

# Community Development Principles

These principles have been established to address the following community vision:

*Maynard is a community of neighborhoods which strives to preserve and enhance its essential character as a diverse, economically vibrant, welcoming community with a wide range of housing opportunities, a rich cultural heritage, natural attractions and open spaces. This, coupled with an attractive, accessible, pedestrian friendly downtown firmly establishes Maynard as a desirable destination for people in the region. We strive to maintain that which characterizes Maynard today while fully exploiting available opportunities with a discipline that balances protection of natural resources with economic growth.*

These principles should be considered in the context of what is in the **overall** best interest of the community.

Consideration of these principles should be factored into proposed development deliberations and to proposed changes in policies, by-laws and regulations.

There must be an appropriate consideration of cost to business owners and resident taxpayers as the town strives to meet its community development objectives.

These principles may evolve as progress is made against objectives.

# Principle #1

## Concentrate Development and Integrate Uses

Support development that is compact, conserves land, protects historic resources, and mixes residential, commercial and retail uses.

*Objectives (We succeed when we demonstrate progress toward these.)*

- Development that is compact, conserves land, integrates uses, and utilizes existing infrastructure for sewer and water is encouraged.
- Underutilized parcels in our community become vibrant, well designed areas of residential, commercial, recreational or cultural use.
- Developers begin to view Maynard as a welcome community for creative projects that incorporate these principles.
- Town bylaws are consistent with this vision.

*Maynard has already ...*

- Created a Downtown Overlay District to encourage investment in downtown area.
- Rezoned 129 Parker Street to mixed use Neighborhood Overlay District.
- Enabled Residential development on Waltham Street and Parker Street.

*Suggested initiatives or actions*

- Facilitate development of underutilized sites.
- Encourage creative site layouts, e.g., cluster developments, which allow higher density and preserve green space.
- Create incentives for infill development of vacant or underutilized land in and around downtown and in existing targeted growth zones.
- Continue work on Assabet Rail Trail as part of enhanced recreational opportunities.
- Enhance walkable districts mixing commercial, civic, cultural, educational and recreational activities.
- Avoid excessive new roads and other public infrastructure.
- Update the 18 year old Master Plan.

# Principle #2

## Protect the Village Character of Downtown Maynard

Maynard's identity is tied to its heritage as a classic New England mill town with a rich multi-ethnic core, a walkable downtown and mix of businesses, features and landmarks. Protecting this heritage into the future is essential to Maynard's vitality and distinctiveness.

*Objectives (We succeed when we demonstrate progress toward these.)*

- Maynard continues to flourish with a diverse mix of small businesses and larger anchor businesses many of which are locally owned.
- Small locally owned businesses are not adversely affected as we continue to implement these principles.
- The pedestrian environment is maintained and expanded.
- Maynard becomes known as a community that clearly supports the arts, non-profit organizations, and businesses in an atmosphere that allows growth and prosperity while at the same time conserving its heritage and natural resources.
- Parking is sited appropriately to support access to the diversity of community resources.

*Maynard has already...*

- Created the Downtown Overlay District to encourage investment in downtown area.
- Instituted architectural design guidelines to reinforce consistency with existing building styles.
- Located public library within the town center by re-using a former school.
- Provided tax incentives to redevelop the downtown mill complex, Clocktower Place.
- Provided incentives to ARTspace to welcome local artists within our downtown district.
- Used public grant funds for crosswalks and planters and the bridge on Sudbury Street.
- Received a "Massachusetts Downtown Initiative" Grant for "wayfinding" technical assistance which will help with sign and marker placement.
- Supported Walgreens proposal in order to bring added investment and revitalization to East end of Main Street.

*Suggested initiatives or actions*

- Consider creating private/public partnerships such as a community development corporation to support and develop downtown businesses and organizations.
- Improve economic development outreach strategies and permitting procedures within town government to encourage a diverse mix of commercial ventures on existing underutilized properties.
- Develop a public way finding system and create a distinguishable image or logo that carries throughout downtown.

# Principle #3

## Redevelop and Re-use

Maynard has little land that is easily developed today. As a result, the town will need to focus on reuse of existing land by encouraging the redevelopment of older or run-down plots and preserving the remaining open spaces and existing structures that define the town's character.

*Objectives (We succeed when we demonstrate progress toward these.)*

- Preference is given to redevelopment of brownfields, preservation and reuse of historic structures, and rehabilitation of existing housing and schools.
- New zoning bylaws and regulations are passed that strongly support the above.
- Town permitting boards work together to encourage new development and redevelopment that blends with existing densities and neighborhood character.
- List of locations of plots or land compiled for redevelopment is completed.

*Maynard has already ...*

- Provided tax incentives for the redevelopment of Clocktower Place.
- Renovated the Roosevelt School for new Maynard library.
- Facilitated conversion of the old Fowler Middle School to artist studios as ARTspace.
- Re-used the former library space for construction of the new Police Station.
- Converted a former brownfield to create Ice House Landing educational park.
- Attracted Walgreens to an area that was underutilized.
- Reused buildings and infrastructure in the Waste Water Treatment Plant upgrade.

*Suggested initiatives or actions*

- Develop zoning and regulations that encourage reuse of brownfields and degraded lots.
- Identify existing built resources that are unused or underutilized.
- Support enforcement of land use regulations, plan approval conditions and restrictions on development.
- Gain consensus among town permitting boards and establish regulations to encourage new development and redevelopment to blend with existing densities and neighborhood character through standards and zoning incentives.
- Using Geographic Information System (GIS) mapping, make an illustrative "build out" analysis to clearly mark locations in town to which new and reuse development should be directed, especially those areas already served by public infrastructure and already developed.

# Principle #4

## Use Natural Resources Wisely

Maynard is committed to becoming more sustainable by incorporating cost-effective measures that increase energy efficiency, renewable energy use and save money.

*Objectives (We succeed when we demonstrate progress toward these.)*

- Education and incentives are in place to reduce water and electric use, and better manage wastewater systems.
- Energy policies and practices are in place that encourage renewable energy and reduce energy consumption.
- Water and energy consumption decreases throughout town.
- Recycling increases.
- New initiatives are evaluated for their economic and social implications, as well as environmental.

*Maynard has already ...*

- Instituted bi-weekly curb-side recycling and monthly metal recycling.
- Approved upgrades to the waste water treatment plant.
- Implemented water rates that increase with increased consumption.
- Installed energy efficient street lights and interior lights in town hall and schools.
- Installed new heating systems in schools and fire station.
- Replaced town hall windows with double paned windows.

*Suggested initiatives or actions*

- Complete and approve a Low Impact Development by-law.
- Take advantage of state and federal initiatives such as the Green Communities Act that offer benefits to municipalities that make a commitment to efficiency and renewable energy.
- Coordinate with *Maynard Climate Action Network* in its efforts with residents and businesses to reduce energy use.
- Explore incentives to encourage green building by private developers.
- Encourage energy efficiency in new and existing municipal buildings.
- Support the increased use and purchase of clean alternative energy through the development of renewable energy resources such as a proposed solar farm on the old landfill site.
- Begin to address our aging water delivery system.

# Principle #5

## Expand Housing Opportunities

Although Maynard should support construction and rehabilitation of housing to meet the needs of people of all abilities and income levels, there are a number of constraints for doing so. Due to its size and urban nature, Maynard has limited opportunities for housing growth compared to many other towns in Massachusetts. Also, through Chapter 40B and other state requirements, towns must take steps to ensure that affordable housing is made available, and Maynard does not currently meet its obligation.

*Objectives (We succeed when we demonstrate progress toward these.)*

- Maynard continues as a diverse community which offers a broad range of housing options to its residents.
- Maynard is compliant with government mandates regarding affordable housing.

*Maynard has already ...*

- Passed the Community Preservation Act (CPA).
- Approved Downtown Overlay District with high density affordability requirements.
- Established a Municipal Affordable Housing Trust.
- Set aside funding for an Affordable Housing Plan.

*Suggested initiatives or actions*

- Review recommendations in the 2004 Community Development Plan, including land use planning, changes to zoning regulations, pursuing DHCD grants to rehabilitate existing housing stock, etc.
- Concentrate the development of housing in infill development and rehabilitation of existing housing (including tax-delinquent properties).
- Take steps to increase the amount of housing available to above median income families to allow families to “buy up” while remaining in Maynard.
- Achieve and maintain compliance with Chapter 40B; investigate and pursue other regulatory and non-profit opportunities to increase affordable housing.
- Support compliance with Americans with Disabilities Act (ADA).

# Principle #6

## Provide a Variety of Transportation Choices

Maynard's heritage as a mill town makes it inherently a walkable community. Neighborhoods were built close to the central downtown district and mill complex. It is important that this attribute be protected and enhanced into the future.

*Objectives (We succeed when we demonstrate progress toward these.)*

- Alternate means of transportation are provided that allow residents to be more active and to use their cars less.
- More people walk and bicycle to school, shops, and work.
- People without cars have mobility within Maynard.
- Traffic congestion is reduced.

*Maynard has already ...*

- Installed bike lock stands down town.
- Participated in the Assabet River Rail Trail (ARRT) project.
- Established maintenance of walking trails.
- Identified parking areas with new signs.
- Joined the Lowell Regional Transportation Authority for senior transportation services.

*Suggested initiatives or actions*

- Complete the ARRT through Maynard.
- Extend side walks, especially along busy streets.
- Consider networking the COA Clock Tower Place, and, possibly, Avalon Bay shuttle services.
- Maintain side walks.
- Encourage means, other than single family cars, to transport children to schools.
- Consider implementing bike lanes where appropriate.

# Principle #7

## Respect Cultural and Historic Resources

Maynard has many historic and cultural resources due to its history as a mill town and its mix of ethnic cultures. This principle should be kept in mind for all projects affecting sites of known or suspected historical, archaeological or cultural value, protecting them to appropriate standards.

*Objectives (We succeed when we demonstrate progress toward these.)*

- The community becomes educated on the value of its cultural and historic resources.
- Key buildings, areas and objects of historical significance are added to Massachusetts Historical Commission lists after appropriate community review.
- Development projects in areas of cultural or historical significance are reviewed in the context of their impact thereon.

*Maynard has already ...*

- Developed and maintains a Comprehensive Historic Property Survey to document and assess assets of historical significance.
- Preserved and renovated the Roosevelt School as the new Town Library.
- Assisted Wellesley Rosewood in the preservation and renovation of the Maynard Mill and its historic Clock Tower as a valuable business asset to the town.
- Preserved and repurposed the old Fowler Middle School as ARTspace Maynard.
- Implemented the Community Preservation Act that can be used to protect historic and cultural resources.

*Suggested initiatives or actions*

- Protect remaining important viewsapes and features of historical or cultural significance.
- Encourage the reuse of historical structures and buildings reflecting the town character, rather than replace them with new structures.
- Mix commercial, civic, cultural, educational, and recreational activities in walkable districts.
- Explore additional protective regulations and revise protective bylaws and zoning to preserve buildings, areas and objects that are historic or reflect the character of the town.
- Encourage projects that do not hide, obscure, or overpower historic buildings and areas.
- Keep Massachusetts Historical Commission listings current.



# Principle #8

## Protect Land and Ecosystems

Maynard is fortunate to have a variety of ecosystems within its borders. The Assabet River, the underground water supply, our wetlands, woods and fields require stewardship.

*Objectives (We succeed when we demonstrate progress toward these.)*

- Underground water supply protection, public recreation and protection of the natural environment are considered when deliberating on potential projects.
- Zoning bylaws and regulations for open space and recreation are implemented.
- Cluster development and Low Impact Development (LID) projects are encouraged.
- Appropriate parcels are protected as open space.
- The Assabet River Rail Trail is completed.

*Maynard already ...*

- Maintains ten conservation areas including marked public access trails, and protects additional non-public open space areas.
- Holds several recreational fields in active use.
- Holds open space land that protects wells and water resources for the town.
- Actively supports the creation of the Assabet Rail Trail (ARRT).
- Approved funding to upgrade to waste water treatment plant in accordance with the Clean Rivers Act.

*Suggested initiatives or actions*

- Identify all properties that are important for protecting water supply, recreation, and natural open space.
- Develop specific zoning bylaw language for open space and recreation property.
- Investigate rezoning land for recreation and well-head protection, particularly surface and drinking water aquifers (Zone II).
- Seek to protect areas abutting existing open space, including the Assabet River National Wildlife Refuge (ARNWR) and open space lands in adjoining towns.
- Encourage development of a natural corridor along the Assabet River for public access and enjoyment, as well as providing a contiguous wildlife habitat corridor.
- Enable cluster development as appropriate in exchange for land protection.
- Develop and protect pocket parks throughout Maynard for neighborhood recreation.
- Create a Maynard-oriented Land Bank.
- Support completion of the Assabet River Rail Trail.
- Create a Town-wide Planting Plan for trees and gardens.

# Principle #9

## Make Effective Decisions

Make regulatory and permitting processes for development clear, predictable, coordinated, and timely in accordance with our Community Development Principles. Recognition and attention to this matter including effective enforcement is critical to creating a predictable and supportive community.

*Objectives (We succeed when we demonstrate progress toward these.)*

- Regulatory and permitting processes for development in Maynard are streamlined with clear guidance provided to all parties as to the Town's expectations.
- Maynard continues to be developed and managed in a fashion consistent with these principles because existing bylaws and planning decisions are enforced and new provisions are added.
- Regulations and processes recognize the unique needs of smaller locally owned businesses.

*Maynard has already ...*

- Created a Downtown Overlay District.
- Created full-time building inspector position resulting in increased bylaw and decision enforcement.
- Revised Site Plan Review to include more comprehensive Design Review.
- Created Design Review guidelines.
- Adopted Sign Bylaw revisions which include more explicit design criteria as well as a greater variety of signs allowed by right.
- Adopted numerous bylaw revisions that provide for explicit definitions and clarity.

*Suggested initiatives or actions*

- Create a "Development Handbook" which clearly communicates to a prospective developer the various approvals and permits required to realize a particular development.
- Pursue grant opportunities for bylaw revisions.
- Consider creation of a simplified site plan review process for "smaller" projects that do not exceed specified criteria.
- Consider minimum training requirements for all regulatory boards.
- Consider hiring additional staff to enhance Planning and Building Departments.
- Disseminate these principles (boards, citizens, groups).

# Principle #10

## Manage Infrastructure Effectively

Like all towns, Maynard has limited resources for developing and improving its infrastructure and services—including sewer, water, schools, roads, etc. Growth must be managed and services maintained and enhanced when necessary. Maynard must also prepare to meet new state mandates regarding infrastructure as they are established.

*Objectives (We succeed when we demonstrate progress toward these.)*

- Maynard makes effective investments to keep infrastructure and facilities in step with growth, balancing tax and fee increases with the desires of the residents to improve infrastructure and services.
- Maynard finds itself prepared to meet state mandates (e.g., DEP discharge restrictions, school accreditation, etc.) as cost-effectively as possible.

*Maynard has already ...*

- Assessed that the capacity of its sewer and water systems would not be exceeded with expected rate of growth.
- Taken active steps to improve facilities (such as library and police facilities, etc.).
- Approved funding for upgrade to waste water treatment plant.

*Suggested initiatives or actions*

- Improve other facilities as needed—including schools, parks, public safety facilities, etc.
- Integrate the town's capital improvement/maintenance planning process for schools, downtown improvements, recreation/open space, town signage, water transfer/water treatment, etc.
- Consider reducing impervious surfaces to encourage aquifer recharge.
- Coordinate with neighboring towns and the Commonwealth where appropriate and necessary.