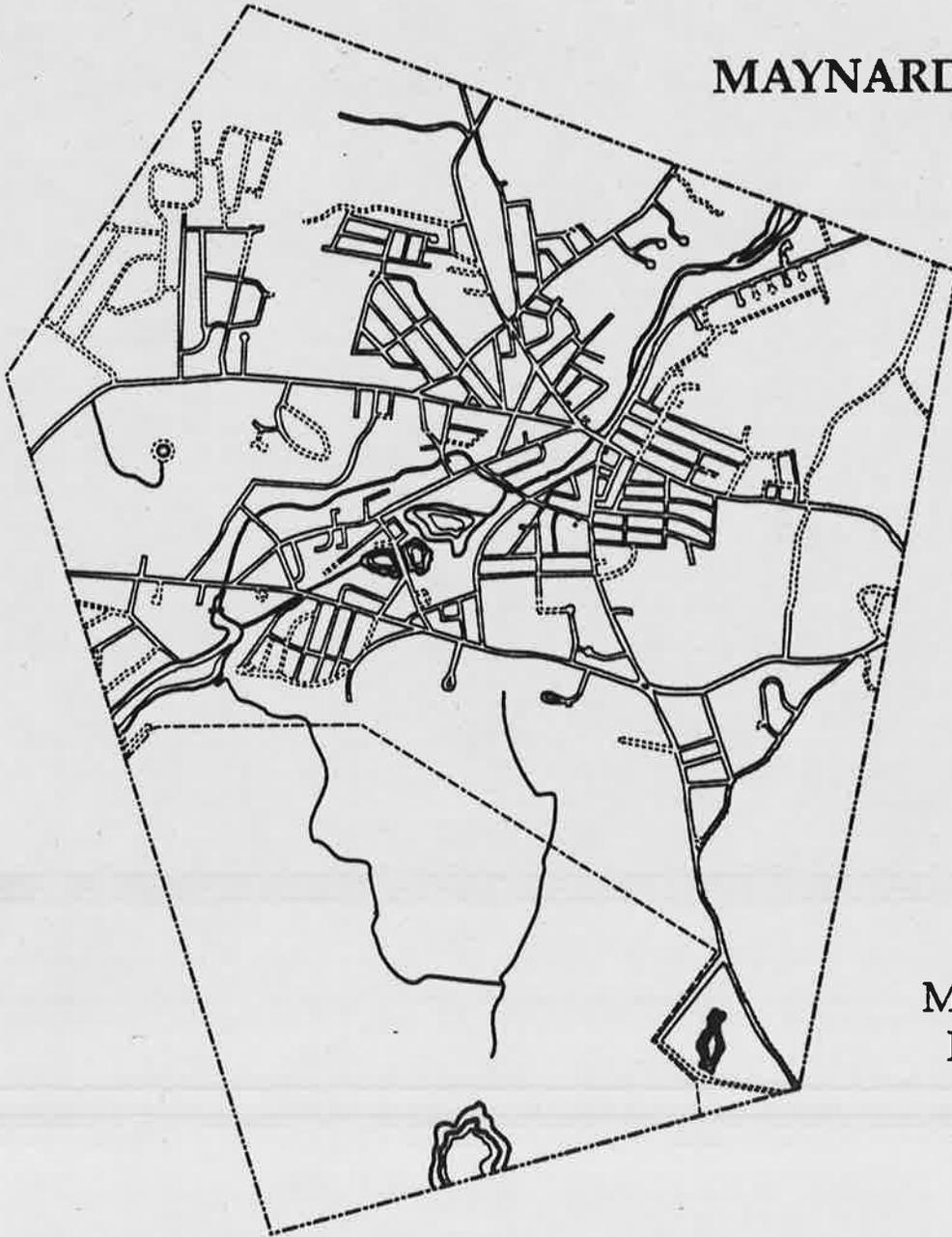


**MAYNARD MASTER PLAN
1991-2006**



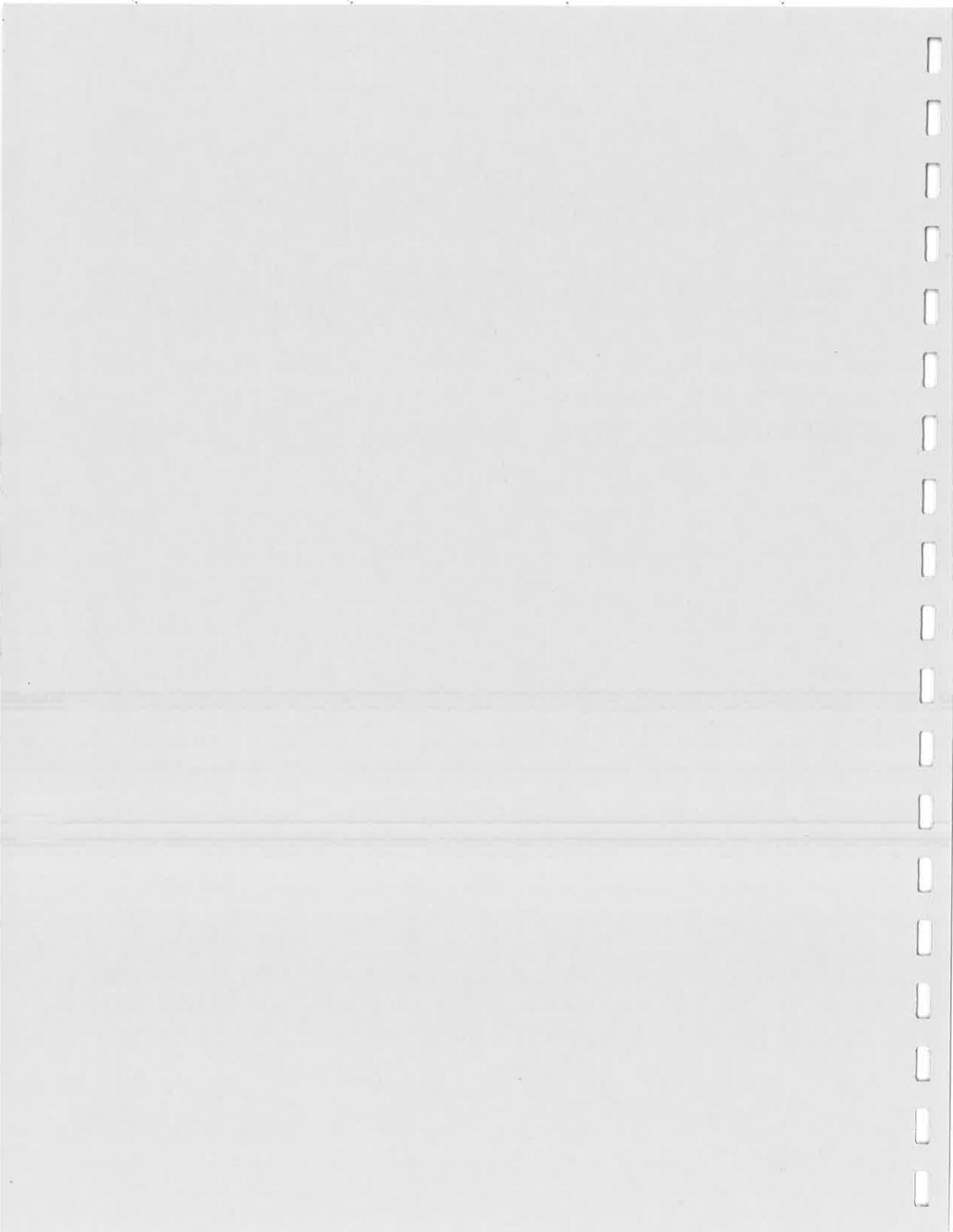
**SUBMITTED TO:
MAYNARD MASTER
PLAN COMMITTEE**

SUBMITTED BY:



H M M A S S O C I A T E S , I N C .

ENGINEERS, ENVIRONMENTAL CONSULTANTS & PLANNERS



**TOWN OF MAYNARD
MASTER PLAN**

1991 - 2000

Prepared by:

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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The Maynard Master Plan has been developed to guide the town's development over the next fifteen (15) years. HMM Associates, Inc., was contracted by the town to oversee and to assist the Town of Maynard Master Plan Committee develop the plan.

Over the last two (2) years the Master Plan Committee has tackled difficult public policy issues. The 1990 Community Attitudes survey was the backbone of all policy and development decisions.

Since the preparation of the 1975 Master Plan, Maynard has undergone substantial change and growth. Much of this reflects more general trends in the region and New England as a whole. In reviewing and revising the Master Plan, it is critical to recognize the significance of regional factors and the limitations they place on local initiative. While local planning and regulations can significantly limit local growth, it is much less capable of stimulating or directing growth.

In terms of general economic trends, Maynard is part of Greater Boston. Today, Greater Boston extends from Cape Cod to Worcester to Manchester and Portsmouth, New Hampshire. Such factors as unemployment rates, income growth, job growth, and general housing demand tend to at least move in the same direction within this area; and it is regional forces which are the major determinant of economic change. Within this area, growth is expected to be slower in the 1990's than in the 1980's.

Maynard also exists within a more local environment. This local environment influences Maynard in two ways. First, it provides competition for Maynard: the alternative industrial parks, subdivisions, restored mill buildings and grant requests with which Maynard must compete. Second, the actions of surrounding communities often have a secondary impact upon Maynard: generating through traffic, degrading water supplies or creating more demand for housing.

1990 Community Attitudes Survey

The HMM study team assisted the Master Plan Committee in developing a survey form for the purpose of obtaining information and attitudes from a representative sampling of Maynard's population. A total of 16 questions were included, many of them multi-part questions.

The form was designed as a self-mailer which could be reverse-folded and mailed back without an envelope. Return postage was provided. A total of 2,500 survey forms were mailed

to a random sample of registered voters in Maynard. The residents to be sampled were selected by printing labels for every second name on the voting list. Residents were asked to return the form by February 19, 1990.

By March 31, 472 forms had been received and forwarded to John Brown Associates, Inc. for processing. Of these, 467 were considered valid responses suitable for processing, a response rate of 18.9%.

Response rates for surveys of this type typically range from 10% to 45%. A response rate of 18.9% is considered valid, depending upon the demographic and other characteristics of the respondents. The Maynard survey of 16 questions, many of which were multi-part questions, was somewhat longer than the usual survey. As we discuss below, the profile of respondents, as revealed by the responses to questions 13 to 16, indicates that this survey is a valid sampling of the Maynard population, within the limits described.

In general the Maynard Community supports additional open space; increased use of regulatory growth controls; constrained growth; cluster zoning; expansions to the public transportation system; new police and fire facilities; and maintaining the downtown business area.

The Community Attitudes survey in conjunction with the background and inventory (Section I) were utilized to develop community goals and objectives.

Community Goals and Objectives

Development of community goals and objectives is a vital part of Maynard's master plan. Cities and towns are complex entities, and unless a conscious effort is made, decisions that are vitally important to the future of the community will be made without benefit of an understanding of the implications of such actions. In other cases, decisions will be made by inaction or by default.

Periodically it is important for the community to consciously state its goals and examine potential policies for carrying out such goals.

Goals and objectives were developed for:

- Land use,
- Environment,
- Housing,
- Transportation,
- Community facilities,
- Open Space and Recreation, and
- Fiscal

Guide Plan for Future Land Use

The Guide Plan For Future Land Use (see Figure 6) is based upon the following:

- Existing land use patterns
- Community goals and objectives
- Strategy for growth and development
- Land needs for public facilities, open space and recreation
- Economic and social considerations
- Community attitudes as expressed in the resident attitudes survey
- Geographic and environmental conditions
- Sound land use planning

The Guide Plan is a long range projection of the potential for land development for various uses. It takes into consideration the capacity of the town to accommodate growth and its impacts as well as the Town's desire to meet future needs (i.e., housing, industrial, commercial, etc.).

Maynard is, in many ways, already a mature community. Being of relatively small geographic size, its basic land use patterns have already been set - and in most cases, appropriately. The basic structure of the community is built around the Town Center and the former mill complex. Business uses and higher density housing are located in and radiate from the town center. The former mill complex is still in industrial use, although of a high tech nature.

Additional moderate density housing is located near the town center and is served by public water and sewer facilities. Additional business uses are located along the town's subregional highways (primarily Routes 62 and 27). The town has fortunately not zoned all of its highways for business uses and there is only a limited amount of strip commercial uses along the town's roadways.

The town has a rather classic physical structure, with retail, service, industrial, and higher density housing in the core; moderate density housing and public facilities adjacent to the Center and lower density housing and open space on the periphery. A few sites on the periphery (but primarily adjacent to the radial regional highways) accommodate industrial uses and higher density housing.

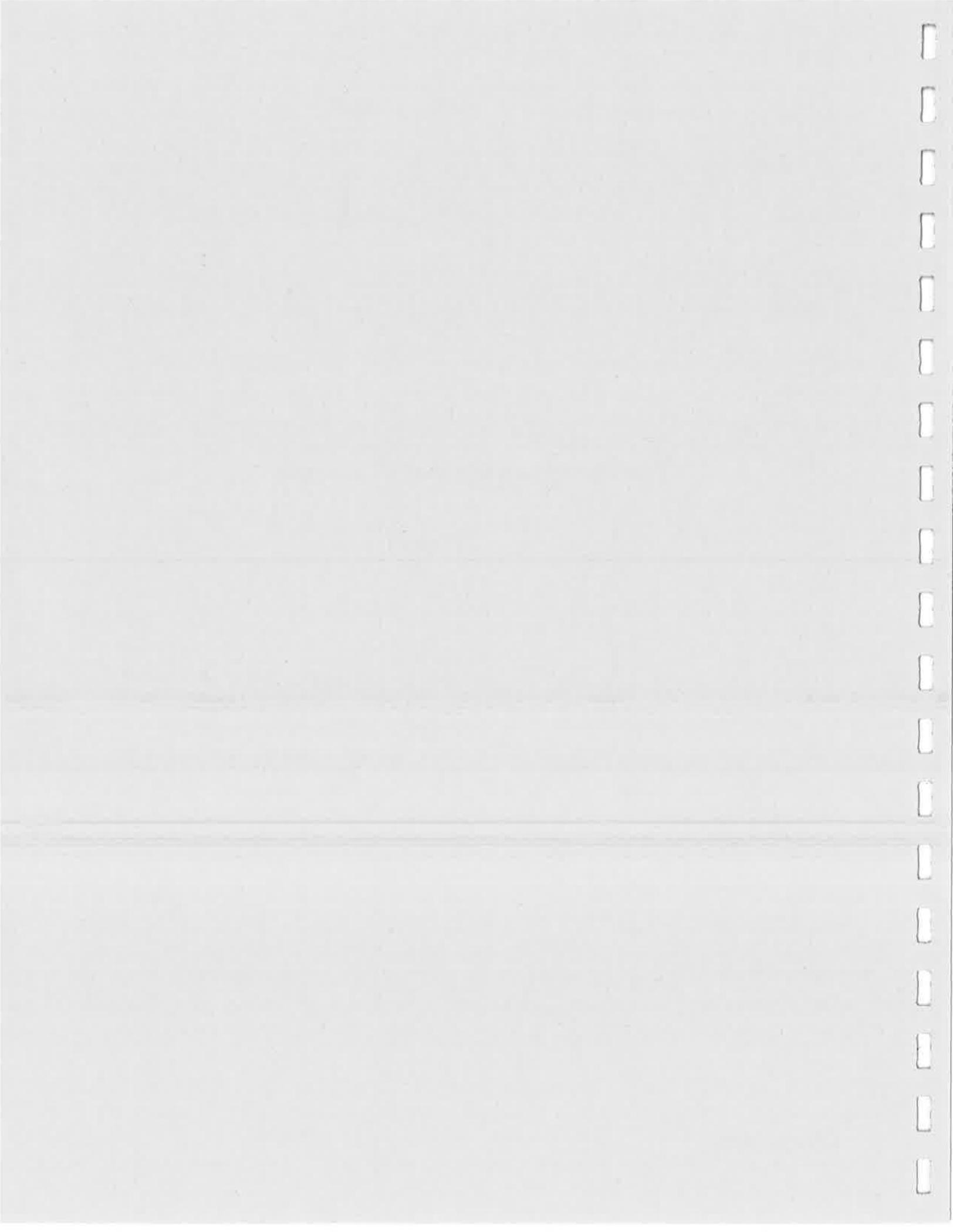
The Guide Plan recommendations include:

- Reduction in the potential for additional business development along Route 62, and avoidance of commercial strip development.

- Slight contraction in the limits of the Central Business District.
- Reduction in the potential for substantial industrial development on the Town's northern boundary, in the northeast area, and adjacent to the current Digital facilities on Route 27.
- Use of the surplus government land on the Town's southerly boundary primarily for open space and recreation uses.

The Guide Plan is meant to be a guide rather than a rigid blueprint. As community needs evolve and change, revisions to the Guide Plan will be needed. It is also important to point out that some additional planning and zoning studies will be required before some guide plan recommendations can become the basis for zoning map changes. This is especially true in areas near the town center where detailed property line information and parcel-by-parcel uses require examination before definitive zoning changes can be recommended.

I. INVENTORY & BACKGROUND ANALYSIS



I. INVENTORY & BACKGROUND ANALYSIS

Background and History

The Town of Maynard is located in East Central Massachusetts and was incorporated in 1871 from land previously acquired from Stow and Sudbury. The Town is relatively small, containing only 5.35 square miles. In 1943 the Federal Government acquired approximately 1,000 acres of land in Maynard (an additional 1,773 acres were also acquired in Stow, Sudbury and Hudson) for the testing and storage of weapons during World War II. The U.S. Army Natick laboratory Annex, "Annex land," encompasses approximately one-quarter of Maynard's land area.

Maynard, traversed by the Assabet River, was originally settled for agriculture. Since the mid-1800's, it has been the focus of industrial activity. In 1898, the Assabet Mill in Maynard was the largest woolen manufactory in the United States, and its story is a classic tale of the river industries in New England.

The mill was founded by Amory Maynard, who in 1863 built the dam, dug a channel and mill pond, and began a profitable textile business. The fortunes of the town rose with the demand for wool during World Wars I and II and with the influx of poorly paid immigrant labor. It later fell with lack of capital improvements over production in the industry. In 1950, the mill closed permanently, due to the decline in the demand for wool and the widespread use of synthetics after World War II. In 1957, a small electronics firm called Digital Equipment Corporation rented a portion of the mill complex. Today, Digital is one of the largest computer corporations in the world and has its international headquarters in the Assabet Mill complex.

The Assabet Mill was never Maynard's only industry. A paper mill was located at what is now the intersection of Routes 62 and 27. Also, a stone splitting site was located on Maynard's Fort Devens Annex parcel. Building blocks were made there by drilling holes into rock, pouring water into holes, and sealing them. In the winter the water in the holes froze and expanded, causing the stones to split.

There has been no archaeological evidence of prehistoric settlements discovered in Maynard, although native American sites are likely to occur on well-drained terraces and knolls overlooking the river, especially at falls and at confluence points. Taylor Brook and adjoining wetlands are considered prime locations for possible settlements, according to the Assabet Riverway Plan. Taylor Brook was also the site of a saw and grist mill during the early colonial period.

Another historic landmark is Maynard's Pomsitticut Hill (now known as Summer Hill). In 1676, King Phillip and his followers met at Pomsitticut Hill to plan the strategy for defending their lands against the new colonial settlements. During the King Phillip War, as his war was termed, the white settlements along the Assabet were destroyed and settlers fled to communities in the east.

Population

Maynard's population has been on the increase since 1940. The town grew from 6,812 residents in that year to 10,325 residents in 1990, amounting to an 11 percent increase in population between 1940 and 1960, a 21 percent increase between 1960 and 1970, and a small loss in population in 1970 to 1980 (Table 1). According to the U.S. census Maynard's population increased by seven percent over the past decade, resulting in a total population of approximately 10,325.

Maynard has one of the highest population densities in Massachusetts - approximately 3.0 persons per acre. This is approximately 1,930 people per square mile (2,731 people per square mile excluding the U.S. Government lands), and a much greater density than that of surrounding towns (Stow has approximately 296 persons/square mile, Sudbury has approximately 567 persons/square mile and Acton has approximately 871 persons/square mile). The most densely populated areas of Maynard are centrally located in the downtown and Arthur Street neighborhoods.

The median age of Maynard's population is 33.8 years. Approximately 7.5 percent of the population is under the age of five; slightly more than 14 percent of the population is between five and 17 years old, approximately 9 percent between 18-24, 56 percent between 24-64 years old, 12.3 percent over 65 years, and just less than a quarter of the population under 18 years old (Table 2). Less than five percent of the population is foreign born, with Hispanic/Spanish origins being the largest minority, comprising between two and three percent of the population (Table 3).

Income

- Personal Income

Median 1980 family income was slightly above the state average and slightly lower than Boston Standard Metropolitan Statistical Area (SMSA) income average (Table 4).

TABLE 1
POPULATION
TOWN OF MAYNARD
1920 - 2010

<u>Year</u>	<u>Population</u>	<u>Source</u>
1920	7,086	U.S. Census
1930	7,156	U.S. Census
1940	6,812	U.S. Census
1950	6,978	U.S. Census
1960	7,695	U.S. Census
1970	9,710	U.S. Census
1980	9,590	U.S. Census
1985	9,708	State Census
1987	9,895	Town of Maynard
1988	10,037	Town of Maynard
1989	10,344	Town of Maynard
1990	10,325	U.S. Census
1995	10,150	MAPC Projection*
2000	10,150	MAPC Projection*
2005	10,150	MAPC Projection*
2010	10,150	MAPC Projection*

* Metropolitan Area Planning Council (MAPC) projections based on 1980 U.S. Census, 1985 State Census and project development schedules.

TABLE 2
AGE COMPOSITION*
TOWN OF MAYNARD
1990

<u>Age</u>	<u>Number</u>	<u>Percent of Total</u>
Under 5	770	7.5
5 - 17	1,531	14.9
18 - 20	370	3.6
21 - 24	556	5.4
25 - 44	3,971	38.5
45 - 64	1,855	17.8
65 and Over	1,272	12.3
Under 18	2,301	22.3
21 and over	7,654	74.1
 <u>Median Age</u>		
Maynard	33.8	
Massachusetts	33.6	

TABLE 3
ANCESTRY-ETHNIC-RACIAL DATA *
TOWN OF MAYNARD

<u>Groupings</u>	<u>1990</u> <u>Number</u>	<u>Percent of</u>	
		<u>1990</u> <u>Maynard</u>	<u>1980</u> <u>Maynard</u>
White	9,632	93.3	92.0%
Finnish	320	3.0	3.3
Hispanic/Spanish Origin	240	2.3	2.3
Asian & Pacific Islander	186	1.8	1.0
Other	86	0.8	0.6
Black	86	0.8	0.4
American Indian, Eskimo, Aleutian	15	0.1	0.2

Of the total 1980 population, 54.4% identified with the single-ancestry group; 39.1% with the multi-ancestry group; and 6.5% not specified. Of the single-ancestry group, the 6 leading groups in descending order were: Finnish (27.2); Irish (20.2%); Italian (18.1%); English (16.6%); Polish (7.2%); French (5.1%); German (3.8%). (Note: This information was not yet available from the 1990 census at time of publication.)

* 1990 U.S. Census.

TABLE 4
MEDIAN FAMILY INCOME
1979

TOWN OF MAYNARD	\$22,073
Boston SMSA	\$22,848
Commonwealth of Massachusetts	\$21,166

- **Sources of Income**

Maynard is an industrial town with over 66 percent of persons 16 years and older employed by industries. The major industrial sector employer is manufacturing including fabricated metals, machinery, and electric and electronic equipment. Over 47 percent of Maynard's work force is employed in manufacturing.

Digital Equipment Corporation (DEC) is the largest employer in town. DEC currently employs between 6,000-7,000 in its Maynard facilities. Between 1,000-1,500 Maynard resident are employed by DEC. The second largest employer in Maynard is the town itself. On average, as many as 335 employees were on the town payroll during the year. The departments with the largest number of employees is the School (216), DPW (37), Police (35), and Fire (31).

Transportation Network

Maynard has approximately 40 miles of roads and is primarily accessed by State Routes 62, 117 and 27. In addition, Massachusetts Bay Transportation Authority bus service connects Maynard to nearby cities and towns; the Town does not, however, have commuter bus or rail lines service. Commuter and freight rail service are available in nearby Acton and Concord.

Maynard is accessible through established truck lines, Boston docks, Logan International Airport, and L.G. Hanscom Airport.

Water Supply and Sewage Disposal Systems

Most of Maynard is served by public water and public sewers. Only a few outlying houses are not served by municipal services.

Water Supply

The town water supply is provided through a combination of surface and groundwater sources. The town utilizes three town wells and White Pond in Hudson. In 1988, the town consumed 364.4 million gallons or approximately 1 million gallons per day (mgd); of this, 13 million gallons were drawn from White Pond, with the town wells contributing the balance.

Even though the town has an adequate water supply, additional water sources need to be protected for future use. The town has identified and tested an auxiliary supply at Well #4 located near Well #3 on the Fort Devens Annex property. Other potential sources are Summer Street by the Sudbury town line and south of the Quirk well site. Existing wells are protected by adjacent town owned parcels which were purchased for water quality protection.

Town water currently meets State quality standards and the town only treats for dechlorination. To meet new 1990 stringent requirements in the Federal Safe Drinking Water Act, a water purification plant may be required. The DPW is currently studying the feasibility of developing a treatment facility at White Pond and at the Quirk wells.

Sewage Disposal System

The town recently expanded its Pine Hill Road wastewater treatment plant. The expanded treatment plant removes solids, oil, grease, and bacteria from the approximately 1 mgd of raw sewage generated by the town. The treated effluent is discharged into the Assabet River. The resulting sludge from the wastewater treatment plant is hauled to Connecticut. However, the Town DPW is interested in studying the feasibility of composting the sludge on the Fort Devens Annex Land.

Land Use Patterns

A comparison of land use changes between 1971 and 1980 indicate a trend towards urbanization and a reduction in open space. During this period, approximately 37 acres were converted from open space and pasture to residential uses. In the last few years, this trend has continued further, with another 81 single-family homes; 38 businesses, 19 industrial; three two-family dwellings; and 21 condominium buildings containing 132 units.

Maynard consists of eight zoning districts (see Figure 1). These zoning types and their general restrictions are as follows:

Zoning District:

General Restrictions:

Central Business District

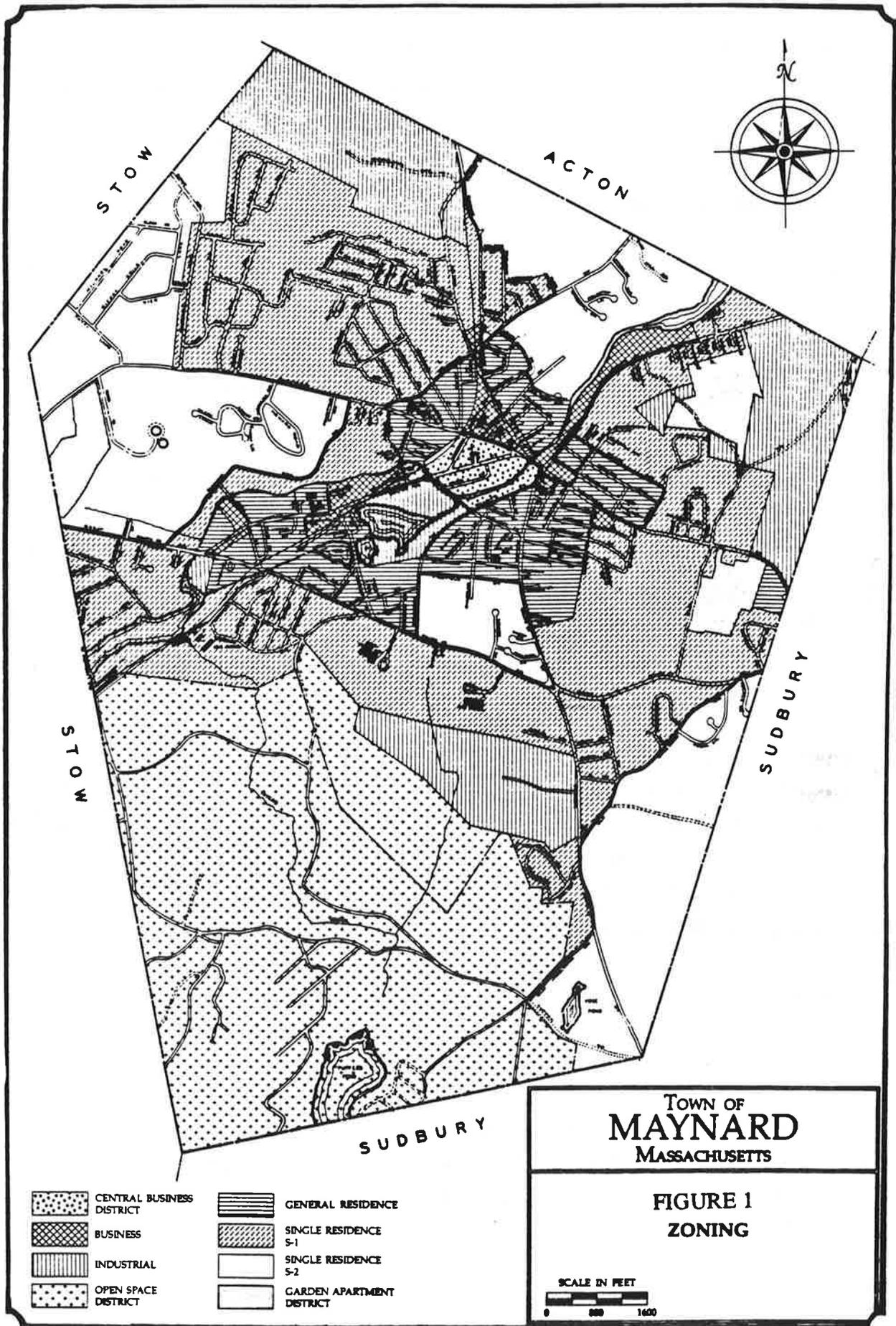
Retail, service commercial (no lot, yard or building restrictions, except for residences).

Business

Business (no lot, yard or building restrictions, except for residences).

Industrial

Industrial, office, warehousing (no lot, yard or building restrictions).



General Residence	Residential; 7,000 square foot lot; 75-foot frontage; public housing - 2,000 square feet/unit; multi-family - 5,000 square feet/unit.
Single Residence (S-1)	Residential; 10,000 square foot lot; 100-foot frontage.
Single Residence (S-2)	Residential; 20,000 square foot lot; 130-foot frontage.
Garden Apartment District	Residential; 1 acre parcel; 10,000 square feet per unit.
Open Space District	Preservation and maintenance of groundwater table affecting town water supply; therefore, no buildings or land filling or permanent storage except for recreational purposes.

The zoning in Maynard clearly reflects the underlying land use. An analysis of developable land in the town estimated that approximately 545 acres are vacant (this does not exclude environmental restrictions e.g., wetlands). Table 5 is a summary of developable land by zoning category.

Residential development has been occurring in the previously undeveloped outskirts of town. Since 1951, 587 acres of agriculture land have been converted to other uses (including development of the Annex). In 1980, 28% of the town was classified as residential, 48% forest, 9% wetlands, 3% industrial, 2% commercial, one percent agricultural, 3% open, and 2% recreation (Table 6).

In 1985, the Metropolitan Area Planning Council (MAPC) updated the Town's 1980 Land Use Study. MAPC identified the additional development of 300 acres of residential, and eight acres of industrial uses between 1980 and 1985. MAPC estimated that this additional development reduced by approximately 200 acres undeveloped/open land, forest land by 87 acres, and agriculture land by eight acres.

Environmental Resources

Topography

The topography in Maynard can be characterized as "hilly" and has typical landforms of a glacial outwash plain with drumlins. The topography varies from level plains to steep slopes and hills. Topography in the town ranges from 175 to 387 feet National Geodetic Vertical Datum (NGVD) with the highest elevation occurring on Summer Hill (Figure 2). Glacial

TABLE 5
ACRES OF DEVELOPABLE LAND BY ZONING CATEGORY (1)

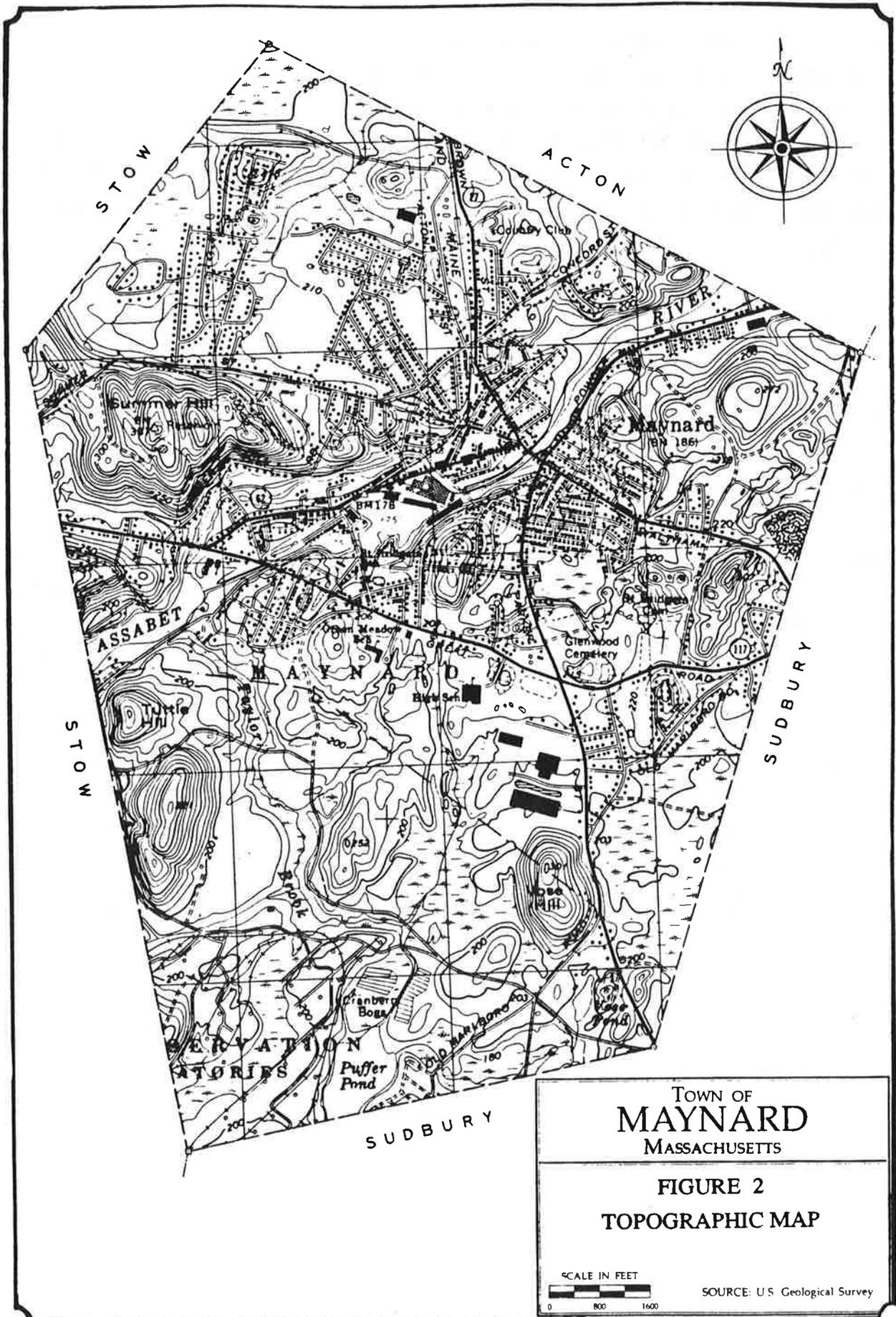
<u>Zoning Category</u>	<u>Vacant Land (acres)</u>	<u>Subdivideable (approximate acres)</u>	<u>Approximate % of Town</u>
Business	8	0	0.1 %
Industrial	206	0	6.0 %
Gen'l Residence (GR)	7	13	0.6 %
S-1	165	90	7.5 %
S-2	164	43	6.1 %
Open Space	<u>1,100</u>	<u>0</u>	32 %
TOTALS	1,651 acres	146 acres	

-
- (1) "Vacant Land" is defined in this table as land that is entirely vacant or is minimally developed. "Subdividable land" is land which has already been built on, but can be subdivided into a minimum of 1 more lot. "Subdividable land" parcels include the lot on Walcott Street zoned G.R. with 1 dwelling and 36,000+ square feet of land to 145 Parker Street, zoned S-1 containing 217,800 square feet of land and only 1 dwelling. Town-owned vacant land is not included in this table.

TABLE 6
1980 MacCONNELL LAND USE STUDY OF MAYNARD, 1951 - 1980

<u>Land Use Category</u>	<u>ACRES</u>			<u>Percent of 1980 Total</u>	<u>Percent Change 1971-1980</u>
	<u>1951</u>	<u>1971</u>	<u>1980</u>		
URBAN					
Industrial	39	85	94	3	11
Commercial	0	74	74	2	0
Dense Residential	292	219	232	7	6
Medium Residential	0	466	509	15	8
Sparse Residential	234	193	193	6	0
Transportation	0	0	0	0	0
Open and Public	<u>221</u>	<u>177</u>	<u>124</u>	<u>4</u>	<u>-43</u>
URBAN TOTAL	786	1,214	1,226	35	1
AGRICULTURE					
Cropland	233	15	15	0	0
Pasture	349	9	5	0	-4
Woody Perennials	<u>55</u>	<u>30</u>	<u>30</u>	<u>1</u>	<u>0</u>
AGRICULTURE TOTAL	637	54	50	1	-8
OPEN TOTAL	83	94	94	3	0
FOREST TOTAL	1,617	1,648	1,640	48	0
WETLANDS					
Water	71	89	89	3	0
Salt Wetlands	0	0	0	0	0
Fresh Wetlands	<u>202</u>	<u>218</u>	<u>218</u>	<u>6</u>	<u>0</u>
WETLANDS TOTAL	273	307	307	9	0
OUTDOOR RECREATION					
Land Based	+	69	69	2	0
Water Based	+	0	0	0	0
RECREATION TOTAL	+	69	69	2	0
MINING TOTAL	+	10	10	0	0
WASTE DISPOSAL TOTAL	<u>+</u>	<u>0</u>	<u>0</u>	0	0
TOTAL ACREAGE	3,396	3,396	3,396		

+ Not measured in 1951.



TOWN OF
MAYNARD
 MASSACHUSETTS

FIGURE 2
 TOPOGRAPHIC MAP

SCALE IN FEET
 0 800 1600

SOURCE: U.S. Geological Survey

outwash plains consist mainly of sand and gravel - bedrock material that comes to rest on the beds of streams and meltwater as they flow away from a glacier.

Other relatively high elevations in the town are Tuttle Hill, Vose Hill, the unnamed hills in the Annex Land, the hill behind St. Bridget's Cemetery, and the hill between Powdermill and Old Mill Roads. Elevated areas of the town offer scenic vistas; for example, Summer Hill offers the town a scenic view across the central business area and along the Assabet River. In addition, surrounding hills provide for a scenic backdrop for the town.

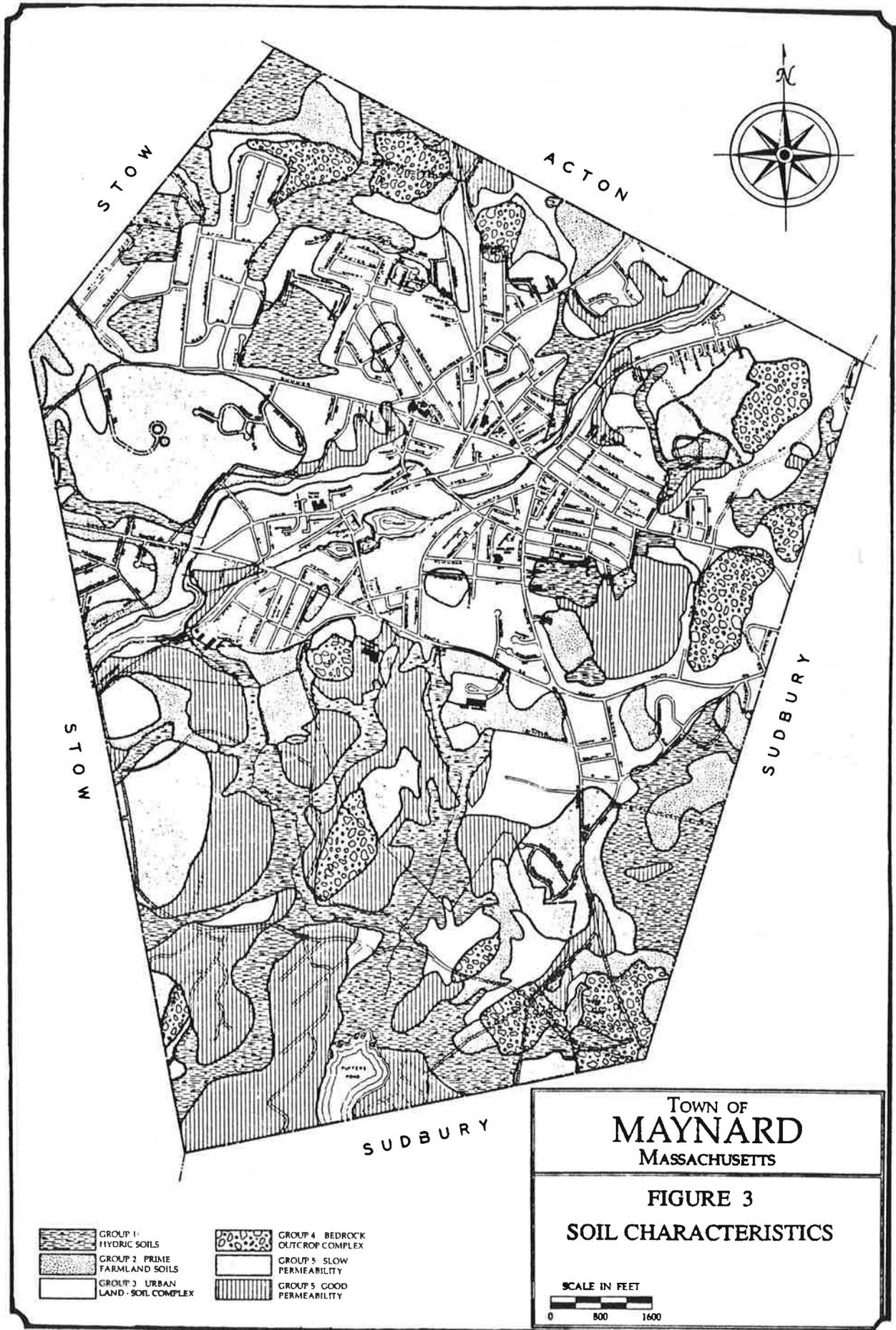
Soils

Identification and delineation of the soils in the Town of Maynard provide a basis for sound land use planning decisions in the future. Soil is a material resource and, if ignored during community planning, costs of implementing the open space plan will increase and land and water resources in the town could be irreparably damaged.

Many environmental factors are impacted by the physical characteristics and management of soils. Factors such as wetlands, drainage characteristics, permeability, and depth to water table have been evaluated for the purpose of identifying limitations for specific land uses such as active and passive recreation and urban growth and for highlighting areas of concern.

According to the U.S. Soil Conservation Service, soils in the town (as shown in Figure 3) are a mixture of fine sandy loam, gravelly outwash material, silt loam, rock outcrop, and an unconsolidated mixture of sand, silt, and gravel commonly referred to as urban land. Soil types found in Maynard have been grouped into 5 broad categories for more detailed discussion.

- **Hydric Soils** - Is defined as "... a soil that in its undrained condition is saturated, flooded or ponded long enough during the growing season to develop anaerobic conditions that favor the growth and regeneration of hydrophytic vegetation."
- **Prime Farmland Soils** - Soils have the soil quality, proper growing season, and moisture supply needed to economically produce sustained high yields and crops when treated and managed, including water management, according to acceptable methods.



- **Urban Land - Soil Complex** - This type of soil comprises the large portion of the town where the soil has been altered or obscured by buildings, industrial uses, paved parking lots, sidewalks, roads, and railroads.
- **Soil - Bedrock Outcrop Complex** - Depth to bedrock is a major limiting factor for all land uses including growth. The soils delineated in this group consist of shallow depths to bedrock ranging from surface to a depth of 20 inches.
- **Permeability/Drainage Characteristics** - Soils with slow permeability will have to be modified through artificial drainage when land is used for urban growth. Homes with or without basements will be adversely affected by water due to slow permeability and a perched high water table. Soils with slow permeability rates limit the use of land for urban growth without costly engineering modification. These areas should be encouraged to be used for open space recreational activities.

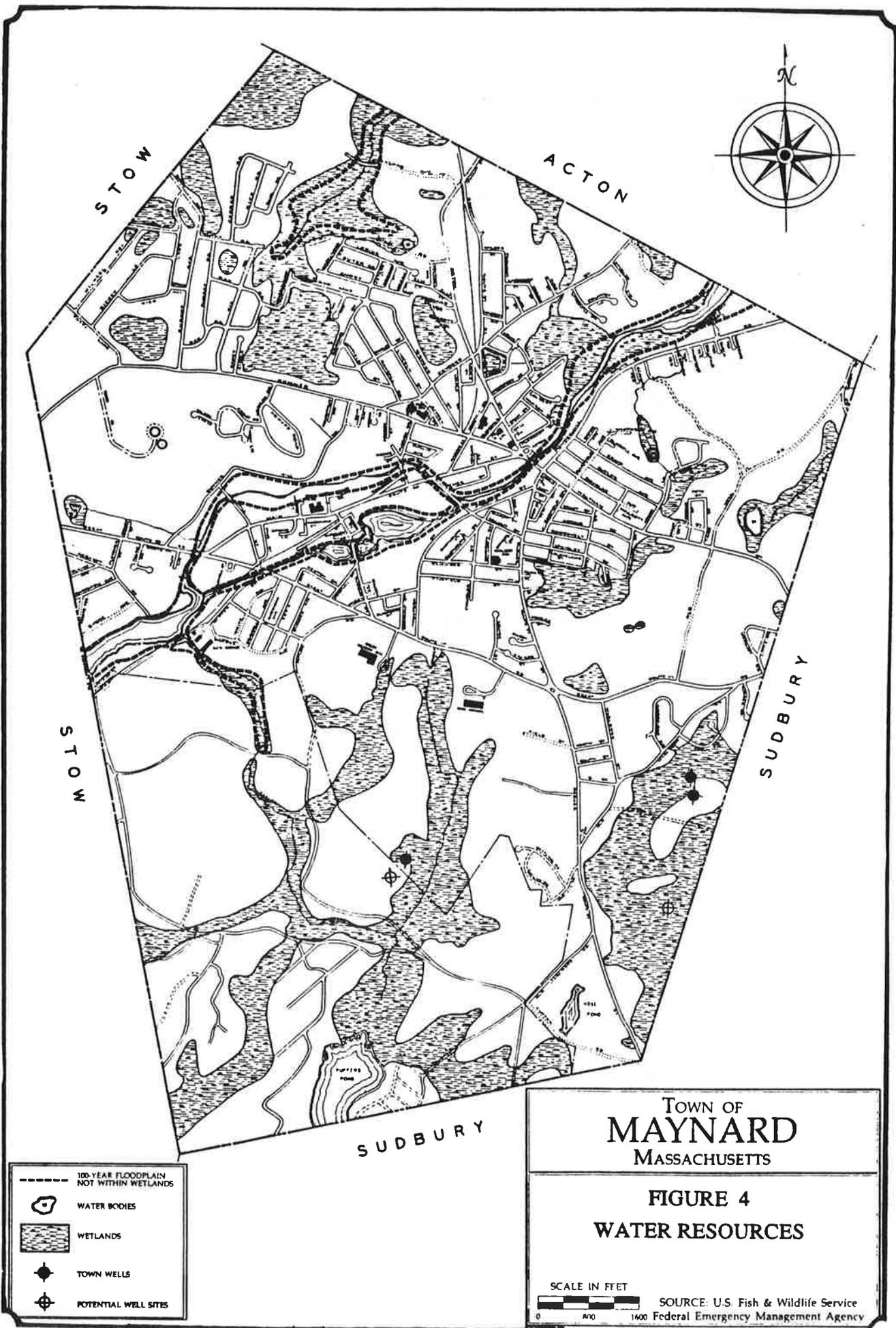
Water Resources

Maynard has approximately 70.4 acres (.11 sq. miles) of water surface and approximately 307 acres of wetlands (Figure 4). The town's water resources are a combination of rivers, streams and ponds and their associated wetlands. These areas serve eight important functions for the Town including:

- Public and private water supply;
- Ground water supply;
- Flood control;
- Storm damage prevention;
- Prevention of pollution;
- Fisheries; and
- Wildlife habitat.

In addition, these water surface areas also provide open space and passive and active recreation for various public uses such as nature study, photography, boating, and swimming.

The primary wetland resource found in Maynard is bordering vegetated wetland. The predominant type of bordering vegetated wetland is the red maple swamp. These areas, as well as marshes and flood plains, offer important visual resources, adding a natural dimension to Maynard.



- Wetlands North of the Assabet River

The largest area of wetland in this section of Maynard is associated with a stream which flows north into Acton (see Figure 4). Other wetlands noted in this area are either portions of wetland areas extending into Maynard from Stow and Acton or are remnants of larger wetland systems which were once interconnected.

Relatively undisturbed wetlands in this section of Maynard consist primarily of red maple (Acer rubrum) swamp with a well-developed shrub layer of pepperbush (Clethra alnifolia), buckthorn (Rhamnus frangula) and winterberry (Ilex verticillata). The canopy layer of wetlands in the northwestern portion of the Town consists primarily of white pine with little understory. There are few areas of open water in this area.

Although not a wetland area, the Conservation Commission owns a portion of land near Tower Road and Wilson Circle, extending from Summer Street to Summer Hill Road. This area would be of value to wildlife since it is relatively large in size, and consists primarily of oaks which provide valuable mast (food). Gray and red squirrels as well as chipmunks are common in this area. Bird species noted during an in-field survey included downy woodpecker, blue jay, crow, starling, dark-eye junco, white-breasted nuthatch, cardinal and various species of sparrows. These common species were noted throughout Maynard in both wetlands and uplands.

- Assabet River

The Assabet River flows northeast through the center of Maynard. The Mill Ponds located just south of the River provide open water; however, since the three ponds are surrounded by development with little associated vegetation, they are of limited value to wildlife. The few remaining areas of wetlands along the River offer scenic vistas and provide valuable habitat for wildlife. One such area is located south of Concord Circle and west of Windmill Drive. This area includes freshwater marsh as well as red maple shrub swamp. The marsh provides an additional cover type, increasing the edge between the habitat types, interspersing and diversity. Mink,

muskrat and other wetland wildlife may be located in these areas, although resources and undeveloped areas are somewhat limited along the river. The wetlands associated with this system are of value to wildlife due to the presence of the open water and the variety of habitats present.

- Wetlands South of the Assabet River

The wetlands in this portion of the Town have not been as heavily disturbed or segmented as the wetlands north of the Assabet River. It is strongly recommended that the Town continue to actively implement measures outlined in the Wetlands Protection Act and Town regulations in order to preserve these wetlands in their current condition. Almost all of wetlands in this area consist of red maple swamp with a shrub layer which varies in density. Vose Pond, located at the southeastern tip of the Town provides valuable open water for wildlife; there are, however, no extensive surrounding marshes or swamps.

- Fort Devens Annex

This area, containing the most extensive and least developed wetland resources in the Town, is located in the southwestern section of Maynard. The red maple swamp in this region is associated with Taylor Brook, various unnamed streams and Puffer's Pond. This area is most likely of the greatest value to wildlife due to its lack of disturbance, its seclusion, the interspersion of wetlands and uplands, and its increased edge between habitat types. It has both open water, in the form of Puffer's Pond and streams, red maple swamp and limited areas of marsh.

Scenic Resources

Maynard's visual character is punctuated by its diversity of landforms including forested hills, wetlands, the Assabet River, ponds and historic brick mill buildings. Land has been acquired in parts of the town to maintain the open space and forested visual quality of the area. Particularly in the Summer Hill area, land acquisitions enhance the town's historic rural and diverse character.

The visual-cultural values of such areas consist of an array of interrelated, intangible values which benefit the public, but are often very difficult to measure. These include aesthetic, recreational, educational and other heritage values. The term "heritage value" is used to define special uses or meanings individuals have attached to a particular area because of personal or cultural interactions with that area.

Marshes and other wetlands, for example, contribute directly to the scenic value of landscapes and add to landscape diversity. This value of aesthetics is achieved through direct recreational usage as well as from distant viewing. The recreational values vary greatly according to user and landform type. Recreational activities may range from birdwatching and picnicing to walking, canoeing, hunting and fishing.

Many scenic areas may also serve as areas of scientific research and as outdoor educational exhibits to demonstrate the dynamics of ecological relationships or the natural or man-made histories of a culture, landform, town or entire region.

Historic Resources

Maynard has a variety of historical sites located throughout the Town. Historic houses and sites worth noting include the George Brown house (1830) on Acton Street; George Smith House (1784) on Great Road; Asa Smith House on Summer Hill Road; Dexter Smith House on Concord Street; Levi Smith House (late 1700's) on Great Road; William Smith House on Great Road; Silas Brooks House (1764) on Summer Street; Louis Brigham House (mid-1700's) on Great Road; and the Lucius Maynard House on Summer Street. Other historic sites of interest include Amory Maynard's Tomb; the granite marker on Parker Street, the Masonic Building; Union Congregational Church; and the school buildings. Concord and Summer Streets are also of historic significance since they were important routes for the minutemen.

The Assabet Mill, Mill Clock, Ben Smith Dam, and St. Casimir's Roman Catholic Church are also of historic importance to the town's development, as was the Rice Tavern and Puffer House (which were torn down by the Fort Devens Annex), and Summer/Pompossitticut Hill. Registration of these historic places and structures will help ensure their protection and preservation for future generations.

Community Facilities

In 1988 the Board of Selectmen contracted to study the short- and long-term needs of Maynard's community facilities. The Town Space Needs Committee was established to study community facilities needs and establish recommendations and priorities for the Town meeting. Of particular concern was the vacant Roosevelt School and the partially vacant Coolidge School (limited to school administration offices). The architects surveyed each town department to determine space needs, future expansion and compatibility with other town departments. In general the study concluded the immediate need to move the Police Station to the Roosevelt School, improve the fire station and make the town offices more handicap accessible.

Schools

There are three utilized public schools in Maynard. Green Meadow School (K-4), Fowler Middle School (5-8) and the High School (9-12). The Coolidge School is another school building utilized for school administration offices. The School Department is projecting a 24% enrollment increase over the next 6 years.

Public School Projected Town of Maynard Enrollment

<u>School</u>	<u>1990-1991</u>	<u>1991-1992</u>	<u>1992-1993</u>	<u>1993-1994</u>	<u>1994-1995</u>	<u>1995-1996</u>
Green Meadow	641	693	726	747	745	755
Fowler Middle	372	361	408	439	496	534
High School	<u>255</u>	<u>286</u>	<u>293</u>	<u>328</u>	<u>373</u>	<u>381</u>
TOTAL	1,268	1,354	1,427	1,514	1,614	1,670

The Regional School District Planning Committee is currently reviewing regionalizing the school system. Due to the enrollment, curriculum and financial considerations, the town is exploring regionalization with Acton and Boxborough. However, classroom availability is a constraint at the Green Meadow School

- Green Meadow School: The Green Meadow School is currently at capacity and additional classroom space is a school priority. The 1990-1991 enrollment is

641 with a 7% projected increase for the 1991-1992 year (693). The school will examine conversions of nonclassrooms to classrooms, grade level building reorganization, and/or building expansion, to accommodate projected enrollment.

- Fowler Middle School The Fowler Middle School currently has an enrollment of 372 (1990-1991) with a projected 30% increase over the next five years. Although classroom space at the school is adequate, athletic fields are needed. The school does not have any athletic fields and relies upon the High School and alumni field activities.
- High School The Maynard High School has adequate classroom and athletic facilities to meet projected enrollment. The High School includes facilities to accommodate up to 600 students. Current (1990-1991) enrollment is 255 and only 381 students are projected for the 1995-1996 year.

Police/Fire

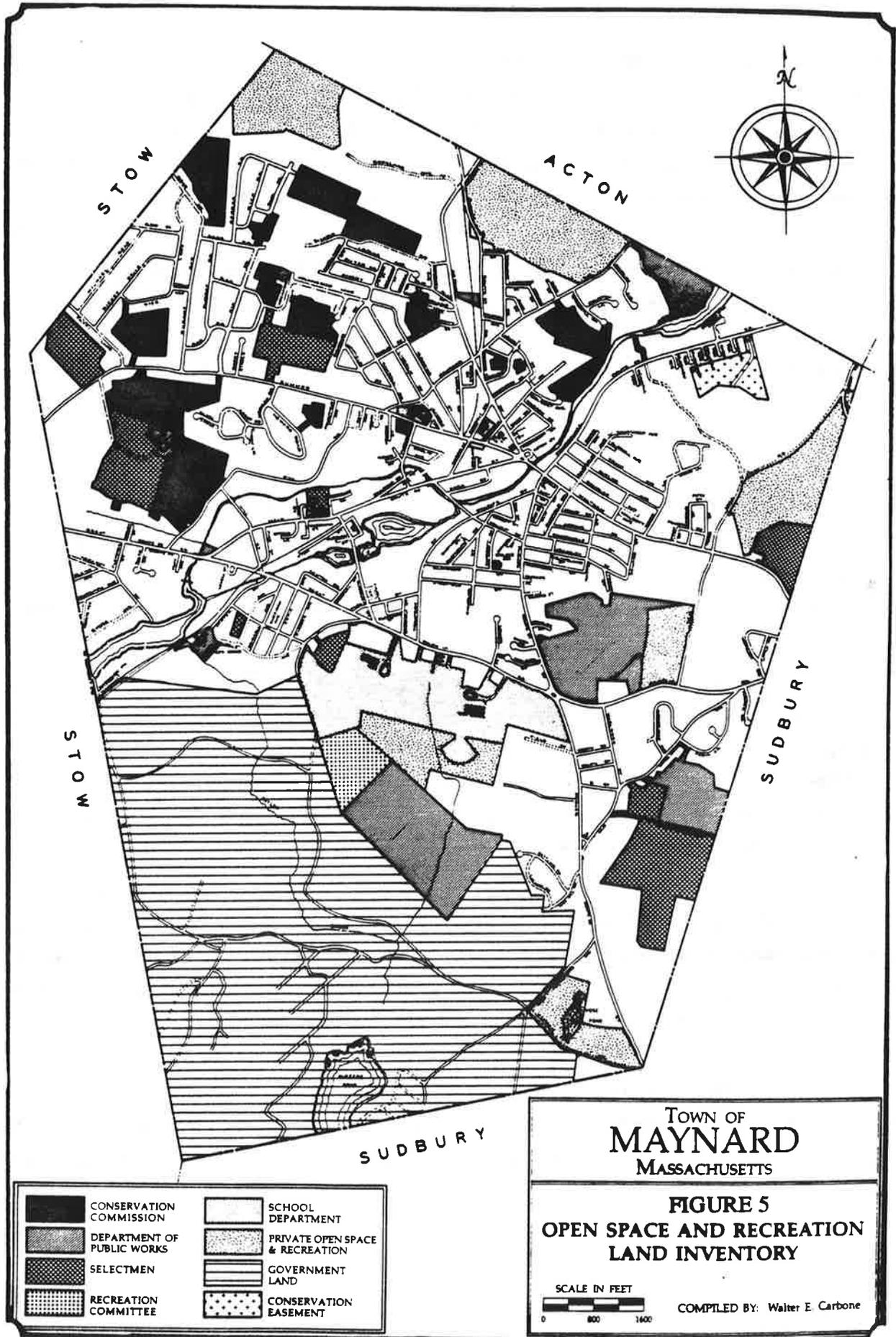
The Public Safety building currently houses the Police and Fire Departments. There is not adequate room for this joint utilization of space. As a result of over crowding in this building the Police Department's cell blocks do not meet state codes and the building does not have any juvenile facilities as required by state law. The 1988 Town Space Needs Committee recommended moving the Police Department into the Roosevelt School. The revamping of the Roosevelt School and fire station improvements were part of a May, 1988, Proposition 2 1/2 override which was defeated by Town meeting.

Municipal Offices

The Town Hall currently houses all town offices except the School Department. Part of the 1988 space needs study evaluated the moving of the library to the Coolidge School and expanding each town department. However, due to cost considerations this proposal was not included in the May, 1988, Proposition 2 1/2 override vote. Town offices are only handicapped accessible on the first floor.

Open Space and Recreation

Maynard has nearly 50 public and semi-public open space parcels and recreation areas



ranging in size from two-tenths of an acre at some Conservation Commission holdings to the 815-acre Fort Devens Annex Reservation (Figure 5). These parcels total about 637 acres (1,452 acres including the Fort Devens Annex). About 250 acres are developed for active recreation, with the balance remaining in an essentially natural state. The availability of this amount of acreage meets nationally recognized open space standards for Maynard's present and projected populations. These standards specify that 10 acres of local open space be provided for each 1,000 population. Based upon this criteria, Maynard currently provides enough open space for a future population of 39,400. The standards also suggest 2.5 acres of playgrounds and playfields are appropriate per 1,000 population. Maynard currently provides enough acreage for 89,200 residents. Appendix A includes a list of all open space and recreation land in Maynard.

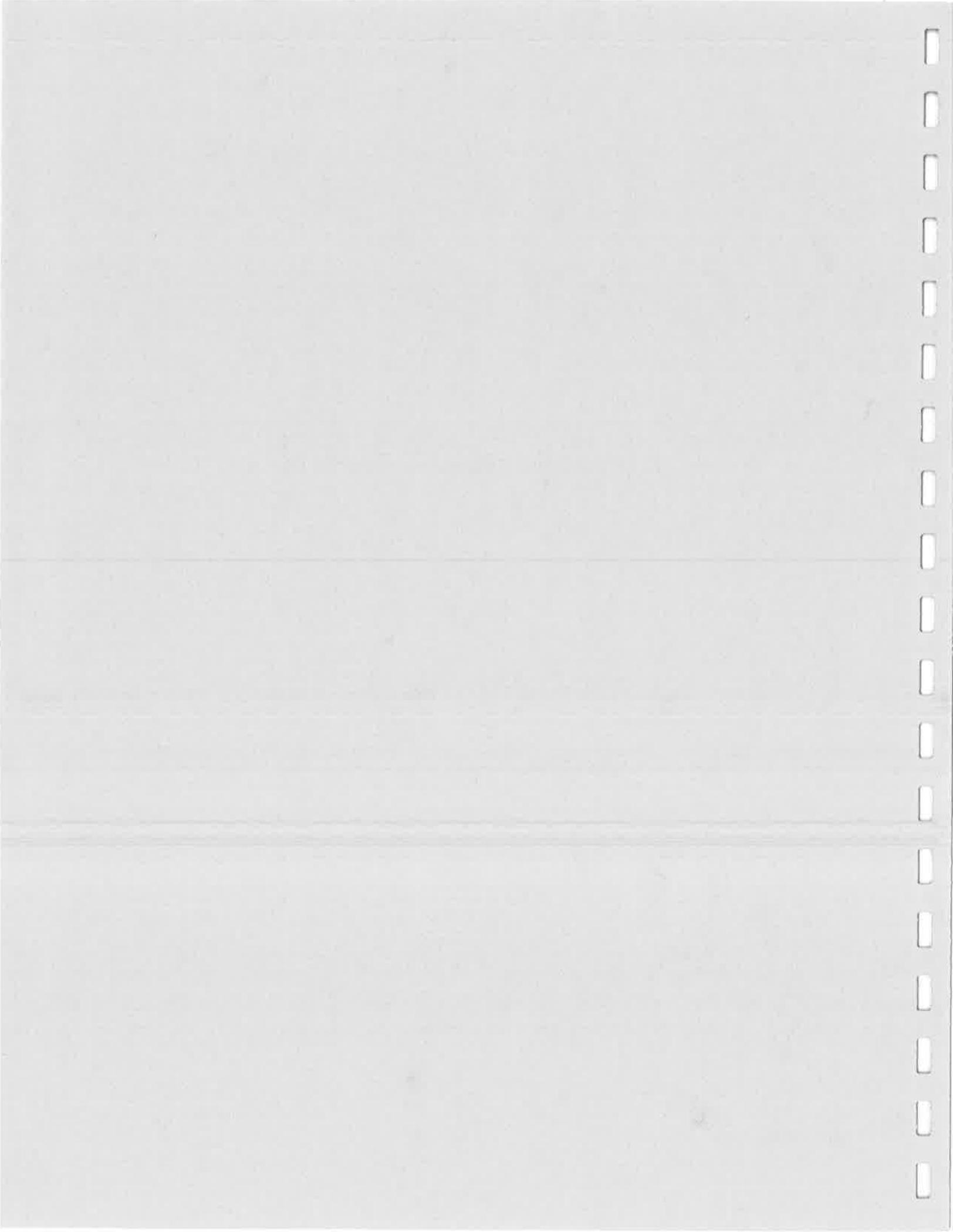
Fort Devens Annex

Nearly one-quarter of Maynard's land area is occupied by the U.S. Army Natick Laboratory Annex. In 1943, the Federal Government acquired an estimated 2,873 acres from Maynard, Stow, Sudbury and Hudson for the testing and storage of weapons during World War II. Up to 1,100 acres were purchased in Maynard. (Other acreage estimates are 915 acres). In 1970, the General Services Administration (GSA), whose function is to oversee the disposal of surplus federal properties, recommended that 2,500, or all but 400 acres, of the facility be declared excess property. Since this period, the Town of Maynard has purchased a total of 100 acres for the DPW Well Site #3, school lands and recreation lands.

The remaining 815-acre Annex Land in Maynard offers the town numerous opportunities. Water supply, affordable housing, open space and sludge disposal are the primary uses the Town has examined for this land. The 1990 Community Attitudes Survey clearly demonstrated the community's priority to utilize the Annex land for open space (73%) or a regional park. However, it should be noted that water supply, affordable housing and open space/recreation uses would also be acceptable to the Town; alternatively, a portion of the site could be sensitively developed for affordable housing while the remainder of the land could be developed as a regional park. The water quality of the proposed Well Site #4 would not be jeopardized by a regional park utilization of the land.

However, development of the Annex Land may be hampered by the parcel's contamination from weapon testing and storage. Currently nine separate identified contaminated sites have been located on the Annex Land. Therefore, future development of the Annex Land may require clean-up.

II. COMMUNITY GOALS AND OBJECTIVES



II. COMMUNITY GOALS AND OBJECTIVES

Development of community goals and objectives is a vital part of Maynard's master plan. Cities and towns are complex entities. Unless a conscious effort is made, decisions that are vitally important to the future of the community will be made without benefit of an understanding of the implications of such actions. In other cases, decisions will be made by inaction or by default. The goals and policies were developed from the 1990 Community Attitudes Survey (Appendix B). In general, the Maynard community supports additional open space; increased regulatory growth controls; constrained growth; cluster zoning; increase in public transportation; new police and fire facilities; and maintaining the downtown business area.

Periodically it is important for the community to consciously state its goals and examine potential policies for carrying out such goals.

The discussion which follows is designed to set forth potential goals and discuss policies which will implement them. It will also demonstrate the interrelationship of many of these goals. The goals (and policies which relate to them) break down into eight principal areas, many of which are inter-related. These include:

- Land use
- Environment
- Housing
- Transportation
- Community facilities
- Open Space and Recreation
- Fiscal

Land Use

Land use is the central system which drives the community. All other systems relate to it or serve it (i.e. transportation, community facilities).

In Maynard, a small geographic area, land is in short supply. Most suitable property has already been developed or used. There is, however, some vacant land or land which will become available. Serious thought has to be given about what use will be made of this land in the future. In addition, developed areas may be subject to changes or further development as time passes. Policies for the future use of these areas is required as well.

Goal: Utilize remaining vacant land for uses which will be most beneficial to overall needs of the community. (Related goals areas: environment, housing, community facilities, fiscal.)

- Policy #1 Reserve land to meet anticipated housing needs, while protecting the living environments of existing residential areas.
- Policy #2 Reserve land for future open space so that the community will not be overcrowded and there will be an appropriate ecological balance. (See Community Facilities for more detailed policies related to open space.)
- Policy #3 Protect critically important lands from improper development, especially aquifers, wetlands, water bodies, and wildlife habitats. (See Environment.)
- Policy #4 Support land use related to economic development (i.e., industrial use, CBD, multi-family) while keeping in mind the essential residential nature of the community. (See Fiscal.)
- Policy #5 Monitor the disposition of the surplus federal government land so that it will remain under state or local control and remain primarily for open space and recreation use. (See Community Facilities.)

Goal: Retain and improve the diverse physical character of Maynard.

- Policy #1 Use wetlands and other open space lands as demarcations between neighborhoods, to provide buffers between residential areas and other higher intensity uses, and to provide passive recreation opportunities. (See Environment and Community Facilities.)
- Policy #2 Protect the remaining hillsides from excess small lot or multi-family development, which will increase the urbanized appearance of the town.
- Policy #3 Use the Assabet River and other water bodies as design elements and setting community development, while protecting their delicate environmental attributes. (See Environment.)
- Policy #4 Protect the design characteristics and appearance of the town center, which represents the town to visitors and residents alike. (See Fiscal.)
- Policy #5 Protect the entrances to Maynard from adjoining towns from unsightly or inappropriate development.
- Policy #6 Increase the use of design review to continue to improve the function and appearance of the town.

Goal: Control the use of land through legally enforceable mechanisms.

- Policy #1 Adopt revised zoning regulations to regulate land uses, dimensional controls and design review.
- Policy #2 Vigorously enforce the wetlands laws and other regulations related to the protection of the environment. (See Environment.)
- Policy #3 Carefully administer the subdivision control regulations so that marginal lands are used (or preserved) in an appropriate manner.

Environment

The environment we live, work, and play in is of critical importance to our well being. The residents of Maynard must be pro-active with regard to protection and enhancement of the town's physical environment and natural resources.

Goal: Protect critically important natural resources from undesirable development or other environmental abuse.

Policy #1 Enforce the wetlands protection regulations and the flood plain regulations so as to: 1) provide a balanced ecosystem for man, plants, and animals; 2) to retain the character of the community; and 3) to avoid the future costs of inappropriate development.

Policy #2 Seek to acquire or otherwise protect scenic and other environmentally important open space lands from development. (See Community Facilities.) This policy recognizes that some land will be needed for recreation and other community facilities as well as housing and limited economic development.

Goal: Protect and enhance the man-made environment including the town center, historic sites and buildings, and parks, open spaces and streets (including street trees).

Policy #1 Update urban design studies for the town center and other areas of the town of critical design importance.

Policy #2 Adopt historic district zoning protection for suitable areas of the town, including the historic mill areas.

Policy #3 Maintain and expand the town's open space and recreation lands in accordance with the town's five-year plan.

Goal: Protection of Maynard's water resources

Policy #1 Preserve wetlands through enforcement of the Wetlands Protection Act.

Policy #2 Conduct a hydrogeologic study to determine and map the aquifer recharge areas for the Town wells.

Policy #3 Promote acquisition of wetlands critical to public, private and groundwater supply and flood water storage.

Policy #4 Promote acquisition of private lands within the geographic aquifer recharge area of the Town's wells and protect against intensive development in the aquifers through regulation and easements where outright purchase is unreasonable and possibly unnecessary.

Policy #5 Work towards including important aquifer recharge areas in an "Open Space District" to protect the Town's water supply and groundwater from adverse development and potential contamination.

- Policy #6 In collaboration with the Board of Health, Conservation Commission and Department of Public Works, monitor water bodies, groundwater and water courses for pollution levels.
- Policy #7 In collaboration with the Board of Health, promote inspection of private septic systems, and review of maintenance and disposal schedules and procedures for holding tanks which may have an adverse effect on water quality.
- Policy #8 Work towards reducing all forms of non-point source and aerial pollution, including, but not necessarily limited to, utility transmission corridor spraying, and treatments of road surfaces such as salting.
- Policy #9 Work towards cleaning the Assabet River to a Class B (swimmable level) standard.
- Policy #10 Work towards developing and adopting regulations for a Town of Maynard's By-Law Pertaining to General Wetlands.

Goal: Protection of important resource areas

- Policy #1 Identify and map all of the following resource types:
 - ... groundwater aquifers, surface waters, rivers, streams, wetlands, floodplains, flood hazard areas, major groundwater aquifers, important wildlife habitat areas, unique vegetative areas, areas of high recreational potential, scenic areas, areas of historical or cultural importance, unique geological formations, and protected open space and conservation lands.
- Policy #2 Research and maintain records of covenants, easements, and restrictions on all lands owned by the Town, e.g., Conservation Commission, Board of Selectmen, Department of Public Works, School Department, and the Housing Authority.
- Policy #3 Work towards rezoning important resource areas in the "Open Space District." In particular, a limited review of zoning designations applicable to the town land acquired for water resources (e.g., the Old Marlboro Road well site) will ensure its protection and optimum potential use for the public good.
- Policy #4 Promote the acquisition of land adjacent to or part of existing resource areas to create continuous protected greenbelt zones. Develop a Town-managed acquisition program which reviews population density requirements versus acquisition priorities. The need for prompt action in conjunction with a directed program is necessary.

The elements of such an effort are already in place but remain functionally fragmented and competing. This theme of connectivity of Maynard's open space/green areas holds great potential for quality of life improvements as well as property value increases by utilizing the eventual Assabet River greenway artery, such connectivity is quite achievable.

Goal: Development of Assabet Riverway Plan

- Policy #1 Preserve and protect the Assabet River and Taylor Brook for public use.
- Policy #2 Work with private land owners abutting the River to establish easements for walkways.
- Policy #3 Develop walkways, picnic areas and boat launching areas.
- Policy #4 Promote public participation in design and outlay of the park.

Goal: Protection of Maynard's tree resources

- Policy #1 Protect trees for shade, aesthetics and neighborhood quality throughout the Town.
- Policy #2 Work towards adopting, developing, and enforcing strict regulations for the tree protection by-law.
- Policy #3 Designate a tree warden familiar with botanical ecosystems to enforce the tree protection by-law and oversee tree resources.
- Policy #4 Include woodland preservation as criterion in the acquisition of important resource areas.
- Policy #5 Promote private forest management practices under MGL Chapter 61 that will enhance habitats, increase protection against forest fires, and provide firewood and lumber on sustainable resource base.

Housing

Maynard is a residential community. As time passes, peoples' needs for housing of different types changes. Suitable housing to meet changing needs should be available, subject to land resources and other environmental and fiscal constraints.

Goal: Provide opportunities for housing of various types, to meet anticipated needs, within the town's limited land resources.

- Policy #1 Encourage single-family homes on moderate sized lots where suitable land is available, since this is the predominant housing style in this town.
- Policy #2 Where site conditions are not ideal for moderate or large sized lots, encourage cluster zoning to group the homes on the flatter or better land, while preserving the wetlands, steep hills and other environmentally sensitive areas for permanent open space.
- Policy #3 Balance the above single-family homes with multi-family dwellings or townhouses to meet the needs of smaller families and individuals including the elderly, young couples, empty nesters, and individuals.

Policy #4 Assist those who are of moderate financial resources by encouraging assisted housing and types of housing within the means of moderate income people, including the elderly.

Goal: Encourage retention and improvement of the existing housing stock of the community, which includes a variety of housing types.

Policy #1 Seek community development of other state or federal grant funds to assist in the upgrading of the existing housing stock.

Policy #2 Consider the use of small accessory or in-law apartments within existing structures to provide small lower cost housing units.

Transportation

Mobility of people and goods is a favored characteristic of a community. The private vehicle provides this mobility in most cases. In specific circumstances, public transportation is better and cheaper.

Goal: Increase the transportation options of Maynard residents.

Policy #1 Encourage carpools and ride sharing to limit the use of the private automobile and reduce the need for more parking facilities.

Policy #2 If necessary, establish methods such as satellite parking lots to reduce the traffic into the town center and other employment areas during peak periods.

Goal: To maintain an adequate street and highway system to support the current and future use of land in Maynard.

Policy #1 Seek state and federal assistance for improvements to streets and highways eligible for such assistance as the need occurs.

Policy #2 Budget adequate annual funds to keep town streets and highways at a high level of maintenance.

Policy #3 Specific needed improvements.

Community Facilities

Adequate facilities to meet the needs of town residents and business are essential. Facilities needed include water, sewer, schools, libraries, parks and playgrounds, open space, and town government facilities. Services, in addition to town government, include education, police and fire protection, recreation, libraries, and public works maintenance.

Goal: Provide a high level of public facilities and services to meet existing and future needs.

- Policy #1 Provide improved facilities for the Police Department
- Policy #2 Review alternatives related to joining a regional school system.
- Policy #3 Continue to improve library facilities and services.
- Policy #4 Seek funding sources to replace declining local and state revenues for repair and maintenance of public facilities.

Open Space and Recreation

Open Space

Goal: Improvement of Existing Town Land Management

- Policy #1 Research and maintain records of covenants, easements, and restrictions on all Town-owned lands.
- Policy #2 Work towards developing and adopting restrictions on all Town-owned conservation, open space, park, and historically/culturally important lands.
- Policy #3 Work towards developing and adopting a land protection policy.
- Policy #4 Promote the acquisition of land adjacent to or part of existing resource areas to create continuous protected greenbelt zones.
- Policy #5 Promote coordination between Town departments and between Town Boards, Commissions, and Committees in terms of land acquisition and management.
- Policy #6 In collaboration with the Recreation Commission, Department of Public Works, Conservation Commission, Planning Board, and similar bodies, develop management plans as well as rules and regulations for specific parcels of Town-owned land.
- Policy #7 Promote public participation in determining needs, wants, goals, and usage in regards to the management of Town-owned lands by holding public meetings/ hearings.
- Policy #8 Discourage litter and vandalism from occurring on Town-owned land by erecting gates and soliciting assistance from the Police Department for enforcement of existing regulations.

Goal: Protection of areas of heritage/cultural/historical importance

- Policy #1 Identify and map all known areas/locations of heritage, cultural, or historical importance.
- Policy #2 Research and maintain records of ownership and restrictions on all areas identified in #1.

Policy #3 Work towards developing a program of acquisition and management including both open space/conservation land and areas identified in #1.

Goal: Promotion of conservation education

Policy #1 Encourage the Conservation Commission to initiate programs of conservation education including recreational use of resource areas, resource value and available resource areas.

Policy #2 Encourage the Conservation Commission to print conservation pamphlets and brochures regarding Maynard's natural resources.

Policy #3 In collaboration with the Conservation Commission, Recreation Commission, Planning Office and any other local civic-conservation related organization, organize and hold seasonal or biennial seminars or public lectures regarding specific resource areas or general resource functions.

Policy #4 Promote nature and conservation study in the public school systems and in local scouting groups.

Policy #5 Initiate Conservation Commission sponsored lectures and field trips for Maynard school children.

Policy #6 In collaboration with those groups listed in objective #3, initiate a program of public lectures on land conservation, open space protection, and other goals of the Open Space and Recreation Plan.

Policy #7 In collaboration with those groups listed in objective #3, the local newspapers, organize and initiate a program of "rotating authors" to write a weekly column regarding conservation, land protection, the Open Space Plan, resource value, specific resource areas, or any similar subject to further public awareness and education.

Policy #8 Initiate public involvement in the development adoption, and implementation of the Open Space and Recreation Plan.

Goal: Protection of the U.S. Government Fort Devens Annex Land

Policy #1 Identify and map all known areas/locations of unique environmental, historical, and cultural resources. This inventory among other resources should include wetlands, hilly knolls, possible well sites, and potential damaged/contaminated areas.

Policy #2 Detail a plan for effectively protecting identified resource areas.

Policy #3 Work towards developing a program of acquisition from the U.S. Government if the Sudbury Annex land is classified as surplus.

Goal: Expansion of existing recreational facilities

- Policy #1 Work towards acquiring land adjacent to existing designated conservation lands to create continuous greenbelt zones. Promote trail networking.
- Policy #2 Promote the acquisition and use of Town recreation and conservation lands and the resources which are available.
- Policy #3 Work towards acquiring additional open space land, passive and recreational sites, and conservation land. Neighborhoods and user groups (e.g., Jr. High School students) should be prioritized for acquiring additional recreational sites.
- Policy #4 Coordinate meetings at both the neighborhood and Board level to determine the recreational needs and wants of the public.
- Policy #5 Expand upon the Open Space Plan inventory of recreational facilities as deemed necessary to determine present and future needs.
- Policy #6 In collaboration with the Department of Public Works, Recreation Commission, Conservation Commission, and all other involved departments, offices, or commissions, reorganize the allotment of funds to deal with improvements, expansion, and modifications to cope with changing demand, of all existing and proposed recreational sites and facilities.
- Policy #7 Promote the development of new programs and the expansion of existing programs regarding lectures, pamphlets, and guided walks concerning the local culture, heritage, and environment.

Goal: Improvement of existing recreational facilities

- Policy #1 Expand upon existing inventory of Town-owned land and recreational facilities to determine levels of maintenance and improvements.
- Policy #2 Coordinate meetings at the neighborhood level to determine recreational needs and priorities of the public.
- Policy #3 Coordinate meetings between the Recreation Commission, Department of Public Works, Conservation Commission, and other Town Boards to determine feasibility and priority status.
- Policy #4 In collaboration with the Conservation Commission, Department of Public Works, and similar departments, commissions, and associations, concentrate efforts on improving the aesthetics of both passive and recreational sites.
- Policy #5 In collaboration with the Conservation Commission and Department of Public Works, develop a plan to keep facilities in line with changing needs, focusing on their present inadequacies, future needs, locational priorities, and available resources (funding, manpower, management costs).

Goal: Development of town-owned land

- Policy #1 Provide recreation opportunities in proximity to all residential areas in the town.
- Policy #2 Develop town land for neighborhood tot lots, playfields, and parks.

Recreation

Goal: Expansion of existing recreational facilities

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- Policy #2 Coordinate meetings at the neighborhood level to determine recreational needs and priorities of the public.
- Policy #3 Coordinate meetings between the Recreation Commission, Department of Public Works, Conservation Commission, and other Town Boards to determine feasibility and priority status.

Policy #4 In collaboration with the Conservation Commission, Department of Public Works, and similar departments, commissions, and associations, concentrate efforts on improving the aesthetics of both passive and recreational sites.

Policy #5 In collaboration with the Conservation Commission and Department of Public Works, develop a plan to keep facilities in line with changing needs, focusing on their present inadequacies, future needs, locational priorities, and available resources (funding, manpower, management costs).

Fiscal

Many town decisions have fiscal implications. With proper planning, decisions can be made which are financially beneficial to the town rather than financially detrimental.

Goal: Encourage economic activities which will have a net financial benefit (tax revenue and employment) to the town without adverse environmental or other impacts.

Policy #1 Continue to improve the function and appearance of the town center so that its net tax benefit will increase.

Policy #2 Encourage limited other industrial or commercial activities on current sites which are not labor intensive and will contribute to the tax base of the community.

Policy #3 Recognize that limited amounts of higher density housing will provide net tax income to the town.

Goal: Undertake a fiscal planning process to schedule major capital improvements in accordance with the town's fiscal capacity.

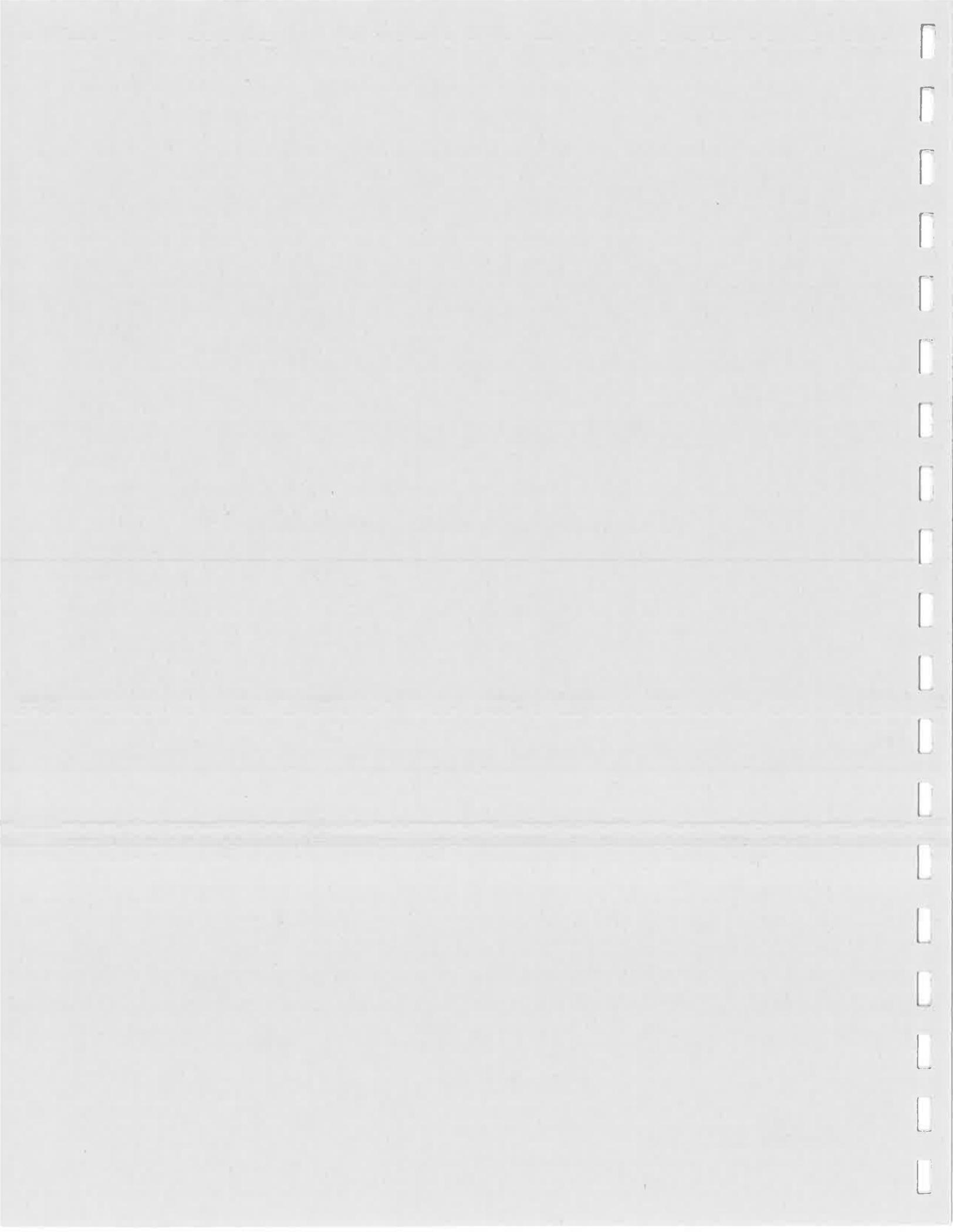
Policy #1 Appoint a long range capital budgeting committee with representation from the Board of Selectmen, Planning Board, Finance Committee, School Committee and other relevant town boards plus citizen representation.

Policy #2 Prepare, adopt, and keep current a five- or six-year capital improvements program.

Policy #3 Carefully evaluate all proposed development projects to determine potential fiscal impact on the town.



III. STRATEGY FOR GROWTH & DEVELOPMENT



III. STRATEGY FOR GROWTH & DEVELOPMENT

Regional Context

Since the preparation of the 1975 Master Plan, Maynard has undergone substantial change and growth. Much of this reflects more general trends in the region and New England as a whole. In reviewing and revising the Master Plan, it is critical to recognize the significance of regional factors and the limitations they place on local initiative. While local planning and regulations can significantly limit local growth, it is much less capable of stimulating or directing growth.

In terms of general economic trends, Maynard is part of Greater Boston. Today, Greater Boston extends from Cape Cod to Worcester to Manchester and Portsmouth, New Hampshire. Such factors as unemployment rates, income growth, job growth, and general housing demand tend to at least move in the same direction within this area; and it is regional forces which are the major determinant of economic change. Within this area, growth is expected to be slower in the 1990's than in the 1980's.

Maynard also exists within a more local environment. This local environment influences Maynard in two ways. First, it provides competition for Maynard: the alternative industrial parks, subdivisions, restored mill buildings and grant requests with which Maynard must compete. Second, the actions of surrounding communities often have a secondary impact upon Maynard: generating through traffic, degrading water supplies or creating more demand for housing.

Residential Development

Housing Need

On April 30, 1990, the Massachusetts Executive Office of Communities and Development (EOCD) issued its subsidized housing inventory (as of January 1, 1990). The breakdown for Maynard was the following:

<u>Category</u> *	<u>Units</u>	<u>% Subsidized</u>
Year-Round Housing Units (1980)	3,536	9.2%
Subsidy Units	326	
Subsidized Family Units	94	
Subsidized Elderly Units	232	
Estimate of 1986 Housing Units	3,941	8.2%

* Source: Massachusetts Executive Office of Community & Development.

The standard set by M.G.L. Chapter 774, the Commonwealth's affordable housing regulations, is that 10% of each municipality's year-round housing units should be made available to low and moderate income persons. Under this standard, Maynard would require 354 such units. The town currently has 314 qualifying units (see Table below) indicating a need for an additional 40 low and moderate income units.

Subsidized Housing Inventory Through 1989

Town of Maynard

<u>Project</u>	<u>Address</u>	<u>Funding Agency</u>	<u>Units</u>			<u>Ch. 774 Units</u>
			<u>Family</u>	<u>Elderly</u>	<u>Total</u>	
Chap. 667-1	Powder Mill Circle	EOCD	-	56	56	56
Chap. 667-2	Concord St. Circle	EOCD	-	56	56	56
Chap. 705-1	(Various)	EOCD	12	-	12	-
Summer Hill Glen	Summer Hill Rd	MHFA	-	120	120	120
Old Mill Glen	Dawn Rd.	MHFA	50	-	50	50
Dawn Grove	Dawn Rd.	HUD	<u>32</u>	<u>-</u>	<u>32</u>	<u>32</u>
TOTAL			94	232	326	314

Source: Mass. EOCD

According to estimates of the Maynard Housing Authority, the Town has increased its scattered site housing (Chapter 705-1) by 4 units to 16 units. The Housing Authority has also issued six (6) Section 8 (low income) Housing Certificates and the State has issued approximately eight (8) Section 8 certificates in Maynard.

The Housing Authority, which administers only low income family and elderly units (not including moderate income), reports that there is currently a need for approximately 20 units of low income family housing. No substantial waiting list for elderly units or special needs units exists. Moderate income units are reportedly always in demand.

Due to the current economic slowdown and the region's real estate recession, market rate housing is in good supply and sales prices have come down since the high levels of the mid- and late 1980's. However, home prices and rents are still beyond the means of many emerging families in Maynard and those others who may wish to live in the town.

Sites For New Housing

Planning standards suggest that higher density housing should be located closer to the urban center where services and facilities are available and where an urban scale has already

been established. In Maynard, this is not quite as important (because of the town's relatively small geographic size), but still holds true. Planners also suggest that single family homes on lots ranging from 10,000 square feet to 20,000 square feet or more should be located outside of the urban core of a municipality while two-family, garden apartments, and other apartments should be located within the urban core area. In general, this pattern has been followed in Maynard (with some exceptions) and should continue during the Master Plan period.

In order to preserve the character of Maynard, only development in scale with existing uses should be encouraged. Heights in excess of six stories would therefore not be appropriate anywhere in town. Heights in excess of three stories are probably not appropriate except in or near the town center and the mill complex. Because of traffic and other considerations, lower heights may be better for many development sites, even near the town center.

If possible, existing buildings, including commercial and industrial buildings, not needed for other uses should be considered for housing. State and federal agencies which fund low and moderate income housing encourage adaptive reuse of older structures. In this way the basic fabric of the community is retained and beneficial uses are found for properties that otherwise might remain vacant for the foreseeable future.

For example, the Roosevelt School would probably be suitable for subsidized low income family or elderly housing units. The key to adaptive reuse of existing buildings for residential uses is their location in a suitable living environment.

Town-owned land often offers opportunities for low and moderate income housing and special needs housing (i.e., handicapped, congregate care, etc.). The Town should review current Town-owned land and determine whether any parcels could be made available for such housing in the future.

Adequate land is available to meet the demand for single family residences in Maynard in the foreseeable future. Public water and sewer service availability assures that lots in the 10,000-20,000 square foot range can be developed for single family uses. Sites which have geographic and environmental limitations such as steep slopes or wetlands may best be regulated through cluster zoning which allows for less costly construction on these difficult housing sites. Under cluster zoning, an average minimum lot size is required but some lots can be reduced in size in order to maximize open space or increase the size of other lots with difficult topography.

The guide plan for future land use (Section IV) outlines areas to best address the residential needs identified above. The plan, of course, is flexible to reflect changing market considerations and town policy. For example, some sites proposed or zoned for industrial and commercial use may become more suitable for residential use in the future. Also, surplus

government land in the southerly part of town is recommended for open space and recreation uses, but portions could be considered for residential uses if a clear need was demonstrated and no other suitable sites were available in the town.

Industrial Development

The town has been fortunate to have a high quality technology use, Digital Equipment Corporation (DEC), in the textile mill complex in the town center. While any company of this size would create traffic problems and raise other local concerns, DEC and other local industrial firms have been major factors in the revitalization and growth of the central business district. DEC, has also located facilities in the southern part of town, off Route 27, and in the eastern part of town, off Route 62. DEC dominates the local economy and provides substantial real estate tax income and employment opportunities.

The question raised during the master plan review process is whether the town needs additional industrial development. The answer is additional industrial development would be difficult for the town to accommodate, except on a few limited sites on the edges of the town, due to traffic flow limitations. The town is at the crossroads for three regional secondary highways - Routes 27, 62 and 117. During commuter hours these roads now operate at or near peak capacity. Unless major highway changes are made, additional employee-intensive industry would be difficult to accommodate, especially in or near the town center.

The guide plan for future land use reflects this approach, infilling of smaller firms at existing industrial locations. The guide plan also suggests that some existing industrial sites, such as portions of the Rockland Avenue District, may be more suitable for housing or open space uses in the future.

Commercial Development

Central Business District

As reflected in the Community Attitudes Survey (Appendix B) the town has a strong positive attitude towards the Central Business District. As reported in the survey, the ability to shop downtown gives an important sense of community. Preservation of this retail area is an important element of this plan. The town's central business district has benefited from the location of DEC in the former mill complex. Many smaller New England towns have experienced difficulty in maintaining economic viability in their town centers in the face of

expanding regional shopping complexes and highway strip development. Maynard has maintained and revitalized its town center largely because of the presence of DEC and other local industrial firms. The town has also improved its off-street parking facilities and traffic flow to meet current commercial needs.

Maynard, however, faces some economic problems. With the current economic slowdown, nearly all segments of the state and local economy have been suffering. Industrial and commercial employment has declined, retail sales have decreased and real estate is experiencing a substantial recession. This has resulted in retail vacancies in the town center and reduced sales at some establishments. A new major development, the Assabet Village Market Place, was completed at a very difficult time and was taken over by its mortgage lender because of lack of tenants. The future of this property is now in doubt.

For the future, the following objectives should be kept in mind for the Central Business District:

- New development should seek to maintain and improve the small scale image of the Town Center.
- Traffic, parking, and other facilities should blend in and become part of the Center rather than dominate it.
- Additional multi-family housing, if needed, would benefit retail sales in the Town Center, if located there.
- Retail merchants should cooperate jointly on matters such as store hours, promotions, and customer attraction to increase sales and make the Center more dynamic.

Although it is difficult to accept the current economic slowdown, it should be recognized that Maynard's Town Center is more lively, provides better facilities, offers more diversity, and contributes to the town's tax base and employment more than most similar small town centers.

Other Commercial Areas

A substantial amount of land adjacent to the Town Center and along Routes 62 and 27 is already zoned for commercial and industrial uses. This land remains undeveloped indicating that the market demand for additional commercial uses is limited. Care should be taken not to

overzone land for commercial uses because of the concern that marginal or unwanted uses would locate there. The Guide Plan in Section IV for future land use addresses this question by offering alternative uses for vacant commercial and industrial land areas.

Urban Design

In order to protect the town from the potential impact of poor design and development, improved design review procedures are recommended. Such procedures would require submission of detailed plans, impact reports, market studies, and other information prior to approval of projects over a specific size. Design review is discussed in more detail under Guide Plan for Future Land Use (Section IV).

Open Space/Recreation

The 1990 Open Space and Recreation Plan outlined the open space/recreation strategy for the Town of Maynard. The strategy in the Open Space and Recreation Plan was drawn from an examination of citizen needs, opinions and preferences, as well as the inventory of available resources and facilities. While national open space and recreation standards were used to guide these strategies, they were used in conjunction with community-specific information in order to reflect Maynard's particular requirements.

The Town of Maynard has a total land area of 3,424 acres of which approximately 394-acres are designated as open space. Parks and playgrounds include an additional 223 acres. In addition, the Annex Land accounts for 815 acres (24%) of the land area in Maynard. Although nearly 17% of the Town acreage can be classified for open space and recreation uses, the numbers do not accurately reflect the reality of the situation. Much of Maynard's open space lands are wetlands (9%), and thus remain unusable for any active recreation. Existing parks and playgrounds are not adequately dispersed within the town and inadequate to serve the needs of certain populations. Many of the facilities need to be upgraded and better maintained.

Open Space/Conservation

Open space and conservation lands include areas utilized for passive recreation and natural resources protection. Maynard has a variety of these areas as well as room for expansion. Town Boards need to coordinate their goals and objectives to meet community needs. For example, sections of the railroad right-of-way which the Town acquired and then

sold to private land owners could have been developed for trails or a bike path. There are other Town-owned parcels which can easily be expanded and developed to offer a variety of passive recreation uses.

- Existing Facilities

The 1990 Open Space and Recreation Plan outlines and prioritizes an acquisition program for the town. Over the past 18 years the Conservation Commission and other Town Boards have acquired the majority of the parcels targeted in the previous Open Space and Recreation Plan. Although much of the Conservation Commission land consists of wetlands, these parcels offer excellent passive recreation opportunities and provide natural open space buffers. Other town-owned open space lands could also be easily developed to provide community open space and passive recreation needs.

- Passive Recreation

Passive recreation includes activities such as picnicking, hiking, nature study and walking/jogging trails. In the Town's 1985 open space planning survey, the second highest priority identified was development of passive recreation facilities. The town's passive recreation priorities include:

- Picnic areas
- Nature study/conservation areas
- Bicycle trails
- Jogging/walking trails
- Cross-Country skiing

Passive recreation activities are currently offered at the Green Meadow School (walking/jogging trail), Digital's Parker Street facility (jogging trails), and the Maynard Country Club (sledding and cross-country skiing). Identified passive recreation community needs not currently met include picnic areas, nature study/conservation areas, and bicycle trails.

Although the town has few designated passive recreation facilities, significant opportunities exist for such uses within the town. Hills, wetlands, ponds, and the Assabet River

provide ideal passive recreation settings. A combination of passive recreation activities may be suitable and appropriate for the same site.

- Picnic Areas

The diverse ecosystems in Maynard provide excellent settings for picnic areas. Scenic views along the Assabet River, Vose Pond and from hilltops provide enjoyable picnic locations. The town owns land on Summer Hill and along the banks of the Assabet which could be easily developed to accommodate picnic tables.

- Nature Study/Conservation Areas

Wetlands, the Assabet River, ponds and hills all offer interesting environments for nature study. The town currently owns areas ideal for use as nature study areas, e.g., Green Meadow School's walking trail, Summer Hill and parcels abutting the Assabet River. These areas should be developed to accommodate nature study needs.

- Bicycle Trails

A trail system for bicycling and walking is needed between the High School/Green Meadow School area and the residential neighborhoods. Pedestrian signal lights, crosswalks, and sidewalks are needed throughout the neighborhoods for the students who walk to school.

All-terrain bicycles (mountain bikes) currently have access to all town-owned land, but are frequently ridden in DPW well sites. Designated bicycle trails are needed to protect these areas from erosion and general environmental degradation.

- Assabet River Park/Walkway

The Assabet River provides the town with a wide variety of passive and active recreation opportunities. Currently there are two unofficial canoe launching sites (behind the Town Hall and next to the Ben Smith Dam), and some trails.

The development of a waterfront park and railway system along the Assabet River has been examined in the past and should be developed. The Planning Board has outlined a phased development system for a park:

- Phase I -
 - a) Olsen Square (Main Street/Walnut Street)
 - b) Town Hall/Summerhill Glen Area
 - c) Vest Pocket Park (terminus of new parking area)

- Phase II -
 - a) Upper/Lower River Walks

The Assabet River offers unique open space possibilities and should be developed. The Planning Board should coordinate its efforts with the Chamber of Commerce and land owners abutting the river. A river park/walkway plan should also be developed and adopted by all interested boards and groups.

- Conservation

Conservancy lands are those areas preserved in their natural state, with minimal access, and primarily utilized for protection and management of the natural environment. Resource protection is the primary goal in acquisition of conservancy lands with recreational use as a secondary objective. The Conservation Commission has acquired approximately 145 acres for conservancy lands to be predominantly used for wetlands protection. The DPW has acquired approximately 85 acres for water supply protection purposes.

- Acquisition

An acquisition program which defines, guides, and prioritizes parcel purchases is outlined in the 1990 Open Space and Recreation Plan. In general, conservancy lands should be acquired when natural resources are threatened with adverse impacts or where the lands abut other conservancy areas.

Maintenance

Conservancy lands should be maintained in their natural state. However, posting of signs and cleanup should occur on a regular basis. Gates should also be placed at access roads to conservancy lands. Prohibiting vehicular access (including motor bikes) will curtail illegal dumping practices and eliminate environmental damage caused by motor bikes.

Active Recreation

In 1980, Maynard had one of the highest population densities within Massachusetts and, with its older neighborhoods and lower home costs, continues to attract first-time buyers. The median age in Maynard was 30.7, with over one-quarter of the community under 18 years of age. This younger population and higher density supports the case for the importance of adequate recreational facilities within the community.

Recreation is increasingly included as an important factor not only in child and youth development, but also for maintaining adult health. The nation's over-65 population is increasing and generally experiencing better health and higher mobility. All these factors emphasize the need for recreation and leisure facilities sufficient to satisfy Maynard's present and future demands.

Existing Facilities

Maynard's active recreation facilities are concentrated in the High School/Green Meadow School/Alumni field area. Additional facilities are needed in outlying areas for the Junior High School.

The 1990 Open Space Planning Survey provided some insight into the types of recreational facilities which were of priority to the residents of Maynard. Top priorities included the provision of a swimming area, neighborhood playgrounds, and picnic/nature study areas. An examination of Maynard's existing facilities and review of the guidelines set by the National Recreation and Park Association also show that these facilities are inadequate or poorly maintained.

- Proposed Swimming Facility

Maynard currently does not have a viable swimming facility within the town. This was noted repeatedly as one of the highest priorities for active recreation in the town. The town should determine its specific priorities concerning a swimming facility, since it would serve the whole community, and consider whether teaching, competitive sports, and/or recreational activities are desired. Appropriate locations and type of facility should be outlined; Vose Pond or Puffers Pond could be alternatives to meet this need. If a swimming pool is determined to be the most appropriate option, a site ranging from 1/2 to 2 acres in size should be identified, possibly in close proximity to the high school facility, since this area serves as a community park with a high concentration of activity.

- Proposed Neighborhood Playgrounds and Playlots

The residential population of Maynard is concentrated to the north of Route 117. While the high school and elementary school facilities are satisfactory, there is a lack of local playlots and neighborhood playgrounds within the majority of Maynard's various neighborhoods. This deficiency was also noted in the 1985 resident's survey with neighborhood playgrounds identified as a high priority at that time.

A survey of the potential users of the park should be made when determining possible locations and requirements for proposed facilities. Smaller playlots or mini-parks should service "special populations" such as smaller children and/or the elderly. The service radius for these smaller facilities shouldn't extend beyond a 1/4-mile, and they should be no more than one acre in size. Existing facilities at Coolidge School, Roosevelt School, and Carbone Park meet this criteria, but need some maintenance and improvement. Most of Maynard's neighborhoods are lacking in this type of park/playground.

The neighborhood park or playground serves a wider population, with a 1/4-mile to 1/2-mile service radius. Access should be easily made by walking or riding a bike. There should be a higher level of active recreation (such as playground

equipment, picnicking, and ball games) for a wider range of children and adults, depending on the size of the parcel. Currently, the Green Meadow School and Crowe Park serve as a neighborhood park facilities, but additional facilities should be targeted. The Alumni Field and High School facilities can serve as this park facility. Their service radius extends between one to two miles, which encompasses most of Maynard.

- Maintenance and Management

The issue most often ignored when proposing either public or private park and recreation facility improvements is that of maintenance and management. The long-term success of any plan is dependent upon its care and durability. It is not enough to simply state that the improvements and additions to the park and recreation facilities in Maynard will be "maintained." Specific decisions should be made regarding appropriate management of town recreation facilities and an organization should be set up within the Town in order to make the maintenance goal realistically attainable.

- Open Space and Recreation Regulations

Currently, only the U.S. Government land and the town parcels which were previously part of the Fort Devens Annex are zoned as open space. Most of the town's open space and recreation lands are zoned residential (S-1 and S-2) and much of the private open space/recreation lands are zoned industrial. Similarly, Maynard's wetland areas are not zoned to provide appropriate protection although the Conservation Commission's owned parcels are restricted as to their uses. Changes to the Town's zoning map are needed to protect open space and recreation land areas. Town-owned open space and recreation lands, such as the Quirk Well land, should be zoned as open space, and large private open space currently zoned for high densities or industrial uses should be rezoned to a more restrictive zoning district.

The zoning by-laws do not currently allow cluster development, which would permit a relatively intensive use of a portion of a land parcel while at the same time maintaining the existing character and preserving open space for conservation and recreation on the remainder of a parcel. The garden apartment

district could be amended to promote cluster developments. Existing private open space and recreation land owners would then have an option for development which would preserve their current facilities and present opportunities for enhanced open space corridors throughout the town.

Infrastructure

Water System

Maynard's water supply and distribution system are adequate to meet the Town's needs through the guide plan period (1991-2000). However the Town should seek acquisition of the two potential wells, Well #4 (located in the Fort Devens Annex) and another well near the Quirk well sites.

An effective water management program for Maynard should include both watershed protection and water system management efforts. Watershed protection and management techniques can be established through by-laws and regulations which are oriented towards quality control and restriction of land use activity. Water system controls, on the other hand, are directed towards the actual mechanical workings of the distribution system and generally tend to protect quantities. They are usually put into effect through non-regulatory controls.

Regulations for Water Quality Control

- Aquifer Protection Overlay District Ordinance - This is a mapped district with additional requirements and performance standards that may go beyond the restrictions in the underlying zoning district.
- Subdivision Control Regulations - These regulations control the conversion of land into parcels. Subdivision requirements could require developers who are intending to subdivide land abutting water supply recharge areas to conduct nutrient loading tests to determine potential adverse effects on the water supply and/or require environmental impact statements to allow the planning board to assess potential environmental impacts on the existing water supply.

- Other Town By-Laws - These could include: earth removal, hazardous and radioactive waste, fuel storage, landfill, groundwater monitoring, wetlands, and Board of Health Regulations.

Non-Regulatory Methods for Water Quality Controls

- Land Acquisition - This is the most effective means of protecting surface water through the Commonwealth's Self-Help Program. Through eminent domain or negotiation Maynard can acquire critical areas to protect the Town's water supplies, such as parcels within aquifer areas. The Town currently owns much of the area surrounding its wells.
- Conservation Restrictions/Easements - These restrictions/easements should be considered if outright acquisition of land within watershed areas are not feasible.

Non-Regulatory Controls for Water System Control

- Metering - This is essential for efficient water system management. Use of metering usage figures will allow the Town to determine equitable water fees. The Town's water fees should in turn be based on the cost of providing water to system users.
- Leak Detection - Leak Detection and repair programs can dramatically affect the consumption of water. Leaks can result in the loss of thousands of gallons of water a year.
- Other Non-Regulatory Water System Methods - The Town should explore other non-regulatory methods, including: system rehabilitation, sanitary surveys, contingency plans, devise retrofit and pressure reductions.

Sewer System

The Maynard sewer system and wastewater treatment facility is adequate and has capacity for future growth. Sludge disposal options, such as Fort Devens land-fertilizer program, should be analyzed.

- Sewer System Management

Combined sewer system (sanitary flow and storm-drainage flow) will need to be separated to meet State DEP/DWPC requirements. Although the Town's wastewater treatment facility is currently capable of treating the additional flow, the Town should initiate a program of separation.

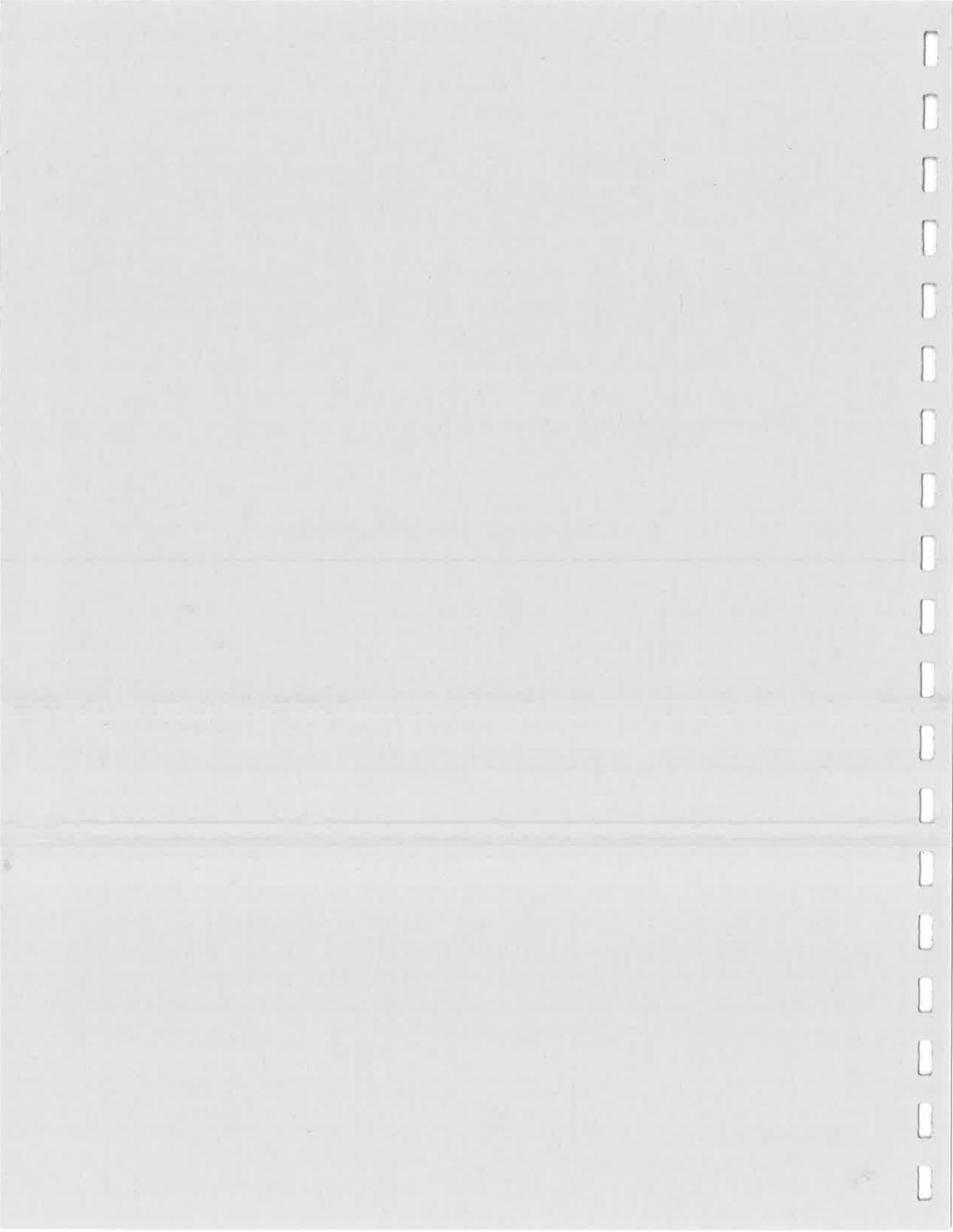
To promote the separation of the storm and sanitary flow, the Town needs to adopt an Inflow/Infiltration (I/I) reduction program. This program could be outlined in the Subdivision Control Regulations to require new development to eliminate two gallons of extraneous flow in the system for every one gallon of sewage put into the system. Reduction options could include actual separation and replacement off-site or repair to other parts of the Town system. The trigger for establishing this requirement could also be the Zoning By-Law's special permit process.

Transportation

The Maynard transportation network is adequate to meet projected growth in the town. However, a maintenance/capital improvements plan needs to be developed to ensure the quality and integrity of the roadways.



IV. GUIDE PLAN FOR FUTURE LAND USE



IV. GUIDE PLAN FOR FUTURE LAND USE

Preface

The Guide Plan For Future Land Use (see Figure 6) is based upon the following:

- Existing land use patterns
- Community goals and objectives
- Strategy for growth and development
- Land needs for public facilities, open space, and recreation
- Economic and social considerations
- Community attitudes as expressed in the resident attitudes survey
- Geographic and environmental conditions
- Sound land use planning

The Guide Plan is a long range projection of the potential for land development for various uses. It takes into consideration the capacity of the town to accommodate growth and its impacts as well as the Town's desire to meet future needs (i.e., housing, industrial, commercial, etc.).

Maynard is, in many ways, already a mature community. Being of relatively small geographic size, its basic land use patterns have already been set - and in most cases, appropriately. The basic structure of the community is built around the Town Center and the former mill complex. Business uses and higher density housing are located in, and radiate from, the town center. The former mill complex is still in industrial use, although in a high technology industry.

Additional moderate density housing is located near the town center and is served by public water and sewer facilities. Additional business uses are located along the town's subregional highways (primarily Routes 62 and 27). The town has fortunately not zoned all of its highways for business uses and there is only a limited amount of strip commercial uses along the town's roadways.

The town has a rather classic physical structure, with retail, service, industrial, and higher density housing in the core; moderate density housing and public facilities adjacent to the Center and lower density housing and open space on the periphery. A few sites on the periphery (but primarily adjacent to the radial regional highways) accommodate industrial uses and higher density housing.

The Guide Plan recommendations include:

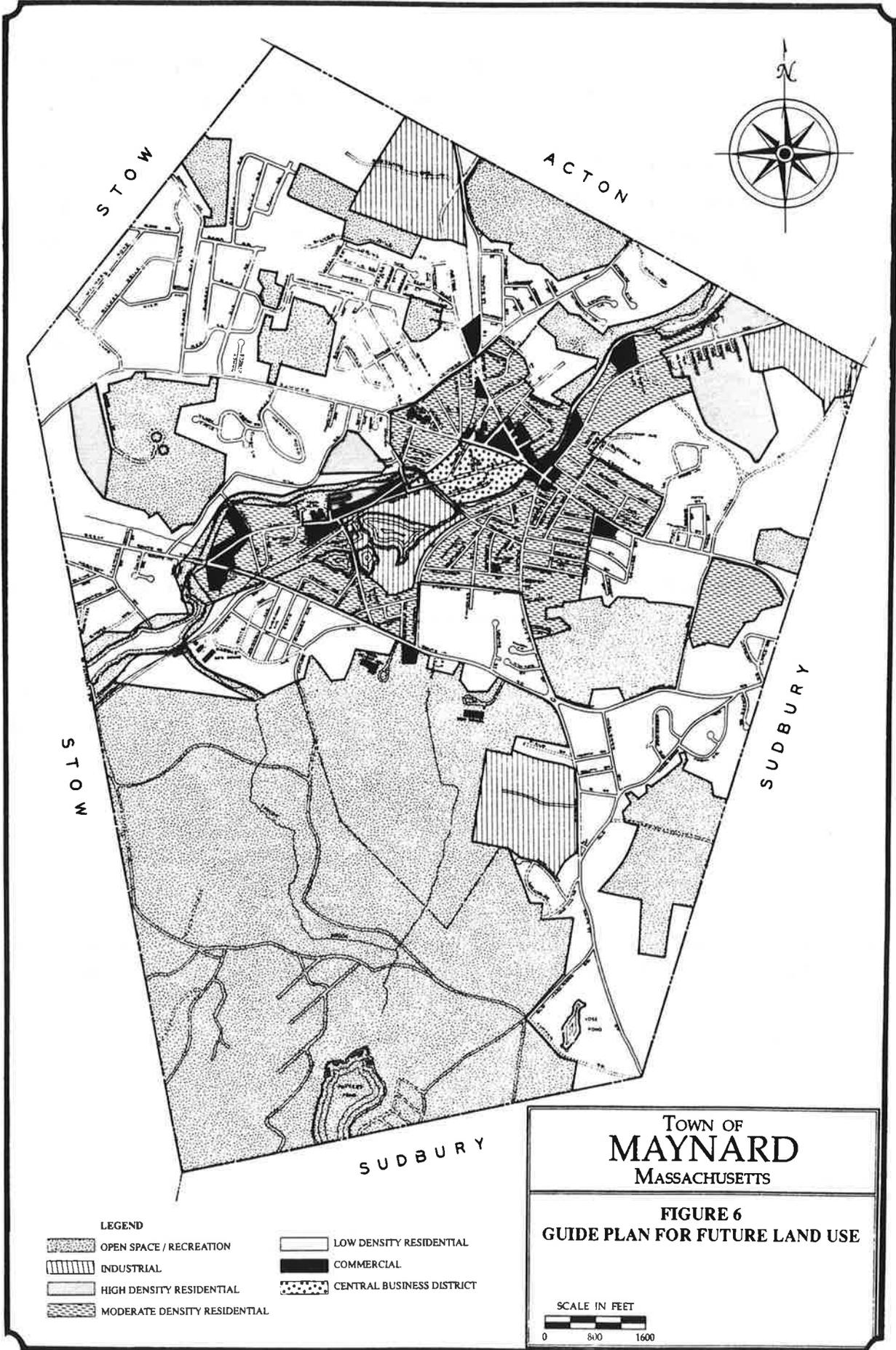
- Reduction in the potential for additional business development along Route 62, and avoidance of commercial strip development.
- Slight contraction in the limits of the Central Business District.
- Reduction in the potential for substantial industrial development on the Town's northern boundary, in the northeast area, and adjacent to the current Digital facilities on Route 27.
- Use of the surplus government land on the Town's southerly boundary primarily for open space and recreation uses.

The Guide Plan is meant to recommend a direction for future growth, but it should not be viewed as a rigid blueprint. As community needs evolve and change, revisions to the Guide Plan will be needed. It is also important to point out that some additional planning and zoning studies will be required before some guide plan recommendations would be a sufficient basis for zoning map changes. This is especially true in areas near the Town Center where detailed property line information and parcel-by-parcel uses require examination before definitive zoning changes should be recommended.

Land Use Designations

A Note on Terminology: It should be noted that the land use designations on the Guide Plan (see Figure 6) are not the same as mapped zoning districts.

- **Low Density Residential (LR)** - Generally corresponds to Maynard's current S-2 zoning district.
- **Moderate Density Residential (MR)** - Generally corresponds to current S-1 zoning district. For purposes of the Guide Plan, it was assumed that the **average** lot size in MR areas would be approximately 10,000 square feet (4 units per acre).
- **High Density Residential (HR)** - Generally corresponds to current General Residence and Garden Apartment zoning districts which allow single-family, 2-family, and multi-family residences. For purposes of the Guide Plan, which



TOWN OF
MAYNARD
 MASSACHUSETTS

FIGURE 6
 GUIDE PLAN FOR FUTURE LAND USE

generally looks at the densest scenario development for multi-family residences, the density was assumed to be on average 13 units per acre.

- Industrial (I) - Generally corresponds to current industrial zoning district. The Guide Plan assumes a floor area ratio (FAR) of 1.25, which translates into an average density per acre of approximately 55,000 gross square feet of industrial floor area.
- Commercial (Retail) (C) - Corresponds to the current Business Zoning district. The Guide Plan assumes an FAR of 0.5, which translates into an average density per acre of approximately 20,000 gross square feet of floor area.
- Central Business District (CBD) - The Central Business District corresponds to the current CBD District.
- Open Space/Recreation (OS) - This is a designation for land that should be protected and where development should be restricted. Legally, it is not possible to translate an open space designation into a specific zoning district where the town or state does not own the land. It must be recognized, however, that the town would have to acquire potential open space land in some manner, either through purchase, donation, or protective easements before full protection could be assured. However, some land may be undevelopable due to physical constraints such as wetlands, floodplains and steep slopes.

Residential Development

The current residential pattern of the Town has high densities in the downtown, encircled by medium density, and low density in the outlying areas (except for the Garden Zoning District). The proposed guide plan reinforces this pattern.

- Existing residential character and density patterns should be reinforced.

Commercial/Business Development

- Commercial (retail) areas generally mirror those that now exist. Strip commercial development is discouraged along major thoroughfares, such as

Route 62, and Main Street. The downtown area should be the primary commercial focus of Maynard, and additions to outlying shopping centers should be discouraged.

- Due to the size of Maynard new neighborhood commercial areas are not recommended.

Industrial Development

In general, neither additional industrial development nor substantial zoning modifications are recommended at this time. Limited available land and roadway capacities restrict industrial development potential. The guide plan, however, does propose a reduction in the Rockland Avenue industrial district and the rezoning of a portion of the Digital/Parker Street parcel.

- Rockland Avenue Industrial District - Roadway capacity and environmental constraints limit the potential for industrial development in the Rockland Avenue Industrial District. Industrial development along Acton Street and the eastern portion of Rockland Avenue may be more appropriate and feasible. The western portion of this district is recommended for low density residential uses which reflect abutting land uses and the large amount of wetland resources in the area.
- Digital's Parker Street Parcelty - Digital's Parker Street Facility parcel abuts the High School and Green Meadow School, and is adjacent to Wells #3 and #4. The guideplan indicates that the western portion of this parcel should be reserved for passive recreation uses.

Community Facilities

Although the current fiscal situation of both the Town of Maynard and the Commonwealth of Massachusetts makes the timing for extensive capital improvements difficult to predict, the Town should set its priorities and establish a strategy for needed improvements to its community facilities to make the best use of limited funds.

Schools

The Town and the School Committee are currently investigating the regionalization of the school system. The final regionalization report and recommendations will be presented at the May, 1991, Town Meeting.

In order to accommodate projected enrollment at the Green Meadow School, the school will examine the conversions of non-classrooms to classrooms; grade level building reorganization, and/or building expansion to accommodate projected enrollment.

In addition, the town-owned Summer Street Parcel should be developed for athletic fields to serve the Fowler Middle School. The U.S. Army Corp. of Engineers has already designed athletic fields for this parcel. Town appropriations and community support should be sought for development of this parcel.

Police/Fire

The Town should separate the Police and Fire Departments currently housed in the Public Safety Building. The Town is currently re-examining the Roosevelt School for utilization for the Police Department.

Open Space and Recreation

The Town has numerous open space and recreation opportunities. Town land holdings surrounding the Center offer the potential for a linked park system similar to Boston's Emerald Necklace designed by Olmstead. Summer Hill offers the community scenic vistas of the valley and river and could be easily developed for passive recreation. In addition, the Assabet River, and the Fort Devens Annex Land, are un-utilized resources that could be developed for passive recreation and a regional park.

- The development of an open space network along stream beds, wetlands, and important upland areas is proposed. The network would serve the following purposes:
 - Preserve sensitive environmental resources.
 - Protect wildlife habitats.
 - Provide floodplain protection.
 - Serve as a buffer between and among land uses.
 - Protect watershed lands.
 - Provide visual relief from development.
 - Provide passive recreation opportunities (where appropriate).

- The Assabet River should be converted to a visual and recreational asset by providing a trail system, along the banks of both sides of the river.

Transportation

The transportation network in Maynard is generally adequate. In 1980 the town received a state grant to examine and mitigate downtown morning traffic congestion. The study resulted in the rerouting of circulation in the central business district. Although the mitigation is considered successful, many residents and businesses (along Main Street) perceive a need for additional parking in the downtown area (see the Community Attitudes Survey in Appendix B). Additional public transportation options for the town should be investigated.

The Brown Street (Rt. 27)/Concord Street intersection was identified as a "problem" location by the Master Plan Committee. A detailed discussion of this intersection and mitigation recommendations are located in Appendix C.

Design Review

Design review is a planning tool that can be used to help shape the character and quality of future development if appropriately administered. Maynard currently uses design review as a tool to help insure the quality of the downtown. Several important general elements have been considered during the preparation of the following recommendations for design review in Maynard. First, the goals of the design review process must be both practical and clear. Generally, well considered sets of written design guidelines with illustrations are the best statements of these goals. Another key consideration is the commitment and quality of the design review. In other words, the administration of the design review process must be performed knowledgeably and appropriately in the context of the entire development review process. For Maynard, it is important to have a design review process that is appropriately scaled to the most important design issues facing the future of the town. By limiting review to projects of certain types, sizes and locations, a very effective and understandable process can be developed with clear benefits to all.

A study to determine new historic districts and associated design review requirements need to be conducted. The following general recommendations are presented.

Downtown/Mill Historic District

New buildings which will be constructed in the downtown area can substantially effect the overall character and quality of the area. We are recommending that mandatory design review be considered for obtaining a permit for new projects over a certain size through a special permit process, requiring a zone change. A review board should be established to serve in an advisory

capacity for projects not subject to mandatory review. Design review requirements will assist the Town in retaining an architectural character sympathetic to the historic qualities of downtown. They should also be used to reinforce the quality of the pedestrian experience, encourage active use of ground floor areas, and strengthen the downtown's potential riverfront location.

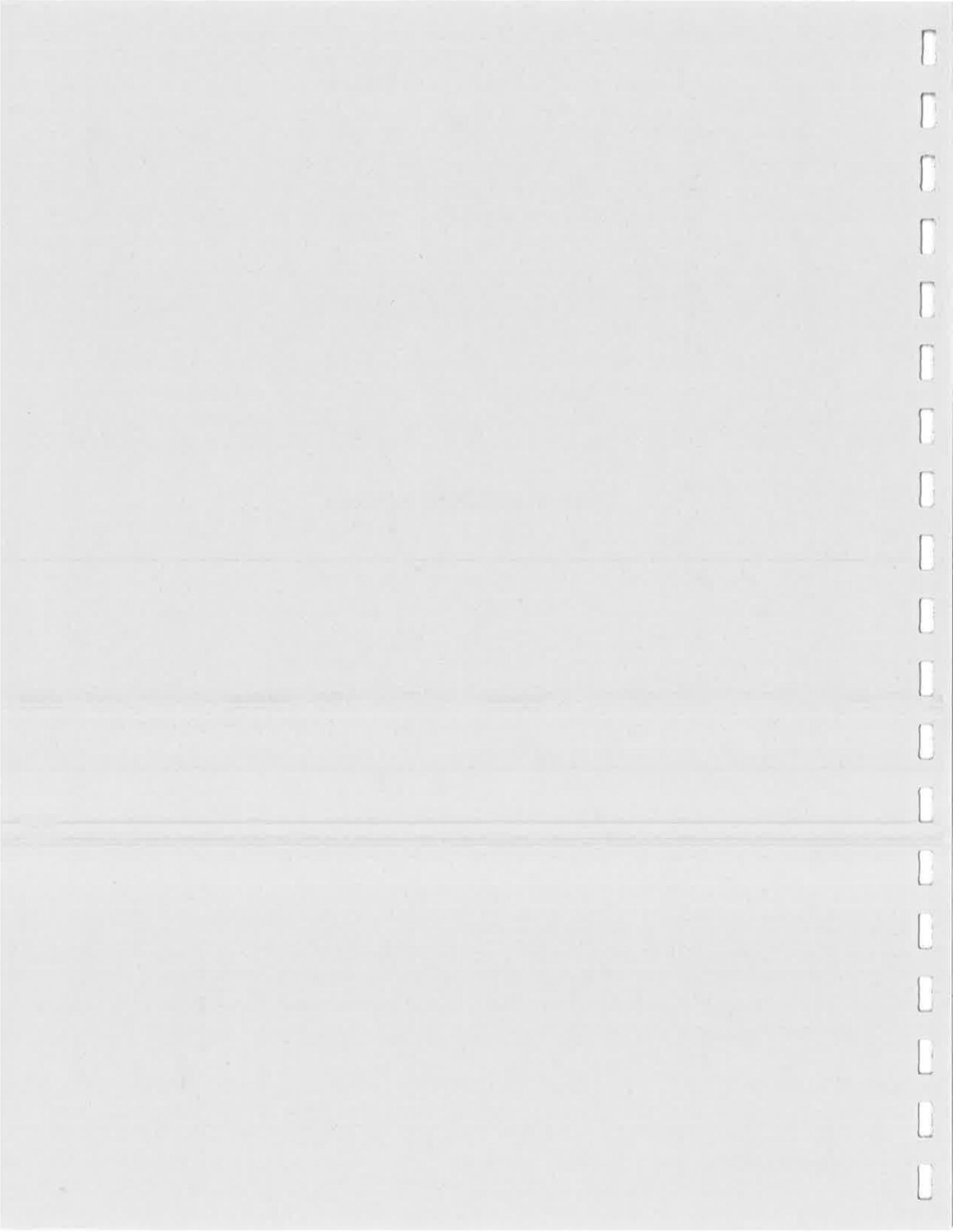
Design Guidelines

The provision of guidelines and suggestions in the form of public information booklets would be helpful at some point to help ensure that the new single-family and duplex developments reinforce the desirable visual qualities of Maynard's neighborhoods.

Multi-Family and Cluster Developments Special Permits

One of the positive qualities of Maynard is the consistency in the character of its residential neighborhoods and the quality of the rural environment which remains. The goal of this recommendation to establish special permits for future multi-family and cluster developments is to assure that such projects are designed and developed in a way that is consistent with the existing desirable character of the environment.

V. IMPLEMENTATION PROGRAM



V. IMPLEMENTATION PROGRAM

The Implementation Program outlines a schedule for specific municipal actions needed to achieve the objectives of the Master Plan. Included are scheduled expansions or replacements of public facilities, traffic improvements and the anticipated costs associated with accomplishment of such activities. The Implementation Program also specifies the process by which the community's regulatory structure should be amended so as to be consistent with the Master Plan.

The Implementation Program translates generalized goals and objectives of the guide plan into specific actions within a suggested time frame. It is based on a strategy of priorities matched to the realities of Maynard's ability to move along this course. A program of this kind is valuable because it gives the Planning Board, Board of Selectmen, Conservation Commission, Board of Health and other town bodies and officials, an overview of what needs to be done, and a timeline for completion. It is not a rigid directive but a set of guidelines for the possible, under the best of circumstances. Thus, the time frame is only suggestive and should be reviewed and modified at the end of each year on the basis of actual performance.

Table 7 outlines the recommended Implementation Program.

Regulatory Analysis

The principal regulatory controls related to land use and development are Maynard's Zoning By-Laws, Zoning Map and Subdivision Control Regulations which were evaluated as part of the Master Plan review process. It is our recommendation that the Zoning By-Laws should be entirely rewritten with a new format and should include all the amendments being proposed in this section. In order to implement the Guide Plan recommendations, a number of zoning map changes are recommended.

Review of Maynard's Zoning By-Laws

The town's Zoning By-Laws are authorized under Chapter 40A of the Massachusetts General Laws. Any changes to the Zoning By-Laws or Zoning Map require a two-thirds affirmatory vote of Town Meeting after a public hearing by the Planning Board.

A detailed review of Maynard's Zoning By-Laws was undertaken and is presented in Appendix D. It is also recommended that the Zoning By-Laws be published separately from the Town's other by-laws and that the following actions be taken in accordance with the schedule shown:

TABLE 9

IMPLEMENTATION PROGRAM RESPONSIBILITY AND SCHEDULE

<u>Task</u>	<u>Implementation Responsibility</u>	<u>Schedule</u>
REGULATORY ANALYSIS		
<ul style="list-style-type: none"> • Rewrite and recodify zoning by-laws • Health Code • Subdivision regulations • Site plan review/design review • Amend zoning map • User fees • Impact fees • Aquifer Overlay District • Scenic Roads by-law 	<ul style="list-style-type: none"> Planning Board Board of Health Planning Board Planning Board Planning Board DPW/Planning Board/Selectmen DPW/Planning Board/Selectmen Planning Board Planning Board 	<ul style="list-style-type: none"> 1991-1992 1993-1994 1992-1993 1992-1993 1992-1993 1992-1995 1995-1996 1993-1995 1994-1996
OPEN SPACE AND RECREATION		
<ul style="list-style-type: none"> • Develop and maintain active recreation facilities • Develop family related open spaces • Trail and camping related recreation 	<ul style="list-style-type: none"> DPW/Conservation Commission/ Recreation Commission Planning Board/Conservation Commission Recreation Commission/ Conservation Commission 	<ul style="list-style-type: none"> 1991-2000 1991-2000 1991-2000
INFRASTRUCTURE		
<ul style="list-style-type: none"> • New water supply • Water treatment plant study • Metering • Leak detection program • Sludge composting study • Roadway maintenance plan 	<ul style="list-style-type: none"> DPW/Board of Selectem DPW DPW DPW DPW DPW 	<ul style="list-style-type: none"> 1991-1996 1991-1995 1993-1996 1991-2000 1992-1994 1991-2000
COMMUNITY FACILITIES		
<ul style="list-style-type: none"> • New Police Station • Expand Green Meadow School • Renovate Public Safety Bldg for Fire • Expand Library 	<ul style="list-style-type: none"> Police Department/Board of Selectmen School Department/Board of Selectmen Fire Department/Board of Selectmen Board of Selectmen 	<ul style="list-style-type: none"> 1992-1993 1991-1993 1993-1996 1998-2000

Rewrite and Recodify Zoning By-Laws

<u>Action Recommended</u>	<u>Schedule</u>
• Adoption of improved regulations related to parking, signs, and dimensional controls	1992
• Adoption of definitions section	1992
• Further detailed review and recodification of the Zoning By-laws, including tables of use and dimensional requirements	1991-1992
• Adoption of improved use regulations and regulations relating to nonconforming uses	1992
• Adoption of new or improved regulations related to site plan review and design review procedures	1992
• Adoption of zoning map amendments to conform to Guide Plan for Future Land Use	1993

Scenic Roads By-Law

A Scenic Road By-Law will allow the town to protect the tree-lined, winding country roads, bounded by historic walls from roadway upgrading, widening and other road-related construction that removes or destroys the elements that give the road character. Maynard can preserve its rural roads and the scenic, historic, environmental, agricultural, and economic values through adoption of a Scenic Roads By-law.

The effect of designation as a scenic road is that planning board approval is required before trees can be cut or removed, or stone walls can be torn down or destroyed, if this is done in connection with repair, maintenance, reconstruction, or paving of a scenic road. Scenic road designation does not require planning board approval for trimming or other cutting of trees, or destruction of stone walls, unless related to roadway work. It also does not require planning board approval for roadway work which does not affect trees or stone walls.

These regulations are intended to ensure that:

- 1) ways will be recommended for designation as scenic roads according to stated criteria; and
- 2) trees and stone walls in the rights-of-way of scenic roads will not be destroyed without following proper procedures.

Aquifer Overlay District

The purpose of an aquifer overlay district is "to preserve and enhance the water quality of the aquifers within the Town of Maynard and to create a mechanism to discourage the detrimental use and development of land and waters within the watershed protection district."

Enforcement

- Enforce existing town bylaws and revise Maynard's Zoning By-laws to put greater emphasis on resource protection and promote open space, including:
 - Cluster and Other Forms of Flexible Zoning
 - Wetlands Zoning (or non-zoning bylaw)
 - An Assabet River Protective Zoning District
 - Residential Zoning Modification, re: tree cutting including protection for lighting.

The first step is to establish a joint study committee from the Planning Board and the Conservation Commission. A phased program of steps should be developed for presentation at annual town meetings during the fifteen-year planning period.

- Introduce a town by-law providing for transfer of development rights as an additional tool for open space preservation.
- The Floodplain District should be amended to include: precise description of land uses and activities allowed and prohibited; place 'burden of proof' upon applicants; buffers around floodplains; performance-based site plan review; and notice to the Conservation Commission of hearings and inclusion of Conservation Commission recommendations.
- The Earth Removal section of the bylaw should be amended to include: notice to the Conservation Commission and attention to their recommendations; natural habitats as a specific feature to be considered for protection; protection from erosion during construction; and finished grades that are at least four feet above seasonal high groundwater tables..

Subdivision Regulations

The Town's Subdivision Regulations regulate the manner in which land is subdivided in the town, within the limits authorized by Chapter 40, Section 81, of the Massachusetts General Laws. New or revised subdivision regulations may be adopted by the Planning Board after a public hearing.

Revise Planning Board subdivision controls and zoning bylaws to make them compatible with cluster zoning, transfer of development rights and other forms of trade-offs or incentives; to provide for sidewalks, bikeways, and open space.

- Update sections of Planning Board subdivision rules and regulations pertaining to natural resources, including slope regulations for building sites and clearing of lots.

Health Code

- Consider introduction of a Hazardous Materials Control town by-law.
- Adopt regulations strengthening resource protection, including standards for buildable soils, percolation tests, water table, and slope limits.
- Monitor strict enforcement of Maynard's earth removal by-law. Consider modifications to strengthen water resource protection. Monitor all gravel removal operations in Maynard at least once a year.
- Monitor the capped landfill for leachates.

Other Growth Management and Regulatory Mechanisms

Implementation strategies focus on zoning by-law modifications, subdivision control revisions, and urban design solutions. The following strategies outline mechanisms to allow Maynard to recapture costs associated with providing town services, and to relate new development approvals to new facilities or infrastructure required to service the development. While we have summarized some of the legal issues associated with these mechanisms, a fuller and more detailed review is required by Maynard's Town Counsel before detailed solutions can be developed by the town.

User Fees

Constrained by the limitations of Proposition 2½, voter resistance to increased taxes and reductions in Federal assistance, local governments in Massachusetts are exploring alternative funding sources and mechanisms to pay for the impacts of new development. User fees (fees

assessed for goods and services that a governmental body provides such as recreation and refuse collection) have become more extensively used by local governments. In fact, in Massachusetts, user charges per dollar of local taxes were 11¢ in 1972 and grew to 24¢ in 1985.

User fees are not feasible for all municipal services. Water and sewer fees, however, are examples of user charges that can be established to cover not only direct costs of providing service, but new connections or hook-ups. In general, rates for new water and sewer services can be established on the basis of expected community growth levels and upon a projected cost basis for new capital improvements for water and sewer lines.

Maynard's Town Counsel should be consulted to ascertain that the Town has the authority to implement/increase user fees. Many fees have limits set by State law. However, State legislation has broadened municipal options by increasing fee limits or allowing local officials to set fees and charges (see The Review Fees Statute, Chapter 593 of the Acts of 1989). In some cases, local action is required to increase some fees and to set others; otherwise, existing rates will remain in effect.*

User fees or connection charges are always subject to attack on the theory that they are, in fact, disguised taxes. In the present atmosphere of fiscal constraint at both the State and local levels, increased scrutiny of local user fees is to be expected. In general, the Massachusetts courts have deferred to the municipality's characterization of such connection charge as a fee. However, the true nature of such a charge must be determined by its operational effect. Massachusetts Case Law has provided some direction on whether a local charge is a valid user fee or an illegal tax and this should be considered by Maynard's Town Counsel in reviewing any new or modified user fee being proposed.

Impact Fees

Impact fees are normally established in order to compensate a municipality for the cost of providing specific services, and not to raise general revenue. It is a regulatory mechanism for deriving public benefits from either all as-of-right new development (that is without thresholds),

* Compendium of User Fees: Massachusetts Cities and Towns, a publication of the Massachusetts Municipal Association, 1989.

or from development above a specified threshold in connection with the grant of a discretionary special permit where, in effect, some density or use incentive is offered in return for the provision by the developer of an appropriate amenity*. The first approach of impact fees for all new development is almost certainly not now authorized under existing Massachusetts law.

The second approach in connection with the granting of a special permit appears to have some authority under Massachusetts General Laws, Chapter 40A, the Massachusetts Zoning Act, although there are no clear statutory or case law guidelines on which to base a legal defense. A number of municipalities have some form of "in kind" exactions (such as the provision of affordable housing units) in connection with a special permit use. The basis for these exactions were the provisions of Section 9 of Chapter 40A, the Massachusetts Zoning Act, which provides that special permits may authorize increases in density or intensity of use provided that the applicant, as a condition of the grant of the special permit, provides certain amenities, including "housing for persons of lower or moderate income, traffic or pedestrian improvements ... or other amenities." However, Massachusetts courts have not passed upon, or approved, local ordinances contemplating the payment of fees, rather than provision of actual "amenities" in the context of this language.

Massachusetts has not yet adopted direct statutory authority to create such an impact fee system, although other states such as Florida have widely used impact fees. From the Florida impact fee case standards, the methodology required to establish a legally defensible impact fee system includes the following:

- The municipality should establish a capital budget program to:
 - Justify the need for the specific improvement (i.e., road, park, water, and sewer extension, etc.).
 - Determine the realistic cost for the improvement.
- Develop a fair and reasonable cost allocation method to share the costs equitably.

* A public benefit either "in kind" or payment of fee.

- Establish a separate or so-called "enterprise" fund to hold the fees until spent.
- Build the facility or improvement necessitated by the development within a reasonable time* or return the funds to the developer.

By outlining this approach, we are not necessarily suggesting that Maynard should immediately adopt an impact fee system based on the foregoing. Several pieces of proposed legislation are now pending before the General Court which would authorize impact fees of various types. At such time, as one of these proposals becomes law, the Town would have at its disposal a form of authority to adopt an impact fee which would legally be defensible. This situation should be carefully monitored by local Maynard officials.

Open Space and Recreation

Organized Sports

- Development of playing fields and a playground on the Summer Street Lot.
- Maintain and improve the Maynard High School outdoor recreational facilities.
- Maintain and improve the Green Meadow School outdoor recreational facilities.

Family Related Recreation

- Consider with owner's approval (if acquisition is not possible) feasibility of developing the Vose Pond as an alternative family swimming and skating facility.
- Consider feasibility of public access to the Assabet River.

* Some attorneys have suggested five years as being the length of time for a reasonable Capital Improvements Program.

- Develop the river frontage of the conservation land on the Assabet for a canoe launching facility, and other portions for passive recreation.
- Encourage use of the Assabet River for boating, canoeing, and fishing, and promote participation in organized events.
- Work with the Massachusetts Department of Fisheries, Wildlife & Environmental Enforcement on completing the Maynard segment of the Assabet Riverway Plan, specifically in relation to:
 - 1) The Town's river frontage behind the Town Hall and Summer Hill Glen in the Town Center.
 - 2) Work with private land owners with frontage along the Assabet River.

Trail and Camping Related Recreation

- Plan, lay out and maintain trails for hiking, cross-country skiing and horseback riding.
- Consult with local user groups and private landowners as regards feasibility of creating separate snowmobile and motorized trailbike trails.
- Consider feasibility of creating one or more tenting nature camps, e.g., Vose Pond.

Infrastructure

The Department of Public Works in conjunction with the Town's Finance Committee should establish an annual/updated Capital Improvements Program as a minimum. As a result of public disinterest of many Town DPW services, yearly town meeting budget requests are defeated. A detailed 10-year capital improvements program endorsed by the Finance Committee would help secure funding for DPW services and maintenance costs.

Water System

The town must ensure a reliable water supply. Well #4 and another well in the Quirk Well field area should be acquired.

The Town's DPW has initiated a study analyzing the feasibility of a treatment plant at White Pond. Further evaluation of water quality for the town wells needs to be conducted. A study analyzing a centralized water treatment plant for both White Pond and the wells should be conducted.

Other water system programs which the town should analyze in the next decade include:

- Metering - This is essential for efficient water system management. Use of metering usage figures will allow the Town to determine equitable water fees. The Town's water fees should in turn be based on the cost of providing water to system users.
- Leak Detection - Leak Detection and repair programs can dramatically affect the consumption of water. Leaks can result in the loss of thousands of gallons of water a year.
- Other Non-Regulatory Water System Methods - The town should explore other non-regulatory water system methods as follows: system rehabilitation, sanitary surveys, contingency plans, devise retrofit, and pressure reductions.

Sewer System

The Maynard sewer system and wastewater treatment facility are adequate for future growth. However, the Town DPW should consider the feasibility of sludge composting on the Annex Land.

Roadway System

A detailed capital improvement program outlining maintenance requirements should be established.

Community Facilities

A strategy establishing priorities for improving community facilities should be developed. A Capital Improvements Program endorsed by the Town Finance Committee should be implemented for a 10-year period, and updated annually.

Community Facility priorities include:

New Police Station

Expand Green Meadow School

Renovate Public Safety Building for Fire Dept.

Expand Library

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APPENDIX A

**OPEN SPACE AND RECREATION LAND
INVENTORY, 1988**

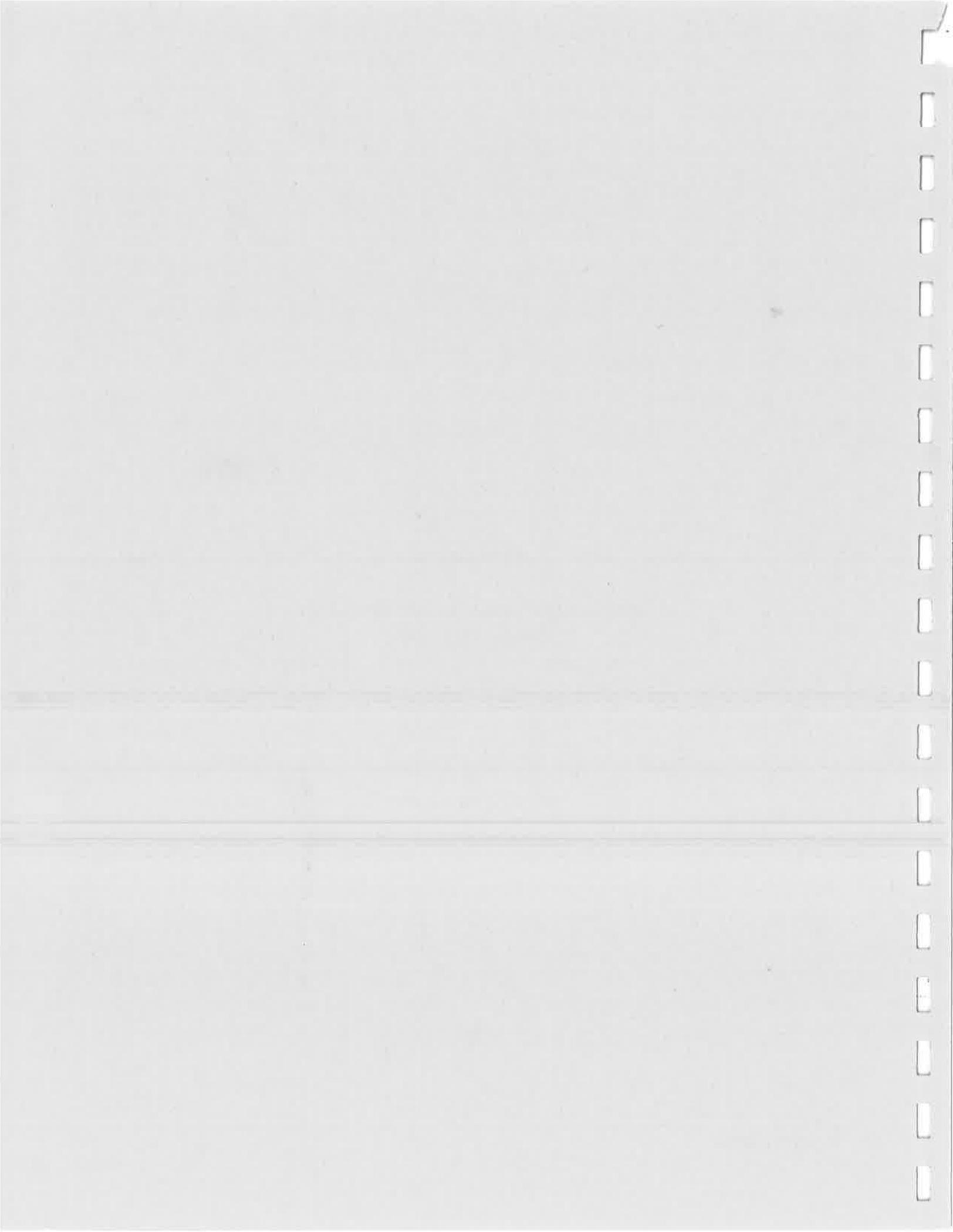


TABLE A-1
OPEN SPACE & PASSIVE RECREATION LAND INVENTORY, 1988

Area	Location	Acreage	Owner	Management Agency	Description
1. Silver Hill Road/ Lot "3"	Silver Hill Street	9.0	Town	Conservation Commission	Wooded, trail link to Lot "B."
2. Lot "B"	George Road	11.6	Town	Conservation Commission	Wooded, trail link to Silver Road lot.
3. Ledge Lot/Lot "A"	Dana Road	2.25	Town	Conservation Commission	Wooded.
4. Lot "D"	Reo Road	1.5	Town	Conservation Commission	Wooded.
5. Reo Road Lot	Reo Road	1.9	Town	Conservation Commission	Potential playground or tot-lot.
6. Mockingbird Lot and Retention Basin	Blue Jay Way	8.2	Town	Conservation Commission	Wetlands, wooded, potential recreation linkage to the Selectmen's Summer Street playground.
7. Amory Avenue Lot	Amory Avenue	0.86	Town	Conservation Commission	Wooded, potential playground with trail linkage to Everett Street lot.
8. Everett Street Lot	Everett Street	4.3	Town	Conservation Commission	Overgrown, small wetlands, potential playground with trail linkage to Amory Avenue lot.
9. Wilson Lot	Howard Road	1.7	Town	Conservation Commission	Overgrown, small wetlands, potential tot-lot or playground.
10. Summer Hill Road	Summer Hill Rd.	22.0	Town	Conservation Commission	Wooded hill, passive recreation, and trails.
11. Jones-Summer Hill Lot	Near Dewey	0.22	Town	Conservation Commission	Wooded.
12. Tower Road & Summer Street	Summer Hill Rd. at Tower Road	7.4	Town	Conservation Commission	Wooded hill.

TABLE A-1 (Continued)

<u>Area</u>	<u>Location</u>	<u>Acreage</u>	<u>Owner</u>	<u>Management Agency</u>	<u>Description</u>
13. Summer Hill (North Slope)	Summer Hill (North Slope)	6.2	Town	Conservation Commission	Wooded hill.
14. Mailett/Wilson	Summer Hill	9.4	Town	Conservation Commission	Wooded hill.
15. Patti & Nick Area	Patti & Nick Lanes	11.0	Town	Conservation Commission	Wetlands, retention pond, wooded-marsh-shrub vegetation surrounding pond.
16. Durant Avenue/Retention Basin	Off Durant Avenue	14.0	Town	Conservation Commission	Recreation and recharge.
17. Colbert Avenue to					
18. Concord Street Lots		15.3	Town	Conservation Commission	Wetlands with view of the Assabett River (nature study).
19. Walcott Street Lot	Off Walcott Street	.40	Town	Conservation Commission	Wooded, shrubs, in a basin.
20. Deer Hedge Run Condos	Powdermill Road	10.0	Town	Conservation Commission	Retention pond and connecting pathway to wooded hill with benches.
21. Lewis St. Lot	Lewis Street	.73	Town	Conservation Commission	Potential tot lot.
22. Summer Hill/Cudmore Lot	Tower Road	20.0	Town	Selectmen	Wooded, passive recreation.
23. Parcel Adjacent to Crowe Park	Taylor Road	8.0	Town	Selectmen	Wooded.
24. Simeone Land	Summer Street	11.0	Town	Selectmen	Currently used for leaf composting.
25. Land Adjacent to Quirk Well Site	Old Marlboro Rd.	48.8	Town	Selectmen	Wooded and wetlands, trails (passive recreation), important area for well head protection.
26. Summer Street Lot	Summer Street	13.8	Town	Selectmen	Potential playground and playfields.

TABLE A-1 (Continued)

<u>Area</u>	<u>Location</u>	<u>Acreage</u>	<u>Owner</u>	<u>Management Agency</u>	<u>Description</u>
27. Landfill	Waltham Street	14.3	Town	Selectmen	Capped landfill which was graded for a soccer field.
28. White/Bluff	Sheridan to Boaske Ave.	2.21	Town	Selectmen	Potential neighborhood park.
29. Federal Land	Great Road	19.0	Town	Recreation Committee	Passive recreation.
30. Memorial Park	Summer Street	1.1	Town	DPW*	Benches.
31. Quirk Well Site	Old Marlboro Rd.	20.0	Town	DPW	Wooded with wetlands. Passive recreation potential - important well protection area.
32. Well #3	Great Road	62.5	Town	DPW	Wooded, trails and jogging paths, important area for well protection.
33. Storage Reservoirs	Summer Hill/Tower Road	3.0	Town	DPW	Wooded and steep hill.
34. Glenwood Cemetery	Parker Street	37.0	Town	DPW	
35. Vose's Pond	Old Marlboro Rd.	22.3	Private	Digital Equipment Corp.	Overgrown tract and softball field, wooded, trail around the pond, potential for swimming, skating and camping. Parking area available.
36. Off Parker Street	Parker Street	28.0	Private	Digital Equipment Corp.	Jogging trails.
37. St. Bridget's Cemetery	Great Road	18.8	Private		
38. Fort Devens Annex Reserve	Parker Street	815	U.S. Gov't.	Federal	

* Department of Public Works.

**TABLE A-2
ACTIVE RECREATIONAL FACILITIES INVENTORY, 1988**

<u>Area</u>	<u>Location</u>	<u>Acreage</u>	<u>Ownership</u>	<u>Management Agency</u>	<u>Description</u>
1. Maynard High School Field	Great Road	59	Town	School Department	Baseball Field/Field Hockey/Soccer Ponds - Used for Outdoor Natural History Campus - for Outdoor Natural History Classroom Project Adventure Parking Lot - 40 Cars
2. Green Meadow School	Great Road	25.2	Town	School Department	Soccer field, new playground, ropes course, jogging trail
3. Crowe Park	Great Road	7.3	Town	DPW	2-Story Stone and Frame Bandstand 3 Baseball (Softball) Fields 1 Football Field (Soccer) 1 Basketball Court 2 Tennis Courts Tot Lot - Equipment Parking Lot
4. Alumni Field	Great Road	13.5	Town	School Department	1-Story Field House (13,000 Square Feet) 2 Little League Baseball Fields Baseball (Softball) Field Football Field Track Ice Skating Rink & Basketball Courts 6 Tennis Courts
5. Coolidge School	Bancroft Street	3.1	Town	Selectmen	Playground Basketball Court Tot Lot - Equipment Large Grass Area Small Sledding Hill Girls Softball
6. Roosevelt School	Nason Street	1.5	Town	School Department	Hard-Top Playground 2 Basketball Nets

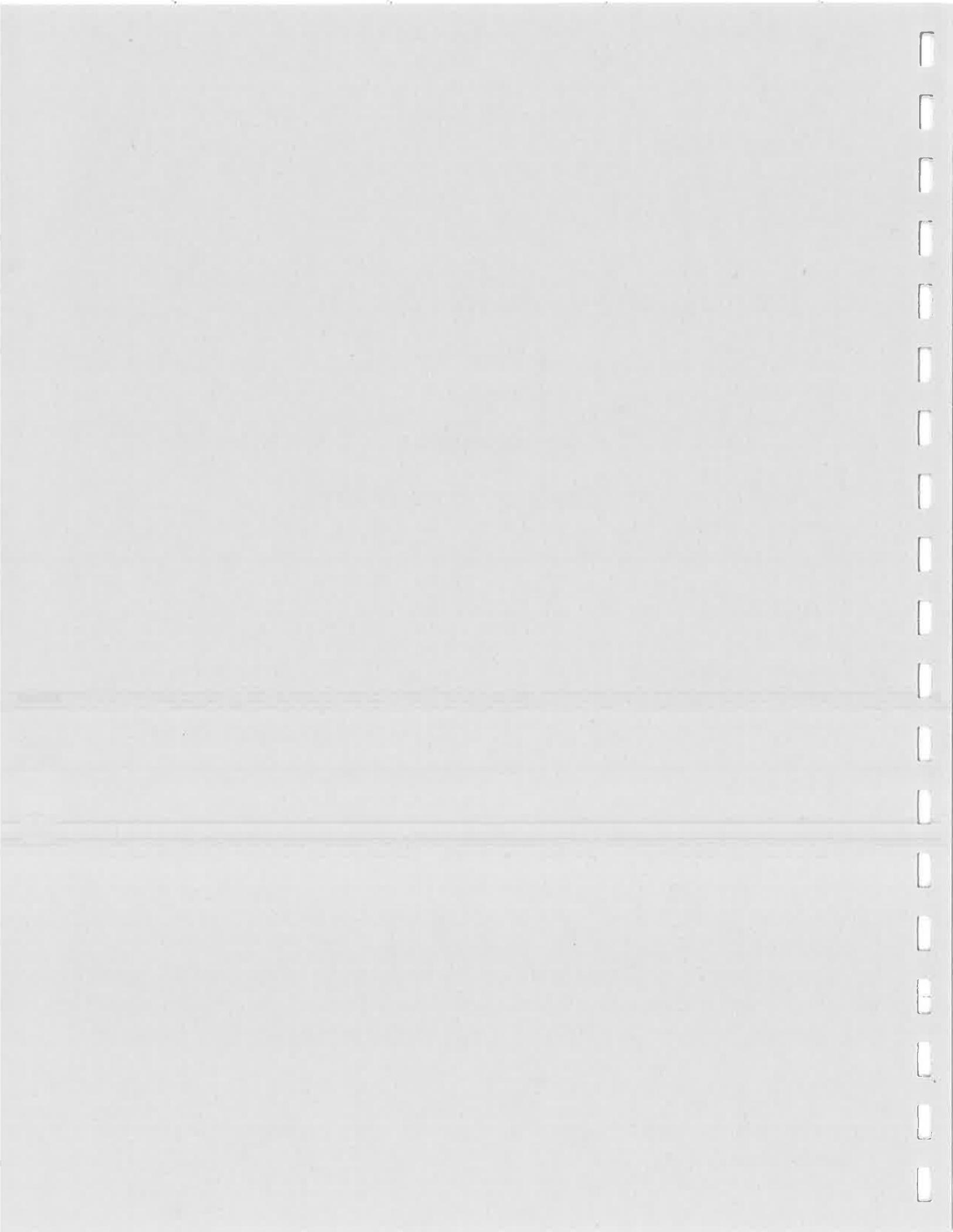
TABLE A-2. (Continued)

<u>Area</u>	<u>Location</u>	<u>Acreeage</u>	<u>Ownership</u>	<u>Management Agency</u>	<u>Description</u>
7. Carbone Tot-Lot	Florida Road (see #20 on Figure 5)	1.0	Town	Conservation Commission	Playground 4 Swings 2 Chin Bars Balance Walk Sand Box Nature Study Brook
8. Maynard Country Club	Whitney Lane/ Brown Street	58.0	Quasi- Public	Owner	Golfing Sledding
9. Maynard Rod & Gun Club	Old Mill Road	38.0	Quasi- Public	Owner	Hunting, Fishing, Volleyball, Softball, Volleyball, Function Hall
10. Digital-Rockland Avenue	Rockland Avenue	45	Private	Digital Equipment Corp.	Softball
11. Maynard Boys Club	Parker Street	0.8	Quasi- Public	Owner	Indoor Recreation

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APPENDIX B

1990 COMMUNITY ATTITUDES SURVEY



APPENDIX B
1990 COMMUNITY ATTITUDES SURVEY
Maynard, Massachusetts

Introduction

The HMM study team assisted the Master Plan Committee in developing a survey form for the purpose of obtaining information and attitudes from a representative sampling of Maynard's population. A total of 16 questions were included, many of them multi-part questions.

The form was designed as a self-mailer which could be reverse-folded and mailed back without an envelope. Return postage was provided. A total of 2,500 survey forms were mailed to a random sample of registered voters in Maynard. The residents to be sampled were selected by printing labels for every second name on the voting list. Residents were asked to return the form by February 19, 1990.

By March 31, 472 forms had been received and forwarded to John Brown Associates, Inc. for processing. Of these, 467 were considered valid responses suitable for processing, a response rate of 18.9%.

Response rates for surveys of this type typically range from 10% to 45%. A response rate of 18.9% is considered valid, depending upon the demographic and other characteristics of the respondents. The Maynard survey of 16 questions, many of which were multi-part questions, was somewhat longer than the usual survey. As we discuss below, the profile of respondents, as revealed by the responses to questions 13 to 16, indicates that this survey is a valid sampling of the Maynard population, within the limits described.

Survey Results

The survey form itself is attached, showing the percent responses to each question. Although the results speak for themselves, a few clarifying comments and interpretations are appropriate.

- Question 1 asked about what the federal land (ammo dump) should be used for if it becomes available. The category "open space" was clearly the choice with 73% marking "yes." Regional park was second with 59% marking "yes." residential and business development was clearly not favored.

- Question 2 asked about possible actions to take to control growth. The favored choice was "Increase zoning restrictions," with 41% of the responses. "Decrease building permits" was second with a 34% response rate.
- Question 3 asked what kinds of retail stores and services are needed. Clothing stores was checked most frequently (56%), with household goods (42%), food stores (36%) and hardware (34%) following.
- Question 4 asked why the respondent moved to Maynard. One or more reasons were solicited. It revealed that 29% of the respondents were "lifetime residents" of the town. Reasons for moving to Maynard included "availability of housing in my price range" (57%), and "convenience to job" (33%). Only 3% checked "schools" as a reason for moving to Maynard.
- Question 5 asked how far people commute to work. Only 16% indicated they commute over 20 miles. The largest percent (27%) work in the town of within four miles.
- Question 6 indicated that:
 - 58% would not support cluster housing. Because of the difficulty in understanding the way cluster housing works, further public education efforts may be needed.
 - 54% would not support duplex-type housing.
 - However, 58% would support In-law type apartments for elderly and young couples.
- Question 7 asked about the preferred "maximum target population." The overwhelming response (68%) was for "constrained growth" in the 10,000-12,500 range. Only 3% favored "full buildout" in the 15,000-17,500 population range.
- The response to Question 8 indicates that 84% of the respondents think the Planning Board should take the lead by studying and preparing plans for the Town to achieve long-range goals, including land use policies, major capital projects, roads, schools, and services.

- Question 9 asked about areas where planning could best be done on a regional basis or with regional cooperation. Areas of regional cooperation checked included "solid waste disposal" (69%), "schools - grades 9-12" (49%), "transportation" (48%), and "water and sewer" (46%). Few want regional involvement in "housing" (8%) or "zoning" (11%). The category "schools - grades K-8" was checked by 32% of the respondents.
- Question 10 was a complex question about satisfaction with Maynard's physical facilities and services. Most physical facilities were indicated as satisfactory, although satisfaction levels were not as high for "police" (47%) and "library" (50%) facilities. Services were largely indicated as satisfactory except for schools, where opinion was divided. The response rate on some of the facilities and services was low due to lack of knowledge or no opinion.
- Question 11 required a written response so could not be tabulated. A very large number of people provided written comments here and as requested in questions 1, 2, 6, 9, 10 and 12. These responses are being compiled separately by the Committee.
- Question 12 was a 26 part question related to the public schools. The responses to this question are being compiled separately by the Committee.
- Question 13c asked about the number of children in public and private schools. The average was 0.34 per household in public schools and 0.11 per household in private schools.

Validity of the Survey

Questions 13 to 16 were included to determine whether the response received represented a valid representation of the Maynard population.

13a. Household Size

The average household responding contained 2.78 persons. In 1980, the median household size in Maynard was 2.38.

13b. Age

The average age of adults responding was 43.9 years. The median age was 40.0 years. In 1980, the median age of all residents was 30.7 years. Excluding residents under age 18, it is estimated that the median age of respondents was about the same as the median age for the same group in 1980.

14. Income

A higher percentage of higher income people responded to the survey than is representative of the town's population (based upon the distribution of income categories in 1980). This is not unusual for a survey of this type. The greatest number of responses were received from the "\$55,001 - \$100,000" income category.

15. Education

Of the respondents, 94% had a high school diploma and 54% a college diploma. In 1980, 41.2% of Maynard residents over age 25 had a high school diploma and 15.0% had a college diploma. It is clear that persons responding to the survey had more education than the town average, although educational levels of town residents have probably increased since 1980.

16. Occupation

The responses revealed that a higher percentage of management, professional and technical wage earners responded to the survey than 1980 Census figures indicated were representative of the town population at that time. This is not unusual for a survey of this type.

Conclusions

Based upon the foregoing analysis, it is our opinion that the survey response represents a valid sampling of the Town of Maynard, within the limits as described above. The purpose of the survey was to obtain opinions and attitudes of a representative sample of the Maynard population and this has been obtained. As noted, respondents tended to be of higher income and education than the town residents as a whole and had a higher percentage of persons in the management, professional and technical occupation categories. This is common in surveys of this type and should be kept in mind when reviewing the results. When the 1990 U.S. Census information becomes available, the exact variance from townwide characteristics will be clearer.

472 Received
- 5 Not suitable for processing
467 Processed

MAYNARD MASTER PLAN COMMITTEE

COMMUNITY ATTITUDES SURVEY

YOUR INDIVIDUAL ANSWERS TO THIS QUESTIONNAIRE
WILL BE KEPT CONFIDENTIAL

In May 1989 at the Annual Town Meeting, you were asked to participate in a survey to determine what you felt were the major problems facing Maynard as we entered the 1990's and the next century. The results were:

- | | |
|-----------------------------|-------------------------------|
| - Schools | - Protecting Open Lands |
| - Future Use of Vacant Land | - Current Town Growth |
| - Trash Disposal | - Waste and Sewerage Disposal |

The Master Plan Committee is now working on these items and would like your input on the following matters. Please indicate your choice by checking the appropriate space or spaces after each question.

Open Lands/Growth

1. The Federal Government Land (Ammo Dump) is currently zoned Open Space. If the land should become available for development, which of the following would you like Maynard to do?

a. Single-family housing	<u>22%</u> YES	<u>50%</u> NO	NR (28%)
b. Industrial	<u>7%</u> YES	<u>63%</u> NO	(30%)
c. Business	<u>11%</u> YES	<u>58%</u> NO	(31%)
d. Open Space	<u>73%</u> YES	<u>9%</u> NO	(18%)
e. Regional Park Facility	<u>59%</u> YES	<u>16%</u> NO	(25%)
f. Other (specify)			

2. What action do you feel should be taken to control growth in Maynard?

a. Decrease building permits	<u>34%</u> a.	
b. Increase zoning restrictions	<u>41%</u> b.	(8% NR)
c. No action	<u>16%</u> c.	
d. Other (specify)	<u>1%</u> d.	

NR = No response

Please return by February 19

3. What kinds of retail stores and services would you like to see in Maynard?

a. Food Stores	<u>36%</u>	a.	f. Cards/Gifts	<u>18%</u>	f.
b. Clothing	<u>56%</u>	b.	g. Movie Houses	<u>16%</u>	g.
c. Drug Stores	<u>24%</u>	c.	h. Restaurants	<u>32%</u>	h.
d. Hardware	<u>34%</u>	d.	i. Hotel/Motel	<u>12%</u>	i.
e. Household Goods (sheets, dishes)	<u>42%</u>	e.	j. Other (specify)	<u>10%</u>	j.

(10% NR)

4. Why did you move to Maynard?

(Check one or more)

a. Convenience to Job or Ease of Commute	<u>32%</u>	a.
b. Availability of Housing in My Price Range	<u>57%</u>	b.
c. Schools	<u>3%</u>	c.
d. Lifetime Resident	<u>29%</u>	d.
e. Other Reasons (list) _____	<u>12%</u>	e.

(1% NR)

5. How far is your commute to work?

(Check one)

a. Maynard Area - 4 miles	<u>27%</u>	a.	(17% NR)
b. 5-10 miles	<u>17%</u>	b.	
c. 11-20 miles	<u>23%</u>	c.	
d. Over 20 miles	<u>16%</u>	d.	

6. Should Maynard expand current zoning to allow:

a. Cluster Housing *	<u>24%</u> YES	<u>58%</u> NO	NR (18%)
b. Duplex-type Housing	<u>23%</u> YES	<u>54%</u> NO	(23%)
c. In-Law-type Apartments (in single-family zones for elderly and young couples)	<u>58%</u> YES	<u>29%</u> NO	(13%)
d. Other (specify)			

*Cluster Housing is a concept which allows the "clustering" of residential units in a smaller than usual area allowed by current zoning laws and leaving the remaining area to be open space.

7. Maynard's population is presently about 10,000. Under present zoning, and unless large tracts of land are preserved as open space, the maximum population will reach approx. 17,000. On the other hand, a lower maximum would result if the Town acquires land to be used for other than residential development or revises its lot sizes. What population would you like to see Maynard have as a "maximum target population"?

		(Check one)	
a. Constrained Growth (10,000-12,500)	<u>68%</u>	a.	
b. Moderate Growth (12,501-15,000)	<u>24%</u>	b.	
c. Full Build Out (15,001-17,500)	<u>3%</u>	c.	(2% NR)
d. No opinion	<u>3%</u>	d.	

Other

8. Do you think the Planning Board should take the lead by studying and preparing plans for the Town to achieve long-range goals, including comprehensive land use policies, major capital projects, roads, schools, services, etc.?

84% YES 11% NO
(5% NR)

9. Increasing attention is being given to regional cooperation to solve problems common to many towns. We are interested in your opinion on the role Maynard should take in regional cooperation. Bear in mind that towns would give up some of their own local autonomy in exchange for solutions to problems they can't solve as efficiently on their own.

In what areas do you feel planning could best be done on a regional basis? Place a check beside each area you think is appropriate for regional cooperation and comment as freely as you wish about the nature of the cooperation you want.

a. Zoning	<u>11%</u>	a.	
b. Housing	<u>8%</u>	b.	
c. Transportation	<u>48%</u>	c.	
d. Solid Waste Disposal	<u>69%</u>	d.	(9% NR)
e. Water and Sewerage	<u>46%</u>	e.	
f. Open Spaces	<u>31%</u>	f.	
g. Schools (K-8)	<u>32%</u>	g.	
h. Schools (9-12)	<u>49%</u>	h.	
i. Police and Fire	<u>27%</u>	i.	
j. Other (specify)			

10. Are you satisfied with Maynard's physical facilities and services?

	Physical Facilities			Services		
	YES	NO	NR	YES	NO	NR
a. Police	47%	39%	(14%)	77%	9%	(14%)
b. Fire	56%	30%	(14%)	82%	2%	(15%)
c. DPW	69%	7%	(23%)	58%	23%	(20%)
d. Elderly	62%	9%	(30%)	54%	9%	(38%)
e. Schools	61%	19%	(20%)	37%	37%	(26%)
f. Library	50%	31%	(19%)	52%	26%	(22%)
g. Other (specify)						

If NO, Please specify areas of improvements needed:

11. What is your biggest "beef" about living in Maynard? We will share this information with other Town boards who may be able to help find a solution to the problem you cite.

Schools

12. What do you think are the biggest problems with which the public schools in this community must deal with in the next 2-7 years?

	Will Be A Problem	Will Not Be A Problem	Is & Will Continue To Be A Problem	Not Applicable
a. drugs and alcohol				
b. crime/vandalism				
c. fighting				
d. lack of discipline				
e. lack of proper financial support				
f. spending too much money on the schools				
g. mismanagement of funds/programs				

continued...

12. What do you think are the biggest problems with which the public schools in this community must deal with in the next 2-7 years?

	Will Be A Problem	Will Not Be A Problem	Is & Will Continue To Be A Problem	Not Applicable
h. facilities in disrepair				
i. difficulty getting good teachers				
j. low teacher pay				
k. teachers' lack of interest				
l. lack of respect for teachers				
m. large class sizes at the elementary level				
n. small class size at the high school				
o. parent involvement in school activities				
p. parent lack of interest in academics				
q. problems with school administration				
r. school board priorities				
s. communication problems				
t. poor curriculum/ poor standards				
u. poor educational "image"				
v. lack of after school programs/activities				
w. community politics				
x. community image				
y. drop outs				
z. there are no problems				

Comments: _____

Demographics

13. In your household:

- a. Number of persons 2.78 a.
- b. Average age of adults 43.9 b.
- c. Number of children in
 - Maynard Public Schools K-8 0.25 c. x 467 = 117
 - Maynard Public Schools 9-12 0.09 c. x 467 = 42
 - private school or other school systems 0.11 c. x 467 = 51

14. Combined yearly household income:

- a. less than \$15,000 9% a.
- b. \$15,001 - \$25,000 8% b.
- c. \$25,001 - \$35,000 11% c. (14% NR)
- d. \$35,001 - \$45,000 12% d.
- e. \$45,001 - \$55,000 12% e.
- f. \$55,001 - \$100,000 28% f.
- g. over \$100,000 6% g.

15. What is the highest level of education in your household?

- a. Less than high school 3% a.
- b. High school diploma 25% b. (3% NR)
- c. Associate degree 15% c.
- d. Undergraduate degree 26% d.
- e. Graduate degree 28% e.

16. What is the occupation of the primary wage earner in your household?

- a. Management/administrative 26% a.
- b. Professional 32% b. (6% NR)
- c. Technical 12% c.
- d. Trade 9% d.
- e. Other (specify) 16% e.

The Maynard Master Plan Committee will be working on a revised Plan for the 1990's and turn of the century throughout 1990. If you have any items above you may want to elaborate upon or any other items you feel should be addressed as part of the Master Plan, please write to:

Maynard Master Plan Committee
 Town Building
 Maynard, MA 01754

Master Plan Survey

Summarized & Extracted Comments

Prepared by Carol Dionne
174 of @500 responses.

Comments that have been summarized are listed first with the number of occurrences in parentheses. Extracted comments will be in quotes. Extra long comments or derogatory (unconstructive) comments are not listed but those questionnaires have been segregated for review by the committee.

Question 1: Future use of Federal Government Land.

- Combination of open space and development so town can get tax money (2)
- Combination of park and housing. (2) Suggestions of hiking trails and golf course.
- Multifamily housing.
- Mixed recreational.
- Park with facilities such as public swimming area, skating, picnic areas.
- "Community swimming pool, bal fields & park."
- "Why not construct (by Start Bond) a stadium to serve the various professional teams: good business, fantastic for town income separate from hoping the State will input."
- "More open space - Control on clearing lands such as removal of trees - More green space."
- "If the pond or lake is swimmable, a place for Maynard kids to swim. Picnic, ice skate, etc."
- "Allow for the land to be re-purchased by the family of the original owners for the price in which it was stolen decades ago by the Federal Gov't. And leave the rest for open space, and maybe a small park, etc."
- "Combination conservation land, recreation area"(2)
- "#1 town or private agency park, #2 regional park facility, #3 open space."
- Conservation land.

Question 2: Actions to control growth in Maynard.

- Increase lot size.(5) Suggestions of 3/4 acre and 1 acre.
- Planned growth.
- Neighborhood green spaces.
- No more low income housing.
- Limit building activity. Some suggested "No more building."
- Zone for more open space.
- "No to Digital when it comes to building new facilities . No to greedy developers who build nightmares (like Vose Hill)."
- "Higher cost of permits for new construction."
- "Pay more attention to allocation of parking when new buildings are approved."
- "Manage and ensure compliance with current zoning restrictions."
- "Attract viable businesses to Nason/Main St. center of town/ rather than building a mall that goes bust."
- "Look towards increasing a broader tax base ie. commercial, industrial zoning."
- "Enforce existing regulations - both zoning and planning."
- "Future developments to be approved by Town Meeting rather than Planning Board members."

Question 3: Types of retail stores and services.

- Bookstores (5)
- Children clothes.
- Shoe store for the family. (7)
- Clothing. (4) Marshall's suggested.
- Rich's, K-mart type store. (5)
- Art supplies.
- Fine goods bakery.
- Health food like Concord Spice & Grain.
- Men's clothing. (2)
- Grocery.
- Toy store.
- Family restaurant.
- Medical clinic.
- "Just fine as is!"
- "... I would like to see the downtown mall area of new stores filled."
- "Improve, update and keep what is here open."
- "Bring back the mill town theme for the downtown area. We don't need more yuppie boutiques. I can remember when the town would buzz on Thurs. & Fri. nights. Its too bad to see so many vacancies along Main & Nason Sts. caused in large by greed."
- "A nice good hotel is needed."
- "A factory outlet in the mall."
- "No high rises to achieve this."
- "Maybe more restaurants for lunch! HA."
- "None"

Question 4: Why did you move to Maynard?

- Married a resident.(5)
- Golf course.(2)
- Elderly housing.
- Lifetime resident.
- For their house.(2)
- Work in town.(2)
- "Affordable town in an unaffordable area - certain to appreciate"
- "Always lived here however, the aspect of moving sounds better with Maynard's growing internal problems."

Liked the town:

- Town with a town atmosphere.(3) "Pleasant combination of quiet residential, downtown, pleasant people", "A town rather than a string of houses."
- Downtown area.(2) "Diversified community village center with shops.", Ability to walk to downtown shopping area.
- "Small town with a small population and no shopping mall."
- "Moved away from the crime & violence of Somerville streets."
- Better air, lower crime.
- "Nice, small town, close knit, not a bedroom community."

Question 6: Should Maynard expand current zoning?

- Allow congregate housing, eg. Elderly and Low Income.
- Concern with In-law type apartments is their be controls to keep them from becoming rental units.
- In support of In-law type apartments: "Our 5 children would love to stay in town but can't afford housing costs."
- Rather have single homes because puts less stress on town services & departments.
- No more homes. (2)
- No more construction (3)
- "Both A & B [Cluster housing & Duplex Type housing] assume much additional residential building - which I do not favor"
- "No more building - more open spaces."
- "Stop new construction in Maynard."
- "We should slow down, preserve what little we have left before everything goes the way of downtown Maynard."
- "Keep cluster housing to 3 stories or less high."
- "Keep housing low density."
- "Tighter restrictions on converting apartments into condominiums."
- On In-law apartments: "If ample size lot available"
- "No cluster whatsoever!!!"
- "Should enforce existing zoning - no variances."
- "Increase zoning for single dwelling houses."

Question 8: Planning Board's role.

- "It should be a full time job for the planning board to govern land use policy. Roads and long range goals for zoning. They don't have time for school and services."
- "Isn't this their job already?"
- "Yes, excluding services such as police, fire, schools. These are decisions are up to other elected officials."
- "When has Planning Board taken the 'lead on anything? The few things they have done has been a detriment like no enforcement at Vose 'mudslide' Hill. They make rules & don't follow them. Why is the Gardenway subdivision allowed to have 40 feet frontage and dump water into conservation land? Don't waste our time \$ money."
- "I don't believe the P.B. has te expertise or commonsense to handle such matters."

Question 9: Regionalization.

- Regionalize the library. (2)
- Recycling.
- "I am aware of Selectman King's participation in studies of regional co-operation through MAGIC. This effort should continue."
- "DPW could be regionalized (snow plowing, road work) At this tie it seems to be a wasted effort to further consider school regionalization. No other towns can or will regionalize with us. Let's move ahead with the task of improving our own schools and forget about regionalization."
- On solid waste disposal & water & sewerage "depending upon what we will get for fees..."
- "Recycling, to enable curbside pick-up as an economical means of recycling."
- "Expensive to operate small high school. Think regionalization would help

- students."
- "Regionalization on the high school level with L-S or A-B can only be an improvement. The WAVM is great- I applaud those programs. But, the lack of computer facilities, for which everyone must be trained just to live in the future, concerns me greatly."
 - On police & fire: "no, unless it is done like the MDC in the Boston area, ie. local & regional"
 - "I think our H.S. especially suffers. We loose a lot of kids to the tech... Leaving [too?] a small student population to effectively run the school. Tuition te kids out to the A/B or Con/Carlisle. Would that be less expensive than regionalizing till student population goes up again. Would hate to see kids go to Marlborough or someplace far away. At the H.S. level, big is better, but it seems poor little Maynard is surrounded by Big Affluent towns that don't want to ge involved with us. 70% of H.S. graduates go on to college ... are things really that bad. How do we rate statewide?"
 - "If taxpayer costs are to be contained & efficiency improved, regionalization is the only logical alternative."
 - "Most important to me is the way small malls are placed in towns, many of which offer disparate and often useless or duplicated services. As a result the center of Maynard is essentially useless businesses. I also sense a larger open spaces could be co-planned by towns. I believe the whole issue of cooperation could be defined by rich and moderate income towns pooling property taxes. A county governement, as successfully implemented in many states is really the answer."
 - "It seems unnecessary for Acton & Maynard, or Stow & Maynaard to have separate police departments with double infrastructures."
 - "On solid waste disposal: continue to expand recycling - monitor private contractors for fraud. On schools: Maynard should definitely regionalize - all surrounding school districts are far superior."
 - "The town must look unto itself to solve its problems and build for the future. Looking to a region to share our burden and assist in solving 'our' problems is narrow in vision. We must be the best we can be or..."
 - "Fire regional, ie. EMS service."
 - "Planning - Stow or Acton knows what they're doing some of the time."
 - On water & sewerage: No "In the past, Maynard has allowed other towns, and are presently planning on allowing Stow families to hook up without town meeting approval."

Question 10: Satisfaction with physical facilities and services.

- Would like way to dispose of large objects which te trash pickup will not take.
- "All the facilities cited [police, fire, DPW, schools, library] need more space. Decisions on Coolidge & Roosevelt must be made."

Library:

- More library hours.(11) Some stated especially on weekends.
- Better facility - more space. (20). Adjectives of dark & dingy.
- Greater selection of books and services.(8)
- Regionalize. (4)
- Waste disposal services.
- Needs wheelchair access.
- "Order research materials tht allow Maynard students to us the Maynard library rather than Concord. Hours open are not convenient to general public."
- "Dingy, but good staff and children's programs."
- "...larger space for both reading and studying and storing books."

- "Improved academic emphasis, more volumes & longer hours"
- "Library is so small, it out to be expanded or done away with."
- "Library should hook up with other local libraries to provide residents with access to their facilities ."

Police & Fire:

- Better facilities, more space.(22)
- "Police/fire facility appears old/in need of modernization."
- "New fire station/ give police entire building. New 4 or 5 bay fire station with parking space."
- "Police spend more time harassing people than helping. Police station is a dump, cars are dirty, men wear different uniforms. Police Dept. is a disgrace."
- "Use Roosevelt school for Police. Fire needs more space."
- "Blue paint has been needed on the door of the police station for the past 9 years. I realize there is a lack of space, but there is no reason why that building has been so neglected. The fire side looks as though it is kept up better. Acton's station is very similiar but they take care of the building."
- "I think the Police & Fire dept need larger facilities. It is important in this town to support & fund larger spaces for their conveniences so that they can serve the public. It is too crowded for them to continue in such small quarters. I think they are nonetheless doing a great job."
- "We don't need as much full-time fire & police staff. "
- "I supported Police move into Roosevelt school bldg."
- "Police should be more available on the Main St. the only one you ever see is the meter policeman."
- "Police should be more visible - Do not need '3' police cars."
- "Need more area but not as much as requested by the police."
- "A new station and leadership will increase moral thus increase in a better service."

Elderly:

- More elderly housing. (3)
- Request for Senior Citizen Center.(2)
- More services.(2)

DPW:

- Better cleanup, repair of roads and parks.(7) Crow park mentioned a few times.
- Make Naylor Ct (road by Paul's Bakery) a one way. Too many near accidents.
- Speed controlled on 62 and Powdermill Rd.
- "There seems to be no street repair unless a pipe breaks."
- Needs more manpower.
- Would like better work from DPW.(3)
- "I think the town DPW during spring and summer months could help in keeping up town parks (Crow Park)"
- "Does DPW attend to foul water that flows into Assabet - old sewer drains between Rte 27 & 62 junction and the bridge behind Digital."
- "Winter road/sidewalk maintenance is too much - no side walk plowing is necessary - only 1 road plowing per storm!"

Board of Health :

- "Need better regular ways to recycle waste & dispose of hazardous materials."
- "We should consider an enlarged recycling plan like Lexington (curbside pick up

in special containers). Also need a hazardous waste day."

Schools:

- Need new philosophy.
- More money for schools.(2)
- 2 1/2 override for schools.
- In favor of regionalization.(8) To get better curriculum.
- In favor of regionalizing the high school.(6)
- Suggestion of paying tuition to other towns like St. Johnsbury VT.
- Junior High needs repairs or relocate it. (2)
- Request for better cooperation, stop arguing,etc.(5)
- Cut expenses.(3) Suggestions of trimming sports, busses and WAVM..
- Suggestion that there is a generational war in town, school budget vs. elderly.
- "...You could put more money in the school system like sports, new programs for the kids to teach about drugs & alcohol and drunk driving program."
- "Teachers take more initiative in their work."
- "I don't believe Maynard Schools are preparing students adequately for college or further schooling."
- "Greenmeadow School is wonderful; however, the lack of outdoor phys Ed facilities at Fowler and small size of the H.S. worry me greatly."
- "Had two children - one with learning disability which was not picked up by staff. I insisted on CORE. Still, she felt 'different' from her peers. L.D. children not treated well by staff or peers."
- "We should regionalize schools with the Acton/Boxborough School district."
- "More AP courses and offerings for bright students @ HS & other levels. ALT program reinstatement & expansion, language program in middle school, more ARTS programming @ all levels."
- "Improve quality of education - cut expenses in sports/busses"
- "Lousy maintenance - too expensive operation - negative attitude - take care of school grounds."
- "I don't have children that are school aged, but when they do reach that point, we are not sending them to Maynard Public Schools. My main concern for not having children attend Maynard Public Schools are personal as well as being founded on the basis of the quality of education that they would receive."

Quotes: Bolding done to denote subject of longer comments.

- "Current services are all satisfactory given financial constraints. I do not feel they will remain so in the future - especially the schools - without additional taxes. I feel the Fire/Police Station is inadequate and inefficient. I favored the rehab of the Roosevelt School as a Police Station."
- "We should look into getting rid of **ambulance & EMTS** - Look into letting a private ambulance service be in town - or perhaps work out something with other towns." Note: number of similar comments: (1)
- "The **police and fire station** is a disgrace to the town. The **DPW** seems to get plenty of money but their work is slow or nonexistent. The **schools** need more - especially a gifted child program. The **library** needs more space and expanded hours."
- "A new **police, fire and library** by upgrading buildings no being used."
- "Better **school** scholastic - teachers. Police & Fire should have better building."
- "... the **school** teachers are overpaid and underworked, the library is underfunded."
- "**Police** need own station. **Library** needs expansion (plant & services). **DPW**

- work needs improvement. **Schools** need more current texts, more program options for students, better quality teachers."
- "Library needs a new building. **Schools** need a stronger emphasis on quality academics & more support (financial from town)."
 - "As every other town in the state wishes - we had more money to fund basic programs and pay the faculty a fair income."
 - "Library hours need to be extended and the **schools** need lots of help, especially the High School.
 - "Why can't we use **DPW** for maintenance & repairs on public buildings & grounds - more maintenance of roads - cleaning sidewalks & streets - there is no need to hire people when we pay **DPW** - hire more of these people who need work - Common sense & management . We need **policemen** who know when to bend the rules when there are infractions - common sense is needed here."
 - "Maynard needs a Senoir Citizen Center with activities every day. Everything crafts, excercizes, games, dancing, meals should be in one place."
 - "Police/Fire dept. facilities overcrowded. **Library** always getting shortchanged. It needs to enter the age of technology. Become computerized. Better salaries for employees and be made handicapped accessible."
 - "Police - more consideration of peoples property and needs. **Schools** - better curriculum and education. **Library** - better facilities."
 - "Police and Fire badly need more & improved space (and we should be ashamed that we did voted down the solution proposed by the Preservation Partnership - construction now is probably cheaper than in the past 7-8 years!). **Library** also needs bigger & better space and more hours."
 - "Police & Fire have no room for growth or improvement in their present facilities. WE NEED A BIGGER & BETTER LIBRARY!!! Services provided by the **Schools** seem to decrease each year because of lack of funds. Its really a shame."
 - "Police & Fire need improved facilities and space. The Town can improve in many areas to provide 'improved services'for children, seniors and community. We are good but can be better."

Question 11: Biggest beef?

- None (5)
- No public transportation.(5)
- Bad drivers.
- Poor snow and sand removal.

Related to land use.

- More open space.
- Want bike paths, sidewalks along Rtes. 117, 62, 27 (2)
- Littering, dumping near Vose Pond.
- "Lack of open space & parks. The town's inability to acquire open space; overdevelopment."
- "The overdevelopment of the town which allowed building on every available tract of land without concern to open space."
- "It was very wrong to allow the 'horseshoe' development off Old Marlboro Rd. The market is bad, a beautiful piece of land is scarred & worst of all, it's too near the town well and drainage."
- "Allowing permits for houses on Sudbury-Maynard line and housss such as Allen Drive. Should be a moratorium on building!"

Related to Police/Fire depts.

- "During summer months the local police ignore loud motorcycles which disturb

residents especially late evenings".

Related to Board of Health:

- More recycling.
- Waste disposal services.(restrictions)
- "Garbage service is insufficient. Town removal of yard refuse (i.e. branches) is slow."
- "Restrictive rules on trash collection, number of bags or barrels, cans. Leaves and grass clippings. I am a handicapped person with no means of disposal."

Related to town management:

- Property taxes.
- Lack of central purchasing.
- Waste of money by town.
- Need better town management(2)
- Absolutely no long range planning & very little short range planning.
- Less taxes. (5)
- Uncollected taxes.
- More funds to library, new location.
- Town reputation.(2)
- "The Moral! Very low and pessimistic. The Back Biting Between Town Officials & Committee's are getting redundant. How do you expect to Resolve Anything if the people in charge can not get it together."
- "Lack of cooperation between town boards - also should be one board set up to work out contracts with all town employees."
- "The town seems to have no direction. We need a plan for the future. Right now town leadership is running in crisis mode - dealing with each new one that comes along. Yet we have no real direction for the future. We need to put effort into improving our schools, making open space, revitalizing the downtown area."
- "People Management! Our people don't work enough. The town has reduced services but have not reduced cost or people."
- "Over all I think this town needs more 'direction' and more responsible and sincere, honest leaders."
- "For the amount of industry in town, why such high taxes?"
- "I always come back to the same thing - the way to improve government, whether commission members are elected or appointed: We have to learn & truly accept the promise that all boards working together and being aware of the needs & problems of the town are intertwined. As individual members they have got to get away from narrowing their vision to their own bailiwick & ignoring important needs of other boards. Working together, everyone in Maynard can prosper, divided we fail & end up bickering - that is not governing. Different age groups have different needs but we can't pit one against another. Words can be persuasive but we need concerted efforts & action to make any headway. To begin with, we have to listen to each other, rather than want a larger piece of the pie - I know - I lived thru the depression. I got an excellent education along with the depression. It can be done. P.S. I wasn't educated in Massachusetts."
- "We need a town manager! Other towns have one, it makes sense."
- "My taxes have tripled since 1966 and yet I do not feel the town has provided more in services. DEC was supposed to save us money. I don't see where it has. Other than trash removal, there has been no improvement in services."
- "For the size of the town of Maynard - the budget seems to be way too high with minimum services."
- "Too crowded - for such a small town there is an attitude by town planners & gov't

that 'anything goes'- houses too close together - businesses duplicated & not productive - limit growth & continue to improve downtown."

- "No fiscal support of all the boards for the schools. Why is the town afraid to be good?"
- "My biggest 'beef' is the fact that the Conservation commission jumps all over us for wanting to improve our yard and make it safer for our children by saying it would destroy wetlands. Then, 1/4 of a mile down the road they would allow a large office complex to be built - what kind of impact will that have on our wetlands! Let alone the massive amounts of traffic it will add to our street (Acton St.) I fear for my children's safety due to the high speed which people travel down our street at this time."

Related to downtown:

- Not being a good town to live in.
- DEC traffic.
- Downtown congestion and traffic pattern. (8). Few complained about speed on Main St. "speedway"
- Lack of businesses downtown.(2)
- Lack of parking downtown.(6)
- Stores close too early.
- "Lack of pride by downtown businesses. No one sweeps the sidewalks ..."
- "Need more trash cans."
- "Traffic pattern (downtown) was changed resulting in decreased street parking & limiting availability to shops & restaurants."
- "... is the fact that the 'Revitalization' turned this town into a GHOST TOWN as well as the GREEDY LANDLORDS who rake rent from stores who aren't doing the business they should because people could not get to them and went somewhere else to shop."
- "The downtown area was given a great boost through revitalization. More emphasis should be given to maintaining this area, keeping it clean and making sure that it remains an area residents can be proud of."
- "Biggest beef is attitude of shopkeepers - what you want, they don't try to get for you. And they treat you like you are not #1. (as the customer)."
- "Ugly signs like McDonalds detracting from the area - bicycles left in front of stores - one way traffic on Main & Nason Sts. - past practice of over plowing for snow storms - Why are so many trees being removed at St. Bridget's Cemetery? As well as soil?"
- "We need a sign by law. The beer sign at Sal's market, the Elks sign, new yellow Smoke Shop sign on Nason St."
- "The appalling results of the downtown revitalization project. This town does not need 25' wide sidewalks, one way traffic pattern and above all less parking spaces than before the project."
- ""It would be convenient if we had competitive-priced grocery store and meat market for people who don't drive. I personally miss the Coop - "The Outlet" Clothing Store is missed also."
- "As previously noted, the town center pales next to Concord, or even Acton or West Acton."
- "Downtown seems to be becoming a 'ghost town' - empty bldgs, etc. not enough services because of this. Downtown area is losing out to other towns &/or malls.. Not enough parking! And - why do we need sidewalks 10ft wide!!"
- "The general unsightly appearance of many of the residential buildings in the downtown area gives parts of Maynard a run-down appearance."

Related to Education:

- Schools. (13)
- Question whether town will support quality education.(2)
- Substandard education.(6)
- School Committee's lack of cooperation with town boards. (3)
- Too much beefing by School Committee.
- Schools.(7)
- Lack of funding of education by townspeople.(3)
- Education should stay within its budget.
- "The reluctance to pay for needed educational services. The seeming hostility between other town boards and the schools."
- "Reputation of the school system. Unless we improve that we will not be able to attract the professional young people we need to attain a good standing."
- "Schools - very myopic view. Lack of recreation."
- "The school system. It's time to stop making cuts in education to trim the budget."
- "Poor schools, making the town undesirable for young families. Towns people need to show more support for the schools, not just financial."
- "School education needs to improve with less emphasis on sports activities."
- "Concern of quality of education at both Jr High & H.S. We hope to leave N.E. altogether before then. Maynard's problems are state-wide problems. Cost of living is just too high, especially child care."
- "Stop attacking the schools - support with more funding and a more supportive climate - be progressive seeking improvements, not arguing about what cuts should be made."
- "I love Maynard. I hated to see the schools close their doors. I think it is so important for them to get a good education."
- "An attitude of apathy toward education. There seems to be a general mentality of being satisfied & expecting quality which is second rate."
- "The current criticism about schools, budget effects on school. Our school system must be the mainstay of our town, as it affects property values and will ensure attracting people to our town/area as well as attracting good teachers."
- "Constant in-fighting. School dept. make us(Maynard) look like fools in newspapers. They have lost my sympathy. I can't believe then anymore. We need new people in there."

Multitopic: Quotes: Bolding done to denote subject of longer comments.

- "Trying to park at the post office."
- "Fast traffic on my road."
- "1) Too much developmet 2) Planning board doesn't enforce rules & lookout for abutters & town interest. 3) No one is leading the town depts. on budgets."
- "Not enough interst in the library & schools. Too much 'old boy', 'things are fine as they are' attitude in Town Gov't 'Good enough for me = good enough for current residents' attitude."
- "Empty store fronts downtown, not enough energy spent on preserving open space. Sufficient affordable housing currently exists in town inventory"
- "More posted speed limits on thru streets and caution signs on residential areas ten enforce them."
- "1) Traffic. 2) School Committee attitude/they have the largest cut of the town's budget & cry the loudest about 'no money'."
- "We like Maynard very much. It would be great if our towns people could work together in making Maynard a community oriented town that strives for the best."

- "Too many fees/sewerage water sports fees 300% increase in cemetery fees/license fees increase/ rubbish fee. Raise taxes instead you can claim ten on income taxes, can't claim fees. No refund."
- "1) Traffic patterns in town! 2) Feel people here have a clikest townie mentality and if you weren't born & grew up in Maynard you're not accepted. 3) Maynard gets no respect - Known as a milltown!"
- "I have been here 7 ¹/₂ years- like it very much. We just need a Senior Citizen Center to make it complete."
- "Cultural poverty - fear about future of schools."
- "First: Why do we have such a large **police** department? With a staff of 26 this should be enough police protection for a town of 39,000 people if you use guideline of 1 police officer for every 1500 people. Couldn't we better use the salary/pension/benefits monies for other more worthwhile services to keep up with the 90's? The 'Good Old Boy' network seem to be rampant in Maynard. Same for fire department. No one wants to be without protection when they need it, but the protection is excessive and too costly. If we maintain these services for the benefit of Digital, then Digital should pay. Second: I don't believe Digital does pay its share. I live in a small house on a small lot and I'm paying more taxes than friends who live in more affluent communities in bigger houses, on bigger lots. What goes on? Third: I have a small child who will be entering **school** soon. Currently, I'm of the opinion that I'll have to send him out of town to get the 'extras' I will want him to have. Education and school improvement appears to be very low priority in Maynard. Maintaining an excessive police dept that keeps a lot of locals employed seems to take priority."
- "Attitude (which myself & others perceive) of investment in status quo, reluctance to raise our standards to those of or more affluent neighbors. I think we should strive to bring our school system up to the level of Acton's & Concord's. After all, our children will be competing for the same jobs & college acceptances that theirs will."
- "Frustration over cutbacks especially aimed at School Dept. I find it embarrassing & senseless. Another problem I have with the town is the stench from the Assabet River especially in warmer weather. Waste treatment plant needs improvement not waste from another town for \$. One way traffic & Parking downtown is another frustration. Lack of nice shops forces us to shop elsewhere."
- "I worry that there will be a 'generational war' with the elderly thwarting school spending overrides, etc."
- "High taxes - Town employees do not keep sidewalks clean & do not repair breaks, etc. (years ago this was one of their functions.)"
- "Our roads are not cared for."
- "The 'poor sister' attitude towards Maynard - that the town is a milltown with a second rate school system and higher amount of 'low income' people"
- "1. Many houses have trash and/or junk cars in the yards. 2. Leash laws for dogs. 3. poor reputation of school."
- "Poor **school** system - no t a primary concern for most people. Sub-contracting of DPW work when DPW doesn't do its own work."
- "1. Schools. 2. Cars & trucks speed on Maple St. and use as a thoroughway to & from downtown - would like to see speed limit posted and enforced and trucks banned."
- "Digital Equipment Corp a) town caters to DEC b) downtown refurbishing a disaster, mall ridiculous, traffic ridiculous, transient demands met."

Question 12: Problems with public schools.

Bolding done to denote subject of longer comments.

- **"Parents** not taking responsibility for teaching their children good behavior, manners, values or respect for others - the trend is expecting te schools to do it. This is not what schools are for -- academics is the purpose of public educatios, not parenting! By trying to do it all -- they are failing to do any!!"
- "The biggest problem is how, creatively, to deal with drastic reductions in funds and reimbursements available for education. The school system, properly supported, does an excellent job with all items noted; but without support it cannot. **Regionalization** may be necessary, or we may not be able to run a complete school system.
- "All above are potential problems unless **political and personal whims** are put aside and true community togetherness in handling school/education issues & problems becomes a reality."
- "I think this is the one area Maynard and all towns **should address**. We must better educate and appreciate our youth.
- "**Lack of funds** which results in low faculty wages, decrease in programs for our children. If we keep taking away it may be detrimental to our childrens' future."
- "The schools problems consist only with those individuals on the committee who have failed in leadership and professionalism."
- "More **public support** needed fo education especially from elderly and public safety groups. Those groups concerned with their own interests not the education of the youth of Maynard which isn't right."
- "Think schools in Maynard are **improving at grade school level** at least thy're trying and that's good."
- "Lack of discipline and poor methods of teaching are major problems."
- "The most important element, I think, is the **development of pride** in both students and faculty. When this is done, all else being equal, then we will have an education facility equal to or better than that of Acton."
- "Teaching children **positive thinking, self esteem** will improve attitudes toward self and school. Need to redefine value system. More \$'s is not necessarily better."
- "Most other schools give kids some homework by 2nd grade. GM waits untl 3rd. My 'average' child finds the work easy. I think the kids can be challenged more. There is also too much reward for good behavior in the form of special pens and pencils, and even candy. My 2nd grader was given a felt-pen set just for behaving for a sub teacher for 3 days! We told her she should behaved regardless. The **schools are too easy** on the kids. They think it's one big party."
- "On commenting on **why people move out** of Maynard, response is 'always' - poor school system. I personally think our town uses the 'Good Old Boy' (ergo: Maynard Alumni) to fill too many school positions & police positions. Many do not seem to be very well suited/educated fo their position, but are here because other school/police dept's standards are too high. So Maynard is theirs 'by default'!
- "Many wonderful things go on in the schools. Why is it that there is little to no coverage in the Beacon? Parents should be expected to supply their children with pencils, rulers, & standard school supplies."
- "Compared to well-supported school systems, ours suffers from the **communities** inability to agree that schools are truly important. The teachers are committed, but Maynard cannot 'run' on their extra commitment for long. They need a stable environment, not one that presents a new crisis - and new threats - every 2-3 months. At present, I doubt my child will stay in the school system through high school. We should consider things like supplies, decent salaries, journals & staff

development, and computers basic, taking them for granted rather than debating endlessly whether we can afford to have them. The real issue is what can we do to educate our children beyond such basics. Until the town sees this, our schools will be troubled. Their reputation will suffer, and our children will be shortchanged."

- "Why can't the School Dept. live within their budget. I shure as hell have too."
- "Too little time spent in school and children are not learning which means teachers are failing to teach."
- "I think the Junior H.S. is a real step down after attending Green Meadow. 5th & 6th graders have no place nice to go out at the recess. Where to J.H.S. kids go to play outdoor sports?"
- "I have a 6 yr old daughter who attended kindergarten (Mrs. Hill) and is now in the first grade (Mrs. Poklumber). During Parent-Teacher meetings, with both teachers, I have felt lucky to have my child enrolled in this system. The new school fascinates me and I feel good about the staff."
- "If the majority of residents continue to hold back financial support for the schools, perhaps the time has come for individual contributions to support the academic and extra-curricular efforts of the schools. By that I mean that each family must contribute, out-of-pocket, some amount of money. Families with more than two children in the school system should pay some increased amount for each additional child. Extra curricular activities could also be on a pay-as-you-go basis. Hopefully, in this way, we can increase the quality of the Maynard schools. Regionalization is another way to increase school quality."
- "Mismanagement of funds/programs is & will continue to be a problem unless our form of gov't is changed."
- "Quality education is the basis for every community. Maynard has good teachers & facilities but cutbacks in programs & services are forcing parents to either pick up & move or take their kids out of Maynard schools. We really need help here! Perhaps the regionalization of the high school students will help solve some of the above problems."
- "I support regionalizing issue of High School only but only if it increases options for Maynard families. You may want to study St. Johnsbury VT, a town that pays tuition to a private school for their HS students. We may want to offer that, and let each family send child to school of choice: Acton, Sudbury, or use as partial payment to private school. "
- "Not having children in the school system, I only know a few facts by comments of friends. However, one observation I have is that the small size of a class does not necessarily mean a better learning process. When I attended school many years ago we had one good teacher, no assistants, and there were 42 in each class. From my dealing with younger people out of school only a short time, I have observed they do not have as good a basic education as I received. Most of them cannot spell, cannot do simple arithmetic without a calculator; some cannot even read well. If things a return to basics is essential, then learning complicated computers can follow. A good teacher who is willing to stay after school and help the students -- not run out of the door the same time they do is very important. I also believe that an ultra modern building is not the answer to a good education. Adequate facilities -yes, but all the frills - no."
- "We have had 9 children graduate from Maynard HS. Seven went onto college and graduated - 3 received masters degrees and one son is going for his doctorate degree at the present time. I can't find fault with the education system in the past. Students can do good in any system if they are encouraged not only to do their best but to get the most out of their education. I'm not in favor of regionalization - the Assabet Vocation has a good reputation from what I heard for those who go there."

- "Maynard School system desperately needs to regionalize - especially High School. If not, we will have an even poorer curriculum & educational image than we have now. This goes along with paying teachers more & the ability of getting good teachers & keeping them."
- "Junior High needs repair"
- "I do not currently have children in the schools. I have two infants who in a few years will be. I would like to better understand the current status of each of the issues above. Then I would be able to make informed comments."
- "Maynards's schools rank far below surrounding towns. We need to seriously consider regionalizing and putting more money into quality education."
- "This section on school is important. Your survey is short sighted because equal sections should be available to comment on DPW, Police, Fire, others plus town leadership on Selectman, Fincom, and other boards."
- "Getting teachers out of politics and increasing professional standards. Getting teachers away from complaints: i.e. school committee, funds, etc. Getting involved in improving, becoming innovative when told to do with less. Times will be tough till things get better. Deferring to state fiscal problems and getting Maynard Gov't to plan to achieving plan goals."
- "We need leadership and financial management in our schools. It is absurd to have the constant whining from the school committee. It's especially stupid to have Sentance still interfering in school business. You spend too much on stupid stuff - like travel budgets. Also, before negotiating salaries - see what we can afford."
- "I would not want my children to spend 5-7 hours per day under anyone elses supervision whos moral & religious values are not in line with mine, and whos academic standards might not meet mine. My husband's and my children ae the most important things in life to us, and we are not willing to surrend them to public schools (really, tho the state) for 13 years and 'hope for the best'. It is a sad commentary when a graduate of Maynard Public Schools did not even know who Robert E. Lee was. - This person is working @ Digital as a secretary."

TOTAL of all categories						
Concern	Will be	Will not be	Is & will be	NA	No rsp	Sum
a. drugs & alcohol	113	19	204	7	69	412
b. crime/vandalism	86	46	114	23	143	412
c. fighting	44	59	91	37	181	412
d. lack of discipline	63	54	145	26	124	412
e. lack of proper financial support	107	26	182	9	88	412
f. spending too much money	29	145	45	53	140	412
g. mismanagement of funds/programs	50	56	129	41	136	412
h. facilities in disrepair	135	45	79	13	140	412
i. difficulty in getting good teachers	141	44	126	8	93	412
j. low teacher pay	96	51	135	18	112	412
k. teachers' lack of interest	67	88	80	35	142	412
l. lack of respect for teachers	65	56	151	21	119	412
m. large class sizes at the elementary level	97	94	58	17	146	412
n. small class size at the high school	66	111	76	16	143	412
o. parent involvement in school activities	58	86	110	11	147	412
p. parents lack interest in academics	51	80	123	14	144	412
q. problems with school admin.	53	72	112	21	154	412
r. school board priorities	56	70	116	17	153	412
s. communication problems	57	54	129	18	154	412
t. poor curriculum/poor standards	66	62	125	13	146	412
u. poor educational image	74	29	185	9	115	412
v. lack of after school programs/activities	87	65	93	17	150	412
w. community politics	62	25	158	23	143	411
x. community image	55	38	155	19	144	411
y. drop outs	49	61	94	24	184	412
z. there are no problems	9	7	9	108	279	412
		# Response	412			
		# w/ kids	105	0.25		

Ratio	#responses/sum	# Response	412		
		# w/ kids	105	0.25	
TOTAL of all categories		preschool?	53	0.13	
Concern	Will Be	Will not be	Is & will be	NA	No Resp
a. drugs & alcohol	0.27	0.05	0.50	0.02	0.17
b. crime/vandalism	0.21	0.11	0.28	0.06	0.35
c. fighting	0.11	0.14	0.22	0.09	0.44
d. lack of discipline	0.15	0.13	0.35	0.06	0.30
e. lack of proper financial support	0.26	0.06	0.44	0.02	0.21
f. spending too much money	0.07	0.35	0.11	0.13	0.34
g. mismanagement of funds/programs	0.12	0.14	0.31	0.10	0.33
h. facilities in disrepair	0.33	0.11	0.19	0.03	0.34
i. difficulty in getting good teachers	0.34	0.11	0.31	0.02	0.23
j. low teacher pay	0.23	0.12	0.33	0.04	0.27
k. teachers' lack of interest	0.16	0.21	0.19	0.08	0.34
l. lack of respect for teachers	0.16	0.14	0.37	0.05	0.29
m. large class sizes at the elementary level	0.24	0.23	0.14	0.04	0.35
n. small class size at the high school	0.16	0.27	0.18	0.04	0.35
o. parent involvement in school activities	0.14	0.21	0.27	0.03	0.36
p. parents lack interest in academics	0.12	0.19	0.30	0.03	0.35
q. problems with school admin.	0.13	0.17	0.27	0.05	0.37
r. school board priorities	0.14	0.17	0.28	0.04	0.37
s. communication problems	0.14	0.13	0.31	0.04	0.37
t. poor curriculum/poor standards	0.16	0.15	0.30	0.03	0.35
u. poor educational image	0.18	0.07	0.45	0.02	0.28
v. lack of after school programs/activities	0.21	0.16	0.23	0.04	0.36
w. community politics	0.15	0.06	0.38	0.06	0.35
x. community image	0.13	0.09	0.38	0.05	0.35
y. drop outs	0.12	0.15	0.23	0.06	0.45
z. there are no problems	0.02	0.02	0.02	0.26	0.68

Ratio #responses/sum					
		# Response:	179		
TOTAL of all categories with kids					
Concern	Will be	Will not be	Is & will be	NA	No rsp
a. drugs & alcohol	0.24	0.05	0.51	0.03	0.17
b. crime/vandalism	0.20	0.15	0.28	0.07	0.31
c. fighting	0.11	0.17	0.23	0.09	0.40
d. lack of discipline	0.15	0.16	0.35	0.08	0.26
e. lack of proper financial support	0.28	0.06	0.53	0.02	0.11
f. spending too much money	0.06	0.49	0.07	0.12	0.27
g. mismanagement of funds/programs	0.13	0.17	0.33	0.10	0.27
h. facilities in disrepair	0.42	0.15	0.17	0.03	0.22
i. difficulty in getting good teachers	0.39	0.13	0.30	0.02	0.16
j. low teacher pay	0.28	0.13	0.39	0.04	0.16
k. teachers' lack of interest	0.18	0.26	0.20	0.10	0.27
l. lack of respect for teachers	0.16	0.19	0.36	0.05	0.23
m. large class sizes at the elementary level	0.35	0.23	0.18	0.03	0.21
n. small class size at the high school	0.21	0.32	0.22	0.03	0.22
o. parent involvement in school activities	0.15	0.29	0.30	0.03	0.23
p. parents lack interest in academics	0.15	0.26	0.31	0.04	0.23
q. problems with school admin.	0.11	0.21	0.32	0.07	0.29
r. school board priorities	0.18	0.21	0.30	0.05	0.26
s. communication problems	0.17	0.16	0.36	0.04	0.26
t. poor curriculum/poor standards	0.21	0.17	0.35	0.03	0.23
u. poor educational image	0.21	0.07	0.54	0.02	0.16
v. lack of after school programs/activities	0.26	0.18	0.30	0.02	0.25
w. community politics	0.20	0.06	0.47	0.06	0.20
x. community image	0.16	0.10	0.47	0.03	0.24
y. drop outs	0.13	0.19	0.24	0.08	0.36
z. there are no problems	0.01	0.01	0.01	0.35	0.62

TOTAL of all categories with kids	Will be	Will not be	Is & will be	NA	No rsp	Sum
Concern						
a. drugs & alcohol	43	9	92	5	30	179
b. crime/vandalism	35	26	50	12	56	179
c. fighting	19	31	41	17	71	179
d. lack of discipline	27	29	63	14	46	179
e. lack of proper financial support	51	10	95	4	19	179
f. spending too much money	10	87	13	21	48	179
g. mismanagement of funds/programs	23	30	59	18	49	179
h. facilities in disrepair	76	26	31	6	40	179
i. difficulty in getting good teachers	70	24	53	4	28	179
j. low teacher pay	51	24	69	7	28	179
k. teachers' lack of interest	32	46	35	18	48	179
l. lack of respect for teachers	29	34	65	9	42	179
m. large class sizes at the elementary level	63	42	32	5	37	179
n. small class size at the high school	37	58	39	6	39	179
o. parent involvement in school activities	27	52	53	5	42	179
p. parents lack interest in academics	27	47	56	7	42	179
q. problems with school admin.	20	38	57	12	52	179
r. school board priorities	32	37	54	9	47	179
s. communication problems	31	29	64	8	47	179
t. poor curriculum/poor standards	37	31	63	6	42	179
u. poor educational image	37	13	97	3	29	179
v. lack of after school programs/activities	46	33	53	3	44	179
w. community politics	36	11	85	11	36	179
x. community image	29	18	83	6	42	178
y. drop outs	23	34	43	15	64	179
z. there are no problems	1	2	2	63	111	179

Kids in 9-12	Will be	Will not be	Is & will be	NA	No response	Sum
a. drugs & alcohol	5	1	9	1	2	18
b. crime/vandalism	7	1	6	1	3	18
c. fighting	3	2	5	3	5	18
d. lack of discipline	3	2	9	1	3	18
e. lack of proper financial support	2	0	14	0	2	18
f. spending too much money	1	7	1	3	6	18
g. mismanagement of funds/programs	3	2	9	1	3	18
h. facilities in disrepair	8	4	5	0	1	18
i. difficulty in getting good teachers	10	2	6	0	0	18
j. low teacher pay	4	1	10	2	1	18
k. teachers' lack of interest	7	6	3	2	0	18
l. lack of respect for teachers	4	5	9	0	0	18
m. large class sizes at the elementary level	7	6	2	2	1	18
n. small class size at the high school	4	8	4	2	0	18
o. parent involvement in school activities	5	5	8	0	0	18
p. parents lack interest in academics	4	4	10	0	0	18
q. problems with school admin.	3	6	8	0	1	18
r. school board priorities	7	6	5	0	0	18
s. communication problems	5	4	8	0	1	18
t. poor curriculum/poor standards	5	5	6	0	2	18
u. poor educational image	7	1	10	0	0	18
v. lack of after school programs/activities	4	7	6	0	1	18
w. community politics	9	1	6	1	1	18
x. community image	7	2	6	1	2	18
y. drop outs	4	4	5	1	4	18
z. there are no problems	1	0	1	8	8	18
	Avg Age	41.81	Avg Kids	1.22		

Ratio #responses/sum	Avg Age	41.81	Avg Kids	1.22	# Response	18
Kids In 9-12	Will Be	Will not be	Is & will be	NA	No rsp	
a. drugs & alcohol	0.28	0.06	0.50	0.06	0.11	
b. crime/vandalism	0.39	0.06	0.33	0.06	0.17	
c. fighting	0.17	0.11	0.28	0.17	0.28	
d. lack of discipline	0.17	0.11	0.50	0.06	0.17	
e. lack of proper financial support	0.11	0.00	0.78	0.00	0.11	
f. spending too much money	0.06	0.39	0.06	0.17	0.33	
g. mismanagement of funds/programs	0.17	0.11	0.50	0.06	0.17	
h. facilities in disrepair	0.44	0.22	0.28	0.00	0.06	
i. difficulty in getting good teachers	0.56	0.11	0.33	0.00	0.00	
j. low teacher pay	0.22	0.06	0.56	0.11	0.06	
k. teachers' lack of interest	0.39	0.33	0.17	0.11	0.00	
l. lack of respect for teachers	0.22	0.28	0.50	0.00	0.00	
m. large class sizes at the elementary level	0.39	0.33	0.11	0.11	0.06	
n. small class size at the high school	0.22	0.44	0.22	0.11	0.00	
o. parent involvement in school activities	0.28	0.28	0.44	0.00	0.00	
p. parents lack interest in academics	0.22	0.22	0.56	0.00	0.00	
q. problems with school admin.	0.17	0.33	0.44	0.00	0.06	
r. school board priorities	0.39	0.33	0.28	0.00	0.00	
s. communication problems	0.28	0.22	0.44	0.00	0.06	
t. poor curriculum/poor standards	0.28	0.28	0.33	0.00	0.11	
u. poor educational image	0.39	0.06	0.56	0.00	0.00	
v. lack of after school programs/activities	0.22	0.39	0.33	0.00	0.06	
w. community politics	0.50	0.06	0.33	0.06	0.06	
x. community image	0.39	0.11	0.33	0.06	0.11	
y. drop outs	0.22	0.22	0.28	0.06	0.22	
z. there are no problems	0.06	0.00	0.06	0.44	0.44	

Kids in K-8	Will be	Will not be	Is & will be	NA	No response	Sum	Age	# Kids
a. drugs & alcohol	18	4	29	3	12	66	45	2
b. crime/vandalism	15	9	15	5	22	66	46	1
c. fighting	8	12	16	6	24	66	34	1
d. lack of discipline	13	13	20	6	14	66	35	1
e. lack of proper financial support	21	3	35	2	5	66	47.5	1
f. spending too much money	4	32	4	8	18	66	35	1
g. mismanagement of funds/programs	10	11	26	4	15	66	30	1
h. facilities in disrepair	26	11	11	2	16	66	48	2
i. difficulty in getting good teachers	26	11	17	2	10	66	24	1
j. low teacher pay	26	10	18	1	11	66	36	2
k. teachers' lack of interest	14	17	11	4	20	66	47	1
l. lack of respect for teachers	15	12	22	2	15	66	39	1
m. large class sizes at the elementary level	26	10	17	0	13	66	39	1
n. small class size at the high school	13	19	17	3	14	66	30	2
o. parent involvement in school activities	8	20	21	1	16	66	43	1
p. parents lack interest in academics	7	20	21	1	17	66	36	2
q. problems with school admin.	9	17	19	2	19	66	40	4
r. school board priorities	13	15	17	2	19	66	31	1
s. communication problems	16	5	27	2	16	66	28	1
t. poor curriculum/poor standards	16	13	23	1	13	66	28	1
u. poor educational image	15	5	33	1	12	66	37	1
v. lack of after school programs/activities	20	9	22	1	14	66	39	2
w. community politics	11	4	39	3	9	66		1
x. community image	10	6	31	3	15	65	39	2
y. drop outs	13	9	17	3	24	66	39	1
z. there are no problems	0	1	0	22	43	66	36	2
							52	1
	Avg Age	38.01	Avg Kids	1.38			39	1

Ratio	#responses/sum					
Kids In K-8	Avg Age	38.01	Avg Kids	1.38	# Responses	66
Concern	Will Be	Will not be	Is & will be	NA	No Response	
a. drugs & alcohol	0.27	0.06	0.44	0.05	0.18	
b. crime/vandalism	0.23	0.14	0.23	0.08	0.33	
c. fighting	0.12	0.18	0.24	0.09	0.36	
d. lack of discipline	0.20	0.20	0.30	0.09	0.21	
e. lack of proper financial support	0.32	0.05	0.53	0.03	0.08	
f. spending too much money	0.06	0.48	0.06	0.12	0.27	
g. mismanagement of funds/programs	0.15	0.17	0.39	0.06	0.23	
h. facilities in disrepair	0.39	0.17	0.17	0.03	0.24	
i. difficulty in getting good teachers	0.39	0.17	0.26	0.03	0.15	
j. low teacher pay	0.39	0.15	0.27	0.02	0.17	
k. teachers' lack of interest	0.21	0.26	0.17	0.06	0.30	
l. lack of respect for teachers	0.23	0.18	0.33	0.03	0.23	
m. large class sizes at the elementary level	0.39	0.15	0.26	0.00	0.20	
n. small class size at the high school	0.20	0.29	0.26	0.05	0.21	
o. parent involvement in school activities	0.12	0.30	0.32	0.02	0.24	
p. parents lack interest in academics	0.11	0.30	0.32	0.02	0.26	
q. problems with school admin.	0.14	0.26	0.29	0.03	0.29	
r. school board priorities	0.20	0.23	0.26	0.03	0.29	
s. communication problems	0.24	0.08	0.41	0.03	0.24	
t. poor curriculum/poor standards	0.24	0.20	0.35	0.02	0.20	
u. poor educational image	0.23	0.08	0.50	0.02	0.18	
v. lack of after school programs/activities	0.30	0.14	0.33	0.02	0.21	
w. community politics	0.17	0.06	0.59	0.05	0.14	
x. community image	0.15	0.09	0.48	0.05	0.23	
y. drop outs	0.20	0.14	0.26	0.05	0.36	
z. there are no problems	0.00	0.02	0.00	0.33	0.65	

Ratio #responses/sum	# Response		53		
	Avg Age:		33.11	kids:	1.36
Preschool? - If more than 2 persons and age < 40 & no school kids					
Concern	Will Be	Will not be	Is & will be	NA	No rsp
a. drugs & alcohol	0.13	0.02	0.64	0.02	0.19
b. crime/vandalism	0.13	0.13	0.32	0.06	0.36
c. fighting	0.09	0.13	0.17	0.11	0.49
d. lack of discipline	0.08	0.08	0.42	0.08	0.36
e. lack of proper financial support	0.28	0.08	0.47	0.04	0.13
f. spending too much money	0.04	0.51	0.09	0.11	0.25
g. mismanagement of funds/programs	0.08	0.13	0.23	0.15	0.42
h. facilities in disrepair	0.45	0.11	0.13	0.06	0.25
i. difficulty in getting good teachers	0.34	0.08	0.40	0.04	0.15
j. low teacher pay	0.21	0.13	0.49	0.04	0.13
k. teachers' lack of interest	0.09	0.25	0.23	0.11	0.32
l. lack of respect for teachers	0.09	0.17	0.32	0.08	0.34
m. large class sizes at the elementary level	0.32	0.25	0.15	0.02	0.26
n. small class size at the high school	0.15	0.36	0.17	0.00	0.32
o. parent involvement in school activities	0.09	0.25	0.30	0.06	0.30
p. parents lack interest in academics	0.15	0.19	0.34	0.06	0.26
q. problems with school admin.	0.09	0.13	0.32	0.11	0.34
r. school board priorities	0.09	0.19	0.34	0.04	0.34
s. communication problems	0.11	0.19	0.28	0.06	0.36
t. poor curriculum/poor standards	0.17	0.11	0.34	0.06	0.32
u. poor educational image	0.15	0.09	0.57	0.02	0.17
v. lack of after school programs/activities	0.23	0.11	0.26	0.02	0.38
w. community politics	0.13	0.08	0.36	0.08	0.36
x. community image	0.09	0.09	0.53	0.02	0.26
y. drop outs	0.06	0.19	0.19	0.11	0.45
z. there are no problems	0.00	0.02	0.00	0.32	0.66

Ratio #responses/sum		Avg Age:	39.31			
	Other:	1.27	K to 8:	1.37	"9-12"	1.06
Kids K-12		# Responses	42			
Concern	Will Be	Will not be	Is & will be	NA	No rsp	
a. drugs & alcohol	0.31	0.07	0.48	0.00	0.14	
b. crime/vandalism	0.14	0.21	0.29	0.07	0.29	
c. fighting	0.07	0.24	0.26	0.05	0.38	
d. lack of discipline	0.17	0.24	0.29	0.07	0.24	
e. lack of proper financial support	0.31	0.07	0.50	0.00	0.12	
f. spending too much money	0.07	0.50	0.07	0.10	0.26	
g. mismanagement of funds/programs	0.14	0.24	0.29	0.12	0.21	
h. facilities in disrepair	0.43	0.12	0.19	0.02	0.24	
i. difficulty in getting good teachers	0.38	0.17	0.21	0.00	0.24	
j. low teacher pay	0.24	0.14	0.36	0.05	0.21	
k. teachers' lack of interest	0.14	0.24	0.21	0.14	0.26	
l. lack of respect for teachers	0.12	0.19	0.40	0.07	0.21	
m. large class sizes at the elementary level	0.31	0.31	0.12	0.05	0.21	
n. small class size at the high school	0.29	0.29	0.21	0.02	0.19	
o. parent involvement in school activities	0.21	0.33	0.19	0.02	0.24	
p. parents lack interest in academics	0.19	0.31	0.17	0.07	0.26	
q. problems with school admin.	0.07	0.19	0.31	0.10	0.33	
r. school board priorities	0.17	0.14	0.33	0.12	0.24	
s. communication problems	0.10	0.24	0.33	0.07	0.26	
t. poor curriculum/poor standards	0.17	0.17	0.38	0.05	0.24	
u. poor educational image	0.17	0.05	0.57	0.02	0.19	
v. lack of after school programs/activities	0.24	0.26	0.26	0.02	0.21	
w. community politics	0.21	0.05	0.50	0.07	0.17	
x. community image	0.17	0.12	0.43	0.02	0.26	
y. drop outs	0.07	0.26	0.26	0.12	0.29	
z. there are no problems	0.00	0.00	0.02	0.38	0.60	

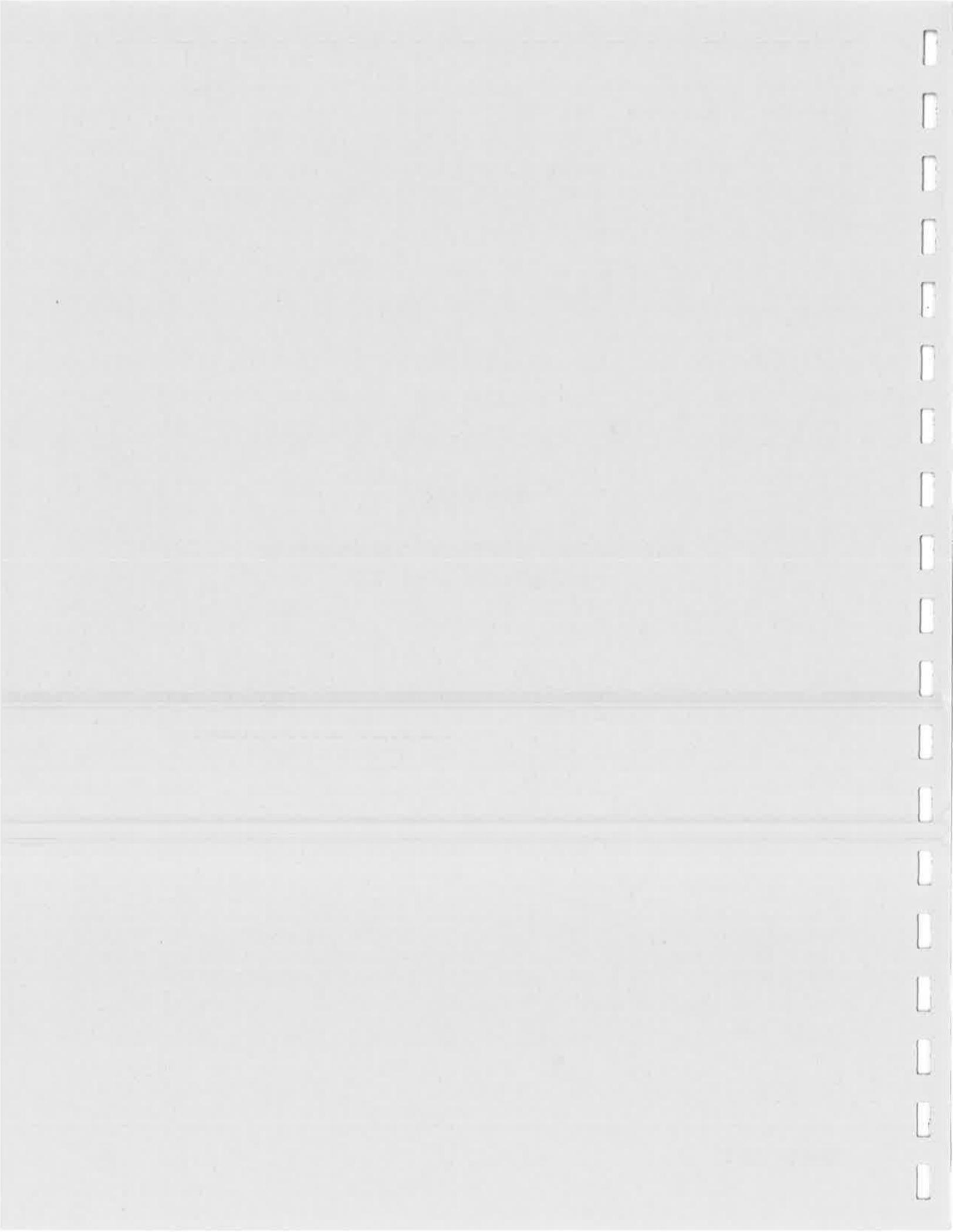
Kids K-12						
Concern	Will be	Will not be	Is & will be	NA	No rsp	Sum
a. drugs & alcohol	13	3	20	0	6	42
b. crime/vandalism	6	9	12	3	12	42
c. fighting	3	10	11	2	16	42
d. lack of discipline	7	10	12	3	10	42
e. lack of proper financial support	13	3	21	0	5	42
f. spending too much money	3	21	3	4	11	42
g. mismanagement of funds/programs	6	10	12	5	9	42
h. facilities in disrepair	18	5	8	1	10	42
i. difficulty in getting good teachers	16	7	9	0	10	42
j. low teacher pay	10	6	15	2	9	42
k. teachers' lack of interest	6	10	9	6	11	42
l. lack of respect for teachers	5	8	17	3	9	42
m. large class sizes at the elementary level	13	13	5	2	9	42
n. small class size at the high school	12	12	9	1	8	42
o. parent involvement in school activities	9	14	8	1	10	42
p. parents lack interest in academics	8	13	7	3	11	42
q. problems with school admin.	3	8	13	4	14	42
r. school board priorities	7	6	14	5	10	42
s. communication problems	4	10	14	3	11	42
t. poor curriculum/poor standards	7	7	16	2	10	42
u. poor educational image	7	2	24	1	8	42
v. lack of after school programs/activities	10	11	11	1	9	42
w. community politics	9	2	21	3	7	42
x. community image	7	5	18	1	11	42
y. drop outs	3	11	11	5	12	42
z. there are no problems	0	0	1	16	25	42
		Avg Age:	39.31			
	Other:	1.27	K to 8:	1.37	"9-12"	1.06

Respondents w/o children in school						
Concern	Will be	Will not be	Is & will be	NA	No response	Sum
a. drugs & alcohol	70	10	112	2	39	233
b. crime/vandalism	51	20	64	11	87	233
c. fighting	25	28	50	20	110	233
d. lack of discipline	36	25	82	12	78	233
e. lack of proper financial support	56	16	87	5	69	233
f. spending too much money	19	58	32	32	92	233
g. mismanagement of funds/programs	27	26	70	23	87	233
h. facilities in disrepair	59	19	48	7	100	233
i. difficulty in getting good teachers	71	20	73	4	65	233
j. low teacher pay	45	27	66	11	84	233
k. teachers' lack of interest	35	42	45	17	94	233
l. lack of respect for teachers	36	22	86	12	77	233
m. large class sizes at the elementary level	34	52	26	12	109	233
n. small class size at the high school	29	53	37	10	104	233
o. parent involvement in school activities	31	34	57	6	105	233
p. parents lack interest in academics	24	33	67	7	102	233
q. problems with school admin.	33	34	55	9	102	233
r. school board priorities	24	33	62	8	106	233
s. communication problems	26	25	65	10	107	233
t. poor curriculum/poor standards	29	31	62	7	104	233
u. poor educational image	37	16	88	6	86	233
v. lack of after school programs/activities	41	32	40	14	106	233
w. community politics	26	14	73	12	107	232
x. community image	26	20	72	13	102	233
y. drop outs	26	27	51	9	120	233
z. there are no problems	8	5	7	45	168	233

Ratio	#responses/sum					
Respondents w/o children in school		Avg Age:		50.07		# Response: 233
CONCERN	Will Be	Will not be	Is & will be	NA	No response	
a. drugs & alcohol	0.30	0.04	0.48	0.01	0.17	
b. crime/vandalism	0.22	0.09	0.27	0.05	0.37	
c. fighting	0.11	0.12	0.21	0.09	0.47	
d. lack of discipline	0.15	0.11	0.35	0.05	0.33	
e. lack of proper financial support	0.24	0.07	0.37	0.02	0.30	
f. spending too much money on the schools	0.08	0.25	0.14	0.14	0.39	
g. mismanagement of funds/programs	0.12	0.11	0.30	0.10	0.37	
h. facilities in disrepair	0.25	0.08	0.21	0.03	0.43	
i. difficulty in getting good teachers	0.30	0.09	0.31	0.02	0.28	
j. low teacher pay	0.19	0.12	0.28	0.05	0.36	
k. teachers' lack of interest	0.15	0.18	0.19	0.07	0.40	
l. lack of respect for teachers	0.15	0.09	0.37	0.05	0.33	
m. large class sizes at the elementary level	0.15	0.22	0.11	0.05	0.47	
n. small class size at the high school	0.12	0.23	0.16	0.04	0.45	
o. parent involvement in school activities	0.13	0.15	0.24	0.03	0.45	
p. parents lack interest in academics	0.10	0.14	0.29	0.03	0.44	
q. problems with school admin.	0.14	0.15	0.24	0.04	0.44	
r. school board priorities	0.10	0.14	0.27	0.03	0.45	
s. communication problems	0.11	0.11	0.28	0.04	0.46	
t. poor curriculum/poor standards	0.12	0.13	0.27	0.03	0.45	
u. poor educational image	0.16	0.07	0.38	0.03	0.37	
v. lack of after school programs/activities	0.18	0.14	0.17	0.06	0.45	
w. community politics	0.11	0.06	0.31	0.05	0.46	
x. community image	0.11	0.09	0.31	0.06	0.44	
y. drop outs	0.11	0.12	0.22	0.04	0.52	
z. there are no problems	0.03	0.02	0.03	0.19	0.72	
Age break down for no kids category	Age group	# in group	%			
	25-29	10	0.04			
	30-39	58	0.25			
	40-49	48	0.21			
	50-59	28	0.12			
	60-69	46	0.20			
	70-90	29	0.12			
	unknown	14	0.06			

APPENDIX C

**BROWN STREET (ROUTE 27)/CONCORD STREET
INTERSECTION ANALYSIS**



APPENDIX C

HMM Associates, Inc. (HMM), conducted a reconnaissance of traffic operations at the Route 27/Concord Street intersection vicinity on Wednesday morning, December 19, 1990. The intent of this inspection was to develop possible improvement alternatives without detailed data collection.

Road System

Route 27 is a 2-lane north/south oriented roadway with good pavement conditions, paved shoulders, and a double yellow centerline. Speed limits are posted at 25 mph for southbound traffic to the north of Concord Street. Observed speeds are generally 5 mph or more in excess of the speed limit.

Concord Street is stop-sign controlled and intersects Route 27 as a relatively narrow 2-lane roadway oriented in a northeasterly/southwesterly direction, at a non-right angle to Route 27. The Concord Street easterly-bound approach to Route 27 is offset to the south of the opposite approach by about 10 feet. Concord Street's pavement condition is fair and marked centerlines are provided on both Route 27 approaches. Shoulders are generally not provided.

Acton Street runs roughly parallel to and west of Route 27. Acton Street was also observed since some motorists, in reacting to the eastbound Concord Street back-up at Route 27, divert to this roadway. Acton Street is a relatively narrow 2-lane roadway with unmarked pavement in fair condition. Acton Street is stop-sign controlled at its intersection with Concord Street. Just south of Concord Street, Acton Street becomes one-way southbound toward Route 27. A short stretch of 2-way roadway is maintained to provide access from a residential side street.

Land Use

A grassed triangle, bounded by Route 27, Acton Street and Concord Street, is located adjacent to the southwestern corner of Route 27 and Concord Street. Residences abut the southeast corner, while businesses are adjacent to the remaining corners. An auto parts store is in the northeast corner while a service center is located on the northwest corner. The travelled way of Concord Street is within approximately 10 feet of the auto parts store.

Residential uses occupy the western corners of the Concord Street/Acton Street intersection while the open space defines the southeast corner. A frame 1-story structure sited at a skewed angle to Concord Street is located on the northwest corner. The pavement of Concord Street is within about 5 feet of this structure.

Parking/Curb Cuts

There was no on-street parking observed at the time of the intersection inspection. Vehicles, apparently associated with the service center, were parked on the northwest corner of the Concord Street/Route 27 intersection, well off the paved area. One vehicle, possibly associated with the auto parts store, was parked partially on the pavement on the westerly bound Concord Street approach to Route 27.

A pair of Route 27 curb cuts exist for the auto parts store near the Concord Street intersection. Although the southeast corner of Route 27/Concord Street has a raised, well-defined curbline, much of the remaining area lacks curbing or definition of the travelled way.

Pedestrians/Sidewalks

Marked crosswalks are provided which connect the southwest, southeast and northeast intersection corners at Route 27/Concord Street. Observed pedestrians consisted of predominantly school children crossing Route 27, with police protection, between approximately 7:15 - 7:45 AM. Bituminous sidewalks are in place on the southeast corner of Route 27/Concord Street and along the south side of Concord Street between Route 27 and Acton Street.

Sight Distance

Concord Street motorists typically must move their vehicles considerably forward of the marked stop lines to discern the presence of oncoming Route 27 traffic, particularly for the westbound approach of Concord Street.

Sight distance to the left also appears somewhat restricted for southbound Acton Street motorists approaching Concord Street due to the close proximity of the structure on the northeast corner of the intersection.

Traffic Operations

AM commuter period observations indicate that Route 27 traffic at Concord Street typically flows freely, although with occasional interruptions from two sources. The first is due to previously mentioned, police-protected, school children crossings of Route 27. Such crossing constitute a relatively minor disruption to Route 27 motorists. Only a half dozen or so brief interruptions of 30 seconds or so were observed in the half hour interval of police operation.

Police control was only initiated when children appeared on the east side of Route 27, and terminated once the children were safely across. The second involved Concord Street motorists attempting to enter/cross Route 27. Occasionally Route 27 motorists slow/stop to permit Concord Street vehicles to cross. However, intersection delays to motorists at the Route 27/Concord Street intersection predominantly involve Concord Street motorists who are not easily able to continue through or turn into Route 27 due to relatively heavy volumes of Route 27 traffic. Much of the Concord Street approach traffic consists of left-turning traffic (about 50% on the westbound approach and 20-25% on the eastbound approach). Queues of up to five vehicles were observed on both eastbound and westbound Concord Street at Route 27, between 7:15 - 7:45 AM. The skewed angle of Concord Street with Route 27, and the offset of the Concord Street approaches both contribute to motorist hesitation and further exacerbate operational problems.

No operational problems were observed at the Concord Street/Acton Street intersection, however, numerous vehicles travelling eastbound tended to turn left from Concord Street to Acton Street, particularly when queues developed on eastbound Concord Street at Route 27. About 3/4 of the left-turns from Concord Street to the north used Acton Street rather than attempting to move through the Route 27 intersection.

Alternative Improvement Suggestions

Based on the limited AM peak travel period observations alternative measures, or combination of these alternatives, might be taken to improve operations at the Route 27/Concord Street intersection as follows:

- Consider expanding police operations - by using the officer already present for school crossing protection to also regulate vehicular traffic from 7:15 to perhaps 8:30 AM. No more than three vehicles were observed to be queued on Concord Street prior to 7:15 AM. A traffic count could be conducted to determine the specific time frame that it would be useful for the officer to cover.
- Consider signal installation - by using an actuated 2-phase vehicular operation, along with possible pedestrian displays/actuation. However, a signal warrants analysis should initially be conducted to be certain that a quantitative basis exists for such an installation.

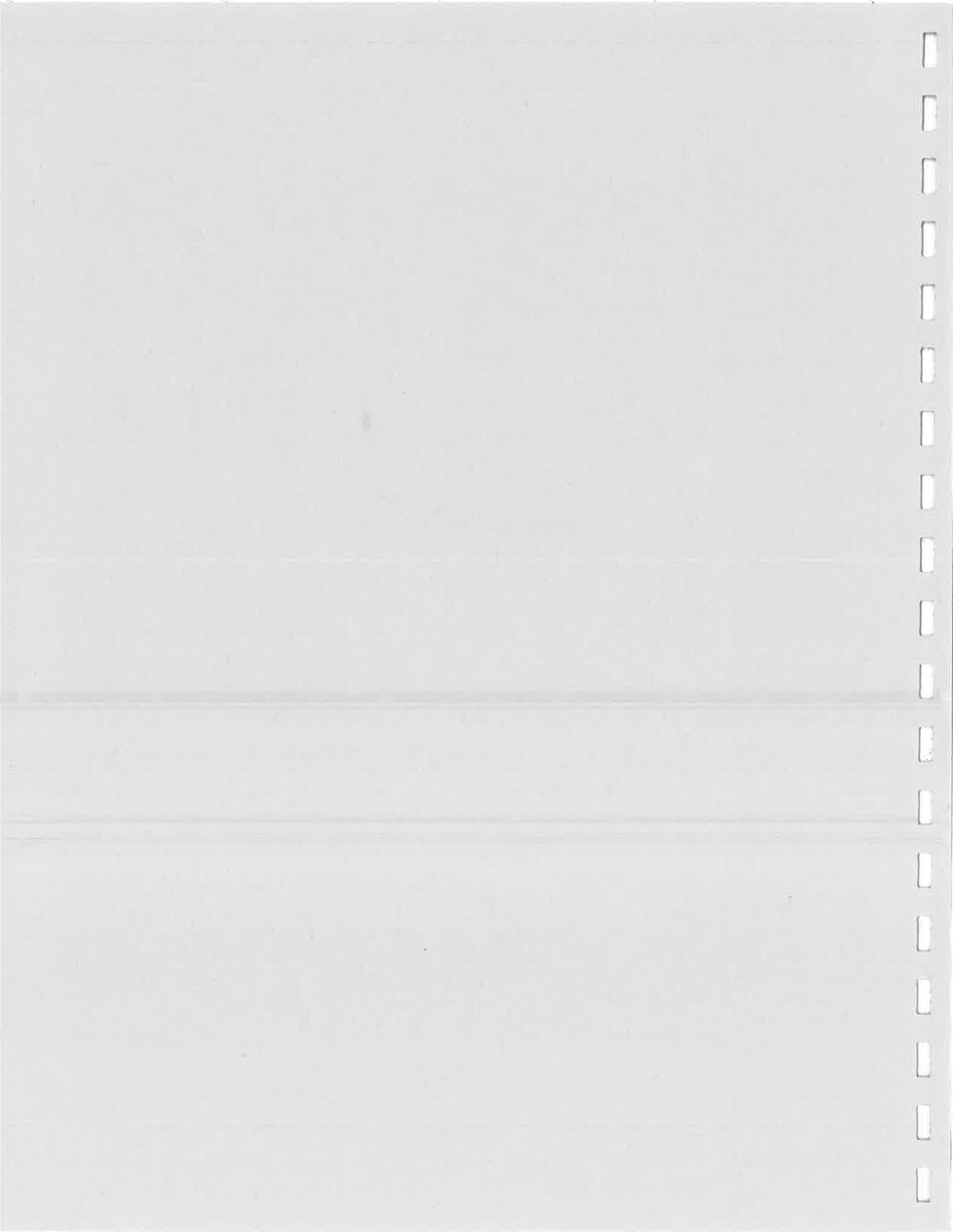
- Consider changing traffic circulation - to designate the section of Concord Street between Route 27 and Acton Street as one-way westbound, away from the Route 27 intersection. This would reduce vehicle conflicts at the Concord Street/Route 27 intersection, which are exacerbated by the acute angle and offset at which these streets intersect. Some geometric improvement could be needed at the southerly end of the grassed triangle to accommodate the turning radii of diverted traffic. Effectively, one 4-way intersection would be replaced by a pair of 3-way intersections along with a more circuitous travel pattern for eastbound Concord Street motorists.
- Consider widening Concord Street - although the right-of-way and proximity of adjacent structures will seriously limit the extent of widening. The intent would be to create a 3-lane section about a block either side of Route 27, with a center lane used for opposing left turns. No parking would be permitted parallel to the auto parts store under this alternative. The actual limits of right-of-way (plans) would need to be reviewed to determine the feasibility of this alternative, which could also impact the structure on the northeast corner of Concord/Acton Streets.

Further Analysis

It is advised that a more detailed study of separate/combined alternatives 2 through 4, or other variations involving signal control and traffic circulation changes, should be undertaken with an expanded database involving sight distance measurements, geometric data, accident record review, and peak period traffic counts before determining a preferred alternative.

APPENDIX D

ZONING BY-LAW REVIEW



Zoning By-Law General Comments

- Zoning By-law should be published separately from other Town By-laws.
- Format is poor.

The Table of Contents shows:

Section 1	Introduction
Section 2	Types of Districts
Section 3	Single Residence District

Table of Contents designation was intended but not established.

- Model format is as follows:

Section 1	Title, Authority, Purpose
Section 2	Definitions
Section 3	Districts and Boundaries
Section 4	Use Regulations
Section 5	Dimensional Requirements
Section 6	Off-Street Parking & Loading
Section 7	Nonconforming Uses
Section 8	Signs
Section 9	Administration & Enforcement
Section 10	Flood Plain District
Section 11	Severability

There is a Section 1 (Introduction) which includes sub-sections 1-1 and 1-2. Then there is a Section II (General) title followed by 2-1 (Types of Districts), 2-2, and 2-3. This is followed by Section 3, Single Residence. This is confusing.

- There is no section on definitions. This is badly needed.

Section-By-Section Review

- Section 1 - Introduction

- Nonconforming uses are covered in Section 7 and need not be covered in Section 1 (although a reference to Section 7 may be given).

- Section 2 - Types of Districts

- Subsection 2-2 (District Use Regulations) should be in a separate Use Regulations section.
- Under Section 2-3 (Subdivisions), a series of zoning map amendments are described. These should be placed in an appendix or referred to by reference.

- Section 3 - Single Residence

- All of the district use regulations should be in a Use Regulations Section, including a Table of Use Regulations (matrix). We have put Maynard's current regulations into such a table (Table D-1, attached).

Comments concerning the Single Residence District are as follows:

- Accessory uses (3.2) include only home occupations. Other potential accessory uses should be described.

- Section 4 - General Residence

- Parking requirements should be shown in a separate section.
- Dwellings for three or more families are allowed by special permit, but no standards are given.

TABLE D-1
TABLE OF USE REGULATIONS
Maynard Zoning By-Law (Existing 11/24/90)

Description of Use	Zoning Districts:						
	SR	GR	B	CBD	I	GA	HR
One family home	P	P	P				
Farm, market garden, nursery or greenhouse including sale of natural products raised on same	P	P	P	P	P		
Religious and municipal uses	P	P	P	P	P		
Public, low-rent housing for the elderly	P	P	P				
Family Day Care Home	P	P	P				
Cemeteries	S	S	S				
Private Clubs	S	S	S				
Educational & public utility buildings	S	S	P	P	P		
Sales stands for sale of farm products, most of which are raised in town	S	S	P	P	N		
Funeral Home	S	S	S		N		
Automobile parking (serving nonresidential use)	S	S					
Nursing homes & convalescent homes	S	S	S	N	N		

(Continued)

TABLE D-1 (Continued)

TABLE OF USE REGULATIONS

Maynard Zoning By-Law (Existing 11/24/90)

<u>Description of Use</u>	<u>SR</u>	<u>GR</u>	<u>B</u>	<u>CBD</u>	<u>I</u>	<u>GA</u>	<u>HR</u>
Semi-detached or two family dwellings	N	P	P	N	N		
Dwellings for three or more families	N	S	S	N	N		
Retail or wholesale business	N	N	P	P			
Salesrooms and shops for custom work	N	N	P	P	P		
Service, public transportation, or public utility type business	N	N	P	P			
Hotels, motels	N	N	P	N			
Restaurants and other places serving food	N	N	P	P			
Theaters, halls, clubs and other places of entertainment	N	N	P	P			
Public and semi-public buildings	N	N	P	P			
Gasoline and oil stations, garages for storage and repair	N	N	P	P			
Printing shops	N	N	P	P			
Lumber, fuel, feed and ice establishments	N	N	P	N			
Any additional use after determination that the proposed use is similar to one or more of the uses specifically authorized	N	N	S	S			
Educational uses	P	P	P	P	P		
Business and Professional Use	N	N		P	P		
Research laboratories with incidental assembly or manufacture	N	N	N	N	P		
Office Buildings	N	N	P		P		

(Continued)

TABLE D-1 (Continued)

TABLE OF USE REGULATIONS

Maynard Zoning By-Law (Existing 11/24/90)

<u>Description of Use</u>	<u>SR</u>	<u>GR</u>	<u>B</u>	<u>CBD</u>	<u>I</u>	<u>GA</u>	<u>HR</u>
Manufacturing, development or engineering	N	N	N	N	P		
Accessory uses incidental and subordinate to any of the main uses					P		
Business or professional office or bank	N	N	N	P	P		
Warehousing	N	N	N		P		
Municipal uses	P	P	P	P	P		
Garden Apartments	P	P	P	P	P	P	
High Rise Apartments	P	P	P	P	P		P

ZONING DISTRICTS:

SR Single Residence
 GR General Residence
 B Business
 CBD Central Business District
 I Industrial
 GA Garden Apartment
 HR High Rise Apartment

LEGEND:

P Permitted Use
 N Not a Permitted Use
 S Special Permit Required

Notes: 1. See zoning by-law for complete description of uses.

- Section 5 - Business Districts

- Subsection A allows any purpose authorized in Single Residence or General Residence Districts. This would appear to allow multi-family dwellings without a special permit.
- Some uses may best require a special permit (hotels, places of entertainment, restaurants, gas stations).
- Offices do not appear to be allowed.
- Subsection I allowing unnamed other uses by special permit is too broad.

- Section 5A - Central Business District

- Again, certain uses may best require a special permit (gas station, restaurants, places of entertainment).
- The definition for theatres, halls & clubs should be consistent with Section 5.
- Subsection J allowing unnamed other uses by special permit is too broad.
- The boundary description of the CBD should be placed elsewhere or referred to by reference.

- Section 6 - Industrial District

- Certain larger industrial uses might best be allowed by special permit.

- Section 6A - Garden Apartment District

- Subsections should be renumbered in view of the revisions adopted by the November 14, 1988 Town Meeting.

- Section 7 - Non-Conforming Uses
 - This section needs some work. It is not clear if a nonconforming use can rebuild after a fire or catastrophe.

- Section 8-1 - Standard Dimensional Requirements
 - In subsection b (Lot Frontage), the phrase "linear of corvilinear" probably should be "linear or curvilinear". I assume these are typographical errors.

- Section 8-2 - Special Provisions
 - This section allows the Planning Board to approve lots with less than the required frontage. Some standards should be set forth for such approvals so as to avoid "pork chop" or other undesirable shaped lots. Unless specific conditions for such approvals are set forth, a special permit or variance may be required.

- Table of Standard Dimensional Requirements
 - An effort should be made to include the footnotes on the same page as the table. If necessary, the legend could appear on a separate page since it is not as important as the footnotes.
 - The requirement of 100 feet of frontage per building in the Garden Apartment District and 200 feet of frontage per building in the High-Rise Apartment District is not clear.
 - The requirement of a minimum of 30% Landscaped Open Area (10% in front yard) in Business Districts may be difficult for some business lots to meet.
 - A separate category of "lot area per unit" or "unit density" would eliminate the need for footnotes to cover this regulation.

- Section 9 - Permits
 - This material should be in a section on administration and enforcement, along with Section 12, Enforcement.
- Section 10 - Signs
 - No regulations for nonresidential signs are given.
- Section 11 - Earth Removal
 - This section appears to be adequate and was not reviewed in depth.
- Section 11-A - Trailers
 - This section needs only a few minor changes. It probably should be renamed "Trailers and Mobile Homes."
- Section 12 - Enforcement
 - This section should be renamed "Administration & Enforcement."
 - This section should indicate whether the Zoning By-Law is to be enforced by means of the non-criminal disposition of violations, as provided by XXIV of the Town By-Laws.
 - A few additional changes and amendments would be appropriate.
- Section 13 - Validity
 - This is usually titled "Severability" and appears at the end of the bylaw.
- Section 14 - Site Plans
 - This could be placed in Section 12.
 - Site plans should be prepared by a licensed architect, landscape architect, engineer, or land surveyor.

- A section on design review could appear here or in Section 12.
- Section 15 - Flood Plain District Regulations
 - This section was not reviewed in depth but appears to require some minor changes to relate better to the Federal Emergency Management Agency [FEMA] maps.
- Section 16 - Parking Standards
 - The parking requirement of one space for each 225 square feet of business or professional offices is high. One space for each 300-350 square feet would probably be adequate.
 - The parking requirements for research and development and manufacturing should relate in part to the number of employees on the largest shift.

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