



Final Report

Community Development Plan Implementation Committee

December 31, 2006

Committee Members:

Chair	Jack MacKeen
Board of Selectmen	Bill Cranshaw
Conservation Committee	Ken Neuhauser (Kate Wheeler)
Finance Committee	Jim Earley (Valerie Paquin-Gould)
Planning Board	Mac Hathaway (Gina Park)
At Large	Russ Tahmoush Margaret Decker
Consulting Town Planner	Carolyn Britt
Other Contributors	Mary Holtorf Bob Gottlieb

Community Development Implementation Committee

TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754

COMMUNITY DEVELOPMENT IMPLEMENTATION COMMITTEE

FINAL REPORT

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DATE : DECEMBER 31, 2006
FROM: Community Development Implementation Committee (CDIC)
TO: Board of Selectmen
Subject: CDIC Final report

The Community Development Implementation Committee (CDIC) was established in March 2005 as an advisory committee to the Maynard Board of Selectmen. Its purpose was to review the variety of recommendations in the Maynard Community Development Plan (CDP), including the Maynard Open Space and Recreation Plan; then to identify priority recommendations to implement, and to proceed to implement those recommendations in partnership with the other boards and committees in Maynard.

Key achievements of CDIC are:

1. Successful sponsorship of the Community Preservation Act (CPA), representing significant additional revenue for Maynard from the State source of matching funds for communities that have accepted CPA;
2. Creating a detailed proposal for a Downtown Overlay District (DOD) which addressed a top priority of the Community Development Plan (CDP). The DOD effort, supported by a grant from DHCD, will eventually provide additional tax revenue by allowing mixed use, relaxing parking requirements and establishing revised design guidelines for development primarily within the Business and Central Business districts. The Planning Board has accepted responsibility to bring the proposal to the Spring 2007 Town Meeting.
3. Gaining commitment of the Planning Board to sponsor and manage a Land Use Task Force that will provide guidance and recommendations on land use within the town, with emphasis on wellhead and aquifer protection, recreation, riverfront use and open space. This was the second top priority of the CDP.

The balance of the committee's activities, as evidenced by the attached work statement transition memoranda defining current status and recommendations, are herewith transferred to the BOS to facilitate their acceptance by current or proposed boards, committees or departments. These activities are described in greater detail in the included topical Work Statements, each the responsibility of a CDIC member. The full scope of recommendations that were identified through the process of preparing the Community Development Plan can be found the in the Plan itself, also enclosed with this submission.

While the Committee takes pleasure in its accomplishments, several recurring themes noted during the many meetings and interactions with other boards, committees and individuals need to be addressed for the town to maximize its opportunities to shape and control its future. These can be summarized as:

- a need for more and/or better planning, including elevating the planning function within the town and then using plans to guide operations and evaluate projects;
- coordination across departments, including project review and implementation;

- integration of project activities; and
- priority setting at a town wide level.

Examples and recommendations supporting the above include:

1. Downtown rezoning – CDIC functioned as the integrating body, connecting the CDP to leveraged state funds to rezone for denser housing opportunities; proposing mixed residential/commercial use that will enhance economic viability of downtown real estate; and proposing improved stormwater retention and quality for any development within the Rivers Protection zone, thus marrying downtown redevelopment with environmental quality. The added value provided by CDIC with a multi-discipline board/committee/citizen view needs to be institutionalized within town government.
Recommendation: Create some similar capability structurally within town government, not only for integrated staff review, but for communication. The Town Administrator meets with Department heads, but there is no visible process to facilitate communications among boards, committees and departments. The recent discussion of having a common administrator for Planning Board, Conservation Committee and Building Inspector is one step which might begin to address this issue.
2. Integrated Staff Review of Development Proposals – The CDP supported the coordinated review of town staff for all projects that may affect the neighborhood and town in a significant way, including Site Plan Review, Comprehensive Permits, and Subdivisions, and other development proposals.
Recommendation: Create a cross functional team to review development proposals and establish ground rules as to how much in the way of town resources will be available to developers prior to submission of a formal proposal. Again, progress is underway here with discussions of a “development forum” to both address this issue and better communicate with developers.
3. Today town planning is driven on a case by case basis. Lack of cohesive town wide planning and priority setting has contributed to the current crisis of the near simultaneous burden of new Public Safety facility costs, sewer upgrades and school renovation or building, leading to the inability to convey to the taxpayer any cohesive forecast of financial/tax rate burden.
Recommendations: Upgrade planning to full time staffed function within town government; institute review of Master plan and all other planning documents within town. Change management practices to require compliance with plans once they are accepted. (see checklist below). Complete a capital plan, building off the work of the Capital Planning Committee.
4. Today there is no organized sense of or direction for land use for development, recreation, or conservation across the town, thereby limiting or eliminating the ability of the town to guide development and developers. Example: What do we want for the corner of Main Street and Powdermill Road?
Recommendations: Implement the Land Use Task Force. Consider creating a Department of Planning/Resource Management to coordinate Public Works, Conservation, Parks and Recreation, etc.
5. The original schedule for DOD to be presented to the town was Spring 2006. Due to lack of town wide priority review, Planning Board emphasis was placed on 129 Parker Street, thereby delaying consideration of DOD and other zoning related items.
Recommendations: Regular reviews of PB (and other boards) workload and priorities by BOS and TA with a frequency set jointly by BOS and the impacted Board. Also seek grants for zoning impact studies, upgrading zoning by-laws and writing zoning by-laws by trained professionals.

A Community Development Plan Implementation Checklist:

Enclosed with this report as Appendix 1 is a checklist suitable for use by all town bodies that undertake construction projects, or that develop or approve projects and in some cases, policies. The list is a useful tool against which a project can be quickly checked for alignment with the goals of the Community Development Plan, including smart growth principles adopted at the state and local level, and specific recommendations from the Plan. A completed checklist can then become a part of the record of a project, and the taxpayers can have a higher degree of confidence that a project is in compliance with the plan objectives. If variances or waivers have been approved, the reasons will be noted. To realize full value, use of the checklist should be institutionalized by town government.

Summary Status and Transition Materials

Enclosed for convenience is a single page status sheet covering the nine (9) active focus areas of the CDIC. Following that are the transition memos prepared by each owner of a work statement, coupled with a copy of the work statement itself. Finally for those who wish to research more deeply, a copy of the approved Community Development Plan is in the back of the binder. Note that the Open Space Plan is incorporated by reference into the Community Development Plan and can be found on the town web site.

The Committee

In completing the work of the Committee, I would like to thank the members, past and present, for the hard work and many long evenings devoted to moving the CDP toward implementation. They have made a valuable contribution to Maynard's future.

Members:

Fincom.....Valerie Paquin-Gould, Jim Earley
ConscmKate Wheeler, Ken Neuhauser
Board of SelectmenBill Cranshaw
Planning Board.....Gina Park, Mac Hathaway
Citizens.....Russ Tahmoush, Margaret Decker
Consulting Town Planner.....Carolyn Britt
Other ContributorsMary Holtorf of Art and Soul, Bob Gottlieb of Sceptre Marketing

Respectfully submitted,

Jack MacKeen, Chair,
978-897-2863

Enclosures:

- CDIC Work Statement Summary Status Sheet 12/31/06
- Community Development Plan Implementation Checklist
- Transition Memos and Work Statements
 - A Downtown Zoning
 - B Assabet River Rail Trail
 - C Housing
 - D Infrastructure Development & Maintenance
 - E Waterfront Improvement
 - F Drinking Water supply, Recreation & Conservation Land Protection
 - G Business Development
 - H Municipal Land Management
 - I Landfill Re-use
- Community Development Plan

CDIC Work Statement Status as of December 31, 2006

Work Statement Title	Responsible CDIC Member	Status @ 12/31/06
A. Downtown Zoning	Hathaway	Design guideline portion of DOD passed at Fall 2006 TM. Planning Board has taken ownership of process and in Jan 2007 will set Timeline to bring Downtown Overlay District Zoning article to Spring 2007 TM. Remaining work includes density rules, special permit criteria, finalizing parking regs, district boundaries and dimensional regulations.
B. ARRT	Britt	Since the ARRT development has now received virtually full funding, and is entering the critical 100% design stage, the BOS and the DPW must pay renewed attention to review of project design and support for this project as it proceeds through design and construction. Expiration of the CDIC will not place any burden on the Maynard Board of Selectmen that was not already present.
C. Housing	MacKeen	Community Preservation Committee in place. Propose using CPA funds for Affordable Housing “production plan”. Suggest BOS/PB pursue grants to fund a comprehensive review of all housing related zoning laws, consider passage of inclusionary zoning by-laws and require that developers consider affordable housing as a component of any development containing housing.
D. Infrastructure Development & Maintenance	Cranshaw	The Board of Selectmen and the Town Administrator have embraced the goals of this CDP element and continue to make progress, albeit slower than they would prefer. The PWED project is addressing some objectives and the Capital Planning process continues to evolve. The opportunity to allocate one of the recent Ch. 90 allocations to (primarily) pedestrian enhancements is an important milestone. Perhaps the only capital planning issues that are noticeably lagging others is the objective to maintain the town’s recreational and open space facilities and the objective to implement a signage plan
E. Waterfront Improvement	Wheeler/Neuhauser	Waterfront visioning process in collaboration with other boards, leading to agreement to develop a waterfront plan that would define appropriate uses, enhancements and protections. Can possibly be done with Land Use Task Force. Is a factor in economic development, zoning and conservation.
F. Drinking Water Supply, Recreation and Conservation Land Prot.	Wheeler/Neuhauser	Land Use Task Force (LUTF) proposed by CDIC and accepted for management by PB has not yet formed, pending overdue discussion between Planning Board and Town Administrator. Important that this occurs early in 2007, given the impending change in chairmanship of the Planning Board. Initial tasks include researching zoning bylaw language for wellhead and aquifer protection, recreation and riverfront protection, then map current land use and zoning against best uses and bring forward solutions for specific land uses under PB guidance.
G. Business Development	Tahmoush/Decker	Basic items identified—Recruitment, streamlined permitting, key parcels for development, coordinated review, improved communications and electronic forms where possible. Commit to developing economic potential of new area attractions (ARRT, ARNWR). Add parking signs. BOS support required to acknowledge need and designate resources.
H. Municipal Land Management	Cranshaw	Implementation of the Municipal Land Management elements of the CDP designated as one of BOS goals for FY07. No discernable progress to date. Discussions of maintenance responsibilities for some lands/land use options have identified that the original CDP assumptions about needing to transfer ownership of lands to specific departments may not always be applicable. The simplest FY2007 goal to achieve would be determine the procedures whereby Land Use Regulations could be adopted by those departments with land ownership responsibilities
I. Landfill Reuse	Earley	Focus was to document increase in original cost for soccer field from \$300K to over \$2M. Lack of document trail resulted in no work statement being completed. Item is included as reminder that the town needs to improve recordkeeping for actual or proposed capital projects.

Implementation of the Maynard Community Development Plan¹

FAQ's and Checklist for Town Boards and Commissions

1. Which town boards and commissions should be mindful of the spirit and recommendations of the 2004 Maynard Community Development plan (CDP)?

Members of ALL boards and commissions, as well as town staff, are encouraged to be familiar with this plan. The CDP was guided by the Community Development Planning Committee and is the result of a lengthy public participation process.

2. When should a Town board or commission make note of whether its actions are consistent with the 2004 Maynard Community Development Plan?

In general, if your board or commission is taking action on matters which are tied to housing creation, economic development, transportation infrastructure, or open space matters, a consistency evaluation should be completed.

Some examples of actions or decisions warranting consistency evaluation include:

- *A recommendation to the ZBA by your board regarding a 40B project*
- *The review process and decisions on site plan review, subdivision review, and special permits*
- *Decisions related to changing or extending utility infrastructure*
- *Adoption or change in major planning and land use policies*

3. How do we determine if a decision or action is consistent with the CDP?

The attached listing of Smart Growth Principles and checklist that apply to project review serves as a quick reference. Board and Commission members should first review the Smart Growth Principles for Maynard and identify how the proposed project addresses each of the Principles. Then the Board or Commission should proceed with the remainder of the checklist. This should be done at the very beginning of the review process, and again as the Board or Commission is preparing to complete their decision-making on a project. This checklist can easily be incorporated in, or appended to, your decision or minutes. This checklist should also be utilized by Town staff providing initial, coordinated review of projects coming before Boards and Commissions. This checklist is available on the Town website and can be downloaded and completed electronically.

4. What if our decision or action is inconsistent with the CDP?

If a board or commission indicates that its action or decision is not consistent with the CDP, then it shall explain its rationale for taking such action in its decision and/or minutes”

5. How do we show we have considered the issue of consistency with the CDP?

Include a consistency statement in your decision or minutes: “This (action/decision/recommendation) is (consistent with/inconsistent with/does not relate) to the principles, policies and action items recommendations in the 2004 Maynard Community Development Plan. See attached checklist for further detail.”

¹ The Community Development Plan incorporates the recommendations of the Maynard Open Space and Recreation Plan, residents are also encourage to be familiar with this plan.

Board/Commission/Review Procedure: _____

Project: _____ Applicant: _____

Action or decision: _____ Date: _____

General Principles for Smart Growth from the Maynard Community Development Plan

<p>Concentrate development. Does the proposed project propose a development that is compact, conserves land, integrates uses, and utilizes existing infrastructure for sewer and water? Avoid excessive new roads and other public infrastructure, or residential properties spread out on existing roads. Enhance walkable districts mixing commercial, civic, cultural educational and recreational activities.</p>	
<p>Protect the village character and strong “sense of place” of downtown Maynard. Does the proposed project support downtown’s locally-owned businesses, healthy economy, pedestrian environment, built features and landmarks, historical resources, mix of uses, and role in community life?</p>	
<p>Redevelop first. Does the proposed project utilize existing built resources that are unused or underutilized or redevelop brownfields, preserve and reuse historic structures, and rehabilitation of existing housing and schools?</p>	
<p>Work towards making Maynard a more “sustainable” community through education and incentives to reduce water and electric use, and better management of septic systems and wastewater. Does the proposed development incorporate “green” or “sustainable” development features - such as LID, green roofs, and significant energy efficiency measures . - and does it incorporate management that provides education about sustainability and efficiency?</p>	
<p>Provide a range of housing opportunities for residents of all levels of income and abilities. Does the proposed project support the construction and rehabilitation of housing to meet the needs of people of all abilities and income levels? Does it concentrate the development of housing in infill development and rehabilitation of existing buildings or developed sites?</p>	
<p>Provide a variety of transportation choices. Does the project enhance and develop non-motorized transportation options for recreation and travel purposes through development of the Assabet River Rail Trail, connection of existing trails, sidewalks, and general infrastructure improvements?</p>	
<p>Recognizing the Town’s unique role in guardian of important natural cultural resource features, Maynard will enforce high standards in review and decision-making regarding development projects in sensitive areas. This will be particularly used for projects affecting its remaining open land in areas abutting the Assabet River NWR and the Assabet River, sites of know historical and archeological value, and other resources that are threatened or endangered, such as contiguous habitat. Is this proposed development in an environmentally sensitive area, and does this project review enforce the highest standard for review to protect the resources?</p>	
<p>Enforce the many constructive bylaws already in place in Maynard and add new provisions that will accomplish smarter growth. Does this project review bring to bear provisions of all the relevant regulations and bylaws to protect the town’s key resources affected by this project?</p>	

	<i>How does the decision/recommendation relate to the following goals/action items? Consistent, Inconsistent, Neutral, Not Applicable?</i>	<i>Consistent (C), Inconsistent (I), Neutral (N), Not Applicable (N/A)</i>	<i>Comments:</i>
<i>Housing</i>			
1.	How does the proposed project encourage greater density of development in the center area of the community and encourage maintaining less density at the periphery of town through use of density bonuses, TDR, rezoning, etc.?		
2.	Does the project allow/encourage development of accessory units?		
3.	Does the project encourage/require the inclusion of affordable units in housing developments in Maynard?		
4.	Does the project supports affordable housing in existing and infill parcels?		
<i>Economic Development</i>			
1.	Does this project, if in the downtown, provide adequate but not excessive parking?		
2.	Can the review Boards/Commissions assure the proposed project as reviewed improves the Town's appearance through consistency with design guidelines and the downtown improvement initiative?		
3.	Does the project provide or encourage a mix of uses in buildings within the downtown area?		
4.	Does the project contribute to a positive mix of business activities in the downtown, an elsewhere in Town?		
5.	Can /should the project be required to contribute to improved public infrastructure used by the development through financial or construction participation?		
<i>Transportation</i>			
1.	Does/can the project improve access and transit connections to the South Acton Commuter Rail Station?		
2.	How does the project contribute to the completion of design and construction of the Assabet River Rail Trail?		
3.	Does the project address improvement of the intersection at Waltham St. and Powdermill Road?		
4.	Does the project reduce or does not further add to sign clutter throughout Town?		
5.	Does the project contribute to/enhance pedestrian and bicycle circulation anywhere in Maynard?		
6.	Does the project incorporate improved access for the physically handicapped?		

<i>Open Space and Recreation-Please also review analysis and recommendations in the Maynard Open Space and Recreation Plan</i>			
1.	Does the project incorporate the use of pervious surfaces where valuable to protect flow in the River and reduce stormwater problems?		
2.	Is the project proposed in an area targeted for conservation?		
3.	Does the project includes on-site snow dumping and stormwater facilities to restrict the exportation of problems to other site?		
4.	Does project show consistency with the stormwater management plan, and attempt to provide full management of stormwater onsite?		
5.	Do site improvements incorporate the eradication of invasive species?		
6.	Does the project incorporates lighting that results in no up-lighting or light trespass on abutting parcels?		
7.	If the project abuts the Assabet River, does the project afford significant enhancement of the riverfront, protection of the waters, and site control of the waterfront area to the Conservation Commission?		
8.	Does the site provide public access on the site through development of trails?		
9.	Does project landscaping include native, non-invasive plantings?		
10.	Does the project successfully integrate landscaping wherever a hardscape project is being considered?		
11.	Does the project should incorporate bicycle racks wherever possible to encourage alternative methods of travel?		
12.	Does the project, where appropriate or necessary, projects should include drinking fountains and public toilets		
13.	If project is near the municipal border, does the proposed development address development and preservation issues in those abutting areas in other towns?		

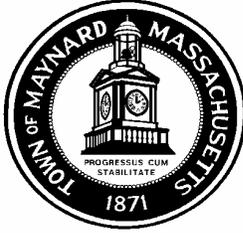
Signature, Chair

Date

Board or Commission

ATTACH COMPLETED FORM TO YOUR DECISION

Community Development Implementation Committee



TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754

DATE: DECEMBER 31, 2006
FROM: Community Development Implementation Committee (CDIC)
TO: Board of Selectmen
SUBJECT: CDIC - **Downtown Overlay District Transition Report**

The CDIC created various work statements during its initial period, to focus effort on various of its goals as defined in the Community Development Plan. Among the major goals was a Downtown Overlay District, created to foster development in the downtown area, in order to take development and revenue-generation pressure off of more peripheral areas of town, and to increase our housing, and especially our “affordable housing” stock. The logical extension of this would be the eventual creation of more Open Space-, Conservation-, and Recreational-designated areas away from the town center, another goal of the Community Development Plan.

In pursuit of this, a detailed proposal for a Downtown Overlay District (DOD) was created. It includes the following major elements:

1. Explicit allowance of a Mixed-Use use-type in the DOD, which means combining retail and residential in the same building would be allowed by the Zoning bylaws. Currently, any such combined usage in existing buildings is only allowed by “grandfathering”, i.e. it was already in place when the current zoning bylaws were passed in 1959 or so. Mixed-Use zoning is now a well established mechanism for revitalising and maintaining robust downtown areas.
2. Increase density allowances, to make redevelopment of buildings more financially viable. As the McDonald building on Nason St. illustrates, new buildings can be very profitable for building owners if higher density is allowed.
3. Reduced parking requirements, again to encourage redevelopment.
4. Establishment of more robust Architectural Guidelines, to give the town better control over the appearance and function of the downtown area, and to encourage high quality construction by giving builder confidence that, if they build a handsome building, neighboring owners will not be allowed to build a shoddy one next door. This reduces the risk to builders considering redevelopment.

The following milestones have been achieved in the development and advancement of the DOD:

1. Secured grant money to pay consultant for assistance in creating the initial drafts of the DOD
2. Secured consultant
3. Created draft Downtown Overlay District bylaw

4. Held public hearing on design guideline segment of DOD proposal.
5. Held joint meetings with Planning Board and Conservation Commission to coordinate efforts and gather input for DOD
6. Gathered “ground truth” parking inventory information to refine parking requirements
7. In the absence of a complete DOD article for Fall 2006 Town Meeting, proposed a revision to Downtown design review bylaw. Passed at Fall 2006 TM.

Currently, the Planning Board has taken ownership of this process, and all of the items described below are underway. A timeline for passing this article at Spring Town Meeting is not currently available, but will be determined by the PB in early January, 2007.

1. Review and development of Density rules, to include increased density option (Density Bonus), in return for various exactions (“special” Architectural Design Guidelines, inclusion of affordable housing, lump-sum or periodic contributions to CPA or other fund, other)
2. Clarification of Special Permit criteria
3. Final definition of Parking regulations
4. Adoption of Architectural Design Standards in site plan regulations
5. Determination of final boundaries of Downtown Overlay District.
6. Determination of final dimensional regulations, specifically regarding height and number of stories.

Work Statement

(A) Downtown Zoning (Downtown Overlay District)

Downtown Zoning Plan References

1A5, 2-C.1, 1-E.1, E1, E2, E3, H1, H4

Purpose:

- To create a more viable Downtown and Central Business District
- To increase housing stock
- To increase tax revenue

The purpose of rezoning is to create a more viable Downtown and Central Business District, to protect neighborhoods from encroachment of commercial development, and thus to encourage recreation and open space in the presently underdeveloped lands on the periphery of the town. By accomplishing all of these things, the Town of Maynard stands to manage growth responsibly and provide better amenities and services to all residents of Maynard.

Rezoning the downtown to allow greater density and mixed use will provide several “visions” that Maynard residents stated in the community development planning process including, an attractive and pedestrian-friendly downtown with a diversity of housing stock (in terms of size, architectural style, and affordability). In addition, income from both business and residential rentals will contribute to an improved tax base for Maynard and can increase the ability of downtown buildings to finance projects and to pay debt service and maintenance costs over time. Also, residents in a downtown area 24 hours/day provide increased markets for business and add to safety in the downtown area.

The rezoning initiative (DDOD) is one piece of the overall Community Development Plan. This initiative in conjunction with the Maynard Center Design Guidelines and other initiatives particularly the Economic Development grant for significant improvement to downtown infrastructure, business development initiative, the rail trail project, river front visioning, and municipal land management efforts, will all greatly enhance Maynard and put Maynard on a path away from over-rides.

Objective: Create flexible adaptive zoning in downtown/CBD that will allow greater density of uses, mixed uses, zero lot lines where appropriate, and other key zoning changes. The objective is also to finalize design guidelines in order to stimulate positive development and redevelopment in the town core.

Method: Implementation of zoning changes for Downtown and Central Business district (CBD) as recommended by the Community Development Plan (CDP).

Steps:

- 1) Apply for grant money to obtain planning assistance to develop a Downtown Development Overlay District and completion of design guidelines for the downtown area - completed
- 2) Upon grant approval, conduct search for consultant - completed.
- 3) Upon securing a consultant, the method to identify, refine, receive citizen input, and prepare materials to present to Town Meeting will be in part developed by the selected consultant in concert with the schedule as indicated below.

Activity	Responsibility	Schedule
Contract with Consultant	Consulting Planner	7/2005
Start-up meeting with staff and review bylaws and guidelines	Consultant	8-9/2005
Identify needs and other options for bylaw and guideline content, and integrate improvements to drafts	Consultant	8-10/2005
REVIEW MEETING #1	Consultant	10-11/2005
Refine drafts of bylaw and guidelines	Consultant	11-12/2005
REVIEW MEETING #2	Consultant	12-1/2005
Refine drafts of bylaw and guidelines and meet with interested parties to discuss – Includes REVIEW MEETING #3	Consultant	1-2/2005
Revise final draft for town meeting – Includes REVIEW MEETING #4	Consultant	3-6/2006
Completion of Design Guidelines	Consultant	Integrate with schedule and work activities of bylaw review and development

Supported by CDP Recommendations:

- H-1 Develop overlay zone allowing greater density of residential development in town center in order to implement a Transfer of Development Right Program that would protect the

remaining large open parcels of land in Maynard while encouraging denser development in the pedestrian friendly areas downtown.

- H-4 Encourage increased residential density in the Maynard center area. Mixed use zoning in the downtown on both existing under-utilized and unutilized parcels, as well as for redevelopment.
- E-1 Amend the Zoning Bylaw to expand the Central Business District and/or to pass an overlay zone to make zoning provisions at least consistent with the current development patterns, to allow denser development in some cases, and to allow mixed uses.
- E-3 Develop overlay zone allowing greater density of residential development in town center to enhance pedestrian use and to enlarge the direct customer base for businesses in the downtown.
- 2-C.1 Rezone downtown area to encourage further housing and commercial development in the downtown. Include options for accessory apartments, high density housing, low income, professional apartments. Encourage redevelopment that preserves character and increase housing stock
- E-2 Review and improve parking standards
- 1-E.1 Draft regulatory means by which light and noise pollution must be buffered on any new projects

Lead Entity: Planning Board

Support: CDIC, BOS

Schedule: Begin immediately, meet with lead and support groups as required, seek approval at Town Meeting in spring of 2006.

Lead CDIC Member: Mac Hathaway

Reference: Community Development Plan as approved June 2004, Maynard Center Design Guidelines, Maynard High Density Overlay District By-law, Analysis of Maynard Center Parking Conditions, Economic Development grant application, Community Preservation Act, Preliminary Analysis and Design of a Maynard Community Preservation Fund, and Open Space Plan.



Community Development Implementation Committee

TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754

Date: December 31, 2006

To: Maynard Board of Selectmen

Subject: **Transition of Assabet River Rail Trail to Board of Selectmen**

Current Status of the Project to Design and Construct the Assabet River Rail Trail

Because the development of the Assabet River Rail Trail has been in the works for a number of years, the CDIC did not play a key role in its development but it has been following the progress for the current period. The ARRT has been undergoing 25% design for the portion of the ARRT from the Stow border to Sudbury St. The CDIC has reviewed the draft 25% design plan and made comments, and has been updated on the progress of the development. The expiration of the CDIC will not place any additional burden on the Maynard Board of Selectmen that was not already there.

Since the ARRT development has now received virtually full funding, and is now entering the critical 100% design stage, the BOS and the DPW must pay renewed attention to review of project design and support for this project as it proceeds through design and construction.

Purpose of Development of the Assabet River Rail Trail

- Provide important corridor for active recreation
- Provide corridor for commuting and non-motorized travel to destinations including employment centers, downtowns, Assabet River National Wildlife Refuge, and other destinations
- Expand potential consumers and tourists in town by providing an additional attraction and access through Maynard
- Decrease use of automobiles by providing alternative transportation to the South Acton Commuter Rail Station

Objectives:

- Complete acquisition of fee interest or easements on all parcels required to develop the Assabet River Rail Trail
- Access funding allocated for the remaining design and engineering work, and for the construction work, that is required on the ARRT
- Secure small amounts of funding that may be required for the soft costs of developing the ARRT such as legal costs, title search, survey work, etc.
- Complete information required to secure the project's inclusion on the Transportation Improvement Plan (TIP) for construction in 2008
- Complete construction of the ARRT in Maynard
- Install amenities along the ARRT, including benches, water fountain, etc

Current Status:

Acquisition:

There are several loose threads in the site control for the Assabet River Rail Trail development.

1. A small parcel tucked between Winter St., Rt. 117, and the canal is apparently owned by Hewlett Packard, but they do not have a deed for the parcel. They have provided the Town with a release deed but the town needs to follow up with an eminent domain procedure to clear the title. This may take in the range of 18 months to complete, but is extremely unlikely to uncover any other owner who would protest the acquisition.
2. Some portion of the Clock Tower Place parking lot on Main Street would be the best location for the ARRT to run in that area. When the best location for the ARRT is identified, the Town needs to approach Clock Tower Place with a specific request. They have generally agreed to cooperate with the Town on the development of the ARRT
3. Area formerly used by the rail ROW that runs along Railroad Street has been in part claimed to be owned by the owner of the residential properties on the opposite side of Railroad Street. It is unlikely that this will need to be an acquisition, but the design process will identify the potential location of the ARRT and discussions and research that may need to take place in order to construct this portion of the ARRT.
4. Assessors Map 5, Parcel 95, has had a title search completed on it and clear title has not been identified. This parcel is currently in tax arrears. Town Hall staff is in discussion regarding how to proceed with this. Taxes have been paid on this parcel on occasion by Mr. Robert Quirk. He claims to own the parcel.

Design and Construction:

1. 25% design has been prepared on the portion of the ARRT in Maynard from the Stow border to Sudbury St.. The draft has been provided to MassHighway for their review.
2. The Town of Acton has agreed to be the lead town for the co-development of the Acton/Maynard portion of the ARRT
3. High Priority Project (HPP) funds, \$240,000 earmarked for the ARRT, have been programmed in the FY2007TIP for the design work in Maynard. Acton will utilize its CPA funds. A draft RFP has been prepared and is being reviewed by Maynard Town Counsel. The RFP is expected to be issued in January of 2007 and proceed with 10%, 25%, and 100% design stages.
4. The estimated construction costs of this project have been programmed by the TIP for construction starting in FY2010 using Congestion Mitigation Air Quality (CMAQ) funding. \$4,390,000 are currently earmarked for this construction. The amount and timing of the funding will change over time based on the progress on the project and the competition for funding.

Institutional Commitment Required:

1. Staff to oversee the procedures of acquiring property rights; prepare and review work scopes and consultant selection; work with the Town of Acton on various procedures; work with MassHighway to maintain the project's position on the Transportation Improvement Plan (TIP); oversee and manage construction process. Currently this work

is being undertaken by the Consulting Planner. Should responsibilities or positions of staff change, the ongoing staff commitment to this project needs to be reassigned.

2. A Town Committee or Administrator designated to be the entity ultimately responsible for decisions and procedure on the project. The Public Works Committee could be one option for this responsibility

Responsible Entities

1. Consulting Planner
2. Public Works Advisory Committee
3. Public Works Department
4. Board of Selectmen
5. Town Administrator

Work Statement

(B) Assabet River Rail Trail

Plan References: T-3, E-18

Purpose:

- Provide important corridor for active recreation
- Provide corridor for commuting and non-motorized travel to destinations including employment centers, downtowns, Assabet River National Wildlife Refuge, and other destinations
- Expand potential consumers and tourists by providing an additional attraction and access through Maynard
- Decrease use of automobiles by providing alternative transportation to the South Acton Commuter Rail Station

The Assabet River Rail Trail (ARRT) has been in the planning and development stages of each of the five communities in which it is to be located. The ARRT is planned to run from Marlborough Center to the South Acton Commuter Rail station. This trail, then, will connect three town retail centers with each other and with a commuter rail station. Further, the ARRT will provide immediate or close-by access to a large number of major employers, including Marlborough Hospital (620 employees), Lucent Technologies (3,000+ employees), Intel, International Corporate Park (@1,000 employees), Clock Tower Place (@2,500 employees), Sea Change International (@200 employees), and The Beacon Building (@60 employees). Since the ARRT will also pass through residential centers, it can well provide alternative, very pleasant transportation options to the work place for a number of local residents. This could subsequently relieve congestion at several locations.

Objectives:

- Complete acquisition of fee interest or easements on all parcels required to develop the Assabet River Rail Trail
- Access funding for the remaining design and engineering work, and for the construction work, that is required on the ARRT
- Complete information required to secure the project's inclusion on the Transportation Improvement Plan (TIP) for construction in 2008
- Complete construction of the ARRT in Maynard
- Install amenities along the ARRT, including benches, water fountain, etc.

The Implementation Plan identified projected costs to design and develop all segments of the ARRT through the five communities, and projected a schedule for each trail segment. This Plan assumed the support from the community for the ARRT because there have been a number of town meeting votes taken over the last several years, all showing substantial support for funding for the project through studies and acquisition.

Maynard had eight parcels of land that needed to be acquired and so is still in the acquisition stage. Since the Implementation Plan was prepared, three of the eight parcels have been acquired and some efforts have been made on each of the remaining five parcels.

Method:

Continue Negotiations with Property Owners. Maynard needs to continue or initiate negotiations with three property owners with control over parcels that are or may be needed to implement construction of the ARRT. Currently the Consulting Planner, Interim Town Administrator and Planning Board Chair have been involved in these conversations. This effort needs to continue, along with possible involvement of the Assabet River Rail Trail Inc. Properties include those owned by Wedgewood Realty Trust (Robert Anderson, Trustee), RTC Trust (owner reported to be Robert Quirk), Wellesley Rosewood (Clock Tower Place portion), and possibly small portions of other parcels as design proceeds. Discussion with Dimopoulos Realty Trust (site of Halas Gas Station) will proceed during their Site Plan Review process on their property on the corner of Main and Sudbury Streets.

Negotiations with Wedgewood Realty Trust regarding Map 5, Parcel 94 should be completed during Spring 2006. Discussions with other property owners will proceed as design work and grant opportunities direct the timing.

Apply for and Manage Design Funds for the ARRT.

Design is currently taking place on the portion of the Assabet River Rail Trail from the Stow border up to Sudbury St., funded through the Recreational Trails Grant Program, a private donation, and Chapter 90 funds. Work is required to coordinate the work of the design/engineering consultants on this project. This work includes organizing and attending meetings, and reviewing designs and other products developed by the consultants.

Design funds are the most difficult funding to acquire as entities that fund the construction are seeking projects where design is virtually complete. With the initial commitment of MassHighway to fund the construction of the ARRT with CMAQ funds in 2008, design funds must be secured immediately. The PWED, including design funds for the downtown area, was funded in March of 2006. Since construction funds are no longer being sought from PWED, design for the remainder of the ARRT in Maynard was added to that application. Enhancement and CMAQ funds have been considered for design, but these programs explicitly state that they do not fund design phases of projects. The federal transportation bond passed in the summer of 2005 included \$1.5 million for ARRT, including design and engineering. Maynard is working with participating towns, with MassHighway and the Federal Highway Administration to assure that these funds can be used for design in Maynard.

Additional discussions with additional parties (ARRT Inc., local businesses) needs to take place to attempt to raise private funds for this work if PWED funds and federal/state funds are not made available.

Complete Project Listing on the TIP. Two meetings have been held with the MassHighway District 3 office to secure a listing on the TIP for the Maynard and Acton portion of the ARRT.

At the same time, MassHighway has placed this project on the TIP. Information is still required to be submitted to secure that listing.

Supported by CDP Recommendations:

Community Development Implementation Committee

Meeting Minutes - April 27, 2005 E-18 and T-3 ranked High priority

Meeting Minutes - May 25, 2005 Continued to review as High priority Rail Trail T2, E18

T-3: In order to maximize multiple transportation options to serve the commuter rail station in S. Acton, and employment and shopping areas in Maynard, Hudson, and Marlborough, aggressively work towards the completion of the Assabet River Rail Trail

E-18: Aggressively work to complete the Assabet River Rail Trail where it is located in the downtown area, in areas approaching the downtown, and the Trail overall, to provide additional access to the downtown for Maynard residents on bicycle, on foot, in wheelchair, and others, and to broaden the appeal of downtown

Summary evaluation group spreadsheet:

Goal Ref.	Goal	Lead Dept.	Supporting Dept.	Funding Sources	Goal Area
T-3	Complete the Assabet River Rail Trail	DPW	BOS, ConsCom, Planning Bd	CPC if CPA passed	Develop the Assabet River Rail Trail
E-18	Complete the acquisition and development of the Assabet River Rail Trail	Admin	BOS, ConsCom, Planning Bd	CPC if CPA passed	Develop Assabet River Rail Trail

Lead Entity: Board of Selectmen, Administration

Support: Board of Selectmen, Conservation Commission, Planning Board, Community Preservation Committee if CPA passed, ARRT Inc.

Schedule: This is a project that is ongoing. Design funds should be secured by the end of 2006. Completion of TIP listing information should be done by the end of March 2006.

Lead CDIC Member: Carolyn Britt, Jim Earley

Reference: Community Development Plan as approved June 2004

www.railtrail.org, www.arrtinc.org. Assabet River Rail Trail Implementation Plan. 2001.

Community Development Implementation Committee



TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754

Date: December 22, 2006

To: Maynard Board of Selectmen

Subject: **Transition of Housing Work Statement to Board of Selectmen**

Reference: CDIC Work Statement "Development of Housing to Meet Identified Needs", March 22, 2006

The CDIC created and approved work statements for prioritized elements of the original Community Development Plan. Given the expiration of CDIC on December 31, 2006, this document describes the elements required to progress on the Housing Statement (Appendix 3).

The objectives are unchanged: (From work statement, with comments)

- Meet requirements of Chapter 40B in order to gain greater control of development in Maynard. *(Under present law a community is required to have 10% affordable housing in order to limit the ability of developers to override local zoning. A recent Beacon Villager article on Stow housing notes Maynard is currently at 8.1%.)*
- Establishment and acceptance of processes and funding sources to facilitate housing development and/or rehabilitation, including passage of a Community Preservation Act.
- Gain acceptance of plans for specific land parcels and the housing to be developed thereon. *(Master plan update, continue work with DHCD)*
- Revise zoning to support appropriate housing development. *(e.g., inclusionary zoning, mixed use, etc.)*

Status:

- The Community Preservation Act has been passed, representing a source of funds for the town and mandating that a minimum of 10% of its annual revenues be spent on community housing.
- A Community Preservation Committee has been established to administer the CPA program.

The following actions are strongly recommended:

- Propose use of CPA funds at Spring town meeting to produce an Affordable Housing Production Plan, which will also outline the structural vehicles to manage housing programs, such as a permanent Housing Partnership Committee. See Appendices 1 and 2 for the focus and table of contents of such a plan. *Action:* JM, CPC
- Immediately institute as standard practice the requirement that developers consider affordable housing as a component of any development containing housing. In addition, the Planning Board should, as soon as it practically can, consider passage of inclusionary zoning by-laws which support the goals of affordable housing. *Action:* BOS, PB, TA
- On an ongoing basis, continue aggressive pursuit of DHCD grants for housing rehabilitation and other allowed purposes via the existing Community Development office. *Action:* TA, MHA
- Within 2007, pursue grants to fund a comprehensive review of all housing related zoning laws to address the needs articulated in the Community Development Plan of "encouraging a mixture of housing types to serve a variety of needs", including accessory units, apartments; assisted living and nursing homes, active adults and co-housing. *Action:* Planning Board and Town Planner, aided by a zoning review committee at BOS discretion.

Appendix 1

Housing Plan for Town of Maynard

Overview of Existing Housing

While Maynard is largely dissimilar to its surrounding communities in both type of available housing and socio-economic situations, there still exists a large demand for affordable housing. The present available housing stock ranges from old row houses, old three story multi unit mill housing, pre 1940 single and duplex houses, post war single family houses, and finally modern and typically much larger single family homes.

Proposed Production

Currently one 40B development on upper Acton Street has been approved by the Board of Appeals and several modern apartment buildings are being proposed for two separate sites. While these units will help with more choices or upgrades to existing units like Florida Court , for the most part they will not help the affordable housing market. The town should establish a Permanent Housing Partnership Committee to oversee Affordable Housing. The mandates and governing would different than the existing Maynard Housing Authority which is governed by Chapter 121 MGL.

Community Preservation Funds

The funds authorized under the Housing Component of the Community Preservation Committee should be focused on the following areas:

1. Look to buy down additional market rate units in 40B developments placing permanent deed restrictions on these units (use Local Initiative Program [LIP] guidelines).
2. Assist families in the purchase or rehab of existing housing and place an affordable deed rider on the unit (use LIP guidelines).
3. Consult with Maynard Housing Authority about possible modernization needs of existing Public Housing units at Powdermill Circle as the DHCD's commitment to funding this program has been non existent for the past 5 years.

The Maynard Planning Board should immediately look to enact an Inclusionary Zoning Bylaw to require developers to set aside units or houses as affordable or give a monetary equivalent, which reflects today's actual costs to create an affordable housing unit.

Maynard lacks the large tracts of land necessary to attract new large developments, so the steps to achieve the 40B goal of 10% affordable housing will be small and time consuming. We will continually be penalized when applying for discretionary state grants because of the Towns overall size and our inability to achieve the 10% goal.

(Prepared with Bob Larkin of the Maynard Housing Authority)

Appendix 2

**Housing Production Plan
Sample Table of Contents**
(as shown in Town of Stow plan)

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(C) Development of Housing to Meet Identified Needs

Community Development Plan References:

H5, H6, H7, H8, Section 2.6.2 of the Housing Element of the Community Development Plan of June 2004. All of the remaining Housing recommendations (H1-4, H9-12), including mixed use, accessory apartments, increased residential density in the downtown, expansion of the housing rehabilitation program and increased use of data to monitor development should be kept in mind as these tasks are addressed.

Purpose:

Meet certain community housing needs as captured in the visioning: *“Encourage a mixture of housing types to serve a variety of needs (affordability; apartments; assisted living and nursing homes; accommodate young residents and empty-nesters; co-housing, etc.)”*

Objectives:

- Meet requirements of Chapter 40B in order to gain greater control of development in Maynard.
- Establishment and acceptance of processes and funding sources to facilitate housing development and/or rehabilitation, including passage of a Community Preservation Act
- Gain acceptance of plans for specific land parcels and the housing to be developed thereon.
- Revise zoning to support appropriate housing development.

Context:

During the Visioning sessions at the beginning of the Community Development Plan process, participants voiced frustration that while Maynard’s entry house pricing was attractive, the ability to move up was limited, so young families lived here briefly and then moved on. Existing senior housing is focused primarily on the frail elderly with accessory apartments only by special permit and no assisted living or other housing focused on senior citizens who would like to stay in town or be close to their families.

Method:

1. The ten (10) small units of rental housing located on the complex known as the Cutting Parcels are immediately adjacent to town water sources that need additional protection. Determine possibility of a collaborative program in which grants for supporting affordable housing and grants to protect water supplies might be used for the protection and enhancement of both these resources. Begin analysis immediately of potential grants/programs. Add to possible site to support CPA application. (H5)
2. Develop specific proposals for development of subsidized affordable housing for families and seniors at locations identified in the CDP process. Collect basic information on these locations and work with suitable public and private programs and developers to identify projects that result in the creation of units. Update sites from CDP, determine current status with Assessors office, create package for discussion with developers, identify likely

candidates for purchase. (Note: There is currently an active 40B proposal on Acton Street that would fit within the parameters of this section.) (H6)

3. Creating additional housing at 150% of median will allow Maynard families to trade up to a larger, more expensive home while still remaining a resident of Maynard. Identify modest/small parcel Maynard housing stock properties which could contribute to 40B requirements by being made affordable through a purchase and sellback program. This will contribute to higher availability of the few parcels remaining that can accommodate new construction of housing that is affordable to those at 150% of median. Begin site analysis by September 15th, continue until all sites have been categorized under any of the housing program options. (H7)
4. Examine possible targets or sites to address the needs analysis that demonstrated the potential increase in residents over 55 or seniors and the absence housing options for this age group, whether market rate or housing complexes that provide additional services, such as assisted living or a nursing home. This item was ranked as a medium priority, but is more efficiently accomplished if potential sites are identified at the same time as other actions above. Specifically, some of the sites identified above for housing developments within the more dense development area should be targeted for these needs. (Note: A proposal for condo development on Main Street near the Mobil station has included reference to over 55/active adult target purchasers). (H8)

Lead Entity: Administration/CDIC

Support: Planning Board

Schedule: Begin analysis immediately. Review with Planner's office, Housing Authority, Assessor's Office. Keep Planning Board apprised. Contribute to zoning discussions as needed to facilitate planning and implementation. Support application for Community Preservation Act.

Lead CDIC Member: Jack

Reference: Community Development Plan as approved June 2004, and any other guiding documents, web sites, etc.



Community Development Implementation Committee

TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754

Date: December 12, 2006
To: Maynard Board of Selectmen
Subject: **Transition of Infrastructure Development and Maintenance**

The CDIC created and approved work statements for prioritized elements of the original Community Development Plan. One of these was for Infrastructure Development and Maintenance. This work statement was delivered to the Board of Selectmen earlier this year and at that time the Board acknowledged that it was the responsible agency for furthering Infrastructure Development and Maintenance goals.

The objectives of Infrastructure Development and Maintenance elements of the CDP include:

- Develop a program to improve maintenance and repair of infrastructure
- Develop capital improvement budget for the Town, including Maynard Center, to maintain progress in improving the Center
- Develop a capital improvement plan for Chapter 90 funds, town funds, and state grants
- Develop a signage maintenance and installation plan
- Implement design and construction improvements to Naylor Court
- Maintain and repair as necessary the town's current recreational and open space facilities to maintain safe use and a pride of ownership
- Whenever work is done downtown entailing sidewalk or curb repair, consider additional tree/garden planting opportunities, as well as de-paving or pervious pavement.
- Improve and expand pedestrian signal lights, crosswalks, and sidewalks throughout the Town for the students who walk to the schools and for pedestrians in general and other pedestrian amenities as appropriate such as benches, etc.

The Board of Selectmen and the Town Administrator have embraced the goals of this CDP element and continue to make progress, albeit slower than they would prefer. The PWED project is addressing some objectives and the Capital Planning process continues to evolve. The opportunity to allocate one of the recent Ch. 90 allocations to (primarily) pedestrian enhancements is an important milestone. Perhaps the only capital planning issues that are noticeably lagging others is the objective to maintain the town's recreational and open space facilities and the objective to implement a signage plan.

Work Statement

(D) INFRASTRUCTURE DEVELOPMENT & MAINTENANCE

Community Development Plan References:

E11, E14, T5, T8, E19, 3-B.2, 2-D.5, 2-D.6

Purpose:

- Improve maintenance and repair of infrastructure as appropriate in commercial and industrial areas to present an attractive environment for potential or existing businesses, including improvements to streets, sidewalks, curb cuts, and public right-of-ways; and
- Maintain and repair as necessary the town's current recreational and open space facilities to maintain safe use and a pride of ownership

Objectives:

- Develop a program to improve maintenance and repair of infrastructure
- Develop capital improvement budget for the Town, including Maynard Center, to maintain progress in improving the Center
- Develop a capital improvement plan for Chapter 90 funds, town funds, and state grants
- Develop a signage maintenance and installation plan
- Implement design and construction improvements to Naylor Court
- Maintain and repair as necessary the town's current recreational and open space facilities to maintain safe use and a pride of ownership
- Whenever work is done downtown entailing sidewalk or curb repair, consider additional tree/garden planting opportunities, as well as de-paving or pervious pavement.
- Improve and expand pedestrian signal lights, crosswalks, and sidewalks throughout the Town for the students who walk to the schools and for pedestrians in general and other pedestrian amenities as appropriate such as benches, etc..

Context:

The *Community Development Plan* identified a general need to improve and maintain infrastructure to support Economic Development, Open Space and Recreation, and Transportation elements of the plan. Ongoing maintenance was a particular issue due to the historic lack of coordinated planning and budgeting.

The *CDP* made use of past studies to prepare examples of some specific project needs and did not attempt to create an inventory of new project needs. It should be noted that although some of the specific project examples cited in the *Community Development Plan* may have been addressed in whole or in part during the intervening years, new infrastructure needs continue to become apparent, often through a lack of maintenance.

It should also be noted that the recommendations for the improvement of the appearance of the downtown and business gateways are consistent with current BOS goals.

Method:

1. The first step is to make the stakeholder committees (such as Planning Board, DPWAC and CPC) aware of past findings by providing them with copies of studies such as the Redevelopment Assessment of Maynard Center (1999). The CDIC should also update the list of projects cited in those studies, as well as include a list of any other potential projects. This would include the PWED project. Recreation needs (fields, at least) are being championed by Bob Nadeau and he led an ad-hoc committee last year to develop recommendations. None have as yet been presented, but if available they could be included in the submittal/presentation to the DPWAC and CPC. A successful effort would be to make the CPC, FinCom and BOS aware of projects that otherwise might not be included in the capital plan effort.
2. Another measure of success would be for the discussion to lead to the DPWAC, the Planning Board, and the BOS to develop a policy of coordinating construction projects. Often a development project before the Planning Board may provide an opportunity to address a problem with, for example, pedestrian enhancements, long before it could be addressed through Town budgeting or state grant programs. Moreover, the coordination would help ensure that DPW projects take into account additional tree/garden planting opportunities.
3. As always, capital project planning will be dependent upon project funding. The CPC and BOS should be made aware of the advantages of CPA funding through specific examples. Also, there should be an effort by the CDIC to remind the BOS that undesignated “linkage” payments by, for example, CVS, are best spent on improvements near the site whether for aesthetic improvements or transportation improvements. Similarly, the monies from the sale of Euclid Avenue, if not targeted for Housing objectives, would be appropriate for business district capital improvements.
4. The DPWAC and BOS needs to play a strong role in the progression of many of the projects, including prioritizing potential Chapter 90 projects. There should be a 5-year plan for these projects, led by the DPWAC, which is separate from the town-wide capital planning effort led by the CPC.

Lead Entity: Administration/BOS

Support: CPC, DPWAC, FinCom, Planning Board, ConCom

Schedule: Some progress has already been made. The FY07 Capital Planning effort has been completed, and the downtown PWED application continues. Realistically, the general coordination effort can not begin until June, after the town meetings. The Chapter 90 plan should be in place before the next distribution of state funds. One initiative that could begin immediately is monitoring ongoing development projects to take advantage of opportunities to implement improvements identified in previous studies.

Lead CDIC Member: Bill Cranshaw



Community Development Implementation Committee

TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754

Date: December 31, 2006
To: Maynard Board of Selectmen
Subject: **Transition of Waterfront Improvement** Work Statement to BOS
Reference: CDIC Work Statement – (E) Waterfront Improvement in Maynard (March 22, 2006)

CDIC has created and approved work statements for prioritized elements of the 2004 Community Development Plan (CDP). The CDIC Work Statement referenced above includes elements of the 2004 Open Space and Recreation Plan (OSRP) which was incorporated into the CDP. As the term of the CDIC expires on December 31, 2006, this document aims to chart the “hand-off” of the Waterfront Improvement Work Statement.

Given that the Assabet River and its related bodies (e.g., the Mill Pond) are a visible part of the character of the town, the Waterfront Improvement Work Statement establishes the importance of waterfront improvement for and connection to the interests of other priority elements of the CDP, notably:

- 1) Economic Development (reference CDIC Work Statement – (G) Business Development),
- 2) Recreation (reference CDIC Work Statement – (F) Drinking Water Supply, Recreation and Conservation Land Protection), and
- 3) Natural Resource and Habitat Protection (reference CDIC Work Statement – (F) Drinking Water Supply, Recreation and Conservation Land Protection).
- 4) The Downtown – (reference CDIC Work Statement – (A) Downtown Zoning),
- 5) Rail Trail – (reference CDIC Work Statement – (B) Assabet River Rail Trail)

First Priority

Among the many tasks identified in the Work Statement the first priority is to form (or authorize formation of) ***an entity to lead, guide, coordinate and oversee the continuation of the waterfront improvement work.*** This task is actionable by the Board of Selectmen. The work statement suggests authorization of a Waterfront Improvement Task Force (WITF).

Alternatively, an entity such as the Land Use Task Force (LUTF) could be considered for this task.

The method (articulated in ten tasks) to achieve the waterfront improvement objectives as described in the Work Statement will require the coordinated effort of numerous existing entities of town government as well as of organizations in the greater community.¹ *The need for coordination and oversight is particularly important to waterfront improvement, first because of the interrelation between waterfront improvement and other elements of the CDP, and second*

¹ The last two pages of the Work Statement contain a list that enumerates the ten tasks and suggests a combination of entities responsible for each.

due to the complex nature of issues that transcend the purview of any one Town office or community group. Once formed or embedded within an existing function, the entity responsible for continuation of the waterfront improvement work can be charged with the other high priority tasks identified in the Work Statement.

Other High-Priority, Near-Term Tasks

The Waterfront Improvement Work Statement maps, in detail, a course to pursue the identified objectives. After creation of an entity to shepherd and coordinate waterfront improvement in Maynard, the next three foundational task are the following:

- 1) Conduct a visioning process to draw in public input and to generate interest.
- 2) Create a comprehensive waterfront plan that will serve to guide work and also to communicate objectives across departments and community organizations.
- 3) Implement the plan and pursue individual projects as consistent with the plan.

The balance of the tasks identified in the Work Statement build upon these. While no less critical to the objectives of waterfront improvement – and, consequently, the interdependent elements of business development, recreation, habitat and natural resource protection – these other tasks fall within the normal purview of other Town entities or community organizations. The enhancement to the normal operation is the direction and unifying purpose provided by a WITF and a comprehensive waterfront plan.

Status of Activity Relevant to Waterfront Improvement in Maynard

Maynard has secured a technical assistance grant to support development of Low Impact Development (LID) bylaws. LID bylaws will address many of the important concerns and opportunities identified in both the Work Statement and the referenced OSRP and CDP. The Planning Board and Conservation Commission are working together to bring an LID bylaw article to Town Meeting in the fall of 2007.

In addition, the Planning Board and Conservation Commission have been working to develop a River Protection Overlay District. While drafts have been prepared, the most recent joint Planning Board – Conservation Commission meeting determined that a River Protection Overlay District would not be a priority for a 2007 Town Meeting.

These initiatives represent potential for progress toward- and will certainly impact the objectives of waterfront improvement. At present, it is not clear, however, that these initiatives will have the highest positive impact toward waterfront improvement as described in the CDP and the Waterfront Improvement Work Statement. A structure that promotes coordination and a comprehensive plan that provides a unifying direction are both critical to ensuring that efforts by Town entities do not run counter to broad and interrelated objects developed in the CDP and OSRP. In other words, to realize the potential of our waterfront assets and to reap the resulting benefits to business development, recreation and natural resource protection, it is important to ensure that the limited resources of the Town consistently help move toward these larger goals. Whether it concerns waterways in Maynard, or any of the other values advanced in the CDP, coordination and shared vision are needed to keep all parties paddling in the same direction.

Work Statement

(E) Waterfront Improvement in Maynard

Plan References:

Community Development Plan: 2-A.1, 2-B.2, 1-C.1

2004 Open Space and Recreation Plan: 1-B, 1-C, 2-A

Purpose (with a little background): The Assabet River and its mill pond infrastructure is a major cultural and natural resource feature in Maynard. Maynard's very roots as a community lie in the Assabet which was the source for powering the mill at the heart of the company town. The Assabet River still generates power from the dam at the north end of town, and ClockTower Place is exploring renovating its dormant generation facility.

Currently, the waters of the Assabet River are degraded throughout its length, and its banks in much of Maynard are degraded, inaccessible and unappealing. **Other communities have protected and planned their waterways to benefit their economies, their ecosystems and their residents' recreational opportunities.**

Waterfront Improvement for Economic Development: Riverfront pedestrian ways have reinvigorated Methuen, Newburyport, Waltham, Lowell, Great Barrington, Ipswich and Amesbury, among other Massachusetts communities. They can help Maynard's downtown blossom as a 'destination' by becoming an aesthetic feature. They can contribute to the residents' and visitors' experience of downtown by providing a park-like space in the midst of a developed downtown landscape. They could provide a pedestrian route linking outlying residential areas to downtown businesses via the waterfront. They could be a recreational resource for residents and visitors for exercise, contemplation and relaxation. The CDP and OSRP and Conscom and Fincom have noted that "turning the town to face the river" would greatly enhance the downtown experience (see references).

Waterfront Improvement for Recreation: Above the town's two dams, canoe/kayak landings could give residents access for water sports. In the less-developed riverfront areas outside the downtown area, certain spots may be appropriate for the development of walking and jogging trails. Ice House Landing is an example of a well-designed multi-use riverfront park, allowing canoe launching, an outdoor classroom space, access to a rich and diverse ecosystem and a quiet place to picnic that also links the river and the Rail Trail. There may be other appropriate recreational opportunities for the waterfront throughout Maynard.

Waterfront Improvement for Habitat/Resource Protection: The State and Federal governments require the protection of the Assabet and its watershed. They require habitat protection within the riverfront ecosystem. They will soon enforce strong water quality standards for waste water treatment plants and storm water systems and runoff. Some of Maynard's Bylaws and zoning support these goals but the

Town could easily and, in many cases, inexpensively do better. The Town must act to better protect the Assabet River as an important natural resource for Maynard and others sharing its waters.

Waterfront Plan for Action: Without a specific plan, the Assabet will never become a lively aesthetic, recreational, and conservation centerpiece in Maynard. The Conservation Commission, the DPW, the Planning Board, the Board of Health, and Town Planner all care for and protect the Assabet and work hard to this end. But, as yet, no planning effort has focused on the River and its place in Maynard's future.

Objectives:

- Enhance recreational potential of the waterways and waterfront area by creating, enlarging, and linking public waterfront access.
- Improve pedestrian access to the waterways and, where possible, create pocket parks and waterfront walking paths or boardwalk.
- Improve the aesthetics of the waterfront zone such that it becomes an asset to residents and visitors. Provide incentives and education to encourage improvements by waterfront landowners and business owners.
- Protect, create and improve habitat potential along the waterway. Increase desirable vegetation in the waterfront zone; control invasive species; plant native species; create and, where possible expand, appropriate vegetative buffers.
- Protect and improve surface water quality and groundwater recharge in the waterfront zone. Where possible, reduce the amount of paved surface and replace with native species. Where possible, replace impervious paving with pervious surface. During any waterfront redevelopment address the improvements indicated in the Town's Storm Water Management Plan, including improvements to storm drains and other drainage and groundwater infiltration structures.
- While the Town is currently concentrating its planning efforts on the downtown area, ensure that the entire Assabet River and associated mill and dam waterways are included in the ultimate plan.
- Retain flexibility to improve and amend the Waterfront Plan throughout the process so as not to lose important opportunities.
- Use the following tools to achieve objectives above: Zone waterfront areas appropriately including considering underlying zoning and zoning overlays; Plan where the Town's interest is to hold conservation restrictions and conservation easements including costing them and suggesting ways to secure them.

Method:

- 1. Undertake Waterfront Visioning Process.** The CDIC or other town entity should be holding a public waterfront visioning session that will identify problems and opportunities in the waterfront area throughout the Town and identify ways to address the problems and take advantage of the opportunities. This work can be assisted by the Sudbury Valley Trustees, the Suasco Coalition, and the Organization for the Assabet River. Public Safety will have important input.
- 2. Form an entity to lead the continuation of the work.** The Board of Selectmen could authorize a Waterfront Improvement Task Force (WITF) to work for a period of time (1.5-2 years). Or the soon-to-form Land Use Task Force (LUTF) might be tasked with this. The LUTF or WITF could identify successful models used by similar communities, research issues, identify specific waterfront access opportunities, look into specific zoning for waterfront to assist in appropriate development to meet town goals, hold a community discussion event to get community input, and create a plan for the transformation of the waterfront throughout the town. The committee should have representation of the Conservation Commission, Planning Board, Downtown Design Committee, Capital Planning, Parks and Recreation Committee and the community. The membership should be at least 7, potentially 11. Timing: Ideally the group would be formed immediately.
- 3. Develop a Waterfront Plan.** The WITF or other responsible party will create a comprehensive Waterfront Plan laying out a specific strategy for achieving the vision. Because of the current focus on downtown planning and zoning issues, WITF may choose to begin their work with the downtown waterfront, coordinating their effort. However, the ultimate comprehensive Waterfront Plan should address the goals and objectives above along the entire Assabet River and associated mill waterways throughout Maynard.

The Waterfront Plan should include but not be limited to the following:

- Detail parcels with potential for pedestrian access to river including waterside trails, and delineate where ADA access is possible.
- Point out opportunities to improve waterfront area use. Where can restaurants bring dining to the riverfront, or turn to face the water. Where can parking be pulled back from the bank and replaced with a more attractive riverfront design or plantings. Develop a list of creative, appropriate uses for existing and future residential and business development or redevelopment.
- Identify appropriate zoning of waterfront; investigate the benefit of zoning river/riverfront separately to target zoning benefits directly.

- Detail how to incorporate structural drainage improvements in any redevelopment along the waterfront. Indicate where untreated storm water drains into the river and suggest where appropriate catchment and treatment is possible.
- Examine how other communities have enhanced their neglected waterways and transformed them into both economic assets for the community and healthier ecosystems for the future.
- Explore the recreational opportunities along the waterfront and how to promote them. These could include canoeing/kayaking, fishing, walking/jogging, bicycling, quiet contemplation.
- Plan improvement to quality of runoff into river through means including vegetative buffers, integrated pest management (IPM), and restricting herbicidal practices along waterfront.
- Find places of special beauty, viewsheds, and recommend ways to protect and enhance them.
- Consider how the community might be brought into the waterfront area, to view art, to dine, to attend public events.
- Examine how the current town pedestrian infrastructure might be improved to engage the community with the river. Do bridges, railing, lighting, footpaths, sidewalks encourage viewing and enjoying the riverfront? If not, how might they be improved?
- Report problem areas where dumping, filling, and suchlike violations take place or inappropriate uses along the waterways.
- Create a recommended planting list for the waterfront area, emphasizing appropriate native species and appropriate maintenance practices (planting techniques, mowing and pruning) in close coordination with the Conservation Commission.
- This plan should include alternatives with rough costs, and an estimate of the amount of time (non-\$ cost) that it will take to complete a task.
- Include estimated operation and maintenance costs for items.
- Indicate grant opportunities matching these projects.
- Create a map and other visual materials describing the Waterfront Vision and Plan visually for educational purposes. Develop a presentation to communicate Plan to boards and committees and the public.

4. Implement the Waterfront Plan. Once the Waterfront Visioning is completed and the Waterfront Plan is created it will probably describe many access and other opportunities, but not all will be able to be enacted. The Waterfront Plan will have to be a living document that keeps up with the shifting situation throughout the town and especially downtown as the high density overlay and various zoning and design guidelines take effect.

The WITF or other entity would continue work to achieve the Waterfront Plan objectives in coordination with all relevant Town departments and boards. The lead entity can direct and assist the departments and committees toward Plan goals. The Plan will be updated to retain its relevancy. The WITF or other lead entity must help coordinate of land and easement acquisition along the riverfront, a major task. The LUTF, Maynard Land Bank and other land Banks (SVT), any future Parks and Recreation Committee, Planning Board, Conservation Commission, Capital Planning Committee, will need to work well together on tasks such as acquiring access or easements, or land purchases to improve public access, as targeted by the Plan.

5. **Report on Waterfront Plan progress.** The WITF or responsible entity should regularly report to Town staff/volunteers and the community on progress made and problems encountered with implementing the Plan. The Plan may need to be revised with community consent to stay abreast of the reality on the ground. Progress and failures could be reported at quarterly meetings with Town departments or committees.
6. **Create and implement appropriate zoning of waterways** in coordination with the current downtown overlay zoning effort, and as part of the Work Statement F goals, to ensure Town zoning assists in meeting Town planning objectives.
7. **Undertake specific projects that will enhance the Assabet River in Maynard.** A variety of projects to improve appearance, riparian health, access, and use should be undertaken, either before, during, or after the development of a Waterfront Plan. Many projects have common agreement and can't wait for the completion of the Plan as opportunities present themselves. Such activities include recommendations that Boards and Committees in Town reviewing development project give careful scrutiny to enhancing visual access to the waterways, and physical access if possible, efforts to control riverfront dumping and littering, and maintenance and management of Town-owned riverfront property.
8. **Continue efforts to maintain an attractive and healthy waterfront.** Even in the absence of a Waterfront Plan, any litter, dumping and/or landowner/tenant disregard for the appearance and ecological health of the waterfront throughout town can and should be addressed. Existing public access areas along the Assabet can be maintained as showcases. Tobin Park (behind PO) and Ice House Landing Educational Park are important waterfront parks and should be kept well as examples. The Conservation Commission and any future Parks and Recreation Commission should find stewards to maintain these parcels. The Maynard Litter League and the annual OAR Assabet riverbank clean-up can assist the community, the DPW and Board of Health in keeping the riverbanks

clean downtown and throughout the town. The Conservation Commission should be notified of all work within the riverfront area and can also advise on appropriate vegetative buffer plantings. It will also lead water quality and habitat improvement efforts. The WITF should make these groups aware of their efforts immediately upon formation and engage their support.

9. **Educate and coordinate efforts of municipal staff and volunteers** to support these objectives. Continuing administration efforts to improve communication between departments will aid in achieving goals.

10. **Public education concerning the Assabet River.** There are many opportunities to feature the Assabet River, which will create awareness of its many assets for the town. A WITF charette would be a major step. The Conservation Commission is already participating in various river awareness activities, mostly involving canoe/kayak trips and above the Ben Smith Dam and launching from Ice House Landing. Maynard has just begun to participate in the annual Riverfest, and this should continue. The OAR annual Assabet cleanup gets folks into the water right in the midst of downtown Maynard and has high public visibility. Events at the Tobin Park and Carbone Park, both near the river, could increase river consciousness. Stenciling storm drains to discourage dumping of toxics via them into the river is another public awareness project. The annual Maynardfest is an opportunity in this regard. Involving all the educational entities in town in an effort to feature the river will change consciousness over time. Schools, Chamber of Commerce, Maynard Arts Council, ArtSpace Maynard, BOH, Conscom, and WITF will be important. A standing WITF to focus on implementation of the Waterfront Plan would be invaluable to coordinate efforts between these groups.

Supported by Community Development Plan Recommendations:

Goal ref #	Goal	Lead Dept	Support -ing Dept	CDIC Lead		Goal Area
(E)	Riverfront Visioning	BOS, Cons-Com	PB, LUTF Or WITF	Kate		
2-A.1	Create a riverfront visioning Committee to explore turning the town, especially the downtown, toward the river and gaining pedestrian access					Riverfront Visioning
2-B.2	Acquire or secure easements for public access over land targeted by this plan					Open Space and Recreation Land Protection
1-C.1	Protect or acquire priority parcels in green corridors along streamways and wetlands					Open Space and Recreation Land Protection
2004 OSRP 1-B	Preserve and improve surface water quality					Resource Protection
2004 OSRP 1-C	Protect wetlands on behalf of the ecosystems they support					Resource Protection
2004 OSRP 2-A	Promote, enhance and gain public access to riverfront and water features throughout the town, effectively turning the town to face the river.					Protect/enhance Community Character

Lead Entity/Support:

1. **Undertake Waterfront Visioning.** CDIC or other entity in coordination with other Town boards and committees
2. **Form a Waterfront Improvement Task Force or task an existing committee (LUTF for example)** Board of Selectmen
3. **Develop a Waterfront Plan.** WITF or other entity in coordination with other Town boards and committees

4. **Implement the Waterfront Plan.** WITF or Planning Board, with Conscom, BOS, Capital Planning Committee, Finance Committee, BOH, DPW.
5. **Report on Waterfront Plan progress.** WITF or responsible entity.
6. **Create and implement appropriate zoning of waterways.** LUTF/WITF/Planning Board
7. **Undertake specific projects to enhance Assabet waterways.** WITF or other entity, Conscom, Planning Board, other town boards and other river advocacy groups.
8. **Maintain an attractive and healthy waterfront.** WITF, with Litter League, Maynard Community Gardeners, Conscom, Board of Health, DPW, Chamber of Commerce, Public Safety, OAR.
9. **Educate and coordinate efforts of municipal staff and volunteers.** Town Administrator and all Town departments and Board heads.
10. **Public education concerning the Assabet River.** WITF, Conservation Commission, with help from Chamber of Commerce, Schools, Maynard Arts Council, ArtSpace Maynard, Sudbury Valley Trustees, Organization for the Assabet River, SuAsCo Coalition, and others.

Support: Community Development Implementation Committee (CDIC), Board of Selectmen (BOS), Planning Board, Waterfront Improvement Task Force (WITF), Conservation Commission (Conscom), Board of Health (BoH), Public Safety, Fincom, Schools, Capital Planning Committee, Chamber of Commerce, Maynard Arts Council, Parks and Recreation Commission, Capital Planning Committee, Land Use Task Force (LUTF)), DPW, Litter League, Maynard Community Gardeners, Sudbury Valley Trustees, Bicycle Committee, ArtSpace Maynard, SuAsCo Coalition, Organization for the Assabet River (OAR), Friends of the Assabet River National Wildlife Refuge.

Schedule: Begin immediately, meet with lead and support groups as required, seek approval at Town Meeting, etc.

Lead CDIC Member: Kate Wheeler

Reference: Community Development Plan as approved June 2004, Open Space and Recreation Plan of 2004 and previous OS&RPs, Fincom minutes.



Community Development Implementation Committee

TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754

Date: December 22, 2006
To: Maynard Board of Selectmen
Subject: **Transition of Land Use, Conservation, Recreation Management**
Reference: Drinking Water Supply, Recreation and Conservation Land Protection Work Statement dated March 22, 2006

The CDIC created and approved work statements for prioritized elements of the original Community Development Plan. This work statement (referenced above) was reviewed with the Board of Selectmen earlier this year.

While there were ten (10) objectives in the work statement for the non-municipal Land Use elements of the CDP, the items below were identified as the first tasks of the Land Use Task Force proposed as the execution vehicle for this activity:

- Research specific zoning bylaw language for wellhead and aquifer protection, recreation zone and riverfront protection.
- Research and map land whose best use is for drinking water supply, and/or as conservation and recreation land. Indicate current zoning of all parcels.
- Research and bring forward solutions for specific land use issues the town needs to address.

The current status of implementation of the Non-Municipal Land Use elements of the CDP is:

1. The creation of a Land Use Task Force (LUTF) to address plan issues was endorsed by the CDIC in April of 2006.
2. Planning Board agreed to establish the task force as a subcommittee of the board, subject to a conversation between the PB chair and Town Administrator clarifying the establishment and management of subcommittees by the PB.
3. The conversation in number 2 above has not yet happened.

The principles having been agreed, the discussion between Planning Board and Town Administrator needs to occur early in the first calendar quarter of 2007. This timing is key, given the impending change in chairmanship of the Planning Board.

Work Statement

(F) Drinking Water Supply, Recreation and Conservation Land Protection

Plan References:

3.A-1, 3-B.1, 1-A.1, 1-D.3, 2-B.1, H-2

Purpose and Background: While, Maynard has significant conservation and recreation resources permanently protected within the new Assabet River National Wildlife Refuge, much of Maynard's critical recreation, conservation and drinking water resources are without protection from development. In addition, much of the Town is currently zoned in opposition to its own planning goals. For example, land the Town wants to keep for recreation and well-head protection is currently zoned for single family housing.

If Maynard is to be a sustainable community, the Town must permanently protect land important to conservation, recreation and drinking water supply. In order to responsibly plan for future needs Maynard must ensure the natural resources it need to preserve health, quality of life, and economic viability. Maynard's recent community development visioning session, its Open Space and Recreation Plans, Master Plans, and the recent citizen's survey identify conservation and recreation land and resource protection as the highest priorities. The recent community development planning effort clearly indicates that a higher density mixed use development in the downtown area must be balanced by a circle of protected less-developed land around this dense core. This protection will preserve Maynard's community character and essential resources for future generations, thus helping to create a sustainable community. It will also preserve and improve habitat critical to maintaining a healthy biodiversity and to the survival of species at risk.

As Maynard approaches build-out under current zoning, there is enormous pressure to build out the Town's remaining developable land. The community must act now or the resources necessary for the Town's viability will be lost to unplanned and potentially inappropriate development.

Objectives: Active and immediate efforts to achieve the goals above are critical to protect the resources for future community needs from inappropriate development.

- Permanently protect surface and groundwater drinking water supplies adequate to the future needs of the Town.
- Protect lands of parks and recreation importance for the present and future needs of the Town.
- Permanently protect land and waters of conservation importance to sustain and improve biodiversity for future generations.
- Maintain, regain and improve Town character through land protection. Protect remaining agricultural landscape, the important viewscales, and landscape features of historical or cultural significance.
- Appropriately zone conservation, agricultural, recreation and drinking water supply lands of importance to help achieve the Town's planning goals.

- Enable cluster development as appropriate in exchange for land protection as one tool to protect important open space parcels. Consider creating proactive moderate income housing, as appropriate, to help avoid inappropriate 40B development.
- Create a Maynard-oriented Land Bank as one tool for financially assisting the Town reach its planning goals.
- Seek conservation restrictions, conservation easements, and to acquire development rights to achieve the conservation and recreation planning goals
- Communicate and develop an understanding of the Town's conservation and recreation planning goals among Town residents, business groups and Town staff/volunteers. Report to the community regularly on the status of Maynard's planning efforts.
- Create a standing volunteer committee to work in concert with Town staff to achieve these goals.

Method:

- 1. Form a standing Land Protection Committee (LPC) or other town entity to forward these objectives.** The Committee may consist of representatives of the Planning Board, Conservation Commission, Water Board, Parks and Recreation Department, former Open Space Planning Committee, former Land Use Subcommittee, Assessors, and community members. It may have other goals as determined by the BOS but for the purposes of this document it will work for goals and objectives detailed in the sections above. The composition of this LPC will be critical to its success. Recommend membership of 9 to 11 to insure continuity & provide adequate membership to undertake the many complex tasks ahead. Ideally the LPC would begin work by the end of 2005.
- 2. Generate a master list of land important to drinking water supply, and conservation and recreation land protection and indicate current zoning of all parcels.** The Land Protection Committee will refer to current planning documents such as the CDP, OSRP, Land Use Subcommittee Report, SuAsCo Biodiversity Plan, SCORP, ARRT plan, MAPC, OAR and SVT planning publications. The list should include private and public lands and waters. It must be updated to stay abreast of the continual changes in Town. The LPC may bring this list or critical parts thereof before Town Meeting for a citizens' vote for their protection. This will aid the Town in moving quickly for their protection should opportunities arise.
- 3. A: Create specific zoning bylaw language for open space and recreation zones.** Research concerning language for Conservation and Recreation zoning started by the LUS shall continue and best language determined. The LUS identified that a recreation zone for recreation-related parcels may best serve the community and the landowners. The Planning Board will be an invaluable aid. The Town Planner may advise throughout the process and may identify potential funding sources for reviewing bylaw language. Assistance from local environmental advocacy groups may be sought.

B: Generate recommendations detailing appropriate zoning for well-head, conservation and recreation parcels. Using the master list of land important to drinking water supply, conservation and recreation protection and in close coordination with relevant town departments, the LPC shall carefully determine appropriate zoning for

all parcels. The LPC shall generate a report with their zoning recommendations. They shall seek Town Board and citizen input and support. Legal advice from a firm with specific expertise in land protection issues may be advisable.

C: Raise awareness of the new zoning plan and bring it to the voters. The LPC, in coordination with the Planning Board and other Town departments shall launch a public education campaign, hold public information sessions and public meetings and create and carry out a schedule for bringing the rezoning of these parcels before the voters.

D: Throughout this zoning initiative the LPC will coordinate as appropriate with the lead entities of Downtown High Density Overlay District effort. There may be opportunities to coordinate public information efforts if the schedules permit. There may be opportunities to work together at Town Meeting and Election times. These two initiatives are linked and critical to the each other's success, in that the passage of one without the other leaves the Town even more vulnerable to inappropriate development. The protection of open space will be a much tougher job than allowing high density development downtown, but the justification for the protection of outlying areas is in part the creation of development opportunities downtown. So if you allow the density downtown before protecting the outlying resources, the Town loses it

4. A: Create a list of parcels where public access is desirable and where conservation easements and restrictions, and development rights should be held by the Town.

LPC in coordination with the Parks and Recreation Committee, Conservation Commission, Waterfront Improvement Committee, Planning Board and Town Planner, among others, shall work to draw up a detailed list of areas where public access is desirable and where the town would benefit if development rights were bought.

B: Seek conservation restrictions and easements and purchase development rights as needed to forward these goals. With the aim of protecting Maynard's open space and recreation resources, including wellhead zone IIs and potential water supplies, Maynard's Conservation Commission, Planning Board, LPC, BOS, Town Planner, Maynard's future land bank, and other existing land banks (SVT, TPL, , MassAudubon etc.) will work together to transfer conservation restrictions, easements and development rights for key parcels to these entities, as appropriate. This will require the kind of long-term planning and follow-through for small but important future gains that it is difficult to work up enthusiasm for but is a less expensive and very successful way of protecting land and resources.

5. A: Create a list of land Town should own to best protect it. Certain land, for example wellhead zone I land, may be best protected through municipal ownership. The LPC, in coordination with other Town departments will research and develop a list of these parcels. They will bring them before relevant Town boards and the public for support. They may bring this acquisition list before Town Meeting for a citizens' vote of approval. This will aid the Town in moving quickly for their protection should opportunities arise.

B: Acquire land of critical conservation and recreation importance, as appropriate. Armed with a well-supported list of appropriate parcels, the LPC and other Town

departments will develop strategies for the purchase of each. The LPC and other Town departments and entities will work together to purchase them.

- 6. A: Create a Town-wide Planting Plan.** Research, draft a comprehensive plan, hold public input sessions and seek Town departmental comments, edit and bring to citizen vote. This Planting Plan will include street tree condition, replacement program, planting plan including species, a conceptual drawing of areas around the town. It will include shrubs, ornamental plantings, community garden(s), suggested Park plantings, a list of recommended vegetation, and a list of forbidden vegetation. It will include the correct street paving around such plantings. Improved tree and shrub planting, particularly in the downtown, will improve the street experience of pedestrian visitors and residents. Include specific recommendations within wetland buffer zones.

B: Implement a Town-wide Planting Plan (MPP). The LPC shall seek support for the goals and action items of the MPP from Town departments and concerned community groups. Solutions will be planned and implemented. Planning Board documents, including the Downtown Design Guidelines, will reference the MPP so that future work must address the plan's recommendations. A semi-annual report on progress on the MPP shall be given to relevant Town departments and be posted on the Town webpage.

- 7. Create and maintain buffering vegetated areas around perennial waterways.** Encourage the planting of native species and insist on non-invasive species in the buffer zone. This aids with groundwater recharge, stormwater runoff prevention and surface water quality improvement.
- 8. Encourage the reduction of impervious paving.** Encourage the use of pervious paving materials where re-vegetation is inappropriate. This aids with groundwater recharge, stormwater runoff prevention and surface water quality improvement.
- 9. Create a Maynard Land Bank.** Some land in private hands may need to be acquired by the town or land trusts to protect them for Maynard's residents. Maynard's OSRPs have long identified the need for a local land bank to assist in this effort. Land Banks offer a way to make crucial purchases in a timely fashion, while awaiting grants and other funding to come through. A land bank dedicated to serving the interests of Maynard's residents is one important tool for achieving planning goals. A Board of 5 might be sufficient. They would work with the LPC and other local boards to protect Maynard's land and water resources for the future.

Other CDIC efforts necessary to reaching the goals above, but covered by other CDIC under separate initiatives:

- **Passage of CPA** will provide an important tool for acquiring lands and development rights to protect key parcels. Much public education and coordinated department and committee efforts will be necessary to successfully pass CPA.
- Creation of the long-recommended **volunteer Parks and Recreation Commission** to forward long-term planning concerning recreation needs and resources and help plan maintenance, improvements, protection and acquisition of parks and recreation lands.

- Continuing part-time **Town Planner** to coordinate the town’s planning initiatives, seek grants and public/private partnerships.
- Continuing professional **Conservation Administrator** to do the above in support of conservation goals. The Planning Board needs professional help as well.
- Create a **Waterfront Improvement Committee** will work to bring the waterfront throughout town, but especially downtown forward as a feature and asset to the community. Their work will detail access opportunities, suggest riverfront infrastructure, consider aesthetic enhancements, create a program for achieving the goals they delineate. This will involve the whole community in a public brainstorming effort. The WIC will work for 1 to 1.5 years and create a planning document delineating a community vision for the riverfront.
- **Excellent interdepartmental communication and coordination.** This requires an ongoing effort on the part of all staff, paid and volunteer to respectfully and intelligently communicate their efforts, successes and problems so that the paths to success in these complex planning initiatives will be smoother.

Supported by Community Development Plan recommendations:

	(F)--Open Space, Recreation and Land Protection	ConsCom, OSPC	DPW, Planning, BOS, CDIC	Kate			
3-A.1	Explore rezoning and/or otherwise protecting existing public and private recreational spaces to preserve their use					Could generate significant opposition	Open Space and Recreation Land Protection
3-B.1	Acquire recreation land targeted by this plan				Long term	Need CPA Committee?	Open Space and Recreation Land Protection
1-A.1	Protect current wellhead areas through land acquisition, conservation restrictions and other means. Consider impact of development in wellhead Zone II						Open Space and Recreation Land Protection
1-D.3	Protect or acquire priority parcels in environmentally sensitive areas				With CPA funds if passed	Linked with other goals	Open Space and Recreation Land Protection
2-B.1	Rezoning targeted parcels. Continue to actively review zoning to insure it follows the town's evolving needs.						Open Space and Recreation Land Protection
H-2	Transfer of development rights program to protect key open space parcels				2007		Open Space and Recreation Land Protection

Lead Entity: Planning Board

1. Form a standing Land Protection Planning Committee—Board of Selectmen

2, 3A-D, 5A&B. All the important lands identification, conservation and recreation land zoning, identifying parcels for Town purchase, etc.—LPC, but in close coordination with other interested departments.

4A&B. Seek development rights, conservation easements and restrictions as appropriate—Conscom, LPC, Planning Board, Town Planner, Maynard’s future land bank, as opportunities arrive.

6A&B. Create and implement the Maynard Planting Plan—LPC with Planning Board and other local entities.

7, 8. Create vegetative buffering and encourage pervious surfaces along waterfront—Conscom, Planning Board

9. Create Town land bank—Conscom

Support: Working alliances between all the planning and natural resource management departments and committees in town will be essential to all but the last two goals on this list. Planning Board, BOS, Conscom, DPW, OSPC, Parks and Recreation Commission, Zoning Board of Appeals, Public Safety, Chamber of Commerce, Capital Planning Committee, Schools, Waterfront Improvement Committee, Town Planner and the community at large must all support the protection of natural resources for conservation and recreation uses. The lead entities for the individual methods will identify the necessary allies.

Schedule: Begin immediately, meet with lead and support groups as required, seek approval at Town Meeting, etc.

Lead CDIC Member: Kate Wheeler

Reference: Community Development Plan as approved June 2004, and OSRP 2004, Maynard Master Plan, Report of the Land Use Subcommittee of CDPC, CPA recommendations of the CDIC.

Acronym Directory:

ARNWR: Assabet River National Wildlife Refuge;

ARRT: Assabet River Rail Trail;

BOS: Board of Selectmen;

CDIC: Community Development Implementation Committee;

CDP: Community Development Plan;

CPA: Community Preservation Act;

DPW: Department of Public Works;

LPC: Land Protection Committee;

LUS: Land Use Subcommittee;

MAPC: Metropolitan Area Planning Commission;

MPP: Maynard Planting Plan;

OAR: Organization for the Assabet River;

SCORP: State Outdoor Comprehensive Recreation Plan;

SVT: Sudbury Valley Trustees;

TPL: Trust for Public Land;

WIC: Waterfront Improvement Committee.



Community Development Implementation Committee

MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754

Date: December 31, 2006

To: Maynard Board of Selectmen

Subject: **Transition of Business Development to Board of Selectmen**

Reference: CDIC Business Development Work Statement, March 22, 2006

The Community Development Implementation Committee, CDIC, has created and approved work statements for prioritized elements of the 2004 Community Development Plan. As the term of the CDIC expires on December 31, 2006, this document charts the “hand-off” of the work statement for Waterfront Improvement in Maynard.

OBJECTIVES (as presented in the work statement)

- Educate town residents regarding the importance of filling industrial, commercial, and retail space with viable companies that support the fabric of Town life.
- Instill awareness in present and potential business owners that Maynard has an active market for retail goods, good access to skilled employees, real estate assets, and good communication and transportation networks for businesses to use.
- Create a Town government that can facilitate building of resources and process within town management to aid appropriate industrial, commercial, and retail development, including review and permitting processes.
- Support businesses that seek to locate or remain in Maynard.

CDIC FOCUS

Over the past year Business Development has been one of the nine major focus items for CDIC. While contact has been attempted with commercial/industrial businesses in town, they have shown little interest in communicating with a town committee of citizens. On the other hand, retail shop owners have shown more interest in this type of communications. Small business owners tend to desire a larger voice in town decisions and programs that impact the business environment.

CDIC RESULTS

During these efforts, several informal meetings were held with shop owners and with the CVS store manager. While they did not have major complaints with town management, the shop owners wanted to ensure that the town was aware of the lack of resources they had to comply with some of the bylaws and zoning requirements. The process required for sign permits was one example that seemed overly complex, time consuming, and expensive. At this time, the major issue is the potential impact of the DOD on the downtown businesses.

CDIC RECOMMENDATIONS

- It is the recommendation of this Committee that every effort be made to enhance and maintain the integrity and appeal of existing structures and landmarks. For example the removal of graffiti from the parking structure on Summer Street, and the cleaning and maintenance of light fixtures on bridges and walkways. This type of activity would maintain the overall appeal of the entire area to the merchants and visitors alike.
- ***Funding and/or implementation of a permanent position or committee to interact, liaise, and oversee the economic development of Maynard***

Since economic development is key to ensuring the fiscal health and vitality of a town, it deserves an identified focus within town management. Recent developments at 129 Parker Street and Waltham Street are indicative of the limitations of current processes and resources. Many towns address this problem by having an Economic Development Committee; larger towns and cities may have a Director of Economic Development. It has been the experience of CDIC members that business entities, especially larger commercial businesses, prefer to deal with someone of authority in town government who can make commitments and decisions, i.e., a single (or at least limited) focus or lead contact.

When the newly authorized position of Assistant Town Administrator is filled, the Town Administrator will have more time for business development activities. Nonetheless, it is recommended that options for providing the necessary focus to this important area be reviewed. Any state aid should be pursued for this effort. It comes down to determining the benefit or return of paid employees and/or consultants and then obtaining voter support.

- ***Development of area attractions***

CDIC recommends developing the economic potential of committed new area attractions.

- a. The Assabet River National Wildlife Refuge: The proposed \$3.2M Wildlife Center near Puffer Pond will increase visitors of all types to the area, including naturalists, school children and hikers. An entrance on Old Marlborough Rd. will increase traffic slightly on Rt 27. Potential synergy with retail development can be pursued.
- b. Rail Trail – within 2 years, the trail in Maynard should be operational, providing a dramatic increase of visitors who bike, walk, or skate through the town. This should benefit the existing bike shop. A Visitor Center, Town Museum, and appropriate retail cluster to entice these visitors to not just pass through but to shop and dine in town might be considered.

No discussion of business development would be complete without mention of CTP. It is not only a source of tax revenue and community investment, but also is the location of the largest day-worker population in town. Because the town already enjoys a strong relationship and ongoing discussion with CTP representatives, CDIC did not substantially engage the principals there on the topic of business development.

- ***Streamline and demystify development processes.***

There is always potential to streamline how an organization conducts its business. Often informal processes become institutionalized. Rather than making thoughtful change, new groups or employees can often just add to the existing processes, making them cumbersome. It is recommended the town consider a formal program to identify its key processes and determine which are inefficient or non-functional. With central guidance, each department can be asked to study and re-engineer at least one identified process. For example, anything that can be moved to the town's web pages would be a step in the right direction. Others are the permitting process for signage and the town meeting process. Input from users (businesses, residents, visitors, etc.) to the process would be a key element, i.e., what do the users/clients want?

- ***Improve communications between town, business, merchant, and various committees***

Just as the town has regular communications and defined contacts with CTP, it should determine how to have ongoing dialogue with other key business constituents such as shop owners, commercial/industrial entities, and property managers. There are several existing organizations/groups such as Maynard Matters, Maynard Merchants, and the Chamber of Commerce. Town officials currently interact with these groups in various ways. This interaction should be assessed to ensure it is beneficial to both sides. Of prime importance would be consistency and responsiveness. If different people from different parts of town government with different agendas sporadically appear at these meetings, credibility will suffer. Having a single focal point (Think ombudsman with authority and accountability) for each group would be optimal.

Lead Entity: Town Administrator

Work Statement

(G) Business Development

Purpose:

The Town of Maynard needs to maintain the existing vitality and diversity of its business base. By doing this, Maynard fully utilizes its real estate and employee assets which in turn provide employment for workers, goods and services to the Maynard residents and those of nearby towns, and much needed tax revenue.

Currently, Maynard has experienced a 154% increase in assessed valuations of residential properties, fueled both by expansion of the inventory of residential parcels and by increasing values. At the same time, there has been a 20.3% increase in assessed valuations of commercial property and only a 1.4% increase in assessed valuations of industrial property. Maynard currently has zoned almost 20 million square feet of land for commercial or industrial purposes, more than 13% of the land area comprising Maynard.

To assist Maynard in sustaining itself and avoiding an over-ride situation, there needs to be a better balance between residential tax revenue and commercial tax revenue. One way to tackle this problem is to understand that Maynard's employment base has dramatically shifted from manufacturing to service and trade industries. This shift has impacted a number of parcels that can no longer attract tenants due to their zoning. With MetroWest Technology Park (450,000 sf), Sea Change (102,000 sf), Stratus building (50,000 sf), and Mill Pond building (28,000 sf) having major vacancies, Maynard is losing out on significant commercial tax revenue.

Maynard has the option to grow smarter and better. The release of the Devens Annex land for other uses in the late 1990's, and the release of the rail right-of-way for other uses, have placed Maynard in a position of adding two major new facilities—the Assabet River National Wildlife Refuge and the Assabet River Rail Trail. These new additions can enhance the enjoyment, health, and education of all Maynard residents.

These new outdoor and recreation facilities in development, coupled with ongoing efforts to maintain and improve the downtown and the economic base, can result in community that “has it all”. Having it all includes a compact, attractive, and thriving downtown; well-maintained and compact residential development; popular sports and recreation sites; multiple modes of transportation; and major open space resources. Maynard needs to pay careful attention to growth on the remaining parcels and to ongoing improvements to the built environment in order to achieve its goals. In summary, the Business Development Purposes to achieve the community that “has it all”, include development or support of an active, diverse economic base with a vibrant downtown retail sector and major commercial/industrial businesses in all the parcels that are zoned for this use.

Objectives:

The objectives of undertaking business development support and activities in Maynard include the following:

- Educate town residents regarding the importance of filling industrial, commercial, and retail space with viable companies that support the fabric of Town life.
- Instill awareness in present and potential business owners that Maynard has an active market for retail goods, good access to skilled employees, valuable real estate assets, and good communication and transportation networks for businesses to use.
- Create a Town government that can facilitate building of resources and process within town management to aid appropriate industrial, commercial, and retail development, including review and permitting processes.
- Support businesses that seek to locate or remain in Maynard

Method:

1. **Town Staff Designated to Undertake Economic Development Activities.** Town staff who can coordinate business retention activities would be key in working with property owners, the Chamber of Commerce, etc.. This individual or individuals would collaborate with the Assabet Valley Chamber of Commerce, maintain information on inquiries, refer appropriate firms to owners, and work with building owners and brokers to carry out business recruitment and retention activities. This person would be an advocate for Maynard and a liaison for businesses wanting to locate in Maynard.

Other Town staff could be assigned to develop and implement new/revised/enhanced procedures to streamline and coordinate permitting, and focus and assist with business location and permitting in Maynard. Many other communities have initiated stream-lined and coordinated permitting, and Maynard has made some efforts in that direction. These efforts should be completed and institutionalized in guidelines, applications, review, and staffing.

2. **Designation of Economic Development Capacity.** An Economic Development Committee or some other resource of staff or volunteers to undertake economic development can review the recommendations of the Community Development Plan and establish a variety of the priority efforts detailed in the Plan. These efforts, also noted below, include the establishment and implementation of a business visitation program to retain local businesses, identification of key parcels and coordination with owners to address issues and concerns, and involvement in coordination of review of Town Boards and Committees.
3. **Coordinate both Proactive and Reactive Efforts to Support Economic Development Projects.** Town staff, Boards, and Committees should coordinate review of activities on specific parcels to assure that all factors affecting economic development issues are considered in the review process. Key parcels, identified largely on the basis of the importance of their assets for the community, should be identified, evaluated, and targeted for enhanced review.
4. **Make Information Available Electronically to Businesses.** Information that is currently available in Town Hall should be made accessible on the Town's website. This includes application forms and explanations for all types of business permits, including permits from the building and health departments. It should also include forms and information

for environmental permitting, and for special permits and variances as may be required in the Protective Zoning Bylaw. In addition, information should be assembled that provides direction and assistance to businesses going through a process requiring multiple approvals and permits. This information should be available on the website as well as in hand-book form.

Supported by CDP Recommendations:

E-5--Coordinate business retention activities

E-6--Support property owners in attracting business tenants

E-7--Support development on identified business parcels

E-8--Continue collaborative relationships with business and property owners.

Lead Entity: Administration and Board of Selectmen

Support: CDIC, Assabet Valley Chamber of Commerce, Metropolitan Area Planning Council and MAGIC Subregion

Schedule: Appoint Economic Development Committee by Spring 2006, discuss staffing issues in-house during fall of 2005. Initiate coordination activities by winter of 2006.

Lead CDIC Member: Tahmoush/Decker

Reference: Community Development Plan as approved June 2004, Analysis of Maynard Center Parking Conditions



Community Development Implementation Committee

TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754

Date: December 12, 2006
To: Maynard Board of Selectmen
Subject: **Municipal Land Management Transition**

The CDIC created and approved work statements for prioritized elements of the original Community Development Plan. One of these was for Municipal Land Management. This work statement was delivered to the Board of Selectmen earlier this year and at that time the Board acknowledged that it was the responsible agency for furthering Municipal Land Management goals.

The objectives of Municipal Land Management elements of the CDP include:

- **Land Management** Review and reorganize deed holding and management of town land under appropriate town departments.
- **Land Protection** Create coordinated management plan for all municipal lands.
- **Enforcement** Create regulations to prevent damage to municipal land

The current status of implementation of the Municipal Land Management elements of the CDP is as follows:

1. Although implementation of the Municipal Land Management elements of the CDP has been designated as one of the Board of Selectmen's goals for FY07, and there have been some peripheral discussions, there has been no discernable progress.
2. The most significant thing that has happened during the year is that general discussions about maintenance responsibilities for some lands and land use options have identified that the original CDP assumptions about needing to transfer ownership of lands to specific departments may not always be applicable. In some cases the more important issue would be the designation of the responsibilities of maintenance. In other cases, it may be in Maynard's best interest to defer formal protection of lands (such as transferring to ConCom) so that doing so in the future might be leveraged politically and financially with the State.

It is recognized that competing interests and insufficient personnel and monetary resources force the Board of Selectmen to prioritize its efforts, but it is hoped that in 2007 some measurable progress can be made. The simplest to achieve would be determine the procedures whereby Land Use Regulations could be adopted by those departments with land ownership responsibilities.

Work Statement

(H) MUNICIPAL LAND MANAGEMENT

Community Development Plan Reference Numbers:

1D.1 and 1D.2

Purpose:

- Protection of water supply, recreational facilities and critical habitat.
- Preserve and enhance municipal lands
- Prevent damage to land that is unsightly, and costly to clean up

Objectives:

- **Land Management** Review and reorganize deed holding and management of town land under appropriate town departments.
- **Land Protection** Create coordinated management plan for all municipal lands.
- **Enforcement** Create regulations to implement land protection policies and plans

Method:

Adoption of Land Use Regulations:

Each Department that has management responsibility for parcels owned by the Town should review and adopt land use regulations consistent with those of ConsCom's, in order to provide a uniform, coherent and enforceable land protection policy throughout the town. Enforce regulations, with particular attention to damage done by people who (1) dump illegally on town and other properties, or (2) use motorized off-road vehicles illegally on town, state or federal land.

1. Have town counsel review ConsCom regulations and determine which other departments have authority to establish such regulations unilaterally and which lands might require bylaw regulations or other town meeting approval. Identify if there are any public notice requirements.
2. Request departments review regulations for applicability to their lands, and adopt if appropriate.

Development of Land Management Plan:

Inventory municipal land holdings and determine which department is appropriate deed holder.

1. Have departments submit inventory of land holdings, current use, long-term use.
2. Review list from OSRP as to which are of value to protect.
3. Have BOS review deed holders and identify any that might be transferred among departments.
4. Transfers to ConsCom would require town meeting vote.
5. Transfers among other departments probably require town meeting vote.

Schedule is near-term. Parcel listing is in OSRP but not description of each. Inventories could be submitted quickly. Action for any/some/all prepared for spring town meeting.

Examples:

- *Glenwood Cemetery lands for protection of Vernal Pools and Wetlands*
Will require review of Glenwood Cemetery expansion plans. Determination by BOS as to whether expansion plan should be pursued in whole or in part. If entire parcel is to be transferred, then is relatively simple town meeting action. If protection of natural resource on part of a parcel is involved (vernal pools) requires BOS explicit directive to DPW to maintain and protect.
- *Blue Jay Woods parcel.*
BOS owns south parcel and ConsCom owns north parcel. If south parcel is unbuildable then BOS could transfer to ConsCom for permanent protection. Required TM approval. Parcel is shown as “wet” on MassGIS but formal analysis/recommendation by town planner would need to be submitted to BOS.

Schedule:

Schedule can be immediate. Meet with BOS at January 2006 meeting or later to request review and adoption for BOS lands, and to submit request for town counsel review. If departmental policies are allowable, implementation could be done by February 2006, or later if appropriate. If town meeting action is required, warrants prepared by end of February 2006 or later as appropriate.

Cost:

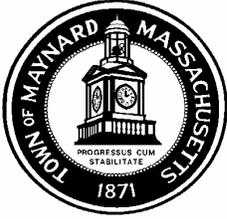
Possible cost of advertising for public notices. This is an unbudgeted expense and would need to be added to departmental budgets at town meeting, if funds available. Without funding may not be able to implement for all departments

Lead CDIC Member: Bill Cranshaw

Lead Entity: Board of Selectmen/Town Administrator/Town Planner coordinate among all Departments that hold property

Departments prepare inventories and initial recommendations

- Board of Selectmen
- School Committee
- Board of Health
- Conservation Commission
- Department of Public Works
- Recreation Department



Community Development Implementation Committee

TOWN OF MAYNARD
MUNICIPAL BUILDING
195 MAIN STREET
MAYNARD, MASSACHUSETTS 01754

Date: December 31, 2006

To: Maynard Board of Selectmen

Subject: **Transition of Landfill Re-use Work Statement to BOS**

The CDIC created and approved work statements for prioritized elements of the original Community Development Plan. Given the expiration of CDIC on December 31, 2006, this document describes the status of the medium-priority Landfill Re-use Statement.

The main focus of the Landfill Re-use effort was to understand why costs originally estimated at several hundred thousand dollars to convert part of the property for use as a soccer field escalated to over two million dollars. After sustained effort by two succeeding members of the committee, no sufficient document trail was ever uncovered which would provide sufficient content to complete a work statement addressing the potential re-use of the capped landfill. It was, however, learned that due to the nature of a capped fill, it is unlikely that a soccer field could be placed on this parcel. Focus for the future should be placed on more casual, less intense uses, such as dog walking trails or possibly a windfarm research site.