliest that the Board of Selectmen could appoint members would be Nov. 5, assuming letters of interest were received by Monday, October 28. In order to maintain progress during this period of time, it is recommended that Town staff continue to engage with the landowner and developer during this period of time, with updates provided via the Town website and/or standing public meetings (such as Planning Board or Board of Selectmen meetings) as needed.

- b. Clear lines of communication should be established for public input into the process. This should include a designated project manager who would be the point person for correspondence; continued updates to Town webpage regarding 129 Parker Street; and publicly advertised meetings and workshops with identified goals for progress.
- 4. In addition to designation of a lead public sector entity, ensure that municipal Departments are fully engaged in the planning process for 129 Parker Street. A technical working group such as this can be very effective as a complement to the public process, which can be more focused on policy considerations. Contracted resources (such as Town Counsel, engineering consultants as may be on retainer, etc.) may support such an effort. This should include participation by all of those Departments traditionally involved with development review (such as conservation, public works, public safety, etc.), and may also benefit from attention from Finance, Schools or otherwise.
- 5. The Town should consider adoption of 40R Smart Growth Zoning based on its financial incentives; clear statutory design review authority; the need for infrastructure capacity certification prior to Town Meeting vote (which can be conditional upon improvements set forth in a development agreement); preferential consideration for state discretionary grant funds; and 40S School Cost Insurance.
 - a. The Planning Board may be best positioned to take the lead on this task. This would prevent adding to the Board of Selectmen workload, which is already heavy, and would facilitate consideration of 40R in parallel with the Board of Selectmen's consideration of other matters. This function would also be consistent with the Planning Board's statutory function at G.L. c.40A s.70 to "make careful studies of the resources, possibilities and needs of the town, particularly with respect to conditions injurious to the public health or otherwise in and about rented dwellings, and make plans for the development of the municipality, with special reference to proper housing of its inhabitants."
 - b. If 40R is to be pursued, the Board of Selectmen would need to vote to submit an application to DHCD in order to formally begin the process. In order to reach a Town Meeting vote no later than March 2014, it is recommended that a 40R application be submitted on later than November 29, 2013. (By Regulation, the State only accepts 40R applications on the last day of the

month). In order to complete the work necessary to meet this timeline, the decision regarding whether or not to pursue 40R would need to be made no later than the first week of November.

I hope that this report and recommendations are helpful to your office and to the Town in moving forward on this important initiative. Feel free to contact me with any questions or suggestions.

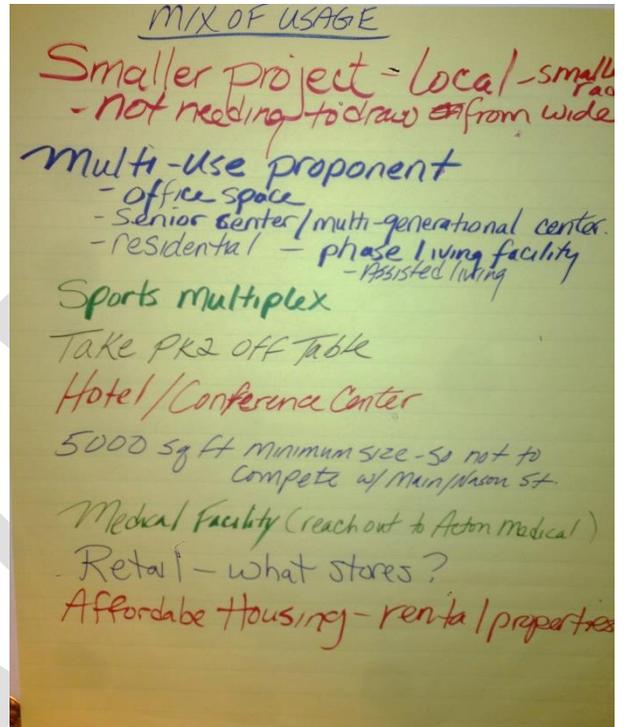
Sincerely,

Angus Jennings, AICP
Principal

cc: Kevin Sweet, Town Administrator
Oliver Robinson, Hudson Americas
Bob Depietri, Capital Group Properties

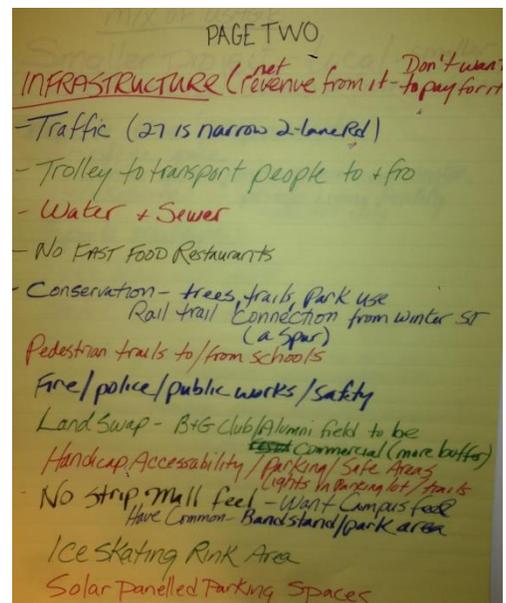
Sheet 1

1. Mix of usage
2. Multi-use proponent
 - a. Office space
 - b. Senior center/multi-generational center
 - c. Residential, phase living facility, assisted living
3. Sports Multiplex
4. Take PK2 off table
5. Hotel/conference center
6. 5,000 square feet minimum size (so not to compete with Main/Nason St.)
7. Medical facility (reach out to Acton Medical)
8. Retail – what stores?
9. Affordable housing – rental properties



Sheet 2

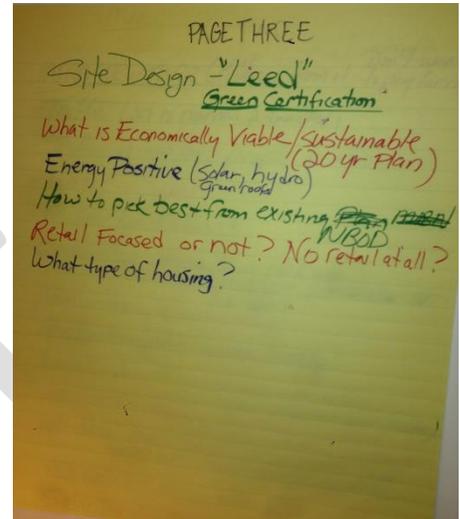
1. Infrastructure (net revenue from it – don't want to pay for it)
2. Traffic (27 is narrow two lane road)
3. Trolley to transport people to and from
4. Water & sewer
5. No fast food restaurants
6. Conservation
 - a. Trees, trails, park use
 - b. Rail trail connection from winter Street (a spur)
7. Pedestrian trails to/from schools
8. Fire/police/public works/safety
9. Land swap – B+G club/Alumni field to be commercial (more buffer)
10. Handicap accessibility/parking/safe areas (lights in parking lots/trails)
11. No strip mall feel – want campus feel
12. Have common/bandstand/park area
13. Ice skating rink area



14. Solar paneled parking spaces

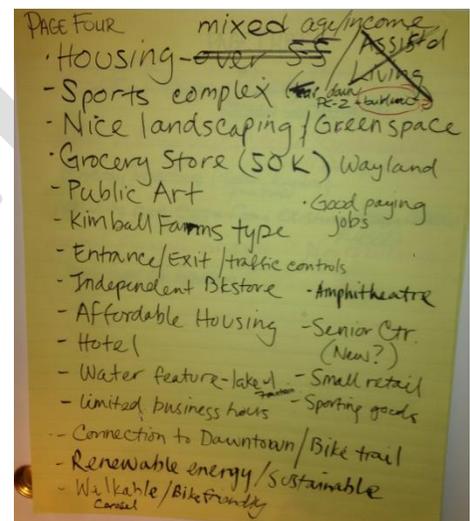
Sheet 3

1. Site design – “LEED” green certification
2. What is economically viable/sustainable (20 year plan)
3. Energy positive (solar, hydro, green roofs)
4. How to pick best from existing NBOD
5. Retail focused or not? No retail at all?
6. What type of housing?



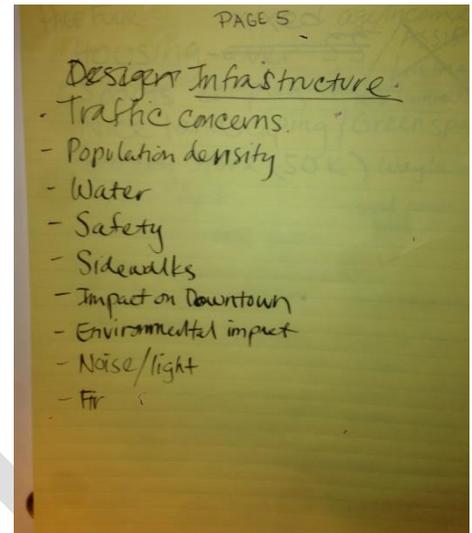
Sheet 4

1. Mixed age/income housing
2. Sports complex (tear down PK-2 + build new)
3. Nice landscaping/green space
4. Grocery store (50 K) Wayland
5. Public art
6. Kimball farms type
7. Good paying jobs
8. Entrance/exit/traffic controls
9. Independent bookstore
10. Amphitheatre
11. Affordable housing
12. Senior center (new?)
13. Hotel
14. Water feature – lake with fountain
15. Small retail
16. Sporting goods
17. Limited business hours
18. Connection to downtown/bike trail
19. Renewable energy/sustainable
20. Walkable/bike friendly
21. Carousel



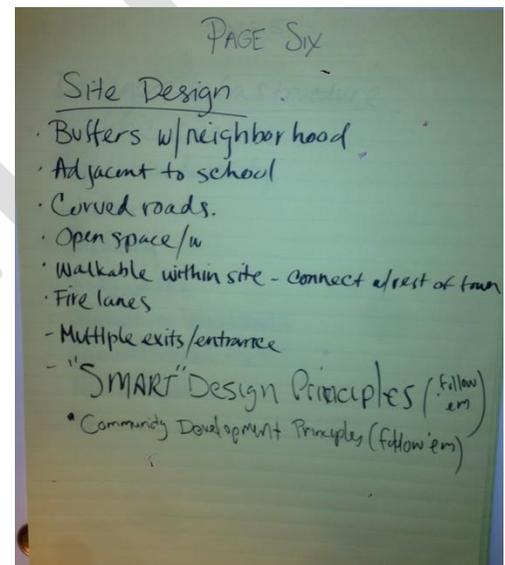
Sheet 5

1. Infrastructure
2. Traffic concerns
3. Population density
4. Water
5. Safety
6. Sidewalks
7. Impact on downtown
8. Environmental impact
9. Noise/light



Sheet 6

1. Site design
2. Buffers with neighborhood
3. Adjacent to school
4. Curved roads
5. Open space
6. Walkable within site – connect with rest of town
7. Fire lanes
8. Multiple exits/entrance
9. Smart Design Principles (follow 'em)
10. Community Development Principles (follow 'em)



Sheet 7

1.)Land use

- Add medical use (maj) urgent care center
- Market basket (or equiv. i.e. reasonable priced grocery store) (maj)
- Affordable housing (maj)
- Higher end grocery store (larger whole foods)
- Senior center adj. school. Goal: cross-generational interaction (diaj) compliant with state guidelines
- Neighborhood housing mixed use, medium density
- Garden apts. For elderly co-housing
- Exercise facility with pool (affordable)
- 10 – story housing (not majority) go higher to achieve more green space

Notes transcribed from breakout sessions from August 30, 2013 Visioning Workshop

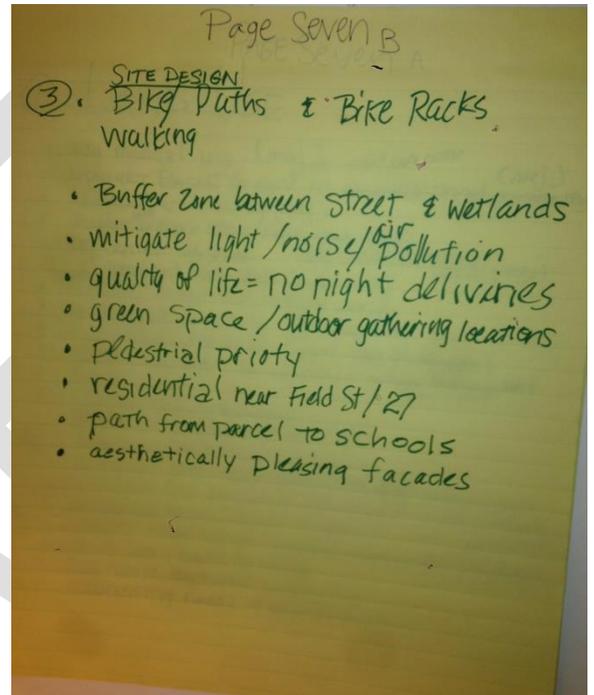
- Hotel/B&B
- Restaurants (not majority)
- Boy & Girls club (cross generational)

2.) Infrastructure & fiscal impact

- NO impact goals: waste, water, solar energy, storm water
- Positive tax revenue (slow growth in tax increase residential)
- No adverse financial impact on the town
- Traffic – light timing, keep the promises (can't walk away from mitigation)
- No 4-lane roads for access
- Long-term economic viability
- Addressing needs of adjacent towns

3.) Site design

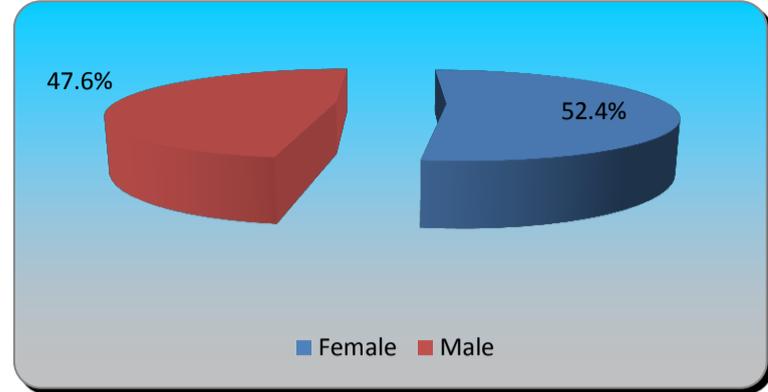
- Bike paths and bike racks
- Walking
- Buffer zone between street & wetlands
- Mitigate light/noise/air pollution
- Quality of life = no night deliveries
- Green space/outdoor gathering locations
- Pedestrian priority
- Residential near Field Street/27
- Path from parcel to schools
- Aesthetically pleasing facades



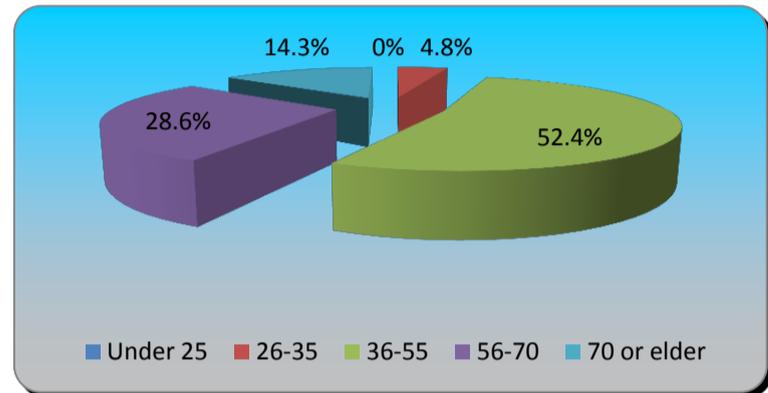
Turning Graphical Results by Question

Session Name: Current Session
 Created: 9/27/2013 10:37 AM

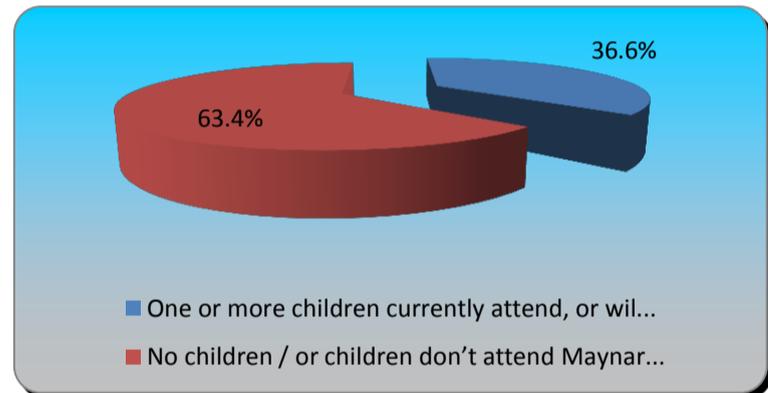
5.) What is your gender? (multiple choice)	Responses	
Female	22	52.38%
Male	20	47.62%
Totals	42	100%



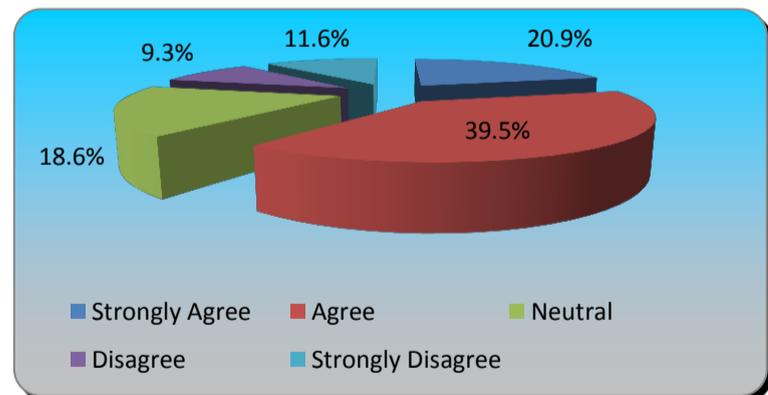
7.) How old are you? (multiple choice)	Responses	
Under 25	0	0%
26-35	2	4.76%
36-55	22	52.38%
56-70	12	28.57%
70 or elder	6	14.29%
Totals	42	100%



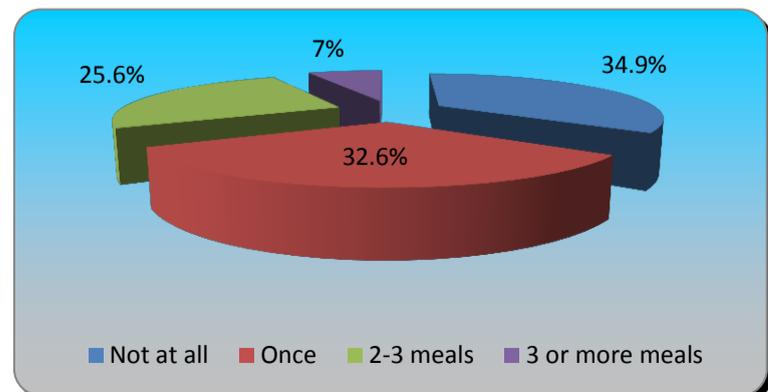
8.) Do you have children that currently attend – or will attend in the future – Maynard public schools? (multiple choice)	Responses	
One or more children currently attend, or will...	15	36.59%
No children / or children don't attend Maynard...	26	63.41%
Totals	41	100%



9.) At the last workshop, it was presented that Maynard had lost population from 2000-10 while every neighboring town grew. As a matter of public policy, Town officials should be concerned about this trend. (multiple choice)	Responses	
Strongly Agree	9	20.93%
Agree	17	39.53%
Neutral	8	18.60%
Disagree	4	9.30%
Strongly Disagree	5	11.63%
Totals	43	100%

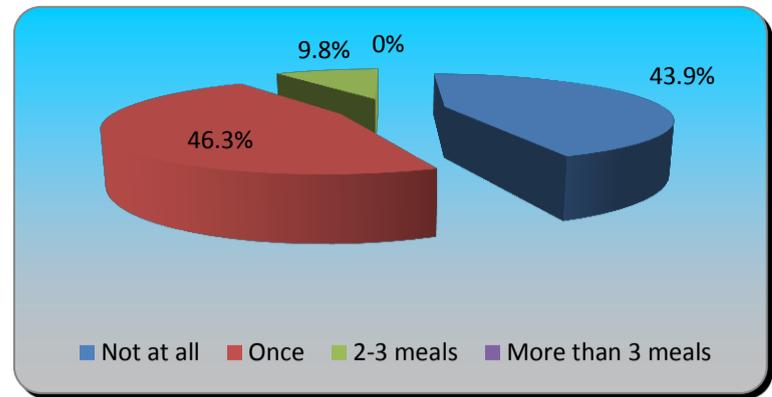


10.) In a typical week, how often do you eat breakfast or lunch at a restaurant located in Downtown Maynard? (multiple choice)	Responses	
Not at all	15	34.88%
Once	14	32.56%
2-3 meals	11	25.58%
3 or more meals	3	6.98%
Totals	43	100%



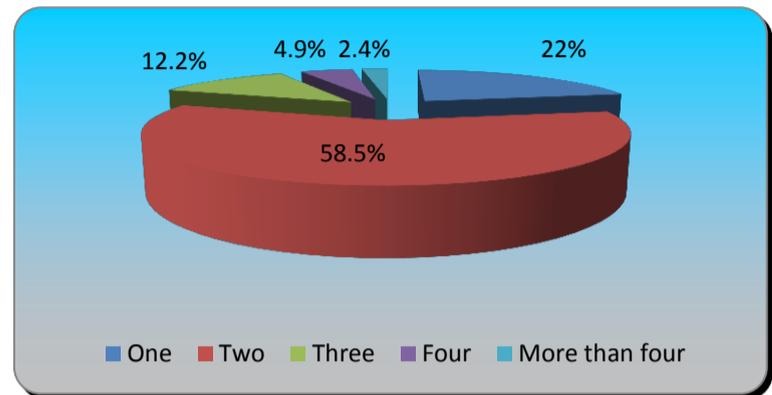
11.) In a typical week, how often do you eat dinner at a restaurant located in Downtown Maynard? (multiple choice)

	Responses	
Not at all	18	43.90%
Once	19	46.34%
2-3 meals	4	9.76%
More than 3 meals	0	0%
Totals	41	100%



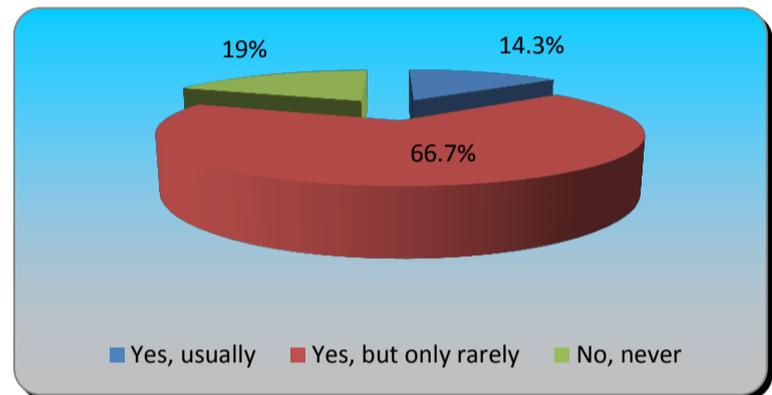
12.) On a typical trip to Downtown Maynard, how many shops/restaurants do you visit? (multiple choice)

	Responses	
One	9	21.95%
Two	24	58.54%
Three	5	12.20%
Four	2	4.88%
More than four	1	2.44%
Totals	41	100%



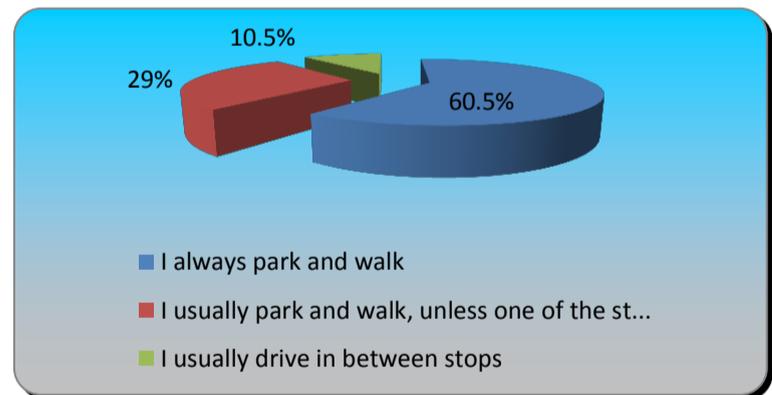
13.) On a typical trip to Downtown Maynard, do you stop in one or more shops on impulse? (multiple choice)

	Responses	
Yes, usually	6	14.29%
Yes, but only rarely	28	66.67%
No, never	8	19.05%
Totals	42	100%



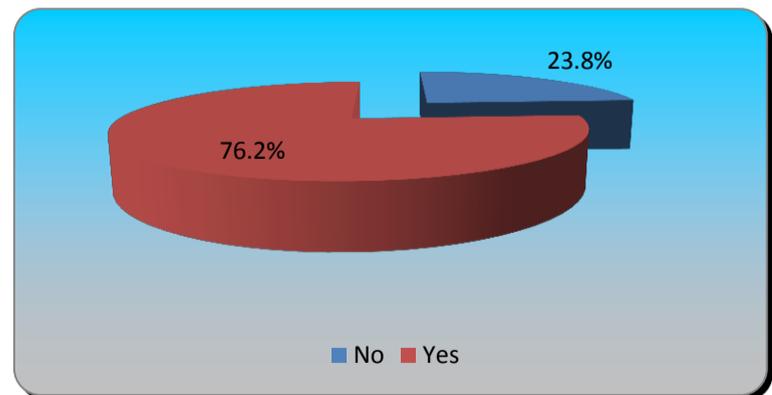
14.) If you visit more than one shops/restaurants, do you usually park in one place and walk, or drive in between stops? (multiple choice)

	Responses	
I always park and walk	23	60.53%
I usually park and walk, unless one of the st...	11	28.95%
I usually drive in between stops	4	10.53%
Totals	38	100%



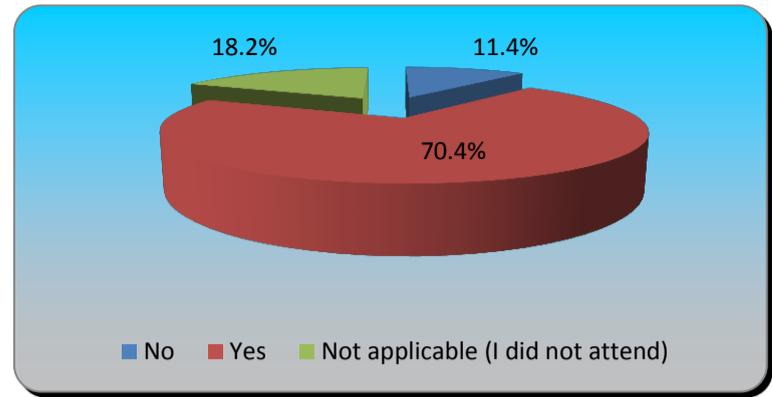
15.) Did you attend the Maynard Town Meeting in May 2013? (multiple choice)

	Responses	
No	10	23.81%
Yes	32	76.19%
Totals	42	100%



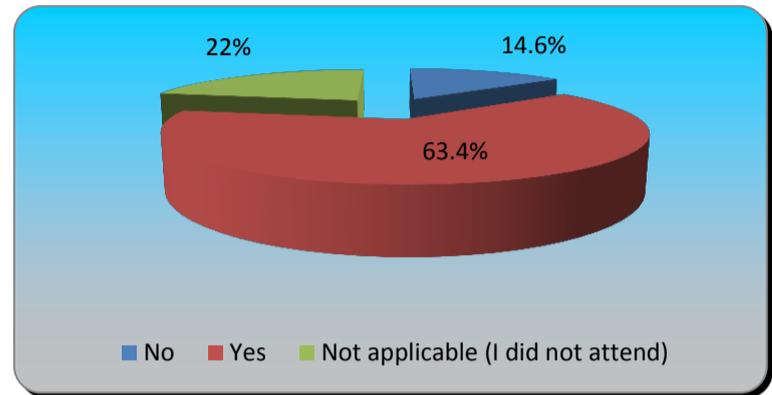
16.) If you did attend the May 2013 Town Meeting, did you go into the meeting expecting to vote a certain way (either to support or oppose) the 129 Parker Street zoning changes? (multiple choice)

	Responses	
No	5	11.36%
Yes	31	70.45%
Not applicable (I did not attend)	8	18.18%
Totals	44	100%



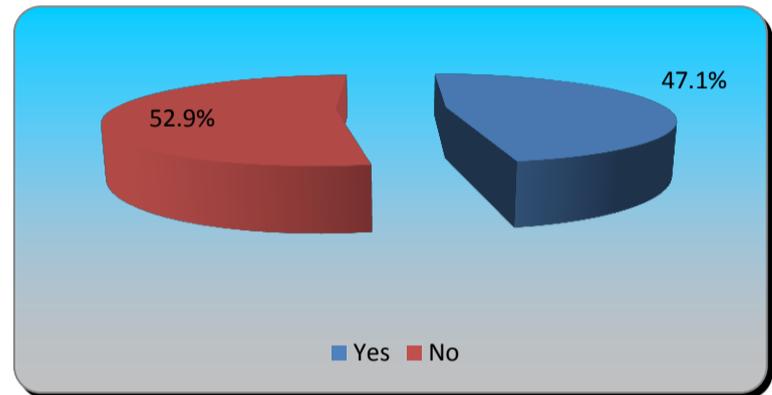
17.) If you did go into the meeting expecting to vote a certain way, did your actual vote match what you expected going in? (multiple choice)

	Responses	
No	6	14.63%
Yes	26	63.41%
Not applicable (I did not attend)	9	21.95%
Totals	41	100%



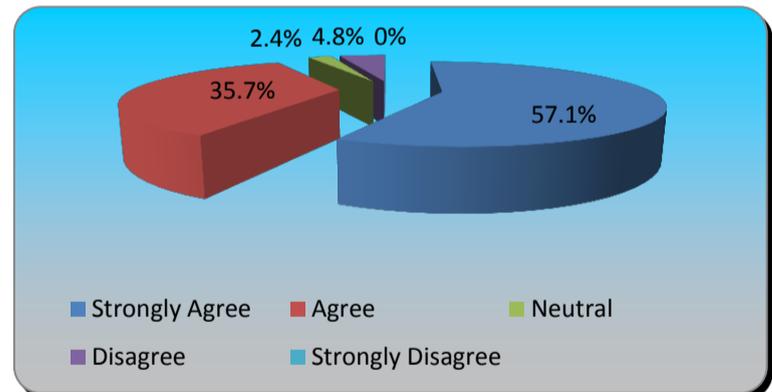
18.) Regardless of your previous answer, did anything you heard at the May Town Meeting affect your thinking about what zoning and/or uses make sense for this site? (multiple choice)

	Responses	
Yes	16	47.06%
No	18	52.94%
Totals	34	100%



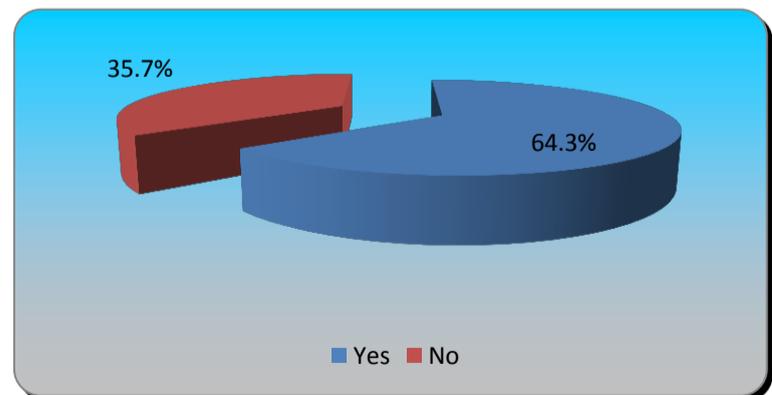
19.) In my opinion, if done properly, the redevelopment of 129 Parker Street could be a net plus for Maynard, all things considered. (multiple choice)

	Responses	
Strongly Agree	24	57.14%
Agree	15	35.71%
Neutral	1	2.38%
Disagree	2	4.76%
Strongly Disagree	0	0%
Totals	42	100%



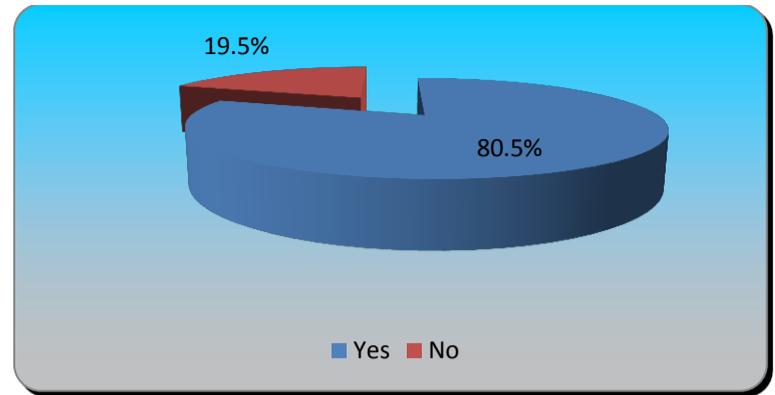
20.) Redevelopment of the 129 Parker Street site should provide formal pedestrian access from the site to and from the new High School. (multiple choice)

	Responses	
Yes	27	64.29%
No	15	35.71%
Totals	42	100%



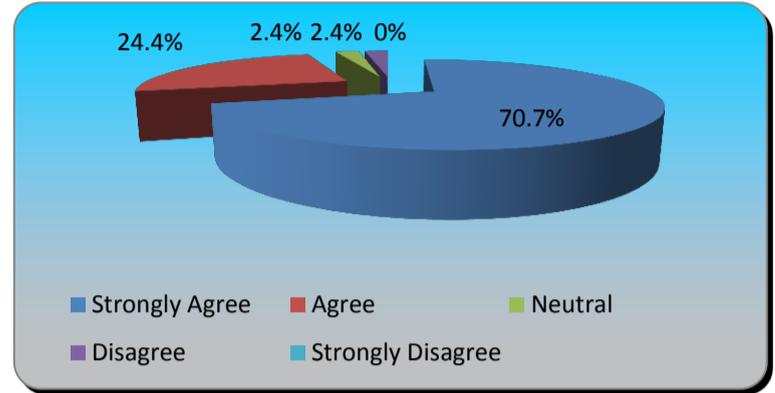
21.) Redevelopment of the 129 Parker Street site should provide formal access to the adjacent Town-owned forested land, including dedicated parking. (multiple choice)

	Responses	
Yes	33	80.49%
No	8	19.51%
Totals	41	100%



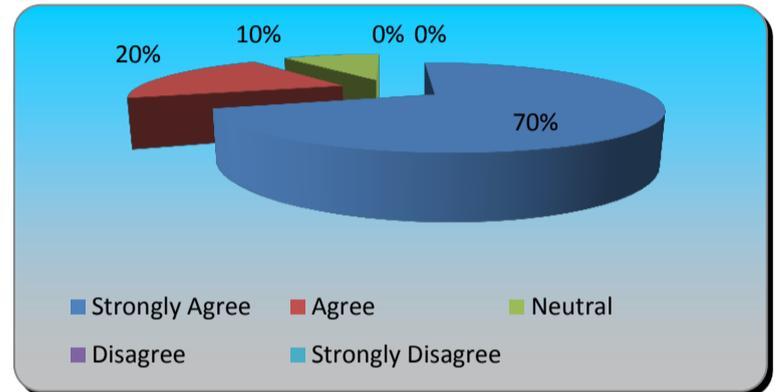
22.) Ensuring that any traffic impacts of the redevelopment will be effectively resolved – and having assurances this will happen – is very important to me. (multiple choice)

	Responses	
Strongly Agree	29	70.73%
Agree	10	24.39%
Neutral	1	2.44%
Disagree	1	2.44%
Strongly Disagree	0	0%
Totals	41	100%



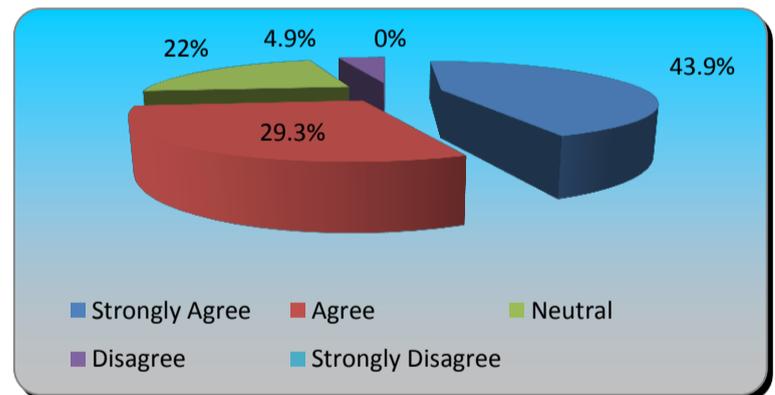
23.) It is very important to me that the redevelopment of 129 Parker Street is projected, by a trusted source, to be revenue positive to the Town budget. (multiple choice)

	Responses	
Strongly Agree	28	70%
Agree	8	20%
Neutral	4	10%
Disagree	0	0%
Strongly Disagree	0	0%
Totals	40	100%



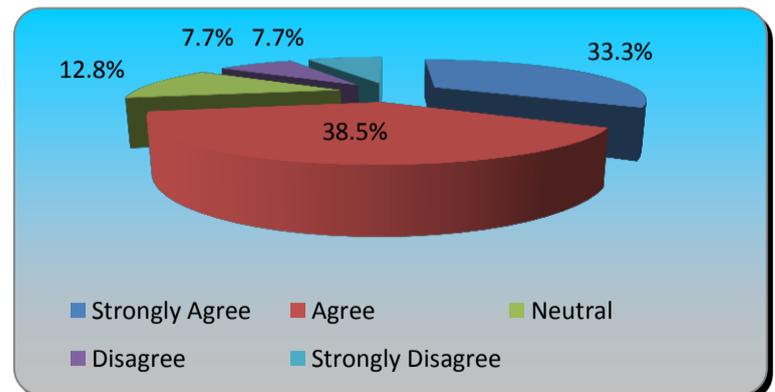
24.) It is very important to me that the redevelopment include housing among the overall mix of uses (multiple choice)

	Responses	
Strongly Agree	18	43.90%
Agree	12	29.27%
Neutral	9	21.95%
Disagree	2	4.88%
Strongly Disagree	0	0%
Totals	41	100%



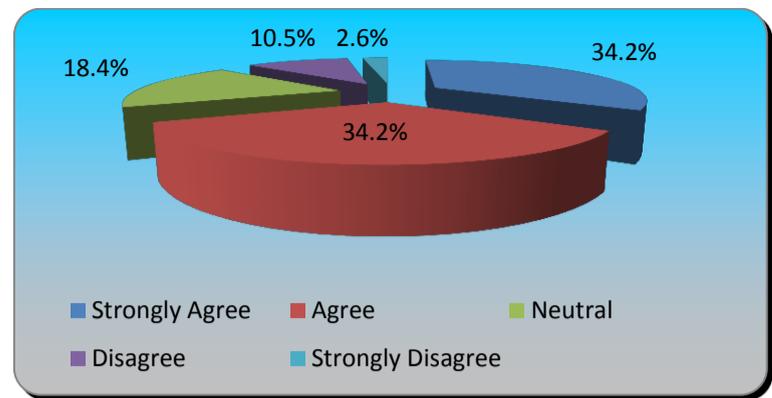
25.) It is very important to me that the redevelopment include a grocery store among the overall mix of uses (multiple choice)

	Responses	
Strongly Agree	13	33.33%
Agree	15	38.46%
Neutral	5	12.82%
Disagree	3	7.69%
Strongly Disagree	3	7.69%
Totals	39	100%



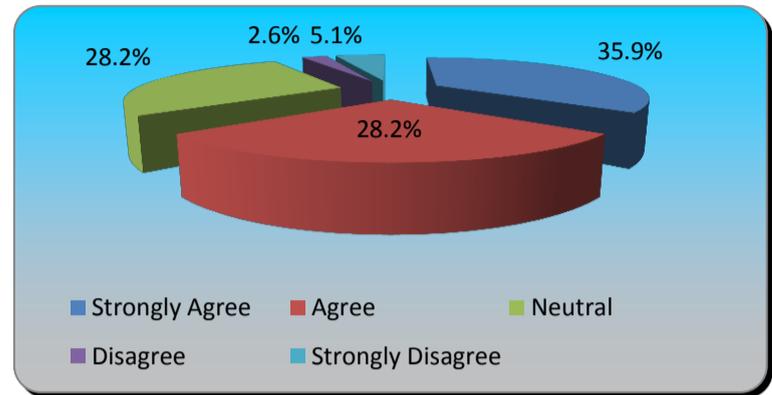
26.) If housing is included in the use mix, I would prefer that it include housing that is affordable (based on the state definition) (multiple choice)

	Responses	
Strongly Agree	13	34.21%
Agree	13	34.21%
Neutral	7	18.42%
Disagree	4	10.53%
Strongly Disagree	1	2.63%
Totals	38	100%



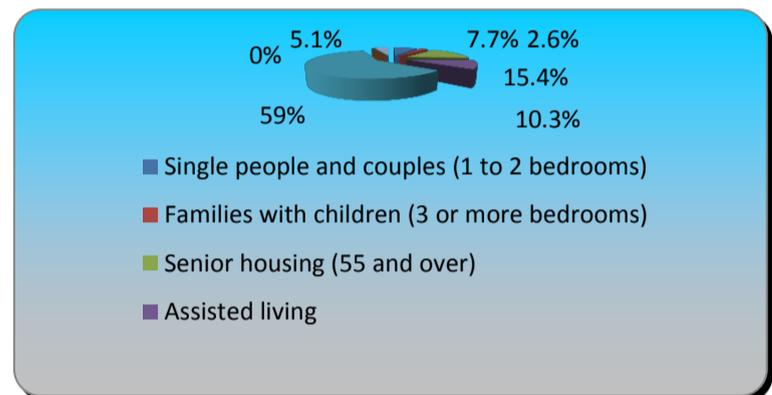
27.) In my opinion, if the Town of Maynard achieves the 10% affordable housing required by the State (40B), it will help the Town manage growth and development over time. (multiple choice)

	Responses	
Strongly Agree	14	35.90%
Agree	11	28.21%
Neutral	11	28.21%
Disagree	1	2.56%
Strongly Disagree	2	5.13%
Totals	39	100%



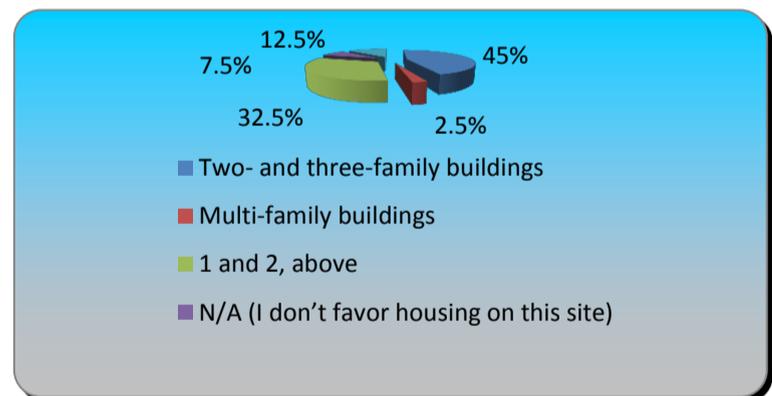
28.) In my opinion, the Town should be most interested in providing housing for which type(s) of households at 129 Parker St.? (multiple choice)

	Responses	
Single people and couples (1 to 2 bedrooms)	3	7.69%
Families with children (3 or more bedrooms)	1	2.56%
Senior housing (55 and over)	6	15.38%
Assisted living	4	10.26%
Two or more of the above	23	58.97%
N/A (I don't favor housing on this site)	0	0%
No opinion	2	5.13%
Totals	39	100%



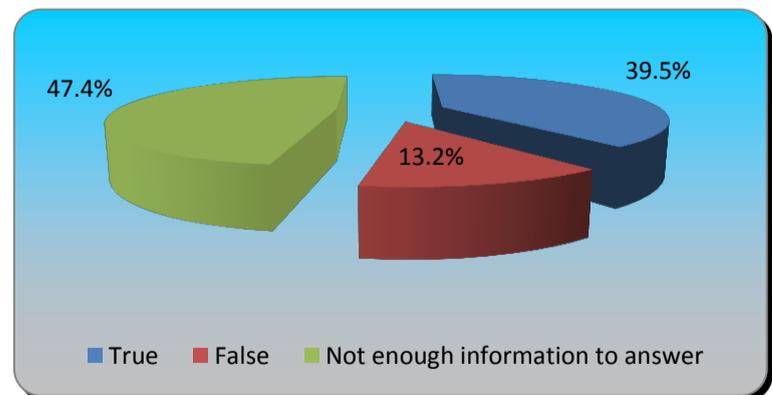
29.) Assuming that the number of housing units remains the same in each scenario, I would prefer the following housing type(s) (multiple choice)

	Responses	
Two- and three-family buildings	18	45%
Multi-family buildings	1	2.50%
1 and 2, above	13	32.50%
N/A (I don't favor housing on this site)	3	7.50%
No opinion	5	12.50%
Totals	40	100%



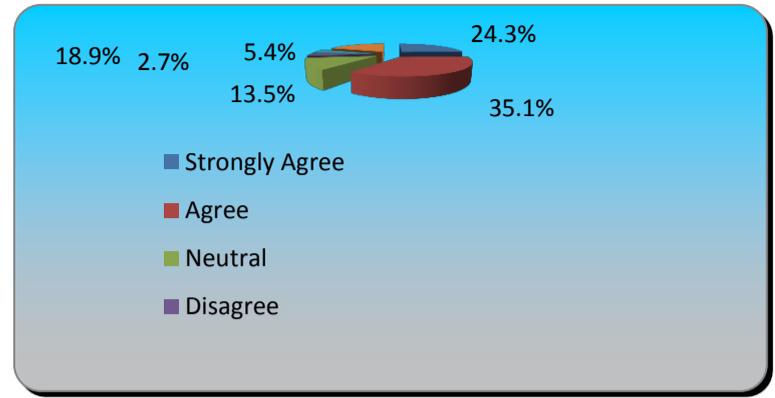
30.) I would support zoning that allowed multi-story commercial buildings, with office space on the upper floor(s), even though there doesn't appear to be near term market support for such use. (multiple choice)

	Responses	
True	15	39.47%
False	5	13.16%
Not enough information to answer	18	47.37%
Totals	38	100%



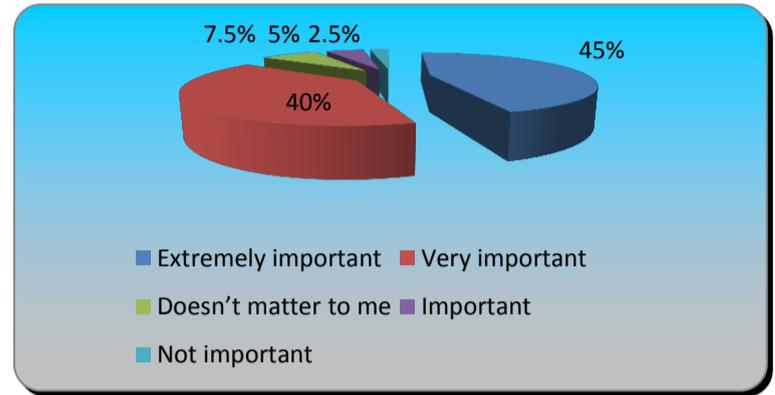
31.) I agree that the “five D’s” in the opening presentation should be considered primary design objectives for the 129 Parker Street site (multiple choice)

	Responses	
Strongly Agree	9	24.32%
Agree	13	35.14%
Neutral	5	13.51%
Disagree	1	2.70%
Strongly Disagree	2	5.41%
I Agree with one or more, but not all five	7	18.92%
Totals	37	100%



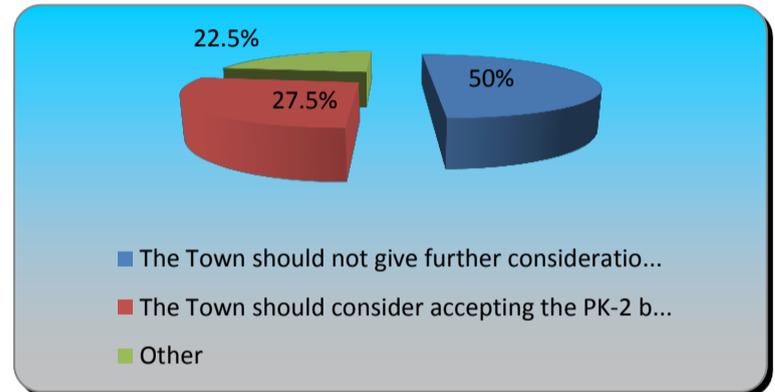
32.) How important is the mix of uses at 129 Parker Street to your consideration ? (multiple choice)

	Responses	
Extremely important	18	45%
Very important	16	40%
Doesn't matter to me	3	7.50%
Important	2	5%
Not important	1	2.50%
Totals	40	100%



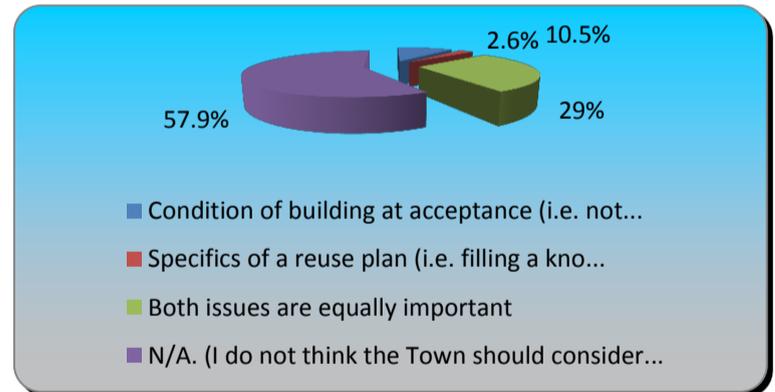
33.) My opinion regarding the PK-2 building is: (multiple choice)

	Responses	
The Town should not give further consideration...	20	50%
The Town should consider accepting the PK-2 b...	11	27.50%
Other	9	22.50%
Totals	40	100%



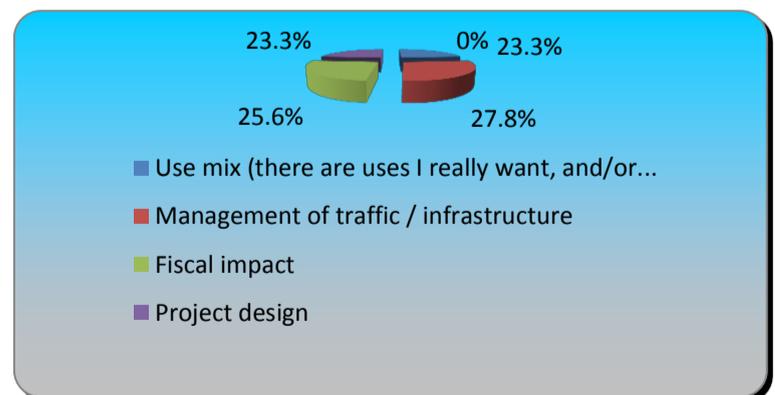
34.) If you think Town acceptance of PK-2 should continue to be considered, what is the top issue for consideration? (multiple choice)

	Responses	
Condition of building at acceptance (i.e. not...	4	10.53%
Specifics of a reuse plan (i.e. filling a kno...	1	2.63%
Both issues are equally important	11	28.95%
N/A. (I do not think the Town should consider...	22	57.89%
Totals	38	100%



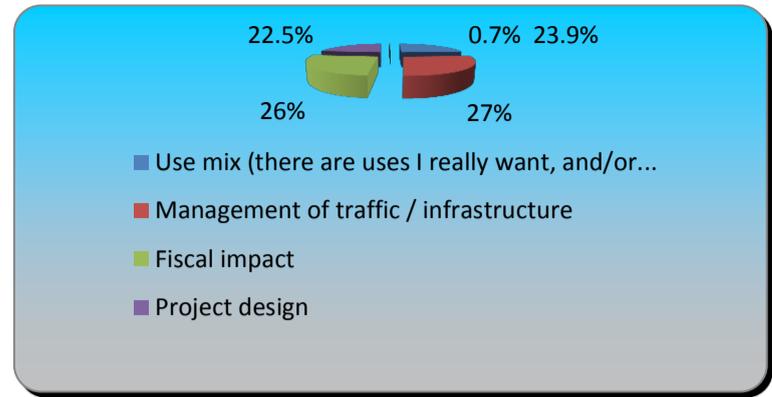
35.) Which of the following issues is most important to you in the Town's consideration of 129 Parker St.? (priority ranking)

	Responses	
Use mix (there are uses I really want, and/or...	99	23.29%
Management of traffic / infrastructure	118	27.76%
Fiscal impact	109	25.65%
Project design	99	23.29%
Other	0	0%
Totals	425	100%



36.) How would you rank the following issues in terms of their relative importance to the Town's decision making regarding land use policy for 129 Parker Street? (priority ranking)

	Responses	
Use mix (there are uses I really want, and/or...	255	23.90%
Management of traffic / infrastructure	288	26.99%
Fiscal impact	277	25.96%
Project design	240	22.49%
Other	7	0.66%
Totals	1067	100%



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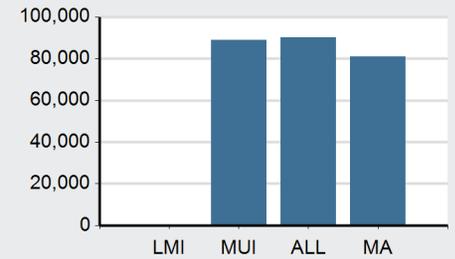
This Summary provides key socioeconomic and demographic indicators for Maynard's low- and moderate-income (LMI) and middle- and upper-income (MUI) areas. An LMI area is defined as a census tract in which the median family income is below 80 percent of the metropolitan statistical area's median family income. For more information visit www.bostonfed.org/citydata



2009 REAL MEDIAN FAMILY INCOME



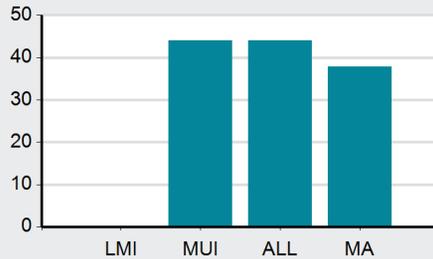
2009 Real Median Family Income (2009 Dollars)



2009 BACHELOR'S DEGREE OR HIGHER



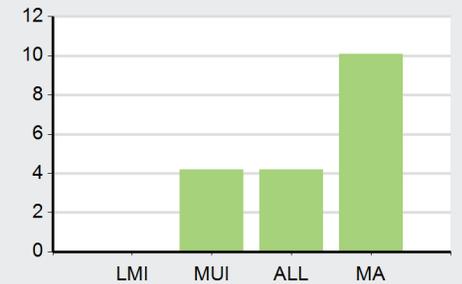
2009 Bachelor's Degree or Higher (percentage of population 25 years and older)



2009 POVERTY RATE



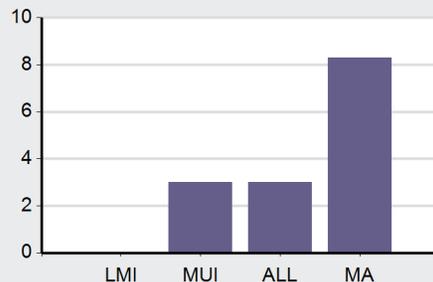
2009 Poverty Rate (Percent)



2009 HISPANIC POPULATION



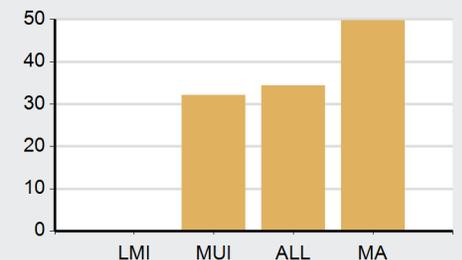
2009 Hispanic Population (Percent)



2009 HOUSING-COST BURDENED HOUSEHOLDS



2009 Housing-cost Burdened Renter Households (Percent)



Source: U.S. Census Bureau. 2000 Census Summary File 3, 2005 – 2009 American Community Survey (ACS) 5-year estimates.

Note: LMI and MUI classifications from their respective years. Please be aware that the individual tract classifications may have changed between census years and subsequently, statistics from different time periods may not be directly comparable. Except for population, LMI and MUI figures are averages across census tracts and may not be strictly comparable to data for the city as a whole. Area population reflects the number of residents living in an LMI or MUI census tracts and does not necessarily indicate the number of people with that particular income category.

New England City Data

Maynard 2009 City Summary

	2000			2009			Percent change 2000 – 2009
	LMI*	MUI	ALL	LMI*	MUI	ALL	ALL
Area income							
Area population	—	10,433	10,433	—	10,385	10,385	-0.5
Average real median family income (2009 dollars)	—	92,336	92,524	—	88,735	89,977	-2.8
Number of census tracts	—	2	—	—	2	—	—
							Percentage point change 2000 – 2009
Economic characteristics							
Poverty rate	—	5.6	5.6	—	4.2	4.2	-1.4
Labor force participation rate	—	74.9	74.9	—	73.1	73.2	-1.7
Unemployment rate	—	2.7	2.6	—	2.7	2.7	0.1
Social and demographic characteristics							
Educational attainment (percentage of population 25 years and older)							
High school graduate or higher	—	90.2	90.2	—	92.8	92.7	2.5
Bachelor's degree or higher	—	38.3	38.2	—	44.0	44.0	5.8
Percent foreign born	—	5.8	5.7	—	6.4	6.4	0.7
Percent who speak English less than very well	—	3.3	3.3	—	2.1	2.2	-1.1
Percent 16 years old and under	—	21.3	21.4	—	20.9	20.9	-0.5
Race and ethnicity (percent of total population)							
Hispanic	—	2.7	2.7	—	3.0	3.0	0.3
Non-Hispanic White	—	93.3	93.3	—	93.0	93.0	-0.3
Non-Hispanic Black	—	1.0	1.0	—	1.6	1.6	0.6
Non-Hispanic Asian	—	1.6	1.6	—	1.6	1.6	0.0
Non-Hispanic Other	—	1.4	1.4	—	0.8	0.8	-0.6
Housing characteristics							
Homeownership rate	—	70.1	69.9	—	71.9	71.6	1.7
Percent housing cost-burdened households							
Owner	—	23.9	24.0	—	38.6	38.6	14.6
Renter	—	36.6	37.3	—	32.1	34.3	-3.0

Source: U.S. Census Bureau. 2000 Census Summary File 3, 2005 – 2009 American Community Survey (ACS) 5-year estimates.

Note: LMI and MUI classifications from their respective years. Individual tract classifications may have changed between census years; statistics from different time periods may not be directly comparable.

* This city had no census tracts in this income category.

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September 27, 2013

Kevin Sweet, Town Administrator
Town of Maynard
Town Building
195 Main Street
Maynard, MA 01754

RE: Public Workshops, 129 Parker Street

As you know, last night was the second of two scheduled public workshops regarding the 129 Parker Street property. As outlined in the project Scope of Work, the workshops were "intended to provide a public forum for meaningful discussion of the property reuse and redevelopment options." The workshops were generally organized around four topics:

1. What is an appropriate mix of uses for the site?
2. How would alternate use mixes affect public roads and infrastructure?
3. What project design features are important?
4. How could site development affect the Town's fiscal health?

As part of my work scope, I'll be preparing a summary report regarding the process, outcomes and recommended next steps. This is not complete, but is underway.

Earlier this week, I requested that the Board of Selectmen include an item on the agenda of the upcoming October 1 meeting for Board discussion of the 129 Parker Street workshops and recommendations for potential next steps. Thank you for facilitating this, which I expect will be a constructive follow-up to the workshops.

Leading up to last night's workshop, my primary recommendations were:

- ▶ Designate public sector lead entity with specific charge and timeline

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- In reviewing processes leading to successful Town Meeting zoning votes in other communities, a common element was the presence of a dedicated body representing the Town's interests throughout the process. This has included both active give-and-take with the developer, but also coordinated communication to the larger public, both formal and informal. This function can be served effectively by either an existing Board/Committee, or a newly designated working group. However, any such group should be prepared to invest a significant amount of time and energy into the process and, to assist all parties, a specific timeline for work should be agreed up front. In my experience, 4 to 6 months has been an effective timeframe for such a process: it allows for enough time for real analysis and information sharing, but is short enough to keep all parties fully engaged. (A more extended process can lead to participant fatigue and, when one or more parties are not fully present, it affects the usefulness and efficiency of the process for all parties).
- If an existing Board/Committee does not serve this function, the composition of a newly organized group would be the purview of the appointing authority, presumably the Board of Selectmen. To be responsive to the core issues, I would recommend that it include the a member of the BoS, PB, FinComm, and two (or more) at large members. Town staff, including the Town Planner, Town Administrator and key public works and finance personnel should be closely involved.
- ▶ Consider pursuing Smart Growth Zoning (G.L. c. 40R)
 - Last night's workshop was primarily focused on site design issues, but I also introduced the potential for 40R Smart Growth Zoning as a policy option worth consideration. 40R offers financial and other incentives for Town adoption of as-of-right permitting for housing or mixed-use development in suitable location. The statute provides specific authority for adoption of Design Standards, and requires that, prior to adoption, the town engineer or public works official must certify that the public infrastructure is adequate to support the potential development. Such certification may be conditioned on agreed improvements, and 40R proposals often proceed in parallel with a development agreement.
 - My report will include information regarding this program as relates to the subject property; however the Board may wish to review materials online at:

<http://www.mass.gov/hed/community/planning/chapter-40-r.html>

- In my opinion, 40R offers several potential benefits to arriving at a “win/win/win” outcome that balances the interests and concerns of the Town, the landowner and developer, and Maynard residents and businesses. I will speak to this recommendation in more detail in my report.
- ▶ Recommend a charge for the public sector lead entity to include:
 - Conduct a detailed review of Smart Growth Zoning as a policy option and make recommendation to the Board of Selectmen.
 - Work with the landowner/developer to agree to a scope for modified or additional professional support that will be needed to support Town Meeting consideration of a zoning change for 129 Parker Street. In my opinion, this can be expected to include legal, infrastructure, and fiscal impact support.
 - Lead a continuing public process, including at least two public workshops, prior to proposing an article(s) for consideration at Town Meeting.

It is not my expectation that the Board of Selectmen would take a position on whether 40R or another policy option is the right course moving forward; however, I do think that discussion on Tuesday evening will be helpful to continue to move a planning process forward for the 129 Parker Street property. This discussion will also provide me more input to ensure that the recommendations in my report are relevant and helpful to the Town in keeping this process moving forward.

I will be in attendance at the meeting, and will be prepared to provide more information as needed, and to respond to questions.

Sincerely,

Angus Jennings, AICP
Principal

cc: Eric R. Smith, Town Planner